

EMPOWERING OUR WORKFORCE

SETTING THE SCENE

WHAT DRIVES US

LEADERSHIP

DELIVERING ON OUR STRATEGY AND OUTLOOK

ANCILLARY INFORMATION



HOW WE DID IN 2019

SUCCESSES

13% women employed with 8% of core mining roles held by women

89% of SA employees are recruited locally

BEE scorecard level 7

CHALLENGES

26% absenteeism at the SA operations to be addressed

Breaking down the language barriers in SA to improve the effectiveness of training and application of safety and operational standards

APPROACH

Our people are our most important asset. We are committed to providing a safe, inclusive work environment, in which employees are valued, with opportunities for a rewarding career as well as learning and skills development. We aim to recruit and retain a highly qualified, skilled and diverse workforce, with a culture that puts safe production first and enables people to realise their full potential.



Employee at the Columbus metallurgical complex at the US PGM operations

Our operations employ 84,521 people (including contractors) in the US and at the SA operations in a wide variety of trades and professions, which include *inter alia* miners, mechanics, accountants, geologists and IT specialists. We pay competitive salaries that, in addition to a basic wage, include significant variable incentives and other benefits. Local recruitment is a priority, enabling employees to provide for their families, and by extension, the broader community. Sibanye-Stillwater is a significant employer in the regions in which it operates – our US PGM operations are the largest private, industrial employer in the state of Montana, while we are one of the top four private sector employers in South Africa.

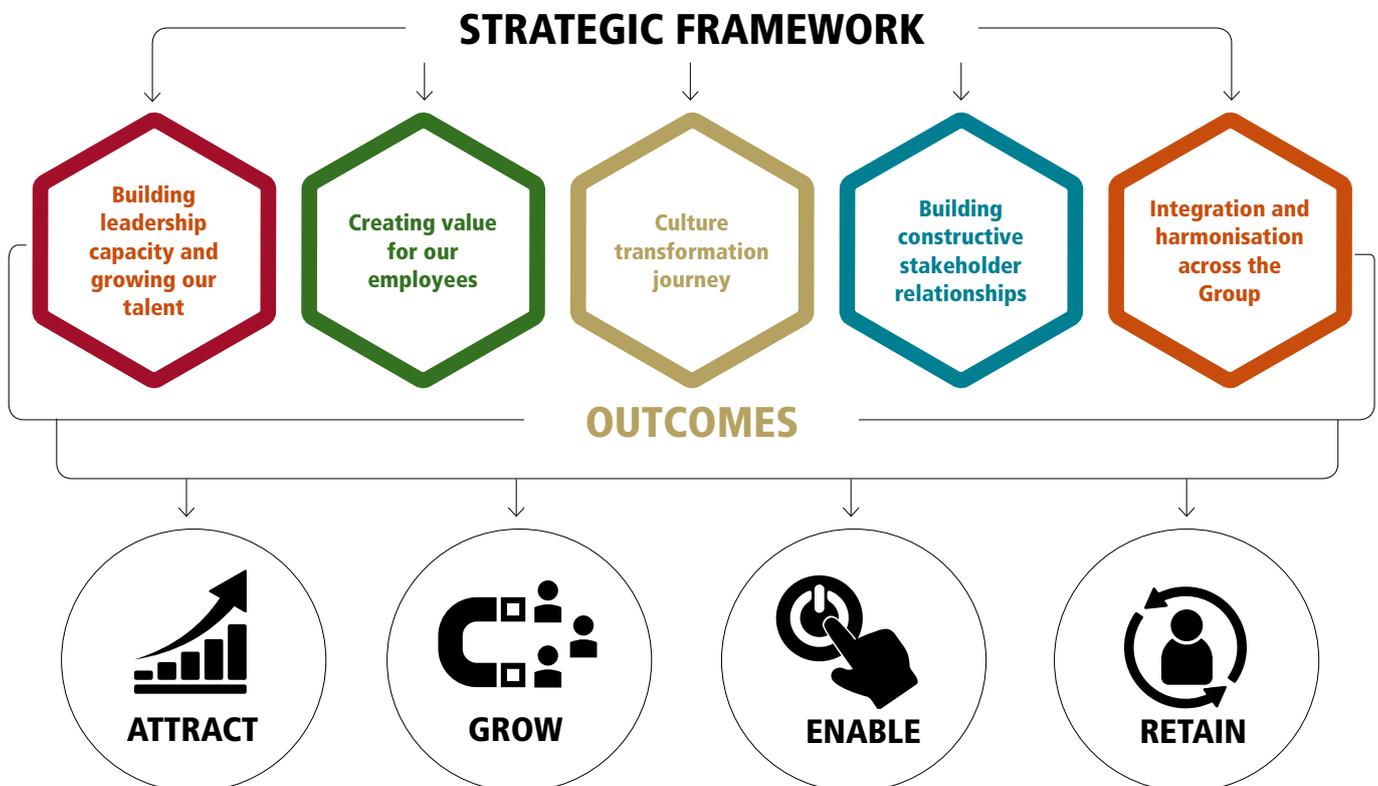
Significant growth and geographical diversification in the past few years has challenged our human resources (HR) function to constantly expand its knowledge base in order to realise our strategic objectives.

While our overall HR strategy allows for regional autonomy, performance standards are regularly reviewed and revised at Group level. Our HR policies and development programmes are designed to meet the needs of employees within diverse

socio-economic environments and adhere to various legislative requirements.

We strive to engage meaningfully with all employee and organised labour representatives in terms of our visible felt leadership principle and our social compact.

In South Africa, our five-year HR strategy, People@Sibanye-Stillwater, that incorporates our employee value proposition and provides a road map of continuous improvement to 2021 is in the process of being aligned to our organisational growth strategy. The organisational growth strategy supports Sibanye-Stillwater’s strategic objectives, and is aimed at fostering future ready leadership, creating an enabling work environment, embedding and stimulating trust-based employee engagement and driving value-based decision making at all levels within Sibanye-Stillwater. Our structured process reviews system capabilities, and the quality of outputs and efficiencies, to support the business in remaining compliant and in touch with the fast-changing technological landscape. The elements of the HR strategic framework remained intact during 2019 with the aim still being to attract, grow, enable and retain high-performing leadership.



EMPOWERING OUR WORKFORCE CONTINUED

EMPLOYEE VALUE PROPOSITION



■ Safety briefing before proceeding underground

CULTURE GROWTH PROGRAMME

Our culture growth programme was launched on 11 November 2019, which will be a significant part of our continued drive towards achieving a zero harm environment and ensuring a values based culture.

The purpose of the programme is to unite and align all our people, behaviours and actions behind a shared values-based culture. This was assessed as a vital initiative after several years of growth and change within the Group, amalgamation of many teams and companies, and periods of disappointment and uncertainty. This inclusive culture will enable us to deliver on our purpose of improving lives and our vision of superior value creation for all our stakeholders.

To drive the culture growth programme, a new dedicated function called Organisational Growth has been established to facilitate the implementation, while the respective operations and service function executives will own the cultural transformation within their areas. The culture growth framework (see diagram below) will guide the execution of the strategy through the simultaneous pulling of five levers (leadership, shared purpose, organisational wiring, measurement and capacity, and capability building) and ensure alignment of the initiatives at each level within the organisation. For each of the levers, initiatives will be designed and executed for the different levels of the organisation. Each operating segment and service function will launch customised initiatives to meet their individual needs which will require employee involvement. Each employee is going to be instrumental in shaping our shared values-based organisational culture.

As a significant contributor to the safety improvement success of our SA gold operations, the operations have executed several culture transformation initiatives over the last 18 months and provide a real example of their positive effects. Their culture transformation execution plan has been aligned with the culture growth programme in order to leverage some of the Group-wide initiatives while continuing the successful initiatives to date. Similarly, individual culture transformation strategies and execution plans are being implemented within the US PGM operations, SA PGM operations and the service functions. As an example, 3,000 employees have been interviewed through face-to-face 'connection sessions' across the Kroondal and Rustenburg operations, with the process due to be extended to over 9,000 employees including at the Marikana operations. The insights gained will be used to address employee concerns and improve the environment within which they work.

Formula for success

As part of the Group-wide culture growth programme, we have initiated the 'Formula for success' process at our SA gold operations and SA integrated services functions, with the SA PGM operations to soon follow in 2020. This process is designed to identify and co-create our desired future values-based culture involving all our employees across our SA operations.

This inclusive culture will organically become the 'way we work', including the associated leadership style, behaviours and actions that will govern our daily interactions with each other, our organisation and our stakeholders.

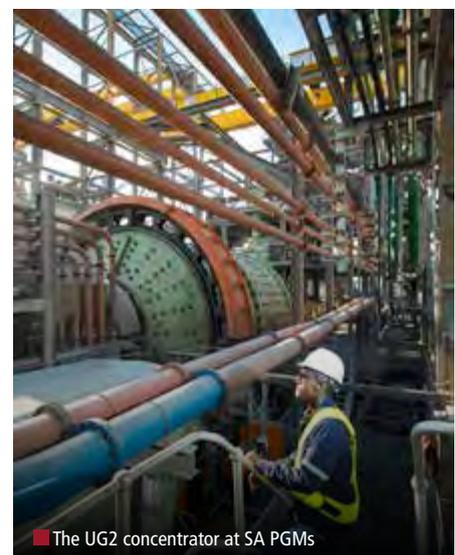
All employees will be asked what we need to do more of and less of to take Sibanye-Stillwater to the next level. Opinions will be presented to employees for voting and will ultimately form the basis for our cultural blueprint, which will be officially unveiled to all in the second quarter of 2020.



Employee on chairlift at the SA PGM operations



At the Rustenburg workshop

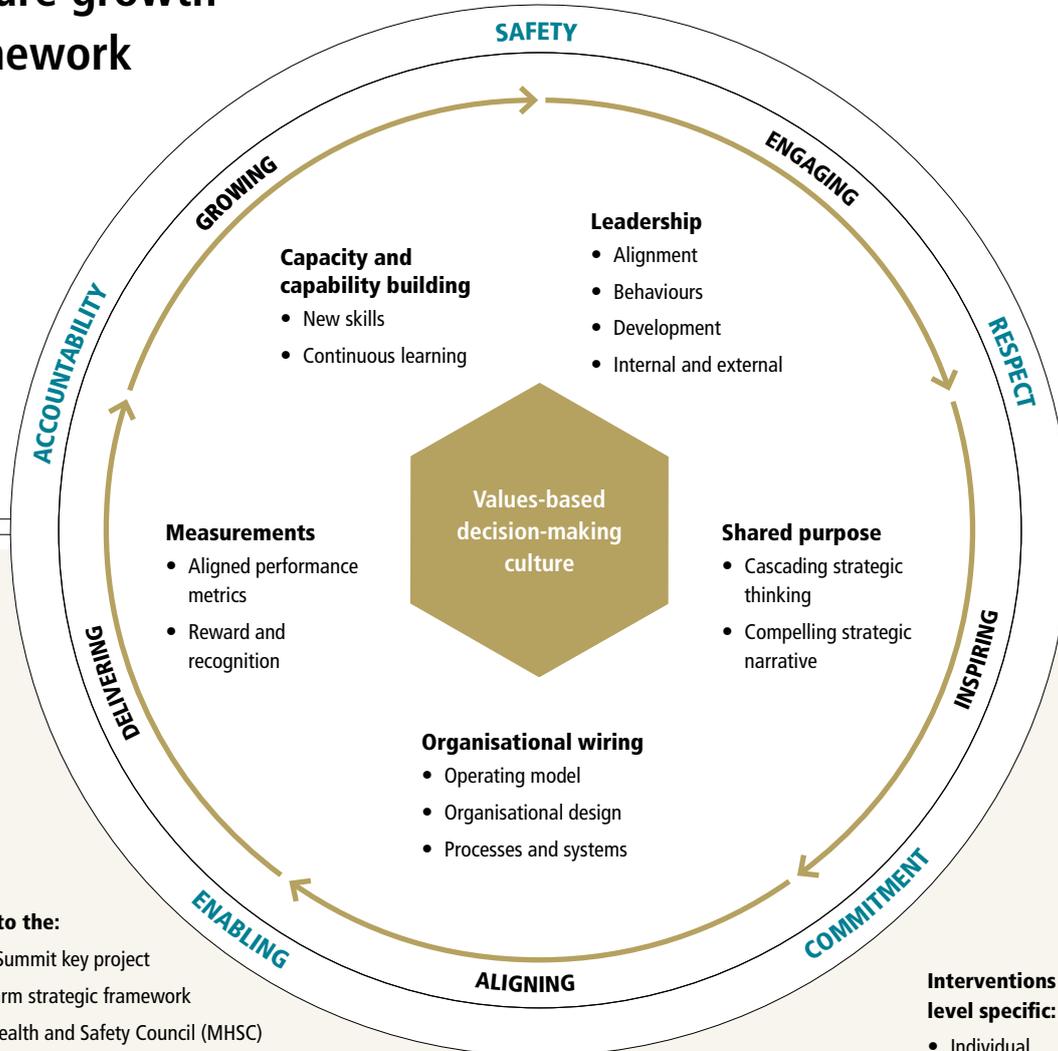


The UG2 concentrator at SA PGMs

EMPOWERING OUR WORKFORCE CONTINUED

FOSTERING A VALUES-BASED DECISION-MAKING CULTURE

Culture growth framework

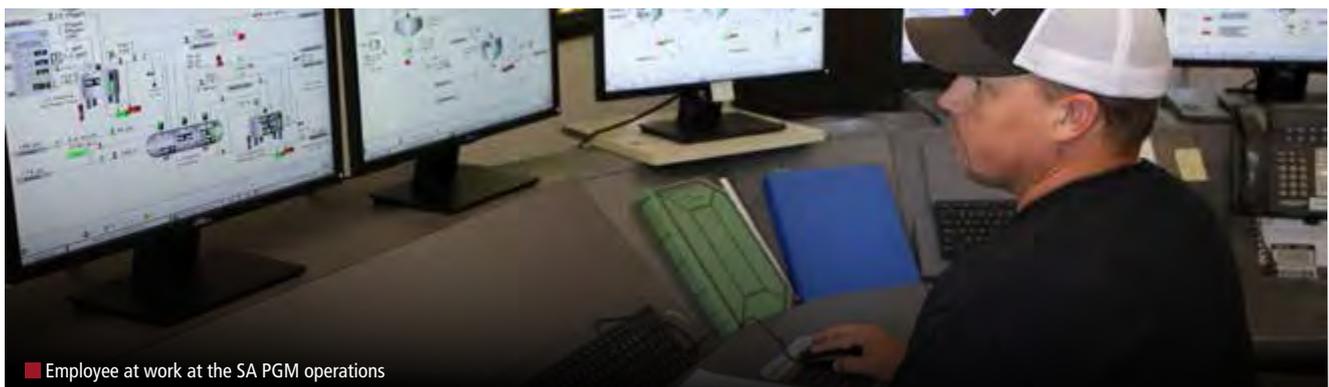


Aligned to the:

- Safety Summit key project
- Zero harm strategic framework
- Mine Health and Safety Council (MHSC) culture transformation framework
- Minerals Council South Africa (MCSA) Khumbul'Ekhaya initiative

Interventions will be level specific:

- Individual
- Team
- Organisation



Employee at work at the SA PGM operations

SETTING THE SCENE

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HR SYSTEMS

As part of the digitalisation process, the HR function is making greater use of technology and is working closely with the IT function to develop systems to manage its services. These systems are being implemented at the SA gold and PGM operations, except for Marikana, where these processes will be rolled out at the beginning of March 2020.

The automated recruitment system we started using at the SA operations in 2018 has reduced the time and cost involved in conventional evaluation of applications by 60%. The system will be integrated with other electronic employee services for efficient data processing and to include communities in online learning platforms. The new recruitment model focuses initially on internal candidates via the intranet as well as previously retrenched employees before any vacant posts are advertised externally. Filters, in the form of five key questions, are also used to streamline the process. Much paperwork has been eliminated by taking this process online.

The information management system (contractor management, automation and digitalisation of employee services, such as leave and sick days, and harmonisation of remuneration and benefits), which we invested in during 2018, assists and enables sustainable business continuity. This system also facilitates the identification of HR-related business risks. The use of this HR and payroll solution makes possible overtime and leave monitoring and blocking to ensure compliance with basic conditions of employment. The system simplified and improved efficiency as the inputs interact directly with time and attendance. It can also assist with monitoring legal compliance with safety and health requirements, such as safety training, heat tolerance screening and annual medical assessment.

We are in the process of consolidating one stop shops at all our operations for the purposes of centralising all HR transactional services, as part of our drive to improve the electronic experience for more employees. There are currently two such centres at the SA PGM operations, one at Marikana and one at Rustenburg. These will be consolidated in 2020. At the SA gold operations, our one stop shop operates from Libanon, with a satellite centre at Beatrix for logistical reasons.

We have also focused our efforts in 2019 on the improvement of our data management for improved and efficient reporting in line with our business processes and operating model. As the company grew, we identified the need to establish our information standards to enable the alignment of HR information when acquisitions take place. The team has actively been reviewing the Group Standards in HR to enable effective reporting outputs and management of data integrity. This has allowed us to systematically grow system tools enabling effective and efficient people management in our employee self-service platform. This platform allows for employees to retrieve information on their own personal human resources transactions, e.g. leave requests or overtime schedules.

TIME AND ATTENDANCE

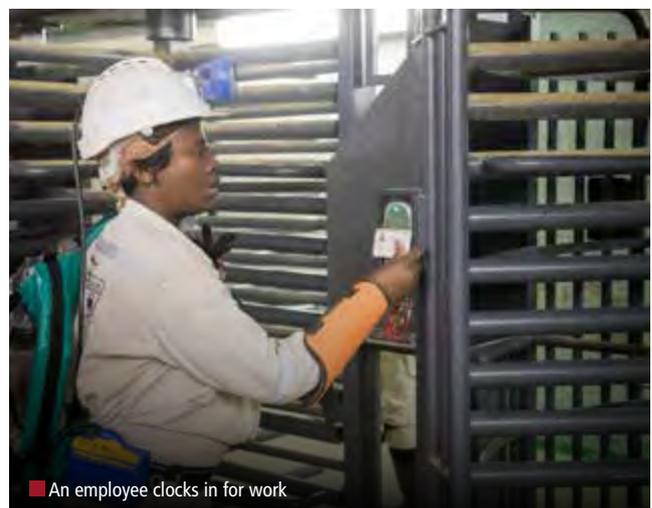
A review of time and attendance was conducted in 2018 at the SA operations. The process measured compliance with legislated basic conditions of employment as well as health and safety regulations, including certified fitness to work, so that employees would not suffer the consequences of exceeding the maximum 40 hours a week.

Employees are compensated for overtime work performed. However, to encourage employees to be more productive during normal working hours and promote good governance, our overtime policy has been revised and has resulted in a R1 million reduction in the amount paid out for overtime work.

We have also improved the overtime scheduling process by adding overtime scheduling to our employee self-service platform. The scheduling process now links to the time and attendance system which logs overtime and removes the manual submission of forms.

At the US operations, all employees work a specific schedule, depending on the operational facility or support department to which they are assigned. Scheduled work shifts comply with the requirements of the US Department of Labor and the Fair Labor Standards Act governing the maximum number of working hours and overtime.

“We seek to create an executive talent pool that is aware of our business needs, based on the environment in which we operate.”



■ An employee clocks in for work

EMPOWERING OUR WORKFORCE CONTINUED

TALENT MANAGEMENT AND CAREER GROWTH

In 2019, our talent management framework was aligned to the company's strategic priorities and to the organisational growth strategy: building skills and competencies that foster self-empowerment and problem solving, developing individuals that embody the desired culture and fulfil the requirements of a future ready leader and setting up the company for future success. As part of the alignment process, a review was conducted of all discipline career paths and our internal talent and succession pipeline.

We seek to create an executive talent pool that is aware of our business needs, based on the environment in which we operate. The success of talent management depends on the integration of all HR functions. When attracting employees to fill vacant positions, we ensure that our internal talent pool is reviewed and that all possible successors are interviewed so that we can achieve 80% self-sufficiency with a blend of external hires.

The career growth model and career paths includes four critical pillars:

- Individual performance
- leadership ability
- qualification/technical competence/business knowledge
- potential/culture fit

This model embeds the philosophy that career development is a series of interventions aimed at developing a career through skills training, lateral critical experiences, moving to higher job responsibilities and cross-functional positions within the same organisation.

The 70-20-10 learning and development model is also applied as a valuable general guideline to maximise the effectiveness of learning and development programmes through activities and inputs



The performance management process is linked to individual development, talent management and leadership development. It plays an important role in identifying employees for the talent pool. An average performance score, over a period of three years, is considered for the selection process. If this information is not available, performance over a period of at least six months is considered.

Within our mentoring and coaching framework, individual career development plans have been aligned with succession planning.

SA operations: talent pool ¹

	2019	2018	2017
Talent pool size (A-D band)	2,205	1,787	1,282
Successors promoted	172	131	105

¹ Employees identified as potential leaders for development

“In South Africa, Sibanye-Stillwater aims to strengthen leadership capability by implementing tailor-made development programmes that are aligned with business needs.”



■ Employees at the Kloof gold plant in SA

ASSESSMENTS

In support of the leadership and capacity and capability levers in the culture growth framework  (see page 142), the Sibanye-Stillwater assessment framework as well as the leadership competencies were changed in 2019.

Psychometric assessments

Psychometric assessments are used in recruiting, identifying talent and promoting effective human resource development and personal growth. They are also aligned with the leadership competency framework and our values.

Employee assessments

During 2019, we began the implementation of the revised assessment framework, which included *inter alia* the assessment of all E band level and higher employees against our future ready leadership competencies, providing individual feedback and signing off on an individual development plan for EU and above. All D and EL level employees will undergo a similar process in 2020.

The objective for 2020 is to align all assessment profiles to the strategic objectives of the organisational growth strategy and framework.

At the US PGM operations, all employees were evaluated during 2019 in order to identify growth and training opportunities and succession.

The annual review process for salaried employees in the US consists of goal setting in four areas: safety/environmental; production/business improvement; work quality; and people matters. Supervisors and employees meet quarterly to review progress and adjust goals, if necessary. These quarterly conversations also include focus and discussion on where the employee scores on the leadership qualities matrix, training and development needs for the forthcoming year and a five-year future look into the employee's individual career progression. All 425 US salaried employees participate in the annual performance evaluation process. Merit increases for the following calendar year are dependent upon the evaluation score received in the prior year.

Executive assessments

In support of the organisational growth strategy model, the future ready leadership competencies for all senior leadership levels have been completed and have been used to conduct leadership assessments and individual development discussions as well as incorporated into personal balance score cards.

LEADERSHIP DEVELOPMENT

As leadership is a competitive advantage and enabler for delivery on business goals and social imperatives, we aim to promote and improve leadership capability. We are aware of the need for agile, future-ready value-based leadership to execute our strategy.

As Sibanye Stillwater, we foster a culture of future ready leadership and values-based decision-making, based on our CARES values. We have created future ready leadership and values-based decision-making frameworks to guide us in delivering on this mandate.

In South Africa, Sibanye-Stillwater aims to strengthen leadership capability by implementing tailor-made development programmes that are aligned with business needs. The middle management programme was launched in July 2019 in partnership with a corporate education consultant (Duke Corporate Education). The aim of the programme is to expose middle managers to leadership training providing them with the skills, knowledge and behaviours to perform in their current roles. The key themes covered over three modules are leading self, leading others and teams and leading with business sense. The programme is customised to the requirements of Sibanye-Stillwater and content is linked to the Sibanye-Stillwater leadership competencies and CARES values.

The first phase of the programme ran during 2019 and consisted of six cohorts with a total of 149 delegates. At total of 117 delegates completed and successfully graduated from the programme in November 2019. The next phase will roll out at the beginning of 2020.

The women's leadership programme was launched in July 2017 in partnership with Duke Corporate Education. The purpose of the programme was to provide short leadership development sessions to empower women leaders within Sibanye-Stillwater across A, B, C and D levels in the organisation. The first phase of the programme covered the following themes: personal mastery, growth mind-set, community outreach, personal finance and women in mining. The master classes were a huge success and set the course for the next phase of the programme.

The second phase of the programme was launched in November 2019 with the first session focusing on feedback from the employment equity barriers audit: transformation and the development of a framework for an internal UN HeforShe gender equality programme serving as input into the Minerals Council. Men were invited to the event as we see them as pivotal in building a cross-gender alliance for advancing women in mining at Sibanye-Stillwater. This first session set the scene for a new year of exciting work on this front and welcome the support from Sibanye-Stillwater in addressing issues of gender equality head on.

ON-BOARDING NEW EMPLOYEES

In 2018, as part of the on-boarding process, the South African operations conducted a survey among all newly-appointed and -promoted middle and senior managers to determine the level of employee engagement. We could thus determine the balance between job resources and job demands, burnout and organisational commitment. A task team then designed and implemented an on-boarding policy and process.

“In 2019, the US PGM operations completed an employee engagement survey. Each leader received feedback on their area of responsibility to help them assess what can be done better.”

EMPOWERING OUR WORKFORCE CONTINUED

Due to the strike at the gold operations in 2019 and funding constraints, phase 2 of our revitalised on-boarding process will begin in 2020 with its launch, a welcome video and a workshop for HR managers. An on-boarding tracking tool will be used as part of the engagement process to provide system guidelines for employees, HR and managers about activities that prepare employees for their new roles. On-boarding surveys will continue as part of the process.

At the US PGM operations, all newly-hired and re-hired employees attend orientation, which includes an introduction to the Group, a review of our CARES values, discussion on policies and procedures, and a presentation on the health and welfare benefits package, as well as a well-rounded introduction to the organisation as a whole.

In 2019, the US PGM operations completed an employee engagement survey. Each leader received feedback on their area of responsibility to help them assess what can be done better, what should be stopped or continued. We transitioned our applicant tracking system to a new platform, which makes possible electronic on-boarding. Participation in the survey was high (82%) and the overall results showed increases in three of the four engagement metrics from the previous survey conducted in 2016. Results have been disseminated to all the operating sites and leaders have received their individual reports to use for follow-up with their reporting groups. Areas for improvement will be incorporated into performance targets for individuals in 2020.

VALUES BASED CULTURE

Sibanye-Stillwater initiated several culture programmes focused on individual, team and operating segment levels and designed with the purpose of co-creating behaviours that will in each of the operating areas underpin and align to our values based culture framework. To ensure that values based behaviours are hardcoded and hardwired into our operating model, measures defined are implemented as part of planning and review metrics as well as performance scorecards. These include *inter alia*:

- deploying mechanisms to incentivise desired behaviours and in order to measure, recognise and reward designed leadership competencies that underpin behaviours in support of our values based culture
- implementing and measuring metrics that represent the changes in the organisation, beginning with vice president levels and above
- tracking performance effectively so that senior managers can focus on the needs of service departments and thus ensure the same levels of visibility

In 2019 we continued to focus on the following key elements:

- Implementation of system enhancements to integrate performance and development behaviours, including the introduction of management dashboards to track performance discussions, and automation of performance improvement and enhancement plans
- Transparency in the performance review process to build trust in the processes
- Implementation of the human resource development programme to enable the HR community at the SA operations to better support effective performance in the operations and services departments

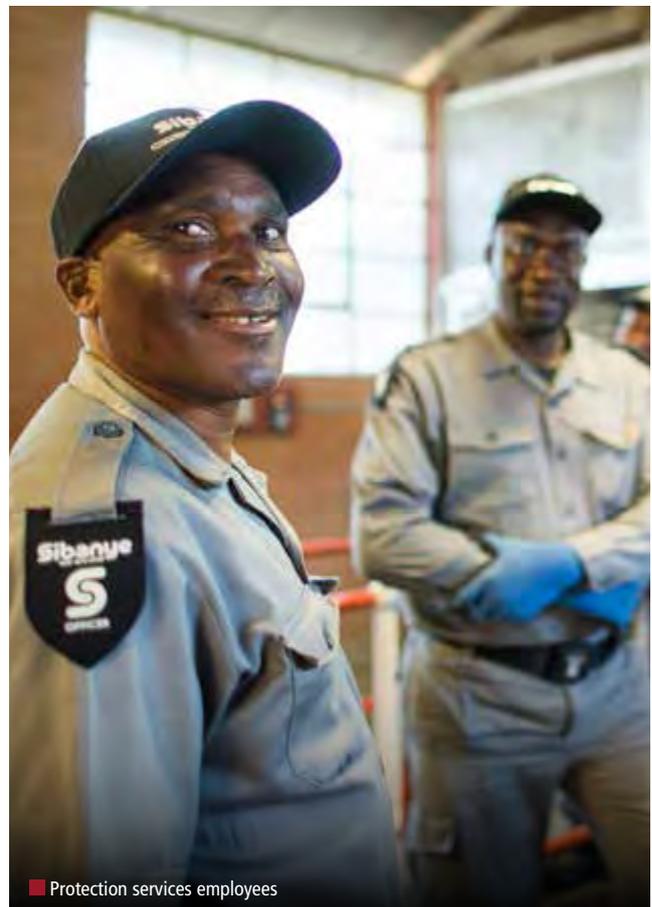
EMPLOYMENT

The US PGM operations experienced an increase in employment "consistent" with the planned "buid-up" at Blitz, adding 276 employees to the payroll by the end of 2019.

In 2019 the SA PGM operations issued an S189 notice to all the recognised unions to consult stakeholders on restructuring of its Marikana operations and associated services. The process commenced in October 2019 and was concluded in December.

The outcome of the S189 process, following consultations with stakeholders, is as follows:

- Shaft 1B and a specific sweeping and vamping project will continue with limited mining, sweeping and reclamation, until the end of December 2020, resulting in the preservation of 329 jobs, provided that the projects continue to be profitable over a three-month average period
- Job losses were reduced by identifying 166 opportunities for affected employees to be transferred to other operations
- Approximately 1,612 employees opted for voluntary separation packages, with 53 employees subject to normal retirement and natural attrition of 259 employees
- Job reductions amounted to a total of 4,777 employees and contractors with 1,142 employees and 1,709 contractors leaving the company as result of the restructuring process.
- Management positions were reduced by approximately 24%



Protection services employees

Workforce by operation at 31 December

	2019			2018			2017		
	Permanent employees	¹ Contractors	Total	Permanent employees	¹ Contractors	Total	Permanent employees	¹ Contractors	Total
SA operations									
Beatrix	6,374	735	7,109	7,329	929	8,258	7,084	925	8,009
Driefontein	8,547	1,164	9,711	10,576	1,072	11,648	10,969	1,495	12,464
Kloof	9,858	1,271	11,129	9,776	1,160	10,936	9,581	1,487	11,068
Burnstone	103	23	126	114	66	180	237	298	535
Cooke	493	353	846	486	260	746	717	542	1,259
Gold (excluding services)	25,375	3,546	28,921	28,281	3,487	31,768	28,588	4,747	33,335
Kroondal (100%)	5,445	1,904	7,349	5,673	2,617	8,290	5,715	2,849	8,564
Rustenburg	11,458	1,704	13,162	13,023	2,354	15,377	13,194	2,049	15,243
Marikana	20,200	3,385	23,585	n/a	n/a	n/a	n/a	n/a	n/a
SA PGM ² (excluding services)	37,103	6,993	44,096	18,696	4,971	23,667	18,909	4,898	23,807
Regional Services ³	2,748	2,617	5,365	2,251	1,239	3,490	2,262	1,349	3,611
SA other ⁴	2,368	1,043	3,411	1,720	806	2,526	1,867	1,827	3,694
SA operations – total	67,594	14,199	81,793	50,948	10,503	61,451	51,626	12,821	64,447
US operations									
Stillwater	1,090	480	1,570	962	280	1,242	863	333	1,196
East Boulder	436	239	675	411	45	456	409	54	463
Columbus									
Metallurgical Complex	196	149	345	186	54	240	179	64	243
Regional services ⁵	67	4	71	67	5	72	54	6	60
Other ⁶	0	0	0	2	0	2	8	0	8
US operations – total	1,789	872	2,661	1,628	384	2,012	1,513	457	1,970
Corporate office ⁷	67	–	67	55	0	55	55	–	55
Group – total	69,450	15,071	84,521	52,631	10,887	63,518	53,194	13,278	66,472

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

² PPGM operations under management: In 2016, Kroondal is included from April to December 2016 and Rustenburg operations from November to December 2016. In 2017, these operations are included for the full year

³ Regional Services includes executive management of the SA operations and employees providing a service to the SA operations and to the gold operations not reflected in other

⁴ Other includes Protection Services, Shared Services, Sibanye-Stillwater Academy, Health Services and Property (gold and SA PGM operations)

⁵ Regional services in the US includes executive management located in Columbus and Montana offices

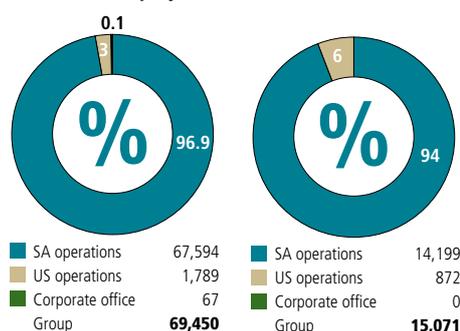
⁶ Other represents two employees at Marathon, Canada (no contractors at 31 December 2018). Altar employees are included with Aldebaran from 2018 (non-managed)

⁷ Corporate office includes executive management since September 2017

WORKFORCE COMPOSITION 2019

Permanent employees

Contractors



EMPOWERING OUR WORKFORCE CONTINUED

Workforce by age

	2019				2018				2017			
	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%
SA operations												
18<30 years	3,458	3,261	6,719	8	3,402	2,950	6,352	10	4,034	3,694	7,728	12
30-50 years	49,530	9,222	58,752	72	37,230	6,492	43,722	71	37,275	7,738	45,013	70
>50 years	14,606	1,716	16,322	20	10,316	1,061	11,377	19	10,317	1,389	11,706	18
US operations¹												
19<30 years	246		246	14	194		194	12	157			10
30-50 years	990		990	55	904		904	55	848			56
>50 years	553		553	31	530		530	33	508			34

¹ Ages of contractors at US operations not available

Female workforce by age

	2019				2018				2017			
	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%	Permanent employees	Contractors	Total	%
SA operations												
21-<30 years	875	270	1,145	11	760	207	967	13	855	263	1,118	15
30-50 years	7,050	1,051	8,101	81	5,551	618	6,169	81	5,317	650	5,967	79
>50 years	663	116	779	8	440	55	495	6	374	53	427	6
US operations^{1,2}												
<30 years	21		21	14								
30-50 years	77		77	51								
>50 years	54		54	36								

¹ Ages of contractors at US operations not available

² Not reporting in prior years

SHIFTS NOT AT WORK INCLUDING ABSENTEEISM

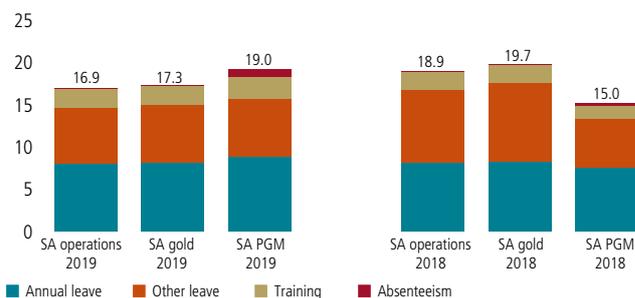
The SA operations had a year-on-year improvement from 18.9% to 16.9% shifts not worked, when excluding the strike shifts at the SA gold operations. The absenteeism for 2019 was low at 0.19% but higher than the 0.13% of the previous year, attributed to the increase at the SA PGM operations. Trend and data dashboard analytics have been implemented to track associated trends on a regular basis.

Absenteeism is monitored on a monthly basis and pre-emptive interviews as well as counselling have been implemented in an attempt to address the negative trend. In addition to the monthly monitoring, the gold operations are conducting home visits of people being absent without a reason, where appropriate, to track trends. The same approach have been implemented at our SA PGM operations.

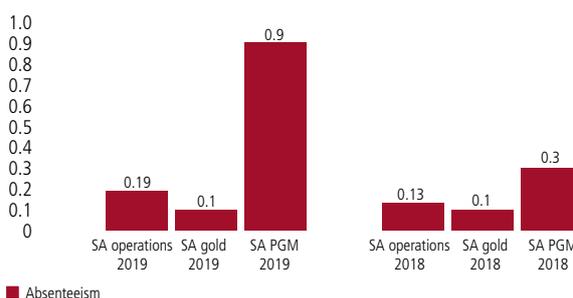
The statistics are enriched with route cause interviews in order to develop interventions aimed at prevention and correction rather than punitive actions being implemented. Absenteeism remains a safe production inhibitor and therefore a key focus at operational level.

US PGM operations' employees are allotted a specific number of vacation and sick/personal days per year. When these days have been exhausted, should the employee miss work, employment is terminated.

SA operations: shifts not worked including absenteeism* (%)



SA operations: absenteeism* (%)



*Excludes strike shifts in 2018 and 2019

EMPLOYEE TURNOVER

The annual turnover for management level employees at the SA operations in 2019 was 0.36%, including 0.16% HDSAs and 0.05% women in management. The total turnover in the SA operations was 12.8% (6.1% at the gold operations and 6.3% at the PGM operations).

Annualised attrition in the US PGM operations in 2019 was 9.44% while the attrition rate among mineworkers was 7.17%.

DISCRIMINATION

No incidents of discrimination were reported during 2019 for the SA operation and one case for the US PGM operations, which was handled according to the process and legal procedures of the company.

“Absenteeism is monitored on a monthly basis and pre-emptive interviews as well as counselling have been implemented in an attempt to address the negative trend.”

TRAINING AND DEVELOPMENT

Key to achieving sustainable, safe production are competent and skilled employees, supporting the business case for relevant training as an imperative to improve employee learning effectiveness across the SA operations.

A benchmarking process was completed in 2019 to provide leading practice in learning delivery and management technology in order to improve training competency and outcomes across the entire organisation. As a result, the Sibanye-Stillwater Academy successfully developed a modernised learning and development strategy and prioritised eight learning and development issues with the SA gold and PGM operations in 2019.

FOCUS AREAS DERIVED FROM INTERNAL FEEDBACK AT SA OPERATIONS



EMPOWERING OUR WORKFORCE CONTINUED

BREAKING THE LANGUAGE BARRIER: THE MOVE TO HIGH-IMPACT, FUNCTION-BASED TRAINING

Employees in the South African mining industry speak numerous different languages: among them English, isiZulu, isiXhosa, Sesotho, Setswana and Afrikaans. Delivering industry training to a multi-lingual population is inevitably challenging.

The use of the lingua franca of Fanagolo, with its origins dating back to the 19th century, has understandably become highly politicised and is undesirable for several reasons, despite its intrinsic usefulness. Furthermore, Fanagolo does not make possible the provision of terms for mining equipment or methods in general, modern technology nor for more abstract terms, such as Sibanye-Stillwater's CARES values.

Previous research conducted suggested that the multi-lingual route was the answer, but this, too, came with its challenges. Some words exist only in English, there was a reluctance from the speakers of Fanagolo to give it up, people did not have the appetite to learn a third language and moving from one operation to another might mean learning to be proficient in up to six different languages.

Against this background, Sibanye-Stillwater has taken this challenge head on and has picked up on some recent University of the Witwatersrand research. A recommendation was made by management to provide function based English training and the first pilot took place in November 2019. The effectiveness of the training will be assessed and customisation of content, delivery and duration will be considered to ensure a successful outcome.

Training and the fourth industrial revolution

Mining 4.0 is the term given to the modernisation of the mining cluster using digital and other innovations as part of the so called fourth industrial revolution. Digital and automated technologies are helping to change the traditional process of extracting minerals from underground. Mining companies are investing in innovation and are introducing automated drilling into high-risk underground areas, putting microbes to work to extract metal from ore and using blockchain technology to trace diamonds through the supply chain. In tandem with the use of these technologies, training needs to adapt and change. Sibanye-Stillwater is continually taking steps to keep abreast of these changes.

In line with our revised modernised learning and development strategy, one of these pillars is entry requirements. Working together as a Group, we are currently establishing what will be the ideal education, qualification and skills mix to meet future staffing needs. We are also working on career paths and career progressions, and the requirements for moving from level to level. We are changing our recruitment methodology – in lower level categories we will be moving from the current nomination process to an application and interview process. The current system is seen as unfair, not open and transparent.

Currently being piloted is psychometric evaluation of employees to establish their three-dimensional reasoning capabilities. Reasoning in 3D is essential for people who must interpret rock conditions underground.

We are currently busy with the visual simulation of occupational high-risk incidents to be included in the library matrix as part of training. Learning programmes are being developed around the identified learning points, particularly with respect to fatalities and high potential incidents. At the SA PGM operations, we are identifying technology which can help modernise our simulators, especially to aid in the identification of hazards. The new technology will be piloted in the PGM operations before going to our SA gold operations.

We reviewed the assessment of learners in a current traditional paper-based environment and recommended the use of tablets in mockups and underground assessments. We will be piloting this at our PGM operations.

Employees schedule their individual development training via a prospectus that resides on the intranet. However, this classroom-based training is by its very nature not instantly available. In the interests of accessibility, efficiency and flexibility, we recommend 'own time learning' for our employees and have started to build our e-library (including fatality videos), which will become available on our intranet. Additionally, we are reviewing the current traditional classroom teaching of the induction programme and induction e-learning content development is underway through an app.

In another initiative, we conducted a review of the training requirements of the Mine Health and Safety Act, to measure our levels of training compliance. We have established that, in all areas under the legislation, we have implemented the required mandatory programmes and systems. The next phase in this process will be to ensure no employee is able to bypass any of these mandatory training interventions. Analysis has identified that some designations, such as office clerical staff, were able to return from annual leave without completing annual refresher training. A legal block functionality within the HR information management system has already been developed and is being phased in at the operations. The functionality tracks legal training frequencies and automatically blocks any employee that does not meet any of the set requirements.

At our SA PGM operations, we have introduced the ABC of training, which consists of high impact, back-to-basics training in key performance areas in different positions. Initial training duration is three to five days, depending on the discipline and occupational level. The critical learning outcomes from this programme were also integrated into the annual refresher training content during 2019.

In 2019, our SA operations invested R744 million (2018: R559 million) in HR development, representing 12.5 million hours of training, equivalent to 81.5 training hours per employee (2018: 69). The total number of employees and community members attending one or more of our training programmes increased from 146,978 in 2018 to 153,754 in 2019. The main reason for the increase was the integration of Marikana operations, which contributed 29,370 to the total number of employees trained. Without the Marikana operations' contribution there would have been a decrease in total training of 22,595. This decrease is due the impact of the strike at the SA gold operations, which affected training delivery during the first two quarters of 2019.

The restructuring at the SA gold operations, which took place from February 2019, resulted in the closure of the Driefontein training campus and establish a Centre of Excellence at the Kloof Campus to service all Sibanye-Stillwater mines located on the West Rand. This centralised approach has paved the way for the implementation of a more effective training model. For example, we are now able to split and provide a dedicated programme for a new employee attending first time induction and those attending annual refreshers. The skills programmes and learnership processes are also now standardised, which gives flexibility for learners to undergo practical exposure at both Kloof and Driefontein.

Our HR function is making a concerted effort to address the backlogs in essential skills development committed to in the various operations' SLPs. At the SA gold operations, this process was constrained by the strike that occurred in Q4 2018 and Q1 2019.

Excluding three HRD target areas, namely adult education and training, internal bursaries and engineering learnerships, the SA gold operations have made significant progress during 2019 in not only achieving the targets set for the year, but also eliminating the backlogs from the preceding two years, 2017 and 2018.

Similar success was achieved in the SA PGM operations, where we are now up to date with Kroondal human resource development commitments, and, on course to meet the Rustenburg backlogs, which were carried over with the acquisition, also split over two years (2019 and 2020). We are on target to meet Marikana's SLP backlog commitments, which have been split over a three-year period (2019 to 2021).

The US PGM operations are continuing to grow our training and development areas to support the business. In 2019, US\$333,000 (2018: US\$211,000) or R4.8 million (2018: R2.8 million) was spent on training. A total of 184 salaried employees participated in leadership development training while four participated in a continuing education programme (with 75% of the costs for tuition and books reimbursed by the organisation). All the operations' sites have fully staffed training departments to complete safety and task training for new and incumbent hourly employees.

Training at the Metallurgical Complex has been enhanced by the addition of a supervisor and three operators who spend some weeks with our newly-hired employees.

Human resources development – SA (2019)

	Expenditure (R)	Number of learners	Total training hours (number of learners x average training days per learner)
Internships	77	278	560,448
Bursaries	28	314	633,024
Adult education and training			
Employees	73	1 067	384,120
Community	13	293	131,850
Learnerships			
Engineering	81	497	1,001,952
Mining	94	638	1,286,208
Learner official (A-stream)	10	34	68,544
Portable skills training			
Employees	11	554	26,592
Community	11	310	29,760
Leadership development	10	2,105	84,200
Core skills training	304	127,256	8,144,384
Cadet training	5	511	32,704
Coaches/Mentorship training	0.9	789	6,312
Employee indebtedness (CARE for iMali)	3	6,583	52,664
Community maths and science	0	0	0
Support and research	3	0	0
Other	21	12,524	100,192
Total	744	153,753	12,542,954

EMPOWERING OUR WORKFORCE CONTINUED

SA operations: Human resource development (R million)

	2019		2018		2017	
	SLP financial provision	Actual training expenditure	SLP financial provision	Actual training expenditure	SLP financial provision	Actual training expenditure
Beatrix	74	88	113	77	74	73
Burnstone	2	0	5	1	2	–
Cooke	20	2	13	1	20	23
Driefontein	144	98	138	135	144	132
Kloof	104	129	113	143	104	111
Kroondal	68	77	45	69	–	59
Rustenburg	102	155	96	133	131	134
Marikana	186	197	103	164	97	151
Total	700	745	626	723	672	683

ADULT EDUCATION AND TRAINING

Sibanye-Stillwater offers adult education and training for employees and other beneficiaries who are functionally illiterate. The programme, with the same curriculum throughout the SA operations, provides people with the foundation for life-long learning and equips them with basic competencies, including the ability to read, write, communicate effectively, and solve problems in their homes, communities and workplaces.

In 2019, 54% (2018: 54%) of employees in the SA operations had qualifications equivalent to adult education and training level 3 and higher (literate) while 16% are semi-literate and 30% have undefined qualifications. The literacy level at the gold operations in 2019 was 71% (2018: 71%) and 40% (2018: 37%) at the SA PGM operations.

In 2019, 31 employees who had attended adult education and training moved into a mining learnership programme (2018: 7).

In the future, it is planned to have a centre of excellence for adult education and training for the SA PGM operations.

SA operations: adult education and training

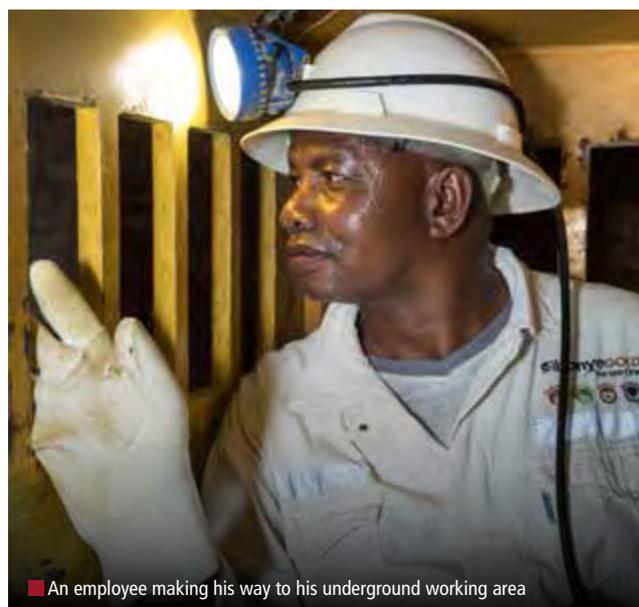
Year	Number of employees trained	Number of community members trained	Total
2017	719	238	957
2018	566	202	768
2019	*969	213	1,182

* Includes the Marikana operations from June 2019

LABOUR RELATIONS

In 2019, 93% (2018: 95%) of our total permanent workforce in the SA operations was represented by four recognised unions: AMCU, NUM, Solidarity and UASA. Sibanye-Stillwater supports an employee's rights to freedom of association and collective bargaining, as set out in South Africa's Labour Relations Act.

In the US operations in 2019, 1,363 (2018: 1,237) employees were members of the United Steel Workers International Union (USW). At the Stillwater mine and Columbus Metallurgical Complex, 1,023 (2018: 917) employees had union representation and 340 (2018: 320) at the East Boulder mine.



■ An employee making his way to his underground working area

WAGE NEGOTIATIONS AND INDUSTRIAL ACTION

SA gold operations

Sibanye-Stillwater signed a three-year wage agreement with NUM, Solidarity and UASA at the SA gold operations for the period 1 July 2018 to 30 June 2021 on 14 November 2018.

Despite numerous attempts by Sibanye-Stillwater to reach a fair and reasonable outcome with AMCU representatives since the negotiations began in June 2018, and despite having participated in the construct of the final offer, AMCU declined to accept the offer.

The average basic wages for category 4-8 employees have increased by more than 65% since Sibanye-Stillwater was unbundled from Gold Fields in 2013. This is significantly above inflation, takes the longer-term sustainability of the SA gold operations into consideration and represents a very real improvement in the standard of living of our employees.

AMCU gave notice that its members would embark on protected strike action at our SA gold operations from the evening shift of 21 November 2018. Despite ongoing attempts by Sibanye-Stillwater to reach a fair and reasonable outcome, AMCU national leadership persisted with its original, unaffordable demands.

The gold strike was characterised by violence and intimidation. The safety of our employees was and is our primary concern and therefore we took specific measures within our control which included the following:

- all night shifts were suspended at the gold operations for the duration of the strike
- a court interdict was obtained against NUM and AMCU which prohibited the unions and their members from *inter alia*:
 - committing acts of violence, harassment and/or intimidation
 - stopping any other employees from going to work
 - interfering with service providers, suppliers, customers and/or the business of Sibanye-Stillwater and its associated companies and operations
- we obtained a court order amending the picketing rules at our Beatrix operations
- we obtained a contempt of court order against union leaders and members who breached the court orders
- during the strike, management instituted disciplinary proceedings against employees who were identified as having participated in acts of violence, intimidation and/or assault
- we appointed 700 additional security personnel to secure the safety of employees on our property during the strike
- making use of our in-house security (protection services), we patrolled areas around the mine to enable safe passage for employees who wanted to work
- all unions were asked to sign the Peace Pact that was intended to ensure safe passage for those employees who wanted to go to work. AMCU refused to sign the Peace Pact even after the intervention of the Minister of Police

Reported acts of intimidation and violence were investigated and implicated employees were disciplined in line with our policy. At total of 97 people have been dismissed as a result of unlawful activities during the strike.

A summary of the lives lost and recorded damage during the 2018/2019 gold strike

Item	Total	Remarks
Number of deceased as a result of injuries sustained through violence/sabotage during the strike	10	Includes a 15-year old girl who died from burn wound complications
Number of people assisted with medical help due to injuries sustained through violence during the strike	165	Includes five children
Number of people arrested during the strike	156	
Number of employees dismissed for misconduct during strike	344	Post the strike only 88 employees remained dismissed based on the strike settlement agreement
Number of houses set alight	60	Took place in Blybank (Merafong, Gauteng) and Meloding (Virginia, Free State) with three children suffering severe burn wounds
Number of cars set alight belonging to employees	16	14 damaged

EMPOWERING OUR WORKFORCE CONTINUED

WAGE NEGOTIATIONS AND INDUSTRIAL ACTION CONTINUED

SA gold operations continued

The five-month strike by AMCU was finally resolved on 17 April 2019, when AMCU committed to signing the same 2018 three-year wage agreement previously signed with NUM, Solidarity and UASA with a R4,000 additional once-off payment that was paid to all employees at the SA gold operations, regardless of their union affiliation.

For more information on the wage increases agreed at the time, please refer to <https://www.sibanyestillwater.com/news-investors/news/news-releases/>.

Both parties acknowledged that it was in their interest to develop a constructive relationship going forward, which would, in turn, help foster a safe and sustainable business that creates value for all stakeholders. The parties agreed to a relationship building programme aimed at aligning leaders of both organised labour and management.

Internal engagement to foster respectful relationships

Extensive work was carried out during 2019 to rebuild relationships and team spirit. Internal engagement focused on safety, production and our people, with our values as the common thread throughout. Senior management increased the number of their visits to the operations, mass meetings became regular events rather than ad hoc, feedback platforms were established with the involvement of mine overseers and management podcasts were used consistently as a communications tool. Our safety hotline became a feedback mechanism for issues other than just safety, and employees were comfortable enough to voice opinions without anonymity. Communications became more proactive, regular and open.

SA PGM operations

On 15 November 2019, Sibanye-Stillwater concluded three-year wage agreements for its Rustenburg and Marikana operations. Negotiations were conducted in a constructive manner without any disruption. The wage agreements were signed with the representative unions – AMCU at Marikana and AMCU and UASA at Rustenburg – in respect of wages and conditions of service for the period 1 July 2019 to 30 June 2022.

For more information on the wage increases agreed at the time, please refer to <https://www.sibanyestillwater.com/news-investors/news/news-releases/>.

US PGM operations

Wage contracts were negotiated at the Columbus Metallurgical Complex and the Stillwater mine (including the Blitz project) in April 2019. We were able to secure a five-year contract which is fair to both the company and employees with only six days at the bargaining table, providing stability for the business. We believe this is indicative of the good understanding we have with the union concerned. The next wage negotiations at East Boulder will be at the end of 2021.

Union representation at SA operations (2019)

	Gold	PGMs	Services and other	Total
Membership	24,460	33,692	4,417	62,569
Representation (%)	96	91	86	93

Union representation at US operations in 2019 (%)

	Stillwater (including Blitz)	Columbus Metallurgical Complex	East Boulder	Administrative support staff
USW	80.6	54.8	78	0
Non-unionised	19.4	45.2	22	100

SA operations: membership by union

	2019				2018				2017			
	Total	Gold	PGMs	Services and other	Total	Gold	PGMs	Services and other	Total	Gold	PGMs	Services and other
Membership												
AMCU	39,921	11,810	27,083	1,028	25,830	13,469	11,955	406	26,687	13,651	12,335	701
NUM	17,364	11,170	3,892	2,302	18,192	13,236	3,158	1,798	17,133	11,992	2,859	2,282
UASA	3,512	949	1,811	752	3,236	1,113	1,846	277	3,183	853	1,937	393
Solidarity	1,629	531	763	335	1,319	717	438	164	1,242	564	445	233
CEPPWAWU	143	–	143	–	–	–	–	–	–	–	–	–
Non-unionised	5,025	915	3,411	699	2,371	697	1,299	375	3,381	1,528	1,333	520
Total	67,594	25,375	37,103	5,116	50,948	29,232	18,696	3,020	51,626	28,588	18,909	4,129
Membership representation (%)												
AMCU	59	47	73	20	51	46	64	13	52	48	65	17
NUM	26	44	10	45	36	45	17	60	33	42	15	55
UASA	5	4	5	15	6	4	10	9	6	3	10	10
Solidarity	2	2	2	7	3	2	2	5	2	2	2	6
CEPPWAWU	0.2	–	0.4	–	–	–	–	–	–	–	–	–
Non-unionised	7	4	9	14	5	2	7	12	7	5	7	13
Total	100	100	100	100	100	100	100	100	100	100	100	100

SALARIES AND WAGES

The National Minimum Wage Bill sets South Africa's national minimum wage at R20 an hour or R3,500 per month (depending on the number of hours worked).

The total guaranteed monthly income* for an entry level, Category 4 underground employee working at our SA gold operations (negotiated in 2018) is R12,882 per month in year one, R13,819 in year two, and R14,936 in year three, all before tax. The total average monthly cost to company (including average bonuses, overtime and UIF but before tax) for the same employee is R14,488 in year one, R15,447 in year two, and R16,588 in year three. Basic pay is R8,712 in year one, R9,412 in year two, and R10,237 in year three.

For the Rustenburg and Marikana SA PGM operations (negotiated in November 2019) the total guaranteed monthly income* for an entry level, Category 4 underground employee is now between R18,400 and R18,500 per month in year one, R19,500 and R19,600 per month in year two, and R20,700 and R20,800 per month in year three – all before tax. Furthermore, the total average monthly cost to company (including average bonuses, overtime and UIF but before taxes) for the same employee is in the range R21,300 to R21,400 in year one, R22,400 to R22,600 in year two and R23,600 to R23,800 in year three. Basic pay alone is now between R12,500 and R12,700 in year one, R13,500 and 13,700 in year two, and R14,500 and R14,700 in year three.

* Total guaranteed income is defined as the total income an employee receives monthly, which includes basic pay, allowances, medical and provident fund contributions and UIF but excludes variable bonuses and overtime payments and taxes.

The total wage bill at the SA operations in 2019 was R18 billion (2018: R13.1 billion).

As at June 2019, the total monthly cash remuneration of an entry-level underground employee in the South African mining sector was R7,840 per month (source from the SA PGM industry wage website at the time). The entry wages at our SA mining operations compare favourably to other industries in South Africa.

In 2019, the minimum wage in Montana, US, stood at US\$8.65 per hour. The union pay scale for entry level custodians begins at US\$25.03 per hour. The entry level wage for non-unionised employees is US\$24.00 per hour for an administrative assistant.

At the US PGM operations, the total wage and salary bill in 2019 was US\$191 million (R2.8billion) and in 2018 was US\$164 million (R2.6 billion). The average salary per employee for the US workforce for 2019 was US\$102,464 (R1.5 billion).

EMPOWERING OUR WORKFORCE CONTINUED

CARING FOR INJURED EMPLOYEES AND THEIR DEPENDANTS

Through the Matshediso programme and the Lonmin Memorial Fund, as part of its duty of care to employees, Sibanye-Stillwater provides financial assistance to the families and dependants of employees who are severely disabled or fatally injured in mine accidents.

The Matshediso programme and the Lonmin Memorial fund:

- provides some closure for families
- ensures dependants have a good basic education that enables them to attend a tertiary institution
- creates a skills pool for bursars, learnerships and job opportunities
- helps to reduce poverty and unemployment

Sibanye-Stillwater supported 369 dependants in 2019 at a total cost of R1.1 million (2018: 374 dependants at a cost of R1.5 million). In addition, at year-end, the families of South African employees received vouchers to the value of R1,500 per family while families living in Mozambique, where the cost of living is much higher, received R2,000 each.

Feedback from all beneficiaries of the programme, as well as school principals and teachers, is positive. Of the 29 matriculants supported by Matshediso in 2019, 13 passed their final examinations. Approximately 14 Matshediso beneficiaries will be assisted with bursaries in 2020.

Benefit	2019	2018	2017
Host schools	R7,000 (primary) R15,000 (secondary)	R7,000 (primary) R15,000 (secondary)	R5,000
Boarding schools	R18,000	R18,000	R10,000
Uniform, stationery, text books and transport	R3,000	R3,000	R2,000
Extra classes at host schools	R2,160 per subject per year	R2,160 per subject per year	R500
Study opportunities	Bursary/internship awarded automatically for study of choice at recognised tertiary institution (certain minimum requirements)		
Christmas voucher or hamper	R1,500 per family	R1,500 per family	na
Total amount paid to beneficiaries	R1.16million	R1.49 million	R0.76million

The Lonmin Memorial Fund (Sixteen Eight Memorial Trust)

Sibanye-Stillwater supported 83 dependants in 2019 at a total cost of R2.5 million.

Feedback from all beneficiaries of the programme, as well as school principals and teachers, is positive. Of the eight matriculants supported by the Lonmin Memorial Fund 2019, six passed their final examinations.

Benefit	2019	2018	2017
Host schools	R50,000	R50,000	R50,000
Boarding schools	R50,000	R50,000	R50,000
Text books	R2,500	R2,500	R2,500
Stationery	R2,000	R2,000	R2,000
Uniforms	R3,500	R3,500	R3,500
Transport	R1,000	R1,000	R1,000
School trips	R2,000	R2,000	R2,000
Psychometric assessments	R2,500	R2,500	R2,500
Extramural activities	R2,500	R2,500	R2,500
Total amount paid to beneficiaries	R2.5 million	R1.38 million	R0.68 million

In addition to the Matshediso programme, Sibanye-Stillwater undertakes home adaptation and maintenance projects to provide the families of severely disabled or fatally injured employees with functional housing.

For paraplegics and quadriplegics (spinal cord injuries), projects include:

- houses renovated or built (56m² with an open-plan kitchen/lounge, two bedrooms and a bathroom)
- electricity and water connected (if municipal infrastructure is not available, two water tanks are installed)
- doorways widened, and ramps and pathways installed
- bathrooms made wheelchair-friendly and suitable toilets fitted

In 2019, two spinal cord injury employees' houses were initiated at the SA gold operations.

CARING FOR INJURED EMPLOYEES AND THEIR DEPENDANTS CONTINUED

For families of deceased employees, either a new house is built (as above) or home maintenance is undertaken, which includes:

- municipal electricity and water connections or two water tanks, as needed
- repairs and maintenance (painting of interior and exterior walls, tiling of floors and installation of new doors and windows)

Sibanye-Stillwater is currently renovating or building homes for 14 widows and their families at the SA gold operations.

Caring for the families of the Marikana tragedy

Although the Marikana tragedy on 16 August 2012 occurred while Lonmin were still the owners, Sibanye-Stillwater has committed to the widows who have not been supplied with houses being provided with an option to choose from the available houses in Rustenburg and Mooiooi. Alternatively, others have opted to have new houses built for them in the rural areas. The houses are standard houses with three bedrooms, open plan kitchen with dining room, two bathrooms and a garage. The first phase is to have the available houses renovated and handed over. The renovations will commence during 2020.

Sibanye-Stillwater, through the 1608 Trust, will continue supporting the beneficiaries by providing educational assistance in the form of paying for school fees, uniform, stationery, textbooks, excursions, transport, tertiary tuition fees, accommodation allowances and meal allowances. Six graduates completed their programmes in 2019 in the following disciplines:

- Master's degree in Animal Science
- National Diploma in Business Management (two graduates)
- National Diploma in Office Administration
- National Diploma in Technical Financial Accounting Programme
- National Diploma in Accounting

Sibanye-Stillwater is in the process of compiling a process that will be discussed with management and/or trustees, where applicable. This includes the following:

- TVET students will be encouraged to upgrade their certificates to be eligible for higher diplomas.
- On completion of their qualification, students will be afforded internship opportunities as graduates in disciplines relevant to the business.
- Students may be eligible for employment opportunities where vacancies exist.
- Career guidance to be arranged for the students at high school level to enable a broader understanding of possible qualifications they can apply for.

This process will be discussed in 2020 for approval.

The below tabulates the expenditure for the last three years, with Sibanye-Stillwater assisting from June 2019.

Benefit (R)	2019	2018	2017
Host schools	4,835,636	4,041,869	2,936,206
Boarding schools	–	–	–
Text books	–	–	28,803
Stationery	135,606	104,810	68,329
Uniforms	128,215	158,804	122,543
Transport	350,007	395,024	547,289
School trips	77,100	–	–
Extramural activities	146,885	313,025	23,770
Tertiary accommodation	223,160	485,252	50,332
Tertiary meals	133,500	160,363	22,075
Admin fees	74,477	–	–
Total amount paid to beneficiaries	R6.2 million	R5.78 million	R3.8 million

EMPOWERING OUR WORKFORCE CONTINUED

HOUSING

Going beyond Mining Charter requirements, our SA gold operations currently provide single accommodation for 10,003 employees and 6,001 family units while 4,527 single rooms and 7,002 family units are provided for employees at our SA PGM operations.

Since 2015, R430 million has been spent on upgrading single accommodation at our mines. Ongoing renovations, including cosmetic changes to accommodation facilities, continued in 2019, and this helped create employment and business opportunities for local small, medium and micro enterprises (SMMEs).

Employees who choose not to live in company provided accommodation, receive a living out allowance (except for Marikana).

SA operations: housing and accommodation

	2019		2018	2017
	PGM	Gold	Total SA	Total SA
Number of employees living in				
Single accommodation complexes (mine employees)	1,542	8,659	11,650	12,043
Family accommodation (houses)	5,931	5,573	7,512	7,559
Private/other (balance of total workforce)	31,558	14,689	20,769	32,079
Number of company-owned houses sold				
Total	123	179	138	111
Employees	123	177	103	93
Private	0	2	33	18
Number of company-owned houses sold since programme inception (2015): cumulative total				
Total	554	855	676	538
Employees	407	532	355	252
Private	147	323	321	286
Number of houses built during the year	0	0	0	0
Number of houses built since programme inception (2015)	0	36	36	36
Spend on accommodation maintenance/renovations* (Rm)				
Family	96	74	90	99
Single	225	40	47	46
Spend on accommodation maintenance/renovations (excluding labour costs) (Rm)				
Family	66	28	50	56
Single	210	16	22	21
Single accommodation upgrade spend since programme inception (2015) (Rm)	** 0	430	430	430

*The cost of accommodation maintenance and renovation is comprehensive (not only painting). Spend on maintenance and renovation of single accommodation has decreased year-on-year as a result of the planned closure of some of the units at Beatrix

**The SA PGM operations does not have a single accommodation programme

At the SA gold operations, the focus is on reducing the footprint in both family and single accommodation which in turn will reduce the overhead cost associated with this service. The restructuring of marginal shafts at the Driefontein mine and the subsequent reduction in labour allowed for the closure of the Tsepong hostel.

To further reduce transport and other costs, we are in the process of consultation with organised labour to relocate employees to hostels closest to their place of work. This will allow for further footprint reduction once this has been optimised.

For the benefit of our host communities at large, we continue to engage with local government regarding the donation of our villages (on unproclaimed land) to municipalities. The donation of approximately 123 hectares of land to the Rand West City Local Municipality 2018 was followed up with a donation of approximately 114 hectares, including land on which most of the process for township establishment has been completed. This enabled the municipality to commence with the installation of bulk services in a first phase of a proposed township, saving on the long process of formalisation. The emphasis is to concentrate on land in close proximity of existing towns in order to provide land for housing projects near labour nodes. The donation of a further portion of land, on which the proposed township of Bhongweni is located, has commenced.

The Sibanye-Stillwater gold operations have approximately 4,000 family accommodation units in proclaimed/municipal areas and another 2,000 units on un-proclaimed land. As part of a strategy to facilitate home ownership, a home ownership programme has been developed whereby we sell houses at a discount to our employees. In 2019, a total of 179 houses were sold with another 363 offers to purchase in the process of authorisation and/or registration. The SA PGM operations have 1,918 family accommodation units in proclaimed/municipal areas and another 948 units on un-proclaimed land. In 2019, a total of 63 houses were sold with another 200 offers to purchase in the process of authorisation and/or registration.

As part of our promotion of home ownership, the SA PGM operations have developed a home ownership programme whereby we are selling approximately 1,455 of the existing houses to employees at a discounted price.

Lonmin committed more than R500 million towards employee housing and living conditions for the period 2014 to 2018 before it was acquired by Sibanye-Stillwater. Over and above this commitment, we incur an ongoing cost of R475 million per annum in living-out allowances to category 4 to 9 employees and an operating cost for current rental stock of R57 million per annum that covers the subsidy on rent payments. The average rental rate per unit in 2019 was R385 per month after subsidisation. Single units represent 56% and family units 44% of all housing stock.

Some R420 million has been committed towards the new SLP commitments (2019 – 2023) despite the current financial challenges facing the industry. Of the R500 million allocated for the period 2014 – 2018, Lonmin spent R84 million completing the hostel

conversion programme. The balance of this allocation has been and is being spent on infill apartments. By end December 2018, a total of 1,240 apartments had been built in close proximity to work and all apartments are occupied by employees. This is in addition to the progress made on the supply of the houses to the widows of the Marikana tragedy  (refer to page 30 for more information).

Following the acquisition of Lonmin in June 2019, actual and potential structural deformities were detected in five of 46 infill apartment blocks built on an old landfill site in 2017 by Lonmin. All five buildings have subsequently been evacuated and alternative accommodation provided to employees. A detailed technical review has been conducted and management eagerly awaits this outcome to determine the way forward on these affected blocks.

The Marikana operation's property strategy, a component of which is to facilitate the employee home ownership programme, reached implementation stage during 2019 and is undergoing management review. The programme focuses on assisting our employees to improve their living conditions and on partnering with the Department of Human Settlements to facilitate better living conditions aligned to the municipal spatial development framework and integrated development plans. During 2019, we signed off on cooperative agreements with the Department on two key projects: Marikana Ext.13 Integrated Residential Development Programme (some 4,000 units in a mixed-use housing development); and Nkaneng Informal Settlement Upgrade Programme. These two projects are located either side of the Marikana koppie, site of the tragedy of 2012.

An employee home ownership help desk was launched at the Marikana operations in March 2019. The help desk facilitates the entire spectrum of home ownership transactions on behalf of employees. Marketing of Marikana's housing stock of 254 houses in Brits, Mooi-nooi and Rustenburg took place during the year, and approximately 200 offers to purchase have been signed.

There are challenges in both the SA gold and PGM operations relating to living out allowances which are receiving attention at the highest levels. These include the payment of living-out allowances to employees who then choose to live in poor conditions and make savings, but who then compromise their health and wellbeing; and the payment of living-out allowances to Marikana employees who live in company residences, resulting in considerable cost to the company.

As part of our housing strategy, in 2018 we assigned a professional valuer to revalue all our properties, beginning with the gold operations in order to sell the properties at an affordable cost to employees. In 2019, re-evaluation of properties took place at the SA PGM operations.

We are busy with various donations of land to municipalities, including 177 formalised stands in Blybank to Merafong City Local Municipality and the transfer of 123 hectares in Toekomsrus to the Rand West City Local Municipality.

We await response from government on our feedback on the housing and living conditions pillar of Mining Charter 3, promulgated in March 2019.

EMPOWERING OUR WORKFORCE CONTINUED

FINANCIAL LITERACY PROGRAMME

In the SA operations, our financial literacy programme, CARE for iMali, continues to make a difference in employees' lives. We have conducted a comparison between CARE for iMali and the Marikana operation's financial literacy programme and have assessed that CARE for iMali has better benefits, and therefore Marikana will be integrated with the CARE for iMali programme.

Since the launch of the programme at the gold operations in 2014, there has been a reduction of 63% in the number of garnishee orders (from 4,023 to 1,488) and an average percentage increase in take-home (net) pay of 30% (from R7,537 to R10,839).

CARE for iMali has also been implemented at the PGM operations in South Africa where 6,514 employees have enrolled in the programme and garnishee deductions have been reduced by 62.6% since the launch of the programme in 2017. The total average percentage increase in take-home pay at these PGM operations is 35.53% (from R13,038 to R 17,671). See the CARE for iMali fact sheet at

www.sibanyestillwater.com

EMPLOYEE SHARE OWNERSHIP PROGRAMME

At the SA operations, employees participated in our ESOP (employee share ownership programme), Thusano Trust, established in 2010 when employees of Gold Fields acquired 13,524,365 Gold Fields shares, in terms of a collective agreement between NUM, UASA, Solidarity and GFI Mining South Africa (a wholly owned subsidiary of Gold Fields). 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 in 2013, Sibanye Gold employees at the time were allocated an equal number of shares in each company.

Thusano received a similar number of shares in Sibanye Gold as in Gold Fields (13,525,394). Following the rights issue in 2017 and the capitalisation share allocations, Thusano now holds 19,233,755 Sibanye shares with 18,558 active participants as at 31 December 2019. Participants will receive income from dividends paid by the Group in future. The Thusano Trust will be wind down in 2025 as per the original Trust agreement.

With the acquisition of the Rustenburg operations in 2016, Sibanye-Stillwater concluded a 26% broad-based BEE transaction through a subsidiary. In terms of this transaction, 26% of the Rustenburg entity is held jointly by the Rustenburg Mines Community Development Trusts (24.8%); the Rustenburg Mine Employees Trust (30.4%); Bakgatla-ba-Kgafela Investment Holdings (24.8%); and Siyanda Resources (20%).

Meetings for the Rustenburg ESOP and the Rustenburg Mines Community Development Trusts were held in September 2019. An in-depth focus on the Rustenburg ESOP and the Rustenburg Community Trusts will ensure these entities are brought in line with BBBEE legislation. A team has been established to review each of the governance arrangements in each of the Trusts and all outstanding issues will be highlighted and addressed.

BONUS PROGRAMMES

At the US PGM operations, all employees are eligible to earn supplemental wages via one of four bonus programmes: miners' incentive, the employee incentive plan for unionised employees, the salary incentive plan for non-unionised salary employees, and the short-term incentive plan for management.

All bonus programmes require a scorecard of metrics upon which the bonus is based. Scorecards include desired measurable targets, by department, which are reviewed and adjusted, as needed, by the respective vice-president. In addition, all salaried employees are subject to the annual performance management programme, which also requires supervisors to set individual annual goals, including role performance metrics by which an employee's performance is evaluated. The role performance metric scorecard is the basis for a performance or merit increase in base salary in the following calendar year. Role performance metric categories include safety, production, work quality, business improvement, people recognition and leadership qualities.

TRANSFORMATION

Transformation targets in South Africa were changed in 2019 as a result of Mining Charter 3 (see table below for new targets). The operational scorecards at the SA operations have been adjusted to achieve the set targets. In the US, attention is paid to increasing diversity with every new recruitment.

SA operations

Two instruments are used to measure transformation within the company in terms of Mining Charter 3, which came into operation in 2019 (see table below for new targets). Firstly, the operational scorecards for each mining licence holder at the SA operations have been adjusted to achieve the new targets set. The second instrument is the Broad-based Black Economic Empowerment (BBBEE) Code which enables the organisation to quantify its contribution to transformation in South Africa.

Given the new empowerment targets in the Mining Charter 3, we have renewed our focus on integrating our talent management approach to include targeted recruitment and succession planning, specifically in under-represented areas.

In 2019, Sibanye-Stillwater's scored level 7 in terms of the BBBEE Code. This means our customers are able to claim 0.50 SA cents for every R1 spent as broad-based black spend. The Group has reviewed each pillar of the BBBEE Code and has developed implementation plans to improve the organisation's scorecard performance. Our aim is to achieve level 5 BBBEE in 2021.

SA operations employment equity by category as at 31 December 2019 (as per Mining Charter 3)

Category	Historically disadvantaged persons ¹		Historically disadvantaged females ²	
	Actual (%)	Target (%)	Actual (%)	Target (%)
Board	45	50	40	20
Executive management	38	50	20	20
Senior management	43	60	41	25
Middle management (E band)	46	60	25	25
Junior management (D band)	52	70	43	30
Core and critical skills	73	60	13	10
Persons with disabilities	1	1.5	4	N/A

¹ Historically disadvantaged persons excludes white males and foreign nationals but includes white females

² Historically disadvantaged females are reflected as a percentage of historically disadvantaged persons in line with the definition in the Mining Charter

Employment equity across the South African operations improved to 50% from 48% in 2018 while employment of women remained at 13%.

The Department of Labour fined Driefontein R1.5 million for employment equity non-compliance, which Sibanye-Stillwater contested. The labour court case is still pending as we await a court date to be set down.

GENDER DIVERSITY

We aim to establish a working environment, and instil a 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. Every effort has been made to ensure that our human resources policies are gender-neutral.

We are addressing gender equity with the establishment of the SA operations working group, which has been tasked with developing strategies and policies to create an enabling environment and awareness of gender diversity.

Women representation in our workforce improved to 13% in 2019 with 9% of core mining roles held by women. A focus of succession planning is to increase female representation in middle management and in senior/executive management.

Sexual harassment is not tolerated as it violates our values and disrupts the workplace. As awareness and understanding of sexual harassment play a pivotal role in preventing sexual harassment in the workplace, regular awareness campaigns are conducted. Sexual harassment is also addressed in employee 'return from leave' refresher induction training. Our sexual harassment policy governs procedures to be followed in dealing with sexual harassment. A sexual misconduct unit of Protection Services handles all reported sexual harassment cases, with information from anonymous tip-offs or HR managers, and counselling is provided to affected employees. In 2019, one case of sexual harassment was reported at our SA PGM operations and two at our SA gold operations. One case was reported at our US PGM operations.

Gender diversity of permanent employees (2019)

	2019				2018				2017			
	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%
SA operations	8,588	13	59,006	87	6,751	13	44,197	87	6,546	13	45,080	87
SA gold operations	2,783	11	22,592	89	3,003	10	26,229	90	2,894	10	26,820	90
SA PGM operations	4,235	11	32,868	89	2,742	15	15,954	85	2,701	14	16,208	86
Regional services and other	1,570	31	3,546	69	1,006	33	2,014	67	951	32	2,052	68
US operations¹	167	9.3	1,622	90.7	139	9	1,487	92	121	8	1,392	92
Corporate office	31	46	36	54	26	47	29	53	25	45	30	55
Group	8,786	13	60,664	87	6,916	13	45,713	87	6,692	13	46,502	87

¹ Includes services and other

EMPOWERING OUR WORKFORCE CONTINUED

SA operations: recruitment by category

	2019						2018						2017					
	Gold			PGMs			Gold			PGMs			Gold			PGMs		
	Total	*WIM	%	Total	*WIM	%	Total	*WIM	%	Total	*WIM	%	Total	*WIM	%	Total	*WIM	%
Management ¹	31	7	23	14	–	–	38	5	13	28	1	4	109	18	17	38	7	18
Senior management ²	1	–	–	–	–	–	2	1	50	2	–	–	14	–	–	–	–	–
Core and critical skills	938	198	21	814	115	14	1,840	359	20	678	117	17	1,924	327	17	518	65	13
Total	970	205	21	828	115	14	1,880	365	19	708	118	17	2,008	345	17	710	128	18

¹ D and E lower positions

² E upper positions and above

* Women in mining

Women in core mining positions* (2019)

Group	SA operations		US operations
	Gold	PGMs	PGMs
5,658 (8%)	2,248 (9%)	3,323 (10%)	87 (6%)

* Women in core mining reflects positions in mining and technical related areas

LOCAL EMPLOYMENT

A total of 79% of our SA workforce is made up of SA citizens. During 2019, the focus remained on recruiting from the surrounding communities close to our operations, resulting in some 89% of the new recruits at the SA operations being local recruits. A total of 81% of the SA gold operations' workforce was recruited locally while 98% of the workforce was recruited locally at the SA PGM operations.

SA operations: origin of employees (2019)

Province	Gold	PGMs	Services	Total	%
Eastern Cape	7,526	11,158	805	19,489	29
Free State	2,781	1,390	562	4,733	7
Gauteng	3,301	1,692	1,413	6,406	9
KwaZulu-Natal	2,576	847	315	3,738	6
Limpopo	731	1,841	293	2,865	4
Mpumalanga	587	663	95	1,345	2
North West	659	12,337	1,167	14,163	21
Northern Cape	43	383	27	453	1
Western Cape	14	19	17	50	0.1
Non-South African	7,157	6,773	422	14,352	21
Total	25,375	37,103	5,116	67,594	100

SA operations: citizenship of non-South Africans (2019)

Country	Gold	PGM	Services	Total	%
Botswana	206	22	13	241	0.4
DRC	2	3	1	6	0.0
Germany	–	1	–	–	–
Ghana	–	–	1	1	0.0
Hong Kong	–	1	–	–	–
India	–	–	1	1	0.0
Lesotho	3,110	2,209	228	5,547	8
Malawi	–	2	–	–	–
Mozambique	3,192	4,396	115	7,703	11
Namibia	–	2	–	–	–
Nigeria	–	2	–	2	0.0
Peru	–	–	1	1	0.0
Swaziland	636	89	49	774	1
United Kingdom	–	3	–	3	0.0
Zambia	2	3	3	8	0.0
Zimbabwe	9	40	10	59	0.1
Total non-South African	7,157	6,773	422	14,352	21

SA operations: local* community recruitment

	2019		2018		2017	
	PGM	Gold	PGM	Gold	PGM	Gold
Appointments	992	1,190	659	1,931	502	2,239
Local recruits	971	968	650	1,726	401	936
%	97.9	81.3	98.6	89.4	80	42

*Within a 50 kilometre radius of the mines

US operations: employee distribution by county (Montana)

	2019	2018	2017
Stillwater	571	561	540
Yellowstone	540	457	420
Sweet Grass	180	167	148
Park	172	165	155
Carbon	138	133	121
Other locations ¹	188	143	121

¹ Excludes two employees at Marathon (Canada)

FUTURE FOCUS

SA OPERATIONS

- Fully integrating Lonmin employees into the Group
- Aligning our employee value proposition to the organisational growth strategy and its implementation
- Increasing gender diversity and equity
- Creating a compelling employment relationship
- Integrating the strategic talent and workforce management plan
- HR business process re-engineering inclusive of all policies, procedures and internal controls aligned to international best practices
- Best practice audit facilitated by South African Board for People Practices
- Implementation of a holistic integrated talent management framework aligned to all the levers of the organisational growth strategy
- Establishing strategic and effective partnerships (collaboration) with employees to find new ways of working
- Continuing digitalisation of HR information systems as part of creating an effective, efficient and agile HR strategy and operating model
- Optimising and repositioning loss-making gold operations, which may require formal restructuring that could result in termination of employment
- Establishing a high-performance culture

US OPERATIONS

- Diligent attention to manpower and staffing to support the Blitz project and other development projects
- Enhancing on-boarding programmes to include new technology that will alleviate the administrative burden of paper-based forms
- Expanding and formalising training programmes and curricula for job-specific, leadership and supervisor training as well as succession planning
- Improving efforts to be transparent in what we do and how we do it with specific regard to our unionised employee base
- Concentrating efforts on refining performance management and role clarity initiatives to ensure impact and enhancement of business objectives, retention and succession planning
- Further aligning incentives and the pay-for-performance culture by improving efforts to compensate employees in terms of performance, key performance indicators and the value they bring to the organisation
- Continuing to monitor cost-containment initiatives to mitigate a rising healthcare trend while providing quality, co-ordinated care to employees and their families
- Work to continue to improve engagement with the hourly workforce
- Cross-disciplinary teams to formalise our stakeholder engagement plan recognising employees are our most important stakeholders
- Develop strategies to strengthen diversity and inclusion initiatives to expand market for potential employees