

SUPERIOR VALUE FOR THE WORKFORCE



“Our people make a difference and give Sibanye-Stillwater a competitive edge.”

Neal Froneman – Chief Executive Officer

APPROACH

Sibanye-Stillwater’s corporate purpose is unequivocal: “our mining improves lives”, and this defines the way our business activities are conducted. As a labour intensive business, this is of particular relevance to our many employees, their families and the communities in which they live.

Sibanye-Stillwater is a significant employer, providing jobs for more than 65,000 people globally, whose lives and those of their families are critically aligned with and improved, by the success of the Group. Sibanye-Stillwater provides sustainable employment and rewarding career growth opportunities as well as opportunities for personal development. We pay competitive salaries that in addition to a basic wage, include significant variable incentives and other benefits, which enable our employees to provide for their families and indirectly, the broader community. It is estimated that in South Africa specifically, each person employed in mining indirectly supports

10 direct dependants and up to seven additional indirect dependants. This suggests that Sibanye-Stillwater’s business in South Africa benefits close on 1.2 million people.

In many countries, the mining sector plays a vital role in the on-going development of many local communities. Mining communities benefit from the mines in various ways, including:

- Employment
- Local economic development
- Provision of infrastructure
- The creation of upstream and downstream industries which supply goods and services to the mines
- Increased local economic activity due to wages and salaries being spent at community businesses

Furthermore, our employees contribute to the national fiscus and to local governments by paying tax on income earned and rates and taxes as residents in municipalities.



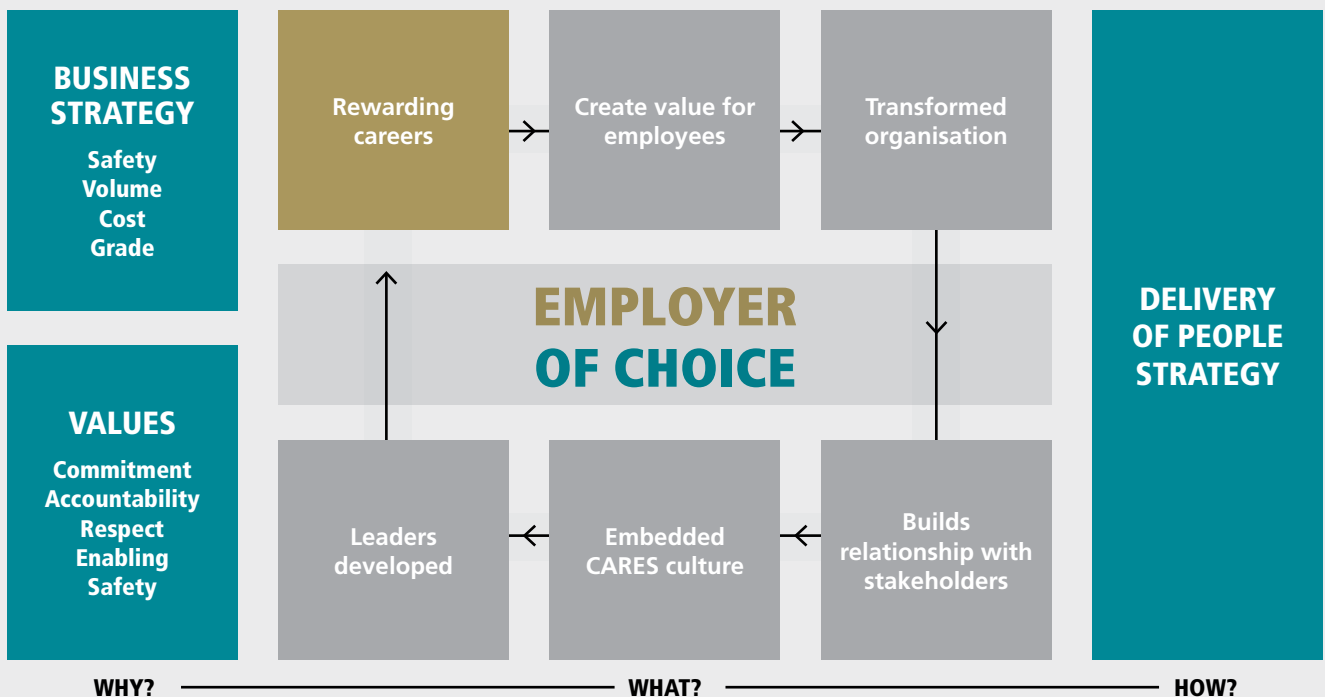


PEOPLE@SIBANYE-STILLWATER

Sibanye-Stillwater employees play an integral part in ensuring successful delivery on our operational targets and strategy. Our People@Sibanye-Stillwater human resources model is designed to help us achieve our business strategy and promote a values-based organisation. This model aims to ensure that Sibanye-Stillwater is an employer of choice and drives our purpose.

To this end, the People@Sibanye-Stillwater initiative seeks to:

- create value for employees and provide rewarding careers
- ensure that Sibanye-Stillwater embrace and implement the spirit of true transformation
- ensure that employees are engaged and understand their contribution to the company
- develop leadership capacity to enable meaningful engagement, in order to connect with and motivate employees
- embed our CARES values so that employees embrace and live them



SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

OVERVIEW 2017

HUMAN RESOURCES STRATEGY REVISED

The Group-wide human resources strategic framework is aligned with the Group's purpose, vision and strategy and revised to include a holistic, integrated approach to managing employees throughout the different stages of their careers. This includes, inter alia, attracting quality employees, suitable and relevant training and development, on-going performance management and career development, and mobility, retention and exit management.

This revision involved an in-depth analysis of the service delivery model and resourcing of the human resources function, its policies, systems and processes. A strategic road map was developed to unlock human resource value in the next three years. A key aspect of the strategic road map was the updating of our policies and practices and to this end, 90% of policies were refined. The revised policies will be implemented and re-communicated in 2018.

ORGANISATIONAL AND LEADERSHIP DEVELOPMENT

The revised, holistic integrated human resource strategy is aimed at attracting and retaining the right people with the right skills and capabilities. We have defined training programmes to build leadership capability and nurture talent. We believe that competent leaders will play a crucial role in the ongoing success of Sibanye-Stillwater by embedding our values and culture, creating more engaged and aligned employees and assisting in building constructive relationships with stakeholders.

Improved organisational efficiency involves aligning our strategic objectives, people and processes. Our key priority is to ensure that employees are empowered and have the skills and tools necessary to enable them to conduct their jobs as efficiently as possible, within a conducive work environment, where leaders set the example by living the values of the company. To address this priority, we reviewed the following:

- **Talent management:** The overwhelming majority of our employees reside in South Africa, and as such, a region specific career growth model, based on performance; leadership ability; qualifications, technical experience and business knowledge; and potential and culture fit, was designed and approved in this region. This model will be rolled out in 2018.

SA region: Talent pool ¹

	2017	2016
Talent pool size (A – D Band)	1,282	² 691
Successors promoted	105	108

¹ Employees identified as potential leaders for development

² 2016 focussed on D Band employees only

- **On-boarding framework:** This framework, developed to promote sustainable and innovative practices to support the human resources strategy, aims to integrate new employees

and those in new positions so that they become productive as speedily as possible. This framework will help ensure that newly appointed employees are successful and will promote employee engagement and retention.

Phase one of an on-boarding survey was conducted in 2017 to determine imbalances between occupational demands on the individuals and the resources available to help them cope with these demands. Results indicated that workplace demands on employees are high which may be due to inadequate resourcing and a lack of role clarity. The second phase of this survey will be rolled out in 2018.

- **Psychometric assessments:** Psychometric assessments for all employees up to the E-lower band level are now conducted in-house by a registered psychologist. Executive assessments are outsourced. The new assessment system was successfully rolled-out and integrated with relevant human resource processes (recruitment and selection, talent management, succession planning and development). Employees are assessed against the leadership competency framework which will highlight growth areas to be developed to improve the quality of our leadership. Comprehensive psychometric assessment data is used to indicate potential matches with our leadership framework and values, as well as the likelihood of an individual being successful in a specific job. This data will be used in compiling employee development plans.

Psychometric assessments also aid the internal talent management process. The annual talent review was held in November 2017. These reviews will be held quarterly in 2018 when career opportunities and risks in core disciplines will be identified.

- **Leadership development:** A leadership competency framework aimed at promoting leadership capability has been crafted and the first module of an executive development programme completed. In 2017, 52 employees from the SA gold operations attended the leadership development programme at Gordon Institute of Business Science (GIBS) and another 131 attended corporate education programmes. Candidates from the SA PGM operations will be included in this programme from 2018.
- **Executive succession planning:** Executive development and succession processes form the basis of our integrated talent management framework. The executive development programme will coach executives on how to lead teams and enable people, which is vital to organisational development. Sibanye-Stillwater believes that developing competent and able leaders, with the correct critical skill sets, is essential to the future success of the business and will provide a competitive advantage, enabling delivery on our business goals. The development of a pool of effective and aligned leaders will be vital for the ongoing transformation of Sibanye-Stillwater into a modern mining company and to ensure the competitiveness and sustainability of our business, particularly in these challenging and complex social and

economic times. To this end, we have partnered with Duke Corporate Education, a global leader in customised executive education, to deliver an executive leadership development programme that encompasses coaching, leading for impact, strategy, transformation and stakeholder engagement.

Embedding our corporate culture

Cultural transformation underpins organisational, leadership and functional development. While our corporate values have been rolled out throughout the company, much remains to be done to embed the culture fully, particularly at the newly-acquired assets. The recognition and rewards policy includes different categories of rewards including: Living the CARES values and embracing diversity.

In the US region, the corporate values were rolled out in the second half of 2017. In addition, to ensure continuity, three executives, including the CEO, are involved in planning for and implementing the strategy. The focus is to identify talent and those with the necessary leadership skills to advance the business.

OUR WORKFORCE AND ITS CHARACTERISTICS

During 2017, we focused extensively on optimising our workforce to improve profitability and productivity, to prolong operating lives and to ensure longer-term job security for our employees. Sibanye-Stillwater's total workforce as at 31 December 2017 was 66,472 (2016: 74,531), including contractors – in the SA region and 1,970 in the US region and 55 corporate office employees. The decline is largely a result of restructuring during the past year in the SA region, including the cessation of mining at the Cooke underground operations.

Following the Stillwater acquisition, the Group was restructured on a regional basis in order to ensure the focus on operational delivery in the regions, which have different operational and environmental characteristics. A separate corporate office has been established to focus on strategic and broader group issues, leaving the regions to focus on operational delivery.



SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

Sibanye-Stillwater workforce by operation as at 31 December

	2017			2016			2015		
	Permanent employees	Contractors ¹	Total	Permanent employees	Contractors ¹	Total	Permanent employees	Contractors ¹	Total
SA REGION									
Beatrix	7,084	925	8,009	7,884	1,671	9,555	7,618	1,362	8,980
Driefontein	10,969	1,495	12,464	10,941	1,648	12,589	10,772	949	11,721
Kloof	9,581	1,487	11,068	9,858	1,319	11,177	10,192	941	11,133
Burnstone	237	298	535	241	336	577	122	–	122
Cooke	717	542	1,259	3,788	1,624	5,412	5,236	2,084	7,320
Gold – total	28,588	4,747	33,335	32,712	6,598	39,310	33,940	5,336	39,276
Kroondal (100%)	5,715	2,849	8,564	6,021	4,378	10,399			
Rustenburg	13,194	2,049	15,243	14,891	3,114	18,005			
PGM* – total	18,909	4,898	23,807	20,912	7,492	28,404			
Regional services ⁴	2,262	1,349	3,611	3,054	1,018	4,072	3,054	1,018	4,072
SA Other ³	1,867	1,827	3,694	2,731	190	2,921	2,731	190	2,921
SA region – total	51,626	12,821	64,447	58,644	15,887	74,531	39,725	6,544	46,269
US REGION									
Stillwater	863	333	1,196						
East Boulder	409	54	463						
Metallurgical Complex	179	64	243						
Regional services **	54	6	60						
US Other ***	8	0	8						
US region – total	1,513	457	1,970						
Corporate office ²	55	–	55						
Group – total	53,194	13,278	66,472	58,644	15,887	74,531	39,725	6,544	46,269

* The PGM operations are those operations under management. For 2016, Kroondal is included for the nine months from April to December 2016 and the Rustenburg operation for two months, November and December 2016. For 2017, these operations are included for the full year

** Regional services for the US include executive management located in the Columbus, Montana and Littleton, Colorado offices.

*** US other represents people employed at Marathon (2 employees) and Altar (6 employees) exploration projects as part of the US region, while there were no contractors at 31 December 2017



¹ Contractors excludes 'free' contractors (those who receive a fee for service irrespective of the number of contractor employees on site – they are not compensated on a fee-per-head basis but on a fee for the service or work performed)

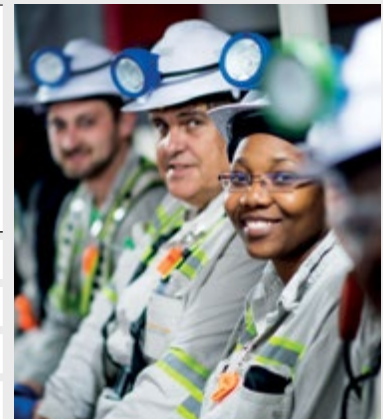
² Corporate office includes executive management since September 2017

³ Other includes Protection Services, Shared Services, the Sibanye-Stillwater Academy, Health Services and Property

⁴ Regional services includes the executive management of SA region as well as employees providing a service to the SA region and not reflected in other

Gender diversity of permanent employees – gender (%)

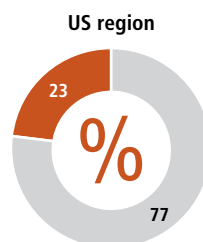
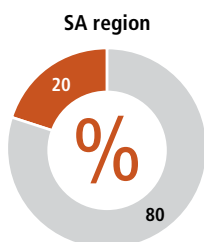
	 MALE	 FEMALE
SA region*	87% (45,080)	13% (6,546)
US region*	92% (1,399)	8% (114)
Corporate office	55% (30)	45% (25)
Group	87% (46,509)	13% (6,685)



* Includes services and other

WORKFORCE COMPOSITION 2017

Type of employee by region



Permanent **51,626**
Contractors **12,821**

Permanent **1,513**
Contractors **457**

Permanent **55**
Contractors **0**

WORKFORCE BREAKDOWN BY AGE

	2017				2016				2015			
	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%
SA region												
Younger than 30 years	4,034	3,694	7,728	12	5,913	4,560	10,473	14	5,251	1,890	7,141	15
Between 30 and 50 years	37,275	7,738	45,013	70	41,636	9,536	51,172	69	27,017	3,805	30,822	67
Older than 50 years	10,317	1,389	11,706	18	11,095	1,791	12,886	17	7,457	849	8,306	18
US region*												
Younger than 30 years	157	10										
Between 30 and 50 years	848	56										
Older than 50 years	508	34										

* Information on the ages of contractors in the US region is not available

SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

SECTION 189 PROCESSES – COOKE, BEATRIX AND THE PGM OPERATIONS

A major focus of employee engagement during 2017 was to address the strategic challenges resulting from low commodity prices, and underperforming operations, which negatively impacted the profitability and sustainability of the SA region.

In terms of the Labour Relations Act and to address these challenges, two Section 189 processes were instituted during 2017 – one at the SA PGM operations and one at the gold operations.

Consultations for both processes were held under the auspices of the Commission for Conciliation, Mediation and Arbitration (CCMA). The SA gold operations' consultations lasted 85 days while those for the SA PGM operations lasted 89 days.

Initially at the SA gold operations, the jobs of 7,500 mine employees and 3,000 contractors were at risk. Through constructive and meaningful dialogue and engagement, the parties agreed on initiatives which saved 3,000 jobs, limiting the social impact of the restructuring somewhat. The loss-making Cooke operations were placed on care and maintenance and certain mining crews were transferred to the Driefontein and Kloof operations to replace contractor crews. At Beatrix, measures were implemented to contain costs and enhance productivity and the sustainability of the Beatrix West shaft in particular. It was agreed that Beatrix West would continue operating as long as it remained profitable (in terms of all-in sustaining costs) on average, over any continuous three-month period. This resulted in some 1,600 employees retaining their jobs. Additional measures agreed to reduced the number of involuntary retrenchments to less than 2,000 employees.

At the SA PGM operations, the aim of the Section 189 process was to eliminate duplicated positions following the consolidation of the Rustenburg operation and Kroondal within Sibanye-Stillwater. While 332 employees were at risk, ultimately just 17 employees were retrenched, 65 employees opted for voluntary separation and 218 employees were transferred internally.

Absenteeism

Absenteeism is a major issue affecting productivity and hence the profitability and sustainability of the operations in South Africa. To address the negative impact of unplanned absences on productivity and costs, several initiatives have been implemented over the past five years. Absenteeism at the SA PGM operations reduced to 15% in 2017 from 20% in 2016, while the gold operation had an absenteeism rate of 15.7% up from 15.1% due to higher than usual absenteeism at the Cooke operations before closing the underground operation. For further information, see Health and wellbeing.

US REGION

In recent years, before the acquisition of the US assets, productivity levels in the region had improved significantly and the aim is to maintain these levels .

Wages and salaries are significantly higher in the US region where the operations are highly mechanised with a small, highly skilled workforce. The workforce, which resides in the vicinity of the operations, is bussed to and from work daily.

The employee turnover rate – 0.47% in 2017 – in the region is low. Strong unions and strict labour laws in the state of Montana protect employees. There is no official retirement age.

EMPLOYEE RELATIONS AND VALUE CREATED

Union representation

The mining sectors in both South Africa and the United States are unionised.

At the end of 2017, around 93% (2016: 92%) of our total permanent workforce in South Africa was unionised. Currently in South Africa, four unions are recognised by Sibanye-Stillwater, namely AMCU, NUM, Solidarity and UASA, and in the United States, employees belong to the United Steel Workers International Union (USW). Formal employee engagement structures are in place – from shaft and operational levels to those at management level. A human resources forum meets quarterly and works with structures at the operations. In addition, there are leadership forums, one for the gold operations and one for the PGM operations in the SA region. The CEO meets with union leadership on an ad hoc basis.

Union representation 2017 – South Africa

	Gold operations		PGM operations		Services and other		South Africa
	Membership	Representation (%)	Membership	Representation (%)	Membership	Representation (%)	Total (%)
Total	28,735	95	17,576	93	3,609	86	93

Annual comparison of union membership – SA region

	2017				2016			
	Total	PGM	Gold	Services	Total	PGM	Gold	Services
Membership								
AMCU	26,687	12,335	13,651	701	29,988	13,720	15,343	925
NUM	17,133	2,859	11,992	2,282	18,816	2,776	13,318	2,722
UASA	3,183	1,937	853	393	3,676	2,271	965	440
Solidarity	1,242	445	564	233	1,257	394	594	269
Non-unionised	3,381	1,333	1,528	520	4,907	1,572	2,492	664
Total	51,626	18,909	28,588	4,129	58,644	20,733	32,712	5,020
Membership representation (%)								
AMCU	52	65	48	16	51	66	47	18
NUM	33	15	42	55	32	13	41	54
UASA	6	10	3	10	6	11	3	9
Solidarity	2	2	2	6	2	2	2	6
Non-unionised	7	8	5	13	9	8	7	13
Total	100	100	100	100	100	100	100	100

Union representation 2017 – US region (%)*

	Stillwater (including Blitz)	Columbus Metallurgical Complex	East Boulder	Administrative support staff
USW	80	61	77	0
Non-unionised	20	39	23	100

* Altair and Marathon do not have unionised employees



SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

At the US region operations, 1,163 of the 1,513 employees belong to a union. The 1,163 employees are represented by the USW (Local 11-001), for which there are two contracts. At Stillwater/Columbus Metallurgical Complex, 845 employees have union representation and at East Boulder, 318 employees.

Strikes in 2017

There were no wage-related strikes in the SA region in 2017. There was a strike at the Cooke operations in June 2017 due to a restriction on food being taken underground related to efforts to combat illegal mining. This led to a 15-day strike and 181,680 hours of lost production.

Salaries and wages

Given the volatility of metal prices, managing the total cost of employment is essential in managing productivity.

In 2017, the basic monthly wage rate ranged from R8,012 for a Category 4 employee to R11,445 for a Category 8 employee. The corresponding total monthly fixed earnings ranged from R12,954 to R17,184 respectively, with total average monthly earnings varying between R16,015 and R22,709 respectively. Gross wages paid in 2017 in the SA region were R13.7 billion (2016: R9.3 billion), with the increase primarily due to the acquisition growth of the Group.

In the US region, gross wages and salaries paid for the 8 months as part of the Group totalled US\$114.7 million (R1.5 billion).

Wage negotiations

During the year, wage negotiations were successfully concluded at Kroondal in the SA region and at the PGM operations in the US region.

At Kroondal, a three-year wage agreement was signed with all three unions (AMCU, NUM and Solidarity). The agreement, effective from 1 July 2017, includes an annual increase of R1,000 a month for three years for Category B employees (lower category employees) with inflation-related annual increases agreed for Category A employees. Medical aid subsidies will also increase. Combined, these increases represent an average escalation of about 7% in Kroondal's total wage bill and helped to align wage scales here with those at Bathopele – both Kroondal and Bathopele are mechanised operations. This will contribute to business continuity and promote certainty regarding Kroondal's integration within Sibanye-Stillwater.

Optimal production performance continued at Kroondal throughout the wage negotiations with yet another production record being set in the same month as the wage negotiations were concluded. This reflects the high level of employee trust prevailing at the operation.

While still owned by Anglo American Platinum, a three-year wage agreement was signed at the Rustenburg operations and became effective from 1 July 2016, prior to their acquisition.

The wage agreement signed by the South African gold operations with all unions in 2015 expires on 30 June 2018 and the next round of wage negotiations in the sector is due to begin shortly.

In the US region, a two-year wage agreement was signed with the USW, the representative union at the Stillwater mine in Montana. In terms of the agreement there was a 2% general wage increase for all job categories effective from 2 June 2017 to 1 January 2018, and a 1% increase, effective from 1 January 2018 to 1 June 2018. An annual increase of 2% was agreed for the second year of the agreement, from 2 June 2018 to 1 June 2019.

Negotiations with the USW regarding East Boulder were concluded towards year-end 2017. A new four-year wage contract was signed that included a two-year extension. The next wage negotiations will be in December 2021. The agreed wage increases were a 1% increase effective 1 January 2018 and a US\$1,000 bonus that was paid by 1 February 2018, followed by annual increases of 2% for 2019, 2.5% in 2020 and 2% in 2021.

Employee share ownership scheme – SA region

By the end of 2017, 22,269 employees (2016: 24,523) were participants in our employee share ownership plan, the Thusano Trust, which was established in 2010 when employees of Gold Fields acquired 13,524,365 Gold Fields shares, in line with a collective agreement between the NUM, UASA, Solidarity and Sibanye (previously GFI Mining South Africa Proprietary Limited). The shares were allocated to employees in Paterson employment bands A, B and C, according to their years of service.

With the unbundling of Gold Fields and the creation of Sibanye Gold Limited in 2013, Sibanye employees were allocated an equal number of shares in each company.

With the acquisition of the Rustenburg operations during 2016, Sibanye-Stillwater concluded a 26% broad-based BEE transaction through a subsidiary. In terms of this transaction, Rustenburg Mine Employees Trust now has a shareholding of 30.4%, Rustenburg Mine Community Development Trust 24.8%, Bakgatla-ba-Kgafela Investment Holdings 24.8% and Siyanda Resources Proprietary Limited 20%.

Matshediso programme

At Sibanye-Stillwater, we endeavour to create meaning beyond the workplace. The Matshediso programme assists the dependants and families of employees who have been disabled

or fatally injured as a result of a mine accident and aims to help break the cycle of poverty and to secure the future of those directly affected. In 2017, R761,100 (2016: R685,600) was paid to beneficiaries.

The Matshediso programme was revised in 2017 and certain benefits improved. Enhanced benefits include an increased allowance for education and schooling, school uniforms, stationery and transport, among others. In addition, the programme allows for an automatic bursary/internship to be awarded in an area of study of the dependant's choice at a recognised tertiary institution, subject to the minimum acceptance requirements being met. This applies to all dependants.

Addressing indebtedness

Our Care for iMali programme to fight indebtedness has been very successful and we continue to roll it out to community members as well. For more information, please refer to the Care for iMali fact sheet on www.sibanyestillwater.com

SA REGION – TRANSFORMATION, INCLUDING THE MINING CHARTER

Our aim is for our workforce to be diverse and demographically representative of the areas in which we operate – in both the SA and US regions. In South Africa, this is a legislative requirement in terms of the Mining Charter and the Employment Equity Act. Establishing a workforce that broadly reflects the country's demographics remains one of our business and social imperatives and we strive to go beyond compliance to be a fully transformed and inclusive company.

A Transformation Steering Committee was established under the auspices of the Head of Human Resources. The main focus of this committee is to drive the transformation agenda across the business and to develop and implement an integrated approach that includes all elements of transformation – employment equity, gender equality, enterprise development and preferential procurement, and constructive community engagement and development.

We have implemented diverse initiatives to identify, develop, retain and attract historically disadvantaged South African (HDSA) talent. We have exceeded the transformation targets set by the 2014 Mining Charter. Employment equity has improved from less than 40% five years ago to more than 45% at the end of 2017, while women employed has increased to 13% from 11%.

Currently around 70% of the workforce at the SA region's operations is migrant, with 30% of the total workforce at the gold operations and 20% at the PGM operations being foreigners. Employees who are not from the local community near the mines are deemed to be migrant. Around 37% of employees reside locally, which includes some migrant employees residing locally.

LOCALISATION AND COMMUNITY RECRUITMENT

Unemployment remains a challenge in South Africa and in the communities surrounding our mines. To help address the situation, our recruitment and human resources development strategies have become more locally focussed.

The recruitment function has been incorporated into a centralised human resources services centre. We also consult more closely with local government and community leaders on recruitment to manage expectations responsibly. Certain gold operations have signed memoranda of understanding with local government and community leaders on fair and transparent recruitment processes. These recruitment practices have been extended to our PGM operations and new employees are increasingly being drawn from local communities.

While we continue to employ more people from local communities, we strive to continue supporting labour-sending areas where mine remittances are often the sole source of income for impoverished communities.

Given the labour-optimisation initiatives undertaken in 2017, a moratorium on recruitment was put in place for the better part of the year. External recruitment was significantly reduced which affected the number of new recruits from local communities.

Local community recruitment – SA region

	2017		2016		2015	2014
	PGM	Gold	PGM*	Gold	Gold	Gold
Appointments – total	502	2,239	–	4,017	4,363	841
Local recruitment:	401	936	–	2,877	3,705	640
Local community members employed (%)	80%	42%	–	72%	85%	76%

* A moratorium on recruitment was in place

SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

The recruitment strategy in the US region is focused on replacing attrition as well as adding personnel for the Blitz expansion. Most employment positions are filled from within local communities, while technical and management positions are recruited from US universities and the US mining industry.

In the US region, Stillwater and the Columbus Metallurgical Complex, together with all support offices, are located in Stillwater County, Montana, while East Boulder is in Sweet Grass County. In all, 92% of employees reside in Montana, and 45% in the same county as the operation at which they are employed.

US region: distribution of employees by Montana county*

County	No. of employees
Stillwater	540
Yellowstone	420
Sweet Grass	148
Park	155
Carbon	121
Other locations**	121

* As at 31 December 2017

** Excludes 8 employees at the Marathon and Altar projects based in Argentina and Canada

WOMEN IN MINING AND GENDER EQUITY

Our approach to women in mining (WIM) and gender equity focuses on establishing a working environment and culture that supports and proactively attracts women at all levels, and which accelerates gender equity through employee development and improved communication, promoting awareness and understanding of gender diversity and equity, and removing gender-related barriers to make the working environment more conducive for women. In reviewing our human resources policies, ensuring that they are gender neutral was a priority.

Women representation in our workforce overall improved slightly to 13% in 2017 with 10% of core mining roles being held by women. The moratorium on recruitment posed a challenge to our efforts to increase the overall level of women representation. In 2017, a particular focus of executive assessments and succession planning was to increase female representation in middle management.

Women employed (%)

	2017				2016			2015	2014	2013
	Group	US region	SA region		SA region			SA region		
	Total	PGM	Gold	PGM	Total	Gold	PGM	Gold	Gold	Gold
Representation	13%	8%	10%	14%	11%	7.2%	13.6%	6.6%	5.2%	3.5%

Sexual harassment is a serious matter that disrupts harmony in the workplace, violates our values and will not be tolerated. Awareness and understanding of sexual harassment play a pivotal role in preventing sexual harassment in the workplace and, to this end, regular awareness campaigns are conducted. Sexual harassment is also addressed in employee "return from leave" refresher induction training. A sexual harassment policy governs the procedures to be followed in dealing with incidences of sexual harassment. Sibanye-Stillwater recognises the seriousness of sexual harassment and the sensitivities around it, as well as the negative impact it can have in the workplace. As a result, a special priority sexual misconduct unit has been tasked with handling all sexual harassment cases reported.

Women in core mining positions (%)

	2017			
	US region		SA region	
	PGM	Total	PGM	Gold
Number	30	4,474	2,463	2,311
Representation	26%	10%	13%	7.8%
	4,774 of total workforce (10%)			

Recruitment by category

	SA region			2017 Gold			2017 PGM			2016 ³ Gold			2015 Gold			2014 Gold		
	Total	WIM	%	Total	WIM	%	Total	WIM	%	Total	WIM	%	Total	WIM	%	Total	WIM	%
Management ¹	147	25	17	109	18	17	38	7	18	88	7	8	88	18	20	16	3	19
Senior manager ²	14	–	–	14	–	–	–	–	–	8	–	–	9	–	–	–	–	–
Core and critical	2,442	392	16	1,924	327	17	518	65	13	3,687	538	15	3,957	809	20	754	83	11
Total	2,718	473	17	2,008	345	17	710	128	18	4,017	545	14	4,363	827	19	841	86	10

¹ Management is D and EL positions

² Senior management is EU and above

³ A moratorium on recruitment at the SA PGM operations was in place for 2016

HUMAN RESOURCE DEVELOPMENT

The SA region academy is committed to developing the knowledge, skills, attitudes and behaviours of its employees to achieve the desired levels of performance for organisational, personal and broader social objectives through various training methods, ranging from classroom teaching, self-learning, learner peer group discussions and experiential learning. Our skills development initiatives are also extended to our host communities, in line with organisational requirements.

In 2017, Sibanye-Stillwater invested R532 million (2016: R403 million) in human resource development in the SA region – representing 8.33 million hours of training. This was equivalent to 79.6 training hours per employee (2016: 88.96). The total number of employees and community members attending one or more of our training programmes increased by 26,011, from 78,636 in 2016 to 104,647 in 2017. The reduction is a result of the streamlined learning and development delivery process, aimed at maintaining training quality while significantly reducing the duration of the short to medium length training courses.

Training and development

Most of our human resource development programmes are conducted under the auspices of the Sibanye-Stillwater Academy. These programmes, which include skills training and development, adult education and training as well as study assistance bursaries, learnerships and portable skills training, are directed at both Sibanye-Stillwater employees and members of host communities. The academy is fully accredited by the national Mining Qualifications Authority (MQA) Sector Education and Training Authority (SETA) and its programmes have been approved by a number of SETAs. Satellite campuses are located at various operations, and managed centrally by the Academy.

Having completed the second five-year Social and Labour Plan (SLP) cycle in 2016, the SA region drew on past lessons and achievements, and embarked on a revised and more tailored

approach to developing an HRD plan for the SLP cycle for the five-year period from 2017 to 2021. In the new plan, particular emphasis was placed on developing specific critical skills required in terms of our strategy, with a continued emphasis on identifying employees with potential for succession, and cultivating an enabling environment for employees to progress and be absorbed into the talent pipeline needed to sustain our business into the future. The HRD targets set in the plan are more realistic and aligned with the actual skills requirements and take into account the many factors affecting demand for skills, including the demographic profile of the workforce, life-of-mine projections and employee turnover rates at each operation.

This approach will help to realise greater returns from investment in training and development, and enable a greater number of vacant posts to be filled from the internal talent pipeline, thus promoting positive employee career progression paths. This can be observed in the resourcing statistics for positions filled internally during 2017 (55% in the SA region as a whole 79% at the gold operations and 30% at the PGM operations). We expect the rate of internal resourcing at the PGM operations to increase from 2018 and onwards as talent pools are boosted.

Learnerships and bursaries

To attract new high-potential talent from local communities and among school leavers, Sibanye-Stillwater allocates learnership and study assistance bursary opportunities. Traditionally, we have made provision for young community members to enter mining and engineering occupational learnership qualification programmes or to pursue tertiary qualifications through a range of bursaries allocated for studies in core mining-related disciplines.

In addition, in 2017, Sibanye-Stillwater implemented a new integrated work and tertiary study programme, providing an opportunity for learners to alternate university attendance with structured on-the-job exposure and experience. The aim is to accommodate high-potential learners and enhance their readiness for the work environment and for senior roles, two to

SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

three years sooner than is the case with the standard bursar and internship approach.

The inaugural group of 11 learners on the integrated study programme completed the first year of their academic studies in 2017, collectively achieving 41 distinctions.

In 2017, the SA region invested R37.7million (2016: R14.2 million) in bursaries for 121 bursars, with 11 taking up permanent employment (2016: 20).

Sibanye-Stillwater also partners with the MQA to provide additional opportunities for young South Africans, who are not beneficiaries of industry-funded sponsorship, to gain work experience through practical work programmes and internships.

During 2017:

- 176 third-year university students attended a two-month vocational work programme in preparation for their final year of studies, which they will enter in 2018 (2016: 40). As a result of the “fees-must-fall” campaign at many South African universities, only company bursars were accommodated for vocational work
- 162 students in total (2016: 130) attended internship programmes, with 50 learners completing a one-year practical work programme, while another 15 students began the first year of a two-year graduate development programme

Sibanye-Stillwater also invests in education and research programmes at universities. We have strategic partnerships with the University of Johannesburg and the University of the Witwatersrand. These partnerships were consolidated further during 2017, when sponsorship agreements were concluded with each institution for a combined value of R30 million over the next three years.

Sibanye-Stillwater also contributed R3.6 million (2016: R2.5 million) in 2017 – R2.5 million from the SA gold operations and R1.1 million from the SA PGM operations – to the Minerals Education Trust Fund, established by the Chamber of Mines, to assist universities to offer competitive salaries, and so attract and retain top academic talent.

Adult education and training

Following the incorporation of the SA PGM operations into the SA region, 43% of employees in the region had qualifications equivalent to adult education and training level 3 and higher in 2017 – 62% for the SA gold operations (70% in 2016) and 24% for the SA PGM operations.

The adult education and training strategy was revised during 2017 for implementation in 2018. The revision is intended to improve the process to select students with potential for the programme, and to provide more focused monitoring of progress made and advancement into available occupational learnerships once students have attained the requisite levels of numeracy and literacy. Similar processes have been implemented at the PGM operations.

In 2017, 11 employees (2016: 16) who had attended adult education and training moved into the learnership pipeline, and eight apprentices who had completed their learnerships were permanently employed by Sibanye-Stillwater.



SA REGION – PGM OPERATIONS

The PGM operations in South Africa have been fully integrated into the company from a training and development perspective, and a talent/succession strategy developed for these operations. All psychometric assessments for D level and lower employees at these operations are conducted internally by a registered psychologist, a move which has yielded cost savings. The Sibanye-Stillwater Academy training courses have been adapted for the PGM operations while adult education and training is centralised.

For the more mechanised PGM operations, Bathopele and Kroondal, training programmes are being integrated and centralised using simulation machines. Burnstone, planned as a mechanised mine, will also make use of these training facilities.

Portable skills training

Our portable skills training equips employees with practical skills that will be useable beyond the mining industry and will stand them in good stead for life after mining. We offer training to community members in skills facilitating employment and entrepreneurship. In addition to training, recognised by the South African Qualifications Authority, in the mechanical, electrical and construction trades, training is also provided in agriculture, clothing and textile manufacturing.

SA region: Human resource development: Training spend (R million)

	2017 Actual	2016 Actual
Beatrix	73	59
Cooke	23	34
Driefontein	132	118
Kloof	111	109
Kroondal*	59	–
Rustenburg**	134	–
Total	532	320

* Kroondal not included in 2016 Integrated Annual Report, no SLP in place

** Rustenburg operations not included in the 2016 Integrated Annual Report



SA region: Human resource development – 2017

	Expenditure (Rm)	No. of learners	Total no. of training hours
Internships	38	162	326,592
Bursaries	11	121	243,936
AET (employees)	28	719	258,840
AET (community)	9	238	107,100
Engineering learnerships	32	241	485,856
Mining learnerships	62	332	669,312
Portable skills (employees)	2	24	1,152
Portable skills (community)	5	123	11,808
Leadership development	15	162	6,480
Core skills training	314	96,430	6,171,520
Coaches/mentors training	0.2	159	1,272
Employee indebtedness	7	5,684	45,472
Academic support and research	3	–	–
Other	6	252	2,016
Total	532	104,647	8,331,356

SUPERIOR VALUE FOR THE WORKFORCE CONTINUED

HUMAN RESOURCE DEVELOPMENT – FOCUS AREAS:

- Sibanye-Stillwater has identified a significant shortage of employees who have achieved the minimum educational qualifications for entry into the engineering learnership programmes. We have introduced a study assistance programme for employees to attend Department of Education-registered national certificate courses (N-course studies). Employees can apply for a financial grant to attend these N-courses on a part-time or full-time study basis, which upon completion, will make them eligible to apply for the formal learnership programmes
- Quarterly and annual talent reviews monitor progress made on succession
- Implementation of the revised adult education and training strategy
- Approval of the maths and science project funding model and budget – The Maths and Science Centre in the West Wits area is aimed at improving the lives of teachers and learners by providing assistance and training to help improve learners' results for grades 10 to 12 in maths and science. This intervention will also support the growth of Sibanye-Stillwater's talent pool as well as building teacher competencies in these subjects
- Implementation of the revised Matshediso programme. The revised programme encompasses the following per dependant annually:

Benefit	2017 policy	2016 policy
Host schools	R5,000	R2,500
Boarding schools	R10,000	N/A
Uniform, stationery, text books and transport	R2,000	N/A
Extra classes at host schools	R500	N/A
Study opportunities	Automatic bursary/ internship awarded for study of the child's choice at a recognised tertiary institution (minimum requirements applicable)	Bursary opportunities only in core mining disciplines, including finance (minimum requirements applicable)

Training in financial management

Additional training on home ownership, debt counselling and coaching is provided by financial coaches at all operations. All garnishee orders received are validated and managed, and employees are informed of new garnishee orders received. Excessive instalment deductions are negotiated to assist employees to take home at least 30% of their earnings. Savings of R1.34 million in illegal deductions have been achieved on behalf of employees – R1.28 million at the SA gold operations and R68,000 at the SA PGM operations – since implementation of the second phase of the Care for iMali indebtedness programme in 2015.

See case study for further information and progress made in 2017 regarding this initiative.

US REGION – HUMAN RESOURCE DEVELOPMENT AND TRAINING

Training in the US region includes induction and annual refresher training, miner 3, compliance and professional training. Total spend for the eight months May to December 2017 was US\$1.3 million (R17.3 million). In terms of leadership development, 230 salaried employees participated in a proprietary five-module leadership development training programme addressing the tenets of communication, business sense, teamwork, visionary leadership and character. Another six employees participated in the educational assistance programme in 2017 whereby the US region reimbursed 75% of the costs (tuition, fees, books) for their continuing education.

NUTRITION

The diets and nutritional value (kilojoule count) of meals provided to miners residing in single accommodation complexes at the SA operations are regulated by the Mining Charter. Residents receive four meals a day as well as a nutritious mid-shift snack. A registered dietician conducts quarterly rotational audits and confirms and monitors that the menu offered to residents provides sufficient kilojoules and complies with the Mining Charter's prescriptions. The quarterly audits include inspections of the kitchens and related infrastructure, hygiene and menus.

Each complex has a residency committee whose members include the complex manager, catering manager and elected resident representatives. These committees, at which minutes are taken, meet to discuss residents' needs and complaints and to monitor catering performance, among other matters.

HUMAN RIGHTS

Our employees, including security personnel, are trained to uphold human rights and respect all cultures and customs. Regular refresher training is provided in terms of our human rights policies and recruitment procedures and when employees return from leave.

Training of security employees was again included in our Workplace Skills Plan for 2017, which guides our approach to training and development needs in the workplace. The Workplace Skills Plan is published annually, in line with the requirements of the Skills Development Act, 1998 (Act No 97 of 1998) and the Labour Relations Act, 1995 (Act No 66 of 1995). It is compiled jointly by the employer, employee representatives and non-unionised employees.

Our human resources policies also address human rights, as well as child/forced labour at all operations, employment equity and employee relations, including discipline and recognition. Our suppliers are encouraged to abide by these policies too. For more information on our policies, including that on human rights, please refer to www.sibanyestillwater.com

GOVERNANCE

- Human resource performance is monitored by Sibanye-Stillwater's internal audit function
- Externally, for the South Africa operations, the regulator monitors compliance with various legislation including:
 - Mineral and Petroleum Resources Development Act (MPRDA) – Department of Mineral Resources (DMR)
 - Broad-Based Black Economic Empowerment (BBBEE) – Department of Trade and Industry
 - Employment legislation – Department of Labour
- External audits of certain Mining Charter indicators are conducted by internal and external auditors and the DMR
- Psychometric assessment tools used comply with the Health Professions Council of South Africa
- Frequent remuneration benchmark studies are conducted. Auditors, PwC, prepare formal reviews twice a year with monthly reviews being compiled. This enables almost continuous benchmarking. Any discrepancies are reported to the Board. See remuneration report
- Shaft committees report quarterly on all employee concerns to the operations committees which in turn report to leadership committees and in turn to the Social and Ethics, Remuneration, and Nominations committees
- Every South African operation has an SLP forum and an employment equity forum which meet quarterly and a skills development committee which meets monthly. These forums are attended by representatives from the unions, the Academy and management.
- The CCMA monitors compliance with labour legislation governing fair employment practices and disputes.
- Various courts adjudicate on compliance with various labour laws and disputes.

FUTURE FOCUS

- In the coming year, our focus will be on further developing our economic value proposition for employees and delivering a rewarding career experience that will include, inter alia:
- Implementation of the career growth model across the SA region
- Continued implementation of the Sibanye-Stillwater operating model at the SA PGM operations
- Implementation of an integrated strategic workforce plan in the SA region
- Executive leadership development
- Launch of the SA region's employee value proposition
- Establishing a positive and engaging culture
- Building management capability

In the US region, focus will be on the following aspects of the economic value proposition:

- Ensuring quality manpower recruitment to meet operational needs
- Continuing salaried leadership development, focused on role clarity and developing skills
- Ongoing development of succession planning

