

COMMITMENT TOWARDS SAFE PRODUCTION



HOW WE DID IN 2019

SUCCESSES

11 million

fatality free shifts at SA gold operations

61%

decrease in section 54 stoppages at SA gold operations

11%

improvement in serious injury frequency rate: improved from 3.70 in 2018 to 3.03 in 2019 for the Group

CHALLENGES

6

fatalities at the SA PGM operations

Rock mass management

a proactive approach to minimise uncontrolled fall of ground incidents

APPROACH

We are committed to fostering the safety, health and well-being of our employees in order to ensure their safe return home every day.

A safe and healthy workforce is central to the delivery of Sibanye-Stillwater's business strategy and helps fulfil our purpose of improving lives through our mining.



Notice boards contain safety and health information

We take a holistic, values-driven approach to safety and health management. The embedding of our values, underpinning our corporate culture and driving decision-making throughout the organisation is led by the CEO and senior leadership and supported by the Board. We believe this leadership involvement is essential to building trust and enabling safe production.

Prior to 2018, our safety statistics were industry leading. Post a spike in fatal incidents in the SA gold operations during the first half of 2018, our safety performance has returned to industry leading safety levels. The Group combined injury rates were essentially flat year-on-year with a slight deterioration in injury rates at the SA gold operations and the US operations.

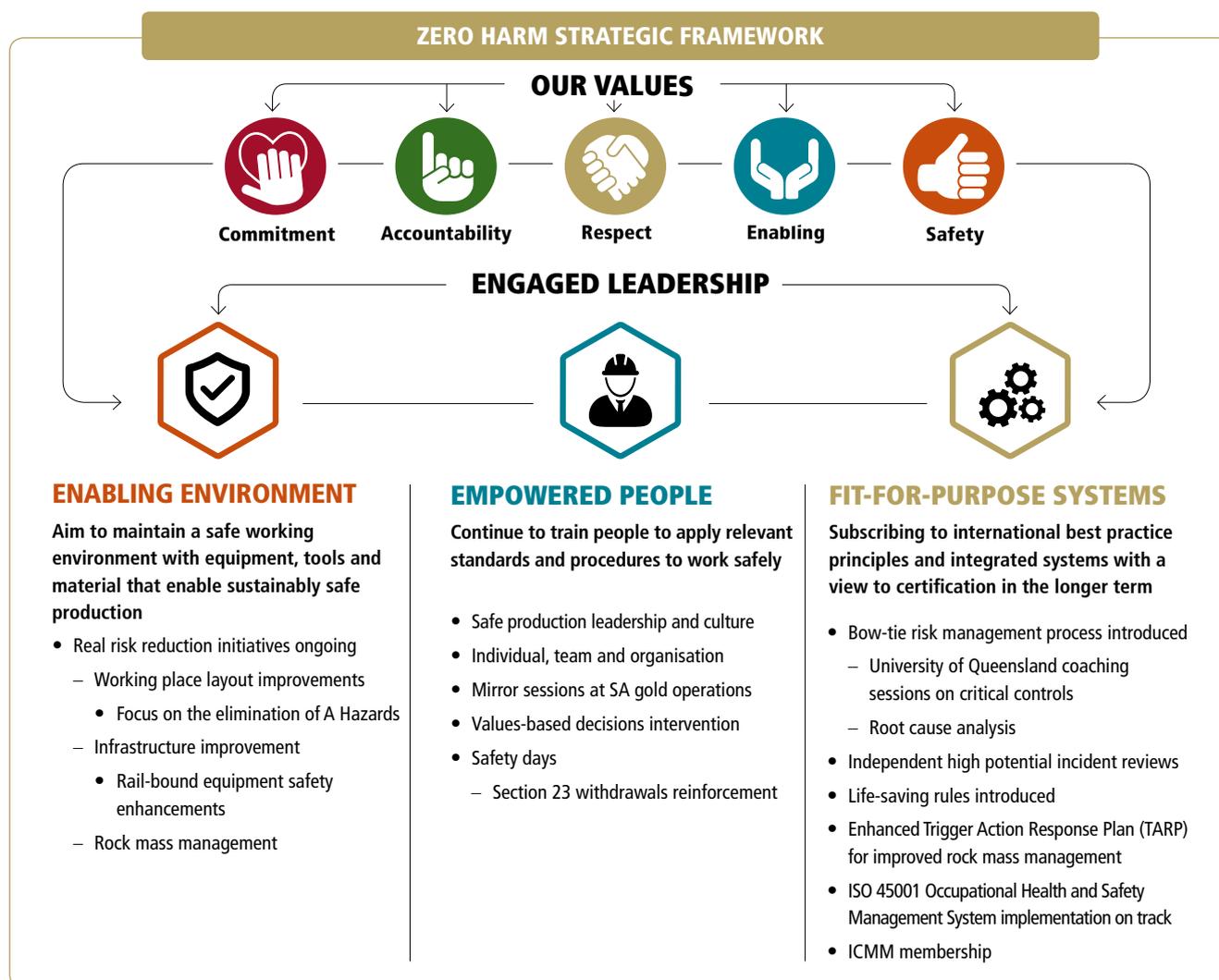
The SA gold operations have seen an improvement in safety with no fatalities since 25 August 2018, and 563 fatal free days and 11 million fatality free shifts were achieved on 11 March 2020. The SA gold operations are amongst the deepest in the world, extending to more than 3km below surface, which makes it a truly worthy achievement.

Sadly though, the SA PGM operations recorded six fatalities during the year. The US PGM operations had an increase in injuries during the first half of 2019 but improved safety in the second half of the year.

ZERO HARM STRATEGIC FRAMEWORK

Our Zero Harm Strategic Framework was developed in collaboration with organised labour and the Department of Mineral Resources and Energy in South Africa through a series of multi-stakeholder safety summits convened during 2018 (see page 167 for more detail).

The foundation of our model is the continued emphasis on our CARES values as the basis for decision making. Engaged leadership at all levels of the organisation drives a values-driven culture by living these values and making values-based decisions.



COMMITMENT TOWARDS SAFE PRODUCTION CONTINUED

ENABLING ENVIRONMENT

An 'enabling environment' aims to maintain a safe working environment with equipment, tools and material to enable sustainably safe production. Real risk reduction initiatives include:

- Working place layout improvements
- Improved ventilation conditions
- Focus on the elimination of A Hazards (high-risk hazard which is likely to lead to a fatal accident)
- Infrastructure improvement
- Rail-bound equipment safety enhancements
- Enhanced rock mass management

As an example, the enhanced rock mass management approach receives significant attention in order to reduce the incidents and consequences of uncontrolled falls of ground.

We have embarked on a project to evaluate all available 'seismicity' related research in order to establish improved predictability and forecasting of seismicity. The objective is to improve real time measurement leading to improved response to seismicity. Several leading academics within the field of seismicity will participate in evaluating work and identifying opportunities to improve overall predictability and forecasting models. This could be through proposing additional fundamental research or new means of modelling, and should also include research into data generation through measuring of micro seismicity. Academics will share their knowledge within their own areas of expertise and research will be further guided by the Sibanye-Stillwater Global Safe Production Advisory Panel.

Technology enhancement on various fronts is being pursued to make mining safer. Some other focus areas include improvements in the use of rail bound equipment, trackless equipment and ground penetrating radar.

EMPOWERED PEOPLE

Empowered people, in the context of the safe production framework, means ensuring that the required number of trained people apply relevant standards and procedures to work safely. As part of organisational growth, we have intensified our efforts across the Group to review our organisational culture and leadership to ensure that safe production is inculcated as the foremost consideration in decisions at all levels. It will be a core strategic thrust over three years.

Among the several focused initiatives of the cultural transformation process, we have embarked on an entrenchment of behaviours associated with our values throughout the Group. With the assistance of consultants, we will conduct personal engagement with every employee in his or her native tongue to ask them what we should do more of and less of to be successful. Voting will then take place on the behaviours to be adopted. Further consideration is being given to the implementation of improved mine operating systems, building on the values roll out process.

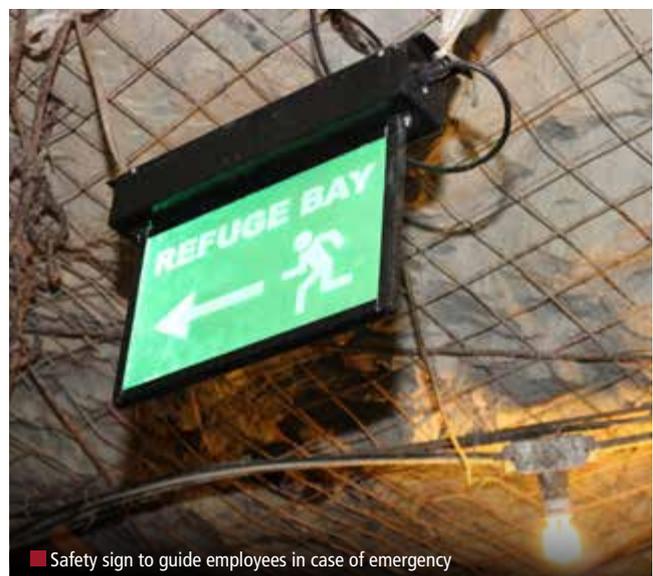
This cultural transformation process will be governed by external and internal performance monitoring measures including formal joint management-worker health and safety committees.

In the US operations, site leadership and safety professionals conduct monthly meetings to focus on safety culture and monitor progress. This includes routine monitoring of site-specific and region-wide action plans aimed at improving safety performance. In 2019, cross-functional teams worked through the year on implementing or improving key focus areas including foundational support for the CARES values, incident investigation and reporting, job safety observations, training, development of regional standards, and leadership development.

For more information on the culture growth programme, [+ please refer to *Empowering our workforce* on page 141 of this report.](#)



■ Team briefing sessions before the underground shift starts



■ Safety sign to guide employees in case of emergency

FIT-FOR-PURPOSE SYSTEMS

With regard to our fit for purpose systems, we operate in accordance with recognised health and safety standards and are preparing for formal certification in terms of the ISO 45001 occupational health and safety management system by 2020.

Sibanye-Stillwater embarked on the process of becoming a member of the International Council on Mining and Metals (ICMM), which entails commitment to ICMM's 10 principles, which promote responsible mining to ensure that the industry is safe, fair and sustainable globally. Following the acquisition of Lonmin, an existing ICMM member, the Sibanye-Stillwater Group went through the ICMM's rigorous company membership assessment process, conducted over several months in 2019, and qualified and was admitted formally on 27 February 2020, based on its high level of standards and practices. For more about the ICMM admission process, please refer to <https://www.icmm.com/admission-process>.

The TARP (Triggered Action Response Plan) which is focused on detecting and dealing proactively with a change in rock mass characteristics at the appropriate level, receives significant attention in order to reduce rock mass failure which could result in uncontrolled falls of ground.

An intensive programme promotes responsible application of the provisions of Section 23 of the Mine Health and Safety Act (MHSA), which affords employees the right to withdraw from unsafe working conditions. The enforcement of this and Section 22, which covers employees' duties towards health and safety, was continued in 2019.

In addition to performance monitoring and ensuring compliance with the relevant legislation in each jurisdiction, and inspections by relevant government departments and agencies, relevant safety and health performance reports are submitted to executive management with ultimate oversight by the Safety and Health Committee of the Board.

As integrated risk management is an essential component of the Sibanye-Stillwater safe production approach, we have increased the use of bow-tie methodology to enhance critical risk controls. This software analysis tool enables the systematic identification of specific causes and threats which can negatively affect the Group. The tool also measures the effectiveness of current controls for threats and identifies which specific threats need further attention.

Queensland University has assisted in the training of senior management and practitioners in risk management. A team, who assisted in the development of the material, was trained according to the 'train the trainer' model and will be used to train their respective teams on the risk management process.

➕ Refer to the report on the Safety and Health Committee in *Corporate governance* on page 88.

MULTI-STAKEHOLDER SAFETY AND HEALTH TASK TEAMS

In 2019, stakeholders continued with safety and health summit work begun in 2018.

A series of multi-stakeholder summits were convened in 2018 to address safety and health concerns, which resulted in an agreement between Sibanye-Stillwater, organised labour and the Department of Mineral Resources and Energy, on a health and safety compact for the SA gold operations. All three stakeholders formally committed to working together to make workplaces safer, protect jobs and collaborate in all matters pertaining to health, safety and well-being.

The Department of Mineral Resources and Energy, the Association of Mineworkers and Construction Union (AMCU), the National Union of Mineworkers (NUM), United Association of South Africa (UASA) Solidarity and management signed a pledge committing to achieving zero harm, through constructive, transparent collaboration and compliance.

Task teams were formed, comprising four representatives each from management and organised labour, who visit sites to monitor progress and provide feedback on six work streams: organisational culture transformation, values alignment, leadership development, effective communication, high impact training and safe production.

Our Zero Harm Strategic Framework was also a product of these safety summits ➕ (see page 165).

In 2019, three task team sessions were held on effective communication, during which terms of reference were drafted. Effective communication is seen as key to addressing the trust deficit between organised labour and management. Sessions have also been held on high impact training and safe production. At a session on culture transformation, the nomination of a champion from the unions was requested.

In the future, task teams will meet on a monthly basis and provide report backs to employees.

Safety and health summits will be held at SA PGM operations during 2020.

COMMITMENT TOWARDS SAFE PRODUCTION CONTINUED

PERFORMANCE

The enhanced safety initiatives, implemented following the series of anomalous fatal incidents in 2018, helped achieve significant improvement in the Group's safety performance in 2019, and particularly at the SA gold operations. We continue to apply ourselves unstintingly to improving further as we work towards our goal of zero harm.

Regrettably, in 2019 we lost six (2018: 24) lives at the SA operations – zero fatalities (2018: 21) at our SA gold operations and six (2018: 3) at our SA PGM operations. The US PGM operations have been fatality free since October 2011.

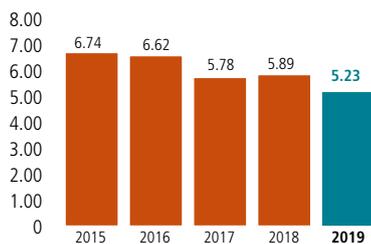
Three of the fatalities in the SA PGM operations were as a result of fall of ground related incidents while two were due to trackless mobile equipment operations and one to rail bound equipment. These were investigated in depth by the Department of Mineral Resources and Energy, management, stakeholders and specialists in the relevant fields to identify the root causes and to devise preventative measures that were implemented across all relevant operations. Financial and psychological assistance is provided to the families of our deceased colleagues, including counselling, funeral funds, education of children until tertiary level, employment of a family member and visits by our human resources teams, as well as health and safety stewards.

IN MEMORIAM

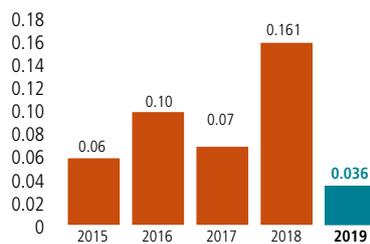
The Board and management of Sibanye-Stillwater extend their deepest condolences to the families, friends and colleagues of our six employees and contractors who lost their lives in the line of duty during the year.

Date	Operation	Name	Occupation	Incident
20 March 2019	Thembelani shaft, Rustenburg	Mr Madondana Manzenze	Rock Drill Operator	Fall of ground
05 June 2019	Thembelani shaft, Rustenburg	Mr Johannes Tumelo	Scraper winch operator	Fall of ground
28 August 2019	Hossy shaft, Marikana	Mr Sonwabo Bhani	LHD Operator	Trackless mobile machinery
16 September 2019	Saffy shaft, Marikana	Mr Zolile Booi	Loco Operator	Rail bound equipment
12 October 2019	Thembelani shaft, Rustenburg	Mr Mauricio Chau	Team Leader	Fall of ground
30 November 2019	Bathopele Central Shaft, Rustenburg	Mr Willem Rakgomo	Utility Vehicle Operator	Trackless mobile machinery

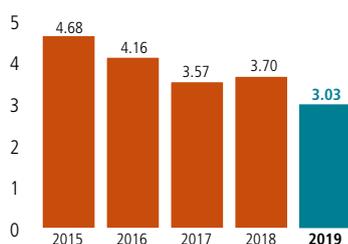
Lost time injury frequency rate (Group)



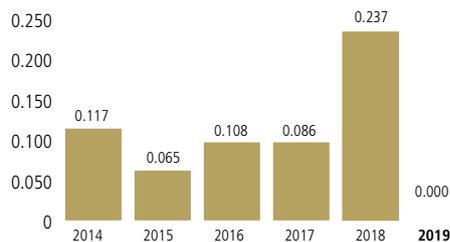
Fatal injury frequency rate (Group)



Serious injury frequency rate (Group)



Fatal injury frequency rate (SA gold operations)



Note: statistics on the above graphs are based on a rate per million hours worked

Safety performance

	2019				2018				2017			
	US				US				² US			
	Group	operations	SA operations		Group	operations	SA operations		Group	operations	¹ SA operations	
	PGMs	PGMs*	Gold		PGMs	PGMs	Gold		PGMs	PGMs	Gold	
Fatalities	6	0	6	0	24	0	3	21	11	0	2	9
Fatal injury frequency rate ³	0.04	0.00	0.06	0.00	0.16	0	0.05	0.24	0.07	0	0.04	0.09
Number of lost-time injuries	876	41	475	360	881	35	268	578	939	16	259	664
Lost-time injury frequency rate (LTIFR) ³	5.23	10.13	4.77	5.62	5.89	9.97	4.68	6.52	5.78	¹ 7.80	4.69	¹ 6.33
Number of serious injuries	508	35	248	225	553	25	126	404	580	5	143	432
Serious injury frequency rate (SIFR) ³	3.03	8.65	2.49	3.52	3.70	7.12	2.20	4.53	¹ 3.57	6.28	2.59	4.12
Medically treated injury frequency rate (MTIFR) ^{3,4}	3.17	22.24	3.06	2.14	2.69	23.94	1.95	2.32	¹ 2.60	24.65	¹ 2.44	¹ 2.26
Number of Section 54/regulator work stoppages	126	6	35	85	263	na	44	219	230	na	26	204
Production shifts lost owing to Section 54/regulator stoppages	226	⁵ na	214	12	545	na	149	396	238	na	49	189
Total hours worked (millions)	167.5	4.0	99.4	64	149.5	3.5	57.3	88.6	162.1	20.6	55.2	104.8

Note: Safety statistics include contractors

¹ Restated due to rounding and re-application of Group safety definitions

² May to December 2017

³ Per million hours worked:- total number of accidents x 1,000,000 / man hours

⁴ Also referred to as treat-and-return injury frequency rate (TRIFR), which includes certain minor injuries

⁵ The US PGM operations have not tracked this figure to date

* Includes Marikana operation from June 2019

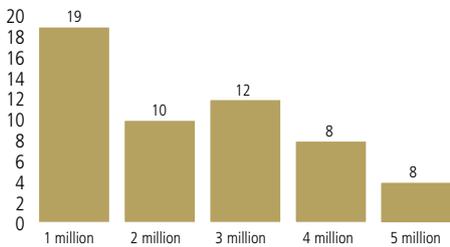
Our performance in perspective: SA peer comparison¹

Company	Serious injury frequency rate	Serious injury frequency rate ranking	Lost time injury frequency rate	Lost time injury frequency rate ranking	Fatal injury frequency rate	Fatal injury frequency rate ranking
PGM						
Sibanye-Stillwater SA PGM operations	2.49	2	4.77	2	0.060	2
Peer 1	4.53	3	5.97	3	0.066	3
Peer 2	1.51	1	2.14	1	0	1
Peer 3	1.29	1	2.10	1	0.027	3
Gold						
Sibanye-Stillwater gold operations	3.52	2	5.62	2	0.00	0
Peer 1	4.21	3	7.16	3	0.12	3
Peer 2	2.90	1	5.35	1	0.00	0

¹ Rates are per million hours worked

COMMITMENT TOWARDS SAFE PRODUCTION CONTINUED

2019 – cumulative milestones achieved (by shafts, operations, segments and the Group)



■ Personal protective equipment (PPE) utilised by employees as part of preventing harm or injury

SA GOLD OPERATIONS

The primary safety risks in the SA gold operations include, rock mass failure, vertical transport, rail-bound transport and heat.

On 11 March 2020, the SA gold operations achieved 11 million fatality free shifts. SA gold operation employees received various rewards (e.g. food vouchers, gas ovens etc.) for achieving nine million, 10 million and 11 million fatality free shifts and for their contribution towards safe production.

Sibanye-Stillwater attributes the reduction in fatalities at the SA gold operations to a focus on the following approaches:

- Ensuring that line leadership take ownership of their areas of responsibility; are well trained, with an understanding of bow tie procedures and critical controls; are passionate and committed; and are insistent on full compliance and do not tolerate deviations.
- Achieving clarity on what is acceptable and what is not acceptable, particularly behaviour around an A hazard. A hazards need to be closed as soon as possible, with a leader ensuring that a close out is done, while entering an unsupported area is a dismissible offence. Our cardinal rules were redesigned around A hazards to become the rules of life, rules that if disobeyed could be life-threatening.
- Improving audit quality. Safety officers' bonuses at the SA operations used to be tied to tonnes mined, as well as safety, but this has changed in 2019 and they are based only on the quality of their audit and the close out of 'A' hazards. In addition, more detail on deviations is required to be reported, including how many deviations and if there are repeats.
- Introducing a culture-based behavioural strategy at all the underground SA operations, facilitated by outside consultants, which provided a safe space for all employee levels to engage on safety matters.
- Deep-level analysis of critical controls, the controls that are critical to preventing fatal events. This resulted in the engineering function doing a full redesign of rail bound equipment, winches and rigging and other areas, with controls being engineered in.

In a direct response to the five heat-related fatalities at Kloof's Ikamva shaft in 2018, additional work has been conducted on improving ventilation in working areas and increasing employee awareness about the importance of in-stope ventilation.



SOUTH AFRICAN MINING INDUSTRY SHE AWARDS DAY 2019

The intense focus on our efforts towards zero harm was recognised at this year's SHE Awards Day when the Group received the JT Ryan Award for the mining company with the most improved safety performance. The full list of awards received is as follows:

JT Ryan Award

Sibanye-Stillwater for the mining company with the most improved safety performance

Platinum

1st place: SA PGM operations Bathopele mine
3rd place: SA PGM operations Kroondal West

Process

1st place: ChromTech at SA PGM operations
2nd place: Precious Metals Refinery, South Africa

Winners are determined by an impartial panel of judges representing the Southern African Institute of Mining and Metallurgy (SAIMM), the Association of Mine Managers of South Africa (AMMSA), the South African Colliery Managers' Association (SACMA) and the Metallurgical Mine Managers' Association (MMMA).

LTIFR performance improved from 6.52 per million hours worked in 2018 to 5.62 in 2019 and the SIFR performance improved from 4.53 in 2018 to 3.52 in 2019.

The number of safety-related stoppages decreased from 219 Section 54s in 2018 to 85 in 2019.

Tools, equipment and material were the main contributors to injuries at our gold operations in 2019, representing 23% (2018: 25%) of total injuries. Fall of ground-related injuries accounted for 15% (2018: 19%) of the total. It was encouraging to note an improvement of over 18% (46 to 38) in injuries related to rail-bound equipment. We continue to focus on the following:

- Engagement with stakeholders through safety and health roadshows and awareness campaigns
- Upholding compliance through training
- Converting rail-bound equipment safety devices and no-repeat solutions by engineering out the risk with effective coupling pins, re-railing devices and speed indicators
- Rail inspection and maintenance management system strategy (maintenance programme/schedule for rails and switches)
- Critical learning and close-outs (improving the quality and speed of close-outs and lessons learnt through the safety system)

SA PGM OPERATIONS

The fatalities at the SA PGM operations were investigated in-depth by the Departments of Mineral Resources and Energy, management, stakeholders and specialists in the relevant fields to identify the root causes and to devise preventative measures. Measures included, but were not limited to, revised standards and procedures as well as improvements to equipment and infrastructure that were implemented across all relevant operations. Where applicable, re-training was conducted on current requirements as well as new or changed methods and standards.

Management continues to focus on the top risks of the SA PGM operations, which are conveyors, trackless mining equipment, falls of ground, explosives, rail bound equipment, winches and rigging, electricity and material handling, by promoting a health and safety culture through a risk-based approach.

LTIFR performance deteriorated from 4.68 per million hours worked in 2018 to 4.77 in 2019 and the SIFR performance deteriorated from 2.20 in 2018 to 2.49 in 2019.

The number of safety-related stoppages decreased from 44 Section 54s in 2018 to 35 in 2019.

Low energy incidents remain main contributors to injuries on duty and contributed 68% towards the total amount of incidents recorded. Interventions are implemented continuously to raise awareness and prevent these types of incidents through engineering solutions with the implementation of fit-for-purpose tools and equipment, which is enhanced with correct and adequate types and use of personal protective equipment.

Management remains committed to safe mining by continuously ensuring remedial actions are implemented across all operations. Weekly visible felt leadership interventions are conducted, and learnings are shared and adopted across all operations. The zero harm task team is used to verify actions implemented as well as proactively measure other safety improvement initiatives highlighted through investigations, statistical analysis and leading indicators.

A major drive initiated in 2018 to analyse all controls to ensure their effectiveness continued in 2019. Senior management training on critical controls was undertaken with external consultants. Planning of areas to be worked is a critical control, and SA PGM operations have used the bowtie methodology to design a checklist to identify shortcomings in this planning process. The challenge is to communicate with all stakeholders all necessary information from materials required to instructions from service departments to risk ratings from the rock engineering function. Mine managers must sign off on a full check list of an area to be mined.

The SA PGM operations also focused on the identification and closure of A hazards, with the help of the data analysis tool Qlikview, and information provided by safety officers in their inspections and safety audits. Weekly newsletters are sent out to the operations highlighting A hazards and the importance of closing them to raise awareness.

There has also been an emphasis on detailed reporting of repeats of non-conformances. These are reported by safety officers directly to the Chief Safety Officers and Safety Managers. As a result of this increased scrutiny, repeat non-conformances are reducing in number.

COMMITMENT TOWARDS SAFE PRODUCTION CONTINUED

Training is recognised as a high value input and training material is fully aligned with all standards and procedures as approved by the different standards committees. If there is a failure in adherence or understanding of certain issues, re-training and coaching is utilised widely to enhance knowledge and know-how and to refresh employees on the correct processes to be followed in their respective occupations. These will include any amendments, changes or new processes and procedures following investigation outcomes.

Marikana operations

At the Marikana operations, in the wake of the two fatalities since June 2019, the operation is acutely focused on weekly full compliance audits. Every supervisor completes a full compliance audit in his area, which is followed up by our safety officers. Action is taken on non-compliances, which can result in fatalities and serious injury.

Several safety days as well as the Minerals Council's safety days were conducted across all operations. Through these, critical behaviours were identified per occupation, providing excellent leading indicators, and allowing identification of weaknesses. Adherence to the Marikana Life Rules is constantly being driven and energised.

Marikana is in the process of implementing and rolling out the Syncromine and Qlikview safety systems, but for the interim has built a safety officers inspection protocol onto which details of every daily inspection is loaded to help identify which areas need attention. Inspections are conducted in the worst areas and cross audits have been introduced across the shafts. In addition to other actions tabled and implemented, a fall of ground workshop will be held at Marikana and this will be rolled out to all platinum operations during 2020.

Marikana mining is certified to OHSAS 18001 and ISO 14001 and is moving towards ISO 45001. The shafts on care and maintenance are excluded from ISO 45001 but are certified on ISO 14001.

Processing

At the SA PGM processing, no serious injuries were incurred. We have retained ISO 9000 and ISO 14001 processing certification and are migrating to ISO 45001. The three systems have been integrated, resulting in increased efficiency and cost-effectiveness, as separate safety, environmental and quality teams are not required.

There is a significant focus on risk identification and mitigation, with specific initiatives having been put in place for management. As an example, management daily uses a forward energy model to predict high risk work where early entry examinations are required. Audits and critical task observations conducted by line management are measured on a quarterly basis to calculate balanced scorecard pay.

In the area of fatality prevention, we have introduced a catastrophic risk management process, through which we can identify potentially catastrophic events and their associated critical controls and how they are performing.

US PGM OPERATIONS

The SIFR increased to 8.65 (2018: 7.12) per million hours worked, while the LTIFR remained virtually flat at 10.13 (2018: 9.97) per million hours worked. This is in line with an increase in injuries associated with strains accounting for 26% (2018: 13%) and pinch points for 13% (2018: 8%) of total reportable injuries.

The medically treated injury frequency rate (MTIFR) decreased to 22.24 (2018: 23.94) per million hours worked. This is in line with a notable reduction in reportable injuries resulting from a slip, trip or fall accounting for only 13% (2018: 27%) as well as those being struck by an object accounting for only 17% (2018: 23%).

A series of falls of ground incidents at the Stillwater (six in total) and East Boulder (two in total) mines negatively impacted performance. There were no injuries. The Mine Safety and Health Administration issued 103(k) orders to 'control' the affected areas until an investigation occurred and remediation plans were approved. Incident investigations and root cause analysis actions were completed and the general ground control standards were re-evaluated. The investigation team consisted of subject matter experts from the US Region, regulatory inspectors, independent consultants, and a Sibanye-Stillwater rock mechanics expert from the SA PGM operations. Action plans included ground control operations audits of each heading, engineering ground control evaluations, formal training on rock mechanics for geologists and other targeted employee groups, additional rock mechanic engineering staff and additional third party audits.

Mid-year there was a regulatory change which necessitated more detailed reporting on ground supports and so we embarked on significant internal and external evaluations of our ground support installations. As a result of this, we are conducting upskill training of our production geologists so that they can assist in recognising challenges associated with our ground supports.

ISO 45001 is our safety and health standard. Mid-year, we conducted a gap analysis on our GET Safe safety and health management system, which identified the implementation stages of its various modules. Twelve of the 20 modules were found to be in full conformance and four more were in partial conformance. Action plans to improve conformance are ongoing in 2020.

Each of our crews has a miners' representative, who acts as a safety leader and accompanies our regulatory inspections. The regulatory agency completes an inspection of each of our mines every quarter. All bonuses paid to miners' representatives have safety as a key metric.

In the interests of safety, management continues to focus on key areas of mobile equipment inspection and maintenance, quality training and retraining, workplace audits, ventilation and equipment emissions, and housekeeping. In addition to all employees completing inspections at each shift, an audit team randomly inspects and scores work areas every day. The audit team includes hourly and salaried employees, at each site, solely responsible for evaluating the workplace.

Technology provides timely communication in the event of an emergency and systems installed on mobile equipment warn operators when employees are in close proximity. Implementation of technology at the operations is ongoing with phases planned for implementation every year.

US PGM operations: injuries by category

	2019	2018	¹ 2017
Rockfall	7	4	3
Struck by objects (tools, equipment and others)	9	12	8
Caught in/between	7	4	3
Strains/soft tissue injuries	14	6	3
Operating equipment	6	4	1
Operating jackleg	3	3	3
Eye injuries	1	2	3
Chemical burns/other	0	1	1
Slips/trips/falls	7	13	2

¹ May to December 2017

FUTURE FOCUS

We will continue the current safe production strategy as well as the enhancement of Sibanye-Stillwater's culture, based on and driven by our CARES values, while ensuring that our leadership is ready and engaged, and that desired behaviours and practices (critical attributes, competencies and capabilities) are defined.

A holistic Sibanye-Stillwater safety training strategy, focusing on critical skills as well as training content, methodology, infrastructure and outcomes, is being developed to bolster current training offerings.

Concurrently, we focus on technology as an enabler to improve training competency across the entire organisation and develop partnerships in collaboration with the mining industry to achieve effective skills and knowledge transfer as a long-term initiative.

We are working towards certification in terms of the ISO 45001 health and safety management system in 2020, and the roll-out of the bow-tie risk assessment methodology and critical controls.

US PGM operations future safety focus is continuing to empower people, enhancing an enabling environment and ensuring fit for purpose systems. This involves providing a minimum of 40 hours of safety/leadership training for all salaried staff; refinement of training departments at all three sites; closing GET Safe gaps in leadership development, management systems coordination, fatality prevention and risk management, and incident reporting and investigation; and, continued improvement of the Newtrax Caplamp and Mobile Telemetry System.

