



Afplats (Pty) Ltd (Leeuwkop Mine Project)

Revised Section 102 amendment of Social and Labour Plan

SLP 3: for the 5-year period 2019 to 2023

Revision 2, February 2023



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Definitions and Abbreviations

Afplats	Afplats (Pty) Ltd <i>(as the holder of the Leeuwkop Mine Project)</i>
AET	Adult Education and 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
DMRE	Department of Mineral Resources and Energy, formerly known as the 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, 1995, as amended
LTD	Limited
MoA	Memorandum of Agreement
MPRDA	Mineral and Petroleum Resources Development Act, 2004, as amended
MQA	Mining Qualifications Authority
NGO	Non-Government Organisation
NRA	National Roads Agency
SAQA	South African Qualifications Authority
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SLP 3	Third Generation Social and Labour Plan for the 5-year period 2019 to 2023
SLP 3 Sec 29 Directive	Directive in terms of MPRDA Section 29 and Regulation 42(1)(b) to submit a revised SLP to meet the requirements of the MPRDA
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 Mineral and Petroleum Resources Development Act, 2004, as amended (MPRDA). As per Regulation 44 of the MPRDA the approved SLP is subject to the periodic 5 year reviews, and is valid until a closure certificate has been issued in terms of section 43 of the MPRDA.

The Afplats SLP 3 was to cover the five-year period 2019 to 2023.

The Afplats SLP 3 was first submitted on 11 April 2018. Following the receipt on 28 November 2019 of the SLP 3 Sec 29 Directive to submit a revised SLP to meet the requirements of the MPRDA, and obtaining clarification from the DMRE North-West Region, the following revisions were incorporated and submitted on 16 January 2020 (SLP 3, Revision 1):

- Section 2: Community related Bursaries included into Section 2 (previously provided for under Section 3).
- Section 3: Specify the LED project.

To date, the Afplats SLP 3 has not been approved.

Following engagements and clarification obtained from the DMRE, Afplats hereby submits SLP 3 (Revision 2) to update and address the following:

- Section 2: Community Bursary Plan (Table 2.9), indicating targets for new intakes
- Section 3: LED project sheet (Table 3.1) with specific information, extend project time-frame to project end date of 2025

Afplats (Pty) Ltd (Afplats) is the holder of Mining Right 40/2008 (as registered on 24 June 2008 in the Mineral and Petroleum Titles Registration Office, Pretoria (MPTRO)), as amended in terms of Section 102 of the MPRDA under MPT No 16/2012 (as registered on 31 August 2012 in the MPTRO) in terms of which it has the right to mine platinum group metals, gold ore, silver ore, copper ore, nickel ore, chrome ore, cobalt, sulphur, sand (manufactured from the waste rocks) and iron core in, on and under the farm Leeuwkop 402 JQ, measuring 4601.5724 hectares, (Leeuwkop Mining Right) situated in the Brits Magisterial District, and 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.

Impala Platinum Holdings Limited (Implats), a Johannesburg Stock Exchange listed entity, acquired its interest in the Afplats (Pty) Ltd mineral rights through the acquisition of African

Platinum Plc in 2007, which company was dissolved. Afplats (Pty) Ltd is jointly owned by Implats (74%) and the Bakwena community (Ba-Mogopa Platinum Investments (Pty) Ltd) (26%).

The farm Leeuwkop 402 JQ is owned by and registered in the name of the National Government of the Republic of South African (The State) in Trust for the Bakwena Community by Deed of Transfer T947/1889BP. 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 right application in terms of the MPRDA in 2006. Afplats has secured an agreement with the Bakwena Community as its Black Empowerment Equity partner as indicated above.

In November 2010 the Implats Board approved the commencement of a feasibility study at Afplats, with the early work for the pre-sink of the Leeuwkop main shaft commencing on 1 April 2011. This feasibility study was completed in 2011. During November 2013, a decision was made that another feasibility study be undertaken that would convert the conventional mining layout into a bord and pillar layout. The mine planning was completed in a 3D spatial environment and the shaft sinking layout was updated to suit the mining method. This work was completed by December 2014, by which time the main shaft had traversed the Merensky Reef. By that time the main shaft had progressed to a depth of 1 198m below surface, some 16m above the first station level with the main station level planned at 1 274m and the shaft bottom position designed at 1 396m below surface. Given significant financial constraints, the vertical shaft sinking project was stopped and the Afplats Leeuwkop Mine Project has been deferred for five years, whereby the project was placed on care and maintenance in February 2015 and deferred until November 2019. The relevant Section 102 application to amend the approved Mining Work Programme according was submitted to the DMRE in November 2015.

On 11 September 2019, a decision was made by the Afplats Board to defer the mining of the Afplats Leeuwkop Mine Project for a further period till 31 December 2021. The relevant Section 102 application to amend the approved Mining Work Programme according was submitted to the DMRE in September 2019. The DMRE was informed on 5th April 2022 in writing of Implats' decision to divest of its equity stake in the Leeuwkop Project. Notwithstanding the decision to divest, Implats remains fully committed to honour its SLP commitments.

Various engagements have taken place between Afplats and the DMRE on the status of the Afplats Leeuwkop Mine Project.

¹ Afplats is the subsidiary of Impala Platinum Holdings Limited

Hence, no mining activity is taking place at present in terms of the Leeuwkop Mining Right, since 2015.

As mining is not taking place at the Afplats Leeuwkop Mine Project, Afplats is not in a position to submit DMRE forms Q, S, and T. Afplats, however, does commit to submit these forms once the mine is in operation. Should the mine project proceed the first five years when the mine is constructed and the 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. There is no definitive timeframe at present, but it is evident that significant construction work will be required and no revenue will be generated for at least the ten years.

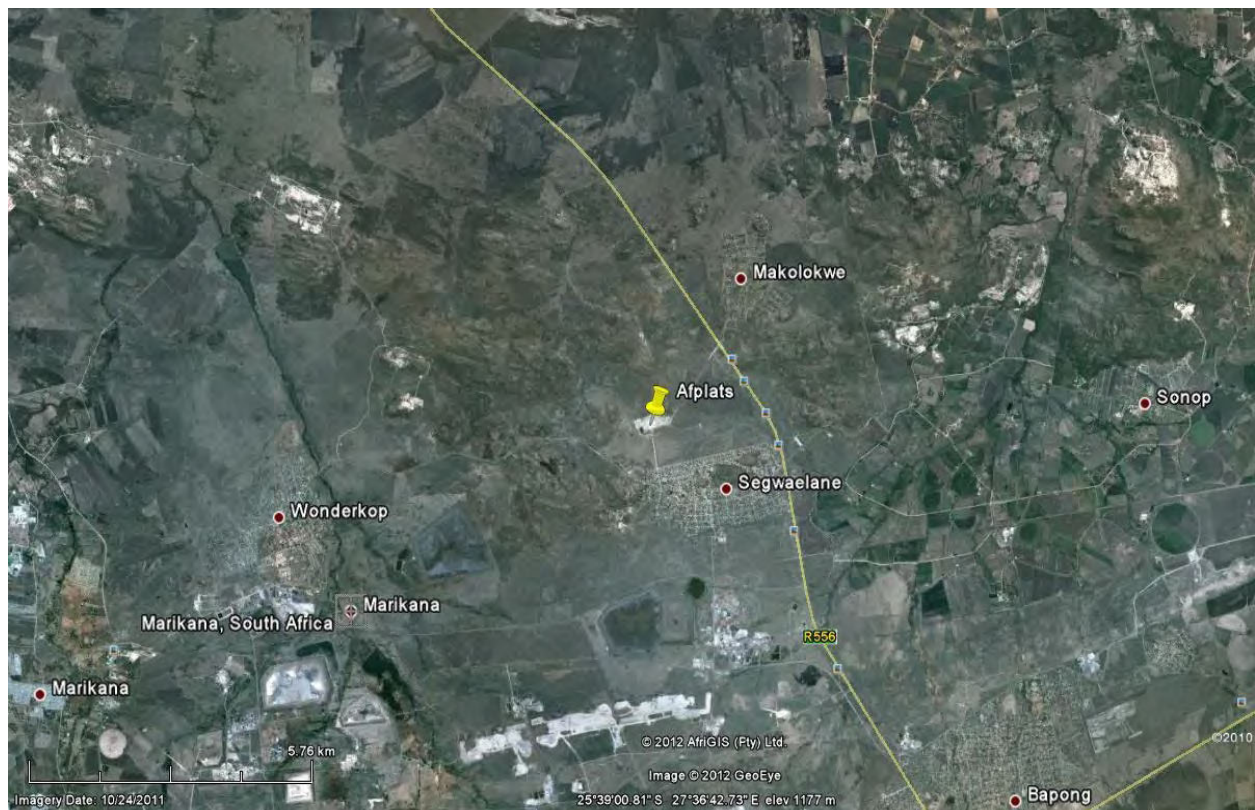


Figure 1a: Locality Map

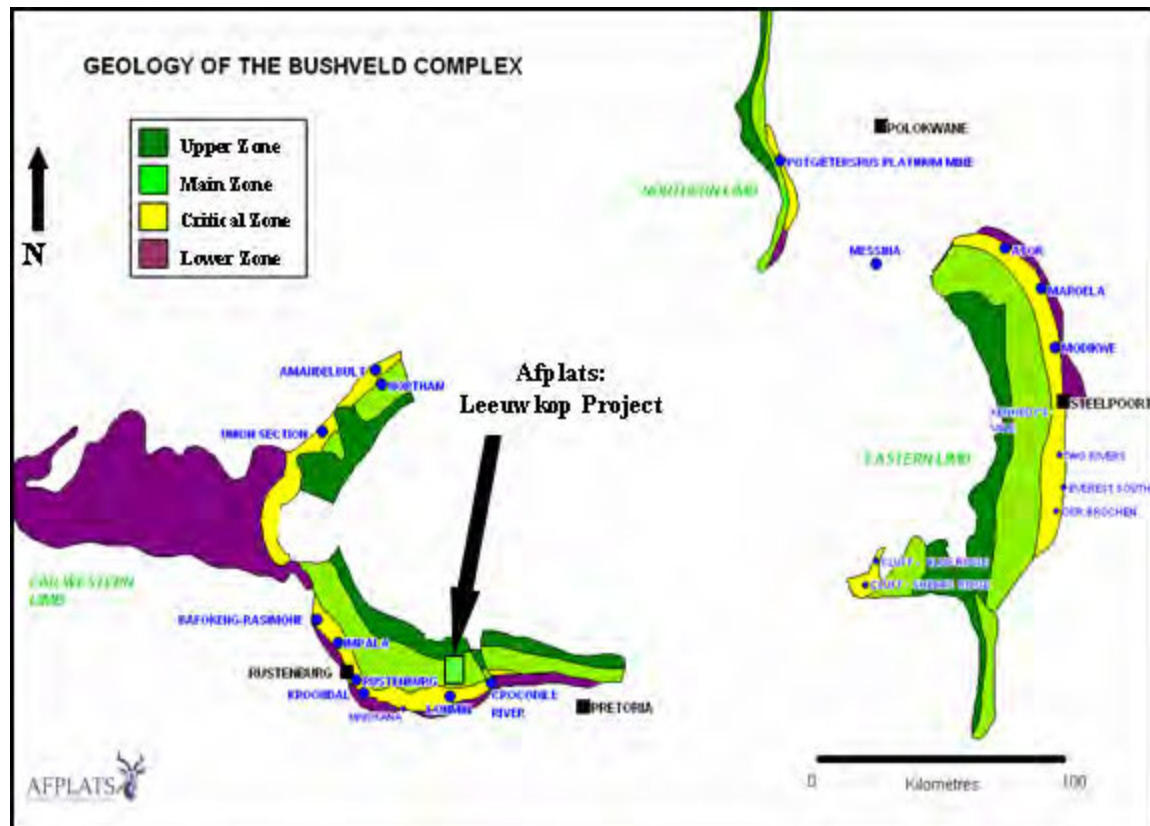


Figure 1b: Locality Map

Once the mine project goes into an operational phase it is envisaged that the employee numbers will approximately be 3 600 employees depending on the mining method used. At the moment it has no employees. Should it be operational it is envisaged that recruitment will happen from the nearby communities.

The original SLP was developed in advance of the mine being operational and therefore changes to the plan were anticipated. Implats does not intend to further develop the project but it is committed to ensuring the SLP commitments previously made are concluded.

1.1.2 Background

The MPRDA requires 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 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 first gazetted in August 2004 (and amended in 2010 and 2018). 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 Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry (Mining Charter III) was gazetted in September 2018. In the *Minerals Council of South Africa v Minister of Mineral Resources and Energy & Others*, JDP 20341/2019, 21 September 2021 (Judicial Review), the High Court held that the charter contemplated in terms of Section 100 of the MPRDA is not binding subordinate legislation, but rather an instrument of policy. Furthermore, the High Court set aside certain clauses of the Mining Charter III. Following the Judicial Review, the residual clauses of the Mining Charter III should be used as guiding principles to achieve the MPRDA Transformation Objectives.

Taking into consideration the Judicial Review and notwithstanding the setting aside of certain clauses of the Mining Charter III, including the Inclusive Procurement, Supplier and Enterprise Development element, to the extent possible, Afplats once the mine is operational will strive to achieve the MPRDA Transformation Objectives using the clauses that have been set aside as guiding principles.

The SLP 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 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 DMRE forms Q, R, S and T as required by the SLP for the Afplats Leeuwkop Mine Project for the following reasons, the SLP will be updated as the information becomes available:

- The mine has yet to recruit its labour force given that it is not operational
- 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)

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.

Afplats will report on compliance with its SLP as on an annual basis, as required by the MPRDA. Should the SLP required to be amended and/or updated, these changes will be submitted via a MPRDA Section 102 application to the DMRE.

This SLP contains the five main sections and each section contains a table that summarises the plan of action that will be taken (where currently possible) 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 and Energy. The main sections are:

- Section 2: Human Resource Development Plan
- Section 3: Local Economic Development Programme
- Section 4: Process Pertaining to Management of Downscaling and Retrenchment
- Section 5: Financial provision
- Section 6: 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 DMRE.

Table 1.2 Overall Status of Social and Labour Plans and Commitments

Section Reference	Section	Status	Date of completion and submission to DMRE
Human Resource Development			
2.1	Skills development plan:	All strategic objectives follow Group Standards	Once the mine is in operation
	▪ AET	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.	
	▪ Learnerships		
	▪ Skills Programmes		
	▪ Portable skills		
2.2	Career Progression Pathing	Applicable once mine is in operation	
2.3	Mentorship Plan	Applicable once mine is in operation	
		Applicable once mine is in operation	
2.4	Internship & Bursary 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.	
2.5	Employment Equity Policy and Plan	Will follow Group Standards	Once the mine is in operation
	DMRE Forms	Will only be filled in once employees exist	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	Not applicable (N/A)	N/A
3.6	Measures to address nutrition	Will follow Group standards once operational	N/A

Section Reference	Section	Status	Date of completion and submission to DMRE
3.7	Procurement Progression Plan	Will follow Group standards. Broad guidelines and principles have been agreed	Already in the document
	DMRE Form T	Will be completed once the mine is in operation	N/A
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	Already in the document
Undertaking			
6	Official commitment to all plans/policies contained within the SLP	Completed	Already in the document
Reporting			
	Updating and presenting progress on commitments of the SLP	Will report annually to the DMRE, 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 Afplats Leeuwkop Mine Project 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 DMRE as prescribed by the MPRDA.

1.1.5 Reporting on the Social and Labour Plan

Afplats will report on the SLP annually, 3 months after the release of the audited financial statements, as prescribed.

1.2 PREAMBLE

Name of the Company

Afplats (Pty) Ltd.

Name of Mine or Production

Leeuwkop Platinum Mine Project

Physical Address

2 Fricker Road

Illovo

2196

Postal Address

Private Bag X18

Northlands

2116

Telephone Number

011-731 9000

Email:

investor@implats.co.za

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 the minerals as per the Mining Right, being Platinum Group Metals, gold ore, silver ore, copper ore, nickel ore and chrome ore AND Cobalt, Sulphur, Sand (manufactured from the waste rocks) and Iron Ore.

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 thirty (30) years after start of production.

Financial Year

1 July to 30 June

SECTION 2

HUMAN RESOURCE DEVELOPMENT

Section 2

2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

2.1.1 General Overview

Afplats Leeuwkop Mine Project is currently in a project phase which was deferred, but with a subsequent decision to divest as described in Section 1.1.1, 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 Mine Operations Training centers. All learners/bursars that complete their programmes will be accommodated at the Rustenburg operations (where possible) as the Afplats Leeuwkop Mine Project has not workforce.

Table 2.1: Human Resource Development Status and Commitment Table

Section Reference	Section	Status	Date of completion and submission to DMRE
Human Resource Development			
2.1	Skills development plan:	Follows Group Standards	Once the mine is in operation
	▪ AET	Principles of the plan are provided in broad guidelines as well as the steps that will be implemented to compile the Skills Development plan.	
	▪ Learnerships		
	▪ Skills Programmes		
	▪ Portable skills		
2.2	Career Progression Pathing	Applicable once mine is in operation	
2.3	Mentorship Plan	Applicable once mine is in operation	
		Applicable once mine is in operation	
2.4	Internship & Bursary Plan	All strategic objectives have been set.	Already in the document

² Impala Platinum Ltd (Impala Platinum) is a subsidiary of the Impala Platinum Holdings Ltd Group, which operates its Impala Platinum Rustenburg Mine Operations near Rustenburg and Phokeng

Section Reference	Section	Status	Date of completion and submission to DMRE
		Broad principles were outlined. Actions for implementation will be presented in the actual plan.	
2.5	Employment Equity Policy and Plan	Will follow Group Standards	Once the mine is in operation
	DMRE Forms	Will only be filled in once employees exist	6 months after the mine is in operation
	S		
	Q		
	R		

2.1.2 Skills Development Plan

Table 2.2: Summary of the Afplats Training and Development Plan

Step	Action	Period by when action will be implemented
1	Appoint a Training Manager and support team	Once the mine is in operation.
2	Register Afplats with the MQA	Afplats to be accommodated in the Impala Platinum Rustenburg Mine Operations scope.
3	All skills are captured correctly on engagement	Recruitment to be done through relevant Recruitment Centers
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 DMRE upon SLP review	To be reviewed once the mine is in operation.

2.1.3 Adult Education and Training (AET)

Adult Education and Training (AET) 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.

2.1.4 Learnerships

Afplats will, through Impala Platinum'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 once operational 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.

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).

Table 2.4 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	

The following table (table 2.5) indicates the current engineering learnerships per year until programme completion.

Table 2.5: Learnerships Programme Targets (2019 – 2023) – As per Section 102 Application, Submitted 16 January 2020

Learnership Programme	Duration	In training end June 2018	2019			2020		
			New Enrolments	No. Expected to Qualify	Total Current	New Enrolments	No. Expected to Qualify	Total Current
Engineering Electrician (18.2)	42 Months	8	0	1	7	0	2	5
Engineering Diesel Mechanic (18.2)	36 Months	1	0	0	1	0	0	1
Engineering Instrument Mechanic (18.2)	36 Months	1	0	0	1	0	0	1
Engineering Fitting (18.2)	36 Months	2	0	2	0	0	0	0
Total		12	0	3	9	0	2	7

Table 2.5 cont: Learnerships Programme Targets (2019 – 2023) – As per Section 102 Application, Submitted 16 January 2020

Learnership Programme	Duration	In training end June 2021	2021			2022		
			New Enrolments	No. Expected to Qualify	Total Current	New Enrolments	No. Expected to Qualify	Total Current
Engineering Electrician (18.2)	42 Months	5	0	5	0	0	0	0
Engineering Diesel Mechanic (18.2)	36 Months	1	0	0	1	0	1	0
Engineering Instrument Mechanic (18.2)	36 Months	1	0	1	0	0	0	0
Engineering Fitting (18.2)	36 Months	0	0	0	0	0	0	0
Total		7	0	6	1	0	1	0

Table 2.5 cont.: Learnerships Programme Targets (2019 – 2023) – As per Section 102 Application, Submitted 16 January 2020

Learnership Programme	Duration	In training end June 2022	2023		
			New Enrolments	No. Expected to Qualify	Total Current
Engineering Electrician (18.2)	42 Months	0	0	0	0
Engineering Diesel Mechanic (18.2)	36 Months	0	0	0	0
Engineering Instrument Mechanic (18.2)	36 Months	0	0	0	0
Engineering Fitting (18.2)	36 Months	0	0	0	0
Total		0	0	0	0

Our strategy was to recruit learnerships from the local communities within the Afplats Leeuwkop Mine Project and surrounding/adjacent areas through the stakeholder engagement department and award learnerships with compliance to the Implats learnership policy.

To date, four bursaries and ten learnerships have been awarded under Afplats' SLP 3.

In this application a commitment of **an additional five bursaries** is made as per Table 2.9.

2.1.5 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 once it becomes operational. 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 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 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 2.6: 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	

2.1.6 Portable Skills Training

Afplats will once operational and as part of its Skills Development Plan will provide training in portable skills which are applicable to the mining sector and other employment sectors. The company 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.

Once operational, Afplats 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 Rustenburg Mine Operations 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 in production.

2.1.7 Training in Core Business Areas

Afplats' core business once operational will be mining. 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 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 AET 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.

2.1.8 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 utilize the clauses in the Mining Charter III as the guiding principles in achieving the MPRDA Transformation Objectives, to the extent possible (including the clauses that has been set aside by the Judicial Review and prioritise the development of HDSAs and women in the workplace. 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 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 2.7: 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	

2.1.9 Mentorship Plan

Afplats will introduce a mentoring system, comprising of a training and orientation programme for both mentors and protégés based on the 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 an 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
- Helping to 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.

Afplats 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 DMRE 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 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 2.8: 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.	

2.1.9(a) Mentoring of Empowerment Partners

Once the mine is operational Afplats will have a Policy of Good Corporate Governance in place to direct 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 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.

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 Ltd 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 contribution made by the workforce an understanding of human resources issues is indispensable.

As a minimum an annual training session will be arranged for directors during which they receive formal presentations from members of the Institute of Directors, lawyers, and/or representatives of merchant banks, financial experts and HR specialists. In addition, directors are to visit the operations once in place, 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.

2.1.10 Internship and Bursary Plan

Bursaries will be made available in the following field of studies that align with needs in the mining industry. Once operational the disciplines will be reassessed in terms of needs. Bursary considerations include:

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

Although the company is not in operation, it has embarked on a plan to develop candidates in and around the area to address the skills shortages. The plan is to recruit bursars from the local communities within the Afplats Leeuwkop Mine Project and surrounding/adjacent area through the stakeholder engagement department and award bursaries based on compliance. The Impala (Rustenburg) Bursary programme will administer all bursaries to be granted on behalf of Afplats to beneficiaries on an annual basis. Financial assistance will be offered to community members under its Bursary Plan.

The following table indicate proposed bursaries Afplats for community members and the budgeted costs as per annum.

Table 2.9. Community Bursary Plan

BURSARY PLAN	2023	2024	2025	2026	2027	2028	TOTAL 2023-2027
Mining, Engineering & Metallurgy	1	2	1	0	0	0	4
Other	0	1		0	0	0	1
TOTALS	1	3	1	0	0	0	5
BUDGET	R227 649	R951 574	R1 248 940	R1 311 387	R1 101 565	R289 161	R5 130 279

**Note: Targets reflect new intakes per-annum. Although the 5-year period of the Afplats SLP 3 comprises of the years 2019 to 2023, the Community Bursary Plan targets were only included after consultation with the DMRE on the SLP 3 (Revision 1) document.*

2.2 EMPLOYMENT EQUITY POLICY AND PLAN

2.2.1 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 proposed mine is still in project phase, and currently in a divestment status, it will implement these principles as part of its operational requirements.

In addition to these general objectives, Afplats subjects itself to MPRDA compliance and will utilize the clauses in the Mining Charter III as the guiding principles in achieving the MPRDA Transformation Objectives, to the extent possible (including the clauses that has been set aside by the Judicial Review). This includes to work towards achieving the percentage goal of 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 MPRDA and the principles of 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 develop and implement an Employment Equity Plan, once the mine is in operation, 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 MPRDA focus on and specific targets for HDSAs in management positions and women in mining.

2.2.1 The Process

Afplats will be a "designated employer" in terms of the Act as Afplats will employ more than 50 employees at production stage. Therefore, the required procedures of the Act will be implemented as follows:

Affirmative Action Measures

Afplats 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 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 accommodate 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 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.

2.2.3 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.

2.2.1 The Employment Equity Plan

The Responsible Manager should co-ordinate the implementation of the EE 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 EE Plan, of which the duration must be between one and five years. Afplats will utilize the clauses in the Mining Charter III as the guiding principles in achieving the MPRDA Transformation Objectives, to the extent possible (including the clauses that has been set aside by the Judicial Review)

- Specific affirmative action measures to be implemented
- A strategy, plan and timetable to redress the imbalance if Afplats has been unable, during the initial recruitment phase, to fully meet the employment equity targets, as set out as guiding principles in the Mining Charter III. 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 EE Plan, to assess progress and, if necessary, to take steps to get the EE Plan back on track. The EE 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 EE Plan
- The ultimate responsibility for implementation of the EE 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 mine, Employment Equity targets will be set. Afplats will strive to achieve the MPRDA Transformation Objectives using the Mining Charter targets as guiding principles to achieve the MPRDA Transformation Objectives Afplats fully understands the importance of achieving the prescribed equity targets and in terms of the progression of females and HDSAs 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 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 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.

2.2.5 Monitoring and Evaluation of Employment Equity Plans at Afplats

- The EE 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 DMRE Form S will be completed once the mine commences with operation. The form will then be completed annually and submitted as part of the Afplats SLP Annual Report, on behalf of Afplats and its core business contractor(s) as a means to report on Afplats employment equity.

SECTION 3

LOCAL ECONOMIC DEVELOPMENT

Section 3

3.1 LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

As the Integrated Development Plan (IDP) is the overarching development framework of a given municipality, Afplats Mine Project SLP 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 and Government, particularly the Rustenburg and Madibeng local municipalities, which aims to work together to build a sustainable future for all.

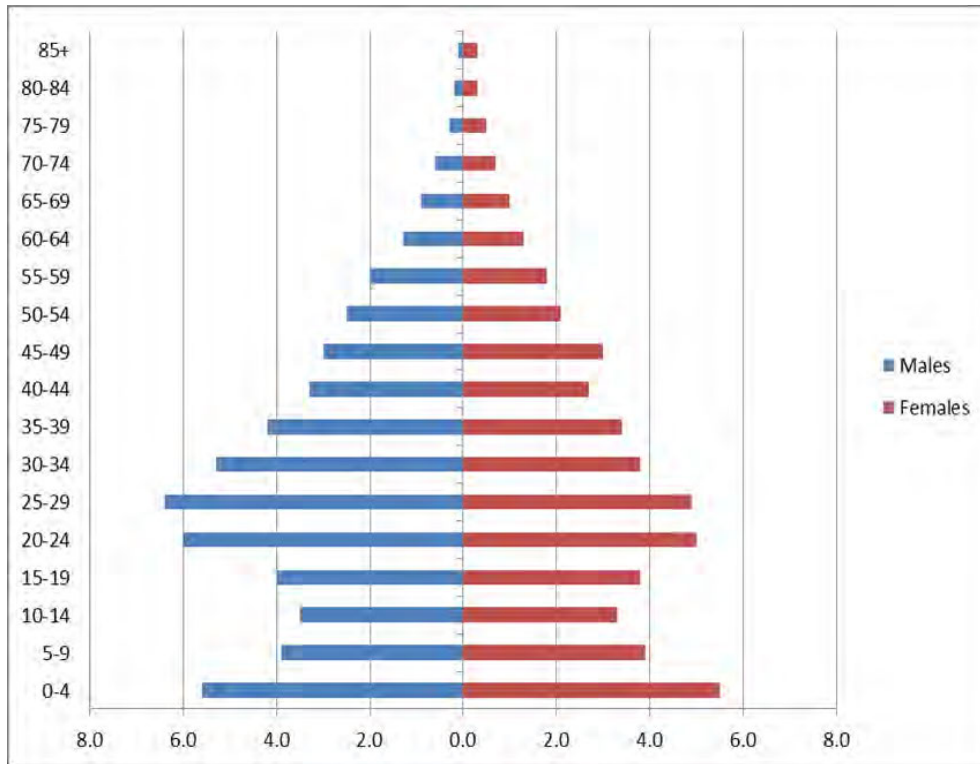
3.1.1 Integrated Development Plans (IDP)

The IDPs of Rustenburg and Madibeng local municipalities will be interrogated for the purposes of understanding priority LED projects. The critical issues from these plans evolve around job creation, investment, SMME-development, health facilities, education facilities and infrastructural development. Afplats 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(a) The Madibeng Local Municipality Socio-Economic Profile

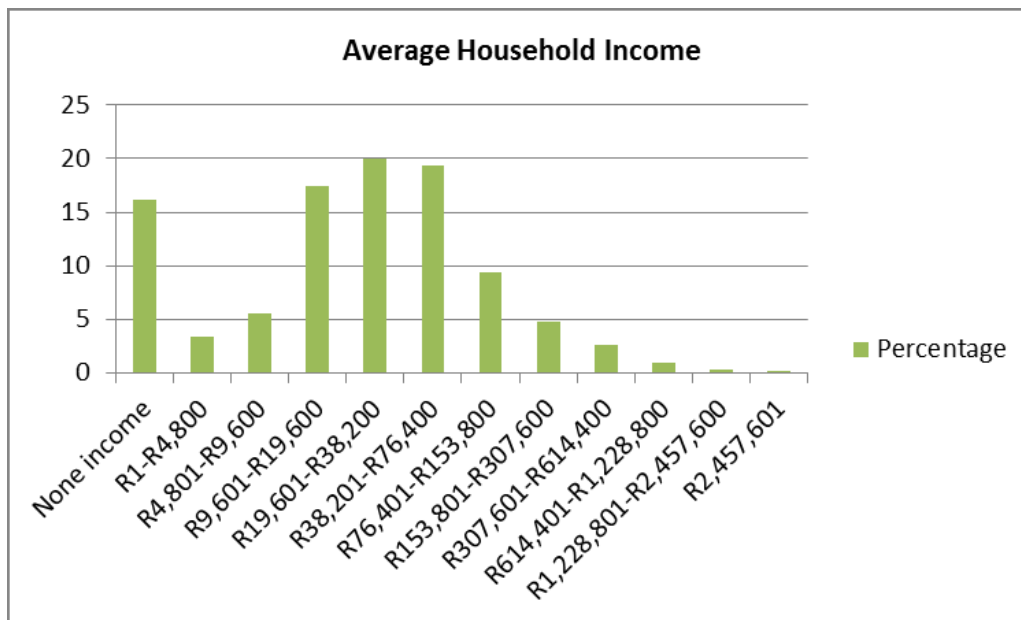
A population of 477,381 was recorded for Madibeng Local Municipality according to Stats SA, 2011. The figure below concentrates only on the 2011 statistics. In addition, this figure shows that the population within the municipality are mostly made up of infants younger than four years of age as well as youth and adults ranging between 20 and 34 years of age. Also that there are a large number of individuals of working age.

Figure 3.1: Population of Madibeng Local Municipality per gender (Stats SA: 2011)



The chart below illustrates average household income brackets per annum for the population of Madibeng Local Municipality. The R 19,601 to R38,200, the R38,201 to R76,400, and the R9,601 to R19,600 income brackets are respectively the most contributing income levels. However, there is approximately 16% of the population that has no form of income.

Figure 3.2: Average Household income (Stats SA, 2011)



3.1.1(b) The Structure of Local Economy

The mining sector in the area is one of the highest employment creators. It is found that some of the world's richest platinum deposits and the largest chromate reserves are found in Madibeng Local Municipality. The mining activities in Madibeng Municipality contribute considerably to the local economy and job creation. When sustainable development is the key objective, ways have to be found to bring stability of the resources and simultaneously stimulate economic growth.

3.1.1(c) Overview and Location of Rustenburg Local Municipality

The Rustenburg Local Municipality (RLM) is a category B municipal It is located in the eastern parts of the North-West Province and is accessible to a number of major South African urban centres. These centres include Johannesburg and Tshwane, which are located approximately 120 km from Rustenburg. Smaller centres surrounding Rustenburg are Madibeng, Mogale City and Zeerust in the Ramotshere Moilwa Local Municipality. Rustenburg is linked to the above urban centres through an extensive regional road network. The most notable of these is the N4 freeway or Platinum Corridor, which links Rustenburg to Tshwane in the east and Zeerust to the west. The R24 links Rustenburg to Johannesburg in the south and the Pilanesberg to the north.

RLM is one of five municipalities within the Bojanala District Municipality in the North-West Province and is divided into 45 wards. As per 2016 Stats SA, the total population is 626 522 people, comprising of 54% males and 46% females. The significant growth in Rustenburg is largely attributed to the impact of the world's four largest mines in the immediate vicinity of the town, namely, Anglo Platinum, Impala Platinum, Glencore and Sibanye. Approximately 97% of the total platinum production occurs in Rustenburg, with the mining sector providing around 50% of all formal employment.

3.1.1(d) The Rustenburg Local Municipality Socio-Economic Profile

Total Population by Gender and Age

The table below provides an overview of the total population within the RLM, indicating the distribution of gender and age groups from 2011 to 2016. It is clear that overall the population increased from 2011 to 2016 and is steadily growing mostly due to the mining activities in the area.

In terms of gender distribution, it is shown that the majority of the population in RLM is male with 55% in 2011 and 54% in 2016. This phenomenon could be attributed to labour migration to Rustenburg due to more males migrating to the city to obtain job opportunities.

Population

Rustenburg has a population of 626 522 persons as per the Community Survey (Stat SA, 2016). The gender breakdown is as follows:

Male	Female	Total
342 865	283 657	626 522

The total youth (15-34 years) population as per the Community Survey (Stats SA, 2016) is 225 181 persons and the gender breakdown is as follows:

Male	Female	Total
121 810	103 371	225 181

The youth population as a proportion of the total population is 35.9%.

Dwellings

As Rustenburg grows by 2040 it will have to accommodate more than a million inhabitants (IMP, 2014). Formal dwellings are 178 941, with 1 016 traditional dwellings and 76 062 informal dwellings as well as 6 491 other dwellings. Total households according to the Community Survey (Stats SA, 2016) is 262 576, with a household size of 2.4.

Economy

The economic growth forecasts expected that Rustenburg Local Municipality will grow at an average annual rate of 12.34% from 2013 to 2018 (IHS). These growth projections were not spontaneous, but based on measures taken to improve the local economy of Rustenburg.

The economy is overly and unsustainably resource intensive (New Growth Path). Amongst the key considerations is to transform Rustenburg from a resource-based to knowledge-based economy. The local economy needs to transit from a mining-dominant economy to a more balance and diversified one, with more secondary and tertiary sector employment opportunities. The secondary and tertiary sectors will be a major contributor to the economy. It is projected to provide about 130,000 jobs in manufacturing and 170,000 service-related jobs by 2040 (IMP, 2014). The NWP economy, with the exception of the mines, is characterised by small, medium and micro enterprises (SMMEs). Given the sensitivity of the province's economy to world mineral

prices, the NWP plans to reduce its dependence on the mining sector, with an increased diversification to tourism and non-mining related manufacturing industries, evident in the recent 2.5% growth in this sector.

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 DMRE's call to present all initiatives that would lend to community development and the subsequent alleviation of poverty. Afplats acknowledges that as one of the Mining Projects 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 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 future workforce (and their families).

3.3.1 Stakeholder and Community needs Analysis

In 2014, Afplats commissioned (and completed) an Environmental Impact Assessment (EIA). The EIA involved 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.

3.3.1 Proposed LED programmes/ projects

Afplats affirms that it will strive towards improving the opportunities for local economic development in mainly its labour source areas.

Overview

Afplats Leeuwkop Mine Project 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 programmes (learnership and bursaries, see section 2).

Strategic Plan

Our strategy is to continue with our approach in previous SLP's to identify infrastructure projects to further assist in building sustainable future communities. Afplats identified an infrastructure project from the IDP of Rustenburg Local Municipality (table 3.1).

Table 3.1: Project No. 1: Infrastructure: Modikwe Primary School Ablution Upgrade and Water Provision

Project name:	Modikwe Primary School existing Grade R and Old Main ablution facilities upgrade, and provision of water connections		Classification of project:	Infrastructure	
Background:	In line with our quest to help build sustainable communities and as part of the national objective, a project was identified from the Rustenburg Local Municipality's IDP 2018/2019 (page 179). The school has a total of four complete ablution facilities that are not fully functional due to lack of reliable water. Grade R and the Old Main ablution facilities within the school require basic maintenance work, connection to water supply as well as the resuscitation of the existing borehole as a backup system.				
Who initiated project:	Municipality's IDP 2018/2019 (page 179).				
Geographical location of the project:	District Municipality:	Local Municipality:	Village name:	Project start date:	Project end date:
	Bojanala District	Rustenburg LM	Modikwe Village: Ward 30	2023	2025
Output:	Key performance area:	Key performance indicator:	Responsible entity:	Timeframes:	Budget:
	<ul style="list-style-type: none">Provision of safe and reliable water connection to existing Grade R and old main ablution facilityBasic maintenance work on existing Grade R and old main ablution facilityResuscitation of the existing borehole as a backup system	<ul style="list-style-type: none">Improved access of water to ablution facilities	<ul style="list-style-type: none">Impala Project TeamImpala project Stakeholder EngagementCommunity Structures	<ul style="list-style-type: none">Project planned to start within 2023 Calendar year.	R 2 284 475,00

Project name:	Modikwe Primary School existing Grade R and Old Main ablution facilities upgrade, and provision of water connections				Classification of project:		Infrastructure
No. of jobs to be created:	Male adults:	Female adults:	Male youth:	Female youth:	Total:	GPS Coordinates	Comments:
	3	3	2	2	10	-25.520104, 27.5347957	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to: civil engineers, surveyors, machine operators, quantity surveyors, general workers, etc.
Medium term:	This project seeks to contract and employ local unemployed people within the host community.						
Long term:	Improved usage of the existing ablution facility within the school by its learners.						
Links with other development initiatives:	This project is in line with the Rustenburg Local Municipality IDP 2018/2019 (page 179) and currently endorsed by the local municipality						
Sustainability plan:	The project will be handed over to the Department of Education for management and maintenance.						
Completion date and exit strategy:	Once the project is completed it will be handed over to Department of Education for ongoing management and maintenance of the infrastructure.						

Note: Although the 5-year period of the Afplats SLP 3 comprises of the years 2019 to 2023, the LED Project was only included after the SLP 3 Sec 29 Directive, and consequent engagements with the DMRE, after which the SLP 3 (Revision 1) was submitted, which included an LED project with a Project Start date of July 2020 and a Project end date of June 2021. Further engagements with the DMRE indicated that more specific information is required in the project sheet. Furthermore, as the SLP 3 has not been approved, the project has not commenced. Therefore, the specifics relating to the LED project as well as extended time-frames of Project Start date of 2023 and a Project end date of 2025 as specified.

3.4 MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

Once in operation, 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 Leeuwkop Mine Project's strategic planning during the life of the mine, once mining activities have commenced, include the following:

- It is not Afplats' intention to become a landowner 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 proposed Mine with a view to ensuring a fully localized labour force at the mine.
- Should there be a housing policy at the proposed Mine it will 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,

3.5 MEASURES TO ADDRESS NUTRITION

No hostels will be established should the mine proceed and thus the mine does not have to cater for 'live-in' staff.

3.6 PROCUREMENT PROGRESSION PLAN

3.6.1 Giving Preferred Status to HDSA Suppliers

Should the project proceed preference will be given to HDSA suppliers. The Afplats Leeuwkop Mine Project will aim to identify and further exercise the option of setting aside certain commodities and services in specific areas for suppliers from the designated groups, once the mine is in operation.

3.6.2 Procurement Progression Plan

Should mining activities commence Afplats aims 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 completed once the mine commences with recruitment and sourcing of capital goods, services and consumables.

Table 3.2: Projected HDSA Procurement to be achieved once the mine commences with construction activities

Category	FY2019	FY2020	FY2021	FY2022	FY2023
Capital Goods	52%	52%	54%	56%	60%

The table shows the minimum targets that will be achieved with respect to HDSA participation in procurement and focuses on Capital procurement activities/initiatives that can provide possible HDSA opportunities in order to make up the total Capital BEE spend.

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 Ba Mogopa 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

4.1 MANAGEMENT OF DOWNSCALING AND RETRENCHMENT PROCESS

Afplats Leeuwkop Mine Project is still in a project phase and it has no employees at present. AS per

It is recognised that Afplats once operational might have to retrench workers from time to time for economic reasons and to remain globally competitive. Should it become clear that job losses cannot be avoided, a process will be followed that shall include, but is not limited to, the following actions:

- Consultation with relevant stakeholders
- Implementing section 189 of the Labour Relations Act, 1995
- Notifying the Minerals and Mining Development Board (as required per MPRDA Section 52(1))
- Complying with Ministerial directive and confirm how corrective measures will be taken.

A primary principle behind both the HRD (guiding the Portable Skills Training, AET, Learnership programmes etc.) and LED Programmes (informing the sustainable development interventions, housing policies etc.) is job creation within the Afplats Leeuwkop Mine Project operations and surrounding communities. However, at mine closure, be it inevitable or unexpected, the main outcome is the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or, where these cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities, and the economy.

The fundamental objectives of the plans which will be initiated for the life of the mine (LoM) will be in line with the ethos of the Department of Labour's 'Social Plan' as well as the MPRDA. However for now, there are no employees. The plan in future once the mine is operational will to:

- Prevent job losses;
- Where job losses are unavoidable, to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;

- Facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- Facilitate access to suitable training programmes through on-going core business training and the non-mining related portable skills training plan to enable affected employees to remain economically active either within or outside the company or industry;
- Avoid, mitigate, or minimize any possible negative social and economic impacts on employees, communities, local and regional economies, and labour sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- Ensure the relevant processes for effective closure management are in place some four (4) to five (5) years prior to planned mine closure;
- Effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders through the mechanism of the Future Forum throughout the life of the mine on the issues outlined above.

As noted, the Afplats Leeuwkop Mine Project is not yet operational and for this reason, there were no downscaling and retrenchments envisioned for the SLP period. Although the mine project does not foresee downscaling possibilities in the coming few years and once operational, it will invest effort in implementing the required mitigations to prevent loss of income for its employees.

The Afplats Leeuwkop Mine Project retrenchment and downscaling strategy once relevant will be aligned with the legislation that governs this process (LRA 66 of 1995). The following bodies, legislation and guidelines will be consulted and taken into consideration whenever retrenchments and downscaling are under consideration:

- The Department of Labour (DoL)
- The Commission for Conciliation, Mediation and Arbitration
- The Labour Relations Act 66 of 1995
- Mineral Resources and Petroleum Development Act 28 of 2002
- Declaration of the Presidential Jobs Summit, October 1998.

As required, the company's downscaling and retrenchment strategy will include the sections set out below.

4.1.1 Future Forum

Afplats will utilise a Community Leadership Engagement Forum to engage on Community Projects and timeous updates on the status of the Afplats Leeuwkop Mine Project, which was deferred, but with a subsequent decision to divest as described in Section 1.1.1. Key stakeholders to engage with include:

- Bakwena Ba Mogopa Traditional Community Representatives (who hold 26% in Afplats)
- Madibeng Local Municipality - Ward 32 Local Councilor
- Rustenburg Local Municipality - Ward 29 & 30 Local Councilors

Frequent meetings will be held with key stakeholders and a meeting agenda will include issues on, but not be limited to:

- Update on the economic status of the Afplats Leeuwkop Mine Project.
- Presentations and progress reports on the implementation of all identified Community Projects in the area.
- Social and Labour Plan LED Projects: engagements and consultations processes.
- Feedback by Community Leadership on key issues involving the Afplats Leeuwkop Mine Project.
- Dual communication to or by Communities on critical developments involving the industry.

4.1.2 Identify Mechanisms to Save Jobs

Once in operation, the mine will appoint an optimal staff component to run the mine efficiently and prevent future job losses. 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.

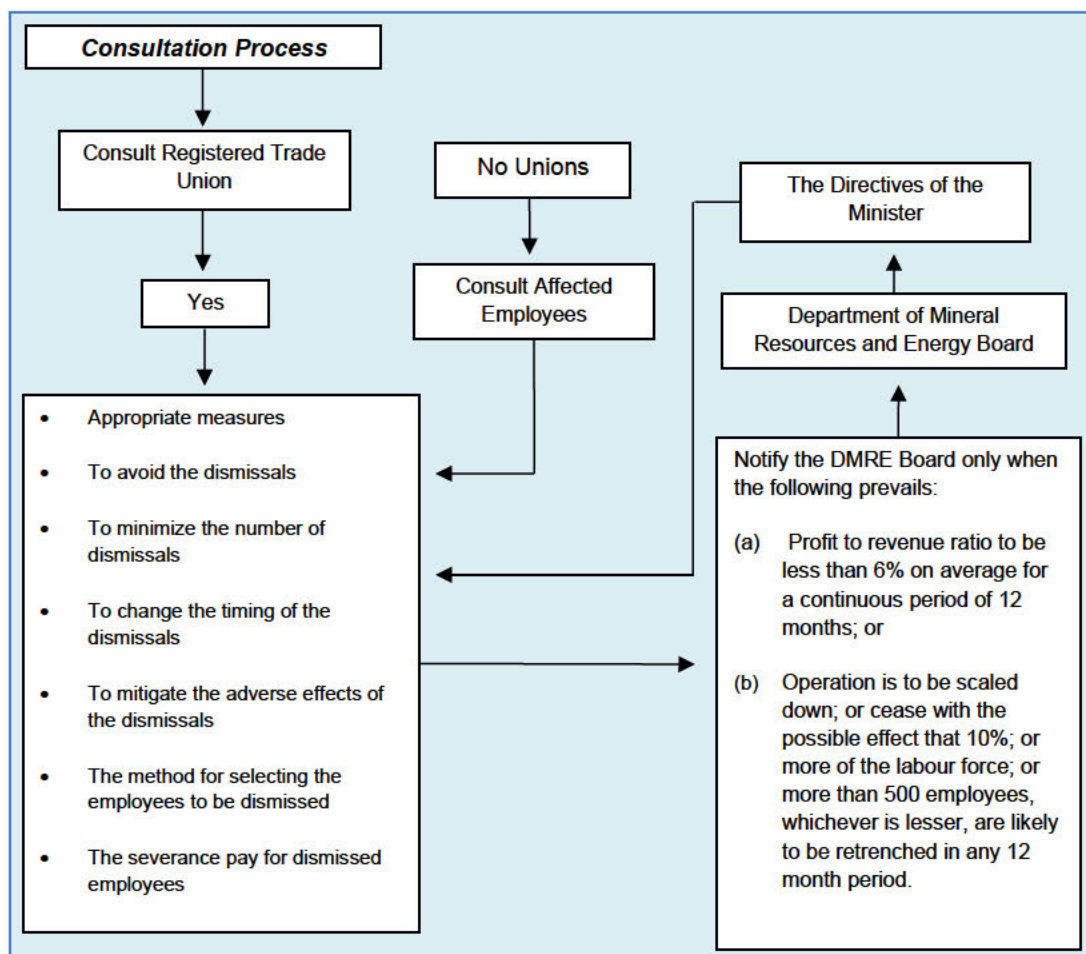
Afplats Leeuwkop Mine Project, once mining activities have commenced, will investigate other options to save jobs. This could include the following but should not be limited to:

- 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 finds itself in a position whereby retrenchment is necessary, it intends to follow the processes described in in the consultation workflow below in the event of job losses due to the curtailment of the profitability of any operation.

Figure 4.1: Consultation Workflow



Consultations

Afplats aims to align the current consultation processes with Section 52 (1) of the Act and as per Figure 4.1 above.

Implementing section 189 of the Labour Relations Act, 1995

See Section 4 above including Figure 4.1.

Notification to the Minerals and Mining Development Board

See Section 4 above including Figure 4.1.

Complying with Ministerial Directive

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

4.1.3 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 once the mine is operational 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

4.1.4 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

5.1 FINANCIAL PROVISION FOR SOCIAL LABOUR PLAN

Notwithstanding the decision to divest as described in Section 1.1.1, Implats remains fully committed to honour its SLP commitments. As such, Afplats has included financial provisions into this SLP 3 (Revision 2) as per previous submissions.

The financial provision made for community development is aimed at addressing needs within Afplats mine communities.

Table 5.1: Summary of Financial Expenditure on Key Element of Afplats' SLP

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total Budget
Human Resource Development (<i>Section 2</i>)	1 750 000	1 380 000	1 100 000	0	0	4 230 000
Local Economic Development Programmes (<i>Section 3</i>)	0	0	0	0	0	0
Total Provision for SLP	1 750 000	1 380 000	1 100 000	0	0	4 230 000

Table 5.2: Summary of Financial Expenditure on Human Resource Development Programmes at Afplats

Category	FY2019	FY2020	FY2021	FY2022	FY2023	Total Budget
Bursaries & Learnerships						
Bursaries & Learnerships	1 750 000	1 380 000	1 100 000	0	0	4 230 000
TOTAL	1 750 000	1 380 000	1 100 000	0	0	4 230 000

Table 5.3: Financial Provision for Key Elements of Afplats' SLP 3

Financial Provision	FY2023	FY2024	FY2025	FY2026	FY2027	Total Budget
Bursary Plan	R227 649	R 951 574	R1 248 940	R1 311 387	R1 390 726	R5 130 276
LED Project Plan	R365 700	R 1 651 975	R 266 800	R0	R0	R2 284 475
TOTAL	R593 349	R951 574	R1 515 740	R1 311 387	R1 390 726	7 414 751

** Note: Although the 5-year period of the Afplats SLP 3 comprises of the years 2019 to 2023, the period for implementation are hereby extended up to FY2027.*

5.2 FINANCIAL PROVISION FOR PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

Financial provision for downscaling and retrenchment is not required because it has no employees and the fact that Afplats Leeuwkop Mine Project is still in a project phase, which was deferred, but with a subsequent decision to divest as described in Section 1.1.1 of this document.

SECTION 6

UNDERTAKING

Section 6

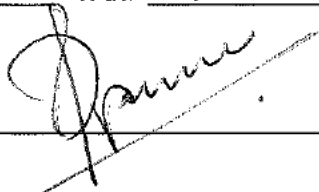
6.1 STATEMENT OF UNDERTAKING

I, [REDACTED] the undersigned and duly authorized thereto

by Afplats (Pty) Ltd (as the holder of the Leeuwkop Mine Project) (Company), undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at CENTURION on this 3rd day of FEBRUARY 2023

Signature of responsible person



Designation

CEO - AFPLATS

Contact Details

[REDACTED]

NEEDS ASSESSMENT REPORT

PROJECT NAME: SLP 3 SCHOOL PROJECT ABLUTION
FACILITY UPGRADE MODIKWE PRIMARY SCHOOL

DATE: 25/01/2023

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1 BACKGROUND AND PURPOSE OF THE REPORT

Modikwe Primary School is in Ward 30 under the Rustenburg Local Municipality. The school has more than 400 learners. The purpose of this report is to establish the needs of the school to provide inputs into the Section 102 (S102) submission of Afplats' SLP 3. Since the submission of the SLP 3 document and delays in approval; the proposed LED project in Modikwe as described in Annexure A, Rhovan mine implemented a project similar to the scope of work committed to by Afplats. Considering the above, Section 102 was then submitted to DMRE requesting to find a replacement project for this school project.

However, upon arrival at the school on the 12th of January 2023, the Beulah Africa team observed that the facility sponsored by Rhovan was not in use and these are the reasons provided by the school's leadership;

1. The facility is not connected to a water supply which leads to it not having water for washing hands of learners.
2. The facility has water provisioning infrastructure constructed next to the new ablution structure and not connected to it. This water provided to ensure that the flushing systems worked properly was not connected to the structure due to water safety coming from the borehole.
3. The school decided to keep the facility closed to ensure that all school ablution facilities remain in a sanitary condition for learners.

The school currently utilises its "old main" ablution facility (as they call it) for all grades and relies on the supply of water from the municipality. The water gets pumped into the school's existing four Jojo tanks and flows into taps for flushing and drinking. The school also has an existing long constructed borehole which is used as back up when municipality water is unavailable. The borehole is currently not functioning.

The school's leadership insisted on the implementation of the initial SLP 3 scope of work. According to the school's leadership, the Rhovan project was completed more than 12 months ago, and the school has not been promised any additional funding by the mine to ensure efficient use of the new structure. The school leadership also

confirmed that there is currently no fund/sponsorship promises made to the school by any other mining house for the next 12 months.

Contact with Rhovan Mine was conducted to understand what the mine's intentions with the school's ablution refurbishment is. However, the Rhovan contact person was committed to other matters related to their CSI projects and was not able to meet the team during the timeframe of this report. An LED project description from Rhovan's SLP (2008-2022) indicates that the mine committed to completing the project in 2022 as indicated in the table below.

Project Name	Refurbishment of Schools Buildings and Bathrooms								
Project Description	Some of the host communities schools buildings and bathrooms are dilapidated and require to be refurbished. The mine will revamp schools classrooms and school bathrooms to make the learning environment conducive								
Objectives	Creation of conducive academic environment								
Project Partners	Department of Education			Beneficiaries (Community Specific)		Bethanie, Modikoe, Berserba Makolokwe and Maumong host communities			
Number of community members to benefit from the Project	Total Number of Jobs to be created by the Project	Male	Female	Youth	Disabled	Geographical Location of the Project			
		40	40	30	5	Bethanie North West Province			
Output	Responsible Entity	Activity		Timeframe					FY: 2018
		KPA	KPI	2018	2019	2020	2021	2022	Budget
Create conducive learning environment	Glencore Rhovan Mine	Create conducive learning environment	Conducive learning environment	R0	R1 000 000 Refurbishment of Lerothodi H.S. School and Toilets.	R2 000 000 Renovation of Mamogale Regale P.S. and Modikoe P.S. Toilets	R2 400 000 Renovation of Bakwena H.S. and Toilets. Revamp Lerothodi H.S	R2 000 000 Renovation of Maumong P.S. and Mojagedi H.S.	R7 400 000
Total									R7 400 000
Exit Strategy : Refurbished school classrooms and school toilets will be handed over to the Department of Education after the completion of work for care and maintenance									

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This report was established using information obtained from the following key stakeholders.

NAME	SURNAME	ORGANISATION	POSITION	CONTACT
		Modikwe Primary School	School Principal	
		Department of Education	Circuit Manager	
		Department of Education	QMS Coordinator	

	Rustenburg Municipality	MMC LED	
--	-------------------------	---------	--

Following the 12th of January 2023 site visit meeting, the school was consulted again for needs scoping on the 20th of January 2022. Annexure B provides the registers and pictures of these engagements with the school by the Beulah Africa team. Annexure D provides the meeting minutes of all engagements held.

This report outlines all the needs of the school whilst emphasizing its ablution facilities. The following aspects of the school were observed, and the following sections of the report provide the findings.

Aspects of the school that were investigated.

1. Electricity
2. Water
3. Sanitation
4. Sports and recreation
5. Fencing and school safety
6. Other design considerations
7. Emotional support
8. Feeding scheme

The conclusion of this report is what can be considered as the final recommendations/inputs for the submission of Afplats' SLP 3 amendments and S102.

2 IDENTIFIED NEEDS

2.1 INFRASTRUCTURE NEEDS

2.1.1 Electricity

The school is fitted with electricity. The school needs backup electricity during power failures to keep the admin block operational and warm during the winter season.

2.1.2 Water

The school considers municipality water as their main supply of water. They also have a borehole and (5) Jojo tanks installed: 4 old Jojo tanks by the Department of Education and 1 new Jojo tank by Rhovan. The Principal indicated that there should be a water quality assessment conducted as it is unclear what was not safe for the borehole water to be considered. The borehole in existence needs to be extended further deeper as water levels tend to run low. The Old main facility is currently in use together with the Grade R bathrooms. Both facilities have water issues and need proper plumbing installation to gain access to running water. Three water pumps were observed at the school but were not functional. The pumps need to be reinstalled as they assisted with water flow for ablution blocks and storing of water.

2.1.3 Sanitation

The school has proper sanitation infrastructure. The school currently has four (4) different bathroom facilities with only one (1) being functional. The functional facility is referred to as the “old main” facility and was constructed by the Department of Education. Their oldest facility is currently not in use and serves as a storage facility because the structure failed its commissioning processes by the department. Grade R facilities have toilets that are also not fully functional due to lack of running water.

The newest facility that the school has is the one provided by Rhovan but not in use currently due to its lack of safe water. This makes the facility unsanitary and with that said the school decided to keep the facility closed until they can connect safe water to it. The school’s leadership indicated that they desired to have all of their toilets functional because the number of enrolled learners requires all facilities to be functional at all times. Especially the Grade R learners who walk a distance to gain access to functional toilet facilities.

2.1.4 Sports and Recreational Facility

The school needs a sports field. The school currently has an open space that is outgrown with grass. No proper sports and the recreational facility was identified.

2.1.5 Fencing and School Safety

The school has proper fencing with security cameras installed but the cameras are not working. The cameras need to be connected to the network as mentioned by the principal.

2.1.6 OTHER DESIGN CONSIDERATIONS

- All school buildings require fresh paint and maintenance work
- The school Hall has poor lighting and too small considering the number of learners in the school.
- The schools' kitchen has very limited space to cook for 400+ learners daily
- Grade R playground space is in need of safe equipment. Current equipment is worn out and rusty.

2.2 NON-INFRASTRUCTURE NEEDS

2.2.1 Emotional Support

The school has a full-time Social Worker that is based at the school daily to assist with any social and emotional support.

2.2.2 Feeding Scheme

The school has a feeding scheme but the kitchen is extremely small to cater for 400+ learners and requires a completely new feeding scheme kitchen.

3 CONCLUSION

Based on the information gathered above the initial scope of work for the SLP3 school project is still relevant and a need in the school. The advice from the school is for Afplats project not to consider work already done by the Rhovan mine due to current political issues around the project. The school mentioned that the latter may be beneficial to the fast-tracking of this project.

However, some consideration (possibly for SLP 4) to partner or align with Rhovan's objectives for the school may also be ideal in ensuring that the school has additional ablution facilities soon.

After careful consideration of the school's leadership's concerns and advice, Annexure B contains the scope of work that can be considered for the SLP 3 S102 .

ANNEXURE A : INITIAL SLP 3 SCHOOL PROJECT SCOPE

Project Name:	Upgrade of School Ablution Facilities and Water Provision Project									
Background:	In line with our quest to help build sustainable communities and as part of the national objective, a project was identified from the Rustenburg Local Municipality's IDP 2018/2019 (page 179). The objective will be to contribute R1.8 million towards infrastructure upgrading in co-operation with the Department of Education. The project to the facilities will offer a meaningful and sustainable upliftment opportunity to Historically Disadvantaged communities around Afplats operations.									
Geographical Location of Project:	Modikwe Village			Project Start Date:		2021		Project End Date:	2022	
Total Expected No. of Jobs to be created:	0	Male:	0		Female:	0		Youth:		
Output	Activity		Responsible Entity	Timeframe				Budget Allocation 2021	Total Actual Expenditure 2021	
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Detailed Design	Construction and landscaping design	Completion of design	Impala Project Team	Awaiting approval of the SLP				0	0	
Sign-off of design final scope	Agreement on detail design with stakeholder	Sign-off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures							

Construction Phase	Physical renovation and construction	Completed facilities as per agreed scope and design	Impala project team/ Stakeholder Engagement/ Community Structures			
Hand-over	Handover of completed facilities	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures			
Grand Total:					0	0
Beneficiaries: (Community Specific)	Members of the broader community	Project Partners/Associates:		Afplats		

ANNEXURE B: SLP 3 S102 PROPOSED SCOPE OF WORK

Project name:	Modikwe Primary School existing Grade R and Old Main ablution facilities upgrade, and provision of water connections			Classification of project:	Infrastructure
Background:	In line with our quest to help build sustainable communities and as part of the national objective, a project was identified from the Rustenburg Local Municipality's IDP 2018/2019 (page 179). The school has a total of four complete ablution facilities that are not fully functional due to lack of reliable water. Grade R and the Old Main ablution facilities within the school require basic maintenance work, connection to water supply as well as the resuscitation of the existing borehole as a backup system.				
Who initiated project:	Municipality's IDP 2018/2019 (page 179).				
Geographical location of the project:	District Municipality:	Local Municipality:	Village name:	Project start date:	Project end date:
	Bojanala District	Rustenburg LM	Modikwe Village: Ward 30	2023	2025
Output:	Key performance area:	Key performance indicator:	Responsible entity:	Timeframes:	Budget:
	<ul style="list-style-type: none"> Provision of safe and reliable water connection to existing Grade R and old main ablution facility 	<ul style="list-style-type: none"> Improved access of water to ablution facilities 	<ul style="list-style-type: none"> Impala Project Team 	<ul style="list-style-type: none"> Project planned to start within 2023 Calendar 	R 1 800 000

	<ul style="list-style-type: none"> • Basic maintenance work on existing Grade R and old main ablution facility • Resuscitation of the existing borehole as a backup system 				<ul style="list-style-type: none"> • Impala project Stakeholder Engagement • Community Structures 	year. Awaiting S102 application approval	
No. of jobs to be created:	Male adults:	Female adults:	Male youth:	Female youth:	Total:	GPS Coordinates	Comments:
	3	3	2	2	10	-25.520104, 27.5347957	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to: civil engineers, surveyors, machine operators, quantity surveyors,

							general workers, etc.
Medium term:	This project seeks to contract and employ local unemployed people within the host community.						
Long term:	Improved usage of the existing ablution facility within the school by its learners.						
Links with other development initiatives:	This project is in line with the Rustenburg Local Municipality IDP 2018/2019 (page 179) and currently endorsed by the local municipality						
Sustainability plan:	The project will be handed over to the Department of Education for management and maintenance.						
Completion date and exit strategy:	Once the project is completed it will be handed over to Department of Education for ongoing management and maintenance of the infrastructure.						

ANNEXURE C: ATTENDANCE REGISTERS & SITE VISIT PICTURES

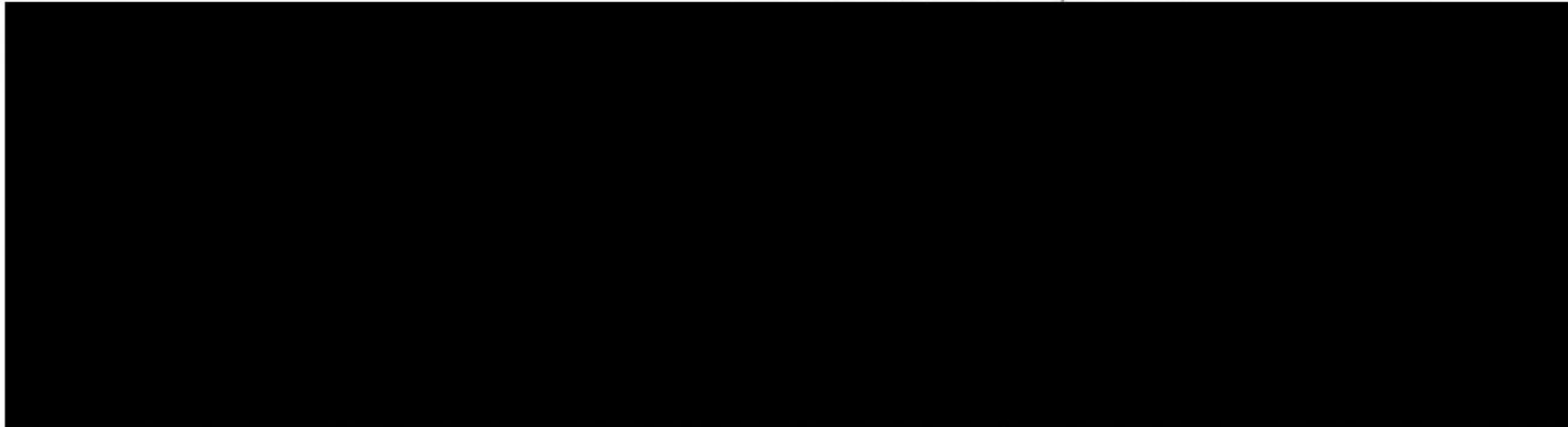


AFPLATS MINE PROJECT SOCIAL AND LABOUR PLAN

Date: 12/01/2023

Village: Modikwe

Venue: Modikwe Primary School





Event: Modibane School Project meeting (project scoping)
 Date: 30 January 2023
 Venue: Modibane Primary School

Name	Surname	Contact details	M	F	Email	Sign



Maintenance work required on walls, doors, ceiling, windows and basins in the old main facility.



Old main facility use buckets in the old main facility to flush.



The two pumps that were disconnected during the construction of the new facility.



A total of four Jojo tanks were seen on site. All pump water from the municipal water supply.



The Old main facility currently used by all grades in the school and considered the most reliable facility.



This is the new facility that was constructed by Rhovan. It is currently disconnected from its own water supply facility due to poor water quality and pressure.



This is the oldest ablution facility in the school. It is currently used as storage facility because it failed its commissioning processes. The school is not permitted to utilize it for what it was built for.

Annexure D: MEETING MINUTES



MEETING MINUTES: MODIKWE PRIMARY SCHOOL PROJECT NEEDS ANALYSIS AND INTRODUCTION

Present from Beulah Africa:



Present from Department of Education



Details of the meeting

Date: 12 January 2023

Time: 12:00 – 13:30

Venue: Modikwe Primary School

The purpose of the meeting was to:

1. Introduce the new Stakeholder Manager and Coordinator
2. Provide feedback on outstanding SLP projects and a way forward
3. Needs Assessment

The outcomes of the meeting:

1. Explained how the school falls under the mines SLP
2. Explained the process of SLP Project Identification for local schools within the Bakwena.
3. Principal ([REDACTED]) was only appointed school principal in 2021 till now and during her time they have not been recipients of any sponsorship or donation from any institution. At the time of her appointment, she was informed that the newly built student ablution block project was approved prior to her appointment but she was involved with the hand over process. She mentioned that upon her arrival she was not so well received by Local community, SGB and Parents because she was not a Mokwena (One who is born within the Bakwena Tribe). And how such initiatives would assist in inspiring positive support from all parties involved with the school for the best interest of all learners and their development.



4. During our discussions the principal indicated that the school's sponsor in the past had been Rhovan Mine and that was the only one she knew of.
5. The school currently has 367 registered students with the number possibly increasing before the end of the month. Previous number was 407 students in 2022
6. We then took a tour of the school together with the Principal and did our needs assessment. First thing the principal showed us was the fully equipped Maths Lab that needed electrical connection.
7. Proceeded to the newly built ablution block that is not being utilized due to water connection problems. However, the old ablution structure is being used as a "reliable alternative". It looks functional but work could be done to improve the state and usage of it.
8. The school has an existing borehole and their water system needs maintenance as the water levels are never enough to supply water to the entire school.
9. The Grade R building has toilets built in but are not being used because of water connection and access issues. This results in the little one's using the same bathrooms as the rest of the primary school. The school hall has very limited space to accommodate 407 students and educators.
10. Our tour was cut by the arrival of the Circuit Manager [REDACTED] (Rustenburg Dep. Of Ed.) and QMS Coordinator [REDACTED]. We had the pleasure of being introduced to the department officials and explain the nature of our business at the school which was very well received by the department officials. Informed the officials about the Sec 102 presentation which a date shall be confirmed.



MEETING MINUTES: MODIKWE PRIMARY SCHOOL SEC 102 CONSULTATION

Present from Beulah Africa:



Present from School:



Details of the meeting

Date: 20 January 2023

Time: 11:00 – 13:30

Venus: Modikwe Primary School

The purpose of the meeting was to:

1. Sec 102 Presentation and participatory project scoping with the school leadership

The outcomes of the meeting:

1. Before the meeting began it was noted that [REDACTED] [REDACTED] More were unable to attend due to unforeseen circumstances that required their urgent attention. [REDACTED] the Circuit Manager was busy with matric results school visits.
2. Emphasis was made on the fact that the project was for ablution facility upgrade and collectively agree on the scope of work needed for the project. As indicated in the previous minutes the school has a serious water connection and access issues.
3. During our discussion it was identified that the school does have a borehole that needs to be serviced as currently they are using water supplied from outside the school by a service provider. The existing water supply together with two pressure pumps were operational before numerous contractors came on site at the school on plumbing services and building of a new ablution block.



4. The current structure that was sponsored by Rhovan is not operational as water connection and water safety standards continue to be of concern. The secondary so called "old main" facility also has water connection issues but at least it can access municipal water.
5. Deputy Principal advised that it would be ideal if Afplats would focus on working on the "old main" facility and leave the Rhovan structure alone as he was concerned with potential community politics that may arise during working on that structure.
6. It was agreed that Afplats would look at the water connection problems connecting the "old main" facility and the grade R block.
7. The school was further advised to make a list of needs that could potentially be included in SLP 4 for Afplats to take into consideration. The principal promised to issue a letter of support by Friday 27th January 2023, accompanied by their list of extended needs excluding the ablution block.



MEETING MINUTES: MEETING WITH MUNICIPAL OFFICIAL MMC LED.

Present from Beulah Africa:

| [REDACTED]

Present from RLM (RUSTENBURG LOCAL MUNICIPALITY):

| [REDACTED]

Present from Afplats:

- [REDACTED]

Details of the meeting

Date: 26 January 2023

Time: 09:00 – 10:30

Venue: Rustenburg Local Municipality Offices

The purpose of the meeting was to:

1. Introduce the new Stakeholder Manager from Beulah Africa
2. Provide feedback on outstanding SLP projects and a way forward
3. Sec 102 Endorsement letters for Modikwe Primary School and the Bethanie Community Hall.

The outcomes of the meeting:

1. Mr [REDACTED] opened the meeting and introduced the Beulah Africa team. He stated why the team were there and allowed them to give feedback. [REDACTED] proceeded in giving feedback to the MMC, and the feedback was based on the past 40 days of activity since the last public participation gathering was on the 7th of December 2022.
2. He emphasised that all Afplats engagements were strictly Sec 102 presentations that were addressing previous undelivered commitments by the Afplats



Mine Project and extension timelines for the projects in the identified communities: namely; Modikwe Primary School and Bethanie Community Hall.

3. The MMC was very pleased with the progress made so far, especially with the delivery of SLPs to all affected communities.

4. The MMC assured the meeting that he will endorse Afplats Mine Project s102 projects provided that the team supply him with all relevant previous meeting minutes of all the engagements.

5. The MMC also promised to visit the Makgotla within his cluster to ensure that Afplats Mine Project had indeed delivered the SLP copies as promised. He also assured the team that during his visits with the Makgotla; he will reassure them that he has been engaged concerning Sec 102.

6. He further committed to assisting the team in organising smaller community feedback meetings leading to the Afplats SLPs annual mass meeting planned during this quarter. After he has received all our meeting minutes a follow-up meeting date will be scheduled to conclude the endorsement letters for outstanding projects and begin the process of SLP needs identification.

7. The meeting was concluded and closed by MMC