



This position statement sets out Sibanye-Stillwater's approach to Heritage Resource Management

HERITAGE RESOURCE MANAGEMENT

Position statement



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Sustainability Position statement

Heritage Resource management

This position statement sets out Sibanye-Stillwater's approach towards responsible heritage resource management, to ensure "The adequate and innovative management and protection of our land and heritage resources where respect, mindfulness, inclusivity and prosperity underpin our approach within the communities that we operate". Effective heritage management of heritage sites at our operations pays tribute to the history of the areas we operate within and thereby enhances the value of our heritage resources.

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.

Sustainability 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 sustainability strategy.

Sibanye-Stillwater commits to:

- respect legally protected heritage areas and heritage sites
- respect and value fundamental human rights, cultural heritage and indigenous traditions of the workforce, communities and other stakeholders
- understand the local socio-economic context for engaging with Indigenous Peoples and host communities in line with the human rights principle of free, prior and informed consent (FPIC)
- comply with all legal and regulatory requirements and voluntary obligations and responsible mining principles the Group subscribes to
- drive environmental consciousness through awareness, stewardship and communication on environmental issues



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Recognition statements

As a global precious metals mining company and a member of the International Council on Mining and Metals (ICMM), Sibanye-Stillwater recognises the importance of responsible heritage management. Sibanye-Stillwater recognise that:

- there is a global stance to preserve World Heritage Sites and protected areas, and we are aligned to the ICMM position statement, where we commit to no mining in World Heritage Sites
- our operations are located in and around communities. Some of the land on which we operate belongs to local tribal authorities and other recognised ancestral land management and trustee structures. This land is associated with a rich cultural history formed over centuries
- our communities have spiritual and cultural connections with these areas, and as a Group, we honour and respect this
- heritage resources are often unique and rare, and may be fragile due to neglect, exploitation, or even destruction. We acknowledge that we have a legal and moral obligation to preserve, protect, manage and care for heritage resources within our mining footprints
- within the context of responsible heritage resource management, we respect the rights of communities and acknowledge their right to maintain and practice their culture, identity, traditions and customs. We have adopted the Free, Prior and Informed Consent (FPIC) ¹process required by the ICMM, to ensure constructive relationships between Sibanye-Stillwater Indigenous and Non-indigenous peoples that are based on mutual respect, meaningful engagement, trust and mutual benefit
- with reference to graves: it is our duty to protect, manage and maintain graveyards in the areas in which we operate
- the need to adhere to all legal requirements and ethical considerations as it pertains to the customs for exhumation and reburial of human remains, should the need arise. We respect the rights, culture and traditions of families and friends of deceased buried at our operations

Sibanye-Stillwater recognises that heritage resource management needs:

- an integrated, consistent and defined process approach
- strong external stakeholder and community relationships
- platforms for open and participative engagement
- continued engagement on heritage issues that are material to our stakeholders and communities
- assessment of risk, challenges and opportunities
- adequate systems to plan for and implement management of heritage resources

¹ FPIC – ‘all peoples have the right to self-determination’ and – linked to the right to self-determination – ‘all peoples have the right to freely pursue their economic, social and cultural development’. The aim of free, prior and informed consent is to establish bottom-up participation and consultation of an indigenous population (and in this case the local community) prior to the beginning of development on ancestral land or using resources within the indigenous population’s territory.

- o innovative and creative ideas for preserving and memorialising the rich heritage in and around our operations
- o a dedicated focus on heritage resources management at all levels of the business

Scope

This position statement sets out Sibanye-Stillwater's approach to heritage management and outlines the guiding principles, recognition statements and intent of the Group towards responsible heritage management. This scope is applicable group wide, across all Sibanye-Stillwater operations and managed activities (including joint ventures and other partnerships), in different jurisdictions where the Group operates.

Intent

This position statement encapsulates Sibanye-Stillwater's stance on, and approach to responsible heritage management. It has to be read in conjunction with applicable national legislation on heritage management, associated regulations, standards, technical and other guidelines that augment heritage legislation as well as appropriate guidelines and principles such as those from the ICMM, World Gold Council (WGC) and the UN Sustainable Development Goals (SDGs) to which Sibanye-Stillwater subscribe.

The position statement outlines the Group's position on responsible heritage management. The position statement describes our commitment and plans to drive the preservation of heritage sites in collaboration with local communities and other key stakeholders.

Sibanye-Stillwater is committed to:

- aligning with recognised best practice in respect of heritage management
- identify, document and manage where required, all known heritage resources at the areas in which we operate
- establish a defined approach, for stakeholder identification, consultation, engagement, collaboration and education as regards heritage resource management and preservation initiatives

Governance

Management Structure

Responsible heritage resource management is an important strategic consideration for Sibanye-Stillwater. Heritage resource management, as part of Environmental Management has significant strategic, legal, cost and reputational implications for the Group.

The Social, Ethics and Sustainability Committee and the Risk Committee, both Board-level committees, have a role in advising on responsible heritage resource management. The Committees provide strategic direction and oversight. The heritage resource management Specialist together with the Group Environmental Manager will ensure the effective implementation of responsible heritage resources management solutions across the business.

The Chief Technical Officer (CTO) supports the Chief Executive Officer (CEO) in key decision-making by ensuring that strategic heritage management objectives translate into operational targets. This takes place



in conjunction with the Senior Vice President (SVP): Sustainability and the SVP: Environment, who oversees the integration of sustainability and environmental considerations, respectively, across the business.

The SVP: Sustainability is in charge of overall sustainability within the Group, and therefore any strategic issues on heritage also fall within his/her mandate.

The SVP: Environment, reporting into the CTO is responsible for setting and driving the strategic direction on a range of environmental issues, including heritage resource management. The SVP will assist, guide and support the operational Executive Vice Presidents (EVPs), SVPs and Vice Presidents (VPs) in driving strategic objectives on responsible heritage management and how best to deliver on the sustainability strategic objectives and long-term environmental incentives.

The management, budgeting and operational compliance activities reside with each of EVPs for the SA gold, SA PGM and US PGM operations respectively. The EVP and their respective teams will take accountability for all heritage initiatives and the costs thereof at their respective operations.

The Segment EVP is ably supported by the relevant operational SVPs (e.g. SVP: Technical Service) and VPs (e.g. VP: Engineering), who take operational responsibility for on-site heritage resource management. The waste, heritage and land superintendent together with the Environmental Group Manager executes the heritage resource management strategy and provides technical support to the operational teams for its implementation.

As an integral part of governance and under custodianship of the Group Risk Department, a comprehensive enterprise-wide risk management process is used to assess and rank, heritage related risks in the Group, and to implement strategies to eliminate, mitigate or control these risks. The key categories of risks insofar as heritage resource management is concerned are:

- o Lack of identification and risk/impact assessments undertaken on heritage resources
- o Negligence and damage/destruction of heritage resources
- o Lack of communication and consultation on heritage resources and management of graves with communities

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

- publicly disclosing the Group's approach to heritage resource management
- allocating clear responsibilities and accountabilities for heritage resources across all corporate, management and operational site levels
- disclosing management performance progress, material risks and opportunities at our operations
- ensuring that all heritage sites in the areas in which we operate are identified and are documented within all technical planning master documents

Strategic objectives

Heritage resource management key performance indicators (KPIs) drive sound management of these important resources in accordance with national and international industry best practice. Effective and responsible heritage resource management will deliver on the following objectives:



- Objective 1:** Demonstrate thought leadership in heritage management practices and governance.
- Objective 2:** Protect, preserve and enhance the rich cultural history in our mining areas.
- Objective 3:** Drive strong third party collaboration and engagement to sustain relations and heritage practices within neighbouring communities.

Strategic initiatives

In order for us to meet the strategic objectives and performance heritage resource management, and to demonstrate commitment, the following environmental priorities and initiatives are in place.

Strategic objectives	Environmental priorities	Strategic initiatives
Demonstrate thought leadership in heritage management practices and governance.	<ul style="list-style-type: none"> Influence and leverage the business by focusing on innovation, technology, creativity and foresight in the heritage management space 	<ul style="list-style-type: none"> Establish working groups on responsible heritage management and lead working group discussions Active participation and engagement in external forums and conferences, including the writing of papers and presentations Development and drafting of articles internally or to be published externally, position papers, policies and strategies on heritage resource management Networking with other thought leaders, other mining companies, research institutions, governmental organisations, and institutions of higher learning to enrich knowledge base
Protect, preserve and enhance the rich cultural history in our mining areas.	<ul style="list-style-type: none"> Entrench heritage resource management into our business and operational practices De-risk heritage resource management at corporate and operational level Focus on retaining and showcasing the value and heritage lineage in the areas in which we operate in consultation with our stakeholders. 	<ul style="list-style-type: none"> Development of a strategic road map for Sibanye-Stillwater describing the strategic intent and stance on Heritage Management from pre-planning to closure and post closure, focusing on custodial hand over and alignment to community inclusion# Ensure complete and up-to-date identification, prescribed management and record keeping of heritage resources at all our operations Ensure that operational systems are aligned to legal and organizational requirements and are effective and efficient Continuously review, update and assess our heritage resource risks and impacts on heritage resources at all our operational areas Drive proactive visibility initiatives, by integrating heritage resource information into current business planning processes, maintenance programmes, and projects to prevent destruction or damage as a result



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		<p>of project implementation or maintenance work</p> <ul style="list-style-type: none"> • Development and roll-out of a Chance Find Protocol to provide guidance on the unearthing of unidentified heritage resources to limit destruction and damage • Develop training and awareness programmes to ensure that employees are informed and aware of heritage resource and their preservation requirements • Establish and manage a digital library, representing a storage location of information, assessments, studies, inventories, historical documents and articles on historical and sociocultural importance for information and safe keeping • Development of a heritage manuscript for the respective mining sectors to be published and presented to local communities & displaced communities • Collaborate with local, provincial/state and national/federal Heritage Resource Agencies, local and national research institutions, NGOs, indigenous groups and local communities with an in-depth local knowledge and institutional memory of the traditions, culture and heritage of a certain area(s) and that could meaningfully contribute to, and inform heritage management initiatives in those areas
Drive strong third party collaboration and engagement to sustain relations and heritage practices with neighbouring communities.	<ul style="list-style-type: none"> • Establish internal and external stakeholder networks to facilitate heritage resource management programmes, processes and projects • Promote and encourage meaningful and consistently uniform consultation, engagement and awareness projects with all internal and external stakeholders on heritage resource management 	<ul style="list-style-type: none"> • Development of a stakeholder database specific to heritage resource management, linked to grave ancestry and community based cultural heritage, ceremonial and customs rituals undertaken at the identified heritage resources on site • Development of an internal and external stakeholder communication, awareness and consultation plan on heritage management regarding preservation, protection, value and management to ensure mutual respect for these sites and align to the Social team sustainability objective on Do No Harm and Free, Prior and Informed Consent

Policy and other Sustainability references:

- Sibanye-Stillwater Sustainability policy statement
- Sibanye-Stillwater Environmental management policy statement



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- Sibanye-Stillwater Stakeholder engagement policy statement
- Sibanye-Stillwater Community and indigenous peoples policy statement
- ICMM Principle 4 (Risk Management) with the supporting performance expectations
- World Gold Council and Responsible Gold Mining Principle 2, 5, 7, 8
- United Nations Global Compact and UN SDG 11, Blueprint Business Action 2 and United Nations Development Plan (UNDP) Standard 4 "Cultural Heritage".
- International Finance Corporation (IFC) - World Bank Group, Performance Standard 1 (Assessment and Management of Environmental and Social Risks and Impacts [2012]); and 8 (Cultural Heritage [2012]).

The development and implementation of this position statement are guided by:



/s/ Neal Froneman
Chief Executive Officer

Date: August 2024