

Sibanye-Stillwater Rustenburg Platinum Mine

Mining Right Numbers: NW 30/5/1/2/2/82 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

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	Rustenburg Mines Pooling and Sharing Area (PSA) Platinum Mine, "Kroondal"
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

Globally, Sibanye-Stillwater is the third largest producers of platinum and features among the world's top gold producing companies. Domiciled in South Africa, Sibanye-Stillwater owns and operates a portfolio of high-quality operations and projects, which are located and managed in two regions: The Southern African (SA) region and the United States (US) region.

Since its establishment in 2013, the company has transformed itself geographically and by metal produced. From being a South African gold mining company, Sibanye-Stillwater is now an internationally competitive, diversified precious metals miner producing gold and PGMs. Sibanye Stillwater has its primary listing on the JSE, South Africa. The company is also listed on the NYSE.

Mining operations have been carried out at Rustenburg since the late 1920's. Currently, the operations comprise three operating vertical shafts (Siphumelele 1, Khuseleka 1 and Thembelani 1), two declines at Bathopele, two concentrating plants (the Waterval UG2 concentrator and the Waterval retrofit concentrator), a chrome recovery plant, the Western Limb tailings retreatment plant and related surface infrastructure and assets. In addition, mining operations are carried out on two mining tailings dams – Waterval and Klipfontein. The Rustenburg operations were acquired from Anglo American Platinum (Amplats) as of 1 November 2016

The Rustenburg orebody comprises two chromite-rich horizons hosting PGM minerals within the UG2, separated by a pyroxenite zone, and the platinum-bearing pyroxenite Merensky Reef lying 140 m above the UG2. The orebody is accessed from surface using conventional underground mining methods to 34 level at Siphumelele Shaft (approximately 1,350 m below surface), at 28 level at Khuseleka (approximately 2,105 m below surface) and at 29 level at Thembelani Shaft; the mineral resource at Bathopele is accessed from surface via two decline clusters using mechanised bord-and-pillar mining methods to a depth of approximately 500 m below surface.

Ore is processed through the Waterval UG2 concentrator and Waterval retrofit concentrator with a combined milling capacity of 1,100 kilo tonnes per month. Tailings are treated at the Western Limb Tailings Retreatment Plant, Platinum Mile and at the Chrome retreatment plant (CRP) where a saleable chromite concentrate is recovered from rougher UG2 middlings.

Tailings from the Rustenburg operations are piped to storage facilities at Hoedspruit, receiving tonnes from the Western Limb Tailings Retreatment Plant, and Paardekraal, receiving tonnage from the Waterval Retrofit and UG2 concentrators.

Rustenburg has a converted new order mining right valid for the period from 29 July 2010 to 28 July 2040.



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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.

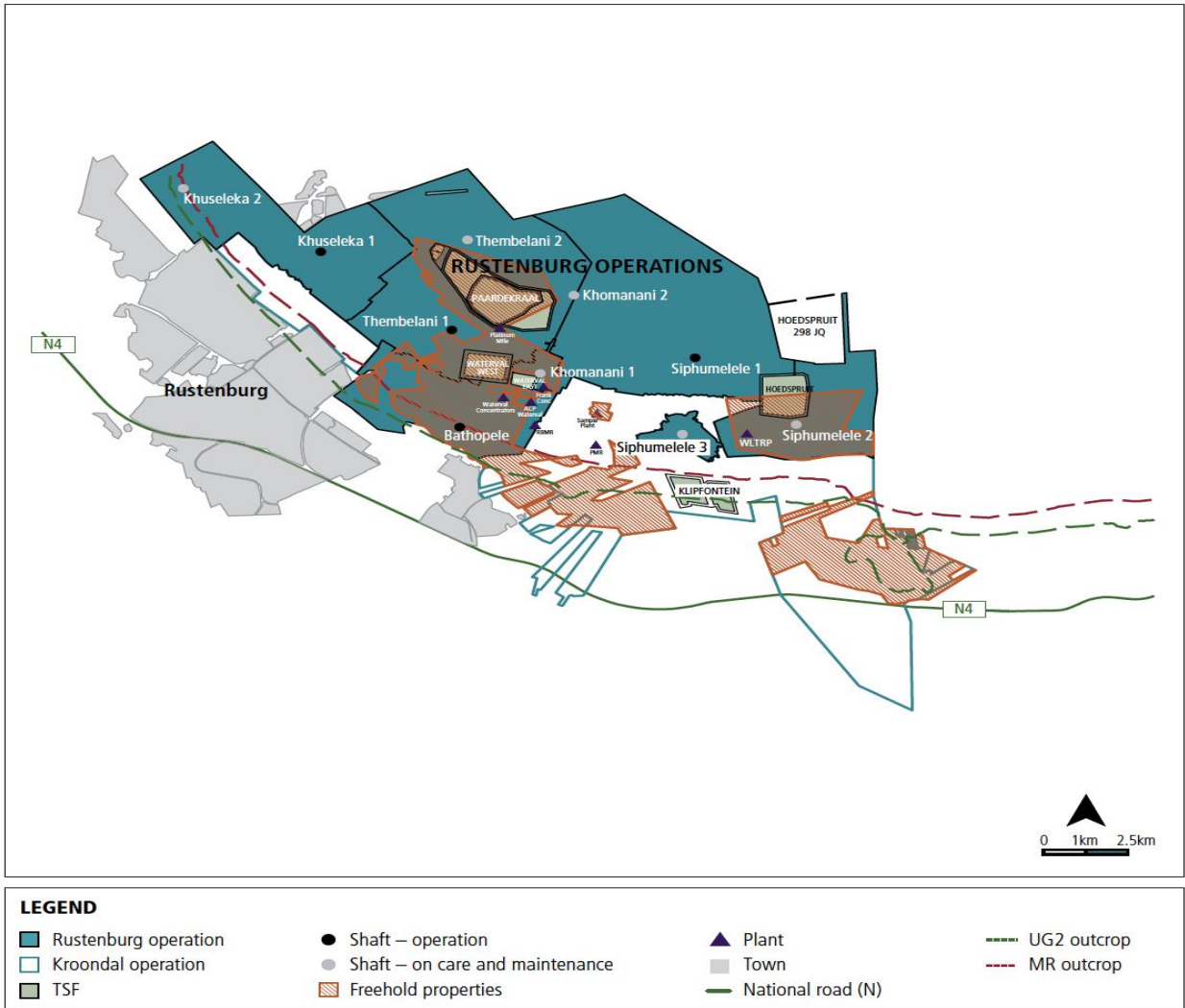


Figure 1: Locality Map



1.3 The objective of this Social and Labour Plan

This document outlines SRPM Generation 3 Social and Labour Plan (SLP) for the period January 2021 to December 2025. 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.

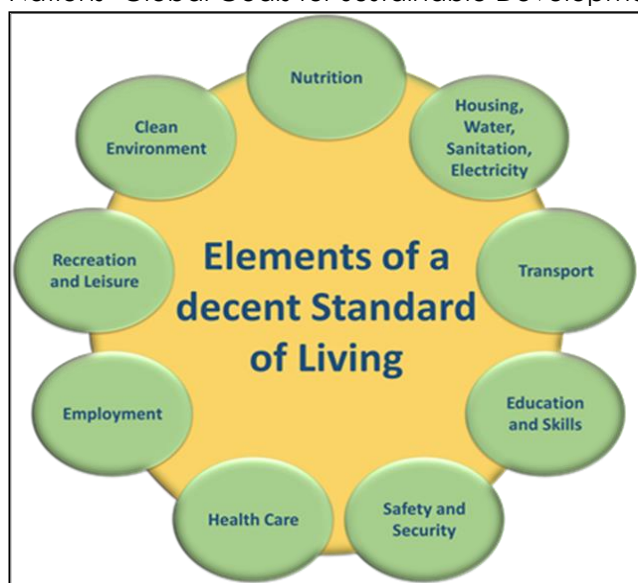


Figure 2: National Development Plan: Key elements of a decent standard of living¹

¹ Source: National Development Plan 2030



1.4 Company Details

Sibanye-Stillwater Rustenburg Platinum Mines Limited ("SRPM") consists of the following operations:

- Bathopele Mine
- Thembelani (Khuseleka Shaft & Thembelani Shaft)
- Siphumelele Mine
- Rustenburg Concentrator (Retrofit and UG2)

Table 1: Background Information of the SRPM Operation

1.1 Name of the company/applicant	Sibanye-Stillwater Limited Registration Number: 2002/031431/06
1.2 Name of mine/production operation	Sibanye-Stillwater Rustenburg Platinum Mines ("SRPM"), A division of Sibanye-Stillwater Limited Mining Right Numbers: NW 30/5/1/2/2/82 MR
1.3 Physical address	Business Address: Hex River Complex Old Mine Road Rustenburg 0299
1.4 Postal address	PO Box 1 Bleskop 0292
1.5 Telephone number	+27 (0) 14 495 0575/1940
1.6 Fax number	086 760 1542
1.7 Location of mine or production operation	SRPM is located in the Rustenburg local municipality, in the Bojanala District Municipality of North West Province
1.8 Commodity	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
1.9 Life of mine	Bathopele (±19 years) Thembelani (±31 years) Siphumelele (±43 years) Khuseleka Shaft (±30 years) Concentrator (Depending on Mining life)
1.10 Financial year	January – December (calendar year)
1.11 Reporting year	Annually-SLP Annual report June each year
1.12 Responsible person	Floyd Masemula Senior Vice President and Head of Mining Rustenburg Operation Email Address: Floyd.Masemula@sibanyestillwater.com



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1.5 Geographic Origin of SRPM Employees

The table below shows labour distribution of SRPM employees as at September 2020 (baseline).

Table 2: Geographic Origin – Employees and Core Contractors as at September 2020

Province	Total Workforce	No. of Permanent Employees	No. of Contractor Employees
Eastern Cape	3909	3390	519
Eastern Cape %	26%	27%	18%
Free State	425	343	82
Free State %	3%	3%	3%
Gauteng	671	500	171
Gauteng %	4%	4%	8%
KwaZulu-Natal	197	153	44
KwaZulu-Natal %	1%	1%	2%
Limpopo	949	643	306
Limpopo %	6%	5%	15%
Mpumalanga	223	158	65
Mpumalanga %	1%	1%	2%
North West	6533	4974	1559
North West %	43%	40%	54%
Northern Cape	159	134	25
Northern Cape %	1%	1%	1%
Western Cape	7	7	0
Western Cape %	0%	0%	0%
Mozambique	1648	1568	80
Mozambique %	11%	13%	3%
Lesotho	481	461	20
Lesotho %	3%	4%	1%
Swaziland	40	38	2
Swaziland %	0%	0%	0%
Botswana	8	8	0
Botswana %	0%	0%	0%
Zimbabwe	43	15	28
Zimbabwe %	0%	0%	1%
Zambia	1	1	0
Zambia %	0%	0%	0%
Malawi	0	0	0
Malawi %	0%	0%	0%
Nigeria	2	2	0
Nigeria %	0%	0%	0%
Ghana	0	0	0
Ghana %	0%	0%	0%
Namibia	1	0	1
Namibia %	0%	0%	0%
India	1	1	0
India %	0%	0%	0%
United Kingdom	1	1	0
United Kingdom %	0%	0%	0%
Total	15299	12397	2902



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1.5.1 Form S: Breakdown of SRPM workforce (Permanent and Contract employees)

Table 3: Breakdown of Employees by Occupational Level as at September 2020

Occupational level	Female					Male					Grand Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Senior Management	2	0	0	0	2	14	0	0	34	48	50
Professionally Qualified, Experienced Specialists and Middle Management	20	1	0	16	37	92	2	1	96	191	228
Skilled Technical, Academic Qualified, Junior Management and Supervisors	332	5	2	87	426	1375	21	6	444	1846	2272
Semi-Skilled and Discretionary Decision Making	875	2	0	18	895	8370	7	1	49	8427	9322
Unskilled and Defined Decision-making	1046	2	0	0	1048	2228	7	0	43	2278	3326
Learners	20	0	0	0	20	73	1	0	7	81	101
Grand Total	2295	10	2	121	2428	12152	38	8	673	12871	15299

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

Table 4: Breakdown of Contractors by Occupational Level as at September 2020

Occupational level	Female					Male					Grand Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Senior Management	1	0	0	0	1	7	0	0	21	28	29
Professionally Qualified, Experienced Specialists and Middle Management	2	0	0	0	2	27	0	0	7	34	36
Skilled Technical, Academic Qualified, Junior Management and Supervisors	25	2	0	9	36	258	10	1	129	398	434
Semi-Skilled and Discretionary Decision Making	30	1	0	10	41	588	1	0	13	602	643
Unskilled and Defined Decision-making	497	2	0	0	499	1222	5	0	34	1261	1760
Learners	0	0	0	0	0	0	0	0	0	0	0
Grand Total	555	5	0	19	579	2102	16	1	204	2323	2902



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1.5.2 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. At prevailing prices and exchange rates, approximately 60% of the platinum industry is loss making. Our business remains extremely sensitive to the lower for longer market conditions and finds itself still 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 halved since peaks of 2008;
- Recycling has become a big competitor;
- Industry fragmentation;
- 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

Table 5: Total Employees Forecast for the 2021 to 2025 Period

CATEGORY	2021	2022	2023	2024	2025
Senior Management	11	11	11	11	11
Professionally qualified and experienced specialists and mid-management	1 088	1 099	1 094	1 130	1 090
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4 351	4 397	4 374	4 519	4 362
Semi-skilled and discretionary decision making	5 428	5 485	5 457	5 638	5 441
TOTAL PERSONNEL PROJECTIONS	10 878	10 992	10 936	11 298	10 905²

² Extracted from MWP 2020



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1.5.3 Local Recruitment

SRPM 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.

Undertaking Summary	SRPM 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.

SRPM 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. Since operational challenges and unyielding costs had impacted negatively on Human Resources Development plans during the past two years, targets were accordingly adjusted as per business needs. The learning and development targets reflected in the tables of this plan are based on an actual intake commitment for the year indicated, while the financial plan tables represent a combined financial commitment in the year, inclusive of all associated training related costs.

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 SRPM 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 SRPM. The table below provides details regarding SRPM's compliance with Skills Development legislation.

Table 6: SETA Accreditation and Compliance

Name of SETA.	Mining Qualifications Authority (MQA)
Registration number with the SETA.	L700791405
Confirmation of having appointed a Skills Development Facilitator.	Johanna Christina Bornman
Proof of submission of workplace skills plan and date of submission.	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.

Undertaking	<p>SRPM 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>SRPM 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.</p> <p>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. 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 SRPM 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 SRPM 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 SRPM'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 SRPM 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 SRPM.

Where relevant in this plan, reference is made to those elements of the model that have a direct bearing on the implementation of SRPM'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 SRPM's Functional Literacy and Numeracy (Form Q)

Sibanye-Stillwater, including SRPM, 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 7: Form Q - SRPM's Functional Literacy and Numeracy (Permanent employees) as at September 2020

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling / Undefined	5393	6	1	41	1203	0	0	1	5441	1204
		Grade 0 / Pre	98	0	0	0	0	0	0	0	98	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	316	1	0	0	25	0	0	0	317	25
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	219	0	0	0	8	1	0	0	219	9
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	277	0	0	1	13	0	0	0	278	13
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	57	0	0	0	2	0	0	0	57	2
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	1153	13	5	377	359	4	1	93	1548	457
	3	Grade 11 / Std 9 / N2	96	0	0	1	17	0	0	0	97	17
	4	Grade 12 / Std 10 / N3	597	0	0	10	97	0	0	2	607	99
Higher Education and Training (HET)	5	Higher Certificates and Advanced	185	2	0	123	99	1	0	11	310	111
	6	Diploma and Advanced Certificates	16	0	0	2	4	0	0	2	18	6
	7	Bachelor's Degree and Advanced Diplomas	5	1	0	2	8	0	0	2	8	10
	8	Honours Degree, Postgraduate Diploma and Professional Qualifications	0	0	0	0	0	0	0	0	0	0
	9	Master's Degree	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree	0	0	0	0	1	0	0	0	0	1
Total			8412	23	6	557	1836	6	1	111	8998	1954



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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>SRPM 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. 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	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	1. Strata control officers, 2. Specialised artisans in trackless mining operations, 3. Winder/ conveyance artisans(electricians and fitters)	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

2.8.4 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 8: AET Target



AET	2021	2022	2023	2024	2025	Total 5 Yr.
AET Full time	28	28	28	28	28	140
AET Own Time	58	58	58	58	58	290
AET Own Time Community	50	50	50	50	50	250
Total AET	136	136	136	136	136	680

Table 9: Financial Provision for AET

AET	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
AET Full time	134 657.21	141 390.08	148 459.58	155 882.56	163 676.69	744 066.11
AET Own Time	195 665.77	205 449.06	215 721.51	226 507.58	237 832.96	1 081 176.88
AET Own Time Community	198 315.60	208 231.38	218 642.95	229 575.10	241 053.85	1 095 818.88
Total AET	528 638.58	555 070.51	582 824.04	611 965.24	642 563.50	2 921 061.87



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2.8.5 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



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2.9 Skills Development

Undertaking	<p>SRPM 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 SRPM complies with all legislative requirements;</p> <p>Both Sibanye Stillwater Academy and the SRPM Campus will be used to deliver on all HRD interventions.</p>

2.9.1 Learnerships

Learnerships are accredited, fully integrated learning programmes that include practical work experience as well as a theoretical component. SRPM 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.

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.

2.9.2 Learnerships Targets

Table 10: Mining Learnership Targets

Mining Learnerships	2021	2022	2023	2024	2025	Total
Mining 18.1	8	8	8	8	8	40
Mining 18.2	4	4	4	4	4	20
Total Mining Learnerships	12	12	12	12	12	60

Table 11: Engineering Learnership Targets

Engineering Learnerships						
Engineering 18.1	6	6	6	6	6	30
Engineering 18.2	2	2	2	2	2	10
Total Engineering Learnerships	8	8	8	8	8	40



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Table 12: Mining Learnership Budget

Mining Learnerships	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
Mining 18.1	2 613 231.94	2 743 893.53	2 881 088.21	3 025 142.62	3 176 399.75	14 439 756.05
Mining 18.2	354 092.76	371 797.40	390 387.27	409 906.63	430 401.96	1 956 586.02
Total Mining Budget	2 967 324.70	3 115 690.93	3 271 475.48	3 435 049.25	3 606 801.71	16 396 342.07

Table 13: Engineering Learnerships Budget

Engineering Learnerships	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
Engineering 18.1	2 498 270,04	2 623 183,54	2 754 342,72	2 892 059,86	3 036 662,85	13 804 519,00
Engineering 18.2	521 779,77	547 868,76	575 262,19	604 025,30	634 226,57	2 883 162,59
Total Engineering Budget	3 020 049,81	3 171 052,30	3 329 604,91	3 496 085,16	3 670 889,42	16 687 681,59

2.9.2.1. Learnerships Strategic Plan

Undertaking	SRPM 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.
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. The local community learnerships will be in support of the economic development strategy.</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>

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



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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



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2.10 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. 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).

SRPM 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.

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.

Table 14: Core Business Skills Training Targets

Core Business	2021 Target	2022 Target	2023 Target	2024 Target	2025 Target	Total 5 Yr. Target
Mining Core Skills	64	64	64	64	64	320
OHS SP	97	97	97	97	97	485
Engineering Core Skills	8	8	8	8	8	40
Process Core Skills	2	2	2	2	2	10
Total Core Skills	171	171	171	171	171	855



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Table 15: Core Business Skills Training Budget

Core Business	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
Mining Core Skills	38 221 623,77	40 132 704,95	42 576 786,69	43 854 090,29	45 169 713,00	209 954 918,69
OHS SP	57 929 648,52	60 826 130,95	64 530 442,32	66 466 355,59	68 460 346,26	318 212 923,64
Engineering Core Skills	4 777 702,97	5 016 588,12	5 322 098,34	5 481 761,29	5 646 214,12	26 244 364,84
Process Core Skills	1 194 425,74	1 254 147,03	1 330 524,58	1 370 440,32	1 411 553,53	6 561 091,21
Total Budget	102 123 401,00	107 229 571,05	113 759 851,93	117 172 647,48	120 687 826,91	560 973 298,37

2.10.1 Core Business Training Strategic plan

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 SRPM and employee complies with all legislative requirements • Leadership and Supervisory Training • Team and mobilization interventions • Both Sibanye Stillwater Academy and the SRPM Campus will be used to deliver on all HRD interventions.

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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2.11 Portable Skills Programme

Sibanye-Stillwater SRPM operation, in partnership with accredited Service Providers, offers specially designed, portable skill programmes. These accredited programmes will equip exit and in-service employees, as well as members of the community with the ability and entrepreneurial skills to become self-reliant or pursue other career opportunities within mining and other sectors of the South African economy.

For SETA recognition, the entry requirement for community portable skills training is AET 3 (English –speaking, writing and Mathematics literacy as required by the unit standards). Candidates nominated at a lower entry level will only receive a standard SSA Certificate.

2.11.1 Portable Skills Targets

Table 16: Portable Skills Training Employees (18.1) and Community (18.2) Targets

Portable Skills	2021 Target	2022 Target	2023 Target	2024 Target	2025 Target	Total 5 Yr. Target
Portable Skills 18.1	50	50	50	50	50	250
Portable Skills 18.2	12	12	12	12	12	60
Total Portable Skills	62	62	62	62	62	310

Table 17: Portable Skills Training Employees (18.1) and Community (18.2) Budgets

Portable Skills	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
Portable Skills 18.1	656 250,00	689 062,50	723 515,63	759 691,41	797 675,98	3 626 195,51
Portable Skills 18.2	157 500,00	165 375,00	173 643,75	182 325,94	191 442,23	870 286,92
Total Portable Skills Budget	813 750,00	854 437,50	897 159,38	942 017,34	989 118,21	4 496 482,43

2.11.2 Portable Skills Training Implementation Strategy

Undertaking	SRPM 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	SRPM 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: 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.



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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

2.12 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.

2.12.1 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 18: Career Progression Plan Targets

Training programmes	Core Mining / Engineering & Process Occupations	Target position working towards	2021 Target	2022 Target	2023 Target	2024 Target	2025 Target	Total
Operator Skills Programme	General Worker (A-Band)	B-Lower bands	47	47	47	47	47	235
Team Leader Programme	Operator (BL-Band)	B-Upper bands	6	6	6	6	6	30
Blasting Certificate Programme	Employees in various positions attend	C-lower band	4	4	4	4	4	20
Engineering Learnership Programme	Employees in various positions attend	C-lower band	6	6	6	6	6	30



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Training programmes	Core Mining / Engineering & Process Occupations	Target position working towards	2021 Target	2022 Target	2023 Target	2024 Target	2025 Target	Total
Internship (Graduates Development Programme)	Mining Engineering, Engineering Finance, Metallurgy, Mineral Resources Management	C-upper to D-lower band	2	2	2	2	2	10
Total			65	65	65	65	65	325

The below mentioned figure depicts the Integral Talent Management Framework.



Figure 3: Integral Talent Management Framework

2.12.2 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 4: Strategic Key Pillars

2.13 Mentorship Plan

2.13.1 Mentorship Plan Targets

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 needs. Coaching is specifically aimed at employees on Paterson C5 band and below.

Table 19: Mentorship Plan Targets

Mentorship Contracts	2021	2022	2023	2024	2025	Total
Learnerships	29	27	29	27	29	141
Internship	45	28	32	26	31	162
Mentorship	1	1	1	1	1	5
Mentorship/Protégé Trained	75	56	62	54	61	308

With reference to the table above, learners currently enrolled for various training and development programmes, will enter into a coaching/mentorship relationship for further career guidance and development. In order for this relationship to succeed, a pool of mentors and the same learners will have



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to undergo mentorship/protégé training for effective application and understanding of the relationship role and process.

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.

Undertaking	SRPM 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; Provide a detailed mentoring plan via mentoring agreement; Highlight the number of mentors and protégés with targets and timeframes; Monitor implementation of the programme.

2.13.2 Mentorship Plan Implementation Strategy

Accountable Position	Strategic Plan	Time frame
Manager HRD	Review the mentorship plan	Ongoing
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
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



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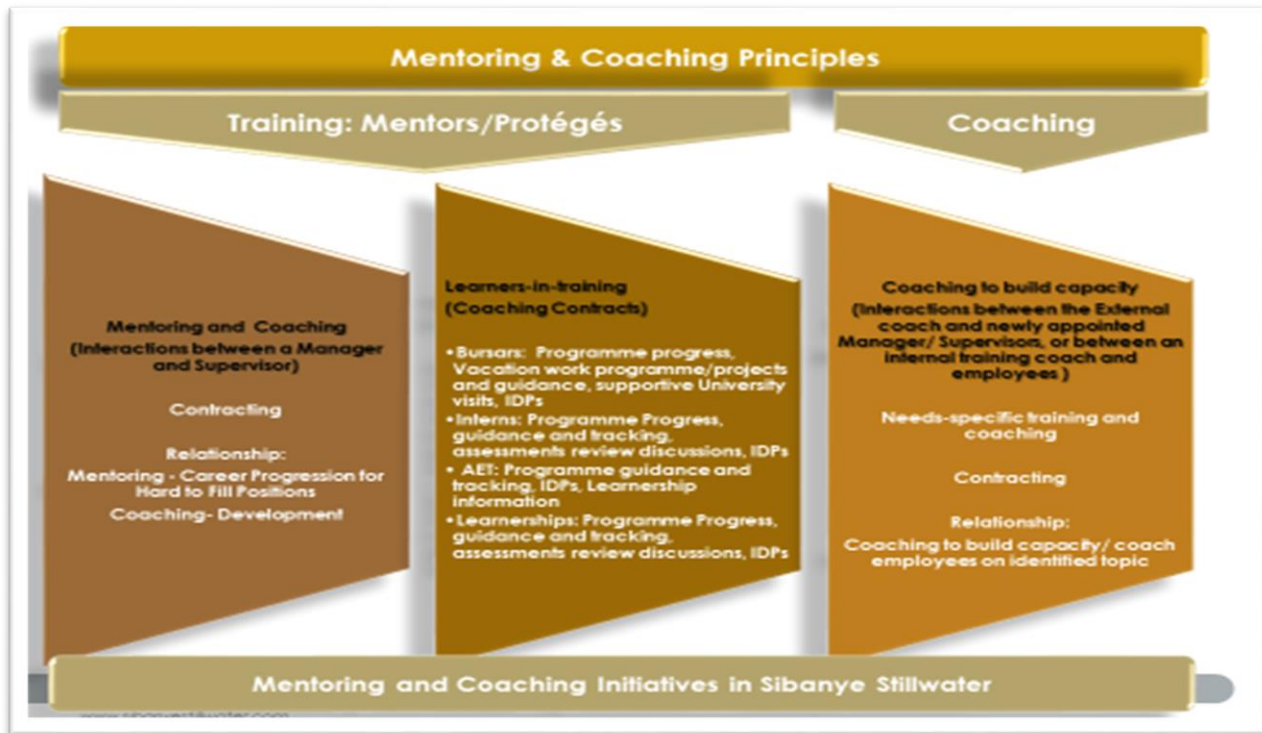


Figure 5: Mentoring and Coaching Principles

2.14 Internship

SRPM recognize the need to establish and maintain a Graduate Pool in order to build and maintain a pipeline of future leaders for the organization. SRPM commits to assist Graduates who have completed the required theoretical/ academic learning but have to complete a pre-determined experience/ training learning programme. Graduates will be required to complete the practical training as per the relevant discipline-training manual whilst busy with their work commitment period.

2.14.1 External Interns (Graduates) Targets and Budget

Table 20: External Interns (Graduates) Targets

Internship External Graduates 18.2	2021	2022	2023	2024	2025	Total 5 Yr.
No of External Interns	35	12	18	11	20	96
Total External Interns	35	12	18	11	20	96

Table 21: External Interns (Graduates) Budget

Internship Graduates 18.2	2021	2022	2023	2024	2025	Total 5 Yr.
Interns	6 439 173,30	2 318 102,39	3 651 011,26	2 342 732,23	4 472 488,79	19 223 507,97
Total Interns	6 439 173,30	2 318 102,39	3 651 011,26	2 342 732,23	4 472 488,79	19 223 507,97



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2.14.2 Internship Implementation Strategy

Undertaking	SRPM 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	All identified interns will be provided with on the job training. They will be assigned with a coach and responsible manager. Logbooks will be kept and maintained in line with the requirements of the qualification. The company does from time to time consider unemployed self-funded graduates for participation in our graduate development program opportunities based on operational requirements

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	Provide a coaching and mentoring process	Ongoing
Unit Manager: HRD	Employees to be continuously assessed against required programme outcomes	Ongoing
Unit Manager: HRD	IDPs in place for learners and learners are made aware of career pathways	Ongoing

2.15 Bursary Programme

2.15.1 Bursary Programme Targets

Table 22: Internal Bursary programme Targets

Study Assistance 18.1 Bursary	2021	2022	2023	2024	2025	Total 5 Yr.
Part Time Employee Study Assistance	6	6	6	6	6	30
Total Study Assistance 18.1	6	6	6	6	6	30

Table 23: Bursary programme Targets

External Bursaries	2021	2022	2023	2024	2025	Total 5 Yr.
External Bursars	2	2	2	2	2	10
Total Bursars 18.2	2	2	2	2	2	10

Table 24: Internal Bursary Grants

Study Assistance 18.1	2021	2022	2023	2024	2025	Total 5 Yr.
Study Assistance	409 500,00	429 975,00	451 473,75	474 047,44	497 749,81	2 262 746,00
Total	409 500,00	429 975,00	451 473,75	474 047,44	497 749,81	2 262 746,00



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Table 25: External Bursary Grants

External Bursary	2021	2022	2023	2024	2025	Total 5 Yr.
External Bursars	264 232,58	277 444,21	291 316,42	305 882,25	321 176,36	1 460 051,82
Total	264 232,58	277 444,21	291 316,42	305 882,25	321 176,36	1 460 051,82

2.15.2 Bursary Programme Implementation Strategy

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

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

Undertaking	The Mine undertakes to offer Bursary opportunities to individuals from local communities and key labour sending areas.
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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2.16 Human Resources Development Programmes – Financial Provision

Table 26: Human Resources Development Programmes – Financial Provision

Budget Allocation	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Total 5 Yr. Budget
HRD Budget 18.1	108 630 975,96	114 062 524,76	120 934 453,32	124 705 978,95	128 597 824,94	596 931 757,93
HRD Budget 18.2	7 935 094,01	3 888 819,14	5 300 263,85	4 074 447,44	6 290 789,77	27 489 414,20
Total HRD Budget	116 566 069,97	117 951 343,89	126 234 717,17	128 780 426,39	134 888 614,71	624 421 172,13



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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. SRPM is in the process of engagements with Organised Labour to nominate new forum representatives. From a current compliance perspective, SRPM 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".

SRPM 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 SRPM Platinum Charter and Values embraces diversity in the workplace and promotes demographic representation of the country. The broad objectives of SRPM 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 SRPM EE status as at Sep 2020

Table 27: Permanent Employees Equity Status as at September 2020

Occupational level	Female					Male					Grand Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Unskilled and Defined Decision-making	1046	2	0	0	1048	2228	7	0	43	2278	3326
Semi-Skilled and Discretionary Decision Making	875	2	0	18	895	8370	7	1	49	8427	9322
Skilled Technical, Academic Qualified, Junior Management and Supervisors	332	5	2	87	426	1375	21	6	444	1846	2272
Professionally Qualified, Experienced Specialists and Middle Management	20	1	0	16	37	92	2	1	96	191	228
Senior Management	2	0	0	0	2	14	0	0	34	48	50
Learners	20	0	0	0	20	73	1	0	7	81	101
Grand Total	2295	10	2	121	2428	12152	38	8	673	12871	15299

Table 28: Core Contractor Employees Employment Equity Status as at September 2020

Occupational level	Female					Male					Grand Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Unskilled and Defined Decision-making	497	2	0	0	499	1222	5	0	34	1261	1760
Semi-Skilled and Discretionary Decision Making	30	1	0	10	41	588	1	0	13	602	643
Skilled Technical, Academic Qualified, Junior	25	2	0	9	36	258	10	1	129	398	434



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Management and Supervisors											
Professionally Qualified, Experienced Specialists and Middle Management	2	0	0	0	2	27	0	0	7	34	36
Senior Management	1	0	0	0	1	7	0	0	21	28	29
Learners	0	0	0	0	0	0	0	0	0	0	0
Grand Total	555	5	0	19	579	2102	16	1	204	2323	2902

SRPM 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 SRPM 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

3.1.3 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 29: Five (5) year targets for HDP and Female representation at SRPM

Equity Level	MC Target	2021	2022	2023	2024	2025
BOARD*						
HDPs	50%					
HD(F)	20%					
EXECUTIVE MANAGEMENT*						
HDPs	50%					
HD(F)	20%					
SENIOR MANAGEMENT*						
HDPs	60%	28.60%	28.60%	42.90%	57.00%	64.00%
HD (F)	25%	7.10%	7.10%	14.30%	21.00%	29.00%
MIDDLE MANAGEMENT						
HDPs	70%	51.80%	56.00%	59.00%	69.00%	70.00%
HD(F)	30%	17.30%	19.00%	20.30%	22.80%	25.00%
JUNIOR MANAGEMENT						
HDPs	70%	81.60%	81.50%	81.60%	81.60%	70.00%
HD (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%



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

3.1.4 HDP and Female representation

Undertaking	Employment Equity to be managed as a transformation issue and to be integrated in the entire business to meet the challenges effectively. Accordingly, SRPM commits to meeting equitable representation of HDP including Female representation per management level.
Action Plan	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. Refer to DoEL 5 year EE Plan and EEA1 from 2021 Employment Equity forum has been implemented and meets on a regular basis to discuss progress as well as annual reporting.

HDP In Management - Strategic Implementation Plan at SRPM		
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)

In compliance with the mining right holder's obligation to meaningfully contribute towards Mine Community Development (with a bias towards mine communities both in terms of impact and size) and in keeping with the principles of the social license to operation, SRPM conducted a detailed and through process in designing a LED programme for the 2021 – 2025 implementation period.

This section summarises the outcomes of that process according to the following processes conducted:

- 1) Desktop analysis of the socio-economic status of SRPM communities (Bojanala District Municipal area and Rustenburg Local Municipal area)
- 2) Review of the Municipal Integrated Development Plan, District Development Model, Royal Bafokeng Administration Master Plan as well as the National Development Plan and Sustainable Development Goals.
- 3) Broad-Based Consultation with communities (formal and informal groups)
- 4) Identification of priorities for SRPM (Thematic Areas)
- 5) Financial commitments for LED projects and programmes

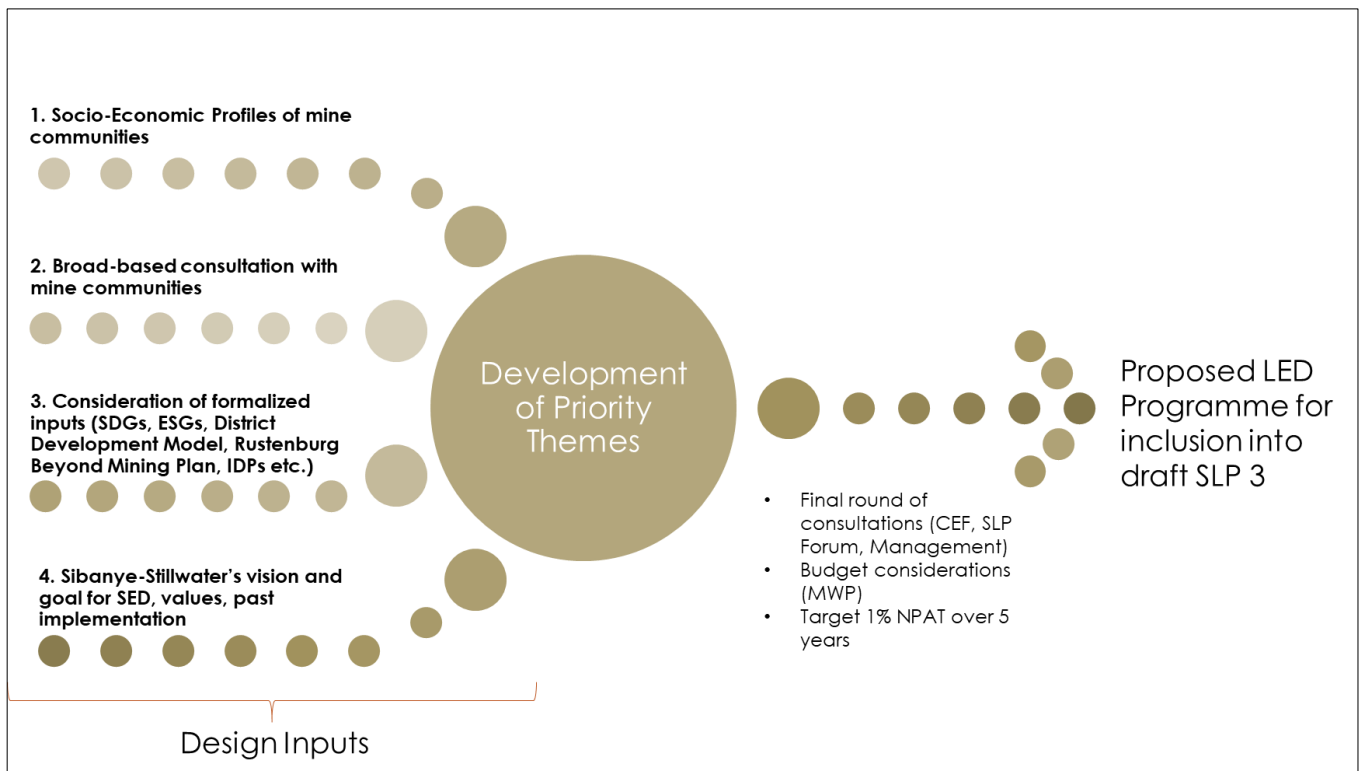


Figure 6: SLP3 LED Design Process



4.2 Socio-Economic Background of the District Municipality

Bojanala Platinum District Municipality (BPDM) is a category C municipality and one of the four district municipalities in the North West Province. It is situated on the eastern part of the province and shares provincial boundaries with Limpopo, Mpumalanga and Gauteng and a national boundary with Botswana in the western side.



Figure 7: Districts within the Province

Its geographic size is 18 333km², with a population of 1 657 148 (2016, Statistics SA) and this makes it the most populous of the four districts of the Province. Major Cities/Towns in BPDM are Brits, Derby, Hartbeesfontein-A, Hartbeespoort, Koster, Madikwe, Marikana, Mooi-nooi, Phatsima, Rustenburg, Swartruggens and Tlhabane.

The local municipalities which make up Bojanala Platinum District Municipality which are Moretele, Kgetleng Rivier, Moses Kotane, Madibeng, and Rustenburg.



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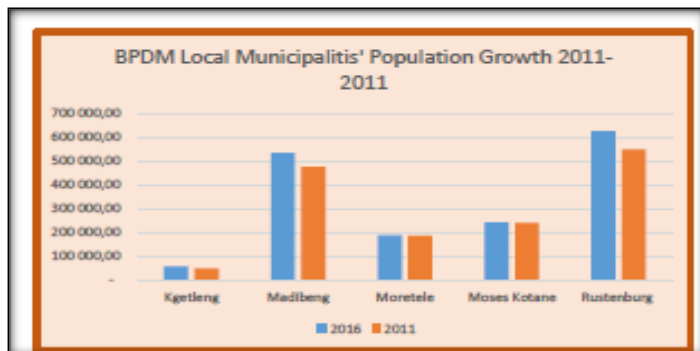
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Figure 8: Local Municipalities within Bojanala District



Rustenburg and Madibeng have the highest population growth in the district as depicted in the graph (left).

The N4 freeway is a critical link of the district with major economic centres in Gauteng Province. Furthermore, The N4 freeway that traverses the boundaries of three local municipalities in BPDM is unique as it spans the central section of the only coast-to-coast corridor in Africa. The east-west

corridor runs from Maputo in the east to Walvis Bay, Namibia in the west and connects the capital cities of four countries of the Southern African Development Community (SADC), namely Maputo in Mozambique, Pretoria in South Africa, Gaborone in Botswana and Windhoek in Namibia.



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4.2.1 Economy of the Region – Bojanala platinum district

Main economic drivers of the district municipality are **agriculture, tourism, manufacturing, mining and the service industry**. Bojanala Platinum District is located along the Merensky Reef, which account for the district municipality being the leader in the production Platinum Group Metals. As a result, mining is the biggest employer in the district. There are a number of mining operations within the District, the major ones being Sibanye-Stillwater, Anglo American Platinum, Samancor, Northam Mine, Tharisa, Impala, Glencore and Royal Bafokeng Platinum.

Mining (30-35%) as well as community services (15-20%), finance (10-15%), trade (10-15%), transport (5-10%), manufacturing (5-10%) and the tourism industry all play a major role in the economy of the district due to the number of world class public and private game parks. Sun City in Moses Kotane is also one of the region's tourist attractions. The Bojanala Platinum District Municipality does not function in isolation from North- West, South Africa and the world.

4.2.2 Economic sectors

The Bojanala Platinum District Municipality's economy is made up of various industries. The Gross Value Added (GVA) variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy. GVA is a measure of output (total production) of a region in terms of the value that was created within that region. It can be broken down into various production sectors. The summary table below puts the GVA of all the regions in perspective to that of the Bojanala Platinum District Municipality.

Sector	Bojanala Platinum	North West	National Total	Bojanala Platinum as % of Province	Bojanala Platinum as % of National
Agriculture	1.4	6.0	85.1	22.8	1.6
Mining	61.1	67.2	286.0	91.0	21.4
Manufacturing	6.4	11.8	474.5	54.7	1.4
Electricity	2.7	6.7	131.6	41.1	2.1
Construction	2.2	5.6	145.3	39.5	1.5
Trade	11.5	25.7	539.0	44.7	2.1
Transport	5.9	14.3	368.0	41.0	1.6
Finance	11.8	28.0	739.1	42.0	1.6
Community Services	15.0	45.5	821.1	33.1	1.8
Total Industries	118.0	210.8	3589.7	56.0%	3.29%

Figure: 9 Gross Value Added by broad Economic Sector BPDM 2015 (R Billion)³

In 2015, the mining sector is the largest within Bojanala Platinum District Municipality accounting for R 61.1 billion or 51.8% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Bojanala Platinum District Municipality is the community services sector at 12.7%, followed by the finance sector with 10.0%. The sector that contributes the least to the economy of

³ Source: IHS Global Insight Regional explorer version 1029



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Bojanala Platinum District Municipality is the agriculture sector with a contribution of R1.37 billion or 1.16% of the total GVA.

4.3 Overview of Rustenburg Local Municipality

Rustenburg Local Municipality (RLM) forms part of the North-West Province, which is on the border between South Africa and Botswana. It is located in the Bojanala District Municipality and consists of 45 wards, with a geographical area of 3 423.23 km². As per the Spatial Development Framework (SDF) review of 2010, three administrative bodies operate and have jurisdiction within the Rustenburg Municipal Area or part thereof. These are the Bojanala Platinum District Municipality, the Rustenburg Local Municipality and the Royal Bafokeng Administration:

Bojanala Platinum District Municipality – The RLM forms part of the Bojanala Platinum District Municipality together with the local Municipalities of Moretele, Madibeng, Kgetlengrivier and Moses-Kotane. The Bojanala Platinum District Municipality is responsible for the planning and administration of district-wide infrastructure provision and development matters

Rustenburg Local Municipality - The Local Municipality of Rustenburg is responsible for the planning and administration of infrastructure and development located within the boundaries of the municipality. This includes the preparation (or preparation on their behalf) of all legally required documents for the planning, provision and control of infrastructure and spatial development. These include the preparation of a Spatial Development Framework, Integrated Development plan, Transportation Plan, Water Services Development Plan and Disaster Management Plan

Royal Bafokeng Administration - A third administrative entity operates legally within certain parts of the Rustenburg Municipal Area: The Royal Bafokeng Administration. They operate within the context of the Constitution of South Africa and due to the fact that the Royal Bafokeng Nation is a universitas personae. Bafokeng remains a legal entity in its own right, capable of contracting, incurring debts and obligations and owning land. They also fulfil certain local government functions. The Bafokeng Council has over the years, by means of royalty payment received from the platinum mines mining on their land, administered their tribal area. This included fulfilling many local, provincial and national government functions, such as providing social infrastructure (schools and clinics), road infrastructure and municipal infrastructure (water and sewerage) in their tribal area.

The figure below depicts the communities in the Sibanye Rustenburg Platinum Mine footprint



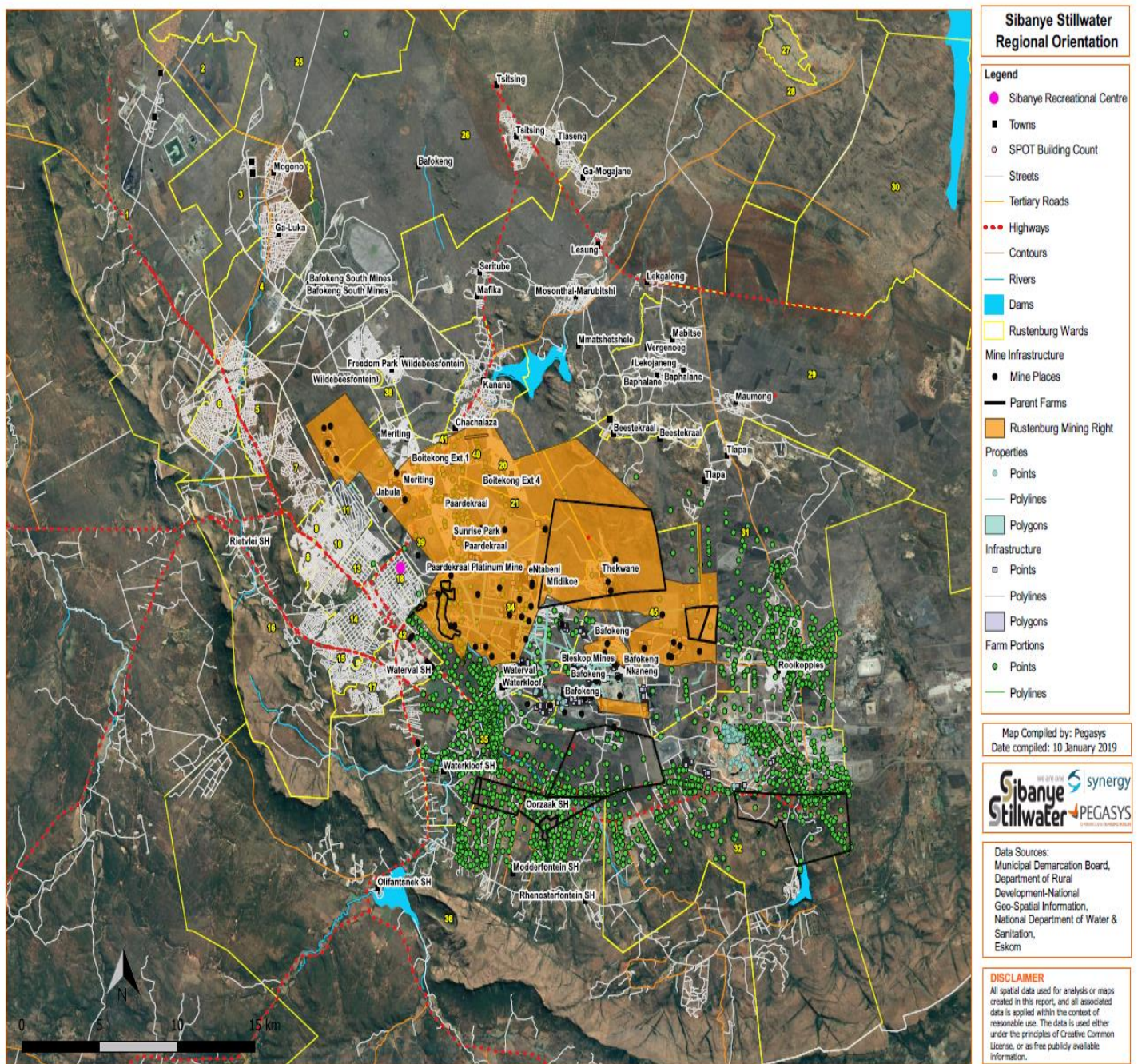


Figure 10: SRPM Footprint



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Table 30: Demographic Information (YES MEDIA's Government Newsletters)

Demographic Data	2016	2011
Population	626 522	549 575
Age Structure		
Population under 15	28.1%	24.1%
Population 15 to 64	68.9%	72.5%
Population over 65	3.0%	3.4%
Dependency Ratio		
Per 100 (15-64)	45.2	37.9
Sex Ratio		
Males per 100 females	120.9	121.8
Population Growth		
Per annum	2.98%	n/a
Labour Market		
Unemployment rate (official)	n/a	26.4%
Youth unemployment rate (official) 15-34	n/a	34.7%
Education (aged 20 +)		
No schooling	4.7%	5.4%
Matric	34.6%	31.0%
Higher education	7.4%	8.9%
Household Dynamics		
Households	262 576	199 044
Average household size	2.4	2.5
Female headed households	24.3%	26.4%
Formal dwellings	68.1%	68.7%
Housing owned	45.0%	31.4%
Household Services		
Flush toilet connected to sewerage	52.9%	52.7%
Weekly refuse removal	67.1%	69.2%
Piped water inside dwelling	28.5%	35.8%
Electricity for lighting	83.7%	83.0%



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4.3.1 Economy

Rustenburg is home to large mining operations by companies such as **Anglo Platinum, Impala Platinum, Glencore and Sibanye-Stillwater**. Approximately 97% of the total platinum production occurs in Rustenburg, with the mining sector providing more than 50% of all formal employment.

Many residents in this area are directly employed in one of the mines in the area. Another large source of employment is through companies that are linked to and/or provide services to the different mining operations.

4.4 Detail of Socio-Economic Indicators

4.4.2 Social Environment

Population

The North West Province has a total population of 3 901 651 (6.8% of South Africa's population), and a population density of 37.2 people per square kilometre.

Rustenburg Local Municipality has a population of 626 522 people (StatsSA, 2016), which is about one fifth of the population of Bojanala District. **Figure 11** shows the relative size of the population groups in the Rustenburg Local Municipality, which is largely similar to other areas of the country. The majority, that is 76%, of Rustenburg's 262 576 households are male headed.

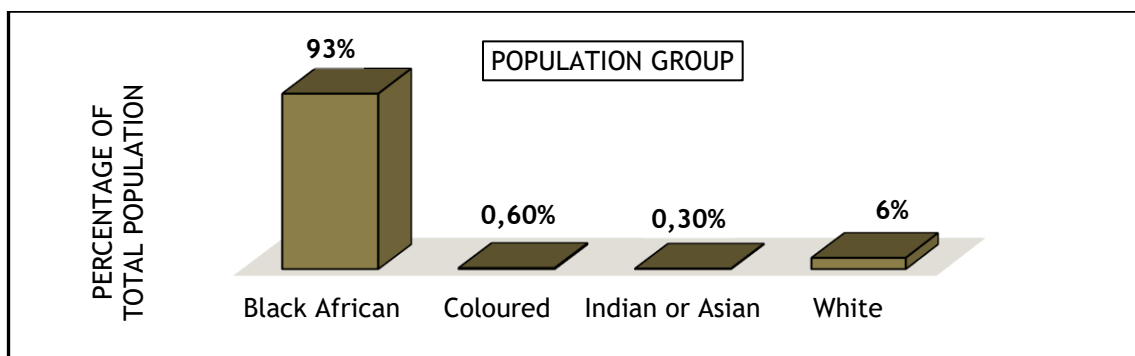


Figure 11: Population Groups in Rustenburg Local Municipality (RLM)

Source: Community Survey 2016

Table 31: Distribution of Household Head by Gender in RLM

Gender	Number	%
Male	198 664	76
Female	63 912	24
Total	262 576	100

Source: Community Survey 2016

Black, White and Coloured population groups account for 92%, 6% and 2% of the population, respectively. North West matches the rest of South African in having what is known as a 'demographic dividend'. This is



the economic growth potential that results when the share of working-age population is larger than the non-working age share of the population.

However, the benefits of this demographic dividend are diminishing as the population age structure is slowly shifting higher over time. To realise the benefit of the final phase of the existing demographic dividend, the South African economy needs to grow employment and improve the labour market prospects for younger working-age people. Greater employment will raise mean incomes, allowing South Africans to invest in education and save. These actions are crucial for achieving the second demographic dividend (The Conversation, March 2016.⁴).

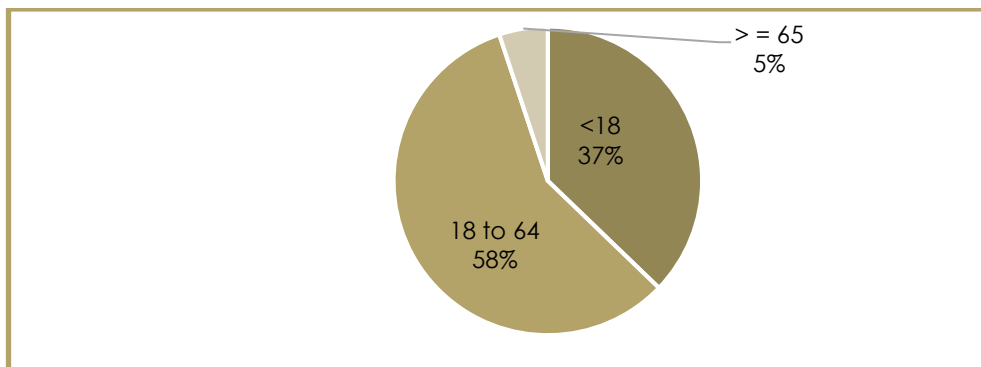


Figure 12: North West Province Population by 3 Main Age Groups

Source: Community Survey 2016

Thus, there is a window of opportunity for faster economic growth and family welfare, but it requires a properly educated and skilled population.

Table 32: North West Province Population (relative to SA Population) by Age Group

Age	North West Province		South Africa	
	Total	%	Total	%
00 - 04	407 509	10.9	5 976 519	10.7
05 - 09	373 184	10	5 619 796	10.1
10 - 14	335 658	9	5 189 803	9.3
15 - 19	347 520	9.3	5 104 482	9.2
20 - 24	348 714	9.3	5 302 335	9.5
25 - 29	352 737	9.4	5 280 504	9.5
30 - 34	300 579	8	4 454 688	8
35 - 39	256 732	6.8	3 847 961	6.9
40 - 44	220 117	5.9	3 260 584	5.9

⁴<https://theconversation.com/why-south-africa-isnt-cashing-in-on-its-demographic-dividend-54270#:~:text=The%20median%20age%20in%20South,of%20other%20middle%20income%20countries.>



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45 - 49	195 485	5.2%	2 782 930	5%
50 - 54	165 037	4.4%	2 334 509	4.2%
55 - 59	144 338	3.9%	1 974 196	3.5%
60 - 64	111 108	3%	1 572 917	2.8%
65 - 69	74 294	2%	1 179 287	2.1%
70 - 74	55 498	1.5%	824 733	1.5%
75 - 79	29 087	0.8%	486 337	0.9%
80 - 84	17 100	0.5%	251 007	0.5%
85+	13 738	0.4%	211 064	0.4%

Source: Community Survey 2016

4.4.2.1 Origin of population and migration

The majority of the residents, that is 81.2% of the population, were born in North West. The **Figures Above** provide an overview of places of origin for the residents of North West. A comparative analysis of data is that people born in North West are less nomadic, particularly in terms of migrating to other provinces of South Africa.

However, Rustenburg exhibits some moderate level of internal (in-country) migration. The majority of the residents are South African citizens and 73% of the residents of Rustenburg are originally from the North West province, while 17% of the population are from other provinces. At 7% of the Rustenburg's population, nationals from other countries are 1.4 times the level in Bojanala District and more than double the level in North West.

The two major labour sending areas are the North West and the Eastern Cape. Nationals from other countries occupy the third largest contributor to the residents of Rustenburg.

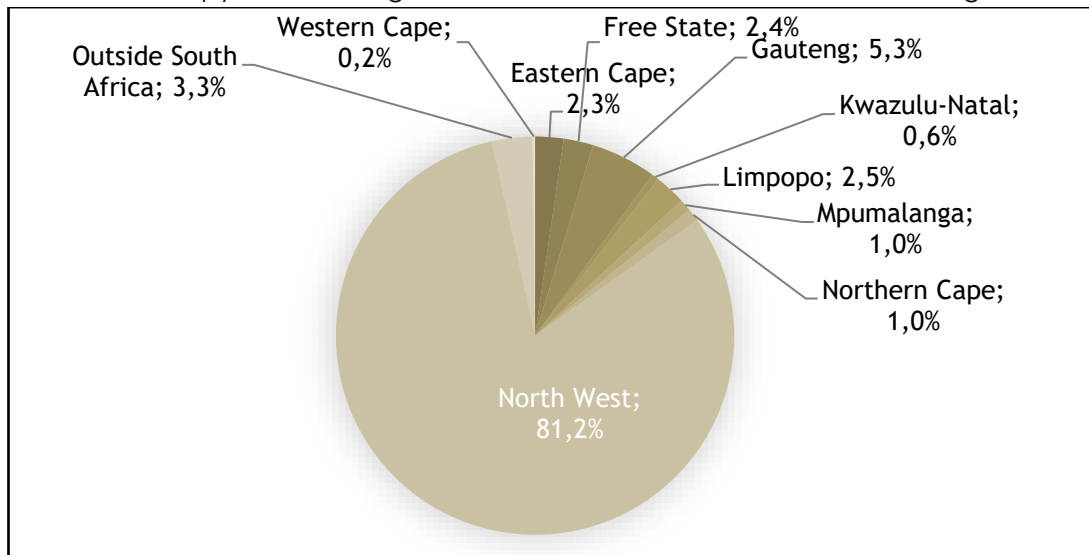


Figure 13: Place of Birth/Area of Origin of Residents of North West Province

Source: Community Survey 2016



4.4.2.2 Languages

It is important to pay attention to language, history, culture and legacy in development. Setswana is the predominant 'home language', followed by Afrikaans and Sesotho respectively; the three languages are spoken by 70%, 7% and 6% of the population of North West, respectively as shown below.

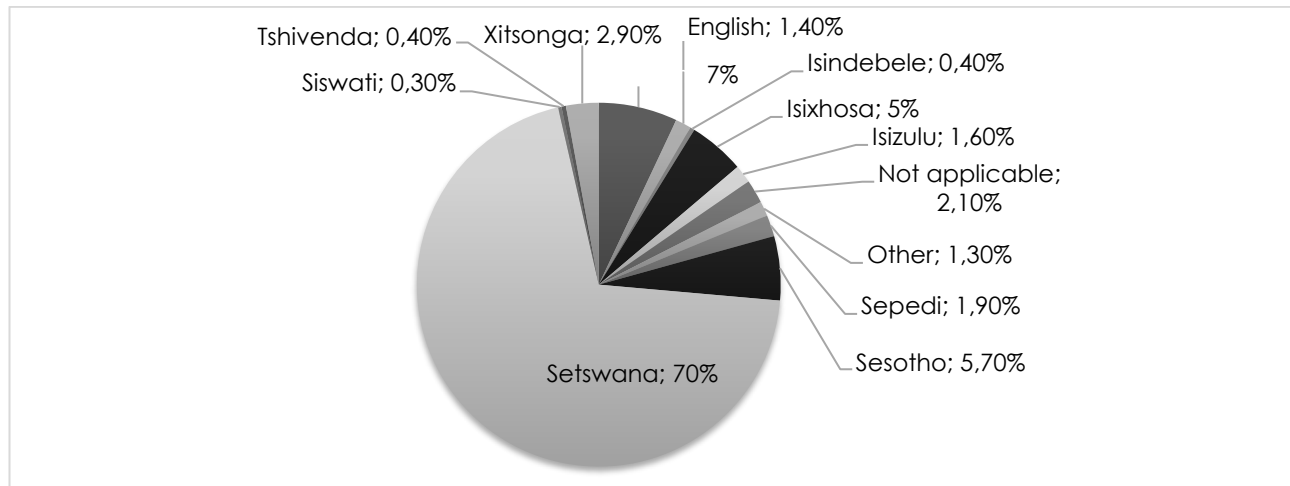


Figure 14: North West: Languages Spoken

Source: Community Survey 2016

4.4.2.3 Development Indicators

The NW's developmental indicators, most notably the Human Development Index (HDI), percentage of people living in poverty below the upper poverty line, and education, hover around the national averages (Table 5).

Table 33: Key Social Development Indicators for North West Province (with comparison to South Africa); 2018

Key Indicator	Unit/Variable	SA	North-West	Bojanala DM	Ngaka Modiri Molema DM	Dr Ruth Segomotsi Mompoti DM	Dr Kenneth Kaunda DM
Demographic	Total population	57 356 056	3 901 651	1 731 005	910 137	495 421	765 087
	% Share of Region	N/A	6,8%	44,4%	23,3%	12,7%	19,6%
	Population density (number of people per km ²) (2018)	46,97	37,20	94,42	32,37	11,32	52,15
	Urban Population Rate (%) (2018)	64,4%	46,6%	38,9%	28,7%	38,9%	90,1%
Development	Human Development Index (HDI)	0,65	0,62	0,65	0,57	0,55	0,64
	Gini coefficient	0,63	0,62	0,62	0,60	0,60	0,61
	Poverty indicators						
	Share below the upper poverty line (StatsSA defined)	58,2%	59,0%	51,9%	66,9%	70,4%	58,1%
	Poverty gap rate (from upper poverty line)	30,8%	31,1%	31,1%	31,1%	31,0%	30,9%



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	Number with Matric age 20+ years	15 219 765	863 992	439 708	167 009	71 061	186 215
	% With Matric of age 20+ years population	42,1%	35,6%	38,0%	32,2%	25,8%	39,1%
	Share of household occupying formal dwellings (2017)	78,7%	77,1%	68,8%	83,8%	88,7%	84,0%

Source: Adapted from the North West Economic Data Report Quarter 2, 2019/20 FY

4.4.2.4 Health (HIV and AIDS)

The health of our communities is critical to economic growth and development and more so to the eradication of inter-generational poverty. The enjoyment of the highest attainable standard of health is a fundamental right of every human being.

Health is not merely the absence of disease or infirmity. It is a state of complete physical, mental and social wellbeing. Hancock & Duhl (1988) have argued that the following are key elements of a healthy community include:

- A clean, safe, high-quality environment (including housing);
- An ecosystem that is stable now and sustainable in the long term;
- A strong, mutually supportive and non-exploitative community;
- A high degree of public participation in and control over the decisions affecting life, health and wellbeing;
- The meeting of basic needs (food, water, shelter, income, safety, work) for all people;
- Access to a wide variety of experiences and resources, with the possibility of multiple contacts, interactions and communication;
- A diverse, vital and innovative economy;
- Encouragement of connections with the past, with the varied cultural and biological heritage and with other groups and individuals;
- A human settlement form (design) that is compatible with and enhances the preceding parameters and forms of behaviour;
- An optimum level of appropriate public health and sick care services accessible to all; and
- High health status (both high positive health status and low disease status)

The below highlights the number of people living with HIV in the North West Province and its district municipalities. Bojanala District has the highest HIV prevalence than the other three districts in the region. It is important to note that three of the North West districts, Bojanala, Ngaka Modiri Molema and Dr Kenneth Kaunda are also part of the 27 priority districts in the country in addressing issues of HIV (Bokone Bophirima, 2016:8).

Table 34: North West Province HIV AIDS Profile

People living with HIV	North-West Province	District Municipalities			
		Bojanala DM	Ngaka Modiri Molema	Dr Ruth Segomotsi Mompoti	Dr Kenneth Kaunda



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Number	503 766	219 823	105 640	53 515	95 770
%	13.5%	13.3%	11.9%	11.6%	12.9%

Source: Adapted from Bokone Bophirima (North West) Provincial Implementation Plan (PIP) on HIV, TB and STIs (2017-2022)

HIV and AIDS have had a debilitating effect on the world. **Globally, South Africa is said to be the worst affected country.** The persistence of HIV infections and AIDS-related deaths despite the massive roll out of awareness campaigns, free issue of condoms and the provision of free Anti-retroviral (ARV) treatment, means more still needs to be done in order to contribute to and achieve an AIDS-free generation. Women in the 16 – 64-year-old bracket bear the brunt of HIV. Most women in the cited age group succumb to HIV and AIDS related illnesses.

Although there are different schools of thought on the correlation between AIDS and socio-economic status, the United Nations Joint Programme on HIV/AIDS (UNAIDS) concluded in 2001 that “poverty, underdevelopment, the lack of choices and the inability to determine one’s own destiny fuel the (HIV) epidemic”. Reducing poverty may be one of the only viable long-term response to HIV in the North West Province.

4.4.2.5 Economic Perspective

The province is endowed with rich mineral deposits which include platinum, iron ore, chromium, [coal](#), diamonds, [gold](#), emeralds, silicon, mica, [phosphate](#), magnetite and copper. [Corundum](#), and [feldspar](#) which are premium commodities are also found. Agriculture is the only sector apart from mining in which the Province is acknowledged to have a comparative advantage, in terms of its contribution to GDP and jobs, over the other provinces.

In terms of value, mining is the second most important sector in North West's economy, and the primary driver of Bojanala's economy as depicted in **Figure 15** (North West Treasury, 2016). However, mining is largely concentrated only around extraction. Raw material extracted is exported to other provinces and outside of the country for beneficiation. (*Households refers to those obtaining employment in private households)

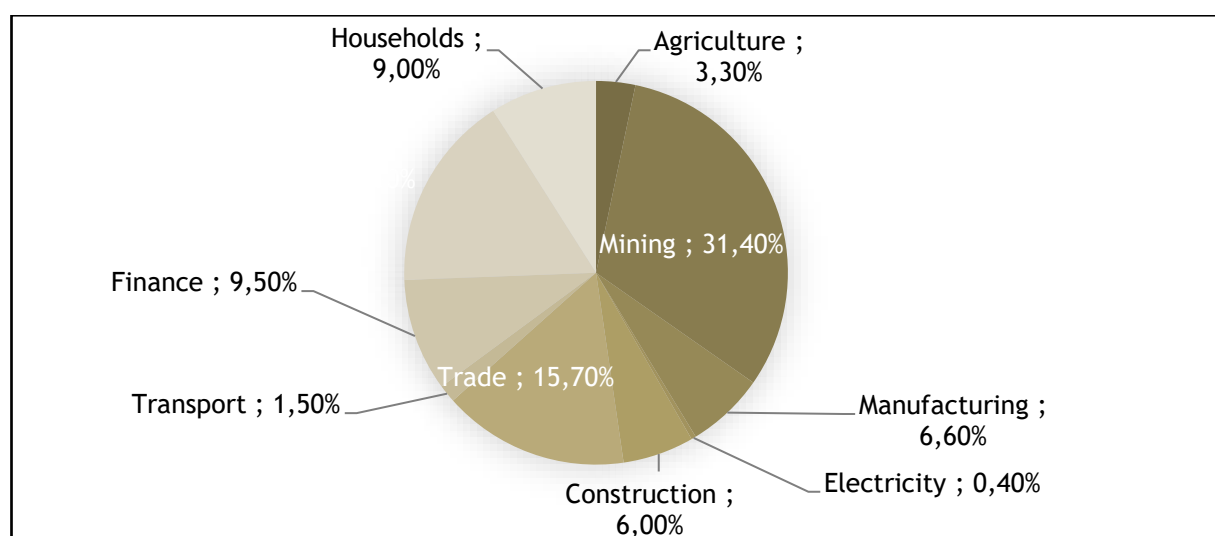


Figure 15: Sectorial breakdown of Bojanala District economy



Source: Treasury; North West Economic Data Report; Qtr. 2 of 2019.2020

North West province is an important part of the food basket for South Africa. The Province produces over a fifth of all the commercial maize grown in the country. The agricultural sector produces 13% of provincial GDP and provides jobs for 18% of the labour force in the province. The main agriculture activities relate to the production of sunflower seeds, groundnuts, maize, wheat and cattle. Due to high rainfall, the eastern part of the province concentrates on the production of vegetables, flowers and poultry.

Table 35: Key Economic Development Indicators for North West Province (with comparison to South Africa); 2018

Economic Indicators	South Africa	North-West Province	District Municipalities			
			Bojanala	Ngaka Modiri Molema	Dr Segomotsi Mompoti	Ruth Dr Kenneth Kaunda
Gross Value Added by Region (GVA-R) Current prices (R 1000)	4 341 292 046	258 028 507	138 718 576	46 027 421	18 333 601	54 948 909
% Share of SA	100,0%	5,9%	3,2%	1,1%	0,4%	1,3%
Gross Value Added by Region (GVA-R) Constant 2010 prices (R 1000)	2 859 605 060	155 902 489	84 844 731	28 370 902	11 085 399	31 601 457
% Share of SA	100,0%	5,5%	3,0%	1,0%	0,4%	1,1%
Average annual growth (Constant 2010 Prices)	0,7%	0,4%	1,1%	0,1%	-0,1%	-1,1%
Sector's share of regional total (%)						
Agriculture	2,4%	2,8%	1,1%	4,9%	8,6%	3,5%
Mining	8,1%	32,5%	51,3%	5,6%	6,3%	16,0%
Manufacturing	13,2%	5,1%	5,4%	5,4%	3,4%	4,7%
Electricity	3,8%	3,9%	2,7%	6,3%	4,7%	4,4%
Construction	3,9%	2,5%	1,8%	3,1%	3,8%	3,3%
Trade	15,0%	11,6%	9,2%	13,1%	15,4%	15,0%
Transport	9,8%	6,5%	4,9%	8,3%	9,1%	8,1%
Finance	19,7%	13,6%	10,6%	15,8%	18,6%	17,4%
Community services	24,0%	21,6%	12,9%	37,5%	30,0%	27,5%
Total Industries	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Gross Domestic Product - GDP (Current prices (R 1000)	4 873 899 046	290 143 399	152 588 841	53 444 926	21 243 527	62 866 105
% Share of SA	100,0%	6,0%	3,1%	1,1%	0,4%	1,3%
Gross Domestic Product - GDP Constant 2010 prices (R 10	3 144 539 151	171 531 193	91 719 774	32 046 321	12 497 380	35 267 718
% Share of SA	100,0%	5,5%	2,9%	1,0%	0,4%	1,1%
GVA-R Average annual growth (Constant 2010 Prices)	0,7%	0,4%	1,1%	0,1%	-0,1%	-1,1%

Source: Adapted from the North West Economic Data Report Quarter 2, 2019/20 FY

Below provides an overview of annual income levels of households and individuals in North West. The province's average annual household income is R29,400. Despite the seemingly high figure of annual average income, **approximately 17% of the households have no incomes.**



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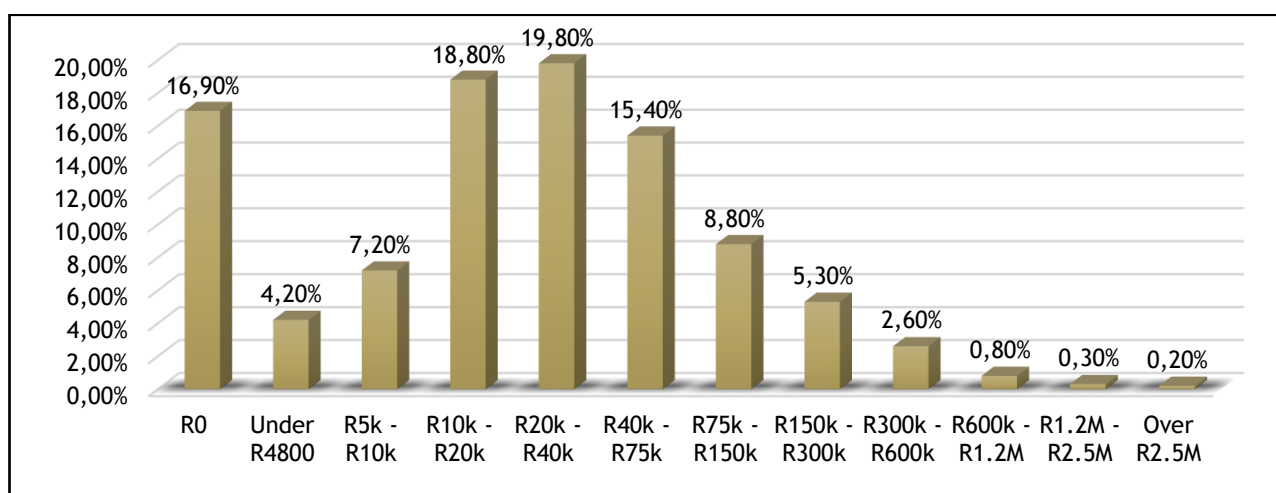


Figure 16: Annual Household income by percentage of population and salary brackets in the North West Province..

Source: Community Survey 2016

4.4.2.6 Environmental Perspective

The North West province lies at the heart of the 'bushveld' region. It is characterised by a generally flat savannah landscape and is blessed with plethora of wildlife species. Its rich natural resource value includes mineral resources such as platinum and chromium, which has led the province to earn the trademark "The Platinum Province".

North West has a long geological and archaeological history and internationally recognised sites. Iconic geological features include the Cradle of Humankind World Heritage Site, Magaliesberg and Pilanesberg ridges, Pilanesberg National Park, and the Vredefort Dome. Other prominent features or sites include the Hartbeespoort Dam, part of the Crocodile (West) Marico Water Management Area (WMA), which contains the main economic hub of the country and is South Africa's most populated WMA.

The climate varies from west to east. The eastern part of the province is wetter than the western part of the region. Areas of high biodiversity and prime agricultural land, including grazing, are separated by hills and ridges. Prime agricultural land is predominantly located towards the central and eastern parts of the province.

4.4.2.7 Education

Education is a basic human right in terms of the Bill of Rights, Chapter 2 of the country's Constitution. **Below** provides an overview of the distribution of the population by highest education level in Rustenburg.

Despite massive investment in education, particularly in the public sector, in the last two decades, only 34.3% of Rustenburg's residents have matriculated. A nearly equal percentage, that is 35.9%, attended secondary school but did not matriculate. Only 1.1% and 4% have undergraduate and post-graduate qualifications. A cooperative analysis shows that Rustenburg is not far off from the national picture with respect to the distribution of the population in terms of the highest level of education.



Table 36: Population (Over 20 and older) by Highest Education Level

Level of Education	Rustenburg LM (%)	Bojanala DM (%)	N West Province (%)	South Africa (%)
No schooling and not sure	6.2	7.6	10.5	8.7
Primary level schooling	15.1	16.4	18,00	13.3
Secondary level schooling but with no Matric	35.4	35.9	34,00	33.2
Matric	34.3	32.3	29.2	32.7
Post Matric Certificate and Diploma	3.1	1.8	1.9	2.7
Bachelor's degree	1.1	1.1	1.4	2.4
Honour's degree	0.8	0.6	0.8	1.1
Master's degree	0.8	0.6	0.8	1.3
Post graduate certificate/diploma	2.8	7.3	1.3	3.9
PhD	0.1	0.1	0.2	0.2

Source: Community Survey 2016

It is worth noting that 23.7% of Rustenburg's residents have occupational qualifications (Stats SA 2016). This is a proxy indicator of the nature of the most in-demand skills, particularly in the mining sector, in Rustenburg in general. The relatively lower level of post-secondary education calls for concerted efforts towards improving education outcomes in the area.

One of the areas to intervene in and that can make a huge difference is in early childhood development (ECD). **Below** provides an overview of the percentage of children, the 0- and 4-years population group, that are attending some form of ECD.

Table 37: Population Aged 0-4 Years Attending an Educational Institution

Age	Attending (%)	Not Attending (%)
0 – 1	1.6	98.4
1	11	89
2	27.7	72.3
3	42.6	57.4
4	67.2	32.8
Totals	29.2	70.8

Source: Community Survey 2016

The situation in Rustenburg is of great concern; only 29.2% of the children are in some form of ECD. This highlights that a massive 70.8% of the children are not being equipped with the necessary foundation for primary to tertiary education.

4.4.2.8 Employment

Unemployment, alongside poverty and inequality are the three biggest challenges facing South Africa. In this regard, creating an environment for business to thrive and for the creation of long-term and dignified jobs is at the heart of public policy in South Africa. Notwithstanding the noble policy intents, unemployment remains a major challenge in the country. As shown in the discussion on the provincial economy, North



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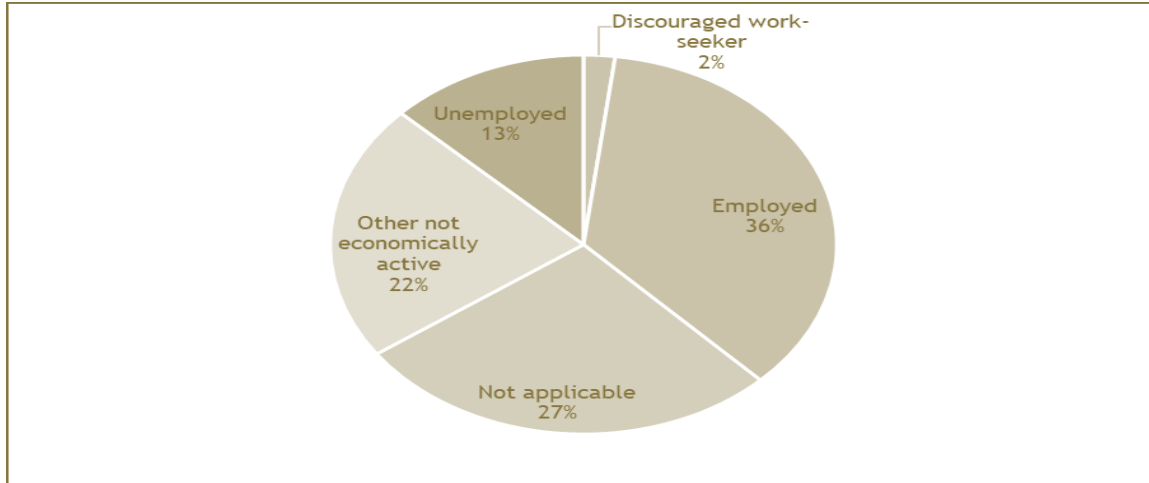
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West suffers from serious levels of unemployment. **Below** provides an overview of the employment status of individuals and employment by sector in Rustenburg, respectively. The top parts of both figures relate to Rustenburg.



Approximately 4 out of 10 people (35.7%) of the economically active population (EAP) in Rustenburg - that is the 15 to 64 years population group - are employed. This is relatively higher in comparison to the district, province and the country as whole. There is also a relatively lower percentage, at 2.0%, of the EAP who are classified as discouraged job seekers. Taking into consideration the narrow definition of unemployment, unemployment is at 12.8% in Rustenburg. The formal sector provides employment to 22.8% of employed residents of Rustenburg.

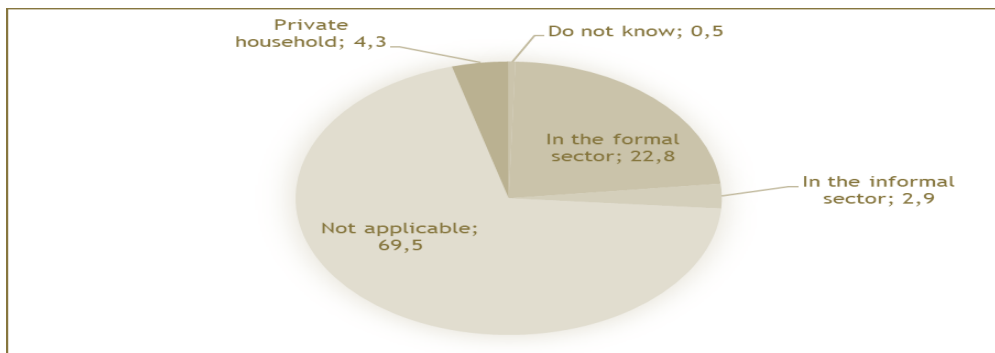


Figure 17: Employment of Individuals, 15 Years and Older by Sector

	Rustenburg (%)	Bojanala (%)	North West (%)	South Africa (%)
Do not know	0.50	0.7	0.5	0.6
In the formal sector	22.8	20.9	16.7	19.2
In the informal sector	2.9	3.9	3.6	3.2
Not applicable	69.5	70.6	75.0	74.0
Private household	4.3	3.9	3.6	3.0
Unspecified	0	0	0	0

Source: Census, 2011



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Despite the seemingly positive picture – that is Rustenburg faring comparatively better than the District and Provincial level of employment – there are two issues of great concern.

The first major concern that needs to be dealt with is the **low labour force participation rate and absorption rate**. The second issue pertains to **lack of alternative and diverse forms of livelihood opportunities** outside of the formal sector. The informal sector provides fertile ground for the establishment, growth and eventual formalisation of small, medium and micro-enterprises (SMMEs).

High unemployment level spells gloom and doom for many individuals and households. It is the very source of growing socio-economic inequalities, hopelessness and a foundation for a plethora of social ills. Furthermore, over-dependency on a few sectors, mining in the case of Rustenburg, is also not sustainable. This calls for concerted partnerships to diversify the economy and livelihoods of the area.

4.4.2.9 Incomes (including Social Grants)

The level of annual incomes for employees in Rustenburg are comparatively higher. This phenomenon of high taxable incomes followed by a steady decline as one moves away from mining towns, is not unique to Rustenburg. Rustenburg compares favourably in terms of middle range annual incomes from R38,401 to R153,600 (**Figure 11**). There is larger proportion of residents in Rustenburg earning above district to national averages in terms of a typical normal distribution curve. However, a quarter (25%) of the people are in the lower income bracket.

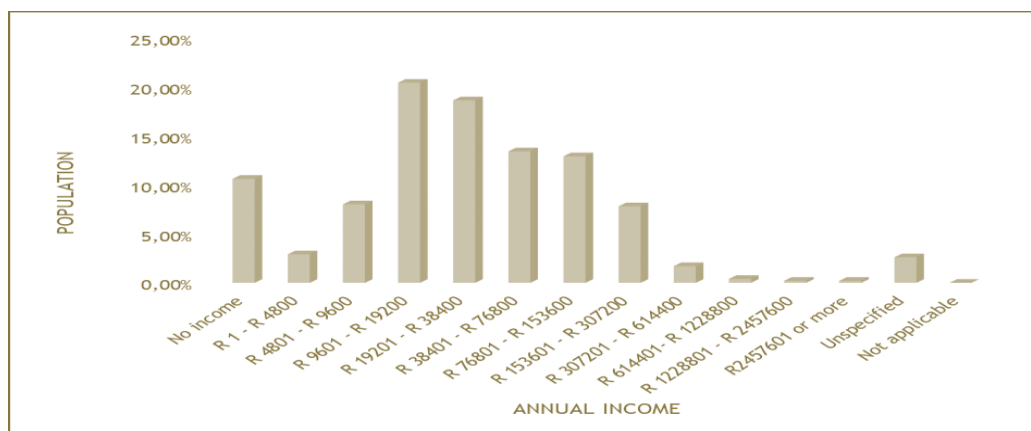


Figure 18: Annual Income Levels and Distribution Source: Census, 2011

Considering that only 36% of the EAP group is gainfully employed, and mostly in the formal sector, the income differentials are therefore very large within the community. This means that socio-economic inequalities have increased overtime. Such a situation, where **half of the community have no sustainable livelihoods, this inequality does not lead to social unity and cohesion**.

4.4.2.10 Dependency

In simple terms, dependency is the measure of the socio-economic pressure on the productive population. Age dependency ratio is the ratio of dependents to the working-age population. Dependency is



calculated as ratio between the dependent age groups, the number of young people (under 15 years of age) plus older people (over 64 years of age), in relation to the people of economically active age groups (15 - 64 years).

A low dependency ratio means that there is sufficient pool of people in employment to support the dependent population. A higher value means that employed people must support more non-working people. A lower ratio is the ideal. According to www.municipalities.co.za, the Rustenburg has a dependency ratio of 45.2, which is relatively lower than Bojanala District Municipality's ratio of 54.3. The population structure of Rustenburg is skewed towards the EAP, that is 15 to 64-year-old group. The under 15 and over 65 year old, constitute 30.3% and 4.8% of the total population as of 2017 (www.municipalities.co.za), contributing to (the impression of) a relatively lower dependency ratio. However, given high unemployment, dependency is very high especially amongst children and the over 64-year olds.

This situation is likely to be exacerbated by potential high unemployment in the aftermath of the COVID-19 induced national lockdown.

4.4.2.11 Housing

Section 26(1) of the Constitution of the Republic of South. Africa Act 108 of 1996 (Constitution), guarantees every- one's right of access to adequate housing. Section 26 of the Constitution states that: (1) Everyone has a right to have access to adequate housing. (2) The state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. This section provides an overview of the extent to which this right is being realized (or otherwise) within Rustenburg Local Municipality. An analysis shows that the majority of the residents are in formal housing (**Table 10**).

Table 38: Distribution of households by Type of Main Dwelling

Type of Dwelling	Rustenburg (%)	North West (%)	South Africa (%)
Caravan/tent	0	0	0
Cluster house in complex	0.5	0.3	0.8
Flat or apartment in a block of flats	1.1	1.4	3.5
House/flat/room in backyard	13.8	7.7	6.6
House or brick/concrete block structure on a separate plot	51.2	67.1	65.9
Informal dwelling (shack; in backyard)	12.7	8.1	5.4
Informal dwelling (shack; not in backyard)	16.2	10.3	7.5
Not applicable	2.5	1.5	0.8
Other	0.6	0.7	0.8
Room/flatlet on a property or larger dwelling/servants' quarters	0.1	0.4	0.8
Semi-detached house	0.8	0.6	0.8
Townhouse (semi-detached house in a complex)	0.4		7
Traditional dwelling/hut/structure made of traditional building material	0	7.6	0
Unspecified	0	0.5	0

Source: Community Survey 2016



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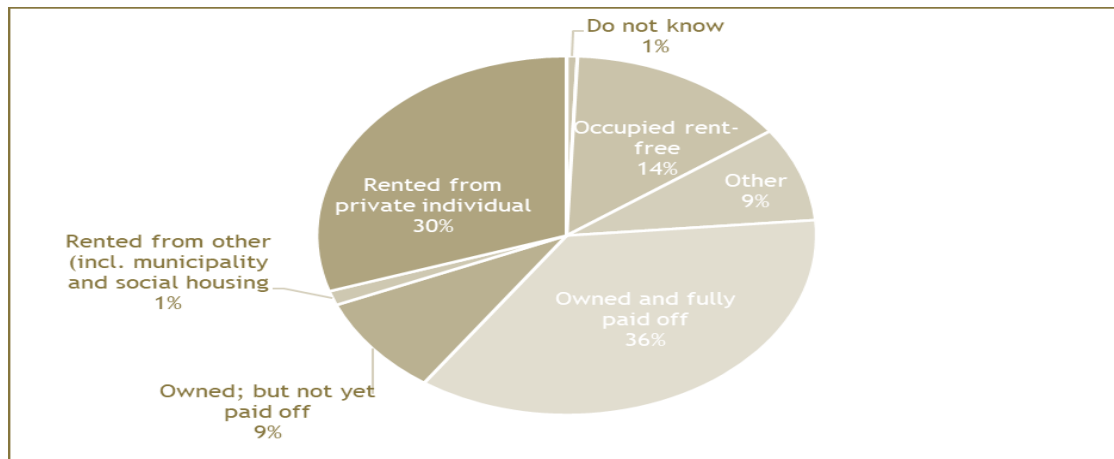


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The picture shows that 29% of Rustenburg's residents live in informal shack dwellings. This is much higher, in essence about 10 percent higher than the level in Bojanala (26.76% and about 1.5 times the level in North West (18.38%). Full home ownership is on top of the South African government's agenda.

The tenure status of the residents of Rustenburg as shown below.

Figure 19: Housing by Ownership in RLM



Source: Community Survey 2016

Almost 4 in 10, that is 36% of the households reside in houses that they own and have fully paid off. Rental accommodation is also a common feature; 30% live in rented property. At 14% of the entire housing stock, rent-free accommodation is also a common facility in Rustenburg.

4.4.2.12 Service Delivery

Service delivery, the provision of basic resources and access to public administration services, is a common problem in South Africa.

For most of the ordinary citizens, the effectiveness of government is judged by its ability (or otherwise) to timely and consistently provide these basic and common services. The Constitution states that municipalities have the responsibility to make sure that all citizens are provided with services to satisfy their basic needs. Local government has a core function in the provision of basic services as encapsulated in the Municipal Systems Act (Act No. 32 of 2000), Municipal Structure Act (Act No. 117 of 1998) and may other supporting legislative instruments and policies. Notwithstanding the constitutional provision, service delivery remains one of the most daunting challenges to post-apartheid South Africa. Rustenburg Local Municipality is also not exempt from the constitutional imperatives relating to service delivery which needs to be prioritised.

4.4.2.13 Water

Below provides an overview of access to the following categories of basic services: water, source of power, toilet facilities, and refuse disposal.



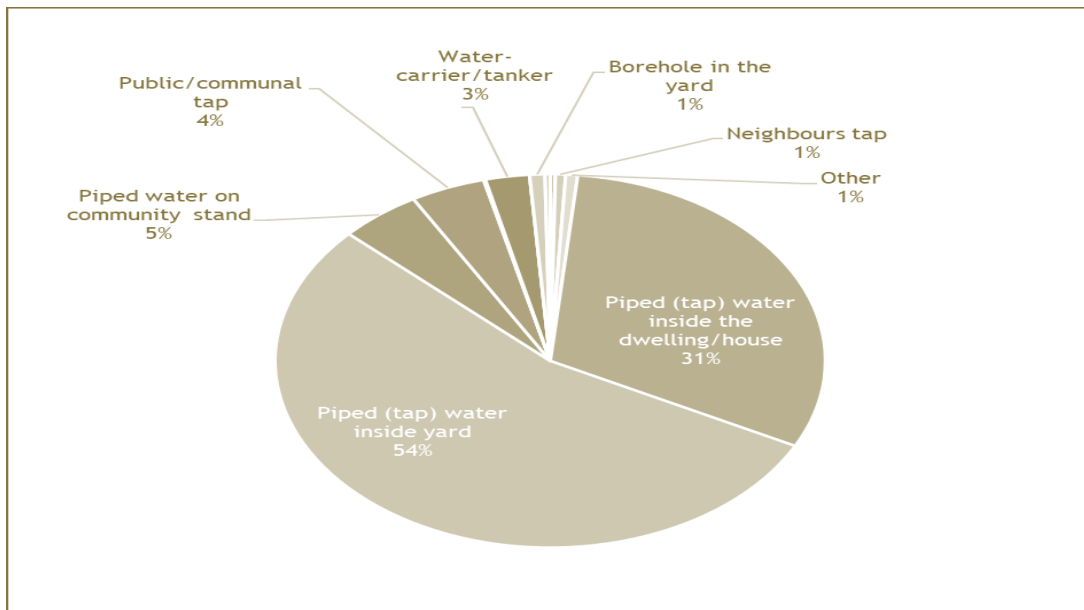


Figure 20: Population by Water Source

Source: Community Survey 2016

Only 31% of the households have piped water inside the house. 54.5% access piped water, albeit within their residential plot/stands, while 4.4% are dependent on communal taps. Rustenburg has a large proportion (that is 95%) of its population accessing water through an institutionalized system. As much as 90% and 25.2% of the household's access water from the local municipality and water schemes, respectively.

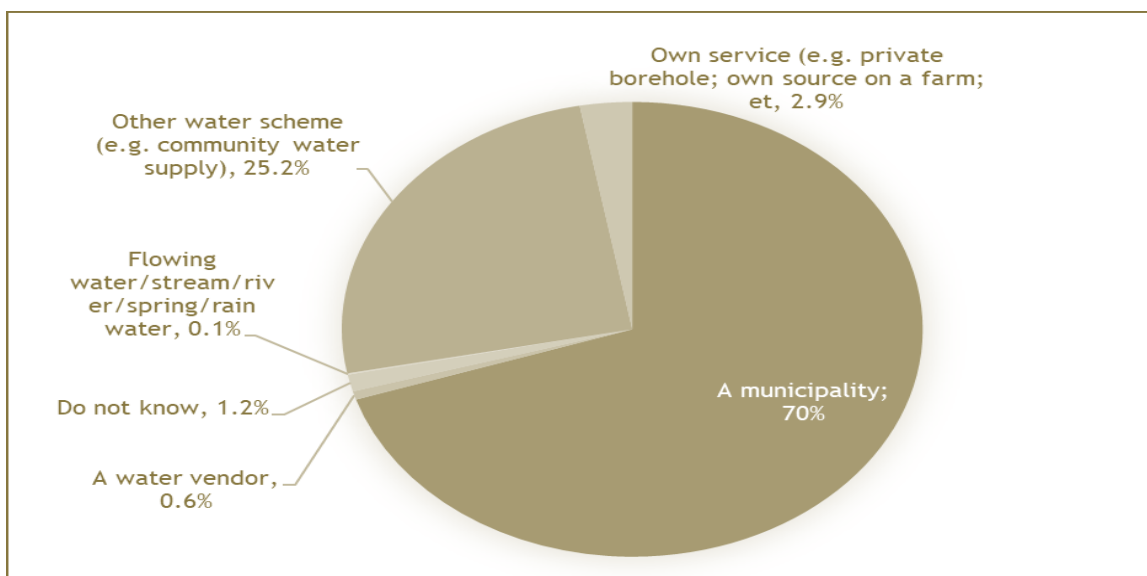


Figure 21: Population by Water Supplier

Source: Community Survey 2016



4.4.2.14 Energy

The National Energy Act, 2008 (Act No. 34 of 2008) mandates the Minister of Energy to ensure that diverse energy resources are available in sustainable quantities and at affordable prices in South Africa to support economic growth and poverty alleviation, while taking into account the effect and impact on the environment.

Local Electricity reticulation and distribution is a responsibility of local government. **Below** provides a picture of the level of access to different sources of power by residents of Rustenburg.

Table 39: Distribution of Households by Main Type of Electrical Energy Source

Type of Energy Source	Population	%
In-house prepaid meter	480 213	76.6
No access to electricity	70 356	11.2
In-house conventional meter	49 358	7.9
Connected to other source which household pays for	17 615	2.8
Other	4 986	0.8
Connected to other source which household is not paying for	2 404	0.4
Generator	1 016	0.2
Solar home system	561	0.1
Battery	14	0

Source: Community Survey 2016

The majority of the households in Rustenburg use mainly electricity as their energy source. 76.6% of all households' access electricity through an in-house prepaid meter, and 7.9% access electricity through an in-house conventional meter. Despite the high solar intensity and good solar latitude in Rustenburg, only 0.1% of households utilize solar energy.

4.4.2.15 Toilet Facilities

Only just over a half, 59.3%, of the households in Rustenburg Local Municipality have flush toilet facilities. A large proportion, 23.5%, still only have a pit latrine without any ventilation pipe. By and large, Rustenburg is relatively better off in terms of access to 'appropriate' toilet infrastructure in comparison to the Bojanala District as a whole and even at a provincial level.

Table 40: Distribution of Households by Type of Toilet Facility, Rustenburg

Rustenburg	Population	%
Flush toilet connected to a public sewerage system	335 149	53.5
Pit latrine without ventilation pipe	147 196	23.5
Pit latrine with ventilation pipe	78 728	12.6
Flush toilet connected to a septic tank or conservancy tank	36 475	5.8
None	11 951	1.9
Other	7 057	1.1
Chemical toilet	4 937	0.8
Bucket toilet (emptied by household)	3 970	0.6
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	1 044	0.2
Bucket toilet (collected by municipality)	14	0



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Source: Community Survey 2016

4.4.2.16 Refuse Removal

Solid waste management is primarily a local government function in South Africa. Section 156(1)(a) of the country's Constitution, read with Schedule 5, assigns direct responsibility for refuse management, refuse removal, refuse dumps, solid waste disposal and cleansing, to local government. **Below** highlights the level of access to different forms of refuse removal in the Rustenburg Local Municipality.

Table 41: Distribution of Households by Refuse Removal

Type of Removal	Population	%
Removed by local authority/private company/community members at least once a week	454 930	72.6
Own refuse dump	76 222	12.2
Removed by local authority/private company/community members less often than once a week	33 118	5.3
Dump or leave rubbish anywhere (no rubbish disposal)	27 641	4.4
Communal refuse dump	17 023	2.7
Communal container/central collection point	9 991	1.6
Other	7 596	1.2

Source: Community Survey 2016

The results presented above show that a service provider – be it municipality or a contracted third party – is responsible for collection of refuse in 72.6% of households in Rustenburg. On the other hand, about 2% of households utilise centralised refuse disposal and collection points. As much as 5% and 12.2% of households are not catered for and have to rely on private companies and use their own refuse dump.

4.4.2.17 Internet access

Access to the internet and affordable data services, fuel the economy and keep individuals, households and communities connected. The internet together with other elements of the 4th Industrial Revolution (4IR), such as artificial intelligence, smart gadgets, business analytics and intelligence, form the backbone of modern society.

Access to internet is therefore an important development indicator in contemporary society. **Below** shows levels of access in Rustenburg taking gender into account.

Table 42: Access to Internet by gender of Household Head

Gender of Household Head	Access to Internet	No Access to Internet	% with Access
Male	16 812	178 195	8.60%
Female	5 024	57 779	7.90%
Total	21 837	235 975	8.47%

Source: Community Survey 2016



Access to an affordable internet service is still relatively low in the Rustenburg Local Municipality.

One of the implications of the global Covid-19 pandemic is that it sped up the use of the internet as a key form of communicating information, providing educational services, and even schooling, and facilitating economic activity and interactions. The low penetration of internet access amongst Rustenburg residents means that both parents and their children are greatly disadvantaged in terms of access to critical services necessary to participate in the economy of the future. This lack of access will eventually translate into increased economic inequality.

4.4.2.18 Food Security and Agricultural Activities

Food rights are enshrined in two sections of the country's Constitution, namely Section 27(1)(b) and 28(1)(c). The former, that is Section 27(1)(b) states that everyone has the right of access to sufficient food. Section 28(1)(c) states that every child has the right to basic nutrition. A number of international human rights instruments, such as the Universal Declaration of Human Rights (UDHR), the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the Copenhagen Declaration on Social Development recognise the right to food as a component of an adequate standard of living. This Section provides an analysis of the status of agricultural activities and the status of food security in Rustenburg.

Table 43: Households involved in agricultural activities (Bojanala District)

Type of Agricultural Activity	Number	%
Livestock production	24 617	24,4
Poultry production	32 596	32,3
Grain and food crops	9 253	9,2
Industrial crops	229	0,2
Fruit production	13 856	13,7
Vegetable production	19 547	19,4
Other	786	0,8
Total	100 884	100,0

Source: Community Survey 2016

Poultry production, livestock and vegetable production are the most common agricultural activities in Bojanala.

Table 44: Households that ran out of money to buy food in the last 12 Months

Issue	Number	%
Ran out of money to buy food	41 291	15,8
Did not run out of money to buy food	220 316	84,2
Total	261 607	100

Source: Community Survey 2016



Table 45: Households that skipped a meal in the last 12 Months

Issue	Number	%
Skipped a Meal	30 584	11.7
Did not Skip a Meal	230 925	88.3
Total	261 509	100

Source: Community Survey 2016

South Africa is self-sufficient in terms of basic food. The irony is that countrywide, prevalence for running out of food is at 19.9%, with Northern Cape and Eastern Cape at 27.6% and 26.3%, respectively being the most affected. Gauteng, at 15% is the least affected Province; while North West at 18% is very close to the country's average. These percentages of meals skipped will be likely to increase due to the large unemployment caused by Covid-19 and that now many households will have more unemployed members to feed.

4.4.2.19 Ownership of Household Goods

A cell phone is the most common household gadget in Rustenburg and 93.9% of households own one at least. On the lower end of the spectrum is ownership of a fixed line telephone. This is indicative of the demise of the traditional telephone handset due to the convenience of the cell phone. **Below** shows that close to a third of the households in the community own a vehicle. The community's average car ownership level is comparatively higher than that of the district, province and slightly below the 31.3% for the country.



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Table 46: Ownership of Goods by Households

Equipment	Rustenburg LM (%)	Bojanala (%)	North West (%)	South Africa (%)
Cell phone	93.9	93.2	91.5	92.0
Computer	17.3	17.3	17.6	23
DVD player	49.7	50.4	48.8	52.4
Electric/ gas stove	77.6	79.7	80.3	80.4
Landline/ telephone	4	3.5	4.6	11
Motor-car	28.6	26.2	26.2	31.3
Radio	64.6	65.3	64.5	66.6
Refrigerator	73.2	75.9	74.6	77.3
Satellite television	35.4	31.9	31.1	39.5
Television	76.6	79.8	79	81.8
Vacuum cleaner	10.2	9.3	10.6	15.8
Washing machine	29.6	33.1	36	37.3

Source: Community Survey 2016

Generally, Rustenburg have invested in gadgets in almost the same proportions as nationally with the exception of vacuum cleaners and laundry machines. Ownership of the cited gadgets is well below the national level.

4.4.2.20 Crime and Perceptions of Safety

Crime is one of the country's biggest challenge and individual, household and broader community safety is an important issue in many communities. Poverty and disparities between the rich and the poor, mainly manifesting from poor educational outcomes and jobless economic growth, as well as poor service delivery especially in townships and informal settlements impact crime levels. Low conviction rates exacerbate the problem.

Perceptions of safety is therefore an important development indicator. **Below** shows that, comparatively, Rustenburg is relatively safe; 93% of the residents did not experience crime in the last 12 months (Community Survey, 2016). Unfortunately, available data does not provide insight into the nature and impact of crime experienced by 7% of the residents of Rustenburg.

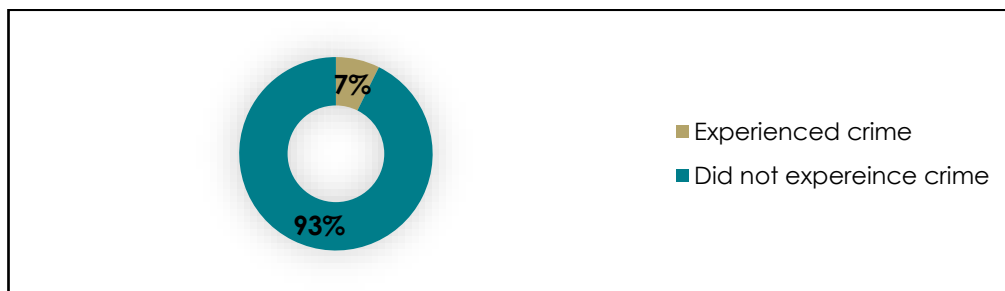


Figure 15: Percentage of Households that Experienced Crime in the Last 12 Months

Source: Community Survey 2016



Perception of Municipal Services and Problems

In the case of South Africa, perceptions of poor service delivery and or mismanagement of public funds have greatly contributed to collective violence in the form of community protests. Municipalities are at the coalface of service and invariably bear the brunt of angry residents. In order of severity, the five leading service delivery problems faced by municipalities in North West, as per the 2016 Community Survey, are **(1) lack of safe and reliable water supply (2) inadequate roads (3) lack of or inadequate employment opportunities (4) cost of water, and (5) cost of electricity**.

Notwithstanding the fact that municipalities are constitutionally mandated with provision of basic services, mining companies have not been spared the brunt of community protests. This has partly been aggravated by misplaced perceptions by some community members that mines have a responsibility for service delivery and other instances by flawed expectations.

4.4.3 Major challenges facing Rustenburg Municipality

The Integrated Development Plan (IDP) serves as a strategic tool upon which developmental needs in both the Madibeng and Rustenburg local municipalities are identified, implemented and monitored. These plans are developed in consultation with stakeholders in order to provide a structural plan that aims to outline development priorities. The Madibeng IDP of 2017 – 2021 and the Rustenburg IDP 2017 – 2022, informed the Local Economic Development Projects identified in this SLP. All projects aim at addressing key challenges and focus of key priorities of each Municipality. Most of the projects listed appear in the respective IDPs. In cases where projects were not written in the IDPs, formal communication was received from both Municipalities for their inclusion. Further to acquisition of Lonmin Operations by Sibanye-Stillwater in June 2019, more consultations were made with stakeholders including Municipalities, local Councillors, Traditional leadership and NGOs to reconfirm the identified projects. (see attached engagement evidence)

Major challenges facing the municipality include:

- High unemployment levels, lack of job opportunities and long-term dependency on government grants.
- Non-payment of municipal services.
- Dependency on mining and lack of diversification into other economic areas.
- Poor city image – the entrance to the town has a negative impact on FDI and national investors.
- Imported skills used by mines and misunderstanding of the concept of LED versus poverty alleviation
- Alignment with Integrated Plan of the Municipality

4.4.4 Rustenburg Local Municipality IDP

The Rustenburg Local Municipality 2017/22 IDP and Budget process was people-driven. It was informed by the 45 wards needs and priorities. Rustenburg Local Economic Development (LED) Strategy sets out seven key areas of performance in ensuring that they achieve their intended developmental goals especially in the following areas:

- Efficient provision of quality basic services and infrastructure within a well-planned spatial structure



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- Drive diversified economic growth and job creation
- Ensure municipal financial viability and management
- Maintain clean, green, safe and healthy municipal environment for all
- Transform and maintain a vibrant and sustainable rural development
- Uphold good governance and public participation principles
- Drive optimal municipal institutional development, transformation and capacity building.

4.4.5 Impact of the Covid-19 Pandemic

The economic situation in South Africa has been exacerbated by the Covid-19 pandemic. Economists project that the country will move from low growth experienced last year, to recession and then to depression over the next 3 years. Projections are that in 2020 the economy could shrink by 2% while the country's budget deficit could rocket to 10%, as opposed to growth of 0.9% and a budget deficit of 6.8%, which had been forecast during the budget in February 2020 (Johann Els, chief economist at Old Mutual, in <https://city-press.news24.com/Business/>; accessed 29th April 2020).

The epidemic has seriously crippled the economy. PWC (31 March 2020) estimates that unemployment will rise from 29.1% in February 2020 to between 33.3% and 46.2% by the end of the 3rd quarter of the year.

In addition, during the coronavirus pandemic, one of the international rating agencies, Standard and Poor (S&P), lowered South Africa's sovereign credit rating further into non-investment grade, otherwise known as junk status. The agency's downgrading of South Africa's long-term foreign currency credit rating from BB to BB- means that the country will find it difficult to attract, and even retain, foreign direct investment. The mining sector is not immune to the economic calamity facing the rest of the economy.

The implications of these negative trends are that more efforts need to be focused on increasing alternative livelihoods for Rustenburg households, particularly ones that help to increase household resilience in these challenging economic conditions.

4.5 Analysis of priorities across various governmental frameworks

Rustenburg is laden with both development opportunities and constraints. It is critical to therefore identify development themes on both – opportunities and constraints – in order address development gaps while leveraging off the available strengths. **Table 47** provides a prioritized order of development focus areas for Rustenburg.

It is crucial to establish the relationship between the identified development needs of Rustenburg Section communities to the priorities articulated in major development instruments. The identified development needs have therefore been mapped as per **Table 48** to the priorities of the Rustenburg Integrated Development Plan (IDP), the Bojanala Development Plan (BDP), the North West development priorities as per the most recent (2020) State of the Province Address (North West SoPA), and the country's anchor policy, the National Development Plan, Vision 2030 (NDP).



Table 47: Development Themes and Needs for Rustenburg Section Communities

No.	Theme	Development Need	Desired outcomes ⁵	Desired Impact ⁶
1.	Employability	Jobs and sustainable livelihoods	Employability	Inclusive economic growth
		High level of workplace participation by women	Entrepreneurship driven job creation	
		Child headed households have a guaranteed decent income	Shared economic benefits	
2.	Decent living conditions and access to basic services	Affordable housing units	Home ownership	Sustainable human settlements and environment
		Portable water and appropriate sanitation	Healthy living conditions	
		Reliable energy to meet household purposes	Productivity and recreation	
		Appropriate waste management	Sustainable waste management practices	
3.	Appropriate literacy (for employability, competitive entrepreneurship and the future)	Inclusive early childhood development (ECD) facilities and services	Inclusive participation in ECD	Skilled and capable human capital (for business and for employment)
		Appropriate post-secondary school skills/skills for out of school youth and young adults for entrepreneurship	Viable and competitive grassroots entrepreneurship	
		Appropriate post-secondary school skills/skills for out of school youth and young adults for employability	Occupationally directed skills set	
4.	Health and wellbeing	Effective HIV prevention	Healthy individuals and communities	Long, healthy and productive lives
		Effective HIV and AIDS management		
		Effective management of chronic diseases		
		Addressing sense of despair and hopelessness	Mental wellbeing	
		Reducing alcohol and substance abuse	Appropriate leisure, sports and recreation	
5.	Food security and nutrition	Access to sufficient quantity of nutritious food	Minimum 3 meals a day	Household food and nutrition security
		Means to access sufficient and nutritious food		

Table 48: Development Priorities across various frameworks

Development Needs ⁷ of Rustenburg Section Communities	Rustenburg IDP Strategic Priorities	Bojanala District Key Objectives	North West Development Priorities ⁸	National Development Plan; Vision 2030 (NDP)
Jobs and sustainable livelihoods	Priority 2: Drive a vibrant, diversified economic growth and job creation	Job creation objective under the Local Economic Development KPA	Priority 1: Economy and employment	Outcome 4: Decent employment through inclusive growth
High level of workplace participation by women		Implied under the Job creation objective under the Local Economic Development KPA	Priority 1: Economy and employment	

⁵ Immediate to long term effects⁶ Long term sustainable difference to society, economy or environment⁷ The needs are derived from the Table above and further interrogated in this table with respect to their alignment to priorities of the reflected development instruments.⁸ Based on the Provincial Development Plan 2030, developed by the North West Planning Commission (NWPC) in 2012/13 financial year.

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Child headed households have a guaranteed decent income	Indirectly	Indirectly	Priority 8: Transforming society and uniting the Province	Outcome 13: A comprehensive, responsive and sustainable social protection system
Affordable housing units	Priority 1: Develop and sustain a spatial, natural and built environment	Priority 4: Spatial planning, land use and institutional development	Priority 4: Human settlement and spatial transformation	Outcome 8: Sustainable human settlements and improved quality of household life
Portable water and appropriate sanitation		Priority 1: Water and sanitation		
Reliable energy to meet household purposes		Priority 3: Electricity		
Appropriate waste management		Priority 1: Water and sanitation		
Inclusive early childhood development (ECD) facilities and services	Indirectly	Priority 5: Rural development and social services	Priority 5: Improving education, training and innovation	Outcome 1: Quality basic education
Appropriate post-secondary school skills/skills for out of school youth and young adults for entrepreneurship	Indirectly	None. Skills development only intended for municipal workers as part of organisational transformation and capacity enhancement		Outcome 5: A skilled and capable workforce to support an inclusive growth path
Appropriate post-secondary school skills/skills for out of school youth and young adults for employability	Indirectly			
Effective HIV prevention	Priority 4: Maintain a safe, healthy and socially cohesive environment for all	Priority 5: Rural development and social services	Priority 8: Transforming society and uniting the Province	Outcome 2: A long and healthy
Effective HIV and AIDS management				Outcome 13: A comprehensive, responsive and sustainable social protection system
Effective management of chronic diseases				
Addressing sense of despair and hopelessness				
Reducing alcohol and substance abuse				
Access to sufficient quantity of nutritious food	Priority 5: Transform and maintain a vibrant and sustainable rural development	Promotion of agriculture objective under the Local Economic Development KPA	Priority 3: An integrated and inclusive rural economy	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all
Means to access sufficient and nutritious food		Promotion of agriculture objective under the Local Economic Development KPA		

4.6 Learnings from past experience

Through experience, Sibanye has identified key economic and development trends along with approaches and methodologies that create more inclusive and sustainable local economic impact.

4.6.5.1 Economic trends developing globally

The purpose of CSI and SLP projects and programmes is to also develop those who are not immediately employed in the mining sector whilst also ensuring that mines help to build towards a second economy in



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the local area, so that after mine closure, negative socio-economic impacts are minimised as far as possible.

Importantly, any thinking in this regard needs to take cognisance of the fact that the world's economy is currently changing rapidly and is likely to look and operate significantly differently even by 2025, let alone by 2050. There will be different constraints, but also different and new opportunities.

The First Industrial Revolution used water and steam power to mechanize production.

The Second used electric power to create mass production.

The Third used electronics and information technology to automate production.

Now **a Fourth Industrial Revolution** is building on the Third, it is characterized by a fusion of technologies that are blurring the lines between the physical, digital and biological spheres.

There are three reasons why today's transformation represents not merely a prolongation of the Third Industrial Revolution, but rather the arrival of a Fourth and distinct one: **velocity, scope and systems impact. The speed of current breakthroughs has no historical precedent ... the Fourth is evolving at an exponential rather than linear pace.** Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management and governance ...

In the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity. Transport and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of which will open up new markets and drive economic growth ...

The revolution could yield greater inequality, particularly in its potential to disrupt labour markets ... on the other hand it is also possible that the displacement of workers by technology will, in aggregate, result in a net increase in safe and rewarding jobs.

We cannot foresee at this point which scenario is likely to emerge and history suggests that the outcome is likely to be some combination of the two. **However, I am convinced of one thing – that in the future, talent more than capital, will represent the critical factor in production** (Schwab, 2016)⁹.

Climate change, if it occurs as predicted, will certainly affect the viability of some projects, but could open further opportunities in other areas. New inventions and needs in society can open up new opportunities and needs.

Coupled with this there are also economic trends around the world which are pushing against the neoliberal capitalist 'winner takes all' system, which has resulted in increasing income inequalities between countries and within countries. Social and fairer economic systems are being promoted, referred to sometimes as the 'sharing economy' or 'access economy'. Such trends and rapid advances, combined with social media and worldwide internet access, are likely to open new economic opportunities for individuals and communities, even those in more remote areas.

⁹ <https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/>



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Some examples of these trends are the well-known Fairtrade brand which opens market opportunities for small-growers at a level which enables them to sustainably make a living. Opensource software, Airbnb and Uber are examples of people connecting and sharing economic services on-line.

There are potentially unlimited opportunities opening due to the world-wide internet access and technology trends. Using a small handheld device and a cell phone, farmers in Tanzania can have a soil analysis and fertilizer recommendation done in the Netherlands in less than 10 minutes¹⁰. Opportunities to learn skills, study, obtain degrees and earn income by providing services or advertising products are now open to everyone with a smartphone, internet access and an inquisitive outlook on life.

Sibanye-Stillwater can make a significant contribution to developing their local communities and in the creation of a second economy by reducing the barriers preventing people in this area from being able to develop and participate in these new world-wide economic trends. This will contribute towards developing resilience and portable skills in the community and instilling a future vision which is wider than just hoping to obtain employment on the mine, or outside the area.

4.6.5.2 Ongoing economic exclusion

Due to the high level of competition for resources in many communities of South Africa, any projects or opportunities undertaken in the area can be quickly monopolized for the benefit of only the 'insiders' or the 'haves', whilst the 'have nots' continue to be excluded.

It is important that Sibanye-Stillwater through its stakeholder engagements, training, SLP and CSI initiatives, **seek to try and change or alter this exclusionary approach**, wherever practical and possible. Without this those continued to be excluded from opportunities having nothing to contribute apart from anger and frustration, which will continue to be directed at community leaders, authorities and high-profile companies in the region, such as Sibanye.

4.6.5.3 New approaches to development thinking - people not projects

Redefining big impacts

Companies and Government Officials like to spend money on infrastructure, partly because bricks and mortar are more visible than factors such as 'improved social cohesion', 'better school attendance' and 'improved access to the economy' etc. and partly as it is far easier to design and deliver a building or project than it is to try and develop people with all their motivations, attitudes, and other social challenges.

Yet it is these '**people-projects**' which allow people to better identify with and benefit from social spending. Many people in a community will often not 'feel' the benefit of a large flashy project, leading to feelings that they are still excluded or have seen no benefit.

¹⁰ <http://www.nationalgeographic.com/magazine/2017/09/holland-agriculture-sustainable-farming/>



A few examples of redefining how impacts are envisaged or seen, are provided below:

Small increases in money can make a large difference to poor families.

For a household living off social grants, a 'small non-visible' project designed to enable this household to earn another R300 a month or just R10 a day, will make a significant difference to this household's monthly finances. Furthermore, this relatively small amount could be the factor that helps set up the next generation of their family up for a more successful future by, for example, now having better food, or access to transport to get to school etc. which can lead to a better education that opens new doors for income-earning potential.

Develop people for long-term sustainable impact.

Working at developing people will always be challenging due to the fact people can be difficult, demanding, and prone to greed, selfishness, jealousy, problems and failures. Showing value for money spent is also far more difficult to do when it is spent on people rather than on infrastructure projects.

Yet, this is where the most impact and 'cascading benefits' occur which over time will impact or change a community most.

The barriers and burdens inherent in large projects and cooperatives

There has been significant research in the past on how and why poorly conceived or designed projects have failed. **Some of the key characteristics of a project likely to fail can be summarized as follows:**

- A large expensive or technical infrastructure project, which will be handed over to the 'owners/beneficiaries' after a period of training and capacity building.
- Any project reliant on the funder to assist or continue to assist with support, spares or maintenance as the 'new owners/beneficiaries' do not have the skills, capacity or financial resources to recover from set-backs or equipment failures.
- Projects which insist on grouping people together. The more people are 'forced' to work together in a project and the less individual control there is over labour input versus reward, the higher the likelihood that the project will fail.

These project characteristics are prevalent and common across numerous Government and Corporate initiatives that wish to commit funds to 'large visible projects. Such thinking even affects community members who feel that nothing can be achieved without first forming a cooperative.

Repeated project failures only reinforce a mindset of failure and dependency within increasingly frustrated communities. Umsizi is aware of instances on other projects where community members could see that a project was doomed to failure but continued to participate anyway just to see what they could get out of it because 'even something is better than nothing'.

Umsizi agrees with these findings to a large extent but has also seen examples of large infrastructure projects succeed, if the right "critical success factors" are identified and put into play.



4.7 Broad-Based Consultation Process

The Broad-Based Black Economic Empowerment Charter for the Mining Industry (Mining Charter 2018) stipulates that Mines, “in consultation with relevant municipalities, mine communities, traditional authorities and affected stakeholders, identify developmental priorities of mine communities”, for inclusion into the Social and Labour Plan. To this end, Sibanye-Stillwater (Sibanye) has embarked on the process of co-creating its 3rd Generation Social and Labour Plan (SLP) for period 2021 to 2025, in partnership with the stakeholders and communities of Rustenburg and Kroondal, and Organized Labour Unions.

Sibanye-Stillwater has sought to make the process of engagement as broad in reach, and as inclusive, as possible in order to accommodate concerns and needs of affected and interested communities and stakeholders representing them. Particular attention in the process has been given to vulnerable groups amongst whom are persons with disabilities, women, youth and the aged, who often are marginalized and therefore unrepresented in consultative and decision-making processes that affect them, their families and communities. To this end the approach to consultation took into consideration the articulation of both issues of concerns and submission that posit community needs that are viewed as possible solutions to the socio-economic status and environmental wellbeing of mine communities and the labour force.

In keeping with inclusivity and equitable representation of voices, the engagement process was neither limited to Principal Actors, i.e. the Rustenburg Local Municipality and the Royal Bafokeng Authority, nor the Strategic Group in the form of the Community Engagement Forum consisting of Councillors of both the Municipality and Tribal, but also local Community Based Organizations/Non-Profit Organization/and other Interest Groups representing ordinary members of the community – children, youth, women and men, the aged, persons with disabilities, and Religious leaders.

This process was undergirded by firstly a rapid analysis of the socio-economic trends determining the successes and short-comes of Socio-Economic Development Projects (SED) in the context of Social and Labour Planning, providing lenses critical in the review of Sibanye’s 2nd Generation SLP, expiring December 2020. This was followed by the compilation of the Close-out Report for 2nd Generation SLP, whose lessons become key for the formulation, implementation, monitoring and eventual evaluation of the same. Out of these findings an LED Framework that is informed by baseline studies, corporate guidelines, legislative guidelines, business plans, mine works programmes, regional and provisional development plans, internal and external stakeholder inputs, analysis of the IDP, the RBA Master Plan, the beyond Mining 2035, the PGDP, the SDF and development priorities arising post Covid-19, was drafted. Incorporating Sibanye’s Theory of Change, and in alignment with the organization’s intent to apply Social Return on Investment Methodologies as a precondition for SED/LED investments, the LED Framework fulfils the function of “filtering” in the selection of LED Projects for the new SLP. This does not only provide a logical and objective structure, but it also affirms commitment to the principles, integrity of motive, accountability of process and collaboration in the creation of the New SLP.

The Framework thus provides guidance in the formulation of both the Selection Criteria of LED and related projects, and Prioritization of the same. This way the process circumvents the pitfall of mere accommodation of “wish lists” and perceptions that the mining company has presented a “blank cheque” to be completed at will.



Table 49: Summary of broad-based stakeholder consultations conducted for the development of SLP3

Date	Stakeholder Name	Meeting Venue	# Stakeholders Meeting Notifications
22.10.2020	Rustenburg Local Municipality (RLM)	RLM Council Chambers	11
27.10.2020	Cluster 1_ NGOs and Community based organisations	Recreation Club	20
28.10.2020	Cluster 2_ NGOs and Community based organisations	SED Training Centre	4
28.10.2020	CEF	Recreation Club	17
29.10.2020	Cluster 3_ NGOs and Community based organisations	SED Training Centre	6
03.11.2020	Business Forums	SED Training Centre	21
03.11.2020	Church Leaders Group 1	Recreation Club	13
04.11.2020	Women Groups - Session 1	Recreation Club	3
06.11.2020	People with Disabilities	Recreation Club	19
06.11.2020	Women Groups - Session 2	Recreation Club	36
11.11.2022	Youth Organisations	Recreation Club	40
12.11.2020	Dikgosana Photsaneng	SED Board Room	9
13.11.2020	Greater Rustenburg Church Leaders Meeting	Recreation Club	33
17.11.2020	Broad-Based CEF	Recreation Club	60
30.04.2021	RBA Community Engagement (Thekwane, Mfidikwe and Photsaneng)	Recreation Club	29
03.05.2021	Community Engagement (Bobuantswa and Lefaragatlha)	CED Centre	6

4.8 LED Priorities and Principles for SRPM

Overarching Principles

Find and work with partners that share a similar complementary vision for renewal and regeneration. Together, Sibanye-Stillwater and these partners, then need to work to create a similar **shared vision** by every local resident which is real, clear and simple; and which inspires every person to take action for their own future;

Planned interventions need to be broad-based ones, with “no barriers, no ceiling”-opportunities accessible by the majority of residents. These approaches help to dismantle the deep-seated feelings of disenfranchisement, caused by a history of exclusionary development initiatives, and enable all those wishing to take action on their own future, to begin to do so in a practical manner. **Specific effort must be made to target and ensure the participation of previously excluded groups (women, disables, elderly, youth).**



Avoiding 'one-size-fits-all' designs, where standard infrastructure or other solutions are rolled out with no consideration of minor context-specific adjustments that would make the project more successful for each group or individual.

Projects must **not duplicate** government Master Plans or IDP Priorities but must align with the legal processes of the IDP and government Master Plans and with Sibanye's sustainability strategies and plans

Projects must focus on **empowerment** – enabling people to do things for themselves.

Projects should focus on communities who have **not previously benefitted** from SLP projects and investments

Deliberate design to **make positive use of current and potential future strengths and opportunities** working in favour of successful implementation of inclusive development options, such as:

- Existing functional forums with a growing degree of collaboration, and even trust;
- Consistent inflows of cash into the poorest local households (i.e., predictable cash transfers to the poor) through SASSA payments and salaries; and
- New opportunities emerging and continuing to emerge in favour of remote learning and income-earning opportunities made possible by the 4th Industrial Revolution;
- Recognition that in this envisaged future, "talent more than capital, will represent the critical factor in production (Schwab, 2015)" as well as in the well-being of communities.

Inclusive training and skills development

In most training the primary cost of training is the time and travel resources of the trainer. Whilst there are training interventions that by nature can accommodate only limited numbers, often greater numbers could also be included with some forethought and planning with little extra expense.

Due to the desperate need for skill development within all local communities, Umsizi recommends that Sibanye-Stillwater starts to challenge all training service providers, across all areas, to either motivate why they charge per person trained, rather than per training session, or why they fix the number of attendees. They should also be challenged to justify any exclusion criteria.

Whilst it is understandable that people who are trained may expect to receive employment opportunities, Umsizi believes that if communicated correctly, Sibanye-Stillwater could open any training it funds to a wider audience, based on a common understanding that not everyone who is trained will be offered a job, or even invited to an interview.

Opening up global internet opportunities

The internet has opened up enormous opportunities for millions of people around the world. People no matter how distant can obtain on-line degrees, purchase products, and undertake work for companies on the other side of the world. A good example is the common English language and almost perfect time-zone difference which has allowed India to capitalise on opportunities to supply remote office accounting, record-keeping and administrative tasks as well as sales and other services to USA markets.



Cheap reliable internet is vital in today's economy and those without access to the internet have far more limited options available to them. This lack of access to the rest of the world and services through the internet is a significant barrier and holds back the development of alternative economic pathways for the local communities.

Projects and skills training should seek ways to constantly improve access to the internet and knowledge of its benefits to those in surrounding communities.

Through the Stakeholder Engagement process, Sibanye-Stillwater has acquired an understanding of the local surrounding communities and their development needs **and potential opportunities**. Using the above principles, Sibanye-Stillwater will be able to design and implement socio-economic development projects which open up new opportunities for firstly, development of local individuals, which in turn leads to increased local economic development.

Alignment to internal company-wide vision, strategies and values

Umsizi has observed that where socio-economic development programmes are integrated with and aligned to a company's internal vision, strategies and values, they are more likely to receive necessary inputs, measurement and therefore more likely to achieve the intended benefits. Sibanye's vision and approach to socio-economic development is articulated on the Sibanye-Stillwater website at the following location (<https://www.sibanyestillwater.com/sustainability/community/>)

We believe that our mining improves lives. Our community engagement initiatives seek to create enduring and sustainable value for our host communities both during and after the operating lives of our mines. Effective community engagement requires a dynamic and evolving process of stakeholder engagement and a commitment to partnering with governments and other organisations. We engage meaningfully, as much as possible with our stakeholders, to ensure we are in a better position to understand their perceptions of value and deliver accordingly. We have developed a stakeholder perception index which is helping us to identify and address specific challenges, including employment, legacy issues and transparency, and local procurement opportunities.



Thematic areas for focus

Thematic Areas have been linked directly to the Company's Values, as depicted below.



Figure 22: Sibanye-Stillwater Values and Proposed Thematic Areas for LED

4.9 Thematic Areas

The following projects have been identified as being appropriate in terms of Sibanye-Stillwater's philosophy of working together with stakeholder to ensure high impact and sustainability. The investment in this regard is also commensurate with the current production levels and associated profit levels of the SRPM operations. Table below presents a list of LED Thematic Areas derived from the analysis, consultation and design phases of the LED programme.



Table 50: Priority Themes

THEMATIC AREA	DESIRED OUTCOMES	1 – Socio-Economic Priorities	2 – Broad-based consultation	3 – Formalised inputs	4 – Sibanye's DNA
Skills Development and Education	Enhanced skills for productive participation and benefit from economic activity that contributes to the socio-economic development and ecological environmental management.	2018 Stats from Bonjala Platinum District Development Model 58% of the district is living in poverty (+- 1 million people) 49% unemployment 39% completed matric	Top 6 most frequently expressed needs recorded from broad-based community consultations.	SUSTAINABLE DEVELOPMENT GOALS Direct Linkages to SDG Goals SDG Goal 1 – No Poverty SDG Goal 2 – Zero Hunger SDG Goal 3 – Good health & wellbeing SDG Goal 4 – Quality Education SDG Goal 8 – Decent work & Economic Growth SDG Goal 10 – Reduced inequalities ELEMENTS OF A DECENT STANDARD OF LIVING (EDSL GOALS) Nutrition, Education and Skills, Employment	The 6 themes were prioritized as the most foundational needs, geared towards the achievement of Sibanye-Stillwater's Vision (creating superior value for stakeholders) and Purpose (lives that are improved through mining). Directly linked to "CARES" Values of Upliftment, Better Lives, Economic Value and Socio-economic stability and fair market access
Food Security and Economic Alternatives	Improved food security and capacity for income generation, especially for the most vulnerable	60 000 HH have no access to electricity 1 60 000 HH in informal dwellings Backlog of 240 000 HH without sanitation			
Enterprise Development	Improved community access to, and participation in, the local economy	"Low levels of skills, high rate of unemployment and abuse of substances in the Bojanala Platinum District Municipality has resulted in the district having the highest overall crime rate of the sub-regions within the overall North West Province"			
Information, Communication and Technology	Improved community access to the information highway and ICT skills, especially for the most vulnerable.				
Productive Infrastructure	Infrastructure that enables economic activities				
Community Wellbeing (Social)	Stakeholder participation in services that contribute to the social wellbeing of the community, especially the most vulnerable improved				



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4.10 LED Programme and Financial Commitment

FINAL PROJECT SELECTION APPROACH: Project concepts will undergo evaluation in terms of Sibanye Theory of Change and Technical Feasibility. Final project selection will take place post evaluation and in consultation with stakeholders, followed by detailed project planning.

The tables in this section details the 5 thematic areas for LED programmes.



Table 51: Thematic Area 1: Skills Development and Education

Thematic Area	Skills Development and Education			Problem to address	Unemployment			
Background and Motivation	The top 5 thematic areas were identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. 49% of the District is unemployed and only 39% of the District has completed matric) 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 4: Quality Education and Goal 8: Decent work and economic growth) 4. Consideration of the Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas							
	Enhanced skills for productive participation and benefit from economic activity that contributes to the socio-economic development and ecological environmental management. Skills development and education projects must lead to opportunities in the informal and formal economy to start a livelihood or self-employment. Direct link to preparation to benefit from SEZ opportunities (e.g. beneficiation), DDM and PGDP							
Desired Outcomes	Project options for consideration:							
	- Programme offering Technical and Business Skills training and mentorship programme for Mining Equipment Repair and Maintenance for interested local community members (in partnership with OEMs) (multiple intakes) - DOE specific requests: Conversion of asbestos classrooms, provision of technical equipment, smartboards, renovations and repairs, construction of new school, training for new SGBs							
Accountable / Responsible Persons	District Municipality	Local Municipality	Host Community	Budget Commitment				
				2021	2022	2023	2024	2025
CED Manager	Bojanala	Rustenburg	Selected villages	R200,000	R1,800,000	R2,000,000	R3,000,000	R3,000,000
Total Financial Commitment				R10,000,000				
Project Phase	Project Activities			Output				Proposed Timing



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Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Month 1, 2
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents Selection of service provider	Month 3, 4
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Month 5
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Month 6 - 12
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Month 12 - 24
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBEE)		
	Handover project (when required)		

Employment Impact

This Theme aims to assist all who participate with enhanced skills to be able to create their own informal economy employment/income earning opportunity. The exact number of jobs to be created or participants to benefit will be defined at Phase 1 of the project (Feasibility and SROI Assessment)

Project Completion and Exit Strategy



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs.

Table 52: Thematic Area 2: Food security and economic alternatives

Thematic Area	Food Security and Economic Alternatives			Problem to address	Poverty Alleviation and Food Security			
Background and Motivation	The top 5 thematic areas were identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. 58% of the District is living in poverty) 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 1: No poverty; Goal 2: Zero Hunger and Goal 8: Decent work and economic growth) 4. Consideration of the Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas							
	Improved food security and capacity for income generation, especially for the most vulnerable Project options for consideration: - "Food for All" broad-based Agriculture Programme for Food Security and Income Generation, with adaptations for PWD (multi-year programme, covering a large area). - Provision of critical inputs for expanding producers							
Desired Outcomes								
Accountable / Responsible Persons	District Municipality	Local Municipality	Host Community	Budget Commitment				
				2021	2022	2023	2024	2025
CED Manager	Bojanala	Rustenburg	Selected villages	R0	R3,000,000	R3,000,000	R3,000,000	R3,000,000
Total Financial Commitment				R12,000,000				
Project Phase	Project Activities			Output				Proposed Timing



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Month 1, 2
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents Selection of service provider	Month 3, 4
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Month 5
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Month 6 - 12
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Month 12 - 24
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBEE)		
	Handover project (when required)		

Employment Impact

This project aims to assist all who participate with skills to be able to generate their own source of food, improve their household nutrition, and create potential income streams through agriculture (self-employment opportunities).



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Project Completion and Exit Strategy

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs.

Table 53: Thematic Area 3: Enterprise development

Thematic Area	Enterprise Development			Problem to address	Unemployment and Poverty Alleviation			
Background and Motivation	The top 5 thematic areas were identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. 49% of the District is unemployed and 58% of the District is living in poverty) 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 1: No poverty; Goal 8: Decent work and economic growth and Goal 10: Reduced inequalities) 4. Consideration of the Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas							
	Improved community access to, and participation in, the local economy Project options for consideration: - Broad-Based Enterprise Development programme linked to RLM/RBA initiative, in partnership with Enterprise and Supplier Development, e.g. supplier park initiative							
Desired Outcomes								
Accountable / Responsible Persons	District Municipality	Local Municipality	Host Community	Budget Commitment				
				2021	2022	2023	2024	2025
	Bojanala	Rustenburg	Selected villages	R1,000,000	R3,000,000	R2,000,000	R2,000,000	R2,000,000
Total Financial Commitment				R10,000,000				
Project Phase	Project Activities			Output				Proposed Timing



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Month 1, 2
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents Selection of service provider	Month 3, 4
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Month 5
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Month 6 - 12
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Month 12 - 24
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBBEE)		
	Handover project (when required)		

Employment Impact

This Theme aims to stimulate the local economy through increasing the supply of goods and services by local entrepreneurs. Total number of businesses benefitting from this programme, and anticipated number of jobs to be created will be determined during Phase 1 (Feasibility).



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Project Completion and Exit Strategy

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs.

Table 54: Thematic Area 4: Information, Communication and Technology

Thematic Area	Information, Communication and Technology			Problem to address	Access to Economic opportunities, Education, Information and Reduce Inequality			
Background and Motivation	The top 5 thematic areas were identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. 58% of the District is living in poverty) 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 1: No poverty; Goal 8: Decent work and economic growth and Goal 10: Reduced inequalities) 4. Consideration of the Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas							
	Improved community access to the information highway and ICT skills, especially for the most vulnerable, (through Equipment and Training)							
Desired Outcomes	Project options for consideration:							
	<ul style="list-style-type: none">- Access to connectivity and ITC services for low-income communities (multiple areas)- Schools wifi programme- Establishment of community-based digital resource centres, accessible to community at large.							
Accountable / Responsible Persons	District Municipality	Local Municipality	Host Community	Budget Commitment				
				2021	2022	2023	2024	2025
CED Manager	Bojanala	Rustenburg	Selected villages	R0	R3,000,000	R3,000,000	R1,000,000	R1,000,000
Total Financial Commitment				R8,000,000				
Project Phase	Project Activities			Output				Proposed Timing



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Month 1, 2
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents Selection of service provider	Month 3, 4
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Month 5
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Month 6 - 12
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Month 12 - 24
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBBEE)		
	Handover project (when required)		

Employment Impact

This Theme aims to create greater access to the economy through technology and the internet. The number of beneficiary businesses or individuals, and the number of jobs to be created will be determined during Phase 1 (Feasibility).

Project Completion and Exit Strategy



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs.

Table 55: Thematic Area 5: Productive infrastructure

Thematic Area	Productive Infrastructure			Problem to address	Infrastructure, Unemployment and Shortage of Skills			
Background and Motivation	The top 5 thematic areas were identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. in the District: 60 000 HH have no access to electricity; 160 000 HH in informal dwellings; Backlog of 240 000 HH without sanitation) 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 1: No poverty; Goal 3: Good health & wellbeing and Goal 10: Reduced inequalities) 4. Consideration of the Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas							
	Infrastructure that enables economic activities Projects and activities for consideration: <ul style="list-style-type: none">• Health Infrastructure Support (focused on Local PHC Clinics)• RLM Municipality-driven collaboration “mega-project” -• RBA community specific project• Infrastructure related to safety and socio-economic value for communities• Partnership toward District Development Model and SEZ Development• DOE infrastructure requests							
Accountable / Responsible Persons	District Municipality	Local Municipality	Host Community	Budget Commitment				
				2021	2022	2023	2024	2025
CED Manager	Bojanala	Rustenburg	Selected villages	R500,000	R10,000,000	R10,000,000	R10,000,000	R9,500,000
Total Financial Commitment				R40,000,000				
Project Phase	Project Activities			Output				Proposed Timing



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Month 1, 2
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents Selection of service provider	Month 3, 4
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Month 5
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Month 6 - 12
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Month 12 - 24
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBEE)		
	Handover project (when required)		

Employment Impact

This Theme ultimately aims to stimulate the economy through the provision of suitable infrastructure. Temporary jobs may be created during the implementation phase, but this project will focus on longer term impacts to employment opportunities which are sustainable. The number of jobs (temp and longer term) will be determined during Phase 1 (Feasibility).



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

Project Completion and Exit Strategy

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs.

4.11 LED Total Financial Contribution

The following table is a summary of the LED financial commitment per year, per thematic area

Table 56: Total financial contribution for LED over 5 years

THEMATIC AREA		2021	2022	2023	2024	2025	FINANCIAL COMMITMENT
1	Skills Development and Education	R200 000	R1 800 000	R2 000 000	R3 000 000	R3 000 000	R10 000 000
2	Food Security and Economic Alternatives	R0	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R12 000 000
3	Enterprise Development	R1 000 000	R3 000 000	R2 000 000	R2 000 000	R2 000 000	R10 000 000
4	Information, Communication & Technology	R0	R3 000 000	R3 000 000	R1 000 000	R1 000 000	R8 000 000
5	Productive Infrastructure	R500 000	R10 000 000	R10 000 000	R10 000 000	R9 500 000	R40 000 000
TOTAL		R1,700,000	R20,800,000	R20,000,000	R19,000,000	R18,500,000	R80 000 000

Key Principles:

1. Every project to be considered will undergo a thorough feasibility and Social Return on Investment (SROI) assessment, before a final project is selected for that thematic area
2. Financial Provision for Feasibility will be made for Year 1 and commencement of implementation from Year 2 onwards.



COMMITMENT



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RESPECT



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SAFETY

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."

SRPM embarked on a journey to develop a Housing and Living Conditions Plan 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 Version 2 of the plan.



COMMITMENT



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5.2 Current Housing and Accommodation Profile

Table 57: Current Housing Profile

Total Number of Employees	12,167 full-time employees as on 9 November 2020
Employer Provided Rental Accommodation	962 employees are provided with unfurnished houses/flats in Rustenburg town 1,406 employees are provided on-mine accommodation in our high-density residential units
Employer Assisted Home Ownership (including, housing subsidy and FLISP)	2,060 employees receive Home Ownership Allowance (HOA) paid on a sliding scale based on job gradings
Living Out Allowance	7,475 employees R2,200/month
Private Home Ownership (without employer assistance or FLISP)	31.5% of employees are homeowners at place of work (25.9% have a title deed (formal ownership), whilst 5.6% employees own informally in terms of a Permission to Occupy on communally owned land). In addition, 31.7% of employees owns a 2 nd place of residence away from work. Of those, 47.4% have title deeds (formal ownership), whilst 17.1% employees own informally in terms of a Permission to Occupy on communally owned land. (Source: Employee housing survey, 2020)

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.



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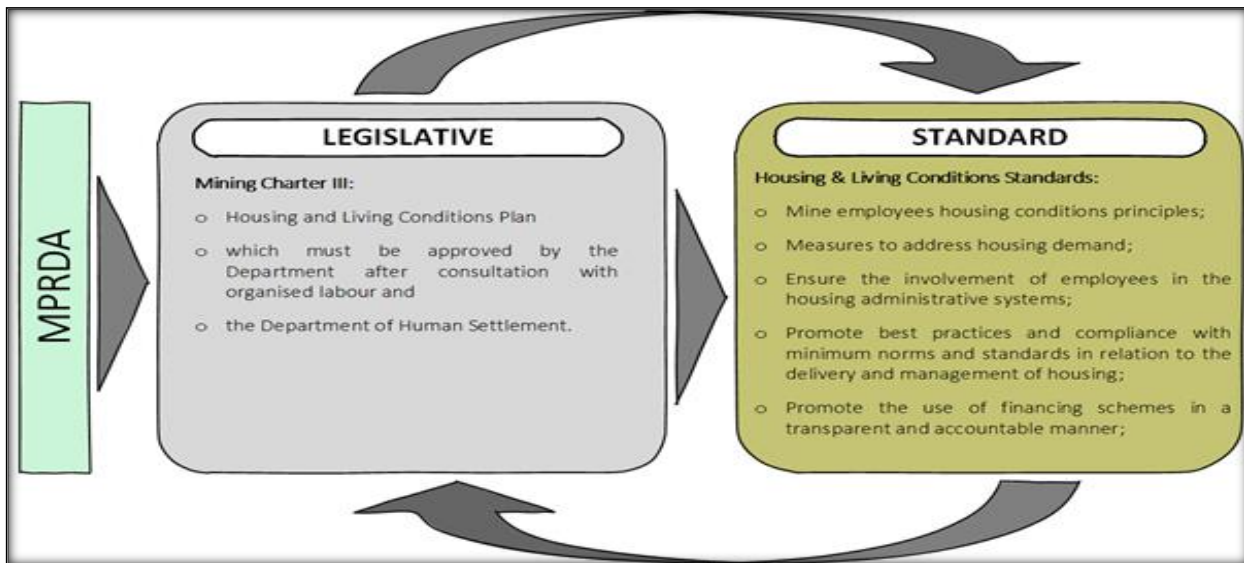


Figure 23 Housing & Living Conditions Compliance Framework

5.3.1 SRPM Housing & Living Conditions Legacy

5.3.1.1 Existing Employee Support Programmes

SRPM is currently providing the following support to employees:

- **Subsidised rental accommodation / housing:**
 - Now that the development of the infill apartments is completed, SRPM has 3,650 rental units on stock which will be provided to employees. These rental units will be sufficient to address rental accommodation needs for c.25% of the employees.
- **The subsidisation (after rental income):**
 - The subsidy provided by SRPM in respect of the existing rental units is R1,829 per month in 2021 due to subsidised rental rates. The average rental rate per unit in 2018 was R471.00 per month.
- **Living out allowance (LOA):**
 - SRPM provides a Living Out Allowance of R2, 200 per month, per employed. There are currently 7475 employees receiving this allowance.

5.3.2 Quantifying SRPM's Housing Need

5.3.2.1 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. 9,799 (80.5%) of SRPM employees are responsible for their own accommodation.



% of Employees	Operation	Type of accommodation
49.4%	SRPM	House (i.e. a brick/concrete block structure on its own stand or in its own yard)
8.1%	SRPM	Room in a house
5.6%	SRPM	Flat or apartment in a block of flats
6.1%	SRPM	Townhouse (semi-detached house) in a complex
1.7%	SRPM	Townhouse (semi-detached house) NOT in a complex
2.1%	SRPM	House made of traditional materials
6.2%	SRPM	Informal dwelling in a backyard
5.8%	SRPM	Informal dwelling on its OWN stand
4.7%	SRPM	Room in an informal dwelling
1.8%	SRPM	Prefab house
0.6%	SRPM	Other

(Source: Employee housing survey, 2020)

5.3.3 Implementation Strategy

Table 58: Housing and Living Conditions Implementation Strategy

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	SRPM 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	SRPM 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 59: 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	22.00%	31.43%	44%	44%	44%	44%



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	on South African manufactured goods produced by BEE compliant company						
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 SRPM'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.



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 SRPM. The Future Forums have been established in conjunction with organised labour. The Future Forums are constituted as follows:

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



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- 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 SRPM 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, SRPM'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 SRPM 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



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outside of the mining sector. 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 SRPM, 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 SRPM 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 Portable Skills Training

Skills development planning at SRPM 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.

SRPM 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, SRPM 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. SRPM 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.

7.17 Provision for Downscaling and Mine Closure

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

Table 60: Management of Downscaling and Retrenchment

Cost Category	2021	2022	2023	2024	2025	Total
Management of Downscaling and Retrenchment	R88 814 000	R92 810 630	R96 987 108	R101 351 528	R105 912 347	R485 875 613
Total	R88 814 000	R92 810 630	R96 987 108	R101 351 528	R105 912 347	R485 875 613



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8. Financial Provision (Regulation 46 e)

8.1 Introduction

The ability of SRPM 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, SRPM's undertakings in this SLP need to be read and understood in this context and against this background.

Table 61: SRPM Financial Provision: SLP 2021-2025

Cost Category	2021	2022	2023	2024	2025	Total
Financial Provision for Human Resources Development Programmes	116 566 069,97	117 951 343,89	126 234 717,17	128 780 426,39	134 888 614,71	624 421 172,13
Financial Provision for Local Economic Development Projects	R1 700 000	R20 800 000	R20 000 000	R19 000 000	R18 500 000	R80 000 000
Financial Provision for Management of Downscaling and Natural Attrition	88814000	92810630	96987108	101351528	105912347	485875613
Total	207 080 069,97	231 561 973,89	243 221 825,17	249 131 954,39	259 300 961,71	1 190 296 785,13



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9. Undertaking (Regulation 46 f)

Undertaking by Senior Vice President

I,, the undersigned and duly authorized thereto by **Sibanye-Stillwater (Company)** undertake to adhere to the information, requirements, commitments and conditions as set out in this social and labour plan.

Signed aton this day of 2021

Signature: _____

Designation: Senior Vice President and Head of Operations



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