

engaging with stakeholders

COMMUNICATION AND ENGAGEMENT

In line with its Corporate Communications and Engagement Strategy, Sibanye communicates with key stakeholders on a regular basis to keep them informed of developments.

The development of the Corporate Communications and Engagement Strategy entailed:

- a review of the existing communications framework and practices;
- an external environmental scan;
- the development of communications and engagement objectives and guiding principles; and
- the establishment of monitoring, evaluation and performance management arrangements.

The strategy developed in 2013 will remain under review and is a dynamic document to be updated from time to time.

Sibanye's engagement strategy is based on six objectives, supporting the delivery of its corporate objectives, which are to:

1. Promote the Sibanye brand

- ▶ Position and strengthen the brand among key stakeholders
- ▶ Inculcate the Group pay-off line - 'We are one' - as a philosophy to engender a sense of ownership and accountability necessary to realise its vision
- ▶ Build brand awareness and legitimacy
- ▶ Achieve sustainable brand value

2. Build credibility and trust in Sibanye

- ▶ Influence and work alongside stakeholders to deliver on its vision
- ▶ Deliver on its promises

3. Build a new corporate culture for Sibanye by increasing awareness of its vision, mission, aims, objectives and values

- ▶ Employees are aligned with the Group's purpose, vision and values and understand what is needed of them to make a meaningful contribution
- ▶ Employee engagement and achievement of organisational effectiveness

4. Improve communications and engagement capability and capacity of staff across the organisation and ensure resources are used to maximum effect

- ▶ Building capability among the communications staff is central to achieving the objectives of the Communications and Engagement Strategy
- ▶ Achievement of vision hinges on every manager becoming a communicating leader

5. Establish two-way internal communication across the Group

- ▶ Checking that messages reach internal target audiences and employees, and closing the loop to ensure that messages are understood and internalised
- ▶ Providing an opportunity for employee contribution
- ▶ Ensuring clarity on management's role in communication

6. Provide high-quality, efficient and effective communication and engagement between Sibanye and external communities

- ▶ Influence and work alongside key stakeholders
- ▶ Ensure understanding of the Sibanye portfolio of projects and impacts on communities
- ▶ Consistent messaging to stakeholders

'Our stakeholder engagement is dynamic.'



engaging with stakeholders continued

SIBANYE'S PRIMARY STAKEHOLDERS

Stakeholder group

Some specific stakeholders



Local and provincial government

West Rand District Municipality
 Westonaria Local Municipality
 Merafong Local Municipality
 Matjhabeng Local Municipality
 Masilonyana Local Municipality
 Lejweleputswa District Municipality
 Gauteng Provincial Government
 Free State Provincial Government



National government

Department of Mineral Resources (DMR)
 Department of Labour (DoL)
 Department of Education (DoE)
 Department of Higher Education
 Department of Environmental Affairs (DEA)
 Department of Water Affairs (DWA)
 Department of Health (DoH)
 Department of Rural Development and Land Reform
 Portfolio Committee on Mineral Resources
 National Treasury



Non-governmental organisations (NGOs)

Wildlife and Environment Society of South Africa
 Earthlife Africa
 Federation for a Sustainable Environment
 Groundwork South Africa



Forums/key institutions

Chamber of Mines of South Africa
 Suppliers/contractors
 West Rand District Mining Forum
 Merafong Community Mining Forum
 Far West Rand Dolomitic Water Association



Organised labour

NUM
 Solidarity
 UASA
 AMCU
 Sibanye Group Leadership Forum



Regulators

DMR
 DWA
 DEA
 National Nuclear Regulator (NNR)
 National Energy Regulator of South Africa
 JSE
 NYSE/US Securities and Exchange Commission (SEC)

Stakeholder group

Some specific stakeholders



Communities

Tin City
Kokosi
Theunissen
Welkom
Virginia
Blybank
Hillshaven
Glenharvie
Fochville
Bekkersdal
Simunye
Farmers/landowners



Media

National media
Regional newspapers and broadcasters
Local newspapers and broadcasters
Specialist trade media
Information websites
Community media



Other

Sibanye Board of directors
Employees
Sibanye Executive Committee (Exco)
Investors/providers of capital (shareholders and banks)
Retired employees
Families of employees
Mining units
Board committees (particularly Safety, Health and Sustainable Development, Social and Ethics, Audit and Risk)

‘We interact regularly with a broad range of stakeholders.’