



# CREATING A NEW LEGACY AT MARIKANA



## CONTENTS

<b>1</b>	<b>Introduction</b>
<b>2</b>	<b>Letter from the CEO</b>
<b>3</b>	<b>Towards sustainable development</b>
<b>4</b>	<b>A review of the year</b>
4	Honouring the legacy of Marikana
5	1608 Memorial Trust
6	Housing and hostel conversions
6	Homes for Marikana widows
6	Employment of family members
7	Greening our future
7	Women of Marikana
8	Working with traditional leaders
9	Remembering the Marikana 44
<b>10</b>	<b>COVID-19 support</b>
<b>11</b>	<b>SLP projects update</b>
<b>15</b>	<b>Stakeholder engagement</b>
<b>16</b>	<b>Looking to the future</b>
16	A new way of engaging
17	Creating economic opportunity
18	Healing and renewal
<b>19</b>	<b>Contact us</b>

# INTRODUCTION

Sibanye-Stillwater's acquisition of Lonmin in June 2019 provided the catalyst for a process of renewal at our Marikana operations (formerly Lonmin).

This, together with the Group's long-term approach to value-creation will ensure a more sustainable and positive future for our Marikana operations and for the employees and communities associated with them.



■ Handing over of houses to six 1608 Memorial Trust widows, Mooinooi and Rustenburg

# LETTER FROM THE CEO



Neal Froneman  
Chief Executive Officer

**When Sibanye-Stillwater first began thinking about the acquisition of Lonmin, which was eventually concluded in June 2019, one of the issues in the forefront of our minds was naturally how we would deal with the legacy of the Marikana tragedy of August 2012.**

How would we find ways to persuade the relatives of the 44 victims, the people of Marikana more broadly and the numerous other parties that have focused their interest on Marikana since that terrible week in 2012 of our serious and sincere intentions? And, how would we, more broadly, face the challenge to win the trust of

stakeholders across the platinum belt? We resolved that we would do this by being very clear in our intentions that we are willing and capable of delivering sustainable socio-economic development to our host communities and citizens of the countries in which we operate, and that we engage openly and regularly, and listen as well as speak.

We know that the task of winning trust will not be easy. Particularly for those of us based in South Africa, the task is even more difficult because of the industry's history here. The mining industry was a major foundation stone of our country's modern economy. But it was also the foundation stone of the socio-political system that developed in South Africa over more than a century until 1994, complicit in many of those things that caused so much hardship for so many citizens and their forefathers. While we need to acknowledge our past, that cannot be the sum total of it. We also need to look forward and intensify our efforts to show that mining can make positive contributions.

For Sibanye-Stillwater, the extent to which we succeed in repairing the legacy of Marikana and all that it represents will set a benchmark for our ability to succeed more broadly.

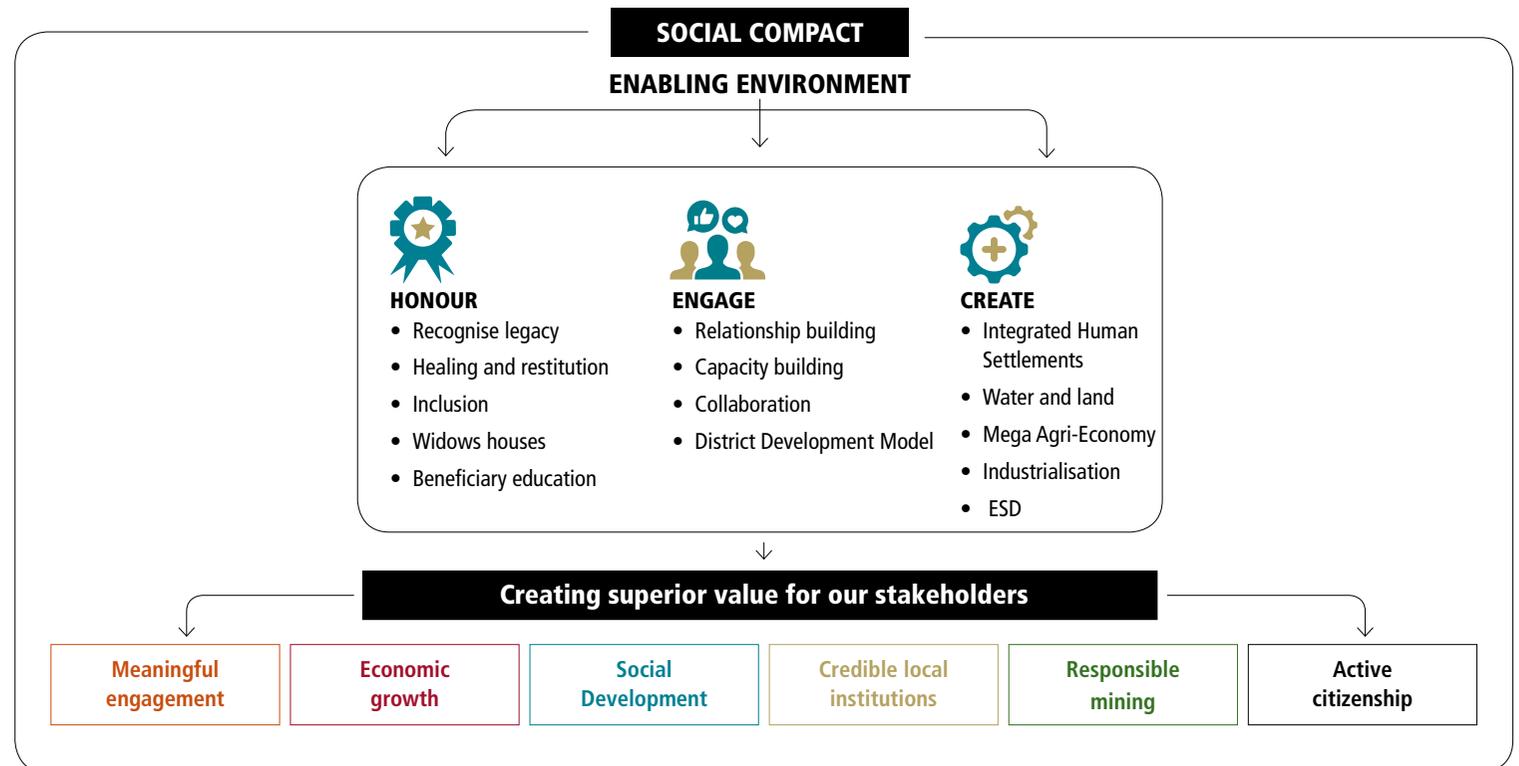
We need to change under-developed, overcrowded mining communities into modern mining towns that can thrive beyond mining. That will take extensive co-operation between ourselves, government at all levels and, perhaps most importantly, the diverse communities that call those towns home. We know that we must be a good neighbour, so that our stakeholders come to see us as a good neighbour.

We hope this first report of our journey towards that goal is taken in that spirit.

**Neal Froneman**  
CEO

# TOWARDS SUSTAINABLE DEVELOPMENT

Our approach to sustainable development is governed by our underlying vision of being a Good Neighbour and all that that entails. At its heart, is the creation of shared value, where stakeholders equally and equitably benefit from the value that is created through economic activity.



# A REVIEW OF THE YEAR

## Honouring the legacy of Marikana

Over the years following 2012, Lonmin implemented wide-ranging changes based on the shortcomings identified by the Farlam Commission and industry best practice. Immediate steps taken by Lonmin included the establishment of the 1608 Memorial Trust; employment of family members of deceased employees and the donation of land and completion of a hostel conversion process. Sibanye-Stillwater has more than honoured the commitments made.

To honour the 44 men who died at Marikana between 10 and 16 August 2012, a wall of remembrance was unveiled at Sibanye-Stillwater's Marikana offices on 15 August 2020 – a confirmation of Sibanye-Stillwater's intention to ensure that this legacy will be a foundation of a better future.



  
**MARIKANA**  
HONOUR | ENGAGE | CREATE

## A REVIEW OF THE YEAR

### 1608 Memorial Trust

The 1608 Memorial Trust\* was founded in September 2012 by Lonmin and its partner Phembani Group to fund the educational needs of the dependent children of the Lonmin employees who died in the Marikana tragedy. The Trust was established as a vehicle to ensure that the beneficiaries received an education up to and including university level.

Sibanye-Stillwater, through the 1608 Memorial Trust, continues to support the dependants by providing educational assistance in the form of schooling and registration fees; stationery, textbooks and uniforms; tertiary tuition fees; transportation and meal allowances; as well as extramural activities such as sports and school excursions for educational purposes.

The Trust supports or has supported 141 beneficiaries at various education levels. To date, the Trust has spent a total of R48.5 million in educational assistance.

Registered by the Master of the High Court in South Africa on 11 January 2013, the Trust is governed by three registered Trustees and meets on a quarterly basis. The Trust is also governed by approved Guidelines which set financial limits that

are distributed to the parents or guardians at the beginning of the year. Bi-monthly meetings are scheduled with the widows and guardians.

Feedback from all beneficiaries of the programme, as well as school principals and teachers, is positive. By the end of 2020, ten beneficiaries graduated at tertiary level in the following fields of study:

- National Diploma in Business Management (2)
- National Diploma in Technical Financial Accounting (1)
- National Diploma in Office Administration (1)
- National Diploma in Accounting (1)
- Masters in Animal Science (1)
- Bachelor of Science – Science & Agriculture (1)
- National Diploma in Biomedical Technology (1)
- Certificate in Mining & Construction (1)
- National Diploma in Public Relations (1)

In 2021, a number of beneficiaries were moved to different schools to achieve better educational outcomes and the post school programme was expanded to include learnership and internship opportunities in the Company.



As of end 2020, the Trust  
spent a total of  
**R48.5 million**

The 1608 Memorial Trust has supported 141 beneficiaries

\* Registered as The Sixteen-Eight Memorial Trust

## A REVIEW OF THE YEAR

### HOUSING AND HOSTEL CONVERSIONS

Lonmin initially donated 50 hectares of serviced land, proclaimed as Marikana Extension 2, to facilitate the building of 2,658 accommodation units by government for employees and local community members. Phase 1 of the project has been completed, with 544 houses having been finalised – 292 for employees and 252 community residential units.

In line with the Mining Charter commitments at that time, in 2014 Lonmin successfully completed the conversion of all 128 single-sex hostel blocks into renovated single and family apartment blocks which yielded a total of 1,908 single-apartments and 776 family units.



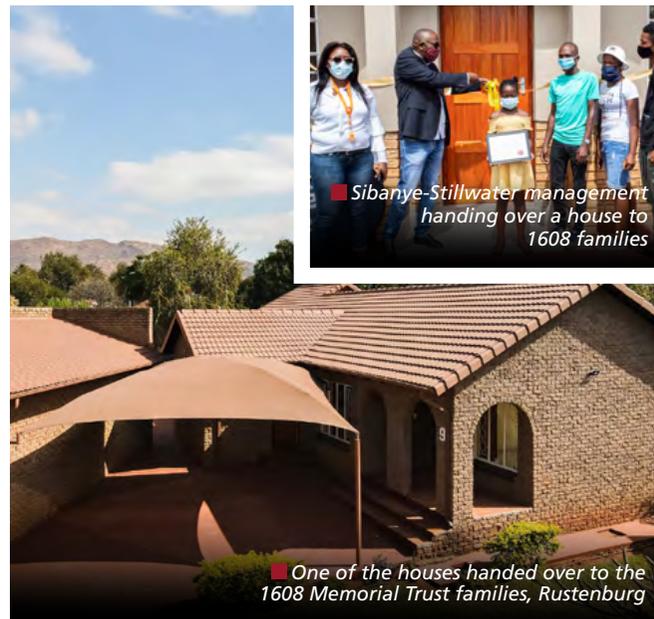
■ Infill apartment, Wonderkop – Marikana Operations

**“1,908 single apartments and 776 family units constructed”**

### HOMES FOR MARIKANA WIDOWS

Following the Marikana tragedy, the Association of Mineworkers and Construction Union (AMCU) announced that it would construct homes for a number of widows of AMCU members.

In an effort to extend and complete this initiative, Sibanye-Stillwater committed to the construction of 16 homes. Seven houses were handed over by December 2020. This is despite the massive disruption caused by COVID-19 during the year. A further eight houses will be constructed and one house will be bought in the open market in the locations chosen by the widows in the Eastern Cape, Lesotho, and Mpumalanga, as well as in Mafikeng and Kimberley.



■ Sibanye-Stillwater management handing over a house to 1608 families

■ One of the houses handed over to the 1608 Memorial Trust families, Rustenburg

### EMPLOYMENT OF FAMILY MEMBERS

Following the tragedy, a primary concern was taking care of the families of the deceased employees and ensuring that they could receive a sustainable income. An offer of employment was made to each of the families by Lonmin, with 23 of the 44 widows accepting this offer. The remaining 21 deceased members were replaced by a relative of the family, after family meetings were held. The job placements are diverse, from underground operations to surface. Sibanye-Stillwater continues to provide employment to the spouses or a chosen family member. In addition, we have appointed one of the beneficiaries of the 1608 Memorial Trust to work as a social performance supervisor at the Company.



■ Mandla Yawa, 1608 Memorial Trust beneficiary, has been appointed into a specialist role at the Company

## A REVIEW OF THE YEAR

### GREENING OUR FUTURE

As part of our partnership with communities around Marikana, we launched the My Food programme in collaboration with religious leaders in November 2020. The programme is aimed at creating a secure and increasing supply of healthy food and income at a household level. A fruit tree planning programme was also rolled out in Marikana as part of this initiative. The programme provides training in small scale organic food production; business tools training for immediate application; and income generation skills.



■ Partnering with communities to build small scale food gardens

### WOMEN OF MARIKANA

Sibanye-Stillwater's gender awareness programme, which focuses on women and children, entailed partnering with local NGOs in 2020 to call attention to Gender Based Violence (GBV). We also partnered with Sisonke Medical Scheme and Teba on our GBV awareness programme and donated sanitary towels to local women and school girls.

In recognition of the 16 Days of Activism in December 2020, we worked with local NGOs in a local radio awareness campaign, supported by GBV education leaflets; and by donating dignity packs (soap, sanitisers and sanitary towels) and whistles to Marikana women.



■ Mpho Tlaka (left) from Sibanye-Stillwater and Margaret Matjeke from Segwaelana community



■ Sibanye-Stillwater employees with Sikhala Sonke NGO, Nkaneng informal settlement

## A REVIEW OF THE YEAR

### Working with traditional leaders

Sibanye-Stillwater's relationship with the Bapo Ba Mogale community, which is associated with the land on which the operations are located, is critical. In 2019, the Company and Bapo Ba Mogale entered into a relationship agreement, which provided a solid foundation for the relationship going forward. Much effort has gone into resetting this relationship and, importantly, providing support to the Bapo Ba Mogale to improve its leadership and governance.

In August 2020, a new chief was appointed and the traditional council's term was confirmed. It is hoped that this will go some way to ensuring leadership stability.

Sibanye-Stillwater has actively supported this process through:

- The appointment of new business directors
- A review of the Bapo Ba Mogale businesses
- Financial support to the Bapo Ba Mogale

Sibanye-Stillwater recognises the importance of working with traditional leaders from local areas and regions from which employees are historically drawn. The Company regularly engages with traditional leaders on issues affecting employees and communities.



Relationship agreement signed with Bapo Ba Mogale in 2019

## A REVIEW OF THE YEAR

### Remembering the Marikana 44

As part of Sibanye-Stillwater's commemoration of Marikana, and to support a process of learning and healing, the Company instituted the Marikana Memorial Lecture, planned as the annual delivery of an insightful address to the people of Marikana and well beyond. Adv Thuli Madonsela delivered the 2020 Inaugural Lecture on: **Remembering, healing and renewal – thoughts on building a positive and inclusive future for the Marikana region and community.**

At the crux of her lecture was the act of remembrance:

*"It's about remembering, it's about consciously healing. But we can't heal without remembering, and we can't renew without healing. So, going forward there's a possibility that what (Sibanye-Stillwater) is doing could be a model for how we move South Africa forward, by not being ashamed to look back at what happened and also not asking whose fault it was.*

*"Every generation has a unique opportunity and responsibility to identify and decisively address the pressing challenge of its time. In my humble view, social justice and climate justice-anchored growth is the most pressing challenge of our time.*



*This initiative of remembering, renewal and rebuilding is just what we need as a nation. But it's the people of Marikana who need it most because as long as those hearts remain unhealed, they are going to affect peace in that community, and as long as there is no peace in that community, there will be no peace in this country."*



In his opening prayer, Archbishop Thabo Makgoba said:

*"This is an important event to remember and to reflect on so that we might do all which is good, all that is better, in our efforts to re-build South Africa.*

*Hope is part our challenge today. We gather in hope that the mining industry – which has had a journey of introspection and transformation over the last 8 years – will continue to transform and benefit the lives of many."*



In his address, CEO Neal Froneman said:

*"Whilst we acknowledge and respect the past, we want to develop a new legacy for Marikana – one where conflict is supplanted by new social and economic compacts. We want it to be a more inclusive and sustainable legacy. We are convinced that the integration of the Marikana operations into the Sibanye-Stillwater group will ensure a sustainable future and act as a catalyst for the renewal of Marikana."*

# A REVIEW OF THE YEAR

## COVID-19 SUPPORT

**COVID-19 had an unprecedented impact on our employees and communities.** The way in which the mining industry rose to the challenge in protecting its employees, undertaking testing and screening, providing isolation and quarantine facilities, and medical care to those who need it has been widely recognised. What is less well known is the way in which mining companies, including Sibanye-Stillwater, worked closely with communities and NGOs, with other companies, and local government to deliver much-needed support.

Our COVID-19 response included the provision of food parcels in partnership with Rand Mutual Assurance, PPE (face shields) in partnership with Wits University and sanitisers in partnership with AngloGold Ashanti and Imperial.

Sibanye-Stillwater, in association with the Minerals Council South Africa and 12 other members, also donated oxygen and oxygen-related products to the Eastern Cape. The donation included tanks, concentrators and other products that help deliver oxygen to patients. This contribution was underpinned by our recognition that the Eastern Cape is a province home to many mine employees and their families.



■ Sanitiser donation

Some of the support provided includes:



**Support to local municipality. Donated water tankers to the Madibeng Local Municipality.**



**Social relief for communities. Donation of food hampers to DSD Food Bank for Greater Sibanye Communities in North West including mattresses and blankets, and PPE for Early Childhood Development Centres (ECDs) and local organisations.**



**Health and hygiene support to the Department of Health and communities. Providing soap and PPE for health workers and professionals.**



**Support to Department of Education. Providing sanitisers and masks to schools.**



■ Donation of PPE and sanitisers

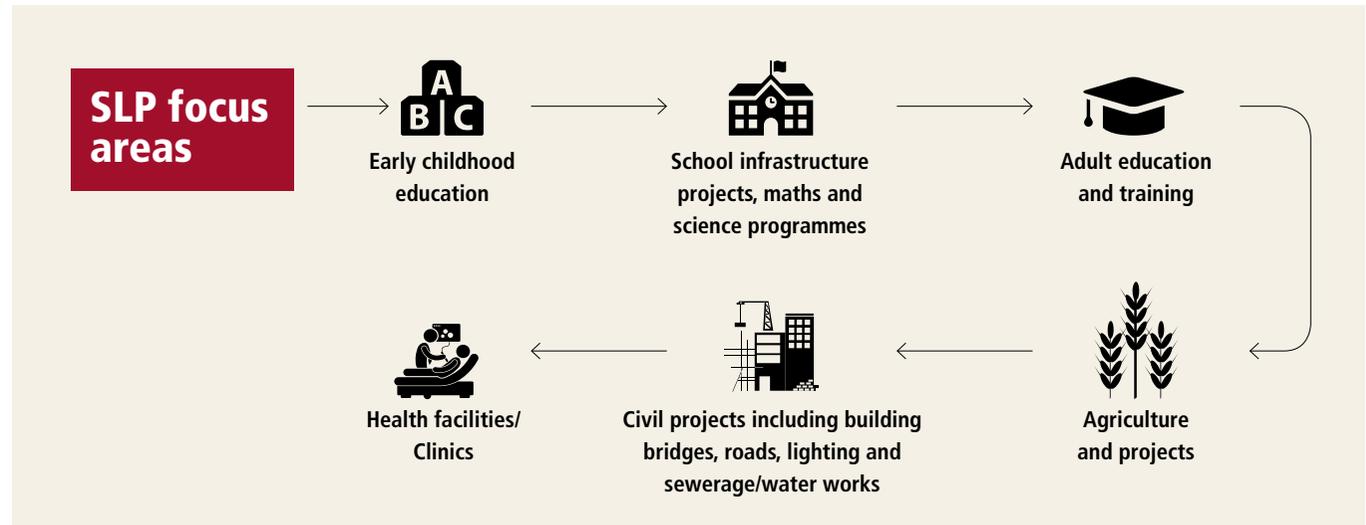


■ Sibanye-Stillwater management delivering food to the Department of Social Development, Food Bank in North West

## A REVIEW OF THE YEAR

### SLP PROJECTS UPDATE

Being a Good Neighbour is part of Sibanye-Stillwater's social and economic compact with communities in the regions in which the Company operates. At the heart of our Social and Labour Plans (SLP) is a commitment to invest in and sustain our operations, our people and our communities. SLPs are regulated commitments made by companies on a range of social issues, including community and local economic development under the Mining Charter. The Company will do this in as inclusive a manner as possible and with the aim of leaving behind sustainable communities and enterprises long after mining has ceased.



### CREATING ECONOMIC VALUE

Central to Sibanye-Stillwater's value-creation endeavours is the creation of economic value through the products mined and produced. In so doing, it creates and sustains jobs (directly and indirectly); pays taxes and royalties; and procures goods and services. In 2020, Sibanye-Stillwater employed circa 84 000, with by far the largest segment being its platinum division, employing 45 013 people (including 8 605 contractors). Sibanye-Stillwater is currently the largest private employer in South Africa.

As far as possible the Company employs people from local communities – in the PGM operations, 98% of employees are local.



# A REVIEW OF THE YEAR

## CREATING SOCIAL VALUE

Sibanye-Stillwater's SLP commitments are extensive and their successful implementation often relies on the close collaboration of social partners. Our SLP projects focus specifically on sustainability and community ownership.

Sibanye-Stillwater took over the implementation of the SLPs by Lonmin, which had already delivered projects in partnership with local stakeholders.

SLPs are delivered in areas around our operations as well as in areas from which many of our employees are drawn, predominately in the Eastern Cape.

## EASTERN CAPE PROJECTS

Community upliftment projects in the Eastern Cape included a programme to raise awareness about HIV/AIDS and related diseases; provide support for those infected and affected; and support to orphaned and vulnerable children as well as the implementation of TB and HIV/AIDS campaigns. The Centre for Positive Care was appointed as an implementing service provider and to assist with creating income generating activities. The programme was completed in July 2020.

## SOCIAL PROGRAMMES DELIVERED IN THE MARIKANA COMMUNITIES

### Healthcare

Provision of support through training and delivery of infrastructure, including:

- Donation of 21 ambulances **(A)**
- Security Fencing Segwaelane Clinic
- Security Fencing Wonderkop Clinic
- Mogwase Maternity Home
- Rekopanetswe Maternity Home
- School Health Mobiles
- Computers provided to Bapong CHC **(B)**
- Emergency Services Training **(C)**
- Segwaelane Aged & Elderly Centre
- Grace Help Point Centre **(D)**
- Upgrading of Sonop Old Age Home
- Brits Forensic Mortuary
- Community health programme, including feeding schemes



### Education

Provision of support through recreational activities and delivery of infrastructure, including:

- New Marikana School **(E)**
- Segwaelane Primary
- Rakgatla Ablution facilities
- Tlhapi Moruwe Upgrade
- School soccer tournaments **(F)**
- School Chess **(G)**
- Bapong Tennis court upgrade **(H)**
- Bapong Sport field upgrade



### Urban infrastructure

Contributing to much needed urban infrastructure in Marikana communities.

- Water supply in Wonderkop
- Segwaelane High Mast Lights **(I)**
- Wonderkop High Mast Lights handover
- Greater Lonmin Communities (GLC) Waste Management
- Mnxekazi Junior Secondary School (Eastern Cape) **(J)**
- Multi-purpose facility in Bapong
- Sanitation Project
- Brickmaking Factory
- Community Roads **(K)**
- Regorogile farming project in Sonop



## A REVIEW OF THE YEAR



Leokeng school, Leokeng in Bapong

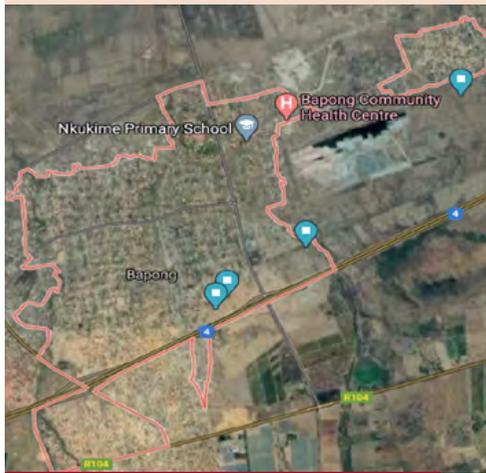
# Projects in progress

### Bapong Bulkwater Supply – Bapong

**Description:** Potable water supply to the Madibeng infrastructure

**Value:** R10.8m

**Beneficiaries:** Bapong and Modderspruit community



**STAGE:** Construction underway

### Majakaneng Sports field – Majakaneng

**Description:** Project forms part of the Majakaneng School Project

**Value:** R8m

**Beneficiaries:** Majakaneng community



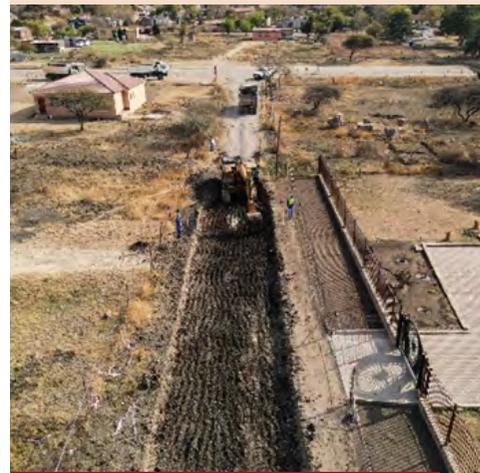
**STAGE:** Construction underway

### Segwaelane Road – Segwaelane

**Description:** Paved road construction for the Segwaelane Community from the main road to the school

**Value:** R6.8m

**Beneficiaries:** Segwaelane community



**STAGE:** Construction underway

### Majakaneng Road – Majakaneng

**Description:** Paved road from R101 to cemetery

**Value:** R6.8m

**Beneficiaries:** Majakaneng community



**STAGE:** Construction complete

## A REVIEW OF THE YEAR



# Projects in progress continued



Majakaneng clinic

### Majakaneng School – Majakaneng

**Description:** Michael Modisakeng school  
**Value:** R32m  
**Beneficiaries:** Majakaneng community



**STAGE:** Construction underway

### Marikana CHC – Marikana

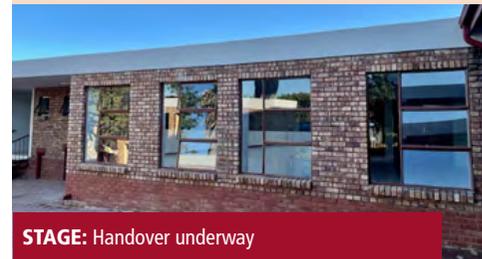
**Description:** Community Healthcare Centre  
**Value:** R23m  
**Beneficiaries:** Marikana community



**STAGE:** Procurement underway

### Majakaneng Clinic – Majakaneng

**Description:** Upgrade of the local Majakaneng community clinic to larger facility  
**Value:** R8m  
**Beneficiaries:** Majakaneng community



**STAGE:** Handover underway

### Leokeng School – Leokeng Bapong

**Description:** Construction of a secondary school in Leokeng  
**Value:** R37m  
**Beneficiaries:** Modderspruit and Leokeng community



**STAGE:** Construction underway

### Bapong Water Reticulation & Sanitation – Madibeng Local Municipality

**Description:** Drilling of boreholes and construction of pipe to the existing reservoir. This will assist with increasing water supply to the communities to reduce the current water shortages  
**Value:** R10.8m  
**Beneficiaries:** Bapong and Modderspruit community

### Subsistence Agri Project – Madibeng Local Municipality

**Description:** Support to subsistence farmers through two projects  
**Total value:** R6.5m  
**Project 1:** Live-stock (breed) improvement, construction of crush-pens and kraals and water supply  
**Beneficiaries:** Live-stock farmers in Bapong, Segwaelane and Wonderkop (Madibeng Municipality)  
**Project 2:** Crop production project  
**Stage:** Planning with Rustenburg Municipality underway

### Refurbishment of Sonop Clinic – Madibeng Local Municipality

**Description:** Refurbishment of Sonop clinic  
**Value:** R5.8m  
**Beneficiaries:** Sonop Community



## A REVIEW OF THE YEAR

### Stakeholder engagement

Sibanye-Stillwater is committed to open and transparent engagement with a broad range of stakeholders. The Group seeks to provide quarterly updates on progress that is made and to hear the concerns of stakeholders, so as to enable open and transparent engagement and collaboration with all stakeholders. Some of the critical stakeholder engagement platforms are our engagement through the Community Engagement Forum (CEF), engagement with the Bapo Ba Mogale, engagement with NGOs and with the municipality.

#### COMMUNITY ENGAGEMENT FORUM

Our Community Engagement Forum (CEF) plays a vital role in bringing together various stakeholders, not only for the Company to engage with them, but also for stakeholders to engage with one another. Members include the ward councillors, traditional leadership, municipality officials and a number of local/regional NGOs. Meetings are scheduled on a quarterly basis, although communication may be more frequent when the need arises.

#### BAPO BA MOGALE

As a critical stakeholder in our business we value the relationship with the Bapo Ba Mogale community. The Company meets with the Kgosi, and on a regular basis with the Traditional Council.

#### LOCAL MUNICIPALITIES

We engage at least on a quarterly basis directly with the Mayors, members of the Mayoral Council and Directors of the Rustenburg and Madibeng Municipalities. As residents of these municipalities, we have a very significant and vested interest in their success, and maintain a relationship of collaboration and cooperation. Not only are our engagements aimed at sharing progress on projects, but we also engage on immediate issues impacting the mine and communities. Alignment with municipalities is a critical component in the delivery of our SLPs.

#### ENGAGEMENT WITH NGOS

As part of addressing the Marikana legacy, and also in recognition of civil society interest in the mining industry more broadly, Sibanye-Stillwater has committed to ongoing engagement with NGOs that have kept a focus on Marikana, and on the mining industry in general.

The Company invited the NGO representatives to an initial engagement during the Marikana anniversary week in August 2020 and followed up with a close-out session for the year in mid-December 2020. Both sessions took place on an electronic platform in line with COVID-19 precautionary protocols. These meetings will occur on at least a bi-annual basis.

#### ENGAGEMENT WITH PROVINCIAL AND NATIONAL GOVERNMENT

The Company also engages on a regular basis with the DMRE and various government departments on regulatory matters and issues of mutual interest.



# LOOKING TO THE FUTURE

**Sibanye-Stillwater is committed to constructive, positive engagement with all of its stakeholders, understanding that true engagement is equally about listening and understanding and then taking appropriate action, and that it should be as inclusive as possible.**

Through the implementation of our stakeholder engagement model, we undertake to listen to and then balance the interests of stakeholders. Importantly, we have committed to the strategic inculcation of a culture of effective engagement at all levels within the organisation on issues that are material to our stakeholders.

This has required the development and implementation of formalised systems that are mutually beneficial, to stakeholders and the Company, as well as the creation of appropriate platforms for open and participative engagement. Engagement schedules and processes are tracked, objectives are set, and frequency of meetings are monitored.

Our approach combines both group and direct, individual engagements, both in formal and informal settings. And, while the advent of COVID-19 has made some of these engagements more difficult, through virtual meetings and socially distant direct engagements, a solid foundation for communication has been established.

Our engagement avenues are also multi-faceted, ranging from community engagement forums (comprising elected leaders and ward councillors, traditional leaders, local government, and NGOs); to engagement with government at all levels; engagement

with traditional and religious leaders; and participation in business forums.

We have established a grievance procedure to ensure that our stakeholders are provided with a mechanism to raise their grievances. They can send their grievances in person, via mail and telephone.

In addition, we endeavour to be proactive with our risk management programme to ensure that we minimise any negative impact on communities.

**“Stakeholder engagement should be as inclusive as possible”**



## **GRIEVANCE PROCEDURE CONTACTS:**

**Email:** [communityrelations@sibanyestillwater.com](mailto:communityrelations@sibanyestillwater.com)

**Tel:** 0800 333 461

## **MARIKANA CONTACTS:**

**Email:** [community@sibanyestillwater.com](mailto:community@sibanyestillwater.com)



## LOOKING TO THE FUTURE

### CREATING ECONOMIC OPPORTUNITY

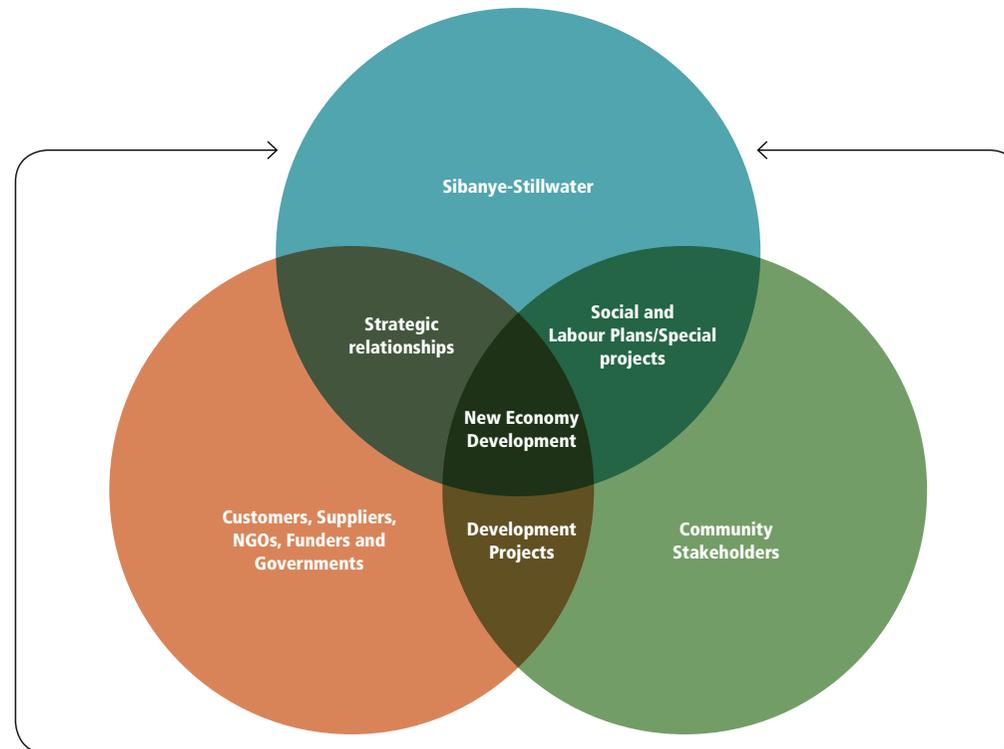
A fundamental pillar in breaking the poverty cycle is the creation of economic opportunity.

As a company, Sibanye-Stillwater seeks to sustain our operations and to grow, but our ability to make a significant difference at a macro level is limited. More than that, sustainable economic value creation requires sustainable, collaborative solutions.

With this in mind, Sibanye-Stillwater has embarked on a highly interactive process, in collaboration with key stakeholders, including customers, suppliers, NGOs, funders and government on the one hand, and with communities on the other, to build alignment around “business unusual” development interventions in the district surrounding Marikana.

The process is being led by renowned development experts. While groundwork began in 2020, the project will commence in earnest in 2021. As a starting point, stakeholder needs will be assessed, development-related commitments will emerge, and an intervention plan will adapt accordingly. These interventions will vary from individual projects (that may or may not be related to mining) to systematic programmes to develop an alternative economy to mining.

Key milestones in 2021 will be to scope these projects and programmes, to design associated governance systems to enable their implementation, and to convene coalitions of champions, partners and other stakeholders to implement them.



“Sibanye-Stillwater has embarked on a highly interactive process, in collaboration with stakeholders”

The initial focus will be on quick wins in the following areas:



Initiatives to establish interfaces directly with relevant community stakeholders and start building local institutional capacity.



Supplier development initiatives driven in partnership.

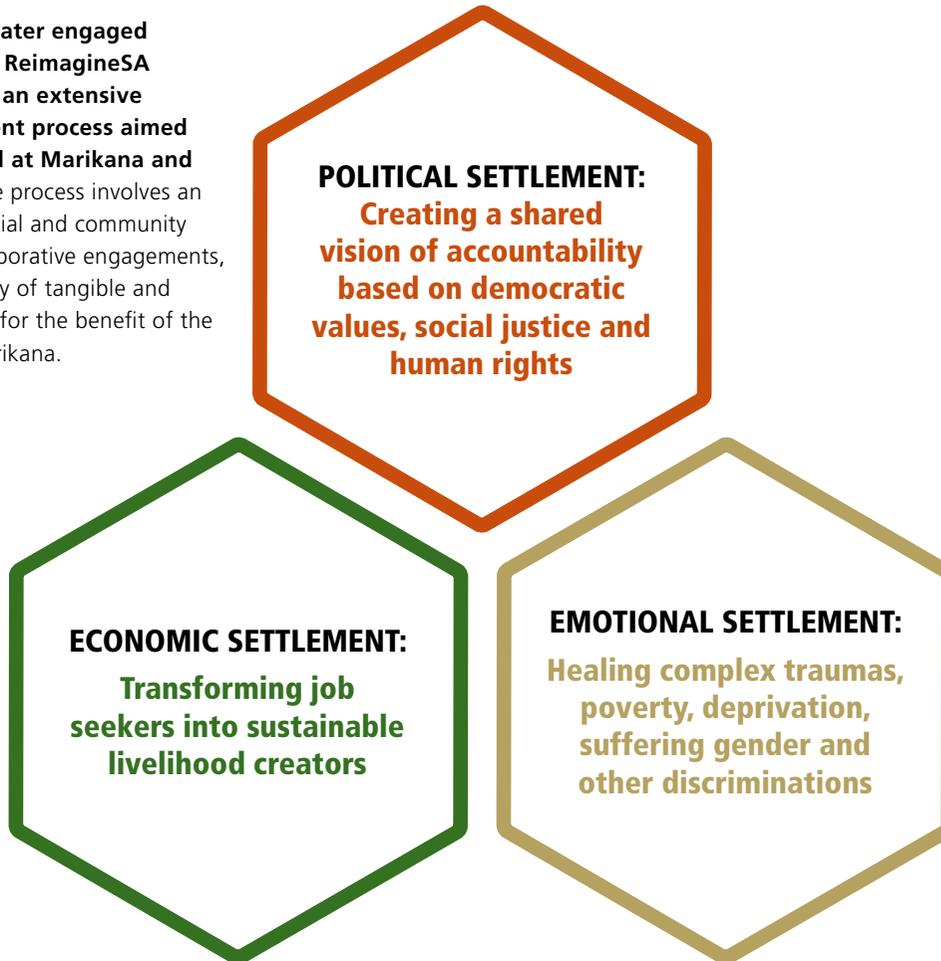


Larger scale, high value, agricultural initiatives in partnership with relevant private sector industry players.

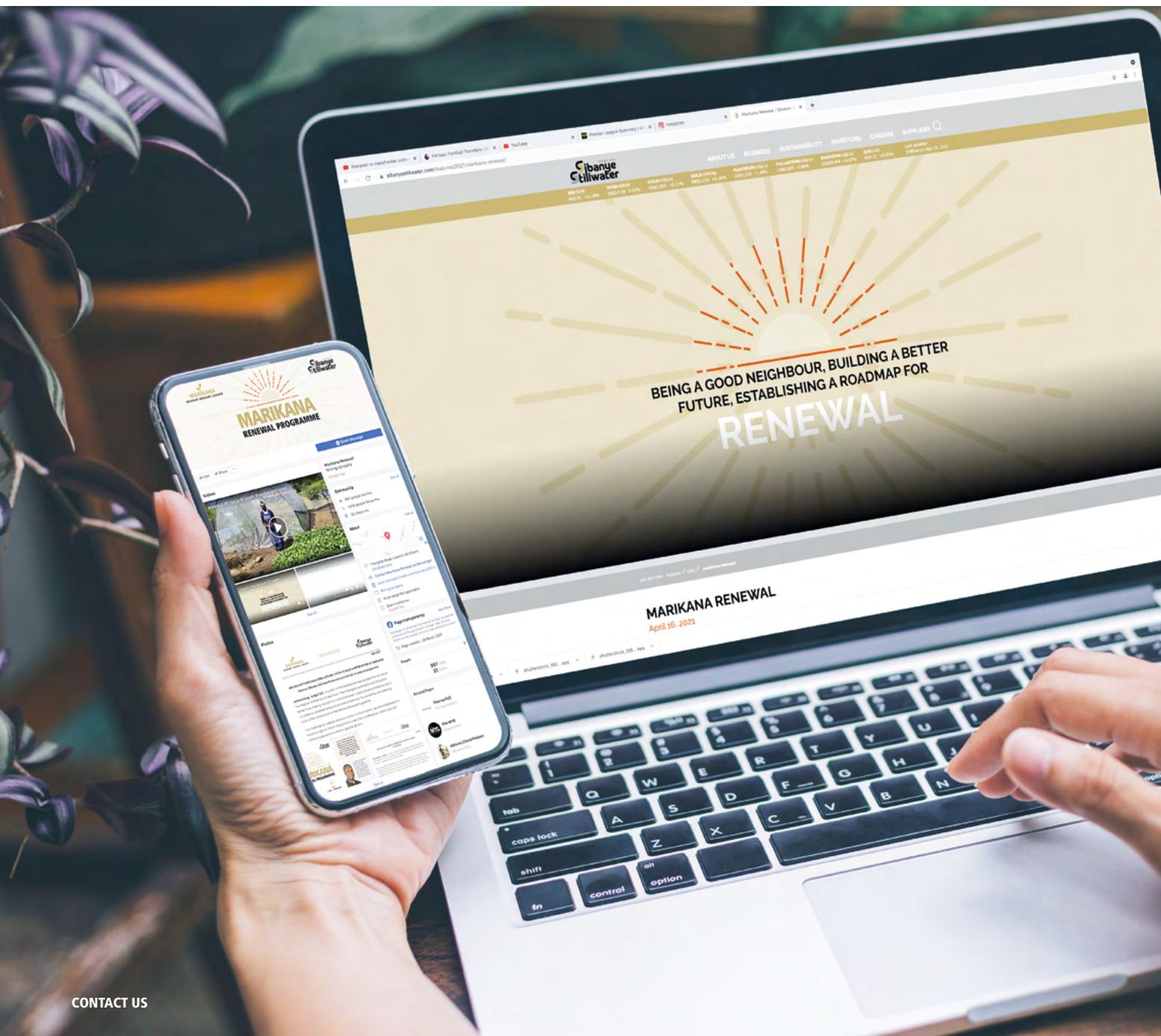
## LOOKING TO THE FUTURE

### Healing and renewal

In 2020, Sibanye-Stillwater engaged stakeholder specialists ReimagineSA to plan and undertake an extensive stakeholder engagement process aimed at healing and renewal at Marikana and beyond. At its heart, the process involves an inclusive approach to social and community facilitation through collaborative engagements, and to ensure the delivery of tangible and sustainable programmes for the benefit of the communities around Marikana.



“Inclusive approach to social and community facilitation”



# CONTACT US

For more information, take a look at our:

Website:

[www.sibanyestillwater.com/features/2021/marikana-renewal/](http://www.sibanyestillwater.com/features/2021/marikana-renewal/)

Facebook page:

[www.facebook.com/MarikanaRenewal](https://www.facebook.com/MarikanaRenewal)

If you have queries, contact:

**Nontsikelelo Ngcangiso**

Tel: 014 495 0994

Email:

[nontsikelelo.ngcangiso@sibanyestillwater.com](mailto:nontsikelelo.ngcangiso@sibanyestillwater.com)