



Afplats (Pty) Ltd (Leeuwkop Platinum Mine)

Social and Labour Plan

April 2013

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List of Abbreviation

ABET	Adult Basic Education Training
ATR	Annual Training Report
BBSEE	Broad Based Socio-Economic Empowerment
C&I	Control and Instrumentation
CCMA	Commission for Consolidated, Mediation and Arbitration
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoL	Department of Labour
DoE	Department of Education
DTI	Department of Trade and Industry
EE	Employment Equity
HDSA	Historically Disadvantaged South Africans
HRD	Human Resources Development
IDP	Integrated Development Plan (LED)
LED	Local Economic Development
LRA	Labour Relations Act
LTD	Limited
MOA	Memorandum of Agreement
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NRA	National Roads Agency
SAQA	South African Qualifications Authority
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME	Small Medium Micro Enterprise
SR	Senior
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WSP	Workplace Skills Plan
YTD	Year To Date

SECTION 1

INTRODUCTION AND PREAMBLE

SECTION 1

1.1 INTRODUCTION

1.1.1 Overview

A Social and Labour Plan (SLP) is a prescribed requirement of the new minerals legislation (the Mineral and Petroleum Resources Development Act (28/2002) (MPRD Act)) to be in place for the remaining life of every mining right. The proposed mine is situated on the farm Leeuwkop 402 JQ, approximately 15 km west of Brits and 80 km north-west of Johannesburg in the North West Province. The closest villages are Segwaelane, Bethanie and Makolokwe showed on the locality map in Figure 1.

The surface rights of the farm Leeuwkop 402 JQ belong to the Bakwena Tribe. Afplats¹ entered into a prospecting agreement with the Bakwena Ba Magopa in 2003, and has done extensive exploration and prospecting on the farm Leeuwkop. The prospecting resulted in Afplats conducting a feasibility study and subsequently submitted a mining rights application in terms of the Mineral and Petroleum Resources Development Act 2002, Act 28 of 2002 in 2006. Afplats has secured an agreement with the Bakwena Tribe as its Black Empowerment Equity partner. The Bakwena Tribes owns 26% of the Afplats shares. However during the past year Impala Platinum Limited bought Afplats and it became a subsidiary company of Impala Platinum Holdings Limited.

The Leeuwkop mine is still a proposed new mine, and there are currently no employees except for the few employees tasked from the Implats Group with finalising the mining method, the layouts and getting the necessary authorisations in place, etc.. Currently the mine is still in the planning and design phase and important decisions such as the mining method has not been finalised. As explained at the various meetings with DMR, it is for this reason that Afplats is not in the position to submit DMR forms Q, S, and T. Afplats, however, does commit to submit these forms once the mine is in operation. During the first five years the mine will be constructed and this phase will consist of the building of the access roads, tailing storage facility, office infrastructure and the sinking of the shafts, and associated infrastructure, and this work will be mainly be undertaken by contractors. Refer to the timeline depicted in Table 1.1(a). Approximately 15 Implats employees are seconded during the construction phase and the rest of the work will be outsourced to contractors such as Shaft Sinkers, refer to table

¹ Afplats is the subsidiary of Implats Group

1.1(b) for the current Afplats workforce. Refer to Table 1.1 for an indication of how many people will be employed and the capital outlay for the first five years of this project. From this table it is evident that no revenue will be generated until mining approximately commence in 2019/2020.

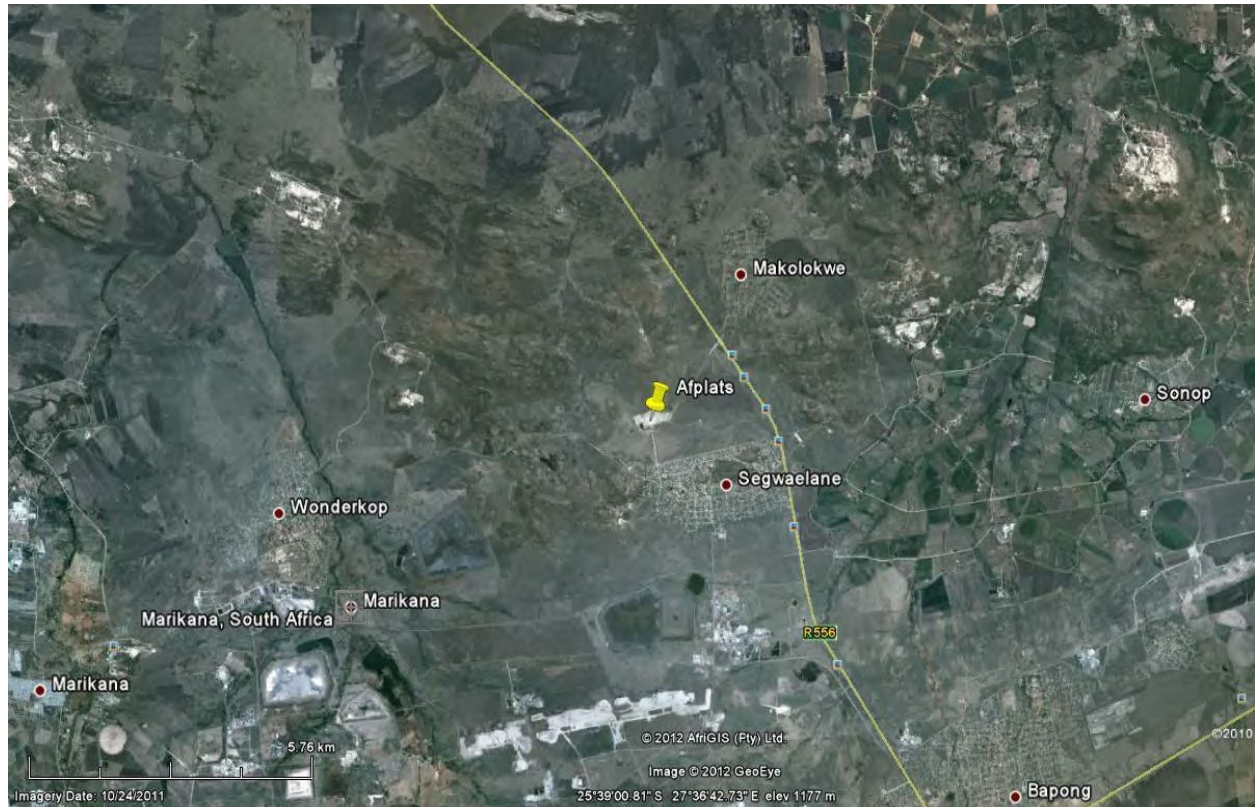


Figure 1a: Locality Map

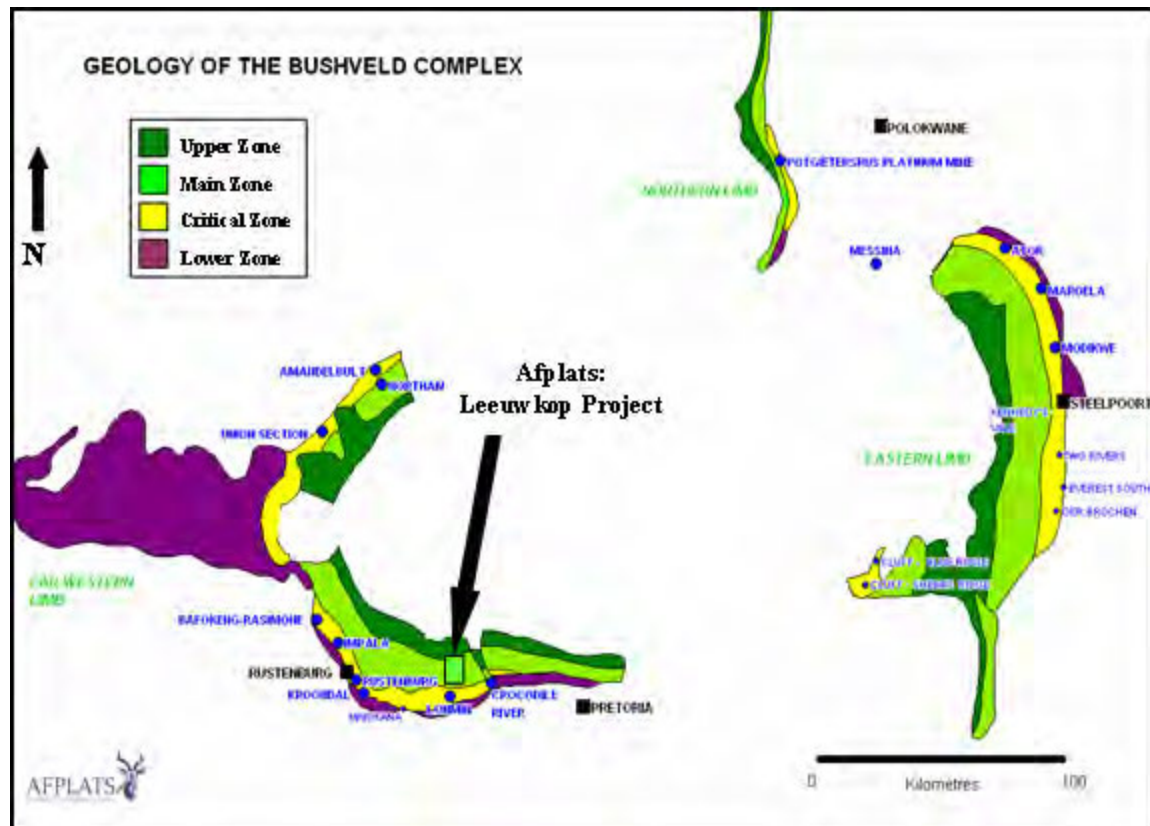


Figure 1b: Locality Map

During the operational phase the employee numbers will increase to approximate 3 600 employees depending on the mining method that will be used. Employees for the operation of the mine will be recruited from the nearby communities. For the specialised skills involved in the development of the project, skills will be sourced from both the contractors in house skills and where possible, the local area.

Table 1.1(a): Time line and the various phases of the mine

Decommissioning and Closure												
Operational Phase: Mining of ore and processing of ore												
Construction Phase: Construction of roads and infrastructure, sinking of shaft												
Time Line	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Centares (m ²)								729	18,540	77,216	555,108	1,181,068
Permanent Employees	8	9	18	43	46	46	48	101	375	553	1,267	2,042
Contractors	146	310	456	456	456	750	800	800	600	200		

Total Capital and Operating costs are subject to the mine plan being finalised which is currently work in progress. The capital cost is expected to be some R9.8 billion.

The figures portrayed in this document are projected figures for the first five years of the proposed project, and these are subject to change once the human resource department is set up.

Table 1.1(b): Occupational Distribution of Employment at Afplats Platinum Mine

OCCUPATIONAL LEVELS	Male				Females				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top management (Paterson Level E)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Paterson Level E)	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	1	0	0	1	0	0	0	2	0	0	4
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	1	0	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making (Paterson Level B)	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (Paterson Level A)	2	0	0	0	0	0	0	0	0	0	2
TOTAL PERMANENT	4	0	0	2	0	0	0	2	0	0	8
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0
TOTAL	4	0	0	2	0	0	0	2	0	0	8

Once the mine is in operation a process will be entered whereby employees will be recruited and appointed from the local community and surrounding areas depending on availability of skills.

This SLP has been developed in advance of the mine being operational and therefore changes to the plan are anticipated and these will have to be implemented during the construction phase. As a proposed mine and subsidiary of Impala Platinum Holdings many of the policies and programmes developed and implemented by Impala Platinum will be applied and implemented at Leeuwkop once the mine is operational except where opportunities exist for Leeuwkop to deviate from those policies and programmes to benefit of the transformation process.

1.1.2 Background

The Mineral and Petroleum Resources Development Act 28 of 2002 (MPRDA) required that the Minister must, in terms of transformation of the minerals industry, after due consultation, develop a broad-based socio-economic empowerment Mining Charter. This Charter outlines the framework, timetables and targets for affecting the entry of Historically Disadvantaged South Africans (HDSAs) into the mining industry and facilitates their benefit from the exploitation of

mining and mineral resources. The Charter sets out a process whereby the following objectives can be achieved:

- Significantly expand opportunities for HDSA persons, including women, to enter the mineral and petroleum industries and to benefit from the exploitation of the nation's resources
- Promote employment and advance the social and economic welfare of all South Africans
- Ensure that holders of mining and production rights contribute towards the socio-economic development of the areas in which they are operating.

This Broad Based Socio-Economic Charter for the South African mining industry was gazetted in August 2004. It recognises that blacks, women and mining communities had historically been excluded from participating in the mainstream of the economy. Its focus is to adopt a proactive strategy of change to promote black economic empowerment and transformation of ownership, management, skills development, employment equity, procurement and rural development. It seeks to redress historical and social inequalities and expand opportunities for HDI persons to enter and develop their skills in the mining and minerals industry and beyond.

The Social and Labour Plan is the key element and a mechanism to achieve the objectives of the Charter. The main objective of the SLP is to contribute to the transformation of the mining industry and ensure that the whole community benefits from the exploitation of the mineral resources. This includes promotion of employment and advancement of the social and economic welfare of all South Africans. The SLP requires the mining industry to develop and implement comprehensive Human Resources Development Programmes (including Employment Equity Plans), Local Economic Development Programmes and also to develop processes to save jobs and manage downscaling on closure of mining projects.

1.1.3 Contents of this Social and Labour Plan

Afplats recognises that the SLP is a living document and although it is not yet possible to provide all the prescribed plans and DMR forms Q, T and S as required by the SLP for this new proposed mining development for the following reasons, the SLP will be updated as the information becomes available:

- The mine has yet to recruit its labour force

- It has yet to fully understand the skills and education levels of the potential workforce
- Once the abovementioned skills and education levels are identified mentorship, learnerships and internship and bursary plans can be developed accordingly.
- The development of the skills programme on the mine needs to be developed in consultation with the employees (which is still to be appointed)
- The establishment of a representative forum is another requirement that will only come into effect once construction commences.

Therefore it must be acknowledged that this SLP contains the basic principles and commitments and stands to be amended and enhanced as the mine becomes operational. All commitments have been given a timeframe in this SLP under each of the relevant sections. **As the plan is amended and updated, the changes will be submitted to the Department of Mineral and Resource (DMR) for auditing on a yearly basis, as required by the MPRDA.**

This SLP contains the five main sections and each section contains a table that summarises the plan of action that will be taken to comply with the guidelines. These tables will also provide the necessary time frames within which these plans will be developed and submitted to the Department of Minerals Resources. The main sections are:

- Human Resource Development Plan
- Local Economic Development Programme
- Process Pertaining to Management of Downscaling and Retrenchment
- Financial provision
- Undertaking

The following table indicates the overall status of the various plans developed to date, also shows what items are still outstanding, and a commitment date by which the outstanding plans will be completed and submitted to the Department.

Table 1.2 Overall Status of Social and Labour Plans and Commitments

Section Reference	Section	Status	Date completion of submission and to DMR
Human Resource Development			
2.1	Skills development plan:	All strategic objectives have been set.	Once the mine is in operation
	<ul style="list-style-type: none">• ABET	Principles of the plan are provided in broad guidelines as well as the steps that will be implemented in order to compile the Skills Development plan.	
	<ul style="list-style-type: none">• Learnerships		
	<ul style="list-style-type: none">• Skills Programmes		
	<ul style="list-style-type: none">• Portable skills		
2.2	Career Progression Pathing	Completed	
2.3	Mentorship Plan	All strategic objectives have been set.	
		Broad principles were outlined. Actions for implementation will be presented in the actual plan.	
2.4	Internship & Bursary Plan	All strategic objectives have been set.	
		Broad principles were outlined. Actions for implementation will be presented in the actual plan.	
2.5	Employment Equity Policy and Plan	Completed.	
	DMR Forms	Will only be filled in once the recruitment process is finalized.	6 months after the mine is in operation
	S		
	Q		
	R		
Local Economic Development Programme			
3.4	Community Development & Poverty Alleviation Plan	All strategic objectives have been set.	Already in the document
		Broad principles were outlined. Actions for implementation will be presented in the actual plan	
3.5	Measures to address housing	Completed	N/A
3.6	Measures to address nutrition	Completed	N/A
3.7	Procurement Progression Plan	Broad guidelines and principles have been agreed	Already in the document
	DMR Form T	Will be completed once the mine is in operation	N/A

Section Reference	Section	Status	Date completion of submission and to DMR
Downscaling and retrenchment			
4	Processes pertaining to Management of down scaling & retrenchment	An engagement forum will be established with the relevant stakeholders once the mine is in operation.	N/A
Financial provision			
5	Financial provision	Completed	N/A
Undertaking			
6	Official commitment to all plans/policies contained within the SLP	Completed	N/A
Reporting			
	Updating and presenting progress on commitments of the SLP	Will report annually to the DMR, as prescribed	3 months after each financial year

Afplats is committed to the principles and the spirit expressed in the Mining Charter and will meet the objectives as outlined in this SLP, ensure its permanent employees and contractors comply with Section 101 of the MPRDA and ensure the necessary structures and mechanisms are in place and utilised to this end. Details of the Social and Labour Plan for the proposed Afplats - Leeuwkop Platinum Mine follow in the next sections.

1.1.4 Amendment of the Social and Labour Plan

Any amendment to the SLP will be done in writing to the DMR as prescribed by the MPRDA.

1.1.5 Reporting on the Social and Labour Plan

It is proposed that Afplats will report on the SLP annually, 3 months after the release of the audited financial statement.

1.2 PREAMBLE

Name of the Company

Afplats (Pty) Ltd.

Name of Mine or Production

Leeuwkop Platinum Mine

Physical Address

2 Fricker Road

Illovo

2196

Postal Address

Private Bag X18

Northlands

2116

Telephone Number

011-731 9000

Fax Number

011-731 9252

Location of Mine/Production Operation

Operation is situated in the North West Province on the farm Leeuwkop 402 JQ. It falls within the jurisdiction of the Rustenburg Municipality but it is also adjacent to the Madibeng Municipality.

Commodities

The UG2 reef will be mined for platinum

Breakdown of Employees per Sending Area *(number of employees from each sending area)*

Equal job opportunities will be allocated to the local communities. The allocation of job opportunities will depend on the available skills.

Potential local labour areas are as follows:

Potential Labour Area	Relevant Municipality
Makolokwe	Rustenburg
Segwaelane	Madibeng
Bethanie	Rustenburg
Brits	Madibeng
Rustenburg	Rustenburg

(refer to Figure 1 for the location of these communities)

Life of Mine/Production Operation

It is foreseen that the mine will be operational for the next thirty (30) years.

Financial Year

1 July to 30 June

SECTION 2

HUMAN RESOURCE DEVELOPMENT

Section 2

HUMAN RESOURCE DEVELOPMENT PROGRAMMES

2.1 General Overview

Afplats - Leeuwkop Mine is currently in the project phase and as a result does not have a workforce, however education and skills development has been included in the Social and Labour Plan as a poverty alleviation project.

Occupational training will be accommodated at Impala Platinum Ltd² Rustenburg Operations Training centers. All learners/bursars that complete their programmes will be accommodated at the Rustenburg operations as the mine is in project phase.

When Afplats becomes operational specific training will be provided on site (Best Practice Training/Contractor induction etc.). Advance training and learnership training etc. will remain at Impala Platinum Rustenburg Operations to ensure uniformity and quality training within the group.

² Impala Platinum Ltd is the subsidiary of Implats Group

Table 2.1: Human Resource Development Status and Commitment Table

Section Reference	Section	Status	Date of completion and submission to DMR	
Human Resource Development				
2.1	Skills development plan:	All strategic objectives have been set.	Once the mine is in operation	
	<ul style="list-style-type: none">• ABET• Learnerships• Skills Programmes• Portable skills	Principles of the plan are provided in broad guidelines as well as the steps that will be implemented in order to compile the Skills Development plan.		
2.2	Career Progression Pathing	Completed		
2.3	Mentorship Plan	All strategic objectives have been set.		
		Broad principles were outlined. Actions for implementation will be presented in the actual plan.		
2.4	Internship & Bursary Plan	All strategic objectives have been set.		
		Broad principles were outlined. Actions for implementation will be presented in the actual plan.		
2.5	Employment Equity Policy and Plan	Completed.		
	DMR Forms	Will only be filled in once the recruitment process is finalised.		
	S			
	Q			
	R			

2.2 Skills Development Plan

Table 2.2: Summary of the Leeuwkop Platinum Mine Training and Development Plan

Step	Action	Period by when action will be implemented
1	Appoint a Training Manager and support team	2011
2	Register Afplats with the MQA	Afplats to be accommodated in the Impala Rustenburg Operations scope.
3	All skills is captured correctly on engagement	Recruitment to be done through relevant Recruitment Centres
4	Establish a skills development committee	To be reviewed once the mine is in operation.
5	Conduct a skills audit amongst the workforce once the mine commences with the operations	To be reviewed once the mine is in operation.
6	Training needs analysis	To be reviewed once the mine is in operation.
7	Formulation of Skills Development Plan in consultation with MQA and the skills development committee	To be reviewed once the mine is in operation.
8	Compile and submit a Workplace skills plan	To be reviewed once the mine is in operation.
9	Submit the Skills Development Plan to DMR upon SLP review	To be reviewed once the mine is in operation.

2.2.1 Adult Basic Education and Training (ABET)

Adult Based Education and Training (ABET) programmes will not be implemented, as the recruitment strategy is to employ literate personnel, however this will be reviewed once the operation has commenced with production and at full complement.

Table 2.3: Proposed Leeuwkop Platinum Mine Adult Basic Education (ABET) Training

	2014	2015	2016	2017	2018
Expected Literacy Level	100%	100%	100%	100%	100%

2.2.2 Learnerships

Afplats will, through Impala Platinum Limited's established participation in the MQA's Learnership programme, support the Department of Labour's Learnership Programmes geared at ensuring participants benefit from practical experience in the mining workplace as well as receiving accredited training in the theory behind these chosen disciplines. The mine will make every effort to establish successful relations with the relevant SETA, as well as the training and education providers involved, to facilitate the implementation of beneficial and effective Learnership programmes.

Afplats is aware of the potential shortage of skills in the surrounding areas and plan to establish a training school to address some of skills shortages that might be required on the mine depending on Implats Board approval. The company has a poverty alleviation projects under section 3 of the document whereby the plan is to have 5 candidates in and around the area to address the skills shortages. This will enable the candidates to work on the mine once their training is completed.

Learnerships are vocational education and training programmes that combine structured workplace learning and institutional learning. This process is governed by a contract between the employer, the training provider and the learner. The end result is a qualification registered on the National Qualifications Framework (NQF).

The following table explains the type of learnerships that would be made available on the mine. The learnerships to be made available will be identified by the mine management once the mine commences with production.

Table 2.4: The following potential learnerships will be made available once the mine is operational

Type of learnerships	No of employees per year
Internships (non permanent)	This will be reviewed once the mine is in operation
Engineering Apprentices	
Learner Miners	
Trackless Machine Learner Machine Operators	
Trackless Machine Learner Maintenance Operators	

We cannot commit to any targets at the current stage as the mine's operational stage is envisaged in 2019/2020. The targets will be reviewed once the mine is in operation.

2.3 Skills Development Programmes

A social study by Wits Enterprises (2005) indicates that the Rustenburg Local Municipality has undertaken a skills analysis for all the wards in its jurisdiction including the potential labour source area of Segwaelane. Afplats will make use of the updated skills database from the relevant municipalities in order to allow for easy recruitment from these selected areas. It will conduct a census to identify and determine the level of skills available in the area. Based on these findings, a skills development programme will be produced according to the mine's requirements.

The MQA, in association with the mining industry, has established several Skills Programmes. These programmes constitute credits towards an NQF qualification. Such programmes must be occupationally based and delivered by an accredited education and training provider. The Company will continuously develop and implement appropriate skills training programmes as and when required by their workforce and in line with their business plan. In addition Afplats will gradually convert their training and development programmes towards either Learnerships or skills programmes as and when they are released by SAQA

Afplats (Leeuwkop) will be liable, from date of establishment of the mine, for payment of the Skills Development levy, currently 1% of payroll. It will be ensured that grants are applied as permitted by legislation and the Mining SETA, so that maximum funds can be released for training and employee development.

The following Skills Development Programme action plan is proposed and will come into effect once people are appointed into specific positions and they were given the opportunity to develop in a position for at least a year.

Table 2.5: Skills Development programme action plan for mine

Step	Action	Date by when action will be completed
1	Identify relevant courses/institutions/activities to address the shortcomings in the Skills Development Plan	To be reviewed once the mine is in operation
2	Schedule courses for the relevant employee/s	
3	Monitor the employee/s progress	
4	Audit the progress made on the implementation of the process	

2.4 Portable Skills Training

Afplats will, as part of its Skills Development Plan and its retrenchment management programme, provide training in portable skills which are applicable to the mining sector and other employment sectors and ensure such training programmes are adapted as required by the mine's employees. The company therefore defines portable skills as accredited skills developed through unit standards based training that can be utilized within the mining sector (across mineral sectors) as well as outside of the mining sector

The mine intends on negotiating agreements with the recognised trade unions and Future Forum on issues relating to training needs of employees to be considered in the event of the following:

- Medical unfitness
- Retrenchment
- Mine/Section closure

The Company will develop programmes to increase the knowledge of all the employees. The intention is to create skills which employees can use during their employment on the mine and beyond the workplace. These could include, but will not be limited to:

- Life skills such as communication skills, business ethics and personal budgets
- Time management
- Stress management
- Change management
- Computer skills
- Entrepreneurship

Note: Portable skills training is considered to be a critical factor in softening the impact of mine retrenchment and downscaling as presented in Section 4.

Afplats will also take into consideration the portable skills training conducted at Impala Platinum Ltd and use this as a baseline to develop their own core business training. Core business training will be carried out amongst all employees during the life of the mine in various core business disciplines and as such facilitates on-going skills development and certification thereof. Further, the mine will institute supervisory and management training of employees identified through career progression programme which further facilitates access to generic business, financial, management-related skills transferable across any sector.

In addition to the functional literacy and numeracy training, Afplats will provide portable skills training within the various core business disciplines during the life of the mine.

The targets will be determined once the mine is on production

2.5 Training in Core Business Areas

Afplats's core business is mining and will remain so for the life of the mine. For this reason the company will direct a major portion of its training and development resources to the development of mining, engineering and plant related competencies and skills. Afplats will endeavour to ensure that all training and development is in accordance with appropriate legislation and will plan its core business training and development accordingly.

In addition to the core business training within each discipline, Afplats will carry out ex-leave training in an effort to ensure the continuous improvement and upliftment of the company's workforce. The mine will carry out ex-leave training on an on-going basis during the life of the mine as employees return from leave. The duration of this re-fresher training, which also facilitates key communication opportunities to employees (on issues such as ABET programmes, portable skills programmes, nutritional awareness, HIV/Aids etc) is estimated to be three days per employee. The employees within the plant however, complete one scheduled ex-leave training session per annum on returning from leave which takes one day.

2.6 Career Progression Planning

Afplats will provide every employee with the opportunity to develop within one of the career progression paths available.

Objective

To develop career paths for all core and non-core positions and to indicate how employees will be able to progress through the employment equity levels in line with Skills Development Plan, the Training Plans and the Employment Equity Plan. Afplats undertakes to implement career paths to provide opportunities to HDSA employees to progress in their chosen careers.

In developing the career progression plan, the emphasis will be to comply with the Mining Charter and prioritise the development of HDSA and women in the work place. This plan will focus on generic career plans thus enabling employees to progress within disciplines as well as between disciplines, and does not imply a personal consultation process for every individual. It is intended to create a process, which will facilitate addressing the career progression needs for both the operation of the mine and the individual employee.

Afplats (Leeuwkop) will review its career progression planning once the mine is in operation and further actions such as the identification of individuals (talent pool) and the establishment of other supporting mechanisms will be investigated and implemented.

Table 2.6: Career Progression Plans

Step	Action	Date by when action will be completed
1	Develop generic job profiles for all immediate positions required by the mine	To be implemented once the mine is operational.
2	Develop possible career paths for identified trainees required initially such as the miners and engineers	
3	Develop possible career paths for non-core positions on the mine such as safety, environmental, security etc.	
4	Develop support structures such as mentorship and career counseling.	
5	Develop leadership and personal development plans for middle management.	
6	Implement a performance appraisal system which will allow for the natural progression of employees	

2.7 Mentorship Plan

Afplats will introduce a mentoring system, comprising of a training and orientation programme for both mentors and protégés based on Impala Platinum model.

Mentorship forms an integral part of the development of all employees and empowerment groups from the designated groups as defined by the Employment Equity Act. Mentorship will be used as an effective method to develop talent within the organization. It will place the responsibility for the development of managerial talent not only on the shoulders of the Training Department, but also senior managers.

Objectives

The purpose of the mentorship training strategy and the mine operation will be to share the following objectives:

- Providing a vehicle for competency transfer, as well as a process through which work and life experiences can be acquired under the guidance of competent role models
- Accelerating the development of skills necessary for the achievement of Afplats strategic objectives, of which supporting the targets of the Mining Charter forms an important part
- Creating and enabling environment for the development and growth of HDSA individuals and women within the organisation
- Establishing a relationship where the operation helps meet individual aspirations and to enable such individuals to maximise their potential
- Preparing for career advancement with particular emphasis on moving employees with potential from operational/ tactical/ technical to strategic/leadership positions
- Help establish the Bakwena as a corporate entity and assist them to develop with the necessary guidance and skills to become a valuable partner in Afplats and the community as a whole.

Afplats (Leeuwkop) will develop a mentorship training programme to empower both mentors and protégés once the general career paths are finalised and implemented once the operational phase begin. The Company intends to focus its mentorship initiatives on HDSAs and women, specifically aiming at providing sufficient exposure for them to be promoted into next level positions. It is envisaged that all employees identified as successors will have a formal mentor. Mentors will be directly involved with the development of successors, with formal feedback provided as per the mentoring procedure developed within the code of practice. Employees, such as successors, learner officials, mine overseers and those in experiential learning who require mentoring, will be identified during the skills audit. Following this, appropriate plans with relevant targets will be developed and reported to DMR in order to indicate which employees (in terms of racial groups and gender) will be mentored along with the envisaged outcomes of the mentoring programmes.

Therefore it is difficult at this early stage in the project to compile a detailed mentorship programme, which will enable Afplats (Leeuwkop) to identify a competent mentor and to assign a certain amount of mentees to that person. However, Afplats is committed to implementing the following programme to ensure that the company will provide the necessary leadership and mentorship to mentees.

Table 2.7: Proposed Mentor Programme and Plan

Afplats is committed to the informal mentoring of employees.

Step 1	Action	Date by when action should be completed
1	Draft a policy and guidelines on mentorship including the criteria to which a competent mentor should comply based on the Impala Platinum model	This will be reviewed and targets will be set once the mine is in operation.
2	Develop a mentoring system and programme	
3	Identify potential mentors once recruitment is completed	
4	Identify potential HDSA individuals & women to enter mentorship programmes	
5	Assign the candidates in learnership programmes and bursaries holders to mentors	
6	Build coaching and mentoring capacity at all levels of the workforce	
7	Create a mentoring and coaching support system for all new HDSA employees	
8	Implement performance appraisal system, which will allow the progression of employees.	

2.7.1 Mentoring of Empowerment Partners

Mentorship will also be extended to empowerment partners. Afplats will help the Bakwena to establish a corporate entity and fund this with R 7.5 Million per annum for the first 8 years of establishment. The Afplats management will assist the Bakwena and provide them with mentorship as identified based on gap analysis. The mentorship program in the first few years of production will be very limited due to the high level of management staff involved in the project and the low numbers of people involved.

Afplats will have a Policy of Good Corporate Governance which directs the induction, management and training of all of its Directors on the mine Boards and associated committees. The schedule for such induction, management and training is set each year as part of the group wide annual meeting schedule and in consultation with board members.

Induction and training of all directors is considered to be an essential part of the business and is designed to equip them with that level of knowledge, information and experience that will enable them to take effective decisions and participate in the overall business in a meaningful way. The requirement of appropriate skills, knowledge and experience is particularly relevant in the mining industry where the issues required to be addressed are complex, the operating environment highly intricate and commodity trading a specialised field. In addition the legal and regulatory environments are extremely challenging.

It is against this background that the organisation has recognised the importance of induction and training of all directors. Under the auspices of the Nomination Committee, a sub-committee of the Impala Platinum Holdings Board, an induction and training programme has been devised which covers diverse disciplines such as the applicable legislation and legal requirements, regulatory provisions (such as the JSE Listings Requirements and the SRP Code), risk management, understanding of finance (including business planning, capex, amortisation and the like), technical information sharing, mine health and safety and environmental requirements. In addition and in recognition of the importance of and contribution made by the workforce an understanding of human resources issues is indispensable.

Several training sessions will be arranged annually for directors during which they receive formal presentations from members of the Institute of Directors, lawyers, and representatives of merchant banks, financial experts and HR specialists. In addition directors visit the operations where they interact with mine personnel, are exposed to the technical aspects of the business such as the different mining techniques and methods, and the concentrating, smelting and refining processes. Directors are also encouraged to make independent enquiries in respect of any subject relating to the group business that they may require further information on.

2.8 Internship and Bursary Plan

Problems are experienced throughout South Africa regarding the schooling of learners and the dearth of learners who have higher standard maths and science qualifications. As a result, learners do not consider mining and engineering as a career as they do not have the required educational standards to apply for tertiary education institutions. With this in mind, Afplats (Leeuwkop) is investigating the possibility of recruiting learners with potential at high school level for a mining career before they choose their subjects. This will encourage youngsters to consider taking maths and science at higher standard, therefore providing them with the opportunity to enter universities for tertiary education. This initiative will enable Afplats

(Leeuwkop) to make bursaries available to learners who have the necessary qualifications pertinent to the mining sector.

Bursaries will be made available in the following field of studies; this will be determined once again by the requirements on the mine:

- Engineering (mining and metallurgical)
- Environmental Management
- Finance
- IT Development
- Law
- Logistics
- Mining
- Geology

Currently the company is not in operation but it has embarked on poverty alleviation projects under section 3 of the document whereby the plan is to have 5 candidates in and around the area to address the skills shortages. We currently do not have target under this section until the mine is in operation.

2.9 Employment Equity Policy and Plan

2.9.1 Introduction

The two pillars of the Employment Equity Act 55 of 1998 are:

- elimination of discriminatory practices,
- promotion of employment equity/affirmative action to redress the imbalances in employment opportunities created by past discriminatory laws.

Afplats is committed to the principles and practices of the Act, and plans to recruit, train and develop staff with these objectives in mind. As the mine is still in its planning stage, it will implement these principles as part of its operation requirements.

In addition to these general objectives, Afplats subscribes to the requirement of the Mining Charter to work towards achieving the goal of 40% HDSAs in management and core occupational categories in the mining industry reflective of demographic representation.

Afplats has already had various negotiations with the local Authorities in order to determine what types of resources are available in the area.

In line with its vision of “unlocking the potential of all its employees” and in compliance with the Employment Equity Act, the MPRD Act and the Mining Charter, Afplats is committed to a process of:

- Increasing organisational effectiveness to sustain competitive advantage by recruiting, selecting and developing individual employees to their full potential;
- Providing development opportunities to all employees with a particular focus on those who have been excluded from the main stream of economic activity as a direct result of unfair discrimination;
- Maintaining short to medium term equitable means to counter employee imbalances of the past as a result of legislation and/or customary practices;
- Bringing the employment equity process in line with the company’s values and goals.

To this end Afplats will implement an Employment Equity Plan ensuring that set targets are met and that all employees are aware of the company’s goals. The Employment Equity Plan should incorporate the strategies, targets and plans to comply with the MPRD Act’s focus on and specific targets for, HDSAs in management positions and women in mining.

2.9.2 The Process

Afplats will be a “designated employer” in terms of the Act as Afplats (Leeuwkop) will employ more than 50 employees on production stage. Therefore, the required procedures of the Act will be implemented as follows:

Affirmative Action Measures

Afplats (Leeuwkop) will undertake its recruitment campaign with a specific staff profile in mind. In all cases the best candidates will be selected for the positions available, taking cognisance of the fact that ability and potential for success are valuable attributes. This is particularly relevant where a candidate shows the capacity to acquire, within the probationary period, the skills necessary to do a particular job. This will be particularly noted in members of designated groups (black people, women and the disabled), and these candidates will be given preference in order to move towards meeting the targets in the time frame specified.

Appointees showing potential will be fast-tracked with appropriate development, mentoring and training to successfully fill the numerical goals specified for management positions.

Afplats (Leeuwkop) will establish human resources policies with the specific objective of ensuring that there are no barriers to appointment or advancement of members of designated groups. The Employment Equity Committee will be consulted to ensure that senior management is sensitised to the presence of any such barriers, and to make due accommodation for the needs of designated groups.

An enabling work environment will be established, wherever possible. Examples of such facilities could be suitable access and facilities for disabled people, and flexible working hours to assist working parents in fulfilling their family responsibilities.

Consultation

Once the employee complement exceeds 50, elections will be conducted amongst the staff in order to establish an "Employment Equity Committee", or if more appropriate, a request will be made to the representative trade union to nominate members. These members must be representative of all levels and occupational categories on the mine, and should include designated groups and non-designated groups. Afplats (Leeuwkop) will consult this group and elicit their assistance in conducting an audit of the company's policies and practices, preparation of an Employment Equity Plan and production of the Employment Equity Report. They will also be consulted on affirmative action measures to be taken to achieve employment targets as per the Mining Charter.

Analysis

In developing and compiling human resources policies, the requirements of the Act will be taken into account. Once the mine is operational, an audit will be conducted in association with the Employment Equity Committee, to ensure that the policies, practices and procedures do not present barriers to employment and advancement of staff from designated groups. The

employee profile will be analysed to ensure that there is no under-representation in the different categories and levels of positions.

2.9.3 Accountability

The accountability for the establishment and implementation of an Employment Equity Policy and Plan rests with senior management of the company. A specific member of the top management team will be assigned to take responsibility for ensuring that the process, monitoring and measurement of progress take place. This “Responsible Manager” will be given the authority and means to be able to carry out his or her duties successfully. This person will champion the entire process.

2.9.4 The Employment Equity Plan

The Responsible Manager should co-ordinate the implementation of the Plan, in consultation with the Employment Equity Committee. The Plan will include, but shall not be limited to:

- Objectives to be achieved for each year of the Plan, of which the duration must be between one and five years. These objectives must correlate with those of the Mining Charter
- Specific affirmative action measures to be implemented
- A strategy, plan and timetable to redress the imbalance if the Company has been unable, during the initial recruitment phase, to fully meet the employment equity targets, according to the Mining Charter. This could include increasing the pool of available candidates via developing bridging programmes within the community from which the mine will source its labour. Procedures to be put in place to monitor implementation of the Plan, to assess progress and, if necessary, to take steps to get the Plan back on track. The Employment Equity Committee will be fully involved in the monitoring process.
- The establishment of a dispute resolution mechanism and procedure to resolve any disputes that may arise regarding interpretation and implementation of the Plan
- The ultimate responsibility for implementation of the Plan lies with management, and their accountability will be written into the Plan.

The following plan is proposed in the interim until the mine is operational:

Employment Equity Targets

Once the recruitment of employees commences following the operation of the mining, Employment Equity targets will be set. Afplats (Leeuwkop) will commit itself to achieve the objectives set by the Mining Charter.

Afplats (Leeuwkop) fully understands the importance of achieving the prescribed equity targets and in terms of the progression of females and HDSA's respectively. The actual statistics will be identified once the mine operations commence.

The Talent Pool Identification Process

The talent pool identification process will commence once recruitment is completed for the operational phases of the mine. This would also be an ongoing process once employees are appointed to specific jobs.

A three tiered-approach will be used to determine the candidates for the talent pool, namely:

- **Performance Management Process**
Line Managers will follow a formal process, including regular reviews of performance coupled with coaching towards full performance. High Potential candidates generally perform well and react well to coaching.
- **Personal Development Plan Process**
High Potential candidates will be supported to enhance their skills. Line managers and HR managers will support this process.
- **Assessment Procedures**
These procedures will be approached from a developmental perspective. The focus is on learning potential. Assessment instruments to be used must be culturally fair (i.e. no psychometric or IQ tests).

The identification of a talent pool should also include the identification of learners at school level who could be recruited to study further, thus allowing the mine to train employees from an early stage and to support the talent pool.

Process to Fast Track HDSAs

After integrating performance management, coaching, the talent plans and learning potential, HDSAs within Afplats (Leeuwkop) will be fast tracked according to the following criteria:

- A baseline of competence is proven in daily activities and agreed upon by formal structures.

- Mentor and coach reports confirm readiness for movement (rotational or promotional).
- The HDSA employee reports own readiness.

Training Programmes for HDSAs

Afplats (Leeuwkop) believes that all employees should be given equal opportunities in the workplace, including training. However, it has developed programmes aimed specifically at HDSAs:

- Accelerated leadership development programme.
- Focused Learnerships for women maintenance and machine operators.
- An accelerated mentorship programme for an identified talent pool.

2.9.5 Monitoring and Evaluation of Employment Equity Plans at Afplats

- The plan will be evaluated on a quarterly basis to ensure progress. Employment Equity issues will be discussed at Executive Committee meetings and will be given equal attention as is given to strategic and operational matters.
- The DMR Form S will be completed once the mine commences with operation. The form will then be completed annually and submitted as part of the Mine's annual SLP Report, on behalf of the mine and its core business contractor(s) as a means to report on Afplats employment equity.

SECTION 3

LOCAL ECONOMIC DEVELOPMENT

Section 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

As the IDP is the overarching development framework of a given municipality, Afplats (Leeuwkop's) Social and Labour Plan and sustainable development initiatives will conform to the IDP, which will form the basis of all projects. By building on the development strategies existing at a Local Government level, a consultation will take place between Afplats (Leeuwkop's) and Government, particularly the Rustenburg and Madibeng local municipalities, which aims to work together to build a sustainable future for all.

3.1 Integrated Development Plans (IDP)

The integrated development plans of Rustenburg and Madibeng local municipalities will be interrogated for the purposes of understanding priority LED projects. The critical issues from these plans are the following:

The Local Economic Development Plans of all these municipalities evolve around job creation, investment, SMME-development, health facilities, education facilities and infrastructural development. Afplats (Leeuwkop) need to integrate its own activities, the stakeholder needs and these municipality initiatives into a coherent programme in order to embark on a structured action plan.

3.1.1 The Madibeng LM Needs analysis

The Madibeng needs analysis conducted in each ward revealed that amongst community facilities needed, schools, sports and recreation centre, clinics, police stations and libraries rated the top 5. Needs relating to the economic category, were prioritised as agriculture/ farming areas, Job creation, Tourism, Entrepreneurs Development centre and Arts and culture.

In terms of the entire local municipality, the priority needs that reflect social, economic and services needs, are (in order of priority)

- Water and sanitation
- Electricity

- Roads and storm-water
- Land and housing
- Economic development
- Community services and facilities

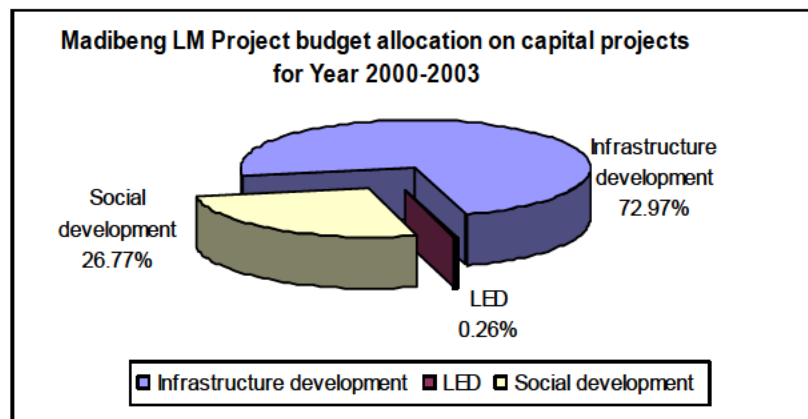


Figure 2: The Madibeng LM Projects and Budget Allocation

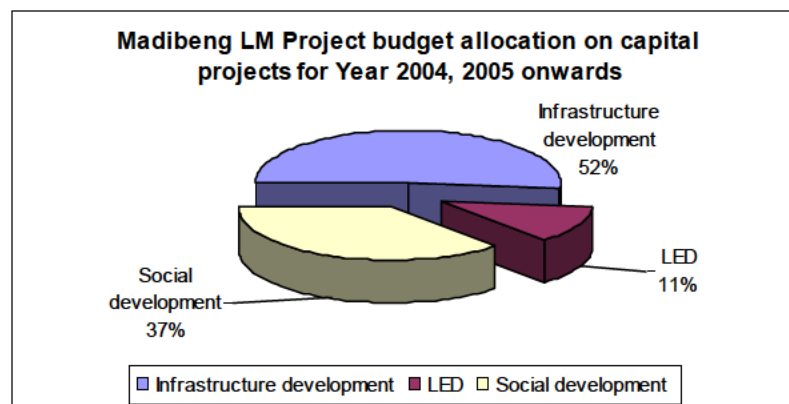


Figure 3: Madibeng LM Projects and Budget Allocation

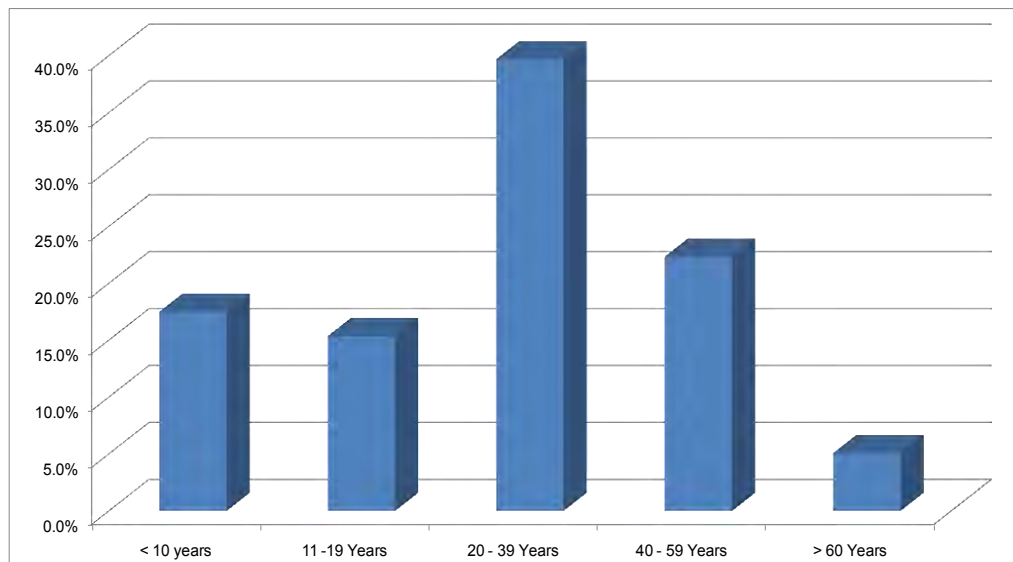
3.1.2 The Rustenburg Local Municipality Socio-Economic Profile

A population of 449 775 was recorded for the Rustenburg Local Municipality according to Community Survey 2007. The breakdown of the population per gender and per race is as per table 3.6 below.

Table 3.1: Population of Rustenburg Local Municipality per gender and per race (RLM: IDP 2010/2011)

	Male	Female	Grand Total
Black	232,337	171,149	403,486
Coloured	2,297	2,145	4,441
Indian or Asian	553	403	956
White	20,268	20,623	40,892
Grand Total	255,456	194,319	449,775

The age profile of the population is depicted in figure 3.7 which clearly illustrates the very youthful age structure in the Rustenburg Local Municipality with 17.5% of the population being younger than 10 years of age and a further 15.4% between 11 and 19 years.

Figure 4: Age profile of the Rustenburg Local Municipality (RLM: IDP 2010/2011)

About a third of this population was below the age of 19 years, and an income profile for Rustenburg Local Municipality is, however, of concern (refer to figure 3.8 below). Some 21% of individuals earned no more than R1 600 per month as reported in the Census 2011. In addition, a further 20% of employed persons earned between R1 601 and R6 400 per month.

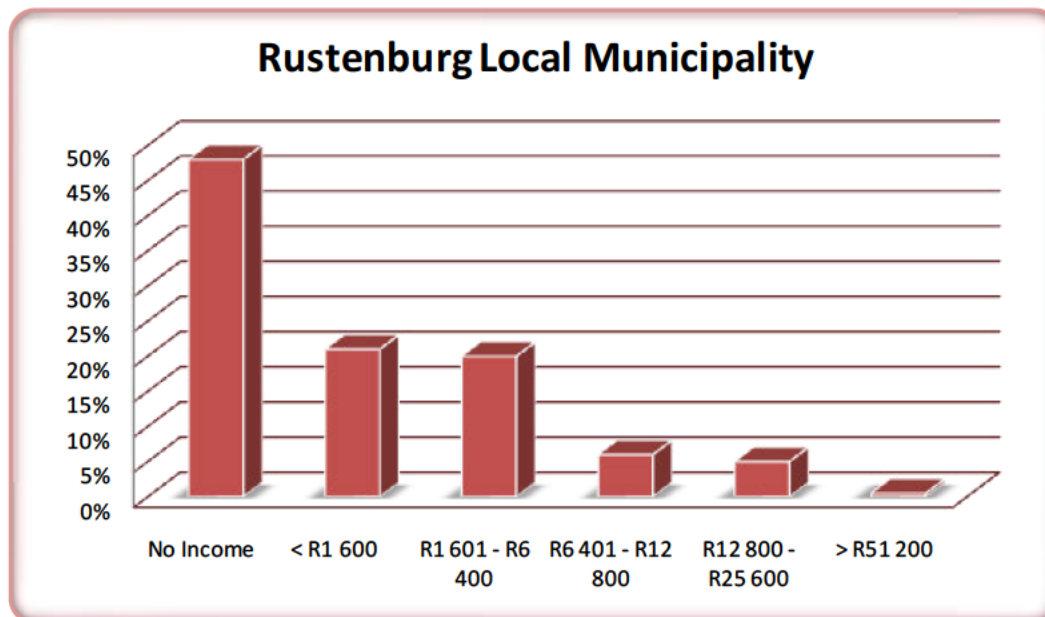
Figure 5: Monthly Individual Income in the Rustenburg Local Municipality

Table 3.2 below provides a summary of key service provision indicators for the Rustenburg Local Municipality and indicates the considerable challenges that exist regarding service provision. The provision of both basic water and sanitation services compares favourably with the levels recorded for the Bojanala District Municipality as a whole, although only 37% of homes received piped water into their dwelling and only 39% of households had a flush toilet connected to a sewerage system. The provision of sufficient housing in the Local Municipality requires considerable attention. Of particular concern is that more than a quarter of the population resided in informal settlements. It is highly likely that this high level of informal settlement has been influenced by the influx of job seekers to this mining intensive region.

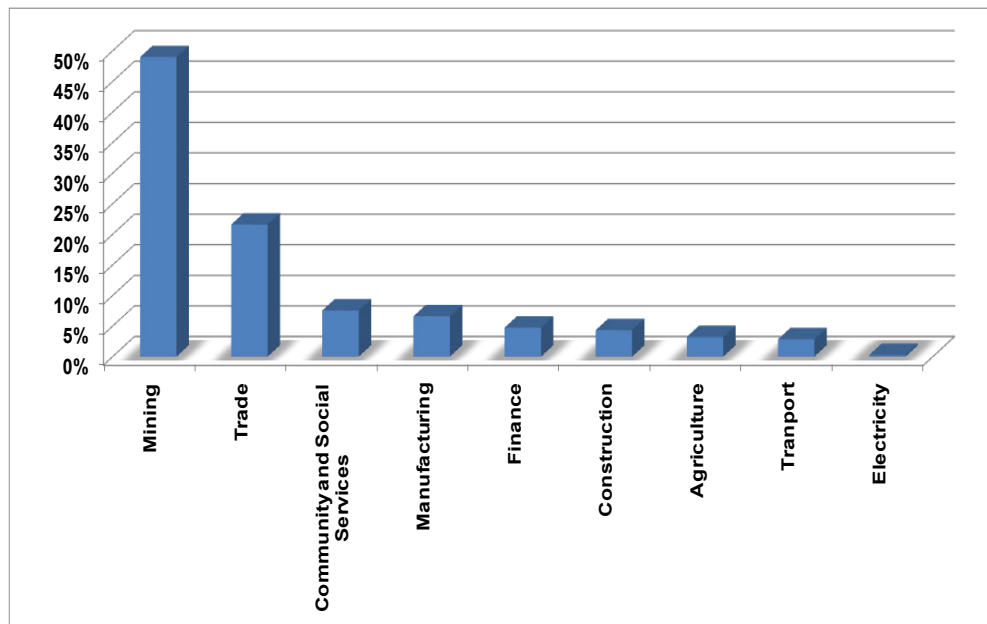
Table 3.2: Summary of service provision levels (%) in the Rustenburg Local Municipality as per CS2011

Service Description	Rustenburg Local Municipality
Brick dwelling on separate stand	58%
Informal Settlement	14%
Informal dwelling in yard	15%
Flush toilet connected to sewerage system	53%
Pit Latrine (Non-ventilated)	29%
No Sanitation	4%

3.1.3 Key economic activities at local municipality level

As can be seen in the figure 6 below, the mining industry is by far the largest provider of jobs in the Rustenburg Local Municipality and is responsible for almost half of all formal employment. The only other employers of significance are the trade (22%) and community and social services (8%).

Figure 6: Sectoral employment in the Rustenburg Local Municipality (RLM: IDP 2010/2011)



A more localised social and economic investigation of the affected municipalities, that is, Rustenburg and Madibeng local municipalities, and the Bojanala District Municipality, reveal the following.

- The Bojanala district had a population of 1.185 million in 2001 and the predominant language of the area was (and still is) Tswana, although English could be regarded as the main business language. Statistics reveal that the population grew at a rate of just over 2% per annum while Rustenburg's growth rate was 3.4%, underscoring the influx of labourers into the municipality.
- Rustenburg and Bojanala both have booming economies. The economic growth of the Bojanala district is estimated at a phenomenal 15% real growth rate per annum, supporting the claim that Rustenburg is one of the fastest growing economies in Africa. The Bojanala Gross Geographic Product (GGP) is estimated at R34 billion (2002) and this is a significant size for a region in South Africa. Mining, and in particular metals are the major driver of this

economy and makes up 65% of Bojanala's economy, with metal ores at 59%. The district is endowed with some of the best platinum deposits in the world and this will continue to drive the region's economy in the short term.

- Despite this meteoric economic growth, unemployment in the Bojanala district remains high, with an unemployment rate of 25% and a "not economically active" population of 38% (effectively, 63% of the workforce not employed).
- An interesting anomaly is that although mining output had increased dramatically over the last couple of years, the employment increase has not been as steep. Employment in mining in the Bojanala district grew by only 5% per annum and it had in fact declined by 4% in Northwest as a whole (much of this decline came from the gold producing areas in Northwest). This decline serves as a stark reminder that mining is depleting resource and is by definition not a perpetual business.
- A further important consideration is the fact that the Bojanala district is very dependent on mining. A total of 37% of its employment is in mining and a conservative multiplier of 1.5 gives a total employment dependency of 55% in the district. The dependency ratio can be calculated as the total population divided by the formally employed, which for Bojanala amounts to 5:1. This in fact means that 35% (385 000) of the total population of 1,1 million people in Bojanala is dependent on mining. This is clearly a significant amount of dependants.
- Rustenburg itself is the more affluent area of Northwest Province and the Bojanala district. It has a population of 395 000 people, which is 33% of the Bojanala district. Its households living on or below the poverty line amounts to 38% as opposed to 49% for the Bojanala district as a whole. This means that the other local municipal areas in the district have a much higher poverty profile.
- Poverty statistics show that 30% of households lived in informal housing (in 2001) and 34% of Bojanala's adult population had no schooling or some primary schooling in that year.
- Furthermore, in 2001, only 14% of Bojanala's households had water connected to the main dwelling on the property. Water services varied from water to the yard and community stands.
- In essence, the Bojanala and Rustenburg socio-economic profile appears much better than many areas in SA and this can be ascribed to the significant role of metal ore mining in that area (of).

But as with the rest of SA, there is a first and second economy running parallel in society, and hence there are still large pockets of poverty in the Bojanala district.

3.2 Impact of the Mine on Socio-economic Conditions

This section outlines the expected impacts (on local communities) following the development of the proposed new mine. Whilst the SLP guideline requests that information pertaining to the number of jobs created and SMME development also be included, it is challenging to present such information due to this being a new mine.

A preliminary investigation into the potential impacts following the establishment of this mine have been revealed as:

- Job opportunities would become available. Refer to an illustration of the mine life and phases in Section 1.
- Once the mine is in operation, skills development opportunities will be identified in terms of operational requirements.
- Opportunities for further education through the provision of scholarships and bursaries to employees with potential.
- Stimulation of local economy in nearby towns.

Due to the development of mines in the area over the last few decades, good surface infrastructure such as roads, railway lines and even an airfield are already in place. The local municipality has already invested substantially in these as the transportation of the mined material to other markets is considered critical to the economic well-being of an area.

3.3 Mine Community and Rural Development

This section has been developed in response to the DMR's call to present all initiatives that would lend to community development and the subsequent alleviation of poverty. Afplats (Leeuwkop) acknowledges that as one of the mines in the area, which will be sourcing its labour from the nearby communities, its contribution to the welfare of nearby communities will influence its credentials as a good corporate citizen. Not only is it critical that Afplats (Leeuwkop) be seen as a good corporate citizen, but it is equally important that development initiatives be undertaken because of the dire social and economic development need that may exist in its very own workforce (and their families).

3.3.1 Stakeholder and Community needs Analysis

Afplats (Leeuwkop) has also commissioned (and completed) an Environmental Impact Assessment (EIA). The EIA contains an extensive public participation process where „interested and affected“ parties were invited to attend a range of public and/ or focus group meetings.

Generally, stakeholder needs expressed at the consultative meetings included:

- **Health and Welfare:** Many stakeholders placed much attention on the need for improved health facilities which ought to be better equipped, in closer proximity to needy areas, and better capacitated. There was also great concern over whether home based care centres and CBO's / NGO's providing humanitarian aid to the elderly, children, HIV/AIDS patients, or even the sick, will have adequate funding and training to operate in the future.
- **Education and Training:** There was a realisation that in conjunction with improved business opportunities, further tertiary education and skills training needed to take place.
- **Procurement:** One of the most discussed topics was that of procurement opportunities, particularly for local companies/labour in the nearby mines. Communities wish to have „preferred supplier“ status in the nearby mines. They also wished to be informed of all procurement activities.
- **SMME-development:** Job creation was also a major point that was discussed. There was however recognition that creating business opportunities, in the form of SMME development was a more sustainable activity to invest in. Many expressed their need for support in terms of financial or human resources. They also acknowledged that training and development pertaining to the ownership and running of a business was needed.
- **Infrastructure:** Many stakeholders felt that more attention must be paid to the condition of roads, particularly in rural areas.

3.3.2 Proposed LED programmes/ projects

Afplats (Leeuwkop) affirms that it will strive towards improving the opportunities for local economic development in mainly its labour source areas. This it will do by implementing the LED projects summarised in Table 3.3.

The focus of the LED projects will be on Infrastructure development, poverty alleviation and reducing unemployment

Table 3.3: Summary of Infrastructure Development and Other Initiative Projects: (FY2014 – FY2018)

Beneficiary Organisation or Project Name	1	2	3	4	5	Total
	Budget FY14	Budget FY15	Budget FY16	Budget FY17	Budget FY18	
Infrastructure Initiatives	0	0	0	8,500,000	7,500,000	16,000,000
Road Construction	0	0	0	4,500,000	5,500,000	10,000,000
School Infrastructure Upgrade		0	0	4,000,000	2,000,000	6,000,000
Other Initiatives	700,000	1,000,000	1,100,000	1,300,000	1,500,000	5,600,000
Community Support Center		200,000	200,000	300,000	300,000	1,000,000
Bursaries	700,000	800,000	900,000	1,000,000	1,200,000	4,600,000
TOTAL	R 700,000	R 1,000,000	R 1,100,000	R 9,800,000	R 9,000,000	R 21,600,000

Table 3.4: Project No. 1: Road Construction (Makolokwe Village)

Project Name:	Project No. 1: Road Construction												
Background:	The project is envisaged to tar the 4km access road going through Makolokwe Village. This road will improve access for community members to their homes, significantly improving their standard of living.												
Geographical Location of Project:			Project Start Date:		Jun-17		Project End Date:		Dec-18				
Total Expected No. of Jobs to be created:	12	Male:	10	Female:	0		Youth:		2				
Output	Activity		Responsible Entity	Timeframe					Budget Allocation				
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY14	FY15	FY16	FY17	FY18					
Workshop requirements	Determine areas	Completion of report	Afplats and relevant Government Department	R	-	R	-	R	4,500,000	R	5,500,000	R	10,000,000
Prioritise areas	Prioritise roads	Completion of report									R	-	
Engineering design	Design roads	Completion of report									R	-	
Construction of a 4km tarred road	Road constructed to the Provincial Road Standards	A 4km tarred road constructed to the Standards for Provincial Roads									R	-	
Grand Total : R - R - R - R 4,500,000 R 5,500,000 R 10,000,000													
Beneficiaries: (Community Specific)	Nearby communities and other road users		Project Partners/Associates:										

Table 3.5: Project No. 2: School Upgrade/Rejuvenation

Project Name:	Infrastructure: Schools Upgrade/Rejuvenation								
Background:	Project was identified by the community of Makolokwe Village and Afplats after realising that schools needs to be upgraded/renovated. The objective will be to contribute R6 million towards renovating/upgrading the school in co-operation with the Dept of Education (They were approached to form partnership on this initiative). The upgrading/renovating of this school offers a meaningful and sustainable upliftment opportunity to Historically Disadvantaged communities around Afplats operations.								
Geographical Location of Project:	Makolokwe Village	Project Start Date:			Jun-17	Project End Date:			Dec-18
Total Expected No. of temporary Jobs to be created:	20	Male:	10	Female:	5	Youth:	5		
Output	Activity		Responsible Entity	Timeframe					Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY14	FY15	FY16	FY17	FY18	
Afplats to renovate the school in co-operation with the DoE to a total value of R6 million.	Renovated/ upgraded school to the value of R6 million	Renovated school buildings conforming to the standards of the Department of Education	Afplats, DoE and Contractor	R -	R -	R -	R 4,000,000.00	R 2,000,000.00	R 6,000,000.00
Skills transfer	Skills to be transferred to the locals, example of skills: carpentry, plastering, building etc	A maximum amount of local people included in the skills transfer program							R -
Total Project Expenditure (per Financial Year):				R 0.00	R 0.00	R 0.00	R 4,000,000.00	R 2,000,000.00	R 6,000,000
Beneficiaries: (Community Specific)	Learners, Educators, Community		Project Partners/Associates:						

Table 3.6: Project No. 3: Community Support Centre

Project Name:	Community Support Center								
Background:	<p>In line with our quest to help build sustainable communities and as part of the national object, a community based local Business Support Center will serve the needs, interest and aspirations of young entrepreneurs and emerging business.</p> <p>The centre will aim to provide basic services that may be required by young enterprises / businesses.</p> <p>Sustainability will have to be confirmed in the following areas:</p> <ul style="list-style-type: none"> • Receptiveness of community and community involvement • Available enterprises and start up enterprises • Ability to grow community based companies / enterprises to sustainable entities 								
Geographical Location of Project:	Makolokwe Village		Project Start Date:		Jun-15		Project End Date:		Jul-18
Total Expected No. of temporary Jobs to be created:	5	Male:		Female:		Youth:			
Output	Activity		Responsible Entity	Timeframe					Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY14	FY15	FY16	FY17	FY18	
Support Center operations			Afplats & Partners	R -	R 200,000.00	R 200,000.00	R 300,000.00	R 300,000.00	R 1,000,000.00
									R -
Total Project Expenditure (per Financial Year):				R 0.00	R 200,000.00	R 200,000.00	R 300,000.00	R 300,000.00	R 1,000,000
Beneficiaries: (Community Specific)	Bakwena Ba Mogopa Community and other neighboring communities		Project Partners/Associates:						

3.3.2(a) Poverty Alleviation Projects

Overview

Afplats - Leeuwkop Mine is currently in the project phase and as a result does not have a workforce, however education and skills development has been included in the Social and Labour Plan as a poverty alleviation projects.

Strategic plan

- a) **Bursaries** – to recruit bursars from the local communities within the Afplats lease area through the stakeholder engagement department and award bursaries based on compliance.

	FY2014	FY2015	FY2016	FY2017	FY2018
Bursaries	3	3	3	4	5

Note: Accumulative figure for the number of bursaries awarded.

- b) **Learnerships** (engineering) – to recruit learnerships from the local communities within the Afplats lease area through the stakeholder engagement department and award learnerships with compliance to the Implats learnership policy.

	FY2014	FY2015	FY2016	FY2017	FY2018
Engineering Learnership	3	3	3	3	4

Budget (Poverty Alleviation Projects)

	FY2014	FY2015	FY2016	FY2017	FY2018
Budget	R 700,000.00	R 800,000.00	R 900,000.00	R 1,000,000.00	R 1,200,000.00

Table 3.7: Project No. 4.1: Poverty Alleviation: Bursaries in the Bojanala District

Project Name	Poverty Alleviation: Bursary Project for candidates from the Bojanala District Municipal Area (Bursaries)								
Background to project	Human Resource Department of Impala Platinum Ltd in conjunction with Stakeholder Engagement Department has embarked on this initiative, as part of the Social and Labour Plan, to award bursaries to HDSA learners from the Bojanala District Municipal Area. These learners will be treated according to the same principles as the <u>Implats bursary students and the criteria</u> for rewarding a bursary will apply. The plan is to have five (5) learners at the end of FY2018. Only learners who meet the minimum requirements to <u>study mining related disciplines</u> will be awarded bursaries to study at <u>selected tertiary institutions</u> . This bursary programme would be addressing a shortage of skills in the country, as well as alleviating poverty through education.								
Geographical Location of project			Project start date:			Project End Date:			
Output	Activity		Responsible Entity	Time Frames					Budget Allocation
	KPA (key performance area)	Performance Indicator		FY14	FY15	FY16	FY17	FY18	
To offer opportunity to individuals to address the skill shortage in SA/Afplats	Recruit 5 Learners through interviews and keep records of these interviews	Selection of successful candidates by the bursary team.	Bursary and stakeholder engagement team	R 350,000.00	R 400,000.00	R 450,000.00	R 500,000.00	R 600,000.00	R 2,300,000.00
To alleviate poverty through education	To fairly select candidates by psychometric evaluation		Bursary team / Psychometric dept.						
To sensitize other youth to choose the Mining related disciplines	Inform them officially of the outcomes. Assist them to apply to tertiary Institutions	Candidates placed at tertiary education centers.	Bursary team.						
To add value to our company's production and to it's growth	Liaise with relevant departments at the operations for vocational employment every year of studying		Bursary team.						
Skills Enhancement	Mining related disciplines	Candidates to be placed accordingly	Bursary team.						
Candidates already enrolled to be considered.									
Total Project Expenditure (per Financial Year):				R 350,000.00	R 400,000.00	R 450,000.00	R 500,000.00	R 600,000.00	R 2,300,000.00
Beneficiaries: (Community Specific)	Community and students of the Bojanala District		Project Partners/Associates:			Afplats			

Table 3.8: Project No. 4.2: Poverty Alleviation: Learnership in the Bojanala District

Project Name	Poverty Alleviation: Bursary Project for candidates from the Bojanala District Municipal Area (Learnerships)								
Background to project	Human Resource Department from Impala Platinum in conjunction with Stakeholder Engagement Department has embarked on this initiative, as part of the Social and Labour Plan, to award learnerships to HDSA learners from the Bojanala District Municipal Area. These learners will be treated according to the same principles as the Implats learnerships and the criteria for rewarding a learnership will remain unchanged. Only learners who meet the minimum requirements will be awarded learnerships. This learnership programme would be addressing a shortage of skills in the country, as well as alleviating poverty.								
Geographical Location of project			Project start date:			Project End Date:			
Output	Activity		Responsible Entity	Time Frames					Budget Allocation
	KPA (key performance area)	KPI (Key Performance Indicator)		FY13	FY14	FY15	FY16	FY17	
To offer opportunity to individuals to address the skill shortage in SA/Afplats	Recruit 5 Learners through interviews and keep records of these interviews	Selection of successful candidates by the engineering and stakeholder team.	Engineering training and stakeholder engagement team	R 350,000.00	R 400,000.00	R 450,000.00	R 500,000.00	R 600,000.00	R 2,300,000.00
	To fairly select candidates by psychometric evaluation		Engineering training and Psychometric dept.						
To sensitize other youth to choose the Engineering / Mining disciplines	Inform them officially of the outcomes.		Engineering training and Psychometric dept.						
To add value to our company's production and to it's growth	Liaise with relevant departments at the operation to accommodate		Engineering training department						
Total Project Expenditure (per Financial Year):				R 350,000.00	R 400,000.00	R 450,000.00	R 500,000.00	R 600,000.00	R 2,300,000.00
Beneficiaries: (Community)	Community and students of the Bojanala District		Project Partners/Associates:			Afplats			

3.4 Measures to Address Housing and Living Conditions

Afplats will introduce a housing scheme based on the same principles as those approved for the Implats Group.

Afplats recognises the importance of its workforce (including that of its contractors) residing in decent housing which is of an adequate size and serviced with basic infrastructure in terms of water, sanitation and electricity, in line with the Constitution of the country. As such the key principles guiding Afplats Platinum Mine's strategic planning during the life of the mine include the following:

- It is not Afplats's intention to become a land owner or landlord in the local area without a clear strategy of transferring land or housing stock to individual owners (i.e. the workforce).
- Hostel accommodation is not an acceptable solution to the housing needs of its workforce, and whilst this may be necessary in the short term during the establishment of alternative housing accommodation, will not be utilized as a long term strategy.
- Local recruitment is a key objective of the Leeuwkop Platinum Mine with a view to ensuring a fully localized labour force at the mine.
- The housing policy at the Leeuwkop Platinum Mine must work in conjunction with the mine's recruitment, remuneration and local economic development programmes to ensure a holistic approach to the issue during the life of the mine.
- The housing policy will take cognizance of the business plan of the mine and its related projected workforce requirements in good time for effective planning mechanisms to be implemented.

As a result, Afplats Platinum Mine endeavours, through its company housing policy, to prevent squatting in the vicinity of the mine development.

3.5 Measures to Address Nutrition

There will be no hostels being established, the mine does not have need to cater for its „live-in“ staff.

3.6 Procurement Progression Plan

3.6.1 Giving Preferred Status to HDSA Suppliers

The largest expense outlay by Afplats (Leeuwkop) during the construction of the mining infrastructure will be the sinking of the shaft. It is intended at present that the contract will be awarded to Shaft Sinkers who have recently re-registered their company as Shaft Sinkers Mining in order to comply with BBBEE ownership requirements.

Afplats (Leeuwkop) will identify and further exercise the option of setting aside certain commodities and services in specific areas for suppliers from the designated groups

3.6.2 Procurement Progression Plan

Afplats (Leeuwkop) intends to obtain outsourced services and products from HDSA companies/groups. The actual progression plan is presented in the table below. **Form T will only be filled in once the mine commences with recruitment and sourcing of capital goods, services and consumables.**

Table 3.9: HDSA Procurement to be achieved once the mine commences with construction activities

Procurement Spend By BEE Entity	Progress Achieved By				
	2014	2015	2016	2017	2018
Capital Goods	36%	40%	44%	48%	52%

The table shows the minimum targets that will be achieved with respect to HDSA participation in procurement. Leeuwkop will strive to focus on Capital procurement activities/initiatives between that can provide possible HDSA opportunities in order to make up the total Capital BEE spend. It is envisaged that with Shaft Sinkers participation the actual percentage achieved will be significantly higher than those portrayed in the table above.

- The construction phase in 2013 to 2019 will utilize the services of Shaft Sinkers Mining for the bulk of the development.

Encouragement of Partnerships

Suppliers with HDSA accreditation will be given preference. The intention would also be to encourage existing suppliers to include HDSA's in their companies and then grow ownership towards black controlled companies. The Bakwena Tribe will be given opportunities to develop and improve their own operations and services that the mine can use such as:

- Safety
- Maintenance and Equipment Reliability
- Financial Management and Taxation
- Human Resource Practices
- Auditing Practices
- Mining Practices

Developing of HDSA Procurement Capacity

Once the mine is operational and a Procurement Manager is appointed, a set of HDSA Guidelines and a Policy will be developed which will allow preferential status to be given to suppliers from the designated groups.

SECTION 4

PROCESS PERTAINING TO THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

Section 4

PROCESS PERTAINING TO THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

As this is still a new project, it is difficult to project what will happen in the future. Therefore, it is recognised that Afplats (Leeuwkop) might have to retrench workers from time to time for economic reasons and to remain globally competitive.

However, circumstances might require that mine management enter a process whereby people have to be retrenched, or that the mining process will have to be downscaled. Should this occur, the mine will follow the process described in Figure 7

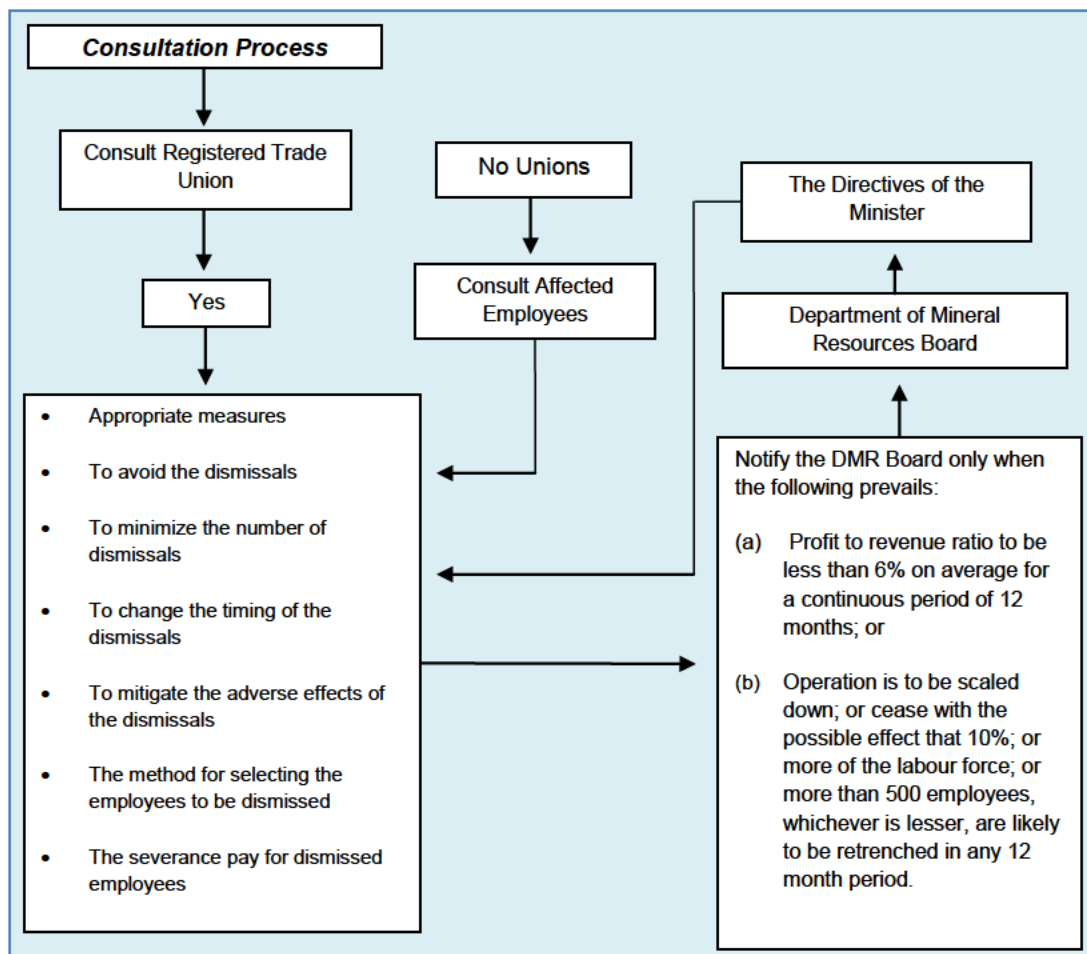


Figure 7: Process to be followed if it becomes necessary for the mine to retrench employees.

Detailed processes will be drawn up in line with the Labour Relations Act 189A, as amended and in conjunction with Section 52 (1) of the MPRDA and Regulation 46 (e). The process could entail the following:

- Establishment of a forum
- Identify mechanisms to save jobs and avoid job losses and a decline in employment
- Identify mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided
- Identify mechanisms to ameliorate the social and economic impact on individuals
- Regions and economies where retrenchment or closure of the operation is certain. This will be discussed in the following sections

4.1 Establishment of a Future Forum

Afplats has successfully established a Future Forum. The first official meeting was held in February 2013. It is composed of representatives from the following organizations:

- i. Afplats management
- ii. The organized labour (currently NUM)
- iii. Bakwena Ba Mogopa Traditional Community (holds 26% in Afplats)
- iv. Bojanala Platinum District Municipality
- v. Madibeng Local Municipality
- vi. Rustenburg Local Municipality
- vii. Main Contractor Employer of Afplats operation

The Future Forums will meet on a regular basis, bimonthly or as agreed on throughout the life of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or closure of the operations. The frequency of meetings will be increased if there are critical issues that need to be addressed urgently. The agenda for the Future Forums will include but not be limited to:

- Disclosure of all relevant information to enable the representatives of the forum to engage in effective consultation and discussion, and make decisions. This will include global and local economic and financial indicators, factors impacting on the mining industry as a whole and the platinum mining sector in particular, financial information, annual business and labour plans, lifespan of the operations, envisaged expansions or downscaling/closures and the possible impact thereof on employees, communities and the economy.

- Identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations.
- Development of strategies and plans to deal with identified problems and challenges.
- Development of strategies and plans to prevent job losses if possible
- Development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling and closure may have on employees, communities and the economy.
- Implementation of agreed strategies and action plans
- Review of portable skills training programmes and local economic development programmes.
- Communication strategies to ensure that all employees and other stakeholders are regularly updated on forum decisions, strategies and action plans.
- Assessment of and reporting on, through Afplats Annual SLP Reports, the success and progress of all job loss management and retrenchment management programmes planned for and implemented during the times of downscaling, closure or for an appropriate post-closure period.

4.2 Identify Mechanisms to Save Jobs

In order to save jobs, the mine will appoint the optimum staff component to run the mine efficiently. Thus, there should be no superfluous people in jobs that could become redundant. The mine will recruit people from the community, thus enabling them to stay within the community and minimising the risk of losing their homes, should retrenchment occur. This will also lessen the impact of retrenchment, as communal support systems will still be available.

Afplats (Leeuwkop) will investigate other options to save jobs. This could include the following but should not be limited to:

- The existing mining plan is to mine only the UG2 reef. The feasibility of mining the Merensky reef can be considered, depending on the platinum price should the mine enter difficulties and jobs are threatened.
- A reduction in working hours could be considered as well as a change in shifts. This will result in a reduction in remuneration for the employees but it will save jobs for a period of time.
- People may also be laid off for a period until they are required again. These employees will take priority should their services be required again.
- Natural retention would be encouraged: thus should an employee resign then his/her post will not be filled and those taking early retirement would not be replaced. This will result in the distribution of employees over the entire mine and could lead to retraining of employees where necessary.

However, should Afplats (Leeuwkop) find itself in a position whereby retrenchment is necessary, it intends to follow the same processes described in Figure 7 in the event of job losses due to the curtailment of the profitability of any operation.

Consultations

Afplats (Leeuwkop) aims to align the current consultation processes with Section 52 (1) of the Act. See Section 4 above for a graphical process flow.

Implementing section 189 of the Labour Relations Act, 1995

See Section 4 above including Figure 7.

Notification to the Minerals and Mining Development Board

See Section 4 above including Figure 7.

Complying with Ministerial Directive

Afplats (Leeuwkop) intends to comply with all the Ministerial directives and aims to conform or implement corrective measures.

4.3 Identify mechanisms to provide alternatives when job losses cannot be avoided

In order to provide employees with alternative job opportunities when job losses are unavoidable, the mine will investigate opportunities available in the community. This could include, but should not be limited to, the following intentions:

- Training provided by Afplats (Leeuwkop) will be focused on skills that could also be applied outside the operation of a mine. Learnerships will be made available which will empower individuals to participate economically and to be self-supporting.
- Bursaries and internships will be made available to internal and external students which will allow individuals to create opportunities in their own community should it be necessary for the mine to be decommissioned.
- Accredited Service Providers and the Department of Labour should be encouraged to develop actual employment/ business opportunities for individuals
- The mine would identify potential products and services that could be outsourced to small business initiatives.
- Creating an understanding that investments can be used as collateral for business ventures while generating monthly income

4.4 Mechanisms to ameliorate social and economic impacts upon closure

The mine will take the initiative to ensure that the necessary processes are in place at the appropriate time, which could be 10 years before closure is considered. The mine will ensure that employees will be trained in skills that they will be able to use outside the mining environment. Additional support will be made available to the affected employees that could include, but not limited to:

- Service providers (local authorities, organisations or NGOs) who could assist in setting up community based organisations to explore the best options and ensure community buy-in to alternative job opportunities
- Service providers who could assist in finding external sponsors to finance new business and to contribute to the development of new business in the region
- Counselling sessions will be arranged with relevant established organisations within the community/ies to create awareness amongst employees for the need to undergo training in order to acquire life skills and the benefits thereof.

SECTION 5

Financial Provision

Section 5

Financial Provision

The project is still in the planning and early phase and therefore commitment to the financial provision would be premature. However, Afplats has included the detailed financial provisions into the mineral rights application.

5.1 Local Economic Development Programme

The provision made within the cash flow for the community development is aimed at addressing needs within the selected target community (Makolokwe and Segwaelane). The LED projects will be on infrastructure development, poverty alleviation and reducing unemployment.

Table 5.1: Local Economic Development Provision

Category	2014	2015	2016	2017	2018
Local Economic Development Programmes (Section 3)	R 700,000	R 1,000,000	R 1,100,000	R 9,800,000	R 9,000,000
Total Provision for SLP	R 700,000	R 1,000,000	R 1,100,000	R 9,800,000	R 9,000,000

Table 5.2: Financial Provision for Local Economic Development

Beneficiary Organisation or Project Name	1	2	3	4	5	Total
	Budget FY14	Budget FY15	Budget FY16	Budget FY17	Budget FY18	
Infrastructure Initiatives	0	0	0	8,500,000	7,500,000	16,000,000
Road Construction	0	0	0	4,500,000	5,500,000	10,000,000
School Infrastructure Upgrade	0	0	0	4,000,000	2,000,000	6,000,000
Other Initiatives	700,000	1,000,000	1,100,000	1,300,000	1,500,000	5,600,000
Community Support Center		200,000	200,000	300,000	300,000	1,000,000
Bursaries & Learnerships	700,000	800,000	900,000	1,000,000	1,200,000	4,600,000
TOTAL	R 700,000	R 1,000,000	R 1,100,000	R 9,800,000	R 9,000,000	R 21,600,000

5.2 Financial provision for processes pertaining to management of downscaling and retrenchment

Once the mine is operational the financial provision will be readjusted on an annual basis to include inflation.

SECTION 6

Undertaking

Section 6

Witnesses To The Statement of Undertaking

Witness 1

Signed at MAKOLOKWE on this 12th day of APRIL 2013

Name _____

Signature _____

Designation CHIEF OF STAFF, BAKWENA BA MOCOPA

Witness 2

Signed at _____ on this _____ day of _____ 20 _____

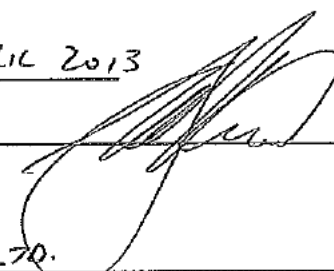
Name _____

Signature _____

Designation _____

6.1 Statement of Undertaking

I, [REDACTED] the undersigned and duly authorized thereto by Afplats (Leeuwkop Platinum Mine) (Company) undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at RUSTENBURG on this 11 day of APRIL 2013
 Signature of responsible person 

Designation CHAIRMAN, AFPLATS LTD.

Contact Details 011 731 9135

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____



Afplats (Pty) Ltd (Leeuwkop Platinum Mine)

Section 102 Application to the Revised Social and Labour Plan 2014-2018 (SLP 2)

November 2019

SECTION 3

LOCAL ECONOMIC DEVELOPMENT

Section 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

Afplats had identified in its 2nd Generation SLP, an LED Infrastructure project for Road(s). During consultations with stakeholders, the road was identified as D520 in Makolokwe. This road is a district road and therefore, the North West Provincial Government had to be engaged. These engagements started as far back as 13 February 2014 wherein all the partners, Afplats, North West Provincial Government (NWPG) and Bakwena Ba Mogopa were to discuss the process to implement this road.

The letter of request from Bakwena Ba Mogopa is attached as Annexure 1 to the SLP Amendment application. Subsequently, there were no further engagements. On 9 January 2018, Afplats received an email confirmation from the NWPG that they will, as custodians of the road, upgrade it. On 12 January 2018, a meeting was held with all stakeholders wherein the NWPG requested assistance from Afplats for provision of dump rock stockpiled at the Mine premises to be used for road construction (Annexure 2). The 2nd Generation SLP was due to be completed by April 2018. With this confirmation having been received in January 2018, fresh engagements had to be undertaken with the Afplats Mine Community Leadership Engagement Forum (AMCLEF) to identify an alternative internal paved road. These engagements were held and a gravel road in Makolokwe was identified to be upgraded. Consultants were appointed in April 2018 and designs submitted to the Rustenburg Local Municipality (RLM) for approval and completion of a Memorandum of Understanding with RLM (Annexure 3). This process took longer than anticipated due to delays from RLM. Afplats is currently in the construction implementation phase of this project, which is due to be completed by June 2020.

Similarly, a Community Support Centre was originally identified to be upgraded. Due to delays with the appropriate authorities regarding identification of the ownership of the community centre and related approvals, Afplats approached the Regional DMRE on 30 November 2016. Upon discussion regarding same with North West Region DMRE, the DMRE advised that Afplats to consider a dignity project (Ablution facilities) on which the R1m budget could be spent. The project was discussed with the leadership in Afplats Mine Community Leadership Engagement Forum (AMCLEF). The implementation of the dignity project was delayed by the Bakwena authority as they had a different view, this was eventually accepted. The project has been fully completed and handed over to the North West Department of Education in April 2019. On its completion, the project comprised of a new block of ablution facilities and an upgrade to an existing block of ablutions.

Table 3.3: Summary of Infrastructure Development and Other Initiative Projects

Beneficiary Organisation or Project Name	1	2	3	4	5	6	7	Total
	Budget FY14	Budget FY15	Budget FY16	Budget FY17	Budget FY18	Budget FY19	Budget FY20	
Infrastructure Initiatives	0	0	0	4 000 000	2 000 000	391 641	9 608 359	16 000 000
Road Construction	0	0	0	0	0	391 641	9 608 359	10 000 000
School Infrastructure Upgrade	0	0	0	4 000 000	2 000 000	0	0	6 000 000
Other Initiatives	700 000	800 000	900 000	1 000 000	1 200 000	1 138 662	0	5 738 662
Community Support Center		0	0	0	0	1 138 662	0	1 138 662
Bursaries	700 000	800 000	900 000	1 000 000	1 200 000			4 600 000
TOTAL	R 700 000	R 800 000	R 900 000	R 5 000 000	R 3 200 000	R 1 530 303	R 9 608 359	R 21 738 662

Table 3.4: Project No. 1: Road Construction (Makolokwe Village)

Project Name:	Project No. 1: Road Construction											
Background:	The project is envisaged to upgrade community roads in order to facilitate access to provincial roads thereby improving access for community members to jobs and easy access to public enterprises. Access to schools in the area will also be improved and this will help other LED projects with regards to access to markets.											
Geographical Location of Project:	Makolokwe Village				Project Start Date:		September 2019		Project End Date:		March 2020	
Total Expected No. of Jobs to be created:	Unknown	Male:			Female:					Youth:		
Output	Activity		Responsible Entity	Timeframe							Budget Allocation	
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020		
Workshop requirements	Determine areas	Completion of report	Afplats						391 641	9 608 359	10 000 000	
Prioritize areas	Prioritize roads	Completion of report										
Engineering design	Design roads	Completion of report										
Construction Phase 1	Commission	Phase 1										
Construction Phase 2	Construct roads	Phase 2										
Construction Phase 3	Construct roads	Phase 3										
Grand Total :									391 641	9 608 359	10 000 000	
Beneficiaries: (Community Specific)				Project Partners/Associates:								

Table 3.6: Project No. 3: Renovation of Ablution Facilities - Dimapo Primary School (Berseba Village)

Project Name:	Refurbishment of Ablution Facilities - Dimapo Primary School									
Background:	In line with our quest to help build sustainable communities and as part of the national object, a school was Dimapo Primary School was identified for the project. This project offers a meaningful upliftment opportunity to the learners and communities of Berseba village.									
Geographical Location of Project:	Berseba Village	Project Start Date:		Jun-18	Project End Date:		Apr-19			
Total Expected No. of temporary Jobs to be created:	31	Male:	26	Female:	5	Youth:	26			
Output	Activity		Responsible Entity	Timeframe						Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY14	FY15	FY16	FY17	FY18	FY19	
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team	-	-	-	-	-	1 138 662	1 138 662
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures							
Construction Phase	Physical renovation and construction of the hall	Completed facilities as per agreed scope and design	Impala project team							
Handover	Hand over of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures							
Total Project Expenditure (per Financial Year):									1 138 662	1 138 662
Beneficiaries: (Community Specific)	Bakwena Ba Mogopa Community and other neighboring communities		Project Partners/Associates:							

SECTION 5

Financial Provision

Section 5

Financial Provision

5.1 Local Economic Development Programme

Table 5.1: Local Economic Development Provision

Category	2014	2015	2016	2017	2018	2019	2020	Total
Local Economic Development Programmes (Section 3)	700 000	800 000	900 000	1 132 250	6 906 290	2 068 034	9 608 359	22 114 934
Total Provision for SLP	R 700 000	R 800 000	R 900 000	R 1 132 250	R 6 906 290	R 2 068 034	R 9 608 359	R 22 114 934

Table 5.2: Financial Provision for Local Economic Development

Beneficiary Organisation or Project Name	1	2	3	4	5	6	7	Total
	Budget FY14	Budget FY15	Budget FY16	Budget FY17	Budget FY18	Budget FY19	Budget FY20	
Infrastructure Initiatives	0	0	0	132 250	5 706 290	929 372	9 608 359	16 376 272
Road Construction	0	0	0	0	0	391 641	9 608 359	10 000 000
School Infrastructure Upgrade	0	0	0	132 250	5 706 290	537 731	0	6 376 272
Other Initiatives	700 000	800 000	900 000	1 000 000	1 200 000	1 138 662	0	5 738 662
Refurbishment of Ablution Facilities - Dimapo P. Sch		0	0	0	0	1 138 662	0	1 138 662
Bursaries & Learnerships	700 000	800 000	900 000	1 000 000	1 200 000	0	0	4 600 000
TOTAL	R 700 000	R 800 000	R 900 000	R 1 132 250	R 6 906 290	R 2 068 034	R 9 608 359	R 22 114 934

SECTION 6

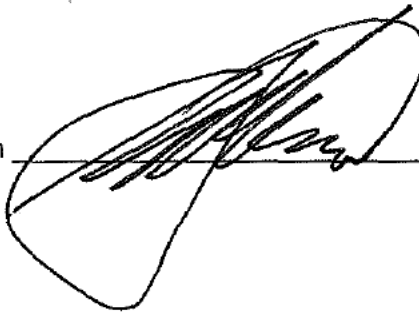
Undertaking

6.1 Statement of Undertaking

I, [REDACTED] the undersigned and duly authorized thereto
by Afplats (Leeuwkop Platinum Mine) (Company) undertake to adhere to the information,
requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at Iilovo on this 25 day of November 2019

Signature of responsible person



Designation

DIRECTOR

Contact Details

082 450 9917