



This position statement sets out Sibanye-Stillwater's approach to Mineral and Non-Mineral Waste Management

MINERAL AND NON-MINERAL WASTE

Position statement



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

ESG Position statement

Waste management (Mineral and non-mineral waste)

Our Vision for mineral and non-mineral waste management is to ensure that Sibanye-Stillwater is fully compliant with legislation, transparent in reporting, and innovative, efficient and effective in respect of our waste management practices. We will entrench into business the principles of a circular economy and the waste hierarchy for all waste streams, which is also supportive of our zero waste to landfill journey promoting sustainable post-mining economies.

Our Vision statement

Superior value creation for all our stakeholders through the responsible mining of our mineral resources.

Our Environmental vision statement

Promoting natural resources and improving life – sustainable use through increased environmental consciousness and continual improvement, minimising environmental impacts with a measured transition to a low carbon future enabled by digital and adopting technologically innovative approaches.

ESG Policy reference

Sibanye-Stillwater conducts its business in an ethical and responsible manner for the benefit of all stakeholders in accordance with the Group's integrated governance framework.

The Group seeks to build a sustainable post-mining economy, within its geographical footprint through the development of programmes that contribute and support our ESG strategy.

Sibanye-Stillwater commits to:

- reduce, re-use and recycle all types of wastes and products containing metals and minerals where practical and economically feasible
- drive environmental, health and safety education and awareness initiatives to improve all stakeholder livelihoods
- comply with all legal and regulatory requirements and voluntary obligations and responsible mining principles the Group subscribes to
- deploy effective risk management strategies, taking into consideration ESG risks and stakeholder perceptions of risks
- adhere to the requirements as set out in Sibanye-Stillwater's policies, position statements and procedures
- deliver sound environmental management of chemicals and all wastes, with a focus on the reduction in waste generation and minimise waste to landfill



Recognition statements

Sibanye-Stillwater recognises that:

- waste management is a global challenge, especially in mining, where vast amounts of mineral and non-mineral wastes are generated annually. Effective waste management solutions must consider a cradle-to-cradle approach
- waste poses environmental, social, health and safety risks, from the generation thereof, to its disposal
- there is a duty of care and growing responsibility to prevent externalising our waste risk. As responsible operators, we need to minimize the social and environmental impacts of waste and create new economic value by finding sustainable solutions as part of our circular waste economy¹
- zero waste to landfill is an inevitable long-term goal. Several building blocks and processes must be defined, developed, embedded, and implemented as part of this waste journey
- the following critical success factors are essential to ensure effective Waste Management is consistently applied at all Sibanye-Stillwater operations:
 - an integrated approach
 - internal and external collaboration with identified stakeholders
 - innovative and creative thinking and ideas to reduce waste within the philosophy and principles of a circular waste economy
 - employ cost effective solutions including *inter alia* cleaner technology, beneficiation of waste products and repurposing of waste
 - effective risk management processes to assess waste related risks, challenges, and opportunities

Scope

The scope covers the generation, segregation, storage, removal, transportation, distribution, deposition, recovery, reuse, recycling, and treatment of mineral and non-mineral (general and hazardous) waste streams at all Sibanye-Stillwater operations (including joint ventures and other partnerships, where applicable) in the different jurisdictions where we operate. This position statement is also applicable externally to where our duty of care extends to the transport and management of our wastes to and by external waste facilities.

Intent

This position statement encapsulates Sibanye-Stillwater's stance on, and approach to, responsible waste management. It must be read in conjunction with applicable legislation on waste management, associated regulations, standards, technical and other guidelines that augment waste legislation as well as appropriate

¹ A circular economy (also referred to as "circularity" is an economic system aimed at eliminating waste and the continual use of resources. Circular systems employ reuse, sharing, repair, refurbishment, remanufacturing and recycling to create a closed-loop system, minimising the use of resource inputs and the creation of waste, pollution and carbon emissions.



guidelines and principles such as those from the International Council of Mining and Metals (ICMM), World Gold Council (WGC) and the UN Sustainable Development Goals (SDGs) to which Sibanye-Stillwater subscribe.

This position statement outlines the Group's position on mineral and non-mineral waste management and describes our commitment and approach to drive responsible waste management and innovative waste prevention, diversion from landfill and deposition, reuse, recycling, treatment, and retreatment of waste.

Sibanye-Stillwater is committed to:

- lead, participate and engage in forums that enhance waste management practices and continuous improvement
- drive a zero waste-to-landfill philosophy by 2030
- drive waste minimisation initiatives to divert non-mineral waste from landfill and the reduction of mineral waste pre and post deposition
- continuously assess its waste management practices, planning towards its improvement and embedding duty of care principles
- report transparently on waste management performance
- collaborate, engage, and drive awareness campaigns with third parties on waste management

Governance

Management Structure

Waste management is an important operational issue for Sibanye-Stillwater, however it has significant strategic, legal, cost, and reputational implications for the Group.

In Sibanye-Stillwater, the management of waste and waste facilities resides at each operation, with the Executive Vice-President (EVP) of the SA gold, SA PGM and US PGM operations, respectively, taking overall accountability for the legal mandate imposed by the national, regional, and local legislation, and compliance to conditions within our waste management licenses (WML), environmental management programmes (EMPs) and environmental authorisations (EAs) which are operation-specific.

The EVP is supported by the relevant Vice-President (VP) and Head of Operation, who takes operational responsibility for waste management within his/her operation, and the compliance aspects required by law and in our WML, EMPs and EAs; the VP is supported by his/her environmental, engineering, mining, metallurgical, and financial teams where relevant.

The Senior Vice-President (SVP): Environment, reporting into the Chief Technical Officer (CTO) is responsible for setting and driving the strategic direction on a range of environmental issues, including waste management. The SVP: Environment will assist, guide, and support the operational EVPs, SVPs and VPs in strategy implementation, the rollout of strategic waste management objectives and meeting waste-related regulatory and compliance obligations. The Group's waste management specialist together with the Group Environmental Manager will ensure the effective implementation of responsible waste management solutions across the business.

The Social, Ethics and Sustainability Committee and the Risk Committee, both Board-level committees, have a role in advising on responsible waste management. The Committees provide strategic direction and oversight.



The CTO, reporting to the CEO, supports the CEO in key decision-making by ensuring that strategic waste management objectives translate into operational initiatives and targets. This takes place in conjunction with the SVP: Sustainability and the SVP: Environment, who oversees the integration of sustainability and environmental considerations, respectively, across the business.

The SVP: Sustainability oversees and drives overall sustainability within the Group, and therefore any strategic issues on waste fall within his/her mandate.

Depending on the jurisdiction in which we operate, regulatory and other institutional arrangements in respect of waste and waste management, such as the setting of waste management standards, waste inventory and waste classification systems reside at different tiers (levels) of Government and Sibanye-Stillwater Operations deal with these arrangements in accordance with the applicable legislation.

In addition, Sibanye-Stillwater applies strong and transparent corporate governance by:

- publicly disclosing the Group's approach to waste management
- allocating clear responsibilities and accountabilities for waste management across corporate, management and operational levels
- disclosing performance, material risks, opportunities, and management of waste streams at our operations, using platforms such as quarterly board papers, integrated annual reports, and internal and external waste management audits
- integrating waste prevention opportunities and management of waste in business planning

Strategic objectives

Waste management key performance indicators (KPIs) drive sound waste management in accordance with national and international industry best practice. Effective, innovative, and responsible waste management with a focus on strategic intent, will deliver on the following objectives:

- Objective 1:** Demonstrate thought leadership in waste management practices.
- Objective 2:** Support best practise waste management through governance processes, planning and sustainable implementation.
- Objective 3:** Drive waste minimisation initiatives to achieve our zero waste to landfill for non-mineral related waste and creating value driven opportunities.
- Objective 4:** Reduce the environmental impact of mineral waste whilst simultaneously limiting our associated risk exposure and supporting sustainable post-mining economies.
- Objective 5:** Lead performance management and reporting on waste management targets and initiatives.
- Objective 6:** Drive successes in waste management through informed and knowledgeable employees, service providers and communities.



Strategic initiatives

In order for us to meet the strategic objectives and targets on waste management, and to demonstrate commitment, the following waste-related strategic initiatives are pursued:

Strategic objectives	Strategic initiatives
<p>Objective 1: Demonstrate thought leadership in waste management practices.</p>	<ul style="list-style-type: none"> • Establish and lead working groups on responsible waste management and influence policy, legislation, and approaches on waste management where appropriate • Active participation and engagement in external forums and presenting at conferences with a view to shape and influence industry approaches on waste management as well as to identify opportunities, collaborative partnerships and benchmarking principles and standards • Review and update our environmental terms and conditions in all waste-related contracts to limit our liability and enhance assurance and quality of service offering
<p>Objective 2: Support best practice waste management through governance processes, planning and sustainable implementation.</p>	<ul style="list-style-type: none"> • Provide a waste roadmap to the organization for planning, waste minimization, utilization of waste, circular economy entrenchment into the business and operations to meet 2030 zero waste-to-landfill obligation • Implement an integrated waste management system at the operations, improving on compliance, cost, efficiencies and effectiveness of service delivery and promoting the segregation, recycling, and reuse of waste streams
<p>Objective 3: Drive Waste Minimisation Initiatives to achieve our zero waste to landfill for non-mineral related waste and creating value driven opportunities.</p>	<ul style="list-style-type: none"> • Conduct and conclude research into a number of identified waste streams, which require innovative circular waste economy and waste minimization solutions • Collaborate with local and national research institutions, research groups at tertiary institutions, NGOs, and local communities to establish relationships and partnerships promoting waste minimisation practices and sustainable waste management • Participate in industrial waste symbiosis and waste exchange programmes and opportunities • Develop waste projects and solutions enhancing local business development
<p>Objective 4: Reduce the environmental impact of mineral waste whilst simultaneously limiting our associated risk exposure and supporting sustainable post-mining economies.</p>	<ul style="list-style-type: none"> • Investigate resource recovery of deposited mineral wastes as viable input products • Map and conclude investigations into mineral waste prevention, reduction, and reuse alternatives to deposition • Research and collaborate, nationally and internationally, on mineral waste minimization opportunities • Seek concurrent and regional closure opportunities in waste management, following determination of risks and latent and residual liabilities
<p>Objective 5: Lead performance management and reporting on waste management targets and initiatives.</p>	<ul style="list-style-type: none"> • Development of waste diversion from landfill and related targets and KPIs, managed through electronic waste management systems and databases • Improve public disclosure and reporting of waste initiatives and performance on reduction targets



<p>Objective 6: Drive successes in waste management through informed and knowledgeable employees, service providers and communities.</p>	<ul style="list-style-type: none"> • Effective internal and external stakeholder engagement and awareness to promote responsible waste management and waste minimisation initiatives
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Policy and other ESG references:

- Sustainability policy statement
- Environmental Management policy statement
- ICMM Principle 4, 6, 8, 9 and 10 with the supporting performance expectations
- World Gold Council and Responsible Gold Mining Principle 7, 8 (8.1, 8.2, 8.3), 10
- United Nations Global Compact and SDGs (1, 3, 6, 7, 8, 11, 12, 13, 15)
- International Finance Corporation (IFC) - World Bank Group, Performance Standard 1 (Assessment and Management of Environmental and Social Risks and Impacts [2012]); and 3 (Resource Efficiency and Pollution Prevention [2012]).
- Global Reporting Initiative (GRI) Waste Standard 306.

All our position statements are generally also guided by:



/s/ Neal Froneman
Chief Executive Officer

Date: June 2021

