

CONTINUOUS SAFE PRODUCTION

WHAT WE DID IN 2022

SUCCESSSES

- Embedding safety as an operating philosophy with a particular focus on reducing high energy risk associated with serious and fatal injuries. All jurisdictions saw 98% of employees voluntarily sign a moral commitment to uphold critical controls, critical life-saving behaviours and critical management routines to block the path to death
- Achieved our annual benchmark for the Group TRIFR, setting us on a positive trajectory to meet our 2025 target benchmark
- Completed the development of 19 Group minimum standards (GMS)
- Lowest fatal injury frequency rate in the Group's history of 0.033 per million hours worked

SA region

- Significant performance improvement of lagging indicators
- The development of leading indicators as the primary risk and analytical measure to proactively reduce key risk areas

US region

- Training database utilised for formal tracking and distribution of the Fatal elimination commitment book

EU region

- Progressing the safety performance at the Sandouville refinery, resulting in Q4 2022 being injury-free
- Keliber project focused on building safe operations; started HAZOP (Hazard and Operability Analysis) assessments and three-dimensional safety walks for enhancing process and lay-out safety; developed and commissioned tools for safety reporting and monitoring

CHALLENGES

- Regrettable loss of five lives at our operations
- To sustain the positive momentum on the safety performance and embed a safe culture

BENCHMARKS

• All operations maintained ISO 45001 certification	Achieved	Page 128
• Zero harm	In progress	Page 128
• A Group TRIFR benchmark of 4.0 per million hours worked to be achieved by the end of 2025	In progress	Page 134
• TRIFR benchmarks for 2022 – Group: 5.37 per million hours worked	Achieved	Page 134
• SA gold operations: 5.52 per million hours worked		
• SA PGM operations: 4.99 per million hours worked		
• US operations: 8.52 per million hours worked		

Status See

ALIGNMENT WITH SDGs



See the supplementary disclosure – *Progressing the UN's SDGs*
www.sibanyestillwater.com/news-investors/reports/annual



APPROACH

We are committed to maintaining a working environment that is safe and that fosters the health and wellbeing of our employees and contractors. Workplace safety is one of our material matters and is underpinned by our iCARES values. Ensuring safety and wellbeing is a strategic essential to our business.

Mining and processing activities present various hazards that can be of significant consequence to our workers. Continuously improving our safety performance, through risk mitigation, is vital and we remain committed to eliminating fatal accidents and achieving our goal of Zero harm.

During 2022, we invested R768 million at our SA PGM operations (2021: R616 million), R649 million at our SA gold operations (2021: R338 million) and US\$32 million at our US PGM operations in safety management initiatives, including personal protective equipment (PPE), capital outlay and training. As a minimum requirement, all employees receive training on our safety standards and safe work procedures through the annual refresher and induction programme, specifically we have invested 422,736 hours on safety and health-related training. (See *Training and development, page 161*).

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While Zero Harm remains our ultimate objective, our immediate goal is focused on eliminating high-energy fatal and serious incidents through our Fatal Elimination Strategy that comprises the key pillars of critical controls, critical life saving behaviours, and critical management routines. Integrating these pillars into our leading indicator analysis, facilitates the identification of ineffective controls or risky behaviour before it results in a fatal or serious injury incident. Through our Zero Harm framework we aim to humanise, institutionalise and systemise these controls, to mitigate risk and embed an operational safety culture that enables our teams to work to standards and to stop any unsafe work without hesitation.

ACCOUNTABILITY, GOVERNANCE AND ASSURANCE

GOVERNANCE

ACCOUNTABILITY

Our Safe production strategy is driven by the CEO and senior leadership with support from the Board. We encourage a bottom-up approach to safety, empowering our workforce to take responsibility for safety.

Board

- Safety and Health Committee
- Audit Committee
- Risk Committee

Executive Committee and C-suite

- Our Safe production strategy is driven by the CEO and senior leadership
- High-potential incidents and fatal incidents are reviewed by the Group high-potential incident and fatal review committee. Lessons and subsequent actions are shared throughout the Group

Operational

- The operational Senior Vice President (SVP), assisted by the Vice President (VP) at each site, assumes the first line of responsibility and is supported by the operational safety department
- The Group champion for Health and Safety provides support to the Chief regional officers
- At the SA operations, managers and mine overseers are responsible for safety tracking and monitoring
- At the SA and US PGM operations the joint health and safety committees meet monthly at each operation to address safety concerns
- Our SA PGM operations have 2,806 workplace safety representatives and 46 full-time safety representatives, our SA gold operations have 1,803 workplace safety representatives and 40 full-time safety representatives; our US operations have 100 safety representatives these employees monitor safety performance through inspections, and they participate in incident investigations. Figures in this paragraph include alternatives

■ For more details see *Board and executive leadership*, page 7.

RELEVANT LEGISLATION
AND REGULATIONS

(list not exhaustive, only key regulations listed)

South Africa

- Mine Health and Safety Act and Regulations 29 of 1996
- Occupational Health and Safety Act 85 of 1993

United States

- Federal Mine Safety and Health Act of 1977
- The Occupational Safety and Health Act of 1970
- Other US' governmental divisions such as the Bureau of Alcohol, Tobacco, Firearms and Explosives, the Nuclear Regulatory Commission, and the Department of Homeland Security also regulate operations in the interests of public security

Europe

Finland

- Occupational Safety Act 738 of 2002
- Rescue Act 379/2011
- Act on the Safe Handling and Storage of Dangerous Chemicals and Explosives 390 of 2005

France

- Code du Travail (Labor Code)
- Code de la Santé Publique (Public Health Code)

ASSURANCE AND REVIEWS

- Ongoing workplace inspections are conducted to assess conformance to standards, procedures, guidelines, and legal requirements
- Internal audit and the multidisciplinary PIVOT system monitor various parameters; several external agencies (e.g., DMRE) conduct safety inspections and unscheduled audits
- External and internal audits are facilitated by the Group's internal audit department and include safety audits that measure compliance, reporting on leading and lagging indicators, including ICMM and WGC requirements
- ISO 45001:2018 Occupational Health and Safety system gap audits are also conducted to measure compliance for certification. Certification audits are conducted by external parties
- At the US PGM operations various internal safety audits are conducted as is emergency response testing and external assurance on compliance and indicators
- High-potential incident and fatality reviews are conducted and serve as another layer of oversight
- A formal agreement that covers safety and health is in place with the majority union, which defines how full-time and part-time safety representatives are elected, trained and appointed
- Independent review of our safety programme, by a leading industry safety expert

Key supporting policies and policy statements

Health and safety policy statement (🌐 see www.sibanyestillwater.com/about-us/governance), Emergency mandatory code of practices, Group minimum standards, Critical controls, Critical life-saving behaviours, Critical management routines

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ZERO HARM STRATEGIC FRAMEWORK

Our Zero Harm strategic framework provides the basis for embedding our Safety strategy:



OVERVIEW

In 2022, our health and safety focus was on the elimination of fatalities in our operations and the management and mitigation of high-potential incidents (HPIs). Following the tragic 21 fatal incidents in 2021, our safety priority shifted focus from total recordable injury frequency rate (TRIFR) to prioritising the elimination of fatalities, encapsulated in a fatal elimination strategy. The fatal elimination strategy was formulated on fundamental risk management practices to mitigate against high-energy risks in our operations. The strategy is benchmarked against global industry best practice and its effectiveness was reviewed by an independent third-party safety expert, Stephen Eichstadt.

Despite a significant year on year improvement in all safety metrics, the tragic loss of life in 2022, where five of our colleagues passed away in mine related incidents, is a reminder that we still have a journey to travel to sustainably eliminate fatal incidents from our operations. Our sincere condolences go to the families and friends of our departed colleagues.

Within the South African mining industry there were 49 fatal accidents in 2022, a 34% improvement compared to the previous year (79). Sibanye-Stillwater's decrease of 75% in fatal accidents compares favourably with industry trends, however Fatal elimination remains our number one safety priority. A notable achievement during 2022, was the first time where the Company did not record a single fatal accident due to a fall of ground, traditionally one of our highest risk areas.

During 2022, the Company adopted the ICMM safety reporting protocols, including integrating their safety definitions into our critical controls. We are active participants in the ICMM Health and Safety working group and have provided the working group with an update on progress made towards our Fatal elimination strategy.

Regular comparison against third-party benchmarks are also undertaken and the majority of our operations have been ISO 45001 certified, including the South African and US operations as well as the recently-acquired Sandouville refinery.

While our immediate focus is on high-energy risk mitigation to sustainably eliminate fatal incidents, our Zero Harm framework remains relevant to implement this strategy and underpins our ultimate objective of achieving Zero Harm.

Despite the focus being on high-energy risk mitigation, all our lagging indicator trends continued to progress, with significant year-on-year improvements. This demonstrates that our risk mitigation approach, driven by line management, benefits all injury metrics. Further, it provides a measure of confidence that the Fatal elimination strategy and safety focus in 2022 significantly contributed towards achieving the intended safety results.

Our initial Group TRIFR benchmark (noting that injury frequency rates are measured using this metric) is 4.0 per million hours worked, which is to be achieved by 2025, is a milestone on our journey to Zero Harm. We saw our TRIFR reduce from 7.10 in 2021 to 5.07 in 2022. Similarly, our lost time injury frequency rate (LTIFR) reduced from 6.02 to 4.41, and our serious injury frequency rate (SIFR) reduced from 3.78 to 2.91. Our fatal injury frequency rate (FIFR) reduced from 0.13 in 2021 to 0.033 in 2022 – the lowest rate during the 10 years of the Group's existence.

Fatal elimination strategy

Significant progress on our Fatal elimination strategy was achieved in 2022. The strategy considers line management taking responsibility for safety, through a focused and calculated risk reduction approach by defining and applying critical controls,

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critical life saving behaviours, and critical management routines, with the aim of "blocking the path to death".

This Fatal elimination strategy emphasises a focus on leading indicators and behaviours, rather than lagging or historical measures and in addition to the implementation of our critical controls and life saving behaviours through our management routines also encourages the improved reporting and recording of HPIs. HPI's are defined in terms of incidents where an injury occurred with the potential for loss of life (IPLL) and incidents where no injury occurred but had the potential for loss of life (NIPLL), i.e. near misses. The enhanced reporting of HPI's by operational teams has not only driven greater awareness of risk, but has also facilitated a more proactive approach in anticipating and mitigating risk through intensive investigations and applications of learnings from such incidents prior to loss of life occurring.

In addition to the enhanced HPI reporting introduced during 2022, we have enhanced our incident investigation methods by incorporating a behaviour analysis model and implementing a simplified "Learning from Incident (LFI)" process that shares incident learnings across the group in an efficient and easy to implement manner. We have further engaged with The Minerals Council of South Africa's LFI task team to play an active role in further developing this novel approach with our South African peers.

The Fatal Elimination Strategy is essentially a culture change initiative driven throughout our operations that requires management teams to continually assess the appropriateness and effective implementation of our critical controls to reduce risk but also to understand the reason for unsafe behaviour. In addition it encourages frontline employees to exercise their right to call for safety stoppages. Through initiatives of engaging and training employees to recognise risk and understand their rights, not to undertake unsafe acts, has led to an increased ratio of frontline employees calling for safety stoppages compared to safety officers and senior management. For H2 2022 we achieved our initial target of 20% of frontline employees initiating safety stoppages, a ratio we will strive to see increase as our strategy is further embedded across the operations.

Our renewed focus on leading indicators and behavioural analysis has demonstrated that despite the significant progress we have made during 2022, reflected in vastly improved year on year lagging safety indicators, we still have a journey to follow, to embed our strategy throughout all 84,481 employees and sustainably reduce risk in our operations to eliminate fatal incidents.

Group minimum safety standards

While Sibanye-Stillwater has always maintained a set of safety standards, the incorporation of different operating entities into the group over the years has resulted in these standards lacking consistency, standardisation and the ability to be universally implemented.

In the year under review, management refined and documented a universal set of Group Minimum Standards (GMS) for safety. This included the identification of 19 standards, with critical controls and behaviours associated with each standard benchmarked against both local and international peer groups. Each standard has a designated technical owner who are responsible for any deviation from the GMS and have supporting implementation plans for each operation to achieve full compliance with each standard. Each GMS is defined with implementation tools and monitoring systems, and it is expected that these standards will be fully implemented Group-wide during 2023.

Humanising safety by 'visualising the risk'

Visual aids, animated video presentations, live performances through industrial theatre and other visual depictions of the GMS are important for communicating the GMS message to all employees. This ensures a full understanding of the GMS such that the anticipated behavioural change within the workplace may be realised. This engagement and communication approach is referred to as 'humanising safety'.

During 2022, industrial theatre performances relating to rock fall hazards effectively demonstrated the consequences of uncontrolled energy release, contributing to the decrease in Fall of Ground related incidents and the first year ever that the group did not experience a rock fall related fatal incident. The visualisation of other hazards associated with uncontrolled releases of high-energy, are key to assisting an understanding of the consequences of unaddressed risk and thus driving our intended culture change. The Company has invested in visualisation packages to demonstrate such incidents, fatal accidents, and selected HPIs. These animations are used during workplace orientation sessions, safety meetings, operational meetings and training programmes. Sibanye-Stillwater is also a founding partner to the International mining safety (IMS) hub where this important work on eliminating workplace fatalities is developed and shared with peer companies.

Critical controls

As part of the Fatal elimination strategy, 50 critical controls have been identified to mitigate high-energy risk and are applied universally across the Group. These have been embedded into our safety management system and are continuously measured in terms of their appropriateness for site specific fatal elimination plans.

Deviations or non-conformance to critical controls are an important leading indicator in identifying both areas and tasks that are not conforming to our minimum standards and allow management teams to investigate the reasons thereof and apply mitigating actions to address such non-conformance.

Behaviour model and leadership

A critical aspect of the Fatal elimination strategy is understanding human behaviour that leads to high risk activities and how this can and should be addressed. This also institutes a fair and just outcome for behavioural violations. In 2022, 216 employees from the SA operations were dismissed for safety violations. Although it is always regrettable to dismiss employees, we are compelled to draw a strict line on unsafe behaviour.

In reviewing our safety related incidents, we consider a detailed behavioural model that considers three broad categories of behaviour, namely:

1. Lapses/mistake which requires training and/or coaching of an employee
2. Violations (be it routine, cultural, or situational) that is driven by a situational or broader cultural shortcoming which requires change management or a revisions/addition of operating practices
3. Reckless or wilful violations, possibly for personal gain or as an act of sabotage, that requires appropriate disciplinary action

This behaviour model is fully integrated into all investigations and guides supervisors on how to deal with each case on its merits, as well as instituting learning and action therefrom to ensure such incidents are not repeated. Our behaviour model is aimed at promoting both management and individual accountability, while enabling employees to operate safely. This model is complimented

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by management culture assessments ("Mirror Assessments") that facilitate the identification of individual leaders and wider operational areas where there is poor alignment to our safety practices, highlighting the need for interventions.

Shifting behaviour

To facilitate the roll out of the Fatal Elimination Strategy and promote life saving behaviour, the following initiatives have been implemented:

- A personalised Life-saving commitment booklet, which includes a description of the 19 GMS's, as well as associated critical controls, behaviours and routines has been voluntarily signed by more than 98% of employees
- One-page summaries of all high-potential incidents has been designed and implemented to effectively and efficiently communicate incident learnings across the group
- A review and continuous improvement process has been embedded into the HPI investigation process to enhance critical controls, critical life-saving behaviours and routines
- An optimised induction process for new employees to include a commitment to uphold critical controls, critical life-saving behaviours and routines
- Treating contractors like employees with the same responsibilities and rights. This includes the development of a compliance portal to ensure that all legal, medical and training documentation for contractors is up to date and compliant

Incentive/bonus systems to encourage safe behaviour

The drive to eliminate fatalities has included reviewing and aligning incentives for the right behaviours that drive mitigation of high risk, including reporting of HPI incidents, and recognising the rights of front line employees to stop work for safety reasons. During 2022, this included once off bonuses during known historical periods of high risk (for example the December / January period in the SA operations).

The Company is currently reviewing all short-term incentives for operating teams, to ensure alignment between our safety and operational objectives. These incentive objectives are aimed at aligning compliance requirements for production teams, based on leading indicators, while safety officers incentives will be wholly independent of production targets. The implementation of these revised incentive targets will be completed by Q2 2023.

■ See *Remuneration policy, page 241*

Emergency planning

The Group crisis management plan guides the implementation of management structures, key responsibilities, and general procedures to follow during and after a crisis.

Management has been trained in emergency control, including established mandatory codes of practices for emergency preparedness and response plans. In the event of a major incident, senior management establish and manage an emergency control room from which the event is coordinated and tracked.

All employees are trained in emergency protocols and drills are regularly conducted. All supervisors are trained in first aid and have full access to first aid equipment. In total, in excess of 61,000 employees have received first aid training.

All underground workings are equipped with secondary escape routes and emergency refuge bays, regularly inspected by management teams. The most senior supervisor will take charge of an emergency situation to inform workers of the evacuation plan. Rescue proto teams will be deployed during a major or high-risk emergency rescue situation. Across the SA operations we have 154 rescue team members, 21 proto teams, 18 medical practitioners, and 100 registered nurses. We have Rescue 911 paramedic deployments to all our operations. At our US operations we have 21 mine rescue team personnel, and 16 emergency medical services team personnel. Additionally we have 15 employees that are both equipped to perform mine rescues and provide emergency medical services.

SAFETY FOCUS AREAS FOR 2023

The key safety focus areas for 2023 are aimed at continuing to enhance and improve our Fatal Elimination Strategy as well as to embed the strategy and understanding of our controls at all levels of the organisation. Key initiatives include:

- Embedding the critical controls, and critical behaviours into Standard Operating Procedures such as pre-shift checklists and enhancing supervision quality through the implementation of a leadership program focused on Critical management routines.
- Visualisation and simplification of our Group Minimum Standards to assist in contextualising risk and understanding the link to mitigating risk through controls and behaviours.
- Rolling out our "what good looks like" initiative to promote team learning and sharing of best practice across the group.
- To advance our "leadership mirrors" to promote engagement and transparency between operating teams and supervisors, ultimately to strengthen relationships amongst our teams
- To continue to expand the capture and analysis of leading indicators to evaluate performance and mitigate risk before harm has occurred.
- To continue to develop and adopt technologies that engineer out risk, especially in our highest risk areas of Rock Mass Management, Rail Bound Equipment, Scrapers/Winches and Rigging and Trackless Mobile Machinery. The Company is already well advanced in the installation of Personal and Vehicle Detection Systems (Level 9 PDS/VDS) on its trackless machinery and is developing similar technology for Rail Bound equipment and Winches and rigging. In addition, a seismicity roadmap has been developed after having completed a comprehensive seismicity study, involving international experts, to further improve our Rock Mass Management technologies already implemented such as permanent mesh and lace netting to mitigate rock-burst support in stopes.

IMPACT OF ILLEGAL MINING AT THE SA OPERATIONS

Sociopolitical instability in South Africa (one of our material matters) manifests itself in various ways, specifically through the breakdown of the rule of law and the wanton disrespect of property rights. Illegal mining, and the inability of the authorities to prevent it, is one of the most pernicious manifestations of this.

Illegal mining poses a major risk to the sustainability and safety of our operations, as a result of attacks on employees and security personnel as well as the damage and theft of property. Employee safety is threatened through being offered financial inducements to assist illegal miners, or directly threatened and forced into doing so.

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In addition to direct personal safety, indirect threats to employees also exist such as the increased risk of employees to toxic fumes as a result of illegal miners burning cables underground to remove plastic casing, or the threat of electricity or communication disruptions due to illegal theft of copper cable.

While illegal mining initially impacted primarily the SA gold operations, where illegal activities targeted the recovery and theft of gold, increasingly our SA PGM operations, are exposed to criminals accessing remote underground concessions to steal copper cable. This is in addition to surface substations being targeted by criminals where sadly an employee was killed during an armed attack by illegal copper thieves at our Cooke operations.

The greatest challenge in combatting illegal mining is the fact that South Africa's criminal justice system is ill-equipped to adequately address and prosecute these actions. Surface illegal miners are generally only charged with trespassing, for which they are required to only pay a R300 admission-of-guilt fine. Additionally, reported incidents of illegal mining are reduced by the bribery – or coercion – of employees, contractors and officials in an effort to have them turn a blind eye to illicit activity in return for the equivalent of up to four-months' salary in cash.

Several initiatives are currently considered to combat illegal mining. Random searches are conducted on employees to identify easily concealed low volume / high value material (e.g. precious metal concentrates) and are supplemented by body scanners in strategic locations. Enhanced scanning facilities are being further investigated and commissioned.

Where possible, copper for communication purposes is being replaced by fibre and wireless technology to reduce communication loss risk and disincentive criminal activity.

In respect of contractors who are complicit with illegal miners, our response is to tighten our integrity testing for outsourced companies. Should our own employees be found to be involved in abetting criminal activity, disciplinary processes are followed, which can lead to dismissal and criminal charges being laid. We encourage employees to report illegal activities and we reward employees for information that leads to the arrest and prosecution of criminals.

The Social, Ethics and Sustainability Committee is aware that increased illegal mining activities are jeopardising the safety of assets and employees. The committee has recommended for an awareness campaign to highlight the costs of criminality. The committee is also assured that management are conducting detailed risk assessments to strengthen the Protection services strategy to improve safety and security.

We are improving fencing around our property, adopting technology solutions (including video analytics, thermal cameras, and drones) around our operations to develop reliable early-warning signals for intrusions and have established a Central command and control centre at our Rustenburg operations, from where our different technologies can be monitored and managed.

We work with the Minerals Council to promote a unified industry response to the illegal mining crisis. It is our preference that mining companies in the same jurisdiction work together (sharing intelligence and resources) in combatting illegal mining. We will continue to urge other companies to work with us in defending our assets and in defending the rule of law.

During 2022 we recorded 363 incidents of illegal mining and 1,115 arrests of illegal miners.

📄 See *Combating illegal mining fact sheet 2022*,
🌐 www.sibanyestillwater.com/news-investors/reports/annual

Intelligent fatigue management

The SA PGM operations partnered with EC Blaauw, our largest transporter of raw materials, to launch an intelligent fatigue management system. The system uses technology to monitor drivers in real-time for signs of fatigue. This enables us to improve driver safety, and we will send replacement drivers if needed. This intervention not only supports the Fatal elimination strategy but monitors the wellbeing of drivers. Driver fatigue alerts are tracked per hour and the intelligence drawn from the analysis informs safety and wellbeing improvement measures.

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PERFORMANCE

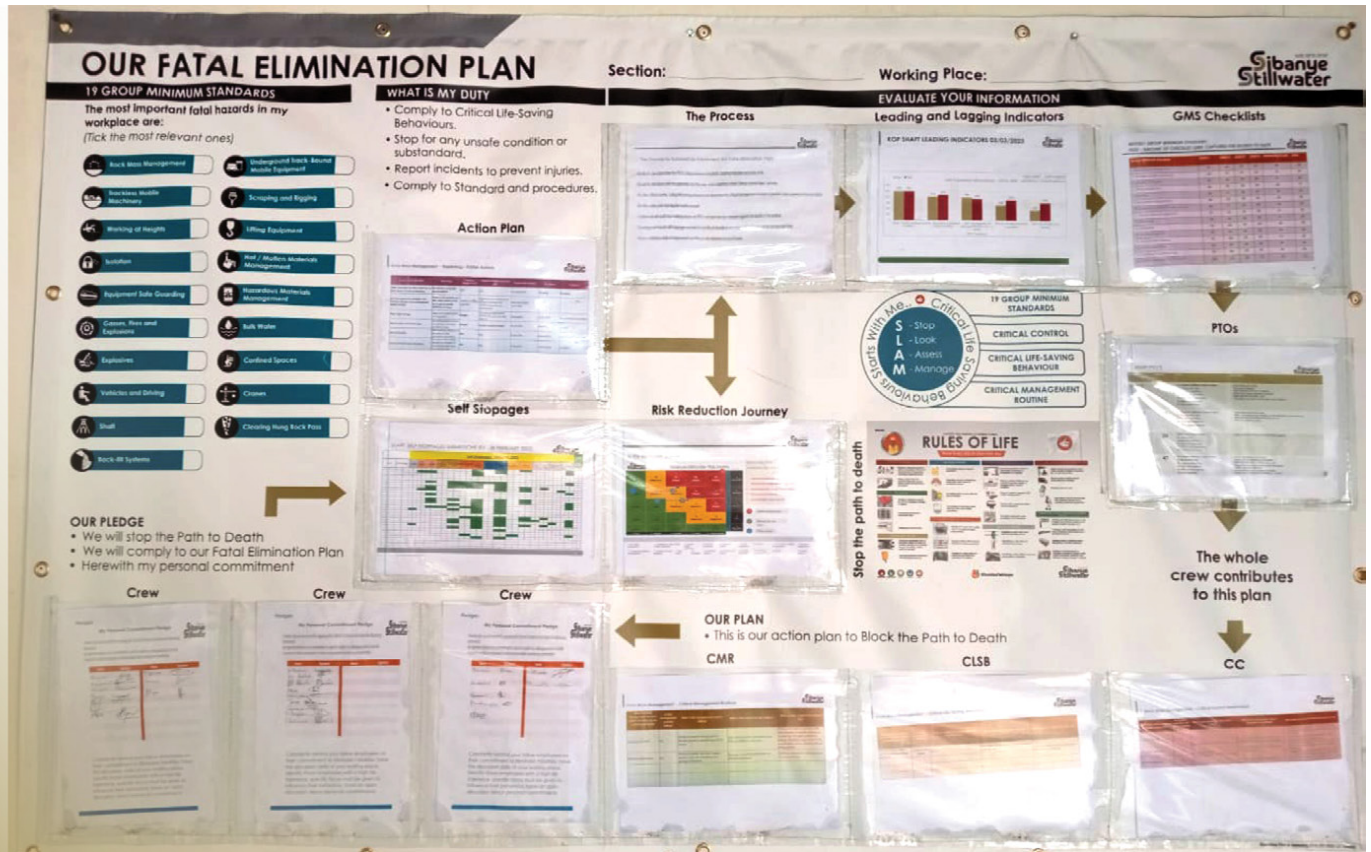
Our safety models and investigations now clearly address failures as they relate to critical controls, critical life saving behaviours, and critical management routines. Our behaviour model provides a fair reflection of management accountability and of whether individual behaviour constitutes wilful disregard. The marked improvements in safety performance during 2022 on the back of our Fatal Elimination Programme demonstrate the importance of instituting a robust safety culture and of spending quality time with frontline teams embedding the right behaviour and risk management.

Leading indicators show that non-compliance to critical lifesaving behaviours is by far our biggest challenge, which highlights the need for leadership to facilitate a change in behaviour and prioritise critical controls and routines.

Fatality-free shifts worked	SA and US PGM operations	Date achieved
17 million	Total Marikana processing (Smelting, refining and concentrators)	5 December 2022
6 million	Marikana west operations	18 July 2022
5 million	SA PGM mining operations	7 August 2022
4 million	Marikana conventional mining operations	18 August 2022
	SA PGM operations	4 August 2022
	SA PGM mining operations	21 June 2022
	Marikana K3 shaft operations	2 June 2022
	Kroondal and Rustenburg operations	9 December 2022
	Kroondal and Rustenburg plants and concentrators	26 November 2022
	Kroondal and Rustenburg mining operations	1 November 2022
3 million	Kroondal surface operations	14 August 2022
	Marikana operations	5 July 2022
2 million	Thembelani shaft operations	4 September 2022
	Asset management	8 August 2022
	Marikana mining operations	22 June 2022
	Marikana Saffy shaft operations	10 January 2022
	Rustenburg mining operations	1 September 2022
1 million	Rustenburg concentrators unit 1	22 August 2022
	Kroondal mining operations	11 August 2022
	Rustenburg operations	24 June 2022
	Kroondal operations	9 June 2022
	Rowland shaft operations	24 February 2022
	Kroondal and Rustenburg security department	8 February 2022
	Khuseleka operations	20 December 2022
	Bathopele operations	13 December 2022

Fatality-free shifts worked	SA gold operations	Date achieved
3 million shifts	Kloof Ikamva shaft	18 September 2022
2 million shifts	SA gold operations	27 August 2022
	Total Kloof	4 October 2022
	Total Kloof	14 February 2022
	SA gold operations	9 July 2022
1 million shifts	Total Driefontein	20 September 2022
	SA gold operations	25 November 2022
	Beatrix operations	14 December 2022

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In memoriam

We extend our heartfelt condolences to the families and friends of those who lost their lives during 2022 while working in our operations.

Date	Operation	Name	Employee/contractor	Occupation	Incident
19 January 2022	SA gold - Driefontein - Pitseng shaft	Mr Thabile Cele	Employee	Loco Driver Main Haulage MW	RBE Tramming Operations
14 February 2022	SA PGM - Surface service - K2 Offloading area	Mr Mmboniseni Mphaphuli	Employee	Train Driver Assist SF	Surface RBE Operations
29 August 2022	SA PGM - Marikana - Saffy shaft	Mr Stanford Tyobeka	Employee	General Production UG	Scraper Cleaning Operations
30 August 2022	SA PGM - Marikana - Rowland shaft	Mr Mzolisi Msiya	Employee	Artisan Fitter UG	Mud Rush
8 October 2022	SA gold - Kloof - Thuthukani shaft	Ms Fezeka Ntlekisana	Contractor	Loco Driver Battery MW	RBE Tramming Operation

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Safety performance

	2022					2021				2020			
	Group	US region	EU region	SA region		Group ⁵	US operations	SA operations		Group	US operations	SA operations	
		PGMs	PGMs	Gold	PGMs		PGM	Gold	PGMs		PGMs	Gold	
Fatalities	5	0	0	3	2	21	2	6	13	9	0	5	4
Fatal injury frequency rate ¹	0.03	0.00	0.00	0.03	0.04	0.13	0.44	0.07	0.19	0.06	0.00	0.06	0.06
Number of lost-time injuries	668	18	5	420	225	951	31	529	391	840	34	441	365
Lost-time injury frequency rate (LTIFR) ¹	4.41	4.03	8.88	4.36	4.48	6.02	6.77	6.21	5.72	5.56	7.98	5.37	5.65
Total injury frequency rate ⁴	6.29	23.07	71.01	5.63	5.34	9.8	33.8	9.89	7.4	8.52	12.67	9.5	6.99
Number of serious injuries	441	18	1	262	160	598	27	297	274	458	27	200	231
Serious injury frequency rate (SIFR) ¹	2.91	4.03	1.78	2.72	3.19	3.78	5.90	3.49	4.01	3.03	6.34	2.44	3.57
Medically treated injury frequency rate (MTIFR) ^{1,2}	0.66	3.58	1.78	0.54	0.62	1.08	3.71	0.88	1.16	2.95	4.69	4.13	1.35
Total recordable injury frequency rate (TRIFR) ¹	5.07	7.61	10.65	4.90	5.10	7.10	10.48	7.09	6.88	6.69	12.67	6.30	6.81
Total recordable injuries	768	34	6	472	256	1,122	48	604	470	1,011	54	517	440
Number of Section 54/regulator work stoppages	105	3	0	77	25	82	3	42	37	68	2	29	43
Production shifts lost owing to Section 54/regulator stoppages	43	0	0	39	4	179	6	106	67	200	³ 0	154	46
Total hours worked (millions)	151.49	4.47	0.56	96.24	50.22	158.1	4.6	85.1	68.3	151	4.3	82.1	64.6

Note: Safety statistics include contractors.

¹ Per million hours worked: total number of accidents x 1,000,000 hours worked² Also referred to as treat-and-return injury frequency rate, which includes certain minor injuries³ The US PGM operations have not tracked this figure before 2021⁴ These US operations' statistics include instantaneous gas exposure without consideration of a 15 minute time weighted average⁵ The SA gold operations recorded a fatal accident on 27 February 2022, this was however restated to the date of accident 21 October 2021, as per reporting protocol. Mr Madie (a contractor) was injured during a scraping and rigging accident on 21 October 2021 and passed away as a result of his injuries on 27 February 2022Our performance in perspective: SA peer comparison¹

Company	Serious injury frequency rate	Serious injury frequency rate ranking	Lost time injury frequency rate	Lost time injury frequency rate ranking	Fatal injury frequency rate	Fatal injury frequency rate ranking
PGM						
Sibanye-Stillwater SA PGM operations	2.72	2	4.36	2	0.03	3
Peer	3.78	3	5.18	3	0.02	2
Peer	1.24	1	1.95	1	0	1
Gold						
Sibanye-Stillwater SA gold operations	3.19	1	4.48	1	0.04	1
Peer	3.83	2	5.72	2	0.1	2

¹ Rates are per million hours worked. Peers include: Harmony Gold, Anglo American Platinum and Impala Platinum

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SA gold operations

Tragically, we suffered two fatalities in 2022. These fatalities both involved rail-bound equipment and occurred at Driefontein (Pitseng shaft) and Kloof (Thuthukani shaft). All fatal accidents are investigated in line with the Group incident investigation standard in order to identify the root causes of the incident through an initial *in loco* investigation and, thereafter, causation model including assessments against the critical control, critical life-saving behaviour and management routines. The Executive Committee reviews the investigation and findings are delivered to the Safety and Health Committee of the Board for analysis.

Learning from these incidents, we implemented a number of controls at our SA gold operations, including

- Level 9 vehicle detection and pedestrian detection systems on trackless mobile equipment
- New technology for winch-signalling devices
- Interactive incident reporting, including simulation of HPIs to enhance learning from incidents
- Industry-leading practice behaviour model as part of accident/incident investigations

In 2022, our SA gold operations progressed its risk management process and completed the ICMM aligned critical control selection process. This was a key milestone in the fatal prevention plan.

SA PGM operations

Tragically, our SA PGM operations recorded three fatalities in 2022. The fatalities were caused by surface rail-bound equipment operations, scraper cleaning operations and a mud rush that occurred at a box front.

The following control enhancements were implemented to prevent similar accidents

- Surface railways – enhanced lock out controls to prevent unauthorised equipment operation
- Scraper cleaning – enhanced interventions implemented for risk assessment competency in abnormal situations. Revised standard for cable installation to winches to mitigate the risk of cables being damaged during blasts
- Mud rush – Enhanced escalation procedures for significant risk

Operational teams continued to develop fatal elimination plans at VP and Mine Overseer levels to address significant risks identified through leading indicators for critical controls and critical life-saving behaviour.

US PGM operations

We are pleased that there were no fatalities at our US operations and that we achieved a reduction of approximately 51% on fall of ground incidents.

The US operations are now commencing with formal auditing and analysis of safety data. A revised commitment programme and measures were finalised in late 2022.

Sites introduced a new tracking system to improve the capturing of operator level work stoppages.

We are using the training database to communicate safety messages and instructions, as well as to promote the Life-saving commitment booklet. All employees have received these booklets and we are encouraging supervisors and employees to discuss the purpose and significance of signing them.

Leadership teams at our US operations will initiate mirror assessments during 2023.

EU region

The relatively high injury rate of the EU region is partly a function of how injuries are recorded. Legislation requires that relatively minor incidents are recorded as lost workday incidents. Sandouville management is looking at normalising safety reporting data to align it with Group and ICMM reporting methodology and make it directly comparable to other operations.

Sandouville refinery employees received training on Sibanye-Stillwater's safety methods and models. The EU will require a full gap analysis on the GMS and a fatal elimination plan to ensure alignment to the Critical control, Critical lifesaving behaviours and Management routine to support the humanisation of our Group risk areas.

A perception study at Sandouville revealed that stress levels and burnout among employees could be contributing to safety violations. We will address this, and continue to embed our safety approach as we further integrate the European region in 2023.

Keliber began its construction phase in 2023. All employees undergo compulsory occupational safety training. Additionally, any person visiting or working at the site must attend site safety orientation training. First aid and usage of fire extinguishing trainings are in place. A reporting system to report safety, environmental or a quality incident or observation is under development. The work to be ISO 45001 certified has started.

US PGM operations: injuries by category

	2022	2021	2020
Struck by objects (tools, equipment and others)	4	13	14
Strains/soft tissue injuries	4	4	10
Slips/trips/falls	7	6	10
Caught in/between	7	12	8
Rockfall	3	5	3
Operating equipment	5	2	2
Operating jackleg	2	0	2
Eye injuries	0	4	0
Chemical burns/other	0	0	0
Other	2	2	3
Total	34	48	52

EU region: injuries by category

	2022		
	EU region	Sandouville	Keliber
Struck by objects (tools, equipment and others)	0	0	0
Strains/soft tissue injuries	1	1	0
Slips/trips/falls	2	2	0
Caught in/between	0	0	0
Rockfall	0	0	0
Operating equipment	1	1	0
Operating jackleg	0	0	0
Eye injuries	0	0	0
Chemical burns	0	0	0
Other	2	2	0
Total	6	6	0

CONTINUOUS SAFE PRODUCTION continued

FUTURE FOCUS

<p>GROUP</p>	<ul style="list-style-type: none"> • Focused effort on fatality prevention through the application of the three pillars: critical controls, critical life saving behaviour and critical management routines • Evaluating leading indicators for critical management routines • Implementing a system for personal accountability in improvement of leaders and supervision performance through mirror surveys • Training with visualisation of risks, supported by communication through all levels of operations • Investigate the incentive models to align with the Fatal elimination strategy • Institutionalise Sibanye-Stillwater's safety approach through improved leadership • Embedding of the Fatal elimination strategy
<p>SA GOLD OPERATIONS</p>	<ul style="list-style-type: none"> • Critical controls, life-saving behaviours and management activities incorporated into checklists at various levels • Implementation and monitoring of specific requirements for key risk areas • Emphasis on closing out issues in line with requirements by operations and line management, to promote accountability for safe work • Identification of injuries and incidents with potential for loss of life and the tracking of key learnings • Leadership mirror accountability
<p>SA PGM OPERATIONS</p>	<ul style="list-style-type: none"> • Focused effort on line management self-auditing • Critical controls, life-saving behaviours and management activities incorporated into checklists at various levels • Leading indicator transmission and data transformation to direct senior management proactive intervention • Promote awareness on MSHA Section 22 and 23 requirements (the right to withdraw from unsafe work) • Leadership mirror accountability
<p>EU REGION</p>	<ul style="list-style-type: none"> • Gap analysis on Group minimum standards • Alignment to Group fatal elimination methodology to priority unwanted events and principles of critical controls, critical lifesaving behaviours and critical management routines • Developing measures for leading indicators
<p>US REGION</p>	<ul style="list-style-type: none"> • Complete work on ISO 45001 accreditation • Complete bowties on 19 Group minimum standards, implement critical controls, Standard Operating Procedures review based on risks • Embed critical controls and critical life-saving behaviours into operator checklists • Audit effectiveness reviews on critical controls and correction actions • Health management plan development; sampling schedule and health risk assessment process; sampling methodology • Leading indicators: near-miss reporting, tracking high risk (Class A) hazards; these indicators to inform quarterly safety focus