

SOCIAL UPLIFTMENT AND COMMUNITY DEVELOPMENT

APPROACH

Sibanye-Stillwater's purpose – "our mining improves lives" – encompasses all stakeholders directly impacted by our mining activities as well as other stakeholders who may benefit indirectly from our mining activities (health and environmental benefits are derived from the use of PGMs to improve air quality, for instance). We engage meaningfully, as much as possible with our stakeholders, to ensure that we are in a better position to understand their perceptions of value and deliver accordingly for mutual benefit.

Our vision is to share the benefits derived from our mining operations with our communities not only to uphold our social licence to operate but also to spread our CARES values beyond the mine gate. Our aim is to tangibly and holistically improve the lives of those living in our host communities.

We share these benefits through partnership and collaboration, engaging transparently with communities, while integrating sustainable development into our decision-making processes.

In South Africa, there is a specific regulatory requirement for all mining companies to contribute to local and labour-sending area upliftment and development in order to secure a social licence to operate. Sibanye-Stillwater is committed to meeting and going beyond these targets in line with our vision.

In South Africa, governed by our policies on sustainable development, and on community and indigenous peoples, our socio-economic development programmes and corporate social investment (CSI) initiatives are overseen by the management-led Social Licence to Operate Committee, which monitors the impact of Sibanye-Stillwater's socio-economic activities at the SA operations. The Social and Ethics Committee oversees and monitors, among others, the social impacts of Sibanye-Stillwater's business activities on communities in SA and in the US, particularly given our role as an ethical, responsible corporate citizen.

For further information on the governance of our activities in relation to communities, refer to page 167 for the report of the Social and Ethics Committee in Corporate governance

IN LINE WITH SUSTAINABLE DEVELOPMENT GOALS

We continue to make progress in aligning our socio-economic community development strategy with the aims of the United Nations (UN) Sustainable Development Goals (SDGs), focusing particularly on:



PERFORMANCE

SA operations

Our community engagement goes beyond maintaining our licence to operate (see *fact sheets at www.sibanyestillwater.com*) – our social licence to operate in terms of earning the goodwill and trust of our host communities, and our regulatory licence by complying with regulations and the spirit of the law in terms of socio-economic development project implementation.

We contribute to our host communities and labour-sending areas, the society and the economy at large, by investing in socio-economic development initiatives, employing people who reside in the vicinity of our operations and through preferential local procurement.

STAKEHOLDER ENGAGEMENT

- Community engagement forums inclusive of key stakeholders
- Direct engagement with relevant government stakeholders
- Direct engagement with relevant social partners

SOCIAL AND LABOUR PLANS

- Implementation of social and labour plans
- Reporting and compliance

STRATEGIC PROGRAMMES

- Partnership with government and other private-sector players to unlock alternative economic activities
- Corporate social investment and sponsorships

In line with our approach to creating and sharing value, a stakeholder perception index has been developed to measure and monitor stakeholder perceptions. Initial testing of the index was conducted among selected stakeholder groupings, including communities in the vicinity of our gold operations on the West Rand and in the Free State in 2018. The index highlighted the following challenges, which we have reviewed and are responding to accordingly:

- **Employment** – All job applicants have to undergo medical fitness tests, and criminal and credit record checks, before they are employed by Sibanye-Stillwater. This process has been misinterpreted by the communities as an attempt to limit local employment.
- **Legacy issues and transparency** – an unintended consequence of the growth and changes Sibanye-Stillwater has undergone since it was established in 2013. Where legacy issues exist, due to unresolved historic issues with companies that owned the assets prior to us taking ownership, they are not ignored. Sibanye-Stillwater engages with communities in seeking resolutions.
- **Lack of local procurement opportunities** – a major concern across communities in South Africa. To address this concern, the following activities will be undertaken in 2019, which are part of the implementation of the Enterprise and Sustainable Development Strategy:
 - **Small, medium and micro enterprise (SMME) workshops** to help capacitate local SMMEs and co-operatives, and to provide information on procurement opportunities at Sibanye-Stillwater in collaboration with the Local Economic Development Department of Rand West City Municipality, Gauteng Enterprise Propeller, Small Enterprise Finance Agency and Phakamani Impact Capital
 - **Local procurement open days** provide information to SMMEs who will also benefit directly from the services of the enterprise and supplier development (ESD) centres, which will be established in all our operating areas in 2019

For further detail, see Stakeholder engagement on page 56 of this report

STAKEHOLDER ENGAGEMENT CONTEXT

- **Unstable community relationships:** impact of historically poor relationship with the mining industry
- **Lack of accountability by local government:** service delivery issues
- **Legacy issues:** unfulfilled and unrealistic expectations, greater discontent and impatience
- **High rate of unemployment** – highly literate but unemployed youth

STAKEHOLDER PERCEPTIONS

In our engagement with communities around our gold operations on the West Rand and in the Free State, specifically to test our new Stakeholder Perception Index engagement tool, we found historic misperceptions of a culture of non-engagement. Specifically, there were misperceptions of malicious intent, particularly relating to procurement, environmental issues, care and maintenance, and socio-economic development programmes.

The study also highlighted gaps in the municipality-led Integrated Development Plan (IDP) process, which is meant to determine and prioritise the needs of communities that ultimately inform our social and labour plans (SLPs). There is also an apparent misunderstanding of SLP funding and related responsibilities.

Communities are frustrated, believing that the mines do not respond to their grievances, particularly in relation to CSI, procurement and employment.

Regular communication is critical but structured communication platforms have not yet been established for Sibanye-Stillwater to proactively reach aggrieved communities. Existing engagement forums have formal memoranda of understanding but delivery is inconsistent and ineffective. Communities are reluctant to accept a single engagement platform as organised labour does not have to engage in this manner.

Solutions

Management has reviewed the outcome of the study and conducted feedback sessions with the communities. It has been recommended that we:

- Focus on educating communities about our business and their rights
- Increase consultation, internally and externally, on SLPs and related responsibilities
- Assist communities to organise themselves so that engagement is constructive
- Close historical gaps in procurement and socio-economic development
- Support CSI and environmental programmes identified by local communities
- Create consistent and open channels of communication
- Implement effective conflict resolution/complaints mechanisms
- Refocus all social interventions on the social closure strategy (life after mining/avoiding the creation of ghost towns)

We have improved governance of our internal processes to monitor and audit stakeholder engagement, including the development of a heat map to track the quality of relationships. A new issues resolution framework has been developed, aimed at ensuring community and stakeholder concerns are resolved speedily. This framework includes establishing grievance/complaints procedure so that communities and other stakeholders are more easily able to contact Sibanye-Stillwater and report their concerns. The latter was in response to criticism that we were not accessible. A hotline has been set up to facilitate contact with Sibanye-Stillwater, and community roadshows have been undertaken to explain procedures and processes implemented.

SOCIAL UPLIFTMENT AND COMMUNITY DEVELOPMENT CONTINUED

COMMUNITY COMPLAINTS PROCEDURE

A new community complaints procedure has been instituted. Its objective is to ensure that every issue or complaint is captured in a register, resolved and feedback provided to stakeholders within a stipulated turnaround time. In this way, issues will all be resolved before they develop into disputes.

An issues register has also been established to track grievances, monitor related engagement, prioritise issues raised and monitor time taken to resolve. A timeline for responses is also included to track regular, ongoing feedback. To maintain relationships based on trust, it is important that we deliver on our promises, and this framework will help to ensure that we do so.

There is also greater co-operation internally to address and resolve issues raised, such as employment and procurement opportunities.

A community immersion programme involving the executive and senior management of Sibanye-Stillwater aimed to promote understanding of the state of the communities around our mining operations and accompanying alternative economic activities in the Rand West City Local Municipality. Senior management visited communities residing in Glenharvie (mainly our employees), Venterspost, Simunye, Bekkersdal and Mohlakeng, guided by people who are familiar with the areas. The visit included engagement with key community leaders and interaction with project beneficiaries of the social development projects.

Subsequent to the immersion, some senior managers and departments pledged the following donations:

- Food and vegetable seedlings for an orphanage in Simunye
- Prefabricated recreational/office structures at a centre for elderly people in Simunye and a community-based organisation in Bekkersdal
- Vegetable seedlings and perimeter fencing at the youth agricultural project in Simunye
- Waste recycling bins for a woman-led project in Simunye
- Possible procurement opportunities for community business structures and for the SLP projects supplying garments and fresh produce
- Community leadership development training for community leaders at the Gordon Institute of Business Science
- CCTV surveillance system troubleshooting at a shelter for abused women

SOCIAL CLOSURE PLANNING

Our social closure framework and plans, in relation to our socio-economic programmes, have been finalised. Planning for the related stakeholder engagement has begun. This framework and its accompanying plans go beyond mining and are more extensive than our SLPs, which are based on compliance.

In developing these plans, we are collaborating and strategising with municipalities, district and local, to identify economic activities that will endure post-mining. The plans, which will align with regional IDPs, will be driven and owned by the municipalities.

SOCIAL COMPACT PROGRAMME IN RUSTENBURG

As an initial step, we have engaged with the Rustenburg Local Municipality. An understanding of their vision for the future will feed into our regional social closure plans and into projects to be included in our SLPs. A specialist service provider was contracted to implement Phase 1 of a social compact programme in Rustenburg where we particularly need to earn the trust of our stakeholders. The programme included engagement with various stakeholder groupings to address their concerns and to work towards a common vision for mutual benefit.

“To maintain relationships based on trust, it is important that we deliver on our promises”



We sponsor scholar patrols at local schools in Rustenburg, South Africa, to ensure that children are safe

BOKAMOSO BA RONA AGRICULTURAL-INDUSTRIAL INITIATIVE

The Bokamoso Ba Rona initiative is a unique, collaborative, multi-stakeholder approach to promoting sustainable economic activity through the development of a large-scale agriculture and bio-energy hub in areas of the greater West Rand District Municipality. Currently, the local economy depends predominantly on mining and there is a need to diversify economic activity. To this end, Sibanye-Stillwater has contributed 30,000ha of land, which is a substantial contribution to the sustainability of the local economy beyond mining, and an initiative that has been embraced and adopted by government.

This extensive regional project is part of the West Rand District Municipality's Accelerator Programme aimed at promoting economic activity and ensuring the district's economic viability.

The aims of the Bokamoso Ba Rona initiative are to:

- facilitate creation of a sustainable post-mining economy
- promote employment by emphasising labour-intensive opportunities with focus on agriculture
- accelerate transformation by creating opportunities and providing ongoing development and training for local communities
- facilitate comprehensive, sustainable local socio-economic development

On 12 October 2018, we participated in a workshop to determine the level of interest in establishing the Bokamoso Ba Rona agricultural-industrial activities in areas of the West Rand district surrounding Sibanye-Stillwater mining operations, and to learn about the potential value propositions, capabilities and modalities of involvement that interested stakeholders envisaged.

Responses indicated keen interest in pursuing agricultural ventures and, considering prior experiences with agricultural-industrial initiatives, the need to pursue a structured approach was identified.

It was therefore decided to establish a strategically planned and enabling framework for a sustainable programme that would serve the socio-economic development requirements of the district. It is particularly important to establish an effective agricultural-industrial value chain with planned related activities to ensure availability of critical resources and support structures, and to facilitate finance and access to markets.

A suitably qualified and experienced programme manager will provide strategic leadership, with oversight by the principals responsible for leading structured processes, to secure participation by the wide range of role players required to give effect to the programme's strategic scope. Support will also be provided to SMMEs on delivering in line with the broader strategy, and on producing to the required quality and quantity. Existing smaller agricultural projects will feed into this larger project.

This initiative is in the planning stages with implementation still some way off. Given the complexity and scope of this ground-breaking initiative, there will be significant challenges to overcome. As the debates on land reform have highlighted, successful commercial agricultural-industrial ventures depend on far more than just access to land. The commitment and co-operation and alignment of the partners – business, local and national government, and the investment community – are vital.

A memorandum of understanding has been entered into with the partners, which include the West Rand Development Agency, the Gauteng Infrastructure Financing Agency and the Far West Rand Dolomitic Water Association. Other stakeholders include the Public Investment Corporation, the Department of Planning, Monitoring and Evaluation, the Merafong City Local Municipality and the Rand West City Local Municipality.

For more information on this programme, visit www.sibanyestillwater.com



Beneficiaries of the REAP WHAT YOU SOW project grow fresh produce that generates a sustainable income



Community members working in REAP WHAT YOU SOW, close to the SA gold operations, benefit from the co-operative project

SOCIAL UPLIFTMENT AND COMMUNITY DEVELOPMENT CONTINUED

“Internal governance of SLPs is undertaken through forums designed to monitor and evaluate implementation”



Our social and labour plan funds an award-winning piggery – a community project close to the SA PGM operations



A piggery generates a sustainable income in North West Province

MINING CHARTER AND SOCIAL AND LABOUR PLANS

The latest amendment of the Mining Charter was released in September 2018 and the accompanying implementation guidelines on 19 December 2018.

Before work begins on its implementation on 1 March 2019, there will be a series of internal workshops to promote a better understanding of the requirements and to identify gaps.

The following salient points apply to our operations:

- Existing mining right holders, licence and permit holders must implement the Mining Charter 2018 from 1 March 2019
- Before 1 March 2019, existing right holders, licence and permit holders must maintain compliance with the requirements of the Mining Charter 2010
- The first annual report on the Mining Charter 2018 must be submitted to the Department of Mineral Resources on or before 31 March 2020
- Although our socio-economic development focus has moved beyond SLPs, they are nevertheless important, especially in terms of regulatory compliance.

For a summary of our SLP projects and their impact, refer to www.sibanyestillwater.com

SLP STATUS

- **Driefontein and Kloof:** Following submission of the SLPs for the five-year period 2017-2021 to the Department of Mineral Resources, requested changes were made and plans were resubmitted. We await final approval.
- **Beatrix:** The SLP for 2017-2021 has been approved and implementation is underway.
- **Burnstone:** The SLP for 2017-2021 has been submitted to the Department of Mineral Resources and we await approval. To align the SLP's local economic development (LED) programme with the Dipaleseng Local Municipality's IDP, agriculture was prioritised to address food security.
- **Cooke:** Under care and maintenance, expenditure for SLPs has been stopped.
- **Rustenburg operations:** The SLP for 2016-2020 has been approved and implementation is underway.
- **Kroondal:** In terms of the current SLP (2016-2020), the LED project backlog is being addressed and implemented by Anglo American Platinum as per the pooling and sharing agreement with Sibanye-Stillwater.

The project backlog reported to the Department of Mineral Resources for the Cooke and Kroondal SLPs is expected to be completed by the end of 2019.

We plan to implement a data system to better manage and monitor our performance. This will enhance reporting on our performance and compliance, which is important as our mining rights depend on this. Internally, there is a gap in our understanding of obligations and responsibilities in terms of our SLPs. Training workshops, which began in January 2019, will be conducted across the SA operations to align understanding of the regulatory environment and internal reporting, to build capacity and to ensure that we deliver and comply in terms of our commitments and regulations. Organised labour will participate in these workshops.

Mining for non-miners training was conducted for Rand West City Local Municipality LED officials as well as members of the mayoral council responsible for economic development and planning, and corporate support services in 2018. Sibanye-Stillwater also conducted this course for portfolio heads and officials of the Rand West City and Merafong City local municipalities.

GOVERNANCE

Internal governance of SLPs is undertaken through forums designed to monitor and evaluate implementation and Mining Charter obligations although this is not required by law. Meetings are convened quarterly with management and organised labour. In 2018, the gold operations held three official SLP forum meetings. At Kloof, a number of additional engagements were aimed at resolving disagreements about SLP targets. At the Rustenburg and Kroondal operations, SLP forum structures were set up in 2018.

Training workshops will be conducted in early 2019 to build capacity across the Group with focus on recruitment and skills development.

Sibanye-Stillwater has also initiated community forums to encourage constructive dialogue and to keep abreast of the impacts of the business and communities. In the Merafong area, close to the gold operations, three community forums were held in 2018.

In addition to community training provided on agriculture, leadership and enterprise development, Sibanye-Stillwater has extended Care for iMali to communities (see *fact sheet at www.sibanyestillwater.com*). Community training on alternative economic skills also covers paraplegic rehabilitation, offered to former and current employees, and portable skills training (such as welding, plumbing, bricklaying, sewing and carpentry) by the Sibanye-Stillwater Academy in line with SLP targets.

SA operations: Socio-economic development expenditure (R million)

	2018			2017			2016			2015	2014
	Total	Gold	PGM	Total	Gold	PGM	Total	Gold	PGM	Gold	Gold
Local economic development	18	2.6	15.4	24	13	11	59	47	12	27	24
Human resource development											
Communities	68.6	51.4	17.2	532	340	193	393	321	72	384	353
Employees	489.5	305	184								
Employee housing and nutrition ¹	772	594	178	586	425	161	181	181	0	197	649
Health	10	10	0	3	3	0	4	4	0	6	5
Education	13.7	13.7	0	3	3	0	4	4	0	62	10
Sport, conservation and environment	0.345	0.345	0	0	0	0	0.4	0.4	0	1	10
Donations, community development and charitable gifts	2.7	2.3	0.4	10	8	2	15	12	3	14	1
Total	1,374	979	395	1,158	791.5	366.5	656	569	87	691	1,052

¹ Expenditure is reported inclusive of value-added tax (VAT) as no VAT is claimed in terms of the relevant Act

² Previously reported human resource development figures included community and employees

SA operations: Enterprise development (R million)

	2018			2017		
	Total	Gold	PGM	Total	Gold	PGM
	11	7	4	1	0.5	0.5

COMMUNITY TRUSTS

Several trusts are in place at present. Some are community trusts and others are empowerment trusts. We are endeavouring to ensure that these trusts work while we attempt to combine and consolidate them.

We plan to establish a Group trust early in 2019 into which some of the trusts with similar objectives will be consolidated as a single trust that will implement the company's CSI programmes.

It is envisaged that a foundation will be established to focus on all the social closure programmes designed to transcend the end of life of mine.

CORPORATE SOCIAL INVESTMENT

Management of CSI activities at our SA operations is being streamlined to ensure that it is focused and optimises benefits for beneficiaries.

Our policy on donations and CSI was amended in 2018, informed by financial constraints and the need to make an impact in focus areas. Instead of an ad hoc approach, CSI interventions will be funded over a fixed period, from two to three years, depending on the specific focus area.

In the West Wits region, we are supporting three homes for elderly and disabled people with an investment of R1.2 million in monthly food parcels over two and half years while providing the same people with skills to cultivate self-sustainable food gardens for their own consumption and to generate an income.

Our focus in Rustenburg is on supporting early learning development centres in partnership with other role players. To date, we have conducted training for caregivers and managers of the selected centres. Focus in 2019 will be infrastructure upgrades and the provision of learning material.

We are engaging with stakeholders to determine focus areas in the Free State.

HUMAN RIGHTS

Sibanye-Stillwater conducts its business in line with national legislation, including the Constitution and the Labour Relations Act, as well as the International Labour Organization.

For the impact of illegal mining on communities, see the fact sheet: Combatting illegal mining at the SA operations.

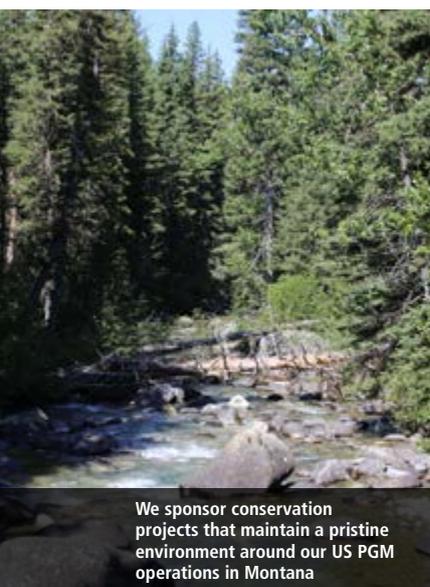
SA operations: Corporate social investment in 2018 (R)¹

Year	Total	Gold	PGM
2018	26,498,336	26,459,175	39,161
2017	15,764,552	13,789,367	1,975,185

¹ Corporate social investment already included in socio-economic development table above

SOCIAL UPLIFTMENT AND COMMUNITY DEVELOPMENT CONTINUED

“An intensified programme to unlock opportunities for local suppliers is being rolled out”



We sponsor conservation projects that maintain a pristine environment around our US PGM operations in Montana

PROCUREMENT AND ENTERPRISE DEVELOPMENT

Participation by local community businesses in our organisation is one way of contributing to the economic development of communities around our mining operations. Local procurement was a major cause of strained relationships between Sibanye-Stillwater and local communities in 2018. A trust-building workshop with local businesses in Rustenburg addressed this by aiming to repair relationships through the transparent sharing of information about what we buy, opportunities available, our processes, and funding assistance as well as enterprise and supplier development programmes for local communities.

An intensified programme to unlock opportunities for local suppliers is being rolled out with focus on ring-fenced commodities and unbundling of opportunities on contracts with large suppliers.

Procuring services from local suppliers remains a challenge. Some of the issues are lack of relevant mining skills, pricing and contract deliveries. We have employed Phakamani, an enterprise development

service provider to assist us in coaching and developing the skills required to support sustainable local suppliers. Participation by local suppliers therefore remains relatively low and legislated targets have been set to triple current spend.

Our enterprise and supplier development strategy includes support from financial services provider Phakamani Capital, as well as proactively identifying SMMEs and potential joint ventures, and establishing business centres across our operations. In 2018, 80 loans were approved to the value of R12.9 million for the benefit of 44 SMMEs, including 42 youth and 25 female entrepreneurs, and 593 jobs sustained for the duration of project and/or contract. As part of the interaction with Phakamani, 54 companies were mentored and trained.

A new procurement system called “Coupa” will be rolled out to the SA operations in 2019. This tool will enable effective interactions with our suppliers and make our procurement process more accessible and visible to our communities, and thus encourage involvement.

SA operations: Discretionary BEE procurement¹

	Capital goods target (40%)	Consumables target (50%)	Services target (70%)
Gold			
Beatrix	78%	84%	61%
Cooke 1, 2 and 3	49%	30%	80%
Cooke 4	0%	66%	44%
Driefontein	73%	81%	77%
Kloof	83%	84%	70%
PGM			
Kroondal	83%	87%	81%
Rustenburg	88%	81%	84%
Total	82%	81%	76%

¹ The Mining Charter's procurement targets apply to procurement that “excludes non-discretionary procurement expenditure” – this excludes expenditure that cannot be influenced, such as procurement from the public sector and state enterprises. Procurement targets therefore apply to discretionary expenditure over which Sibanye-Stillwater has influence.

SA operations: Total empowerment spend (2018)

Black-owned (historically disadvantaged South African) businesses	R million	% of total spend
Male-owned	9,005	65.01
Women-owned	1,874	13.53
Total	10,879	78.54

US PGM operations

Throughout the course of 2018, the executive team at our US operations met with Montana's federal delegation, including senators Jon Tester and Steve Daines, and representative Greg Gianforte, as well as Montana's Governor Steve Bullock and key senior personnel at the Montana Department of Environmental Quality and Region 8 of the US Environmental Protection Agency. The meetings introduced our leadership team and informed these important stakeholders about the organisation, providing insight on a number of environmental issues, including the delegation's views on I-186. *For further information on I-186, refer to page 140 of this report*

We created a Community Giving Team in line with our charitable policy, which highlights our aim to support communities directly adjacent to our mines and processing facilities. The policy prioritises initiatives that support rural emergency and healthcare services, education (especially science, technology, engineering and mathematics), local community improvement activities and environmental stewardship. In 2018, the Community Giving Team supported over 100 organisations, including a US\$25,000 donation to the Forests in Focus initiative, which addresses forest health and wildland fire risk across Montana. Since its inception, Forests in Focus has supported the treatment of more than 300,000 acres of forest, the production of nearly 190 million feet of board timber and the retention of 3,000 jobs in the forest products sector.

Through this initiative, the Montana Department of Natural Resources and Conservation also increased Montana's stake in Forest Plan revisions and federal projects through the National Environmental Policy Act process, and supported local governments and collaborative groups in their efforts to effectively engage with the US Forest Service on projects important to their constituents and communities. This "all-lands, all-hands" collaborative approach developed in Montana informed Governor Bullock's National Forest and Rangeland Management Initiative of the Western Governors Association, culminating in the release of bipartisan administrative and legislative recommendations to advance shared learning and best practices for forest restoration and management across the western US.

In addition, the Community Giving Team supported a number of local community organisations in 2018, including Montana Shakespeare in the Parks, which presents live theatre in rural communities, as well as Eagle Mount, a local programme that provides skiing and horseback riding opportunities to disabled children and adults, and the Yellowstone Big Horn Research Association, a local field research site dedicated to training area educators in geology.

GOOD NEIGHBOR AGREEMENT

More than 15 years ago, the then Stillwater Mining Company signed the Good Neighbor Agreement (GNA), together with three local stakeholder organisations: the Northern Plains Resource Council, the Stillwater Protective Association and the Cottonwood Resource Council.

Unique within the mining industry, the GNA provides an innovative framework for the protection of the natural environment while encouraging responsible economic development. It legally binds us to certain commitments and holds us to a higher standard than that required by federal and state regulatory processes.

Our commitments include transparent and productive interaction with all affected stakeholders, using the GNA as a vehicle for dispute resolution and positive stakeholder engagement.

For further information, see the fact sheet, Working together: the Good Neighbor Agreement

US PGM operations: Philanthropic/social activities and related expenditure (US\$)

	2018	May-December 2017
Community projects (42%)	162,600	60,050
Youth activities (13%)	50,900	53,125
Education (24%)	94,130	37,760
Emergency services (12%)	44,700	28,750
Cultural activities (9%)	35,500	15,100
Total	387,830	194,785

FUTURE FOCUS

SA operations

We will focus on education infrastructure, economic diversification through agriculture, and CSI in 2019 to facilitate and catalyse alternative economic activities aimed at skills development, job creation and food security – and thus ensure meaningful social closure beyond mining.

US PGM operations

In 2019, our US operations will continue to focus on meaningful contributions that will enhance the well-being of local communities, assist local first-responders, and provide education opportunities to local students.