



Exploring the embeddedness of Environmental stewardship in mining

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MINERAL RESOURCES AND MINERAL RESERVES

Sibanye-Stillwater's Mineral Resources and Mineral Reserves are estimates at a particular date, and are affected by fluctuations in mineral prices, the exchange rates, operating costs, mining permits, changes in legislation and operating factors. Sibanye-Stillwater reports its Mineral Resources and Mineral Reserves in accordance with the rules and regulations promulgated by each of the SEC and the JSE at all managed operations, development, and exploration properties.

WEBSITES

References in this presentation to information on websites (and/or social media sites) are included as an aid to their location and such information is not incorporated in, and does not form part of, this presentation.

1. Context
2. Introduction
3. The Problem
4. Research questions
5. Methodology
6. Findings
7. Discussion
8. Framework
9. Limitations
10. Takeaways

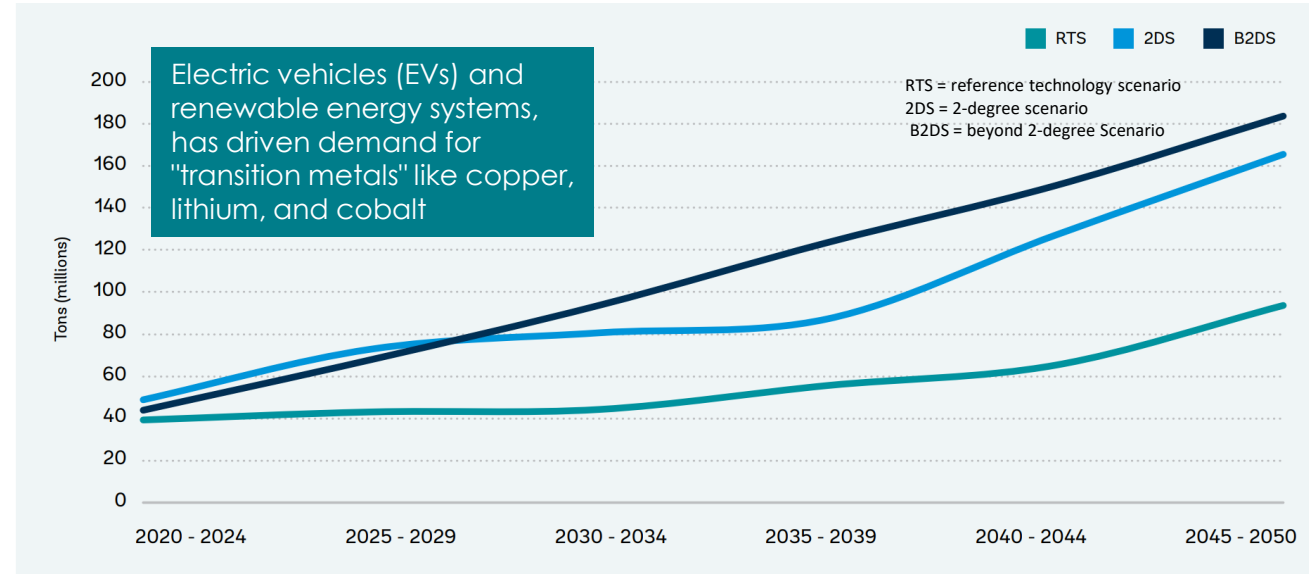
Balancing increasing minerals and metal demand and environmental impacts



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Gold: demand remains steady

PGMs: essential for catalytic converters



Projected Annual Average Demand of Minerals up to 2050 the IEA (International Energy Agency) Energy Technology Perspective Scenarios Ref : Minerals for Climate Action: The Mineral Intensity of the Clean Energy Transition www.worldbank.org

How does this translate to what happens on the ground and within companies?

Embedding environmental stewardship into mining practices

Responsible mining companies must prioritize sustainability—minimizing water and energy use, reducing waste, and protecting biodiversity.

Embedding stewardship is about more than compliance. It's about creating a culture that values transparency, accountability, and community engagement

Environmental Stewardship - the journey begins with a promise...

[illegible]

Positioning the problem

Tension between what is reported of progress and the ongoing issues of pollution...

Despite sustainability reporting, questions remain about the effectiveness of stewardship

To assess how well environmental stewardship is embedded in mining operations



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Research Questions



How well is environmental stewardship embedded in strategy?

What are the key factors influencing stewardship?

How effective is operational environmental management?





Document Review: Sustainability reports, ESG strategies, environmental policies, audits

Interviews + Surveys : Senior leaders, environmental personnel, and external stakeholders

Fieldwork + Site Visits: Observations on water, waste, dust, rehabilitation, biodiversity...



Community Trust



What this indicates...

Addressing siloed structures

Increasing awareness in surrounding communities

Embracing and testing innovative practices

Challenges with regulatory authorizations and addressing past issues

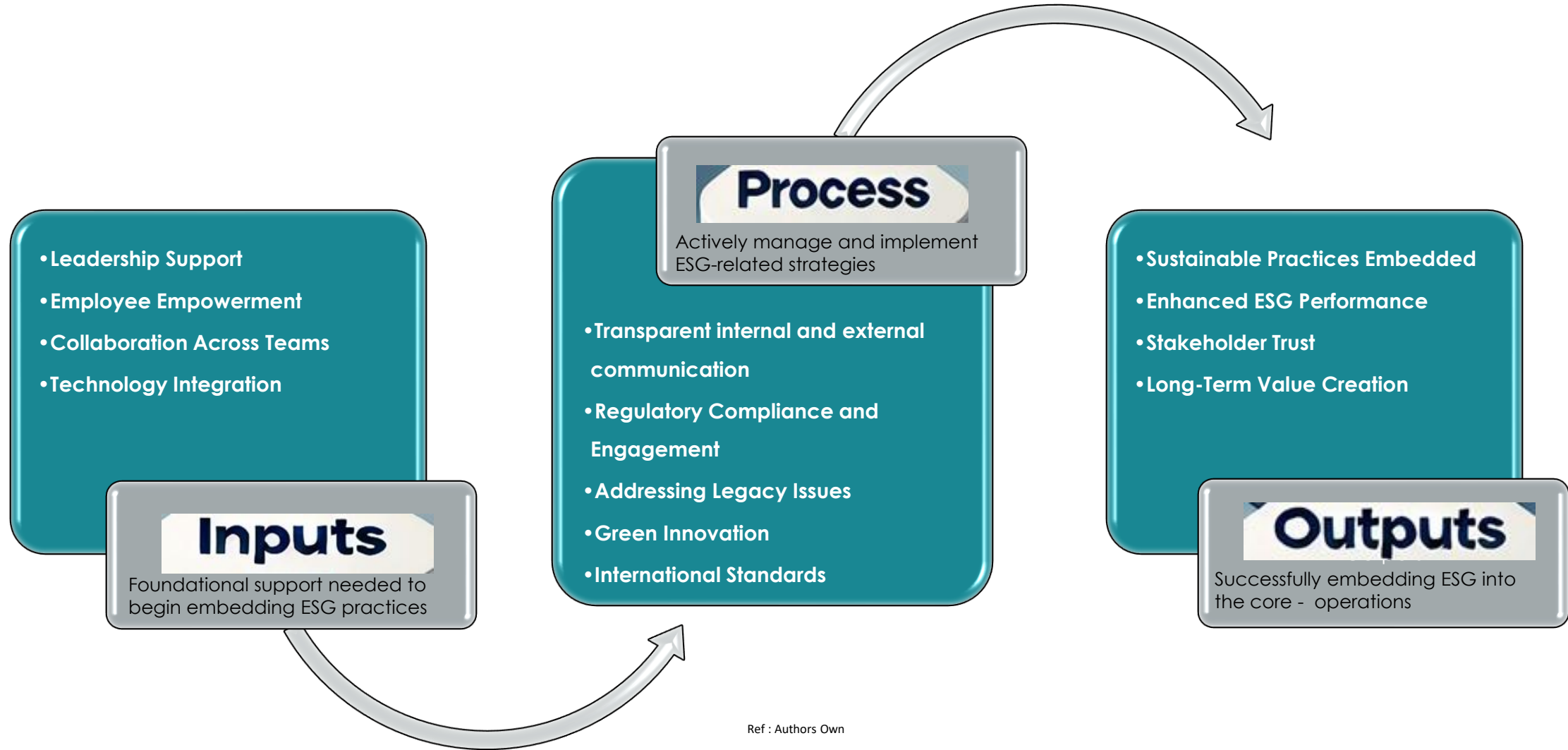
The interconnectedness of mining impacts and closure risks

Technologies - Blockchain and geospatial data for transparency and data accuracy



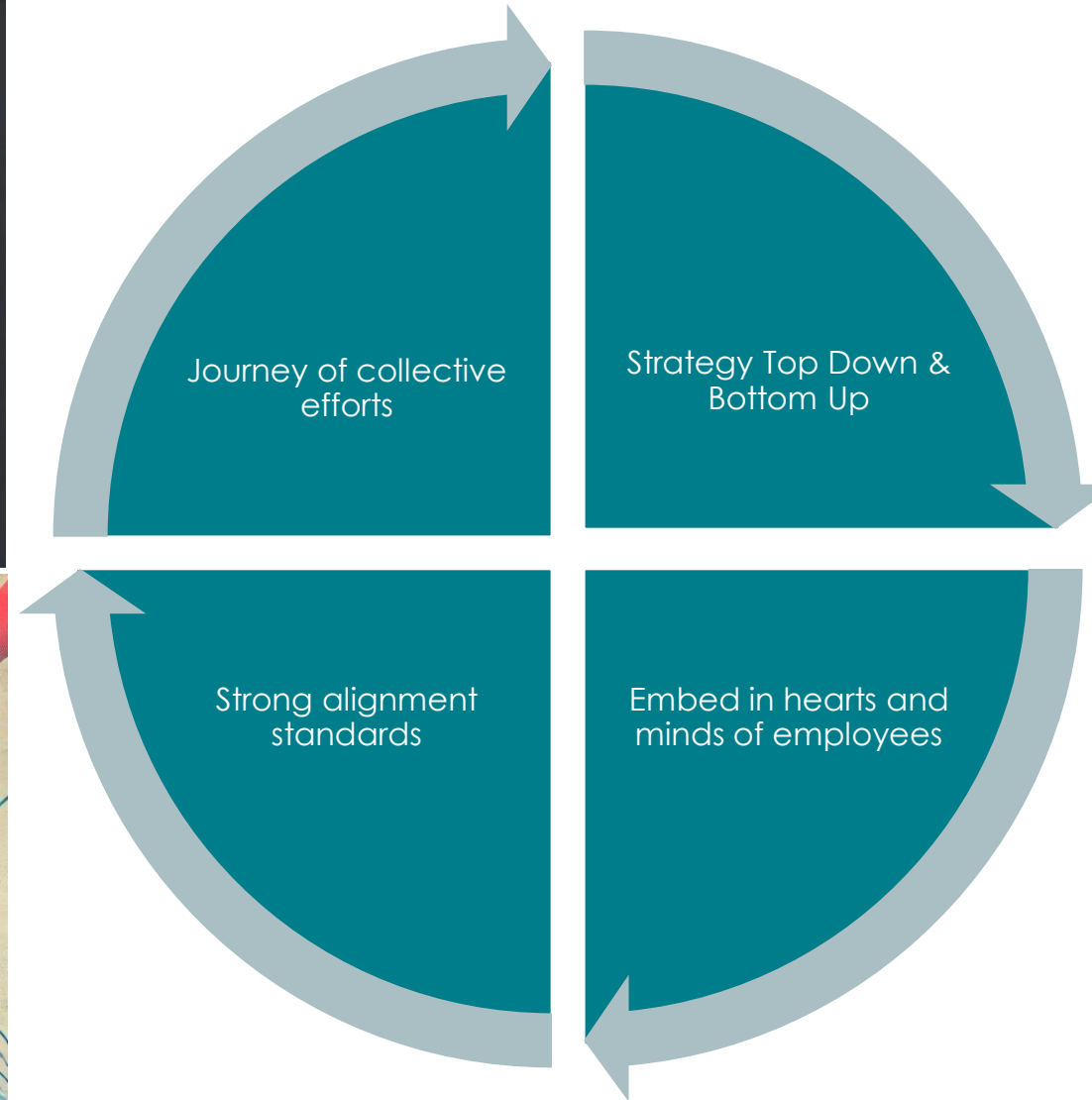
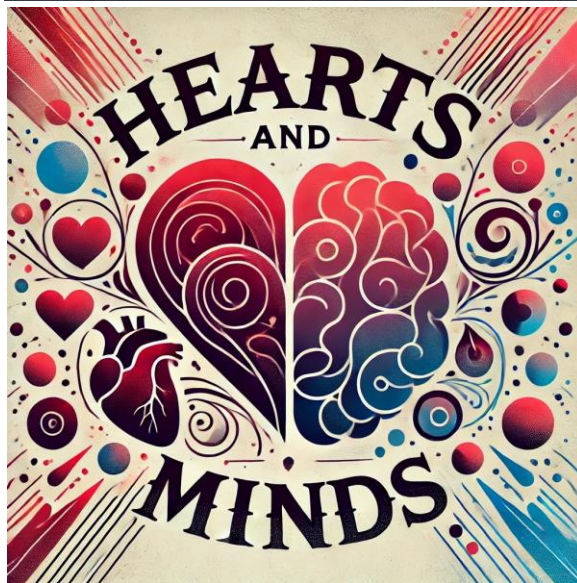
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Framework for Embedding Environmental Stewardship

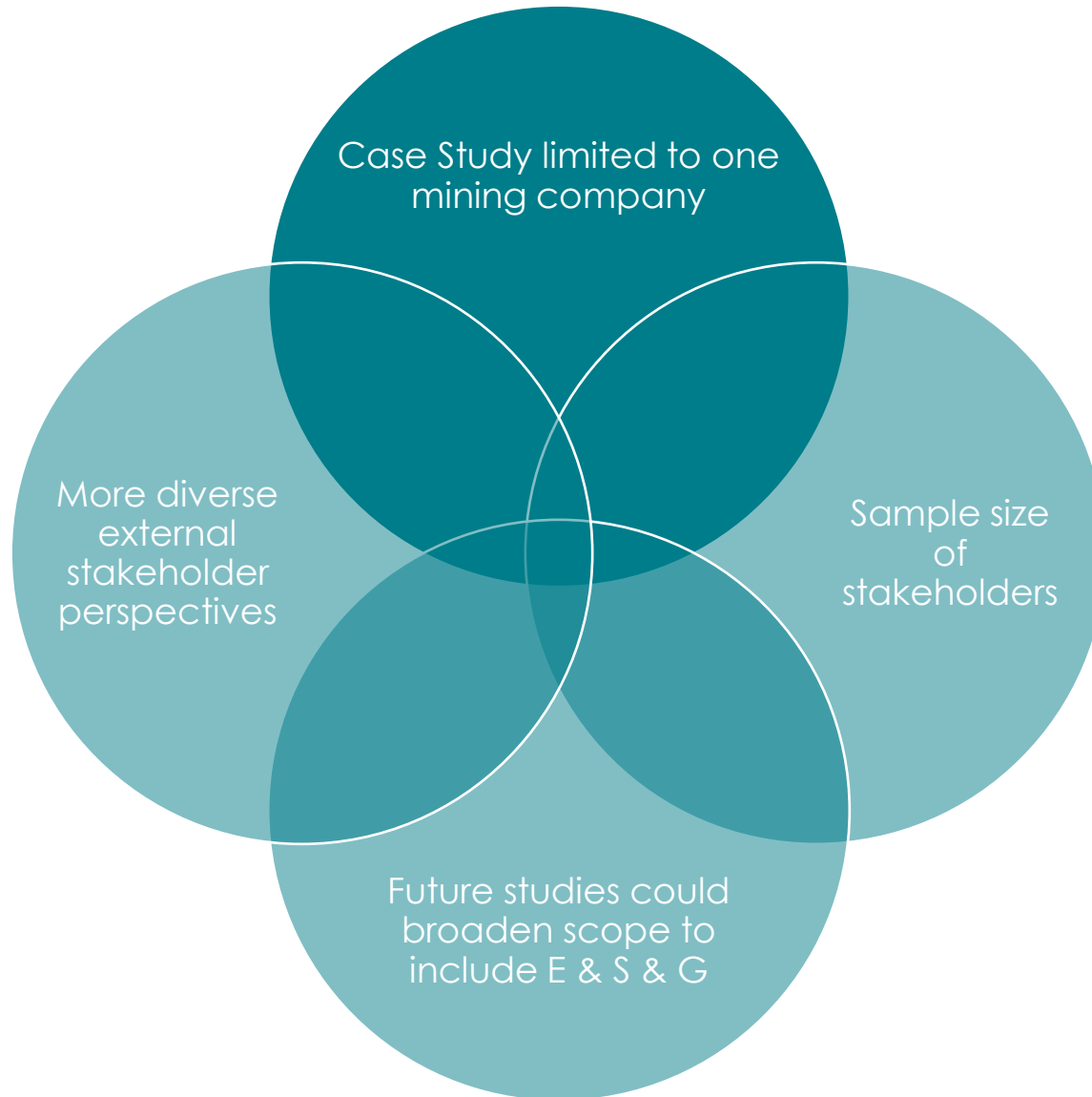


Creating a Sustainable Future through Leadership, Innovation, and Collaboration

Conclusion

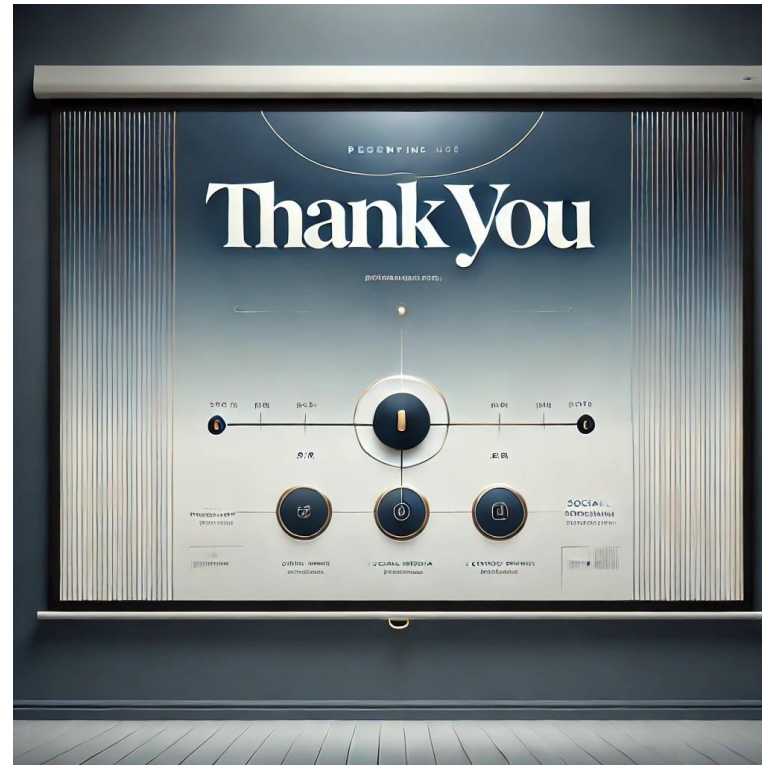


Limitations



Takeaway

The research indicates that embedding environmental stewardship into a company's operations can enhance financial performance, improve risk management, increase access to capital, and strengthen stakeholder relations. While challenges remain in execution, measurement and standardization, the trend is clear that E + SG is increasingly being viewed as a driver of corporate success rather than a constraint.





Questions?

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