

Pooling and Sharing Area (PSA)

Mining Right Number: NW 30/5/1/2/2/80 MR

Social & Labour Plan 2021-2025

As required in terms of Regulation 46 of the Mineral and Petroleum Resources Development Act (Act 28 of 2002)

Submission: May 2021

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Glossary

Table 1: Glossary

ABBREVIATION	MEANING
AET	Adult Education and Training
ATR	Annual Training Report
BBBEE	Broad Based Black Economic Empowerment
CPP	Career Progression Plan
DMRE	Department of Mineral Resources and Energy
DEL	Department of Energy and Labour
EE	Employment Equity
EEA	Employment Equity Act
EXCO	Executive Committee
FY	Financial Year
HDP	Historically Disadvantaged Persons
HRD	Human Resources Development
HRDP	Human Resources Development Programme
IDP	Individual Development Plan
IDP	Integrated Development Plan
LED	Local Economic Development
MCIII	Mining Charter 2018
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002) as amended
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PSA	Pooling and Sharing Area
PWD	Person with Disability
SADC	Southern African Development Community
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
SDF	Skills Development Facilitator
KND	Sibanye-Stillwater Rustenburg Mines Pooling and Sharing Area (PSA) Platinum Mine
KPA	Key Performance Area
KPI	Key Performance Indicator
WIM	Women in Mining
WSP	Workplace Skills Plan



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1. Preamble (Regulation 46a)

1.1 Introduction

Anglo American Platinum and Sibanye Stillwater (then Aquarius Platinum South Africa – AQPSA) entered into a pooling and sharing arrangement for the mining area named Pooling and Sharing Area (PSA) and the right number NW 30/5/1/2/2/80 MR. Anglo American Platinum is the mining right holder and according to the arrangement, Sibanye Stillwater is responsible for mining its part of the leased area.

As a result of the arrangement, Anglo American Platinum covers the Local Economic Development (LED) section of the SLP whilst Sibanye Stillwater will cover all other sections which affect employees and procurement.

1.2 Location of the Mine

Rustenburg Mines are located in the North West Province, within the Rustenburg Local Municipality, approximately 20km east of Rustenburg and 60km west of Brits. The mines are situated close to the main Rustenburg-Marikina road and the Rustenburg-Thabazimbi road. The figure below is a locality map.

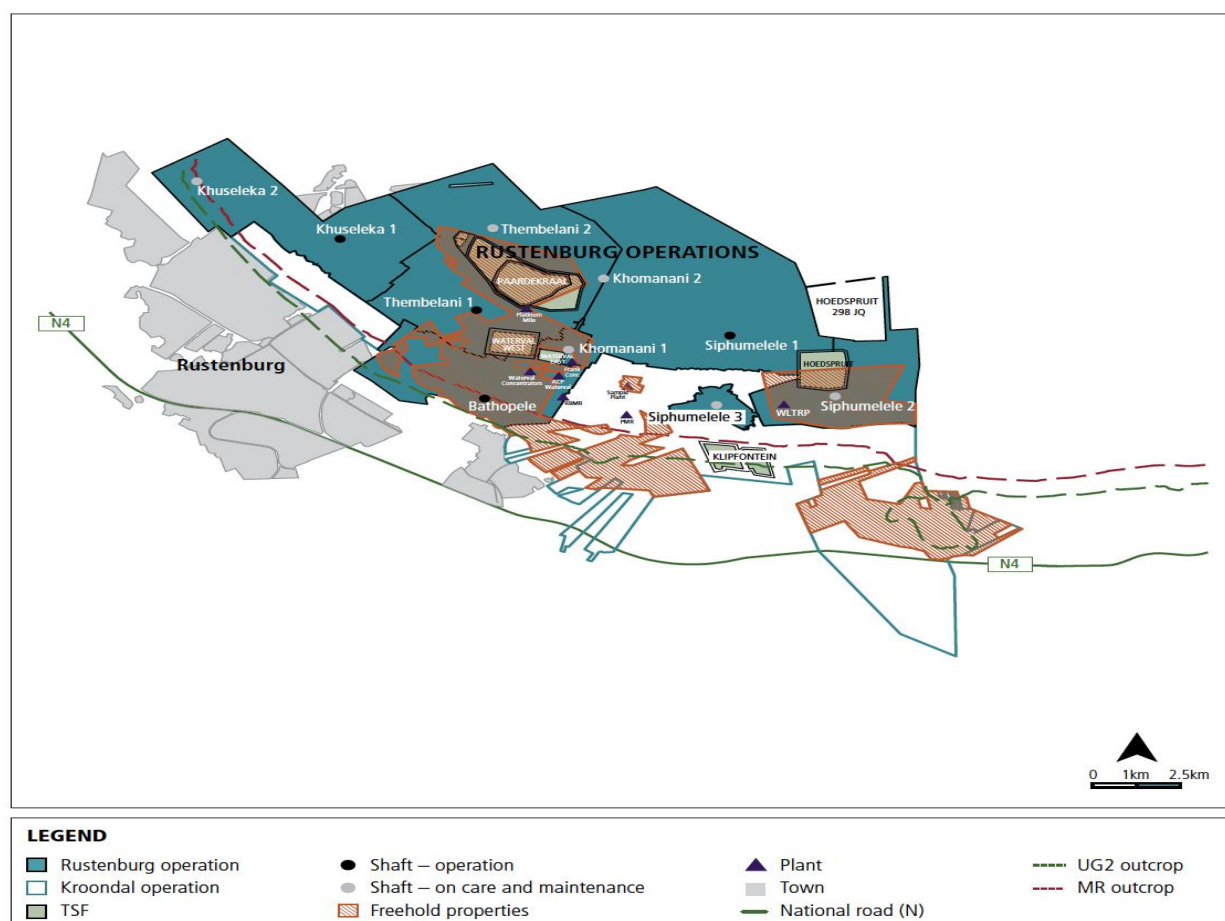


Figure 1: Locality Map



1.3 The objective of this Social and Labour Plan

This document outlines PSA Generation 3 Social and Labour Plan (SLP) for the period January 2021 to December 2026. It is submitted in accordance with the terms and conditions of the mining right; Mineral and Petroleum Resources Development Act, 2002, (Act No. 28 of 2002) (MPRDA) as amended; Mining Charter 2018 and implementation guidelines; Social and Labour Plan guidelines; the regulations as amended and all other related pieces of legislations.

The objectives, as stated in the Social and Labour Plan guidelines, are to:

- Promote economic growth and mineral and petroleum resources development in the Republic - Section 2 (e) of the MPRDA;
- Promote employment and advance the social and economic welfare of all South Africans - Section 2 (f) of the MPRDA;
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they operate as well as the areas from which the majority of the workforce is sourced - Section 2 (i) of the MPRDA, and the Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry (the Mining Charter); and
- Utilize and expand the existing skills base for the empowerment of HDPs and to serve the community.

Therefore, in accordance with the prescripts of the law this SLP addresses the socio-economic developmental challenges and needs in the area where the mine is located and are largely informed by the Madibeng and Rustenburg local municipalities Integrated Development Plan (IDP). This is further underpinned the company's social closure strategy based on the recognition that, notwithstanding economic benefits to the area, mining effects socio-economic and environmental impacts that can endure over a long period. In addition, every effort was taken to align our socio-economic interventions to other developmental frameworks such as the National Development Plan 2030 (NDP) and the United Nations' Global Goals for Sustainable Development as depicted in Figure 2 and 3 below.





Figure 2: National Development Plan: Key elements of a decent standard of living¹



Figure 3: UN Global Goals for Sustainable Development²

¹ Source: National Development Plan 2030
²http://www.indexmundi.com/south_africa/millennium-development-goals.html



Preamble

Table 2: Background Information of the PSA Operation

1.1 Name of the company/applicant	Anglo American Platinum
1.2 Name of mine/production operation	Pooling and Sharing Area ("PSA") Mining Right Numbers: NW 30/5/1/2/2/80 MR
1.3 Physical address	Rustenburg Mines Pooling and Sharing Area (PSA) is located some 25 kilometres north-east of Rustenburg in the Rustenburg Local Municipality within the Bojanala Platinum District Municipality in the North West Province
1.4 Postal address	PO Box 1, Bleskop, 0292
1.5 Telephone number	014 784 2230
1.6 Fax number/e-mail address	pierre.prinsloo@angloamerican.com
1.7 Location of mine or production operation	PSA Mine, Arnoldstad Road, Rustenburg
1.8 Commodity	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
1.9 Life of mine	2032 (11 years)
1.10 Financial year	January - December
1.11 Reporting year	June
1.12 Responsible person	Pierre Prinsloo – Anglo American Platinum As Sibanye Stillwater is an operating Partner: Tony Joubert Vice President and Head of Mining Operations Unit Telephone: +27 14 536 4006 Email Address: tony.joubert@sibanyestillwater.com



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1.4 Geographic Origin of PSA Employees

The table below shows labour distribution according to local municipalities.

Table 3 Geographic Origin – Employees and Core Contractors as at September 2020

Province	2020		
	Total Workforce	No. of Permanent Employees	No. of Contractor Employees
Eastern Cape	1382	779	603
Eastern Cape %	16%	14%	20%
Free State	380	261	119
Free State %	4%	5%	4%
Gauteng	534	330	204
Gauteng %	6%	6%	7%
KwaZulu-Natal	161	68	93
KwaZulu-Natal %	2%	1%	3%
Limpopo	668	373	295
Limpopo %	8%	7%	10%
Mpumalanga	304	206	98
Mpumalanga %	4%	4%	3%
North West	3669	2214	1455
North West %	43%	40%	49%
Northern Cape	83	56	27
Northern Cape %	1%	1%	1%
Western Cape	9	5	4
Western Cape %	0%	0%	0%
Mozambique	820	764	56
Mozambique %	10%	14%	2%
Lesotho	524	511	13
Lesotho %	6%	9%	0%
Swaziland	13	13	0
Swaziland %	0%	0%	0%
Botswana	2	2	0
Botswana %	0%	0%	0%
Zimbabwe	27	7	20
Zimbabwe %	0%	0%	1%
Zambia	3	3	0
Zambia %	0%	0%	0%
DRC	1	1	0
DRC %	0%	0%	0%
United Kingdom	1	0	1
United Kingdom %	0%	0%	0%
Total	8581	5593	2988



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1.4.1 Breakdown of PSA workforce (Permanent and Contract employees)

Table 4 Breakdown of Employees by Occupational Level as at September 2020

	Male			Female			Female	Male	Foreign		Grand Total
	A	C	I	A	C	I	W	W	Male	Female	
Top Management*	3	0	0	1	0	0	1	5	1	1	12
Senior Management*	5	0	0	1	0	0	0	6	0	0	12
Professionally Qualified & experienced specialists/mid-management	28	1	0	7	0	0	15	32	2	0	85
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	569	6	0	69	0	1	37	223	19	0	924
Semi-Skilled and Discretionary Decision-Making	1646	2	0	288	0	0	5	31	978	1	2951
Unskilled and Defined Decision-Making	718	0	0	505	0	0	0	2	250	3	1478
Total Permanent	2969	9	0	871	0	1	58	299	1250	5	5462
Temporary Employee	18	0	0	11	0	0	0	1	9	0	39
Grand Total	2987	9	0	882	0	1	58	300	1259	5	5501

* Includes Board Members

Table 5 Breakdown of Contractors by Occupational Level as at September 2020

	Male			Female			Female	Male	Foreign		Grand Total
	A	C	I	A	C	I	W	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	0	0	1	1	0	1	16	0	0	22
Professionally Qualified & experienced specialists/mid-management	30	0	0	1	1	0	3	13	0	0	48
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	155	3	2	18	0	1	10	139	18	0	346
Semi-Skilled and Discretionary Decision-Making	579	3	0	23	0	0	12	25	41	0	683
Unskilled and Defined Decision-Making	1807	7	1	181	0	0	1	23	36	0	2056
Total Permanent	2574	13	3	224	2	1	27	216	95	0	3155
Temporary Employee	0	0	0	0	0	0	0	0	0	0	0
Grand Total	2574	13	3	224	2	1	27	216	95	0	3155



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1.4.2 Total Employees Forecast for the 2021 to 2025 Period

The mining industry has delivered the worst returns in the last decade and the Platinum sector has been the hardest hit. In spite of the current commodity prices and exchange rates, most of the operations are still marginalised with regard to making a loss. Our business remains extremely sensitive to the fluctuating market conditions and finds itself hamstrung by its extensive capital reinvestment requirements and persistent liquidity challenges. Here are some of the high-level dynamics observed in the industry in the last decade:

- Platinum price has improved over the medium term, but maintaining the current price levels may not be a longer term projection;
- Recycling still remains big competitor;
- Industry fragmentation;
- Shallow mines are being worked out and coming to their natural end;
- Mines getting deeper - requiring refrigeration, which incurs more costs;
- Head grades are reducing as mines are mining at extremities;
- Labour dynamics and high cost inflation;
- Increased demands from stakeholders; and
- COVID-19

The following survival actions have been taken by mining companies:

- Freezing non-critical recruitment;
- Closing high cost shafts;
- Right sizing;
- Rationalising;
- Capital cuts to bolster balance sheets; and Consolidation

The Long-Term Business Plan (LOBP): is a model containing a set of scenarios that considers a host of factors such as exchange rates, commodity market indices, socio-economic / political and other relevant factors to determine the feasibility of metalliferous ore extraction and processing. This, then forms the basis of the life of mine planning, given certain uncertainties. The LOBP is updated and adjusted from time-to-time affecting workforce projections.

Table 6 Total Employees Forecast for the 2021 to 2025 Period

Category No of Employees	2020	2021	2022	2023	2024	2025
Senior Management	15	14	10	7	5	4
Professionally qualified and experienced specialist s and mid Management	115	104	75	50	37	34
Skilled technical and academic ally qualified workers, junior management, supervisors, foreman and superintendents	1079	971	699	468	347	322
Semi-skilled and discretionary decision making	3530	3177	2287	1533	1134	1055
Unskilled Employees	3285	2957	2129	1426	1055	982
Total	8036	7232	5207	3489	2582	2401



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Table 7: Total Permanent Employees Forecast for the 2021 to 2025 Period

Category of Employees	2020	2021	2022	2023	2024	2025
Senior Management	12	11	8	5	4	4
Professionally qualified and experienced specialists and mid Management	85	77	55	37	27	25
Skilled technical and academic ally qualified workers, junior management, supervisors, foreman and superintendents	924	832	599	401	297	276
Semi- skilled and discretionary decision making	2951	2656	1912	1281	948	882
Unskilled Employees	1478	1330	958	642	475	442
Total	5462	4916	3539	2371	1755	1632

1.4.3 Local Recruitment

PSA operation is well aware of the socio-economic conditions prevailing in the host community. In order to limit the negative impact of the mining operation on the area, the Mine has a strong focus on the recruitment and development of previously disadvantaged and unemployed members of the affected communities as and when the need arises.

Undertaking Summary	PSA is committed to preferentially recruit novice and entry level positions from the local communities. The Mine's Core Contractors will also be required to source its entry level employee positions from the local communities, with only positions that cannot be filled locally sourced from further afield.	
Responsible Position	Strategic Plan	Timeframe
Unit Manager: Human Resources	Through the Community Engagement Department initiate agreements with communities where preference will be given to the recruitment and development of individuals from the communities that are established in out areas of the operation.	Continuous
Unit Manager: Human Resources	When recruiting entry level production staff, first preference will be given to local community members.	Continuous
Unit Manager: Human Resources	Training and further education opportunities will be offered to local communities to ensure that there is an available pool potential employee should employment opportunities arise.	Continuous
Unit Manager: Human Resources	The Mine will ensure that existing and new core contractors align their local recruitment policies with that of the Mine.	Continuous



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2. Human Resource Development (Regulation 46 b)

2.1 Overview

The primary objective of Sibanye-Stillwater Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries, core and critical skills, artisans, AET training (Level I, II, III and FLC), and other training initiatives reflective of demographics as defined in the Mining Charter and MRPDA. All efforts in this regard have been aligned with the National Development Plan and the UN Global Goals for Sustainable Development in relation to (i) Education, (ii) Gender Equality, (iii) Reduced Inequalities, iv) Decent Work and Economic Growth.

PSA is fully accountable for the identification and fulfilment of its own Human Resource's Development needs and has substantial discretion based on its own business needs according to the five-year plan and circumstances in the context of a broader Sibanye-Stillwater HRD Model.

2.2 Compliance with Skills Development Legislation

Sibanye-Stillwater Academy (SSA), a 100% owned subsidiary of Sibanye Gold Limited, provides world class Human Resources Development services to PSA and the rest of the Sibanye Stillwater Group. SSA is also fully accredited by the Mining Qualifications Authority (MQA) and has programme approval in a number of other SETA's, giving it the ability to provide recognised and accredited education and training in a number of non-mining fields. The ability to meet its undertakings in so far as they relate to Leadership Development, Adult Education and Training (AET), Technical Skills and Portable Skills is therefore enhanced, and an operational functional satellite campus of the SSA operates from PSA. The table below provides details regarding PSA's compliance with Skills Development legislation.

Table 8: SETA Accreditation and Compliance

Name of SETA.	Mining Qualifications Authority (MQA)
Registration number with the SETA.	L060738244
Confirmation of having appointed a Skills Development Facilitator.	Johanna Christina Bornman
Date of submission of workplace skills plan	22 June 2020



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2.3 The Objectives of Human Resources Development

The primary objectives of HRD are to ensure:

- The availability, in terms of quality, quantity, and employment equity, of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis, inclusive of production, technical, support, administrative competencies and leadership development; and
- The skilling of employees in portable competencies, which relate to existence outside the mining environment, and which can be applied to sustain individuals and communities once mining operations are ended.

The primary objective of Sibanye-Stillwater Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries (core and critical skills), artisans, AET training (Level I, II, III), AET Level 4/NQF Level 1 and other training initiatives reflective of demographics as defined in the Mining Charter and MRPD. All efforts in this regard have been aligned with the National Development Plan and the UN Global Goals for Sustainable Development in relation to (i) Education, (ii) Gender Equality, (iii) Reduced in-equalities, iv) Decent Work and Economic Growth.

Undertaking	<p>PSA operations has appointed a Skills Development Facilitator and will continue to submit its Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA).</p> <p>PSA undertakes to:</p> <ul style="list-style-type: none"> • Identify employees for further education, training and development; • Train core skills to ensure the availability of adequate skills to sustain business needs; <p>Award bursaries (grants), internships, learnerships and mentorships to support business needs.</p>
Action Plan	<p>The technical, behavioural and social skills and competencies required by employees are transferred within the comprehensive Sibanye-Stillwater HRD Model. The Model is supported at a practical level by Sibanye-Stillwater Academy funded on a proportional basis by each of the operations within the Sibanye-Stillwater group.</p> <p>This comprises of physical infrastructure, learning products and solutions, as well as adequate skilled HRD practitioners who transfer knowledge and skills required to learners.</p> <p>The purpose of continuous education and training of employees is to ensure a healthy pipeline of professional, technical and leadership skills. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> • Legal (mandatory) core training that ensures that the PSA complies with all legislative requirements; • Internship, bursary (grants) and learnership opportunities to address hard to fill vacancies, women in mining and HDSAs in Management. <p>Both Sibanye-Stillwater Academy and the PSA Campus will be utilised to deliver on all HRD interventions.</p>



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2.4 Human Resources Development Model

The intention of this Social and Labour Plan is to reflect PSA's plans for the period 2021 to 2025. However, a brief description of Human Resources Development (HRD) approaches, policies and strategies, within the context of the broader Sibanye-Stillwater's Human Resources Development Model, is important for context and understanding.

While PSA is fully accountable for the identification and fulfilment of its own HRD needs and has substantial discretion based on its own business needs and circumstances, it operates within the ambit of the Sibanye-Stillwater HRD Model. This is an explicit and well-understood model, covering all aspects of HRD within the Sibanye-Stillwater Group and specifically as it applies to each one of its subsidiaries, including PSA.

Where relevant in this plan, reference is made to those elements of the model that have a direct bearing on the implementation of PSA's specific HRD plan. With respect to the setting of targets for the respective HRD interventions; special emphasis was placed on developing an HRD plan that was aligned to business requirements and affordability. This was carried out by way of conducting desktop analyses that incorporated permutations of skills attrition and forecasts of vacancies (or projected skills requirements) in order to establish the targets for each training area. To ensure that business HRD needs are continuously addressed, other forms of skills needs auditing will be explored during the current SLP cycle.

2.5 PSA's Functional Literacy and Numeracy (Form Q)

Sibanye-Stillwater, including PSA, defines functional literacy and numeracy as follows:

AET Level 3 with exit outcomes equivalent to seven (7) years of compulsory schooling and that will qualify the employee to register for occupationally directed qualifications registered within the NQF



Table 9: Form Q - PSA's Functional Literacy and Numeracy (Permanent employees) as at Sept 2020

Education Classification	African		Coloured		Indian		White		Grand Total	People with Disabilities		Non SA		AGE		
	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	<30	30 to 50	>50
Pre-AET	9	0	0	0	0	0	0	0	9	0	0	58	0	0	26	41
AET 1	16	0	0	0	0	0	0	1	17	0	0	182	0	0	89	110
AET 2 / STD 3, Grade 5	29	0	0	0	0	0	0	0	29	0	0	145	0	0	103	71
AET 3 / Std 5, Grade 7	47	3	0	0	0	0	0	0	50	0	0	120	0	2	129	39
AET 4 / Std 7, Grade 9	39	0	0	0	0	0	0	0	39	0	0	2	0	3	34	4
Std 8 / Grade 10, NATED 1 / NCV Level 1	626	91	6	0	0	0	236	48	1007	4	0	36	0	31	792	220
Std 9 / Grade 11, NATED 2 / NCV Level 2	101	17	0	0	0	0	1	0	119	0	0	2	0	11	106	4
Std 10 / Grade 12, NATED 3 / NCV Level 3	294	64	2	0	0	1	48	2	411	0	0	1	0	74	328	10
National Certificate/Diploma/Advanced Certificate/NATED 4 - 6	10	1	0	0	0	0	0	0	11	0	0	0	0	0	10	1
National Certificate/ Advanced Diploma/ B Tech Degree/ Bachelor's Degree	3	0	0	0	0	0	0	0	3	0	0	0	0	1	2	0
National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doctoral Degree & Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	1837	710	1	0	0	0	12	5	2565	4	0	725	4	155	2663	476
Total	3011	886	9	0	0	1	297	56	4260	8	0	1271	4	277	4282	976



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2.6 Adult Education and Training (AET)

AET classes are undertaken either own-time, or full-time for employees, with an opportunity for employees and community learners to be enrolled own-time and attend classes in their own time after work. Employees are motivated to attend AET classes to bring them in line for further development, training and promotion opportunities, where vacancies exist. AET allows employees to compete with other qualified employees and gives them the ability to market themselves. AET levels are also a requirement for promotion in other occupations and acceptance into various Learnerships. AET levels are also a requirement for promotion in other occupations and acceptance into various Learnerships.

Nomination of learners into AET will be based on the shaft business pipeline needs. While the Company endeavours to offer opportunities and deliver on its targets, there has been a historical decline in uptake and an increase in dropout rates that ultimately affect compliance. Further, this is based on employees volunteering to participate, and the low levels of participation impact on career development programmes.

Undertaking	<p>PSA undertakes to afford employees and community members an opportunity to become functionally literate and numerate. This will continue to be done through the provision of AET. The following instruments will be used to achieve the numeracy and literacy objectives:</p> <ul style="list-style-type: none"> Recruitment of employees will be based on the information on Form Q, age profile (employees below 45 years of age), and as per identified business needs; <p>Recruitment of community members will be done in consultation with the Local community leadership and councils in conjunction with Local municipalities.</p>
Action Plan	<p>Adult Education and Training will continue to be provided to both employees, contractors and qualifying local community members.</p> <p>The setting of AET targets annually, for employees and community members, will be guided by the historical performance that gave us the indication of resources required to satisfy employee and community needs.</p> <p>The Mine commits to ensure sufficient resources to accommodate all the desired needs required by the community for full time and own time.</p> <p>The Mine commits to ensure sufficient resources to accommodate all the desired needs required by the employees for own time, and to provide resources for full time employees as per business needs.</p> <p>Form Q, age profile and literacy profile will be used to indicate, to management, and to monitor the progress towards the objective of eliminating illiteracy in the industry.</p> <p>Subsequently, employees, contractors and community members will be able to access further development opportunities.</p>



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2.7 Hard to Fill Vacancies (Form R)

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top management	N/A	N/A
Senior management	Manager Mineral Resource management - Rock Engineering and Survey	Limited number of qualified candidate within the mining industry
Professionally qualified and experienced specialists and mid- management	<ol style="list-style-type: none"> 1. Superintendent Rock engineering, 2. Superintendent Environmental Engineering(Ventilation) 3. Superintendent Survey 	Limited number of qualified candidate within the mining industry
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	<ol style="list-style-type: none"> 1. Strata control officers, 2. Specialised artisans in trackless mining operations, 3. Winder/ conveyance artisans(electricians and fitters) 	<ol style="list-style-type: none"> 1. Limited number of qualified candidate within the mining industry 2. Maintaining trackless machinery and equipment requires experienced artisans which is a specialised skill 3. Experience on winder/ conveyance is gained over a long period of time and current generation of artisans with the experience are reaching retirement age and exiting the industry, with their knowledge, experience and skills
Semi-skilled and discretionary decision making	Operators such as machine operator, winch operators and loco/ loader operators	Operator experience is gained over a long period of time and current generation of artisans with the experience are reaching retirement age and exiting the industry, with their knowledge, experience and skills
Unskilled and defined decision making	Not difficult to fill, but difficult to retain	Current youth intake become impatient with slow progress through the different levels in their career paths and most exit the system before reaching supervisory levels.

2.8 ADULT EDUCATION AND TRAINING

2.8.1 AET Targets – Full Time and Part Time AET

AET targets for full time and part time programmes are shown in the tables below along with the budget provision for the proposed training. Budget provision for part-time AET for employees excludes salaries.

Table 10: AET Target



AET	2021	2022	2023	2024	2025	Total
AET Own Time Employees	35	25	17	12	11	100
AET Community and Contractors	11	8	5	4	4	32
Total AET	46	33	22	16	15	132

Table 11: Financial Provision for AET

AET	2021	2022	2023	2024	2025	Total
AET Own Time Employees	120 323.20	91 961.30	66 911.05	50 537.52	49 568.88	379 301.95
AET Community and Contractors	44 460.47	34 598.33	23 137.63	19 805.81	21 192.22	143 194.46
Total Budget	164 783.67	126 559.63	90 048.68	70 343.33	70 761.10	522 496.42



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2.8.2 AET Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Superintendent ETD - AET Department	1. Employees, requiring AET to be selected through the company selection processes to enable reaching of set AET targets.	Ongoing
Superintendent ETD - AET Department	2. Provide an accredited learning programme.	Ongoing
Superintendent ETD - AET Department	3. Assessment to be provided by an accredited external assessment body.	Ongoing
Superintendent ETD - AET Department	4. Qualified facilitators to provide quality training.	Ongoing
Superintendent ETD - AET Department	5. Continuous development of facilitators to improve their required skills to be offered.	Ongoing
Superintendent ETD - AET Department	6. Learning facilities to be conducive to learning.	Ongoing
Superintendent ETD - AET Department	7. Learners are made aware of career pathways in each discipline.	Ongoing

2.9 Skills Development

Undertaking	<p>PSA undertakes to:</p> <p>Identify employees with potential for further education, training and development;</p> <p>Train core skills to ensure the availability of adequate skills to sustain business needs;</p> <p>Award bursaries, internships, learnerships and mentorships to support business needs; and</p> <p>Award study assistance opportunities to all employees to support business needs.</p>
Action Plan	<p>The purpose of continuous education and training of employees is to ensure a healthy pipeline of professional, technical and leadership skills. This is ensured through the following interventions:</p> <p>Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and HDPs in Management;</p> <p>Legal (mandatory) training that ensures that the PSA complies with all legislative requirements;</p> <p>Both Sibanye Stillwater Academy and the PSA Campus will be used to deliver on all HRD interventions.</p>



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2.10 Learnerships

Learnerships are accredited, fully integrated learning programmes that include practical work experience as well as a theoretical component. PSA offers Engineering learnerships for employees (18.1) and community members (18.2). All learnerships are approved by the industry specific SETA as well as SAQA and are registered with the Department of Labour.

2.10.1 Learnerships Targets

Table 12: Mining Learnership Targets

Mining Learnerships	2021	2022	2023	2024	2025	Total
Mining 18.1	5	4	3	2	1	15
Mining 18.2	5	4	3	2	1	15
Total Mining	10	8	6	4	2	30

Table 13: Learnership Targets

Engineering Learnerships	2021	2022	2023	2024	2025	Total
Engineering 18.1	5	4	3	2	1	15
Engineering 18.2	5	4	3	2	1	15
Total Engineering	10	8	6	4	2	30

Table 14: Mining Learnership Budget

Mining Learnerships	2021	2022	2023	2024	2025	Total
Mining 18.1 Budget	1 664 379.86	1 424 709.16	1 143 329.10	815 574.76	436 332.50	5 484 325.39
Mining 18.2 Budget	451 046.73	386 096.00	309 842.04	221 020.66	118 246.05	1 486 251.48
Total Budget	2 115 426.59	1 810 805.16	1 453 171.14	1 036 595.42	554 578.55	6 970 576.87

Table 15: Engineering Learnerships Budget

Engineering Learnerships	2021	2022	2023	2024	2025	Total
Engineering 18.1 Budget	2 121 546.78	1 816 044.04	1 457 375.35	1 039 594.41	556 183.01	6 990 743.59
Engineering 18.2 Budget	1 329 296.08	1 137 877.44	913 146.65	651 377.94	348 487.20	4 380 185.30
Grand Total Budget	3 450 842.86	2 953 921.48	2 370 521.99	1 690 972.35	904 670.21	11 370 928.89

With the inception of the DMRE Blasting Certificate, that previously was a MQA Learnership and previously planned and reported under the learnership sub heading it will remain as such for the new 5-year cycle.

Undertaking	PSA recognises the importance of learnerships as an integral component to fulfil the company's Employment Equity Strategy, and meeting both the businesses and the country's skills development needs.
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Guideline	<p>Learnerships will be offered to employees and the community members. Learnerships will be allocated as per the business requirements and the employment strategy of the company.</p> <p>Experience from previous SLP cycles has confirmed that the type of learnership, as per business needs, tends to be very dynamic and as such, the commitments for learnerships are expressed in global terms and not specific to any discipline in order to allow for flexibility.</p> <p>The local community learnerships will be in support of the economic development strategy.</p>
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2.10.2 Learnerships Strategic Plan

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	Advertise learnership opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	Advertise learnership opportunities internally for employees.	Ongoing
Unit Manager: HRD	Candidates for learnership opportunities will be selected according to the selection procedure of the company. Learnership targets are based on business requirements.	Ongoing
Unit Manager: HRD	Provide accredited learning programmes as per SETA requirements.	Ongoing
Unit Manager: HRD	Qualified facilitators to provide quality training.	Ongoing
Unit Manager: HRD	Learning facilities to be conducive to learning.	Ongoing
Unit Manager: HRD	IDPs in place for learners with potential, and learners are made aware of career pathways in the relevant disciplines.	Ongoing
Unit Manager: HRD	A pool of mentors confirmed for learners with potential.	Ongoing

2.11 Core Business Skills Programme

Core Business skills programmes include all legislative requirements specified in company competency profiles, national registered skills programmes and relevant mining legislation.



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2.11.1 Core Business Skills Targets

Table 16: Core Business Skills Training Targets

Core Business	2021	2022	2023	2024	2025	Total
Mining Core Skills	23	23	23	23	23	115
OHS SP	64	46	30	22	20	182
Engineering Core Skills	12	9	6	5	4	36
Total Core Skills	99	78	59	50	47	333

Table 17: Core Business Skills Training Budget

Core Business	2021	2022	2023	2024	2025	Total
Mining Core Skills	24 383 406.39	23 216 220.32	21 343 565.51	19 265 312.89	18 756 240.02	106 964 745.13
OHS SP	67 849 378.66	46 432 440.65	27 839 433.28	18 427 690.59	16 309 773.93	176 858 817.10
Engineering Core Skills	12 721 777.25	9 084 607.95	5 567 886.66	4 188 111.50	3 261 954.79	34 824 338.14
Total Budget	104 954 662.30	78 733 268.92	54 750 885.45	41 881 114.97	38 327 968.74	318 647 900.37

2.11.2 Core Business Skills Implementation Strategy

Core skills equip current employees with new skills/ knowledge for on-mine and process division requirements as per business needs, such as up skilling or re-skilling. The programmes are occupationally directed technical skills interventions aimed at:

- Providing employees with the requisite knowledge and skills required to perform their work proficiently and in a safe manner; and
- Providing skills development towards career progression.

A skills programme is an occupationally directed programme that, when completed, gives a learner credits towards a registered qualification. Skills programmes provide learners with practical (hands-on) experience and increase their promotion ability or mobility within the organisation. Skills programmes must be registered by a Sectoral Education and Training Authority (SETA).

PSA offers training in skills programmes as provided by the Mining Qualifications Authority (MQA). These include:

- Competent Person-B Certificate for the Installation, Maintenance and Removal of Support in the Underground Workings
- Competent Person-A Certificate for the Examination and Declaring Safe a Workplace in the Underground Workings
- Blasting Assistant Certificate for persons assisting with the transport, preparation and placing of explosives in the Underground Workings
- Rock Drill Operator in Underground Hard Rock Operations;
- Trackless Mobile Machine Operations - Underground Hard Rock; and
- Conduct Occupational Health and Safety Representative Activities in the Mining and Minerals Sector.



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While core skills training is targeted at addressing both the company's and the individual's training needs, it is also important to note that this provides the employee with marketable skills beyond his/her employment at the mine. Thus, skills training should be, wherever feasible, portable outside the platinum mining industry into other mining and related sectors. Further, skills development should address the need for skills that are portable within the mining industry.

Undertaking	Core business skills training are provided to ensure that each employee meets the legal requirements of their position. The interventions satisfy the minimum requirements and experience for a position as per business needs.
Action Plan	<p>The purpose of core skills training of employees is to ensure that each individual is equipped to perform fully in his/her position. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> Technical Skills Training Legal (mandatory) training that ensures that the PSA and employee complies with all legislative requirements Leadership and Supervisory Training Team and mobilization interventions <p>Both Sibanye Stillwater Academy and the PSA Campus will be used to deliver on all HRD interventions.</p>

2.11.3 Core Business Training Strategic plan

Accountable Position	Strategic Plan	Timeframe
HODs	Employees to be continuously assessed against job requirements	Ongoing
Unit Manager: HRD	Provide an accredited learning programme	Ongoing
Unit Manager: HRD	Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	Learning Facilities to be conducive to learning	Ongoing



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2.12 Portable Skills Programme

Sibanye-Stillwater PSA operation, in partnership with Service Providers, offers specially designed, portable skill programmes. These programmes will equip exit and in-service employees, as well as members of the community with the ability and entrepreneurial skills to apply these skills after employment, within the mining and other sectors of the South African economy.

These skills can be utilised in the event that downscaling, and retrenchments might occur. It also assists the employees, community members with alternative forms of employment or sustainable livelihood opportunities.

2.12.1 Portable Skills Targets

Table 18: Portable Skills Training Employees (18.1) and Community (18.2) Targets

Portable Skills	2021	2022	2023	2024	2025	Total
Portable Skills 18.1	54	39	26	19	17	155
Portable Skills 18.2	11	8	5	4	4	32
Total Portable Skills	65	47	31	23	21	187

Table 19: Portable Skills Training Employees (18.1) and Community (18.2) Budgets

Portable Skills	2021	2022	2023	2024	2025	Total
Portable Skills 18.1	722 250.00	558 138.75	398 138.98	311 314.05	298 042.24	2 287 884.02
Portable Skills 18.2	147 125.00	114 490.00	76 565.19	65 539.80	70 127.59	473 847.57
Total Budget	869 375.00	672 628.75	474 704.17	376 853.85	368 169.83	2 761 731.59

2.12.2 Portable Skills Training Implementation Strategy

The HRD department in conjunction with the Operational HR and the Sustainable Development Department that deals with surrounding communities ensure that employees and community members are identified, and initiatives are made available.

Undertaking	PSA is dedicated to providing learning opportunities, thereby increasing employees and local community members' marketability and employability in the open labour market in the possible event of downscaling and/or mine closure.
Action Plan	PSA provides portable skills training to the employees. These services have been extended to members of the surrounding community. The focus of these skills is to meet some or all of the following objectives:



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- Enhance employee potential that will lead to marketability into alternative employment;
- Support income generating activities beyond "Life of Mine"; and
- Provide skills that can be utilised not only in the formal sector but also in the informal sector.

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	Advertise portable skills opportunities externally through Local community learnership and councils in conjunction with Local Economic development department (LED), and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	Advertise portable skills opportunities internally for employees	Ongoing
Unit Manager: HRD	Accredited learning programmes as per SETA requirements	Ongoing
Unit Manager: HRD	Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	Learning facilities to be conducive to learning	Ongoing



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2.13 Career Progression Plan

An integrated Talent Management process is vital to support career progression opportunities. The Talent Management process starts with a Strategic Workforce Plan. A Strategic Workforce Plan is a systematic process for forecasting an organisation's future workforce and determining the most effective practices to close the gaps to meet future workforce needs taking into consideration Employment Equity, Women in Mining, turnover and production profile.

2.13.1 Career Progression Targets

Sibanye-Stillwater will endeavour to promote at least 15% of the employees engaged in Training programmes within Career Progression Paths. Promotion is a function of Operational requirements that Sibanye-Stillwater will endeavour to promote.

Table 20: Career Progression Plan Targets

Career Progression	2021	2022	2023	2024	2025	Total
Operator Skills Programme	21	15	5	4	4	49
Team Leader Programme	2	2	2	2	2	10
Blasting Certificate Programme	2	2	2	1	1	8
Engineering Learnership Programme	2	2	2	1	1	8
Internship (Graduates Development Programme)	2	1	1	0	0	4
Grand Total Career Progression	29	22	12	8	8	79

2.13.2 Career Progression Implementation Strategy

The below mentioned figure depicts the Integral Talent Management Framework.

Alignment of Human Capital and Integral Talent Strategy to Business Strategy

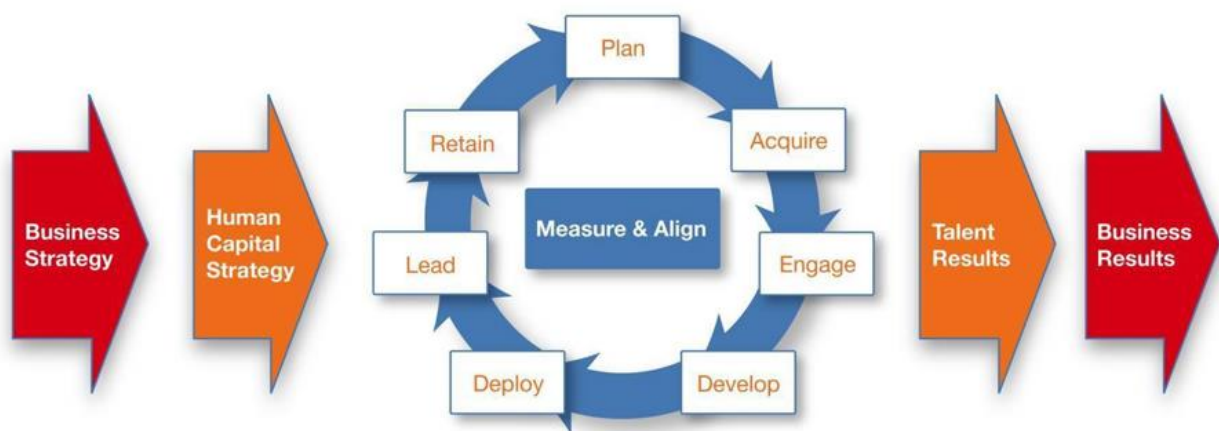


Figure 4: Integral Talent Management Framework



2.13.2.1 Talent Development Framework

The Integral Talent Management framework has four strategy key pillars: Future-ready recruitment, developing future-ready leadership and management, planning for succession and retaining and engaging, which forms part of the employee life cycle. The figure below depicts the integrated Talent Management Model.

Strategy Key Pillars:



Figure 5: Strategic Key Pillars



2.14 Mentorship Plan

Mentoring is the process of using specially selected and trained individuals to provide guidance and advice, which will help to develop the careers of the protégés allocated to them. Mentoring is aimed at complementing learning on the job, which must always be the best way of acquiring the particular skills and knowledge the jobholder need. Coaching is specifically aimed at employees on Paterson C5 band and below.

2.14.1 Mentorship Plan Targets

Mentorship is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. It is a learning and development partnership between someone with vast experience and someone who wants to learn.

With reference to the below tables, learners currently enrolled for various training and development programs, will enter into a coaching/mentorship relationship for further career guidance and development.

Table 21: Mentorship Plan Targets

Mentorship Training	2021	2022	2023	2024	2025	Total
Mentors / Coaches Trained	1	1	1	1	1	5
Protégé Trained	12	9	7	4	2	34
Total Mentorship Training a	13	10	8	5	3	39

2.14.2 Mentorship Plan Implementation Strategy

Undertaking	PSA undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes.
Action Plan	The mentorship plan at will be designed to: Identify areas of development that require mentoring.

Accountable Position	Strategic Plan	Time frame
Discipline Managers Manager HRD	Identify pool of mentors for protégés (employees in training/ Supervisors and Middle Managers with potential)	Ongoing
Discipline Managers Manager HRD	Provide mentorship and protégé training to build capacity where required	Ongoing



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Discipline Managers Manager HRM	Contracting through the mentorship agreements in line with learnership/learning programme duration	Ongoing
Manager HRD	Monitor implementation and confirm mentorship regarding: Protégé Personal details including race, gender, current position and level and future possible opportunities Mentor Personal details and designation	Ongoing

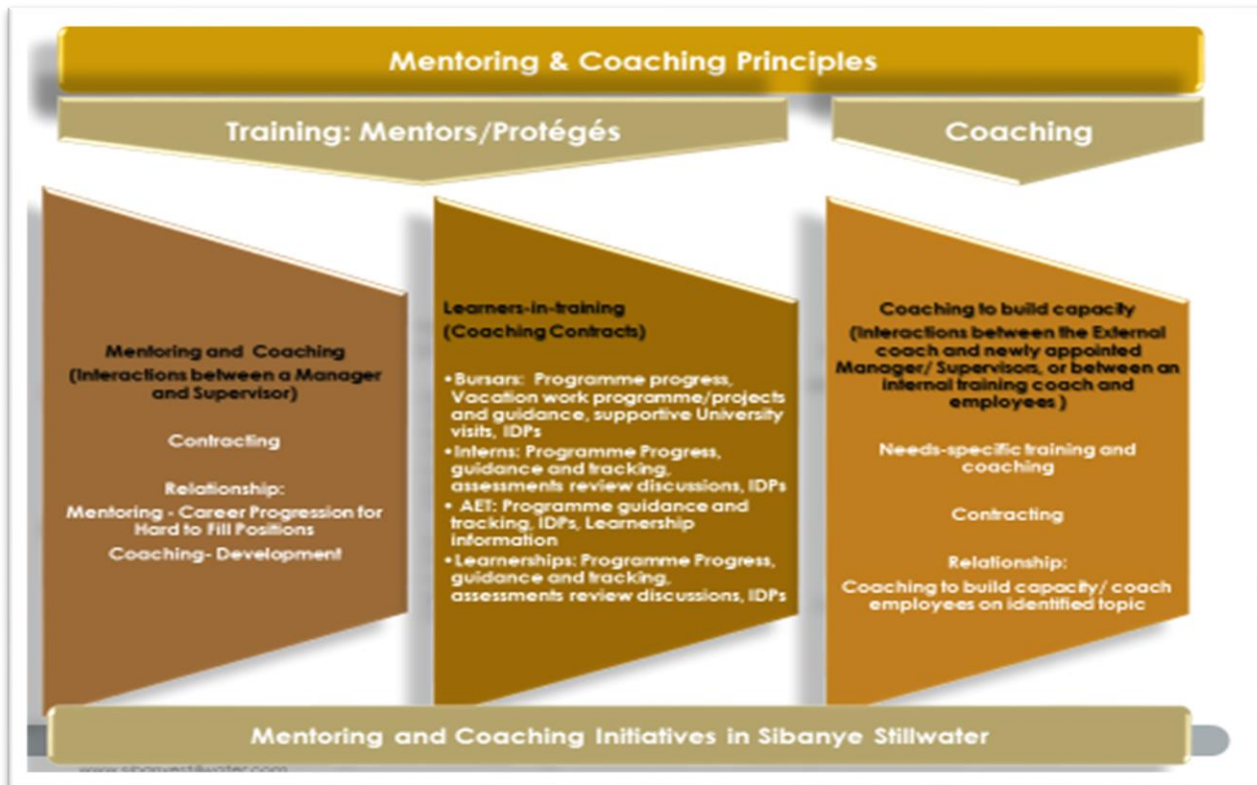


Figure 6: Mentoring and Coaching Principles



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2.15 Internship

PSA recognize the need to establish and maintain a Graduate Pool in order to build and maintain a pipeline of future leaders for the organization. PSA commits to assist Graduates who have completed the required theoretical/ academic learning but have to complete a pre-determined experience/ training learning programme.

2.15.1 External Interns (Graduates) Targets and Budget

Table 22: External Interns (Graduates) Targets

Internship External Graduates 18.2	2021	2022	2023	2024	2025	Total
Total Interns	2	1	1	0	0	4

Table 23: External Interns (Graduates) Budget

Internship External Graduates 18.2	2021	2022	2023	2024	2025	Total
Total Interns Budget	374 961.38	200 604.34	214 646.64	0	0	790 212.37

2.15.2 Internship Implementation Strategy

Graduates will be required to complete the practical training as per the relevant discipline-training manual whilst busy with their work commitment period.

Undertaking	PSA Internship Programme provides people from the surrounding communities with experiential learning in fulfilment of tertiary qualifications and those that have a tertiary qualification so that they can be eligible to seek substantive employment.
Action Plan	<p>Practical exposure or experiential learning opportunities will be provided for persons completed their tertiary studies, or persons that needs practical exposure in order to obtain a tertiary qualification as per business needs and capability.</p> <p>The company does from time to time consider unemployed self-funded graduates for participation in our graduate development program opportunities based on operational requirements</p> <p>Community commitments apply to both Local and Labour sending communities.</p>

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	Provide a coaching and mentoring process	Ongoing



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Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	GDPs in place for learners and learners are made aware of career pathways	Ongoing

2.16 Bursary Programme

External bursaries are awarded to people that are not currently employees of the Company, but opportunities are awarded to top performing scholars from surrounding communities and labour sending areas. SSA has a well-established bursary scheme orientated towards the development of suitably qualified and competent graduates.

2.16.1 Bursary Programme Targets

Table 24: Internal Bursary programme Targets

Study Assistance 18.1	2021	2022	2023	2024	2025	Total
Total Study Assistance 18.1	3	3	3	3	3	15

Table 25: Bursary programme Targets

Bursaries 18.2	2021	2022	2023	2024	2025	Total
Grand Total Bursars 18.2	4	2	1	0	0	7

Table 26: Internal Bursary Grants

Study Assistance 18.1	2021	2022	2023	2024	2025	Total
Total Budget	208 650.00	223 255.50	238 883.39	255 605.22	273 497.59	1 199 891.69

Table 27: External Bursary Grants

Bursaries 18.2	2021	2022	2023	2024	2025	Total
Total Budget	538 531.17	288 114.18	154 141.08	0	0	980 786.45

2.16.2 Bursary Programme Implementation Strategy

The emphasis of this scheme will be to identify high-potential young scholars with the emphasis on HDSA candidates.

Undertaking	The Mine undertakes to offer Bursary opportunities to individuals from local communities and key labour sending areas.
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Action Plan	<p>Bursaries will be given to individuals from the local and labour sending communities through the following offerings:</p> <ul style="list-style-type: none"> • Bursaries to individuals from the local and labour sending communities for full time studies; • Experience from previous SLP cycles has confirmed that the pool from which we draw our beneficiaries tends to be very dynamic and as such, the commitments for bursaries are expressed in global terms and not specific to any discipline in order to allow for flexibility.
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Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	Advertise bursary opportunities internally for employees	Ongoing
Unit Manager: Corporate Affairs	Advertise bursary opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local and labour sending communities	Ongoing
Unit Manager: HRD	Candidates for bursaries opportunities will be selected according to the selection procedure of the company	Ongoing
Unit Manager: HRD	Accredited learning institutions as per company needs will be used	Ongoing
Unit Manager: HRD	IDPs in place for learners, and learners are made aware of career pathways in relevant disciplines	Ongoing
Unit Manager: HRD	Mentors confirmed for learners	Ongoing

2.17 Human Resources Development Programmes – Financial Provision

Table 28: Human Resources Development Programmes – Financial Provision

Budget Allocation	2021	2022	2023	2024	2025	Total
HRD 18.1	109 836 272.62	82 881 976.01	58 078 660.93	44 373 546.75	39 962 785.18	335 133 241.49
HRD 18.2	2 840 960.36	2 127 181.96	1 668 341.60	937 938.40	536 860.84	8 111 283.15
Total HRD Budget	112 677 232.89	85 009 157.97	59 747 002.53	45 311 485.15	40 499 646.01	343 244 524.64



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3. Employment Equity

3.1 Introduction

Before South Africa became a democratic country, there were colonial and apartheid laws that excluded black people from participating in the educational and labour systems. To rectify this and to bring an end to the discrimination, the Constitution was put in place, giving all the occupants of the land the right to equality. Because the previous process was one that took place over a number of years, the government knew that the transition and transformation would not take place over night. Therefore, a provision within the legislation was put into place, to assist with the accomplishment of Equality and this is when the Employment Equity Act, No. 55 of 1998 ("the Act") came into play.

The purpose of the Act is to "achieve equity and equality in the workplace by promoting equal opportunity and fair treatment through the elimination of unfair discrimination, implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups." With that this in mind, the aim of the Act is to homogenise the approach in terms of how human capital (people) within an organisation are managed in terms of their roles, skills and reward such that is fair and non-discriminatory manner. The Act also assists organisations to plan and manage their recruitment, and advancement policies and procedures against the requirements of the Act.

Due to the dynamic and fluid nature of a typical organisation and its business, we see many organisations having challenges to comply with the Act. The single most complex and exhaustive response for an organisation is align their compliance strategies with those of the business and the business' overall strategic objectives, tactical plans and the culture. In a recent employment equity survey undertaken (during 2017 / 2018), it was noted that one of the biggest failures of organisations relate to communication, more specifically awareness and education.

Furthermore, our Employment Equity Forum plays a critical role in the implementation of the measures as set out the organisation's Employment Equity Plan to ensure transformation and ultimately compliance. PSA is in the process of engagements with Organised Labour to nominate new forum representatives. From a current compliance perspective, PSA manages and advocates all current strategies, tactical plans, policies and procedures according to the prescriptions of the amended Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry, commonly referred to the Mining Charter 2018. Herein it states that "workplace diversity and equitable representation at all levels are catalysts for social cohesion, transformation and competitiveness of the mining industry. In order to create a conducive environment to ensure diversity as well as participation of HDP and women in all decision-making positions and core and critical occupational categories in the mining industry.t: In addition, mining companies must identify and fast-track their existing talent pools to ensure high level operational exposure in terms of career path programmes".

PSA Platinum will continue to champion the elimination of barriers to equity and development, and it will purposefully strive towards a value system that is built on the belief that each individual has the right to dignity, respect and the realisation of their potential. To this end, the PSA Platinum Charter and Values embraces diversity in the workplace and promotes demographic representation of the country. The broad objectives of PSA philosophy in relation to Employment Equity are:



- to have a dynamic and fairly representative organisation that reflects the demographics of South Africa at all occupational levels and in all occupational categories;
- to ensure proactive recruitment of people with disabilities and to ensure the creation of a culture that respects people with disabilities, with due regard of the nature and extent of the core business;
- to create an organisational environment which is conducive to equity, fairness, dignity and mutual respect, and reflects the diverse talent available in our society;
- to work towards building an empowered workforce that will be able to address all the challenges that come with change and transformation, and the monitoring and evaluation of changes to ensure that we are constantly reviewing progress towards creating an equitable organisation;
- to eliminate the effects of racism, ethnicity and sexism in the workplace, and to educate everyone in the organisation about the retrogressive effects of such attitudes; and
- to ensure that language is not used as a barrier to marginalize employees but as an enabling tool, that ensures effective communication.

The table below provides PSA EE status as at Sep 2020 .

Table 29: Permanent Employees Equity Status as at September 2020

Occupational level	Female					Male					Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Senior Management	1				1	6			6	12	13
Professionally Qualified, Experienced Specialists and Middle Management	8			15	23	30	1		32	63	86
Skilled Technical, Academic Qualified, Junior Management and Supervisors	65		1	36	102	611	6		227	844	946
Semi-Skilled and Discretionary Decision Making	307			5	312	2702	2		32	2736	3048
Unskilled and Defined Decision-making	509				509	989			2	991	1500
Grand Total	890	0	1	56	947	4338	9	0	299	4646	5593

*** Includes Board Members and Fixed Term / Temporary Employees**

Table 30: Core Contractor Employees Employment Equity Status as at September 2020

Occupational level	Female					Male					Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Senior Management	1	1		1	3	3			14	17	20
Professionally Qualified, Experienced Specialists and Middle Management	1	1		3	5	29			14	43	48
Skilled Technical, Academic Qualified, Junior Management and Supervisors	50		1	11	62	292	3	1	143	439	501
Semi-Skilled and Discretionary Decision Making	22			10	32	585	3		24	612	644
Unskilled and Defined Decision-making	143			1	144	1597	8	1	25	1631	1775
Grand Total	217	2	1	26	246	2504	14	3	221	2742	2988



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PSA has taken significant strides in shifting workforce demographics given that recruitment opportunities were fairly limited due to various moratoriums in the past five years and also considering that PSA has undergone several downscaling / re-organisation initiatives in an attempt to remain a viable business and align to persistent sluggish market conditions (lower for longer). The progress made to date, is ascribed to prioritised recruitment practices giving preference to HDPs and females in order to accelerate the required transformation.

3.2 EE Targets as per MCIII

The MCIII EE targets as set out in the table below and submitted to the DMRE are subject to the financial viability of the Company and the availability of requisite vacancies as well as suitable candidates to fill these vacancies.

Table 31: Five (5) year targets for participation in management PSA

Equity Level	MC Target	2021	2022	2023	2024	2025
BOARD*						
HDPs	50%					
HOP (F)	20%					
EXECUTIVE MANAGEMENT*						
HDPs	50%					
HOP (F)	20%					
SENIOR MANAGEMENT*						
HDPs	60%	42.00%	50.00%	56.00%	60.00%	60.00%
HOP (F)	25%	0%	0%	22.00%	23.00%	25.00%
MIDDLE MANAGEMENT						
HDPs	70%	58.00%	55.00%	65.00%	68.00%	70.00%
HOP (F)	30%	17.30%	17.50%	20.30%	26.00%	30.00%
JUNIOR MANAGEMENT						
HDPs	70%	81.60%	81.50%	81.60%	81.60%	80.00%
HOP (F)	30%	20.00%	20.10%	20.30%	20.40%	30.00%
EMPLOYEES WITH DISABILITIES						
HDPs	1.50%	0.50%	0.75%	1.00%	1.25%	1.50%
CORE AND CRITICAL SKILLS						
HDPs	60%	79.20%	78.50%	79.20%	79.00%	79.00%

*Senior Management, EXCO and Board accounted for at Board level as these are not included in the payroll as processed under this mining right.

3.3 HDP and Female representation Implementation

Undertaking	Employment Equity to be managed as a transformation issue and to be integrated in the entire business to meet the challenges effectively. Accordingly, PSA commits to meeting equitable representation of HDP per management level.
Action Plan	Anticipate high management turnover over the next 5 years. This is mainly due to potential downscaling and the instability this brings towards an employee's career – some may leave the company due to this insecurity.



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Engage with employees from designated groups to minimise the impact of such a potential programme.

Where the financial circumstances allow, implement targeted retention interventions.

As and when vacancies do arise, fill vacancies as far as possible with people from designated groups.

HDP In Management - Strategic Implementation Plan at PSA

Strategic Implementation Plan	Responsible Position	Timeframe
Monitor transformation and hold executives accountable for the delivery plan + integrate transformational targets in key business performance measures	EXCO	Quarterly
Business to continue taking ownership of the HDP in Management representation targets.	Manco	On-going
Tracking and monitoring progress	HR	On-going



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4. Local Economic Development (Regulation 46 c)

4.1 Introduction, Background, Context

Refer to Anglo MR104 report.

4.2 LED Projects Overview, 2021-2025

Refer to Anglo MR104 report. Anglo and Sibanye-Stillwater produce under a Pooling and Sharing Agreement (PSA). Under the PSA Sibanye-Stillwater is responsible for all HRD, Employment Equity and Staff related matters. Anglo is responsible for all Local Economic Development programmes.



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5. Housing and Living Conditions (Regulation 46 (c) (i))

5.1 Introduction

The Regulation 46 c (iv) of the MPRDA requires that: "The contents of the Social and Labour Plan must contain the measures to address the housing and living conditions of the mine employees."

Sibanye Stillwater embarked on a journey to develop a Housing and Living Conditions Plan for PSA in line with the stipulations of the Standard amidst the challenges faced by the COVID-19 pandemic. The Version 1 of the Housing and Living Conditions Plan is the first of three versions of the plan that will be submitted to the Department in order to deliver a well-engaged and informed plan that respond to the employee housing needs and aspirations.

The following progress was made with the plan and forms part of the first submission:

- The required consultative housing forum was established that includes organised labour to ensure consultation and engagement throughout the process;
- An employee housing need and preferences survey was undertaken to profile the current status of employee satisfaction with accommodation, and to quantify the employee housing needs;
- Preliminary housing options as targeted responses to the quantified and profiled housing needs of employees were identified and engaged with organised labour;
- The other housing stakeholders to consult were identified and the consultation process commenced.

Although good progress was made with the development of the plan, the key factors that delayed the completion of the housing and living conditions plan can be described as follow:

- Initially the outbreak of the COVID-19 pandemic challenged the operation to progress with the actions to develop the plan, especially the housing needs survey and engagement with stakeholders.
- The employee housing need survey could only be rolled out after having introduced the process to organised labour and obtaining their buy-in and inputs to the survey methodology and questionnaire. This process was finalized only end of October 2020 and the employee housing needs survey could commence in November 2020.
- We have aimed to undertake a sample survey that is representative of our workforce, with a confidence level of 95%, with a 5% margin of error. Although the results of the survey reflect that we have achieved the confidence level of 99%, it is based on overall total responses of the operation. The operation aimed to achieve the same confidence level per job grading.
- Upon comparison of the survey responses received according to the targets per job grading, it was clear that certain salary bands were under-represented with the results received. As a result, the decision was undertaken to continue with further surveys until the target per salary band has been achieved.
- The additional survey process commenced on 30 November 2020. The results will unfortunately not be ready to be incorporated into this submission of the plan. They will form part of the next Version 2 of the plan.



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5.2 Current Housing and Accommodation Profile

Table 32: Current Housing Profile

Total Number of Employees	5,489 full-time employees as on 9 November 2020
Employer Provided Rental Accommodation	PSA does not provide rental accommodation to employees. However, there are limited number of employees (approximately 9) who currently reside in employer provided rental accommodation that either transferred from other operations previously owned by another group, or who reside with their spouse in a rental unit that are employed at another Sibanye-Stillwater operation.
Employer Assisted Home Ownership (including, housing subsidy and FLISP)	0
Living Out Allowance	5,473 employees in total
Private Home Ownership (without employer assistance or FLISP)	<p>18.3% of employees are homeowners at place of work (16.0% have a title deed (formal ownership), whilst 2.3% employees own informally in terms of a Permission to Occupy on communally owned land).</p> <p>In addition, 39.2% of employees own a 2nd place of residence away from work. Of those, 43.7% have title deeds (formal ownership), whilst 17.6% employees own informally in terms of a Permission to Occupy on communally owned land.</p> <p>(Source: Employee housing survey, 2020)</p>

5.3 Housing & Living Conditions Legislative Framework

The Department Mineral Resources has developed basic guidelines aimed at fostering suitable housing and living conditions standards for mine workers. The aim of the Housing and Living Conditions Standards is to give effect to section 100 (1) (a) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002 and sections 26(1) and (3) and 27(1) and (3) of the Constitution of the Republic of South Africa, 1996, and other related legislation to ensure proper health care services, affordable, equitable and sustainable health system and balanced nutrition.

Given the locality of mining operations, the Housing and Living Standards aim to ensure improved and integrated human settlements where mineworkers can live whilst employed. It, furthermore, aims to address the negative impact of the migrant labour system and associated socio-economic concerns. The overall objective of this document is to provide standards which will enable mine workers to have a choice in pursuing suitable housing and living conditions for themselves. To achieve this objective, and to provide coherence to acceptable and sustainable decent housing and living conditions for the mine workers, Government has, in consultation with Mine Health and Safety Council, as well as stakeholders, proposed measures on the standard of housing and nutrition of employees at mines.



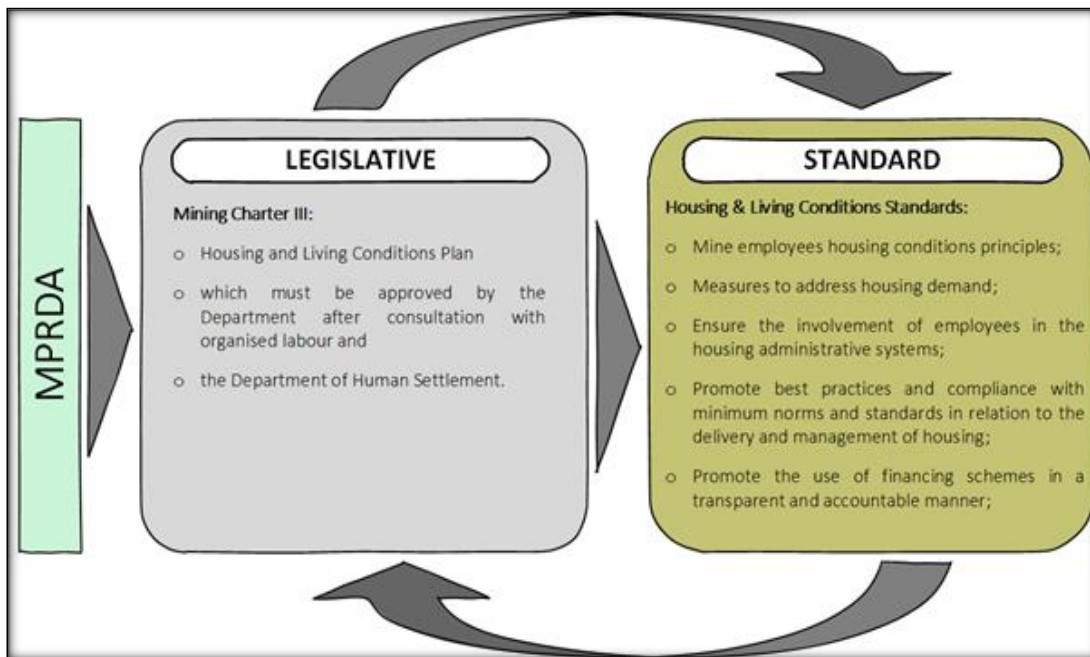


Figure 7: Housing & Living Conditions Compliance Framework

5.4 PSA Housing & Living Conditions Legacy

5.4.1 Existing Employee Support Programmes

PSA is currently providing the following support to employees:

- **Living out allowance (LOA):**
 - PSA provides a Living Out Allowance per month, per employee. There are currently 4992 employees receiving this allowance.

5.4.2 Quantifying PSA's Housing Need

5.4.2.1 Employee Survey Outcomes

The following table summarises the type of accommodation (dwellings) occupied by the employees who reside in other accommodation/accommodation not provided by the employer. The percentages are based on the findings of the employee housing survey 2020.

% Employees	Operation	Type of accommodation
41.5%	PSA	House (i.e. a brick/concrete block structure on its own stand or in its own yard)
9.7%	PSA	Room in a house
4.6%	PSA	Flat or apartment in a block of flats
4.5%	PSA	Townhouse (semi-detached house) in a complex
1.5%	PSA	Townhouse (semi-detached house) NOT in a complex
2.6%	PSA	House made of traditional materials
16.3%	PSA	Informal dwelling in a backyard
7.6%	PSA	Informal dwelling on its OWN stand



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5.2%	PSA	Room in an informal dwelling
4.5%	PSA	Prefab house
2.0%	PSA	Other

(Source: Employee housing survey, 2020)

5.4.3 Housing and Living Conditions Implementation Plan

Key planned activities	Milestone	Submission due to DMRE
Continue with stakeholder engagement and assessment of the preliminary targeted responses. Incorporate inputs received from DMRE on Version 1	PSA Housing and Living Conditions Plan V2	30 April 2021
Incorporate inputs received from DMRE on Version 2 Final targeted responses and investment amounts Continue with stakeholder engagement. Board approval of the HLCP	PSA Housing and Living Conditions Plan V3	31 July 2021



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6. Procurement, Enterprise and Supplier Development (Regulation 46 (c) (vi))

6.1 Introduction

The Broad-Based Black Economic Empowerment Charter for the Mining Industry ("Mining Charter") was amended and released by the Department of Mineral Resources and Energy (DMRE) in September 2018. The Mining Charter 2018 requires that mining companies submit a new five-year Procurement plan, indicating annual targets which progressively increase towards complying with the new procurement targets of the Mining Charter 2018.

6.2 Context

The Sibanye-Stillwater Procurement function is carried out by its wholly-owned subsidiary, Shared Services (Proprietary) Limited as an agent for and on behalf of Sibanye-Stillwater South African operations in all their levels of procurement, namely services and consumables.

In pursuance of maintaining our Mining Licence, Sibanye-Stillwater Shared Services is implementing a robust Procurement, Supplier and Enterprise Programme to meet our social and legal obligations. Our comprehensive preferential procurement programme aims to bring about greater transformation and empowerment of black-owned businesses, and to growth the South-African economy by incorporating more local businesses into the company's supply chain. Our Enterprise and Supplier Development (ESD) initiative aims to create greater access to the economy for local communities, through enabling local business growth, and improving the quality of life of Sibanye-Stillwater communities.

6.3 Five Year Transitional Plan (MCIII)

Table 33: MCIII Five Year Transitional Plan

ELEMENT	MEASURE	2021	2022	2023	2024	2025	MC Target
Procure 70% locally manufactured mining goods with a 60% local content	21% of total mining goods procurement budget must be spent on South African manufactured goods produced by Historically Disadvantaged Persons owned and controlled company	10.50%	15.00%	21%	21%	21%	21%
	5% of total mining goods procurement budget must be spent on South African manufactured goods produced by women owned and controlled company or youth owned and controlled company	2.50%	3.57%	5%	5%	5%	5%
	44% of total mining goods procurement budget must be spent on South African manufactured goods produced by BEE compliant company	22.00%	31.43%	44%	44%	44%	44%



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80% Services	50% of total services budget must be spent on services supplied by Historically Disadvantaged Persons	50%	50%	50%	50%	50%	50%
	15% of total services budget must be spent on services supplied by women owned and controlled companies	15%	15%	15%	15%	15%	15%
	5% of total services budget must be spent on services supplied by youth owned and controlled companies	5%	5%	5%	5%	5%	5%
	10% of total services budget must be spent on services supplied by a BEE compliant company	10%	10%	10%	10%	10%	10%
Research & Development	A minimum of 70% of total research and development budget to be on South African based research development entities	70%	70%	70%	70%	70%	70%
Sample Analysis	Utilise South African based facilities or companies for the analysis of 100% of all mineral samples across the mining value chain.	100%	100%	100%	100%	100%	100%

6.4 Strategic Implementation Plan

- Strengthen the controls around discretionary spend to meet services, goods, supplier and enterprise development commitments and obligations.
- Optimise processes (purchasing and adjudication) to support preferential procurement strategy.
- Develop compliant suppliers for core and non-core mining commodities to enable capability to engage with Sibanye-Stillwater operations.
- Enhance existing suppliers and SMME's to ensure sustainability.
- Identify non-compliant suppliers and enable / drive transformation to compliance including mining charter III.
- Ensure Sibanye-Stillwater progressively encourages regionalization to drive value creation and transformation.
- Have infrastructure and support resource available per region to manage the ED initiatives.
- Leverage SLP spend through regional structured process for more impact which is inclusive of community.



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6.5 Enterprise and Supplier Development

- CEO Enterprise development funding available for start-up assistance.
- Financial Assistance is available to our local suppliers through a Supplier Development fund.
- Business Support offered through our supplier development partner.
- Business skills Training through our development partner. (SETA Accredited).
- Leverage the SLP infrastructure projects to develop community suppliers.
- Appointed an advisory service to guide and support supplier ownership compliance and the establishment of joint ventures validations.
- Ring-fence opportunities that could be rendered by local suppliers (also to support the establishment of new local suppliers) through the tender process.
- Review contracts and identify supplier development opportunities

6.5.1 Contractors and Inclusive Procurement

- Preferential procurement followed with all tenders.
- Advertise all our tenders on our website.
- Offer funding to our SMME and start-up suppliers.
- Working with SMME suppliers to improve their performance and enhance participation within the spend profile.
- ED centers available per region to increase accessibility to our communities.

6.5.2 Supplier Development through Original Equipment Manufacturers

- Review OEM contracts and identify supplier development opportunities,
- Targeting OEM suppliers to develop execution roadmaps to enhance transformational impact with our local SMMEs.



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7. Downscaling and Retrenchment (Regulation 46 d)

7.1 Introduction

Regulation 46 (d) of the MPRDA requires that the contents of a Social and Labour Plan must contain processes pertaining to management of downscaling and retrenchment which must include-

- the establishment of the future forum;
- mechanisms to save jobs and avoid job losses and a decline in employment;
- mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided; and
- mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.

A fundamental principle behind both PSA's Human Resources Development Programme (guiding the Portable Skills Training, AET, Learnership programmes etc.) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc.) is job creation. However, at the mine closure, be it inevitable or unexpected, the main outcome would be the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where this cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that the downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plans to be put in place for the life of the mine are in line with the ethos of the Department of Labour's "Social Plan" as well as the Act and include:

- the prevention of job losses as set out below;
 - where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
 - to facilitate, as far as practically possible, access to alternative employment opportunities within the company;
 - to facilitate through on-going core business training and the non-mining related portable skills training plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry;
- to avoid, mitigate or minimise any possible negative social and economic impacts on employees, communities, local and regional economics and labour-sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- to ensure that the relevant processes for effective closure management are in place some four (4) or five (5) years prior to planned mine closure; and
- to effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.



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7.2 Establishment of the Future Forum

Given the diverse nature of the operation, as well as its location, Future Forums have been established at the respective Shafts at PSA. The Future Forums have been established in conjunction with organised labour. The Future Forums are constituted as follows:

- management representatives; and
- workers or their representatives (Organised labour).

The Future Forums meet on a regular basis, either monthly or as agreed on throughout the lifespan of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or the closure of the operation.

The frequency of meetings will be increased if there are critical issues that need to be addressed urgently. The agenda for the Future Forum includes, but is not be limited to:

- identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations;
- development of strategies and plans to deal with identified problems and challenges;
- development of strategies and plans to prevent job losses if possible;
- development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling, and closure may have on employees, communities and the economy;
- implementation of agreed strategies and action plans;
- review of portable skills training programmes and local economic development programmes;
- assessment of and reporting on, through PSA Annual SLP Reports, the success and progress of all job loss management and retrenchment management programmes planned for and implemented during the times of downscaling, closure or for an appropriate post-closure period.

7.3 Mechanism to save jobs and avoid job losses and decline in employment

Section 52 (1) of the MPRDA provides that the holder of a mining right must, after consultation with any registered trade union or affected employees or their nominated representatives where there is no such trade union, notify the Board in the prescribed manner:

where prevailing economic conditions cause the profit to revenue ratio of the relevant mine to be less than six per cent on average for a continuous period of 12 months; or

if any mining operation is to be scaled down or to cease with the possible effect that 10 per cent or more of the labour force or more than 500 employees, whichever is the lesser, are likely to be retrenched in any 12-month period."

Should the Mine be required to commence with a downscaling or closure process (in line with the undertaking above) the Downscaling and Retrenchment procedure will be followed:

- communication and Planning through the Future Forums.
- it is envisaged that any potential downscaling or closure requirement will be identified during the on-going consultations, discussions and deliberations at the regular Future Forum meetings.



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- all strategic plans identified by the Future Forum will be implemented with a view to avoiding job losses. Plans and strategies will be continuously assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.
- the Future Forum will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- the Future Forum will discuss and agree on strategies and action plans that will be implemented to avoid job losses.

Potential Strategies and plans to avoid job losses include but are not be limited to:

- voluntary early retirement for employees who qualify in terms of relevant provident funds, etc.;
- suspension of overtime, job-sharing schemes, short and extended leave;
- cease recruitment of new intakes employees until PSA operations have attempted to fill vacant positions from internal sources;
 - where relevant and viable, cease the employment of temporary employees and/or contractors;
 - where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment;
 - during the life of the operation there will be on-going accredited mining related training and non- mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment; and
 - in addition, PSA's on-going support of sustainable development projects, through its Local Economic Development programmes, within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

The implementation of Section 189 and 189 (A) of the Labour Relations Act or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outlined in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions / employee representatives:

- ensure subscription to the universally accepted principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine.
- compliance with collective agreements between organised labour and the company.
- disclosure of all relevant information.
- measures to avoid or minimise dismissals as set out in the collective agreement.



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7.4 Notification to Government Authorities

After consultations through the Future Forum and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA of the need for downscaling / closure as and when required during the life of the Mine and some four (4) to five (5) years prior to the end of the life of the Mine. The Government Authorities will be given notice of the time-frame for the closure and/or downscaling process, on-going consultation, strategic initiatives and plans as discussed through the Future Forum. Regular progress reports will be subsequently distributed to the necessary Governmental Departments. Any directive issued by the abovementioned Board will be adhered to in order to meet the corrective measures as stipulated.

7.5 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

In compliance with Section 52(1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or, should 10% or more of the workforce have to be retrenched, on identifying the need to scale down or cease mining operations at PSA and where job losses are likely to result from these processes, a comprehensive consultation process will be undertaken at the Future Forum. Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development Board will be notified, and any corrective measures and directives as determined by the Minister will be complied with.

7.6 Strategic Plan

An extensive consultation process will be undertaken through the Future Forum structures where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses cannot be avoided the Future Forum will discuss and implement strategic plans to examine and implement alternative solutions and to create job security for affected employees.

The Future Forum will assess the economic and other conditions that could result in job losses and determine a number of employees that are likely to be affected by the downscaling or closure.

The Future Forum will discuss and agree on strategies and action plans that will be implemented to create security for employees likely to be affected by job losses.

7.7 Alternative solutions and strategies to create job security

Potential alternative solutions and strategies to create job security to be considered by the Future Forum may include but may not be limited to:

ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment; and

employees targeted for retrenchment will be provided with the necessary training to remain economically active if retrenched. (This will be through specific learnership programmes aimed at providing employees with alternative skills and experience which will enhance their employability outside of the mining sector.



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This process will ensure that the retrenched employees are more marketable and can capitalise on current and emerging employment opportunities that exist within the local labour market.)

the Local Economic Development Programmes which are to be implemented as part of the SLP are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.

the company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.

provide assistance for entrepreneurs and SMME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes.

the Human Resources Development Programme will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs).

7.8 Implementing Section 189 of the Labour Relations Act 1995 (as amended)

If discussions within the Future Forum have been exhausted and job losses cannot be avoided the provisions of Section 189 and 189(A) of the Labour Relations Act as well as the provisions of the existing collective agreement will be implemented. A consultation process will be initiated with the relevant employee, representative organisations and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimise retrenchment, the timing of the retrenchments and severance pay will be discussed by the company and the employee representations. All plans and other issues agreed on during this consultation process will be implemented.

7.9 Notification to the Board

After consultation through the Future Forums and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) of the MPRDA if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce have to be retrenched. Such notifications will be provided as and when required during the life of the Mine and some four (4) or five (5) years prior to the end of the life of the Mine. The government authorities will be given notice of the time-frame for the closure and/or downscaling process, on-going consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the relevant Government Departments. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.



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7.10 Communicating Possible Retrenchments

Where all avenues to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place, an extensive communication strategy and plan will be implemented after discussion and agreement at the Future Forum meetings. Communication of issues discussed at the Future Forum, strategic plans and the implementation thereof will form part of the Agenda for regular Future Forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that will be implemented by the Future Forums. Where retrenchments are inevitable the following channels will be used to ensure effective communication to all employees: management briefs, the Company newsletter, management meetings, communication forums and workshops.

The trade union representatives will also communicate issues arising from the Future Forum discussions during their own Branch and Committee meetings as well as mass meetings with employees. Issues to be communicated where possible retrenchments are contemplated will include but not be limited to:

- the reasons for the contemplated retrenchment;
- strategic plans implemented by the Future Forum to avoid and minimise job losses;
- the number of employees likely to be affected by the retrenchments;
- details of the expanded portable skills training programmes and how these can be accessed;
- LED programmes and the opportunities available to employees who may be retrenched;
- alternate employment opportunities available to employees who may be retrenched;
- the timing of the retrenchment and the severance packages that will be paid to employees;
- assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment; and
- any additional assistance that will be provided to employees.

7.11 Mechanisms to ameliorate the social and economic impact

This section addresses mechanisms to ameliorate the social and economic impact on individuals, regions and economics where retrenchment or closure of the operation is certain. Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of operation, measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required. This section outlines the mechanisms that will be utilised to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) or five (5) years prior to mine closure.

7.12 Social-Economic Impact Study of closure

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed closure planning. The SEIA will commence four (4) or five (5) years prior to closure and be supported by interaction with community structures and the Future Forums.



7.13 Communication with stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely among stakeholders, such as local business, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forum or sub-committees thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

7.14 Strategic Plans for Managing the Social and Economic Impact

As with the Human Resource Development Programme at PSA, the Local Economic Development Programme will be implemented throughout the life of the Mine with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities long past closure:

- the facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development;
- assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication;
- consideration of the potential use for obsolete / unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc.);
- a portable skills training programme designed to ensure that employees can have job security and remain economically active after mine closure;
- counselling Services for employees and if necessary, their families or the relevant labour source community;
- assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- ensuring all skills and/or experience obtained whilst in the employ of PSA have the appropriate accreditation and certification;
- provide assistance in the employee's claiming of UIF and other state assistance if required; and
- provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc. to ensure the appropriate utilization and/or preservation of finance following retrenchment.

7.15 Post-Closure Planning

Management strategies for the post-closure period will also be developed in a legislated and DMRE guided process in collaboration with all interested and affected stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability.



On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential in this post-closure management process.

7.16 Provision for Downscaling and Mine Closure

PSA has ensured that provision is made for retrenchment costs in line with the relevant labour legislation in respect of employees at PSA.

7.17 Portable Skills Training

Skills development planning at PSA encompasses training and development that supports the current position requirements. The portable skills training involves developing employees' skills that are non-mining related, so as to enable them to be employable outside of the industry in the event of mine closure, staff downsizing or otherwise. The main focus of the training programme is entrepreneurship as a doorway to economic sustainability for the previously disadvantaged communities.

PSA will provide portable skills training within various core business disciplines for all expert levels during the life of the mine. This will equip the employees with skills outside the mining industry. Furthermore, PSA is required to put in place mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain. Portable Skills Training in non-mining related skills for the purposes of retrenchment or downscaling will be provided.

Portable skills will be advertised using the following means:

- word of mouth;
- notices, pamphlets; and
- stakeholder forums.

Portable skills will be offered to the employees and to the community. PSA will target a number of employees and community members per year who will be selected based on a needs analysis assessment to avoid training people in the areas where they are least likely to benefit in terms or a lack of interest in the particular training. The individuals who will partake in the portable skills training programmes will be awarded with attendance certificates upon completion of the training programme.

The financial provisions provided in the table below include the complete retrenchment package estimations including re-skilling.



Table 34: Management of Downscaling and Retrenchment

Cost Category	2021 R	2022 R	2023 R	2024 R	2025 R	Total R
Financial Provision for Management of Downscaling and Retrenchment	R40 898 000	R145 195 835	R51 827 097	R46 671 412	R93 384 931	R377977275
Total						



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8. Financial Provision (Regulation 46 e)

8.1 Introduction

The ability of PSA operation to fund, on an ongoing basis, the programmes described in this Social and Labour Plan is, however, dependent on the ability of the operation to generate positive cash flows after capital expenditure. Given that our strategic objective is to optimise the mining of our ore bodies, for the benefit of all stakeholders, particularly our employees whose job security is enhanced by our ability to extend the lives of our shafts through pay limit reduction, decisions will accordingly always be made taking into account the long-term implications, and a balance will need to be found between competing interests.

In a similar vein, profitability and the generation of cash flows are dependent on the Rand/Platinum price received, as is the availability of ore reserves to be mined profitably. Platinum price sensitivity of the reserves in ounces is shown at 5 percent (5%) intervals above and below the base Platinum price. With an increasing platinum price, generally, the average grade mined is reduced but with additional tons, platinum output is increased. With a decreasing platinum price, higher grades are mined at reduced tons equating to decreased platinum output.

Provided that we cannot control the international Platinum price or the Rand/Dollar exchange rate, the only way in which we can sustain our ore reserves and therefore our futures, is through increased productivity in all spheres of the business, including stringent cost control. Should the price of Platinum not be achieved on a sustainable basis and should our SLP roll-out be impaired by the occurrence of events beyond our reasonable control, or should any risk factor (including, without limitation, the Risk Factors referred to above) materialise or alter materially, the roll-out of the programmes outlined in this SLP may require re-assessment. As such, PSA's undertakings in this SLP need to be read and understood in this context and against this background.

Table 35: PSA Financial Provision: SLP 2021-2025

Cost Category	2021	2022	2023	2024	2025	Total (2021-2025)
Financial Provision for Human Resources Development Programmes	R112 667 232,89	R85 009 157,97	R59 747 002,53	R45 311 485,15	R40 499 646,01	R343 234 524,55
Financial Provision for Downscaling and Retrenchment	R40 898 000,00	R145 195 835,00	R51 827 097,00	R46 671 412,00	R93 384 931,00	R377 977 275,00
Total	R153 565 232,89	R230 204 992,97	R111 574 099,53	R91 982 897,15	R133 884 577,01	R721 211 799,55



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9. Undertaking (Regulation 46 f)

Undertaking by Senior Vice President

I, Tony Joubert, **(Vice President and Head of Mining Operations Unit)**, the undersigned and duly authorized thereto by **Sibanye-Stillwater Ltd** undertake to adhere to the information, requirements, commitments and conditions as set out in this social and labour plan (in respect of HRD, EE, Procurement & ESD, Housing & Living Conditions and Management of Downscaling & Retrenchment).

Signed aton this day of 2021

Signature: _____

Designation: Vice President and Head of Mining Operations Unit



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