

ROYAL BAFOKENG PLATINUM (PTY) LTD

BAFOKENG RASIMONE PLATINUM MINE

SOCIAL AND LABOUR PLAN

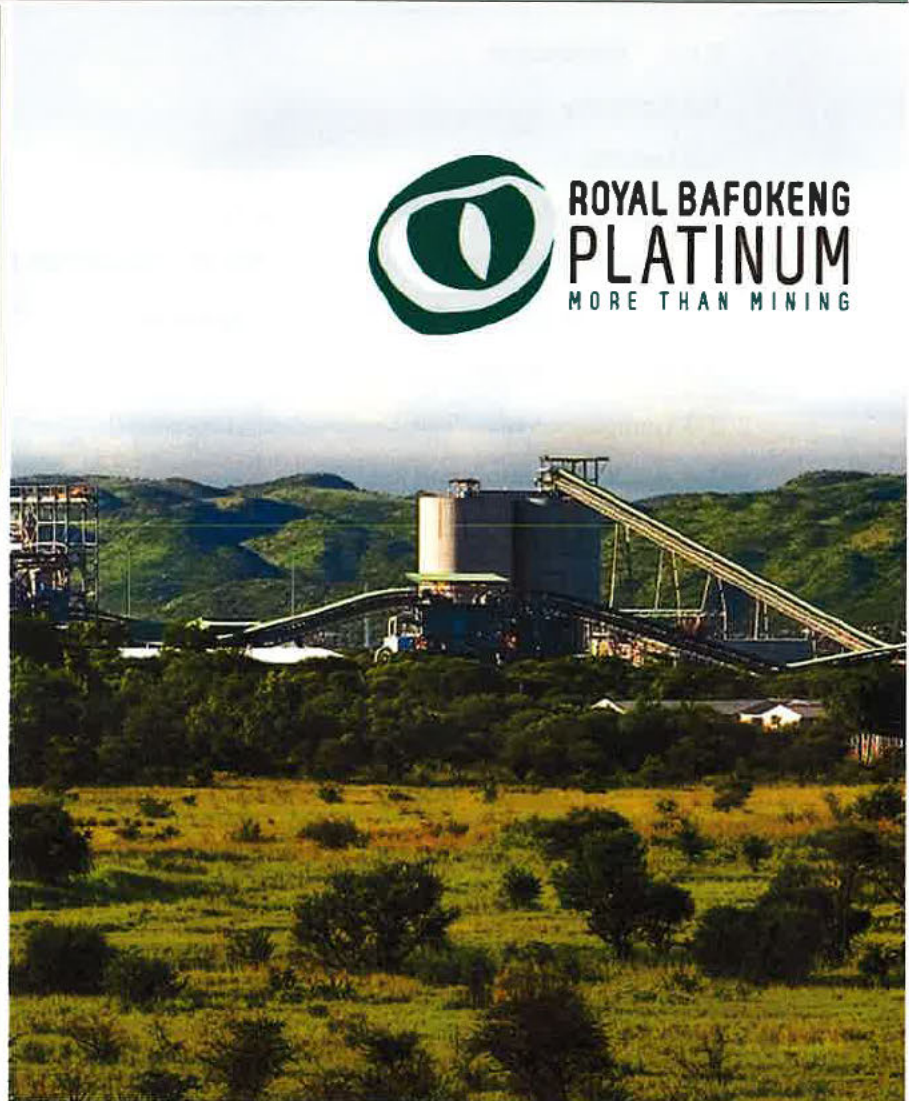


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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DESCRIPTION
AET:	Adult Education and Training
BEE:	Black Economic Empowerment
BRPM:	Bafokeng-Rasimone Platinum Mine
DMR:	Department of Mineral Resources
DoL:	Department of Labour
ESTC:	Engineering Skills Training Centre
FET:	Further Education and Training
FF:	Future Forum
HOA:	Home Ownership Allowance
HDSAs:	Historically Disadvantaged South Africans
HET:	Higher Education and Training
HRD:	Human Resources Development
HRDP:	Human Resources Development Programme
IDPs:	Integrated Development Plans
ISO:	International Standardisation Organisation
JV:	Joint Venture
LED:	Local Economic Development
MPRDA:	Mineral and Petroleum Resources Development Act
MQA:	Mining Qualifications Authority
NQF:	National Qualifications Framework
RBA:	Royal Bafokeng Administration
RBF:	Royal Bafokeng Finance
RBH:	Royal Bafokeng Holdings
RBN:	Royal Bafokeng Nation
RBR:	Royal Bafokeng Resources
RLM:	Rustenburg Local Municipality
SABS:	South African Bureau of Standards
SADC:	South African Development Community
SETA:	Sector Education and Training Authority
SLP:	Social and Labour Plan
WIM:	Women in Mining
WSP:	Workplace Skills Plan

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> <ul style="list-style-type: none"> a) 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 b) Transforming such industries to assist in, provide for, initiate, facilitate or benefit from: <ul style="list-style-type: none"> i) Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; ii) Participation in or control of management of such operations; iii) Development of management, scientific, engineering or other skills of HDSAs; iv) Involvement or participation in the procurement chains of operations; and v) 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 or rights in an area of land which the members have or exercise communally in terms of 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)	<ul style="list-style-type: none"> a) 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; b) Any association, most whose members are persons contemplated in Paragraph (a); and c) Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control most the issued capital or members interest and can control most 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 refers to Black, Coloured, Indian male and all females (incl. white females)

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.
Management	All employees within the Paterson C, 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.

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within surrounding area 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> <ul style="list-style-type: none"> a) Existing and expected patterns of human settlements and villages within this community; b) Patterns of labour sourcing for the mine; c) Common commuting habits to and from the mine on a daily or weekly basis for work; d) Spending patterns of the mine's employees; e) The use of social amenities, recreational facilities and infrastructure; f) Commercial and industrial linkages; g) Provincial and municipal boundaries; h) Existing and proposed functional boundaries, including magisterial districts; i) Existing and expected land use, transport modes and routes; j) The need for co-ordinated social development programmes and services including the need for housing, nutrition and healthcare; and k) 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	<p>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.</p>

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.

SECTION 1 PREAMBLE (REGULATION 46A)

1. Company details

1.1 Name of the Company/ applicant	Royal Bafokeng Platinum
1.2 Name of mine/ production operation	Bafokeng Rasimone Platinum Mine
1.3 Physical Address	Farm Boshhoek Sun City road, RUSTENBURG North West 0301
1.4 Postal Address	Private Bag X 82085 Rustenburg 0300
1.5 Telephone Number	+27(0) 14 573 1478
1.6 Fax Number	+27(0) 14 573 1474
1.7 Location of mine or production operation	Refer to Figure 1.1
1.8 Commodity	Platinum Group Metals
1.9 Life of mine	43 years
1.10 Financial Year	31 December
1.11 Reporting Year	31 March yearly
1.12 Responsible Person	
1.13 Geographic origin of employees (mine community and labour sending areas).	
a) Mine Community	b) Labour Sending Area
Province	Province
North-West	N/A
District Municipality	District Municipality
Bojanala	N/A
Local Municipality	Local Municipality
Rustenburg	N/A

1.1 INTRODUCTION AND BACKGROUND INFORMATION

1.1.1 Introduction

This five year Social and Labour Plan (SLP) is submitted by Bafokeng-Rasimone Platinum Mine (Pty) Ltd (hereafter referred to as BRPM) in terms of the requirements of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA). The development and submission of the SLP is a requirement of the MPRDA and sets out the social and labour programmes for the life of the Mine.

The objectives of the SLP are to:

- a) Promote employment and advance the social and economic welfare of all South Africans;
- b) Contribute to the transformation of the mining industry; and
- c) Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

Progress in meeting the commitments set out in the programmes outlined in the SLP with regards to Human Resource Development (HRD), Local Economic Development (LED), Procurement, Housing and Living Conditions and the Management of Downscaling and Retrenchment will be reported annually to the North West Regional Department of Mineral Resources (DMR).

1.2 Company

In 2002, Royal Bafokeng Resources (RBR) was set up to manage the Royal Bafokeng Nation (RBN) community's mining interests. In 2004, Royal Bafokeng Finance (RBF) was established to develop a diversified non-mining asset-base for the RBN. In the same year, a 50/50 Joint Venture (JV) was entered with Anglo Platinum with respect to BRPM. In 2006, RBR and RBF were merged to form Royal Bafokeng Holdings (RBH), a community-based investment company.

In October 2008, RBH reached an agreement with Anglo Platinum to restructure the BRPM JV to transfer control of the BRPM JV to RBR. The BRPM JV restructuring transaction involved a change in the participation interests of the JV from that of joint control (50% RBR and 50% Rustenburg Platinum Mines, a wholly-owned subsidiary of Anglo Platinum) with Anglo Platinum as the operator, to RBR holding the majority interest (67% RBR and 33% RPM) and operating the JV operations. This transaction became effective on 7 December 2009.

This meant that all the training programmes that were supported by Anglo-Platinum were now going to be implemented by BRPM. Anglo-Platinum had long established its training centres such as the Anglo Platinum Group Development Centre, the Engineering Skills Training Centre (ESTC) and, hence, BRPM could offer large numbers of learnerships, cadetships, and bursaries through these centres. However, after the restructuring of the JV in 2009, all the training that was done through these centres had to be budgeted for and supported by BRPM.

1.3 Locality

BRPM is a fully developed mine situated on the north-western limb of the Bushveld Complex. The Mine is located within the Rustenburg Local Municipality of the North West Province, approximately 38km north of Rustenburg. BRPM is situated on the farm Boschkoppie, which is held by the Royal Bafokeng Administration on behalf of the farm's owners, the RBN. 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 declining 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.

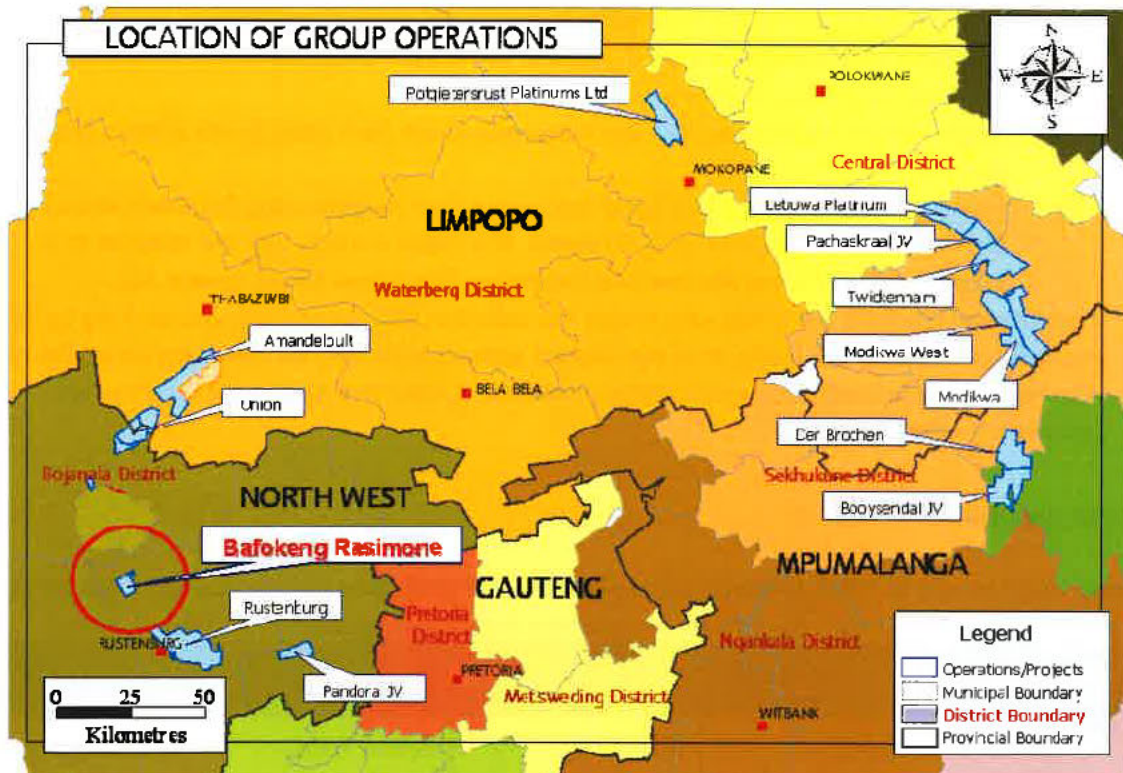


Figure 1: Location of BRPM

1.4 Demographics of the Mine Community

Mine community

The mine community is defined as those towns, villages and settlements that fall within a 50 km radius, or greater, if appropriate of the mine. In the case of Styldrift Mine, the demarcated area of the mine community has been extended to include all mineworkers living in the municipality of Rustenburg Local Municipality.

Rural labour-sending areas

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 some of the areas in the Eastern Cape.

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 those who work for independent contractors.

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:
 - 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.

Provincial distribution

The labour complement of **7 031** employees inclusive of **3 757** contractors (31 August 2015 baseline), **2 396** is sourced from Local Province of North-West where the mine is located. (See Table 1 below)

BIRTH REGION	LABOUR TYPE			
	Enrolled Employees	Contractor Employees	Grand Total	Percentage
North-West	1 558	838	2 396	34.1
Gauteng	202	114	316	4.5
Limpopo	113	67	180	2.6
KZN	44	69	113	1.6
Northern Cape	32	24	56	0.8

Western Cape	4	0	4	0.05
Eastern Cape	275	474	749	10.7
Mpumalanga	53	91	144	2.0
Free State	147	124	271	3.8
Mozambique	166	1 238	1 404	19.9
Swaziland	0	55	55	0.8
Zimbabwe	6	0	6	0.09
Lesotho	180	348	528	7.5
Botswana	0	6	6	0.09
Malawi	0	1	1	0.01
England	1	1	2	0.03
Unknown	493	307	800	11.4
Total	3 274	3 757	7 031	100.0

Table 1: Provincial distribution

The three tribal offices within which the mine has its majority of dealings are the Mafenya - Chaneng, Robega and Rasimone Tribal Office.

A full analysis on the profile of the average Bafokeng Rasimone Platinum Mine (BRPM) employee has been done to inform the relevant sections in this document. Of the 3 757 contractors, 838 come from within the host province.

SECTION 2

HUMAN RESOURCES DEVELOPMENT PROGRAMME (REGULATION 46 B)

2 HUMAN RESOURCES DEVELOPMENT EXECUTIVE SUMMARY

Social and Labour Plan for Styldrift Mine is the second submission, covering the reporting period: 2015 - 2019. This Plan has been developed in terms MPRDA Regulation 46 (a-f) of the MRDA.

The Social and Labour Plan has been compiled as a commitment to contribute towards the advancement of Socio-Economic welfare of South Africans with special focus on the social and economic impact that the Operation has on the surrounding communities, as well as rural communities from which migrant labour tends to be drawn. This Company recognizes that minerals are non-renewable hence the SLP also focusses on managing the impacts of eventual downscaling and closure as part of strategic business planning. The Social and Labour Plan further make provisions for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through various training interventions.

Under normal circumstances this SLP should be referring to the Mining Charter applicable at the time. The 2015-2019 Mining charter has not yet been approved and as such this SLP seeks to improve on the targets which were set in the expired one with the provision that should a new Mining Charter be approved, the SLP will be duly amended to comply with the new targets.

In alignment with the spirit of the Mining Charter and the previous one, this SLP will cover the pillars: Human Resources Development, Employment Equity, Procurement, Housing, Local Economic Development, Management of downscaling and retrenchments. This document is divided into 6 (Six) sections.

2.1 Human Resource Development Programme (HRD) (REGULATION 46 (b))

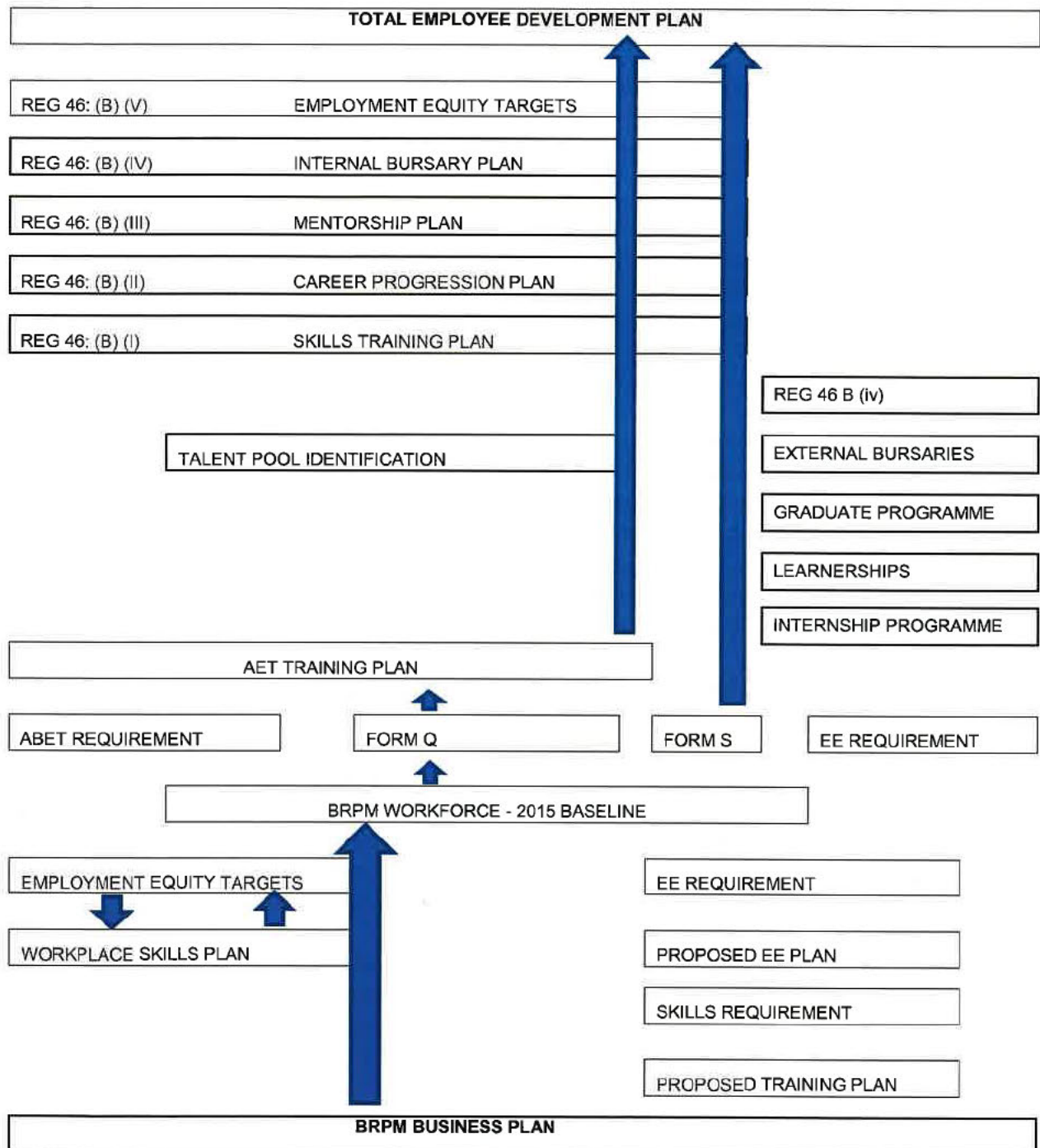
The HRD strategy takes cognisance of the skills demand and supply for the mining industry in Rustenburg with specific reference to scarce and critical skills. Development of HDSA leadership is a key strategic focus area including creating an ongoing pipeline of HDSA leadership.

HRD is managed across all levels of employment and is also considered as a critical component for achieving the mine's Employment Equity targets. Consequently, the mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements.

The mine is committed to ensure 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's objectives.

2.2 HRD framework

The mine's HRD plans are aligned to the mine's business plan. The development of future HDSA leadership is very key and strategic to the survival of the mine.



2.3 Compliance with Skills Development legislation

Applicants who by law should register with SETAs must provide the following:

NAME OF SETA	MINING QUALIFICATION AUTHORITY
Registration number with the relevant SETA	██████████
Has your company appointed a Skills Development Facilitator? If yes provide name	██████████████████
To which institution have you submitted your workplace skills plan?	MQA

The Skills Development Plan outlines how employees will be offered the opportunity to:

- i. become functionally literate and numerate;
- ii. to participate in learnerships;
- iii. to participate in skills programmes;
- iv. to acquire portable skills; and
- v. participate in various other training initiatives.

The plan includes 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 is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps on the mine and have a special focus on the training needs of HDSAs, various career path development and mentoring programmes.

Skills development at BRPM takes place on-site and at ESTC (Engineering Skills Training Centre) in Randfontein, as well as at each of the specific areas nominated by service providers. All training centres employ development practitioners and training staff and each of the centres has both ISO certification and MQA accreditation ensuring that the training provided meets national requirements.

The Skills Development Plan complies with skills development legislation and includes the regular submission of the Workplace Skills Plan (WSP) and Annual Training Report (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 are a key element to the mining operation's long-term success. The ongoing shortage of certain critical skills in the mining industry in South Africa combined with mine's need for this has highlighted the importance of proper talent management and people development.

Table 2 & 3 (Form Q) below provide an indication of the number and educational levels of both BRPM enrolled employees and contractor employees

Form Q – Enrolled employees' educational levels

BAND	NQF LEVEL	PLANNED AS PER ENVISAGED ORGANOGRAM	MALES				FEMALES				TOTALS	
			Africans	Coloureds	Indians	Whites	Africans	Coloureds	Indians	Whites	Males	Females
General Education and Training (GET)	1	No Schooling/ unknown	1 342	0	0	14	144	2	0	16	1 356	162
		Grade 0/ Pre-Schooling	7	0	0	0	0	0	0	0	7	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/ AET 1	115	0	0	0	1	0	0	0	115	1
		Grade 4/ Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3/ AET 2	28	0	0	1	3	0	0	0	29	3
		Grade 6/ Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7/ Std 5/ AET 3	41	0	0	2	1	0	0	0	43	1
		Grade 8/ Std 6	103	0	0	1	1	0	0	0	104	1

		Grade 9/ Std 7/ AET 4	63	0	0	0	0	0	0	0	63	0
Further Education and Training (FET)	2	Grade 10/ Std 8/ N1	95	0	0	5	4	0	0	0	100	4
	3	Grade 11/ Std 9/ N2	162	0	0	40	13	0	0	2	202	15
	4	Grade 12/ Std 10/ N3	566	2	0	62	145	2	2	23	630	172
Higher Education and Training (HET)	5	Higher Certificates and Advanced	130	0	0	28	41	0	0	6	158	47
	6	Diploma and Advanced Certificates	7	0	0	2	7	0	0	2	9	9
	7	Bachelor's Degree and Advanced Diplomas	11	0	0	3	6	0	0	3	14	9
	8	Honours degree, Post Graduate Diploma and Professional Qualifications	6	1	0	6	7	0	0	0	13	7
	9	Master's Degree	0	0	0	0	0	0	0	0	0	0
	10	Doctor's Degree	0	0	0	0	0	0	0	0	0	0

		Total	2 676	3	0	155	373	4	2	52	2 843	431
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Table 2: Form Q: Enrolled Employees

Form Q – Contractor employees' educational levels

BAND	NQF LEVEL	PLANNED AS PER ENVISAGED ORGANOGRAM	MALES				FEMALES				TOTALS	
			Africans	Coloureds	Indians	Whites	Africans	Coloureds	Indians	Whites	Males	Females
General Education and Training (GET)	1	No Schooling/ unknown	2 524	2	0	34	66	0	2	5	2 560	73
		Grade 0/ Pre-Schooling	19	0	0	6	11	0	0	0	25	11
		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/ AET 1	48	0	0	9	5	0	0	0	57	5
		Grade 4/ Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3/ AET 2	99	0	0	7	6	0	0	0	106	6
		Grade 6/ Std 4	0	0	0	0	0	0	0	0	0	0

		Grade 7/ Std 5/ AET 3	207	0	0	5	10	0	0	1	212	11
		Grade 8/ Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9/ Std 7/ AET 4	57	1	0	3	6	0	0	0	61	6
Further Education and Training (FET)	2	Grade 10/ Std 8/ N1	88	0	0	7	34	0	0	2	95	36
	3	Grade 11/ Std 9/ N2	109	0	0	10	23	0	0	3	119	26
	4	Grade 12/ Std 10/ N3	206	0	0	26	35	1	0	5	232	41
Higher Education and Training (HET)	5	Higher Certificates and Advanced	29	0	0	3	2	0	0	0	32	2
	6	Diploma and Advanced Certificates	17	0	0	6	0	0	0	0	23	0
	7	Bachelor's Degree and Advanced Diplomas	11	0	0	7	0	0	0	0	18	0
	8	Honours degree, Post Graduate Diploma and Professional Qualifications	7	0	0	3	0	0	0	0	10	0

	9	Master's Degree	0	0	0	0	0	0	0	0	0	0
	10	Doctor's Degree	0	0	0	0	0	0	0	0	0	0
		Total	3 421	3	0	126	198	1	2	16	3 550	217

Table 3: Form Q: Contractor Employees

2.4 Adult Education and Training

2.4.1 Overview

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 most 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.

BRPM continues to believe that the provision of AET has a positive impact on its employees' ability to communicate effectively and work safely. In addition, it allows its employees the opportunity to develop their skills and realise their full potential.

Employees, contractors and community members have been offered an on-going AET training opportunities. Most of these AET programmes are currently being offered at own time basis. The AET Centre has flexible class times to ensure that everyone could attend the classes.

2.4.2 Illiteracy level and AET needs

Literacy is a key component for all employees in enabling them to can acquire skills and knowledge and with the current prominent levels of illiteracy opportunity is afforded to employees and contractors to partake in AET training to increase their level of literacy. The number of employees that do not have an AET 4 qualifications inclusive of contractor employees amounts to **632**.

The table below summarizes the literacy and numeracy status of the permanent and contractor workforce as at end of 31 August 2015.

AET LEVEL	ENROLLED EMPLOYEES	CONTRACTOR EMPLOYEES	TOTAL NEED
No Schooling/ unknown	1 518	2 633	4 151
Grade 0/ Pre-Schooling	7	36	43
Level 1	116	62	178
Level 2	32	112	144
Level 3	44	223	267
Level 4	63	67	130

Table 4: Literacy and numeracy status

The Operation acknowledges the obligation to uplift the literacy levels of all those employees who have not achieved an AET Level 4 qualification, and have offered the opportunity to obtain such a qualification to most functionally illiterate employees. There is a commitment to improve the skills levels of all employees, as well as developing their full potential towards safer and more efficient work practices. All employees are continuously informed about the personal and career advantages of furthering their educational levels. All employees who register for AET training are then assessed through recognition of prior learning (RPL) processes and the most appropriate placement level from which to begin further studies is recorded.

2.4.3 AET Training planned

Out of the overall workforce of **7 031** employees including the contractors, BRPM will be offering **494** functionally illiterate employees and contractors the opportunity to be functionally literate and numerate by 2019. BRPM commits to continuously reassess the workforce educational profile and to formulate a plan to offer the same opportunity to all illiterate employees.

2.4.3.1 Training Planned: AET Full-Time

AET LEVEL	TARGET AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Pre-AET	0	0	0	0	0	0
Level 1	0	5	5	5	0	15
Level 2	0	5	5	5	0	15
Level 3	0	5	5	5	0	15
Level 4	0	5	5	5	0	15
FLC	0	0	0	0	0	0
Total AET Full-Time	0	20	20	20	0	60

2.4.3.2 Training Planned: AET Own – Time – Enrolled Employees

AET LEVEL	TARGET AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Pre-AET	0	0	0	2	0	2
Level 1	10	5	5	8	5	33
Level 2	10	5	5	9	5	34
Level 3	10	10	10	10	10	50
Level 4	3	10	10	10	10	43
FLC	0	0	0	0	0	0
Total AET Own-Time – Enrolled Employees	33	30	30	39	30	162

2.4.3.3 Training Planned: AET Own – Time Contractors

AET LEVEL	TARGET AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Pre-AET	20	10	10	12	10	62
Level 1	15	15	15	23	15	83
Level 2	15	15	15	23	15	83
Level 3	10	10	10	14	10	54
Level 4	10	10	10	10	10	50
FLC	0	0	0	0	0	0

Total AET Own-Time – Contractors	70	60	60	82	60	332
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2.4.3.4 Training Planned: Own – Time Community

AET LEVEL	TARGET AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Pre-AET	0	0	0	1	0	1
Level 1	0	0	0	3	0	3
Level 2	0	0	0	9	0	9
Level 3	0	0	0	6	0	6
Level 4	0	0	0	5	0	5
FLC	0	0	0	0	0	0
Total AET Own-Time – Community	0	0	0	24	0	24

AET implementation plan

The mine has extended the AET training intervention into the wider mining communities since most of the unskilled labourers will be sourced from this communities. This will form part of a strategy to enable members of the mine community to access further education opportunities.

Infrastructure and capacity

The Operation will operate full-time and own-time courses as a way of addressing the illiteracy challenge. Suitably qualified facilitators will be sourced to ensure that quality teaching and learning take place in AET classes with a facilitator-learner ratio of 1:25. Teaching materials will be supplied by a service provider accredited by the Mining Qualifications Authority (MQA).

Marketing and enrolment

To be able to increase the number of employees enrolling for AET, the following initiatives will be put in place:

- Increased management involvement, particularly from production management and heads of Departments, will boost the campaign to increase adult education enrolment.
- The AET Facilitators will provide pamphlets for information sharing sessions
- Facilitators should provide progress reports of learners (both own-time and full-time) to their Supervisors and Departmental Heads
- Employees that 'drop out' of the own-time programmes will be paraded to help in getting them back into the classroom.
- Upon completion of level 1,2 & 3, learners will be offered the grants sponsored by MQA
- Candidates will be attracted through external recruitment drive, redeployment from South Shaft and absorption of some of the volume contractors.
- Awareness will be raised through workplace forums with organised labour, internal magazine and notice boards

2.5 Core Business Training

2.5.1 Core Business Training (Mining, Engineering & MRM)

Core business training is defined in respect of legislation as that which relates to mining, engineering, mineral resources management and process (excluding learnerships). It is imperative that the Operation focusses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform.

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Mining	1095	1040	988	939	892	4 954
Engineering	10	0	0	5	5	20
MRM	0	0	0	12	12	24
Processing	0	0	0	6	6	12
Total Number	1105	1040	988	962	915	4 010

2.5.2 Non-Core Business Training (Support Services)

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Finance	0	0	0	8	8	16
HR	0	0	0	46	52	98
Protection Services	0	0	0	13	7	20
Safety & Sustainable Development	0	0	0	81	81	162
Total Number	0	0	0	148	148	296

2.6 Learnerships

2.6.1 Overview

A learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Learnerships enable learners to work towards a qualification whilst being employed.

BRPM will continue to provide learnerships to employees and selected people from the surrounding communities, as well as to students enrolled at various tertiary educational institutions. The purpose of these learnerships will be to equip employees with skills to assist them in undertaking their responsibilities more efficiently, affording their progression into other positions at BRPM, where a need exists.

2.6.2 Learnerships (Internal Mining)

Learnerships (Internal) – a learnership is a structured learning programme that is registered with the Department of Labour where a learner obtains practical work experience of a specified nature and duration which leads to a qualification registered on the NQF that can be related to an occupation. Internal refers to learners that are employees of BRPM (**S18.1**). Also, included in this category are all **internal** learners that embark on a registered apprenticeship as defined in the Skill Development legislation.

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
DMR Blasting Certificate	14	5	5	0	5	29
Total Number	14	5	5	0	5	29

The Operation provides mainly Mining and Engineering Learnerships for its employees. Engineering learners and technicians are sent to the Engineering Skills Training Centre (ESTC) in Randfontein for their training. Mining learnerships are conducted on-site.

BRPM will ensure that its learnership strategy is in line with company standards and Mining Charter commitments as set out below:

- a) Commitment of 80% HDSAs to be selected for these programmes;
- b) 25% of these HDSA learnerships will be reserved for women; and
- c) The remaining 20% will be allocated to Non-HDSAs.
- d) Upon engagement as a learner, each learner will be required to enter the mentorship agreement and will be monitored half-yearly to ensure the effectiveness of the relationship. These will be the action steps taken to ensure the mine achieve its targets.

2.6.3 Learnerships (Internal Engineering)

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Basic Rigging	2	0	0	0	1	3
Basic Plating	2	0	0	0	2	4
Basic Fitting and Machining	3	0	0	2	2	7

Instrument Mechanic	3	0	0	0	1	4
Basic Electrical	5	0	0	1	2	8
Auto Electrician	0	0	0	0	0	0
Basic Diesel Mechanic	0	0	0	0	0	0
Total Number	15	0	0	3	8	26

The above table (Internal Engineering learnership 18.1) depicts Engineering learners' targets for a programme that runs for three years. To this effect the learners who enter the programme on year one (e.g. 2015) will be on the programme for two more years viz. 2016 and 2017 to complete the programme. The same will apply to 2016 intake going forward.

2.6.4 Learnerships (External Engineering)

External refers to learners that are not employees of the Company (**S18.2**). Also, included in this category are all **external** learners that embark on a registered apprenticeship as defined by the Skill Development legislation.

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Basic Rigging	0	0	0	0	0	0
Basic Plating	1	0	0	0	1	2
Basic Fitting and Machining	0	0	0	0	1	1

Instrument Mechanic	1	0	0	0	1	2
Basic Electrical	0	0	0	0	1	1
Auto Electrician	0	0	0	0	0	0
Basic Diesel Mechanic	0	0	0	0	0	0
Total Number	2	0	0	0	0	6

The above (External Engineering learnership 18.2) depicts Engineering learners' targets for a programme that runs for three years. To this effect the learners who enter the programme on year one (e.g. 2015) will be on the programme for two more years viz. 2016 and 2017 to complete the programme. The same will apply to 2016 intake going forward.

2.7 Portable Skills Training Programme

Portable skills can be referred to as those skills that relate to industries outside of the mining industry that can be used to improve earning capacity during the life of mine and in the event, that downscaling, and retrenchments might occur. It also assists the affected employees with alternative forms of employment or sustainable livelihood opportunities.

2.7.1 Portable Skills Training Programme – Employees

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Bricklaying	0	3	0	1	0	4
Painting	0	3	0	1	0	4
Plumbing	0	3	0	1	0	4

Basic Carpentry	3	0	0	1	0	4
Computer Skills	0	0	20	3	0	23
Welding/ Boiler making	3	0	0	2	0	5
Basic Electrical/ House wiring & repair of electrical appliances	3	0	0	2	0	5
Total Number	9	9	20	11	0	49

2.7.2 Portable Skills Training Programme– Contractors

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Bricklaying	0	0	0	0	0	0
Painting	0	0	0	0	0	0
Plumbing	0	0	0	0	0	0
Basic Carpentry	0	0	0	0	0	0
Computer Skills	0	3	3	0	0	6
Welding/ Boiler making	0	0	0	0	0	0
Basic Electrical/	0	0	0	0	0	0

House wiring & repair of electrical appliances						
Total Number	0	3	3	0	0	6

2.7.3 Portable Skills Training Programme – Community

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Bricklaying	0	0	0	0	17	17
Painting	0	0	0	0	15	15
Plumbing	0	0	0	0	17	17
Basic Carpentry	0	0	0	0	16	16
Computer Skills	0	0	0	0	15	15
Welding/ Boiler making	0	0	0	0	0	0
Basic Electrical/ House wiring & repair of electrical appliances	0	0	0	0	20	20
Total Number	0	0	0	0	100	100

BRPM recognises that every mine has a limited lifespan and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, the Mine intends to equip the future 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. A three-tier approach will be followed now and upon retrenchment.

a) The portable skill will firstly be implemented by providing the skills which are functional and important during the life of mine. The skills should be supplementary to the core business of the Operation. The programmes identified should be determined by the needs and interest of the employees and the delivery capacity of the Operation.

b) Secondly, the organisation will make provision to train employees on non-mining related skills at times of potential retrenchment, downsizing or mine closure. In the event of changes in the market conditions which necessitate potential retrenchment, downsizing or closure, the company will create a portable skills fund to cater for the training of those identified or affected by such conditions.

c) All employees, in the year prior to their retirement will be offered an opportunity to attend basic Portable Skills training.

The following action steps will be taken.

a) Portable skills during the life of mine:

- I. The HRD department through HRD Officers and contracting companies will identify individuals who should go through the identified programmes.
- II. These skills will be catered for as part of the workplace skills plan.
- III. These training interventions may be offered to employees approaching retirement age.

2.8 Form R: Hard-to-Fill Vacancies

BRPM analyses 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.

Hard-to-fill vacancies currently represent both filled and vacant positions. They are difficult to fill due to the limited availability of related skills in the market.

Hard-to-fill vacancies will be addressed at BRPM through the implementation of the Skills Development Programmes, the HRD strategy, and various learnerships, as described in the sections above. The hard-to-fill vacancies at BRPM have been recorded in Form R. The information in the table will be updated on an annual basis

OCCUPATIONAL LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top Management	N/A	N/A
Senior Management	N/A	N/A

Professionally qualified and experienced specialists and mid - management	Environmental Officers HRD Officers HRD Engineering Coordinator Instrument Engineer	Specialised skills lacking Absolute scares skills
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	N/A	N/A
Semi - skilled and discretionary decision making	RDO Winch Operator & Stope Timbers	Specialised skills lacking
Unskilled and defined decision making	N/A	N/A

Table 5: Hard to fill vacancies

2.9 Career Progression Plan (Regulation 46 (b)(ii))

The intent of this section is to illustrate how through upward career mobility of talent/capacity pool employees through the various occupational levels that the operation will achieve its Business Plan requirements and reach Employment Equity Targets by 2020 and beyond.

BRPM has developed generic competency matrices per job and career path matrices (flow charts) for every discipline within its operations for career progression. These flow charts for each occupation are to provide guidelines to BRPM 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.

Role descriptions are outlined with respect to minimum job entry requirements, desirable qualifications, and relevant courses aligned to national requirements and the required duration to complete each step in the recommended career path for each position. Consideration is given to complexity, qualifications, previous experience and competence.

2.9.1 Career Progression Plan – Mining (Excluding Learnerships/ Internal Bursars: Educational Assistance)

CURRENT POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	2015		2016		2017		2018		2019	
			Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
			Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Team Leader	Mining Learnership	Blasting Certificate	0	0	0	0	0	0	0	0	5	0
Miner	Shift Supervisor Programme	Shift Supervisor Certificate	0	0	0	0	0	0	0	0	5	0
Shift Supervisor	Mine Overseer Part A & B	Mine Overseer Certificate	0	0	0	0	0	0	0	0	2	0
Mine Overseer	Mine Manager Part A, B & C	Mine Manager Certificate	0	0	0	0	0	0	0	0	1	0
Total			0	0	0	0	0	0	0	0	13	0

2.9.2 Career Progression Plan – Engineering (Excluding Learnerships & Educational Assistance)

CURRENT POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	2015		2016		2017		2018		2019	
			Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
			Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Engineering Assistant	Level 1 Programme	Certificate	0	0	0	0	0	0	0	0	0	0
Engineering Assistant – Level 1	Level 2 Programme	Certificate	0	0	0	0	0	0	5	0	5	0
Engineering Assistant – Level 2 & N2	Engineering Learnership	Trade certificate	0	0	0	0	0	0	3	0	0	0
Artisan	Engineering Foreman Programme	Engineering Foreman Certificate	0	0	0	0	0	0	0	0	0	0
Engineering Foreman & N6	Junior Engineering Programme	Government Certificate of Competency (GCC)	0	0	0	0	0	0	2	0	1	

2.9.3 Career Progression Plan – MRM

CURRENT POSITION	TRAINING INTERVENTION	2015		2016		2017		2018		2019	
		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
		Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Chamber of Mines Certificate of Competence – all disciplines Elementary	Chamber of Mines Certificate of Competence – all disciplines Elementary	0	0	0	0	0	0	1	0	2	0
Chamber of Mines Certificate of Competence – all Disciplines Advanced	Chamber of Mines Certificate of Competence – all Disciplines Advanced	0	0	0	0	0	0	1	0	2	0

2.9.4 Career Progression Plan – Processing

CURRENT POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	2015		2016		2017		2018		2019	
			Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
			Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Process Cadetship	Crushing, Milling and Floatation	Concentrator Plant Competency	0	0	0	0	0	0	10	0	0	10
Processors, Control Room Operators, Team Leaders	Management and Development programmes (PSDP)	Certificate in Management and Development (PSDP)	0	0	0	0	0	0	0	0	4	0
Team Leaders, Shift Leaders	Management and Development programmes (SLDP)	Higher Certificate in Management and Development (SLDP)	0	0	0	0	0	0	0	0	4	0

2.9.5 Career Progression Plan – HRD (ODETDP)

CURRENT POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	2015		2016		2017		2018		2019	
			Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
			Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Facilitator	FET OD ETDP NQF 3 Programme	FET Certificate in OD ETDP NQF 3	0	0	0	0	0	0	2	0	2	0
Trainer	National Certificate in OD ETDP NQF 4	National Certificate in OD ETDP NQF 4	0	0	0	0	0	0	2	0	2	0
HRD Officer	National Diploma in OD ETDP NQF 5	National Diploma in OD ETDP NQF 5	0	0	0	0	0	0	2	0	2	0

2.9.6 Career Progression Plan – Protection Services

CURRENT POSITION	TRAINING INTERVENTION	2015		2016		2017		2018		2019	
		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
		Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Patrol Person	PSIRA Grade D	0	0	0	0	0	0	0	0	1	0
Protection Services Officer	PSIRA Grade C	0	0	0	0	0	0	1	0	0	0
PS Superintendent	PSIRA Grade B	0	0	0	0	0	0	0	0	0	0
Snr. PS Superintendent	PSIRA Grade A	0	0	0	0	0	0	0	0	0	0

2.9.7 Career Progression Plan – Safety & Sustainable Development

CURRENT POSITION	TRAINING INTERVENTION	2015		2016		2017		2018		2019	
		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
		Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Safety Officer/ Full-Time Safety Reps.	COMSOC 1 & 2	0	0	0	0	0	0	4	0	3	0
Safety Officer/ Full-Time Safety Reps.	Diploma in Safety Management	0	0	0	0	0	0	0	0	0	0

2.9.8 Career Progression Plan - Finance

CURRENT POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	2015		2016		2017		2018		2019	
			Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified		Number of employees identified	
			Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Material Requisition Coordinator	Diploma in Business Management Training	Diploma in Business Management	0	0	0	0	0	0	3	0	2	3
Assistant Accountant	Bachelor of Accounting Management Accounting Training	Bachelor of Accounting Management Accounting	0	0	0	0	0	0	0	0	2	0
Senior Accountant Operations	BCom Management Accounting Training	BCom Management Accounting	0	0	0	0	0	0	0	0	1	0

During all the formal training programs listed per each discipline above, which are 12 months or more, the Operation will ensure that mentoring and coaching takes place. Learners will be assigned with coaches after attending training programmes for them to get further support and guidance. Senior Training Officers, Officers and Coordinators will serve as coaches to the lower entry level employees.

Assessment processes have been introduced in Mining, Engineering and MRM to continuously evaluate and coach lower level employees within their real working environment. The methodology that is 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 feeding capacity pools.

2. 10 Mentorship Plan

Mentorship is a key process and tool in support of people development, Employment Equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mining operation. In addition, mentorship and coaching support BRPM'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.

2.10.1 Mentorship Plan with Timeframes

YEAR	MENTORING PROGRAMMES		TARGET				GENDER	
			Career Deliverables	Duration	HDSA	Non-HDSA	Male	Female
2015-2019	Appendix Attached	as	Learnerships	3 Years	49	12	51	10
2015-2019	Appendix Attached	as	Bursars (external)	3 Years	89	22	93	18
2015-2019	Appendix Attached	as	Graduates	2 Years	48	12	50	10
2015-2019	Appendix Attached	as	Capacity Pool (D1 and below)		78	19	81	16
2015-2019	Appendix Attached	as	Talent Pool (D2 and above)		46	11	48	9

2.10.2 Mentorship

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Learnerships	31	5	5	3	13	61
Bursars	0	0	0	14	5	19
Graduates	0	0	0	8	5	13
Capacity Pool (D1 and below)	0	0	0	50	47	97
Talent Pool (D2 and above)	0	0	0	25	32	57
Total Number	0	0	0	100	94	194

The table above provides the current and future targets which establish mentorship relationships for all employees in the various training and development programmes i.e. learnerships, bursars, graduates, and capacity-talent pool candidates which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are on development programmes will be on mentorship programmes.

The following action steps will enable the Operation 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 programmes will be developed via standard development mechanisms, including relevant coaching by supervisors and Company coaching;
- Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- Needs identified because of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the IDC;
- A mentorship agreement will be formalised and will specify each Company or party's expectations and commitments; and
- The mentorship systems will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

2.11 Bursaries, Internships and Graduate Programme

The mine's internal and external bursary schemes have as their main aim to provide both employees and external people with the opportunity to further their education thereby enabling them to be either eligible for further development in line with their career progression route or allow them to join the graduate scheme.

2.11.1 Internal Bursaries (Study Assistance)

Internal bursaries are 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 Educational Assistance Policy.

FIELD/ AREA OF TRAINING	TARGET AND TIMELINE									
	2015		2016		2017		2018		2019	
	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Administration	6	2	2	0	0	0	0	0	2	0
Environmental	3	1	0	0	0	0	0	0	0	0
Finance & Accountancy	10	2	2	1	2	0	4	1	4	0
Human Resources	30	0	12	0	25	0	11	2	11	1
MRM	4	2	0	0	0	0	0	0	2	0
Marketing	0	0	0	0	0	0	0	0	0	0
Mechanical/ Electrical/ Chemical Engineering	13	2	12	2	5	1	5	0	5	0
Metallurgical	0	0	0	0	0	0	0	0	0	0
Mining	4	2	1	0	0	0	2	0	2	0

Safety & Sustainable Development	20	2	9	0	7	0	16	3	10	0
Protection Services	3	0	0	0	1	0	0	0	1	0
Information System	1	1	0	0	0	0	0	0	1	0
Other	10	0	6	0	4	0	6	1	6	0
Total Number	104	14	44	3	44	1	44	7	44	1

BRPM recognises the importance of developing its most valuable resource, viz. its workforce. In addition to skills development, BRPM also recognises that tertiary development contributes to having a well-educated workforce. Therefore, the Mine will provide employees with bursaries to give them the opportunity to obtain recognised tertiary qualifications in line with their occupations. The internal bursary programme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

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

- a) To encourage current employees to progress their careers, internal bursaries will be available for qualifying employees;
- b) These will be granted on condition that the course of study is relevant to the employee's current and future roles within the Company;
- c) The identification of candidates will be guided by succession planning and career management processes per discipline;
- d) 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
- e) Such studies are to be undertaken through institutions recognised by the Company.

2.11.2 External Bursaries

External Bursaries are awarded to people that are currently not the employees of the company. The company 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, BRPM will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates as well as filling critical skills gaps in BRPM 's core disciplines.

FIELD/ AREA OF TRAINING	TARGET AND TIMELINE									
	2015		2016		2017		2018		2019	
	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.	Target	Cont.
Mining Engineering	10	5	8	7	4	4	1	3	0	1
Metallurgical Engineering	4	5	3	1	3	1	1	1	0	2
Geology	1	1	1	1	1	1	1	0	0	1
Mine Surveying	1	0	0	0	1	0	0	0	0	0
Human Resources	2	0	2	1	1	0	0	0	0	0
Finance & Accountancy	2	2	1	1	0	0	2	0	0	1
Electrical Engineering	4	5	3	2	4	2	2	2	0	3
Mechanical Engineering	3	3	0	0	2	2	1	0	0	0
Chemical Engineering	2	2	1	2	0	0	0	1	0	0
Other	7	1	11	5	10	8	6	7	5	6
Total Number	36	24	30	20	26	18	14	14	5	14

The following action steps will enable the Operation to achieve the above targets;

- Commitment of 80% HDSAs to be selected for these bursaries; and
- 20% of these HDSA bursaries will be reserved for women.
- The highest calibre of young professionals will be attracted to meet staffing and Employment Equity requirements. This area is regarded as one of the Mining Operations strategic priorities, particularly considering the core skills shortages in the South African mining industry.
- The minimum selection requirement for Grade 12 learners will be 60% in Mathematics and Science.

- e) 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. In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year or be channelled into full-time tertiary study; and
- f) 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.

2.11.3 Internships

BRPM's Internship Programme will consist of different programmes aimed at giving learners accelerated exposure as part of their development programmes. Such programmes will vary from giving exposure to prospective employees, to students requiring practical experience towards their qualifications. Some of the experiential programmes are aimed at the development of potential employees. 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.

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Exposure (P1 & P2)	20	0	20	9	15	64
Vacation Students	0	0	0	0	0	0
Total Number	20	0	20	9	15	64

2.11.4 Graduate Development Programme

The Graduate Development Scheme, which forms part of the Young Professional function, is aimed at filling critical skills gaps and HDSA targets in core activities at the professional level.

FIELD/ AREA OF TRAINING	TARGETS AND TIME -LINE					
	NOTE: This are actual calendar timelines, year 1, 2, 3, 4 & 5					
	2015	2016	2017	2018	2019	5-year target
Mining	5	3	3	2	0	13
Metallurgy	2	1	1	1	0	5
Geology	4	2	1	1	1	9
Surveying & Ventilation	0	0	1	0	2	3
Rock Engineering	2	2	1	0	1	6
Human Resources	3	2	1	1	0	7
Finance	5	1	1	1	0	8
Total Number	21	11	9	6	4	51
Additional Graduate Programme						
Mechanical/ Electrical/ Chemical Engineering	3	1	1	1	0	6
Information Technology	0	0	0	0	0	0
Mine Planning	0	0	0	0	0	0
Public Administration	0	0	0	0	0	0
Other	1	0	0	1	1	3
Total	4	1	1	2	1	9
Grand Total	25	12	10	8	5	60

The following action steps will enable achievement of above targets:

- a) Number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years are assessed annually;
- b) These graduate trainees are then further developed by means of the discipline specific Graduate Development Programs for an average of 18 months;
- c) During the Programme, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by the Operation; and
- d) Every Graduate has an Individual Development Charter and an appointed mentor of which appraisals are conducted on bi-annually.

2.12 EMPLOYMENT EQUITY PLAN

2.12.1 Form S: Permanent Employees

OCCUPATIONAL LEVEL	MALES				FEMALES				DISABLED		FOREIGN NATIONALS		TOTAL
	Africans	Coloureds	Indians	Whites	Africans	Coloureds	Indians	Whites	Males	Females	Males	Females	
Top Management	0	0	0	1	0	0	0	0	0	0	0	0	1
Senior Management	10	1	0	13	0	0	0	3	0	0	0	0	27
Middle Management	80	0	0	39	28	1	2	22	0	0	0	0	172
Junior Management	452	1	0	90	110	0	0	26	0	0	20	1	700
Core Skills	325	1	0	83	42	0	0	1	0	0	16	1	469
Total Permanent	867	3	0	226	180	1	2	52	0	0	36	2	1369
Non-Permanent Employees	3	0	0	7	2	0	0	1	0	0	0	0	12
Grand Total	870	3	0	233	182	1	2	53	0	0	36	2	1381

2.12.2 Form S: Contractor Employees

OCCUPATIONAL LEVEL	MALES				FEMALES				DISABLED		FOREIGN NATIONALS		TOTAL
	Africans	Coloureds	Indians	Whites	Africans	Coloureds	Indians	Whites	Males	Females	Males	Females	
Senior Management	2	0	0	16	0	0	0	0	0	0	0	0	18
Middle Management	12	0	0	12	1	0	0	2	0	0	2	0	29
Junior Management	202	0	0	65	16	1	0	4	0	0	0	0	288
Core Skills	112	0	0	54	13	1	0	0	0	0	52	0	232
Total Permanent	328	0	0	147	30	2	0	6	0	0	54	0	567
Non-Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	328	0	0	147	30	2	0	6	0	0	54	0	567

2.11.3 Annual HDSA Progressive Targets: Permanent Employees

OCCUPATION LEVELS	TARGETS				
	2015	2016	2017	2018	2019
Top Management	50.0%	50.0%	50.0%	0.0%	0.0%
Senior Management	56.0%	56.0%	56.0%	70.0%	75.0%
Middle Management	62.0%	62.0%	62.0%	70.0%	75.0%
Junior Management	0.0%	0.0%	0.0%	70.0%	75.0%
Core Skills	0.0%	0.0%	0.0%	70.0%	75.0%

2.11.4 Women in Mining (All disciplines)

OCCUPATION LEVELS	TARGETS				
	2015	2016	2017	2018	2019
Top Management	0.0%	0.0%	0.0%	0.0%	25.0%
Senior Management	0.0%	0.0%	0.0%	20.0%	25.0%
Middle Management	19.0%	62.0%	62.0%	20.0%	25.0%
Junior Management	0.0%	0.0%	0.0%	20.0%	25.0%

SECTION 3

MINE COMMUNITY ECONOMIC DEVELOPMENT

3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME

3.1 Socio-economic profile of North West Province

BRPM is situated in the Rustenburg Local Municipality (RLM) and the Moses Kotane Local Municipality (MKLM), which forms part of the Bojanala District Municipality (BDM), in **North West Province (NWP)**.

The communities that will be affected by BRPM mining operation have been identified as the following:

- RLM:
 - Phatsima;
 - Chaneng;
 - Robega;
 - Rasimone;
 - Mafenya; and
 - Boshhoek.
- MKLM:
 - Ledig (Including Mahobieskraal);
 - Bapong;
 - Matooster; and
 - Mogwase.

The table below, reflects the salient socio-economic data related to the province, as well as the district and local municipalities are presented.

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Moses Kotane Local Municipality	Rustenburg Local Municipality
Population				
Total number of people	3,271,948	1,188,458	237,175	395,761

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Moses Kotane Local Municipality	Rustenburg Local Municipality
Total number of households	911,120	334,499	62,861	116,635
Average Household Size	3.7	3.5	4	3.4
Brief Analysis	The average household size compares favourably to National and Provincial levels.			
Housing				
Brick dwelling on separate stand	66.1%	59.1%	75%	56.2%
Traditional dwellings	2.2%	3.5%	5%	2.1%
Informal settlements (separate stands and backyard dwellings)	24,3%	29.4%	17%	41.7%
Flush toilet with sewerage system	39% *	24.3%	11.0%	28.09%
Pit latrine (without ventilation)	33.9% *	51.8%	73.8%	71.16%
No access to any toilet facilities	9.2% *	9.1%	15.2%	0.75%
No Access to piped water	72.6%	70.5%	31.8%	34.35%
Piped water more than 200 m from the yard	20.0%	18.2%	22.1%	13.58%
Piped water near the house	7.2% *	11.3%	31.8%	5.57%

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Moses Kotane Local Municipality	Rustenburg Local Municipality
Electricity used for cooking	66.1%	47.7%	51%	66.5% x
Gas used for cooking	2.6% *	2%	2.5%	2.0% x
Paraffin used for cooking	30% *	34%	17.3%	14.9% x
Wood used for cooking	17.4% *	15%	29%	15.1% x
Refuse removed by local authority at least once a week	40.6% *	25.9%	8.2%	60.1% x
Communal refuse dump	1.8% *	1.5%	1.7%	2.1% x
Own refuse dump	48.5% *	62.3%	80.5%	28.6% x
No rubbish disposal	7.3% *	9.8%	9%	7.1% x

Table 6: Socio-economic data

Table below, describes the Key Performance Areas of RLM, as identified by the Municipality's IDP2012/17.

Key Pillar	Key Performance Area
Planning and Skills Development	<ul style="list-style-type: none"> • Mining sector contributes to most formal sector employment opportunities, other contributors being wholesale and retail trade sector, community, social and personal services sector; • Overall skills levels are very low with less than 10% of adult population having tertiary education; • Overall low literacy levels in the municipality will impact on the ability of the economy to maintain high future growth rates in the area.
Construction and Infrastructure	<ul style="list-style-type: none"> • Insufficient capacity of bulk infrastructure networks; • Road infrastructure below standard, insufficient road linkages with Gauteng, lack of road safety; • Limited facilities at existing taxi ranks to comply with requirements of recapitalisation programme; • Limited availability of technical and other skills in the district to support large infrastructure development and construction project
Mining and Energy	<ul style="list-style-type: none"> • Low levels of beneficiation of precious metals to contribute to economic development of area; • Large proportion of inputs and products utilised by Mining Industry obtained from outside district; • Limited opportunities for small scale mining ventures; • Increase and impact of HIV/Aids on the labour force; • Mining resources are a finite and non-renewable resource; • Insufficient alignment of identified priorities and challenges of public sector programmes with CSI and other programmes and initiatives of the mining groups; • Expanding Mining Industry will put increasing pressure on available water resources.
Agricultural and Rural Development	<ul style="list-style-type: none"> • Main agricultural activity is cattle, tobacco, citrus fruit (one of SA's most important citrus areas), wheat, maize, sunflower seed and ground nuts • Nearly 20% of land use area is agricultural but only contributes less than 5% to total GDP of area; • Limited agro-processing facilities; • Limited production of specialised products such as herbs, spices and indigenous trees; • Limited infrastructure; • Limited entrepreneurial skills in rural areas; • Incomplete land claims and other land reform processes, and pressure of other types of development on agricultural land; • Limited access to water and support/advisory services for small scale farmers.

Tourism	<ul style="list-style-type: none"> • Several opportunities for tourism in Magaliesberg, and Bushveld vegetation; • Bafokeng Sports Palace was a designated venue for 2010 FIFA World Cup Soccer; • Insufficient marketing of tourism facilities, and benefits for rural communities from tourism development; • Sub-optimal utilisation of natural resources and benefits from proximity to nearby markets; • Limited opportunities for emerging enterprises and SMME's to participate in tourism and BEE participation; • Limited market profile for cultural tourist attractions; • Insufficient access and signage to key tourist destinations
Manufacturing and Trade	<ul style="list-style-type: none"> • Limited role played by manufacturing in the economy of Rustenburg; • Accounts for only approximately 7% of all formal sector employment opportunities; • Limited availability of modern and strategically placed industrial and commercial areas in the district; • Limited opportunities and support for SMME's; • Absence of linkages between production activities in rural areas and manufacturing centres of the district; • Unavailability of key bulk infrastructure limits retail and office development markets; • Limited beneficiation of raw product to be used in district, both in agricultural and mining sectors.
SMME Sector	<ul style="list-style-type: none"> • Main reason for starting small business is unemployment; • Most small businesses have been in operation for less than 2 years; • Lack of knowledge in finance, stock control, infrastructure, pricing, improvement of business in marketing and products; • Limited integration of formal and informal sector economic activities; • Absence of a comprehensive information database on SMME's in district; • Uncoordinated SMME support activities.

Table 7: Key Performance Areas of RLM

3.2 Key economic activities

The main economic sectors in the NWP are mining (33.6%), community services (12.1%), trade (9.3%), manufacturing (4.4%) and private households (7.0%). There are 87 mines operating in the area employing a total of approximately 100,000 workers, accounting for 23% of the provincial employment. The provincial economy contributes 4% to the South African economy. The average Gross Geographic Product GGP growth rate increased with 2.9% from 1990 to 2000. As at 2011, mining contributed 24.6% towards the economy and 17.8% of total employment in the NWP.

Municipality	Dominant Economic Sector	2nd most Dominant Economic Sector

Bojanala District Municipality	Mining and Quarrying (6.9%)	Wholesale and Retail (3.4%)
Rustenburg Local Municipality	Mining and Quarrying (15.1%)	Community Services (5.4%)

Key activities in BDM and RLM

3.2.1 Health Care

The health facilities in the area are built by the RBA, but administered by the Department of Health and Welfare of the North-West Government. In general, the clinics in the Bafokeng areas are in good condition. The clinics are housed in formal structures and are equipped with appropriate facilities. Phokeng has a Health Centre which operates on a 24-hour basis and all other 7 clinics in the Bafokeng villages also operate on a 24-hour service. There is one 24-hour clinic that services Mafenya, Chaneng, Robega and Rasimone. The HIV prevalence rate in the North-West Province is exceptionally high, with 30% of the population currently infected by HIV. The associated social and economic impacts are devastating to households, families and communities, and eroding formal and informal mechanisms of support.

3.2.2 Education

Schools in the area concerned are built by the Royal Bafokeng Administration (RBA) but are administered by the Department of Education of the North-West Province. All the schools are in good condition and are housed in formal structures of high quality. The ratio of teachers to learners for the education facilities in the study area is satisfactory.

3.3 Standard of Living, Utilities and Services

The standard of living in the Bojanala Platinum District, the Rustenburg Local Municipality and the mine community varied somewhat but overall it was poor for most the population during 2001. Household access to sanitation, refuse removal and telecommunications was poor in the broader geographic areas. Electricity was the dominant source of fuel used in the villages and the broader area for lighting, heating and cooking. Although most the houses were formal, throughout the region, there were high numbers of informal dwellings.

3.3.1 Electricity

Electricity was the key source of energy used in all the villages for lighting, cooking and heating. Electricity is provided privately by Eskom and approximately 80% of the households in Chaneng and Robega used electricity in 2001. In Rasimone, most the households used electricity. However, many households made use of paraffin as a fuel source.

3.3.2 Water

As per Statistics SA (2011), 20% of households in the Bojanala Platinum District had access to piped water in their dwellings and 14% in the Rustenburg Local Municipality. These figures far exceed those in Chaneng, Robega and Rasimone, where only 1.5, 3 and 1% respectively, had access to piped water in their dwellings. Although few households had access to piped water inside their dwellings, the majority had access to water inside their yards, apart from Rasimone (Robega) which has less access.

3.3.3 Sanitation, Refuse Removal and Telecommunications

Sanitation in the area concern was very poor, by far most the households did not have access to flush or chemical toilets. Throughout these villages, 86% of households used pit latrines that had no ventilation. "Ecolooos" were installed in Mafenya (new area, forming part of Robega (Rasimone), where BRPM relocated residents) for the resettled households; however, they did not function adequately and expose the residents to health risks. There was virtually no formalised refuse removal in the area, some 76% of households used their own refuse dumps, 23% had no form of refuse disposal, and the remaining 1% had their waste removed by a local authority or took it to a communal refuse dump.

3.3.4 Employment

Over a third (37%) of the population of the Bojanala Platinum District were employed in 2001, 38% were not economically active and 25% were unemployed. The employment status differs in the Rustenburg Local Municipality with 47% of the population employed, 31% not economically active and only 22% unemployed.

The rate of unemployment across these areas was low compared to the South African unemployment rate of 36% to 42% since the year 2000. According to the 2001 statistics, the level of employment amongst the economically active population (aged between 15 and 65) was 37% in Chaneng, 38% in Robega and 39% in Rasimone. According to Statistics SA, 2001, mining was by far the most dominant employer in the region, employing 27% of the population in the Bojanala Platinum District and 46% in the Rustenburg Local Municipality. Chaneng, Robega and Rasimone employed 34%, 45% and 66% (Ward 2 = 45%), respectively of the population, in the mining sector. According to the 2001 statistics, the level of employment amongst the economically active population (aged between 15 and 65) was 37% in Chaneng, 38% in Robega and 39% in Rasimone. According to Statistics SA, 2001, mining was by far the most dominant employer in the region, employing 27% of the population in the Bojanala Platinum District and 46% in the Rustenburg Local Municipality. Chaneng, Robega and Rasimone employed 34%, 45% and 66% (Ward 2 = 45%), respectively of the population, in the mining sector.

3.4 Key Economic Activities of the Area in which BRPM Operates

The most prominent formal sector employment opportunities in Rustenburg Local Municipality were mining (44.8%), wholesale and retail (11.5%), and community and social services (11.1%) as per the 2001 Census. Industrial activity within Rustenburg Local Municipality is concentrated within Rustenburg and Thlabane, the economic hub of the municipality.

Most mining activities in the municipality are located on the Merensky Reef and the UG2 Chromite layer, and comprise about 20 platinum mines. Mining employment comprised 45% of the formal sector employment and was followed by agriculture at only 3.6%. Most informal businesses within the municipality are operated from informal settlements. Platinum mining plays a major role in the area and further mining development is possible.

3.4.1 The Procurement Progression Plan and its implementation for HDSA companies - Regulation 46 (c) (vi)

BRPM recognises the need to redress the imbalances of the past and regards Black Economic Empowerment (BEE) to be one of the supporting pillars of the Transformation Process in South Africa. BRPM also recognises that BEE is vital towards meeting the expectations of the South African Mining Charter. The Mine acknowledges that procurement provides an ideal platform to launch a definitive drive towards economic empowerment of HDSAs. The Mine intends to take advantage of this initiative.

3.4.2 Approach

A Supply Chain and HDSA procurement policy has been developed that clearly states BRPM's commitment to BEE. In line with of the Mining Charter, BRPM's policy and procurement spend specifically focuses on procurement from HDSA vendors and promotes new opportunities for meaningful participation by HDSA companies. The policy has made provision for the following methodology:

- BRPM will implement measures to promote, affirm, prefer and advance procurement to persons who have been subjected to unfair discrimination in the past. The Mine acknowledges the need to meaningfully expand opportunities for HDSAs to enter the mine industry and to benefit from the exploitation of the country's resources;
- Procurement will be used by BRPM as one of the primary mechanisms to shape LED in the communities affected by its operation. Where preferred procurement is not possible due to a lack of capacity in local communities, local people will be provided with opportunities for empowerment as service providers to BRPM;
- BRPM's vision is to identify, develop and promote the creation and sustainability of businesses operated by HDSAs through the mechanism of procurement. The objective is to foster entrepreneurship in communities adjacent to its mining operations and by increasing the level of participation by HDSA suppliers in the mainstream of the resource industry, as well as other related industries;
- All suppliers will be required to disclose information regarding their ownership and internal BEE programmes;
- BRPM will put measures in place to monitor and verify the status of various suppliers and to ensure that such information is reliable;
- Preference will be given to products supplied and services rendered by HDSA suppliers from local communities within Rustenburg Local Municipality (RLM);
- The Mine will encourage suppliers to form partnerships or Joint Ventures with HDSA supplier companies where there is no HDSA vendor tendering to supply the required goods or services;
- Tender requirements will be comprehensively communicated to HDSA vendors; and
- Aspiring HDSA vendors will be assisted and mentored in the formulation of appropriate business plans.

3.4.3 The baseline situation

The levels of HDSA procurement for BRPM can be seen, in table below. A summary of the total spend and HDSA spend for capital goods, consumables and services is indicated in this table.

Category Spend	Total Discretionary	Annual HDSA/BEE spend	Percentage HDSA/BEE spend of total
Capital goods	R1 503 548 322	R955 647 291	63.56%
Consumables	R367 862 4920	293 468 349	79.78%
Services	R929 897 397	R664 972 727	71.51%
Total HDSA	R2 801 308 209	R1 914 088 368	68.33%

Table 8: Level of Spend by BRPM on BEE or HDSA Vendors for the Year 2014 (January to December)

Category Spend (%)	2015	2016	2017	2018	2019
Capital goods	50%	53%	55%	58%	61%
Consumables	60%	63%	66%	69%	73%
Services	75%	77%	78%	80%	81%
Local Procurement	30%	33%	36%	40%	44%

Table 9: Five year targets for BRPM's HDSA spend

Action Plan for HDSA Procurement

ACTION	DELIVERABLES	TARGET DATE
Develop the local community procurement database that is affected and situated within the boundaries of Royal Bafokeng Platinum's mining operations.	Develop a database of local community vendors	December 2015
Establish a transparent Procurement Plan subject to internal audit.	HDSA Procurement Plan	February 2016
Liaise with the non - HDSA compliant companies to indicate measures in place to transform.	Companies measures to become HDSA compliant	September 2016

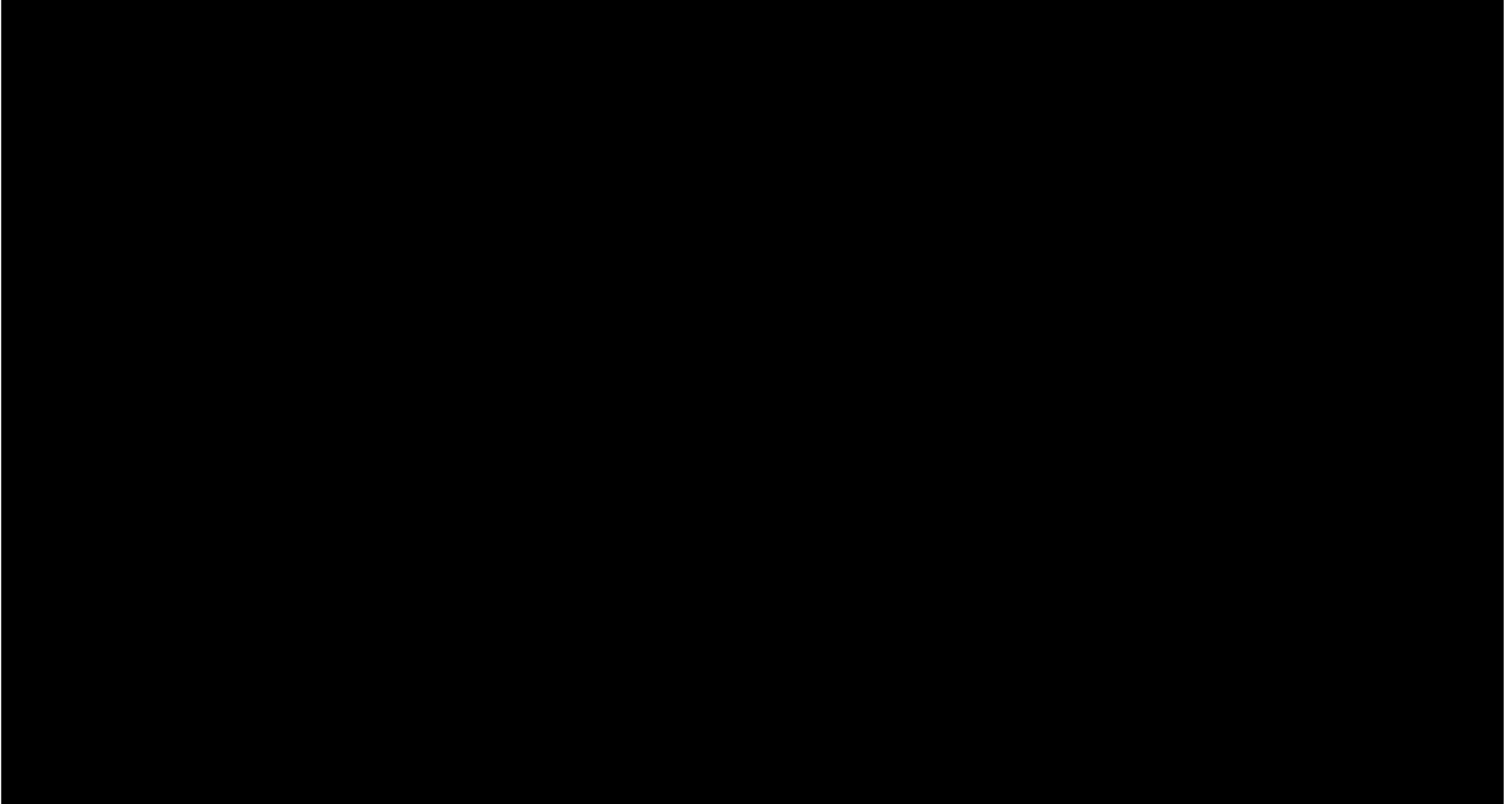
ACTION	DELIVERABLES	TARGET DATE
Assist in formulating and implementing an awareness and capacity building programme for HDSA companies.	Awareness generation and capacity programme for HDSA companies at BRPM	April 2017

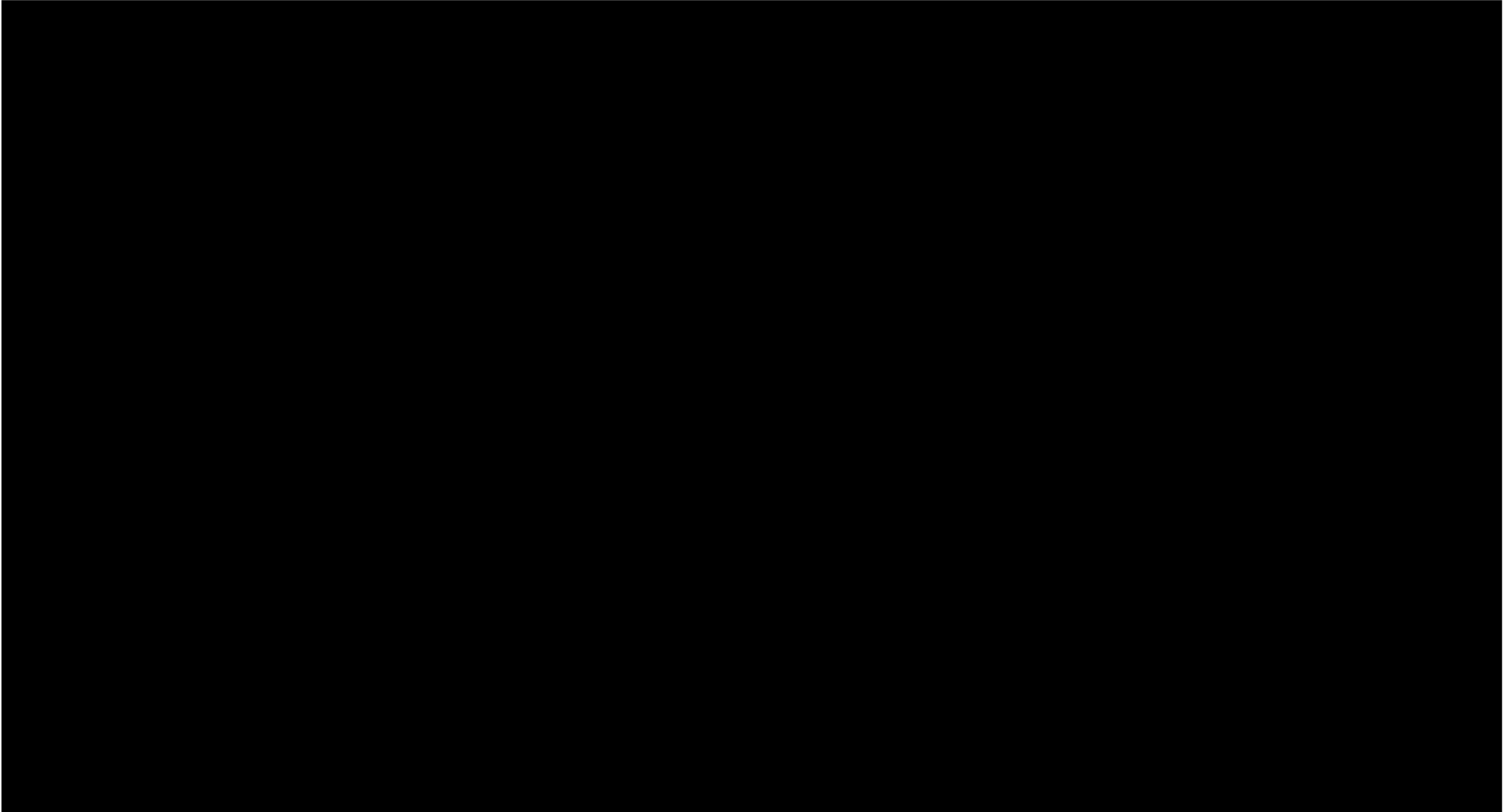
Table 10: Action plan for HDSA Procurement

The Procurement Plan will be implemented by means of the following measures to facilitate a preferred supplier status to HDSA based companies:

- Applying this procurement plan to all "Vendors", consisting of contractors, service providers and suppliers;
- Encouraging suppliers to form partnerships, joint ventures, or consortiums with HDSA supplier companies, where no HDSA company is tendering to supply the required goods or services;
- Providing a complete list of products and services required by BRPM which could be supplied by HDSAs;
- Using the guidelines from the Mining Charter to direct the procurement process;
- Ensuring that tender requirements are comprehensively communicated to vendors;
- Assisting HDSAs in training programmes which focus on meeting both the tender and South African Bureau of Standards (SABS) requirements, as well as generating an understanding of basic financial control systems;
- A selection checklist will be developed to discourage subjectivity and "fronting" regarding supplier selections; and
- Ascertaining the BEE/HDSA levels of the vendors supplying capital goods, consumables and services to the Core contractors of BRPM.

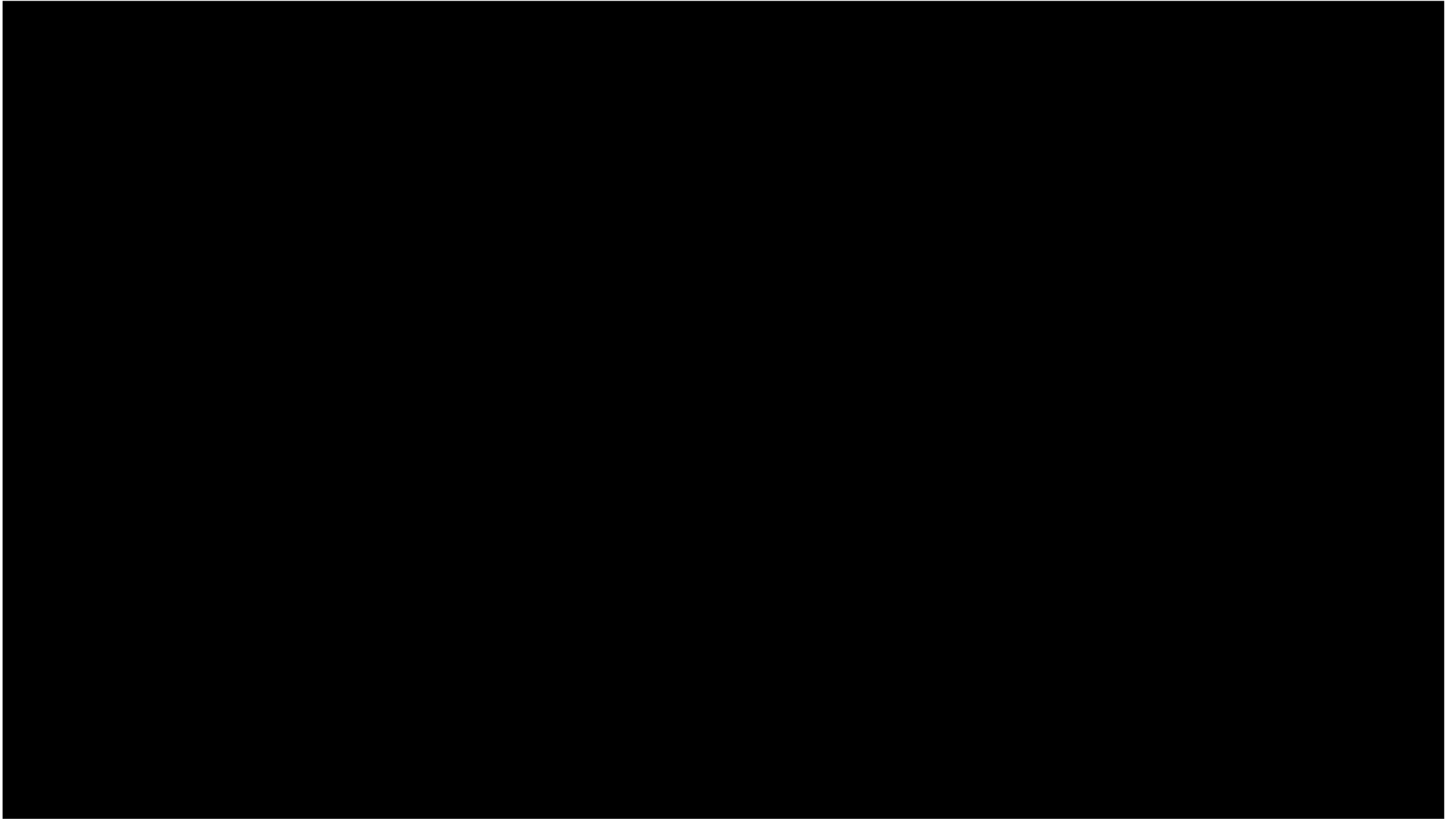
Procurement Form T











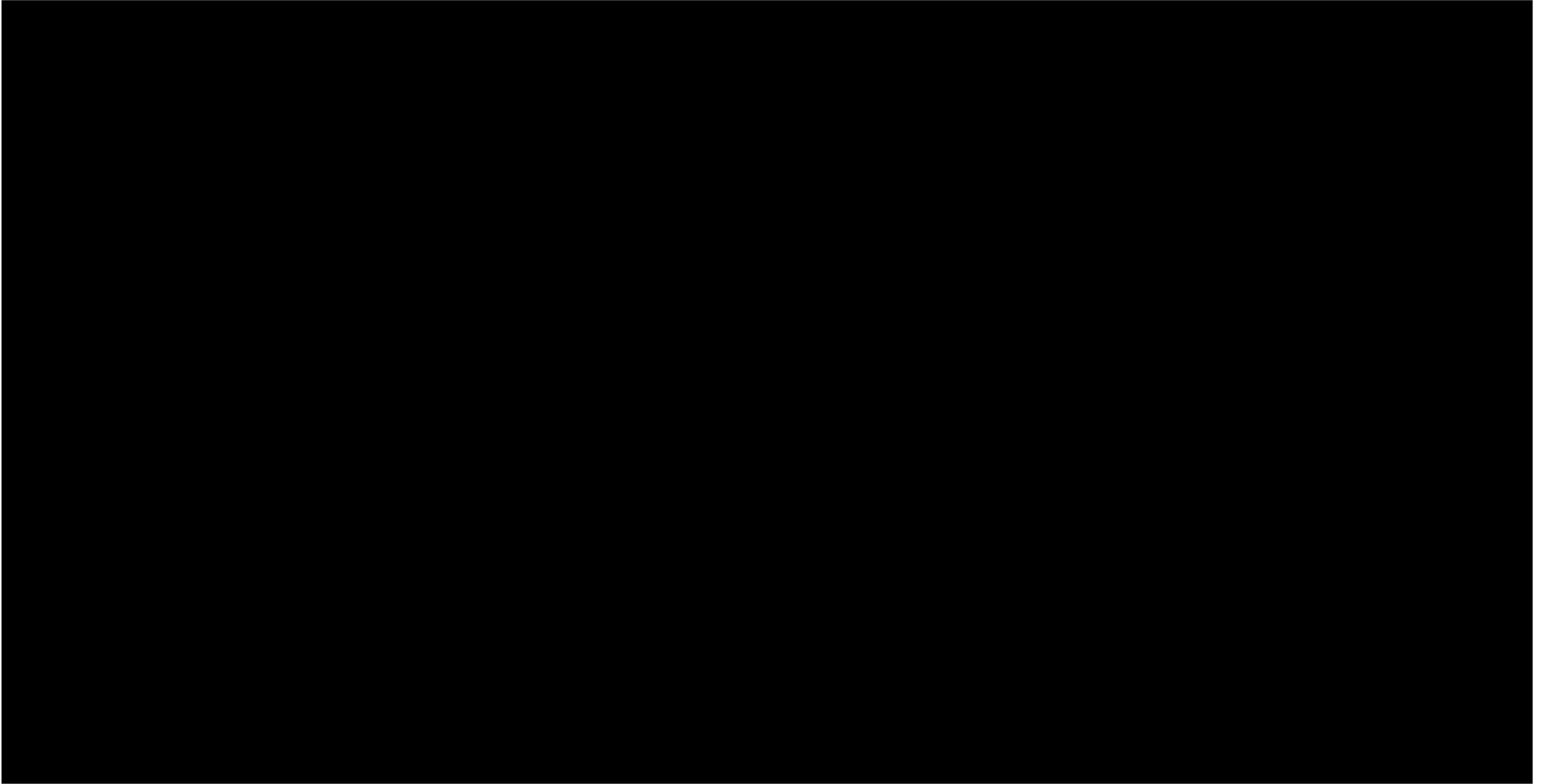


Table 11: Procurement form T

**BO: HDSA Owned, BE: HDSA Empowered*

3.4.4 Socio economic impact of operation

3.4.5 The Impact

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, yet 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 SADC economies through the payment of wages and taxes, and through the procurement of goods and services.

3.5 Infrastructure development, poverty eradication and welfare creation projects - *Regulation 46 (c) (iii)*

3.5.1 Approach

LED is an approach towards economic development which allows and encourages local communities, government and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improving the quality of life for all residents in any local municipal area. BRPM aims to assist local government and community structures to implement their own development priorities and realise new economic opportunities through the profitable operation of BRPM within RLM.

3.5.2 Action plans and Projects

BRPM will continually assess the current/projected IDP and LED projects/initiatives in RLM. A 5 year LED project plan has been compiled. At the end of each 5-year period, the LED Plan will be reviewed and new plans compiled. An action plan for the implementation of LED projects is provided. The BRPM LED project plan will focus on implementing the following mechanisms:

- Integrating the BRPM's SLP activities into the RLM IDP and the LED Forum, once it is established;
- Implementing selected poverty eradication, infrastructure development and welfare creation projects that meet the criteria of the Company;
- Undertaking and supporting identified SMME creation initiatives in Macharora and affected communities, where these are feasible and appropriate;
- Addressing the priority needs of employee households (basic services, housing, road infrastructure) through:
 - Implementing infrastructure development projects;

- Increasing the access of employee households to development credit and assets; and
 - Empowering local black businesses.
- Partnering with local government and communities, by means of public-private-partnerships, in the identification of LED initiatives;
- Implementing a portable skills programme that could contribute to the empowerment of employee households and community members to achieving sustainable development;
- Reviewing LED activities on an annual basis and the formulation of 5 year plans; and

Project Name:	Community Infrastructure Roads					
Project Category:	Community Infrastructure					
Background to Project:	To enhance the safety of roads within the MACHARORA community					
Project Objectives:	To develop and maintain community infrastructure and facilities					
Measurable Deliverables (Year 1):	Develop together with stakeholders' road development plan for MACHARORA Villages. Identify high risk roads that needs to be build or renovated.				R 2 191 091	
Measurable Deliverables (Year 2):	Develop with task team phase 2 Road Development Plan				R0.00	
Measurable Deliverables (Year 3):	Identify High risk and priorities accordingly, develop action plan				R0.00	
Measurable Deliverables (Year 4):	Start with construction and renovations of roads as per Road Development Plan- Phase 2				R600 000	
Measurable Deliverables (Year 5):	Continue with construction and renovations of roads as per Road Development Plan-Phase 2				R650 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	50%	50%		10		
	Total Indirect Jobs	20				
Total Financial Contribution	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	R2 191 091	0.00	0.00	R600 000	R650 000	R 3 441 091

Project Name:	Community Housing					
Project Category:	Community Infrastructure					
Background to Project:	RBPlat in consultation with various stakeholders has embarked on the process of repairing and or rebuilding of unsafe community houses in Macharora. The purpose is to provide safe dwelling for neighbouring communities from a humanitarian perspective. An agreement between all stakeholders was reached that houses will be rebuild up to 70m² and repairs will be done on other houses as per dilapidation report and scope of work. The initiative is aligned with the mining charter and SLP requirements to create conducive living conditions.					
Project Objectives:	To ensure community housing is safe					
Measurable Deliverables (Year 1)	Complete unsafe houses and rebuilding as per phase 1 unsafe community housing				R1 472 058	
Measurable Deliverables (Year 2)	Review phase 1 unsafe community housing, repairs and rebuilds. Develop together with stakeholders' unsafe housing community development plan phase 2.				R0.00	
Measurable Deliverables (Year 3)	Start with implantation of unsafe community housing development plan.				R280 000	
Measurable Deliverables (Year 4)	Continue with the refurbishment and rebuilding as per phase 2 plan.				R518 400	
Measurable Deliverables (Year 5)	Continue with refurbishment and rebuilding of unsafe community houses development plan Phase 2				R697 500	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	50%	50%		10		
	Total Jobs	Indirect				
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R1 472 058	0.00	R280 000	R518 400	R697 500	R2 967958

Project Name:	Basic Health Services
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Project Category:	Health			
Background to Project:	Primary health care is one of the basic needs for every community and constant provision and access of such is critical for well-being of individuals and community at large. Given the challenges of overcrowding and poor conditions at local clinics, the immediate intervention is to provide additional nurses to alleviate the problem. RBPlat is contributing financially for two additional nurses that have been appointed on a fulltime basis. The nurses are based at Chaneng clinic which is the local facility.			
Project Objectives:	To ensure Health care is improved, thus ensuring that patients can be assisted more timeously.			
Measurable Deliverables (Year 1)	Providing additional two nurses at Change clinic, thus assisting the local clinic with additional Human resources to ease the burden of overcrowding.		R9 092	
Measurable Deliverables (Year 2)	Providing additional two nurses at Change clinic, thus assisting the local clinic with additional Human resources to ease the burden of overcrowding.		R160 000	
Measurable Deliverables (Year 3)	Providing additional two nurses at Change clinic, thus assisting the local clinic with additional Human resources to ease the burden of overcrowding.		R259 200	
Measurable Deliverables (Year 4)	Providing additional two nurses at Change clinic, thus assisting the local clinic with additional Human resources to ease the burden of overcrowding.		R373 248	
Measurable Deliverables (Year 5)	Providing additional two nurses at Change clinic, thus assisting the local clinic with additional Human resources to ease the burden of overcrowding.		R503 388	
Project Start Date:	2015			
Provisional Project End Date:	2019			
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:	MACHARORA
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total
	50 %	50 %		10
	Total Indirect Jobs	20		

Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R9 092	R160 000	R259 200	R373 248	R503 388	R 1 304 928
Project Name:	Light Industry Centre					
Project Category:	Poverty Alleviation and Job Creation					
Background to Project:	<p>The purpose of the Hub initiative is to provide support & further training to stock farmers and agriculturally active households (developed via the Household Agricultural Development Project) in the Macharora communities by increasing their crop production abilities and linking these producers with established markets. The Hub will provide infrastructure and training for value adds/beneficiation to optimise income generation and employment opportunities. The Hub will also have facilities for Light-Industrial manufacturing, training facilities and the RED (Real Economic Development) Door initiative to provide support to new SMMEs or further developing existing SMMEs. The Hub will house and develop the following initiatives; vegetables & poultry production, toilet paper manufacturing, sewing, cleaning detergent mixing and other business opportunities that will be identified with all stakeholders. vegetables & poultry production, toilet paper manufacturing, sewing, cleaning detergent mixing and other business opportunities that will be identified with all stakeholders.</p>					
Project Objectives:	<p>To establish sustainable businesses</p> <p>To contribute towards economic growth</p> <p>To contribute towards community self-sustainability</p>					
Measurable Deliverables (Year 1)	Complete development of Light Industry centre facilities					R873 197
Measurable Deliverables (Year 2)	Conduct stakeholder engagement sessions, to review the operational model of the Light industry centre.					R0.00
Measurable Deliverables (Year 3)	Initiate the various development programs, conduct training and incubation.					R1 190 000
Measurable Deliverables (Year 4)	Complete ownership process and register entity. Continue With training and incubation					R1 140 000
Measurable Deliverables (Year 5) (Year 5):	<p>Review structural needs of Light industry centre, and construct</p> <p>The changes identified, and conclude the handover</p>					R1 250 000
Project Start Date:	2015					
Provisional Project End Date:	2019					

Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARO RA	
Number of Jobs Created:	Male	Female	Total Direc t Jobs	Total		
	50 %	50 %		10		
	Total Indirect Jobs	20				
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R873 197	R0.00	R1 190 000	R1 140 000	R1 250 000	R4 453 197

Project Name:	Macharora Agriculture Programme	
Project Category:	Poverty Alleviation & Job Creation	
Background to Project:	Live-stock farming is one of the traditional systems for wealth creation and income generating means for most local rural communities. The challenge facing the farmers is ever increasing cattle stock with a corresponding poor grazing land, water scarcity and no grazing rotation and land management. RBPlat with all stakeholders embarked on an intensive agriculture support for livestock farmers. The programmes include inoculation and tagging, supplementary feeding, borehole development with holding dams and drinking troughs and feedlot.	
Project Objectives:	Provide sustenance during dry winter and early spring season, thus improving livestock quality	
Measurable Deliverables (Year 1)	Supply winter supplementary feeding	R561 715
Measurable Deliverables (Year 2)	Review the programme with relevant stakeholder, and plan Land allocation in proportion to cattle head count	R0.00
Measurable Deliverables (Year 3)	Construct a pilot feedlot within Macharora and construct fence For better live-stock management and control	R497 000
Measurable Deliverables (Year 4)	Implement grazing land plan by means of technology	R480 000

Measurable Deliverables (Year 5)	Construct a bigger feedlot and purchase bloodline bulls To improve cattle breeding				R550 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	50%	50%		10		
	Total Jobs Indirect	20				
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R561 715	R0.00	R497 000	R480 000	R550 000	R2088715

Project Name:	Thuto Thebe Education Trust					
Project Category:	Education					
Background to Project:	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. RBPlat 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.					
Project Objectives:	Develop school governance and improve school management systems. Develop and improve mathematics and science subjects					
Measurable Deliverables (Year 1)	Improvement in mathematics and science subjects				R0.00	
Measurable Deliverables (Year 2)	Improvement in mathematics and science subjects				R288 000	

Measurable Deliverables (Year 3)	Improvement in mathematics and science subjects				R280 000	
Measurable Deliverables (Year 4)	Improvement in mathematics and science subjects				R240 000	
Measurable Deliverables (Year 5)	Improvement in mathematics and science subjects				R200 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	Total Indirect Jobs					
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R	R288 000	R280 000	R240 000	R200 000	R1 008 000
Project Name:	School Edu Programmes					
Project Category:	Education					
Background to Project:	Education development is a key priority in nation building which will spearhead economic, social and long term sustainability. RBPlat with all the relevant stakeholders have embarked on a long-term education support program to improve school governance, management and schools' results in the Macharora schools. The goal is to develop mathematics and science in the schools and improve results for further education and training. To realise this objective RBPlat is contributing financially for the services of a COO who is mainly responsible for overall program management, science teacher and 2 mathematics teachers.					
Project Objectives:	Develop school governance and improve school management systems Contribute to schools' results improvement in mathematics and sciences.					
Measurable Deliverables (Year 1)	Improvement in mathematics and science subjects, enhanced governance and school management systems			R1 100 080		

Measurable Deliverables (Year 2)	Improvement in mathematics and science subjects, enhanced governance and school management systems				R1 771 200	
Measurable Deliverables (Year 3)	Improvement in mathematics and science subjects, enhanced governance and school management systems				R1 673 784	
Measurable Deliverables (Year 4)	Improvement in mathematics and science subjects, enhanced governance and school management systems				R1 549 445	
Measurable Deliverables (Year 5)	Improvement in mathematics and science subjects, enhanced governance and school management systems				R1 394 501	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	Total Indirect Jobs			4		
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R1 100 080	R1 771 200	R1 673 784	R1 549 445	R1 394 501	R7 489 010
Project Name:		School Infrastructure				
Project Category:		Education				
Background to Project:		Schools infrastructure is one of the basic needs to ensure that proper and conducive learning takes place. With the new curriculum and general education overhaul and development more infrastructure needs arise that are in line with the plan. Infrastructure development is need driven within the schools' system; these include classrooms, science laboratory and any infrastructure related items.				
Project Objectives:		Create conducive learning facilities Provide facilities and equipment for science and technology development				

Measurable Deliverables (Year 1)	Develop building plans for structural changes Grade R Classroom. Refurbish French drain for Bonkwakgogo				R307 233	
Measurable Deliverables (Year 2)	Review and re-align the school infrastructure, in line, with Royal Bafokeng Institute and Department of Education				R0.00	
Measurable Deliverables (Year 3)	Complete plans and drawings for new classrooms				R70 000	
Measurable Deliverables (Year 4)	Construct one standalone classroom at a Macharora				R900 000	
Measurable Deliverables (Year 5)	Construct one standalone classroom at a Macharora				R810 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Local SMME		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	Total Indirect Jobs					
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R307 233	R0.00	R70 000	R900 000	R810 000	R2 087 233

Project Name:	Community Portable Skills
Project Category:	Community Skills Training

Background to Project:	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, RBPlat 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 mining related skills that are relevant to realistic work opportunities inside the mining operations. The types of programmes that will be funded will include artisan skills and TM3 which will be used mainly for mechanised mining and reduce critical skills shortage.					
Project Objectives:	To provide local community with skills training, that will equip them to enter the job market					
Measurable Deliverables (Year 1)	Continue with Portable skills training for community Members				R1 717 195	
Measurable Deliverables (Year 2)	Review community portable skills needs and develop Next five-year community portable skills training				R0.00	
Measurable Deliverables (Year 3)	Implement community portable skills program training				R1 470 000	
Measurable Deliverables (Year 4)	Continue with community portable skills training				R2 400 000	
Measurable Deliverables (Year 5)	Continue with community portable skills training				R3 250 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Unemployed Local community members		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	Total Indirect Jobs					
Total Financial Contribution	2015	2016	2017	2018	2019	Total
	R1 717 195	R0.00	R1 470 000	R2 400 000	R3 250 000	R8.837.195

Project Name:	Community Leadership Development					
Project Category:	Community Skills Training					
Background to Project:	Leadership is one of the key drivers for improved community development and sustainability. Lack of clear understanding of dynamic development issues has led to mismatched development plans versus community needs and this has resulted in violent protests and unstable communities. RBPlat and affected stakeholders identified leadership development as aspects that require attention and should be nourished to achieve harmony and stability. The leadership development program focus on different aspect of training and support which include governance, administration, regulatory framework, conflict management and planning. The program is aimed at creating a pool of both traditional leadership and youth development within Macharora communities.					
Project Objectives:	Develop and Improve capacity of community leaders Develop governance and coordinated systems within community offices and administration					
Measurable Deliverables (Year 1)	Conduct needs analysis on community Leadership Development.				R0.00	
Measurable Deliverables (Year 2)	Review and integrate the leadership development plan				R0.00	
Measurable Deliverables (Year 3)	Implement the leadership development program				R269 500	
Measurable Deliverables (Year 4)	Continue with implementation of leadership development program				R240 000	
Measurable Deliverables	Develop institutional capacity and continue leadership support and development.				R295 000	
Project Start Date:	2015					
Provisional Project End Date:	2019					
Target Group/ Beneficiaries:	Unemployed Local community members		Labour sending area of project:		MACHARORA	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total		
	Total Indirect Jobs					
Total Financial Contribution	2015	2016	2017	2018	2019	Total

	R0.00	R0.00	R269 500	R240 000	R295 000	R804 500
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Table 12: Projects

3.6 Measures to Address Housing, Living Conditions and Nutrition

3.6.1 Statement of Intent

BRPM and Styldrift made an undertaking to build Houses in the Boshhoek area as it was deemed the appropriate location to establish a development of this nature. The following challenges were encountered:

- Bulk Services were not available and could not be secured
- Further expansion beyond the 3000 initial units was not possible as it would encroach on tribal land, which was not for sale
- The Unions unhappiness with the targeted location, causing concern on the level of uptake by employees after development

As it became evident that the Boshhoek Housing Development plan would not succeed, BRPM increasingly relied on Living out Allowances and Home Owners Allowances to drive Home Ownership. Over time this has also proved problematic and Royal Bafokeng Platinum had to review its approach to housing to be in line with the needs of its employees and the surrounding community.

3.6.2 The Royal Bafokeng Platinum Approach to Housing

The DMR has in 2009 assessed the implementation of the 2004 Mining Charter and has established that "Further, the assessment found that most mining companies have resorted to giving workers "living out allowances". The unintended consequence of the aforementioned is the proliferation of informal settlements. It is common knowledge that informal settlements in South Africa often provide a conduit or cesspool of crime, substance and alcohol abuse, and the spread of diseases."

RBPlat and its Unions engaged on ways and means to avoid the abovementioned consequences and in 2011 entered a Wage Agreement with its Unions which states the following (Extract from RBPlat 2011-2014 Wage Agreement- Clause (9):

"HOUSING SOLUTIONS FEASIBILITY STUDY AND IMPLEMENTATION

The Parties undertake to investigate a housing solution aimed at procuring housing for employees employed at the Operational Units. The Parties undertake to do the following to achieve this goal:

- *Within 1 (one) week of the Signature Date, the Parties will appoint five members each to an investigative committee ("Committee").*
- *The Company will provide secretarial services to the Committee.*
- *The Committee shall be entitled to appoint such consultants or service providers with the appropriate expertise and as may reasonably be necessary, at the Company's cost, to assist it with the formulation of a housing solution.*
- *The Committee must, unless otherwise agreed in writing between the Parties, submit its report on a housing solution with recommendations to the Board within 6 (six) months of the Signature Date. The Board will in its sole discretion decide on whether to accept any of the recommendations of the Committee for implementation.*

- *The Parties agree that the proposed housing solution must include at least the following:*
- *The Employees will forfeit the HOA and LOA from a date and in a manner proposed by the Committee and approved by the Board in accordance with clause 9.4, it being the intention of the Parties for the HOA and the LOA not to be paid directly to Employees any longer, but into a housing fund;*
- *the Employees will contribute between 8% (eight percent) and 12% (twelve percent) of their basic salary or total package structure per month with effect from a date determined by the Committee and approved by the Board in accordance with clause 9.4, and*
- *If, necessary, agreement from those employees employed at the Operational Units who are not Employees, to participate in and contribute to the housing solution.*
- *Should an agreed housing solution not be found within a period of eighteen months from the Signature Date the Parties agree that the Committee shall be dissolved and the HOA and LOA will continue to be paid to the Employees as agreed."*

3.6.3 Progress Report of the RBPlat HIC

The Housing Investigative Committee was established as agreed. This committee met and discussed and refined its housing model in the 2012. The HIC thereafter:

- *Identified suitable alternative land for the establishment of houses;*
- *Agreed to use part of the land parcel to commence with the construction in 2013;*
- *Appointment a developer to commence with conceptualization of the project;*

In 2013, a show house was built to kick-start the project. This was followed by the construction of the first phase of the project which will see 422 houses constructed on the identified land parcel i.e. Waterkloof Estate. RBPlat also embarked on a process to secure financing to execute the overall project. The next phase of the project will be to construct the remaining housing requirements for BRPM (±2600 units) and commence with sourcing finance to construct housing units for Styldrift

In 2014, 422 houses were constructed on the identified land parcel i.e. Waterkloof Hill Extension Estate. The houses have been sold to permanent employees of RBPlat and have been occupied. The intention is to build 2677 houses for BRPM at a cost of **R 2.7 billion** over a period of four years with RBPlat providing seed capital of **R 250 million** and raising a loan for the balance. RBPlat will provide further seed capital of **R370 million** for Styldrift employees and will again go out to the market to raise about **R4.4 billion** of funding to fulfil all housing needs

3.6.4 Supporting Green infrastructure

RBPlat will over the next five years investigate the feasibility of establishing a solar farm alongside the project to provide electricity to Waterkloof Hills Estate and further to this will investigate the possibility of establishing a Water treatment Works that is capable of recycling at least 60% of the water that transports the effluent back to portable water standards for re-use by the community

RBPlat's ambition is to accommodate all its employees in a safe, decent and affordable accommodation over the next ten years.



Figure 4 : RBPLAT Home Ownership Scheme

3.6.5 Measures to Improve Nutrition

The provision of adequate nutrition for mine employees is an essential component of the Mine's ability to maintain a healthy, productive workforce. The Company has developed a high-quality nutrition plan for its existing operations. Created by a consulting dietician, it will be monitored on a regular basis. While the current food plan is meeting the nutritional requirements of the mineworkers, the Company will constantly strive for improvement in all facets of its operations. Consequently, it will formulate new plans to further enhance its current dietary programme and commits to continuous dietary improvement.

A mid-shift sustenance will be provided to every underground employee daily at company cost. This is issued, under the supervision of Protection Services employees, to every employee as he/she proceeds underground. The nutritional value of the sustenance is 1 500 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 and the same will apply at BRPM.

SECTION 4

PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT

4 PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT

4.1. Overview

One of the requirements of the Future Forum (Operational Unit Partnership) is to have structures in place to facilitate the consultation processes so that mine management and recognised trade union representatives can meet monthly 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 reduce job losses and improve business sustainability.

Downscaling and Retrenchment Action Plan

ACTIVITY	DELIVERABLE	TARGET DATE
Formulation of measures and financial provisions for unforeseen downscaling, large-scale retrenchments and closure	Unforeseen downscaling and retrenchment plan	
Compilation of a Social Closure Plan to identify alternative livelihood and economic activities for the workforce, including the undertaking of a Social Impact Assessment and Stakeholder consultation process	Social closure plan	6 years before planned closure
Implementation of turn-around strategies for the Mine	Turn-around strategies	1 year before closure
Implementation of alternative livelihood creation strategies	Alternative livelihood creation strategies	6 months before closure
Implementation of the Downscaling and Retrenchment Plan	Various – still to be defined	4 months before closure

Table 13: Action Plan for Downscaling and Retrenchment

4.2 Strategy and Objectives

BRPM will develop strategies that will enable the Mine management to introduce appropriate measures to prevent job loss in the event of circumstances threatening guaranteed employment. The most direct and appropriate intervention is for BRPM to intervene to help employees who could be retrenched in securing alternative employment. BRPM will put several mechanisms in place to mitigate the impact of job losses in the event of 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 MRPDA;
- d) Complying with the Minister's directive and confirming how corrective measures will be taken;
- e) Providing training for proxy earners; and
- f) Re-skilling of workers for other jobs on the Mine, or for jobs outside the mining sector.

4.3 Providing Training for Proxy Earners

BRPM will develop policies to ensure that a proxy income earner is equipped to replace the income generated by the ex-mineworker. In line with the community skills development programme covered under poverty eradication in Regulation 46 (c) (iii), BRPM will introduce programmes for re-skilling workers and skills training for workers' families at the Mine. This strategy is a pre-emptive measure against the loss of employment and is aimed at diversifying the source of household income before mine retrenchment takes place. Initiatives of this nature will continue to be developed in conjunction with labour representatives.

4.4 Re-skilling of employees for internal and external employment

4.4.1 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 enable them to be in a better position to seek work in a greater variety of positions or occupations. The focus of this training is on subsistence, life skills and entrepreneurial activities. In addition, BRPM intends to:

- a) Apply for technical assistance and support from the National Productivity Institute (NPI) through access that is given to the Department of Labour's Advice Centres and Social Plan Centres;
- b) Apply to the MQA, which is 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 that have the potential of creating future employment opportunities in the event of large-scale retrenchment.

In the life skills education programme, BRPM intends to 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.

4.5 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security, where Job Losses Cannot be Avoided - Regulation 46 d (iii)

One of the requirements of the OUPF Forum is to have structures in place to facilitate the consultation processes so that management and recognised trade union representatives can meet monthly 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 at BRPM.

4.5.1 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 Styldrift 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.

4.6 Retrenchment and Redundancy Compensation

There is a diverse range of circumstances in which retrenchment of workers eventually becomes the only appropriate solution to the economic viability of BRPM. Retrenchment of employees generally arises out of changing operational requirements and is only pursued after all other avenues of alternative employment have been investigated. Before any measures are taken, BRPM will consult with all registered trade unions whose members may be affected by the retrenchments/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 the Company 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 would 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 the prospective retrenchees, who could be affected by the large-scale retrenchment, and mine management. An important aspect that would receive consideration is the impact that such retrenchments would have on those employees who remain at the workplace and are not retrenched. BRPM plans to offer prospective retrenchees at BRPM:

- 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 an own business;
- f) Job-hunting tips; and
- g) Assistance in identifying labour market opportunities, local economic development initiatives plus any other employment opportunities.

4.6.1 Retirement Policy

In its Conditions of Employment, BRPM will make provision for pension plans for each of its employees. All employees of the Company are required to become members of a Retirement, Pension or Provident Fund as provided for in their individual Conditions of Employment. Membership is generally determined by both the Paterson Band into which the employee falls and, if applicable, the bargaining unit. The Pension Funds no longer admit new members. On retirement, all contributions by the member and the Company, plus profit and interest but less tax, are paid out to the member as soon as possible after retirement. On retiring at normal retirement age, the member receives a benefit equal to their contributions. A maximum of one third of the benefit at retirement may be taken in cash; the balance is then used to purchase a pension annuity from a registered insurance Company of the employee's choice.

4.6.2 Medical Repatriation Compensation

Where medical repatriation is necessary because 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 re-skilling programmes in disciplines appropriate to their disability; and
- c) Pensions will be given to the affected worker in line with BRPM's pension policies about medical boarding.

4.7 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of the Mine is Certain - Regulation 46 (d) (iv)

4.7.1 Introduction

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.

4.7.2 Strategy and Objectives

At the end of the life of the Mine, BRPM shall, subject to the provisions of the Environmental Management Plan Report (EMPR) and the Closure Certificate:

- a) Not demolish or remove immovable improvements on the Mining Area unless requested to do so, in writing, by RBR;
- b) Remove all debris, whether resulting from mining operations or the demolishing of the buildings and structures, as well as any other objects which RBR may require the Mine to remove; and
- c) Restore the Mining Area in accordance with the EMPR. BRPM closure plan 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 LED strategy to diversify the economy and will consider the potential social benefits of utilizing the 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 EMPRs in consultation with the Department of Minerals and Energy. Note that the BRPM Environmental Management Plan (EMP) has not been completed as this Social and Labour Plan forms part of the application of a new mining right with the EMPR process to commence thereafter.

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

- a) Land holdings by the Mine;
- b) Physical infrastructure;
- c) Social infrastructure;
- d) Commercial and industrial infrastructure; and

e) Administrative infrastructure.

All infrastructure and mine management programmes on Projects will be conceived and implemented within the context of the accepted standards of sustainable development. 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;
- c) Training and mentorship of community members; and
- d) Closure planning.

4.7.3 Assessment and Counselling Services

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

4.7.4 Self-employment Training and Re-employment Programmes

BRPM recognises that its proposed mining operation has a limited life span and that the demands of the business could require a reduction in human resources in the future. BRPM intends to equip the future 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. To realise this commitment, BRPM will offer portable skills once retrenchment or downscaling is known:

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

4.7.5 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:

- 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.

4.7.6 Closure Planning

BRPM will develop a Sustainable Development (SD) Vision and Management System, which will be linked directly to its closure vision. The SD and closure visions will be translated into an SD plan, linked closely to the closure plan. See Environmental Management Plan for details.

4.7.7 Financial Provision to Manage Downscaling and Retrenchment

The provision for retrenchment will be based on the following model and the severance packages will be calculated using the formula as detailed below:

- a) 2 weeks per one year service with the Company;
- b) 1 month notice pay; and
- c) Leave provision equivalent to 30 days.

The above provision will be consistent with the BRPM Retrenchment Policy and may be altered in terms of applicable legislation and/or collective agreements with stakeholders.

SECTION 5

Financial provision for implementation of social and labour plan

5 FINANCIAL PROVISION FOR IMPLEMENTING THE SLP

Section 23(1) (e) of the MPRDA state that “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan.”

BRPM will provide adequate finances for the implementation of its SLP programmes and projects. It will commit the amounts described in the Budget for funding its HRDP and the LEDP over a 5-year period. Funding for Downscaling and Retrenchment has been included in the operational cost of the Mine, which falls under the funding arrangements and policies of BRPM. The following assumptions apply to the financial mechanism:

- The financial year end is December, thus the SLP Cost Schedule has been structured from 1 January (month beginning after financial year end) until 31 December for each year and will be initiated from 1 January 2012;
- The SLP amount will be increased every financial year to reflect increases in inflation, as well as growth in the Mine’s size and economic sustainability;
- Any SLP money not spent during the financial year will be added to the ensuing year’s SLP budget, i.e. money not spent will be accumulated;
- Funds claimed back from the MQA in terms of the Skills Development Levy Claim Backs, will be added to the BRPM SLP funding mechanism and used for the implementation of the HRDP;
- Due to the capital investment nature of establishing LEDP projects and the costs involved in their initial sustainability period, BRPM may elect to spend money budgeted for future annual periods within an earlier, or later, annual period, e.g. SLP funds allocated for the 2013 period may need to be spent in the 2012 period of the Mine;
- BRPM reserves the right to exercise full decision making and discretionary powers for SLP spending, or amendment, as contemplated in this SLP as per the financial viability of its activities; and
- At the end of the 5-year forecast period (31 December 2019), a new SLP financial provision will be calculated.

Note that funds indicated under “management of downscaling and retrenchment” will only be spent by BRPM in unforeseen scenarios. As the sustainability and life of the Mine prove long term and advantageous, this event is highly unlikely over the next 5 years. Therefore, although an estimated cost appears and is included in the annual SLP budget, it does not mean that these funds will be spent. Hence, these funds are excluded from the overall SLP total, which comprise funds for the LEDP and HRDP only.

BRPM will further utilise the funding procedures put in place by the Skills Development Act and the payment of skills levies. BRPM will submit claim backs in this regard and will become a member of the MQA, committing to implementing these standards.

In the event of retrenchment, the following costs will be paid by the Mine:

- a) Severance pay of one weeks for each completed year of service, subject to a minimum of three months' pay;
- b) Counselling costs for the retrenched employees; and
- c) A pre-determined amount per employee for training in a portable skill of the employee's choice.

Human Resources Development	2015	2016	2017	2018	2019
ABET	R1 931 471	R2 124 618	R2 337 079	R2 570 786	R2 827 864
Learnerships	R6 300 000	R6 930 000	R7 623 000	R8 385 300	R9 223 830
Internships (Graduates & Exposure students)	R8 500 000	R8 350 000	R7 425 000	R8 890 781	R7 352 749
Portable Skills (Employees & Contractors)	R800 000	R880 000	R968 000	R1 064 800	R1 171 280
External Bursaries	R5 201 280	R5 720 000	R6 292 000	R6 921 200	R7 613 320
Internal Bursaries	R3 600 000	R3 960 000	R4 356 000	R4 791 000	R5 270 760
OPUF activities	R32000	R34 560	R37 325	R40 311	R43 535
Total	R26 363 471	R27 999 178	R29 038 404	R32 664 178	R33 503 338

Table 14: HRD Budget


Project Name	2015	2016	2017	2018	2019
Community Roads	R2 191 097	R0.00	R0.00	R600 000	R650 000
Community Housing	R1 471 820	R0.00	R280 000	R518 400	R697 500
Basic Health Services	R9 092	R640 000	R604 800	R559 872	R503 884
Light Industry Centre	R873 197	R0.00	R1 190 000	R1 140 000	R 1 250 000

Macaharora Agriculture Program	R561 715 000	R0.00	R497 000 00	R480 000	R550 000
Thuto Thebe Trust School Edu Program	R0.00	R288 000	R280 000	R240 000	200 000
School Edu Program	R1 100 080	R1 771 200	R1 673 784	R1 549 445	R1 394 501
School Infrastructure	R307 233	R0.00	R70 000	R900 000	R810 000
Community Portable Skills	R1 720 780	R0.00	R1 470 000	R2 400 000	R3 250 000
Community Leadership Development	R0.00	R0.00	R269 500	R240 000	R295 000
Total	R9 989 412	R2 699 200	R6 335 084	R8 627 717	R9 600 885

Table 15: Local Economic Development Projects budget

SECTION 6**UNDERTAKING****6 UNDERTAKING**

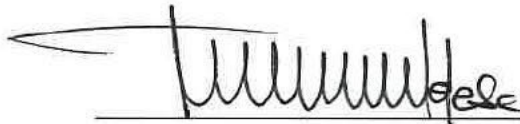
This represents an undertaking by the owner of the mining right to ensure compliance with the SLP and to make it known to employees.

I  the undersigned and duly authorised thereto by **BRPM (PTY) LTD** undertake to adhere to the information, requirements, commitments, and conditions as set out in the **BRPM SLP**.

Signed at BRPM on this 08 day of 08 2018


Signature of responsible person:

Snr. HR Manager



Approved by: Mine Manager

Signed at BRPM on this 8 day of Aug 2018 

Signature 

Royal Bafokeng Platinum

Bafokeng Rasimone Platinum Mine
Private Bag X82085
Rustenburg
0300
09 March 2018

DMR Reference: NW 30/ 5/ 1/ 2/ 5/ 2 (089) MR

The Regional Manager: Mineral Regulation
Department of Mineral Resources
Private Bag A1
Klerksdorp
2570



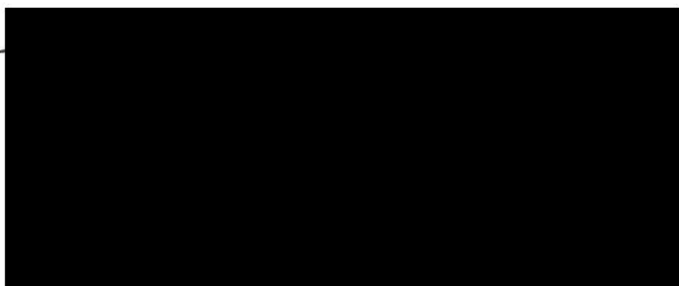
Dear Sir


Subject: Revision of Social and Labour Plan targets on HRD element due to misalignment with the SLP guideline and non-inclusion of some of the HRD deliverables.

In alignment with Regulation 46 (b) of the MPRDA and SLP guideline, Bafokeng Rasimone Platinum Mine (BRPM) would like to amend the HRD deliverables with the aim of ensuring accurate reporting and compliance with the MPRDA. To achieve this objective, BRPM has committed to revise the targets from the original SLP and further include some of the HRD deliverables which were not initially included in the original SLP. The gradual approach shall be adopted on the newly included deliverables and shall be increased yearly, depending on the capability of employees.

Hereto receive the attached HRD revised targets for the period 2018 – 2019 for Bafokeng Rasimone Platinum Mine, a holder of converted mining right in terms of item 7 schedule II of the Minerals and Petroleum Resources Development Act, 2002 (Act 28 of 2002) ("MPRDA") DMR ref: NW 30/ 5/ 1/ 2/ 5/ 2 (089).

Your Sincerely



SOCIAL AND LABOUR PLAN - HRD TARGET REVISION											
BRPM: 2018 -2019											
Description		2018				2019				Total budget	Comments
		Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision		
Human Resources Development											
Total number of employees at the mine	No.	2537	2552	0	0	2496	0	2552	0		Reduction of employees through natural attrition and anticipated downscaling of South Shaft.
Total number of employees in core disciplines	No.	2000	1974	0	0	1967	0	1974	0		
Total number of contractor employees	No.	3153	3171	0	0	2960	0	3171	0		
AET											
Illiterate employees offered the opportunity to become functionally literate and numerate in 2018 & 2019											
Pre AET Full-Time	No.	0	0	0	0	0	0	0	0		All employees, contractors and community members will be awarded an opportunity to become functionally literate and numerate.
Pre AET Own - Time Employees	No.	0	2	1	2	0	0	0	0		
Pre AET Own - Time Contractor	No.	10	6	2	2	10	0	0	0		
Pre AET Own - Time Community	No.	0	1	0	1	0	0	0	0		
Total	No.	10	9	3	5	10	0	0	0		
Level 1 - Full Time	No.	5	0	0	0	5	0	0	0		
Level 1 - Own Time Employees	No.	5	2	6	3	5	0	0	0		
Level 1 - Own Time Contractor	No.	15	6	19	8	15	0	0	0		
Level 1 - Own Time Community	No.	0	1	9	3	0	0	0	0		
Total	No.	25	9	34	14	25	0	0	0		
Level 2 - Full Time	No.	5	0	0	0	5	0	0	0		
Level 2 - Own Time Employees	No.	5	6	7	4	5	0	0	0		
Level 2 - Own Time Contractor	No.	15	3	16	8	15	0	0	0		
Level 2 - Own Time Community	No.	0	27	20	9	0	0	0	0		
Total	No.	25	36	43	21	25	0	0	0		
Level 3 - Full Time	No.	5	0	0	0	5	0	0	0		
Level 3 - Own Time Employees	No.	10	3	5	0	10	0	0	0		
Level 3 - Own Time Contractor	No.	10	3	11	4	10	0	0	0		
Level 3 - Own Time Community	No.	0	0	22	6	0	0	0	0		
Total	No.	25	6	38	10	25	0	0	0		
Level 4 - Full Time	No.	5	0	0	0	5	0	0	0		
Level 4 - Own Time Employees	No.	10	0	2	0	10	0	0	0		
Level 4 - Own Time Contractor	No.	10	0	5	0	10	0	0	0		
Level 4 - Own Time Community	No.	0	0	18	5	0	0	0	0		
Total	No.	25	0	25	5	25	0	0	0		
FLC - Full Time	No.	0	0	0	0	0	0		0		
FLC - Own Time Employees	No.	0	1	1	0	0	0	0	0		
FLC - Own Time Contractor	No.	0	0	1	0	0	0	0	0		
FLC - Own Time Community	No.	0	15	2	0	0	0	0	0		
Total	No.	0	16	4	0	0	0	0	0		
AET Total - Full Time	No.	20	0	0	0	20	0	0	0		
AET Total - Own Time Employees	No.	30	14	22	9	30	0	0	0		
AET Total - Own Time Contractors	No.	60	18	54	22	60	0	0	0		
AET Total - Own Time Community	No.	0	44	71	24	0	0	0	0		
AET Grand Total	No.	110	76	147	55	110	0	0	0		
SLP Commitments	Yes	No									
Have specific marketing initiatives been done to ensure permanent employees, contractors and community members are made aware of the opportunity to become functionally numerate and literate?										All interested employees are awarded an opportunity to become functionally literate and numerate.	

G.P.

T.M.

J.M.

W

R.M.

R.M.

H.M.P.

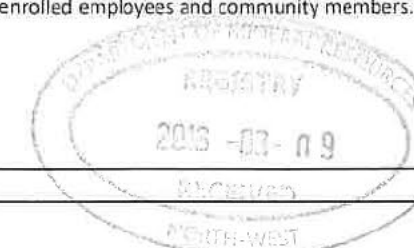
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Core business training		2018			2019					Total budget		
	No.	Target	Actuals	Revision	Target	Actuals	Revision					
Mining	No.	0	1	5	0	0	6				All employees on core disciplines will be trained on technical skills to improve efficiency and achievement of business objectives.	
Engineering	No.	0	0	4	0	0	4					
MRM	No.	0	0	13	0	0	14					
Plant (Metallurgy & Production)	No.	0	5	1	0	0	6					
Total	No.	0	6	23	0	0	30					
SLP Commitments	Yes	No										
Has BRPM introduced a continuous evaluation process in Mining with the aim of evaluating and coaching lower level employees within their real working environment?	Yes										All employees received relevant training.	
Have career development initiatives such as mentoring, coaching and career development panel meetings been held with employees to assist them review their career development and align themselves with business objectives at all levels?		No									There was no Talent Management in place.	
Non-core business training		2018			2019					Total budget		
	No.	Target	Actuals	Revision	Target	Actuals	Revision					
HR	No.	0	6	46	0	0	52				Annual Training Report (ATR) and Workplace Skills Plan (WSP) submitted annually to Mining Qualification Authority (MQA). The purpose of this reports is address the skills gap and assist the business compete globally.	
HRD	No.	0	1	5	0	0	6					
Finance	No.	0	0	8	0	0	8					
Protection Services	No.	0	0	0	0	0	0					
Safety, health and environment	No.	0	19	81	0	0	81					
Total	No.	0	26	140	0	0	147					
SLP Commitments	Yes	No										
Has the mine implemented the Skills Development Plan with the purpose of addressing skills gap and training needs for HDSAs?	Yes											
Have career development initiatives such as mentoring, coaching and career development panel meetings been held with employees to assist them review their career development and align themselves with business objectives at all levels?		No									There was no Talent Management in place.	
Learnerships		2018				2019				Total Budget		
		Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision			
Mining Learnerships (Blasting Certificate)	No.	5	0	0	0	5	0	5	0		Learnerships will be offered to suitable qualifying candidates to ensure compliance with Skills Development Act.	
Engineering Learnerships 18.1	No.	5	2	3	0	0	0	2	0			
Engineering Learnerships 18.2	No.	3	0	0	0	3	0	3	0			
Total	No.	13	2	3	0	8	0	10	0			
Learnerships percentages												
% HDSA in Mining Learnerships	%	80%	0.0%	0.0%	0%	80%	0.0%	0.0%	0%			
% HDSA in Engineering Learnerships 18.1	%	80%	100.0%	100.0%	0%	80%	0.0%	100.0%	0%			
% HDSA in Engineering Learnerships 18.2	%	80%	0.0%	0.0%	0%	80%	0.0%	0.0%	0%			
% Women in Mining Learnerships	%	25%	0.0%	0.0%	0%	25%	0.0%	0.0%	0%			
% Women in Engineering Learnerships 18.1	%	25%	50.0%	0.0%	0%	25%	0.0%	0.0%	0%			
% Women in Engineering Learnerships 18.2	%	25%	0.0%	0.0%	0%	25%	0.0%	0.0%	0%			
Portable skills training		2018				2019				Total Budget		
		Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision			
Portable skills training - employees												
Bricklaying	No.	0	0	0	1	0	0	0	0		All employees who will be retiring in 2018 and 2019 as well as the medically boarded employees will be given an opportunity to attend portable skills training so as to sustain the income and livelihood.	
Painting	No.	0	0	0	1	0	0	0	0			
Plumbing	No.	3	0	0	1	3	0	0	0			
Basic Capentry	No.	3	0	0	1	0	0	0	0			
Computer skills	No.	0	0	0	3	0	0	0	0			
Welding/ boilermaking	No.	0	0	0	2	3	0	0	0			
Basic Electrical/ House wiring & Repair of Electrical Appliances	No.	3	0	0	2	3	0	0	0			
Total	No.	9	0	0	11	9	0	0	0			



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Portable skills training - contractors										Preference will be given to enrolled employees and community members.
Bricklaying	No.	0	0	0	0	0	0	0	0	
Painting	No.	0	0	0	0	0	0	0	0	
Plumbing	No.	0	0	0	0	0	0	0	0	
Basic Capentry	No.	0	0	0	0	0	0	0	0	
Computer skills	No.	3	0	0	0	3	0	0	0	
Welding/ boilermaking	No.	0	0	0	0	0	0	0	0	
Basic Electrical/ House wiring & Repair of Electrical Appliances	No.	0	0	0	0	0	0	0	0	
Total	No.	3	0	0	0	3	0	0	0	
Portable skills training - community										To create job opportunities and expand skills base, community members to be offered portable skills training.
Bricklaying	No.	0	0	143	17	0	0	0	17	
Painting	No.	0	0	0	15	0	0	0	15	
Plumbing	No.	0	0	149	17	0	0	0	17	
Basic Capentry	No.	0	0	149	16	0	0	0	16	
Computer skills	No.	0	0	0	15	0	0	0	15	
Welding/ boilermaking	No.	0	0	143	0	0	0	0	0	
Basic Electrical/ House wiring & Repair of Electrical Appliances	No.	0	0	143	20	0	0	0	20	
Total	No.	0	0	727	100	0	0	0	100	
Grand Total		12	0	727	111	12	0	0	100	
SLP Commitments	Yes	No								
Has BRPM offered the portable skills training to permanent employees, contractors and community members with the aim of improving their earning capacity during the life of the mine and in the event that downscaling and retrenchment does occur?										
Comprehensive career progression plan										BRPM will facilitate the start-up business for community graduates, link them with existing SMMEs and link those who are interested in furthering their training with FETs to create opportunities for future learnerships.
Career progression - Mining		Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision	
Learner Official		5	0	6	0	0	0	6	0	Total Budget
Mining Learnership (Blasting Certificate)	No.	5	0	0	0	5	0	5	0	
Shift Supervisor Programme	No.	4	0	0	0	4	0	0	0	
Mine Overseer Programme (A & B)	No.	4	0	0	0	4	0	4	0	
Mine Manager Certificate	No.	0	0	0	0	0	0	0	0	
Total	No.	18	0	6	0	13	0	15	0	
Career Progression - Engineering		Target	Actuals	Continuing	Revision	Target	In-take	Continuing	Revision	Total Budget
Level 1 Programme	No.	5	0	0	0	5	0	0	0	
Level 2 Stope Serviceman	No.	6	0	0	0	6	0	0	0	
Engineering Learnerships (18.1)	No.	5	2	3	0	0	0	2	0	
Engineering Foreman Certificate	No.	0	0	0	0	0	0	0	5	
Junior Engineering Programme	No.	0	0	0	0	0	0	0	1	
Total	No.	16	2	3	0	11	0	2	6	
SLP Commitments	Yes	No				0				
Has the mine developed an upward career mobility of capacity/ talent pool of employees through various occupational levels to assist in achieving its business requirements and employment equity targets as set out in their EE plan?										
Has BRPM linked its career progression programme to Skills Development Programme, Learnership Programme, Bursary and Internship Programme, Mentorship Programme and Employment Equity Programme?										



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Capacity Pool (A1 - D1)	2018					2019				Total Budget	
	No.	Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision		
Mining	No.	0	0	0	18	0	0	0	19		
Engineering	No.	0	0	0	21	0	0	0	17		
MRM	No.	0	0	0	5	0	0	0	5		
Finance	No.	0	0	0	1	0	0	0	1		
Human Resources	No.	0	0	0	2	0	0	0	2		
Safety, Health and Environment	No.	0	0	0	2	0	0	0	2		
Protection Services	No.	0	0	0	1	0	0	0	1		
Total	No.	0	0	0	50	0	0	0	47		
Talent Pool (D2 and above)	2018					2019				Total Budget	
	No.	Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision		
Mining	No.	0	0	0	10	0	0	0	12		
Engineering	No.	0	0	0	5	0	0	0	7		
MRM	No.	0	0	0	2	0	0	0	3		
Finance	No.	0	0	0	2	0	0	0	3		
Human Resources	No.	0	0	0	3	0	0	0	3		
Safety, Health and Environment	No.	0	0	0	2	0	0	0	3		
Protection Services	No.	0	0	0	1	0	0	0	1		
Total	No.	0	0	0	25	0	0	0	32		
SLP Commitments	Yes	No									
Has the mine developed a demographically representative talent pool, ensuring effective career and succession planning and retain talent, construct and implement a sound mentorship programme to create a workplace that will support and respect all employees' values and culture?		No									There was no Talent Management in place
Has the mine reviewed individual's performance and progress of development against Individual Performance Agreement and Individual Development Charter every six months?	Yes										All employees on D2 and above have Individual Performance Agreements and Individual Development Charters.
Mentorship Plan	2018					2019				Total Budget	
	No.	Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision		
Mining	No.	0	0	0	26	0	0	0	18		
Engineering	No.	0	0	0	25	0	0	0	17		
MRM	No.	0	0	0	7	0	0	0	6		
Finance	No.	0	0	0	4	0	0	0	1		
Human Resources	No.	0	0	0	3	0	0	0	2		
Safety, Health and Environment	No.	0	0	0	2	0	0	0	5		
Protection Services	No.	0	0	0	1	0	0	0	1		
Total	No.	0	0	0	68	0	0	0	50		
SLP Commitments	Yes	No									
Has the mine developed a mentorship strategy in line with the mine's mentorship policy?		No									
Have all employees on capacity/ talent pool been paired with mentors?		No									
Is the mentorship programme focused on mentoring and coaching the identified employees who will progress into earmarked positions?		No									There was no mentorship programme in place.
Is the mentorship programme linked to career progression, capacity and talent pool, young professional scheme and Employment Equity Programme?		No									



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Bursaries, graduates and internships		2018				2019				Total Budget	
Internal bursary/ study assistance		Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision		
Administration	No.	2	1	1	0	2	0	1	0		
Environmental	No.	1	0	0	0	1	0	0	0		
Finance & Accountancy	No.	6	6	0	0	6	0	6	0		
Human Resources	No.	5	3	0	1	5	0	2	0		
Management	No.	3	2	0	1	3	0	0	0		
Marketing	No.	1	0	0	0	1	0	0	0		
Mechanical/Electrical/ Chemical Engineering	No.	5	0	0	0	5	0	0	0		
Metallurgical	No.	2	0	0	0	2	0	0	0		
Mining	No.	4	0	2	2	4	0	2	2		
Safety	No.	4	2	0	0	4	0	0	0		
Security	No.	1	0	0	0	1	0	0	0		
MRM	No.	6	0	3	2	6	0	0	0		
Information System	No.	0	0	0	0	0	0	0	0		
Other	No.	0	0	0	0	0	0	0	0		
Total	No.	40	14	6	6	40	0	11	2		
Internal Bursaries Full-time											
Mechanical/Electrical/ Chemical Engineering	No.	3	0	0	0	4	0	0	0		
Applied Science	No.	1	0	1	0	0	0	0	0		
Total	No.	4	0	1	0	4	0	0	0		
Grand Total	No.	44	14	7	6	44	0	11	2		
External bursaries											
		Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision	Total Budget	
Mining Engineering	No.	1	1	3	0	0	0	2	0		
Metallurgical Engineering	No.	1	1	2	0	0	0	2	0		
Geology	No.	1	1	0	0	0	0	1	0		
Mine Surveying	No.	0	0	0	0	0	0	0	0		
Human Resources	No.	0	0	0	0	0	0	0	0		
Finance & Accountancy	No.	2	2	0	0	0	0	2	0		
Electrical Engineering	No.	2	2	2	0	0	0	5	0		
Mechanical Engineering	No.	1	1	0	0	0	0	1	0		
Chemical Engineering	No.	0	0	1	0	0	0	1	0		
Other	No.	6	3	6	0	0	0	6	5		
Total	No.	14	11	14	0	0	0	20	5		
SLP Commitments		Yes	No								
Have specific marketing initiatives been done to ensure that 50% of bursaries is allocated to applicants from labour sending areas?			No								
Graduate Development Programme											
		Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision	Total Budget	
Mining	No.	2	2	2	0	0	0	2	0		
Metallurgical	No.	1	1	0	0	0	0	1	0		
Geology	No.	1	1	1	0	1	0	1	0		
Survey & Ventilation	No.	0	0	0	0	2	0	0	0		
Rock Engineering	No.	0	0	0	0	1	0	0	0		
Human Resources	No.	1	4	0	0	0	0	4	0		
Finance	No.	1	0	0	0	0	0	0	0		
Total	No.	6	8	3	0	4	0	8	0		
Additional Graduate Programme											
Engineering	No.	1	3	0	0	0	0	3	0		
Information Technology	No.	0	0	0	0	0	0	0	0		
Mine Planning	No.	0	0	0	0	0	0	0	0		
Public Administration	No.	0	0	0	0	0	0	0	0		
Other	No.	1	1	0	0	1	0	1	0		
Total	No.	2	4	0	0	1	0	4	0		
Grand Total	No.	8	12	3	0	5	0	12	0		

Study assistance will be offered on merit and a work back period will be based on the duration of the course. The continuing period will be determined by the duration of the course. Application for study assistance will be approved if the proposed qualification is in line with the employee's career.



BRPM utilise external bursary as a strategy to fill critical positions and achieve EE targets. Upon completion, some of the bursary holders are engaged on a fixed-term contract as Graduates.

Bursary scheme only awarded to scholars from mining communities.

BRPM will utilise Graduate development programme as a drive to achieve EE targets and fill critical positions.

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Internships	2018					2019				Total Budget	
	No.	Target	In-take	Continuing	Revision	Target	In-take	Continuing	Revision		
Exposure (P1, P2, etc)	No.	20	7	2	12	20	0	3	15		
Vacation students	No.	0	0	0	0	0	0	0	0		
Total	No.	20	7	2	12	20	0	3	15		
% HDSA in internal bursary scheme	%	80.0%			0	80.0%	0		0		
% WIM in internal bursary scheme	%	20.0%			0	20.0%	0		0		
% HDSA in external bursary scheme	%	80.0%			0	80.0%	0		0		
% Women in external bursary scheme	%	20.0%			0	20.0%	0		0		
% HDSA in graduate development programme	%	80.0%			0	80.0%	0		0		
% Women in graduate development programme	%	20.0%			0	20.0%	0		0		
% HDSA in internship programme	%	80.0%			0	80.0%	0		0		
% Women in internship programme	%	20.0%			0	20.0%	0		0		
Employment Equity	2018					2019				Total Budget	
	No.	% HDSA Target	% HDSA Actual	Revision	% HDSA Target	% HDSA Actual	Revision				
Top Management	No.	50%	0.0%	0.0%	50%	0%	0.0%				
Senior Management	No.	56%	73.3%	70.0%	56%	0%	75.0%				
Middle Management	No.	62%	71.5%	70.0%	62%	0%	75.0%				
Junior Management (C1 - C5)	No.	0.0%	86.2%	70.0%	0.0%	0%	75.0%				
Core and critical skills	No.	0.0%	79.1%	70.0%	0.0%	0%	75.0%				
Total	No.		81.5%			0%					
Women in Mining	2018					2019				Total Budget	
	No.	% WIM Target	% WIM Actual	Revision	% WIM Target	% WIM Actual	Revision				
Top Management	No.	0.0%	0.0%	0.0%	0.0%	0%	25.0%				
Senior Management	No.	5%	13.3%	20.0%	10%	0%	25.0%				
Middle Management	No.	25%	27.8%	20.0%	25%	0%	25.0%				
Junior Management (C1 - C5)	No.	25%	20.7%	20.0%	30%	0%	25.0%				
Total	No.		21.9%			0%					
SLP Commitments	Yes	No									
Does the mine's workforce profile mirror the EAP demographics?		No									Current workforce does not mirror the EAP demographics hence targets will be benchmarked against EAP.
Has retiring employees been replaced with suitably qualified candidates and if this is not possible, then employ a non-HDSA candidate on a fixed-term contract until a suitable HDSA can be recruited?	Yes										Non-HDSA have been employed on fixed term contract until such time the qualified suitable HDSA candidate is appointed.
Are HDSAs on capacity and talent pool exposed to 70:20:10 principle?		No									Not done in a structured way.
Have specific position within each discipline for accelerated development been identified	Yes										To enforce compliance with EE targets, Styldrift has prioritised certain positions for accelerated career development.
Have potential black female employees who have demonstrated an interest and ability to further their career in mining been identified?	Yes										Some of the black women have been identified for vertical career development in Mining.
Have selected, high performing black female employees been placed on job rotation and fast tracking programmes?	Yes										Suitable qualified candidates identified through young professional scheme.
Have training and technical needs of women in core disciplines been identified and addressed?		No									No WIM structure in place to assist in identifying and addressing women issues and needs.
Does the mine has women structures in place to evaluate the quantity and quality of facilities such as change houses and ablution facilities on surface and underground?		No									The Mine has a Num women structure.



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Financial provision to implement HRD deliverables								2018 Budget	2019 Budget	G. Total	
AET - Total budget											
Core business training - Total budget											
Support business training - Total budget											
Learnerships - Total budget											
Portable skills - Total budget											
Career Progression - Total budget											
Capacity and talent pool - Total budget											
Bursaries, graduates and internships - Total budget											
Employment Equity - Total budget											
Grand Total								R 32 664 1778.00	R 33 503 338.00	R 66 167 516.00	

Signatures:



09/03/2018
Date:

09/03/2018
Date:

09/03/2018
Date:

09/03/2018
Date:

09/03/2018
Date:

09/03/18
Date:

09/03/18
Date:



Core Business Training - Mining			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Competent A	139	132	271
Competent B	391	371	762
Level 1- Skills Programmes	409	389	798
Total	939	892	1831

Core Business Training - Engineering			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Plant Equipment and Piping Systems	1	1	2
Technical Steel Wire Rope Training	1	1	2
AutoCAD Fundamentals Training	1	1	2
Government Cert Of Competency	2	2	4
Total	5	5	10

Core Business Training - MRM			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Industrial Ergonomics	1	1	2
Introduction to structural geology for mine geologist	1	1	2
Basic and Elementary Mine Sampling	3	3	6
Basic Advance and Elementary Survey	3	3	6
Advance Valuation	1	1	2
Rock Engineering Certificate	1	1	2
Strata Control	1	1	2
Ventilation Management	1	1	2
Total	12	12	24

Non-core Business Training - HR			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Computer Skills	5	5	10
Emotional Intelligence Training	15	15	30
Managing Discipline Training	25	25	50
Women in Mining Conference	6	6	12
Total	51	51	102

Non-core Business Training - HRD			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Assessor (Not qualification - Skills course)	1	1	2
Moderator (Not qualification - Skills course)	1	1	2
Train the Trainer (Not qualification - Skills course)	1	1	2
Facilitator Skills	1	1	2
First Aid Facilitator Training	1	1	2
Total	5	5	10

Non-core Business Training - Finance & Accountancy			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Finance for Non Financial Managers	3	3	6
System Awareness	2	2	4
Contract Framework Management	3	3	6
Total	8	8	16

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Non-core Business Training - Protection Services			
Field/ Area of training	Target & time-line		
	2018	2019	Total
Total	0	0	0

Non-core Business Training - Safety, Health & Environment			
Field/ Area of training	Target & time-line		
	2018	2019	Total
SAMREC Code Training	1	1	2
Introduction to Explosive Protection	1	1	2
Occupational Health and Safety	60	60	120
Waste Management Regulations 2015	1	1	2
Water Quality Management & Risk Assessment	1	1	2
Fire Fighting and Fire Detection Training	13	13	26
Mine Environmental Control	3	3	6
Water Quality Management & Risk Assessment	1	1	2
Total	81	81	162

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Mining Learnerships								
Field/ Area of training	2018				2019			
	Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision
Blasting Certificate	5	0	0	0	5	0	5	0
Total	5	0	0	0	5	0	5	0

Engineering Learnerships 18.1								
Field/ Area of training	2018				2019			
	Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision
Rigging	0	0	0	0	0	0	0	0
Plating	0	0	0	0	0	0	0	0
Fitting & Machining	2	2	0	0	0	0	2	0
Instrument Mech	0	0	0	0	0	0	0	0
Electrical	3	0	3	0	0	0	0	0
Auto Electrician	0	0	0	0	0	0	0	0
Diesel Mechanic	0	0	0	0	0	0	0	0
Total	5	2	3	0	0	0	2	0

Engineering Learnerships 18.2								
Field/ Area of training	2018				2019			
	Target	Actuals	Continuing	Revision	Target	Actuals	Continuing	Revision
Rigging	2	0	0	0	1	0	2	0
Plating	0	0	0	0	1	0	0	0
Fitting & Machining	1	0	0	0	0	0	1	0
Instrument Mech	0	0	0	0	1	0	0	0
Electrical	0	0	0	0	0	0	0	0
Auto Electrician	0	0	0	0	0	0	0	0
Diesel Mechanic	0	0	0	0	0	0	0	0
Total	3	0	0	0	3	0	3	0

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