

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

REPORTING PROGRESS IN COMPLIANCE WITH THE UNITED NATIONS GLOBAL COMPACT (UNGC)

- Sibanye Gold Limited (Sibanye) seeks to fulfil the GC Advanced level requirements while reporting 'in accordance' with the G4 sustainability guidelines of the Global Reporting Initiative (GRI) to illustrate high standards of transparency and disclosure. The following Communication on Progress (COP) report, for the period from 1 January 2015 to 31 December 2015, has been compiled with this in mind.
- This COP should be read in conjunction with the [Sibanye Gold Integrated Annual Report 2015](#) and [Reporting in line with GRI](#) at www.sibanyegold.co.za/investors/financial-reporting/annual-reports/2015, which includes qualitative and quantitative measurements of outcomes, illustrating the degree to which targets and performance indicators have been met.

1. HIGH LEVEL COMMITMENT AND STRATEGY

See the following G4 indicators: **G4-1, G4-2** and **Letter from the Chief Executive to the UN**

As a member of the UNGC, Sibanye is committed to the implementation, disclosure and promotion of the 10 universal principles, and it is the role of the Social and Ethics Committee to monitor the Group's compliance with these principles. Business decisions are informed by the Group's values, which are aligned with these principles pertaining to human rights, labour, the environment and anti-corruption. Our Chief Executive Officer, Neal Froneman, has publicly and explicitly stated and demonstrated personal leadership in sustainability and commitment to the UNGC; promoted initiatives to enhance sustainability within the Group's sector; led the development of industry standards; and led the executive management team in the development of a corporate sustainability strategy, defining goals and overseeing implementation.

2. CONTEXT OF OPERATION AND VERIFICATION

See the following G4 indicators: **G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-10, G4-11, G4-12, G4-13, G4-28, G4-29, G4-30, G4-31, G4-32** and **G4-33**

- Legal structure
- Countries of operation
- Markets served
- Primary products
- Direct and indirect economic value generated
- Information is assured by independent assurers against recognised assurance standards

3. GOVERNANCE

Refer to **Criterion 20**

- The Board of directors assumes responsibility and oversight for long-term corporate sustainability strategy and performance
- Board committees assume responsibility for corporate sustainability
- The Board and committees approve formal reporting on corporate sustainability

4. STAKEHOLDER ENGAGEMENT

See the following G4 indicators: **G4-24, G4-25, G4-26** and **G4-27**

- Public recognition of responsibility for the company's impacts on internal and external stakeholders
- Defining sustainability strategy, goals and policies in consultation with stakeholders
- Consulting stakeholders in dealing with implementation dilemmas and challenges, and inviting them to actively participate in reviewing performance
- Establishing channels to engage with employees and other stakeholders, and to protect whistleblowers

5. DISCLOSURE OF PRACTICAL ACTIONS, RESULTS AND OUTCOMES

IMPLEMENTING THE 10 PRINCIPLES INTO STRATEGIES AND OPERATIONS

Criterion 1: The COP describes mainstreaming into corporate functions and business units

G4-34

Criterion 2: The COP describes value chain implementation

G4-12, G4-13, G4-EC9, G4-EN17, G4-LA6, G4-HR4 and **G4-HR6**

ROBUST HUMAN RIGHTS MANAGEMENT POLICIES AND PROCEDURES

Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights

G4-HR2, G4-HR4, G4-HR5, G4-HR6 and **G4-HR7**

Criterion 4: The COP describes effective management systems to integrate the human rights principles

Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration

5. DISCLOSURE OF PRACTICAL ACTIONS, RESULTS AND OUTCOMES *continued*

ROBUST LABOUR MANAGEMENT POLICIES AND PROCEDURES

- Criterion 6:** The COP describes robust commitments, strategies or policies in the area of labour **G4-LA1, G4-LA2, G4-LA4, G4-LA5, G4-LA6, G4-LA7, G4-LA8, G4-LA9, G4-LA10, G4-LA11 and G4-LA12**
- Criterion 7:** The COP describes effective management systems to integrate the labour principles
- Criterion 8:** The COP describes effective monitoring and evaluation mechanisms of labour principles integration

ROBUST ENVIRONMENTAL MANAGEMENT POLICIES AND PROCEDURES

- Criterion 9:** The COP describes robust commitments, strategies or policies in the area of environmental stewardship **G4-EN1, G4-EN2, G4-EN3, G4-EN5, G4-EN6, G4-EN8, G4-EN9, G4-EN10, G4-EN15, G4-EN16, G4-E17, G4-EN18, G4-EN19, G4-EN21, G4-EN22 and G4-EN24**
- Criterion 10:** The COP describes effective management systems to integrate the environmental principles
- Criterion 11:** The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

ROBUST ANTI-CORRUPTION MANAGEMENT POLICIES AND PROCEDURES

- Criterion 12:** The COP describes robust commitments, strategies or policies in the area of anti-corruption **G4-S01, G4-S02, G4-S03, G4-S04 and G4-S05**
- Criterion 13:** The COP describes effective management systems to integrate the anti-corruption principle
- Criterion 14:** The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES

- Criterion 15:** The COP describes core business contributions to UN goals and issues **G4-EC1, G4-EC2, G4-EC3, G4-EC5, G4-EC6, G4-EC7, G4-EC8, G4-EC9, MM1, MM2, MM3, MM9 and MM10**
- Criterion 16:** The COP describes strategic social investments and philanthropy
- Salient features**
- Perspective from the Chair**
- Capitals overview and business model**
- Material issues**
- Develop a productive, skilled and engaged workforce**
- Health and safety focus**
- Social upliftment and community development**
- Transformation**
- Leadership**
- Chief Executive's Review**
- Material issues**
- Social upliftment and community development**
- Leadership**
- G4-EC1, G4-EC2, G4-EC3, G4-EC5, G4-EC6, G4-EC8, G4-EC9, MM1, MM2, MM3, MM9 and MM10**

CORPORATE SUSTAINABILITY GOVERNANCE AND LEADERSHIP

- Criterion 19:** The COP describes CEO commitment and leadership **G4-1, G4-2 and Letter from the Chief Executive to the UN**
- Criterion 20:** The COP describes Board adoption and oversight **Leadership**
- Criterion 21:** The COP describes stakeholder engagement **G4-24 to G4-27**