

## Case Study

4 QUALITY EDUCATION



11 SUSTAINABLE CITIES AND COMMUNITIES



## CREATING A NEW LEGACY AT MARIKANA – SIBANYE-STILLWATER’S COMMITMENT TO THE COMMUNITIES

Since Sibanye-Stillwater’s acquisition of the Marikana operations in June 2019 (formerly: Lonmin), which are situated in the North West Province of South Africa, the company has intensified efforts to pave the way for healing, inclusive engagement and ultimately, the renewal in Marikana. The company is committed to a constructive, positive engagement with all stakeholders in Marikana, understanding that true engagement is equally about listening and understanding local contexts and then taking the appropriate action, and implementing solutions co-created with stakeholders.

On 16 April 2020, Sibanye-Stillwater launched a multi-stakeholder and collaborative process of renewal in Marikana. An opportunity to honour the legacy and engage with all stakeholders as the company begins the process of creating a new reality for Marikana.

In 2020, in the inaugural Marikana memorial lecture, Advocate Thuli Madonsela identified the need for conscious healing, which is at the heart of the company’s efforts. Anglican Archbishop of Cape Town Thabo Makgoba became the patron of the renewal process. In his words: “The event that took place at Marikana culminating at Wonderkop, left a deep scar on the psyche of our country and us, her people. It is an important event to remember and reflect on so that we can do all that is good or better in our efforts to build South Africa.”

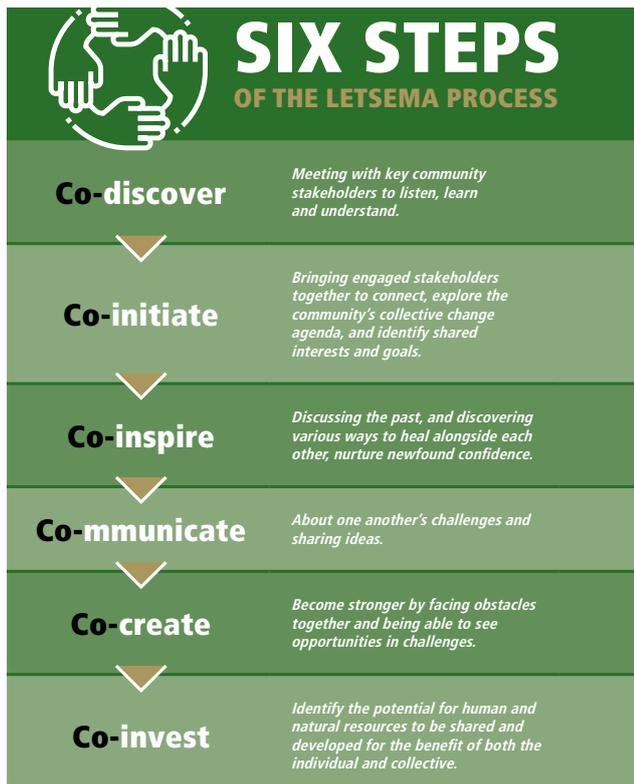
The Marikana Renewal process, launched in 2020, seeks to re-establish, reinforce and redefine the importance of a united vision, one where all stakeholders are equal partners in the rebuilding of a new legacy. It calls for honour, engagement and co-creation. With the assistance of ReimagineSA, Sibanye-Stillwater continues extensive stakeholder engagement aimed at finding ways to bring sustainability, healing and hope in Marikana.



Sibanye-Stillwater is a leading mining Group with a diverse portfolio of platinum group

metals (PGMs) and gold operations in the United States and South Africa. It also owns a leading PGM catalytic converter recycling operation in the United States.

The Group has recently begun to grow and diversify its portfolio into the battery metals sector with the Americas and Europe. Established in 2013, the Group has grown and diversified into one of the world’s largest primary producers of platinum, palladium and rhodium, and is also a top-tier gold producer, ranking third globally on a gold-equivalent basis. The company also produces other PGMs, such as iridium and ruthenium, and chrome, copper, and nickel as by-products.



At the heart of the Marikana Renewal is the Letsema process, the practice of sitting together and having honest, open engagements as equals. The process calls for an inclusive approach to social and community facilitation through collaborative engagements, and to ensure the delivery of tangible and sustainable programmes for the benefit of the communities around Marikana.

The following commitments are at the centre of Sibanye-Stillwater's renewal process.

We commit to:

- Co-creating and delivering sustainable socio-economic development in our host communities.
- Engaging openly and regularly, so that we can balance the interests of all stakeholders.
- Respecting culture and heritage, and human rights.
- Knowing that winning trust is a process, and not easy, especially because of the mining industry's history in South Africa.
- Acknowledging and respecting our past and looking forward to intensifying our efforts to show that mining can make positive contributions to South Africa.
- Extensive co-operation and collaboration between ourselves, government at all levels, communities and traditional leaders because we know that we form just one part of an ecosystem.

- Developing interventions in the districts surrounding Marikana that are led by development experts to ensure the delivery of tangible and sustainable programmes for the benefit of communities.

The focus is:

- Economic restoration
- Cross sector collaboration

This commitment has manifested in the continuation of existing as well as the creation of new projects with the aim to support the families of employees who lost their lives as well as re-gaining the trust of the communities around Marikana.

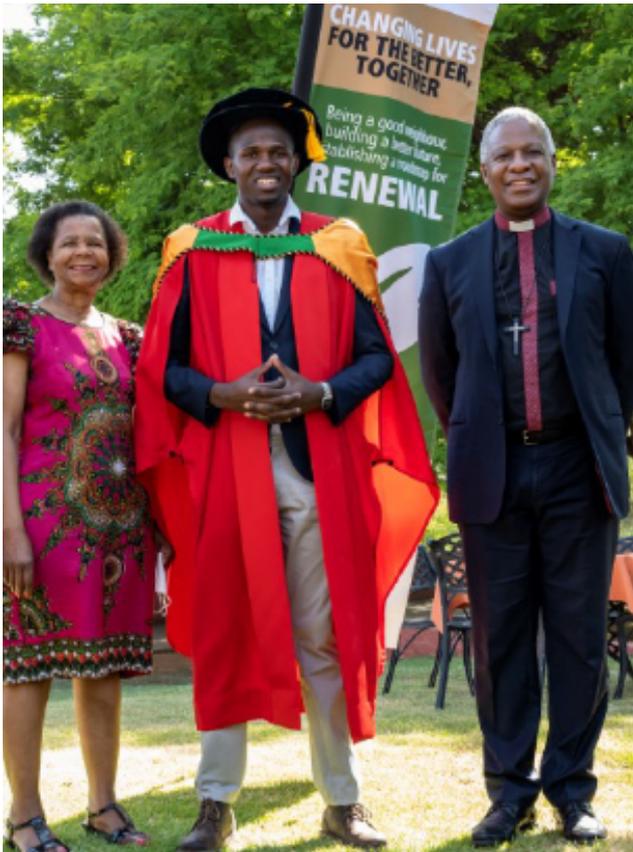
## Employment of family members

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

## Life beyond the tragedy – education for beneficiaries

The 1608 Memorial Trust was founded in September 2012 by Lonmin and its partner Phembani Group (formerly Shanduka Resources) to fund the educational needs of the dependent children of the Lonmin employees who died in the Marikana tragedy. The Trust was established as a vehicle to ensure that the beneficiaries received an education up to and including university level.

Sibanye-Stillwater, through the 1608 Memorial Trust, continues to support the dependents by providing educational assistance in the form of schooling and registration fees; stationery, textbooks and uniforms; tertiary tuition fees; transportation and meal allowances; as well as extramural activities such as sports and school excursions for educational purposes.



The Trust supports a total of 139 beneficiaries at various education levels. To date, the Trust has spent a total of R48 million in educational assistance. Registered by the Master High Court in South Africa on 11 January 2013, the Trust is governed by three registered Trustees and meets on a quarterly basis. The Trust is also governed by approved Guidelines which set financial limits that are distributed to the parents or guardians at the beginning of the year. Bi-monthly meetings are also scheduled with the widows and guardians.

Feedback from all beneficiaries of the programme, as well as school principals and teachers, is positive. By end of 2021, the beneficiaries were at the following levels:

- Number graduated at tertiary level = 14  
(two continuing post grad studies)
- Number currently studying at tertiary institutions = 25
- Number at secondary school = 46
- Number at primary school = 28

Of the qualifying beneficiaries, 26 are not in school due to the following reasons: 1 special case, 10 have dropped out but have been offered a programme to return to school and 15 are adults.

In 2022, the company launched a workplace readiness programme for the graduates and 8 are currently in the programme and are placed at various sites in the company for experiential learning.

## Dignity – widows housing for families

Formal housing plays a significant role in social stability. Recognising this and acknowledging the need to provide homes, Sibanye-Stillwater offered 16 of the widows not covered by the AMCU Trust Fund the opportunity to construct their houses in the province or country of their choice. Seven of the houses have been handed to their new owners and the remaining eight are expected to be completed by quarter 2/2022, and one will be sourced from the open market. These eight are in the Eastern Cape, Mpumalanga, North West Province (Mafikeng), Northern Cape (Kimberley) and in Lesotho.

## Homes not only houses

Committed to integrated human settlements that improve the quality of life of employees, their families and communities, Sibanye-Stillwater has also partnered with the Department of Human Settlements, the Housing Development Agency and local municipalities to facilitate social housing and formalise informal settlements.

A historic commitment to build 5,500 houses, which was subject to stakeholder collaboration, employee interest and funding, was replaced by a commitment to build apartments, in agreement with government.



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The change was also informed by the results of an employee survey that indicated that employees' housing preferences included the option of rental housing, and housing in close proximity to the operations and in their areas of origin.

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

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



Sibanye-Stillwater has embarked on a journey calling all stakeholders to collaborate on the renewal of the communities around the Marikana operations.

## Sibanye-Stillwater Social Labour Plan projects in and around Marikana

### WPL SLP LED Projects

ELP	2014-2018 Slp	Status	Year of completion
1	Wonderkop Road	Completed	2013
2	Bapong Sportsfield Upgrade	Completed	2014
3	Basic Services (Sanitation)	Completed	2016
4	Clinic Equipment and Computers	Completed	2016
5	Maternity Homes for High Risk Patients	Completed	2016
6	Modderspruit Road	Completed	2017
7	Bapong Road (Leokeng)	Completed	2017
8	Job Creation (Brick Making)	Completed	2017
9	Replacement of 2 x School Health Services	Completed	2017
10	Procurement of ambulances	Completed	2018
11	Institutional Support	Completed	2018
12	Marikana Spotsfield Upgrade	Completed	2018
13	Segswaelane Sportsfield Upgrade	Completed	2019
14	Majakaneng Road	Completed	2021
15	Segswaelane Road	Completed	2021
16	Basic Services – Bapong Bulk Water Supply	In Progress	03/2022
17	Majakaneng Sportsfield Upgrade	In Progress	03/2022
18	Job Creation (Bakery)	Section 102	

### WPPL SLP LED Projects

WPPL	2014-2018 Slp	Status	Year of completion
1	Tlhapi Moruwe School	Completed	2014
2	Segswaelane School	Completed	2014
3	EC School	Completed	2017
4	Marikana School	Completed	2017
5	Security Upgrading of GLC Clinics	Completed	2017
6	Public Safety (High Mast Lights)	Completed	2018
7	GLC Refuse Management	Completed	2018
8	Renovate the Brits Forensic Mortuary	Completed	2020
9	Extension of Majakaneng Clinic	Completed	2021
10	Segswaelane Elderly & Disabled Centre	Completed	2021
11	Grace Point Centre (MPHC)	Completed	2021
12	Leokeng School	Completed	09/2021
13	Subsistence Agri Projects (Livestock Infrastructure and Livestock Improvement)	In Progress	03/2022
14	Majakaneng School	In Progress	03/2022
15	Marikana CHC Construction	In Progress	05/2022