

CONTINUOUS SAFE PRODUCTION

WHAT WE DID IN 2023

SUCCESSSES

- A 10% reduction in the serious injury frequency rate (2.91 to 2.61), setting a record low for the Group
- Leading indicators demonstrating risk reduction across the Group

SA region

- Outstanding serious injury frequency rate for surface operations, improving 13% year-on-year

US region

- System to monitor critical management routines implemented

EU region

- More than 95% of employees signed our Life-saving commitment book
- High percentage (>80%) of the actions of the fatal elimination plans executed in the first year of implementation

AUS region

- No serious injuries recorded for the 2023 calendar year

CHALLENGES

- Regrettable loss of eleven lives at our operations
- Regression of lagging indicators – total recordable injury frequency rate, lost time injury frequency rate and fatal injury frequency rate



TARGETS AND KEY OBJECTIVES

	Status	See
<ul style="list-style-type: none"> • Maintaining ISO 45001 certification¹ 	Achieved	Page 126
<ul style="list-style-type: none"> • Eliminating fatalities Achieve Zero harm 	In progress	Page 127
<ul style="list-style-type: none"> • Group TRIFR benchmark of 4.0 per million hours worked expected to be achieved by the end of 2025 	In progress	Page 132
<ul style="list-style-type: none"> • TRIFR benchmarks for 2023 – Group: 4.84 per million hours worked • SA gold operations: 4.97 per million hours worked • SA PGM operations: 4.58 per million hours worked • US operations: 6.76 per million hours worked 	Not achieved	Page 132

¹ Excluding AUS region and Keliber lithium project

APPROACH

Protecting the safety and health of our employees and stakeholders is our primary objective. Our approach to health and safety is underpinned by our iCARES values and is a strategic essential to our business. We remain committed to eliminating fatal incidents and achieving our goal of Zero harm. Implementing critical controls and critical lifesaving behaviours is core to our safety strategy. Such interventions have been essential to the progress towards reducing the risks associated with fatal and serious injuries. Through compliance, we aim to block the path to death and mine without fatalities. We empower and encourage crew and frontline supervisors to stop work immediately should conditions be unsafe. In 2023 and going forward into 2024, our leadership focus is shifting from control implementation to behaviour and management routines. We will also continue to engineer out risk through the roll

ALIGNMENT WITH SDGs

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

MATERIAL MATTERS
M2 Safety and Health
M3 Licence to operate

out of technology and innovation where appropriate to bolster safety. This includes the rollout of approximately 650 digital devices to automate the capture of safety incidents. More than 3,000 devices will be issued over the next two years to other service department employees and frontline supervisors.

During 2023, we invested R893 million at our SA PGM operations (2022: R768 million), R573 million at our SA gold operations (2022: R649 million) and US\$18 million (2022: 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 annual refresher and induction programmes. During the year, we invested a total of 555,368 hours on safety and health-related training.

CONTINUOUS SAFE PRODUCTION continued

Zero harm is our ultimate objective, but the immediate goal is to eliminate high-energy fatalities (these relate to high energy source incidents such as fall of ground, mobile equipment related) and serious incidents through our Fatal elimination strategy. This strategy is comprised of the three key pillars: critical controls, critical life saving behaviours, and critical management routines. We are dedicated to embedding 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

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 with support from the Board
- 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 SVP, assisted by their VP at each site, assumes the first line of responsibility and is supported by the operational safety department
- Together with regional safety senior managers, the Group champion for Health and Safety provides support to the chief regional officers
- At the SA region, managers and mine overseers are responsible for safety tracking and monitoring
- At the SA and US PGM regions the joint health and safety committees meet monthly at each operation to address safety concerns
- Our SA PGM operations have 2,708 workplace safety representatives and 43 full-time safety representatives, our SA gold operations have 1,941 workplace safety representatives and 36 full-time safety representatives; our US operations have 100 safety representatives. These employees monitor safety performance through inspections, and they participate in incident investigations
- We encourage a bottom-up approach to safety, empowering our workforce to take responsibility for safety

For more details see *Board and executive leadership*, page 8.

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)

Australia

- Work Health and Safety Act 2011 (Cth)
- Mining and Quarrying Safety and Health Act 1999 (Qld)
- Mining and Quarrying Safety and Health Regulation 2017 (Qld)
- Resources Safety and Health Queensland Act 2020 (Qld)
- Mines Work Health and Safety Regulations 2022 (Tas)
- Mines Work Health and Safety (Supplementary Requirements) Act 2012 (Tas)
- Mines Work Health and Safety (Supplementary Requirements) Regulations 2022 (Tas)

ASSURANCE AND REVIEWS

- Ongoing workplace inspections assess conformance to our own standards and to legal requirements
- Internal audit and through the Pivot OHS 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 Initiative for Responsible Mining Assurance (IRMA), International Council on Mining and Metals (ICMM) and World Gold Council (WGC) requirements
- ISO 45001:2018 Occupational Health and Safety system gap audits are conducted to measure compliance for certification; certification audits are conducted by external parties
- We are active participants in the ICMM Health and Safety working group. We regularly compare our standards against third-party benchmarks. Our operations in the SA region and the US region are ISO 45001 certified, as is Sandouville refinery
- All operations have various internal safety audits
- Emergency response testing is not only performed on site, but our emergency testing of our tailings storage facilities has been extended to include our host communities
- High-potential incident and fatality reviews offer another layer of oversight
- A formal agreement with the majority union covering safety and health, defining 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, Operational risk management procedure, Occupational hygiene risk assessment procedure

CONTINUOUS SAFE PRODUCTION continued

ZERO HARM STRATEGIC FRAMEWORK



OVERVIEW

Eliminating fatal incidents was the primary focus in 2023 and the immediate priority in achieving our “culture of care”, through which we enhance safety, health, and overall wellbeing. We continued with our Fatal elimination strategy, with the focus on preventing high-energy risks and high-potential incidents (HPIs) in our operations. The strategy is benchmarked against global best practice and was reviewed by an independent safety expert.

In 2023, eleven of our colleagues tragically lost their lives in eight mine related incidents. We are truly saddened at the loss, and our deepest condolences go out to family and friends of the deceased. The most serious incident, in which four contractors lost their lives, involved the collapse of a newly constructed surface waste rock conveyor at the Burnstone project at the SA gold operations.

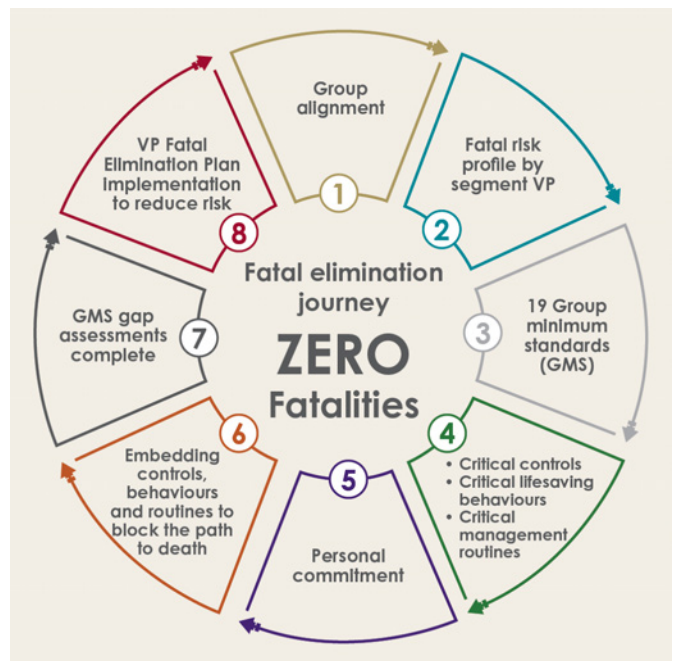
Senior leadership, with guidance from our safety professionals, have developed and implemented comprehensive safety initiatives (systems and programmes) that are benchmarked against ICMM peers and integrate industry-leading practices.

Despite the eleven fatalities in the year under review, the trend in our Serious injury frequency rate (SIFR) was positive. The evidence suggests that putting an extra focus on eliminating high-energy fatal (or near fatal) incidents can also be beneficial for improving overall injury metrics.

Injury frequency rates are measured according to total recordable injury frequency rate (TRIFR), which measures the rate of recordable injuries per million hours worked. One of our milestones on our journey to Zero harm is a TRIFR of 4.0 to be achieved by 2025.

In order to achieve our TRIFR target, we are focused on specific interventions addressing low consequence incidents and further improving the organisational culture. For the Group, our TRIFR deteriorated from 5.07 in 2022 to 5.24 in 2023; as did our lost time injury frequency rate (LTIFR), from 4.41 to 4.57; while our SIFR improved from 2.91 to 2.61. Unfortunately, our fatal injury frequency rate (FIFR) deteriorated from 0.03 in 2022 to 0.07 in 2023.

Fatal elimination strategy



Our Fatal elimination strategy puts the emphasis on leading indicators and behaviours, rather than lagging or historical measures. It also focuses on improved reporting and recording of HPIs; this includes those incidents where there was an injury with the potential for loss of life (IPLL), and incidents where there was no injury but there was the potential for loss of life (NIPLL), i.e., near misses. Enhanced reporting of HPIs by operational teams provides a more comprehensive measure of high energy risks in our operations, promotes greater awareness of risk, and facilitates a proactive approach in risk mitigation.

To achieve the goal of zero fatalities we are dedicated to “blocking the path to death” in all workplaces all the time. This requires that we identify workplace areas that have a risk for high energy incidents, that we implement controls to mitigate these risks, and that we influence the behaviour of employees and the culture of the organisation toward risk mitigation and avoidance.

CONTINUOUS SAFE PRODUCTION continued

Extensive data collected over the past two years strongly supports the fact that the Group has seen a significant reduction in risk at our operations. This includes a 31% reduction in our SIFR and a 26% reduction in our TRIFR for 2023, compared to 2021. We saw a significant increase in reported near miss incidents during the year, and a 40% decline in the HPI frequency rate for 2023, when compared to H2 of 2022 (from 3.64 to 2.18). The significant increase in frontline safety stoppages is also a strong leading indicator of the increased safety awareness and culture of our frontline staff who are more likely now to stop work that cannot be performed safely and therefore block the path to death. In addition, there is a strong correlation between operational leadership's commitment to safety and reduced risk for that operation. All of these indicators validate that our Fatal elimination strategy, benchmarked against industry best practice, is appropriate and delivering the expected results.

During the year, we made good progress on specific health and safety priorities outlined below:

- Aligned line management on their accountability in terms of real risk reduction, safety, and our desired safety culture
- Integrated a "fair and just" behavior model into the HPI investigation process; an industry-leading practice
- Operations produced animation videos and other audiovisual material to better inform employees about Group minimum standards (GMS), about the dangers of uncontrolled energy release events, and about how to support the learning-from-incidents process
- Rolled out leadership mirror assessments down to supervisor level, supported with critical behavioural skills and supervisor leadership practice intervention
- Adopted frontline supervisor safety critical work routines, which will enable them to practice routines that build the safety culture

Group minimum standards for safety

We have 19 GMS for safety, with supporting critical controls, critical life-saving behaviours and critical management routines to eliminate fatal incidents and high potential risk areas. Compliance with these standards is routinely monitored as part of our comprehensive suite of leading indicator metrics. During the year, a detailed gap analysis against the related performance standards expectations was conducted and action plans are in place to close this out.

Innovating for safety

Much was done in the past few years to engineer out risk in our highest risk areas of Rail Bound Equipment (RBE), Trackless Mobile Machinery (TMM) and scrapers and winches. This has included the implementation of technology and significant increases in the use of collected data to improve behaviour. Various initiatives are in the research and development/testing phase.

In terms of level 9 collision avoidance, our data-based systems implemented on our underground locomotives (RBE), improve engineering controls and provide insights into operator behaviour, safeguarding loader operators. Our TMM level 9 collision avoidance in the SA region is of industry-leading standard. Level 9 collision avoidance is an electronic system that automatically slows down the machine and applies a controlled stop when a dangerous interaction is detected if an Operator failed to act. We are rolling out improved winch signalling and safety systems; and we are developing proximity detection that enables automated interventions when employees enter high-risk areas.

We are also developing missing person locator and person tracking solutions, which involve equipping cap lamps with missing person locator tags.

To achieve many of these initiatives, requires significant upgrading of our lamprooms, to enable tagging and tracking, which allow for intelligent reporting on all data (consolidated through the lamproom) interpreted visually to offer key insights into behavioural and operational safety performance.

New lamproom management features include:

- Automated asset allocation
- Passive asset tracking (lamproom only)
- Critical item checking
- Gas detection instruments and critical tool testing
- Time and attendance integration
- Employee restriction when red ticket or training expires, or when items on person do not match allocation, or when critical tools are not checked

Personnel locating is now scoped as an outcome for proximity detection systems (PDS), and we are testing enhanced PDS (that includes personnel locating) with different suppliers of locomotives, winches and TMMs. New features include:

- Active tagging of employees for missing person location; interaction with future PDS solutions; data transfer from other systems
- Handheld scanner for locating active tags in areas where employees are lost or incapacitated
- Tag reporting

For more on innovation and technology as it relates to safety, please refer to page 174 of this report.

Driver monitoring

During the year (in light of evidence from our learning from incident and HPI investigations), we modified our Group minimum requirements for vehicles and driving. The most important interventions have been for our high-volume ore transport vehicles, which have been installed with real-time tracking (dashboard cameras, GPS), two-way radio, fatigue monitoring, and speed detection and warning system. LDVs and busses are being installed with all the above, but prioritising fatigue monitoring.

We are investing in a technology solution to monitor drivers and to intervene before an incident occurs, in the interests of their safety and those around the vehicle. We have already implemented such a system for TMMs. An intelligent camera acts as an early warning detection system to discern fatigue and driver distraction. A live control room, supplemented by in-cab communication, and complemented by human intervention is proving effective in reducing accidents. We have recorded a reduction in detection alerts as drivers adopt safer habits.

Rail-bound equipment (RBE)

During 2023, in the SA region, we tragically had three fatal incidents involving RBE. Our objective is to eliminate RBE-related fatalities by removing (or at least drastically reducing) the possibility of a judgment error when an unsafe condition arises. Much work has been accomplished to this end for the SA region; key developments include:

- Behaviour monitoring of locomotive driver and guard (implemented at SA gold operations; in preparation at SA PGM)

CONTINUOUS SAFE PRODUCTION continued

- Locomotive to beacon technology, with locomotive speed restricted when in close proximity to the beacon, or to an employee's lamp

While there are various technical challenges to implementing a fail-safe detection system, including the different types of hardware required and the different environments in which they operate, we remain committed to applying best practice, while striving to obtain industry-leading solutions that can be rolled out across our operations.

Winch signalling and warning system

Our focus is to eliminate fatalities relating to winches, with technologies and (with the exception of Beatrix mine due to flammable gas risks). We have implemented advanced winch signalling systems across the SA region, which allows for visual and audible warning for startup along the scraper path.

Humanising safety by “visualising the risk”

We use visual messaging and industrial theatre to reduce RBE, rock fall, winch-related incidents, and other fatal risks. All persons going for training are inducted into the Fatal elimination programme, the GMS, critical controls, critical lifesaving behaviours, and critical management routines. New employees, when inducted, are informed of their obligation to uphold these requirements.

Critical controls

We have critical controls to mitigate high-energy risk. These are embedded into our safety management system and are assessed on an ongoing basis to ensure they are relevant for the fatal elimination plans of the specific site.

Deviations and non-conformance to critical controls are an important leading indicator for safety risks, allowing management to intervene timeously.

Behaviour model and leadership

A critical aspect of the Fatal elimination strategy is in dealing with high risk activities. In 2023, 224 employees in the SA region were dismissed for safety violations (2022: 225). It is most regrettable to have to dismiss employees, but we are compelled to draw a non-negotiable line on unsafe behaviour.

We use a behavioural model to review safety related incidents, differentiating between lapses/mistake, violations, and reckless or wilful violations. Our revised behaviour model was applied across all regions during 2023 and is seen as industry best practice. All HPIs are investigated using the behavioural model, allowing management to better classify the critical control, critical lifesaving behaviours and critical management routine failures. In addition, the model gives us clear guidelines for sanctioning offending parties, including disciplinary action and dedicated training.

Incentive/bonus systems to encourage safe behaviour

Our Zero harm strategy includes aligning incentives for safety compliance; and aligning incentives to compliance with leading indicators, i.e., critical controls, critical lifesaving behaviours and critical management routines. We are in an advanced stage of implementing this new incentive structure across the SA region.

In terms of lagging indicators, the fatal incident penalty is applicable at Group, segment and operational levels. A penalty is applied if the FIFR is not 20% below the three-year trailing average, calculated on the 2020, 2021 and 2022 numbers for the respective operations. The penalty is applied to the total short-term incentive and not to the safety component only. The potential penalty is capped at a maximum of 30% of the total short-term incentive.

See *Remuneration policy*, page 256 and 264

Emergency planning

Our Group crisis management plan explains the general procedures to follow during and after a crisis.

Management has been trained in emergency control, including established mandatory codes of practice for emergency preparedness and response plans. In the event of a major incident, senior management are mandated to set up an emergency control room to manage the crisis. All operational 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. The majority of ordinary employees (46,894), have received first aid training.

All underground workings are equipped with secondary escape routes and emergency refuge bays, and are regularly inspected by management teams. Rescue proto teams are deployed during an emergency. Across the SA region we have 145 rescue team members, 20 proto teams, 37 medical practitioners, and 194 registered nurses. We have Rescue 911 paramedic deployments to all our operations. During 2023, the Southern African Institute of Mining and Metals recognised the excellence of the proto teams from the Driefontein shaft. Tragically, an underground fire at Driefontein Hlanganani shaft led to the loss of life of one of our colleagues. However, the life-sustaining refuge bays, regular emergency drills, and effective emergency response meant we could successfully evacuate 24 employees from refuge chambers at Hlanganani and Masakhane shafts.

At our US operations we have 22 mine rescue team personnel, and 17 emergency medical services team personnel. Additionally, we have 14 employees who are both equipped to perform mine rescues and provide emergency medical services.

We experienced a concerning increase in the number of gassing incidents in the SA region. Current controls were reviewed, and these additional controls were implemented:

- Videos and training on fire and gas inhalation
- Videos and training on the donning of self-contained self-rescuers
- Revision of the Group gassing procedure
- Extension of current fire detection systems
- Service level agreements with suppliers for immediate replacement and fixing of faulty gas detection heads

As part of our journey to conformance with the Global Industry Standard on Tailings Management, detailed site-specific Emergency Preparedness and Response Plans were drafted for all operations. Various training initiatives were held with our communities, including a focus on emergency response. See also our *Tailings management fact sheet*, www.sibanyestillwater.com/news-investors/reports/annual/.

CONTINUOUS SAFE PRODUCTION continued

Impact of illegal mining at the SA operations

The operating environment in the SA region remains challenging from a security and crime standpoint. Crime statistics released by the authorities, and those recorded by Sibanye-Stillwater Protection services, indicate an upward trend in serious and violent crimes, organised crime, and social activism. In response, Protection services has sought to gain better control over the environment in which it operates. It adopts appropriate technologies for early warning systems and intruder detection systems, including CCTV, remotely piloted aircraft, and intelligence reports. Where necessary, it deploys well-trained stopper and response teams that provide backup to routine security personnel.

Our SA gold operations are a target for organised crime syndicates dealing in precious metals; illegal underground mining is our biggest security threat. During 2023, we recorded 459 incidents of illegal mining and 1,239 arrests of illegal miners at our SA gold operations. At our SA PGM operations the main threat is organised crime syndicates dealing in the illicit trade of copper and non-ferrous metals, leading to underground intrusions and theft of copper cable. For the year under review we dealt with 2,010 copper related incidents, with 642 suspects arrested by Protection services; direct financial losses relating to copper theft amounted to R113 million, of which R19 million was recovered by Protection services.

It is encouraging that many arrests are now being affected before illegal miners enter the underground workings. This is testimony to improvements in our security control environment. Raids on illicit supply chains also yielded significant arrests.

Illegal miners and syndicate leaders have intensified their use of complicit employees to gain access to the underground workings and compromise our access controls. In terms of addressing the integrity of security officials, Protection services continues to work with the Group's Organisational growth function, with PSIRA (Private Security Industry Regulatory Authority), and with business partners as we refine our efforts to address collusion. Systems for doing so include vetting, screening, profiling and investigating employees. This is an ongoing initiative. For the year under review, 451 incidents of collusion with illegal miners were recorded.

Protection services is working closely with the operations and the authorities to implement solutions to mitigate the challenges posed by copper theft, including underground sealing programmes, engineering solutions, and preventive and detective controls. In addition, security control environments within the SA PGM operations are being technology enabled with early warning systems, unmanned aerial vehicles, as well as tactical response and stopper teams. We are also conducting R&D and testing for other technologies that could aid in our efforts to tackle copper theft and illegal mining. Part of our efforts involves disrupting the illicit flow of copper. We work proactively with the authorities and other stakeholders to identify and apprehend higher tier criminals, with the aim of stemming the illicit outflow of copper from the country.

Criminals targeting our operations are brazen and often resort to violence against Protection services employees. In the year under review there were 158 attacks on Protection services personnel, with 27 of our personnel injured in 19 incidents. To ensure safety and operational preparedness of our frontline employees we are confronting criminals according to our rules of engagement and life-saving behaviours. The Protection services policies and procedures are aligned to the Voluntary Principles on Security and Human Rights (a multi-stakeholder initiative to guide best practice on human rights in mining and other industries).

We will continue to be strategic in responding to the threat of crime. This involves collaborating with peers and with the authorities, using data and other means to analyse crime patterns, and support the apprehension of higher tier criminals by law enforcement.

See *Combating illegal mining fact sheet 2023*,
www.sibanyestillwater.com/news-investors/reports/annual



Social unrest

Social unrest continues to be a risk in the SA region, exacerbated by the concerning socioeconomic outlook for the country. High unemployment, a lack of delivery of basic services, and limited employment opportunities all contribute to pressure on the Group to employ more people and to offer more in the way of procurement opportunities. In the absence of a well-functioning state, people look to large businesses (like ours) for support and may be prepared to use disruptive and threatening means to elicit further action.

The Group respects legitimate and legal protest action. However, the situation is sometimes exacerbated by individuals (and entities) whose agenda is not to improve people's lives, but of violence and intimidation for their own benefit. Protection services is working closely with the SAPS Special Task Force in identifying and dismantling these mafia-type structures.

In 2023, there were 101 incidents of community related protests and unrest, with 95 at our SA PGM operations, and six at our SA gold operations. When these incidents threatened to disrupt operations, they were defused through discussions with community leaders by our sustainable development teams, supported by management and Protection services.

It is a concern that 62% of the protest actions were directed at the Group. We are considering a multipronged approach to win the hearts and minds of our communities. We are working to strengthen relationships between the authorities and Protection services and this has improved over the last year.

Public safety

The Group launched project Isando to work with the local community in enhancing safety. Management is also tightening security around its operations, using technical and community-based intelligence to minimise the impact of crime risks (or social risks generally) on its employees, on the local mining community, and on its operations. We embark on routine road safety initiatives, in conjunction with local authorities, to improve awareness and compliance to road safety rules.

CONTINUOUS SAFE PRODUCTION continued

PERFORMANCE

Critical management routines are a key component of our Fatal elimination strategy, comprising the system of checks to ensure our critical controls work and that everyone understands their duty in following lifesaving behaviours. We are not satisfied with the currently low level of compliance, which is responsible for most incidents. In Q3 2023, we conducted a baseline audit on key safety management routines. We are using the audit to set targets for an improved performance in 2024.

Fatality-free shifts worked	SA and US PGM operations	Date achieved
19 million	SA PGM processing operations	16 May 2023
11 million	Marikana surface operations	6 August 2023
9 million	SA PGM operations	19 June 2023
	Marikana West (K3 and 4B/1B)	21 June 2023
7 million	Kroondal and Rustenburg operations	3 July 2023
6 million	Marikana operations	8 September 2023
	Marikana concentrators	24 January 2023
5 million	Karee 3 shaft	11 May 2023
	Marikana conventional mining	1 November 2023
4 million	Rustenburg operations	20 April 2023
	Rustenburg mining including Bathopele	29 May 2023
	4B/1B shaft	7 October 2023
3 million	Marikana mining (excluding K4)	26 September 2023
	Kroondal operations	22 July 2023
	Thembelani shaft	9 October 2023
2 million	Marikana mining (excluding K4)	21 June 2023
	TMM operations	5 May 2023
	Rustenburg plants and concentrators	20 September 2023
1 million	Karee 4 shaft	11 September 2023
	Bambanani Shaft	8 July 2023
	Kroondal West (Kwezi and K6)	29 July 2023
1 million	Rustenburg Surface Operations	25 August 2023
	Kroondal & Rustenburg Surface Operations	31 March 2023
	Kroondal & Rustenburg Operations	20 September 2023
	Rowland Shaft	19 October 2023
	Saffy Shaft	7 September 2023
	Marikana East (Saffy and E3)	1 April 2023
	1 million	Marikana East (Saffy and E3)

Fatality-free shifts worked	SA gold operations	Date achieved
3 million	SA gold operations	9 March 2023
2 million	Driefontein Ya Rona shaft	27 January 2023
	Driefontein operations	27 February 2023
	Kloof Masimthembe shaft	19 May 2023
	Beatrix operations	16 August 2023
1 million	Kloof Manyano shaft	16 August 2023
	Beatrix North (3#)	4 March 2023
	Kloof operations	10 March 2023
	Driefontein Masakhane shaft	13 September 2023
1 million	Kloof Thuthukani shaft	4 December 2023

In memoriam

We offer our heartfelt condolences to the family and friends of those who lost their lives on our mines during 2023.

Date	Operation	Employee/ contractor	Gender	Occupation	Incident
31 March 2023	Driefontein Mining Pitseng Shaft	Employee	Male	Loco Driver Diesel MW	Rail Bound Equipment
13 April 2023	Burnstone Surface	Contractor	Male	Assistant Grade 1 Construction MW	Structure Collapsed
13 April 2023	Burnstone Surface	Contractor	Male	Belt Level Supervisor	Structure Collapsed
13 April 2023	Burnstone Surface	Contractor	Male	Artisan Assistant Grade 1 Surface MW	Structure Collapsed
13 April 2023	Burnstone Surface	Contractor	Male	General Surface Labourer MW	Structure Collapsed
28 June 2023	Driefontein Mining Hlanganani Shaft	Employee	Male	Special Team Leader Stopping MW	Fall of Ground (Seismic related)
13 July 2023	Driefontein Mining Hlanganani Shaft	Employee	Male	Developer	Fire Incident
18 July 2023	KHU -Khuseleka	Employee	Male	Scraper Winch Operator UG	Rail Bound Equipment
01 August 2023	Kloof Mining Masimthembe Shaft	Employee	Male	Special Team Leader Development MW	Person Falling - Heights
12 November 2023	MAR - Karee 3 Shaft	Employee	Male	Artisan Assistant UG Wky	Rail Bound Equipment
13 November 2023	US Stillwater Mine	Contractor	Male	Underground Contractor	Caught Between

CONTINUOUS SAFE PRODUCTION continued

Safety performance*

	2023						2022					2021			
	Group	US region	EU region	AUS region ⁵	SA region		Group ⁴	US region	EU region	SA region		Group	US region		
		PGMs	PGMs	PGMs	Gold	PGMs		PGM	Gold	PGMs	PGMs		Gold		
Fatalities	11	1	0	0	2	8	5	0	0	3	2	21	2	6	13
Fatal injury frequency rate ¹	0.07	0.23	0.00	0.00	0.02	0.13	0.03	0.00	0.00	0.03	0.04	0.13	0.44	0.07	0.19
Number of lost-time injuries	766	31	5	1	437	292	668	18	5	420	225	951	31	529	391
Lost-time injury frequency rate (LTIFR) ¹	4.57	7.03	6.14	1.90	4.37	4.72	4.41	4.03	8.88	4.36	4.48	6.02	6.77	6.21	5.72
Total injury frequency rate ³	6.99	23.58	74.89	24.70	6.44	5.64	6.29	23.07	71.01	5.63	5.34	9.80	33.80	9.89	7.40
Number of serious injuries	437	25	4	0	223	185	441	18	1	262	160	598	27	297	274
Serious injury frequency rate (SIFR) ¹	2.61	5.67	4.91	0.00	2.23	2.99	2.91	4.03	1.78	2.72	3.19	3.78	5.90	3.49	4.01
Medically treated injury frequency rate (MTIFR) ^{1,2}	0.67	3.63	1.23	3.80	0.64	0.49	0.66	3.58	1.78	0.54	0.62	1.08	3.71	0.88	1.16
Total recordable injury frequency rate (TRIFR) ¹	5.24	10.66	6.14	5.70	5.01	5.21	5.07	7.61	10.65	4.90	5.10	7.10	10.48	7.09	6.88
Total recordable injuries	878	47	5	3	501	322	768	34	6	472	256	1,122	48	604	470
Number of Section 54/regulator work stoppages	83	4	0	0	39	40	105	3	0	77	25	82	3	42	37
Total hours worked (millions)	167.6	4.4	0.8	0.5	100.0	61.9	151.5	4.5	0.6	96.2	50.2	158.1	4.6	85.1	68.3

* Note: Safety statistics include contractors. For site specific safety performance, see Group impact supplement, www.sibanyestillwater.com/news-investors/reports/annual/

¹ Per million hours worked: total number of injuries x 1,000,000 hours worked

² Also referred to as treat-and-return injury frequency rate, which includes certain minor injuries

³ The US operations' statistics for 2021 included instantaneous gas exposure without consideration of a 15-minute time weighted average

⁴ The SA gold operations recorded a fatal incident 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 2022

⁵ AUS region data included from 01 March – 31 December

Safety performance: Contractors only

	2023						2022					2021			
	Group	US region	EU region	AUS region	SA region		Group	US region	EU region	SA region		Group	US region		
		PGMs	PGMs	PGMs	Gold	PGMs		PGM	Gold	PGMs	PGMs		Gold		
Fatal injury frequency rate	0.12	1.03	0.00	0	0.00	0.26	0.03	0	0.00	0.00	0.09	0.1	0	0.07	0.13
Lost-time injury frequency rate (LTIFR)	2.42	6.18	9.77	0	1.91	2.95	3.07	3.95	20.03	3.36	2.16	3.75	0.97	5.38	2.35
Total injury frequency rate	4.29	20.60	70.86	0	3.25	3.41	5.11	19.76	140.18	4.34	2.97	5.95	16.53	7.58	3.62
Serious injury frequency rate (SIFR)	1.18	4.12	9.77	0	0.61	1.77	1.58	3.95	0.00	1.61	1.35	1.54	0.00	2.00	1.21
Medically treated injury frequency rate (MTIFR)	0.58	7.21	4.89	0	0.46	0.26	0.83	5.93	5.01	0.76	0.45	1.12	1.94	1.03	1.14
Total recordable injury frequency rate (TRIFR)	2.97	14.42	9.77	0	2.37	3.21	3.9	9.88	25.03	4.12	2.61	4.86	2.92	6.41	3.49

8.8



CONTINUOUS SAFE PRODUCTION continued

Our performance in perspective: SA peer comparison¹

Company	Serious injury frequency rate	Serious injury frequency rate ranking	Lost time injury frequency rate	Lost time injury frequency rate ranking	Fatal injury frequency rate	Fatal injury frequency rate ranking
PGM						
Sibanye-Stillwater SA PGM operations	2.23	2	4.37	3	0.02	2
Peer	3.37	3	4.11	2	0.13	3
Peer	0.92	1	1.45	1	0	1
Gold						
Sibanye-Stillwater SA gold operations	2.99	1	4.72	1	0.13	2
Peer	3.41	2	5.61	2	0.07	1

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

SA gold operations

Tragically, we suffered eight fatalities in 2023. All fatal incidents are investigated in line with the Group incident investigation standard, which includes assessments against our controls. The Executive Committee reviews the investigation and findings are delivered to the Safety and Health Committee of the Board for analysis.

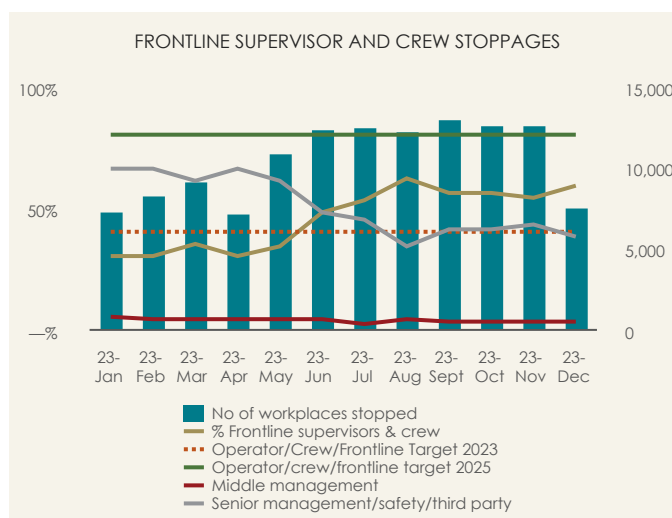
One of the tragic safety incidents was at the Burnstone projects in April 2024; four contractors tragically lost their lives when part of a conveyor gantry on which they were working collapsed. The incident is the subject of ongoing investigation and litigation. The lessons from the incident is that the Group needs to ensure thorough and appropriate quality assurance and quality control (QA/QC) of third-party engineering designs and construction, as an additional safety control; to be instituted on all major external work.

There were four other fatal incidents at SA gold. These are still subject to detailed investigations. Overall, we note increased efforts in recording and reporting HPIs, and an improved culture in terms of reporting without consequence.

During the year, we automated the analysis of incident investigations; all HPI investigations are reported on Pivot and analysed using QlikView.

The major risks contributing to HPIs are falls of ground (gravity and seismic), rail-bound equipment, and scraper winches and rigging.

A positive for the year was the increase (in absolute terms and as a ratio) in safety stoppages by operator/crew/frontline employees, as the below graph shows for the SA region.



CONTINUOUS SAFE PRODUCTION continued

SA PGM operations

Tragically, our SA PGM operations recorded two fatalities this year. The fatalities were both caused by underground rail-bound equipment. The following control enhancements were implemented to prevent similar accidents:

- Addressing organisational culture and behaviour by holding VPs accountable
- Planning non-essential work outside normal working hours, e.g., Sunday creates a risk environment that requires appropriate management supervision
- New extended telescopic arms were designed on mechanical loaders when operating in wide excavations
- Research into new loader technology, removing people from high risk environments is progressing

Operational teams continue to embed the fatal elimination plans at VP and mine overseer levels.

US PGM operations

Tragically, the US operations recorded one fatal incident that involved a contract employee in the last quarter 2023. The fatal investigation was performed by the Mine Safety and Health Administration (MSHA).

In 2023 significant progress was made to align our safety and health platform. The US PGM operations successful in upgraded reporting, such that it can be viewed and analysed on QlikView.

Additionally, we implemented an offline digital application through Power BI (an HSE dashboard) to complete critical management routine audits. In 2023 we saw improvements in terms of frontline teams stopping work for safety reasons, and improvements in leading indicator data. Our GMS audits show that frontline teams are taking on the learnings and responding positively to our safety culture.

US region: Injuries by category	2023	2022	2021
Struck by objects (tools, equipment and others)	12	4	13
Strains/soft tissue injuries	5	4	4
Slips/trips/falls	7	7	6
Caught in/between	6	7	12
Rockfall	4	3	5
Operating equipment	4	5	2
Operating jackleg	0	2	0
Eye injuries	2	0	4
Chemical burns/other	6	2	2
Other	1	0	0
Total	47	34	48

EU region

The high injury rate of the EU region is partly as a result of how injuries are recorded. Legislation requires that relatively minor incidents are recorded as lost workday incidents.

Keliber lithium project

Two lost time injuries took place at our Keliber lithium project, one a finger injury during maintenance work and another a slip causing a twisted finger. The major risks contributing to HPIs were inadequate area isolation and lift works.

Since the safety performance usually experienced at Finnish construction sites is significantly lower than the Group target, special attention has been paid to site monitoring resources and training. Each site will have two dedicated HSE supervisors working full-time on monitoring, training, and reporting.

Sandouville refinery

Safety results, specifically related to total recordable injuries, continued to improve during the year and are in line with targets. Sandouville management normalised 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. In 2023 we completed a gap analysis on the GMS and fatal elimination plan to ensure alignment to the critical control, critical lifesaving behaviours and management routines. We continue to embed our safety approach as we further integrate the European region into Group standards and processes.

EU region: Injuries by category

	2023			2022		
	EU region	Sando uville	Keliber	EU region	Sando uville	Keliber
Struck by objects (tools, equipment and others)	0	0	0	0	0	0
Strains/soft tissue injuries	0	0	0	1	1	0
Slips/trips/falls	4	3	1	2	2	0
Caught in/between	1	0	1	0	0	0
Rockfall	0	0	0	0	0	0
Operating equipment	0	0	0	1	1	0
Operating jackleg	0	0	0	0	0	0
Eye injuries	0	0	0	0	0	0
Chemical burns	0	0	0	0	0	0
Other	0	0	0	2	2	0
Total	5	3	2	6	6	0

AUS region

For 2023 (recording from its incorporation) Century operations had a total of three recordable injuries. In terms of safety and health, the Australian region has shown a high level of readiness to comply with our Group minimum standards.

AUS region (Century operation): Injuries by category

	2023
Struck by objects (tools, equipment and others)	1
Strains/soft tissue injuries	1
Slips/trips/falls	0
Caught in/between	0
Rockfall	0
Operating equipment	0
Operating jackleg	0
Eye injuries	0
Chemical burns	0
Other	1
Total	3

CONTINUOUS SAFE PRODUCTION continued

FUTURE FOCUS

GROUP	<p>The key safety focus for 2024 will remain on the three pillars of the Zero harm strategic framework: enabling environment, empowered people, world class systems, with the following overarching objectives:</p> <ul style="list-style-type: none"> • Everyone takes responsibility to reduce risk, with line management ultimately accountable for real risk reduction and promoting the desired safety culture in their operations • VPs are accountable for embedding the fatal elimination strategy at their operations and for addressing organisational culture and behaviour • Improved reporting and data analysis to allow for informed decision-making and targeted interventions, enhancing continuous learning and improvement • Setting our supervisors up for success through critical behavioural skills and leadership work routines • Reinforcing the belief across the organisation that "I can do my work safely, all of the time, without getting injured"
AUS REGION	<ul style="list-style-type: none"> • Complete integration of critical controls • Critical risk reviews completed • Improvement to incident investigation standard
EU REGION	<ul style="list-style-type: none"> • Closing actions identified from Group minimum standard gap analysis, to ensure readiness for full compliance • Operationally deploy critical control audits
SA REGION	<ul style="list-style-type: none"> • Three-tier critical control verification process implemented to Manager, Supervisor and Operator • Closing actions identified from Group minimum standard gap analysis, to ensure readiness for full compliance • Continue to drive the Fatal elimination strategy via line management accountability with focussed coaching support as needed through proactive analysis of the leading data • Further improving the organisational culture and the belief that work can be done without harm • Implementation of the Digital leading indicator project
US REGION	<ul style="list-style-type: none"> • Closing actions identified from Group minimum standard gap analysis, to ensure readiness for full compliance • Improvement to reporting and tracking of safety and health data • Further improve Management of change within the operations • Continued effort to reduce risk through the use of leading indicator data