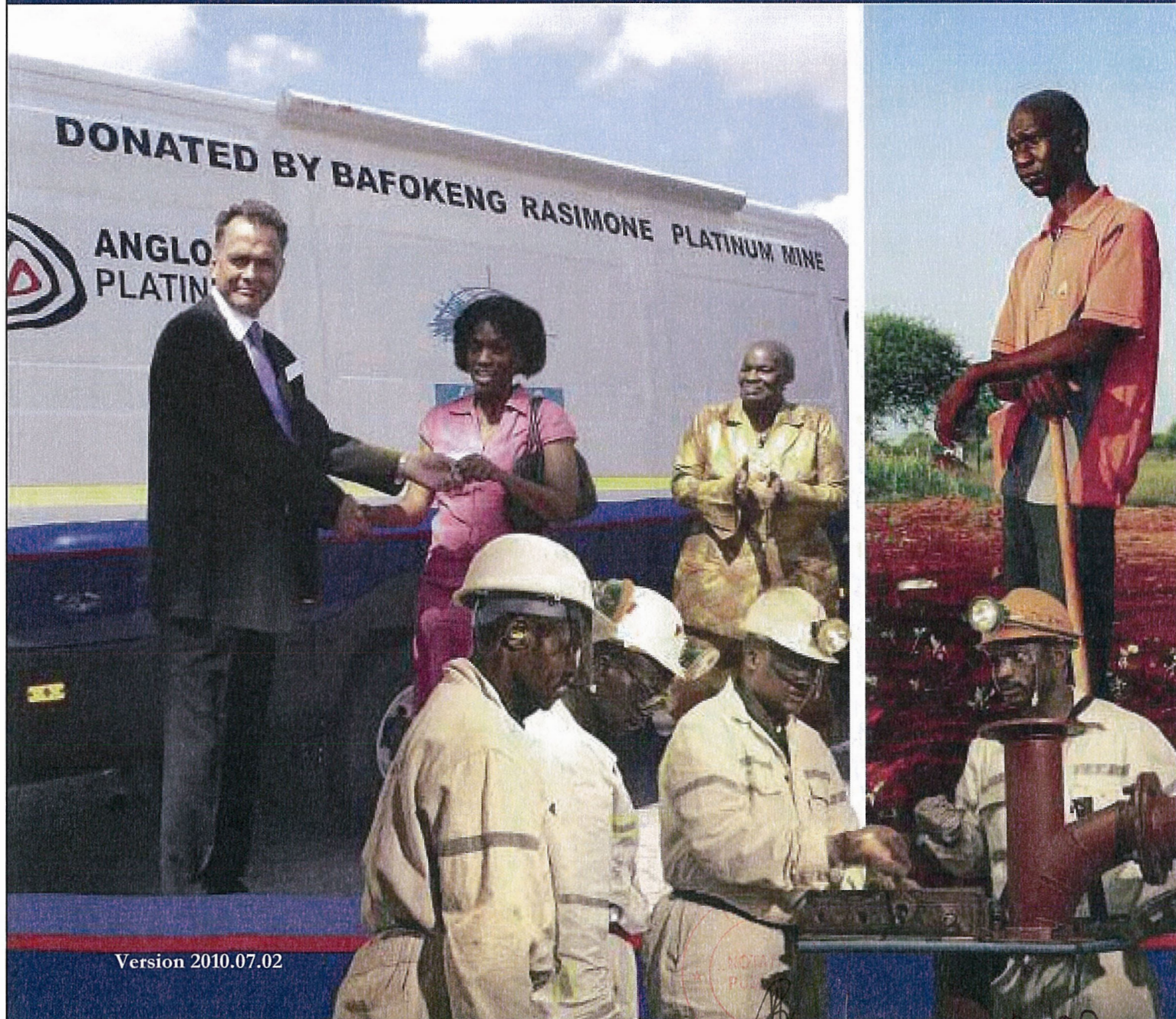




Bafokeng-Rasimone Platinum Mine

SOCIAL AND LABOUR PLAN

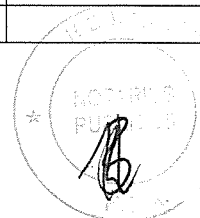
JULY 2010



Version 2010.07.02

**ASPECTS OF THE SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC
EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY**

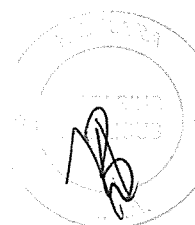
DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
Human Resource Development					
<ul style="list-style-type: none"> Has the company offered every employee the opportunity to be functionally literate and numerate by the year 2009 and are employees being trained? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company implemented career paths for HDSA employees including skills development plans? 	Yes ✓		No	46 (b) (ii)	5
<ul style="list-style-type: none"> Has the company developed systems through which empowerment groups can be mentored? 	Yes ✓		No	46 (b) (iii)	6
Employment Equity					
<ul style="list-style-type: none"> Has the company published its employment equity plan and reported on its annual progress in meeting that plan? 	Yes ✓		No	46 (b) (v)	8
<ul style="list-style-type: none"> Has the company established a plan to achieve a target for HDSA participation in management of 40% within five years and is implementing the plan? 	Yes ✓		No	46 (b) (v)	10
<ul style="list-style-type: none"> Has the company identified a talent pool and is it fast-tracking it? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company established a plan to achieve the target for women's participation in mining of 10% within the five years and is implementing the plan? 	Yes ✓		No	46 (b) (v)	9
Migrant Labour					
<ul style="list-style-type: none"> Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour? 	Yes ✓		No	46 (a)	1
Mine Community and Rural Development					
<ul style="list-style-type: none"> Has the company co-operated in the formulation of integrated development plans and is the company co-operating with government in the implementation of these plans for communities where mining takes place and for communities in major labour-sending areas? 	Yes ✓		No	46 (c) (iii)	13
<ul style="list-style-type: none"> Has there been an effort on the side of the company to engage the local mine community and major labour-sending area communities? Companies will be required to cite a pattern of consultation, indicate money expenditures and show a plan. 	Yes ✓		No	46 (c) (iii)	13
Housing and Living Conditions					



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DESCRIPTION	5-YEAR TARGET		REGULATION	SECTION
<ul style="list-style-type: none"> For company-provided housing, has the mine (in consultation with stakeholders) established measures for improving the standard of housing – including the upgrading of hostels, conversion of hostels to family units, and promotion of home ownership options for mine employees? Companies will be required to show what they have done to improve housing, a plan to progress the issue over time, and how the plan is being implemented. 	Yes ✓		No 46 (c) (iv)	14
<ul style="list-style-type: none"> For company-provided nutrition, has the mine established measures for improving the nutrition of mine employees? Companies will be required to show what they have done to improve nutrition, a plan to progress the issue over time, and how they are implementing the plan. 	Yes ✓		No 46 (c) (v)	15
Procurement				
<ul style="list-style-type: none"> Has the mining company given HDSAs preferred supplier status? 	Yes ✓		No 46 (c) (vi)	16
<ul style="list-style-type: none"> Has the mining company identified the current level of procurement from HDSA companies in terms of capital goods, consumables and services? 	Yes ✓		No 46 (c) (vi)	16
<ul style="list-style-type: none"> Has the mining company indicated a commitment to a progression of procurement from HDSA companies over a 3-5-year timeframe in terms of capital goods, consumables and services? To what extent has the commitment been implemented? 	Yes ✓		No 46 (c) (vi)	16
Reporting				
<ul style="list-style-type: none"> Has the company reported (on an annual basis) its progress towards achieving its commitments in its annual report? 	Yes		No	

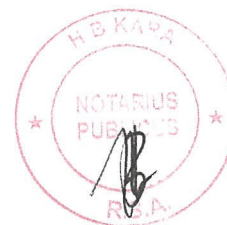


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Organising Structure of this Document

The organisation of this document follows directly from Regulation 46 (a - f) 'Contents of the Social and Labour Plan' of the Regulations of the Mineral and Petroleum Resources Development Act.

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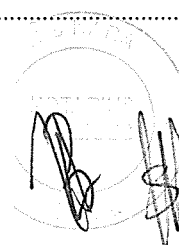


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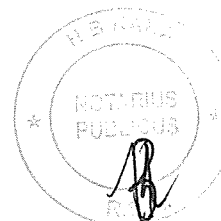


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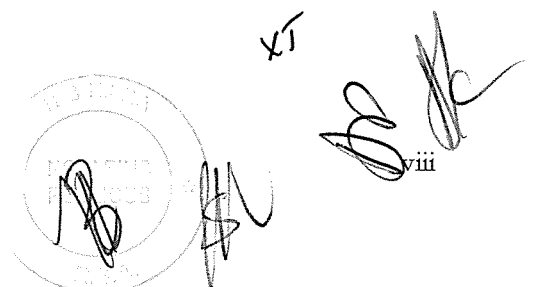
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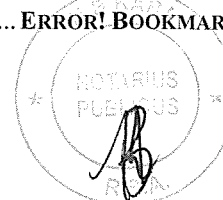
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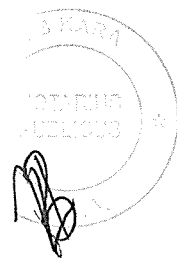
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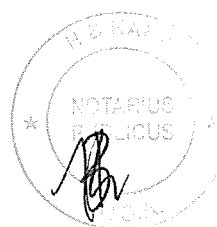
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Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
ASSU	Anglo Platinum Shared Services Unit (Pty) Ltd
BBSEE	Broad-based Socio-economic Empowerment
BDO	Business Development Officer
BEE	Black Economic Empowerment
BRPM	Bafokeng Rasimone Platinum Mine
CED	Community Engagement and Development
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DME	Department of Minerals and Energy
DoE	Department of Education
DoH	Department of Health
EMPR	Environmental Management Programme Report
GGP	Gross Geographic Product
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
IDC	Individual Development Charter
IDP	Integrated Development Plan
JWG	Joint Working Group
LED	Local Economic Development
MDG	Millennium Development Goals
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGMs	Platinum Group Metals
RBA	Royal Bafokeng Administration
RLM	Rustenburg Local Municipality
SADC	Southern African Development Community
SEDA	Small Entrepreneurial Development Agency
SMME	Small, Micro and Medium Enterprise
SPTSF	Social Plan Technical Support Facility
STI	Sexually Transmitted Infection
TB	Tuberculosis
UIF	Unemployment Insurance Fund
VAT	Value-added Tax
WSP	Workplace Skills Plan
WSSD	World Summit on Sustainable Development

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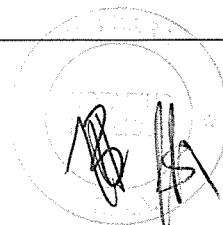


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Glossary

Black women	Refer to African, Indian and Coloured women
Broad-based Socio-economic Empowerment (BBSEE)	<p>Refers to a social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <ol style="list-style-type: none"> Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ol style="list-style-type: none"> Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; Participation in or control of management of such operations; Development of management, scientific, engineering or other skills of HDSAs; Involvement or participation in the procurement chains of operations; and Integrated Socio-economic Development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.
Community	A coherent social group of persons with interests in or rights on a particular area of land. The members hold or exercise these interests or rights communally in terms of an agreement, custom or law.
Employee	An employee is defined as any full – time person who directly works for the owner of a reconnaissance permission / permit, prospecting right, mining right, mining permit, technical co – operation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above – mentioned rights, including any person working for an independent contractor.
Historically Disadvantaged Person (HDP)	<ol style="list-style-type: none"> Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect; Any association, a majority of whose members are persons contemplated in Paragraph (a); and Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members interest and are able to control a majority of the members votes.
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan HDSA refer to Black, Coloured, Indian male and female and white female.
HDSA management participation %	The number of HDSAs in management divided by the total number of management positions.

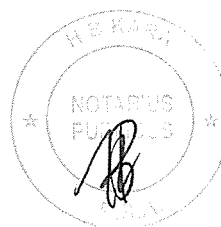


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Integrated Development Plan (IDP)	<ul style="list-style-type: none"> a) A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act 117 of 1998); and b) For the purposes of this Social and Labour Plan, IDP is taken to mean the IDP for all those municipalities falling within the determined mine community from which more than 10% (the significance factor) of the mine's labour is sourced.
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally from within the mine community.
Major labour-sending area (see also Labour-sending areas)	<ul style="list-style-type: none"> a) In the context of the mine community, a major labour-sending area is a municipality from which more than 10% of the mine's workforce is sourced; and b) In the context of rural areas outside the mine community, a major labour-sending area is a municipality from which more than 5% of the mine's workforce is sourced. Special consideration is given to the municipalities hosting such communities because of: <ul style="list-style-type: none"> i) The scattered nature of rural labour-sending areas and the need to focus the effort of the mine's rural development strategy and its programmes; ii) The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the mine's efforts; and iii) The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.
Management	All employees within the Paterson D, E, and F Bands.
Migrant labour	<p>Migrant labour refers to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants.</p> <p>Three types of migrant labour are referred to in this Social and Labour Plan:</p> <ul style="list-style-type: none"> a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; b) South African migrant workers are those who come from other South African provinces; and c) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.

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Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within a 50km radius (or greater radius, if appropriate) of the mine.</p> <p>As far as the Social and Labour Plan is concerned, only the municipality (or municipalities) within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are:</p> <ol style="list-style-type: none"> Existing and expected patterns of human settlements and villages within this community; Patterns of labour sourcing for the mine; Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work; Spending patterns of the mine's employees; The use of social amenities, recreational facilities and infrastructure; Commercial and industrial linkages; Provincial and municipal boundaries; Existing and proposed functional boundaries, including magisterial districts; Existing and expected land use, transport modes and routes; The need for coordinated social development programmes and services including the need for housing, nutrition and healthcare; and The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Municipality	A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.
Ownership of a business	<p>Can be achieved through:</p> <ol style="list-style-type: none"> A majority shareholding position (50% equity plus one share); or Broad-based ownership (such as HDSA-dedicated mining unit trusts, or employee share ownership schemes).






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Rural labour-sending area	<p>A rural labour-sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape.</p> <p>The following rural labour-sending issues are required by the Mineral and Petroleum Resources Development Act (MPRDA) regulations to be addressed in this Social and Labour Plan:</p> <ul style="list-style-type: none"> a) patterns of labour sourcing for the mine; b) areas of traditional rural communities; c) existing and proposed functional boundaries, including magisterial districts; d) wage remittances to such areas; e) existing and expected land use, transport modes and routes; f) the need for coordinated social development programmes and services, including the needs for housing, nutrition and healthcare; and g) the need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Total discretionary spend	<p>Total discretionary spend means that portion of mine capital and working cost component, which comprises of expenditure over which the mine management has discretion. The working cost component is made up of the mine's total ongoing operating expenditure less that money paid to:</p> <ul style="list-style-type: none"> a) Government: <ul style="list-style-type: none"> i) Central government departments; ii) Parastatal companies; iii) Provincial government; and iv) Municipalities and other local authorities. b) Imported proprietary technology; c) Key raw materials; and d) Inter-company transfers.
Total procurement spend	Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.
Transitional workers	Those workers who originate from rural labour-sending areas (such as the Eastern Cape), who have established local, urban (second) families but support other (first) families in the rural areas.



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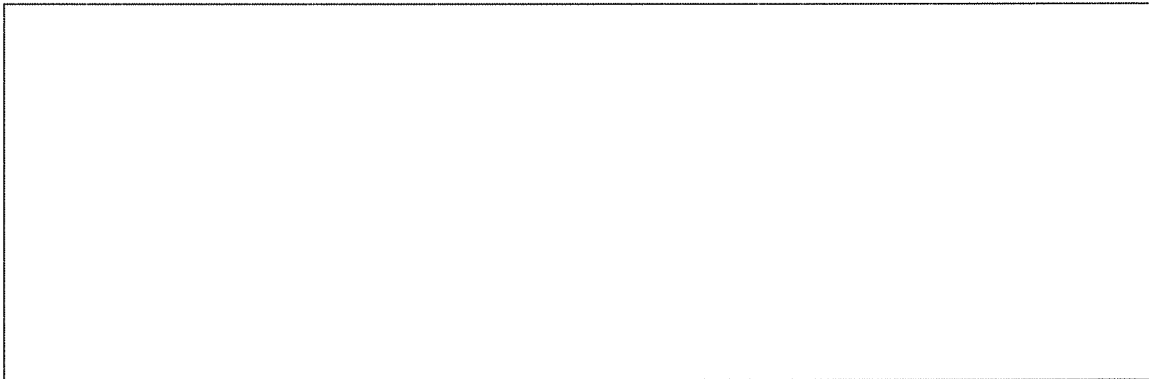
Executive Summary

Anglo Platinum's Social and Labour Plans have been compiled for each business unit as a commitment by the Group to assist in addressing the social and economic impacts that its operations have on the surrounding communities, as well as on rural communities from which migrant labour tends to be drawn. These plans recognize that minerals are non-renewable and focus on managing the impacts of eventual downscaling and closure as part of strategic business planning. These Social and Labour Plans further make provisions for the development of management, scientific, engineering and a variety of other skills of the historically disadvantaged members of the community through learnerships, ABET training, portable skills and bursaries.

At an environmental and social level, Anglo Platinum operations conform to three different Safety, Health, Environment, and Quality (SHEQ) standards: ISO9001, ISO14001, and OHSAS18001. It is also legally compliant with all applicable labour and environmental legislation. In addition, the Group meets the standards set in corporate governance recommendations proposed by Turnbull and the King 2 Report.

The principal interventions arising from Anglo Platinum's Social and Labour Plans as well as other related strategic investments are highlighted below:

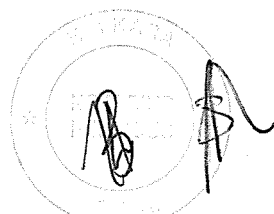
- a) HRD programmes that cover a continuum from ABET 1 (basic literacy and numeracy training) through to post-graduate education. These programmes are consistent with the requirements of the National Qualifications Forum (NQF) and the Mine Qualifications Authority (MQA).



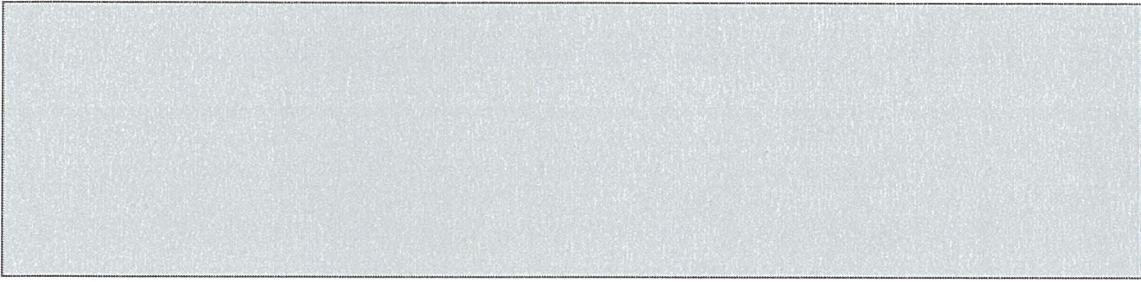
- b) A talent pool from which HDSA employees are identified and fast-tracked;
- c) A mentoring programme accessible to all employees who wish to take advantage of this facility;
- d) A bursary scheme that is open to the broader public as well as employees' children and relatives;



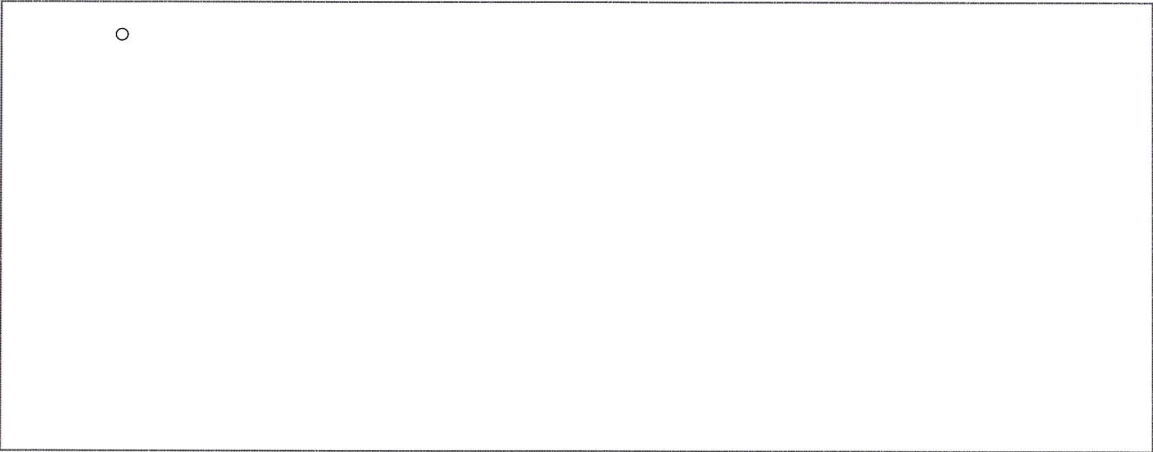
- e) Employment and Gender Equity programmes, which have specific targets;



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- f) Local economic development, through the Group's procurement policy and its BDO and CED programmes, as well as the provision of business skills training programmes to community members;

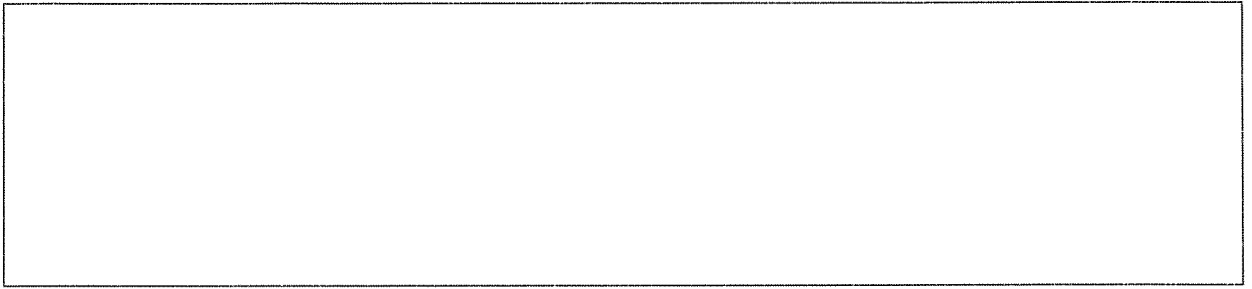


- g) Housing, through a range of schemes designed to encourage home ownership and to reduce the dependence on mine-provided accommodation;
- h) The provision of healthcare, especially access to treatment for HIV/AIDS and emergency care;
- i) Participation in and contribution to the development and implementation of local municipalities' IDPs, in line with SD principles;
- j) With respect to the remote communities affected by the mine, particularly those providing migrant labour, the contribution by each Anglo Platinum mine to a Group-wide policy for social and economic development projects in these rural areas;
- k) Anglo Platinum will spend over R583 million on CED projects benefiting communities.

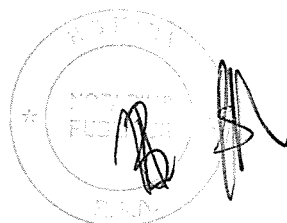


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The achievement of all targets and performance requirements discussed in this and the other Social and Labour Plans are integral to the annual performance review of all business unit managers, as well as those managers and personnel directly responsible for these achievements in each operational or departmental area.



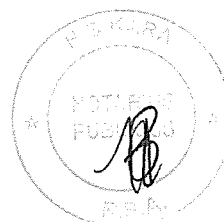
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Regulation 46 (a)

Preamble and background information on the mine

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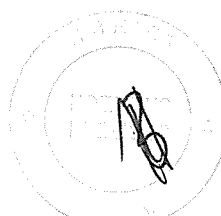
1. REGULATION 46 (A) : EAMBLEANDBACKGROUNDINFORMATION ON THE MINE

BRPM recognizes its role and responsibility towards the sustainable development of its employees, mine and employee communities and all other stakeholders.

This section outlines the location of BRPM, as well as key data on its operations, its spending, its workforce and its socio-economic impact. The demographics of the workforce are explained, as well as the geographic distribution of the mine's labour sources (by municipality), giving a basis on which the various impacts of the operation are explored in this Social and Labour Plan.

Name of company	Rustenburg Platinum Mines Limited
• Contact person	Rahab Mphahlele, Senior Transformation Manager
• Physical address	55 Marshall Street Johannesburg 2001
• Postal address	PO Box 62179 Marshalltown 2107
• Telephone:	(011) 373 6111
• Facsimile	(011) 373 5111
Name of mine	BRPM
• Contact person	Glenn Harris –General Manager BRPM JV
• Physical address	Rustenburg, North West Province
• Postal address	Private Bag x 82085 Rustenburg 0300
• Telephone: Reception	014 573 1478
• Facsimile	014 573 1474
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
Location	Local Municipality: Rustenburg District Municipality: Bojanala Province: North West Province See also Section 1.4
Breakdown of employees per labour sending area	See section 1
Life of mine	50 years
Financial year-end	31 December

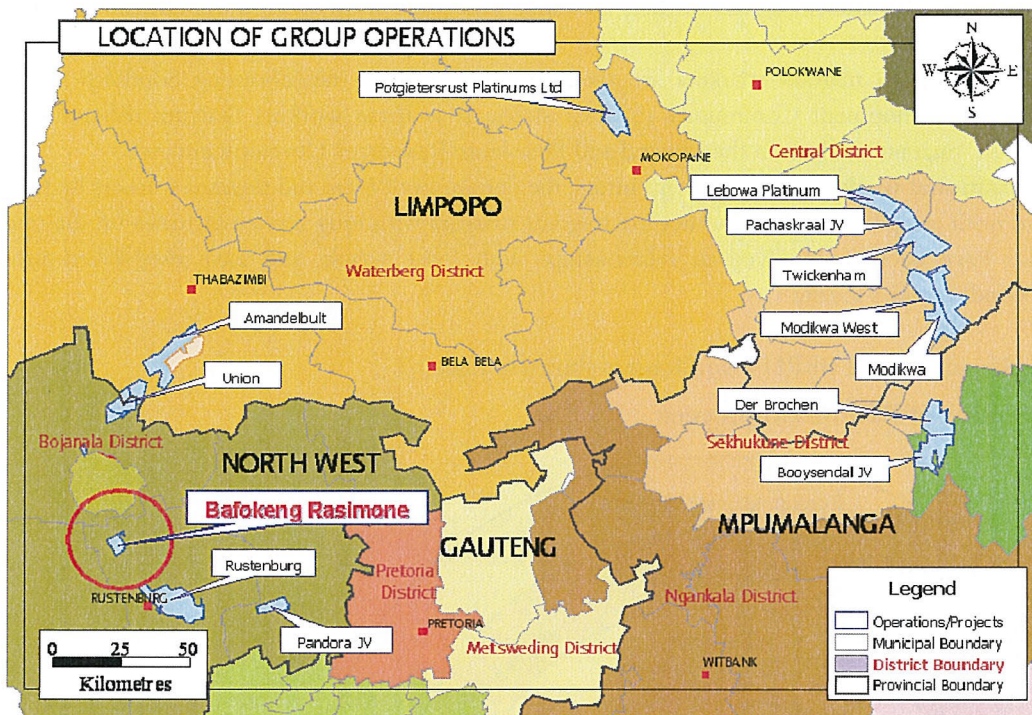
1.1. LOCATION OF THE MINE



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Bafokeng Rasimone Platinum Mine (BRPM) is a fully developed mine situated on the northwestern limb of the Bushveld Complex. The mine is located within the Rustenburg Local Municipality of the North West Province, approximately 38km north of Rustenburg (see Figure 1). BRPM is situated on the farm Boschkoppie, which is held by the Royal Bafokeng Administration on behalf of the farm's owners, the Royal Bafokeng Nation. The mine has been built in close co-operation with the Royal Bafokeng Nation and considerable employment opportunities have been created. The mining lease authorisation area covers 3 860 hectares, with a strike distance of six kilometres. The town of Rasimone and the Robega settlement are situated in the mining lease authorisation area, while the town of Chaneng is partly situated in the same area. The mining and processing operation on the mine is based on two decline shafts and a modern concentrator. The main access to the mine is via tar roads, and the Rustenburg-Thabazimbi railway line traverses the mining lease authorisation area in a roughly south-north direction.

Figure 1 Locality Map



1.2 OWNERSHIP

BRPM is a joint venture (not a partnership) between Rustenburg Platinum Mines Limited – a totally owned subsidiary of Anglo Platinum Corporation Limited (Anglo Platinum) – and RBR Holdings (Pty) Ltd – a wholly owned subsidiary of the Royal Bafokeng Nation.

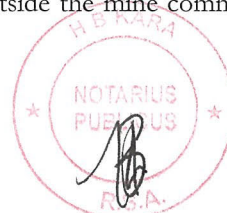
1.3 THE DEMOGRAPHICS OF THE BRPM WORKFORCE

Mine community

The mine community is defined as those towns, villages and settlements that fall within a 50km radius, or greater if appropriate, of the mine. Although the mine community generally falls within one or two municipalities, BRPM is an exception to the rule as the 50km radius covers five municipalities.

Rural labour-sending area

Although not particularly applicable to BRPM because of the mine's policy of employing residents of the mine community, a rural labour-sending area is a municipality outside the mine community from which



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BRPM sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape Province.

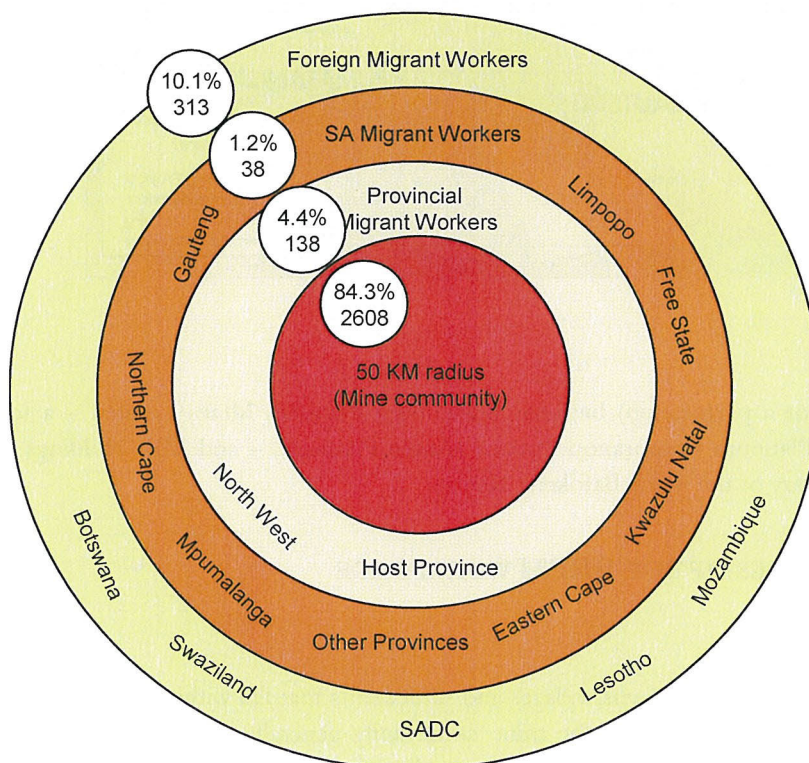
Mine labour

In the context of this Social and Labour Plan, mine labour is defined as those employees who are employed directly by BRPM and not by other suppliers of goods and services. Labour falls into one of three categories:

- a) **Local employees** are those who originate from the mine community;
- b) **Migrant workers** refer to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this Social and Labour Plan (see Figure 2):
 - i) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community;
 - ii) South African migrant workers are those who come from other South African provinces; and
 - iii) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.
- c) **Transitional workers** are those who bridge the definition of local and migrant workers by falling into both categories. Generally they are migrant workers with long service histories on the mine, who have become involved in relationships with local people and have established urban (second) families locally.

The geographic sourcing of BRPM's workforce is shown in Figure 2.

Figure 2 Source of BRPM Employees



Source: As per BRPM Personnel Files

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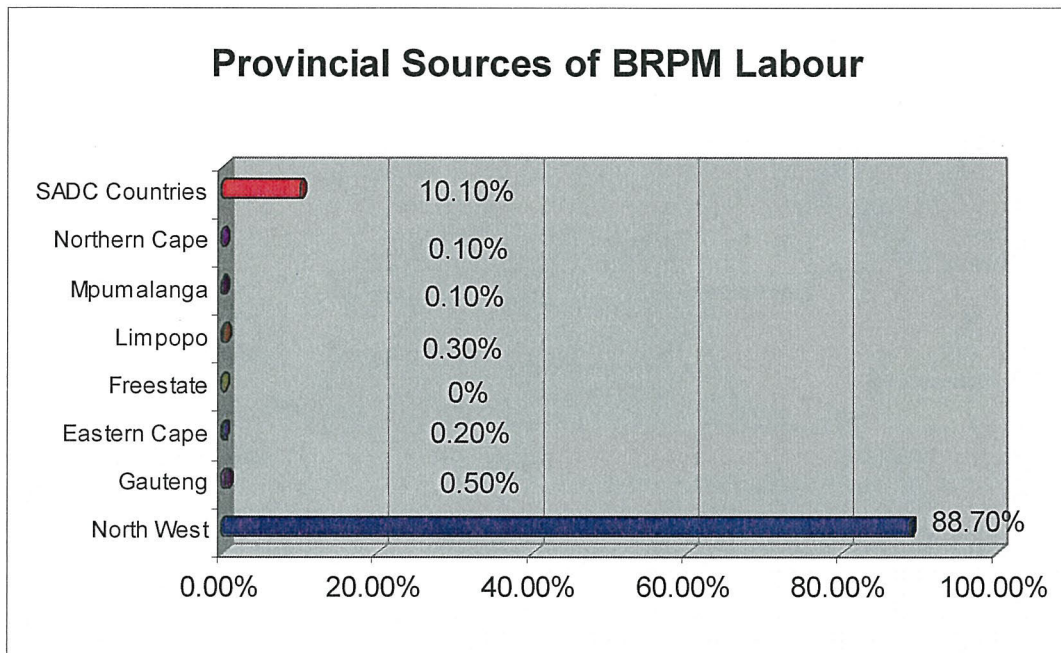
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Geographical distribution of BRPM's sources of labour

Provincial distribution

The demographic analysis (Figure 3) of the mine's workforce shows that (88.70%) of the workforce comes from the North West Province, followed by SADC Countries (10.10%) and Gauteng (0.50%). The mine is situated in North West Province.

Figure 3 Provincial Sources of BRPM Labour



**Note: rounding in graph where percentages are reflected may result in computational discrepancies.*

Municipal distribution

BRPM's labour complement of 3079 employees (2009 baseline) is sourced from some 70 municipalities across the country's nine provinces. Of these, only two contribute more than 1% of the mine's labour complement.

As discussed above, there are two definitions of significance regarding labour-sending areas:

- Major labour-sending areas within the mine community are defined as those municipalities from which more than 10% of the mine's workforce is sourced; and
- Major rural labour-sending areas are those municipalities from which more than 5% of the mine's workforce is sourced.

This means that the following municipality is given detailed consideration for the purposes of this Social and Labour Plan:

Within the mine community: Rustenburg Local Municipality (93.4%)

In major rural labour-sending areas: None

The company at the same time recognizes that a broad based approach needs to be followed to ensure that critical socio-economic needs are addressed in all employee communities as indicated in Table 1 below.

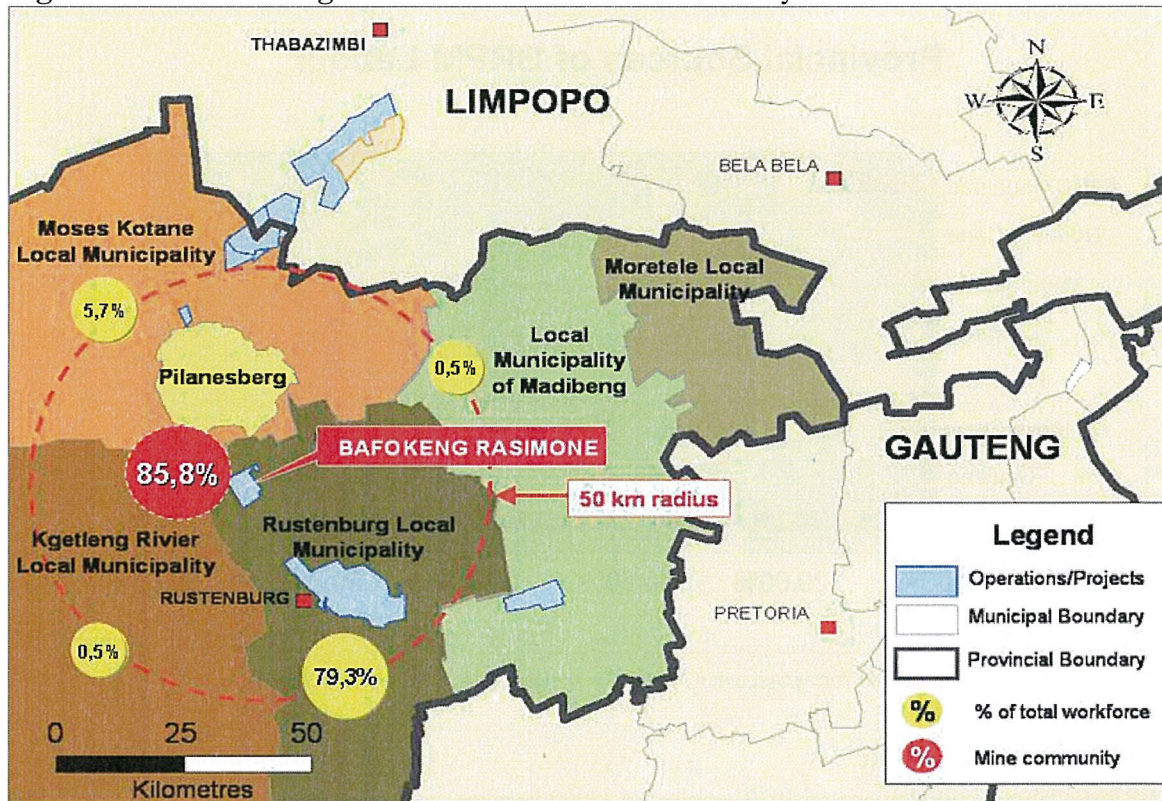


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Table 1 Labour-sending Areas

Municipalities from which over 1% of employees originate	Province	Number of employees	% of total workforce
Rustenburg Local Municipality	North West	2890	93.9%
Moses Kotane Local Municipality	North West	80	2.59%

The statistics in Table 1 are further portrayed in the form of a map (Figure 4) indicating the mine community's 50km radius straddling the main labour-sending areas.

Figure 4 Labour-sending Areas within the Mine Community

**Note: the number in the red circle indicates the percentage of the workforce resident in municipalities falling within the mine community.*

An analysis of the mine personnel records locates those workers who live in local communities to be distributed as scheduled in Table 2. It is these villages that stand to be most affected by the curtailment of mine wages in the event of retrenchments or downscaling at BRPM.

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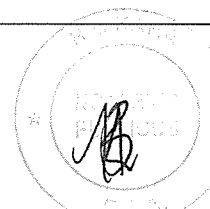
Table 2 Demography of the Mine Community

Local Municipality	Towns within 50km radius	Number of employees
Kgetlengrivier Local Municipality	Swartruggens	14
	Koster	3
	Zeerust	12
	Mafikeng	4
Subtotal		33
Local Municipality of Madibeng	Brits	10
	Marikana	7
	Other towns/villages (less than 7 people)	2
Subtotal		19
Moses Kotane Local Municipality	Madikwe	50
	Lethabong	6
	Mogwase	1
	Ledig	19
	Other towns/villages (less than 2 people)	4
Subtotal		80
Rustenburg Local Municipality	Rustenburg	2290
	Boitekong	40
	Paardekraal	50
	Lefaragatlha	62
Local Municipality	Towns within 50km radius	
	Phatsima	10
	Other towns/villages (less than 2 people)	24
Subtotal		2476
Subtotal for Towns within 50km radius		2608
Mine community total		3079

A full analysis on the profile of the average BRPM employee has been done to inform the relevant sections in this document.

Table 2.1 Labour sending areas of SAN Contractors

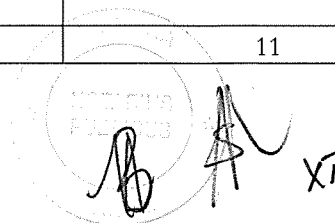
PROVINCE	NO OF EMPLOYEES
NORTH WEST	2513
EASTERN CAPE	791
MOZAMBIQUE	616
LIMPOPO	316
LESOTHO	223
FREE STATE	88



GAUTENG	83
NORTHERN CAPE	31
MPUMALANGA	30
KWAZULU - NATAL	25
BOTSWANA	5
SWAZILAND	2
TOTAL	4723

Table 2.2 Labour Sending Area of Platchro Mining

Province/Town Neighbouring Country	Rasimone
Eastern Cape	
Bizana	6
Elliotdale	1
Flagstaff	1
Idutywa	2
Indwe	3
Lady Frere	1
Libode	24
Lusikisiki	19
Matatiele	2
Mountfree	
Mount Fletcher	3
Mqandula	
Qxhokha	
Tabankulu	32
Umtata	
Zithulele	
Province/Town Neighbouring Country	Rasimone
Bushbucridge	
Malelane	7
Nelspruit	8
Gauteng	
Bekkersdal	8
Carletonville	
Pretoria	
Thembisa	4
North West	
Derby	
Mafikeng	60
Majamantso	
Molepolole	
Rustenburg	164
Stilfontein	
Vryburg	11



Limpopo	
Atok	2
Bushbuckridge	12
Duiwelskloof	
Giyani	
Northam	
Soek Mekaar	
Swartklip	
Thabazimbi	
Tzaneen	1
Free State	
Allanridge	3
Bloemfontein	11
Sterkspruit	
Welkom	12
Kwazulu Natal	9
Lesotho	
Butha Buthe	9
Leribe	20
Mafeteng	17
Maseru	43
Mohale's Hoek	
Qachasnek	
Mozambique	
Barea	
Province/Town Neighbouring Country	Rasimone
Cuija	
Gaza	92
Homoine	
Inhambane	129
Maputo	50
Xai Xai	64
Swaziland	
Manzini	6
Total:	836

Table 2.3 Labour Sending Area JIC

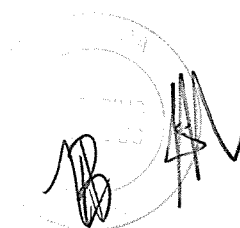
Country	Employees
Lesotho	389
Mozambique	1472
South Africa	1185
Swaziland	3253
Total	6299



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Table 2.4 Labour Sending Area MMM

Country	No. of employees
South Africa (Rustenburg; Vryburg; Mafikeng; Northam; Welkom; Virginia; Umthatha; Ethekwini.)	150
Mozambique	13
Lesotho	16
Botswana	1
	180

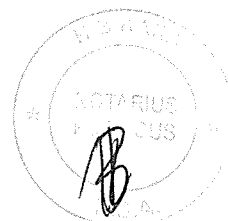


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Regulation 46 (b)

Human resources development programmes



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2. REGULATION 46 (B) (I) : SKILLS DEVELOPMENT PLAN

2.1 PREAMBLE

Having established the demographic nature of BRPM's workforce, the Social and Labour Plan uses this information together with the five-year business plan, the Workplace Skills Plan (WSP) and the Employment Equity Plan to provide the frame of reference within which to coherently address the regulatory requirements for the Human Resources Development (HRD) of the workforce.

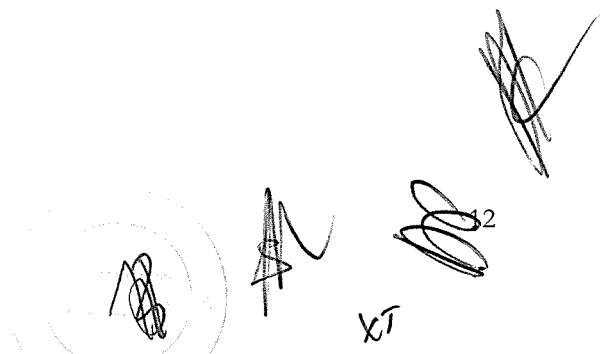
The following section deals with the information required under Regulation 46 (b) with regard to Human Resources Development. This, in turn, is informed by the Broad-based Socio-economic Empowerment Charter for the South African Mining Industry (hereafter referred to as the Mining Charter), which is reviewed below to place this section of the Social and Labour Plan in context. Of particular importance here is the need to develop and transform the South African mining industry, with the specific requirement being to fast-track the development of Historically Disadvantaged South Africans (HDSAs). In terms of the Mining Charter, provisions must be made by mining companies for this group to be empowered to participate fully at higher levels within the industry.

This section of the Social and Labour Plan is structured according to Regulation 46 (b), and BRPM's HRD strategy and objectives follow this structure as outlined below:

Regulation 46 (b) (i)	Skills Development Plan
Regulation 46 (b) (ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46 (b) (iv)	A Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	The Employment Equity statistics and the mine's plan to achieve the 10% women's participation in mining and 40% HDSAs participation in management within five years of the granting of the mining right or the conversion of the old-order right

2.2 HUMAN RESOURCES DEVELOPMENT AT BRPM

The Anglo Platinum HRD strategy takes cognisance of the growing shortage of critical skills in the mining industry in South Africa. Development of future HDSA leadership is a key strategic focus area. HRD is managed across all levels of employment at BRPM and is seen as a critical component of achieving the mine's Employment Equity and Gender Equity targets.



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BRPM is committed to ensuring that its workers inclusive of contractor employees are given the opportunity to acquire skills and competencies to achieve both individual and organisational goals in the context of the mine's operational and Local Economic Development (LED) objectives. This Skills Development Plan outlines how Amandelbult intends to offer its employees the opportunity to:

- a) become functionally literate and numerate;
- b) participate in learnerships;
- c) participate in skills programmes;
- d) acquire portable skills; and
- e) be part of various other training initiatives.

Based on Form Q, which outlines the educational levels, Amandelbult Section's Skills Development Plan will include a range of initiatives from the 'Breakthrough to Literacy' programme through to post-graduate education. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF) and the Mining Qualifications Authority (MQA). The purpose of the Skills Development Plan will be to assess and formally record the current levels of skills and education of all employees, and to use the results as a base for future Skills Development Plans. These plans address the current skills and competency gaps on the mine and also provide for the training needs of HDSAs, the fast-tracking of individuals within the talent pool, and the various career path development and mentoring programmes.

B RPM Skills Development Plan links with skills development legislation, and includes the regular submitting of a Workplace Skills Plan (WSP) and Annual Training Reports (ATR). This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the Mining Qualifications Authority (MQA).

The attraction, retention and development of high-quality professional staff to manage and lead Amandelbult are key to the Mine's long-term success. The growing shortage of critical skills in the mining industry in South Africa, combined with Amandelbult's heightened need for skills given its expansion programme, has highlighted the importance of proper talent management and people development.

Consequently, the mine's HRD plans are being continuously aligned with the Workplace Skills Plans (WSP) and integrated with the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements as illustrated in *Figure 5* below.

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Figure 5 Human Resources Development framework

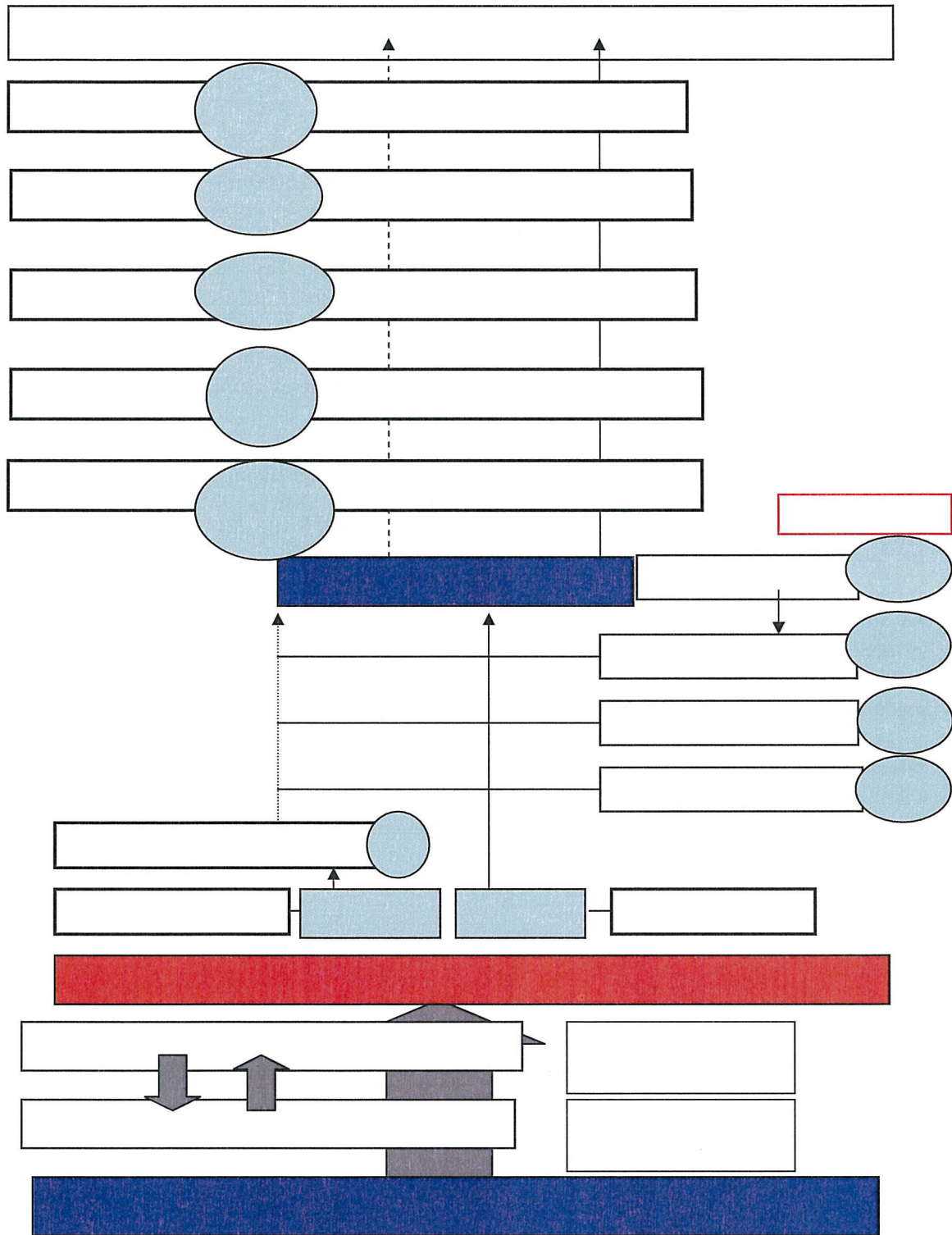
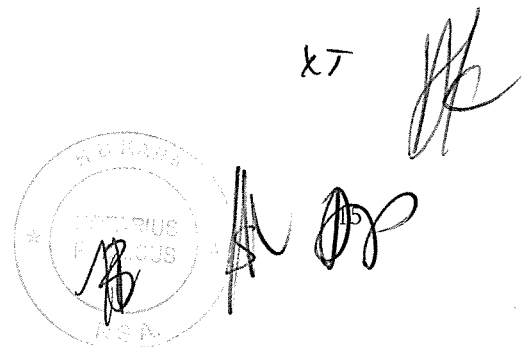


Figure 5 clearly illustrates how the driving forces, which are the business plan with project labour requirements and Employment Equity targets, superimpose each other to establish a base case-scenario for 2009. Form Q and Form S provide the gaps whereby identified talent pool employees are trained and fast-tracked along various channels depending on their required training interventions and career plans.

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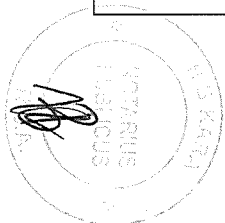
The bottom right corner of the page contains several handwritten signatures and a circular official stamp. The stamp is from the Department of Labour, South Africa, and includes the text 'K. G. KAPPA', 'DEPARTMENT OF LABOUR', 'REPUBLIC OF SOUTH AFRICA', and '123456789'. There are three distinct handwritten signatures: one large, stylized signature to the right of the stamp, and two smaller, more compact signatures below it, one of which appears to be inside the stamp's border.

Table 3 Number and Education Level of BRPM Employees, as per Form Q in Annexure II of the MPRDA Regulations – 2009 baseline

Band	NQF	Old system	Male				Female				Total	
			A	C	I	W	A	C	I	W	Male	Female
		No qualifications	1232	3	0	15	87	2	0	9	1250	98
		Grade 0/Pre	22	0	0	0	0	0	0	0	22	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	97	1	0	3	0	0	0	0	101	0
		Grade 4/Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/Std 3/ABET 2	35	0	0	0	1	0	0	0	35	1
		Grade 6/Std 4	7	0	0	0	0	0	0	0	7	0
General Education and Training (GET)		Grade 7/Std 5/ABET 3	65	0	0	0	1	0	0	0	65	1
		Grade 8/Std 6	21	0	0	1	0	0	0	0	22	0
	1	Grade 9/Std 7/ABET 4	55	0	0	0	0	0	0	0	55	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1	128	1	0	12	7	0	0	0	141	7
	3	Grade 11/Std 9/N2	180	3	1	53	14	0	0	2	237	16
	4	Grade 12/Std 10/N3	564	0	0	63	120	1	0	19	627	140
Higher Education and Training (HET)	5	Diplomas/Certificates	102	0	2	49	36	0	0	4	153	40
	6	First degrees/Higher diplomas	17	1	0	11	9	0	1	0	29	10
	7	Honours/Masters degrees	9	0	0	8	3	0	0	0	17	3
	8	Doctorates	0	0	0	2	0	0	0	0	2	0
Total permanent employees			2534	9	3	217	278	3	1	34	2763	316

Table 4 Number and Education Level of BRPM Employees, as per Form Q in Annexure II of the MPRDA Regulations – 2009 baseline

Band	NQF	Old system	Male				Female				Total	
			A	C	I	W	A	C	I	W	Male	Female
		No qualifications	3856	10	0	143	119	1	0	21	4018	141
		Grade 0/Pre	1	0	0	0	1	0	0	0	1	1
		Grade 1/Sub A	4	0	0	0	0	0	0	0	4	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	11	0	0	0	1	0	0	0	11	1
		Grade 4/Std 2	1	0	0	0	0	0	0	0	1	0
		Grade 5/Std 3/ABET 2	15	0	0	0	0	0	0	0	15	0
		Grade 6/Std 4	5	0	0	0	0	0	0	0	15	0
General Education and Training (GET)		Grade 7/Std 5/ABET 3	13	0	0	0	0	0	0	0	13	0
		Grade 8/Std 6	3	0	0	0	0	0	0	0	3	0
	1	Grade 9/Std 7/ABET 4	7	0	0	1	0	0	0	0	8	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1	21	0	0	3	1	0	0	0	24	1
	3	Grade 11/Std 9/N2	125	0	0	86	6	0	0	1	211	7
	4	Grade 12/Std 10/N3	25	0	0	11	3	0	0	0	36	3
Higher Education and Training (HET)	5	Diplomas/Certificates	14	0	0	27	2	0	0	0	41	2
	6	First degrees/Higher diplomas	1	0	0	1	0	0	0	0	2	0
	7	Honours/Masters degrees	0	0	0	0	0	0	0	0	0	0
	8	Doctorates	0	0	0	0	0	0	0	0	0	0
		Total permanent employees	4111	10	0	272	133	1	0	22	4393	156



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2.3 ADULT BASIC EDUCATION TRAINING

2.3.1 BRPM ABET need

The Department of Education defines a person as literate if the person has a grade 7 or higher. DOE Strategic Plan (2008 – 2012:99)

BRPM acknowledges its obligation to uplift the literacy levels of all those employees deemed illiterate and has offered the opportunity to obtain such a qualification to the majority of illiterate employees. BRPM is committed to improving the self-image of all employees, as well as developing their full potential toward safer and more efficient work practices.

The overall education level as at 31 October 2009 for the BRPM workforce is given in Form Q Table 3 and shows that 1 602 employees do not have a valid qualification recorded on SAP and 204 employees have a qualification below ABET Level 3.

The overall education level as at 31 October 2009 for contractors at BRPM is given in Form Q (Table 4) (a) shows that 4 212 employees have a qualification below ABET Level 3

Besides offering ABET classes to employees and contractors, BRPM has expanded its learning interventions into the wider mine community.

The table below summarises the literacy and numeracy status of the current workforce.

Table 5 Literacy and Numeracy Status as per 2009 baseline – BRPM and Contractors

ABET Level	No of employees	No of contractors	See Error! Reference source not found. (Form Q)
Pre-ABET	1 370	4 163	No qualifications + Grade 0/Pre + Grade 1/Sub A + Grade 2/Sub B
Level 1	101	13	Grade 3/ Std 1/ ABET 1 + Grade 4/Std 2
Level 2	43	20	Grade 5/Std 3/ ABET 2 + Grade 6/Std 4
Level 3	88	16	Grade 7/Std 5/ ABET 3 + Grade 8/Std 6
TOTAL	1 602	4 212	

2.3.2 BRPM TARGETS

Attending ABET is a voluntary activity and not every employee wishes to make use of the opportunity provided. Despite this, BRPM has set ABET targets and will monitor enrolments against these targets.

Table 6 illustrates the capacity to enrol employees and contractors in the existing ABET programme at various levels, based on 20 learners per class, which equates to 2 283 employees and contractor enrolments for the period 2010 – 2014. The targets represent a 20:80 ratio for BRPM employees and contractors.

Assumptions:

- The BRPM ABET plan takes into account that positions left vacant through natural attrition will, in terms of the mine's recruitment plan, be filled with literate applicants.
- Experience to date has shown that approximately 20% of all employees and contractors offered the opportunity to attend ABET decline the offer; this figure is unlikely to change.

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- Experience to date has shown that approximately 20% of illiterate employees who enrol for ABET classes do not complete the level and a further 20% of successful candidates decide for various reasons not to continue with the next level of studies; this figure is unlikely to change.

Parallel to these targets, BRPM will be offering 200 community members the opportunity to become literate and numerate per annum.

BRPM commits to reassess the workforce educational profile during 2014 to plan ABET provision accordingly.

Table 6 ABET Targets (Own-time)

ABET Level	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Pre-ABET	28	80	80	50	50	40
Level 1	75	140	140	150	150	160
Level 2	73	130	130	150	150	150
Level 3	56	40	40	50	50	50
Level 4	59	0	0	0	0	0
TOTAL	293	390	390	400	400	400

Note: According to legislation the MQA will deregister the NQF1 qualification in 2010 therefore the highest level of literacy for ABET will be Level 3

2.3.3 Own-time ABET plan

Employees at BRPM have a high level of literacy as the recruitment and employment policy of the mine stipulated a literacy requirement, this is not borne out in the contractor data where the majority are illiterate. All prospective BRPM employees and contractors will need to provide a school certificate or undergo Recognition of Prior Learning for an ABET placement level from 2010.

Own-time ABET refers to a learner attending ABET classes in his or her own time. All of BRPM's current ABET own time learners are attending classes which are offered on Mondays to Thursdays. The following action steps will enable BRPM to achieve the ABET Own-time targets:

- On returning from leave, all employees and contractors are informed about the personal and career advantages of furthering their educational levels. At the same time, their current levels of qualification are confirmed and captured.
- Relevant tutorial materials and teaching aids are provided and all existing curricula is accredited through the MQA;
- BRPM has an established ABET centre on mine with the adequate resources to accommodate 35% of the total illiterate work force including contractors over a period of 5 years.

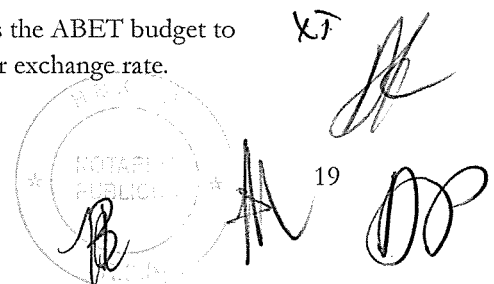
2.3.4 Time ABET Targets

Due to the current economic constraints BRPM took the decision to suspend Full Time for the period 210 – 2011. However, as presented in Table 6 above the own time targets have been escalated for this period to accommodate the full –time numbers.

This decision was taken with the provision that in 2011 BRPM will reassess the ABET budget to commence Full –Time in 2012 dependent on the Platinum Price and Dollar exchange rate.

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Table 7 below reflects targets for Full –time for the period 2012 – 2014 based on the prediction that the economic climate would have improved.

Note: the Full-time ABET programme requires that the learner be released from his normal daily duties to attend classes for the full duration of the programme and that replacement labour be made available.

Table 7 ABET Targets (Full-time)

ABET Level	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Pre-ABET	0	0	0	0	0	0
Level 1	0	0	0	15	0	15
Level 2	2	0	0	15	15	15
Level 3	5	0	0	0	15	15
Level 4	51	0	0	0	0	0
TOTAL	58	0	0	30	30	15

The action plan for Full-time will include:

- Reassessment of the ABET budget in 2011
- Communicate ABET targets to line managers
- Receive nominations from supervisors
- All nominated learners must have completed the Learning Potential assessment to determine the projected duration that the learner will require to complete a level
- Regular communiqué with line managers regarding learner progress

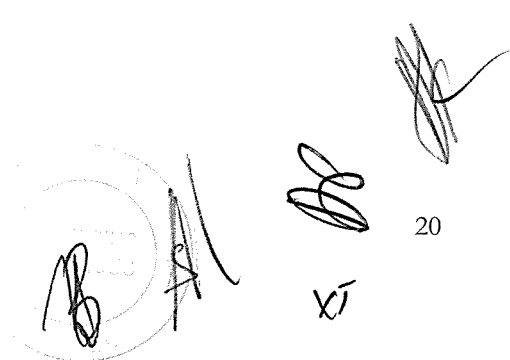
2.3.5 Marketing and enrolment

The opportunity to be assessed and to enrol for ABET classes is regularly promoted through communication forums. Communication meetings at the business areas address all employees and inform them about ABET training opportunities. Articles are published in the local Mine Magazine informing employees how to be assessed and enrol for ABET and what the benefits of attending ABET courses are. ABET posters are placed on all notice boards in an attempt to encourage employees to go for placement assessments and regular announcements in change houses remind employees to go for ABET assessment.

ABET placement assessment will form part of the ex-leave assessment of all employees who have not yet submitted their qualifications.

2.3.6 ABET challenges and action steps

As ABET training is not a compulsory intervention, and currently only running as own-time courses, BRPM is faced with the challenge of motivating staff, identified for ABET training, to attend classes. Table 11 identifies the challenges, provides for action steps and sets measurable targets.



2.3.7 ABET budget

A summary of the ABET budget as indicated below includes all expenditure related to ABET training.

Table 8 ABET Budget

Own-time ABET	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Total costs	R5 947 828	R2 880 000**	R3 168 000	R3 484 800	R3 833 280	R4 216 608

- Budget has been escalated by 10% per annum
- ** Full time labour costs of learners reduced to Nil therefore costs not comparable

2.4 LEARNERSHIPS

BRPM sends its artisans and technicians to the Engineering Skills Training Centre (ESTC), based in Randfontein. Note: See Table 13 target – decline in target – Training Budget (PB) / point 7 – description of qualification changed from Stope Serviceman to Maintenance Service Person refers to an NQF Level 2 discipline specific Learnership training. The Engineering learnership figures for 2009 look a bit high because it includes the 18.2 learners who were placed at BRPM and they were budgeted for by ADC/ESTC. From 2010 onwards these 18.2 learners will be completing and BRPM will include the 18.2 learners in the 2010 learnership recruitment.

Table 9 Learnerships targets

Learnership Type		Actual	Forecast									
		2009	2010		2011		2012		2013		2014	
Mining Learnerships												
1	NQF Level 3 Rock Breaker	24	Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake	Actual	In
			14	8	12	4	10	6	16	6	12	6
TOTAL		24	22		16		16		22		18	
Engineering Learnerships												
1	Electrician - NQF 3/4	11	4	2	2	4	6	2	2	4	6	2
2	Fitter - NQF 3/4	9	4	2	2	4	6	2	2	4	6	2
3	Diesel Mechanic -	2	3	1	1	2	3	2	2	1	3	2
4	Boilermaker - NQF	5	2	2	2	1	3	2	2	2	4	1
5	Rigger Ropesman - NQF 3/4	3	2	1	1	1	2	1	2	1	3	1
6	Instrument mechanician-NQF3/4	5	4	2	2	2	4	1	2	2	4	2
7	Maintenance Service persons – NQF 2	15	10	5	10	5	10	5	10	5	10	5
TOTAL		50	41		35		49		41		51	
GRAND TOTAL		74	63		51		65		63		69	
Budget		R 1 741 551	R1 915 706		R2 107 276		R2 318 003		R2 549 803		R2 804 783	

*Note:



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- *There is no Level 1 learnership - All learnerships start at NQF Level 2*
- *Level 1 – meaning NQF level 1 (this is normally an NQF level at which most of the MQA skills programme are registered.)*
- *Mining Level 1 is basically an entry level of mining occupations where basic knowledge and skills on mining activities are being taught. Even employees of any discipline working underground, often undergo this training.*

The following **action steps** will enable BRPM to achieve the above targets:

- a) These learnerships will be advertised both internally as well as through national recruitment programmes annually;
- b) Commitment of 80% HDSAs to be selected for these programmes;
- c) 25% of these HDSA learnerships will be reserved for black women
- d) The remaining 20% will be allocated to Non-HDSAs; and
- e) Coaching programmes will be implemented for all learnership candidates.)

2.5 TECHNICAL TRAINING AND DEVELOPMENT FOR LOWER LEVER EMPLOYEES

The focus of Anglo Platinum's skills development initiatives is to build human capital, ensure the transferability of skills and contribute to the Company's performance and results. As such, Anglo Platinum understands the importance of investing in its employees and working with them to develop career paths that enable them to maximise their contribution to the company, achieve job satisfaction, develop their marketability and reach their full potential. To maintain a strong complement of well-trained and motivated people, the Company concentrates on developing a culture of lifelong learning and encourage employees to maintain a personal career development plan based on continuous learning and development. This is supported and formalised through career development panels.

Anglo Platinum has therefore also set up discipline-specific HDSA training and development programmes for all employees at a lower level such as A and B band employees to assist them and guide them towards career development and discovering hidden potential. Career pathing and the development of lower level employees in the Mining and Engineering disciplines through Level 1 and 2 programmes as well as in the Services Departments will be discussed in this section.

The Company offers technical skills training and development opportunities at ADC and the Engineering Skills Training Centre. Courses include Engineering learnerships such as Electrical, Fitting, Plating, rigging, instrumentation, diesel and millwright as well as various short courses. Mining training includes NQF level 2 and 3 learnerships.

2.5.1 MINING

Although "Competent A and "Competent B" being a legislative requirement, its imperative to note, that this training is fully outcomes based, unit standards driven, adding to credits, building qualifications. These unit standards also feature very clearly within the career path matrix indicating a requirement for NQF Level 2 in mining. The table below indicate targets for Competent A and B training for BRPM.

Table 10 Competent A and B Training

Category	2009	2010	2011	2012	2013	2014
Competent A	101	40	40	40	40	40
Competent B	604	120	120	120	120	120

Total	705	160	160	160	160	160
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In addition the Company implemented the “Blasting Assistant” skills program as per new Explosives Regulations based on Unit Standards.

Table 11 Training Academy

Category	2009	2010	2011	2012	2013	2014
Winch Academy	0	5	10	10	10	10
RDO Academy	0	5	10	10	10	10
Loco Academy	0	0	5	5	5	5
Engineering Assistant Academy	0	5	5	10	5	5
Process Academy	0	0	10	5	10	5
Total	0	15	40	40	40	35

*Note: With the understanding that 25% of the cadettes will be women to compliment the Women in Mining targets

2.5.2 MINING

In terms of training and development of lower level employees in the Engineering discipline, the Company introduced various developmental programmes such as the Level 1 Training Programme to develop Engineering Assistants, an Engineering Servicemen Training programme as well as Learnership / Apprenticeship programmes which are discussed in the Learnership Section of this document (Section **Error! Reference source not found.**).

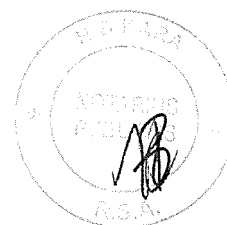
The Level 1 Training programme consists of one week generic training followed by a two week period of basic trade specific training with the aim to develop Engineering Assistants in Electrical, Fitting, Boilermaking and Rigging.

Employees, who have a minimum qualification, can apply for the Engineering Servicemen programme (Level 2 programme). The programme is specifically designed for the development of lower level employees in terms of their career progression paths. The Company aims to commence with Discipline Specific Servicemen training for Electrical, Fitting, Boilermaking, Rigging and Instrumentation by 2009.

Table 12 Engineering Training Targets for lower level employees

Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Level 1 Training Programme (A - B7)	23	30	30	30	30	30
Engineering Service Men Training (C1)	15	15	15	15	15	15
Other (Artisans)	15	10	10	20	20	20
Total	53	55	55	65	65	65

2.5.3 Coaching for lower level employees



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During all the formal training programs, which are 12 months or more, the Company will ensure that mentoring and coaching take place. Learners will be coached and offered the opportunity for mentorship within their operations after attending training programmes in order for them to get further support and guidance.

A Continuous Evaluation process was introduced in Mining to continuously evaluate and coach lower level employees within their real working environment. The methodology being followed is also partly unit standard based on the principle of Recognition for Prior Learning. This process will enhance the levels of competency and assist in identifying the potential for fast tracking and feeding capacity pools.

The Company is in the process to develop a coaching program that will be available on an E-Learning format as well as a course on "Back to Basics for Engineering" where coaching will be introduced to learners. Engineering learners will also be exposed to a coaching module as part of their yearly induction programme.

2.6 SERVICES TRAINING AND DEVELOPMENT

In terms of courses and development programmes for lower level employees in the service disciplines, the following tables give an indication of the type of programmes and target job levels for the Finance and HR/ HRD disciplines at Company level.

Table 13 Service Department Capacity Pool

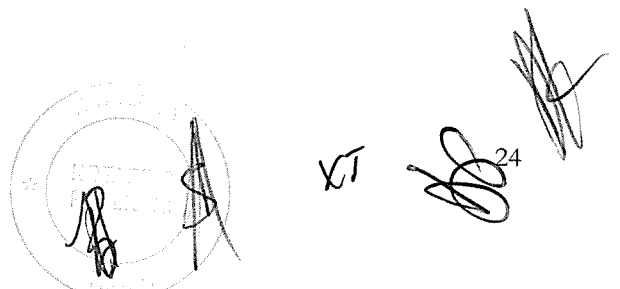
Department	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Mineral Resource Management	11	20	20	20	20	20
Finance	16	14	14	14	14	14
Human Resources	6	20	20	20	20	20
Safety and Sustainable Development	6	7	7	7	7	7
Protection Services	3	4	4	4	4	4

***Refer to Career Path Matrices in Appendix 3 for career development opportunities for service department employees.**

2.7 MANAGEMENT AND LEADERSHIP DEVELOPMENT

The following interventions focus exclusively on the talent pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

Table 14 Management and Leadership Development targets



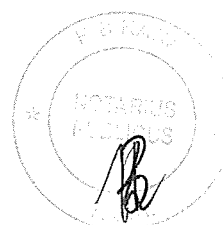
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Development Programme	Actual 2009	Forecast									
		2010		2011		2012		2013		2014	
		Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake
1 Engineering Supervisory	7	3	2	2	2	2	3	3	1	1	3
			5		4		5		4		4
2 Mining Supervisory	10	8		8		8		8		8	
3 Process plant supervisory	0	2		2		2		2		2	
TOTAL	17	15		14		15		14		14	
Management Development											
1 Junior Management	0	0		3		1		2		2	
2 Management Development	0	0		3		2		2		2	
TOTAL	0	0		6		3		4		4	
GRAND TOTAL	17	15		20		21		22		22	
Budget	R237 572	R77 572		R293 086		R322 394		R354 633		R390 096	

Note: It is only the Engineering Supervisory Programme that takes about two years to complete and all the other programmes run for a period of 12 months or less.

The following **action steps** will enable BRPM to achieve the above targets:

- Identify high potential candidates from Supervisory and Junior Management ranks based on their performance and individual development progress;
- During Career Development Panel sessions candidates will be identified to attend further leadership programmes such as the Junior Management Programme and Management Development Programme in conjunction with a leading South African business school; and
- Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo Platinum Development Centre covering areas such as personal and professional mastery, performance management, employee relations and employee communications.



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2.8 PORTABLE SKILLS TRAINING

BRPM recognises that its operation has a limited life span, and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, BRPM intends to equip the current work force – as well as members of the community with portable skills that will benefit the individuals concerned. These **portable skills training** initiatives will be aligned to the North West Province's Provincial Growth and Development Strategy. Targets for BRPM and Contractors has been set for portable skills training for the period **2010–2014**. BRPM will endeavour to provide portable skills for employees so that when they exit the mining industry they can enter other sectors such as building and construction, tourism and manufacturing.

Table 15 Portable Skills Training Targets – BRPM

Type of skill	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Bricklaying Skills	0	6	6	6	6	6
Painting Skills	0	6	6	6	6	6
Plumbing Skills	3	5	5	5	5	5
Torch cutting / Angle Grinder Skills	255	10	10	10	10	10
Computer Skills Training	0	20	20	20	20	20
Basic Business Skills	0	10	10	10	10	10
Welding Skills	0	10	10	10	10	10
Basic electrical course (House wiring & Repair of Electrical Appliances)	0	5	5	5	5	5
TOTAL	258	80	80	80	80	80
Budget	R 1 131 350	R 1 244 485	R 1 368 933	R 1 505 826	R1 656 408	R 1 822 048

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Table 16 Portable Skills Training Targets - Contractors

Type of skill	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Bricklaying skills	0	5	5	5	5	5
Painting skills	0	5	5	5	5	5
Plumbing skills	0	5	5	5	5	5
Torch cutting skills	0	20	20	20	20	20
Computer Skills Training skills	0	10	10	10	10	10
Basic Business Skills	0	10	10	10	10	10
Welding skills	0	10	10	10	10	10
Angle Grinder skills	0	20	20	20	20	20
Basic electricity (Repair of electric a appliances & Domestic wiring)	0	5	5	5	5	5
TOTAL	0	90	90	90	90	90

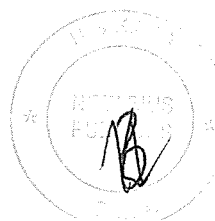
The following **action steps** will enable BRPM to achieve the above targets:

- a. During ex-leave induction sessions employees will be informed of various opportunities to develop their portable skills; BRPM will conduct a training needs analysis (internal skills audit) to determine those employees in need of portable skills training.
- b) These interventions will be integrated with applicable Local Economic Development projects where possible.
- c) **Where possible the CED projects may be used to train those employees identified to undergo portable skills training**

2.9 TRAINING FACILITIES

Most of BRPM's core training requirements will be undertaken on the mine. People-development interventions aimed at attracting and retaining staff with the required competencies will remain a key focus area.. More attention will be directed at providing training expertise in mechanized mining after unit standards have been clarified.

In addition, BRPM has refurbished the underground training centre which caters for deep level and shallow mining.



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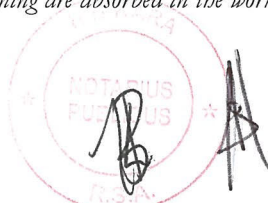
3 REGULATION 46 (B) (I) (BB) : THE NUMBER OF VACANCIES THAT BRPM HAS BEEN UNABLE TO FILL

BRPM analyzes the human capital requirements per discipline annually to determine scarce skills and to develop relevant action plans such as graduate development programmes and bursaries. References to specific programmes are provided below to address scarce skills shortages.

Table 17 Vacancies that BRPM has been Unable to Fill, as per Form R in Annexure II of the MPRDA Regulations

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top management	None	
Senior management	<ul style="list-style-type: none"> ▪ Mine engineer ▪ Metallurgist ▪ Geologist ▪ Mine surveyor ▪ Rock Engineering 	Suitably qualified people not available
Professionally qualified and experienced specialists and mid-management *		
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	There are no vacancies within this level that have been unable to be filled Most of the vacancies within these levels we have been able to fill however some specialist skills i.e Instrumentation technician and experienced mine planners.	
Semi-skilled and discretionary decision making	There are no vacancies within these two levels that have been unable to be filled.	
Unskilled and defined decision making		

Note: The Bursary Plan, Learnership Plan and Annual Training Plan in this document aim to address the skills shortages as indicated above. The Company will provide a variety of training opportunities as described in this Social and Labour Plan to ensure that those that received training are absorbed in the workforce.



4 REGULATION 46 (B) (II) : CAREER PROGRESSION PLANNING

4.1 CAREER PROGRESSION PLAN FOR BRPM

This section describes an intended throughput and career mobility of talent pool employees through the various job levels with the aim to meet the Business Plan staff requirement and reach Employment Equity Targets by 2011 and beyond.

Anglo Platinum has developed generic competency matrices per job and career path matrices (flow charts) for every discipline within its operations. The flow charts for each occupation will guide the mine and its employees on a desirable path for career progression and the expected time frames necessary for achieving the various job levels after the qualification criteria are met (see Appendix - Career Path Matrices). Role descriptions are outlined with respect to minimum job entry requirements and desirable qualifications. Consideration is given to complexity, qualifications, previous experience and competence.

4.1.1 Fast-tracking and Talent Management: Mining and Engineering

BRPM has set up discipline-specific HDSA training and development programmes for HDSA talent pool employees to fast track them in line with career paths. The tables below show BRPM's career progression plan for the talent pool employees specifically to the core mining and engineering disciplines as it comprises more than 80% of the workforce. Similar career progression plans for the other disciplines have been introduced in accordance with the career paths as illustrated in Appendix 3.Career Paths

Table 18 Career Progression Plan - Mining

The first level of supervision in the mining career path is that of a team leader. The Level 2 Programme aims to develop all the required knowledge and skills as per the daily mining cycle.

Level 2 Programme	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
B - Band	30	30	30	30	30	30	30	30

The next requirement to be promoted to the next level as a miner is a blasting certificate or **Rock breaker certificate**, and this requires one to embark on a full time learner miner programme (Mining Learnership).

These candidates are on full-time programmes to obtain the blasting certificate as well as the accompanying skills and exposure to be appointed as a miner (see below). The plan is to have 15 candidates per year in the programme each with an Individual Development Charter (IDC) and with an assigned mentor.



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Mining Learnerships	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
B - Band	24	24	24	15	15	15	15	15



To be appointed as a shift supervisor, a miner must obtain a shift supervisor certificate. This requires a special development programme and exposure to stoping, development, night shift cleaning, construction and other special projects. There are currently candidates in the programme (see below).

Shift Supervisor Programme	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
C – Band	8	8	8	5	5	5	5	5



To be appointed as a mine overseer, the entry level to management, an experienced shift supervisor must obtain a mine overseer certificate (see below). Shift supervisors who have potential are given full-time training to enable them to pass their mine overseer certificate exams.

MANAGEMENT	Mine Overseer Certificate	Number of HDSAs with Potential							
		2009 Actual			2010	2011	2012	2013	2014
		- in prog	- with IDCs	- in Mentor ship	- in programme				
	D – Band	1	1	1	4	4	4	4	4




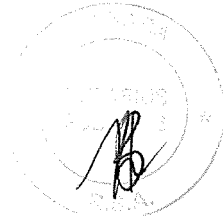


The final required certificate of competence i.e. a mine manager certificate must be obtained to be appointed as a section manager with further promotion opportunities as a production manager and final a mine manager (see below).

MANAGEMENT	Mine Manager Certificate	Number of HDSAs with Potential							
		2009 Actual			2010	2011	2012	2013	2014
		- in prog	- with IDCs	- in Mentor ship	- in programme				
	E – Band	0	0	0	1	1	1	1	1
	D - Band	1	1	1	2	2	2	2	2

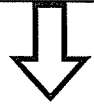
Table 19 Career Progression Plan – Engineering

The entry level into the engineering discipline is an artisan assistant. The Level 1 training programme aims to develop engineering employees as artisan assistance. There are currently 30

candidates in the programme off which all have Individual Development Charters (IDCs) and a mentor (see below).

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Level 1 programme	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
A - Band	23	23	23	30	30	30	30	30



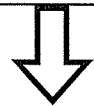
The Level 2 programme aims to develop artisan assistants to become engineering service men (see below).

Level 2 programme	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
C1 – Band	15	15	15	15	15	15	15	15



Engineering service men with potential could apply or be nominated to enter the engineering learnership programme (see below). The Company acknowledges the scarcity of engineering skills in South Africa and has increased the number of engineering learnerships drastically across the Group.

Engineering Learnerships	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
C2/3 - Band	33	33	33	15	15	15	15	15



The Company has embarked on different Engineering Supervisory Development Programmes, which allows Artisans to either progress to Foreman, Planned Maintenance officer or Instrument Technician. There are currently 7 candidates in these programmes of which all seven have Individual Development Charters (IDCs) and a mentor (see below).

Engineering Foreman Certificate	Number of HDSAs with Potential							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme				
C - Band	7	7	7	4	4	4	4	4



To be appointed as an engineer the candidate requires a Government Certificate of Competence (GCC Mining). This programme is aimed at developing young engineers who just acquired their relevant educational qualifications and preparing them to pass their GCC Mining exams.

MANAGEMENT	Junior Engineering Programme	Number of HDSAs with Potential								<div></div> <div></div>
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	D - Band	2	2	2	2	3	2	3	2	

In support of the above plan BRPM will every six months review the individuals' performance and progress of development against the Individual Performance Agreement and Individual Development Charter.

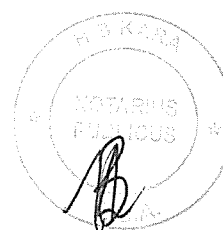
Mentorship, as indicated in the above tables, will be a crucial component of any fast-tracking plan and the following section provides details of BRPM's mentorship plan.

5. REGULATION 46 (B) (III) :THE MENTORSHIP PLAN AND ITS IMPLEMENTATION PLAN IN LINE WITH SKILLS DEVELOPMENT PLAN AND NEED FOR EMPOWERMENT GROUPS

5.1 EMPLOYEE MENTORSHIP PROGRAMMES

Mentorship is a key process and tool in support of people development, equity, HR planning, and performance management in Anglo Platinum. In addition, mentorship supports Anglo Platinum's career and succession management system, providing for a transfer of knowledge, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.

Table 20 provides current and future targets to establish mentorship relationships for all employees in the various training and development programmes aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The key steps will include the assigning and recording of mentee/mentor relationships, the training of mentees and mentors, and the monitoring of the number of mentoring sessions – including Individual Development Charter (IDC) reviews.



XT

Table 20 Mentorship Targets

Mentorship Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Management (total compliment)						
Senior management (E)	4	8	8	8	8	8
Professionally qualified and experienced specialists and mid-management (D)	19	60	60	60	60	60
Learnerships						
<i>Mining</i>	20	17	12	12	17	14
<i>Engineering</i>	32	33	29	37	31	38
<i>Mining Overseer Certificate</i>	1	3	3	3	3	3
<i>Mine Manager Certificate</i>	1	2	2	2	2	2
<i>Junior Engineering Programme</i>	2	1	2	1	2	1
Graduate Development Scheme	14	11	11	9	9	14
Women in development programmes	25	53	41	47	41	47

The following **action steps** will enable BRPM to achieve the above targets:

- Mentors will be selected carefully and developed to ensure effective continuation of mentorship relations;
- Employees that are not participating in the mentorship programme will be developed via standard development mechanisms, including relevant coaching by supervisors;
- Mentors and mentees on a formal programme will participate in an intervention to ensure proper matching and expectation clarification. Where possible, BRPM will make use of tools such as questionnaires and assessments to facilitate matching;
- Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- Needs identified as a consequence of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the IDC;
- An agreement will be entered into for formal mentorship and will specify each party's expectations and commitments; and
- The mentorship system will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

6. REGULATION 46 (B) (IV) :THE INTERNSHIP AND BURSARY PLAN

6.1 EXTERNAL BURSARY SCHEME

Anglo Platinum has a well-established bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, will be afforded professional career paths in the company. Through this comprehensive and attractive bursary scheme, Anglo Platinum will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates. The Young Professional Schemes, which will consist of the Bursary Scheme and the Graduate Development Schemes (see Section 6.4), are aimed at filling critical-skills gaps in Anglo Platinum's core activities (see Hard-to-fill vacancies in

Section 3 Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The Company will employ very specific marketing initiatives within the communities to enable 50% of all bursaries to be allocated to applicants from labour sending areas.

Table 21 External Bursary Targets

Discipline of bursary	Actual	Forecast									
	2009	2010		2011		2012		2013		2014	
		Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake
"Bursaries for 'hard to fill vacancies'"											
Mining engineering	3	2	2	3	0	2	4	4	2	4	2
Metallurgical engineering	0	0	1	1	0	0	1	1	0	0	1
Geology	3	0	3	3	0	2	1	2	1	2	0
Mine surveying	0	0	2	2	0	0	1	1	1	1	1
Pipeline Bursaries											
Human resources	0	0	2	1	0	0	1	1	0	1	0
Finance and accountancy	0	0	2	1	1	0	0	0	1	1	0
TOTAL	6	12		12		12		14		13	
BUDGET	ADC			R1 500 000		R1 650 000		R1 815 000		R1 999 000	

Notes:

- 'Bursaries for hard to fill vacancies' refer to those disciplines where vacancies are hard to fill due to skills shortages and therefore targeted specifically for new bursaries – refer to Section 4 (Form R) for hard to fill vacancies. These bursaries are also intended for pipeline purposes as future skills will be needed in these disciplines.
- 'Pipeline Bursaries' refer to those bursaries that will be awarded to ensure a sustainable pipeline of graduates to satisfy the future skills requirements of the mines.
- The budget for external bursaries is provided for centrally at Anglo Platinum Development Centre.

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- These bursaries will be advertised both internally as well as through national recruitment programmes annually;
- Commitment of 80% HDSAs to be selected for these bursaries;
- 25% of these HDSA bursaries will be reserved for black women (see Table 28);
- The highest calibre of young professionals will be attracted to meet Anglo Platinum's staffing and Employment Equity requirements. This area is regarded as one of the Group's strategic priorities, particularly in light of the chronic skills shortages in the South African mining industry;
- The bursary scheme will be open to the broader public as well as employees' children and relatives;
- The minimum selection requirement for Grade 12 learners will be a D or C in mathematics and science; and
- Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene.



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6.2 EDUCATIONAL ASSISTANCE SCHEME

BRPM recognises the importance of developing its most important resource, its workforce. In addition to skills development, BRPM also recognises that tertiary development contributes to having a well-educated workforce. It therefore provides employees with financial assistance to give them the opportunity to obtain recognised tertiary qualifications in line with their occupations.

The educational assistance scheme is available to all employees, where individuals commit themselves to career development and the company supports the initiatives. It is important to mention that the educational assistance scheme is done on an own-time basis and is normally through correspondence learning. The process will be implemented in line with the Company's procedure. The educational assistance scheme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

Table 22 Internal Bursary Targets

Discipline of bursary	Actual 2009	Forecast									
		2010		2011		2012		2013		2014	
		Act	In	Act	In	Act	In	Act	In	Act	In
Mining	18	18	6	12	4	12	2	8	2	10	4
Metallurgical	4	4	2	2	2	3	2	3	1	2	1
Mechanical	10	6	6	6	2	8	4	6	2	8	2
Electrical	12	4	6	4	6	12	6	10	2	8	4
Chemical	2	2	1	3	1	4	1	5	0	3	0
Human resources	19	15	6	12	4	16	5	8	4	16	5
Finance and accountancy	1	1	1	2	2	4	1	5	2	5	3
Administration	2	2	1	1	0	2	1	3	0	1	2
Environmental	2	1	1	2	1	3	0	3	0	1	1
Management	12	10	4	12	2	8	1	6	2	8	4
Marketing and	3	3	2	2	1	2	0	1	1	1	0
Safety	4	4	2	2	2	1	2	3	2	5	2
Security	4	4	1	2	1	1	1	2	0	0	2
TOTAL	93	113		90		102		86		98	
Budget	R 1 511 654	R1 662 819		R1 829 100		R2 012 010		R 2 213 211		R2 434 532	

The following **action steps** will enable BRPM to achieve the above targets:

- To encourage current employees to progress their careers, internal bursaries will be offered to all Anglo Platinum employees;
- BRPM will grant such internal bursaries provided that the course of study is relevant to the employee's current and future roles within the Company;
- The identification of candidates will be guided by the succession planning and career management processes per discipline;
- The final approval of internal bursaries for identified employees and/or employees who apply will be done by their immediate supervisor and head of department in consultation with the HRD manager and any other relevant subject matter expert; and

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- e) Such studies are to be undertaken through institutions recognised by the Company, offering recognised and accredited learning programmes

6.3 INTERNSHIP PROGRAMME

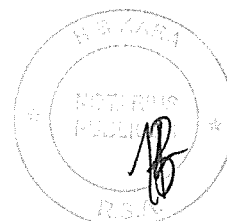
The Internship Programme consists of different programmes aimed at giving learners accelerated exposure as part of their development programmes. Such programmes vary from giving exposure to prospective employees, to students requiring practical experience towards their qualifications. Some of the experiential learning programmes are aimed at the development of employee with potential.

Table 23 Internship Targets

Programme Type	Actual	Forecast									
	2009	2010		2011		2012		2013		2014	
		Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake
Exposure Year candidates	3	1	4	4	6	6	4	4	6	6	4
TOTAL	3	5		10		10		10		10	
Exposure to social and sustainable requests from communities	On request from communities										
Budget	R 209 952	R 226 748		R 244 888		R 269 376		R 290 400		R 315 000	

The following **action steps** will enable BRPM to achieve the above targets:

- School learners will be afforded the opportunity to visit the operations with the objective to learn about the various careers available in the mining industry;
- Local community members who have completed theoretical studies at tertiary institutions would be given an opportunity to acquire practical skills required in order enable such students to graduate in the chosen field of study.
- Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace



6.4 GRADUATE DEVELOPMENT SCHEME

The Graduate Development Scheme, which forms part of the Young Professional Scheme, is aimed at filling critical skills gaps and HDSA targets in Anglo Platinum's core activities.

Table 24 Graduate development scheme targets

Discipline		Actual	Forecast									
		2009	2010		2011		2012		2013		2014	
			Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake	Actual	Intake
1	Mining	3	2	1	1	2	2	0	2	2	4	0
2	Metallurgical engineering	0	0	1	1	0	0	1	1	0	1	1
3	Geology	3	3	0	2	1	3	1	2	0	2	1
4	Survey & Ventilation	2	2	2	2	0	0	2	2	0	2	1
5	Rock Engineering	0	0	1	1	0	0	1	1	0	1	1
6	Human Resources	5	0	1	1	0	0	1	1	0	1	1
7	Finance	0	0	1	1	0	0	1	1	0	0	1
	TOTAL	13	14		12		12		12		18	
	BUDGET	ADC			R5 400 000		R5 670 000		R5 953 500		R6 548 850	

Note: Refer to Section 4 (Form R) for hard to fill vacancies specifically for Mine engineers, Metallurgists and Geologists. The targets above intend not only to provide a steady pipeline supply of skills but also to address hard to fill vacancies.

The budget for the Graduate Development Scheme is provided for centrally at Anglo Platinum Development Centre.

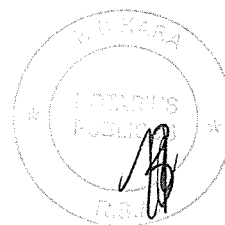
The following **action steps** will enable BRPM to achieve the above targets:

- Every year BRPM plans the number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years;
- Following a special national recruitment drive, the Company engage the successful applicants at the Anglo Platinum Group Development Centre;
- These graduate trainees are then further development by means of the discipline specific Graduate Development Program for on average 18 months;
- During the Program, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by Anglo Platinum; and
- Every Graduate has an Individual Development Charter and an appointed mentor and is given bi-annual appraisals.

7. REGULATION 46 (B) (V) : EMPLOYMENT EQUITY

Anglo Platinum's Employment Equity policy is an integral part of the Company's commitment to building an effective and representative workforce and to ensuring equality for all employees. The Company will enhance its Employment Equity vision through attracting high-calibre staff,

encouraging development through the provision of high-quality education and retaining talent. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression.



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7.1 EMPLOYMENT EQUITY STATUS

Table 25 Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations – 2009 baseline-permanent employees

Occupational Level	Paterson Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	F	0	0	0	0	0	0	0	0	0	0	0
Senior management	E	1	1	1	6	1	0	0	0	10	0	0
Professionally qualified and experienced specialists and mid-management	D	47	0	0	71	14	0	1	10	143	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	325	3	2	127	49	1	0	26	533	4	0
Semi-skilled and discretionary decision-making	B	1849	5	0	7	150	2	0	1	2014	24	1
Unskilled and defined decision-making	A	283	0	0	1	63	0	0	0	347	3	0
Total permanent employees		2505	9	3	212	277	3	1	37	3047	31	1
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		2505	9	3	212	277	3	1	37	3047	31	1

* Total employee figures reported elsewhere in this document refer and correlate to row labelled 'Total permanent employees'.

*'Disabled' figures are incorporated into the 'Total' column.

7.2 WOMEN IN MINING

7.2.1 BRPM women in mining targets

BRPM will make every effort to reach the target of 15% female participation in mining by 2014. The mine is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Gender Equity is critical to economic growth and wealth creation in South Africa. Furthermore, the company recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

Table 27 shows aggregate Gender Equity targets for BRPM in terms of Paterson Bands for all women enrolled at the mine. Table 28 indicates targets specifically for women in mining which include all positions in the mining, engineering and metallurgical disciplines.

Table 26 Targets for Female enrolled at the Mine

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	11.2	2	14,28	3	14,28	3	14,28	3	14.28	3	14.28	3
D	Middle management	21.96	31	19,06	29	21,03	32	22,35	34	25.64	39	27,32	41
C	Junior management	14.1	75	14.4	85	15.6	95	15.9	98	16.2	102	17.0	108
B	Semi-skilled	7.1	145	10,01	233	10,98	276	11,98	325	12,98	361	13,97	396
A	Unskilled	16.6	59	15.0	58	16.1	60	16.5	62	17.8	70	19.3	78
Women enrolled		9.9	305	11,66	408	12,63	466	13,39	522	14,40	575	15,40	626
Total employees at the mine		3079		3497		3687		3897		3992		4063	

**Note: percentages per Level (Paterson Band) represent the percentage of women of the total employees within that specific Level.*

**Note: rounding in tables where percentages are reflected may result in computational discrepancies.*

**Note: Refer to Table 31 for the breakdown per race*

Strategy for ensuring HDSA female representation showing a decline in white female representation.

- *Certain positions have been earmarked for females specifically, attrition in those positions will be reserved for females, and specific targets have been set in terms of recruitment of women per annum.*
- *Any female that leaves the organisation will be replaced with an HDSA female candidates. (excluding white females)*
- 25% of HDSA bursaries will be reserved for black women (see **Table 28**);
- Specific interventions with regards to learnerships, leadership and management development, external bursaries and graduate developments chemes.
- Fast tracking and mentoring of Women (talent pool).

Table 27 Targets for Female enrolled in Core Disciplines (mining, engineering and metallurgy)

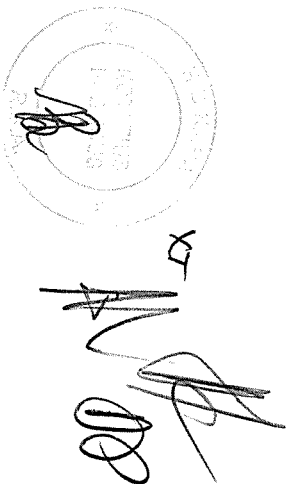
Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	0	0	0	0	0	0	0	0	0	0	6.3	1
D	Middle management	10.4	8	7.4	9	7.4	9	7.4	9	7.5	9	7.5	9
C	Junior management	4.7	18	4.8	23	4.1	20	4.7	23	4.8	24	4.9	25
B	Semi-skilled	6.5	123	10,00	186	10,94	220	11,98	260	12,95	288	13,94	316
A	Unskilled	19.0	59	19.0	58	20.1	60	20.7	62	22.3	70	24.1	78
Women in mining		7.7	208	9,65	270	10,47	309	11,35	354	12,24	391	13,20	429
Total employees at the mine		2670		2814		2949		3117		3193		3250	

7.2.2 Strategy and objectives

BRPM has has developed the following strategies to enhance female representation, with a specific focus on black females, to achieve the targets as per the table above. These strategies include:

- Reserved positions in mining that black women could fill (plan to recruit 25% black women of all new recruit based on a 10% annual attrition rate);
- Recruit 25% black women in all learnerships, graduate trainees and bursars;
- Providing preference to black women for skilled and management positions;

- d) Identify and create programs for current female employees with potential and 25% must be black female candidates to be developed for supervisory and management positions; and
- e) Women committees to evaluate the quantity and quality of the necessary facilities such as change houses and female-only ablution facilities on surface and underground.

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7.2.3 Implementation plan

Table 30 below indicates the planned number of women to be trained and developed to meet the targets set by BRPM.

Table 28 Training and Development of Black Women

Specific interventions for women	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Learnerships	15	8	8	8	8	8
Supervisory Development Programme	9	4	4	4	4	4
Management Development Programmes	0	0	1	1	1	1
External Bursaries	4	3	3	3	3	3
Graduate Development Scheme	2	3	3	3	3	3

The above interventions for women are aimed at narrowing the gaps within the semi-skilled, supervisory and management occupations as per the targets in Table 26 29. The balance will be recruited as per Table 29 30 below.

Table 29 Recruitment Plan

Specific recruitment targets for women	2009	Forecast				
		2010	2011	2012	2013	2014
Total number of employees	3 079	3497	3687	3897	3992	4063
Natural attrition @ 8%	308	280	295	312	319	325
Women to be recruited	36	70	74	78	80	81

7.2.3 Challenges and Action Steps

The challenges in achieving and sustaining the targets outlined in Table 31 are outlined below:

- Insufficient facilities are available for women in underground occupations however BRPM will address this to ensure that the barrier is removed;
- Availability of women with mining skills remains a challenge; and
- Women do not readily opt for underground occupations as their career of choice;
- Risks involved in underground occupations prohibit pregnant women from working underground, and redeployment is problematic.

The following actions plans will be implemented to address these challenges and to achieve the objectives of increasing the representivity of black females:

- a) Identify potential black female employees who have demonstrated an interest and ability to further their careers in mining;
- b) Place selected, high-performing black female employees on job rotation/fast-track career development;
- c) Identify the training and technical needs of women miners and organise the resources required to meet these needs;
- d) Widen the career-path opportunities for female employees through the use of the Anglo Platinum talent pool; and
- e) Identify women black women with potential and provide bursaries to study for a technical degree, with a view to making a career in mining.
- f) Identify positions in core activities that are most suited for women based on historical data, and reserve such positions for women when vacancies arise.
- g) Focused and deliberate recruitment drives to target women for vacancies.
- h) Sensitise and educate local women on career opportunities within the mining industry.
- i) Widely communicate and celebrate successes of women in the mining environment..
- j) Dedicate at least 25% of learnership, trainees and bursars to women.
- k) Hold regular forum meetings with women to identify and remove any real or perceived barriers to the employment of women.

7.3 HDSA PARTICIPATION IN MANAGEMENT

7.3.1 HDSA in Management targets

Anglo Platinum's Employment Equity policy is an integral part of the company's commitment to building an effective and representative workforce and to ensuring equality for all employees. The company will enhance its Employment Equity vision through attracting high-calibre staff, encouraging development through provision of high-quality education, and retaining talent. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression.

The company will develop a demographically representative talent pool, ensuring effective career and succession planning to retain talent, constructing and implementing a sound mentorship programme, and creating a workplace that will support and respect all employees' values and cultures. The Mining Charter requires a target of 40% HDSA participation in management levels by the year 2009, and this section provides strategies to ensure that this target is improved and sustained.

Table 31 illustrates the BRPM HDSA in Management targets. Table 32 provides a further breakdown to illustrate the targets per gender and race.

Refer to Appendix 1 for a complete list of all HDSA employees in management (D1 and above) at BRPM.

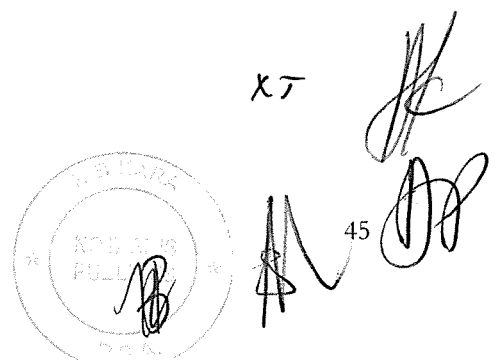
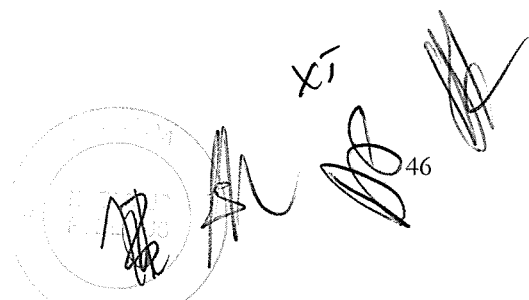


Table 30 Targets for HDSA Participation in Management

Employment Level		2009 Actual		2010		2011		2012		
		%	No	%	No	%	No	%	No	
E	Senior management	33.3	6	42.9	9	42.9	9	47.61	10	
D	Middle management	53.4	71	56.57	84	57.89	89	60.52	92	64
Total HDSAs in management		51.0	77	53.75	93	56.64	98	58.95	102	63
Total mine management		151		173		173		173		
C	Junior management	75.9	404	76.4	450	79.2	480	82.9	510	8
B	Semi-skilled	99.6	2013	98.9	2300	91.5	2300	88.5	2400	8
A	Unskilled	98.8	351	98.4	380	91.4	340	89.6	335	8
Total HDSAs at operation		89.9	2768	90.1	3130	85.2	3120	83.8	3245	8
Total employees		3058		3478		3664		3874		

Table 31 Targets for HDSA Participation in Management: Percentage Breakdown by Race and Gender



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	2009 Actual														2010														2011									
	Male						Female								Male						Female								Male									
	African		Indian		Coloured		African		Indian		Coloured		White		African		Indian		Coloured		African		Indian		Coloured		White		African		Indian		Coloured		African			
	11.0	2	5.6	1	5.6	1	5.6	1	0	0	0	0	5.6	1	19.0	4	4.76	1	4.76	1	9.52	2	0	0	0	0	4.76	1	19.0	4	4.76	1	4.76	1	9.52	2		
	34.6	46	0	0	0	0	11.3	17	0.66	1	0	0	10	13	34.86	53	1.31	2	1.31	2	13.15	20	1.97	3	1.31	2	2.63	4	34.86	53	1.31	2	1.31	2	16.44	25		
ient	31.8	48	0.66	1	0.66	1	9.9	18	0.66	1	0	0	7.3	14	33.13	57	1.74	3	1.74	3	12.79	22	1.74	3	1.16	2	2.96	5	33.13	57	1.74	3	1.74	3	15.69	27		

Employment Level		2012														2013													
		Male						Female								Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White		African		Indian		Coloured		African		Indian		Coloured		White	
E	Senior management	23.8	5	4.76	1	4.76	1	9.52	2	4.76	1	0	0	0	0	25	5	10	2	5	1	9.52	2	4.76	1	0	0	0	0
D	Middle management	35.	54	1.31	2	1.31	2	17.10	26	3.94	6	1.31	2	0	0	35.52	54	1.31	2	1.31	2	19.07	29	4.60	7	1.97	3	0	0
Total HDSAs in management		34.1	59	1.74	3	1.74	3	16.18	28	4.05	7	1.18	2	0	0	34.70	59	2.94	4	2.35	3	18.2	31	4.75	8	1.76	3	0	0

2014											
Male						Female					
African	Indian	Coloured				African	Indian	Coloured			
28.57	6	10	2	4.76	1	9.52	2	4.76	1	0	0
36.66	55	2.00	3	1.33	2	20.00	30	4.66	7	2.66	4
38.88	61	2.94	5	1.76	3	18.82	32	4.70	8	2.35	4

***Note: Management competancies associated with D1 and D2 levels:**

The nature of work in this level is generally associated with:

- Responding to particular situations and people so as to ensure that the best methods are being employed to provide service.
- Judgements are preceded and guided by a process of diagnostic accumulation of factual information from different sources.
- Information is then interpreted within the context of a given situation, and interpretations may vary from situation to situation.

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- Differences between the 'what', 'where', 'when', 'why' and 'how' of situations are identified and emphasised, with a view of overcoming potential or anticipated obstacles.
- Co-ordinating the work of those involved with direct outputs, by setting their objectives and specifying the quality standards and time frames for task completion.
- Providing assistance and guidance for corrective actions, and making provision for support services.
- Interpreting policies, procedures or rules within the context of given situations.
- The outcomes of judgements have a distinct support or service character, i.e. doing something for someone else.
- On D1 role it is the responsibility to coordinate mining and logistical activities as well as the distribution of resources through planning and scheduling. These positions tend to be specialized positions with a time span of up to one year.
- On D2 role although the broad parameters are in place the individual is responsible to determine the best means of reaching the organisations goals. This is done by analyzing and considering all the various options available and at that time choosing the best option. E.g. the most productive option in the light of the current and short term (± 2 years) circumstances. Middle management and Senior specialist and professional roles.



7.3.2 Strategy and objectives

BRPM has developed three main strategies to ensure that its Employment Equity targets are realistic and achievable:

- a) Develop existing employees with potential;
- b) Fast-track high flyers; and
- c) Recruit externally for qualified staff, trainees and bursars.

7.3.3 Implementation plan

7.3.3.1 Developing existing employees with potential

In developing existing employees with potential we will provide training and development for HDSA candidates as per table 33 below

- a) Experiential training through coaching and mentoring;
- b) A focused bursary programme;
- c) Consulting with the Mining Qualifications Authority (MQA) and training service providers to accelerate and enhance training programmes and opportunities for practical work exposure for HDSAs; and
- d) Appointing HDSA candidates to vacancies on a contract /temporary basis so that they can gain experience until such time as suitably qualified candidates are competent enough to be permanently appointed to the positions in question.
- e) Assessing and identifying high-potential candidates;
- f) Building management capacity through targeted in-house training and development programmes from executive development through to technical training;
- g) Pre-employment training;
- h) Giving HDSA employees operational exposure through an 'action learning' initiative which is practical in orientation;

7.3.3.2 Fast tracking of high-flyers

HDSA candidates need to be developed and fast-tracked to enable the mine to reach its targets for more senior management positions. In terms of its Employment Equity and Mining Charter requirements, BRPM will fast track a number of HDSA candidates across its management and supervisory levels and training and development initiatives have been developed in this regard. Table 32 6 below presents a summary of training and development initiatives.

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Table 32 Training and Development of HDSAs

Specific interventions for HDSA in Management	Actual	Number of candidates				
	2009	2010	2011	2012	2013	2014
Mine Manager Certificate /Engineering Certificate (MMC)	1	3	3	3	3	3
Mine Overseer Certificate (MO)/Junior Engineering Programme(GCC)	0	6	7	6	7	6
Shift Supervisor Programme/ Engineering Foreman Certificate	6	9	9	9	9	9

Notes:

- The targets above reflect the number of candidates which are to be in programme per annum and are also reflected in the skills development and bursary sections
- The Total Target in 5 years is based on the premise that the programme is a two year programme

7.3.3.3 Creating additional employment opportunities

BRPM will investigate the feasibility of adopting the following measures to create additional employment opportunities for HDSA candidates:

- Offering early retirement packages to employees older than 50 and then utilising them in a coaching capacity to transfer skills and experience to HDSAs designated for management and supervisory positions. Under such a policy, it will fall to the Group's Retrenchment Policy and the Departments of Employee Relations and Finance to manage early retirement packages. It is likely that the option of voluntary separations will be encouraged and pursued with the proviso that successful competency transfer, coaching and mentoring takes place prior to the person leaving;
- Filling vacancies on a contract or temporary basis until suitably qualified candidates are developed;
- Replacing retiring staff with HDSA candidates;
- Transferring identified non-designated employees to new expansions; and
- Reserve the shadow pool for HDSA employees only, to ensure rapid experiential grooming for advancement.

7.3.3.4 External recruitment strategy

BRPM offers the following to retain its employees:

- An industry-wide competitive salary package
- Excellent training initiatives
- Continuous benchmarking

7.4 UNDERSTANDING THE EFFECT THAT THE SPREAD OF HIV/AIDS AMONG EXISTING STAFF COULD HAVE ON MEETING TARGETS

HIV/AIDS in the mining industry has reached epidemic proportions. The continued prevalence of single-sex hostels remains a contributing factor to the spread of HIV/AIDS among miners and their families.

The mine will continue to pursue the following interventions, which are already in place to address this challenge:

- a) Stepping up the HIV/AIDS education strategy;
- b) Continuing to provide workers with access to a comprehensive care, management and treatment support programme for HIV/AIDS as well as related infections, particularly tuberculosis and sexually-transmitted infections;
- c) Continuing to promote and distribute condoms at the workplace;
- d) Increasing the capacity for care and counselling; and
- e) Intensifying the application of the Anglo Platinum counter-strategy and widening the focus to include white employees.
- f) Local recruitment to avoid the need for hostels

7.4.1 Working with trade unions to fight HIV/AIDS in the workplace

The seven trade unions and staff associations, which represent 83% of the Group's workforce, signed an historic HIV/AIDS agreement with Anglo Platinum in November 2002; this was reviewed and revised in 2006. The negotiated agreement encourages a partnership between Anglo Platinum and its stakeholders to develop and maintain responsible and effective programmes that minimise the impact of HIV/AIDS in the workplace.

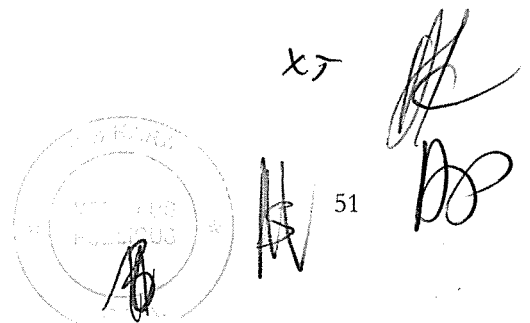
Since the signing of the Partnership Agreement, the HIV/AIDS Joint Working Group (JWG) has met monthly to give substance to the clauses in the agreement. JWG members are representative of all stakeholders and revert to their constituencies before any item is ratified in the JWG meetings. All recommendations, once finalised by the JWG, are referred to the Central Partnership Forum (CPF), after which they are distributed through the usual employee relations channels for implementation.

BRPM's HIV/AIDS Committee serves as a forum and working group to enhance involvement and participation at all levels in the implementation and roll-out process.

7.4.2 Providing information and education in the workplace

Information and education, through various channels and media (one-on-one communication, prints, electronic, groups, etc) is the foundation of preventive, curative and rehabilitative care. As such, it is provided on an ongoing basis to all job categories to ensure adequate understanding of the complexities of HIV/AIDS and to facilitate good working relationships with colleagues who are infected and/or affected.

Through various communication platforms, information regarding HIV/AIDS-related issues and activities will be distributed and communicated, including the following:

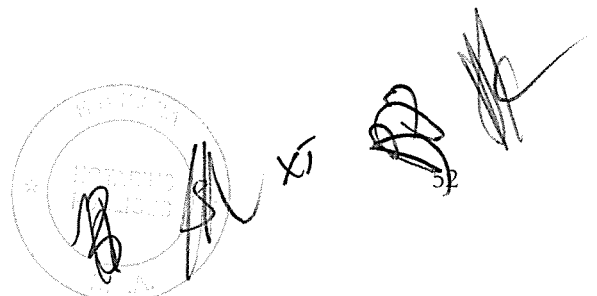


- a) Fact sheets, booklets and posters (on HIV transmission, working with HIV-positive employees, employee rights and access to medication and treatment) will be provided in regional languages. The print media will be used to reinforce the work done by peer educators and to amplify the billboard messages. All employees will be targeted, including board members, management, trade union representatives and SHE officers, as well as members of surrounding communities;
- b) Community radio will be strategically utilised to amplify the core components of the HIV/AIDS education in reaching employees, their families and the surrounding community; and
- c) Volunteer peer educators, the foundation of the education process, will be identified, trained and deployed to discuss various HIV/AIDS-related issues with colleagues to bridge literacy problems. Peer educators will attend monthly meetings and refresher training to ensure they are up to date with current information.

7.4.3 Providing a comprehensive care and support programme

BRPM will continue to provide workers with access to a comprehensive care, management and treatment support programme for HIV/AIDS as well as related infections. This will include:

- a) Accelerated prevention of new infections and re-infections at BRPM, including Post-Exposure Prophylaxis for mine accidents, rape survivors and healthcare workers;
- b) Treatment for opportunistic infections and re-infection, which includes counselling and voluntary testing, tuberculosis (TB) prophylaxis, sexually transmitted infection (STI) management, monitoring of HIV disease progression;
- c) A continuum of counselling, education and psycho-social support, provision of nutritional support; specialised care and referral, including antiretroviral therapy (ART) medication when clinically indicated (traditional health practitioner services will be incorporated once a policy directive is received); and
- d) Rehabilitative care and support, including referrals. Where ART fails or the employee becomes incapacitated due to another serious medical condition, support will be provided to facilitate home-based care and follow-up support. The agreed medical incapacitation procedures will apply and support will be provided, including:
 - i. Access to step-down facilities that work closely with the hospital;
 - ii. Referral to care centres such as LifeLine, Hospice, and home-based care NGOs; and
 - iii. Utilisation of services outside the company's healthcare programmes, such as social services, community clinics, pastoral services and legal aid.



The image shows a circular stamp with the text 'BRPM' and 'SHE' inside. There are several handwritten signatures and initials over and around the stamp, including a large signature that appears to be 'SHE' and other smaller initials like 'X' and 'S'.

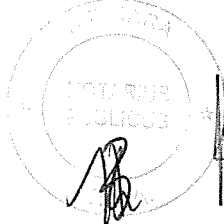
Regulation 46 (c)

Local economic development programmes

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A circular notary seal for a Notary Public. The text "NOTARY PUBLIC" is visible in the center, surrounded by a circular border. There are handwritten initials "KT" above the seal and "DP" to its right. The number "53" is also present near the seal.

8. REGULATION 46 (C) (I) AND (II) (A) THE SOCIAL AND ECONOMIC BACKGROUND TO, AND KEY ECONOMIC ACTIVITIES IN, THE AREA IN WHICH AMANDELBULT SECTION OPERATES

8.1 SOCIO-ECONOMIC PROFILE OF NORTH WEST PROVINCE

North West Province is one of the smaller provinces of South Africa with a population of 3,4 million people living in an area of 116 320km². The province has strong economic links with Gauteng and attracts many visitors to view its wildlife and to enjoy a climate conducive to outdoor life.

The provincial capital is Mafikeng, and the larger towns are Klerksdorp, Orkney, Potchefstroom, Rustenburg and Brits. North West Province boasts modern industrial parks and commercial centres supported by sophisticated banking and financial services. The province also has good educational and health facilities in the major commercial centres. Mining plays a dominant role in the economy of North West Province, employing a quarter of the labour force and contributing some 55% of its Gross Geographic Product (GGP). A variety of minerals are mined including:

- a) Platinum in Rustenburg and Brits;
- b) Gold in Orkney and Klerksdorp;
- c) Diamonds in Lichtenburg, Koster, Christiana and Bloemhof;
- d) Marble in Taung;
- e) Granite in Rustenburg; and
- f) Fluorspar in Zeerust.

In addition to mining, agriculture is one of the most important sectors in the province with maize, sunflower and groundnuts being the major crops. Currently the North West Province offers numerous investment opportunities in tourism, eco-tourism, mining, manufacturing and agriculture.

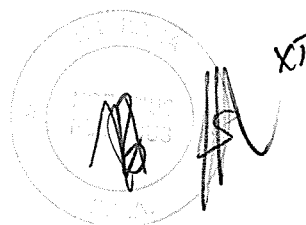
Rustenburg Local Municipality

Rustenburg Local Municipality is located in the centre of the Bojanala Platinum District with Madibeng Local Municipality (Brits area) to the east, Moses Kotane Local Municipality (Mankwe/Madikwe area) to the north, Kgetlengrivier Local Municipality (Swartruggens/Koster area) to the west, and the province of Gauteng to the south. There are 48 towns and settlements situated within Rustenburg Local Municipality. The town of Rustenburg, known as the Platinum Capital, and Thlabane are the main economic centres of the municipality. Within a distance of 20km from Rustenburg lie the four large residential urban areas of Phokeng, Luka, Kanana and Thekwane. These areas are to a great extent dependent on Rustenburg for employment and retail activity.

Rustenburg and Thlabane are the largest centres of population concentration, employment opportunities and shopping facilities. The majority of the population of Rustenburg Local Municipality lives within Rustenburg and the four residential areas mentioned.

Demographics

The 2001 census recorded a population of 395 538 in Rustenburg Local Municipality, with 87,3% of the population being black. It is estimated that the municipality will have a population of 452 500 people in the year 2005 at a growth rate of 3,6% per annum. Rustenburg Local Municipality is currently experiencing a relatively high migration into the area, particular in the vicinity of the mines. The gender



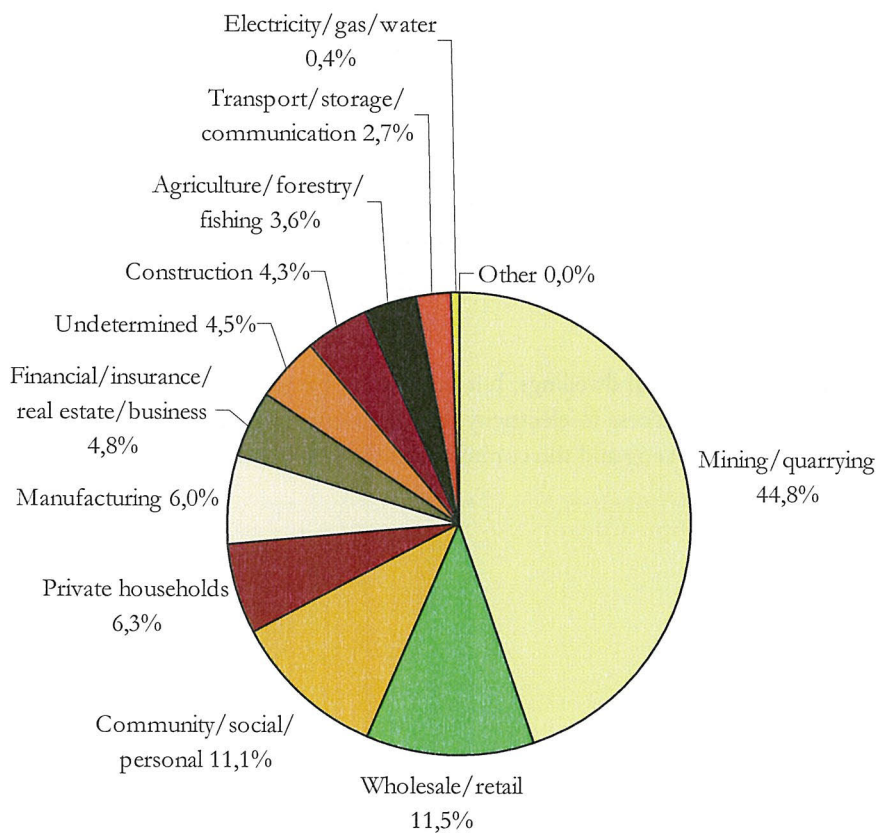
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profile for the municipality is 53,7% male and 46,3% female. The municipality has an unemployment rate of 32%.

Key economic activities

The most prominent formal sector employment opportunities in Rustenburg Municipality are in the mining (44,8%), wholesale and retail (11,5%), and community and social services (11,1%) industries (see Figure 6). Industrial activity is concentrated within Rustenburg and Thlabane, the economic hub of the municipality. Most mining activities in Rustenburg Local Municipality are located on the Merensky Reef and comprise approximately 20 platinum-related mineshafts. Platinum mining plays a major role in the area and further mining development is possible.

Figure 6 Employment within the Rustenburg Local Municipality



Infrastructure

Infrastructure is well developed in terms of roads, electricity supply, water and sanitation.

Education

Rustenburg Local Municipality has an adult literacy rate of 29,3% which is lower than the provincial average of 35,5%. The majority of the population has only a primary education, which exacerbates the level of unemployment. Schools in Rustenburg itself are generally in good order, while those in rural areas lack most necessary facilities.



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8.2 PROFILES OF TOWNS AND VILLAGES WITHIN THE RUSTENBURG LOCAL MUNICIPALITY FROM WHICH THE MINE SOURCES LABOUR

Rustenburg

The town of Rustenburg has benefited greatly from the growth in the mining industry; for the past 15 years, it has experienced a growth rate of between 3,5% to 15,5% which is consistently higher than the national rate. Rustenburg boasts a number of primary and high schools, a technical college, a school for special learning, an industrial school, and private learning institutions such as Damelin, CTU Training Solutions and the Academy of Learning.¹

Chaneng

The town of Chaneng is situated partly in the mining lease authorisation area of BRPM and has about 9 900 residents of which 48,9% are economically active. Almost 20% of the economically active inhabitants of Chaneng are employed in mining, with the majority being employed by the wholesale and retail sector.

Phokeng

The town of Phokeng, 15km from BRPM, is the capital of the Royal Bakofeng nation and has a population of 15 454. The mine employs 495 residents of this town. The population is 99% black and the unemployment rate is 39%. Mining is the backbone of the economy of Phokeng, contributing around 39% of the Gross Regional Product.

Some 67% of the residents live in formal dwellings, but only 20% of residents have water in their homes and only 12% of the community has access to electricity. People use mostly paraffin and candles. There is no waterborne sewage system in Phokeng and the community utilises pit latrines.²

¹ Source: www.rustenburg.co.za

² Source: PPT (Pro-Poor Tourism) facilitation at Sun City: Summary of initial scoping report – Draft January 2004.



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9. REGULATION 46 (C) (II) (B) :THE SOCIO-ECONOMIC IMPACT OF BRPM ON THE MINE COMMUNITY AND RURAL LABOUR-SENDING AREAS

9.1 MINE COMMUNITY BENEFIT FROM BRPM WAGE FLOWS

This section examines the economic impact of the employment of labour from the mine community in terms of:

- Earnings by mineworkers;
- Disposable income and its geographic distribution;
- Disbursement of estimated household income based on a household survey conducted at Anglo Platinum's Amandelbult Section;
- Economic impact of these wage flows on beneficiary communities relative to the overall household incomes; and
- The relative dependence on the wage earnings of the various municipalities from which mineworkers have been drawn.

Direct employment

The mine currently employs 3079 people (2009 baseline). The assessment of wage flows is of key importance to determining the economic impact that wages from mine employees have on the labour-sending areas within the mine community. The net wages, after deductions and tax, which are earned by workers that originate from these municipalities, are scheduled in **Error! Reference source not found..**

Table 33 Local Economic Benefit from Mine Wage Flows

Local economic benefit	Number of employees	Net annual earnings (R million)
Rustenburg Local Municipality	2890	R 105,47
Moses Kotane Local Municipality	80	R 5,46
Kgetlengrivier Local Municipality	33	R 0,83
Local Municipality of Madibeng	19	R 0,61
Total net wages reporting to local economy (a)	3022	R 112,37
Total employees and mine wage bill (R million) per annum		R 130,31
Workers resident outside mine community	340	R 17,98
Retained for discretionary spending in local economy by workers that reside outside mine community (b)		R 11,33
Total discretionary income reporting to local economy (a) + (b)		R 123,70
Retained in local area (12,3%)		R 15,21
Regional benefit (8,6%)		R 10,64
National benefit (79,1%)		R 97,84

**Refer to (b): It estimated that 10% of an employee's wages are remitted back to the rural homestead. It is also estimated that around 70% of the employee's wages, that is resident outside the mine community, are spend within the mine community. Therefore $[(R17,98 \times 90\%) \times 70\%] = R11,33$ million*

**Note: rounding in tables where percentages and numbers are reflected may result in computational discrepancies.*

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Error! Reference source not found. shows that disposable earnings of some R112 million per annum are being earned by workers living in the mine community. In assessing the net economic benefit from this sum, it is important to understand that local expenditure by mineworkers drives both the formal and informal sectors in the area, and the curtailment of these revenues will fundamentally impact on the secondary and tertiary sectors in the mine community.

The ratios provided in **Error! Reference source not found.**, derived from the Amandelbult Household Survey³, use cost of sale percentages based on empirical estimates to provide the geographic benefit split in geographic end-destination of the cost of sales is similarly an empirical estimate. While wage flow itself is the key indicator of economic benefit to the community, it is the retention of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to Rustenburg, Phokeng, Tlhabane, Luka, Chaneng and Boshhoek, the money is primarily spent in Rustenburg, because the other towns are not large commercial centres. The broader economic impacts or multipliers are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

Table 34 Synthesis of the Household Expenditure Survey

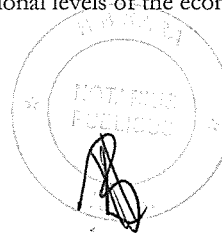
Areas of expenditure	<i>Local</i>	<i>Regional</i>	<i>National</i>	Total
Insurance	3,6%	0,3%	4,1%	8,0%
Transport	3,1%	8,1%	5,7%	16,9%
Repayments on borrowings	2,2%	0,1%	19,6%	21,9%
Savings	0,0%	0,0%	9,7%	9,7%
Education	0,0%	0,0%	6,0%	6,0%
Living expenses	0,0%	0,0%	31,4%	31,4%
Entertainment	3,4%	0,1%	2,6%	6,1%
Total	12,3%	8,6%	79,1%	100,0%

This distribution is calculated by purely empirical means, and it must be emphasised that the methods used here make no pretence at being econometrically robust. They merely demonstrate the principle of wider geographic benefit from mine wage payments⁴. This distribution is relevant when planning for the broader loss of economic benefit from household expenditure that accompanies mine downscaling or closure. This means that when the mine closes, it is not just the mine employees and their local community who suffer economic loss, but those in other sectors and in other areas. The above example of a worker living in any of the above mentioned towns and spending money only in Rustenburg applies here. It is consequently as important to estimate the economic impact on Rustenburg as it is to understand the impact on Phokeng, Tlhabane, Luka, Chaneng and Boshhoek.

The reason that this assessment of economic impact is being made is to be able to assess the approximate degree to which alternative economic development in the local municipalities is necessary to offset the

³ The Amandelbult Section, Union Section and BRPM workforce household expenditure focuses on similar commercial centres such as the town of Rustenburg and therefore the Amandelbult survey was used.

⁴ The actual economic benefit to the local community is not the gross amount of mineworker purchases, but the margins on those purchases. It is only these margins that remain in the local economy. The cost of these sales reports to the commercial centres, which in turn also suffer when the wage flows cease. The loss of economic benefit is therefore only the margin, and not the gross amount. **Error! Reference source not found.** attempts to track the retention of economic benefit at local, regional and national levels of the economy.



impact of mine closure. A further rider to this analysis is that the change in demographics that would take place upon mine closure also needs to be understood, but is not taken into account here⁵.

Mitigating mine community dependence on BRPM wages

Annual wage flows into the local economy amount to R112 million. Extrapolation from the Household Survey commissioned by Anglo Platinum of the expenditure patterns of Amandelbult Section reveals that approximately 40% of the average wage package can be considered to be critical to the household. This defines an effective potential critical economic loss of about R45 million for mineworker-dependent households (direct dependence) that would transpire in the event of mine closure. This does not take into account the secondary and tertiary sectors because of a lack of empirical data on which to make such an assessment.

Indirect employment in the mine community

No statistics or data exist with which to determine the level of indirect employment generated by a mining operation⁶. To estimate the levels of indirect employment flowing out of BRPM in both the formal and informal sectors⁷, an empirical multiplier of 3,6 has been used. This is based on a study undertaken on a technically similar mining operation⁸.

Indirect employment is calculated to be:

Formal sector	6 999 workers
Informal sector	3 499 workers
Total indirect employment:	10 498 workers

Total employment generated by BRPM

Aggregating these figures, one derives an estimate of total impact of the BRPM on employment in the mine community:

Direct employment	2 390 workers
Indirect employment	10 498 workers
Total employment	12 888 workers

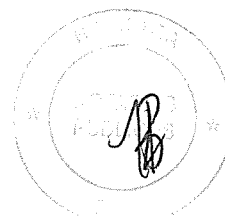
⁵ The factors that should be taken into account in this respect are as follows:

- The local families of the transitional mineworkers, if not the mineworkers themselves, will remain in the area after mine closure;
- It is unrealistic to expect or plan for the total replacement of economic benefit lost from the curtailment of mining wage flows when a mine closes; and
- Mitigation strategies should therefore target the replacement of that income necessary to mitigate the vulnerability of households to mine closure i.e. food supply, accommodation, health and education.

⁶ In the gold mining industry an employment multiplier of 2,5 is often quoted. However, the source of this ratio is unclear, and it is also very dated. This will have been made on the formal sector only. The differential multiplier of 1,1 for the informal sector used here is therefore reasonable, if not conservative.

⁷ Most econometric data consider only the formal sector multipliers, while at the local level of economic benefit, the informal sector is often as, or more, important.

⁸ Bamangwato Concessions Limited in Selebi Phikwe, Botswana.



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9.2 DEPENDENCE OF RURAL LABOUR-SENDING AREAS ON BRPM

No municipalities in the rural labour-sending areas can be considered to be significant or dependent on BRPM's wage flow, as the next largest provincial source, the Eastern Cape Province, supplies only 1,1% of BRPM's employees.

9.3 BROADER ECONOMIC IMPACT OF BRPM'S OPERATIONS

An important aspect of the analysis of relative benefit emanating from BRPM is that local economic benefit derives mainly from the payment of mine wages, while mine procurement has a relatively minor impact on the mine community's economy. It has a much greater impact on the commercial centres far from the mine.

In this respect there is a considerable contribution made to community economies from public works programmes and government services; and though these are not directly attributable to the various taxes and levies paid by the mine, they would in many instances not be justified without the existence of the mine community. This benefit is impossible to quantify but cannot be ignored. Mining companies generate large turnovers and often large profits, and hence pay significant taxes. It is these taxes that provide the government with the capacity to provide infrastructure and services. This section makes an evaluation of BRPM's contribution to the national fiscus and provincial treasury, as well as its aggregated contribution to the local, regional, national and South African Development Community (SADC) economies through the payment of wages and taxes, and through the procurement of goods and services.

The economic impact of procurement by BRPM

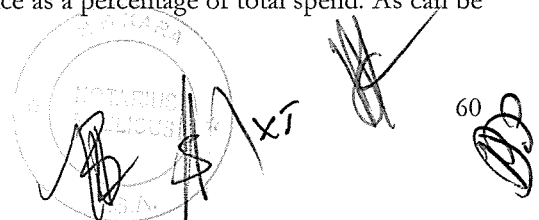
The economic dependence of a mine community on the mine's operations is often attributed to the purchasing capacity of the mine. While the BRPM mine community is primarily dependent on the wages of its employees, procurement primarily benefits industrialised, metropolitan areas remote from the mine. To assess the benefits of the demography of procurement, a detailed analysis of the mine's procurement spend was undertaken. The analysis considers both the geographic areas from which purchases were made as well as the other economic sectors benefiting from these purchases.

An important aspect of procurement from the mine is the catalytic impact that this has on secondary and tertiary sectors at various levels of the economy, and these too need to be understood. The dependence of the mine community on procurement from the mine is relatively low in relation to that of mine wages. The figures presented in Figure 7 show that more than 60,1% of the mine's intermediate inputs report to Gauteng Province, while the local economy (Rustenburg Local Municipality and the Local Municipality of Madibeng) derives 13,4% direct benefit.

The demographics of suppliers of goods and services to BRPM

There is an imperative in the Social and Labour Plan to catalyse through its Local Economic Development (LED) programmes diversified economic activity in the local economy and in so doing, to reduce the levels of community dependence on the mine. This part of the analysis examines the benefit derived by communities, both local to and remote from the mining operation, on wages as this will inform the LED planning. It takes into account the demographics of procurement, and draws conclusions as to the geographic benefit of BRPM's procurement activity.

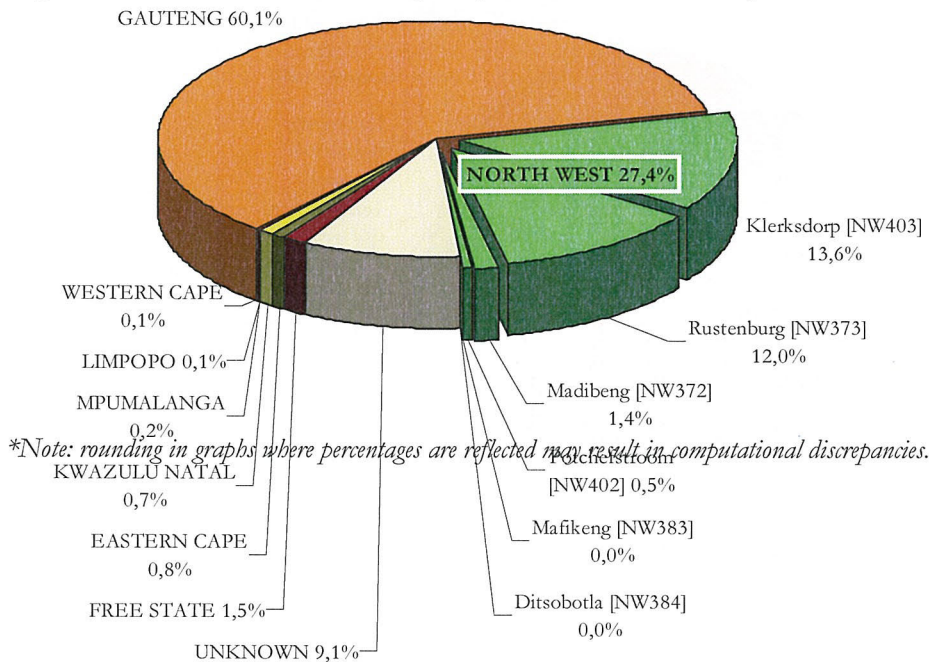
Figure 7 shows the spread of purchases by BRPM across the South African provinces and more specifically the spread of purchases within North West Province as a percentage of total spend. As can be



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seen, the host province North West attracts 27,4% of the total procurement spend. Unsurprisingly, Gauteng Province receives 60,1% of total spend.

Figure 7 Provincial and Municipal Spread of Purchases by BRPM



It has been calculated that the mine community wage bill constitutes 14% of the total mine expenditure (wages, procurement, taxes, royalties, etc) compared to local purchases by the mine, which represent 9,6% of total mine expenditure. This indicates that the mine community economy is more dependent on wage flows than it is on local procurement. However, the dependence on local procurement (9,6% of total expenditure) is quite high. This is encouraging as it shows that BRPM's strategy to increase procurement spending in the mine community is making headway.

Cross-sectoral impacts of BRPM purchases

An important component of the economic impact of a mining operation is the cross-sectoral economic benefit of the purchases of goods and services, as this often provides the enabling environment for other economic sectors to take root and develop. This in turn serves to diversify the economy, reduce the dependence on mining and in so doing, reduce the vulnerability of dependent communities to mine closure. The analysis shows that 30% of the spend is on business services, which accounts for a range of mining-related professional services. Outside of this sector, the only three major beneficiary sectors are machinery and equipment, wholesale and retail, and building construction and civil engineering. Other primary industries such as agriculture and tourism derive little benefit from the mine's activities.

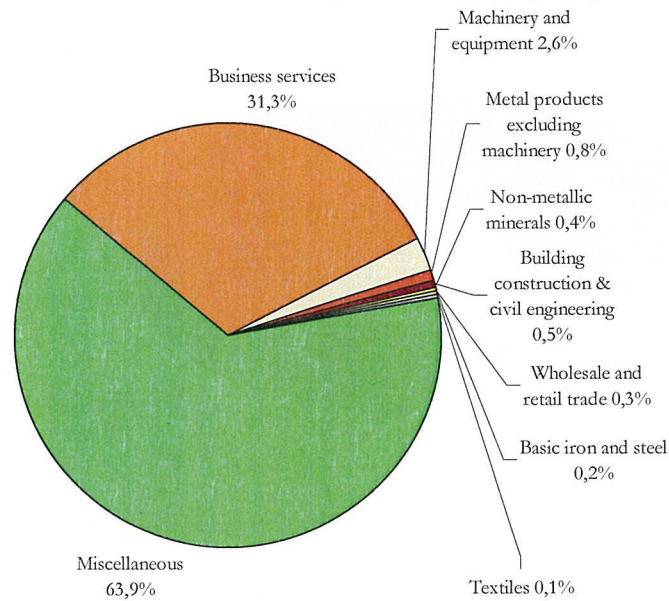
Procurement within the mine community

Local purchases within North West Province are concentrated in Klerksdorp and Rustenburg Local Municipalities, as can be seen in Figure 8.

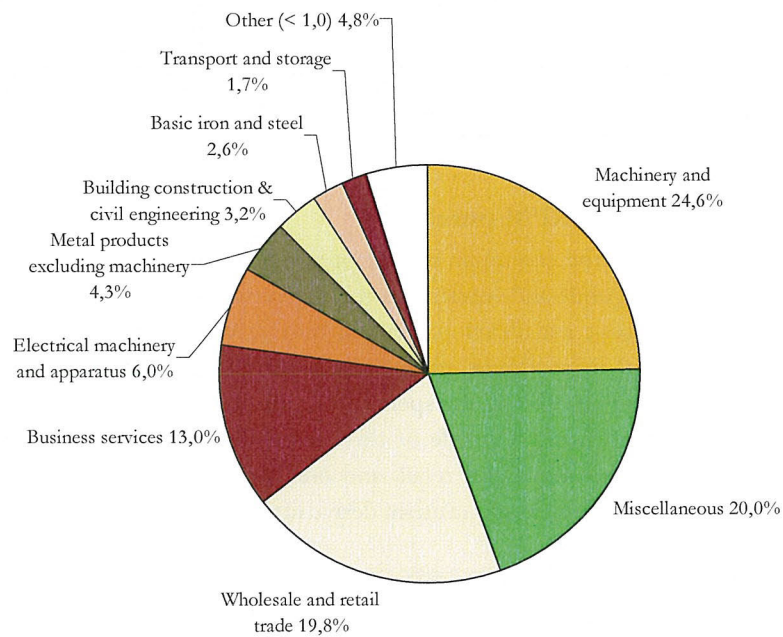
The nature of local purchases is important and an analysis of the type of purchases is represented in Figure 9. From these figures it can be seen that in Klerksdorp Local Municipality 63,9% of the expenditure is directed towards miscellaneous expenditure. In terms of Rustenburg Local Municipality, however, most of the expenditure is directed towards the machinery and equipment sector (24,6%), followed by miscellaneous products (20,0%), wholesale and retail trade (19,8%) and business services (13%).



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Figure 8 Nature of Purchases from Klerksdorp Local Municipality

**Note: rounding in graphs where percentages are reflected may result in computational discrepancies.*

Figure 9 Nature of Purchases from Rustenburg Local Municipality

**Note: rounding in graph where percentages are reflected may result in computational discrepancies.*



Fiscal benefit

The analyses of economic flows to government (**Error! Reference source not found.**) are estimates and based on corporate taxation, pay as you earn (PAYE) payments by First Order Direct employees and value-added tax (VAT) payments on discretionary spend by these employees. Fiscal flows show a similar economic distribution pattern to that of procurement. This distortion is not strictly accurate as much of this money flows back into the province through public sector employment and government-funded development projects. Development funding by government is obviously funded from tax revenues, which can be assessed, but it is not possible to draw a direct link between mining taxation and Government's development expenditure in the mine community. The community benefits derived from mining taxation are therefore indirect. However, the public-private partnership between government and the mines (as prescribed in the regulations) in the development and implementation of the local IDPs are a direct benefit. The role that the mine plays in assisting local authorities to develop the capacity to plan and implement IDP projects is a critical one.

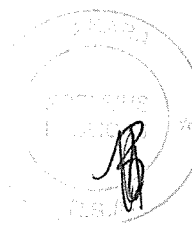
For purposes of economic support of government institutions as opposed to macro-economic contribution to the fiscus and other government agencies, payment for utilities provided by the government are included here. It is this support, which is significant as it provides for scales of economy that allows for other economic sectoral development. These contributions are scheduled in **Error! Reference source not found.**

Table 35 BRPM's Contribution to Government Expenditure

	R million	%
National	R 76,83	98,8%
Fiscal flows direct:	R 11,16	14,3%
<i>STC</i>	R 9,26	11,9%
<i>Skills levies</i>	R 0,56	0,7%
<i>UIF</i>	R 1,34	1,7%
Fiscal flows indirect:	R 51,62	66,4%
<i>Personal income tax</i>	R 37,93	48,8%
<i>VAT personal</i>	R 13,68	17,6%
Utilities:	R 14,05	18,1%
<i>Power</i>	R 5,17	6,7%
<i>Water</i>	R 6,36	8,2%
<i>Telecommunications</i>	R 2,52	3,2%
Provincial	R 0,95	1,2%
<i>RSC Levies</i>	R 0,95	1,2%
Total	R 77,79	100,0%

**Note: rounding in table where numbers and percentages are reflected may result in computational discrepancies.*

The figures show the mine's total contribution to Government and government institutions to be R77,79 million. Of this, utilities account for R14,05 million, compared to the central government benefit of almost R62,78 million (R11,16 million in direct flows and R51,62 million in indirect taxes). It is notable that the provincial government benefit is a mere R0,95 million and is made up entirely of Regional Services Levies.



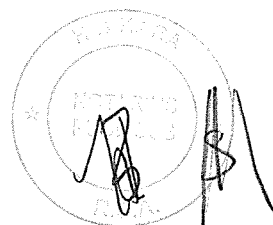
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General economic benefit

Table 36 demonstrates the overall economic impact of the mine's expenditure on labour and intermediate inputs on various levels of the economy. As can be seen, local benefit amounts to R 196,20 million (25,2%) while net regional benefit is R 81,75 million (10,5%). The bulk of the benefit, R 500,32 million (64,2%), reports to the national economy and there are no benefits to neighbouring countries.

The geographic distribution (Table 37) shows that at a provincial level Gauteng derives R 422,04 million (54,2%), which is considerably more benefit than North West Province at R278,91 million (35,8%), where BRPM is located.



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Table 36 Aggregated Economic Impact of BRPM on Different Levels of the Economy

<i>*Agg: Aggregated</i> (R million)	Salaries and wages		Procurement		Benefit to Government		Royalties (Private)		Socio-economic development (SED)		Total	
	Actual	*Agg	Actual	Agg	Actual	Agg	Actual	Agg	Actual	Agg	R million	%
SADC	R 0,75	R 130,51	R 0,00	R 561,68	R 0,00	R 77,79	R 0,00	R 0,00	R 0,00	R 9,05	R 0,75	0,1%
National	R 14,56	R 129,75	R 407,97	R 561,68	R 77,79	R 77,79	R 0,00	R 0,00	R 0,00	R 9,05	R 500,32	64,2%
Regional (North West)	R 2,83	R 115,20	R 78,92	R 153,70	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 9,05	R 81,75	10,5%
Local (Mine community)	R 112,37	R 112,37	R 74,78	R 74,78	R 0,00	R 0,00	R 0,00	R 0,00	R 9,05	R 9,05	R 196,20	25,2%
Total	R 130,51		R 561,68		R 77,79		R 0,00		R 9,05		R 779,02	100%

Table 37 Economic Impact of BRPM, by Province and Type of Input

% of Spend	North West	Limpopo	Gauteng	Eastern Cape	Mpumalanga	KwaZulu Natal	Northern Cape	Western Cape	Free State	SADC	Unknown	Totals
Salaries and wages	14,8%	0,1%	1,0%	0,1%	0%	0,1%	0%	0%	0,5%	0,1%	0%	16,8%
Procurement	19,7%	0,1%	43,3%	0,6%	0,2%	0,5%	0%	0,1%	1,1%	0%	6,6%	72,1%
Benefit to Government	0,1%	0%	9,9%	0%	0%	0%	0%	0%	0%	0%	0%	10,0%
Royalties (Private)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SED	1,2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1,2%
Total	35,8%	0,2%	54,2%	0,7%	0,2%	0,6%	0%	0,1%	1,5%	0,1%	6,6%	100%
(R million)												
Salaries and wages	R 115,20	R 0,91	R 7,75	R 0,75	R 0,30	R 1,06	R 0,18	R 0,10	R 3,51	R 0,75	R 0,00	R 130,51
Procurement	R 153,70	R 0,72	R 337,47	R 4,70	R 1,21	R 3,91	R 0,00	R 0,39	R 8,42	R 0,00	R 51,15	R 561,68
Benefit to Government	R 0,95	R 0,00	R 76,83	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 77,79
Royalties (Private)	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00
SED	R 9,05	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 9,05
Total	R 278,91	R 1,63	R 422,04	R 5,45	R 1,52	R 4,97	R 0,18	R 0,49	R 11,93	R 0,75	R 51,15	R 779,02

**Note: rounding in tables where numbers and percentages are reflected may result in computational discrepancies.*

10. REGULATION 46 (C) (III) : INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS

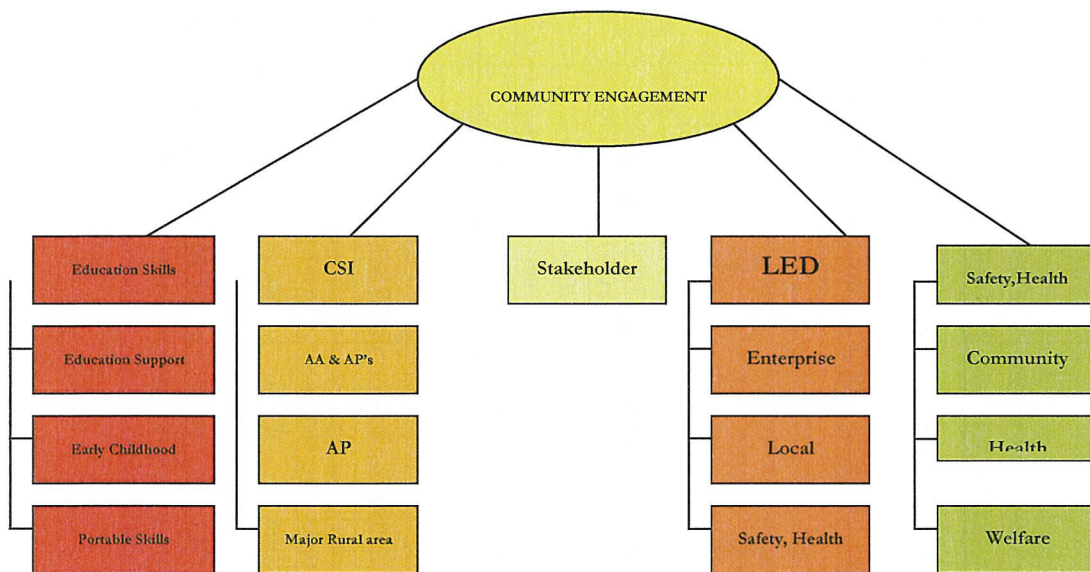
10.1 SOCIO-ECONOMIC DEVELOPMENT

Anglo Platinum will undertake its Community Engagement and Development (CED) at two levels:

- Local Economic Development (LED):** Mine projects will be managed by mine-based CED Managers and coordinated by Anglo Platinum's CED function. These programmes will be primarily focused on major labour-sending areas within the mine community and will be aligned with the IDP's of local municipalities; and
- Corporate Social Investment (CSI):** Corporate programmes at a district and regional level will be directed through either Anglo Platinum's CSI function or the Anglo American and Anglo Platinum Chairman's Fund. The corporate level programmes will focus on major rural labour-sending areas, many of which are located in the Eastern Cape Province. The Chairman's Fund will also deal with the more general requests for assistance through the Anglo American Group corporate social investment programme. The support of the loveLife initiative is, for example, driven through the Chairman's Fund.

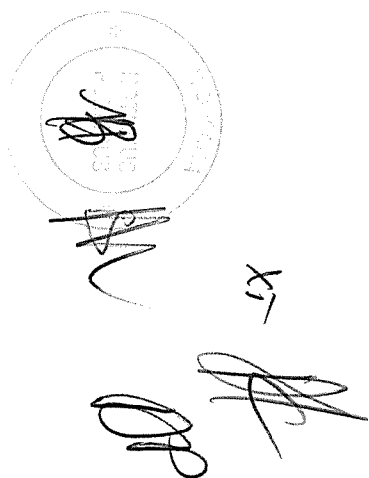
Each of Anglo Platinum's mines supports the corporate CED effort through contributions to the activity of the CED officers or the Chairman's Fund. This results in a shared credit for these programmes.

Figure 10 CED structure



The mine's LED programme's statutory interaction is with the Rustenburg Local Municipality and the Royal Bafokeng Administration for the Integrated Development Plans (IDPs).

Table 38 BRPM programmes



FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION							
1.1 DEVELOPMENT OF SMALL MEDIUM AND MICRO ENTERPRISES							
BACKGROUND Traditionally mining companies have made use of large supply companies without giving consideration to local businesses. Therefore, BRPM will identify local suppliers within nearby and local communities who have the potential of becoming involved or expand to provide products and services required by the mine. BRPM will, in conjunction with the Royal Bafokeng Enterprise Development and the Rustenburg Local Municipality offer the identified suppliers an opportunity to receive capacity building development in technical and basic business management. BRPM will include the expertise of the Senior Buyer on Site and procurement to ensure that the suppliers are made aware of the mandatory and legal requirements before embarking on becoming a registered supplier with BRPM. This initiative is required given the lack of skills and experience amongst SMME's for effective business management.				OBJECTIVES <ul style="list-style-type: none">• To create an environment conducive to economic development• To support and develop SMMEs• To create jobs• To contribute to the establishment of women-owned enterprises• Increase the proportion of local input into the production of PGMs.			
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Identify existing SMME's in the community within a given time frame• Assist SMME's to gain access to the mine's supply chain• No. of new interventions• No. of women owned enterprises• Percentage expenditure to local SMME's for services, products and capital• No. of SMME's passing through mentorship programme	TARGET GROUPS (beneficiaries) <ul style="list-style-type: none">• Existing potential SMME's , and in Rasimone, Chaneng and Robega and greater RBN region• Communities outside the RBN region such, as RLM	LOCATION Primarily Rustenburg Local Municipalities	VALUE ADDED <ul style="list-style-type: none">• Job creation in the community• Sustainability of businesses in the community• Potential to reduce the cost of PCM production through local supply• Inter dependence between operation and local businesses.				
Project 1: Capacity Development of Existing SMME's -		TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
	SED Manager	R500 000	R500 000	R500 000	R500 000	R500 000	R2 500 000
							IMPACT

Deliverables:						Enable local enterprises to provide products and services required by the mining operations in the region.
• Compile a needs analysis	Q1	Q1	Q1	Q1	Q1	
• Identify existing SMME's in the local community that may have a direct or indirect link to the mining supply chain	Q1	Q1	Q1	Q1	Q1	
• Identify potential partners	Q1	Q1	Q1	Q1	Q1	
• Compile partnership deliverables	Q2 – Q4	Q2 – Q4	Q2 – Q4	Q2 – Q4	Q2 – Q4	
• Determine the evaluation system and process – strict adherence must be given to the evaluation criteria	Q2	Q2	Q2	Q2	Q2	
• Stakeholders engagement e.g. nearby and local communities. Buy-in from the community will determine the success of the project	Q2	Q2	Q2	Q2	Q2	
• Commence with the evaluation process – potential and sustainability of existing SMME's	Q2	Q2	Q2	Q2	Q2	
• Compile an evaluation report for each of the SMME's evaluated	Q3	Q3	Q3	Q3	Q3	
• Develop training and mentorship programmes	Q4	Q4	Q4	Q4	Q4	
• Continuous evaluation	Q3 – Q4	Q3 – Q4	Q3 – Q4	Q3 – Q4	Q3 – Q4	

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION				
1.2 SEWING CENTRE				
BACKGROUND <p>BRPM will, in conjunction with the Royal Bafokeng Enterprise Development, Rustenburg Local Municipality and NGO's identify new interventions in the community. These interventions will be identified through the portable skills programmes, see focus area 2.3. The portable skills training offers community members the opportunity to learn marketable trades which can be converted into a sustainable SMME's.</p> <p>The establishment of the sewing centre is a direct result of such community training. 9 women were trained and are currently working from their individual homes making school uniforms, business uniforms, traditional gowns etc. Therefore it is in the best interest of these beneficiaries and the wider community to provide them with the necessary training and development to comply with the mandatory and legal requirements to become a local supplier at BRPM. BRPM in conjunction with the various partners will provide seed capital and a mentoring system to ensure the sustainability and success of the business.</p> <p>The infrastructure to house this initiative is discussed in focus area 3.5</p>			OBJECTIVES <ul style="list-style-type: none"> • To contribute to the establishment of new businesses in Rustenburg Local Municipality • Increase the capacity of a women-owned enterprise • Facilitate local supply of products and services to the mine e.g. mending of clothing for mine employees 	
PERFORMANCE INDICATORS <ul style="list-style-type: none"> • Revenue generated by the enterprise • Growth in the size of the enterprise e.g. number of women employed & number sewing machines used. • Number of women registered on business mentoring programme • Financial contribution towards technical machinery and general office equipment • Extent of marketing and advertising of services 	TARGET GROUPS (beneficiaries) 9 women in Macharora currently working from their homes	LOCATION Rustenburg Local Municipality.	VALUE ADDED <ul style="list-style-type: none"> • Assistance to the business community • Job (wealth) creation in the community • Creating sustainable livelihoods 	

Sewing Centre	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
	SED Manager	R0	R2 500 000	R500 000	R500 000	R500 000	R4 000 000
Deliverables:							IMPACT
<ul style="list-style-type: none"> Consultative process with the 9 women 		Q3 – Q4					Provide 20 unemployed women with employment opportunities
<ul style="list-style-type: none"> Compile partnership deliverables 		Q4					
<ul style="list-style-type: none"> Compile a needs analysis of machinery and office equipment 			Q1				
<ul style="list-style-type: none"> Set up and register the cooperative 			Q1				
<ul style="list-style-type: none"> Equip the facility 			Q3				
<ul style="list-style-type: none"> Provide training and capacity building in technical and business management 			Q1 – Q3				
<ul style="list-style-type: none"> Provide market support to the beneficiaries 			Q2 – Q4				
<ul style="list-style-type: none"> Deliver first consignment of goods 			Q4				
<ul style="list-style-type: none"> Continuous evaluation 				Q1 – Q4	Q1 – Q4	Q1 – Q4	

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION							
1.3 TISSUE AND TOILET PAPER MANUFACTURER							
BACKGROUND Procurement identified a gap in the local market for the supply of tissue and toilet paper from the local communities. A background study proved that to initiate such a business did not require a specialised skill, thus making it possible for anyone to start such a business. Currently BRPM is using an external supplier for toilet paper and once this business is fully operational BRPM will start purchasing from the local supplier, which may equate to approximately 3 000 (three thousand) toilet rolls per month. BRPM in partnership with Royal Bafokeng Enterprise Development, Rustenburg Local Municipality and NGO stakeholders will purchase the necessary machinery and ensure that the beneficiaries are well trained prior to commencement. In addition the partners will provide seed capital and a mentoring programme to ensure the sustainability and success of the business.			OBJECTIVES <ul style="list-style-type: none">To create a new and local supplier for a product required by the mineTo contribute to the establishment of new businesses in Rustenburg Local MunicipalityTo support and develop SMMEsTo create jobs				
PERFORMANCE INDICATORS <ul style="list-style-type: none">Identifying an entrepreneur(s) (male/female) willing to take advantage of the opportunityEstablish a site for the businessEnrolment on mentoring programme for business managementGrowth in the business – mine procuring products from the businessExtent of marketing and advertising	TARGET GROUPS (beneficiaries) Identified beneficiaries	LOCATION Rustenburg Local Municipality/RBN region	VALUE ADDED <ul style="list-style-type: none">Job creation in the communityWealth creationCreating sustainable livelihoods in the community				
Establishment of a tissue and toilet roll manufacturing centre	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
	SED Manager	R0	R1 000 000	R500 000	R200 000	R200 000	R1 900 000
		IMPACT					
Deliverables: <ul style="list-style-type: none">Consultative process with potential beneficiaries			Q2				Provide 20 unemployed women and youth with employment opportunities

• Compile partnership deliverables		Q2				
• Compile a needs analysis of machinery and office equipment		Q3				
• Register and establish the enterprise/cooperative		Q3				
• Equip the facility		Q4	Q1			
• Provide training and capacity building in technical and business management			Q1 – Q3			
• Provide market support to the beneficiaries			Q1 – Q4	Q1 – Q4	Q1 – Q4	
• Deliver first consignment of goods to mine operation			Q4			
• Continuous evaluation			Q1 – Q4	Q1 – Q4	Q1 – Q4	



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FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION**1.4 WASTE RECYCLING CENTRE****BACKGROUND**

The Royal Bafokeng Nation has identified a need to educate and create community awareness regarding waste management, recycling and environmental technologies, given the prevailing absence of an effective waste management system. RBN's plan is to erect a recycling plant in Phokeng. Therefore BRPM has identified a need to create recycling centres in the different regions in and around Phokeng. These centres will become collection points from which the material is then moved to the main plant in Phokeng. The Phokeng plant will then purchase the recycled items at a price per kilogram.

BRPM in partnership with Royal Bafokeng Enterprise Development, Rustenburg Local Municipality and NGO stakeholders will purchase the necessary equipment and ensure that the beneficiaries are well trained in waste management and environmental management prior to commencement. In addition the partners will provide seed capital and mentoring programmes to ensure the sustainability and success of the business.

OBJECTIVES

- To create an environment conducive to economic development
- To contribute to the establishment of new businesses in Rustenburg Local Municipality
- To support and develop SMMEs
- To create jobs

PERFORMANCE INDICATORS

- Tons of waste collected per pre-defined period (e.g. week, month)
- Number of community-owned entities for waste collection
- Tons of waste recycled
- Enrolment on business mentoring programme
- Revenue generated from sale of recycled material
- Marketing and advertising techniques

TARGET GROUPS (beneficiaries)

Identified beneficiaries

LOCATION

Rasimone, Robega, Chaneng, Mafenya, Tsitsing and Maile

VALUE ADDED

- Clean community environment
- Job (wealth) creation in the community
- Improved health, safety and well being of community
- Creating sustainable livelihoods in the community

Waste recycling centre**RESPONSIBILITY**

SED Manager

TIMEFRAME

2010

2011

2012

2013

2014

TOTAL

R0

R2 500 000

R500 000

R500 000

R500 000

R4 000 000

IMPACT

Deliverables:		Q3				Provide employment opportunities to unemployed community members including youth
• Consultative process with various partners						
• Compile partnership deliverables		Q3				
• Compile a needs analysis of machinery and office equipment		Q4				
• Set up and register the cooperative		Q4				
• Equip the facility		Q4				
• Provide training and capacity building in technical and business management			Q1 – Q4	Q1 – Q4	Q1 – Q4	
• Provide market support to the beneficiaries			Q1 – Q4	Q1 – Q4	Q1 – Q4	
• Deliver first consignment of goods			Q1			
• Continuous evaluation			Q1 – Q4	Q1 – Q4	Q1 – Q4	



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FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION**1.5 COMMUNITY GARDENS IN ROBEGA AND CHANENG****BACKGROUND**

Research has revealed that the agricultural sector is one area that is able to create long term jobs when it comes to Small Medium Micro Enterprises (SMME). The Rustenburg Local Municipality has therefore prioritised SMME support in this sector, focusing on high value products like vegetables, essential oils, herbs and stock farming. In support of this development BRPM will be establishing, supporting and developing community gardens. The purpose of the community garden initiative is to provide communities with the skills to become self sustainable. These gardens will be linked to the bigger supply negotiated with Sun City in collaboration with Rustenburg Platinum Mines. This project will be linked with other agricultural initiatives currently underway to create critical mass for the establishment of a pack-house as a value add/beneficiation to optimise income that will be generated from the primary products. In addition Royal Bafokeng Nation has identified the Tsitsing region for the location of a farmers market. This area has a large number of small scale farmers who require support. The focus will be on establishing subsistence farming that may be developed into commercial farming. The projects, although implemented on a small scale to date, will be implemented in partnership with the community cooperatives, Royal Bafokeng Administration, Rustenburg Local Municipality and the Department of Agriculture.

OBJECTIVES

- To establish subsistence farming for purpose of securing food production for own use, local and national consumption
- To contribute towards the development of commercial farming
- Training of beneficiaries and building their capacity to grow and sustain the farm
- Job creation and
- Potential for partnerships between small and large-scale farmers which could result in broad based empowerment

PERFORMANCE INDICATORS

- Size of land utilized by AgriSMME's
- Number of small scale farmers per region
- Types of crops planted per region
- Capital required to maintain home grown subsistence farming
- Distribution channels established
- Revenue generated by Agri-SMME per annum

TARGET GROUPS (beneficiaries)

Small scale farmers in Tsitsing, Rasimone, Robega, Chaneng and Mafanya

LOCATION

Robega, Rasimone, Chaneng, Mafanya, Tsitsing and the broader Rustenburg community

VALUE ADDED

- Increase agriculture's contribution to the Gross Domestic Product of the area
- Skills development and transfer
- Community Sustainability
- Labour absorption associated with agriculture will create full time and seasonal employment
- Creating new markets

Community garden in Robega

RESPONSIBILITY**TIMEFRAME**

2010

2011

2012

2013

2014

TOTAL

	SED Manager	R1 000 000	R500 000	R500 000	R500 000	R500 000	R3 000 000
							IMPACT
Deliverables:		Q4					Provide employment opportunities to at least 30 – 50 community members.
• Establish partnerships							
• Establish partnership deliverables		Q4					
• Compile a needs analysis		Q4					
• Training of beneficiaries in both technical and business management skills			Q1 – Q2				
• Set up cooperative		Q4					
• Confirmation of crops to be planted as informed by the market			Q1 – Q2				
• Planting commences			Q3				
• Identify distribution channels			Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4	
• Continuous evaluation			Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4	
Community garden in Chaneng	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
	SED Manager	R1 000 000	R500 000	R500 000	R500 000	R500 000	R3 000 000
							IMPACT
Deliverables:							Provide the 10 Blind community members in the area an
• Evaluate current method of farming			Q1				
• Evaluate distribution markets			Q1				

• Provide additional training and development if required			Q2			
• Improve the current infrastructure which will include; toilet facilities, vegetable washing area with feedback drainage and a chilli drying area	Q4					
• Provide seed capital to initiate new crops		Q1 – Q2	Q1 – Q2			
• Provide market support to ensure sustainability				Q3 – Q4	Q3 – Q4	
• Continuous Evaluation		Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4	

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION								
4.2 HATCHERY IN ROBEGA								
BACKGROUND Research has revealed that the agricultural sector is one area that is able to create long term jobs when it comes to Small Medium Micro Enterprises (SMME). The Rustenburg Local Municipality has prioritised SMME support in this sector, focusing on high value products like vegetables, essential oils, herbs and stock farming. In support of this development BRPM will be contributing financially to the erection of a hatchery in Robega, which is currently being erected by the Rustenburg Local Municipality. The purpose of the project is to create sustainability in the community and to expose people to new and innovative ways of creating an income. The focus will also be on establishing subsistence farming that may be developed into commercial farming. The project will be implemented in partnership with the communities by developing cooperatives, Rustenburg Local Municipality and the Department of Agriculture.				OBJECTIVES <ul style="list-style-type: none">• Create a new industry in the agricultural sector (poultry farming)• To contribute toward the development of commercial farming• Job creation				
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Successful completion of the Robega hatchery within the given time frame• Sales generated per annum• Enrolment on business mentoring programme		TARGET GROUPS (beneficiaries) Residents in Robega and beneficiaries	LOCATION Robega		VALUE ADDED <ul style="list-style-type: none">• Increase agriculture’s contribution (diversity of agricultural activities) to the Gross Domestic Product of the area• Sustainable livelihoods• Food production for own, local and national consumption			
Hatchery in Robega		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
		SED Manager	R750 000	R0	R0	R0	R0	R750 000
								IMPACT
Deliverables: <ul style="list-style-type: none">• Establish partnerships with various partners			Q3					This will benefit the entire community
<ul style="list-style-type: none">• Compile partnership deliverables			Q3					
<ul style="list-style-type: none">• Determine scope of work			Q3					
<ul style="list-style-type: none">• Determine contribution strategy – (once-off or periodically)			Q3					
<ul style="list-style-type: none">• Partnership forum – continuous evaluation			Q3 – Q4					
<ul style="list-style-type: none">• Hand over to beneficiaries			Q4					

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT								
2.1 THUTO THEBE EDUCATION TRUST								
BACKGROUND Education is the number 1 priority for South Africa given the challenges of poverty within our rural communities. As such investing in the education and skills development is critical to the Company as a means of contributing towards poverty alleviation. BRPM has a bursary fund that focuses on the skills required in the mining industry. However, there are many students within the community that are venturing into other non mining learning areas that are not funded by BRPM. Therefore, BRPM will be contributing to the education trust established to offer bursaries to students following other streams including short term entrepreneurial studies. Contributions are made annually.				OBJECTIVES <ul style="list-style-type: none">• To contribute towards educational funding• To enhance youth development• Creating career opportunities				
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Annual contributions to the Thuto Thebe education trust• Development of Arts and Culture programmes within the specified time frame		TARGET GROUPS (beneficiaries) Students selected to receive study assistance. All learners will benefit from the Arts and Culture project	LOCATION Bojanala District		VALUE ADDED <ul style="list-style-type: none">• Contribute to improving quality of education• Contribute towards increasing access to education opportunities• Leadership development amongst the youth			
Thuto Thebe Education Trust		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
		SED Manager	R300 000.00	R300 000.00	R300 000.00	R300 000.00	R300 000.00	R1 500 000
Deliverables: <ul style="list-style-type: none">• Compile motivation for approval			Q1	Q1	Q1	Q1	Q1	Financial assistance for further education
<ul style="list-style-type: none">• Forward donation to trustees			Q2	Q2	Q2	Q2	Q2	
<ul style="list-style-type: none">• Arrange hand over ceremony			Q3	Q3	Q3	Q3	Q3	
<ul style="list-style-type: none">• Training of trustees to ensure fiduciary duties and sustainability of the project			Q3	Q3	Q3	Q3	Q3	

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT							
2.2 ARTS AND CULTURE PROGRAMME AT SCHOOLS							
BACKGROUND Development of learners is not only limited to the main stream curriculum but must encompass all the aspects of life to prepare our children for the future. As such nurturing the different talents that our children are having is important so that they can decide early in their lives which careers to follow not only the academic route. The aim would be to expose community youth to new and positive experiences, which may result in identifying career opportunities in unexplored fields. Given this need BRPM will be funding an Arts and Culture programme at the schools in the community. These programmes will be implemented in partnership with the Department of Education, Royal Bafokeng Institute, Non Governmental Organisations and the Department of Arts and Culture.				OBJECTIVES <ul style="list-style-type: none">To enhance youth developmentCreating career opportunities			
PERFORMANCE INDICATORS <ul style="list-style-type: none">Development of Arts and Culture programmes within the specified time frame	TARGET GROUPS (beneficiaries) Students selected to receive study assistance. All learners will benefit from the Arts and Culture project	LOCATION Bojanala District		VALUE ADDED <ul style="list-style-type: none">Contribute to improving quality of educationContribute towards increasing access to education opportunitiesLeadership development amongst the youth			
Arts and Culture programme	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
	SED Manager	R150 000	R150 000	R150 000	R150 000	R150 000	R750 000
							IMPACT
Deliverables: <ul style="list-style-type: none">Establish partnerships			Q2				Youth development
<ul style="list-style-type: none">Develop a programme that is specific to the community			Q4				
<ul style="list-style-type: none">Present the programme to the various stakeholders				Q1			
<ul style="list-style-type: none">Identify facilities required				Q2			

• Compile a needs analysis of resources required			Q2			
• Introduce the programme at the schools			Q4			
• Commence programme				Q1 – Q4	Q1 – Q4	
• Provide support to ensure sustainability				Q1 – Q4	Q1 – Q4	
• Identify performance venues			Q1 – Q4	Q1 – Q4	Q1 – Q4	
• Continuous evaluation				Q1 – Q4	Q1 – Q4	

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT**2.2 PORTABLE SKILLS****BACKGROUND**

Based on the results from a recent skills audit conducted in the Robega, Rasimone and Chaneng communities, it is evident that these communities have a high unemployment rate due to a shortage of basic marketable skills and the high percentage of young adults who have dropped out of school. This has resulted in them being unable to embark on further education and training programmes. Therefore BRPM will support a portable skills programme which will provide training to out-of-school youth. The aim is to empower the surrounding communities by enabling them to develop broad-based skills that are relevant to realistic work opportunities both inside and outside the mining operations. BRPM will form partnerships with the Royal Bafokeng Institute which is an entity of the Royal Bafokeng Nation; other mining operations in the region and the Department of Labour to ensure that the skills programmes offered are aligned to local and national skills requirements.

The types of programmes that will be funded will include Engineering learnership programmes, artisan skills such as bricklaying, paving, welding, burglar proofing, plumbing, carpentry (roofing and finishing), painting and decorating, plastering and tiling, pipe-lying, concrete reinforcement and basic electrical housing wiring. In addition beneficiaries will have an opportunity to attend computer classes and basic business skills. This will create a direct link to the growth of future SMME's in the community.

OBJECTIVES

- To offer training to local unemployed people in the community
- To contribute to the establishment of a trained pool of unemployed community members from which Government Departments and local contractors can source labour
- Link the beneficiaries with job opportunities
- Create a feeder for enterprise development

PERFORMANCE INDICATORS

- Number of skilled community members after successful portable skills training
- Number of SMME's established from the programme
- Number of beneficiaries placed in jobs after successfully completing the programme
- Strategic partnership with the Department of Labour and Royal Bafokeng Institute

TARGET GROUPS (beneficiaries)

All communities in the Rustenburg area

LOCATION

Robega, Rasimone, Chaneng and the broader Rustenburg community

VALUE ADDED

- Development of scarce trades
- Reduction of unemployment rate

Portable skills training to out-of-school youth in the community

RESPONSIBILITY

SED Manager

TIMEFRAME

2010	2011	2012	2013	2014	TOTAL
R0	R3 000 000	R3 000 000	R2 000 000	R2 000 000	R10 000 000

							IMPACT
Deliverables:							Provide training and development to 150 unemployed youth with marketable trade skills per annum
• Establish partnerships, Department of Labour and Royal Bafokeng Institute and other mining operations		Q1					
• Identify training needs at local and national level		Q2					
• Present programme to stakeholders		Q3					
• Award tender and appoint service provider		Q3-Q4					
• Pre-screening of beneficiaries		Q4					
• Conduct training as per identified discipline			Q1 – Q4	Q1 – Q4	Q1 – Q4		
• Provide support to ensure sustainability		Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4		
• Identify employment opportunities and possible SMME opportunities		Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4		
• Continuous evaluation of the programme			Q1 – Q4	Q1 – Q4	Q1 – Q4		
• Evaluate success of programme outputs (beneficiaries)			Q3 – Q4	Q1 – Q4	Q1 – Q4		



FOCUS AREA 3: COMMUNITY INFRASTRUCTURE

3.1 SPORTS FACILITIES IN RASIMONE, ROBEGA, CHANENG AND MAFENYA

BACKGROUND

The need for adequate and good quality sports facilities is important for the development of youth in the communities. Currently the lack of or poor quality sports facilities is a contributing factor to negative socio behaviour amongst youth in the communities, such as substance abuse and teenage pregnancies. Benefits of being involved in sports activity includes a healthy and positive mind set which in turn contributes to the holistic development of the individual. In partnership with the Department of Education, Royal Bafokeng Sports and royal Bafokeng Institute which are entities of the Royal Bafokeng Nation, BRPM will embark on upgrading various sports facilities at the following schools.

- Rasimone Primary School
- Chaneng Primary School
- Bonwakgogo Primary School
- Charora High School
- Mafenya Middle School

In addition BRPM will introduce a maintenance programme at the schools to get the learners involved in the maintenance process, resulting in the youth taking ownership of their sports facilities. The purpose of the programme will be to capacitate youth to embark on projects which will yield funds for the schools to assist in maintaining the grounds.

OBJECTIVES

- To provide well maintained sports facilities
- To provide youth the opportunity to experience different types of sport
- To create healthy sports competition amongst the school in the area
- To capacitate youth to think creatively

PERFORMANCE INDICATORS

- Successful upgrading of sports fields at the identified schools within the stipulated time frame.
- Increase in the number of participants in specific sports activities
- Participation in competitive sports programmes (individual and school level)

TARGET GROUPS (beneficiaries)

Rasimone Primary School
Chaneng Primary School
Bonwakgogo Primary School
Charora High School
Mafenya Middle School

LOCATION

Robega, Rasimone, Chaneng and Mafenya

VALUE ADDED

- Contribute to quality of education
- Improve existing sports facilities
- Leadership and team development
- Health and wellness amongst youth

Sports facilities at Rasimone, Robega, Chaneng and Mafenya

RESPONSIBILITY

SED Manager

TIMEFRAME

2010

2011

2012

2013

2014

TOTAL

R0

R3 000 000

R 2 000 000

R0

R0

R5 000 000

							IMPACT
Deliverables: <ul style="list-style-type: none"> • Compile a needs matrix for each school • Mafenya Middle School : 2011 • Charora High School : 2011 • Bonwakgogo Primary School : 2011 • Rasimone Primary School : 2012 • Chaneng Primary School : 2012 			Q1	Q1			Improved sports facilities at all schools which will benefit the youth in the community
<ul style="list-style-type: none"> • Prioritise needs analyses 			Q1	Q1			
<ul style="list-style-type: none"> • Initiate a scope of work 			Q1 – Q2	Q1 – Q2			
<ul style="list-style-type: none"> • Award tender and appoint contractor 			Q2	Q2			
<ul style="list-style-type: none"> • Commence upgrade 			Q3 – Q4	Q3 – Q4			
<ul style="list-style-type: none"> • Continuous evaluation of work in progress 			Q3 – Q4	Q3 – Q4			
<ul style="list-style-type: none"> • Signoff on completed upgrade 			Q4	Q4			
<ul style="list-style-type: none"> • Hand over project to the Department of Education 			Q4	Q4			

FOCUS AREA 3: COMMUNITY INFRASTRUCTURE

3.2 SUSTAINABLE DEVELOPMENT CENTRE

BACKGROUND

The Royal Bafokeng “Vision 2020” is to become a self-sufficient community by the second decade of the 21st Century. In this regard, the RBN intends amongst others to address the transformation of the community from a quiet collection of villages to a vibrant community, celebrating lives through the development and implementation of the Master plan. The Master Plan involves various components including community facilities and environmental management. To fast track sustainable and environmentally friendly development it is proposed that a dedicated centre would be developed and designed to strengthen and promote the principles of environmental, economical and social well-being of the local community. This would be realised through alignment of the sustainable development concepts with all the activities and infrastructure development around Bafokeng, Rustenburg and the District in order to leave a legacy of ecologically sustainable and socially just environment. The sustainable development centre (SDC) would also have training on green building practices, preservation of heritage, water and energy efficiency, waste minimisation and overall legacy of best practices on environmentally friendly building and refurbishment. One of the key components of the SDC Hub would be to disseminate information and share knowledge on environmental awareness, provide training and education. The SDC hub would be linked to the Royal Bafokeng Institute, an entity of the Royal Bafokeng Nation training programmes, Rustenburg Local Municipality IDP as well as the Provincial and National Environmental programmes. Currently there are very few Sustainable Development Centres in the country and therefore the proposed SDC would also become a significant training and development hub in national standards. BRPM recognises the importance of supporting such an initiative and will therefore partnership with BRN to contribute financially to the SDC.

OBJECTIVES

- To promote environmental, economic and social well being
- To promote sustainable development
- To promote the conservation of heritage sites
- To promote the conservation of water and energy efficiency
- To create training opportunities
- Job creation

PERFORMANCE INDICATORS

- Completion of the Sustainable Development Centre
- Number of SD programmes
- Awareness of community sustainability issues

TARGET GROUPS (beneficiaries)

All communities in the Rustenburg area

LOCATION

Bojanala District

VALUE ADDED

- Waste and recycling technology
- Training and education on environmental issues
- Support to Eco tourism
- Sustainable consumption education e.g. energy saving

Sustainable Development Centre

RESPONSIBILITY

SED Manager

TIMEFRAME

2010

2011

2012

2013

2014

TOTAL

R3 000 000

IMPACT

R0

R3 000 000

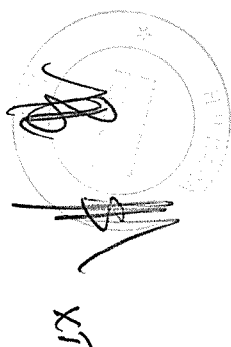
R3 000 000

R3 000 000

R3 000 000

Deliverables:						
• Establish partnerships, Government Departments, the Royal Bafokeng Nation and neighbouring mining houses		Q2				
• Identify partnership deliverables		Q3				
• Determine scope of work		Q4				
• Determine contribution strategy, (once-off or quarterly)		Q4				
• Partnership forum – continuous evaluation			Q1 – Q4	Q1 – Q4	Q1 – Q4	

**Environmen-
tal, economic
and social
well-being**



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FOCUS AREA 3: COMMUNITY INFRASTRUCTURE

3.3 ROBEGA POLICE STATION

BACKGROUND

BRPM in partnership with the relevant Government Departments will contribute towards the improvement of Government Services in the community. Creating an environment which is conducive for people to report and discuss their cases in private is critical and for the Police to have sufficient space to manage their work effectively. BRPM will be supporting the renovation project of the Robega Police station. BRPM acknowledges the fact that without these services the community would incur increasing crime problems. It is therefore imperative that BRPM be financially involved in these projects to ensure that community members receive the best possible care and protection needed. This project will also contribute towards the RBN sustainability element of community security.

OBJECTIVES

- To enhance policing services in the community
- Contribute towards the improvement of community safety and security

PERFORMANCE INDICATORS

- Successful completion of renovation project within the stipulated time frame

TARGET GROUPS (beneficiaries)

Residents and Robega Police Station personnel

LOCATION

Mafenya, Robega, Rasimone and Chaneng

VALUE ADDED

- Contribute towards quality policing
- Improve existing Government facilities
- Improved staff moral within governmental services
- Improved service delivery

Robega Police Station

RESPONSIBILITY

SED Manager

TIMEFRAME

2010

2011

2012

2013

2014

TOTAL

R750 000

R0

R0

R0

R0

R750 000

IMPACT

Deliverables:

- Establish partnerships with Government Departments
- Conduct needs analysis
- Determine scope of work
- Drawings and designs to be drafted
- Present to stakeholders for approval

Q4

Q4

Q4

Q1 – Q2

Q2

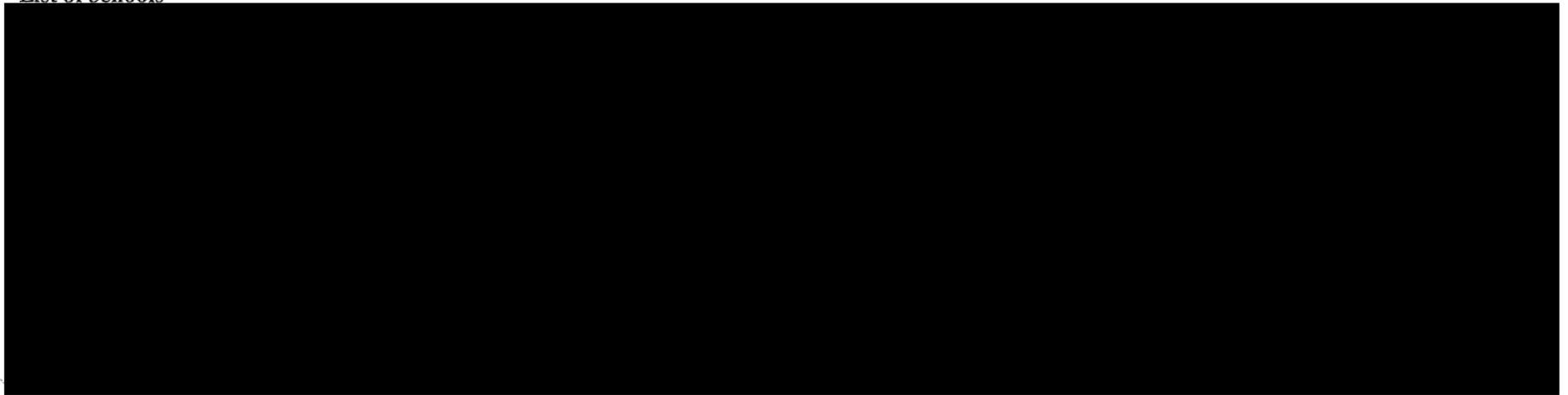
Improved safety and security which will benefit the entire community

• Initiate tender process and appoint contractor		Q2 - Q3				
• Commence construction		Q3 – Q4				
• Sign off completed construction		Q4				
• Hand over to the Department		Q4				

FOCUS AREA 3: COMMUNITY INFRASTRUCTURE								
3.4 LIGHT INDUSTRY CENTRE (“MANUFACTURING HUB”)								
BACKGROUND BRPM in consultation with various partners will renovate and convert the old Bonwakgogo Primary School into a skills/business centre. The purpose for the renovation is to establish a Light Industry centre where the new business initiatives mentioned in focus area 1; sewing centre, recycling centre and the tissue and toilet paper manufacturing will be housed in this centre. The initiative is aligned to the RBN long term plan of establishing these types of centres in various regions. This will also allow the opportunity for community members to come forward with new and innovative ideas of creating sustainable businesses.				OBJECTIVES <ul style="list-style-type: none">To establish sustainable businessesTo contribute towards economic growthTo contribute towards community self sustainabilityJob creation				
PERFORMANCE INDICATORS <ul style="list-style-type: none">Successful completion of the Light Industry centre with in the given time frameGrowth in the size of the area of the centre/hubDiversity of enterprises operating from the hubValue of transaction (measured by revenue) conducted in the hub		TARGET GROUPS (beneficiaries) All residents and selected beneficiaries	LOCATION Robega		VALUE ADDED <ul style="list-style-type: none">Create community wealth and hence sustainabilityDiversification of the local economy			
Light Industry centre		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
		SED Manager	R0	R2 500 000	R0	R0	R0	R750 000
Deliverables: <ul style="list-style-type: none">Establish partnerships with various partners			Q3					This will benefit the entire community
<ul style="list-style-type: none">Compile partnership deliverables			Q3					
<ul style="list-style-type: none">Determine scope of work			Q3					

• Commence tender process and appoint contractors	Q3 – Q4					
• Commence with the renovation work	Q3-Q4					
• Partnership forum – continuous evaluation	Q3 – Q4	Q1 – Q2				
• Hand over to beneficiaries		Q2				

List of Schools



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11. REGULATION 46 (C) (IV) : MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS OF MINE EMPLOYEES

11.1 PREAMBLE

In the mining industry, it is widely acknowledged that housing and living conditions for the majority of mineworkers have historically been sub-standard. This situation has impacted negatively on the productivity, health and well-being of the mineworkers. The mining industry is facing an enormous challenge to reverse this historical problem and to provide reasonable and affordable accommodation to all employees.

As far as formal employee housing is concerned, mines in South Africa have typically provided housing of some form to their employees. Under the Apartheid system, mines were confined in their provision of married quarters to all but their most senior employees because of the Group Areas Act. There was no alternative to using migrant labour from rural areas to areas of economic opportunity, and this pattern created a flow of income back to the labour-sending areas.

As BRPM is a relatively new mine, its policies on recruitment will be to employ labour living in the surrounding mine community as opposed to relying on migrant labour as was common in the past. This more innovative employment practice includes⁹ :

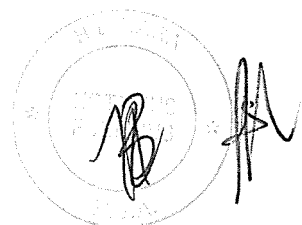
- a) Recruiting a predominantly local workforce, where 76% of employees were born in the North West Province and up to 48% could be Bafokeng;
- b) Placing a higher proportion of black employees in more senior positions;
- c) Paying employees a straight 'gateway' wage based on the total package remuneration concept; and
- d) Providing no company housing.

11.2 STATEMENT OF INTENT

Housing and living conditions issues in the South African context are complex. This is particularly due to historical problems related to poor planning, uncontrolled urbanisation, tribal and land issues, and views on property ownership. BRPM will enhance the quality of life of all employees through providing improved housing, infrastructure and basic services. BRPM will ensure that all its employees have access to reasonable accommodation in line with its Group's Housing Policy and the Housing and Living Conditions Standard as per Section 100 (1) of the Mineral and Petroleum Resources Development Act. In addition, the rapid rate of urbanisation of non-employees will be tackled by assisting Government in addressing the complexity of issues surrounding the formalisation of settlements.

BRPM, through the Group Housing Unit, will engage with local, provincial and national government to improve the quality and effectiveness of local IDPs.

⁹ *Effective Demand for Housing at BRPM - Social Surveys (Pty) Ltd and Matthew Nell & Associates, June 2003.*



11.3 STRATEGY AND OBJECTIVES

BRPM housing strategy will address housing and living conditions in the context of both mine community development and employee accommodation.

- a) Sustainable communities: From the perspective of rural development planning, BRPM believes that the provision of facilitated housing forms a preventative measure for encouraging the growth of informal settlements. Housing is a major factor in the creation and maintenance of sustainable communities. BRPM will work with Government in planning its housing requirements around the identified municipal economic development nodes. In addition, support will be given to informal settlements with the intention of encouraging relocation to a formalised site through the internal Community Engagement Department;
- b) Employee housing: BRPM does not provide company-owned housing but pays ‘gateway’ wages to enable employees to make their own decisions based on affordability as to where they want to live and whether they wish to live in rented or owned accommodation.

11.4 IMPLEMENTATION PLAN FOR EMPLOYEE HOUSING

BRPM is situated on the Farm Boschkoppie, which is owned by the Royal Bafokeng Administration (RBA) on behalf of the Bafokeng Nation. It is within commuting distance of Rustenburg (30 minutes), Sun City (20 minutes) and Phokeng (15 minutes) and is well serviced by the mini-bus taxi industry. A substantial proportion of employees lives in the Bafokeng Tribal Trust Land (TTL) and are able to construct houses there but cannot own homes built on tribal land. This means that there are no opportunities for staff to benefit from investment and capital growth opportunities available through home loans. Adjacent to BRPM is the settlement of Robega, located on a portion of land owned by the Rustenburg Local Municipality in the vicinity of Chaneng.

There are no Anglo Platinum hostels at BRPM.

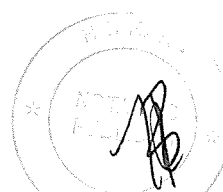
11.4.1 Encouraging sustainable communities through home ownership

BRPM will require housing schemes that make owning a home an attractive investment opportunity. Home ownership can represent a sound investment opportunity for mine employees and the provision of permanent housing contributes to sustainable communities. BRPM will consider these factors in its plan to promote and encourage home ownership.

BRPM will offer a number of home ownership and home rental subsidy schemes. These will be the Home Bond Subsidy Scheme (HBSS), the Home Rent Subsidy Scheme (HRSS), Home Ownership Allowance (HOA) and the Employer Assisted Housing Scheme (EAHS).

These schemes will be implemented by the BRPM for three primary reasons:

- a) To ensure that all employees have access to accommodation that meets certain minimum standards and criteria;
- b) To reduce the dependence of mine employees on BRPM-provided or facilitated housing and accommodation; and



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- c) To discourage the growth of informal settlements.

Home Rent Subsidy Scheme (HRSS)

The HRSS is a subsidy to employees who reside in their own rented accommodation near BRPM.

Home Ownership Allowance (HOA)

Home Ownership Allowance is a housing benefit encouraging homeownership for all enrolled permanent employees in the operators and supervisory bargaining units across BRPM. Employees receive this allowance per month towards acquiring a house. Employees can participate in the local housing market by purchasing houses based on their affordability levels. Below are the current HOA amounts.

Table 31

Table 39 HOA 2009-2010

TABLE 44 : HOA 2009-2010	
Employee Level	On basic salary structure
D1	R4000.00
C5	R3250.00
C4	R2850.00
C3	R2600.00
C2	R2370.00
C1	R2150.00
A1 to B7	R1850.00

Employer Assisted Housing Scheme (EAHS)

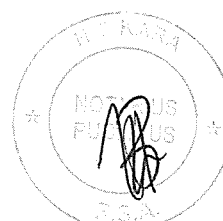
Employer Assisted Housing Scheme will provide stock for employees by facilitating government institutional subsidies combined with top-up funding from a commercial source and a subsidy from Anglo Platinum to create a sustainable house in a formal housing area which should appreciate in value over time. Several tenureships will be available:

- Rental;
- Instalment sale; and
- Straight purchase.

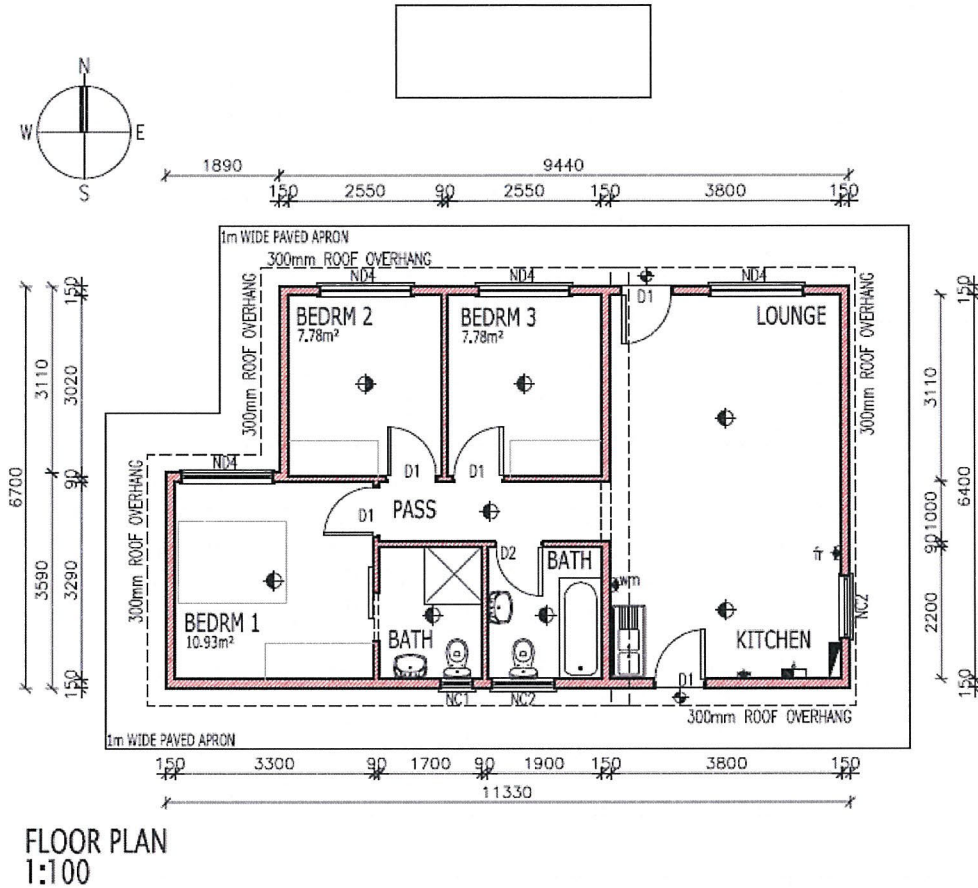
The units will vary from approximately 50m² to 70 m² and associated cost of approximately R190 000 to R250 000, Anglo Platinum's subsidy will be towards the securing of the land and the servicing of the stands.

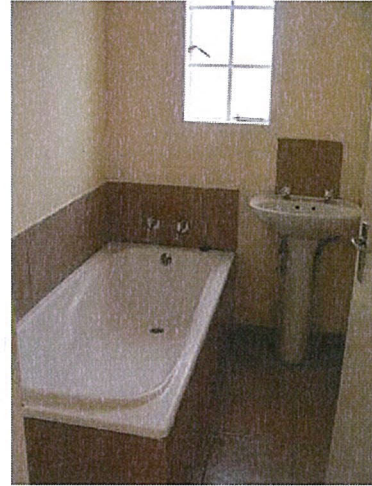
The four house layout types to be constructed are:

- | | |
|--|--------------------------------------|
| a) The 50m ² Stand alone units | : 2 Bedrooms/1 Bathroom |
| b) The 55m ² Stand alone units | : 3 Bedrooms/2 Bathroom |
| c) The 60m ² Stand alone units | : 3 Bedrooms/2 Bathroom |
| d) The 70 m ² Stand alone units | : 2 Bedrooms/2 Bathroom (1 en-suite) |



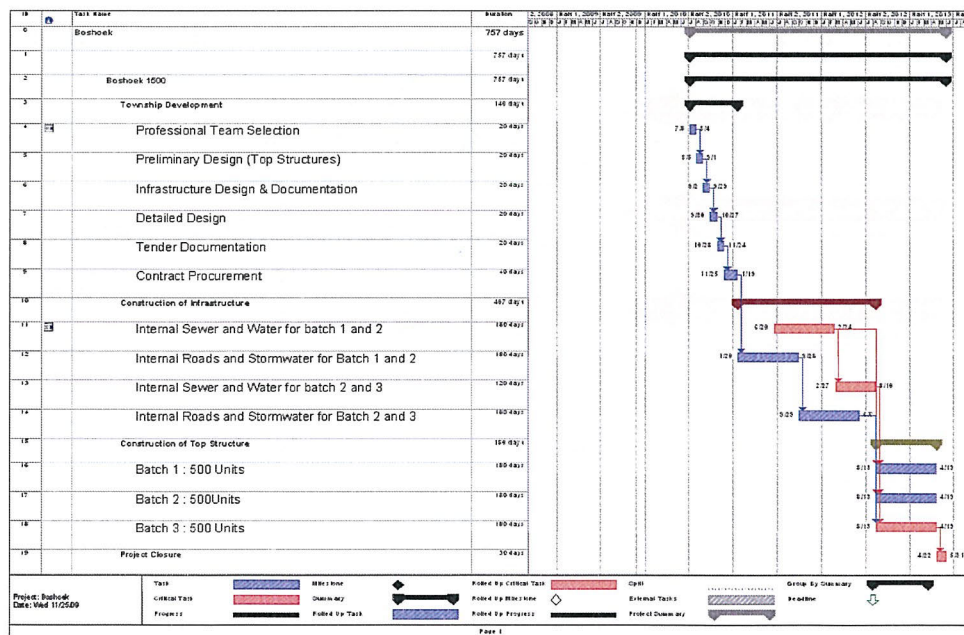
Below are the house layout and the pictures of the houses highlighting the typical standards and specifications of the houses.





The Housing Projects

BRPM has secured a land parcel in Boshhoek that can accommodate approximately 3000 housing units. A detailed study is underway to assess the available bulk infrastructure to support the housing development. An initial number of 1500 houses are planned to be developed once the necessary infrastructure is installed. The Boshhoek project will also support the planned Styldrift Mine near BRPM. Below is a detailed project plan for the Boshhoek development.



Local Property Developers

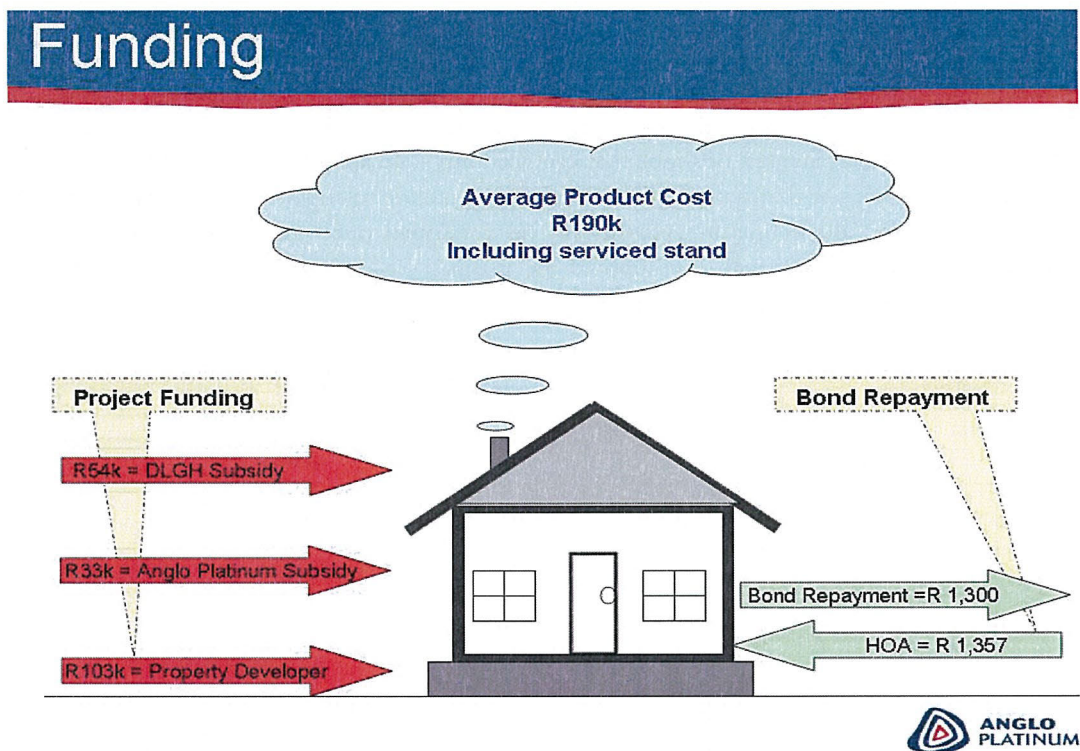
Anglo Platinum will be encouraging the local property developers to provide additional units as and when the need is determined. This will also enhance the already buoyant housing market in the Rustenburg area. The company will facilitate home ownership through the Home Ownership allowance scheme between BRPM employees, property developers, financial institutions and subsidies provided by the Northwest Department of Housing.

The Funding Model

The financial structure of the houses will be based on the following funding sources:-

- Government Housing Subsidy
- Anglo Platinum Housing Subsidy (excluding Land Costs in this case)
- Developers portion as part of the project funding

The balance of the amount will be funded by the employee in a form of end user financing provided by financial institutions. Employees will be able to service the bonds out of their Home Ownership Allowance. (see HOA figures in Table 44)



Please note the model below gives indicative figures which may vary pending finalisation of the financial model per project.



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11.5 JOINT VENTURES

As part of the joint venture (JV) with the Royal Bafokeng Nation, BRPM has a responsibility to ensure that the stipulations of the lease agreement are adhered to regarding the prevention of squatting and safe mining procedures in areas close to houses on Bafokeng land. The Joint Venture Management Committee, as part of its function, monitors and manages the housing situation. BRPM Protection Services, in conjunction with the RBA Squatting Prevention Service, are responsible for the prevention of informal settlements.

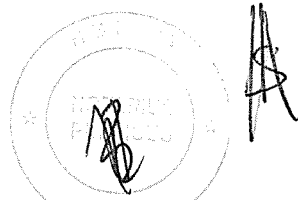


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12. REGULATION 46 (C) (V) : THE MEASURES TO ADDRESS THE NUTRITION OF MINE EMPLOYEES

The provision of adequate nutrition for mine employees is an essential component of the mine's ability to maintain a healthy, productive workforce.

Although BRPM has no hostels, mid-shift sustenance will be provided to every underground employee on a daily basis at company cost. This is issued, under the supervision of BRPM Protection Services employees, to every employee as he/she proceeds underground. The nutritional value of the sustenance is 1500 kJ. BRPM has applied for and received exemption from meal intervals in all underground operations. BRPM will continue to provide the mid-shift sustenance to underground employees.



A

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13. REGULATION 46 (C) (VI) : THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES

13.1 INTRODUCTION

BRPM fully recognises the role that HDSA procurement plays on creating a broader base for economic empowerment in South Africa and is therefore committed to using its considerable purchasing power to contribute towards this objective. The mine is particularly committed in assisting the procurement from and the development of HDSA companies, mainly from in the North West Province. There will be three distinct areas of intervention:

- a) Local economic development through local procurement in the North West Province;
- b) Active support of emerging HDSA entrepreneurs in the provincial and national mining supply sector; and
- c) Committed support at a national level for established HDSA interests by ensuring that HDSA-owned or HDSA-empowered vendors are given preferential access to supply opportunities.

In so doing, the company seeks to underline its subscription to the national objective of South Africa becoming a more inclusive society, particularly in terms of the benefits from the mainstream market economy.

During 2006, BRPM procured R33 million from local HDSA vendors within a 50km radius of the Mine. A new target of 10% will be implemented with the local boundaries being amended to be Provincial based and based on 2006 actual, this has a monetary value of R92 million. It can be assumed therefore that a 15% local procurement target in 2012 could benefit the Province with approximate R138 million.

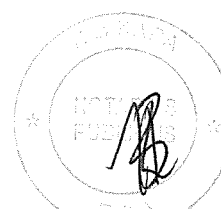
13.2 THE SUPPLY OF GOODS AND SERVICES TO BRPM

Procurement at the BRPM will fall into these categories:

- a) Capital expenditure
 - i. Expansion projects; and
 - ii. Ongoing projects.
- b) Working cost expenditure
 - i. Goods (mining equipment and consumables); and
 - ii. Services.

Of these categories, the bulk of both capital expenditure and working cost expenditure items will be purchased centrally through the Anglo Platinum Supply Chain, which will be managed through group-wide contracts from large suppliers. A certain amount of local expenditure (procurement that falls outside of group contracts and targeted in the future to be approximately 15% by value) will be commissioned by the mine, typically from small and medium-sized companies within the North West Province.

Because of the differing nature of these categories of suppliers, the approach to HDSA preferential procurement interventions must of necessity differ. Within the company, different structures will deal with different aspects of procurement. For example, capital works will typically be managed by a projects



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department which defines the scope of work for such projects and then either negotiates these projects with preferred suppliers or puts them put out to tender. Large-scale supply/service contracts for consumables/services will be managed by the Group Supply Chain function at the Anglo Platinum corporate head office and a small volume or orders for equipment, consumables and services will be managed at mine level. Each of these arenas will require a different approach.

However, the overriding philosophy at BRPM is that, irrespective of the nature of the procurement, preferential status will be granted where possible and economically justifiable to procurement from firstly, HDSA companies in the North West Province and secondly, companies in which HDSAs have a stake .

The following targets below in **Error! Reference source not found.** apply to total discretionary spend placed with HDSA vendors:

Table 32 Procurement Progression Plan

		2009	2010	2011	2012	2013	2014
		Target as a % of Discretionary spend					
		33.0%	35.0%	37.0%	40.0%	41.0%	42.0%
HDSA Status							
Total (%)	> 25,1%	23.0%	24.0%	25.0%	27.0%	27.5%	28.0%
	> 50,1%	10.0%	11.0%	12.0%	13.0%	13.5%	14.0%
	Regional	12.0%	13.0%	14.0%	15.0%	16.0%	17.0%
Local		4.0%	5.0%	6.0%	7.0%	8.0%	9.0%
Consumables	> 25,1%	26.50	28.00	29.50	31.00	31.50	32.00
	> 50,1%	8.00	8.60	9.50	11.00	11.50	12.00
	Regional	17.50	18.50	19.50	21.00	21.50	22.50
Capital Goods	> 25,1%	25.00	26.00	26.50	28.00	28.50	29.00
	> 50,1%	5.50	6.30	7.00	8.00	8.10	8.50
	Regional	6.00	6.50	7.00	8.00	9.00	10.00
Services	> 25,1%	17.00	18.00	19.00	22.00	22.50	23.00
	> 50,1%	17.00	18.50	19.50	20.50	21.00	21.50
	Regional	13.00	14.00	15.50	16.50	17.50	18.50

Local* means procuring from those HDSA vendors with business addresses within the North West Province.

Note: Targets will be re-assessed yearly in line with continuous improvement.

13.3 LOCAL PROCUREMENT



BRPM has shown good progress in its procurement spend with HDSA vendors over the last three years. The strategy now has focused to procurement spend with local HDSA vendors. Local means procuring from those HDSA vendors with business addresses within the North West Province. As can be seen in the target for local HDSA procurement has been adjusted to 15% by 2012.

In line with Anglo Platinum policy, BRPM has identified small business development opportunities and suppliers at the local level to shift the balance of its expenditures where feasible from large, urban businesses to smaller, developing businesses located near or in the mine communities. The objective will be to maximize both job creation and the economic benefit of the mining operation at the mine community level.

Integral to this strategy is the need for the mine to be proactive and assist the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mine. This initiative will be administered through a variety of programmes such as the Addicted to Business programme managed by the mine-based BDOs together with the HDSA/SMME Manager. All suppliers will be subject to the Anglo Platinum procurement policies described in this section.

Large vendors engaged at Group level will be encouraged to make use of local labour in their local operations where possible. Service providers will be requested to provide a breakdown of their labour composition, particularly with reference to their commitment to employing members of the mine community.

13.4 HDSA MENTORING

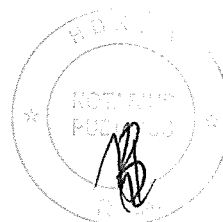
A structured programme for all suppliers of goods and services to Anglo Platinum and its operations will be developed and will include:

- a) Acceptable marketing practices;
- b) Tender notifications and information gathering;
- c) Tendering procedures;
- d) Quality control;
- e) Invoicing procedures; and
- f) Principles of good business management and corporate governance.

Furthermore, Anglo Platinum will develop a facility to actively inform all its HDSA suppliers of company tenders that may be of interest to them. A generic website of tenders will also be constructed. Letters will be drafted to all suppliers of goods and services offering mentorship programmes for directors and senior executives of HDSA suppliers. The letters will request acknowledgement of the offer and an indication of acceptance or refusal.

In order to support local economic development in the communities around Anglo Platinum operations it was decided to roll out the Anglo Zimele business “HUB” concept which supports local entrepreneur development through the provision of finance, mentoring and formal training programmes. Support and professional advice are given to existing as well as potential HDSA vendors.

The Company will conduct an audit during the final quarter of 2008 among its local HDSA suppliers as well as its national HDSA suppliers to determine the need for mentoring. The offer of mentorship will be issued in writing to those vendors that have been identified with a need to be mentored, and a written response to the offer will be a condition of registration as a supplier to the



Company. The ultimate aim is to capacitate existing HDSA vendors through mentoring as well as identifying HDSA suppliers who can participate within the mine's supply chain

13.5 OBJECTIVES AND ACTION PLANS

13.5.1 Objectives

The overall objective here is to promote and enhance the constructive participation of HDSA vendors in the mine's upstream value chain and to ensure that HDSA suppliers have access to BRPM's supply chain. This is expected to catalyse an increase in the levels of benefits to HDSAs from the secondary and tertiary aspects of the mine's value chain within the North West Province. BRPM must also actively contribute to the Anglo Platinum group-wide objectives.

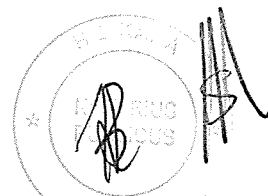
Specific objectives for BRPM will be to:

- a) Develop an HDSA database that is auditable and accurate;
- b) Ensure continuous maintenance of this database;
- c) Draft specific HDSA plans and opportunities at departmental level;
- d) Undertake a communication strategy that will ensure that all BRPM employees are aware of the targets;
- e) Secure awareness of and buy-in to the set targets and strategies by all heads of departments and other procurement-related decision-makers;
- f) Establish long-term, mutually beneficial relationships with HDSA vendors that can contribute to total cost of ownership reductions;
- g) Ensure that the e-procurement systems used by the mine provide easy access to tenders and do not inadvertently discriminate against the HDSA or Small, Micro and Medium Enterprise (SMME) vendors;
- h) Establish links with Quadrem; and
- i) Enhance tender capabilities via Quest.

13.5.2 Action plans

The following action steps will enable BRPM to achieve the above objectives and targets as per **Error! Reference source not found.**:

- a) The appointment of a HDSA/SMME Manager who will operate in the regions and in this way creating linkages into the Supply Chain processes;
- b) A change to the way in which the high-volume/low-value contracts are being done. To target local HDSA vendors in this environment thus giving them an opportunity to be sustainable over a longer period due to the commitment of a contract;
- c) With the assistance of Quadrem, provide easy access to local vendors on the electronic tendering system referred to as Quest;
 - i. Other local business opportunities in this area could be the implementation of Internet type cafes; and
 - ii. Providing access to other Mining Operations that also make use of Quest.
- d) The introduction of a points system which will be based on the following criteria:
 - i. Local community involvement;
 - ii. HDSA status;



- iii. Pricing; and
 - iv. Gate system (safety/technical).
- e) Increase the single source motivation;
- f) Identification of contracts that will be only for local vendors;
- g) Standardize procurement processes in all areas of Anglo Platinum and its operations;
- h) When it comes to specific capital projects, there are contractual clauses in place that request the main contractor to make use of local vendors and labour as well. Although Anglo Platinum and its BRPM only claim HDSA procurement spend on the first tier vendor, systems will be implemented to monitor the extent at which this transpires;
- i) The creation of a vendor data base that clearly identifies local vendors, commodities and services and their capacity;
- j) Closer interaction with the Anglo Zimele Enterprise Development Initiative, especially with the various funding options:
 - i. Enterprise development fund;
 - ii. Junior mining fund;
 - iii. Sustainable development fund;
 - iv. Identify deal flows and engineer deal flow;
 - v. Capitalize enterprises;
 - vi. Grow winning enterprises; and
 - vii. Support enterprises.
- k) Closer integration with social development initiatives out in the regions;
 - i. Rustenburg Entrepreneurial Support Centre; and
 - ii. Training and development programs.
- l) Anglo Platinum will provide a mentorship programme for all HDSA vendors. The offer of mentorship will be issued in writing to accredited vendors, and a written response to the offer will be a condition of registration as a supplier to the company.

13.6 PREFERENTIAL PROCUREMENT POLICY

13.6.1 Criteria

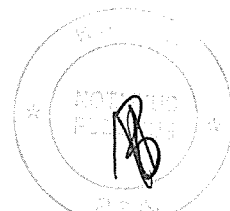
Suppliers to BRPM that represent HDSA interests will be given preference on a scale that reflects the extent of HDSA equity which may vary from >25% to 100%. Other factors such as gender participation are also taken into account.

Preferential opportunities for discretionary procurement, in both capital and operating expenditure will be afforded to HDSA-owned or HDSA-empowered companies.

This preference will be ranked in terms of:

- | | | |
|----|---------------------------------------|-----------------|
| 1. | HDSA-owned companies | > 50,1%; |
| 2. | HDSA-empowered companies | > 25,0%; |
| 3. | HDSA-influenced companies | 5,0-25,0 %; and |
| 4. | Companies without HDSA participation. | |

In all instances gender-influenced companies will be ranked a notch higher than their HDSA ranking would be if they were not gender-influenced. This ranking will, however, be subject to the condition that all transactions are based on sound commercial processes and conform to all of Anglo Platinum's general procurement policies. The following purchasing criteria will be applied to bids:



- a) Where there are equal bids from different vendors, the contract will be awarded to the HDSA vendor in preference to a non-HDSA vendor;
- b) In the event that no HDSA organisations tender for the work, those suppliers tendering are to be encouraged to form partnerships with HDSA companies where possible; and
- c) Non-HDSA vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

13.6.2 Guiding principles

The allocation of preferential status to HDSA suppliers presupposes that these are competent and competitive suppliers. All procurement processes will be transparent and subject to audit in accordance with sound business principles and practices. In addition, the current Anglo Platinum general procurement policy and procedures will apply. All potential vendors will compete through the same process and on equal platforms.

The opportunities that will be provided by BRPM will therefore be subject to the following guiding principles:

- a) Commercial and financial viability;
- b) Added value to strategic commodity initiatives;
- c) Maintenance of ethical values;
- d) Maintenance of quality, health and safety standards;
- e) HDSA preferential procurement procedures will not compromise the basic elements surrounding the procurement principles. These include integrity, technical competence and sound commercial management;
- f) All HDSA procurement processes will be transparent and subject to an audit in accordance with sound business principles;
- g) Vendor companies acquiring HDSA status will be required to go through an accreditation process; and
- h) Vendor companies' compliance towards the BEE Codes of Good Practice will be taken in account and scores will be ranked for selection purposes.

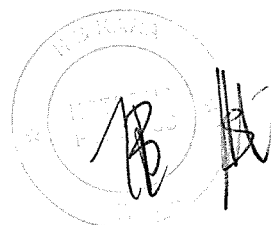
The following Laws (codes) would also inform the BRPM empowerment imperative:

- a) The Preferential Procurement Framework Act (No. 5 of 2002);
- b) The Employment Equity Act (No. 55 of 1998);
- c) The Competition Act (No. 89 of 1998);
- d) The Skills Development Act (No. 97 of 1998); and
- e) BEE Codes of Good Practice.

Strategic processes will be developed around the following key areas:

- a) The development of new HDSA suppliers;
- b) Encouragement of existing non-HDSA suppliers to form partnerships/joint ventures with HDSA companies in circumstances where no HDSA company tenders to supply goods or services; and
- c) Utilisation of existing HDSA vendors.

Within these procedures, all transactions are expected to be:



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- a) Fair;
- b) Equitable;
- c) Transparent in terms of the process followed; and
- d) Competitive.

13.6.3 Procedures

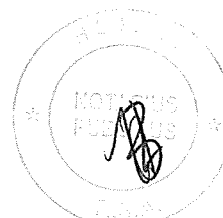
BRPM's procurement policy and procedure will be controlled by the Anglo Platinum Supply Chain and will be consistent with Anglo Platinum standards. The procedure will not compromise the basic elements surrounding the procurement principles. The mine fully appreciates that HDSA vendors and especially SMMEs will advance through stages of development, growth and independence. Various forms of support will be implemented during these phases and will be the responsibility of the Business Development Officers (BDOs) together with the HDSA/SMME Manager when appointed.

The following procedures will be investigated for possible adaption:

- a) Procurement Teams will identify potential services and commodities required from the current database. This list will be forwarded to BRPM's BDO to identify HDSA vendors that can tender;
- b) The candidates appearing on this list will already have been accredited and the technical and commercial capabilities confirmed. This will be in line with a set of predetermined qualification criteria;
- c) The Anglo Platinum Supply Chain will, in conjunction with BRPM's BDO, investigate the possibility of selecting certain portions of work from a large contract, which could be subcontracted to SMMEs. Certain large contracts could also be broken up into smaller lots, which could be sourced directly from SMME vendors;
- d) BRPM will also participate in various complementary mining industry initiatives such as the South African Mining Preferential Procurement Forum;
- e) Preferential procurement status will be given to HDSA vendors in accordance with the ranking guidelines as presented above; and
- f) The Procurement Teams may also request from vendors their HDSA development policy at request-for-quotation stage.

The following checklist for verification of HDSA suppliers will be applied:

- a) Appraisal of capacity and capability;
- b) Registration with Registrar of Companies (where applicable), South African Revenue Service, Workmen's Compensation, Unemployment Insurance Fund, and Regional Services Council / Skills Levies;
- c) Tax and VAT clearance certificates;
- d) Certificate of Incorporation (where applicable);
- e) Certificate to Commence Business (where applicable);
- f) Business profile (including Employment Equity, affirmative procurement and social development activities);
- g) Signed Share Certificates verifying a minimum of 25% HDSA ownership;
- h) CVs of owners and managers;
- i) Verifying bank account details;
- j) Credit checks (for example ITC);
- k) References and referrals;



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- l) Interviews with management and HDSA partners to determine level of HDSA participation in the management and operations of the company;
- m) Inspection of premises, machinery and equipment;
- n) Demonstration of sound financial standing and track record, for example, audited financial statements, bank references, customer and supplier references;
- o) Assessment of technical capability where required;
- p) Compliance with all Anglo Platinum's relevant policies;
- q) Audits will be conducted from time to time to verify the status quo of suppliers;
- r) Approved scope of supply;
- s) Indication of performance track record; and
- t) Compliance with BEE Codes of Good Practice.

13.6.4 Validation of HDSA status

All vendors to Anglo Platinum are required to supply their HDSA credentials and these details will be stored on the Anglo Platinum HDSA database. These credentials must be accompanied by independent certification either by the vendor's auditor or by a company-approved accreditation agency such as Eezidex, Empowerdex or the South African Mining Preferential Procurement Forum.

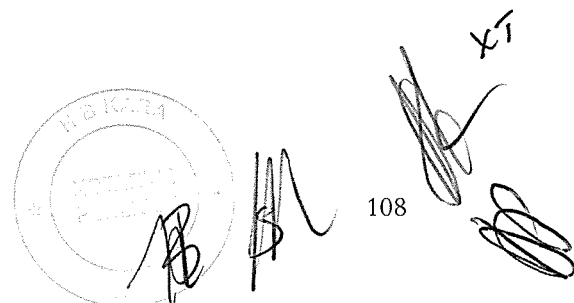
In the event that an HDSA vendor has not been accredited, no preferred status will be considered. In the event that a vendor changes ownership during the period of supply, the vendor is required to notify Anglo Platinum. The status will then need to be re-accredited.

13.6.5 Preferential payments

HDSA vendors will receive preferential payment terms where this is deemed justifiable. However, an appropriate settlement discount should be provided by the vendor.

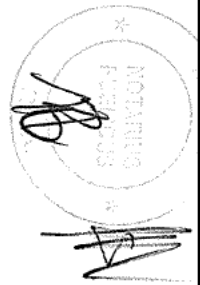
13.6.6 Performance review

This procurement policy will be managed centrally but executed regionally. The Anglo Platinum Transformation Committee will undertake regular performance reviews of each of the operating entities. The Group Supply Chain will produce monthly records of percentage expenditure procured through HDSA companies, broken down into capital, consumables and services. The report will be distributed to the Financial and Information Managers every month for review in conjunction with the resident buyer and mine management teams.

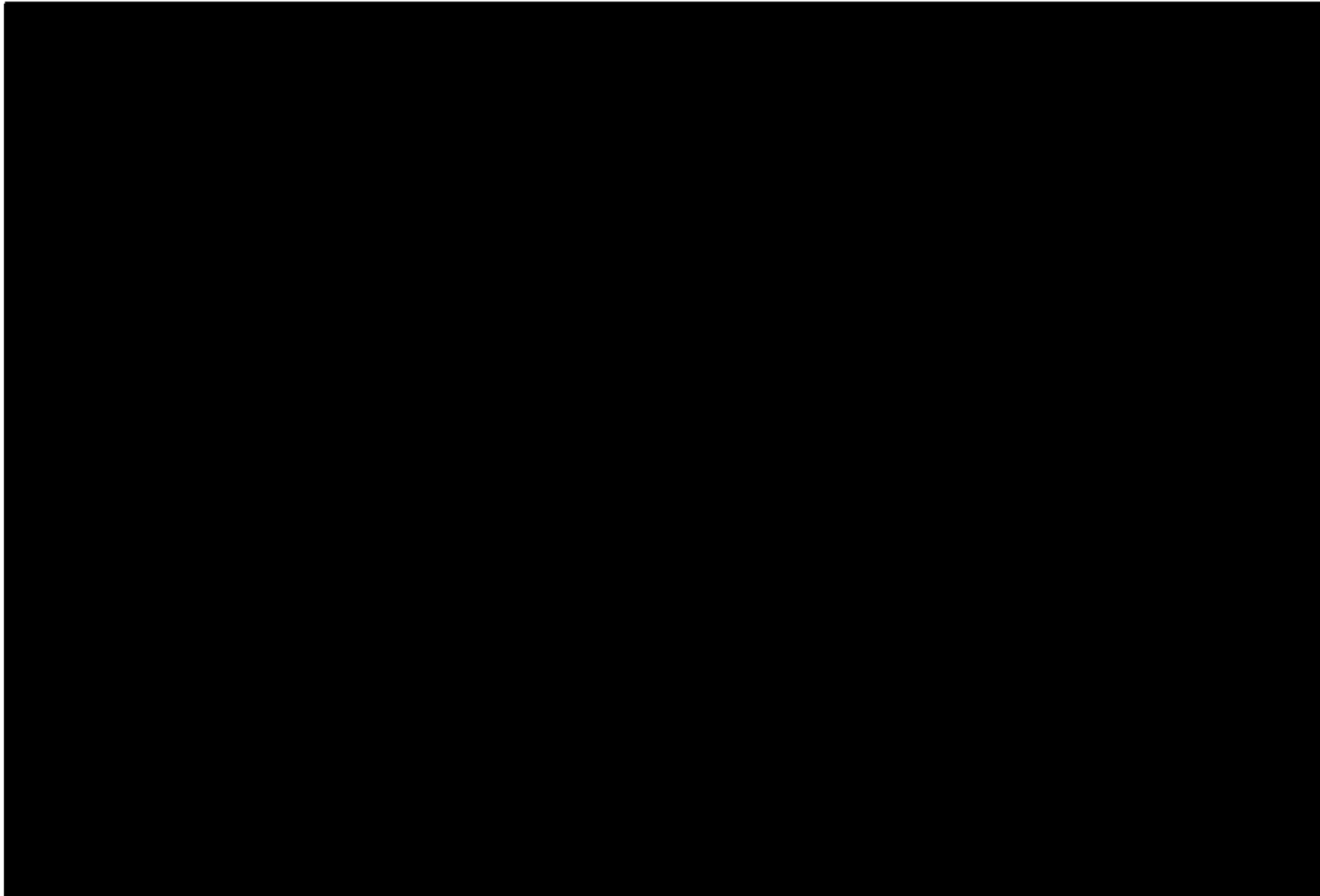


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Table 33 Breakdown of Mine Procurement, as per Form T from Annexure II of the MPRDA Regulations

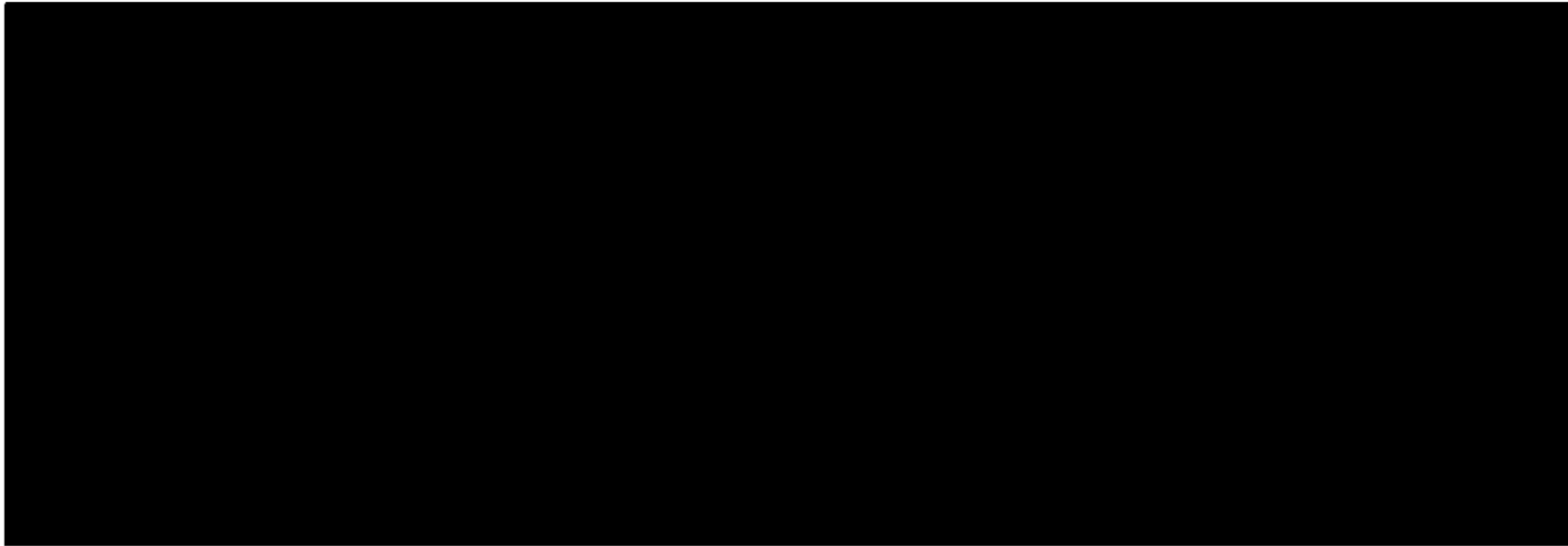


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** This data requires further validation and a comprehensive audit by Anglo Platinum Supply Chain before it can be taken as entirely accurate.*

**Note: rounding in tables where percentages are reflected may result in computational discrepancies.*



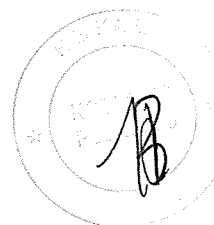
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Regulation 46 (d)

Process pertaining to management of
downscaling and retrenchment



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14. REGULATION 46 (D) (I) :THE ESTABLISHMENT OF THE FUTURE FORUM

14.1 PREAMBLE

Future forums are an outcome of the 1998 Presidential Job Summit, where the tripartite parties agreed on the implementation of a “Social Plan.” In terms of that agreement the “Social Plan” seeks to put in place three sets of measures, or interventions namely:

- a) To prevent retrenchments taking place;
- b) Where retrenchments are unavoidable, they are managed humanely; and
- c) Where large-scale retrenchments have taken place, then measures to assist the affected individuals and communities to find alternative forms of employment or sustainable livelihood.

The establishment of a Future Forum is required under Regulation 46 (d) (i) of the MPRDA. A Future Forum is a site-specific labour-management body¹⁰ that will focus on the implementation and monitoring of the Social and Labour Plan

Table: 34 Management of Downscaling

% Downscaling	2010	2011	2012	2013	2014
10	R105 887	R111 729	R127 571	R141 202	R155 195
25	R245 110	R279 323	R318 928	R353 005	R387 988
50	R490 219	R558 646	R637 857	R706 009	R775 975
75	R735 329	R839 969	R956 785	R1 059 014	R1 163 963
100	R980 438	R1 117 292	R1 275 713	R1 412 018	R1 551 950

*Note: BRPM is in a growth phase with replacement and expansion projects planned, and as a result no downsizing is intended over the period of the SLP. However, provision will be made for reskilling employees in the event of down scaling as per table 34.

14.2 STRATEGIES AND OBJECTIVES

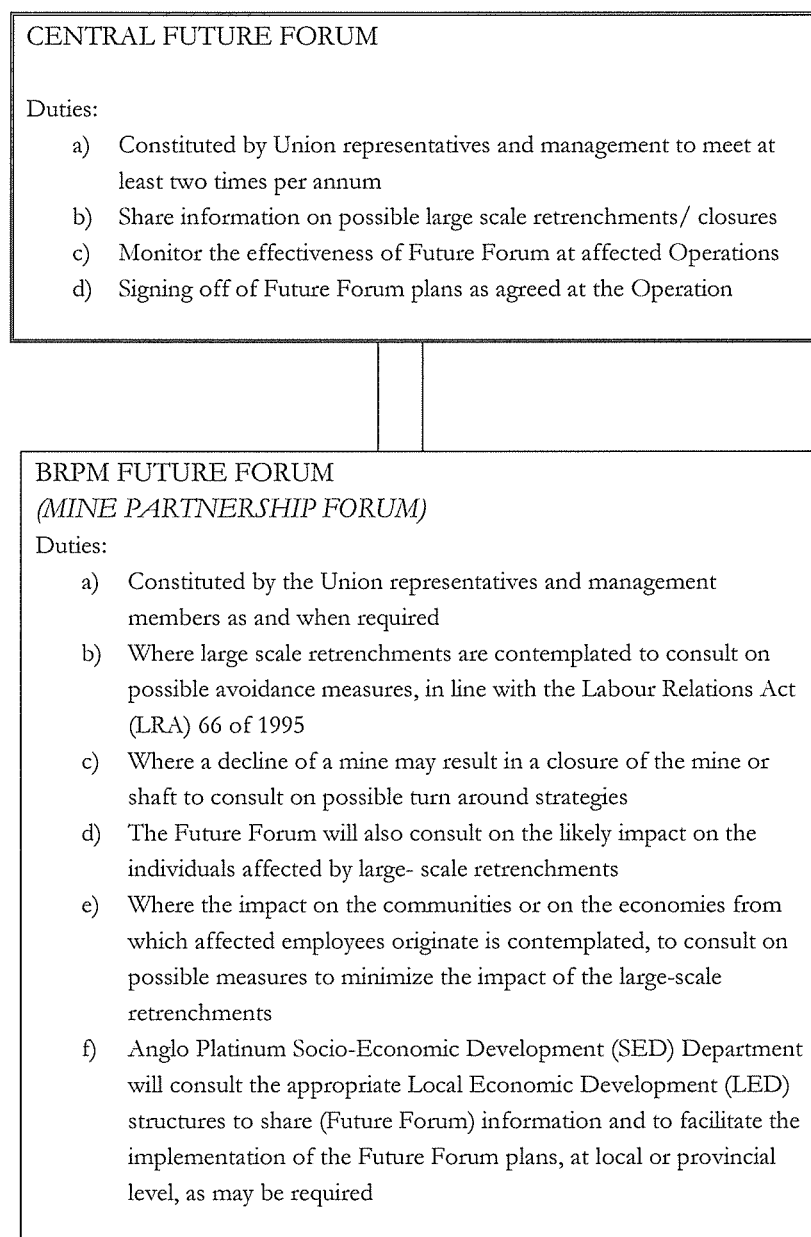
For BRPM to address the above three objectives, it has established a structure known as the Mine Partnership Forum consisting of management, the workers and / or their representatives. The mandate of this forum is to “look ahead into the future, at problems facing Anglo Platinum and BRPM that may result in job losses and / or decline of the Company, and come up with possible solutions to address potential job losses or Organization decline”.

This joint labour-management committee, at the mine-site level, will be utilised as BRPM’s Future Forum and has the following specific objectives:

¹⁰ In a DME slide presentation on the Social and Labour Plans, the DME described in more detail than in the draft regulations, the intention of the Future Forum and specified that it is to be a joint labour-management committee established at the mine-site level.

- a) To promote ongoing discussions / consultation between workers or their representatives and employers about the future of the mine and industry / sector;
- b) To look ahead / into the future to identify problems, challenges facing the mine and the industry or sector that may contribute to future job losses or decline of the mine and industry / sector, and to agree and propose possible solutions;
- c) To develop turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- d) To structure and implement proposals agreed on by both BRPM and worker parties; and
- e) To notify the Minister of Labour of its proposals and to indicate if the Future Forum requires support in the implementation of its plans / proposals.

Figure 11 Future Forum Structure



15. REGULATION 46 (D) (II) :MECHANISMS TO AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

15.1 PREAMBLE

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that BRPM management and recognised trade union representatives can meet on a monthly basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large scale retrenchment in the future.

In line with the requirements of Regulations 46 (d) (ii) and (iii), BRPM will develop turnaround or redeployment strategies to attempt to reduce job losses and to improve business sustainability. The two sections of these regulations have been combined as BRPM's strategies to deal with these issues often overlap and are contained within the same policies.

15.2 STRATEGY AND OBJECTIVES

BRPM will develop strategies that will enable mine management to introduce appropriate measures in an attempt to prevent job loss in the event of circumstances threatening guaranteed employment.

15.3 PROCESSES FOR CREATION JOB SECURITY

The most direct and appropriate intervention is for BRPM to assist employees who could be retrenched in securing alternative employment. BRPM has, in co-operation with Anglo Platinum and its other mining operations put a number of mechanisms in place to mitigate the impact of job losses in the event of a downscaling or closure of the mine.

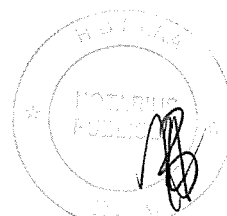
Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of BRPM to drop below 6% on average for a continuous period of 12 months. These processes will include:

- a) Consultations – the consultation process in terms of Section 52 (1) of the MRPDA;
- b) Implementing Section 189 of the Labour Relations Act;
- c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act;
- d) Complying with the Minister's directive and confirming how corrective measures will be taken;
- e) Internal transfers to other Anglo Platinum mines;
- f) Providing training for proxy earners; and
- g) Reskilling of workers for other jobs on the mine or for jobs outside the mining sector

15.3.1 Internal transfers to other Anglo Platinum mines

One of BRPM's strategies encompasses an understanding by employees that jobs and duties, subject to individual skills and capabilities, are flexible within Anglo Platinum departments and mines such as BRPM. Consequently, as part of the strategy to broaden the skills base, BRPM provides training and retraining in the employee's existing career path as well as in new technological developments.

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This means that if security of jobs is threatened, BRPM is better placed to transfer an employee to another mine, division, department or section of Anglo Platinum. As per agreements with trade unions and other worker representative bodies, the transfer would only be accomplished after consultation and reasonable notice to the employee.

15.3.2 Reskilling of employees for the internal and external employment opportunities

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment, either in a different occupation on the mine or in a job outside the mining sector. In pursuit of this aim, BRPM will provide alternative skills training to workers to place them in a better position to seek work in a greater variety of positions or occupations. The focus of this training will be on subsistence, life skills and entrepreneurial activities. In addition, BRPM will:

- a) Apply for technical assistance and support from the National Productivity Institute (NPI), through which access is given to the Department of Labour's Advice Centres and Social Plan Centres;
- b) Apply to the MQA, the mining sector's education and training authority, for applicable grants in terms of the Skills Development Act 97 of 1998 and its regulations; and
- c) Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment.

In the life skills education programme, BRPM will address critical retrenchment and retirement planning issues such as:

- a) Collection of mine pensions;
- b) Access to state benefits for pensioners;
- c) Financial planning for retirement; and
- d) Possibilities for supplementing pension income.

In addition, BRPM will revisit the appropriate policies to ensure that an enabling environment is created to achieve the objectives of this Social and Labour Plan.

16. REGULATION 46 (D) (III) : MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED

16.1 PREAMBLE

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that BRPM management and recognised trade union representatives can meet on a monthly basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large scale retrenchment in the future.

In line with the requirements of Regulations 46 (d) (iii), BRPM will develop turnaround or redeployment strategies to attempt to provide alternative solutions for creating job security should job losses become unavoidable.

16.2 STRATEGY AND OBJECTIVES

BRPM will develop strategies that will enable mine management to introduce appropriate measures in an attempt to provide alternative solutions for creating job security where job losses cannot be avoided.

16.3 MEASURES WHEN JOB LOSS IS UNAVOIDABLE

Besides disciplinary action, the primary reasons for loss of employment are technological changes, redundancies, retrenchments, mine closure, adverse economic and trading conditions, and business process streamlining.

Under these circumstances, the key issues that need to be considered are the degree of dependence of the mine community and the labour-sending areas on BRPM's operations, and the policies and procedures in place at BRPM to help provide financial security for individual employees. On a more formal HR policy level, the Anglo Platinum Retrenchment Policy, Retirement Policy and Medical Repatriation Policy provide compensation in line with South African labour legislation for job loss or retirement funding.

When BRPM is to be scaled down (with the possible effect of job losses) or when mining and production are to cease, the following processes will be followed:

- a) Consultations – the consultation process in terms of Section 52 (1) of the MRPDA Act;
- b) Implementing Section 189 of the Labour Relations Act, 1995 – the process to implement Section 189 of the Labour Relations Act, 1995 which will deal with possible retrenchment details;
- c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (b) of the Act; and
- d) Communicating possible retrenchments – an effective communication strategy will be followed:
 - i) Informing employees of possible retrenchments;
 - ii) Informing other affected parties (sending areas, municipalities, etc.) of the possible retrenchments at the operation; and
 - iii) Informing outside parties (media, etc.) of the possible retrenchments at the operation.

16.4 ALTERNATIVE SOLUTIONS FOR CREATING JOB SECURITY

16.4.1 Support for SMMEs

There may be people affected by downscaling operations who are keen to start their own enterprises. In this context, BRPM will consider the following options, which have been suggested by the Department of Labour:

- a) Facilitate links with a Local Business Service Centre and other appropriate support institutions;
- b) Provide business support services to workers while they are still at work and can explore their options;
- c) Give assistance and mentoring in feasibility studies and the development of business plans;
- d) Include business and technical training for self-employment;
- e) Provide time off so that workers can undergo such training before they leave their workplace;
- f) Identify opportunities for SMMEs to supply BRPM with goods or services; and
- g) Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans.

16.4.2 Retrenchment and redundancy compensation

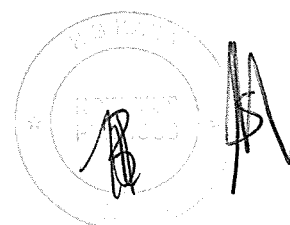
There are a diverse range of circumstances in which retrenchment of workers will eventually become the only appropriate solution to the economic viability of BRPM. Retrenchment of employees generally arises out of changing operational requirements and will only be pursued after all other avenues of alternative employment within Anglo Platinum have been investigated. Before any measures are taken, BRPM intends to consult with all registered trade unions whose members may be affected by the retrenchments or redundancies.

On retrenchment or redundancy, employees receive benefits from either the retirement fund to which they belong or the Provident Fund. For employees belonging to one of the retirement funds, the benefit is a cash lump-sum equal to the employee's contributions to an elected portfolio. Employees who are members of the Provident Fund receive a cash lump-sum equal to the contributions Anglo Platinum has made towards their retirement benefits regardless of the number of years the employee has been a member of the fund.

BRPM will request statutory facilitation at the start of any consultation process with relevant stakeholders. Mine management will approach the Department of Labour for the utilisation of its resources and support services, such as counselling services and placement services offered by its Labour Centres. The consultation process calls for effective communication between mine management and those workers who could be affected by the large-scale retrenchment. An important aspect that will also receive attention is the impact of the retrenchments on those workers who remain employed.

BRPM will offer prospective retrenchees:

- a) Skills assessments and written recognition of their prior learning, experience and qualifications;
- b) Assessment of potential and actual career planning;
- c) Referrals to accredited training providers;
- d) Consideration for bursary initiatives;
- e) Step-by-step guidelines on starting their own businesses;
- f) Job hunting tips; and



- g) Assistance in identifying labour market opportunities, local economic development initiatives and any other employment opportunities.

16.4.3 Retirement policy

In its Conditions of Employment, BRPM makes provisions for pension plans for each of its employees.

16.4.4 Medical repatriation compensation

Where medical repatriation is necessary as a result of occupational injury or debilitating disease, BRPM will ensure that:

- a) Appropriate care is available through an agent in the labour-sending area to which the worker returns;
- b) Workers who need medical repatriation will undergo reskilling programmes in disciplines appropriate to their disability; and
- c) Pensions will be given to the affected worker in line with BRPM's pension policies with regard to medical boarding.

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17. REGULATION 46 (D) (IV) : MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN

17.1 PREAMBLE

This section considers the impacts of downsizing and closure on the mine community and the labour-sending areas. Planning for closure and downsizing takes place throughout the life cycle of the mine, from exploration through to post-closure rehabilitation. BRPM intends to ensure that the livelihoods of its mineworkers, residents and families are sustained despite the downsizing or closure of the mine.

17.2 STRATEGY AND OBJECTIVES

BRPM will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure is certain. These initiatives will focus on:

- a) Assessment and counselling services for affected individuals;
- b) Comprehensive self-employment training and re-employment programmes; and
- c) Closure planning.

17.2.1 Assessment and counseling services

The Company will consider providing counselling through professional counsellors. Requests for such counselling are to be directed to the Manager Human Resources.

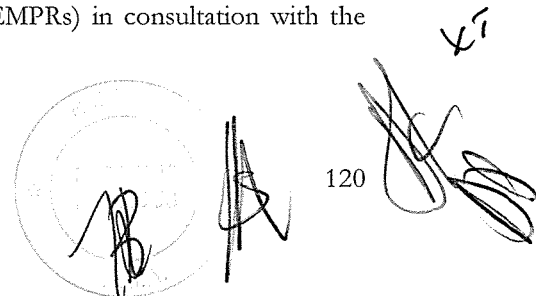
17.2.2 Self-employment training and re-employment programmes

BRPM recognises that its operations have a limited life span and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, BRPM intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. These initiatives will be aligned to the North West Province's Provincial Growth and Development Strategy. BRPM offers a wide range of portable skills as illustrated in **Error! Reference source not found..**

The Future Forum will coordinate the provision of the above self-employment training and re-employment programmes for all employees affected by retrenchments.

17.2.3 Closure Planning

BRPM has developed a closure plan that considers the optimum use of mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle. This plan will be a focus area of BRPM's Local Economic Development (LED) strategy to diversify the economy and will take into account the potential social benefits of utilising existing land and infrastructure. Of importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an amendment to the existing Environmental Management Plan Reports (EMPRs) in consultation with the Department of Minerals and Energy.



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While the Social and Labour Plan is geared towards mitigating the impact of mine closure on the mine community and labour-sending areas, specific planning is required for the current and post-mining use of the physical assets of BRPM for community development purposes. These physical assets include:

- a) Land owned by the mine;
- b) Physical infrastructure;
- c) Social infrastructure¹¹;
- d) Commercial and industrial infrastructure¹²; and
- e) Administrative infrastructure¹³.

All infrastructure and mine management programmes on projects will be conceived and implemented within the context of the accepted standards of sustainable development.

Land and infrastructure for food production enterprises on mine land

A principal issue in the risk exposure of mine communities is their lack of food security. More specifically, the loss of wage income as a consequence of retrenchment eliminates or reduces the capacity of the urban resident¹⁴ to purchase food. In a rural environment, residents can often undertake subsistence farming as a substitute for purchased food. Inevitably, due to space constraints and the competition for formal sector employment in an urban environment, lower income groups will have the greatest difficulty in gaining alternative employment. They will also be the most restricted in their access to land to grow alternative subsistence sources of food.

For this reason, BRPM will examine the potential of using the surface lease area and elements of its infrastructure (electricity and run-of-mine pumped water) for food-production enterprises in which mineworkers, their families and mine communities can participate. This initiative will provide for the development of alternative sources of food for the dependent mine community during the course of the mine's operation that will be sustainable after mine-closure.

Other enterprises on mine property

BRPM has identified aquaculture as the industry that will represent the first step towards sustainability at BRPM. The successful implementation of an aquaculture unit will be the core of an integrated sustainability plan, supporting secondary enterprises in agriculture, horticulture, arts, craft and tourism.

In conjunction with Aquastel at Stellenbosch University, the mine plans a full-scale, 1 000-ton Tilapia unit capable of building to a production level of 7 000 tons per annum in five years' time. The project is attracting investment interest from a number of players, including the Norwegian Fish Consortium, Invest North West and the South African government. The demand is substantial and the Norwegian Fish Consortium has indicated it will assist with the fish factory and buy all the fish product.

While aquaculture units are highly intensive and do not provide many jobs directly, they do require a range of indirect services and inputs that will encourage the development of downstream businesses – aquaculture training, hatchery, feed plant, processing plant, veterinarian services, aquaculture management, biotechnology, water management, etc.

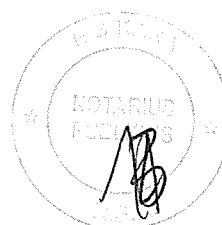
¹¹ On-site clinics, hospitals, crèches, schools, etc.

¹² Industrial facilities, workshops, shops, offices, etc.

¹³ Offices, training centres, auditoriums, etc.

¹⁴ In the context of the Social and Labour Plan, an urban resident is generally considered to be living within the mine community.

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A fish factory within the project could employ 80-100 people, while a 1 000-ton plant could employ about 25 workers. Another three people could be employed in the hatchery. The feed requirements to grow the fish in a project of this size would amount to about 1,5 million kilograms a year. A large portion of this feed is maize, which would support the farming sector in the area. Recycled water from the aquaculture units can be used in hydroponics and other agricultural activities.

Transfer of ownership and responsibility of some infrastructure and services

Planning will be undertaken at the operational stage for the rationalisation of physical and social infrastructure owned, managed or subsidised by the mine. The most obvious transfer of ownership will relate to non-critical mine housing. Other possibilities include the transfer of mine townships and infrastructure to local, provincial or national authorities for local authority management.

This infrastructure includes:

- a) Roads;
- b) Power lines and major transformers;
- c) Sewerage reticulation and disposal;
- d) Water supply and reticulation;
- e) Communications infrastructure;
- f) Recreation facilities, parks and gardens; and
- g) Social or other non-operational services such as:
 - i) Primary and responsive healthcare;
 - ii) Education and training; and
 - iii) Security services.

The timely transfer of these facilities and utilities to the appropriate authorities well before mine closure will be vital in creating sustainable mine communities, as will the establishment of permanent communities through home ownership schemes.

Post-closure use of mine infrastructure

Once the possibilities for concurrent use of mine land and infrastructure have been exhausted, the future of the remaining land and infrastructure belonging to or managed by the mine will be considered. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes dams. However, BRPM will examine each component of its land and infrastructure and assess the extent to which post-mining use is possible. These options will include the following:

- a) Transfer of land and associated infrastructure to mine communities for conversion and use in local economic development, skills development and training programmes to build capacity in a number of vocational and technical areas;
- b) Sale of land and infrastructure to private individuals;
- c) Transfer of land and associated infrastructure to government or state agencies; and
- d) Rehabilitation of the land or demolition and removal of the infrastructure.

Training and mentorship of community members

BRPM undertakes to consider assisting in the establishment of the various business structures where shareholders or appointees will be trained and mentored in the appropriate business and technical skills as a kernel focus of the LED programme.

Other capacity initiatives would include:



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- a) Training and educating community leaders and owners to manage the resources in a sustainable manner;
- b) Understanding the post-mining use potential of the mining infrastructure, land and natural resources;
- c) Paying for essential resources such as water and power after mining;
- d) Communication skills;
- e) Negotiations in terms of the economic aspects after closure; and
- f) Ensuring that the non-renewable mineral resources can be replaced by the enhancement of biologically renewable resources.

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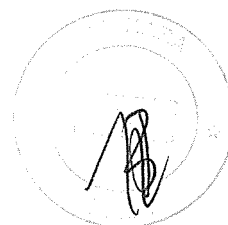
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Regulation 46 (e)

To provide financially for the implementation of the Social and Labour Plan in terms of the implementation of the human resources development programme; the local economic development programmes; and the processes to manage downscaling and retrenchment



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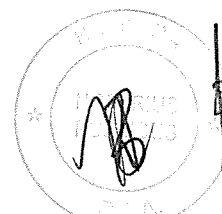
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18. REGULATION 46 (E) (I) : TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE HUMAN RESOURCES DEVELOPMENT PROGRAMME

Table 34 Financial Provision for the Implementation of the Human Resources Development Programme

OPERATIONAL HRD BUDGET	Forecast				
	2010	2011	2012	2013	2014
ABET training	R2 880 000	R3 168 000	R3 484 800	R3 833 280	R4 216 608
Learnerships	R 1 144 655	R 1 259 120	R 1 385 032	R 1 523 535	R 1 655 888
Supervisory and Management Development	R77 572	R293 086	R322 394	R354 633	R390 096
Portable Skills	R 1 244 485	R 1 368 933	R 1 505 826	R1 656 408	R 1 822 048
Mentorship training costs	R 50 000	R 50 000	R 50 000	R 50 000	R 50 000
Internal Bursaries/Study Assistance	R 1 399 680	R 1 511 654	R 1 632 585	R 1 763 192	R 1 939 511
Experiential learning/Internships	R 194 400	R 209 952	R 226 748	R 244 888	R 269 376
Women in Mining	R 42 000	R 42 000	R 42 000	R 42 000	R 42 000
HDSA in Management including Fast Tracking/Talent Management	R 3 681 642	R 3 681 642	R 3 681 642	R 3 681 642	R 3 681 642
TOTAL	R10 714 434	R11 584 387	R12 331 027	R13 149 578	R14 067 169

**The table above is a summary of the individual budgets as illustrated in the respective HRD sections.*



19. REGULATION 46 (E) (I) :TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT PROGRAMME

Table 35 Financial Provision for the Implementation of the Local Economic Development Programmes

FOCUS AREA	Forecast					
	2010	2011	2012	2013	2014	TOTAL
1. Poverty alleviation	2 250 000	7 000 000	2 500 000	2 200 000	2 200 000	1 6150 000
2. Community Infrastructure	750 000	8 500 000	5 000 000	3 000 000	3 000 000	2 0250 000
3. Education	450 000	3 450 000	3 450 000	2 450 000	2 450 000	1 2250 000
TOTAL	3 450 000	1 8950 000	1 0950 000	7 650 000	7 650 000	4 8650 000



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20. REGULATION 46 (E) (I) : TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF PROCESSES TO MANAGE DOWNSCALING AND RETRENCHMENT

The table 36 below is a provision for the downscaling and retrenchment. The provision is divided into re-skilling and payouts in case of retrenchments and covers employees at Patterson levels A-C, inclusive of contractors.

BAFOKENG RASIMONE PLATINUM MINES					
Item	Cost per employee	No of employees	Employees needing training		Total cost year one
			Pattreson A-C		
Re-skilling	R 3,406	3047	A-C band 2894		R 10,378,082
Labour costs -based on the average of two weeks for two years	R 233	R 21,322,322			R 21,322,322
TOTAL FINANCIAL ALLOCATION	2010	2011	2012	2013	2014
	R 31,700,404	R 31,700,404	R 31,700,404	R 31,700,404	R 31,700,404

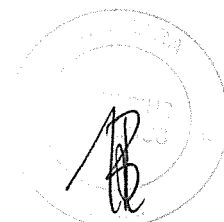


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Regulation 46 (f)

An undertaking by the holder of the mining right
to ensure compliance with the Social and Labour Plan
and to make it known to employees



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21. REGULATION 46 (F) : AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES

We, the undersigned and duly authorised thereto by RUSTENBURG PLATINUM MINES LIMITED and RBR HOLDINGS (PTY) LTD, on behalf of BRPM, for the conversion of an old order mining right to a new order, undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour plan and make it known to our employees.

Signed at BRPM on this 2 day of JULY 2010

(1)

Name of responsible person _____

Designation _____

Signature of responsible person _____

(2)

Name of responsible person _____

Designation _____

Signature of responsible person _____

Approved

Signed at _____

on this 2 day of

JULY 2010

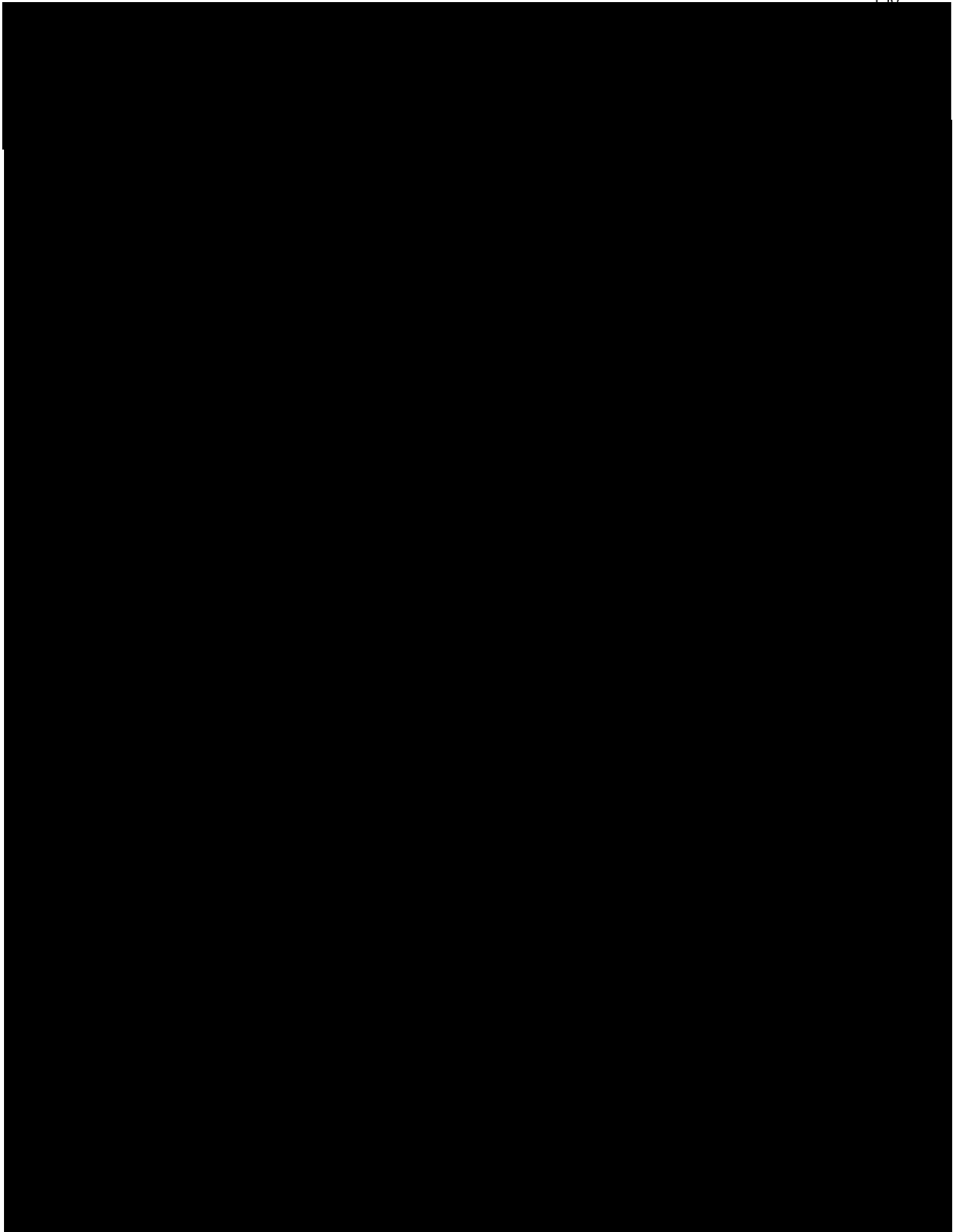
Signature: _____

Designation: _____

MINE MANAGER



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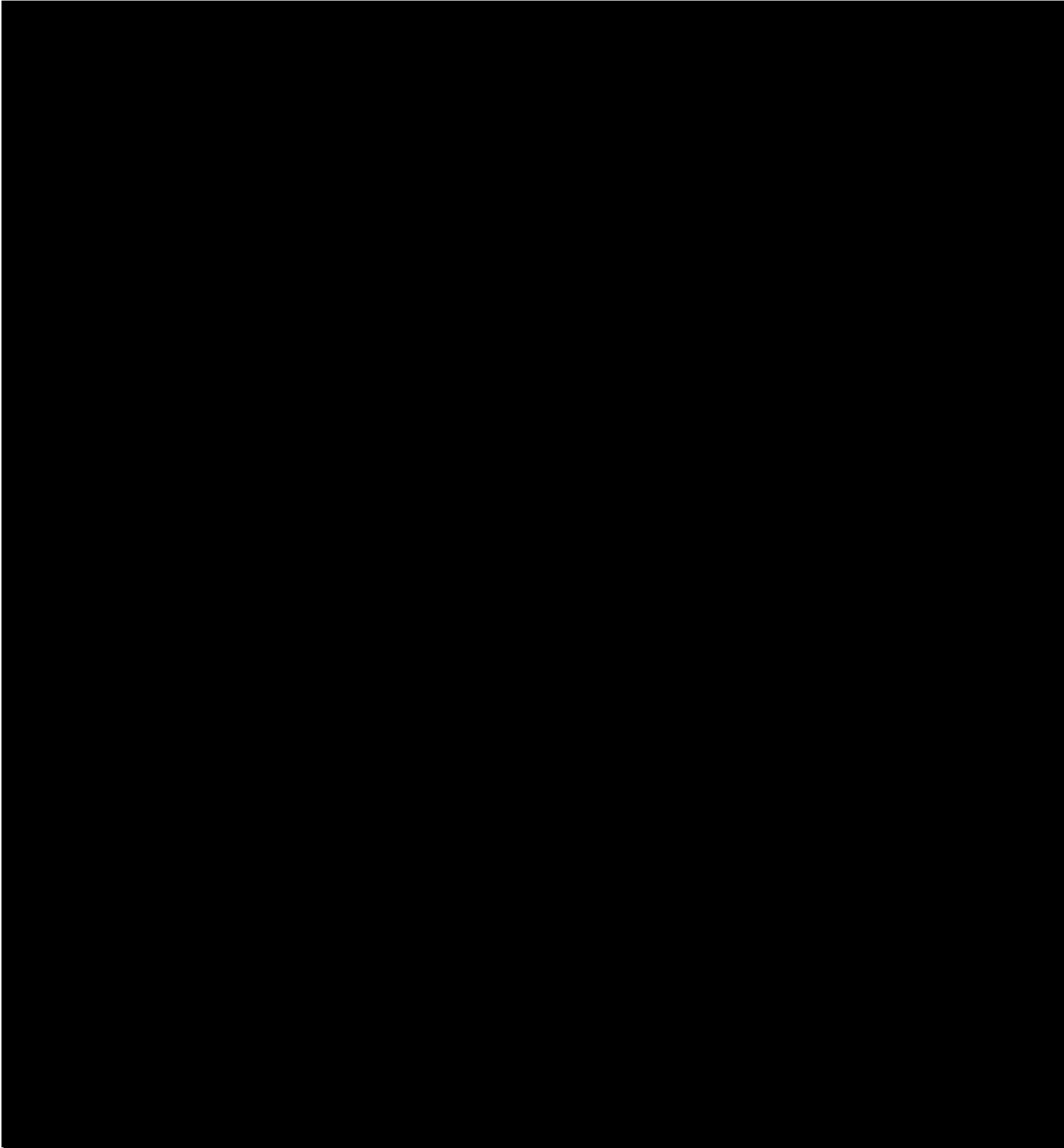


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APPENDIX 2

LEADERSHIP'S COMMITMENT TO EMPLOYMENT EQUITY

**Anglo American Platinum Corporation Limited****EMPLOYMENT EQUITY POLICY STATEMENT**

Anglo Platinum is the world's leading producer of platinum group metals (PGM'S) and aims to increase platinum production significantly in the near future. Anglo Platinum is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Employment Equity is critical to economic growth and wealth creation in South Africa. Anglo Platinum's Employment Equity policy statement recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

Anglo Platinum's Employment Equity is integral to building a committed workforce and equality. Affirmative action will be pursued as appropriate to address the imbalances of the past. Employment Equity is an essential part of the company's human resource strategy, which aims to attract, develop and retain talent, which, in turn, will support business performance into the future.

To realise its Employment Equity vision of having a workforce profile which represents the demographics of the regions in which it operates, Anglo Platinum commits to:

Employment Equity targets as set by the Company from time to time;

- Identifying Historically Disadvantaged South Africans (HDSA) with talent who will be developed, fast-tracked, nurtured to lead and support Anglo Platinum into the future;
Having a recruitment, selection and retention policy that will attract talented personnel including women and people with disabilities to the organisation;
- Having a demographically representative talent pool to deploy to individual business units for shadowing, accelerated training and development;
- Using effective career and succession planning, and mentorship programmes, to retain talent;
- Developing a workplace culture that supports the human dignity and respect of all employees as espoused in Anglo Platinum's values;
- Advancing the common virtues of workplace diversity.

R Havenstein
Chief Executive Officer
ANGLO AMERICAN PLATINUM CORPORATION LIMITED

25 November 2003.

DATE:

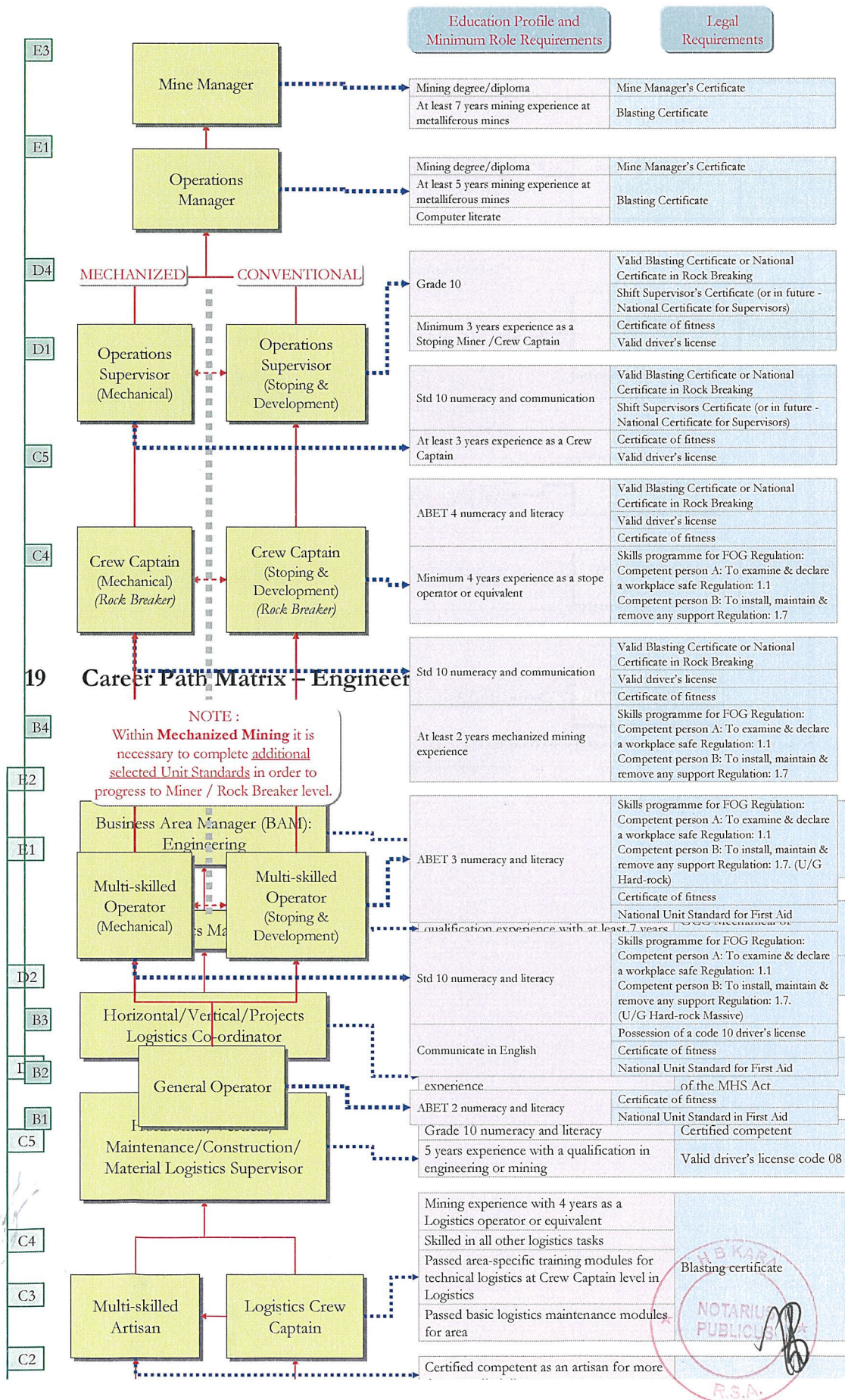
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EQUITY



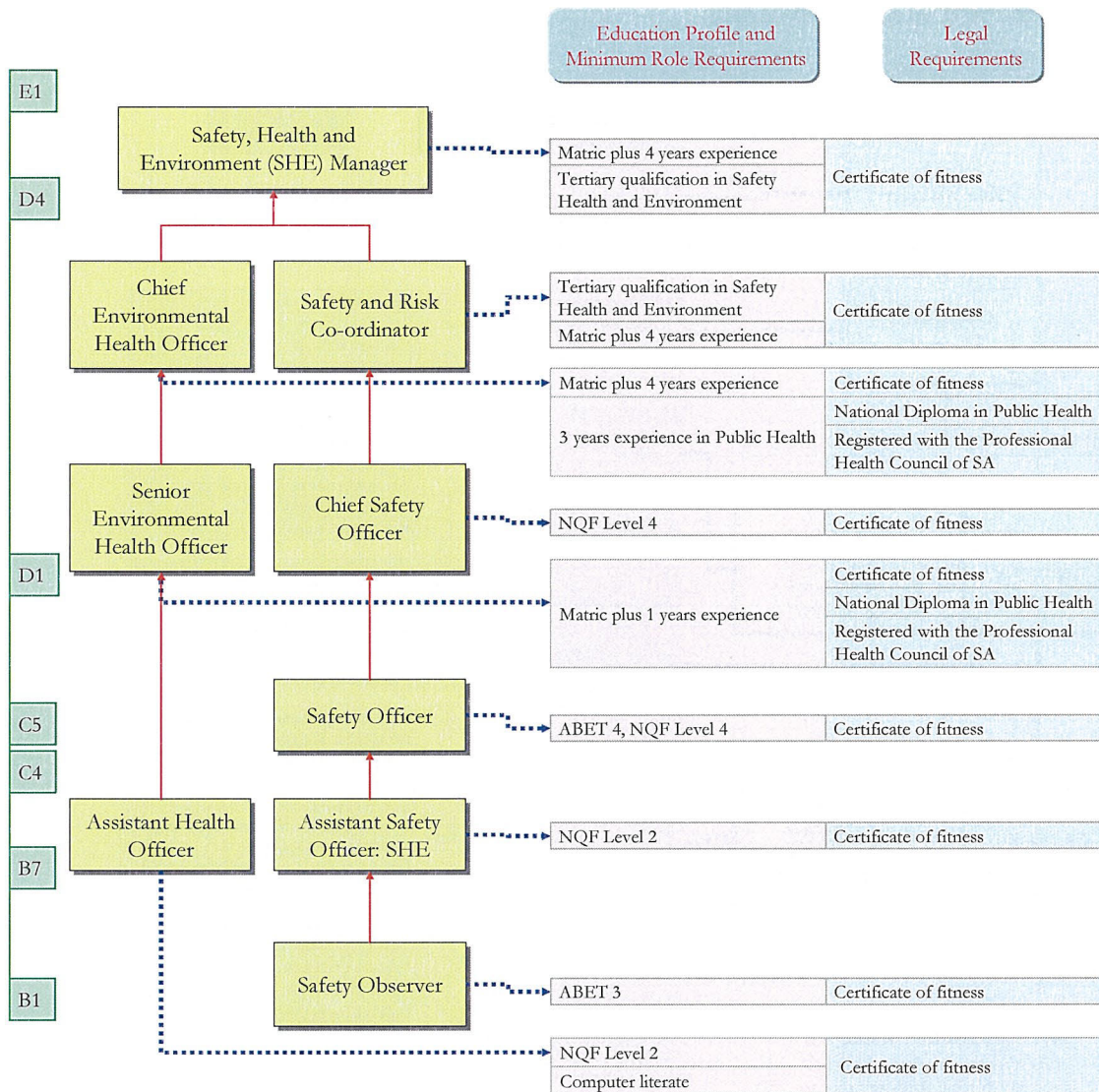
APPENDIX 3

CAREER PATH MATRICES

18 Career Path Matrix – Mining



20 Career Path Matrix – Safety, Health and Environment

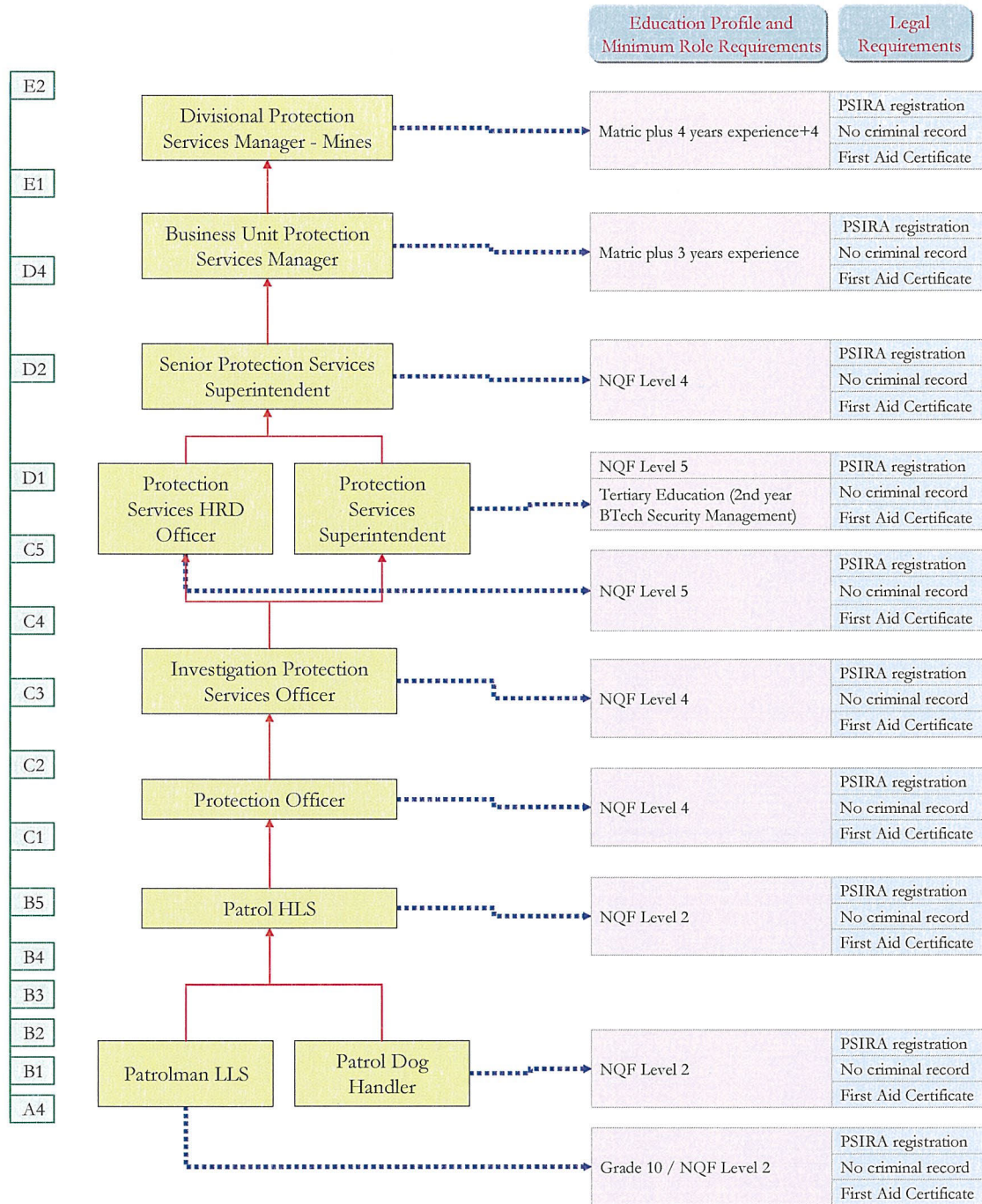


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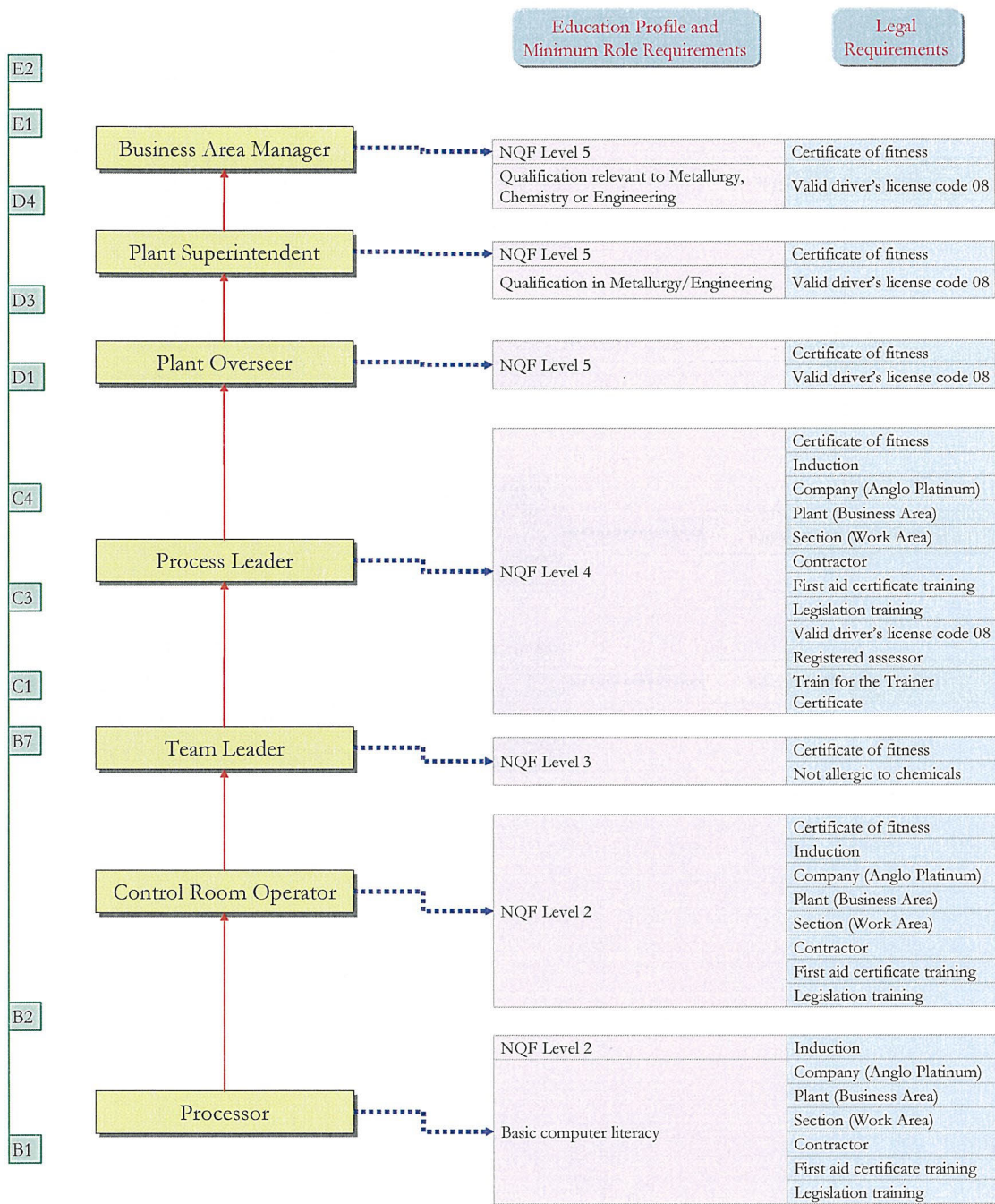


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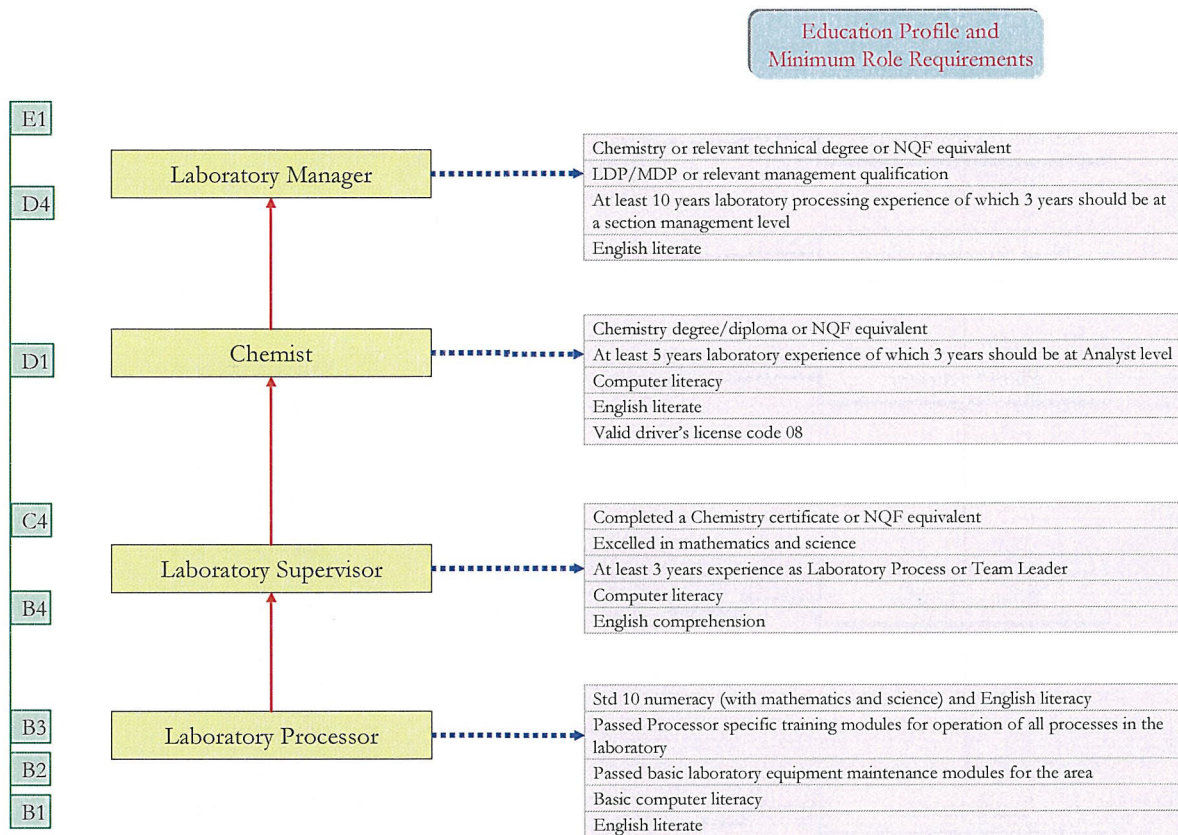
21 Career Path Matrix – Protection Services



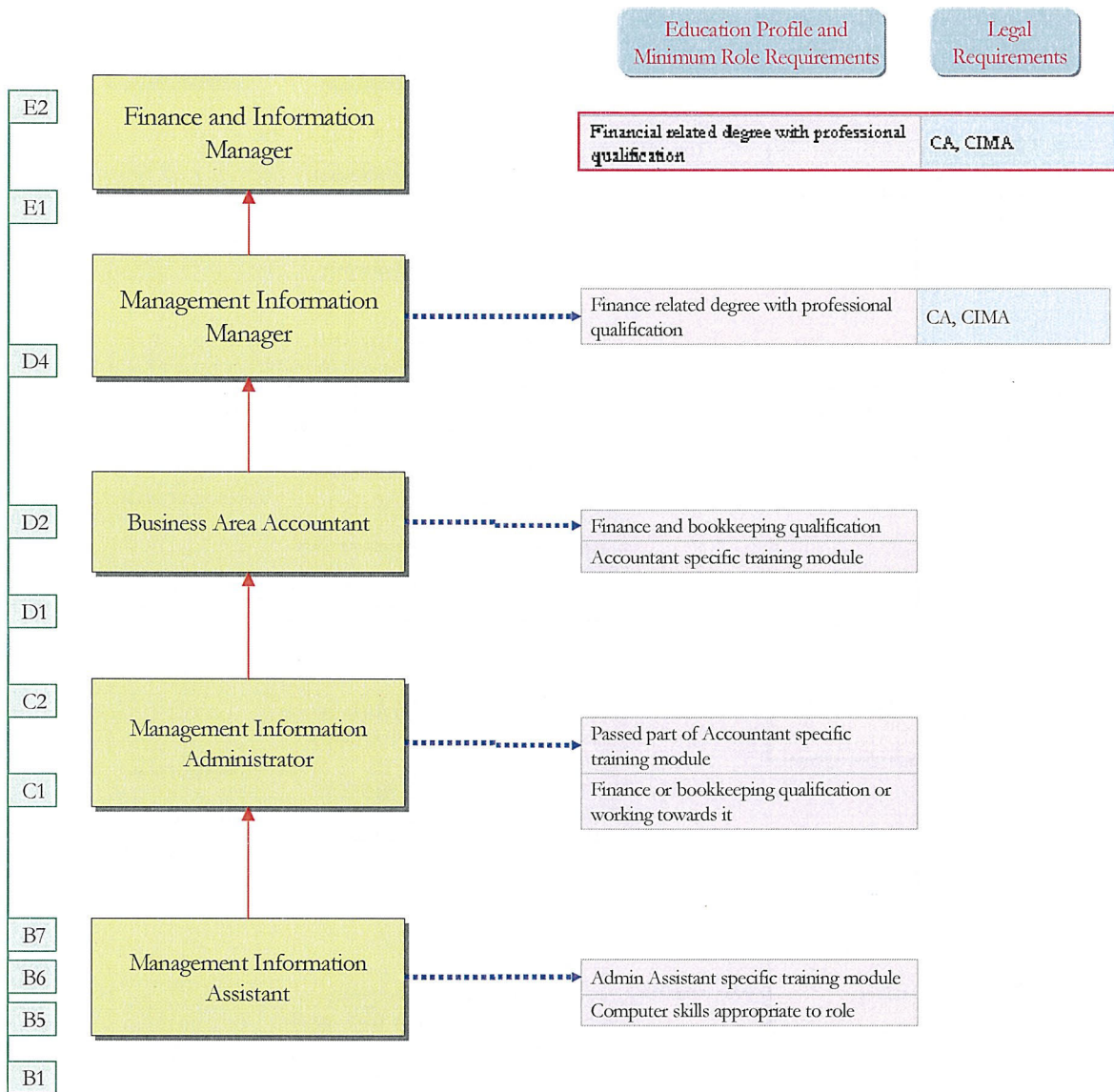
22 Career Path Matrix – Metallurgy



23 Career Path Matrix – Chemistry

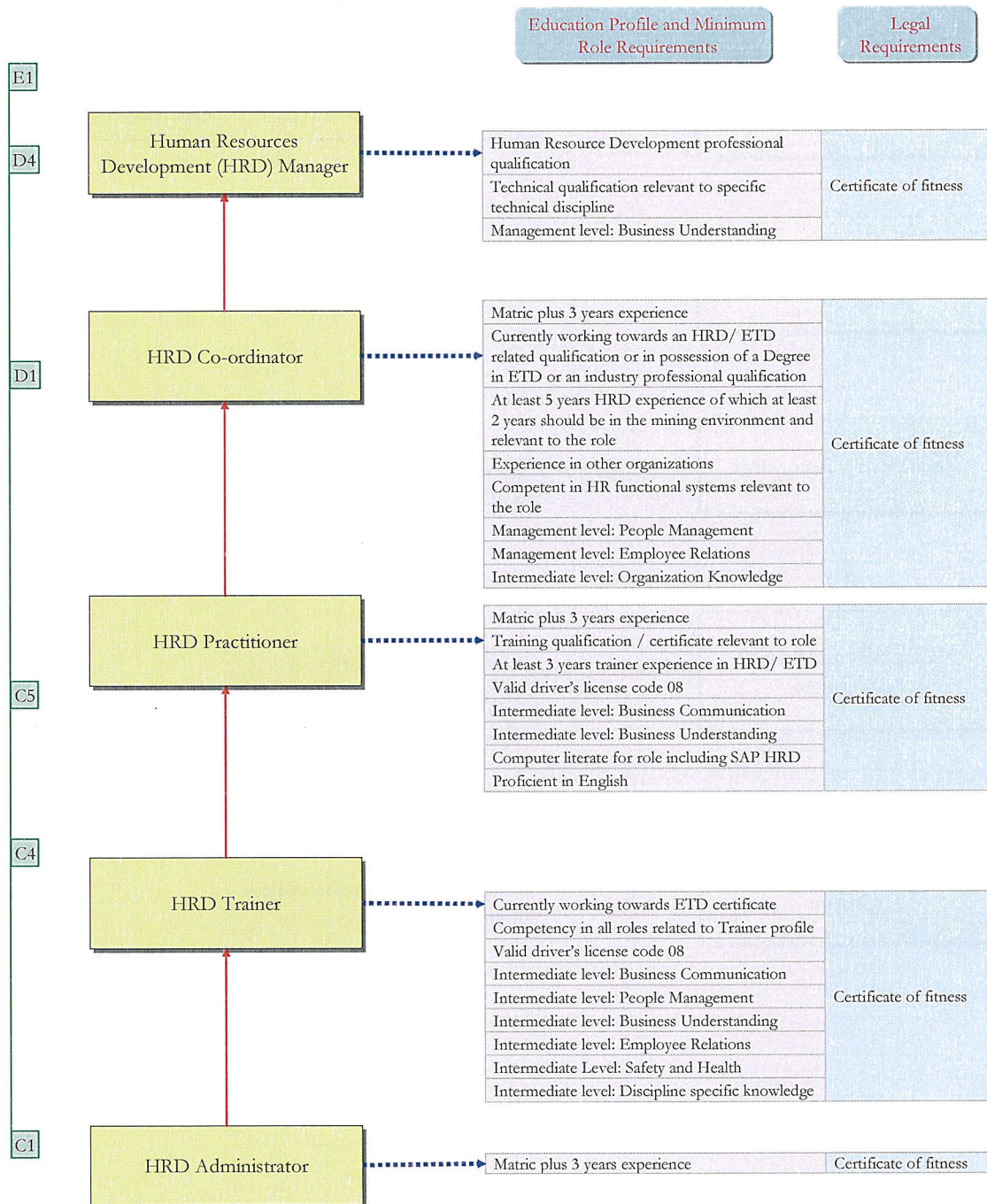


24 Career Path Matrix – Finance and Information

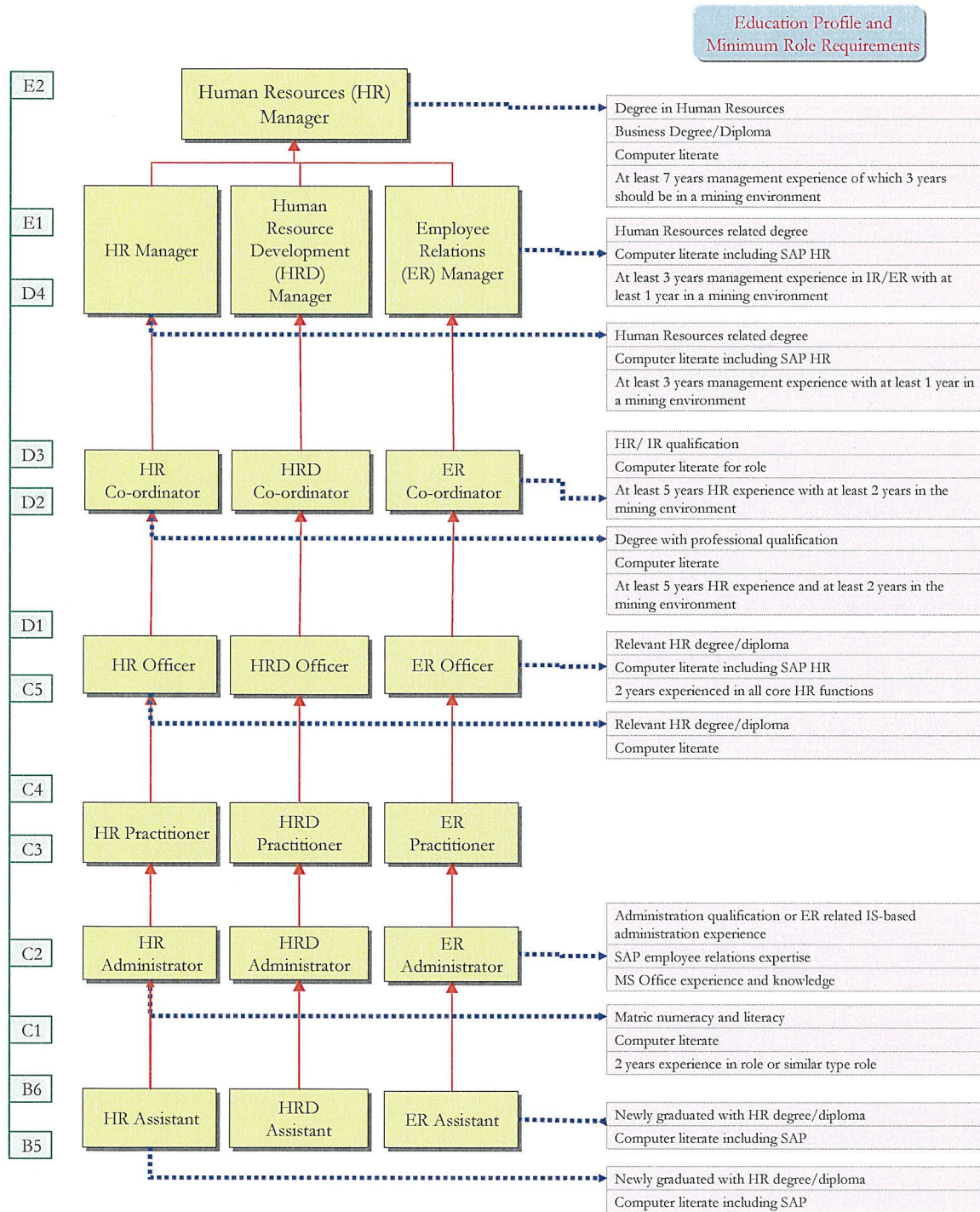


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25 Career Path Matrix – Human Resources Development



26 Career Path Matrix – Human Resources



NOTE: An amendment to remove unfeasible projects and incorporate projects not included in the initial SLP 1 was submitted in September 2013, of which Ministerial approval is awaited.

However the Regional Manager: DMPR North West, granted permission to continue with the implementation thereof on 14 November 2013.

