

Kloof Operation 2017-2021 Social and Labour Plan

MINING RIGHT NUMBER: (GP) 30/5/1/2/2 (66) MR

REGISTRATION NO: 2002/031431/06

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GLOSSARY OF TERMS

ABBREVIATION	MEANING
AET	Adult Education and Training
ATR	Annual Training Report
BEE	Black Economic Empowerment
CPP	Career Progression Plan
DMR	Department of Mineral Resources
DoL	Department of Labour
EE	Employment Equity
EEA	Employment Equity Act
EXCO	Executive Committee
ETD	Education, Training and Development
FY	Financial Year
GCC	Government Certificate of Compliance
HDSAs	Historically Disadvantaged South Africans
HRD	Human Resources Development
HRDP	Human Resources Development Programme
IDP	Individual Development Plan
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Minerals and Petroleum Resources Development Act (No. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PWD	Person with Disability
QCTO	Quality Council for Trades and Occupations
SADC	Southern African Development Community
SETA	Sector Education and Training Authority
SGL	Sibanye-Stillwater
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
SDF	Skills Development Facilitator
KPA	Key Performance Area
KPI	Key Performance Indicator
WIM	Women in Mining
WSP	Workplace Skills Plan

1. Introduction and Preamble

Globally, Sibanye-Stillwater is the third largest producers of platinum and palladium, 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. With the formal acquisition of Stillwater in May 2017, Sibanye Gold was rebranded as Sibanye-Stillwater. The company has its primary listing on the JSE South Africa and is also listed on the NYSE.

Kloof Operation ("Kloof"), a division of Sibanye-Stillwater is located in the Rand West City Local Municipality within West Rand District Municipality in the Gauteng Province (Figure 1). In accordance with the Mineral and Petroleum Resources Development Act (MPRDA) and its Regulation 46 (a – f) Kloof is submitting the Social and Labour Plan (SLP) for the period January 2017 to December 2021 with an intention to address the prevailing socio-economic challenges in the local and labour sending areas. The SLP is detailing the Preamble, Human Resources Development (HRD) Programmes, a Mine Community Development Programmes, Housing and Living Conditions, Procurement Progression Plan, Processes Pertaining to Management of Downscaling and Retrenchment, Financial Provision and an Undertaking by the mining right holder.

The objectives of the Social and Labour Plan 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 HDSAs and to serve the community.

Of importance to note is that this SLP is underpinned by our social closure strategy. This is based on the recognition that, notwithstanding economic benefits to an area, mining effects socio-economic and environmental impacts that can endure over a long period. We also recognise that socio-economic closure planning is generally not integrated in the mine life-cycle. As such, our approach is a deliberate attempt aimed at avoiding the creation of "ghost towns", unemployment and a shrinking job market. Our SLP is therefore

directed at socio-economic closure planning to ensure that we leave economically viable communities that can sustain themselves in future, independent of the mine.

The map depicted in Figure 1 below indicates the location of the Sibanye-Stillwater Operations.

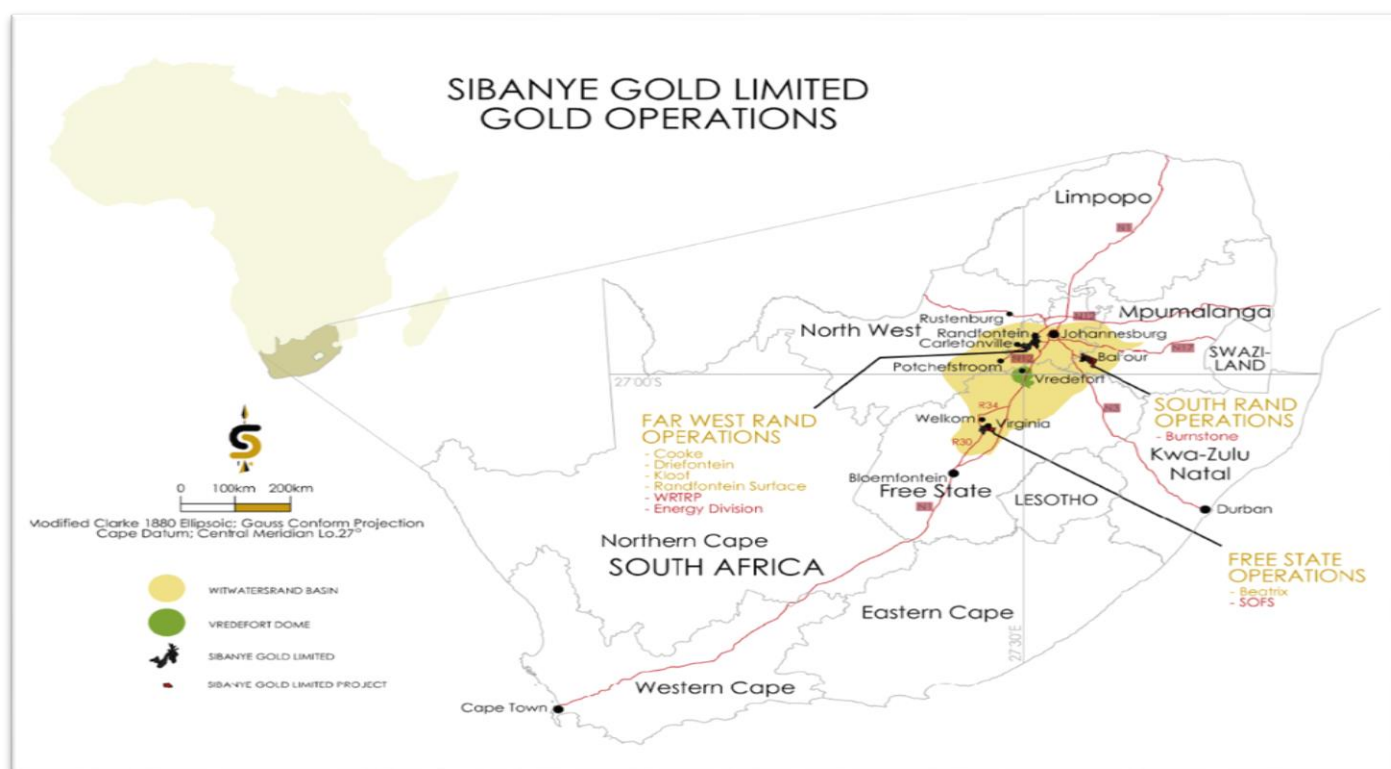


Figure 1: General Location of Sibanye-Stillwater's Gold Operations

This SLP is further informed by results of an impact assessment report. The report provides an understanding of the impact of past SLP programmes and more importantly, an indication of key risks to contend with in the implementation process. The report also provides a clear case for rethinking future investments as far as the implementation approach is concerned. Through the impact assessment report we have a better understanding of prevailing conditions in host and labour sending areas and attendant pathways desired by each community. The report is supported by official data such as StatsSA's 2011 Census, and StatsSA's 2016 Community Survey.

In addition, every effort was taken to align our socio-economic interventions to the Rand West City Local Municipality's Integrated Development Plan (IDP) and other developmental frameworks such as the National Development Plan 2030. In this regard, the key elements of a decent standard of living, depicted in Figure 2 below, provided a firm foundation for this SLP:



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

We further acknowledge the United Nations' Global Goals for Sustainable Development, (formerly the Millennium Development Goals), which we relied upon as a broader premise upon which to develop the plans and respective targets that follow. It is important to note that this new set of United Nations' Global Goals for Sustainable Development (depicted in Figure 3 below), includes an unprecedented focus on the role of business. It is, therefore, equally timely to focus on the role that Kloof Operations, as an established player in the gold mining industry, could play as a proactive development partner in our quest for responsible social closure.



Figure 3: UN Global Goals for Sustainable Development²

¹ Source: National Development Plan 2030

²http://www.indexmundi.com/south_africa/millennium-development-goals.html

1.1 Preamble

Table 1: Background Information of the Kloof Operation

Name of Company	Sibanye-Stillwater Registration Number: 2002/031431/06
Name of Mine	Kloof Gold Mine (hereinafter referred to as Kloof Operation) , A division of Sibanye-Stillwater Mining Right Number: (GP) 30/5/1/2/2(66) MR
Physical Address	Farm Rietfontein 249 IQ, Glenharvie
Postal Address	P.O. Box 190, Westonaria, 1780
Telephone Number	Ms P.I. Mogohlong – Unit Manager Compliance & Reporting Telephone: +27 11 278 9613 iketleng.mogohlong@sibanye-stillwater.com Alternative contact: Grant Webber - Vice President and Head of Operations Keith Stead -
Location of Mine or Production Operation	Kloof Operation is situated in the Westonaria Local Municipality, 60 kilometres from Johannesburg.
Commodity	Gold, together with any other mineral which must, of necessity, be mined with gold.
Life of Mine	29 January 2034.
Financial Year	1 January - 31 December
Responsible person	Grant Webber - Vice President Kloof Mining Operations K3, K4, And K7 Shafts Keith Stead – Vice President Kloof Mining Operations K1&2, K8, K9 And K10 Shafts

1.2 Geographic Origin of Employees – Operation's community and labour sending areas

Table 2: Geographic Origin of Employees – operation's community and labour sending areas

Province	No. of Permanent Employees	No. of Contractor Employees	Percentage
Eastern Cape	2854	333	29%
Free State	287	129	3%
Gauteng	1799	474	18%
KwaZulu-Natal	1309	117	13%
Limpopo	302	50	3%
Mpumalanga	334	78	3%
North West	293	132	3%
Northern Cape	20	4	0%
Western Cape	5	1	0%
Non-South Africans	2655	120	27%
Total	9858	1438	100%
	11296		

1.3 Breakdown of Employees (Permanent and Contractors)

As at 31 December 2016, Kloof operation employed 9858 permanent employees and 1438 contractor employees. It is envisaged that the following numbers of people (permanent and contractors) will be employed over the period of the validity of this Social and Labour Plan.

Table 3 presents information on full-time contractors engaged by the company as at 31 December 2016.

Table 3: Breakdown of Employees by Occupational Level as at 31 December 2016

Occupational Level	Male				Female				Foreign Nationals	HDSA	Total Employees
	African	Coloured	Indian	White	African	Coloured	Indian	White			
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	6	0	0	0	0	0	1	7
Middle Management	27	0	0	40	6	0	0	2	3	35	78
Skilled technicians, associated professionals, including junior	542	13	4	329	150	2	2	23	127	736	1192

Occupational Level	Male				Female				Foreign Nationals	HDSA	Total Employees
	African	Coloured	Indian	White	African	Coloured	Indian	White			
management, supervisors and foremen											
Semi-skilled and discretionary decision making	3464	0	0	34	209	0	0	3	1935	3676	5645
Unskilled and defined decision making	2025	0	0	4	351	1	0	0	555	2377	2936
TOTAL	6059	13	4	413	716	3	2	28	2620	6825	9858

Table 4 presents information on full-time contractors engaged by the company as at 31 December 2016.

Table 4: Breakdown of Contractors by Occupational Level as at 31 December 2016

Occupational Level	Male				Female				Foreign Nationals	HDSA	Total Employees
	African	Coloured	Indian	White	African	Coloured	Indian	White			
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	8	0	0	0	0	0	1	9
Middle Management	2	0	0	22	0	0	0	0	0	2	24
Skilled technicians, associated professionals, including junior management, supervisors and foremen	53	3	0	91	1	0	0	1	0	58	149
Semi-skilled and discretionary decision making	380	2	0	37	12	1	0	7	59	402	498
Unskilled and defined decision making	638	6	1	43	49	0	0	2	19	696	758
TOTAL	1074	11	1	201	62	1	0	10	78	1159	1438

1.4 Total Employees Forecast for the 2017 to 2021 Period

It is envisaged that the following numbers of people (permanent and contractors) will be employed over the period of the validity of this Social and Labour Plan. The employee forecast is updated quarterly as and when additional employees are appointed.

Table 5: Total Employees Forecast for the 2017 to 2021 Period

Current	2017	2018	2019	2020	2021
11296	10944	10642	11479	10682	9640

Table 6: Summary of Expected Workforce (2017 – 2021)

Occupational Levels	2016	2017	2018	2019	2020	2021
Top management	0					
Senior management	7	7	7	7	7	6
Professionally qualified and experienced specialists and middle management	78	79	77	77	72	70
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1192	1135	1104	1198	1113	1000
Semi-skilled and discretionary decisions making	5645	5454	5303	5720	5324	4805
Unskilled and defined decision making	2936	2675	2601	2805	2610	2355
TOTAL PERMANENT	9858	9350	9092	9807	9126	8236
Contractors	1438	1594	1550	1672	1556	1404
TOTAL STAFF	11296	10944	10642	11479	10682	9640

1.5 Local Recruitment

Undertaking	Kloof 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.
Guidelines	Kloof Operations' skills development programmes have been aligned in such a manner that unskilled employees (especially from the local areas) have the opportunity for career development.

Kloof Operations' workforce at the end of 31 December 2016 was 11296. This comprises provides permanent employment opportunities to nine thousand eight hundred and fifty eight (9858) people, and non-permanent employment opportunities to one thousand four hundred and thirty eight (1438) people.

The employees are divided into two categories:

- Employees who are from and stay within the operation's host community, the Westonaria Local Municipality and the broader Gauteng province; and

- b) Migrant employees who are recruited from Labour Sending Communities such as rural provinces of South Africa and Southern African Development Community (SADC) countries such as Mozambique and Lesotho.

As is evident in Table 2 above, the major labour source areas within South Africa are Gauteng, Eastern Cape, KwaZulu-Natal and, to a lesser extent the Free State. Currently, apart from the host communities in the immediate vicinity of the operations where most of the Local Economic Development (LED) spend is focused, the operation has prioritised high impact agriculture and infrastructure LED projects in the Eastern Cape due to the province's percentage (29%) contribution as a major labour sending area. Going forward, Kloof will also continue to increase the percentage of local recruits and LED projects in the local host community to ensure that the sustainable economic and skills development of the local Municipal area is supported through Kloof's recruitment strategy below.

Table 7: Local Recruitment Strategy at Kloof Operation

Responsible Position	Strategic Plan	Timeframe
Manager Human Resources	Advertise vacancies through local newspapers.	As and when new vacancies arise
Unit Manager: Human Resources/Service provider	Local recruitment will be facilitated by a Service provider	As and when new vacancies arise

2. Employee Development

2.1 Overview

All Sibanye-Stillwater subsidiaries are guided by the Human Resources Development (HRD) Framework of the Sibanye-Stillwater Group. For this reason the sections of this plan relating to Human Resources Development are common across all Sibanye-Stillwater's Gold operations namely Beatrix, Kloof, Driefontein, Ezulwini (Cooke 4), Rand Uranium (Cooke 1, 2 and 3) and Burnstone. Where appropriate, each section will start with an outline of the undertaking made on a particular initiative and specific guidelines. This will be followed by the operation's specific implementation strategy highlighting key strategic activities, timelines and responsible function.

Section 3.1 of this Social and Labour Plan provides a comprehensive overview of the Sibanye-Stillwater HRD Framework. It also explains the method of delivery of HRD interventions and the role of the Sibanye-Stillwater Academy and its standing as a service provider to the mining industry. The section also provides details of Kloof's compliance with Skills Development legislation.

In Sections 3.2 to 3.5 Sibanye-Stillwater's HRD model is introduced and defined, and its objectives outlined. The section also provides Kloof's specific HRD undertakings and guidelines adopted by the Training Centre. Key HRD principles and initiatives are illustrated in a graphic showing key linkages between the various HRD initiatives. The concept of Functional Literacy is defined to provide an appropriate context and rationale for the plans and initiatives outlined in this SLP. The section also outlines educational levels of the workforce and contractors (Form Q).

Sections 3.6 to 3.9 describe the Kloof Skills Development Plan and outline how the operation intends to offer employees opportunities in the following areas:

- Functional Literacy and Numeracy;
- Learnerships (Mining and Engineering);
- Core Skills Programmes;
- Portable Skills Training; and

Section 3.10 identifies all Hard-to-Fill Positions (Form R) and describes interventions aimed at filling these positions.

Section 3.11 describes the approach to Career Progression Planning in the Sibanye-Stillwater Group and specifically how it is implemented at Kloof.

Section 3.12 describes the approach to Mentorship in the Sibanye-Stillwater Group, and specifically how it is implemented at Kloof.

Section 3.13 describes Internships, Study Assistance including Bursaries and Grants in the Sibanye-Stillwater Group, and specifically how these are implemented at Kloof.

2.2 Human Resources Development Plan

The primary objective of Sibanye-Stillwater Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries (core and critical skills), artisans, AET training (Level I, II, III), AET Level 4/NQF Level 1 and other training initiatives reflective of demographics as defined in the Mining Charter and 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.

Kloof is fully accountable for the identification and fulfilment of its own Human Resources 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.

Sibanye-Stillwater Academy (SSA), a 100% owned subsidiary of Sibanye-Stillwater provides world class Human Resources Development services to Kloof 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 SETAs, 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 a fully operational functional satellite campus of the SSA operates from the Kloof operation. The table below provides details regarding Kloof's compliance with Skills Development legislation.

Table 8: Skills Development Legislation Compliance

SETA Information Required	SETA Details
Name of SETA:	Mining Qualifications Authority (MQA)
Registration Number with relevant SETAs:	L130750138
Skills Development Facilitator:	James Khunyedi
Proof of submission of Workplace Skills Plan and date of submission	In line with MQA timelines.

The table below shows Kloof's commitment towards submission of their Annual Workplace Skills Plan (WSP)/Annual Training Report (ATR).

Table 9: Workplace Skills Plan (WSP) and Annual Training Report (ATR) Strategic Plan

Action	Reporting	Submission Date
Kloof to submit a WSP and ATR to the MQA to qualify for Mandatory Grant Application for training facilitated at Kloof.	Annually	In line with MQA timelines.

2.3 Introduction to the Sibanye-Stillwater Human Resources Development Model

The intention of this Social and Labour Plan is to reflect Kloof's plans for the period 2017 to 2021. However, a brief description of Human Resources Development (HRD) approaches, policies and strategies, within the context of the broader **Sibanye-Stillwater Human Resources Development Model**, is important for context and understanding.

While Kloof 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 Human Resources Development within the Sibanye-Stillwater and specifically as it applies to each one of its subsidiaries, including Kloof.

Where relevant in this Plan, reference is made to those elements of the Model that have a direct bearing on the implementation of Kloof's specific Human Resources Development 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 desk-top 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.

2.4 The Definition of Human Resources Development

HRD refers to the process of developing the knowledge, skills, attitudes and behaviours of individuals and teams to desired levels of performance, to achieve organizational, personal and broader social objectives.

2.5 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.

2.6 Human Resources Development Plan

Undertaking	Kloof will ensure the availability, in terms of the quality and quantity of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis as per the business needs. This will include production, technical, support and administrative and leadership competencies. Sibanye-Stillwater 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).
Guidelines	The technical, behavioural and social skills and competencies required by employees are transferred within the comprehensive Sibanye-Stillwater HRD Model. The Model is supported at a practical level by Sibanye-Stillwater Academy funded on a proportional basis by each of the operations within the Sibanye-Stillwater including. This comprises physical infrastructure, learning products and solutions, as well as adequate skilled HRD practitioners who transfer the skills required to learners.

2.7 Sibanye-Stillwater Human Resources Development Model and Initiatives

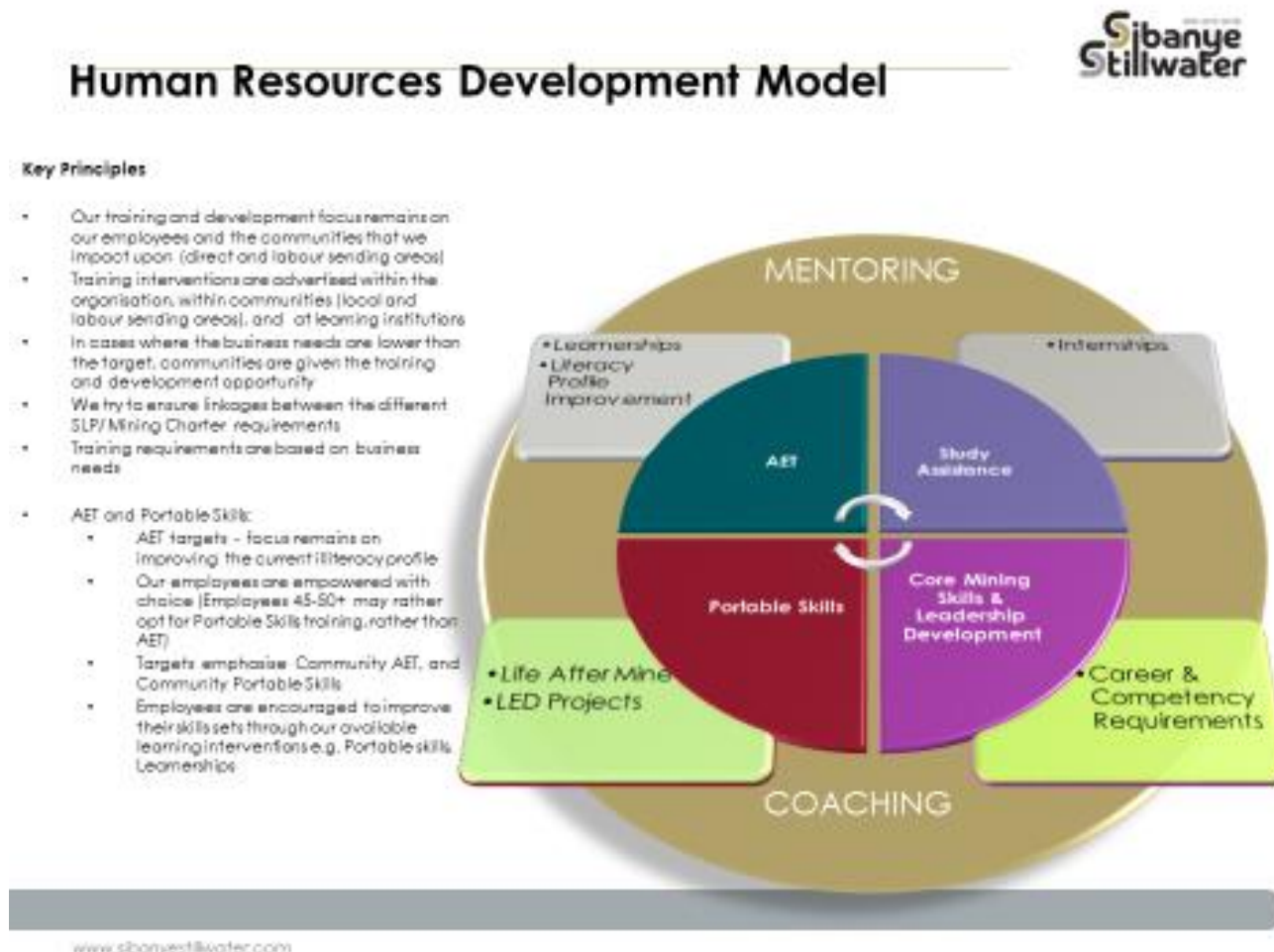


Figure 4: Sibanye-Stillwater Academy HRD Model and Initiatives

2.7.1 Definition of Functional Literacy and Numeracy

The Sibanye-Stillwater Group, including Kloof, 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 10: Form Q - Functional Literacy amongst Kloof Operation Employees as at 31 December 2016³

Education Classification	African		Coloured		Indian		White		Grand Total	PWD		Non SA	AGE				
	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	'<35	35-45	'>45-55	'>55-75
Pre-ABET	159	0	0	0	0	0	0	0	159	1	0	71	0	6	50	92	11
ABET 1	269	1	0	0	0	0	0	0	270	2	0	122	1	14	73	161	22
ABET 2 / STD 3, Grade 5	475	2	0	0	0	0	0	0	477	1	0	264	0	34	140	281	22
ABET 3 / Std 5, Grade 7	1870	8	0	0	0	0	1	0	1879	12	0	947	1	168	680	942	89
ABET 4 / Std 7, Grade 9	986	26	0	0	0	0	7	0	1019	2	0	348	4	231	435	321	32
Std 8 / Grade 10, NATED 1 / NCV Level 1	885	63	0	0	0	0	91	4	1043	1	0	153	7	359	425	227	32
Std 9 / Grade 11, NATED 2 / NCV Level 2	1233	170	0	0	0	0	42	1	1446	2	0	184	4	565	622	241	18
Std 10 / Grade 12, NATED 3 / NCV Level 3	1541	366	8	3	1	2	167	15	2103	7	0	117	4	958	868	250	27
National Certificate/Diploma/Advanced Certificate/NATED 4 – 6	61	18	1	0	2	0	20	3	105	0	0	10	1	29	53	21	2
Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree(480 credits)	13	10	1	0	1	0	5	0	30	0	0	0	1	27	1	2	0
National Certificate/Master's Degree/Master's Diploma	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1	0
Doctoral Degree and Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	1161	77	3	0	0	0	80	5	1326	1	0	378	2	370	333	383	240
	8654	741	13	3	4	2	413	28	9858	29	0	2595	25	2761	3680	2922	495

Table 11: Form Q - Functional Literacy amongst Kloof Operation Contract Workers as at December 2016⁴

Education Classification	African		Coloured		Indian		White		Grand Total	PWD		Non SA		AGE			
	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	<35	35-45	>45-55	>55-75
Pre-ABET	16	0	0	0	0	0	1	0	17	0	0	1	0	2	7	4	4
ABET 1	25	0	1	0	0	0	0	0	26	0	0	8	0	4	8	10	4
ABET 2 / STD 3, Grade 5	65	0	0	0	0	0	0	0	65	0	0	18	0	9	24	24	8
ABET 3 / Std 5, Grade 7	78	1	0	0	0	0	2	0	81	0	0	6	0	29	21	24	7
ABET 4 / Std 7, Grade 9	64	2	0	0	0	0	2	0	68	0	0	4	0	28	21	17	2
Std 8 / Grade 10, NATED 1 / NCV Level 1	87	10	2	0	0	0	17	0	116	0	0	3	0	58	34	17	7
Std 9 / Grade 11, NATED 2 / NCV Level 2	134	14	1	0	0	0	8	1	158	0	0	3	0	89	47	21	1
Std 10 / Grade 12, NATED 3 / NCV Level 3	165	16	0	0	0	0	46	5	232	0	0	0	0	126	79	21	6
National Certificate/Diploma/Advanced Certificate/NATED 4 – 6	2	0	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0
Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree(480 credits)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doctoral Degree and Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	516	19	7	1	1	0	125	4	673	0	0	35	0	309	206	118	40
	1152	62	11	1	1	0	201	10	1438	0	0	78	0	654	449	256	79

2.8 Adult Education and Training (AET)

AET classes are undertaken either part-time, or full-time for employees, with an opportunity for employees and community learners to be enrolled part-time and attend classes in their own time after work. Recognition of Prior Learning (RPL) is also employed as part of our AET approach to give employees and community learners the opportunity to gain a recognised qualification. In the main, RPL is used to determine the placement and competence of employees at appropriate AET levels. Such employees undergo an assessment and if competent, are certified and an MQA grant is secured for them. Employees are motivated to attend AET classes to bring them in line for possible 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.

The change in terminology from ABET to AET is in line with the position held by the MQA that adult learning is much more than basic learning. In this regard, the Academy has decided to align itself with the MQA and use the new terminology henceforth.

To qualify for full-time AET, a person must have undergone screening for placement through the RPL process. Candidates who demonstrate high levels of potential during the placement/ RPL assessments may be recommended for full-time AET by the Human Capital Manager, together with Shaft committees. Nomination of learners into AET will be based on the shaft business pipeline needs.

Undertaking	<p>Kloof 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 on a full-time and on a part-time basis. The following instruments will be used to achieve the numeracy and literacy objectives:</p> <ul style="list-style-type: none"> • Recognition of prior learning (RPL) (AET assessments are used to determine RPL and placement); • 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; and <p>Recruitment of community members will be done in consultation with the Local Municipality.</p>
Guidelines	<p>Adult Education and Training will continue to be provided to both employees and qualifying local community members. This will be done equally on a full time (AET Levels 1 to 3) and part time (Pre AET to AET Levels 3) basis for employees and community members. The setting of AET targets annually for employees will be guided by the need identified through Form Q, age profile, literacy profile and as per the business requirements. With regards to community AET, the targets will be informed through information sharing with the local municipality. Subsequently, employees and community members will be able to access further development opportunities.</p>

2.8.1 AET Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Employees, requiring AET to be selected through company selection process to enable reaching of set AET targets.	Ongoing
Unit Manager: HRD	2. Provide an accredited learning programme.	Ongoing
Unit Manager: HRD	3. Assessment to be provided by an accredited external assessment body.	Ongoing
Unit Manager: HRD	4. Qualified facilitators to provide quality training.	Ongoing
Unit Manager: HRD	5. Continuous development of facilitators to improve their required skills to be offered.	Ongoing
Unit Manager: HRD	6. Learning facilities to be conducive to learning.	Ongoing
Unit Manager: HRD	7. Learners are made aware of career pathways in each discipline.	Ongoing
Unit Manager: HRD	8. A pool of mentors confirmed for AET learners with potential.	Ongoing

The targets for AET Full Time and Part Time AET 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 12: AET Target – Full Time

AET Level	Target Enrolment - 2017	Target Enrolment - 2018	Target Enrolment - 2019	Target Enrolment - 2020	Target Enrolment - 2021	Total Enrolment (2017 to 2021)
AET Level 1	134	134	134	134	134	670
AET Level 2						
AET Level 3						
NQF Level 1	20	20	20	20	20	100
Total No. of AET Enrolment	154	154	154	154	154	770
Budget (R)	14 187 199	11 150 892	11 819 945	12 529 142	13 280 891	62 968 069

Table 13: AET Target – Part Time

AET Level	Target Enrolment- 2017	Target Enrolment - 2018	Target Enrolment - 2019	Target Enrolment - 2020	Target Enrolment - 2021	Total Enrolment (2017 to 2021)
AET Level 1	50	40	40	40	40	210
AET Level 2						
AET Level 3						
NQF Level 1	10	10	10	10	10	50
Total No. of AET Enrolment	60	50	50	50	50	260
Budget (R)	1 670 759	1 985 909	2 105 064	2 231 368	2 365 250	10 358 349

Table 14: AET Target – Community

AET Level	Target Enrolment - 2017	Target Enrolments - 2018	Target Enrolments - 2019	Target Enrolments - 2020	Target Enrolments - 2021	Total Enrolments (2017 to 2021)
Community learners	31	31	31	31	31	155
Budget (R)	738 481	893 824	947 454	1 004 301	1 064 559	4 648 620

Table 15: Budgetary Provision for AET

AET Annual Budget	Budget Provision 2017	Budget Provision 2018	Budget Provision 2019	Budget Provision 2020	Budget Provision 2021	Total Cost Estimate (2017 – 2021)
Total Budget	16 596 439	14 030 626	14 872 463	15 764 811	16 710 699	77 975 038

2.9 Education and Training

Undertaking	<p>Kloof undertakes to:</p> <ul style="list-style-type: none"> Identify employees with potential for further education, training and development; Train core skills to ensure the availability of adequate skills to sustain business needs; Award bursaries, internships, learnerships and mentorships to support business needs; and Award study assistance opportunities to all employees to support business needs.
Guidelines	<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"> Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and HDSAs in Management; Legal (mandatory) training that ensures that the operation complies with all legislative requirements; Both Sibanye-Stillwater Academy and the operation's SSA Campus will be used to deliver on all HRD interventions.

2.9.1 Learnerships

Undertaking	Kloof operation recognises the importance of learnerships as an integral component to fulfil the company's Employment Equity Strategy, and meeting both the business' and the country's skills development needs.
Guideline	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.

2.9.2 Learnership Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	1. Advertise learnership opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local community.	Ongoing

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	2. Advertise learnership opportunities internally for employees.	Ongoing
Unit Manager: HRD	3. 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	4. Provide accredited learning programmes as per SETA requirements.	Ongoing
Unit Manager: HRD	5. Qualified facilitators to provide quality training.	Ongoing
Unit Manager: HRD	6. Learning facilities to be conducive to learning.	Ongoing
Unit Manager: HRD	7. IDPs in place for learners with potential, and learners are made aware of career pathways in the relevant disciplines.	Ongoing
Unit Manager: HRD	8. A pool of mentors confirmed for learners with potential.	Ongoing

Table 16: Internal Mining Learnerships (18.1) Targets

Annual Targets	Length of Programme (e.g. 3 years, etc.)	2017	2018	2019	2020	2021	Total (2017 – 2021)
		Target	Target	Target	Target	Target	
Learner Miner: National Certificate Rock Breaking	2 Years	15	20	20	20	20	95
Learner Official Production Supervisor	3 Years	4	4	8	8	8	32
Total		19	24	28	28	28	127

Table 17: External Mining Learnerships (18.2) Targets

Annual Targets	Length of Programme (e.g. 3 years, etc.)	2017	2018	2019	2020	2021	Total (2017 – 2021)
		Target	Target	Target	Target	Target	
Learner Miner: National Certificate Rock Breaking	2 Years	2	3	5	5	5	20
Learner Official Production Supervisor	3 Years	1	1	2	2	2	8
Total		3	4	7	7	7	28

Table 18: Internal Engineering Learnerships (18.1) Targets

Annual Targets	Length of Programme	2017	2018	2019	2020	2021	Total (2017 to 2021)
		Target	Target	Target	Target	Target	
Electro - Mechanical L2	2 years	17	16	15	14	13	75
Fitting L3	3 years						
Plater L3	3 years						
Rigging L3	3 years						
Electrical L4	3 years						
Instrumentation Mechanician L4	3 years						
Total		17	16	15	14	13	75

Table 19: External Engineering Learnerships (18.2) Targets

Annual Targets	Length of Programme	2017	2018	2019	2020	2021	Total (2017 to 2021)
		Target	Target	Target	Target	Target	
Fitting L3	3 years	10	9	8	7	6	40
Plater L3	3 years						
Rigging L3	3 years						
Electrical L4	3 years						
Instrumentation Mechanician L4	3 years						
Total		10	9	8	7	6	40

Table 20: Learnership Budget

Annual Budget	2017	2018	2019	2020	2021	Total
Learnerships Engineering	12 842 841	13 341 982	14 393 618	14 962 363	14 876 796	70 417 600
Learnerships Mining	23 736 114	31 508 136	24 997 165	22 170 644	27 917 982	130 330 041
Total (R)	36 578 955	58 192 100	39 390 783	37 133 007	42 794 778	200 747 641

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. 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.

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.
Guidelines	<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 operation and employee complies with all legislative requirements • Leadership and Supervisory Training • Team and mobilization interventions <p>Both Sibanye-Stillwater Academy and the operation's SSA Campus will be used to deliver on all HRD interventions.</p>

2.10.1 Core Business Training Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
HODs	1. Employees to be continuously assessed against job requirements	Ongoing
Unit Manager: HRD	2. Provide an accredited learning programme	Ongoing
Unit Manager: HRD	3. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	4. Learning Facilities to be conducive to learning	Ongoing

Table 21: Core Business Training Targets

Core Business Area	2017	2018	2019	2020	2021
	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment
Mining Skills Programme: Competent A	190	190	190	190	190
Mining Skills Programme: Competent B	667	600	600	600	600
Mining Skills Programme: Blasting Assistant	554	554	554	554	554
Safety Representative Training	281	281	281	281	281
Mining Rock Drill Operator	154	154	154	154	154
Mining Licenced Equipment Operator (Inclusive of Loader, Loco, Winches and rigs)	428	428	428	428	428
Mining Specialised Skills (Inclusive of construction, mesh and lacing, Hydropower and loco guards)	70	70	70	70	70
Health and Safety Technical training	10	10	10	10	10
Strata Control Technical training	554	554	554	554	554
Mining: Mine Overseer certificate training	5	5	5	5	5
Mining: Mine Managers Certificate training	1	0	1	0	1
Supervisory Management and Leadership Training	135	135	135	135	135
First Aid Training	3 033	3 033	3 033	3 033	3 033
Total	6 149	6 015	6 015	6 015	6 015

With reference to the training provided in the table above, the following:

- Refresher training and Team Mobilization training are to be done on shafts;
- New employees and contractors go through Induction; and
- A First Aid training Certificate is valid for 3 years. Therefore employees only need training once in 3 years.

Table 22: Core Business Training Budget

Annual Budget	2017	2018	2019	2020	2021	Total
Total (R)	R13 217 765	R14 010 830	R14 851 480	R15 742 569	R16 687 123	R74 509 767

2.11 Portable Skills Programme

Sibanye-Stillwater, 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. Programmes to be offered to employees include:

Undertaking	Kloof operation is dedicated to provide 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.
Guidelines	<p>Kloof provides portable skills training to its 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:</p> <ul style="list-style-type: none"> • 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.

2.11.1 Portable Skills Training Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	1. Advertise portable skills opportunities externally through municipal councils and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	2. Advertise portable skills opportunities internally for employees	Ongoing
Unit Manager: HRD	3. Accredited learning programmes as per SETA requirements	Ongoing
Unit Manager: HRD	4. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	5. Learning facilities to be conducive to learning	Ongoing

Table 23: Portable Skills Training Employees (18.1) Targets

Type of Portable Skills Training	2017	2018	2019	2020	2021	Total Expected Enrolment 2017 to 2021
	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	
Portable Skills	35	35	35	35	35	175
Total	35	35	35	35	35	175
Budget (R)	58 440	61 946	65 663	69 603	73 779	329 432

Table 24: Portable Skills Training Community (18.2) Targets

Type of Portable Skills Training	2017	2018	2019	2020	2021	Total Expected Enrolment 2017 to 2021
	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	
Portable Skills	70	35	35	35	35	210
Budget:	R225 360	R119 441	R126 607	R134 204	R142 256	R747 868

Table 25: Mining Cadet Training Community (18.2) Targets

Cadet Training Community	2017	2018	2019	2020	2021	Total Expected Enrolment 2017 to 2021
	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	Expected Enrolment	
Cadet Training Community	45	45	90	90	90	360
Budget:	R228 960,00	R228 960,00	R485 395,20	R514 518,91	R545 390,05	R2 003 224,16

2.12 Hard-to-Fill Vacancies

Undertaking	Kloof will endeavour to find suitable internal candidates to fill hard-to-fill vacancies as per business needs.
Guidelines	<p>Hard to fill vacancies that have been identified as per the business requirements will be addressed through various Human Resources Development interventions.</p> <p>An incumbent for a hard to fill vacancy that arise should be sourced and placed within a 1-3 month period. Anything longer would have negative implications on the business.</p> <p>Acting in preparation and evaluation of a candidate for an internal vacancy should not exceed 180 consecutive days, unless otherwise mutually agreed.</p>

2.12.1 Hard-to-Fill Vacancies Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
Unit Manager: HRD	<ol style="list-style-type: none"> 1. Provide a list of business needed hard to fill designations in Supervisory/Middle Management levels 2. Provide list of employees acting /promoted into the vacant position 3. Provide for relevant training programmes afforded, including mentoring 4. Secure IDPs 5. Confirm mentorship 	Ongoing

The table below depicts those vacancies that Sibanye-Stillwater was unable to fill for a period in excess of twelve (12) months.

Table 26: Hard-To-Fill Vacancies

Occupational Group	Occupational Level	Position	Patterson Grading	Reason For Being Unable To Fill The Vacancy	Action To Fill Vacancy	Appointment Plan
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Mining (2.6.1)	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Engineering (GCC)	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Engineering (Civils)	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Rock Engineering	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Environmental Engineering	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Unit Manager Metallurgy	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced	Geotechnical Tailings Engineer	DU	Skills shortage and certification	Advertise Screening Shortlisting Interviews	Appointment to be made within 3

	specialists and mid-management				Appointments	months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Superintendent Environmental Engineering	DL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Superintendent Survey	DL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Superintendent Water Systems	DL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Superintendent Instrumentation	DL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Management	Professionally qualified and experienced specialists and mid-management	Superintendent Rock Engineering	DL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Operations	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management,	Supervisor Metallurgical (Foreman)	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Engineering Electrical, Mechanical and Boilermaker	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Engineering Shafts	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Technicians	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Environmental Engineering	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management,	Senior Grade Officer	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Senior Surveyor	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Senior Mineral Resources Technicians	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Strata Control	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor ETD (Psychometrist)	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management,	Supervisor ETD Electrical	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor ETD Rigging	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor ETD Fitting	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor ETD Instrumentation	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor ETD Metallurgy	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management,	Supervisor ETD Welder /Plater	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Mineral Resource Technicians	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Assistant Officer ETD (Shafts)	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Officials	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Supervisor Finance/Costing	CU	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Mill right Underground	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management,	Artisan Engineering Winders (Winder Technicians/Winder Electricians)	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Fitting (Pump Fitter)	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Electrical (Winders)	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Platers (Shaft Boilermakers)	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Plate laying	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Engineering Rigging	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

	supervisors, foremen, and superintendents					
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Instrumentation Technicians / Mechanicians Metallurgy	CU/CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Instrumentation Technicians / Mechanicians Operations	CU/CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Mechanised Mining Miners: Stoping	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy
Miner Artisan	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Mechanised Mining Miners: Development	CL	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointments	Appointment to be made within 3 months of vacancy

At the beginning of 2016, the SSA Board tasked the Human Capital team with the development of an executive development and succession plan, the key objectives of which were to identify executive talent requirements and to implement strategies to attract and develop executives qualified to fill **critical positions** to enable

Sibanye-Stillwater to deliver on its strategy. This also involved **developing plans to ensure talent retention** and engagement, and to facilitate the timely transfer of knowledge from current incumbents to successors.

In compiling the plan, it was necessary to understand the critical roles and competencies required, to assess existing competencies and the potential of internal candidates in terms of readiness as well as exposure and development, and to propose appropriate interventions. The plan incorporated a short-term (three to six months) contingency plan and permanent replacements, as well as an emergency plan.

A detailed plan was completed and implemented in three phases at executive, senior management and management level. By the end of 2016, critical roles had been identified and competencies required for executive positions finalised and incorporated into the Sibanye-Stillwater Leadership Development Framework. Assessments to identify potential, readiness and development were completed for all executive and senior management. The process for management level employees has begun and is on track to be completed by the end of 2017. An initial executive succession plan was developed and presented to the Chief Executive Officer and the Board for approval. The initial succession plan includes a pool of external of potential candidates to be considered as needed. The plan will be updated on an ongoing basis.

It is important that the executive development and succession process **forms the basis of our Integrated Talent Management framework**. All processes, including the leadership development and competency framework, the strategic workforce plan, training and transformation plans, succession planning as well as performance management, among others, will therefore be aligned with this process. With this in mind, starting in 2017, a talent review will be conducted biannually.

Therefore, the strategy to address hard-to-fill positions, is interlinked with the plans in the sections below.

2.13 Career Progression Plan

Undertaking	Kloof operation is committed to providing its workforce with the opportunity to grow in knowledge and skills. Inherent in this is the opportunity to progress in a career path that is aligned to the operation's business needs and suits each employee's skill sets and personal goals. Sibanye-Stillwater has adopted an integrated approach to skills development and learning which, in essence, provides the opportunity for employees with potential to follow a formal career path within the employee's chosen occupation.
Guidelines	The Career Paths show how people can advance from one position to another within the career groups through the development of further skills and competencies. The Career Paths further outline minimum requirements for each position and minimum training/experience required; therefore serving as a planning framework for self-development.

2.13.1 Career Progression Plan Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
HOD, Talent Management	1. Successors are selected utilising succession criteria; for D Band and above, Qualification, Performance, time in current role, experience and readiness for next level, for the levels below D Band the succession criteria is, work attendance, safety record and qualification. These successors selected will be verified by the Shaft Talent councils and the Discipline Talent councils. The succession pool will be reviewed on an annual basis.	Ongoing
Talent Management, Talent Council Committee	2. Succession development will be monitored by the talent council on a quarterly basis.	Ongoing
HR Managers	3. Operational talent pool will be presented at each EE meeting	Ongoing
HR Managers, HODs	4. When vacancy exist the relevant discipline talent pool will first be reviewed for suitable candidates. Only where there is no suitable candidates in the pool, external recruitment can be considered.	Ongoing

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.

The figure below depicts the Integrated Talent Management Process.

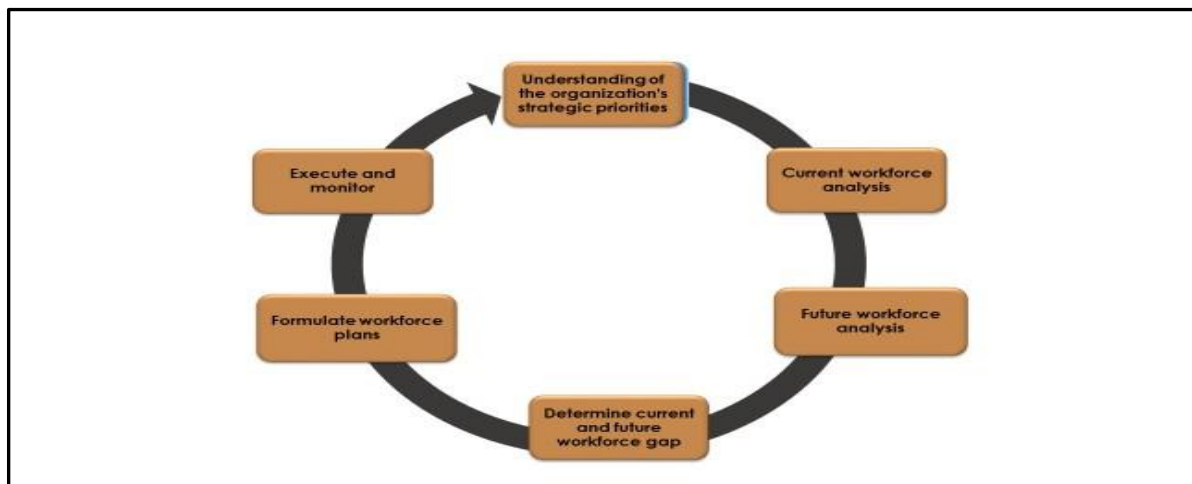


Figure 5: Integrated Talent Management Model

The figure below depicts the integrated Talent Management Model. The integrated Talent Management model has three pillars, **Attract**, **Develop** and **Retain**, which forms part of the employee life cycle.

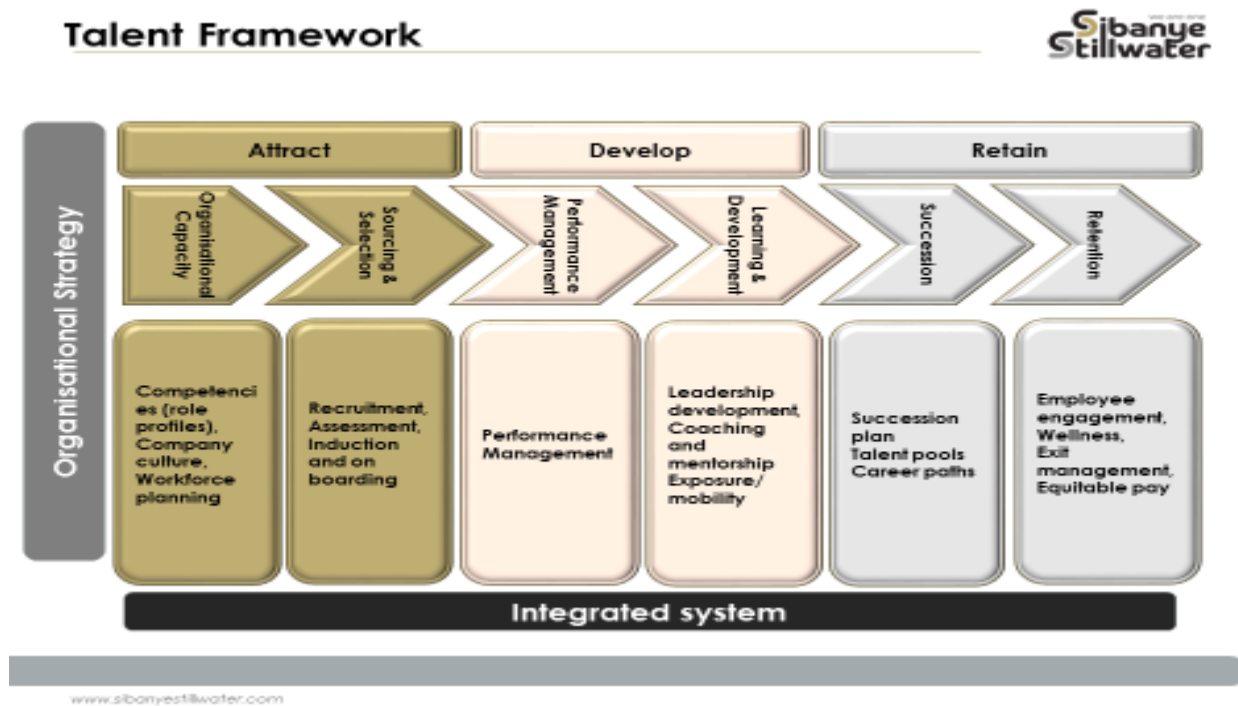


Figure 6: Integrated Talent Management Framework

Table 27: Career Progression Plan Targets

Paterson Band	Current Position	Training Intervention	Qualification	Employees Identified and IDPs Secured	2017	2018	2019	2020	2021	Possible Progression Opportunity/ HRD Linkage
D Level	Middle Manager	As per approved IDP	As per job requirement	10% top potential Middle Managers in Leadership Development programmes	2	2	2	2	2	Appointment into vacant position, if advertised and is successful through recruitment process.
C Level	Supervisor/ Intern	As per approved IDP	As per job requirement	10% top potential Supervisors/Interns in Leadership Development programmes	7	7	7	7	7	Appointment into vacant position, if advertised and is successful through recruitment process.
NG	Bursar	As per approved IDP	Relevant Degree	Final year bursars	3	6	10	10	10	Graduate Development programme and internship, if advertised and is successful through recruitment process.
B Level	Cat 3-8 Employee	As per approved IDP	As per job requirement	Top potential learnership trainees	13	32	39	40	38	Appointment into vacant position, if advertised and is successful through recruitment process.
A Level	Cat 3-8 Employee	As per approved IDP	As per job requirement	Top potential AET (employees) learners in training	13	14	7	7	7	Learnership/Skills Programme, if advertised and is successful through recruitment process.
Total					38	61	65	66	64	

2.14 Mentorship Plan

Undertaking	Kloof undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes.
Guidelines	<p>The mentorship plan at will be designed to:</p> <ul style="list-style-type: none"> • 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.

2.14.1 Mentorship Plan Implementation Strategy

Accountable Position	Strategic Plan	Time frame
Manager HRD	1. Review the mentorship plan	Ongoing
Discipline Managers Manager HRD	2. Identify pool of mentors for protégés (employees in training/ Supervisors and Middle Managers with potential)	Ongoing
Discipline Managers Manager HRD	3. Provide mentorship and protégé training to build capacity where required	Ongoing
Discipline Managers Manager HRM	4. Contracting through the mentorship agreements in line with learnership/learning programme duration	Ongoing
Manager HRD	5. Monitor implementation and confirm mentorship regarding: <ul style="list-style-type: none"> • Protégé Personal details including race, gender, current position and level and future possible opportunities • Mentor Personal details and designation 	Ongoing

In addition to the above strategy, the figure below describes the principles of our approach to Mentoring and Coaching. Mentorship, in broad terms, refers to a relationship enabling individuals to develop and acquire knowledge, work and life experiences informally or via a formal developmental programme. A competent mentor will successfully guide the protégé in a multi-faceted manner.

Coaching is specifically directed at job-related performance. Effective supervisors and leaders who act as coaches, should actively provide required instruction, guidance, advice and encouragement to assist subordinates to improve their performance in current jobs. Coaching is aimed at translating operational theory into practice.

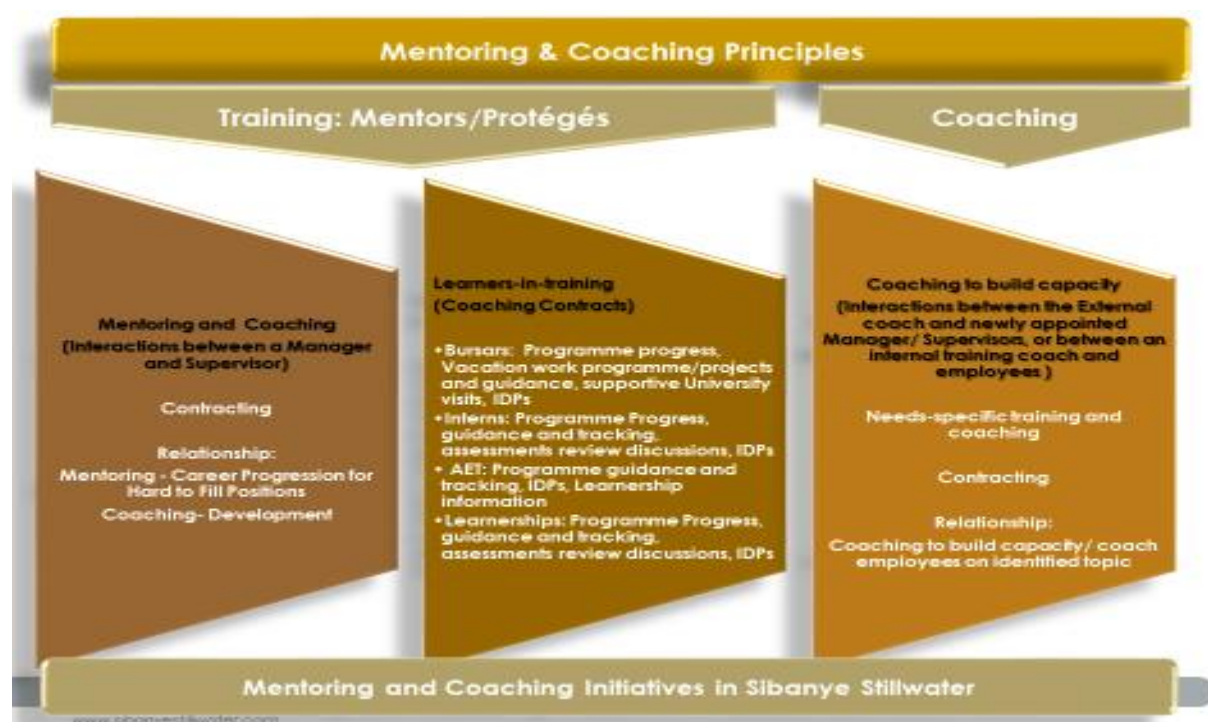


Figure 7: Mentoring and Coaching Principles

Table 28: Mentorship Plan Targets

Mentoring Plan	2017	2018	2019	2020	2021
Learnerships	88	101	95	90	84
Bursaries	29	29	29	29	29
Internships	19	17	15	11	11
Full time AET	154	154	154	154	154
Learner Official A-stream	5	6	6	6	6
Total:	295	307	299	290	284
Training					
Pool of Mentors to be trained:	20	20	20	20	20
Protégés to be trained:	295	307	299	290	284
Total:	315	327	319	310	304
Budget	R234 000	R248 040	R262 922	R278 698	R295 420

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

2.15 Internship

Undertaking	Kloof operation undertakes to provide opportunities for practical exposure or experiential learning to graduates and diplomats required as per business needs.
Guidelines	<p>Practical exposure or experiential learning opportunities are provided for both internal and external persons completing tertiary studies.</p> <p>Community Commitments apply to both Local and Labour sending communities</p> <p>A challenge exists in terms of the accurate reporting of local/labour sending split due to learners not accurately reporting their origin on enrolment.</p>

2.15.1 Internship Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	2. Provide a coaching and mentoring process	Ongoing
Unit Manager: HRD	3. Employees to be continuously assessed against required programme outcomes	Ongoing
Unit Manager: HRD	4. IDPs in place for learners and learners are made aware of career pathways	Ongoing
Unit Manager: HRD	5. A pool of mentors confirmed for Interns	Ongoing
Unit Manager: HRD	6. Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	7. Provide a coaching and mentoring process	Ongoing
Unit Manager: HRD	8. Employees to be continuously assessed against required programme outcomes	Ongoing
Unit Manager: HRD	9. IDPs in place for learners and learners are made aware of career pathways	Ongoing
Unit Manager: HRD	10. A pool of mentors confirmed for Interns	Ongoing

Table 29: Internal Internship (From Internal Bursary Pool) Targets and Budget

Annual Targets	2017	2018	2019	2020	2021	Total
No. of Internal Interns	11	9	7	3	3	33
Budget (R)	14 610 061	14 576 560	13 521 732	15 866 926	12 483 146	71 058 425

Table 30: External Internship (MQA) Targets and Budget

Annual Targets	2017	2018	2019	2020	2021	Total
No. of External Interns	8	8	8	8	8	40
Budget (R)	720 000	1 526 400	2 426 976	2 572 595	2 726 950	9 972 921

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 internships in the tables above are expressed in global terms (not specific to any discipline in order to allow for flexibility). It would stand to reason that the reporting of progress/implementation would be specific to the disciplines supported.

2.16 Study Assistance

Undertaking	Kloof operation undertakes to offer study assistance to employees and individuals from local communities and key labour sending areas. In line with the bursary policy, if a company bursar fails a subject/year of study once, the bursar will pay for that subject/ year of study himself/herself, and his/her bursary will be placed in abeyance. Bursars placed in abeyance will be counted against the target set with other active bursars. As soon as the bursar passes the subject/ year of study, their bursary will resume.
Guidelines	<p>Study Assistance will be given to employees and individuals from the local and labour sending communities through the following offerings:</p> <ul style="list-style-type: none"> • Bursaries to employees for full time studies; • Bursaries to individuals from the local and labour sending communities for full time studies; • Study Grants to employees for part time studies <p>Community Commitments apply to both Local and Labour sending community. A challenge exists in terms of the accurate reporting of local/labour sending split due to learners not accurately reporting their origin on enrolment.</p>
JB Marks	<p>Kloof will further support bursars funded through the JB Marks Bursary Scheme (a National Union of Mineworkers initiative) on a part time basis, or in line with the decision of the SSA board. JB Marks bursaries are funded and allocated by the JB Marks Bursary Scheme. The operation's contribution to this scheme, is limited to the salary component relating to the bursars during the period of the agreement, and will be reported as such. This will be the extent of the SLP credit due to the operation.</p> <p>It must be noted that this does not constitute additional targets in terms of bursaries and will not include any commitment towards things like logistics, accommodation, meals, etc., which remains the responsibility of the JB Marks Scheme.</p>

2.16.1 Bursary Programme Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Advertise study assistance opportunities internally for employees	Ongoing
Unit Manager: Corporate Affairs	2. Advertise study assistance 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	3. Candidates for bursaries and study assistance opportunities will be selected according to the selection procedure of the company	Ongoing
Unit Manager: HRD	4. Accredited learning institutions as per company needs will be used	Ongoing
Unit Manager: HRD	5. IDPs in place for learners, and learners are made aware of career pathways in relevant disciplines	Ongoing
Unit Manager: HRD	6. Mentors confirmed for learners	Ongoing

Table 31: Internal Grants Bursary Targets and Budget

Annual Targets	2017	2018	2019	2020	2021	Total (2017 – 2021)
	Target	Target	Target	Target	Target	
Full Time Bursaries	10	10	10	10	10	50
Part Time Bursaries (Grants)	10	10	10	10	10	50
Total	20	20	20	20	20	20
Budget (R)	5 260 000	6 807 000	8 522 504	9 003 854	9 514 085	39 107 444

Table 32: Learner Officials A-Stream Programme Targets

Annual Targets	2017	2018	2019	2020	2021	Total (2017 – 2021)
	Target	Target	Target	Target	Target	
Learner Official A-Stream	5	6	6	6	6	29
Budget (R)	1 908 820	3 278 177	4 804 986	6 503 209	8 387 922	24 883 114

The Learner Official A-stream programme is a new 18.1 initiative implemented to attract talent from the community into the mining industry and comprises an integrated Tertiary and Occupational Qualification programme.

Table 33: Community Bursary Targets and Budgets 5

Annual Budget	2017	2018	2019	2020	2021	Total (2017 – 2021)
	Target	Target	Target	Target	Target	
Bursar	9	9	9	9	9	45
Budget (R)	3 110 400	3 483 584	3 890 353	4 595 416	4 871 141	19 950 894

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 study assistance in the tables above are expressed in global terms (not specific to any discipline in order to allow for flexibility). It would stand to reason that the reporting of progress/implementation would be specific to the disciplines supported

Table 34: HRD Programmes – Financial Provision

Annual Budgets	2017	2018	2019	2020	2021	Total Financial Provision (2017 to 2021)
HRD Programmes (R)	92 749 200	102 883 204	102 863 077	107 799 095	114 829 555	521 124 131

⁵ Community targets include host community as well as labour sending community commitments

3. Employment Equity

3.1 Introduction

The purpose of the Employment Equity plan is to ensure that a demographically appropriate profile is achieved through the participation of Historically Disadvantaged South African (HDSAs) in all decision-making positions and core occupational categories at Kloof operation. In striving to achieve a 40% HDSA composition in the management structure and 10% participation of women in core mining occupations, Kloof seeks to redress the existing gender and racial disparities. The plan reflects the company's annual progressive targets.

As a leading South African company, Sibanye-Stillwater embraces the challenge to transform the composition of the company's workforce and management. This is a business imperative to ensure that we tap into the entire skills base of the South African population. 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) No poverty, (ii) Zero hunger, (iii) Quality Education, (iv) Gender Equality, (v) Decent Work and Economic Growth, and (vi) Reduced Inequalities.

Employment Equity Strategies are aligned to succession planning, development of the company's talent pool, learner development programmes, core and critical skills training programmes, career development plans, mentoring and coaching. The following Sibanye-Stillwater principles guide the way in which Employment Equity is implemented at Kloof Operation, and to further comply with our Ethics and Human Rights policies:

- Recognising historic inequalities, HDSAs and women with recognised potential are afforded special opportunities and additional support to realise their potential;
- To fill each position in the company with a fully performing individual. Thus, we will not create phantom jobs nor make token appointments;
- Diversity is encouraged in the workplace and any form of racism is not tolerated;
- Some employees in management positions may be involuntarily redeployed to make space for HDSAs and women;
- All employees are developed to ensure that they are fully performing in their current jobs and, where applicable, to prepare them for future opportunities; and
- In placing women in jobs, the company will take cognisance of the special risks to which women of child-bearing age, pregnant and lactating women should not be exposed.

Each mining operation and service unit in Sibanye-Stillwater is required to translate the company strategy to five (5) year action plans that are implementable and measurable. Kloof operation is committed to creating a workplace in which individuals of ability and competency can develop rewarding careers at all levels regardless of their background, race or gender. Kloof operation's employment practices and policies emphasise equal opportunity

for all, and aim to identify, develop and reward those employees who demonstrate qualities of individual initiative, enterprise, commitment and competencies. Employment Equity policies also aim to create an inclusive organisational culture in which all employees are valued. The implementation of Employment Equity is overseen by senior management and is at the core of Kloof operation's strategy.

Where appropriate, Employment Equity is implemented in consultation with employee representative bodies. As a key business imperative for Kloof operation, Employment Equity is critical in assisting the operation to place competent employees in the correct jobs aligned to Kloof's objectives. These are:

- Kloof operation is committed to developing its employees to their greatest potential, which will contribute to the achievement of the operation's objectives;
- Kloof operation recognises the need for continued investment in its employees through training and development, which is demonstrated through training and development opportunities and job placements with a focus on the development of key competencies, career path progression and retention of talent; and
- Kloof operation has adopted a proactive recruitment, selection and appointment policy, which favours candidates from designated groups. This has assisted the operation in working towards the achievement of numerical goals of the Kloof operation's Employment Equity Plan.

Undertaking	The Mine is committed to the strategic objectives of the Employment Equity Act that include having individuals from previously disadvantaged groups represented in all positions of skill, responsibility and at all levels within the next five (5) year period; specifically 10% participation of women and 40% HDSA composition of management structures.
Guidelines	Employment Equity will be aligned to local recruitment and human resources development strategies. Kloof operation is committed to developing and promoting from within the organisation, with preference given to females and historically disadvantaged individuals.

Table 35: Employment Equity Plan Implementation Strategy

Responsible Position	Strategic Plan	Start Date
Unit Manager HR	1. Focus to be placed on attracting and retaining HDSAs including women and nurturing talent to supplement the workforce complement and to plan for succession.	Ongoing

Responsible Position	Strategic Plan	Start Date
Unit Manager HR	2. Targeting the recruitment of HDSAs and Women in Mining Positions is a specific focus of the workforce plan.	Ongoing
Unit Manager HR	3. Recruitment targets for HDSAs to be specifically aimed at developing and promoting such employees into management positions as and when these opportunities arise.	Ongoing
Unit Manager HR	4. Mining-related occupations to be identified in the workforce plan and strategies and targets identified to support the inclusion of women into these occupations	Ongoing
Unit Manager Talent	5. Skills assessments to be focused on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.	Ongoing
Unit Manager Talent	6. Appropriate skills training in line with the career path structure to be provided for HDSAs and Women to ensure that they acquire the appropriate skills and competencies.	Ongoing
Unit Manager Talent	7. Mentoring of HDSAs to provide them with support and assistance to ensure that they can assume their roles with success.	Ongoing
Manager HR	8. Develop policies directed at the retention of HDSAs and Women.	Ongoing
Manager HR	9. Develop recruitment plans for external candidates should internal employees not be suited for management roles.	Ongoing

Table 36: Employment Equity Statistics as at 31 December 2016

Occupational Level	Male				Female				Foreign Nationals		Total	Disabled		Total HDSA % in Management
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female		Male	Female	
Top Management (Board) *	3	0	0	7	0	0	0	1	2	0	13	0	0	30.8%
Senior Management (EXCO) *	5	2	1	11	1	0	0	0	0	0	20	0	0	45.0%
Senior Management (Other) *	5	1	1	12	1	0	1	2	0	0	23	0	0	47.8%
Middle Management	1	0	0	6	0	0	0	0	0	0	7	0	0	14.3%
Junior Management	27	0	0	40	6	0	0	2	3	0	78	2	0	44.9%
Core Skills	5744	9	4	344	551	3	1	15	2528	20	9219	24	0	68.6%

3.2 Participation of Historically Disadvantaged South Africans

Kloof is committed to promoting HDSA's in its management structure by instituting a framework geared towards local recruitment, and human resources development. Vacancies are primarily filled by candidates from local communities. Where specialist skills are not available locally they are sourced from outside local communities. Kloof's long term objective is to have these skills shortages addressed via skills development programmes. Employees identified with potential have the opportunity to progress in their chosen career paths and therefore advance within the organization.

Undertaking	Kloof operation is committed to attaining the 40% HDSAs in management target as set by the DMR and recognizes that this refers to Management in the D, E and F Paterson bands.
Guidelines	Build capacity within the organization through HRD initiatives with preference given to individuals from designated groups. These employees to form the pipeline for the company's talent pool and succession planning.

Table 37: HDSA in Management Implementation Strategy

Responsible Position	Strategic Plan	Start Date
Manager HR	1. Develop Employment Equity (EE) policies, procedures and guidelines appropriately aligned to HRD initiatives such as talent management, etc.	Ongoing
Manager HR	2. Liaise with stakeholders to develop EE targets.	Ongoing

Table 38: HDSA'S in Management Targets 2017 – 2021⁶

Occupational Level/Paterson Bands	Prescribed Target	Current			2017		Prescribed %	2018		Prescribed %	2019		Prescribed %	2020		Prescribed %	2021		Prescribed %
		Designated	Non-Designated		Designated	Non-Designated		Designated	Non-Designated		Designated	Non-Designated		Designated	Non-Designated		Designated	Non-Designated	
Top Management (Board)	40.0 %	4	9	31 %															
Senior Management (EXCO and Other)	40.0 %	20	23	47 %															
Middle Management Levels	40.0 %	1	6	14 %	2	5	29 %	2	5	29 %	2	5	29 %	3	4	43 %	3	3	50 %
Junior Management Levels	40.0 %	35	43	45 %	36	43	45 %	35	42	45 %	35	42	45 %	33	39	46 %	30	35	46 %
Core and Critical Skills	40.0 %	6327	2892	69 %	6001	2743	69 %	5835	2667	69 %	6294	2877	69 %	5857	2677	69 %	5285	2416	69 %
Total HDSA in Management:		43%			43%			43%			43%			44%			44%		

⁶ Note the differences between the Employment Equity Statistics and the HDSA's in Management Targets. The numbers are valid with respect to the original date of submission, but have since changed in order to reflect the Sibanye-Stillwater Business Model, which may change as and when the business needs dictate.

4. Community Development Overview

The Mining Charter and supporting Social and Labour Plans are key transformational tools enabled by the Mineral and Petroleum Resources Development Act (MPRDA). Its key elements include a spread of principles designed to transform our employees, our communities as well as the environment in which they reside. This also provides an opportunity to carefully craft long-term outcomes that will see self-sustaining communities become independent of the mines that they host. This resonates with our social closure philosophy which articulates our approach to community development. Our approach is premised on a strategy which seeks to proactively create parallel economies to enable communities and to sustain themselves in a post mining era. The closure of some mining companies has often revealed the devastation and human suffering caused by mine closure.

Our approach seeks to minimize post closure social impacts, reducing dependency on the mines for social and community services and economic benefit, and leaving a positive social legacy. This will require deliberate exploration of alternative economic and employment options and the articulation of a future social and regional economic identity that does not include mining. It is our belief that, executed appropriately, social closure can transform our mines into engines for development beyond their own life by minimizing adverse impacts and maximizing after-use benefits in the long run. Through innovative thinking, mine assets and infrastructure, *inter alia*, will become catalysts for implementing long-term sustainable development programmes while reducing the company's residual liability at mine closure.

Our environmental scanning also indicates that societal issues and challenges are far from abating. Levels of poverty and unemployment are not relenting; the threat of social and economic instability seems to be worsening, and informal settlements continue to proliferate, while a negatively impacting social environment continues to grow. Service delivery protests became the order of the day in the run-up to, and following the 2016 local government elections, exacerbated in large part, by the non-payment culture of service delivery. Because we do not operate in a vacuum, our communities have the ability to impact on our operations, particularly in terms of safety and other societal risks. For this reason, it is imperative to nurture positive relationships with communities so as to maintain our social license to operate.

Our experiences to date have shown that our approach to Local Economic Development (LED) implementation in the areas of our mine operations has had varying degrees of success. Interim findings indicate that the projects that have been implemented to date, while aligned with the local municipalities' Integrated Development Plans (IDPs) and having been approved by the DMR, do not necessarily have the desired impacts on communities. This was recently

confirmed in an independent social impact assessment study conducted by Knowledge Pele on behalf of Sibanye-Stillwater during 2016. Amongst other things, the following shortcomings feature prominently:

- The scale of projects implemented was found to be far too small due to budgets being spread over large areas;
- Implementation was frustrated by the requirement or expectation to satisfy several different stakeholders, each with a unique and often conflicting and competing agendas;
- As a result of the enormous socio-economic need, investments were made in many small but generally unsustainable projects with little or no impact. This was often complicated by the expectation to implement “local” as opposed to “regional” projects;
- Implemented projects showed too few linkages and too little integration; and
- Where established, partnerships were unsuccessful or did not always yield the desired results.

It is against this backdrop that we started working on a revised community development strategy premised on maintaining our social license to operate, and, with social closure as the ultimate goal in mind. Therefore, while we acknowledge that it would not be possible to return the natural environment to its pristine condition, our aim with social closure is to go beyond compliance by implementing economically catalytic projects that will enable the creation of a parallel economy so as to avoid the creation of “ghost towns” when our operations reach the end of their production life. For greater impact, such projects would require greater collaboration by sharing capacity and expertise with our peers in the mining sector, the communities, municipalities, regulators and other businesses. This would further entail establishing economically meaningful alliances with corporate partners in sectors other than mining and creating geared investments through joint ventures, partnerships, alliances and value adding collaborations.

The focus will be more on pursuing regional projects aligned to Sibanye-Stillwater's strategic objectives, local, provincial and national government developmental frameworks and plans, as well as international imperatives such as the UN Global Goals for Sustainable Development for greater and more meaningful impact. Within our strategy, much effort went towards aligning to the above imperatives and particularly the following UN Global Goals for Sustainable Development Goals: (i) No Poverty, (ii) Zero Hunger, (iii) Sustainable Cities and Communities, (iv) Decent Work and Economic Growth, v) Quality Education vi) Industry, Innovation and Infrastructure, and vii) Partnerships.

In this regard, underpinning our approach are the following principles:

- Going beyond compliance by developing and maintaining our licence to operate through effective engagement and relationship building;
- We will use our resources appropriately and effectively in responding to identified and agreed community needs and assets, both current and future in nature;
- We will actively identify key multi-sectoral partnership opportunities in order to leverage our contribution and associated impacts;
- We will continuously monitor and evaluate our impact and social return on investment;
- To achieve the greatest impact, our focus will be on a few key areas that the company can effectively leverage;
- We will go beyond financial resources and consider how to make the best use of company assets, resources, expertise and relationships through collaboration to benefit mine communities; and
- Consistent with our closure strategy, we seek to avoid dependency, encourage the creation of parallel economies and create long-term sustainability.

Our key strategic objective is to maintain our social licence to operate through social closure. Our strategy has three key focus areas, viz.: (i) local economic development (ii) education and skills development and (iii) community health and safety. These strategic pillars can only happen in the presence of Small, Medium and Micro Enterprises (SMMEs) and Enterprise Development – the latter being key in building and creating a Supply Chain Parallel Economy. It is important to note that the three strategic pillars are not mutually exclusive, for example, local economic development cannot happen without skills and capacity building and healthy communities

Local Economic Development (LED) projects have been identified with our key stakeholders such as local municipalities, (Rand West City Local Municipality), and external stakeholders and we believe that the identified strategic focal areas are in line with developmental aspirations of the above stakeholders. We also believe that implementing projects in these critical areas will result in the attainment of our primary strategic objective of creating a resilient parallel economy. The identified strategic focal areas are directly linked to the strategic legs referred to below:

- Agriculture
- Education/Health Infrastructure
- Primary and Secondary schools
- TVETs

LED projects addressed in this document have been identified in consultation with local municipal authorities within the context of Integrated Development Plans. Funding for LED is based on the ***Mining Charter prescript of 1% of Net Profit after Tax***. Therefore, based on the ***current production profile of Kloof Operation and prevailing gold price estimates and production costs***, LED projects and Corporate Social Investment (CSI) will most likely receive estimated funding to the value of **R 22.7m** for the duration of this 5 year SLP cycle. This projection is based on the Kloof Operations' current financial performance and does not take into account internal and external factors that could impact mining activity negatively. Where additional funding is required, representations may be made to the Sibanye-Stillwater Executive Committee.

4.1 Socio-economic Background

Kloof Operation is situated within the West Rand District Municipality in the Rand West City Local Municipality which occupies the western border of the Gauteng Province, with Westonaria and Randfontein being the main towns. The Rand West City Local Municipality is a recently established characterised by a dispersed urban structure consisting of various mining villages, urban and rural areas spread across the entire municipal area as follows:

Urban: Westonaria, Bekkersdal, Simunye, Hillshaven, Glenharvie, Venterspost, Wagterskop Extension 2, Nufcor (private township), Libanon Mine Village and Waterpan Mining Village, Bhongweni, Toekomsrus, Venterspost, Randfontein and Mohlakeng, (including all informal settlements within Rand West City).

Rural: Dennydale, Zuurbekom, Waterpan, Waterworks, Petrograaf, Ten Acres (south of railway), Wagterskop (small holdings), West Rand Agricultural Holdings (small holdings), West Rand Gardens Estate (small holdings), Rikassrus as well as Randfontein's non-urban areas.

The figure below shows location of Rand West City Local Municipality in relation to the Kloof Operations lease areas.

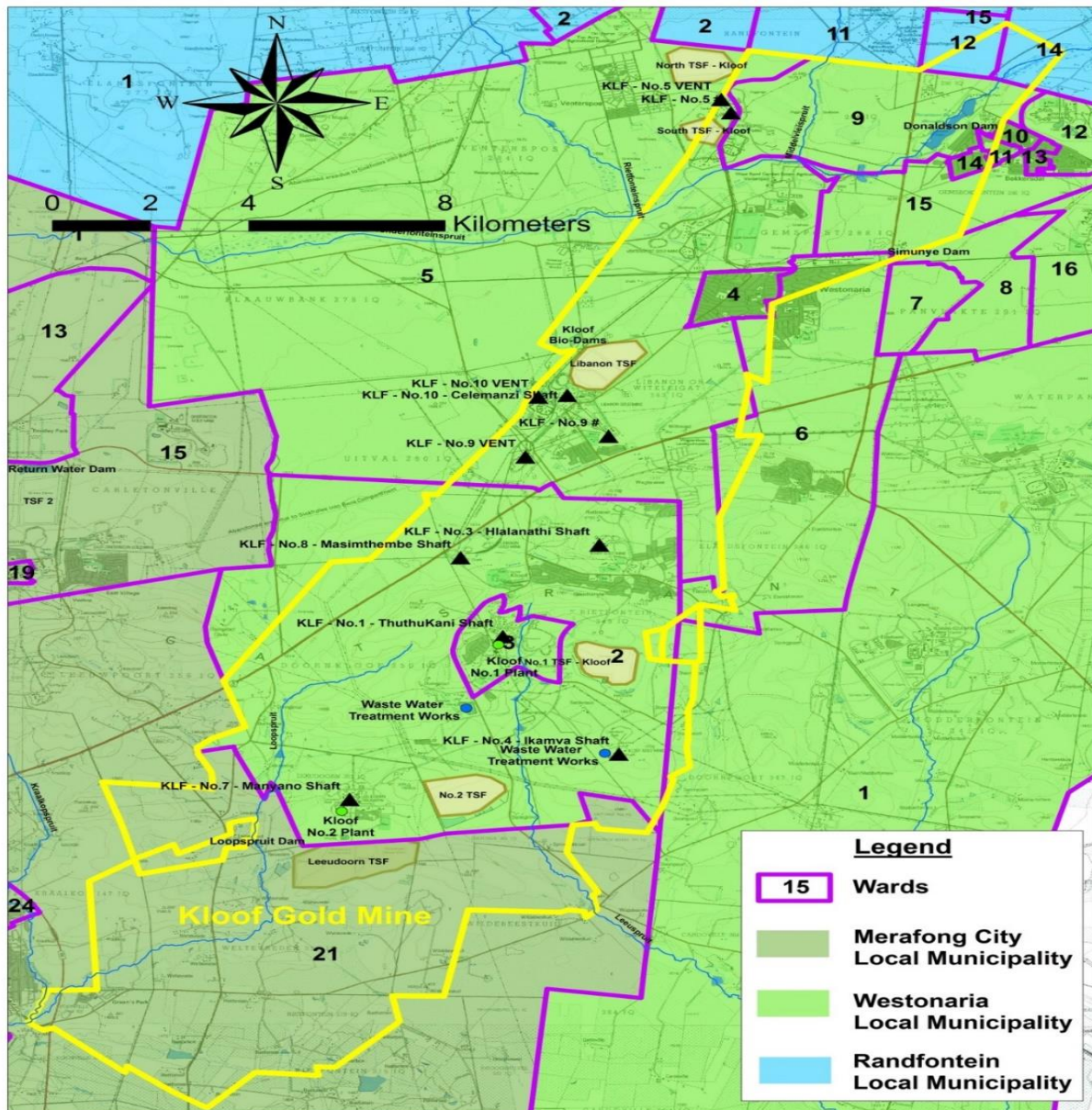


Figure 8: Rand West City Local Municipality

4.2 Demographic Profile

The size of the population of Rand West City Local Municipality as per the 2011 Census results is 261 052. This in comparison with the Community Survey 2016 report indicates that the population of Rand West City registered an increase of about 9 714.

Table 39: Population Distribution

Population	Gauteng Province		West Rand District Municipality		Westonaria Local Municipality ⁷		Randfontein Local Municipality	
	Census 2011	Community Survey 2016	Census 2011	Community Survey 2016	Census 2011	Community Survey 2016	Census 2011	Community Survey 2016
Total Population	12 272 263	13 399 724	820 995	838 594	111 767	108 902	149 286	156 985
African	80.3%		78.7%		93.9%		69.2%	
Coloured	3.3%		2.5%		0.32%		9.8%	
White	13.6%		17.7%		5.6%		20.4%	
Indian or Asian	2.7%		1.1%		0.07%		0.4%	
The majority of the population in the erstwhile Westonaria and Randfontein Local Municipalities is represented by Africans at 93.9% and 69.2% respectively, followed by Whites at 5.6% and 20.4%, Coloureds at 0.32% and 9.8% and lastly Indians at 0.07% and 0.4% respectively. There has been a slight increase in all population groups compared to Census 2011.								

*Source: Community Survey 2016⁸**Table 40: Household Size**

Socio-Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality Randfontein Local Municipality
Total number of people	13 399 724	838 594	265887
Total number of households	4 951 137	330 572	103585
Average size of households	2.7	2.5	5.1
Brief Analysis	The average size of households changed slightly for the Gauteng Province and West Rand District Municipality from the previous Census. 2016 Community Survey shows a slight decrease in average size of households in Westonaria from 2 to 2.3 and Randfontein from 3.2 to 2.8 per household which takes into account the increase in the number of households from 2011 census to 46 720 in the figures for 2016. Randfontein Local Municipality also showed an increase in the number of households from 43 299 to 56 865 for the same period, while the average size of households showed a slight decrease from 3.3 to 2.8.		

*Source: Community Survey 2016

⁷ Rand West City Local Municipality(Westonaria & Randfontein merged)

Table 41: Housing

Socio Economic Indicators	Gauteng Province	West Rand District Municipality	Rand West City Local Municipality
Housing (% Stated for Households in the Municipal Areas)			
Brick dwelling on separate stand	81.37%	76.3%	60% & 83%
Traditional dwellings	0.2%	0.36%	0.18% & 0.3%
Informal settlements (separate stands and backyard dwellings)	17.73%	22.54%	38.8% & 15.5%
Brief Analysis	<p>The majority of households across Gauteng Province, West Rand District Municipality and Westonaria and Randfontein Local Municipalities reside in brick dwellings on separate stands. 38.8% of the Westonaria residents resided in informal settlement and 15.5% of Randfontein's residents resided in informal settlements. 0.2% of Westonaria's residents resided in traditional dwellings within Westonaria Local Municipality, while the figure for the Randfontein Local Municipality was negligible. These figures correspond with the visible housing status of the communities within Gauteng Province and West Rand District Municipality. What remains a challenge is the increase in the number of people residing in informal settlements. This not only poses a challenge for the local municipalities in terms of infrastructure and service provision but also for the mine in terms of its programmes to integrate mine employee housing needs to the municipality's housing strategy.</p>		

Source: Community Survey 2016**Table 42: Access to Basic Services**

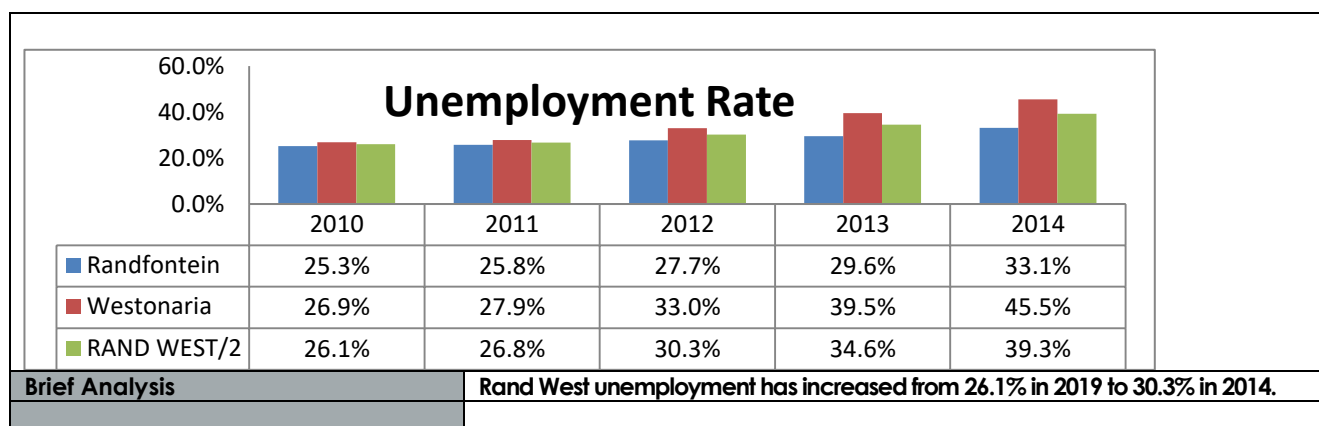
Socio Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Flush toilet with sewerage system	84.4%	80%	64%	80.9%
Pit Latrine (without ventilation)	6.11%	5.4%	17.4%	8.5%
No access to any toilet facilities	0.5%	0.95%	2.3%	1.3%
Waste removed by local municipality at least once a week	83.5%	79%	85.5%	75.1%
Own refuse dump	4.33%	7.7%	8.1%	9.7%
No rubbish disposal	3.07%	5.9%	2.0%	2.69%
Electricity used for cooking	87.64%	80.9%	65%	82.8%
Electricity used for heat	87.23%	81%	65.2%	83.1%
Access to piped water inside home	60.04%	55.4%	47.9%	61.6%
Piped water on communal stand	4.26%	7.6%	26%	21.6%
No access to piped water	0.22%	0.3%	0.5%	0.33%
Brief Analysis	<p>Basic services infrastructure appears to be formalized in both the Westonaria and Randfontein Local municipal areas with 64% of households in Westonaria and 80% in Randfontein having access to flush</p>			

Socio Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
	<p>toilets with sewerage systems and only 2.3% of households not having access to toilet facilities. The number of households having access to flush toilets is however still less than the average of 85% for Gauteng Province and West Rand District Municipality. Westonaria is also lagging behind the province and district municipality with regard to utilisation of electricity for cooking with only 65% of the households using electricity for cooking and 65.2% for heating. The percentages are much higher in Randfontein at 82.8% and 83.1%, respectively. There remains a sizeable portion of the Westonaria community that still relies on gas, paraffin, wood and coal as preferred fuel for cooking and heating. Suffice to say that these sources of energy are not environmentally friendly and also pose health and safety risks to the community.</p> <p>In Westonaria, an estimated 85.5% of waste is removed by the local municipality at least once a week, while for Randfontein the figure is 75.5%. On average, 8.1% of households in Westonaria and 9.7% in Randfontein were utilizing their own refuse dumps to discard their household waste. These percentages of households utilizing their own refuse dumps to discard their household waste in the Westonaria and Randfontein municipalities are a bit higher than the provincial average as a whole. A similar trend is observed with services such as access to tap water inside the home and access to piped water on a communal stand. There were less people, 0.5%, in the Westonaria Local Municipality who have no access to piped water when compared with Randfontein Local Municipality at 2.1%. A concerning trend that could be attributed to the spread of HIV and AIDS in the area is the increase in child-headed households, 0.3% in the province and district municipality, respectively, and 0.5% and 0.2% in the erstwhile Westonaria and Randfontein local municipalities, respectively.</p>			

Table 43: Education Profile

Educational Level	West Rand		Mogale City		Rand West City	
	2011	2015	2011	2015	2011	2015
No schooling	4.8%	3.8%	4.2%	3.3%	4.4%	3.7%
Matric Incomplete	55.3%	53.9%	50.1%	48.9%	57.9%	56.6%
Matric	29.7%	31.2%	32.2%	33.6%	29.1%	30.5%
Tertiary	10.3%	11.2%	13.5%	14.2%	8.5%	9.3%
Brief Analysis	<p>The proportion of persons in the Rand West who have no schooling fell from 4.4% in 2011 to 3.7% in 2015. The share of those who had some schooling but did not complete matric also decreased, from 57.9% to 56.6%, with at least 30.5% of the population with matric in 2015. Of concern is the large proportion of persons who have not completed matric. The mine may have to explore interventions that targets this section of the community with portable skills that will increase their mobility, while implementing interventions that will ensure that learners complete matric.</p>					

Source: West Rand District Municipality IDP 2017

Table 44: Employment Status

Source: Rand West Local Municipality IDP 2017

Table 45: Household Income (Monthly)

Income Category	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Monthly Household Income (Including income derived from government grants, pensions and informal employment)				
No income	19.19%	17.28%	20.60%	12.3%
R1 - R4 800 per month	4.62%	5.21%	5.96%	3.3%
R4 801 - R9 600	11.44%	11.77%	7.760%	5.3%
R9 600 to R19 600 per month	57.24%	54.43%	11.39%	15%
R19 600 – R38 200	32.44%	11.28%	16.44%	17.8%
R38 200 – R76 400*	20.20%			
R76 400 – R153 800*	8.950%			
R153 800 and above*	8.61%			
Average household income	R156 222	R100 812	R63 945	R69 576
Brief Analysis	<p>Of the households surveyed in the Westonaria local municipal area, 20.6% % receive no income while in Randfontein the figure is 12.3%. Approximately 6% of households in Westonaria and just over 3% in Randfontein received income within the R1 to R4 800 income band. The 2011 survey also shows that 7.76% of the Westonaria working population and 5.3% in Randfontein receive income within the R4 801 to R9 600 income bracket. In Westonaria, 16.44% of the population receives income within the R9 600 to R51 200 income band on a monthly basis with 17.8% in Randfontein.</p> <p>Provincially, 20.20% of the population earned between R38 200 and R76 400; about 9% earned up to R153 800 while a further 8.61% of the population had monthly earnings exceeding R153 800. Based on the above, it appears that while about 40% of the population in both the Westonaria and Randfontein Local Municipal areas receive a steady income, a similar number of people receive meagre earnings. Those who are worse off constitute the 20% of the Westonaria population with no income at all, with a lower figure of some 12.3% for Randfontein due to its more varied employment profile.</p>			

Source: Census 2011 (Stats SA) *Data for Household Income sourced from Randfontein and Westonaria Local Municipal Integrated Development Plans

4.3 Key Economic Activities

The mining sector dominates the Randfontein and Westonaria economic activities, and the company's mining operations have contributed significantly during the past 20 years to the growth and development of the Rand West City local municipal area and surrounding communities.

Table 46: Sectoral Contribution within the Surrounding Areas

Economic Sector	West Rand District	Rand West City
Agriculture, forestry and fishing	1,7%	1,2%
Mining and quarrying	28,6%	47,6%
Manufacturing	13,6%	11,9%
Electricity, gas and water	4,4%	3,4%
Construction	3,1%	2,6%
Wholesale and retail trade	11,4%	8,9%
Transport and communications	7,0%	5,2%
Finance and business services	12,8%	8,1%
Government, social and personal services	17,4%	11,1%
Total Industries	100,0%	100,0%
The table illustrates the various sectors' share of the region's total economic activity for 2016. Activities in the West Rand District remain dominated by the mining & quarrying at 28.6%. The sector is also dominant in the Rand West City at 47.6%. It is for this reason that the mine community development programme will focus on the sectors identified in the Provincial Transformation, Modernisation and Re-industrialisation (TMR) pillars to promote economic development in each of the municipalities including the West Rand District Municipality.		

Source: IHS Markit, 2017

4.4 Alignment with Integrated Plan of the Municipality

This section provides an indication of the characteristics of the economy of Rand West City Local Municipality (RWCLM) and highlights trends in the economy. The sectoral structure of an economy is reflected by the contribution of each sector to the GDP.

The mining sector dominates the RWCLM's economic activities, and the Kloof Operations have contributed significantly during the past 20 years to the growth and development of the area.

Table 47: Alignment of RWCLM to the National, Provincial and District Imperatives.

Sustainable Development Goals	National Development Plan	National Key Performance Areas	Gauteng City Region	West Rand District Municipality	Rand West City Local Municipality
Peace, justice and strong institutions	Building capable and developmental state	KPA1 Municipal transformation and organisational development	Strengthening the developmental state and governance	Business excellence with the WRDM	Develop business excellence through a learning organisation
Industry, innovation and infrastructure	Economic Infrastructure	KPA2 Infrastructure development and service delivery	Building cohesive and sustainable communities	Regional planning and economic development Health and social development	To ensure the provision of basic services to build sustainable and safe communities
Decent work for all and economic growth	Economy and employment	KPA3 Local economic development	Creating decent work and building a growth economy Inclusive economy	Regional planning and economic development	Inclusive economic growth
Peace, justice and strong institutions	Building capable and developmental state	KPA4 Municipal financial viability and management	Strengthening the developmental state and good governance	Business excellence with the WRDM	To ensure financially viable and sustainable municipality
Peace, justice and strong institutions	Building capable and developmental state	KPA5 Good governance and public participation	Strengthening the developmental state and good governance	Sustainable governance and local communities	To provide democratic, clean and accountable government for sustainable local communities

4.5 Kloof LED Projects

Kloof continues to play a meaningful role in Local Economic Development by enhancing the quality of life of communities surrounding the operation, as well as some regions from which members of the workforce originate such as the Amathole, Chris Hani, Joe Gqabi, Alfred Nzo and Oliver Tambo District Municipalities in the Eastern Cape Province.

This Local Economic Development Programme is aligned to the economical outcomes as key industries in the region and are: Mining and Beneficiation, Tourism, Manufacturing and Tool Making, Transport and Logistics, Agriculture, and Waste Management. The projects identified are to stimulate local economic development, eradicate poverty, and diversify the local economy in order to broaden the economic base and promote inclusive economic growth and uplift communities in the areas affected by mining. The LED programmes include sustainable projects that will be initiated, implemented and supported financially as indicated in the implementation frameworks in this section.

The LED projects that are addressed through this SLP will target the development priorities of host communities (Rand West City) as identified in the IDP. The intention is to implement the local economic development projects that will develop and sustain economic growth in the host municipal area. A critical aspect that is included in this section is a demonstration of the alignment of the proposed projects to the municipality's development priorities.

An integrated approach is used to ensure the implementation of economic development that will have ripple effect and benefit the local municipal area as a whole. For this reason, the projects that will be pursued have to be sustainable, outlive the life of mine and be able to amass additional resources through partnerships. Therefore, from a strategic development facilitation point of view, it is necessary to ensure that appropriate linkages and interactions between projects are established.

4.6 Sibanye-Stillwater's Implementation Approach

In implementing LED projects, cognisance has been taken of the integrated nature of the SLP, whereby HRD training programmes, Procurement approaches and Housing and Living Conditions are all geared towards contributing to the total transformation of Kloof Operations and its surrounding communities. In order to achieve economies of scale, synergy and greater impact, LED projects are implemented in collaboration with municipalities, provincial government departments, and other private organizations/mining companies. As mentioned earlier, our approach aims for high impact projects with sustainable job creation within the

immediate communities and focusing on economic diversification. This applies to host and labour sending areas in order to reduce reliance on the mining industry.

With respect to LED projects in the major labour sending areas, co-ordination is implemented through the company's Stakeholder Relations Department for optimal impact. Funding is obtained from all mines, including Kloof Operations.

Sibanye-Stillwater has adopted an integrated approach to stimulate Local Economic Development. The figure below depicts the nature of this integration.

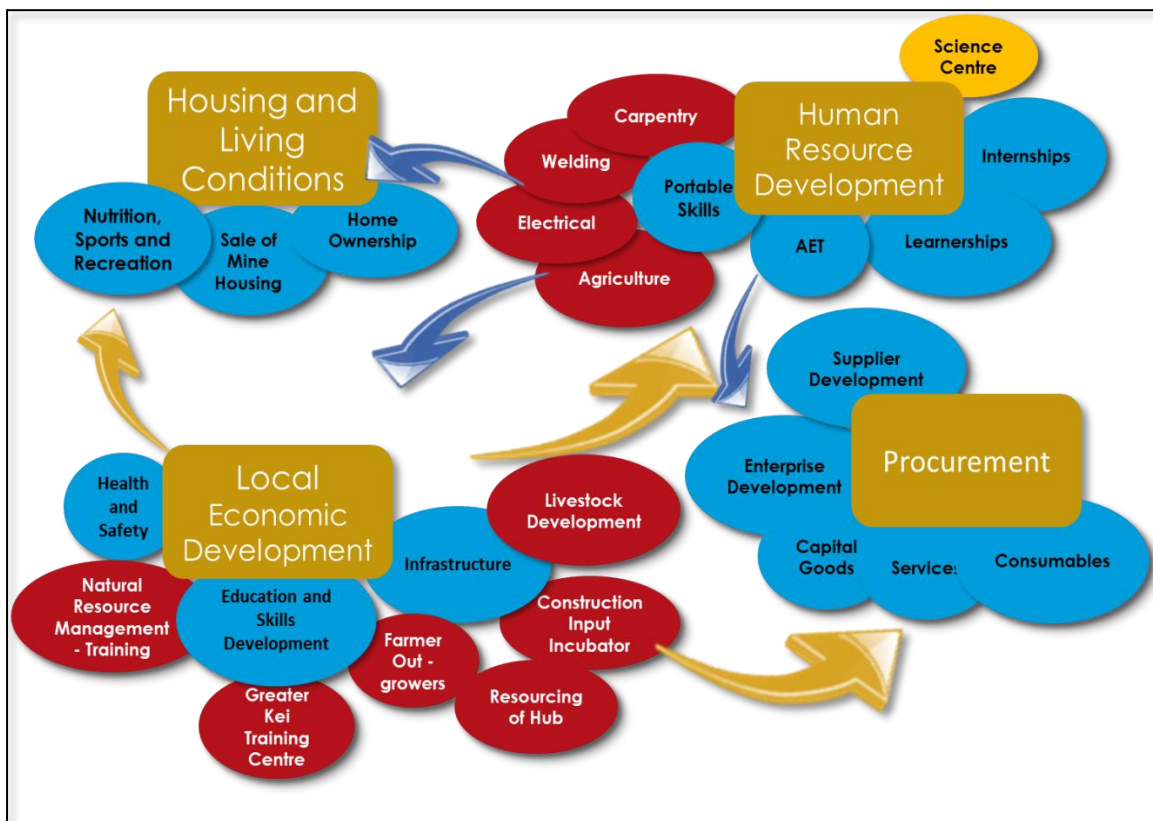


Figure 9: Sibanye-Stillwater Interdepartmental Linkages

4.7 LED Project Implementation Summary

The following projects have been identified as being appropriate in terms of Sibanye-Stillwater's philosophy of ensuring high impact on communities. As such, the projects presented in this SLP are more viable and are more likely to succeed. The investment in this regard is also commensurate with the current production levels and associated profit levels of the Kloof Operations. The Projects that follow have been split into (i) Labour Sending Area Projects and (ii) Host Community Projects, as follows;

Table 48: Kloof LED Project Summary

Project Name	Project Impact	Implementation Date	Municipality	Budget
Resourcing of Business Hives/Youth Centre	Enterprise and Youth Development	Jan 2017	Rand West City Local Municipality	R1 000 000
Manufacturing Input Incubator	Enterprise Development	Jan 2017	Rand West City Local Municipality	R4 000 000
Farmer Out-grower Scheme	Infrastructure and Enterprise Development	Jan 2017	Rand West City Local Municipality	R6 000 000
Refurbishment of Badirile Multi-Purpose Centre	Infrastructure Development	Jan 2017	Rand West City Local Municipality	R1 000 000
Natural Resource Management - Waste Management	Infrastructure and Enterprise Development	Jan 2017	Rand West City Local Municipality	R5 000 000
Livestock Improvement and Infrastructure Development	Rural Development and Enterprise Development	Jan 2017	E Cape LSA	R2 800 000
Great Kei Skills Development Academy	Infrastructure Development	Jan 2017	E Cape LSA	R2 909 600
Total				R22 709 600

4.8 Labour Sending Area Projects

The mine community development programme places focus on infrastructure development projects in labour sending areas. The earmarked projects are: i) the Great Kei Skills Development Academy at Great Kei Local Municipality in the Eastern Cape; and ii) the Livestock Development Infrastructure Project. It will be imperative to undertake projects involving wider consultation and collaboration with all stakeholders, especially communities, local municipalities, the DMR, the Department of Trade and Industry, National Treasury, Department of Education, Department of Health, and the Department of Human Settlements. The ultimate goal is to have projects that continue to make a meaningful contribution long after mines cease to exist.

A letter requesting Sibanye-Stillwater to contribute towards facilitating economic growth through the construction of training facilities that will be used to ensure preparedness of communities for the economic development initiatives that are unfolding in the Greater Kei Local Municipality is attached as evidence of need. Subsequently, meetings have been held with the municipality and other partners to unpack the concept and develop a bankable business case.

Table 49: Livestock Improvement and Infrastructure Development: Eastern Cape*

Project Name	Livestock Development, Improvement Support and Infrastructure Development	FY of Project Sheet	2017
Background to Project	<p>This project seeks to build and equip shearing sheds, to enable subsistence farmers to participate in the commercial wool production. In this way a sustainable income stream will be created for the wool growers. The project is premised on Chris Hani's District Municipality (CHDM)'s local economic development priorities, therefore will be co-funded by the CHDM and Department of Rural Development and Agrarian Reform.</p> <p>The project was initiated in the 2012-2016 SLP cycle to improve the health of livestock of the Eastern Cape subsistence farmers and develop Village Link Persons (VLPs) who supplied health services. In the 3 years lifespan of the project more villages and 3 359 subsistence livestock farmers benefited from the animal health advice and medicines supplied, thus reducing the death rate of sheep to less than 10%.</p> <p>The establishment of shearing sheds will reduce the barriers to entry to the wool production for subsistence farmers and will provide them with the much needed infrastructure that will support this economic activity.</p> <p>Project Deliverables</p> <ul style="list-style-type: none"> • Building and equipping of 4 shearing sheds • Training of beneficiaries in the use of the shearing equipment 	Project Start Date	January 2017
		Project End Date	Dec 2021
Project Partners	<p>Sibanye-Stillwater: Assist with funding for shearing equipment and project management</p> <p>Chris Hani District Municipality: Provide land and services for the infrastructure and funding towards livestock health improvement</p> <p>Chris Hani Development Agency: Management and technical support</p> <p>Department of Rural Development and Agrarian Reform (DRDAR): Technical support and infrastructure funding and maintenance</p>	Information Valid As At:	June 2017

Project Incorporated into which IDP	Chris Hani District Municipality			Beneficiaries (Community Specific)		Subsistence farmers form 3 Local Municipalities (Sakhisizwe, Engcobo and Intsika Yethu) in Chris Hani District Municipality			
IDP Reference Number of Project	Total Expected Number of Jobs to be Created	Male	Female	Youth	Disabled	Total	Geographical Location of Project	Eastern Cape Province	
		20	5	1	0	25			
Output	Responsible Entity	Activity							
		Key Performance Area (KPA)	Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5	
Secure, buy-in, ownership and accountability	Sibanye-Stillwater, Chris Hani District Municipality and Chris Hani Development Agency and DRDAR	Social facilitation	Minutes and attendance registers						
Memorandum of Agreement (MoA)/Memorandum of Understanding (MoU)	Sibanye-Stillwater, Chris Hani District Municipality, Chris Hani Development Agency and DRDAR	Partnerships and agreements	Signed MoA Public Private Partnership (PPP)						
Centrally situated areas for the building of the sheds	Chris Hani District Municipality	Identify centrally located areas to build the sheds	Council resolution						

Designs and drawings	Sibanye-Stillwater, Chris Hani District Municipality and Chris Hani Development Agency and DRDAR	Project authorisation	Municipality approved building plans					
Construction of the shearing sheds	Sibanye-Stillwater Chris Hani District Municipality and Chris Hani Development Agency and Department of Agriculture	Sites establishments	Tendering and construction contracts					
Equipping of shearing sheds	Sibanye-Stillwater, Chris Hani District Municipality and Chris Hani Development Agency	Infrastructure and resourcing of facilities and purchasing of shearing equipment	Purchase and delivery orders of completed shearing sheds					
Training in the use of the equipment	Sibanye-Stillwater, Chris Hani Development Agency	Capacity building	Portfolio of evidence					

Hand over	DMR, Sibanye-Stillwater	Project closure	Project closure report					
Budget				*R 8 400 000				
Exit Strategy:	The infrastructure will be handed over to the Chris Hani District Municipality							
Completion Date	2021							

*To be pro-rated equally among all Sibanye-Stillwater Gold Operations

Table 50: Great Kei Skills Development Academy

Project Name	Great Kei Skills Development Academy	FY of Project Sheet	2017
Background to Project	<p>In February 2017, the Great Kei Local Municipality (GKLM) submitted a request for part funding of the construction of a Skills Development Academy which will be established in the municipal area. Great Kei municipality is located in Amathole District, which is one of the Labour Sending Areas.</p>	Project Start Date	January 2017
	<p>The municipality has identified a number of potential partners for the project and intends to implement the project in phases. Sibanye-Stillwater's contribution will be used to build the first phase, which will be structure to a fully functional unit of the Skills Academy and can be operationalised so long additional funding is mobilised. In case the municipality is unable to mobilise additional funding, the first phase can be operated as smaller Skills Academy facility. On the other hand if the municipality is able to mobilise funding, the first phase will operate as a faculty of the Skills Academy.</p> <p>The project is premised on the recently adopted vision of the municipality which is anchored on Operation Ocean Phakisa. The vision is supported by three pillars, viz.:</p> <ul style="list-style-type: none"> • Agriculture Development • Tourism Development, and • Development of the Ocean Economy • Furthermore the GKLM has identified the following projects for the Oceans Economy: <ul style="list-style-type: none"> ○ Kei Mouth Small Towns Revitalization ○ Small Boat Fishing Harbour ○ Kei River Mouth: upgrade the small craft facilities including: boat storage and recreational use. 	Project End Date	Dec 2021

	<p>According to the GKLM, all the above-mentioned interventions will require skilled persons; however, the GKLM has as high as 70% of the youth that is unemployed. The municipality's vision for a skills development academy was borne out of the need to address youth unemployment and is intended to ensure readiness of youth to access opportunities that will arise from the implementation of the above interventions as driven by Operation Phakisa (Ocean Economy). According to the IDP of the municipality, only 19% of the population have Grade 12, which is indicative the high dropout rate experienced in the schooling system.</p> <p>The skills development academy will train youth in agriculture and maritime skills, in this way the municipality will abate the rising unemployment. This establishment according to the municipality is a niche development as none of the three Technical and Vocational Education and Training institutions in Amathole District offers agriculture and maritime skills. It is for this reason that the municipality is positioning the project to serve the entire district.</p> <p>Project Deliverables</p> <p>The project entails contributing towards the building of a skill development academy.</p>		
Project Partners	<ul style="list-style-type: none"> • Sibanye-Stillwater: - will assist with funding for infrastructure and project management • Department of Higher Education (DHET): - Memorandum of Agreement (MOA) to provide specifications, staffing, equipping and maintenance going forward • Great Kei Local Municipality: - To provide land and services to the site and the coordinating contribution from the various stakeholders • Amathole District Municipality; Co-funding • Department of Agriculture:- To provide advise with regards to best practice in agriculture including advising on curriculum • Other Private Sector Companies: - Co-funding • University of Fort Hare, Nelson Mandela University, Fort Cox Agricultural College, LGSITA: These institutions have been approached to come on board as technical strategic partners 	Information Valid As At:	June 2017

Project Incorporated into which IDP	Great Kei Local Municipality				Beneficiaries (Community Specific)	Great Kei and surrounding communities				
IDP Reference Number of Project	Total Expected Number of Jobs to be created during construction	Male	Female	Youth	Disabled	Total	Geographical Location of Project	Great Kei in Amathole District in the Eastern Cape Province		
		10	3	8	0	13				
Output	Responsible Entity	Activity								
		Key Performance Area (KPA)	Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5		
Secure, buy-in, ownership and accountability	GKLM, DHET and Sibanye –Stillwater	Social facilitation	Minutes and attendance registers							
Memorandum of Agreement (MoA)	GKLM, Sibanye-Stillwater and DHET	Partnerships and agreements	Signed MoA Public Private Partnership (PPP)							
Land for the facility	GKLM	Centrally located land for the building of the project	Council resolution							
Funding and technical partners	GKLM	Partnerships	Signed agreement agreements							

Appoint professional teams	GKLM /Sibanye-Stillwater and Partners	Project management	Service level agreements					
EIA, Rezoning and building plans	GKLM, DoHE, Sibanye-Stillwater and Partners	Project authorisation	Approved feasibility and building plans					
Appointment of a contractor	Sibanye-Stillwater and other Partners	Tender process	Service Level Agreement					
Skills Development Academy	Sibanye-Stillwater, GKLM and Other Partners	Site establishment and building of the facilities	Successful completion of facility					
Hand-over	Sibanye-Stillwater	Project closure	Project closure report					
Budget				*R8 782 800				
Exit Strategy:	The infrastructure will be handed over to the Department of Higher Education and Training (for up keeping and maintenance)							
Completion Date:	2021							

*To be pro-rated equally among all Sibanye-Stillwater Gold Operations

4.9 Host Community LED Projects

Table 51: Establishment of Farmer Out-Grower Scheme

Project Name	Establishment of Farmer Out-Grower Scheme	FY of Project Sheet	2017
Background to Project & Project Deliverables	<p>The project will be implemented under the auspices of the agriculture development programme which is a partnership between Sibanye-Stillwater West District Municipality and Bokamoso Barona Initiative. The implementation of this project will be Sibanye-Stillwater's contribution to the enhancement of a Provincial Programme that seeks to use agriculture to diversify the economy of the West Rand.</p> <p>Sibanye-Stillwater is capitalizing on the land that is owned by the Kloof to promote agriculture development in the West Rand.</p> <p>It is for this reason that Sibanye-Stillwater has prioritized agriculture as key to address income disparities, unemployment and poverty in West Rand District Municipality (specifically Rand West City Local Municipality) The Farmer Out-Grower Scheme/model will be adopted to address yields, quality, and skills development and supply chain linkages. Sibanye-Stillwater will avail land and invest in the infrastructure required on the farms that will accommodate community farmers. Farmers will be identified from existing subsistence farmers, co-operatives and the youth that was trained through Mining Qualification Authority agriculture skills programme implemented by Sibanye-Stillwater.</p> <p>Farmers will be allocated land and linked to the commercial farmers that will be participating in the mega agriculture development programme, so as to ensure that they have access to markets, product development and technical support and linked to the West Rand agricultural link for farmers' market and Agriparks.</p>	Project Start Date	Jan 2017
Project Partners	<ul style="list-style-type: none"> Sibanye-Stillwater: Set up 4 farmer production units to grow small farmers on 20 hectares and provide land and infrastructure West Rand District Municipality - West Rand Development Agency (WRDA): Support and facilitate the market access Department Agriculture and Rural Development: Provision of enterprise development 	Project End Date	Dec 2021

	<ul style="list-style-type: none">Gauteng Department of Agriculture and Rural Development: Support and facilitation of feasibility studies and coordinates the implementation and success of the projectsRand West City Local Municipality (RWCLM): Host municipalityBokamoso Barona Initiative: Donation of land on behalf of Sibanye-Stillwater for the West Rand Agri-Industrial Programme							
IDP Alignment	The project is aligned to the IDP of RWCLM which has prioritized agriculture as key to promote inclusive economic growth. The project is also aligned to the West Rand District Municipality's Agropolis nodal development.						Information Valid as At:	June 2017
Project Incorporated into which IDP	RWCLM			Beneficiaries (Community Specific)			Communities situated in Rand West City	
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Total	Male	Female	Youth	Disabled	Geographical Location of Project	Gauteng Province
		45	20	25	4	0		
Output	Responsible Entity			Activity				
		Key Performance Area (KPA)	Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5
Secure, buy-in, ownership, accountability and Commitment	Project Partners	Social Facilitation	Attendance registers and minutes					

Confirmation of the availability of land	Sibanye-Stillwater	Land audit	Land audit report					
Feasibility and Meteorological and soil test report	GDARD & Sibanye-Stillwater	Resource assessment	Feasibility report					
Institutionalisation	WRDA Sibanye - Stillwater	Farm management	Operational farms					
Handover	Project Partners	Sustainable farms	Food supply					
Budget	R6 000 000							
Exit Strategy:	The enterprises will have off-take agreements with the markets							
Completion Date:	2021							

Table 52: Natural Resource Management – Waste Management

Project Name	Natural Resource Management-Waste Management						FY of Project Sheet	2017
Background to project	Project Overview: The natural resource management programme will provide economic stimulation and sustainable job creation within Rand West City. The RWCLM focus is on the cluster development for waste management: Compaction and rehabilitation of waste disposal site. The project will apply an integrated approach of protection, restoration and sustainable management of natural resources in order to manage the waste disposals within the municipality. Project Objectives: To purchase the waste compaction equipment and purchasing of tools and equipment (sorting machines, compressor machines, bins, recycling machines and cutters for waste)						Project start date	Jan 2017
Project Partners	Sibanye-Stillwater: Contribute to the purchasing of waste management equipment (compaction machines and waste rollers). Rand West City Local Municipality: To provide waste management facilities and transfer stations and project management.						Project End Date	Dec 2021
IDP Alignment	The project is aligned to the Rand West City Local Municipality's IDP						Information Valid as at:	June 2017
Project Incorporated into which IDP	Rand West City Local Municipality			Beneficiaries (Community Specific)		Bekkersdal, Simunye, Westonaria, Venterspost, Borwa		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Total	Male	Female	Youth	Disabled	Geographical Location of Project	Rand West City Local Municipality
		15	5	10	5	0		
Output		Activity						

	Responsible Entity	Key Performance Area (KPA)	Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5
Secure, buy-in, ownership and accountability	Project Partners	Social Facilitation	Attendance registers and minutes					
Identification of facilities	RWCLM	Land and Facility	Facility					
Training and recruitment of beneficiaries	RWCLM	Beneficiaries appointed	Beneficiaries training outcomes					
Purchasing of equipment	Sibanye-Stillwater	Purchase of equipment machinery	RFQ and tools					
Hand-over	Project Partners	Project hand over						
Budget	R5 000 000							
Exit Strategy:	The project handover to RWCLM and beneficiaries							
Review Date:	2021							

Table 53: Manufacturing Incubator Hub

Project Name	Manufacturing Incubation hub	FY of Project Sheet	2017
Background to Project	<p>Project Overview:</p> <p>The main goal of the project is to develop non-supply-based SMEs so that they have the ability and capacity to service other companies as well as their communities, thus building sustainability beyond the extractive operation. The objectives of the programme is to equip entrepreneurs with the necessary technical skills and resources to establish manufacturing driven businesses that will serve the current and emerging need of the growing industries value chain and in addition, assist them to manage these business ventures at sustainable growth and profit margins. The project is initiated at the back of West Rand re-industrialisation strategy which is led by Gauteng Province and the West Rand District Municipality (WRDM).</p> <p>The full incubation programme is set to run for a period of 3 years for each entrepreneur. As a start, the incubation support resources and services will be made available to 30 eligible entrepreneurs, who were selected in the implementation of the previous SLP cycle, with the objective of elevating them beyond mere survivalist enterprises to fully fledged operations of sustainable manufacturing enterprises.</p> <p>The first phase of the project was initiated in the previous SLP cycle under the auspices of Glenharvie Village Project where the following outputs were delivered:</p> <ul style="list-style-type: none"> • a brick manufacturing plant with a capacity of 10 000 bricks per day was purchased and commissioned • an unutilized building and premises were identified and renovated • The training of SMMEs commenced in the 2017 <p>The project has been re-configured and the scope has been broadened to address development of manufacturing enterprises.</p> <p>The SMMEs will tap on the guidance, resources and mentorship provided by incubator network of industry experts, mentors and technology aspects to develop production capabilities.</p>	Project Start Date	Jan 2017

	SMMEs will, subsequent, to their graduation from the incubator be able to still use the equipment on scheduled projection time to produce material for their own orders and/or orders that will be secured by the incubator.								
Project Partners	<ul style="list-style-type: none">• The West Rand District Municipality and constituent municipalities – Support with market facilitation and coordination• Gauteng Technical Manufacturing Initiative (GTMI) – Project manage the incubation hub and delivery of sustainable qualified SMMEs• Department of Small Business Development					Project End Date	Dec 2021		
IDP Alignment	The project is aligned to the IDPs of West Rand District Municipality's priorities of SMME development to grow the township economy as well as the Gauteng Province's Revitalization of Township Economies					Information Valid as at:	June 2017		
Project Incorporated into which IDP	West Rand District Municipality			Beneficiaries (Community Specific)	Small Medium Micro Enterprises in Construction from the respective municipalities				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Total	Male	Female	Youth	Disabled	Geographical Location of Project	Westonaria, Gauteng Province	
		30	16	14	26	0			
Output	Responsible Entity	Activity							
		Key Performance Area (KPA)		Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5
Secure, buy-in, ownership and accountability	Project Partners	Social Facilitation		Attendance registers and Minutes					

Entrepreneurship training	Sibanye-Stillwater	New venture creation course	Certification (accreditation) and portfolio of evidence					
Building renovations		Infrastructure development	Refurbished facility					
Technical training		Technical training and tool handling training	Certificate					
Functional incubator (equipped)		Purchasing of equipment & establishment of incubator	Commissioned & signed-off plant					
Delivery of first consignment		Production	Sample of products for display					
Market linkages	WRDA/GTMI	Product development	Off-take agreements					
Hand over	Project Partners	Project Closure report	Project Closure					
Budget	*Driefontein R4m / Kloof R4M							R4 000 000
Exit Strategy:	Handover to the West Rand Development Agency for industrial cluster support							
Completion Date:	2021							

Table 54: Resourcing of the Business Hives/Youth Centre

Project Name	Business Hives/Youth Centre					FY of Project Sheet	2017
Background to project	Project Overview: The youth center is redesigned to accommodate the needs of Toekomsrus community and access to information. Businesses and youth in Toekomsrus lack facilities to stimulate entrepreneurship and career development. Through the resourcing of the centre, Sibanye-Stillwater will support the creation of the youth center within the community. The equipment will assist the community to access internet and information updates from the local municipality and other organizations. Project Deliverables: <ul style="list-style-type: none"> Resource the facility by providing furniture - table X3, chair X12, computer X12, computer desk X12 Wi-Fi Infrastructure & burglar doors, window X6 and outdoor concrete chair Operational resources allowance. 					Project start date	July 2017
Project Partners	<ul style="list-style-type: none"> Sibanye-Stillwater : Resource the facility by providing furniture X3, table X1, chair X12, computer X12, computer desk X12 and Wi-Fi infrastructure & burglar doors, window X6, and outdoor chairs (concrete) Rand West City Local Municipality – Provide and project manage the facility and co-ordination and maintenance. 					Project End Date	June 2019
IDP Alignment	The project is aligned to the IDPs of the Rand West City Local Municipality and the West Rand District Municipality priorities of SMME development to grow the township economy. Rand West City Local Municipality has requested that Sibanye-Stillwater contributes towards this important local economic development intervention, which seeks to unlock the economic potential of townships. The project is situated in Toekomsrus.					Information Valid as at:	June 2017
Project Incorporated into which IDP	Rand West City Local Municipality		Beneficiaries (Community Specific)		Small Medium Micro Enterprises and Community		
		Total	Male	Female	Youth	Disabled	

IDP Reference Number of Project	Total Expected Number of Jobs to be created	16	10	6	16	0	Geographical Location of Project	Westonaria, Gauteng Province
Output	Responsible Entity	Activity						
		Key Performance Area (KPA)	Key Performance Indicator (KPI)	Year 1	Year 2	Year 3	Year 4	Year 5
Secure, buy-in, ownership and accountability	Project Partners	Social Facilitation	Attendance registers and minutes					
Scope of work	RWCLM	Assessment of the resourcing needs	Scoping report					
Redesign and approval plans	RWCLM	Signed off plans	Resourced centre					
Equipment availability	Sibanye- Stillwater	Procurement of equipment and resources identified	Purchase orders and delivery of orders					
Exit	Project Partners	Handover						
Budget	R1 000 000							
Exit Strategy:	Municipality will maintain the facility with township hub strategy and youth centre development							
Completion Date:	December 2019							

Table 55: Renovations to the Badrile Multi-Purpose Centre

Project Name	Renovations to the Multi-Purpose Centre – Badirile						FY of Project Sheet		2017		
Background to Project & Project Deliverables	Project Overview: Rand West City Local Municipality (RWCLM) prioritised the refurbishment of Badirile multi-purpose centre following community protest which destroyed the centre in the service delivery protest. The multi-purpose centre needs to be renovated as it is a one-stop centre for most community needs such as home affairs, social development, and several other government services. RWCLM requested for the renovation of the facility to ensure good service delivery. The renovation will improve the lives of rural community as they struggle with transport to access services rendered by government departments of Home Affairs, Labour and Social Services. Project Deliverables: Renovate the multi-purpose centre						Project start date		Jan 2017		
Project Partners	Rand West City Local Municipality - Manage the facility						Project end date		June 2019		
IDP Alignment	The project is aligned to the IDPs of Rand West City Local Municipality						Information Valid as at:		June 2017		
Project Incorporated into which IDP	Rand West City Local Municipality				Beneficiaries (Community Specific)		Badirile Randfontein				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Total	Male	Female	Youth	Disabled	Geographical Location of Project		Randfontein, Gauteng Province		
		13	12	1	13	0					
Output	Responsible Entity	Activity									
		Key Performance Area (KPA)		Key Performance Indicator (KPI)		Year 1	Year 2	Year 3	Year 4	Year 5	

Secure, buy-in, ownership and accountability	Project Partners	Social Facilitation	Attendance registers and Minutes					
Approved RFQ		Scope of work	Approved plans and work					
Tender process		Tender advert	RFQ/tender advert					
Refurbishment of Building	Sibanye-Stillwater	Renovations	Completion of building					
Exit		Handover						
Budget	R1 000 000							
Exit Strategy:	Inclusion of the hall in the municipality's maintenance plan							
Completion Date:	2019							

5. Housing and Living Conditions

5.1 Introduction

Kloof operation has aligned itself to Sibanye-Stillwater's policy and strategy of improving the living conditions of its employees, and has:

- Established accommodation forums both at Group Leadership level and at operational level;
- Elected Hostel Residents Committees with full-time members who represent the interests of the employees in the management of the residences;
- Planned a follow up survey in order to determine if employee accommodation preferences had changed over the past eight years. The survey will assist in enhancing the existing accommodation strategy, which includes the following options:
 - Hostel Upgrades;
 - Family Units;
 - Rental of current houses;
 - Home Ownership Scheme;
 - Aligned accommodation initiatives with the Integrated Development Plans of the relevant local authorities.

Consequent to the above, and acknowledging the inherent precepts of human dignity, respect and privacy, Sibanye-Stillwater has embarked on a major project to upgrade and convert existing single sex hostels to achieve lower room densities, to allow for more privacy. This has improved living conditions and provided social development for the residents, and when combined with the balance of Sibanye-Stillwater current property portfolio will provide choices across the entire accommodation spectrum. Kloof operation completed 100% of all upgrades by end December C2013.

5.1.1 Accommodation Status

Table 57 shows accommodation preferences made by Kloof employees: 35% of the employees reside in hostel dwellings, 21% in Company accommodation, 7% exercised the option of residing in their own accommodation, while 35% of employees opted for a Living out Allowance. The implementation plans are set below.

Table 56: Available Housing Status for Employees as at 31 December 2016

Accommodation Type	Number of Employees	Percentage (%) of Total Workforce
Hostels	4 009	35%
Own Accommodation	810	7%
Company Accommodation	2 395	21%
Other (Specify): Living out Allowance	3931	35%
Single Quarters	151	1%
Total	11 296	100%

5.1.2 Maintenance Costs for 2017-2021

Table 58 shows the financial provision for maintaining Kloof family and single accommodation units per annum over the 5 year period.

Table 57: The Total Cost of Kloof Accommodation Programme for 2017 – 2021

Action	2017	2018	2019	2020	2021	Total
	Rm	Rm	Rm	Rm	Rm	Rm
Costs for Maintaining Family Accommodation	33 129	33 108	32 979	32 729	32 343	164 287
Costs for Maintaining Single Accommodation	33 291	33 156	32 898	32 503	31 956	163 805
Total	66 420	66 264	65 877	65 232	64 299	328 092

5.2 Home Ownership Strategy

Kloof is committed to improving the living conditions of its PR 2 employees. By doing this, a decision was taken to implement the Home Ownership scheme for the PR 2 employees. To this end, the Property Department has been investigating different role players in the market with a view to how they can facilitate the introduction of an Employee Home Ownership Scheme. Such a scheme would not only provide employees with a well-constructed and serviced house, but will also offer them and their families a long-term source of financial security.

Based on affordability of the employees in this scheme and building cost escalation, new models are being investigated and the way forward will be determined by the life of mine of each operation.

5.3 Nutrition

Sibanye-Stillwater has developed policies and standards to improve the nutrition provided to its employees who live in company high-density accommodation incorporating:

- An approved Nutritional Policy, which addressed employee energy requirements;
- Consultation with, and approval of organized labour;
- The creation of a catering manual detailing menus and recipes; and
- Optimal nutrition for employees in order to sustain energy and support health is now provided by:
 - Complying with nutritional, hygiene and safety standards;
 - Utilizing a qualified dietician/nutritionist;
 - Ensuring the correct balance between macro and micro nutrients, vitamins and minerals;
 - Improving the choice of meals;
 - Timely repair and replacement of existing equipment;
 - Upgrading equipment as necessary from time to time, to accommodate any change in cooking methodology; and
 - Training cooks on new recipes and equipment.

An internal audit/review process, incorporating quality control will be introduced utilizing established forums with employees and organized labour on a regular basis to ensure strict adherence to the above, and in so doing, promoting a healthy, productive employee. All efforts in this regard have been aligned with the National Development Plan and the UN Goals for Sustainable Development in relation to (i) Zero hunger, (ii) Good health and wellbeing, as well as (iii) Clean water and sanitation.

Table 58: The Total Cost of Kloof Nutrition Programme for 2017 – 2021

Action	2017	2018	2019	2020	2021	Total
Nutrition	Rm	Rm	Rm	Rm	Rm	Rm
	75 690	78 718	81 867	85 141	88 547	409 963

6. Procurement

6.1 Introduction

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 operations in all three levels of procurement, namely capital goods, services and consumables. As such, Kloof's SLP and MPRDA commitments and obligations will essentially be operationalised on its behalf by its agent at the Shared Services level.

Kloof has given HDSA's a focussed status, where possible, in all three levels of procurement. It has, to this end:

- identified current levels of Group procurement from HDSA companies;
- committed ,achieved and exceeded the targets as set out in the 2010-2014 mining charter;

The tables below show the definition of procurement terms as well as the HDSA procurement spend on direct Kloof's purchases as at December 2016.

Table 59: Definition of Procurement Terms

Definitions	
Capital:	Specialised equipment procured on a project basis, this will also include equipment with a lifespan of over twelve (12) months and/or greater than R100,000.00. (All purchases defined as Capital by the Operations)
Services:	All work performed on behalf of Kloof operation by Contractors (on and off-site).
Consumables:	All inventory stock housed in the warehouse and all special purchases of commodities covered by contract and those not covered by contract.
Multinationals:	Goods not obtainable from the local market and imported from International Companies. (Note: International companies that have a registered agency in SA are not defined as multi -national as they comply with SA Legislation).
Local Procurement:	This refers to procurement from host communities within 50km reach of Sibanye-Stillwater Operating mines.

Definitions	
Non-Discretionary Spend:	All inter-company transfers, purchases from parastatals, training, education, all financial- and insurance institutions, inclusive of multi nationals as defined above.
Discretionary Spend:	All spend where Sibanye-Stillwater Gold can be selective in terms of its procurement.
HDSA spend	All discretionary spend on BEE companies - which is defined as an entity with a minimum of 25% + 1 vote of share capital directly owned by HDSA's as measured in accordance with the flow through principle.

* Definitions in line with Mining charter 2

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) Sustainable Cities and Communities; and (ii) Decent work and economic growth.

6.2 HDSA Procurement Spend in 2016

The total Sibanye-Stillwater HDSA procurement spend between January and December 2016 amounted to R 5,221 billion, whereas Kloof operation's HDSA procurement spend during the same period amounted to R 1,498 billion. The table below highlights spend in the 3 categories of capital goods, consumables and services.

Table 60: HDSA Procurement Spend on Direct Purchases as at 31 December 2016

Kloof Operation HDSA Procurement Spend on Direct Purchases				
HDSA Portion	Capital Goods	Services	Consumables	Total % HDSA
HDSA % portion	86%	81%	65%	75%
HDSA Rm portion	R262 164 306	R666 444 917	R570 009 262	R1 498 618 484

6.2.1 HDSA Regional Procurement Spend

Kloof total regional procurement spend equals to R 1 419.7 million split between direct purchases and Sibanye-Stillwater Shared Services inventory stock purchases.

Table 61: HDSA Regional Procurement Spend as at December 2016

Purchases – Kloof: January to December 2016				
HDSA Portion	Capital Goods	Services	Consumables	Total Spend
HDSA % regional portion	88.3 %	84.5%	63.8%	
HDSA Rm regional portion	R 257 947 408	R 626 697 839	R535 085 107	R 1 419 970 354

6.2.2 Procurement Implementation Strategy

Table 62: Procurement Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
VP Supply Chain	Review Black Economic Empowerment (BEE) policies, procedures and guidelines to ensure compatibility with the requirements of the Mining Charter	Will adjust accordingly when Mining Charter 3 is approved
VP Supply Chain	Give HDSAs preferred supplier status*wherever possible in all three (3) levels of procurement.	Ongoing
VP Supply Chain	Identify and record the level of procurement from HDSA companies on a quarterly basis as well as geographical sources of procurement.	Ongoing
VP Supply Chain	Where possible, suppliers will be reviewed & audited on a quarterly bases, for HDSA participation, ownership and involvement, ensuring that the tender committee is always updated on the HDSA procurement status of Kloof operation.	Every Quarter
VP Supply Chain	Consult with all 0% HDSA companies to review their company's approach to achieve the Mining Charter requirements.	Ongoing

***Assuming that the product or service meets the technical, commercial and risk obligations of Sibanye-Stillwater**

Our interventions require accurate data to develop appropriate strategies and need to be value adding and sustainable. Sibanye-Stillwater will continue to evaluate and optimise our engagement strategy with our stakeholders to become a leader in innovative supply chain interactions.

We have a three pronged approach:

- a) Enterprise development – assisting or accelerating the development of enterprises to participate, expand or improve businesses in the mining regions in which we operate;
- b) SMME development – working with SMME suppliers to improve their performance and enhance participation within the spend profile;
- c) BEE enhancement and development – targeting existing suppliers to develop execution roadmaps to enhance transformational impact.

Sibanye-Stillwater is targeting the development of sustainable enterprises in the mining environments in which we operate. In the execution of the strategy, we need to ensure that the pricing, risk and quality of products and services meet the organisational requirements. A partnership approach to execution is required with continuous feedback and interaction.

6.3 Procurement Progression Plan

The Kloof procurement progression plan for the next five years is as follows:

Table 63: Procurement Plan

Procurement Plan*						
Key Objective	Current	2017	2018	2019	2020	2021
Grow accredited HDSA vendor base (Number)	50%	52%	54%	54%	58%	60%
Grow Capital procurement from HDSA providers	40%	40%	40%	40%	40%	40%
Grow Services procured from HDSA providers	70%	70%	70%	70%	70%	70%
Grow Consumables procured from HDSA providers	50%	50%	50%	50%	50%	50%
Enterprise & Supplier Development	1	2	2	3	3	2
SMME New Entrance Registered	8	8	8	8	8	8
SMME Vendor Registration Training	5	10	10	10	10	10

Sibanye-Stillwater recognizes the importance of building and sustaining businesses in our local communities and is in process of executing an Enterprise and Supplier development strategy to address this.

The Joint ventures target for 2012-2016 was not met and the backlog will be addressed through the implementation of Sibanye-Stillwater's Enterprise and Supplier development strategy.

Not all sustainable businesses are developed through joint ventures, but also through alignment with other companies, partnering and training. In this cycle Sibanye-Stillwater will be focusing on building local businesses around our operations.

7. Downscaling and Retrenchments

7.1 Introduction

Kloof Operation is committed to the retention of jobs and avoidance of job losses wherever possible. However, conditions may arise from time to time that require a reduction of the labour force. Kloof is a low grade mine, which is affected by even slight changes in the gold price, production costs and other external factors which adversely impact the viability of the operation.

All efforts in this regard have been aligned with the National Development Plan and the UN Global Goals for Sustainable Development in relation to avoiding and or mitigating the impacts associated with an economic downturn.

In order to manage and to minimize the effect of downsizing, closure and retrenchments, Kloof will implement measures set out below in an endeavour to avoid job losses and will manage the process in accordance with the following undertakings, where retrenchments cannot be avoided:

7.2 Establishment of a Future Forum

A Future Forum has been established at Kloof operation and will continue to meet on a quarterly basis. The Future Forum is governed by a Constitution which guides the Forum in terms of:

- a) Promoting on-going discussions between employee representatives and Kloof's management about the future of the operation;
- b) Examining future scenarios to identify problems, challenges and possible solutions, with regard to productivity and employment;
- c) Identifying production and employment turn-around strategies;
- d) Implementing strategies which are discussed by both mine management and employee representatives; and
- e) Considering interventions which would benefit the community within which the mine operates.

7.3 Communication with Authorities during Retrenchments

Where retrenchments cannot be avoided, Kloof will adhere to the following steps:

- Consult recognised trade unions in the Kloof Future Forum;
- A notice in terms of Section 189(3) of the Labour Relations Act (LRA) will be issued to relevant parties as provided for in Section 189 of the LRA. Consultations will be held in terms of the relevant provisions of the Labour Relations Act;
- Consult with any person as required in terms of Section 189 and/or Section 189A of the LRA;
- A notice in terms of Section 52 of the MPRDA will be issued to the Mineral and Petroleum Board where the prevailing economic conditions cause the profit to revenue ratio of the relevant mine to be less than six per cent (6%) on average for a continuous period of 12 months or if any mining operation be scaled down or cease with the possible effect that 10 per cent (10%) 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 a Ministerial Directive in terms of Section 52 of the MPRDA be received, Kloof operation will take the necessary steps to comply;
- Kloof operation will communicate with the following entities in the event of possible retrenchments:
 - Registered trade unions;
 - Affected employees and/or their representatives;
 - Municipalities in surrounding areas and relevant major labour sending areas;
 - The DMR;
 - Relevant service providers; and
 - The Department of Labour

7.4 Capital Investment

The most effective way to extend the life of the mine is by capital investment and incremental growth. Future expansion and capital investment opportunities that may exist in respect of Kloof Operation would be considered with due regard to the prevailing gold price, production costs and the ability of the ore reserve and geological model(s) to deliver sufficient contained gold to support future profitable extraction. Kloof Operation will continuously update its geological models to enhance its geological and knowledge base.

7.5 Alternative Solutions

In the event where it becomes impossible to avoid job losses, the Future Forum will consider alternatives to retrenchment, including alternatives proposed by stakeholders in the Forum. The list below constitutes an example of alternatives which may be explored. This list is not definitive and is subject to changes and additions as a result of discussions with stakeholders.

When giving consideration to proposals the company will, of necessity, consider the need for special skills and the need to retain experienced employees, and will furthermore comply with its policies and procedures regarding retrenchment, existing labour agreements and current legislation:

- The cessation of recruitment of new employees, save for critical skills required for the safe running of the operations;
- The termination of the services of temporary employees and re-employed pensioners;
- Minimization of the use of contract labour;
- Avoid renewal of contract agreements where possible;
- Use of internal skills;
- Small contracts not affected;
- Normal Retirement;
- Compulsory Early Retirement;
- Voluntary Early Retirement;
- Voluntary Separation;
- Alternative employment on another operation within the Group;
- Alternative employment in other mining companies;
- Redeployment of misplaced and/or over-complement labour to vacancies within Kloof and other Sibanye-Stillwater Operations;
- Implementing Alternative Work Arrangements; and
- Working on off-days.

7.6 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies Where Retrenchments or Closure of an Operation is certain

Should retrenchments be unavoidable, Kloof will take steps to minimize the social and economic impact on the affected employees and regions, as per section 5.3.

7.7 Mitigating the Impact on Labour Sending Areas

Kloof will take the following steps to minimize the impact on the labour sending areas:

- Obtain and scrutinize the integrated Development Plans (IDPs) of the sending areas in order to adequately respond to the needs identified;
- Ensure that the portable skills training courses offered to employees are relevant to employment and self-employment opportunities in the sending areas;
- Ensure that training interventions are relevant to employment opportunities and self-employment in the host and urban areas as well as in the sending areas; and
- Where a particular labour sending area will be seriously impacted as a result of possible retrenchments, LED initiatives in the sending area will be directed at creating employment opportunities.

7.8 Post Closure Planning

Kloof operation intends to develop and expand skills training programmes to provide employees with skills which are valuable outside of the mining industry and will enable integration into the broader economy. These will be strategies that avoid dependency on Kloof operation but promote independence amongst individuals should they leave the mining. Strategies will be developed with relevant stakeholders within the closure planning process.

On-going engagement and consultation and advisory roles facilitated through the Future Forum structure, will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits.

Planning for specific LED projects at closure is very difficult given that the current provisional projected life of mine is 17 years based on current business plan. However, cognizance of the need for comprehensive LED projects which are developed with the aim of sustainable social and economic development in the region surrounding the operation, particularly for workforce and/or communities previously dependent on Kloof operation for their livelihoods, will be key.

7.9 Financial Provision for the Management of Downscaling and Retrenchments

The decision to retrench employees is subject to the prevailing economic circumstances of the operation at a particular point in time. Therefore Sibanye-Stillwater does not plan for retrenchments ahead of time. However, in the event of such a decision having to be taken for operational or other economic-related reasons, provision for the management of

retrenchments will be provided for as part of the operational budget. This would also cover costs for consultation processes and forums that must, of necessity, take place in the event of any retrenchment process.

All provisions in this regard will therefore be captured in the preceding implementation plans. With respect to downscaling in general and in accordance to the Life of Mine plan (Mine Works Programme), provision has been made for natural attrition, as per the table below, in accordance with (i) changes in production, and (ii) related workforce requirements.

Table 64: Financial Provision for Management of Downscaling and Natural Attrition

Financial Provision for Management of Downscaling and Natural Attrition	2017 Rm	2018 Rm	2019 Rm	2020 Rm	2021 Rm	Total Financial Provision (2017 to 2021)
	R137 805	R88 035	R53 946	R171 402	R236 860	R688 048 000

8. Financial Provision

Kloof operation is committed to implementing this Social and Labour Plan and sets out in the table below the amounts it intends to spend in the area of Human Resource Development and Local Economic Development projects. Details of expenditure to date are set out, where appropriate, in the relevant sections of this SLP.

The ability of Kloof 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/gold price received, as is the availability of ore reserves to be mined profitably. Gold price sensitivity of the reserves in ounces is shown at 5 percent (5%) intervals above and below the base gold price. With an increasing gold price, generally, the average grade mined is reduced but with additional tons, gold output is increased. With a decreasing gold price, higher grades are mined at reduced tons equating to decreased gold output.

Provided that we cannot control the international gold 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. This SLP assumes a gold price of R 490 000 per kilogram and the non-occurrence of events that are beyond our reasonable control. However, should this price 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, Kloof's undertakings in this SLP need to be read and understood in this context and against this background. Conversely, should we be able in the future to achieve revenues significantly in excess of R 490 000 a kilogram, we will be in a position to accelerate the programmes.

To Note:

The financial provision in this SLP specifies the HRD and Mine Community Development Project components only. SLP elements such as Employment Equity, Procurement, Downscaling and

Retrenchments etc., are provided for through operational budgets allocated on a year to year basis. Specific budgeted amounts and financial provision for these elements of the SLP will be specified annually in the required SLP Implementation Plans.

8.1 Financial Provision (Regulation 46 (E))

Kloof operation is committed to the SLP and, to this end, has redone the Mining Work Programme to include the increased expenditure required for HRD, LED project, Housing and Living Conditions, Procurement and Enterprise Development and downscaling and retrenchment activities.

8.2 Financial Provision for Human Resource Development Programmes

Table 65: HRD Programmes Financial Provision

Financial Provision for Human Resources Development Programmes	2017	2018	2019	2020	2021	Total Financial Provision (2017 - 2021)
	R 103 684 348	R 113 062 782	R 111 842 903	R 116 050 827	R 122 110 495	R 566 751 355

8.3 Financial Provision for Local Economic Development Programmes

Table 66: LED Projects Financial Provision

Financial Provision for Local Economic Development Projects	2017	2018	2019	2020	2021	Total Financial Provision (2017 - 2021)
	R 6 441 920	R 4 941 920	R 4 441 920	R 3 941 920	R 2 941 920	R 22 709 600

8.4 Financial Provision for Accommodation and Nutritional Programmes

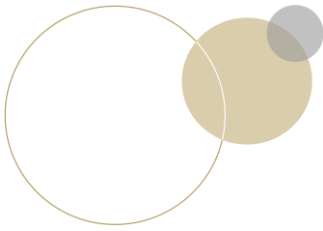
Table 67: Accommodation and Nutrition Programmes Financial Provision

Programme	2017	2018	2019	2020	2021	Total Financial Provision (2017 - 2021)
Costs for Maintaining Family Accommodation	33 129 000	33 108 000	32 979 000	32 729 000	32 343 000	164 288 000
Costs for Maintaining Single Accommodation	33 291 000	33 156 000	32 898 000	32 503 000	31 956 000	163 804 000
Cost of Nutrition Programme	75 690 000	78 718 000	81 867 000	85 141 000	88 547 000	409 963 000
Total	R 142 110 000	R 144 982 000	R 147 744 000	R 150 373 000	R 152 846 000	R 738 055 000

8.5 Financial Provision for Management of Downscaling and Natural Attrition Programme

Table 68: Financial Provision for Accommodation and Nutritional Programmes

Financial Provision for Management of Downscaling and Natural Attrition	2017	2018	2019	2020	2021	Total Financial Provision (2017 to 2021)
	R137 805 000	R88 035 000	R53 946 000	R171 402 000	R236 860 000	R688 048 000



9. Undertaking by Vice President

We, Grant Webber (Vice President Kloof operations) and Keith Stead (Vice President Kloof Operation), the undersigned and duly authorized thereto by Sibanye-Stillwater (Company) undertake to adhere to the information, requirements, commitments and conditions as set out in the social and labour plan Annual Report.

Signed at **Kloof Operation** on this day of May 2019

Name: Grant Webber

Designation: Vice President of Kloof Operation (West)

Signature: _____

Signed at **Kloof Operation** on this day of May 2019

Name: Keith Stead

Designation: Vice President of Kloof Operation (East)

Signature: _____