



SUSTAINABILITY SCORECARDS: LONG TERM INCENTIVE (LTI) AWARDS **2021 to 2025**



The Sustainability scorecard measures performance against the Group's priority sustainability objectives, aligned with strategic business imperatives. Scorecard indicators are reviewed annually to ensure alignment with near-term targets while supporting medium- and long-term objectives. In addition to tracking performance, the scorecard forms part of the performance conditions for long-term incentive (LTI) awards, including those that vested in March 2026. For the four-year cycle ending in 2025, the Sustainability scorecard achieved an average result of 142.8%, equivalent to a score of 3.4 out of 5 (where 3 represents on-target performance). Annual results were 211.2% (2025), 148% (2024), 96% (2023), 116% (2022) and 148% (2021). Scorecard performance is independently verified.



SUSTAINABILITY SCORECARDS: LONG TERM INCENTIVE (LTI) AWARDS 2021 to 2025

Theme (Weight)	Category	Category Weighting	Indicators	Indicator weighting	Threshold	On target	Stretch	Super stretch	Actual	Rating (%)	Cumulative Performance of metrics	Cumulative Performance of indicators
2025												
Planet (50%)	Decarbonisation of operations	40%	Group reduction in GHG emissions (Scope 1 and 2) The target for 2025 was a 1.26 % reduction in GHG emissions across the Group. In absolute numbers, this translated to emissions of 6.263 mtCO ₂ e. The target was normalised from a carbon budget of 6.263 mtCO ₂ e to 6.113 mtCO ₂ e due to an increase to the Eskom grid emission factor, natural reduction in Beatrix fugitive mine methane and production profile.	40%	6.764MtCO ₂ e	6.113MtCO ₂ e	5.960MtCO ₂ e	5.807MtCO ₂ e	5.798Mt CO ₂ e ¹	250%	231.3%	186.8%
			GWh saved GWh saved through demand side energy management for Group	30%	46GWh	92GWh	138GWh	184GWh	132.28	187.6%		
			TWh of additional strategic energy contracted TWh of additional strategic energy contracted in 2025 for the South Africa region through signed PPAs	30%	0.000TWh	0.287TWh (eg 2x50MW solar projects)	0.450 (eg 3x50MW solar projects)	0.600 (eg 4x50MW solar projects)	1,001	250%		
	Water stewardship	40%	Reduction of water purchased Total Water Purchased (Ml)	50%	17,804 (16% reduction)	17,455 (18% reduction)	16,582 (22% reduction)	16,233 (24% reduction)	17,038	147.8%	153.9%	
			Water stewardship Number of operations completed baseline water stewardship assessments	20%	4	7	8	9	9	250%		
			Improvement of performance score of assessments against 2024 baseline	30%	Maintain the combined score for 7 SA sites assessed in 2024 at 126/140	Improve the combined score for 7 SA sites assessed in 2024 to 129/140	Improve the combined score for 7 SA sites assessed in 2024 to 132/140	Improve the score for 7 SA sites assessed in 2024 to 135/140	129/140	100%		
	Tailings	20%	Risks posed by tailings storage facilities Improvement of Tailings Management to further reduce risk to the business (IRTB reviews)	80%	Negative trend in risk profile	Maintaining GISTM compliance + closed out Priority 1 recommendation	Closed out Priority 1 and 2 recommendations	Closed out priority1,2, 3 and 4 recommendations	Closed out all Priority 1 recommendations and 5/12 of priority 2 recommendations	142%	163.6%	

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Theme (Weight)	Category	Category Weighting	Indicators	Indicator weighting	Threshold	On target	Stretch	Super stretch	Actual	Rating (%)	Cumulative Performance of metrics	Cumulative Performance of indicators
	Tailings	20%	Strengthening community resilience in relation to TSF risks and emergency response	20 %	0 mock drills	2 mock drills	2 mock drills and 1 vulnerability assessment	3 mock drills and 2 vulnerability assessment	3 mock drills and 5 vulnerability assessments	250%		
People (30%)	Safety	50%	Group TRIFR	50%	4,37	4,06	3,8	3,57	3.78	204.3%	202.2%	226.1%
			% of stoppages of unsafe workplaces by frontline employees	50%	70	80	85	90	85	200%		
	Equity and Inclusion	50%	% of Women of Sibanye-Stillwater across the Group	50%	18	18.2	18.5	18.8	18.83	250%	250%	
			% of HDP in management (excluding Board and corporate employees)	50%	62.5	62.9	63.1	63.3	63,87	250%		
Prosperity (20%)	Impactful investment of shared value in host communities	100%	Impactful investment of shared value in host communities Cumulative number of new jobs created from January 2023 in alternative economies (SA operations)	100%	1,790	1,800	1,810	1,820	1,837	250%	250%	250%
Overall score achievement												211.2

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Theme (Weight)	Category	Category Weighting	Indicators	Indicator weighting	Threshold	On target	Stretch	Super stretch	Actual	Rating (%)	Cumulative Performance of metrics	Cumulative Performance of indicators
2024												
Developing a climate resilient business (50%)	Decarbonisation of operations	40%	Group reduction in GHG emissions (Scope 1 and 2) The target for 2024 was a 2.9% reduction in GHG emissions across the Group. In absolute numbers, this translated to emissions of 6.632 mtCO ₂ e. The target was normalised from a carbon budget of 6.632 mtCO ₂ e to 6.203 mtCO ₂ e due to an increase to the Eskom grid emission factor, natural reduction in Beatrix fugitive mine methane and production profile. See performance detail on page 188 of the Combined Integrated report 2024.	50%	>6.732MtCO ₂ e	6.203MtCO ₂ e	6,067MtCO ₂ e	<5.943MtCO ₂ e	6.245MtCO ₂ e ¹	92.1	108.1	138.1
			GWh saved GWh saved through demand side energy management for Group	25%	46.5GWh	93GWh	137.75GWh	182.75GWh	110.74GWh	139.6		
			TWh of additional strategic energy contracted TWh of additional strategic energy contracted in 2024 for the South Africa region through signed PPAs	25%	0.000TWh	0.500TWh (e.g. 1 wind project or 4 solar projects or equivalent)	0.650TWh (e.g. 1 wind project plus 1 solar project or equivalent)	0.800TWh (e.g. 1 wind project plus 2 solar projects or equivalent)	0.513TWh	108.7		
	Water	40%	Reduction of water purchased Total Water Purchased (MI)	50%	20,276MI (5% reduction)	19,849MI (7% reduction)	19,443MI (8.9% reduction)	19,208MI (10% reduction)	19,717MI	132.5	191.3	
			Water stewardship Number of operations completed baseline water stewardship assessments	50%	4	6	7	8	8	250		
	Tailings	20%	Risks posed by tailings storage facilities Reduction of risks by upgrading TSF's in accordance with GISTM requirement 4.7 Declared in 2023.	100%	Negative trend in risk profile identified through internal audits, Engineer of Record audits and ITRB reviews	Risk mitigation actions completed at the five identified facilities.	100% + vulnerability assessments at three additional most vulnerable sites.	200% + emergency drills conducted at the three most vulnerable sites	4/5 facilities completed 1 facility = 61% 461/500 = 0.92	92	92	

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2024												
Human rights inside and out (30%)	Safety	50%	Safety Group TRIFR	50%	5.24	4.46	4.1	3.9	4.36	128	168.9	155
			% of stoppages of unsafe workplaces by frontline employees	50%	59	70	80	85	81	210		
	Equity	50%	Equity and inclusion % of WiM across the Group	50%	17.5	18	18.5	19	18.01	102	141	
			% of women in management	50%	26.4	28	28.5	29	28.4	180		
Integrated Post Mining Economies (20%)	Prosperity	100%	Impactful investment of shared value in host communities New jobs created cumulatively in alternative economies to buffer the impact of rightsizing	50%	0	200	300	500	225	125	162.5	163
			Number of regions in which socioeconomic model completed	50%	1	3	4	200% achieved + additional R100 million in external funding	4	200		
Overall score achievement												148

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2023												
Climate resilient business (40%)	Carbon emissions	20%	Group reduction in GHG emissions (Scope 1 and 2) The target for 2023 was between a 0% and 2.1% reduction in GHG emissions across the Group. In absolute numbers, this translates to emissions of between 6.830 and 6.687 mtCO ₂ e. The target was normalised from a carbon budget of between 7.185 and 7.034 mtCO ₂ e to between 6.830 and 6.543 mtCO ₂ e due to an adjustment to the Eskom grid emission factor, the US grid emission factor and the closure of Kloof 4 Shaft. See performance detail on page 191 of the Integrated Report 2023.	50%	>6.920 mtCO ₂ e	6.919 – 6.774 mtCO ₂ e	6.773 – 6.629 mtCO ₂ e	<6.629mtCO ₂ e	6.630MtCO ₂ e ¹	200	200	83
			Reduction GHG emissions intensity (Scope 1 and 2) To achieve the following intensities per segment in tCO ₂ e/tonne milled (normalised): - SA gold (weighted per emissions – 54%): 0.306 - SA PGM (weighted per emissions – 42%): 0.079 - US PGM (weighted per emissions – 4%): 0.161 See performance detail on page 191 of the Integrated Report 2023.	50%	SA gold: >0.315 SA PGM: >0.0814 US PGM: >0.228 Achieved	SA gold: 0.315-0.308 SA PGM: 0.0814 – 0.0797 US PGM: 0.228 – 0.223	SA gold: 0.308-0.301 SA PGM: 0.0797 – 0.0780 US PGM: 0.223 – 0.218	SA gold: <0.301 SA PGM: <0.0780 US PGM: <0.218	SA gold: 0.32 SA PGM: 0.08 US PGM: 0.17	0	0	
	Water stewardship	20%	Water-use efficiency (SA region) - SA gold: Reducing potable water purchases by 800ML from a baseline in 2022 of 5,351ML - SA PGM: Reducing potable water purchases by 361ML from a baseline in 2022 of 12,051ML See performance detail on page 199 of the Integrated Report 2023.	50%	SA gold: <800ML SA PGM: <361ML	SA gold: 800-879ML SA PGM: 361-396 ML	SA gold: 880-959 SA PGM: ML397-432 ML	SA gold: >=960 ML SA PGM: >=433 ML	SA gold: 227ML SA PGM: No reduction achieved	0	0	
			Improvement in water quality (US region) - Complete East Boulder thickener optimisation and reagent automation - Complete Benbow long-term water treatment evaluation study - Drill and commission additional <i>in-situ</i> treatment wells at Stillwater mine See performance detail on page 201 of the Integrated Report 2023.	50%	Shortfall of indicator	Met the indicators	Met the indicator and complete a predictive water and mass balance models	2% reduction of in-stream nitrogen load at monitoring sites (compared to three year baseline 2019-2022)	East Boulder thickener optimisation project not completed	0	0	
	Biodiversity	20%	Net reduction in biodiversity footprint The setting of a science-based numerical target to limit positive biodiversity footprint reduction and increase biodiversity restoration aspirations. See performance detail on page 209 of the Integrated Report 2023.	100%	Target not completed	Science based targets finalised	Full species assessment completed, to improve the baseline for SA and US	Target to include longer term trajectory for next 5 years and BDP assessment finalised for EU	Target not developed	0	0	

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2023												
Climate resilient business (40%)	Supply Chain	20%	Responsive, proactive and responsible supply chains Increase contract coverage to 55% of our discretionary spend with service providers <i>See performance detail on page 227 of the Integrated Report 2023.</i>	100%	>55%	55%-59%	60%-64%	<65%	55.9%	100	100	83
	Tailings	20%	Reduction in risk presented by tailing storage facilities (TSFs) All "Very high" or "Extreme" consequence TSFs to be compliant to the Global industry standards on tailings management (GISTM) by 5 August 2023 as per commitment made as a member of the International Council on Mining and Metals (ICMM) ² <i>See performance detail on page 207 of the Integrated Report 2023. Also see our tailings management coverage on our website, www.sibanyestillwater.com/sustainability/environment/tailings-management/</i>	100%	Not meeting indicator	Meet indicator by 05 August 2023	Meet indicator and all remaining (high and lower consequence TSFs to be compliant GISTM by 31 December 2023	N/A	Met indicator and all remaining TSFs compliant to the GISTM at year end	200	200	

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Long term economic sustainability (30%)	Concurrent rehabilitation	50%	Increase in concurrent rehabilitation (SA region) R293.7m reduction of the independently verified and assured closure liability from the 2022 base year in alignment with regional socially integrated and aligned closure plans adjusted for inflation and anomalous closure liability increases. Increase in concurrent rehabilitation (US region) Complete 2023 closure work plan - Benbow interim reclamation scope (Portal pad stormwater drainage and lay down yard reclamation) - Stage 6 final slope reclamation (2023 scope) - Nye tailings storage facility capping (2023 scope) See performance detail on page 211 of the Integrated Report 2023.	50%	SA region: R122.8m	SA region: R124m	SA region: R140m	SA region: R155.4m	SA Region: R603m reduction achieved	250	175	137.5
	Socio-economic	50%	Socioeconomic development economies (SA region) To continue with implementation of 2022 projects Benchmark: 2022 Social return on investment (SROI) of R8.00 and income multiplier of R4.00 Target: >R8.00 annual SROI in socioeconomic development investment See performance detail on page 219 of the Integrated Report 2023 and the supplementary Impact report, www.sibanyestillwater.com/news-investors/reports/annual/	100%	Not achieve indicator	Meet indicator	5%-10% increase	10-20% increase	R15.33 SROI and R4,58 income multiplier	100	100	

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2023												
Human rights inside and out (25%)	Human Rights	25%	Increase in human rights engagement indicators - To continue Human rights due diligence project and implementation of action plans identified by study¹ – establishing human rights due diligence benchmark indicators - Zero human rights violations committed by Protection services employees <i>See performance detail on page 226 of the Integrated Report 2023.</i>	50%	Not meeting indicator	Meet indicator	Meet indicator and train 5% of frontline employees on human rights obligations (baseline 5,619). Achieve a 100% of training of security employees	Meet indicator and train 20% of frontline employees on human rights obligations (baseline 5,619). Complete Human rights due diligence in three regions	Met on target indicator	100 100	100	65
	Equity	25%	Increase in equity and inclusion indicators 2% increase in women in mining across the Group and senior management levels <i>See performance detail on page 155 of the Integrated Report 2023.</i>	100%	>2%	2%	2.5%-3%	Above 3%	1.04%	0	0	
	Health	25%	Influence the increase of health resilience indicators of our people and our communities 100% annual remeasurement of World Health Organisation-5 against 2022 baseline determination across 3 jurisdictions ² <i>See performance detail on page 139 of the Integrated Report 2023.</i>	100%	Not meeting indicator	Meet indicator	≥0.5% improvement of self-perceived psychological well-being (2022 baseline)	≥0.1% improvement of self-perceived psychological well-being (2022 baseline)	Met on target indicator	100	100	
	Safety	25%	Increase in awareness of safety as a philosophy and system to reduce fatalities - Group Total recordable injury frequency rate (TRIFR) of 4.84 to be achieved 40% of stoppages of unsafe workplaces (by frontline supervision and crews) <i>See performance detail on pages 132 and 133 of the Integrated Report 2023.</i>	50%	No improvement on TRIFR	4.84	4.36	4.11	TRIFR: 5.24 59% stoppages	0 250	125	
				50%	>20%	40%	50%	55%				
Data driven decision making (5%)	Governance	100%	Increase in robustness integrity of global governance framework - Operationalising the corporate governance framework across regions - ISO27001 certification certificate and continued compliance assessment reports <i>See performance detail on pages 25 and 32 of the Integrated Report 2023.</i>	50%	Not meeting indicator	Framework operationalised ISO 27000 certified	N/A	N/A	Met on target indicators	100 100	100	100
												95.8

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2022												
Climate change resilient business (40%)	Carbon emissions	25%	Group reduction in GHG emissions (Scope 1 and 2) - Limiting GHG emissions to the 2022 carbon budget for externalities: 6.961mtCO₂e - Target was normalised from a carbon budget of 7.734 to 6.961 mtCO₂e due to an adjustment to the Eskom emission factor, the SA gold strike and exclusions relating to DRD Gold	100%	≥6.961 mtCO ₂ e	≤6.961 -≥6.798 mtCO ₂ e	≤6.798 -≥6.636 mtCO ₂ e	≤6.636 mtCO ₂ e	6,686 mtCO ₂ e	200	200	114.5
	Water stewardship	25%	Reduction in water intensity (SA region) Reduce overall reliance on the Integrated Vaal river system in respect of external potable water infrastructure by 15%. Absolute number of 2,945ML from 2020 base year adjusted for production anomalies	50%	≤15%	≥15% - <20%	≥20% - <25%	≥25%	SA Region: 37% (4,061ML)	250	125	
			Improvement in water quality (US region) 10% improvement in ammonia treatment efficiency at Stillwater mine (nitrification expansion). From a baseline set at 2021 average at year end	50%	≤10%	≥10% - ≤15%	≥15% - <20%	≥20%	US Region: Target not achieved	0		
	Supply Chain	25%	Responsive, proactive and responsible supply chains 60% contracted spend with service providers, fully aligned to Supplier sustainability ratings indicators (ethics, labour, health and safety, environment) 100% increase in collecting supplier ESG information from 2021 baseline (980 suppliers) regarding priority metals sourcing and processing responsible alignment 2022 completion of baseline outcome of EITI standards to be implemented within our value chains over the next three years	33%	Not meeting indicators	Meet indicators	≥65% -<70%	≥70% 70%	51% contracted spend	0	33	
				33%			≥200% - <300%	≥300%	Less than 100% increase in supplier ESG info	0		
33%				EITI implemented in value chain over two years			EITI implemented in value chain over two years	EITI target achieved	100			
Tailings	25%	Reduction in risk presented by tailings storage facilities 13 of the 20 active TSFs with a "Very High" or "Extreme" consequence classification to be compliant to the GISTM	100%	<13	≥13 - <16	≥16 <20	≥20	15	100	100		

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2022												
Long term economic sustainability (30%)	Concurrent rehabilitation	33%	Increase in concurrent rehabilitation (SA region) - R400m or 4% reduction of the independently verified and assured closure liability from the 2021 base year in alignment with regional socially integrated and aligned closure plans adjusted for inflation and anomalous closure liability increases Increase in concurrent rehabilitation (US region) - Achieve 100% of the annual work plan	50%	<R400m	≥R400m -<R450m Meet indicator and approval of Benbow, Nye and Met complex closure plans with confirmed US\$ closure provision	≥R450m - <R500m Meet indicator and closure workplan and geomorphic land reclamation assessment for Benbow	≥R500m Meet indicator, with stretch requirement and engage non GNA stakeholders on closure plan	SA region: R717m US region: Met on target indicator	250 100	175	91,7
	Stakeholders	33%	Increase in stakeholder perception matrix Improvement from 2018 baseline on the Stakeholder Perception Index (≥ 40% – <50% rating achieved in Stakeholder Perception Index)	100%	≤ 40% rating	Meet indicator	≥ 50% - <55% rating and no work stoppage disruptions at operations	≥ 55% rating achieved	% rating not calculated	0	0	
	Socio-economic	33%	Percentage aligned socioeconomic alternatives - Bokamoso Ba Rona(BBR) pilot project of agri-industrial hub - Beatrix social closure pilot of integrated Environmental and Social closure plans - Development and implementation of site specific integrated environmental and social closure plans across all Sibanye-Stillwater operations	33% 33% 33%	Non delivery on projects	Delivery on BBR project Successful development of Beatrix social closure pilot and establishment of Social Closure Framework	≥R150 m -<R200m spent on socio-economic programmes Government buy-in and acceptance of social closure frameworks	≥R200m spent on socio-economic programmes	Met on target indicator	100 100 100	100	
Human rights inside and out (25%)	Human Rights	25%	Increase in Human rights engagement indicators - Human Rights Due Diligence Framework (HRDDF) completed, and baseline established - Zero human rights violations committed by Protection Services employees	50% 50%	HRDDF not completed, no baseline established Violations reported	HRDDF completed and baseline established Zero violations reported	HRDDF completed, baseline established and actions <50% addressed	HRDDF completed, baseline established and actions >50% -100% addressed	HRDDF not completed Zero violations reported	0 100	50	

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2022												
Human rights inside and out (25%)	Equity	25%	Increase in equity and inclusion indicators - Increase of 4% in the number of women in our senior levels (D-band and above) for the Group and 5% increase in WiM at all levels of operation (in line with our WiM plan) 100% gender pay parity across all of our areas of operation Bursaries and Learnerships (SA region) - Bursaries intake – youth (70% of intake), women (35% of intake), historically disadvantaged people (60% of intake) - Learnerships intake – youth (50% of intake), women (30% of intake), historically disadvantaged people (60% intake)		<4% increase in WiM <100% gender pay parity Bursaries: Youth <70% Women <35% HDP <60% Learnerships: Youth <50% Women <30% HDP <60%	Meet indicator	>4%<5% increase in WiM 100% gender pay parity and increased frequency of monitoring pay Bursaries: Youth >75%<77% Women >37%<38.5% HDP >63%<66% Learnerships: Youth >52.5%<55% Women >32%<33% HDP>63%<66%	<5% WiM No 250% measure for pay parity Bursaries: Youth ≥77% Women ≥38.5% HDP (≥66%) Learnerships: Youth ≥55% Women ≥33% HDP ≥66%	1.55% increase in WiM 100% pay parity Bursaries Youth 100% Women 48% HDP 91% Learnerships Youth 55% Women 34% HDP 99%	0 100 250 250	150	163.0
	Safety	25%	Increase in awareness of safety as a philosophy and system to reduce fatalities - TRIFR achievement of ≥5.37 – >5.9 ≥90% – < 95% of employees signed a moral commitment to uphold critical control and behaviours by end of 2022 - Design and implement a system to monitor safety stoppages		TRIFR – no improvement on 2021 <90% No system	Meet indicator	≤ 5.10 ≥5.37 ≥95% - < 98% 20%	≤ 5.1 98% - <100% 40%	TRIFR:5.07 98.6% employees signed commitment 46.9% self stoppages	250 250 250	250	
	Health	25%	Increase in health resilience indicators of our employees and door-step communities 100% implementation of WHO 5 baselines across three jurisdictions ≥80% – <85% access to Universal health care coverage (UHCC)	50% 50%	Not meet indicator	Meet indicator	WHO-5 well-being index assessment results applied to recommend action framework for improving employee mental health across three regions ≥85% - <90%	Action framework for improving mental health across three regions ≥90%	WHO-5: On target indicator met 98.5% employees registered on accredited medical scheme	100 250	175	
	Governance	100%	Increase in robustness integrity of Group governance framework 80% implementation, awareness and training of key policies (which were defined by the Policy approval committee) within new areas of operation within six months - ISO 27001 certification (ICT) in 2022 areas of operation	50% 50%	No implementation of key policies Certification not obtained	≥ 80% - <90% of key policies implemented Certification obtained at year end 2022	≥ 90% - <100% of key policies implemented and evidence that employees understand these policies through assessment Certification obtained by July 2022	100% of Key policies have been implemented and evidence that employees understand these policies through assessment Certification obtained by June 2022	Key policies: Met on target indicator ISO 27001 certification not achieved.	100 0	50	50

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2021												
Environmental (30%)	Carbon emissions	25%	Group reduction in GHG emissions (Scope 1 and 2) 1.5% reduction in absolute GHG emissions (Scope 1 and 2) from 2020 base year adjusted for closed operations and 2020 COVID-19 production anomalies (Adjustment to achievement was approved by Board due to an increase in the Eskom grid emission factor)	100%	>0.5%	≤1.5%	<2%	<2.5%	1.6%	100	100	158
	Water stewardship	25%	Reduction in water intensity (SA region) - Total Water use intensity target (in kl/ton processed) to be below the 2020 baseline for SA gold of 1.65 for gold and 0.85 for the SA PGM operations improvement in water quality Improvement in water quality (US region) 10% reduction in nitrogen and metal content in discharged water	33% 33% 33%	SA gold: >1.65<1.71 SA PGM: >0.85<0.9 US region: less than 10% reduction	SA gold: 1.65 SA PGM: 0.85 US region: 10% reduction	SA gold: 1.60 SA PGM: 0.82	SA gold: 1.55 SA PGM: 0.80	SA region: SA gold:1.55 SA PGM: 0.796 US region: 33% reduction	SA Au: 250 SA PGM: 250 US PGM: 100	200	
	Tailings	25%	Reduction in risk presented by tailings storage facilities Detailed stability investigations undertaken for all TSFs. Additional investigations defined if required by initial investigation. Mitigation measures agreed and designed where required	100%	Not meeting indicator	Meet indicator	Meet indicator, with a 10% implementation by Q4 2021	Meet indicator with a 25% implementation by Q4 2021	On target indicator met and with 10% implementation by Q4 2021	200	200	
	Concurrent rehabilitation	25%	Increase in concurrent rehabilitation (SA region) 3% reduction of the independently verified and assured closure liability (excluding the Kroondal pool and share asset) from the 2020 base year following sustainable concurrent rehabilitation resulting in beneficial/agreed upon land and infrastructure use ISO14001 certification (US region specific) - Submission for certification	50% 50%	SA region: <3% (R290 231 988) US region: Delay beyond end 2021	SA region: 3% (R295 151 175) US region: Meet indicator	SA region: 4% (R393 534 900) US region: Certification achieved	SA region:5% (R491 918 625)	SA region: R299 985 516 reduction achieved US region: Obtained certification	SA Au: 100 SA PGM: 100 US PGM: 200	133	

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2021												
Social (40%)	Socio-economic	20%	Social economies (SA region) Finalisation of the development of the implementation model for Bokamoso Ba Rona and West City Industrial Park	100%	Loss of organisational credibility	Finalisation of the development of the implementation model for Bokamoso Ba Rona and West City Industrial Park	Implementation of Quick Wins and Phase 1 of West City Industrial Park	Approval of the Establishment of the West Rand SEZ	Met indicator	100	100	113
	Community	20%	Community partnerships (SA region) Signed social compact agreements with local government, communities and non governmental organisations (NGOs) at Beatrix and Marikana for SA region Community participation (US region) Address and enhance collaboration with Good Neighbour's key concerns around two projects namely: 1. The laydown yard implementation and 2. Traffic to Nye plan initiation	50% 50%	SA region: Business disruptions due to lack of social stakeholder support Failure to meet Competition Commission conditions US region: Laydown completed and traffic plan approved internally	SA region: Signed Social compact agreements with local government, CEFs and NGOs at Marikana and Beatrix US region: Laydown implemented and traffic plan initiated	SA region: Capacity Building for the implementation of the Social Compact US region: Laydown and Traffic plan implementation complete	SA region: Delivery of two social renewal programmes in Marikana US region: Laydown and traffic plan execution receives positive feedback from Good Neighbour groups	SA region: On target indicator met US region: On target indicator met and positive feedback from Good Neighbours	100 250		
	Human Rights	20%	Increase in human rights engagement indicators No adverse findings. Development of accredited training for in-house and contractor security employees across all areas of operations	100%	Statutory enquiries into human rights breaches	No adverse findings	Deployment of training to 100% own security, and 50% contracted security personnel	Deployment of training to 100% internal and external security personnel. Additionally, expanded delivery to 50% of key personnel in HR and Procurement	On target indicator met	100	100	
	Equity	20%	Increase in diversity - Achievement of 2021 Women in Mining targets: - A baseline of 14% WiM for 2021 across segments (SA gold, SA PGM and Integrated Services) - Positive recruitment trend - Positive promotion trend	100%	Fine imposed for non-compliance in SA region	Meet indicators	<5%	<10%	14.52% WiM 27.67% increase in recruitment 20.91% increase in promotions	100	100	
	Health	20%	Increase in health resilience indicators of our employees and door-step communities (SA region) 100% medical scheme cover for all full time employees 2.5% reduction in Cardiopulmonary Tuberculosis (TB) 90% Viral Load Suppression and 90% TB treatment completion rates - ISO 45001 submission for certification in the US region	25% 25% 25% 25%	>100% medical cover -2% > 70%	Meet indicator	Additional spouses in 10% of the previously uninsured (Au) >3% >92% and >90%	Additional 10% child dependents of the previously uninsured (gold) >5% >95% and >90%	Met indicator	100 250 0 100	116	

SUSTAINABILITY SCORECARDS: LONG TERM INCENTIVE (LTI) AWARDS 2021 to 2025

Theme (Weight)	Category	Category Weighting	Indicators	Indicator weighting	Threshold	On target	Stretch	Super stretch	Actual	Rating (%)	Cumulative Performance of metrics	Cumulative Performance of indicators
2021												
Governance (30%)	Ethics	33%	Ethics - Compliance in all material respects/no breaches with material impact on Sibanye-Stillwater good standing - All policies in place and communicated across the Group - All training completed where necessary on the Code of Ethics - Monitoring and reporting framework in place, and obligations communicated across the Group - Mechanisms in place, and communicated across the Group, to address ethics breaches - Mechanisms in place to allow for both open reporting, and protected disclosures, of ethics breaches - Ongoing communication cycle to raise and maintain awareness	100%	Training not completed. Presence of an increased breaches of ethical guidelines	All training completed and widespread or major shortfalls	All training completed and Minor shortfalls in isolated areas	Zero incidents where individuals in positions of trust had wilfully, and deliberately, committed ethical breaches	All training completed and Minor shortfalls in isolated areas	200	200	183
	Governance	33%	Corporate governance - Corruption (politically exposed employees: zero incidents) - Political contributions: to be zero	100%	Not meet indicator	N/A	N/A	Zero	Zero	250	250	
	Compliance	33%	Compliance – general governance - Compliance in all material aspects / no material breaches in terms of the development and implementation of policies - Implementation of a corporate governance framework - No significant deficiency findings are recorded in terms of internal and external assurance	25%	Not meet indicator	Meet indicator	Meet indicator no breaches with impact below the materiality threshold, implementation of CGF, no significant audit findings	Everyone has internalised the CGF Findings are recorded in terms of internal and external assurance	Met on target indicator	100	100	
			Compliance – general governance - SA region specific - Enhance the delivery of Social and Labour Plans to > 90%	25%	Loss of Mining right due to non-compliance with MPRDA	Enhance the delivery of Social and Labour Plans to > 90%,	Meet full delivery of the SLP across all our S.A. Mining rights	No SLP backlog carry over	95% achievement of SLP	100	100	
			Compliance – general governance Average compliance of Water Use Licence, Air Emissions and EMPr Compliance <5% > 2020 baseline compliance, normalised for anomalous events with no regulatory directives	25%	Regulatory directives received	<5% > 2020 baseline compliance, normalised for anomalous events with no regulatory directives	<8% > 2020 baseline compliance, normalised for anomalous events with no regulatory directives Achieved as per the above	>10% >2020 baseline compliance, normalised for anomalous events with no regulatory directives	Met Stretch target	200	200	
			Compliance – general governance No deviations from the Approvals framework	25%	Not meet indicator	Meet indicator	N/A	N/A	Two deviations reported	0	0	
												147.5

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OUR VISION:

To be a leader in creating shared value for all stakeholders[Click here to see our actions and full Suite of disclosures](#)