



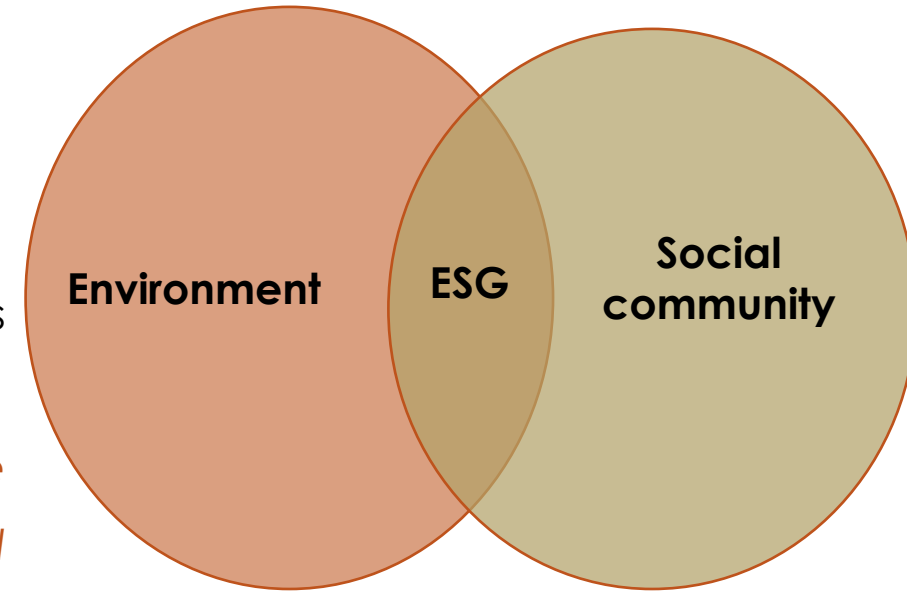
Strategic Enviro-Social Stakeholder Engagement: An Environmental Toolkit for Effective Mine Community Engagements

Phillip Ramphisa (MSc, MBA)

Introduction and background

- Mines operate within an environmental and social context
- Within the three pillars of sustainability, there is the two i.e., enviro-social
- Communities do not exist without the context of the environment
- Community members have a role to play in environmental stewardship
- There is a need for flexible and transparent decision-making processes and engagements:

Communities need an environment not harmful to their well-being. The natural environment requires communities to steward it. The mines need the social license to operate and environmental protection to foster sustainability



The problem and challenges encountered

- Engagements on environmental issues with communities are usually top down and fragmented
- Other than community related environmental complaints, there is a lack of clarity as to what community members and NGOs would like to be informed about when it comes to environmental management and compliance
- Stakeholders are not capacitated to understand technical issues relating to environmental management
- Engagements with communities and NGOs on environmental issues were not effective because the stakeholders had limited awareness regarding environmental management and compliance.



The Environmental toolkit

- A proactive engagement approach was used to determine issues that communities and NGOs would like to engage with when it comes to mine environmental management and compliance
- Key environmental issues were identified that informed the environmental toolkit
- Execution mechanisms to ensure effective engagements with communities and NGOs were identified
- An investigation was conducted through local community leaders of various NGOs comprising more than 15 organisations
- Transcripts were generated from the focus group meetings with the community leaders and analysed
- Verification of findings was done with the community members for confirmation and validation

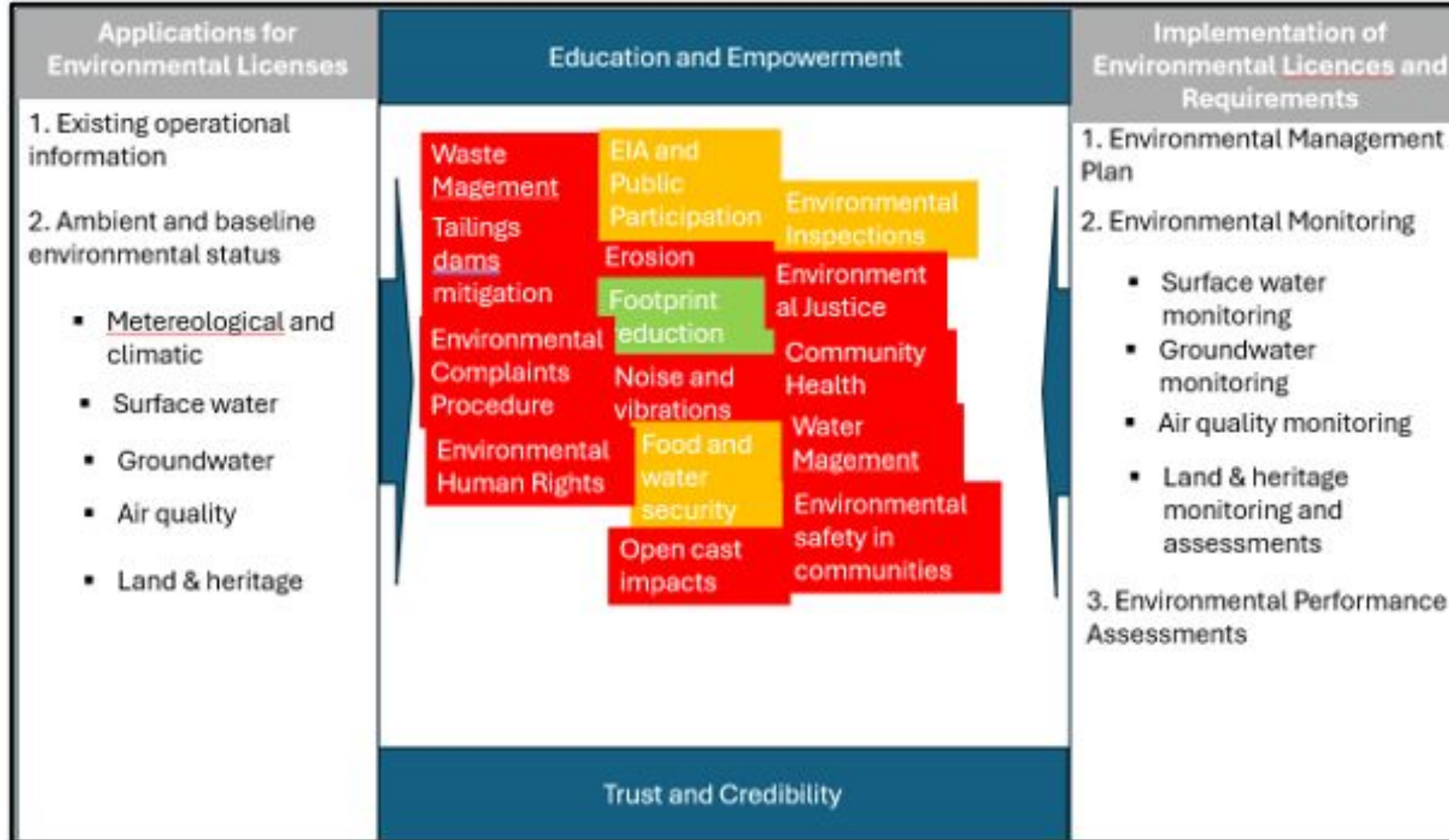


Findings and outcomes

Various issues and themes emerged from the study

Issue	Concern
Environmental safety of communities	Illegal mining, zama zamas
Community health	Importance of emission controls highlighted
Water management	Municipal water supply issues, leaking sewer pipes
Waste management	Littering within communities and illegal dumps
Erosion	Surface water runoff and compromised housing structures
Environmental Impact Assessments	Meaningful inclusion during EIAs
Tailings dams mitigation	Minimization of impacts, involvement in tailings mitigation
Environmental inspections	Inspection on key infrastructure and involvement of community members

The Framework for proactive and Integrative Enviro-Social Engagements



Highly critical
Moderately critical
Less critical

Toolkit for proactive and integrative community enviro-social engagements

1. Applications for Environmental Licenses

- 1.1. Share existing operational information with stakeholders so that they understand the mining business
- 1.2. Educate and empower communities to understand baseline environmental information relating to meteorology, climatic conditions, surface water, groundwater, air quality as well as land and heritage

2. Implementation of Environmental Licences and Requirements

- 2.1. Create stakeholder awareness regarding all environmental action plans to address environmental issues
- 2.2. Involve community stakeholders in the implementation of environmental action plans

3. Environmental Monitoring

- 3.1. Allow stakeholders to participate in environmental monitoring for water, air quality, noise and vibrations as well as land and heritage

Conclusion

- ✓ Trust and credibility form the foundation of enviro-social stakeholder engagements
- ✓ Education and empowerment is the key enabler in ensuring effecting community participation in environmental issues
- ✓ Stakeholders need to be empowered and involved in all project stages i.e., ensuring applications for licensing, in project execution and closure/decommission
- ✓ Enviro-social engagements need to be bottom-up rather than top down – engagements should be on what stakeholders need to know versus what we think they need to know





Questions?

Email: ir@sibanyestillwater.com

James Wellsted +27(0)83 453 4014

Henrika Ninham +27(0)72 448 5910

Sarel Barnard +27(0)82 376 9445



Tickers: JSE: SSW and NYSE: SBSW
Website: www.sibanyestillwater.com