



SA PGM OPERATIONS



**MARIKANA  
RENEWAL**  
**PHOLO, POISANO,  
DIRAGATSO**  
(honour, engage, create)



FACT SHEET 2020



Sibanye-Stillwater’s acquisition of Lonmin in June 2019 provided the catalyst for a process of renewal in Marikana.

As part of its approach to addressing legacy issues, the company has committed to facilitating the renewal of Marikana by engaging with stakeholders to honour the legacy of Marikana and create a vision for the future of Marikana, and delivering tangible and sustainable programmes for the benefit of local communities around Marikana.

Sibanye-Stillwater aspires to co-create a vision for the renewal of Marikana. It focuses on honouring the legacy of Marikana and working with stakeholders to create a new reality that delivers tangible

and sustainable socio-economic programmes for the benefit of local communities around Marikana and within the broader district. This fact sheet provides insight into the building blocks of this vision.

The company has outlined its intentions for the renewal and has commenced a process of engaging with stakeholders to unpack the vision and to map the way forward in a process facilitated by ‘Reimagine SA’. We would like to establish an organisation specialising in social cohesion, while delivering quick wins in the various elements of the vision.

The plan is three tiered:

• **Honour**

- To honour those lives that were lost. To this end, the company erected a Wall of Remembrance at the main entrance of the Marikana operations as part of acknowledgement of the victims of the Marikana tragedy.
- Provide on-going counselling support to the widows and their children
- Complete the commitment to build houses for widows who had not yet benefitted from the AMCU Trust.

- Optimise the education support for the beneficiaries of the Sixteen-Eight Memorial Trust
- **Engage**
  - Engagement to understand the impact of the tragedy on the families and communities in order to ensure closure
  - Understand the socio-economic, cultural and political issues in local communities and collaborate in developing an integrated approach to facilitating social cohesion
- **Create**
  - Creating socio-economic value endeavours to improve living conditions, create and sustain jobs

At the heart of the programme of renewal for Marikana is a commitment to invest in and sustain our operations, our people and our communities. The company is doing this in as inclusive a manner as possible. Our aim is, long after mining has ceased, to leave behind sustainable communities and enterprises.



## HONOUR

To commemorate the Marikana tragedy in August 2012 and to honour the 44 colleagues who lost their lives and their families, a Wall of remembrance was unveiled at our Marikana offices at a function attended by some of the widows and families of the deceased. Inscribed on the memorial stone, are the words of Nelson Mandela – confirmation of Sibanye-Stillwater’s intention to ensure that this legacy will be a foundation of a better future.

**“The time for the healing of the wounds has come. The moment to bridge the chasms that divide us has come. The time to build is upon us.”**

**Nelson Mandela**

To further commemorate the tragedy, Sibanye-Stillwater hosted the Marikana Memorial Lecture presented by the Archbishop of the Anglican Church of Southern Africa, Thabo Makgoba, and Advocate Professor Thuli Madonsela, Stellenbosch University, former Public Protector of South Africa. A transcript of the memorial lecture entitled “A future beyond the Marikana tragedy” is available online at [https://thevault.exchange/?get\\_group\\_doc=245/1597410959-sibanye-stillwater-marikana-renewal-thuli-transcript.pdf](https://thevault.exchange/?get_group_doc=245/1597410959-sibanye-stillwater-marikana-renewal-thuli-transcript.pdf)

In 2020, we endeavoured to aid the counselling and healing process. We sourced the counseling services of ICAS (an external counseling service) to engage with and counsel the families and dependants of the 44 mineworkers. Parallel to this is the initiative offering financial management skills support to the widows through the CARE for iMali programme.

## ENGAGE

Sibanye-Stillwater is committed to constructive, positive engagement with all stakeholders in Marikana, understanding that true engagement is equally about listening, understanding and then acting, and that it should be as inclusive as possible. By implementing its stakeholder engagement model, we undertake to listen to and then balance the interests of stakeholders.

Three key elements inform our stakeholder communication:

- Gaining an understanding of stakeholder issues and building rapport, so we can gain credibility and goodwill
- Engaging and consulting with stakeholders on integration and transition issues and mitigating any fallout
- Delivering on our socio-economic development programmes including SLP projects

## CREATE

Being a good neighbour is part of Sibanye-Stillwater’s social and economic compact with communities in the regions in which we operate. At the heart of the Marikana renewal programme is a commitment to invest in and sustain our operations, our people and our communities. The company will do this in an inclusive manner and with the aim of leaving behind sustainable communities long after mining has ceased.

## PROGRESS MADE IN ADDRESSING THE LEGACY OF MARIKANA

Sibanye-Stillwater recognises that some progress has already been made in addressing the legacy of the Marikana tragedy. In the years since 2012, Lonmin implemented wide-ranging changes based on the shortcomings identified by the Farlam Commission and industry best practice.

In addition, during 2020, Sibanye-Stillwater handed over seven houses to Marikana widows. Construction of a further eight houses spread across Lesotho, Eastern Cape, Mpumalanga and the Northern Cape is in progress and one house is in the process of being acquired on the market.

### The Sixteen-Eight Memorial Trust

The Sixteen-Eight Memorial Trust was founded in September 2012 by Lonmin and its partner Phembani Group (formerly Shanduka Resources) to fund the educational needs of the dependant children of the Lonmin employees who died in the

Marikana tragedy. The Trust was established as a vehicle to ensure that the beneficiaries receive an education up to and including university level.

Sibanye-Stillwater, through the Sixteen-Eight Trust, continues to support the dependants by providing educational assistance for schooling and registration fees; stationery, textbooks and uniforms; tertiary tuition fees; transportation and meal allowances; as well as for extramural activities such as sports and educational school excursions.

The Trust supports 141 beneficiaries at various education levels. During 2020, the Trust spent R6.5 million in educational assistance (2019: R6.6 million).

Registered by the Master of the High Court in South Africa on 11 January 2013, the Trust is governed by three registered Trustees and meets quarterly. The Trust is also governed by approved guidelines that set financial limits. These guidelines are distributed to the parents or guardians at the beginning of each year.



**OUR MINING IMPROVES LIVES**

Twelve beneficiaries graduated at tertiary level in the following fields of study:

- Masters in Animal Science
- National Diploma in Business Management (two graduates)
- National Diploma in Office Administration
- National Diploma in Technical Financial Accounting
- National Diploma in Accounting
- Bachelor of Science in Agriculture
- National Diploma in Biomedical Technology
- National Diploma in Public Relations
- Certificate in Mining and Construction
- National Certificate N6 Financial Management
- Skills Certificate in Music (One Year)

Mr Mandla Yawa, who completed a Master's degree in Animal Science and is currently busy with his PhD, joined the company in 2020.

The Trust had four final year students in 2020. Another 16 students are attending tertiary institutions pursuing various qualifications such as business administration, public management and electrical infrastructure.

**Employment of family members**

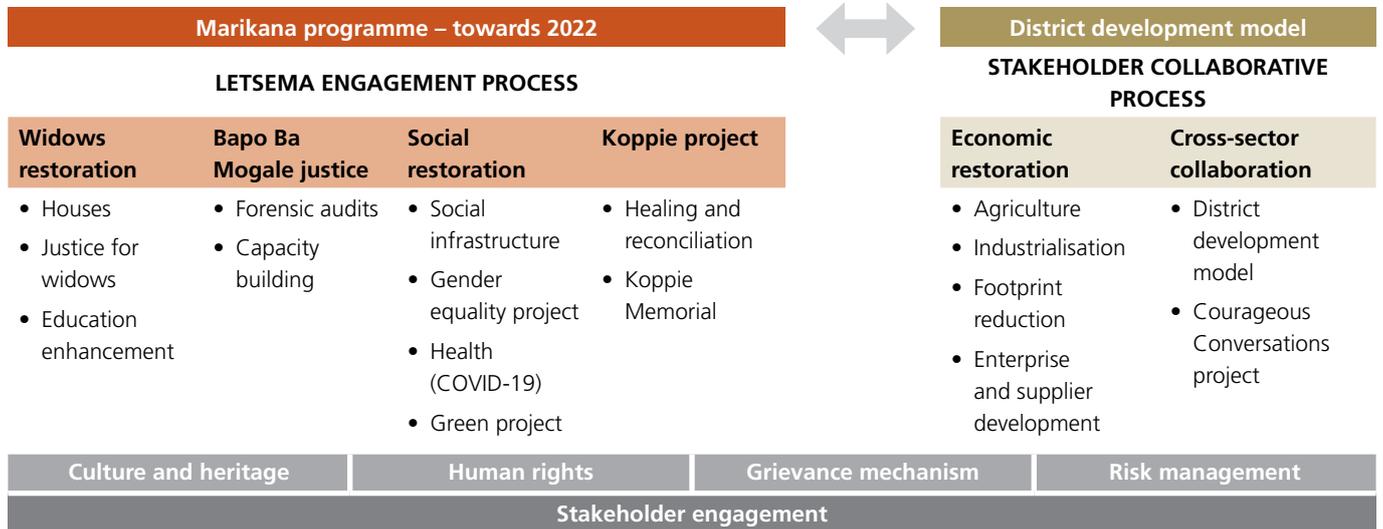
Following the tragedy, a primary concern was taking care of the families of the deceased employees and ensuring that they could receive a sustainable income. Lonmin offered employment to each of the families, with 23 of the 44 widows accepting and 21 family members accepting. The job placements are diverse, from underground operations to surface. Sibanye-Stillwater continues to provide employment to the spouses or a chosen family member.

**Donation of land for housing and hostel conversions**

Lonmin initially donated 50 hectares of serviced land, proclaimed as Marikana Extension 2, to facilitate the building of 2,658 accommodation units by government for employees and local community members. Phase 1 of the project has been completed, with 544 houses built – 292 for employees and 252 community residential units.

In 2014, in line with the Mining Charter commitments at that time, Lonmin successfully completed the conversion of all 128 single-sex hostel blocks into renovated single and family apartment blocks which yielded a total of 1,908 single-apartments and 776 family units.

**MARIKANA RENEWAL PROJECT – 2021**



The Marikana Renewal Programme is led by the Archbishop of the Anglican Church of Southern Africa, Thabo Makgoba, and facilitated by ReimagineSA, a social facilitation entity, using the Letsema Process, a social cohesion process to engage and co-create the vision and socio-economic development programmes with all the stakeholders

The economic renewal aspect will focus on identifying and unlocking opportunities for a district-wide economic programme.

Several projects, including the Koppie Memorial that was initiated by stakeholders, will also be delivered as part of the renewal project.



**CREATING ECONOMIC VALUE**

Central to Sibanye-Stillwater’s value-creation endeavours is the creation of economic value through the products mined and produced. In so doing, we create and sustain jobs (directly and indirectly) and pay salaries and wages; pay taxes and royalties; and procure goods and services.

As far as possible we employ people from local communities – at our SA PGM operations, 98% of employees are from communities around our operations (local communities.)

Sibanye-Stillwater endeavours to procure locally and its enterprise and supplier development strategy prioritises the development of local SMMEs and promotes local procurement spend. A focused programme will be delivered in Marikana and other communities, with the aim of optimising participation of local suppliers.

**CREATING SOCIAL VALUE**

The company has continued with the delivery of the SLP backlogs in order to meet stakeholder expectations and maintain the mining rights for the Marikana operation. The project implementation was delayed to due COVID-19 lockdown. The implementation was resumed in the latter part of 2020 and plans are in place to fast track delivery.

The focus is on ensuring that the projects are sustainable and that there is community ownership. The Generation III SLP was resubmitted to the DMRE following engagement with stakeholders in 2020 and the company awaits its approval.

In addition to the SLPs, the company has committed to deliver a mega-agriculture project along the same lines of Bokamoso Ba Rona, which is aimed at creating jobs and creating local capacity to deliver into the agriculture economy.

**SLP FOCUS AREAS:**

- Education**
- Health**
- Social infrastructure**
- Local economic development**

**“The company has continued with the delivery of the SLP backlogs in order to meet stakeholder expectations and maintain the mining rights for the Marikana operation.”**

**FOR MORE INFORMATION, CONTACT:**

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**OUR VISION:** Superior value creation for all our stakeholders through the responsible mining of our mineral resources