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# **IMPALA PLATINUM LIMITED**

**Revision 1**

## **Social and Labour Plan (SLP)**

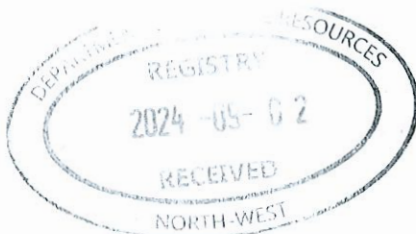
**2 SEPTEMBER 2024**

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**The Impala Platinum Limited SLP 4 is submitted in terms of  
Section 102 of the Minerals and Petroleum Resources  
Development Act, 2002 for the five-year period**

**2024 - 2028**

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# LIST OF ABBREVIATIONS

AET	Adult Education Training
ATR	Annual Training Report
B-BBEE	Broad-Based Economic Empowerment
BBS	Basic Business Skills,
BPDM	Bojanala Platinum District Municipality
CCMA	Commission for Consolidated, Mediation and Arbitration
CMR	Converted Mining Right
CSI	Corporate Social Investment
CV	Curriculum Vitae
DoCG	Department of Corporative Governance
DM	District Municipality
DMRE	Department of Minerals and Petroleum Resources (previously Department of Mineral Resources and Energy)
DoEL	Department of Employment and Labour
EAP	Employee Assistance Programme
EE	Employment Equity
ENG	Engineering
FET	Further Education and Training
FLC	Foundational Learning Competency
FLS	Financial Life Skills,
FY	Financial Year
GCC	Government Certificate of Competency
GET	General Education and Training
HDP	Historically Disadvantaged Persons
HET	Higher Education and Training
HO	Head Office
HRD	Human Resource Development
IDP	Individual Development Plans (under section 2 - HRD)
IDP	Integrated Development Plan (under section 3 - LED)
IISP	Intro Impala Supervisory Program

ISP	Impala Supervisory Programme,
I&AP	Interested and Affected Party
KPI	Key Performance Indicators
LED	Local Economic Development
LM	Local Municipality
LRA	Labour Relations Act
LTD	Limited
LoM	Life of Mine
MPRDA	Mineral and Petroleum Resources Development Act (28 of 2002), as amended
MMC	Mine Manager's Certificate of Competency
MQA	Mining Qualifications Authority
MWP	Mining Work Programme
NGO	Non-Governmental Organization
NQF	National Qualifications Forum
PGM	Platinum Group Metal
PTY	Proprietary
QCTO	Quality Council for Trades and Occupations
RDP	Reconstruction and Development Programme
RE	Remaining Extent
SDF	Skills Development Facilitator
SAQA	South African Qualifications Authority
SETA	Sectorial Education and Training Authority
SIA	Social Impact Assessment
SLP	Social and Labour Plan
SMME	Small, Medium or Micro Enterprise
SME	Subject Matter Expert
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan
YTD	Year to Date

# LIST OF DEFINITIONS

18.1	18.1 refers to learners or training participants employed within the Company.
18.2	18.2 refers to learners or training participants not employed within the Company.
Bursary	<p><i>External:</i> Financial grant to an unemployed youth qualifying for undergraduate studies at a university or University of Technology.</p> <p><i>Internal:</i> Financial support to an employee to enrol for a career-related course or qualification at a tertiary institution to commence studies in his/her own time.</p>
Calendar year	One year begins on January 1 <sup>st</sup> and ends on December 31 <sup>st</sup> .
Career Progression Plan	A roadmap detailing how an employee can advance in his/her career through the company. It is an on-going mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs or can prepare them for future promotional opportunities. Documents such as an Individual Development Plan, Career Progression Plans, and Training Matrixes provide detail to employees entering employment, and/or training programmes.
Community	A coherent social group of persons with interest or rights in a particular area of land which the members have or exercise communally in terms of an agreement, custom or law.
Community Distance	A radius of sixty (60) km from the place of work.
Demographics	The numerical characteristics of a population (e.g., population size, age, structure, sex/gender, race etc.).

Experiential Training / Work Experience	The programme provides students from the Universities of Technology and/or FET Colleges with practical work experience (P1/P2) relevant to their studies, enabling them to obtain the relevant qualifications after completing the practical/ exposure period. Students are provided with experiential training in core disciplines such as, but not limited to, Metallurgy and Chemical Engineering, Chemistry, Mining, Finance, Human Resources, Engineering, Surveying, Environmental, and Rock Engineering fields. The duration of this programme depends on the tertiary institution's requirements and varies between 3 to 24 months.
Fast Tracking / Accelerated Training	Accelerated training programmes are implemented to assist identified employees in completing the training and/or work experience full time within one of the career paths available. Note: These targets are focussing on HDP candidates.
Financial Year	12 Month period determined by an organisation used for accounting purposes in which the budget, profit, and losses are calculated in preparation for its financial statements.
Graduate Internship	The Internship Programme is a 12 – 24 months programme on a fixed-term contract offered to unemployed holders of degrees, diplomas, or N6 diplomas to gain relevant skills and experience related to their respective qualifications to ensure workplace readiness. Internships are provided mainly in the core disciplines of Mining, Engineering, Metallurgical, or Chemistry field but are not limited to core disciplines. The internship will enable Mining and Engineering graduates to gain the necessary exposure to prepare for the respective Government Certificates of Competency. This programme will be made available to all Ex-bursar Graduates as well as External (no-bursar) Graduates.
Historically Disadvantaged Persons (HDP)	Refers to Historically Disadvantaged Persons as defined in the Mineral and Petroleum Resources Development Act, 2002 ("MPRDA").
Individual Development Plans (IDPs)	A document completed by an individual for the plan of self-development over a period of time, usually 12-18 months. This plan is then reviewed and discussed with supervisors to match the individual goals with company goals. They also discuss various options and approaches to achieve the plan. At the end of this period, the plan is reviewed to see how many goals are fulfilled and what the new goals and plans are for the following year.

Interested and Affected Parties (I&AP)	A natural or juristic person or an association of persons with a direct interest in the proposed or existing prospecting or mining operation or who may be affected by the proposed or existing prospecting or mining operation.
Judicial Review	Minerals Council of South Africa v Minister of Mineral Resources and Energy & Others, JDP 20341/2019, 21 September 2021.
Labour sending area	Areas from which many historical and current mineworkers are or have been sourced.
Learnerships	A work-based learning programme that leads to an NQF-registered qualification. Learnerships can be in the Artisan and or Non-Artisan disciplines. The Artisan Learnership will have a Trade as the outcome, and the Non-Artisan Learnership's outcome will be an occupational qualification.
Level of management	Refers to a line of demarcation between various managerial positions.
Life of mine	The number of years that a particular mine will be operational.
Mentorship	Mentorship is the influence, guidance, or direction given by a mentor. A mentor teaches or gives help and advice to a less experienced and often younger person.
Mine community	Communities where mining takes place and labour sending areas.
Mining Charter	The broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry. Taking into consideration the Judicial Review and notwithstanding the setting aside of certain clauses of the Mining Charter III, including the Inclusive Procurement, Supplier and Enterprise Development element, to the extent possible, Impala will continue to strive to achieve the MPRDA Transformation Objectives also using the clauses that have been set aside as guiding principles.
Mining Graduates	A person qualified by education, training, and experience in mining engineering. A person having a degree/diploma in mining or mineral engineering from an accredited college or university.

Portable Skills	Employable skills which can be used productively in different jobs, occupations, and industries and are transferable between occupations and industries in support of generating an income beyond the “life of mine”. Portable skills enhance employee potential, leading to placement in alternative employment outside of mining activities and/or self-employment.
Skills Audit	<p>An audit to determine the education, skills, and/or experience of individuals within the company to assist in identifying gaps and developing employee training plans.</p> <p><i>Un-verified:</i> Skills and qualifications reported as advised by the individual and submitting a copy of the qualification and not verified in any way to confirm authenticity.</p> <p><i>Verified:</i> Individuals will provide relevant documentation supporting the reported qualifications and skills. Qualifications get verified through an agency for authenticity.</p>
Skills Development Programmes	These programmes are accredited through a SETA, comprise a cluster of unit standards, are seen as a ‘mini qualification’, and will constitute a credit towards an NQF registered qualification.
Social and Labour Plan (SLP)	A summary of principles and policies to guide the implementation of specific programmes which aim to aid socio-economic development and economic growth in the mine’s operation and labour-sending areas on an ongoing basis.
Social Fund	A trust fund that provides financing for investments targeted at meeting the needs of poor and vulnerable communities as informed by commitments made by companies in terms of their social and labour plans.
Sustainable development	The integration of social, economic, and environmental factors into planning, implementation, and decision-making to ensure that the mineral and petroleum resources development serves present and future generations.
Trainee Engineering Programme	A training programme aligned to develop engineers in all related engineering fields. The engineering fields incorporated on the mine are: Electrical and Chemical Engineering. These programmes could take 24 to 48 months to complete and enable permanently employed junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation.

The Programme provides relevant training, coaching, and mentoring to engineers in training to obtain their Government Certificate of Competency (GCC) or Mine Manager Certificate of Competence (MMC) in their area of specialisation. It is focused on employees who qualify for GCC or MMC.

#### WSP-ATR

A Workplace Skills Plan (WSP) and Annual Training Report (ATR) that is submitted to the relevant Sector Education and Training Authority (SETA) annually in compliance with Skills Development Legislation. The WSP projects the training plans of the company for the next year, whereas the ATR reports on the training which took place in the previous year in line with the company's previous training plan.

# SECTION ONE: INTRODUCTION AND PREAMBLE

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## 1.1. INTRODUCTION

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In terms of the provisions of the Mineral and Petroleum Resources Development Act ((28/2002, as amended) (MPRDA), the mineral resources of our Nation are the common heritage of all the people of South Africa. Therefore, the responsible Minister must ensure the sustainable development of South Africa's resources whilst promoting economic and social development. The Social and Labour Plans, in accordance with section 23(d) MPRDA read together with Regulation 44 of the MPRDA, sets out the framework for effecting the entry of historically disadvantaged persons (HDP) into the mining industry and allows South Africans to benefit from the exploitation of mining and mineral resources. The elements and objectives of the MPRDA and the guidelines provided by the Mining Charter address the Social and Labour Plan as required by Regulation 46 of the MPRDA.

The Social and Labour Plan (SLP) is a prescribed requirement of the Mineral and Petroleum Resources Development Act (28/2002) (MPRDA). This document should be in place for the remaining life of every mining right, as amended every 5 (five years), in terms of a Section 102 amendment application. The plan is a summary of specific commitments and programmes which aim to aid socio-economic development and economic growth in the mining community on an ongoing basis. Progress regarding the specific commitments by Impala to socio-economic development will be reported annually in the SLP Reports and submitted to the regional offices of the Department of Mineral Resources and Energy (DMRE).

The objectives of the SLP (MPRDA Regulation 41) are to:

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

Impala Platinum Mine submits this SLP 4 in terms of Section 102 of the MPRDA.

### **1.1.1 Structure of the SLP**

Impala Platinum Limited (“IMPALA”) is the holder of four (4) contiguous and conjoined Converted Mining Rights in the Magisterial/Administrative District of Rustenburg. It measures approximately 29,400 hectares and includes eleven (11) operating vertical shafts and five (5) associated with declines. In addition to the mining operation, Impala Platinum Limited includes Mineral Processes; the group’s smelting and concentrating plants, also located on the Impala Rustenburg Operation’s lease area. Impala Platinum Refineries (“IMPALA REFINERIES”), which includes both the base and platinum metals refineries, is situated in Springs, Gauteng.

Although these four (4) Converted Mining Rights are individual rights, they are conjointly operated as a single mine unit known as the Impala Rustenburg Operations and are subject to one (1) approved SLP.

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## **1.2. PREAMBLE: IMPALA PLATINUM LIMITED (PTY) LTD**

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Impala Platinum Limited (“IMPALA”) is the holder of four (4) contiguous and conjoined Converted Mining Rights under DMRE reference numbers: NW 30/5/1/2/2/130 MR, NW 30/5/1/2/2/131 MR, NW 30/5/1/2/2/132 (10146) MR and NW 30/5/1/2/2/133 MR, in the Magisterial/Administrative District of Rustenburg. It measures approximately 29,400 hectares and includes eleven (11) operating vertical shafts and five (5) associated with declines. In addition to the mining operation, Impala includes Mineral Processes; the group’s smelting and concentrating plants, also located on the Impala Rustenburg Operation’s lease area. Impala Platinum Refineries (“IMPALA REFINERIES”), which includes both the base and platinum metals refineries, is situated in Springs, Gauteng.

### **1.2.1. Company Details**

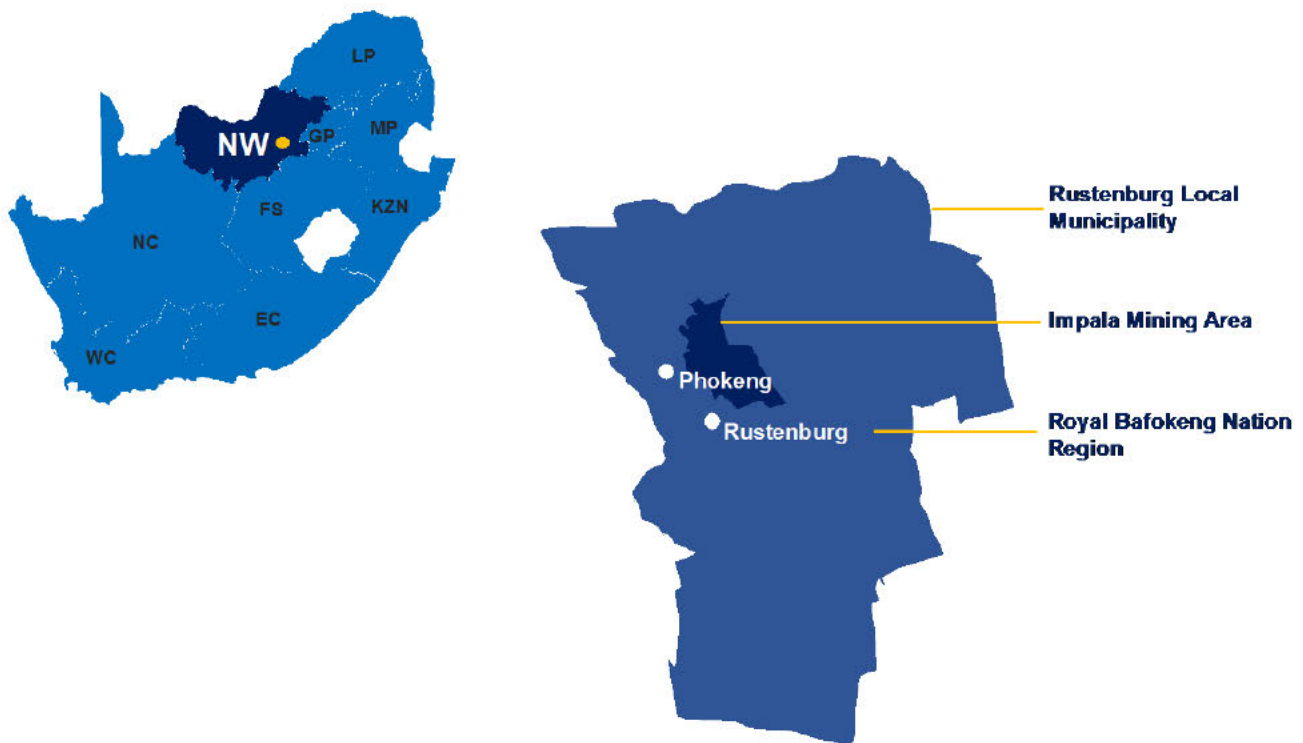
The below table sets out the company background information for Impala Platinum Limited (Pty) Ltd.

Table 1.1: Company Background information

Name of Applicant	Impala Platinum Limited
Registration Number	1952/071942/06 <ul style="list-style-type: none"> <li>• Converted Mining Right MPT 35/2018</li> <li>• Converted Mining Right MPT 15/2015</li> <li>• Converted Mining Right Protocol no 599/2008</li> <li>• Converted Mining Right Protocol no 600/2008</li> </ul>
DMRE Ref Numbers	<ul style="list-style-type: none"> <li>• NW 30/5/1/2/2/130 MR</li> <li>• NW 30/5/1/2/2/131 MR</li> <li>• NW 30/5/1/2/2/132 MR</li> <li>• NW 30/5/1/2/2/133 MR</li> </ul>
Name of Mine	Impala Platinum Limited - Rustenburg Operations Ltd
Postal Address	<b>Impala Rustenburg Operations:</b> PO Box 5683, Rustenburg, 0300
Physical Address	<b>Central Offices:</b> Central Offices Beerfontein, 263 JQ, Phokeng, 0335, North West Province <b>Head Office:</b> No 2 Fricker Road, Illovo, 2169, Gauteng Province
Telephone Number	<b>Head Office:</b> (011) 731 9000 <b>Central Office:</b> (014) 569 000
Email	investor@implats.co.za
Location of Mine	<p>The mine is located on the following farms within the jurisdiction of the Rustenburg Local Municipality in the Bojanala District Municipality.</p> <ol style="list-style-type: none"> <li>1. Boschkoppe 104 JQ (RE and ptn 2)</li> <li>2. Elandsheuvel 282 JQ (ptns 1, 2, 5)</li> <li>3. Reinkoyalskraal 278 JQ (RE, ptns 1,3)</li> <li>4. Vlakfontein 276 JQ (the farm)</li> <li>5. Welbekend 117 JQ (the farm)</li> <li>6. Toulon 111 JQ (the farm)</li> <li>7. Goedgedacht 110 JQ (RE and ptn 1)</li> <li>8. Kleindoornspruit 108 JQ (the farm)</li> <li>9. Doornspruit 106 JQ (the farm)</li> <li>10. Hartbeestspruit 88 JQ (the farm)</li> <li>11. Kookfontein 265 JQ (ptns 2, 3, 5, 11, 12, 14, 16, 20, 21, 24, 25)</li> <li>12. Uitvalgrond 105 JQ (RE, ptn 1 and ptn 2)</li> <li>13. Wildebeestfontein 274 JQ (the farm)</li> <li>14. Beerfontein 263 JQ (ptn 2)</li> <li>15. Turffontein 262 JQ (RE)</li> <li>16. Vaalkop 275 JQ (the farm)</li> <li>17. Goedgedacht 114 JQ (the farm)</li> <li>18. Doornspruit Annex 109 JQ (the farm)</li> </ol>

<b>Commodity</b>	Platinum Group Metals, nickel ore, gold ore, cobalt, chrome ore, copper ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore.
<b>Life of Mine</b>	As at 30 June 2023, the Life of Mine for the Impala Rustenburg is up to 2050. This was determined using a metal price forecast deck and anticipated R/\$ exchange rates available then. As these inputs change, the LoM could vary from this when revaluating June 2024, the following view date.
<b>Financial Year of Mine</b>	1 July to 30 June
<b>Responsible person</b>	<span style="background-color: black; color: black;">[REDACTED]</span> or his successor in title

*Figure 1.1: Location of the mine*



### 1.2.2. Summary of Mining Rights

Table 1.2: Summary of Mining Rights

Holder	Mining Right: DMR ref no Registration no	Minerals	Farm Name(s) and portion	Surface Rights Owners
Impala Platinum Limited	Converted Mining Right MPT 35/2018	Platinum Group Metals, Nickel ore, Gold ore, Silver ore and Copper ore and chrome ore, cobalt, sulphur, sand (manufactured) from waste rock and iron ore.	Boschkoppie 104 JQ (RE)	Government of South Africa, land right use granted to the Royal Bafokeng Nation (RBN) & Robega Community
	DMR Ref No: NW 30/5/1/2/2/130 MR		Boschkoppie 104 JQ (ptn 2)	(Estate late) Edbaal Rakgokong
Impala Platinum Limited	Converted Mining Right Protocol no 599/2008  DMR Ref No: NW 30/5/1/2/2/131 MR	Platinum Group Metals, Nickel ore, Gold ore, Silver ore, Copper ore AND chrome ore, cobalt, sulphur, sand (manufactured) from waste rock and iron ore.	Elandsheuvel 282 JQ (ptn 1)	Government of South Africa, held in Trust for the RBN
			Elandsheuvel 282 JQ (ptn 2)	Government of South Africa, held in Trust for the RBN
			Elandsheuvel 282J Q (Ptn 5)	Government of South Africa, held in Trust for the RBN
			Reinkoyalskraal 278 JQ (RE the farm)	Government of South Africa, held in Trust for the Bafokeng Tribe
			Reinkoyalskraal 278 JQ (ptn 1)	Evangelical Lutheran Church in Southern Africa (Western Diocese)
			Reinkoyalskraal 278 JQ (ptn 3)	Government of South Africa, held in Trust for the RBN
			Vlakfontein 276 JQ (the farm)	Government of South Africa, held in Trust for the RBN
			Welbekend 117 JQ (the farm)	Government of South Africa, Held in Trust for the RBN
			Toulon 111 JQ (the farm)	Government of South Africa, Held in Trust for the RBN
			Goedgedacht 114 JQ (the farm)	Government of South Africa, Held in Trust for the RBN
			Kleindoornspruit 108 JQ	Government of South Africa, Held in Trust for the RBN
			Doornspruit Annex 109 JQ	Government of South Africa, Held in Trust for the RBN
			Goedgedacht 110 JQ	Government of South Africa, Held in Trust for the RBN
			Hartbeestspuit 88 JQ	Government of South Africa, held in Trust for the RBN
Impala Platinum Limited	Converted Mining Right MPT 15/2015	Platinum Group Metals, Nickel ore, Gold ore,	Uitvalgrond 105 JQ (RE)	Various family trusts managed by the Tutus Mathuloe Family

Holder	Mining Right: DMR ref no Registration no	Minerals	Farm Name(s) and portion	Surface Rights Owners
	DMR Ref No: NW NW 30/5/1/2/2/132 (10146) MR	Silver ore and Copper ore AND chrome ore, cobalt, sulphur, sand (manufactured) from waste rock and iron ore.		representatives (previously known as the Molotsane Family) and consisting of Huma / Molotsane / Mokgoko Families)
			Uitvalgrond 105 JQ (Ptn 1)	Various owners of the Mokgatle Family, of which the interest is managed by family representatives
			Uitvalgrond 105 JQ (Ptn 2)	Mokgatle Trust
			Kookfontein 265 JQ (Ptn12)	Seepi Farms Pty Ltd
Impala Platinum Ltd	Converted Mining Right Protocol no 600/2008  DMR Ref No: NW 30/5/1/2/2/133 MR	Platinum Group Metals, Nickel ore, Gold ore, Silver ore and Copper ore AND chrome ore, cobalt, sulphur, sand (manufactured) from waste rock and iron ore.	Wildebееstfontein 274 JQ (the farm)	The farm Wildebееstfontein 274 JQ was, over the years, subdivided into portions (1- 21), of which some later became residential areas. The RE of the farm no longer exists. Consolidated into ptn 9 of Wildebееstfontein 274 JQ.
			Wildebееstfontein 274 JQ (ptn 1)	Government of South Africa, land right use granted to RBN
			Wildebееstfontein 274 JQ (ptn 2)	No longer exists. Consolidated in ptn 9 Wildebееstfontein 274 JQ
			Wildebееstfontein 274 JQ (ptn 3)	Frajo CC
			Wildebееstfontein 274 JQ (ptn 4)	Valditime (Pty) Ltd
			Wildebееstfontein 274 JQ (ptn 5)	Now Freedom Park Ext 2.
			Wildebееstfontein 274 JQ (ptn 6)	Rustenburg Local Municipality
			Wildebееstfontein 274 JQ (ptn 7)	Estate Late Eliphas Motsuenyane
			Wildebееstfontein 274 JQ (ptn 8)	Now township Freedom Park Ext 4
			Wildebееstfontein 274 JQ (ptn 9)	Rustenburg Local Municipality
			Wildebееstfontein 274 JQ (ptn 10)	Estate Late Aaron Motsuenyane
			Wildebееstfontein 274 JQ (ptn 11)	Does not exist. Subdivision of ptn 11 (from ptn 1) never materialized
			Wildebееstfontein 274 JQ (ptn 12)	Rustenburg Local Municipality
			Wildebееstfontein 274 JQ (ptn 13)	Now Township Meriting Extension 1

Holder	Mining Right: DMR ref no Registration no	Minerals	Farm Name(s) and portion	Surface Rights Owners
			Wildebeestfontein 274 JQ (ptn 14)	Now Township Meriting Extension 3
			Wildebeestfontein 274 JQ (ptn 15)	Now Township Meriting Extension 5
			Wildebeestfontein 274 JQ (ptn 16)	Now Township Freedom Park
			Wildebeestfontein 274 JQ (ptn 17)	Now township Freedom Park Ext
			Wildebeestfontein 274 JQ (ptn 18)	Now Township Seraleng
			Wildebeestfontein 274 JQ (ptn 19)	Now Township Seraleng Ext
			Wildebeestfontein 274 JQ (ptn 20)	Now Township Meriting Extension 4
			Wildebeestfontein 274 JQ (ptn 21)	Sasol South Africa Ltd
			Reinkoyalskraal 278 JQ (ptn 3)	Government of South Africa, held in Trust for the RBN
			Vlakfontein 276 JQ (the farm)	Government of South Africa, held in Trust for the RBN
			Vaalkop 275 JQ (the farm)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 2)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 3)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 5)	Government of South Africa, land Right use allocated to RBN
			Kookfontein 265 JQ (ptn 11)	Government of South Africa, land Right use allocated to RBN
			Kookfontein 265 JQ (ptn 14)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 16)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 20)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 21)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 22)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 23)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 24)	Government of South Africa, held in Trust for the RBN
			Kookfontein 265 JQ (ptn 25)	Government of South Africa, held in Trust for the RBN
			Beerfontein 263 JQ (ptn 2)	Government of South Africa, held in Trust for the RBN

Holder	Mining Right: DMR ref no Registration no	Minerals	Farm Name(s) and portion	Surface Rights Owners
			Turffontein 262 JQ (RE the farm)	Government of South Africa, held in Trust for the RBN
			Doornspruit 106 JQ (the farm)	Government of South Africa, held in Trust for the RBN
			Goedgedacht 114 JQ (the farm)	Government of South Africa, Held in Trust for the RBN
			Kleindoornspruit 108 JQ (the farm)	Government of South Africa, Held in Trust for the RBN
			Goedgedacht 110 JQ (RE)	Government of South Africa, Held in Trust for the RBN
			Goedgedacht 110 JQ (ptn 1)	Government of South Africa, Held in Trust for the RBN
			Turffontein 262 JQ (RE the farm)	Government of South Africa, Held in Trust for the RBN

### 1.2.3. Location of the Mine

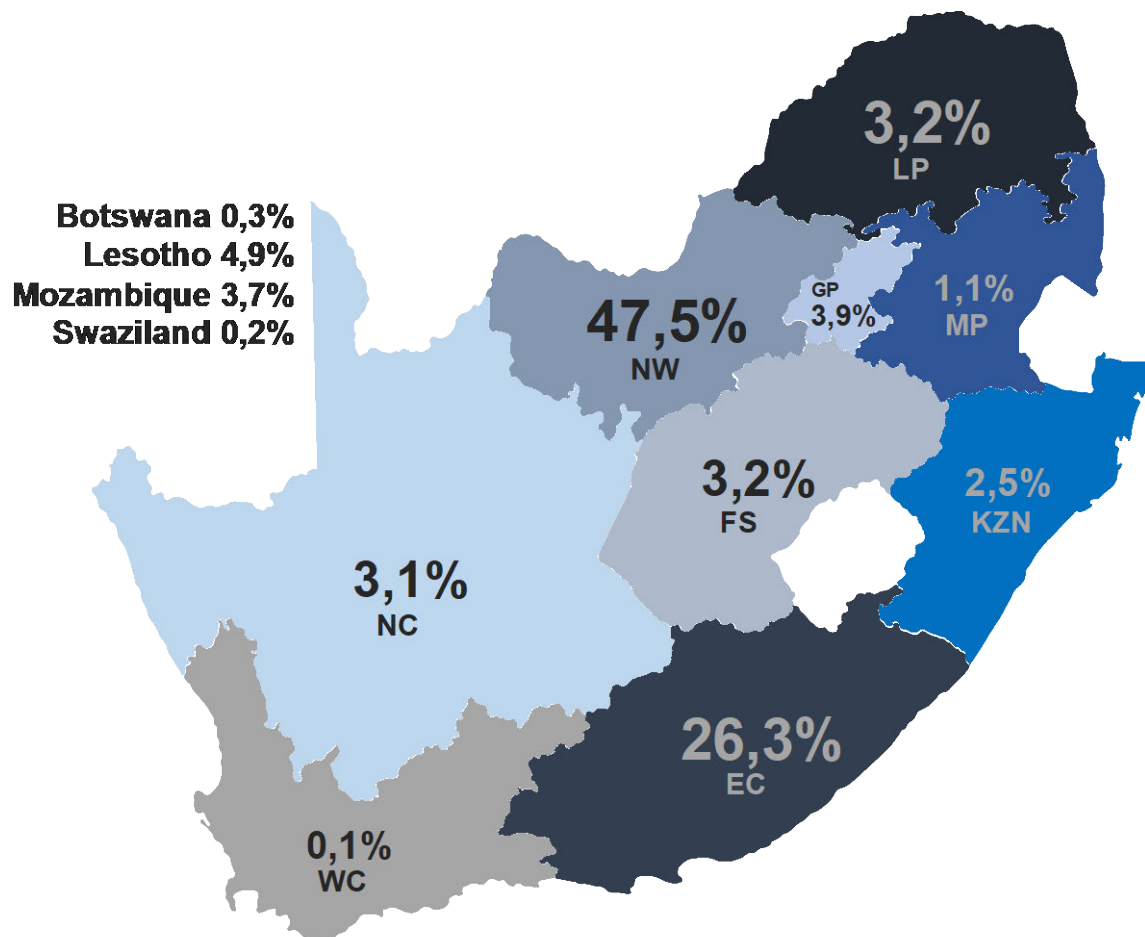
The Impala Rustenburg Operations are located approximately ten (10) kilometers north of the town of Rustenburg in the Rustenburg Local Municipality, within the Bojanala Platinum District Municipality in the North West Province. See Figure 3.1 for the location of the mine.

### 1.2.4. Geographic origin of employees

The majority of the mine's employees originate from the North West Province. The following figure summarises the labour-sending information for the total workforce at the Impala Rustenburg Operations mine as of June 2023.

The information may change during the life of the mine as the workforce settle permanently in the area surrounding the mine or as new workforce is employed. This information will be updated annually in the mine's Annual SLP Report.

Figure 1.2: Geographic location of Impala Platinum Limited employees



## 1.3. PREAMBLE: IMPALA PLATINUM REFINERIES

### 1.3.1. Company Details

Table 1.3. Impala Platinum Refineries is a division of Impala Platinum Limited.

Name of Applicant	Impala Platinum Limited – Refineries
Name of Mine	Impala Platinum Limited – Refineries is not a mine, but refines the ore from the Impala Platinum Limited – Rustenburg Operations Mine.
Postal Address	<b>Impala Platinum Refineries:</b> PO Box 222, Springs, 1560
Physical Address	<b>Impala Platinum Refineries Operations:</b> Cnr Cowles Street & East Gebuld Road, Springs, 1561 <b>Head Office:</b> No 2 Fricker Road, Illovo, 2169, Gauteng Province
Telephone Number	<b>Head Office:</b> (011) 731 9000 <b>Central Office:</b> (011) 360 3111
E- mail	<a href="mailto:investor@implats.co.za">investor@implats.co.za</a>
Location of Refineries	Impala Platinum Refineries is located within the Ekurhuleni Metropolitan Municipality within the Gauteng Province. The Refineries are situated some five (5) kilometres from the Springs Central Business District (CBD).
Financial Year	1 July to 30 June
Responsible person	██████████ or his successor in title

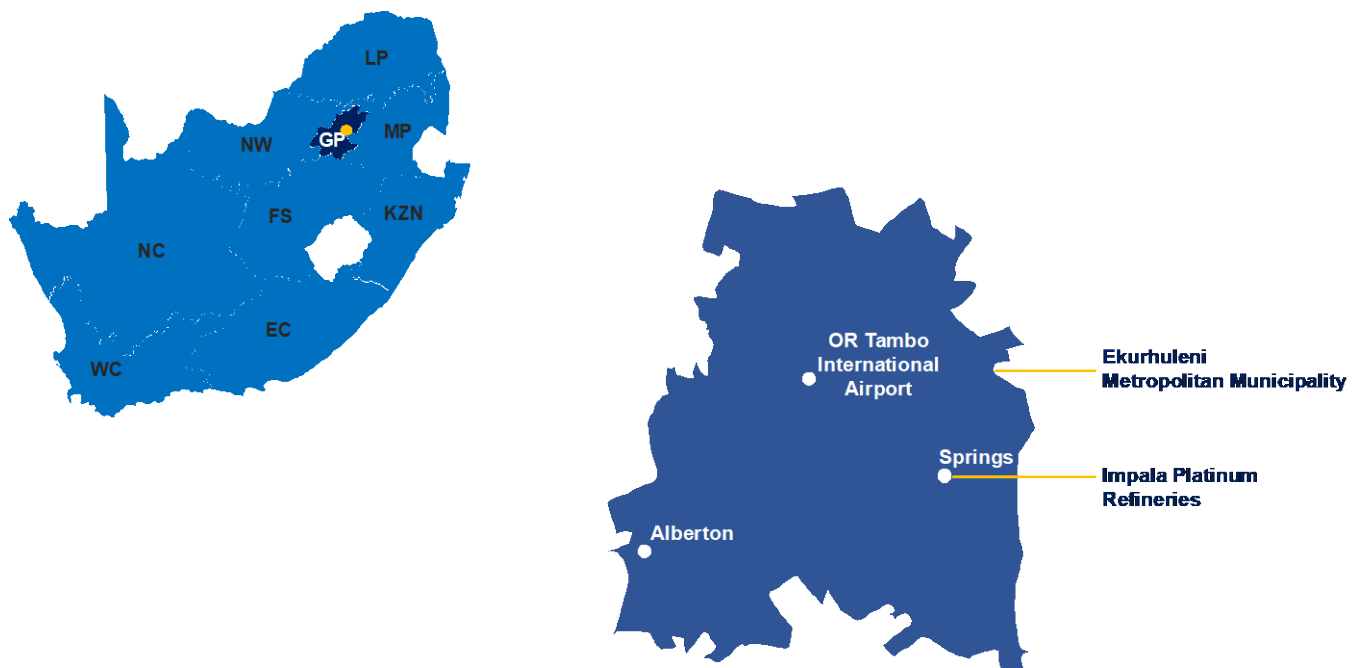
### 1.3.2. Summary of Mining

Impala Platinum Refineries (“IMPALA REFINERIES”) does not hold mining rights.

### 1.3.3. Location of the Refineries

Impala Platinum Refineries (“IMPALA REFINERIES”) is located within the Ekurhuleni Metropolitan Municipality within the Gauteng Province. The Refineries are situated some five (5) kilometres from the Springs Central Business District (CBD).

Figure 1.3: Map indicating the location of Impala Platinum Refineries

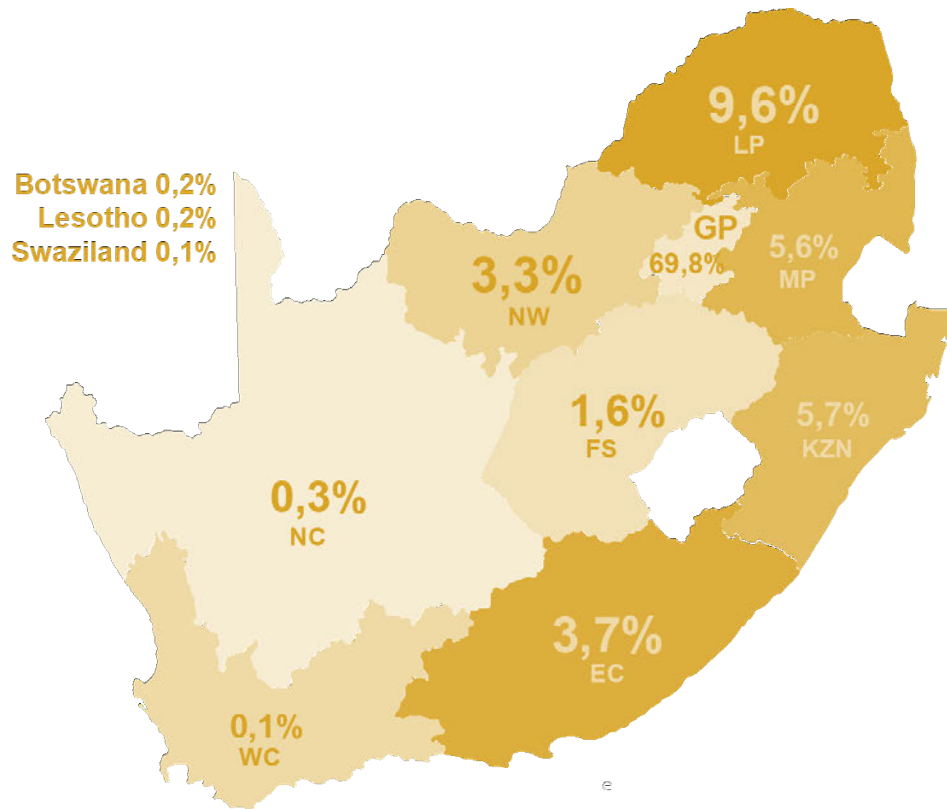


#### 1.3.4. Geographic origin of employees

The majority of the mine's employees originate from the Gauteng Province. The following figure summarises the labour-sending information for the total workforce at the mine.

This information was compiled based on reported labour-sending destinations from the workforce. The information may change during the life of the mine as the workforce settle permanently in the area surrounding the mine or as new workforce is employed. This information will be updated annually in the mine's Annual SLP Report.

Figure 1.4: Geographic location of Impala Platinum Refineries employees



# **SECTION TWO: HUMAN RESOURCE DEVELOPMENT**

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## 2.1. INTRODUCTION

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### 2.1.1. *General Overview*

Due to the developmental issues our country faces, Human Resource Development (HRD) practices are crucial for increasing knowledge, skills and capacities of personnel for the benefit of the industry and the country as a whole. Important issues are:

- Preparing employees to work effectively and efficiently, which in turn ensures that as Impala we have adequate human resources with capabilities needed for achieving goals. HRD can be seen as a complementary approach to other development strategies, particularly employment and reduction of inequalities.
- The unemployment crisis in South Africa. Unfortunately, the road to job creation has been plagued with challenges: rigid labour regulations, stifling minimum wage policies, and a mismatch between the skills required by industry and the skills available in the workforce. Thus communities are increasingly looking to companies to deliver jobs where the government is unable to meet the demand including the need for a shared national vision, effective leadership, improved education and skills development, The legacy of inequality in South Africa, which has meant that historically disadvantaged South Africans (HDSA's) and women have not been appointed or developed in core mining skills or professional or management positions; in addressing gender inequality and promoting women's career advancement. Despite progressive legislation, such as the Broad-Based Black Economic Empowerment Act and the guiding principles provided in the Mining Charter, which aimed to improve workforce diversity, women continue to face significant barriers to their career progression.
- The challenge of equitable access to quality education and skills development remains a paramount issue for the country's human resource development.
- The legacy of systematic sub-standard education for HDSAs has left large portion of the country's adult population illiterate or lacking the necessary skills. to contribute to productivity and economic growth.

## **Human Resource Development Strategy**

HRD strive to provide training that consistently supports the operational strategic objectives (Safety, Production, Cost, and People), and helps cultivate a workforce that is highly engaged, skilled, and adaptable. In an increasingly globalized and dynamic business environment, the importance of human resource development cannot be overstated, as organizations seek to equip their workforce with the knowledge, skills, and capabilities necessary to navigate and thrive amidst rapidly changing market. The implementation of HRD strategy is aimed at ensuring that we have the right staff and right people (skilled and competent), right way (learning management system - LMS) in support of the operational strategy. The LMS is a useful training delivery technique in place that guarantees technical proficiency. Programmes for management and leadership development are offered to assist employees get ready for the future (setting each other up for success). A skills pipeline as per table 1, is in place and comprises of AET, bursars, graduates, learnerships, junior engineer, and cadets programme from labour-sending areas and mine communities to satisfy our social responsibility.

## **Strategic Objectives**

As part of the operational strategy, we have put our focus on our operational strategic drivers, safety, production, cost, and people. We believe that great safety performance can create significant business value, and we are actively engaging our workforce to shape our future, thus our HRD objectives for FY25.

- Develop skilled and competent employees by monitoring the skills gaps identified by the staff skills matrices, this includes the recent NQF level 4 and 5 courses.
- Continually develop employees on Leadership and Supervisory programmes.
- Enrol employees to development programmes such as Miner Development Programme, Learnerships, Skills programmes, etc.
- Fully implement an electronic learning management system to improve training delivery, assessments, and tracking of the progress of a learner to avoid overstays and improve productivity of employees.

Based on the above, Impala acknowledges the importance of alignment with the Broad-Based Socio-Economic Empowerment Charter for the South Africa Mining and Minerals Industry (the amended Mining Charter) and undertakes to adhere to the requirements of the

MPRDA to ensure employees on the mine have access to Human Resource Development (HRD) Programmes, as outlined in this section. To maintain a profitable and sustainable business, the company strives to develop and retain a skilled, productive workforce drawn from the broadest spectrum of South Africans, particularly from our host communities.

The Human Resources Development Programme for Impala is based upon the Human Resources Development Plan derived from the annual HRD strategic planning process at the Impala Group level. It takes cognisance of the company's needs regarding its business plan (regarding human resources), prevailing legislation, and community and environmental perspectives. As such, human resources requirements are determined through the following key focus areas:

- The Mining Charter.
- The Social and Labour Plan (SLP).
- Local Economic Development Programmes (LED;)
- Company production and sustainability needs.
- Workplace Skills Plan and Annual Training Report (WSP-ATR).
- Broad-Based Black Economic Empowerment (B-BBEE).

This section indicates the HRD plans the Mine is committed to executing as part of its SLP commitments. The company undertakes the following in terms of Regulation 46(b) of the MPRDA and will, as such, be reported on in Section 2 of this report.

a. Skills Development:

- Contributing to employee skills initiatives (18.1) and Labour Sending Areas & Mine Communities (18.2).
- Communicate regularly and consult through the established Education and Skills Forum with organised labour regarding employee skills development.
- Compile and submit a Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA) as stipulated in the Skills Development Act 97 of 1998 and Mine Health and Safety Act (section 10) through consultation with organised labour.

- Encourage employee self-development in furthering their studies and endeavour to provide financial support in line with business needs (Impala discretion).
  - HRD initiatives are linked to achieving Employment Equity plans and as contained in the Mining Charter, sections 2.4, 2.4.6 and 2.4.8.
- b. Adult Education and Training (AET)
  - c. Learnerships (18.1 and 18.2)
  - d. Skills Development Programmes (SETA Skills Programmes)
  - e. Portable Skills
    - i. Soft Skills
    - ii. Employees/ Section 189
  - f. Core Occupational Training
  - g. Career Progression
  - h. Fast Tracking/Accelerated Training
  - i. Mentoring
  - j. Bursaries
    - i. Internal (18.1)
    - ii. External (18.2)
  - k. Graduate Internships and Experiential Learning

Impala undertakes to adhere to Section 101 of the MPRDA and ensure that all permanent employees on the mine or contractor employees have access to Human Resource Development Programmes facilitated or managed by either the mine itself or by the contracting companies. Timeframes and targets have been established for each programme in line with the HRD strategic business plan, and progress will be reported in the Impala annual SLP Reports.

## 2.2. COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

### 2.2.1. Overview

Impala complies with the requirements of all relevant skills development legislation, including the Skills Development Act (No. 97 of 1998), Skills Development Levies Act (No. 9 of 1999), Employment Equity Act (No. 55 of 1998) and the Labour Relations Act (No. 66 of 1995).

*Table 2.1. Compliance with Skills Development Legislation & SETA Liaison*

<b>Name of SETA</b>	Mining Qualifications Authority (MQA)	
<b>Registration number with the SETA</b>	L520713662 & L410713855	
<b>Confirmation of having appointed a Skills Development Facilitator</b>	Internally Appointed SDF per Operation	
<b>Operations</b>	Rustenburg	Refineries
<b>Proof of submission of workplace skills plan and date of submission</b>	2023 – 25 May 2023	2023 - 15 May 2023
	2022 – 30 May 2022	2022 - 12 April 2022
	2021 – 02 November 2021	2021 - 10 March 2021
	2020 – 16 November 2020	2020 - 22 June 2020
	2019 - 01 July 2019	2019 - 12 April 2019

### 2.2.2. Paying Skills Development Levies (SDL)

The company pays its Skills Development Levies of 1% of the payroll amount to SARS monthly as required by law.

### 2.2.3. WSP-ATR Submissions

As required by the Skills Development Act, the company remains committed to compliance with skills development legislation; respective Workplace Skills Plans and Annual Training Reports are submitted annually as stipulated by the Skills Development Act.

### 2.2.4. Appointment of a Skills Development Facilitator (SDF)

Impala has appointed an internal SDF per Operation. The company established a good working relationship with the MQA and continues to better its understanding of the different skills development requirements and best practices. The SDF is responsible for planning and implementing the company's Human Resource Development plans. The SDF is furthermore

responsible for establishing and continuing a skills development committee, SETA liaising and managing training grants.

### **2.2.5. Skills Development Committee**

A formal Skills Development Committee, the Education and Skills Forum, equitably representing all races and gender consisting of labour and management, has been established. The committee is responsible for, amongst others:

1. Meeting regularly to discuss skills development-related issues.
2. Promoting skills development-related activities.
3. Discussing strategic training objectives and prioritising them.
4. Consulting on training plans.
5. Discuss career progression plans/paths for employees.
6. Representing the relevant stakeholders and giving feedback to them on skills development.
7. Meeting regularly to track the progress of training, identify problem areas and propose solutions.
8. Keeping accurate training records
9. Report on progress against set plans/ targets

### **2.2.6. Accreditation of Training Programmes/ Facilities**

The Human Resources Development centres of Impala Platinum are ISO 9001:2015 certified. Impala Platinum Limited – Rustenburg Operations is fully accredited by the Mining Qualifications Authority (MQA) for all Seta registered programmes. It is also accredited by the Quality Council of Trades and Occupations (QCTO) for QCTO registered qualifications and registered by NAMB for all registered trades, and the Transport Education and Training Seta (TETA) for Lifting Machine programmes.

More details regarding the Training Venues and facilities the mine utilises can be found in Annexure B.

## 2.3. EDUCATION LEVEL OF EMPLOYEES

Impala conducted an internal skills audit in 2022 and 2023 to re-establish the current educational levels of its employees. The information gathered, along with the operational needs and realities forms the basis of the Skills Development plans within the company.

The results of the Skills Audit can be found in Figure 2.1. Full details on Employees skills can be found in Annexure D. The educational levels of the Impala workforce is also attached in Figure 2.2 (Form Q).

Figure 2.1. Skills Audit Findings Summary

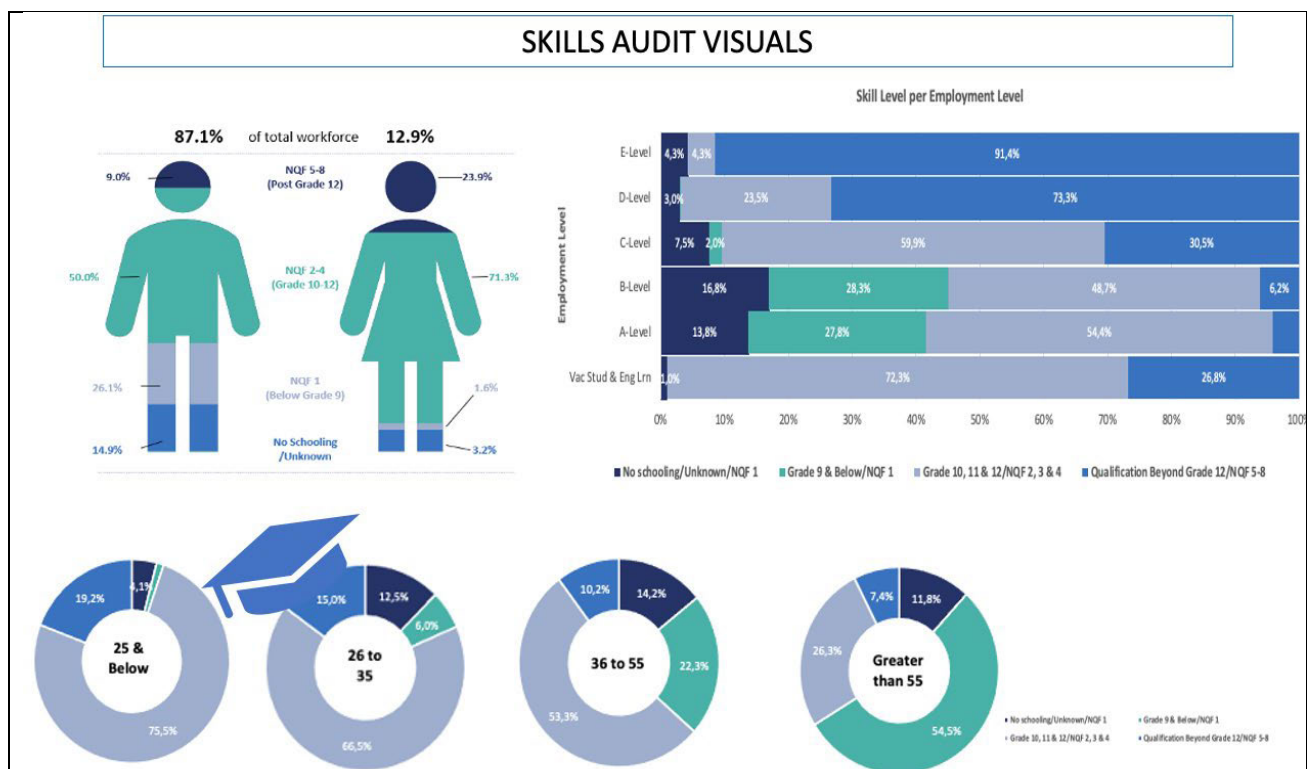


Table 2.2. Number and education levels of the Impala workforce (Form Q)

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	Unknown	1077	5	5	51	103	2	0	3	1138	108
		No Schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	62	0	0	0	2	0	0	0	62	2
		Grade 2/Sub B	450	0	0	0	3	0	0	0	450	3
		Grade 3/Std 1/ABET 1	261	0	0	0	1	0	0	0	261	1
		Grade 4/Std 2	1373	0	0	2	14	0	0	0	1375	14
		Grade 5/std3/ABET 2	1534	1	0	8	42	0	0	0	1543	42
		Grade 6/Std 4	732	0	0	0	2	0	0	0	732	2
		Grade7/Std 5 ABET 3	3482	1	0	40	42	0	0	6	3523	48
		Grade 8/Std 6	2258	1	0	4	53	0	0	0	2263	53
		Grade 9/Std 7/ABET 4/NQF Lev.1	61	0	0	0	0	0	0	0	61	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1	1816	2		25	83	0	0	2	1843	85
	3	Grade 11/Std 9/N2	3158	4	0	63	312	0	0	2	3225	314
	4	Grade 12/Std 10/N3	7558	29	2	313	2124	5	2	44	7902	2175
	5	Higher Certificates / Adv NCV	239	0	0	33	133	0	0	5	272	138
	6	Diplomas / Adv Certificates	180	1	1	23	191	1	1	7	205	200
	7	Bachelor's Degrees / Adv Diplomas	145	6	4	29	145	0	3	14	184	162
	8	Higher / Hons / Degrees / Prof Qual	58	5	3	20	43	0	2	7	86	52
	9	Master's Degree	14	1	3	8	7	0	1	1	26	9
	10	Doctorates	1	0	0	0	0	0	0	0	1	0
	TOTAL		24459	56	18	619	3300	8	9	91	25152	3408

Form Q: Target include Rustenburg and Refineries Operation

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## 2.4 SKILLS DEVELOPMENT PLAN

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The Skills Development Plan aims to ensure that the environment and the leadership/ management of the company both create a culture that is conducive to ongoing learning and development for all employees and that all learning interventions result in lifelong learning.

This section indicates the HRD plans that the Mine is committed to executing as part of its SLP commitments with regard to:

- a. Adult Education and Training (AET)
- b. Learnership Development (18.1 and 18.2)
- c. Skills Development Programmes (SETA Skills Programmes)
- d. Portable Skills
  - i. Soft Skills
  - ii. Employees/ Section 189
- e. Core Occupational Training
- f. Career Progression
- g. Fast Tracking/Accelerated Training
- h. Mentoring
- i. Bursaries
  - i. Internal (18.1)
  - ii. External (18.2)
- j. Graduate Internships and Experiential Learning

For each section which Impala has committed targets on, a financial provisioning over the next five (5) years has been reflected. Financial provisioning is for targets set in SLP 4 only.

All of the tables that list the numbers of the learner programs are for new intakes only, continuations are not included because we can only report one beneficiary, per intervention, per year. Internal reporting processes continues to track continuation and finally consolidate with the MQA.

### **2.4.1. Adult Education and Training (AET)**

It is in the interest of Impala to ensure that all its employees can read, write, and communicate in English (functional literacy) to ensure that any instructions and/or health and safety issues are clearly understood to enable employees to not only be more productive but also to ensure their safety by being able to read any communication expressed on notice boards, briefs, etc.

#### **2.4.1.1. AET Undertaking**

As part of its commitment to developing the educational base of its workforce, Impala implemented a Functional Literacy and Numeracy Programme, ensuring that all employees have access to further learning. The programme consists of Adult Education and Training (AET) aimed at providing good quality education and training to adult learners whilst ensuring that all learners are offered the opportunity to become functionally literate and numerate (to AET Level 4).

In addition, Impala will continue to train the full (NQF) Level 1 Qualification: Introduction to the Mining and Mineral Sector until the registration period for the qualification expires, as well as Foundational Learning Competency (FLC).

The following programmes are currently offered and will continue to be offered, taking into consideration the educational requirements of its workforce:

- a. Pre-AET (Foundational level Breakthrough).
- b. AET Level 1: Communication and Numeracy.
- c. AET Level 2: Communication, Numeracy, and Life Orientation.
- d. AET Level 3: Communication, Numeracy, Life Orientation, and Natural Science.
- e. AET Level 4: Communication, Numeracy, Life Orientation, and Natural Science.
- f. NQF Level 1: Introduction to Mining and Mineral Sector (for the duration of its registration)
- g. FLC: Foundational Learning Competency.

#### **2.4.1.2. AET Implementation Strategy**

The targets set are for employees to attend AET to improve the functional literacy of all employees and to enable them to enter career paths for future development. Full and part-time classes will be available for employees to reach the targets.

The skills audit conducted in 2023 will continue to guide the intake plans for SLP 4.

To ensure an increase in the number of employees enrolled for AET, the following initiatives are put in place:

- a. Increased management involvement, particularly from Human Resources, Production Management and Heads of Departments;
- b. Career paths open to employees who achieve AET level 4;
- c. Full time AET programmes have been increased to provide easier access to employees who have difficulty attending after hours. To meet targets, financial provision is made, this is however just a guideline and not provided as a unit of measure to the mine's performance.

To up-skill employees below Grade 9 with Numeracy, Literacy, Mathematical and Communication skills to be eligible for career progression in line with discipline specific career paths and requirements. This will be achieved by setting our AET learners up for success. Striving to deliver service excellence and to provide the learners with innovative and relevant training programmes per level.

#### **2.4.1.3. AET Targets**

The table below provides an overview of the Mine's SLP targets with regard to AET for its Mine Employees. Setting targets for Employees per level and the full or part time stream are often challenging due to the work force changes across shafts and departments that might vary over the years. Should targets on specific levels or intake streams not be viable, the training intakes on other levels and intake streams will be lowered and/or increased to ensure that the overall annual target will still be reached. Each AET level run on a 6 months schedule.

**Table 2.3. AET Plan for Mine Employees (School of Excellence Rustenburg)**

AET Levels	Targets and timelines					
Employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Pre-AET	20	15	15	15	15	80
AET 1	40	48	48	45	40	221
AET 2	45	50	50	45	40	230
AET 3	35	35	35	30	30	165
AET Level 4/NQF1	42	42	42	40	40	206
FLC	8	0	0	0	0	8
Total	190	190	190	175	165	910
Financial Provision	R27624000	R27624000	R27624000	R25728000	R25728000	R134328000

*Note: AET Plan for Mine Employees: Rustenburg only*

*\*FLC has no target as a change in legislature discontinuity*

#### **2.4.1.4. AET Programme Outcomes**

Adult education and training is the general conceptual foundation towards lifelong learning and development, comprising knowledge, skills and attitudes required for social, economic and political participation and transformation applicable to various contexts. AET is flexible, developmental and targeted at the specific needs of particular audiences and ideally provides access to nationally recognised certificates.

Upon successful completion of an AET level qualification, a learner receives a certificate of competence. Over and above the social uplifting impacts of equipping our workforce with numeracy and functional literacy training, (particularly with respect to AET levels 1 and 2 Life Skills), AET Level 4 and FLC, facilitates access for the successful participants to enter the DMR Blasting Certificate, Artisan Aid Level 2 programme and Plant Operator occupational qualifications.

#### **2.4.1.5. Pool of nominees for AET (Full Time & Part Time)**

The qualifying criteria for an employee to attend AET is to have a qualification below Grade Nine (9) at the time of applying and/or have been identified by Placement Assessment to attend either AET Pre-AET or Level 1- 4. This is done as per the qualification skills audit

conducted, In line with shaft succession plans and business plans per occupation, and in line with the individuals IDP.

## **2.4.2. Learnership Plans**

### **2.4.2.1. Learnership Undertaking**

Impala, through its active participation in the QCTO Occupational qualification and MQA learnership programmes, support of the MPRDA, the Mining Charter guidelines requirements and Employment Equity strategy in not only meeting the business' needs with regard to Learnerships but also the needs of the country.

The programme ensures that participants benefit from practical experience in the mining workplace and receive accredited training in the theory behind these chosen disciplines. The mine makes every effort to establish successful relations with the relevant SETAs and the training and education providers involved to facilitate the implementation of beneficial and effective Learnership programmes.

### **2.4.2.2. Learnership Implementation Strategy**

The mine plans to appoint learners in line with the business plan and operational requirements in support of the mine's employment equity targets which may be reviewed occasionally. Envisaged learnership requirements for the next five (5) years are presented in Table 2.4. These targets have further taken cognisance of the company's experience to date. Based on the demographics of the area of operation, Impala Platinum places a high focus on HDP and WIM participation with regard to Learnership Programmes to facilitate the achievement of the mine's Employment Equity Plan and the SLP requirements. Impala will provide Artisan Learnerships split between 18.1 and 18.2 learners. The 18.2 new enrolments will focus mainly on sourcing from local mine communities, labour sending areas, and the Bojanala district. To meet targets, financial provisioning is outlined for each table where necessary. This provides a guideline on costs estimated and does not serve as for measuring purposes on the progress made by the mine.

### **2.4.2.3. Learnership Targets**

The tables below present the learnership targets for Impala for a five (5) year period taking cognisance of the skills development plan, WSP and ATR, including business

needs for the company and the employment equity strategies to achieve required targets.

An understanding of the length of each programme listed within the target table is required when considering the expected pass rates annually. Note that the qualifying rate for Artisan Learnerships is three (3) years from enrolment; enrolment targets are aligned to the learners completing the programmes to always maintain the required number of learners. The training targets are set within each training category (Artisan & non-Artisan) and not specific disciplines (e.g., Electrician) within the category of the number of new enrolments per annum. The specific disciplines will be determined per category annually, based on the business needs. Artisan learnership-targets are split between Section 18.1 (internal employees) and 18.2 (unemployed learners) and in accordance with the company's business requirements. Artisan learnerships will include the following disciplines, Electrical, Mechanical Fitting, Boiler making, Diesel Mechanic, Rigging and Instrumentation.

All Engineering Artisan Learnership duration run for 36 months and the DMR Blasting run for two years, and WED, Geology L2, Strata control and others are 18 months. Communication regarding advertising, shortlisting, interviews, and psychometric testing, and onboarding is done with both internal and external stakeholders before the recruitment process. Continuous feedback where applicable, is submitted to the relevant stakeholders.

*Table 2.4a. Learnership Intake Plan (Artisan and Non-Artisan)- School of Engineering: Rustenburg and Refineries*

LEARNERSHIP INTAKE	Targets and timelines					
Employees and Non Employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Engineering (Artisan) - 18.1	24	17	23	11	17	92
Engineering (Artisan) - 18.2	26	20	26	14	20	106
Total	50	37	49	25	37	198
Financial Provision	R61 353 782	R57 795 009	R53 262 709	R 56 758 472	R53 283 980	R282 453 953

*Note: Learnership Intake Plan (Artisan and Non-Artisan): include Rustenburg and Refineries*

Table 2.4b. School of Mining: Rustenburg

LEARNERSHIP INTAKE	Targets and timelines					
Employees and Non-Employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
DMR Blasting Certificate (Non-Artisan) - 18.1 & 18.2	60	60	40	40	40	240
Winding Engine Driver (Non-Artisan) - 18.1	4	0	4	0	4	12
Total	64	60	44	40	44	252
Financial Provision	R10587562	R10587562	R8240672	R8240672	R8240 672	R45897141

Note: Learnership Intake Plan (Non-Artisan): Rustenburg only

\*Please note that the mine only trains the 18.1 (own employees) on these programmes.

#### 2.4.2.4. Learnership Programme Outcomes

Artisan learnerships are linked to the QCTO qualification curriculum, and learners are issued with artisan trade certificates on achievement of all required learning outcomes. Non-Artisan learning programmes mainly focus on employees achieving the DMRE Blasting certificate and will be issued with a DMRE blasting certificate and license to blast, it also includes Learner Winding Engine Drivers and ad-hoc needs for learnerships in Geology and or Strata Control (for which no targets are set). Employees having the DMRE Blasting be appointed as Miners depending on the business need at the time (there is no obligation for appointment after training is completed).

#### 2.4.3. Skills Development Programmes

##### 2.4.3.1. Skills Development Programmes Undertaking

Impala Platinum Limited (Impala), in line with the Human Resources Development Plan and strategy, will provide core business skills training to ensure each employee meets the legal requirement of their position. Continuously develop and implement appropriate skills training programmes as and when required and becomes available. Impala will continue to convert the training and development programmes towards either learnerships or skills programmes, as and when these are released by SAQA and the QCTO, incorporating work related skills development programmes if required.

#### 2.4.3.2. Skills Development Programmes Implementation Strategy

As per the requirements of safety Legislation, Impala Rustenburg operations will continue to ensure the relevant employees qualify under the Competent A, Competent B, Blasting Assistant, and Occupational Health and Safety Representative accredited skills training programmes as required by their respective position. These interventions satisfy the minimum requirements and experience for a position, ensuring everyone is equipped to perform fully in his/her position and will form part of initial training for new entrants as well as for occupational re-classification and promotions.

Over and above the training programmes listed above, training is also offered in other registered skills programmes to ensure portability of skills within the Sector, such as Artisan Aide Level 2, Rock Drill Operator, Trackless Machine Operator, Scraper Winch Operator, Loco and Loader Operator, Construction, Onsetter, Medium Voltage and various Metallurgical and Assaying skills programmes.

#### 2.4.3.3. Skills Development Programme Targets

Table 2.5 presents the targets for Skills Development Programmes for a five (5) year period. The targets are based on expected annual turnover figures as determined by historical data and skill requirements in the future, in line with the business plan and aligned with the core skills priorities in the Workplace Skills Plan (WSP). Ultimately, however, the enrolments to these programmes will be needs based in respect of new appointments or re-class/promotions.

*Table 2.5. Skills Development Programmes*

SKILLS DEVELOPMENT PROGRAMME	Targets and timelines					
Employees and non-employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Mining	1660	1660	1347	1347	1347	7361
Engineering	30	30	30	30	30	150
Processing Lab	80	42	42	42	42	248
Safety	205	195	180	190	180	950
Other	25	28	26	25	25	129

SKILLS DEVELOPMENT PROGRAMME	Targets and timelines					
	2000	1955	1625	1634	1624	8838
<b>Total</b>						
<b>Financial Provision</b>	0	0	0	0	0	0

Note: Skills Development Programmes Plans: Rustenburg and Refineries

\*Targets reflect number of employees, New Intake, and Reclass

Targeting on employees who have outstanding training on different skills programmes. These will be achieved within 6 months duration per learner and per skills programme. With the current slump in PGM prices it is affecting our recruitment plans, thus affecting the number of Core Skills HRD targets. As and when the situation, and recruitment picks up, HRD will push the targets through.

There is no Financial Provision made on skills programme because they run concurrently with core occupational training interventions internally, and delivered by Impala Platinum's Trainers.

#### 2.4.3.4. Skills Development Programme Outcomes

Whilst the completion of the training for Competent A, Competent B, Blasting Assistant, and Occupational Health and Safety Representative Skills programmes qualifications amongst relevant employees will facilitate the mine's compliance to the Mine Health and Safety Legislation, the relevant employees will further receive accredited qualifications which are transferable across the mining sector and are therefore portable skills within the mining industry. Amongst these portable skills will be the Artisan Aide Level 2, Rock Drill Operator, Trackless Machine Operator, Scraper Winch Operator, Loco and Loader Operator, Construction, Onsetter, Medium Voltage and various Metallurgical and Assaying skills programmes. Flotation, Water Reticulation, Ore Reception, Primary Sample Preparation in an Analytical Laboratory, Secondary Sample Preparation in and Analytical Laboratory, Separation of Precious Metals by means of the Fire Assay Technique and Occupational Health and Safety activities for: Part Time/Workplace Representatives and Shop Stewards in the Mining and Minerals Skills programmes are accredited through the MQA SETA, QCTO, CETA and TETA

## **2.4.4. Portable Skills Training**

### **2.4.4.1. Portable Skills Undertaking**

Impala will, as part of their skills development plan and retrenchment management programme, provide training in portable skills., providing learning opportunities and through this training, increase employee marketability and employability in the open labour market and ensure such training programmes are adapted as required by the needs of the mine's employees. The main aim of the portable skills training is to provide the employees with skills to ensure those affected by retrenchments, incapacitation, or retirement will be able to generate an income or have the ability to create self-employment beyond the “life of mine” and/or current employment at the Mine.

All personnel who are retiring or whose services are terminated for medical reasons are eligible to participate in non-mining skills training. Regarding this portable skills training, the goals are shown in the table below. Employees choose the kind of training they wish to attend, and these courses are offered voluntarily.

### **2.4.4.2. Portable Skills Implementation Strategy**

Impala will, in partnership with credible service providers, continue to offer specially designed portable skills training to equip all employees, in service and exiting, with the ability to create self-employment opportunities at times of downscaling/mine closure or early retirement or incapacitation (“beyond the life of mine”).

Targets are set as an overall annual target for soft skills training such as financial literacy, computer skills, supervisory, management and leadership training. The type of training programmes will be determined as and when implemented. Portable skills programme choices are made in consultation with organised Labour on the needs of employees at the time and can change from time to time.

Financial provisions in the case of downscaling or mine closure will be made and discussed in Section 4 and Section 5 of the document. In order to meet annual targets, financial provision is made, this is however just a guideline and not reflected as a target.

#### 2.4.4.3. Portable Skills Targets

The portable skills training plan for soft skills is developed in line with occupational development plans and training programmes within the career path, providing the required critical skills. Portable skills courses/training programmes outside the mining industry are detailed and defined through consultation with Organised Labour in the Education and Skills Forum. Competence certificates are issued at the end of successful completion of the courses.

*Table 2.6. All HRD Areas: Rustenburg and Refineries*

PORTABLE SKILLS	Targets and timelines					
	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Basic PC	35	23	23	23	20	127
BBS	80	80	80	80	80	400
FLS	80	80	80	80	80	400
IISP	80	70	70	70	70	360
ISP	80	80	80	80	80	400
PS: Basic Comp	80	80	80	80	80	400
PS: Basic Electrical	40	20	20	20	20	120
PS: Basic Plumbing	40	20	20	20	20	120
PS: Basic Poultry	30	20	20	20	20	110
PS: Basic Welding & Cutting Torch	40	56	55	55	50	261
PS: Engineering Skills -Welding	20	26	26	26	25	124
PS: Entrepreneurial Skills	74	72	71	71	70	368
Supervisory Courses 1-3	70	70	70	70	70	350
<b>Total</b>	<b>769</b>	<b>699</b>	<b>694</b>	<b>694</b>	<b>684</b>	<b>3540</b>
<b>Financial Provision</b>	<b>R156 000</b>	<b>R 156 000</b>	<b>R 156 000</b>	<b>R 156 000</b>	<b>R 156 000</b>	<b>R 780 000</b>

*Note: Portable Skills Training plan is for Incapacitated, Retirees and Retrenched*

*\*Possibilities of employees higher number targeted in Technical Skills training remains a challenge because incapacitated are allowed to attend certain skills training permissible by the medical practitioner in relation to the health and wellbeing of such employee*

#### **2.4.4.4. Portable Skills Programme Outcomes**

The aim of providing Portable Skills Training to employees are to allow employees the ability to find employment in a different job, occupation, or industry and/or to create self-employment opportunities at times of downscaling/mine closure or early retirement or incapacitation.

#### **2.4.5. Core Business Training**

Impala's core business is mining and will remain so for the life of the mine. For this reason, the company will direct a major portion of its training and development resources to develop mining, engineering and plant related competencies and skills. Core skills refer to the skills that are essential to the basic functioning of the sector. These include skills that new entrants to the sector would need to support sector production safely and efficiently. Core skills also include the additional skills that workers in the sector need to stay abreast of changes, such as the impact of new technology developments and/or to be reclassified to new jobs.

##### **2.4.5.1. Core Business Training Undertaking**

The Mine will continue to develop staff, maintain, and continuously upgrade the training facilities on the mine to train employees in its core business areas. Furthermore, Impala will continue to equip mining, engineering, metallurgical and plant employees with unit standard, outcome-based training learnerships and skills programmes, as required and available by the SAQA, QCTO and the relevant SETA. Impala is continuously training employees on Core Business Training to ensure they are skilled for their expected tasks. These skills are valuable not only to the company but also to the employees for future career growth.

In addition to the core business training within each discipline, Impala will carry out Ex-leave training to ensure continuous improvement, upliftment of the workforce, and awareness of any changes within the processes or standards. Ex-leave will be conducted on an ongoing basis during the life of the mine as employees return from leave and/or re-engagement for whatever reason. The duration of the refresher training facilitates the opportunity for key communication processes to employees to take place (on issues such as AET programmes, portable skills programmes, career paths, nutritional awareness, HIV/Aids, etc).

Table 2.7b (Form R) presents the current hard to fill vacancies for Impala. These forms will be completed annually and submitted as part of Impala's annual SLP report. Impala has no vacancies to report, as no position has been vacant for 12 months or longer.

#### 2.4.5.2. Core Business Training Implementation Strategy

Impala is committed to training skills development and core business training throughout the life of mine as it has been doing in the past. This training is being conducted at the Mine's on-site training centres.

#### 2.4.5.3. Core Business Training Targets

The Core Business Training targets for Impala is projected below, taking cognisance of the company's business needs, the company's employment equity strategies of the company as well as the Individual Development Plans (IDP). The pool is dependent on the Business need.

*Table 2.7a Core Occupational Technical Training and Ex-Leave Induction*

CORE BUSINESS TRAINING	Targets and timelines					
Employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024- 2028
Core Occupational Training	4925	4825	4075	3985	3975	21785
Occupational Ex-Leave/Induction Training	8990	9090	7890	7990	7690	41650
<b>Total</b>	<b>13 915</b>	<b>13 915</b>	<b>11 965</b>	<b>11 975</b>	<b>11 665</b>	<b>63 435</b>

Note: Core Occupational Training Plans: Rustenburg and Refineries

\*Targets reflect number of employees, New Intake, and Reclass and Ex-leave/Induction.

#### 2.4.5.4. Core Business Training Outcomes

The aim of Core Business Training is not only to ensure effective and efficient business processes but also to allow career progression opportunities for employees. The career paths in annexure C demonstrate where employees can move to on completion of their core business training based on the availability of vacancies. These career paths are communicated during the core training and ex-leave and induction programmes. The career paths merely reflect career progression opportunities and do not necessarily mean all employees will automatically be able to progress. It remains dependent on vacancies opening.

## 2.5. HARD-TO-FILL VACANCIES

Hard-to-fill occupations refer to occupations which employers struggle to find candidates for, for a sustained period, not only because there is an absolute scarcity in the country but rather owing to one or more of the following reasons (otherwise known as relative scarcity):

- Geographical location
- Employment equity
- Industry attractiveness
- Employee readiness
- Replacement demand

The MQA publishes a list of scarce skills annually. The scarce skills can be directly linked to hard to fill positions. The company ensures that it is aware of these scarce skills and hard to fill positions so that training can be done accordingly. In doing so, the company can ensure a continuous supply of candidates for such positions.

The MQA (through DHET) reports Hard-to-Fill-Vacancies as those positions vacant for six months or longer.

Table 2.7b (Form R) presents the current hard to fill vacancies for Impala for positions which have been vacant for 12 months or longer. These forms will be completed annually and submitted as part of Impala's annual SLP report. In conjunction with the SETA WSP submission through the Education and Skills Forum, Hard-to-Fill-Vacancies, are reported and discussed as and when it is reported (6 months vacant). This provides an opportunity to ensure internal gaps identified for employees to fill vacancies are recorded, plans put in place to address gaps and to prepare internal candidates for future positions.

Currently, Impala has no vacancies to report, as no position has been vacant for 12 months or longer.

*Table 2.7b. Hard to fill vacancies for the past 12 months (Form R)*

OFO CODE (OCCUPATION LEVEL)	HARD TO FILL OCCUPATION	REASONS FOR SCARCITY
No Vacancy	Nil	Nil

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## **2.6. CAREER PROGRESSION (PATH) PLAN**

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### ***2.6.1. Career Progression Undertaking***

Impala upholds the philosophy that every employee should be given the opportunity to develop within one of the career progression paths available. To this end, the Mine has developed career paths per discipline to assist employees in identifying appropriate career paths and become familiar with the requirements at each level of the employee's career path.

A career development path provides employees with an ongoing mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs, promotions, and transfers to new or different positions. Employees are generally more engaged when they believe their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission.

Impala has a well-established career progression plan whereby successors are identified and developed to cater for immediate and future human resource needs. The Career paths of the core discipline have been attached in Annexure C.

### ***2.6.2. Career Progression Implementation Strategy***

To demonstrate the integration of the career path strategy at Impala Platinum with the broad skills development programme and the specific requirements of the employment equity targets, it is important to note the following:

- The Career Progression Plan targets (in Table 2.8.a) reflect the number of employees (Paterson A4 to C Levels) from the total workforce base who will participate in identified key training programmes in line with their Career Progression strategy.
- Therefore, the career progression programme and succession planning programme are implemented with varying focuses on differing pools of employees: either the total workforce; or different sections of the workforce. As such, these programmes reflect an integrated approach towards employment equity and skills development objectives. These plans take into consideration

the Mining Charter guidelines as specified in sections 2.4.7 and 2.4.8 of the Charter.

- The strategies and plans reflected in these tables (Tables 2.8 to 2.10) have been utilised to inform the strategies for achieving HDPs in management as part of the employment equity plan but are not limited to HDP employees.

Career progression plans are seen as a roadmap detailing how employees can advance in their careers through the company. It is an on-going mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs or in preparation for future promotional opportunities. Documents such as an Individual Development Plan, Career Progression Plans, and Training Matrixes provide details to employees on entering employment and on training programmes.

Career progression paths will focus mainly on development for vertical growth opportunities, with others aiming to enhance current job capabilities within the same career or at the same level in another discipline, aimed at changing career paths for future growth opportunities. The Career Progression Plan forms part of human resource interventions that are planned for the mine.

#### **2.6.2.1. Generic Career Plans**

In line with the Impala career paths model, all employees go through a new-employee induction programme informing them of the progression requirements within their career path determined according to their discipline. Career development refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfilment with career advancement opportunities.

Through a thorough induction process, all employees understand what they have been employed to do and to what standard in both an individual role and their role within their team/department/area they are expected to perform. These profiles will also be the standard to which selection criteria are set in assessing employees for progression.

Generic career paths per discipline showing timeframes, specific needs, and requirements per level to assist employees in identifying appropriate career paths, as

well as to become familiar with the conditions at each level within their chosen path, are presented in detail in Annexure C.

Following the generic career path communication process to all employees, Individual Development Plans are developed to assist employee development. Individual development plans are reviewed regularly, and assistance is given where and when needed. Furthermore, career awareness is done through career guidance, mentoring, coaching, internships programme, courses, conferences/seminars/workshops, job shadowing and induction programmes.

Table 2.8a. presents the career progression targets per developmental discipline for Impala Platinum. As can be seen, the table details the exact career path the identified individuals will progress along (that is, their starting occupation and the occupation they are working towards) in conjunction with the specific training intervention utilized to facilitate this career progression. Targets have been based on the skills development plan at the mine and results from discussions with employees to date. Career plans are intentionally supporting employees who are engaged in any skills development, training and further studying opportunities. They are aimed at up-skilling workforce in lower employment levels to prepare them for career progression, succession planning opportunities and supervisory levels.

### ***2.6.3. Career Progression Targets***

Table 2.8a. below set out the career progression targets per developmental discipline for Impala. Targets have been based on the skills development programmes and future career progression opportunities at the mine and change based on operational needs at the time, these are inclusive of various programmes and will be reported annually.

### ***2.6.4. Succession Planning***

To ensure progression of our employees, Impala identify employees for succession planning as and when the need arises and provides them with the necessary training (in house or external) for them to obtain new skills required for current and future career opportunities as identified on the employee's IDP, addressing the identified gaps required to accelerate in future. Certain Successors will be reported under fast

tracking, career progression and mentoring, as these are the programmes in place to ensure successors are developed for future positions.

Impala places particular focus on the development of women to enable the company to meet the employment equity targets at various levels. This would be achieved through skills programmes in respect of fields of disciplines and experiential training. Furthermore, succession planning for Middle and Senior Management remains a focus area for Impala. Talent is continually identified on all levels and suitable candidates will be developed through the career progression plans, accelerated training programmes, and mentorship programmes.

The above-mentioned interventions form part of Impala's strategy to ensure that career progression takes place in the company and that each individual employee of the company will receive equal and fair treatment, and are afforded the same opportunities to develop long and lasting careers with multiple growth opportunities within the company.

Career progression takes place in accordance with the industry's occupational categories/levels, which means depending on the entry-level skills of the employee, employees will then be developed, using various methods to progress to the level superseding their current level.

Talent forums are ongoing where champions focus on different aspects in identifying talent pools, i.e., minimum requirements of the job, turnover, retirement age, performance, potential and Employment Equity. This is to ensure that a fair and consistent process is followed across the operations. The emphasis is on identifying potential HDP successors for D and E and F level positions, coming from C and C-Upper levels to the D-band, within the D-band and into the E/F-band. Annual targets are set for new identified successors across the organisation, as presented in Table 2.8. Progressive figures will be reported annually. Monitoring of successors in terms of movements (turnover and promotions) and readiness is reported on an ongoing basis and will be evaluated annually.

To ensure the effectiveness of the Talent Forums, succession planning is monitored and reported at different levels within the company. The shaft Talent Forum discuss talent pools and succession plan at that level, and it take place on a quarterly basis. The second level is the Functional Talent Forum whereby Functional Executive in the Operations are chairing these forums, this too is monitored on a quarterly basis. The third level is on the Group level whereby the Group Functional Executive chairs the forum. The Group Talent Forums are held annually. These processes are not limited to identification of employees close to retirement, the readiness of their successors, development plans, acting and relieving feedback form, career panels and the time frames.

### ***2.6.5 Fast Tracking Targets***

This is a program for high potential pre-identified employees who demonstrates exceptional performance, skills and dedication. The fast tracking can be done through, amongst others, recognition of prior learning, mentoring, coaching, on the job training and job shadowing. Qualifying identified individuals are accelerated through their career progression(path), it involves a quick move through the ranks and by-passing the traditional route of career route.

### ***2.6.6. Career Progression Targets***

Table 2.8. below set out the career progression targets per developmental discipline for Impala. Targets have been based on the skills development programmes and future career progression opportunities at the mine and change based on operational needs at the time, these are inclusive of various programmes and will be reported on annually.

*Table 2.8a. All HRD Areas: Rustenburg and Refineries*

CAREER PROGRESSION TARGETS		Targets and timelines						
Current Discipline/Position	Current Training Intervention	Target Position Working Towards	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Engineering	Learner Programme	Trade/OCC Certificate/ GCC	74	138	71	72	64	419
Artisan/Plant Supervisor/Foreman	Foreman/Plant Supervisor Development Programme	Intermediate Management Programme Certificate	39	42	40	39	39	199
Mining	Learner Programme	Occupational Certificate/DMRE Certificate	608	608	444	444	444	2548
Graduate	Graduate Development Programme	Work Experience &/Employment	28	30	33	34	26	151
<b>TOTAL</b>			<b>749</b>	<b>818</b>	<b>588</b>	<b>589</b>	<b>573</b>	<b>3317</b>

*Note: Career Progression Plans: Rustenburg and Refineries*

\*Targets reflect number of employees

Table 2.8b. All HRD Areas: Rustenburg and Refineries

FAST TRACKING	Targets and timelines					
OCCUPATIONAL TECHNICAL TRAINING	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Senior Artisan	5	4	3	2	1	15
Blasting Certificate (Miners)	60	60	40	40	40	240
Shift Supervisors (Ex-Miners)	48	48	30	30	30	186
<b>Total</b>	<b>113</b>	<b>112</b>	<b>73</b>	<b>72</b>	<b>71</b>	<b>441</b>

Note: Career Progression Plans: Rustenburg and Refineries

\*Targets reflect number of employees

Table 2.8c. Succession Planning

Discipline	2024	2025	2026	2027	2028	Operational Targets Per Annum	Operational Targets 2024 - 2028
Career Path	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors		
Mining	8	8	8	8	8	36	40
Technical Services	6	6	6	6	6		30
Engineering	4	4	4	4	4		20
Human Resources	6	6	6	6	6		30
Medical Services	2	2	2	2	2		10
Safety	2	2	2	2	2		10
Finance	4	4	4	4	4		20
Processing	4	4	4	4	4		20

Discipline	2024	2025	2026	2027	2028	Operational Targets Per Annum	Operational Targets 2024 - 2028
Career Path	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors		
Refineries	2	3	3	4	4		16
Head Office	4	4	4	4	4		20
<b>Totals</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>44</b>	<b>36</b>	<b>216</b>

\*Targets reflect number of employees

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## **2.7. MENTORSHIP PLAN**

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### ***2.7.1. Mentorship Programme***

#### **2.7.1.1. Mentorship Undertaking**

As part of its Human Resource Development plans, Impala is committed to the mentoring of employees as per the guidelines as set out in sections 2.4.7 and 2.4.8 in the Mining Charter for mentoring of employees. Mentorship is defined as the influence, guidance, or direction given by a mentor to a less experienced and often younger person. Impala Platinum embarked on a formal mentorship programme to encourage employee's personal and professional development and therefore improving organisational performance within a people-centric culture of high performance, accountability and care.

The Mentorship Plan/Programme is directly linked to the Skills Development Plan. It is also closely aligned with the Career Progression Plan. The plan furthermore focuses on employment equity targets, learners, interns, and bursars. The mine will ensure that it provides an appropriate platform/environment for mentoring to take place.

#### **2.7.1.2. Mentorship Implementation Strategy**

The mentoring of employees is seen as a critical mechanism through which the company can achieve its training targets and thereby achieve significant employment equity across the organisation in line with the Employment Equity Plan. The company have a formal mentorship programme implemented in line with the career development plan of employees.

Employees such as successors, learner officials, mine overseers, and those in experiential learning who require mentoring will be identified through the career development process. The Mentorship Plan will address the quality of training and coaching that will be needed to improve employees' work performance. Amongst others, the Mentorship programme caters for Bursars, Graduates, Learnerships, Junior Engineers and successors in an efficient way of supporting their professional and personal goals and sharing skills in mutual beneficial relationships.

Furthermore, it is envisaged that all employees identified as successors will have mentors. Mentors will be directly involved with the development of successors. Of particular importance will be the mentoring of HDP successors by experienced mentors.

### 2.7.1.3. Mentorship Targets

The below table sets out the targets for the employees on Training Programmes and Employees on the Succession plan and is based on new intakes per annum. Mentors will be made available for Mentees to select from to assist and facilitate the mentoring process per discipline and/or training programme/s.

*Table 2.9. All HRD Areas: Rustenburg and Refineries*

MENTORSHIP PROGRAMME	Targets and timelines							
CURRENT DISCIPLINE/ POSITION	Current Training Intervention	Target Position Working Towards	2024 (Y1)	2025 (Y2)	2026 (Y3)	2027 (Y4)	2028 (Y5)	TOTAL 2024-2028
Engineering	Learner Programme	Trade/OCC Certificate/ GCC	24	24	22	21	23	114
Artisan/Plant Supervisor/Foreman	Foreman/Plant Supervisor Development Programme	Intermediate Management Programme Certificate	24	23	21	22	22	112
Mining	Learner Programme	Occupational Certificate/DM RE Certificate	24	24	21	22	22	113
Graduate	Graduate Development Programme	Work Experience &/Employment	24	23	21	21	23	112
Employees			38	39	39	40	40	196
<b>TOTAL</b>			<b>134</b>	<b>133</b>	<b>124</b>	<b>126</b>	<b>130</b>	<b>647</b>

\*This table is reflecting targets for Mentee across Rustenburg and Refineries only

Table 2.10. Mentors

MENTORS	2024	2025	2026	2027	2028	TOTAL 2024-2028
Training Programmes	52	43	46	44	185	370
Employees	52	53	53	54	54	266
<b>Total</b>	<b>104</b>	<b>96</b>	<b>99</b>	<b>98</b>	<b>239</b>	<b>636</b>

**Note:** Some mentors might be reflected more than once - depending on the number of programmes they are involved in.

\*This table is reflecting targets for Mentors across Rustenburg and Refineries only

#### 2.7.1.4. Mentorship Programme Outcomes

The mentoring of employees is critical to ensure skills transfers, quality practical training guidance, career growth, and optimal work performance of identified employees.

The mentoring of employees is seen as a critical mechanism through which the company can achieve its training targets and thereby achieve significant employment equity across the organisation in line with the Employment Equity Plan.

#### 2.7.1.5. Mentoring Bursaries, Graduate/Diplomat & Internship Programmes

The mentoring of the students mentioned above forms part of the mentoring process of Impala Platinum Limited, as described in Section 2.7.

##### • Bursary Students

Impala currently has a hundred and fifty-six (156) university bursary students, including students from Labour Sending Areas and Mine Communities (Table 2.11a). These students will be mentored two to three (2 to 3) times per annum as indicated in Table 2.9 One/Two (1/2) mentoring sessions per year at their respective tertiary institutions (students) and the remaining during their vacation work period at the mine, where students are mentored individually.

##### • Graduates and Diplomats

The mentoring of the graduates and diplomats as indicated by Table 2.9, under “Training Programmes”, will take place quarterly. This mentoring will be on-going for the duration of their respective Training programmes.

##### • Other Internship and Experiential programme students

The mentoring of these students will take place quarterly as indicated in Table 2.9, under “Training Programmes”. This mentoring will also be on-going for the duration of their respective Training programme.

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## **2.8. BURSARY AND INTERNSHIP PLAN**

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### **2.8.1. Bursary Plan**

#### **2.8.1.1. Bursary Undertaking**

The Impala bursary scheme is an open bursary scheme with a goal to timeously deliver educated employees for the company who are trainable for further advancement and development. The Impala Rustenburg Operations will administer all bursaries to be granted for Impala Platinum Limited.

#### **2.8.1.2. Bursary Implementation Strategy**

Impala offers financial assistance to both employees and community members under its Bursary Plan. Local Mine Community and Labour Sending area Grade 12 Scholars with Matric (Mathematics, Science and English minimum 60%). Bursars selected in line with Business Plan requirements and the demographics of South Africa

To afford children from our Local Mine Community and Local Mine Community sponsored Schools the opportunity to obtain a formal qualification by sponsoring their studies. This will be achieved by setting the Grade 12's up for success. Striving to deliver service excellence and to provide them with information about accredited institutions they can enrol with and reside at to ensure they receive quality education and training. Each bursar is allocated an SME mentor to receive guidance whilst on their learning journey.

#### **University Bursaries (External Youth)**

Impalas offer university bursaries to external students within the bursary scheme. All applicants will be selected based on academic achievements whilst taking cognisance of the company's Employment Equity policy and associated targets and skill requirements within the future business plan. The mine will further strive to achieve a ratio of 80% HDP bursary recipients however the attainment of this proportion is dependent on the availability of suitable candidates. Only candidates with a minimum of a C symbol (60%) for Mathematics, Science and English will be considered. (Table 2.11a)

Targets are set per core discipline allowing flexibility based on operational requirements and qualifying applicants to achieve the total target and not necessarily every line item. Fields of study will include, Mining Engineering including Services, Metallurgical and related Engineering, Chemistry, Mechanical and Electrical Engineering, Finance and Human Resources, but not limited to these disciplines. To meet annual targets, financial provision is made, this is however just a guideline and not reflected as a target.

The Impala bursary covers students' tuition, accommodation, books and a basic monthly stipend. Bursary applicants are sourced from Local Mine Communities, and Labour Sending Areas, Rustenburg, Bojanala District and MQA. Impala has formalised the method of awarding bursaries by way of:

- Formalising its bursary policy and procedure.
- Standardised application and selection procedure.
- Monitoring students' progress and performance.

### **Educational Assistance (Internal Bursary)**

Educational assistance is provided to eligible employees to continue their education and gain further knowledge within the line of work on a part time basis to complete Certificates of Competency or under-graduate and post-graduate and undergraduate professional qualifications in line with the employees' IDP. This scheme provides the employee with the necessary financial support for tuition and books, study leave to write exams, leaves access to attend compulsory study schools as required. (Table 2.11b). To meet annual targets, financial provision is made, this is however just a guideline and not reflected as a target.

*Table 2.11a. External Bursary Plan (18.2)*

EXTERNAL BURSARY PLAN	2024	2025	2026	2027	2028	TOTAL 2024-2028
Bursars intake per year	25	25	25	25	25	125
<b>Bursars total for SLP 4</b>	<b>25</b>	<b>50</b>	<b>75</b>	<b>100</b>	<b>100</b>	
<b>Financial Provision</b>	<b>R 4500000</b>	<b>R9000000</b>	<b>R13500000</b>	<b>R18000000</b>	<b>R18000000</b>	<b>R63000000</b>

*Note: The Bursars targets are inclusive of Local Mining Communities, Labour Sending Areas, Bojanala District and Other.*

Table 2.11b. Educational Assistance Plan (Internal/ Employee bursaries) (18.1)

EMPLOYEE BURSARIES	Targets and timelines Note: This is only a guide. The plan should have the actual calendar timelines - Jan to Dec					
Employees	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	Total 2024-2028
Internal Study Aids/Education Assistance	52	52	52	52	52	260
Total	52	52	52	52	52	250
Financial Provision	R6286877	R6060534	R5850787	R5657123	R5479076	R29334398

*\*This table is reflecting targets for employees Educational Assistance programme across Rustenburg and Refineries all in field of study of their choice*

#### 2.8.1.3. Pool of nominees for Study Aid / Education Assistance

All Impala Permanent staff members qualify for educational assistance, in line with shaft succession plans and business plans per occupation and in line with the individuals IDP. During Induction, the In-House Study Assistance program is explained, complete applications are reviewed for approval.

#### 2.8.1.4. Educational Assistance Plan Implementation Strategy

To afford permanent employees the opportunity to obtain a formal qualification or to further their already obtained qualification. This will be achieved by setting our employees up for success. Striving to deliver service excellence and to provide the employees with information about accredited institutions they can enrol with to ensure they receive quality education and training.

#### 2.8.1.5. Bursary Programme Outcomes

The aim of providing bursaries is to ensure a talent pool of suitable candidates to fill the future needs of the company's future needs to the attraction of female HDPs. Bursary students are also of HDPs work experience through the Graduate Intern programme upon successful completion of their qualifications for a fixed term.

### 2.8.2. Internship Plan

#### 2.8.2.1. Internship / Experiential Training Undertaking

Impala implement internally developed graduate development-training programme that is in accordance with the guidelines provided by the MQA. The Mine offers several programmes that all fall under the umbrella of the Internship Plan. Preference will be

given to students and or graduates from the Mine Communities Labour Sending Areas and Bojanala District and the other areas in support of the MQA student programmes.

#### **2.8.2.2. Internship / Experiential Training Strategy**

##### **a. *Graduate Development (Ex Bursars)***

Impala Platinum Limited will provide graduate development for all Ex-bursars in the following disciplines, Metallurgy and Chemical engineering, Chemistry, Mining, Survey, Engineering, Environmental and Rock Engineering and other mining related non-core disciplines. These graduates will be placed on a development programme to prepare them for the required Government certificates of competency and prepare them to become employable. The duration of these programmes is between 24 to 36 months whereby financial provision is made to cater for them.

##### **b. *Trainee Engineer Programme***

This programme is aligned to develop Engineers in Mechanical and Electrical engineering fields. These programmes could take two to three (2-3) years to complete and enable junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation after successful completion of the DMRE Government Certificate of Competency.

##### **c. *External Graduate Internship and Experiential Training for non-employees***

Impala offers several programmes that fall under the umbrella of the Internship. In collaboration with the community, MQA, Universities of Technology and Universities, Impala will continue to offer students experiential training and internships in core and non-core disciplines such as Metallurgy and Chemical engineering, Chemistry, Mining, Finance, Human Resources, Engineering, Surveying, Environmental and Rock Engineering fields. Financial provision is made to cater for all non-employees.

##### **d. *Experiential Training / Work Integrated Learning:***

The programme provides students from Universities of Technology and or FET Colleges with practical work experience (P1/P2) relevant to their studies, which will enable them to obtain the relevant qualifications after successful completion

of the practical exposure period. The duration of this programme can be between 6 to 24 months depending on the Institution's requirements.

**e. Graduate Internships (External)**

Internships will be offered to Graduates and Diplomats for a period of up to 24 months to gain the necessary work experience related to the respective qualification for the purpose of workplace readiness, the Internship will enable the Mining and Engineering students to gain the necessary exposure to prepare for the respective Government Certificates of Competency.

*Table 2.12a. School of Excellence: Rustenburg only*

GRADUATES	Targets and timelines					
EX BURSARS	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Mining	9	4	3	4	5	25
Engineering	1	3	8	7	2	21
Processing (Incl Lab)	1	4	0	2	1	8
Services	1	3	6	5	2	17
Total	12	14	17	18	10	71
Financial Provision	R 6912000	R11520000	R16128000	R15360000	R9600000	R59520000

*Table 2.12b. School of Excellence: Rustenburg and Refineries*

GRADUATES	Targets and timelines					
EX BURSARS	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
Core	5	5	5	5	5	25
Non-Core	1	1	1	1	1	5
Total	6	6	6	6	6	30
Financial Provision	R 1 895 000	R 1 967 000	R 2 043 320	R 2 124 219	R 2 209 972	R10239512

**Note:** The targets are inclusive of Local Mining Communities, Labour Sending Areas, Bojanala District and Other.

### 2.8.2.3 Pool of nominees for Ex Bursars (Internal Graduate Interns)

This is a two-Year Graduate Internships offered to Graduates from the Impala Platinum Bursary scheme that successfully completed their qualification. Internships are awarded in line with Business Plan requirements.

### **Ex-Bursar Strategy**

To provide bursars that successfully obtained their qualification through the bursary scheme practical exposure in the field of their qualification. This is achieved by pairing them with Subject Matter Expert (SME) mentors to receive coaching and guidance whilst on their practical learning journey, by continuously tracking and monitoring their progress.

#### **2.8.2.4 Pool of nominees for Ex Bursars (External Graduate Interns)**

A two-year Graduate Internships programme is offered to Graduates from the Impala Local Mine Communities and Labour sending areas that successfully completed a National Diploma / Degree / Honours Degree. Internships are awarded in line with Business Plan requirements

#### **External Graduate Interns Strategy:**

To provide Graduates that successfully obtained their qualification practical exposure in the field of their qualification. This will be achieved by pairing them with SME mentors to receive coaching and guidance whilst on their practical learning journey. By continuously tracking and monitoring their progress.

#### **2.8.2.5 Pool of nominees for Experiential and Workplace Training**

Six to Twelve Months Experiential Training programme is offered to learners from the Impala Local Mine Communities and Labour sending areas that are registered for a qualification at a Technical Institution that requires practical exposure or Work Integrated Learning to complete a qualification successfully. Internships are awarded in line with Business Plan requirements.

#### **Experiential and Workplace Training Strategy**

To provide registered learners the required practical exposure as per logbook/WIL letter/requirements stipulated by the Technical Institution. This is achieved by pairing them with coaches to receive on-the-job training and guidance, by continuously tracking and monitoring their progress.

#### **2.8.2.6. Internship Programme Outcomes**

The graduate internship programme ensures that students with degrees, diplomas, or N6 diplomas gain relevant skills and experience related to their respective qualification for the purpose of ensuring workplace readiness. The internship furthermore enables Mining and Engineering graduates to gain the necessary exposure to prepare for the respective Government Certificates of Competency. Work Experience provides students with the required practical experience to enable them to graduate.

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## 2.9. EMPLOYMENT EQUITY PLAN

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### 2.9.1. Overview

Impala Platinum Mine is committed to workplace diversity and equitable representation at all levels as these are catalysts for social cohesion, transformation, and competitiveness in the mining industry. In line with the company's vision of "unlocking the potential of all its employees" and in compliance with the Employment Equity Act, and the guiding principles as per the Mining Charter as amended from time to time, Impala Platinum Mine is committed to a process of:

- Development, implementation and monitoring of employment policies, procedures, and practices to ensure that no individual is unfairly discriminated against (both directly or indirectly) based on gender, race, disability, religion, age, language, and other arbitrary reasons.
- Increasing organizational effectiveness to sustain competitive advantage by recruiting, selecting and developing individual employees to their full potential;
- Providing development opportunities to all employees with a particular focus on those who have been excluded from the main stream of economic activity as a direct result of unfair discrimination;
- Maintaining short to medium term equitable means to counter employee imbalances of the past as a result of legislation and/or customary practices;
- Bringing the employment equity process in line with the company's values and goals.

### 2.9.2. Undertaking

Impala Platinum Mine recognizes that Employment Equity is a business imperative and continues to view it as an integral element of its overall transformation initiative both in its commitment to meeting the legislated requirements of the Employment Equity Act (EEA) and the Skills Development Act. Furthermore, Impala will continue to strive to achieve the Mining Charter objectives, as guiding principles and an instrument of policy supporting the objectives of the MPRDA, and as part of ongoing best practice.

Impala Platinum Mine Employment Equity Plan submitted to the Department of Employment Labour supports the objectives of the Mining Charter and the company undertakes to remain compliant in this regard.

Impala Platinum Mine is committed to ensure that set targets are met and that all employees are aware of the company's goals. The Employment Equity Plan incorporates the strategies, targets and plans to align with the Mining Charter's focus on and specific targets for, Historically Disadvantaged Persons (HDPs) in management positions.

### ***2.9.3. Strategic Implementation plans***

#### **2.9.3.1. Principles of Employment Equity for Impala Platinum Mine**

Impala Platinum Mine has set annual numerical goals with regards to employment equity. In the process of achieving these goals the company will adhere to the following principles:

- No person will be appointed to a position unless suitably qualified and/or competent;
- Suitably qualified persons from HDP groups will be given preference in the filling of vacancies and in promotions;
- No forced retrenchment programme will be implemented for the achievement of numerical goals;
- New appointments will preferably be from HDP groups to achieve numerical goals;
- Impala Platinum Mine, in setting out to achieve the numerical goals, shall consider the present and anticipated economic and financial factors relevant to the industry in which the company operates;
- The company will have regard for the growth or reduction in the workforce during the time period set for achieving the goals;
- Many of the essential competencies are currently vested with non HDPs. Negative perceptions and attitudes arising out of the implementation of this plan must be kept to a minimum. The company therefore agrees to adopt a policy of transparency through proper communication with those from non HDP groups and will highlight that their prospects of advancement will be reduced in order to achieve the set goals in this plan.

- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regard to employment equity, as well as the guiding principles of the Mining Charter targets.

#### **2.9.3.2 Management of Employment Equity Plans at Impala Platinum Mine**

- The company established the Social, Transformation and Remuneration Committee (ST&R) to ensure, amongst other things, the creation and implementation of a plan that is aimed at the achievement of equity and diversity in the workplace.
- Employment Equity issues will be discussed at the ST&R meetings and will be given equal attention as is given to strategic and operational matters.
- The committee's responsibility include the successful implementation of programmes and processes that will advance the transformation vision and aspirations of the group.

This is achieved by:

- Providing comprehensive information to the Board regarding the status of compliance.
- Ensuring that Transformation structures at each operational level are established and the role of such structures are aligned to the strategic direction of the Group on Transformation.
- Providing the Board with a detailed progress report regarding EE Transformation imperatives and related activities.
- Providing advice and direction through benchmarking and best practice in the EE transformation arena and ensure compliance with all decisions taken by the Board.
- A Senior Manager has been assigned to take responsibility for implementing and monitoring of the plan.
- Transformation Steering Committees have been established at the operation level, reporting to the Group Transformation Steering Committee. These operational committees are responsible for the development of plans for their respective workforce and ensure the implementation of a communication, awareness and training programmes.

- Line managers at the Operations are responsible for ensuring the implementation of the plans in their respective areas.
- Although the Equity Act ultimately places the responsibility for implementing employment equity with management, the pivotal role to be performed by Impala Platinum Mine in achieving the objectives of this plan is recognized and accepted by all the stakeholders.
- All employees are exposed to an overview of the Employment Equity Act and the Mining Charter requirements.

### **2.9.3.3 Strategic Plans for achieving HDPs in Management at Impala Platinum mine**

The envisaged Employment Equity targets for the next five (5) years for the mine workforce at Impala Platinum Limited are projected below. The ultimate goal of the EE targets is to achieve the set targets in line with the requirements of the Mining Charter and also aspires to deliver more than the set targets. The planning of these targets and the strategies outlined below were based on the availability of positions on the Business Plan, availability of the skills in the market as well as the current availability of HDP candidates within each discipline at the mine. Targets set below the Mining Charter are set based on the initiatives which the mine has in place through the existing talent pools in place however the mine will continue to strive to achieve above target.

In order to achieve the employment equity targets identified, the following initiatives will be implemented:

- **Accelerated Training Programmes:** To enable the mine to cater for their future human capital needs, accelerated training programmes are implemented to assist identified employees to accelerate their training within one of the career paths available;
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.6);
- **Skills Transfer:** is a process through which HDPs are mentored to a level where they are skilled to take over the relevant position. The objective is to prevent excessive skills loss from the company, particularly in core business areas;
- **Bursary Holders:** appointment of students on completion of studies at tertiary institutions;

- **Experiential Training:** is and will continue to be offered to Graduates to obtain a qualification;
- **Mentorship Programmes:** formal/informal programmes, will continue to be implemented to up-skill individuals who are identified as candidates for management positions.
- **Headhunting/Recruiting** of the best talent through credible recruitment agencies and at tertiary institutions are strategies that will also be utilised if required.
- **Schools programmes:** offer career guidance on mining careers.

In addition to the above-mentioned initiatives, to ensure women representation in mining related occupations the following initiatives are and will continue to be implemented at Impala Platinum Limited:

- Create bursary opportunities to attract females and offer vacation work;
- Prioritise black female appointments;
- Gender Equality Forum established;
- Address identified barriers to employing females;
- Develop a retirees replacement plan;
- Identify female feeder positions for C-level;
- Review Talent councils and succession management processes.

#### ***2.9.4. Employment Equity Committee***

The Impala Platinum Limited and Operational Transformation Steering Committees will play key roles in driving the strategic plans outlined above. Key issues will be given priority by the Transformation Steering Committees and may result in the following additional strategies being implemented by the Committees:

- Monitoring the appointment of members from the HDP group;
- Monitoring identification of HDP employees for succession with departments and/or sections and ensuring training and development programmes are implemented;
- Determining possible promotions from HDP groups;
- Ensuring the retention of employees from HDP groups;

- Changing policies, procedures and practices identified as containing barriers to the implementation of employment equity and the attainment of the legislated targets;
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regards to employment equity, including the MPRDA's target.

#### ***2.9.5. DoEL Employment Equity Plan and Reports***

The Impala Platinum Limited Employment Equity Plan submitted to the Department of Employment Labour and supports the objectives of the Mining Charter. The company submits its EE Reports on an annual basis to the Department of Labour as legally required.

#### ***2.9.6. Mining Charter - HDP, HDP Female and EE target***

In setting out the targets the present and anticipated economic and financial factors relevant to the industry in which the company operates are taken into consideration. The company will also have regard for the growth or reduction in the workforce during the time period set for achieving the goal.

The table below, presents the envisaged Employment Equity targets for the next five (5) years at Impala Platinum Limited for the workforce with the ultimate goal of achieving the Mining Charter targets.

*Table 2.13. Employment Equity Plan*

CATEGORY	PERSCRIBED TARGET	NEW MC TARGETS	2024	2025	2026	2027	2028
Board	HDP Employees	50%	50%	50%	50%	50%	50%
	HDP Females	20%	20%	20%	20%	20%	20%
Executive/ Top Management	HDP Employees	50%	50%	50%	50%	50%	50%
	HDP Females	20%	20%	20%	20%	20%	20%
Senior Management	HDP Employees	60%	63%	63%	63.5%	63.5%	64%
	HDP Females	25%	21%	21.5%	22%	22.5%	22.5%
Middle Management	HDP Employees	60%	71%	71%	71.5%	71.5%	72%
	HDP Females	25%	30%	30%	30.5%	31%	31%
Junior Management	HDP Employees	70%	87%	87%	87%	87%	87%
	HDP Females	30%	20%	20%	20.5%	21%	21.5%
People with Disabilities		1,50%	1.5%	1.5%	1.5%	1.5%	1.5%
Core and Critical		60%	89%	89%	89%	89%	89%

At the conclusion of the previous SLP III term, the Senior Management HDP Female representation fell below the Mining Charter target of 25% and this was due to the current low metal price environment. It is anticipated that the metal prices will continue to be under pressure for an extended period, consequently, it would pose a challenge for Impala to set targets exceeding Mining Charter threshold of 25% . There is a company forecast indicating a 10% decrease in the labour force over the next three years. Nonetheless, the company remains steadfast in its commitment to endeavour to increase its HDP representation including increase on female presentation across all the occupational levels.

## 2.10. HRD FINANCIAL PROVISION

The below table summarized the financial commitments for the HRD section as committed above. Note an annual escalation has been incorporated in line with the Implats Group Standardised Escalations as follow: FY23 6.0%; FY24 4.5%; FY25 5.0%; FY26 5.0%; and FY27 5.0%.

Table 2.14. Financial provision for Human Resource Development

HRD budget	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)	TOTAL 2024-2028
AET	R 27 624 000	R 27 624 000	R 27 624 000	R 25 728 000	R 25 728 000	R 134 328 000
Learnership (Artisan)	R 61 353 782	R 57 795 009	R 53 262 709	R 56 758 472	R 53 283 980	R 282 453 952
Learnership (Non-Artisan)	R 10 587 562	R 10 587 562	R 8 240 672	R 8 240 672	R 8 240 672	R 45 897 140
Portable Skills Programmes	R 156 000	R 156 000	R 156 000	R 156 000	R 156 000	R 780 000
External Bursary Plan	R 4 500 000	R 9 000 000	R 13 500 000	R 18 000 000	R 18 000 000	R 63 000 000
Employees Bursaries	R 6 286 877	R 6 060 534	R 5 850 787	R 5 657 123	R 5 479 076	R 29 334 397
Graduates (Ex-Bursars)	R 6 912 000	R 11 520 000	R 16 128 000	R 15 360 000	R 9 600 000	R 59 520 000
Graduate Interns & Experiential Trainees (External)	R 1 895 000	R 1 967 000	R 2 043 320	R 2 124 219	R 2 209 972	R10 239 511
<b>FINANCIAL PROVISION</b>	<b>R 119 315 221</b>	<b>R 124 710 105</b>	<b>R126 805 488</b>	<b>R132 024 486</b>	<b>R122 697 700</b>	<b>R625 553 000</b>

# **SECTION THREE: MINE COMMUNITY DEVELOPMENT**

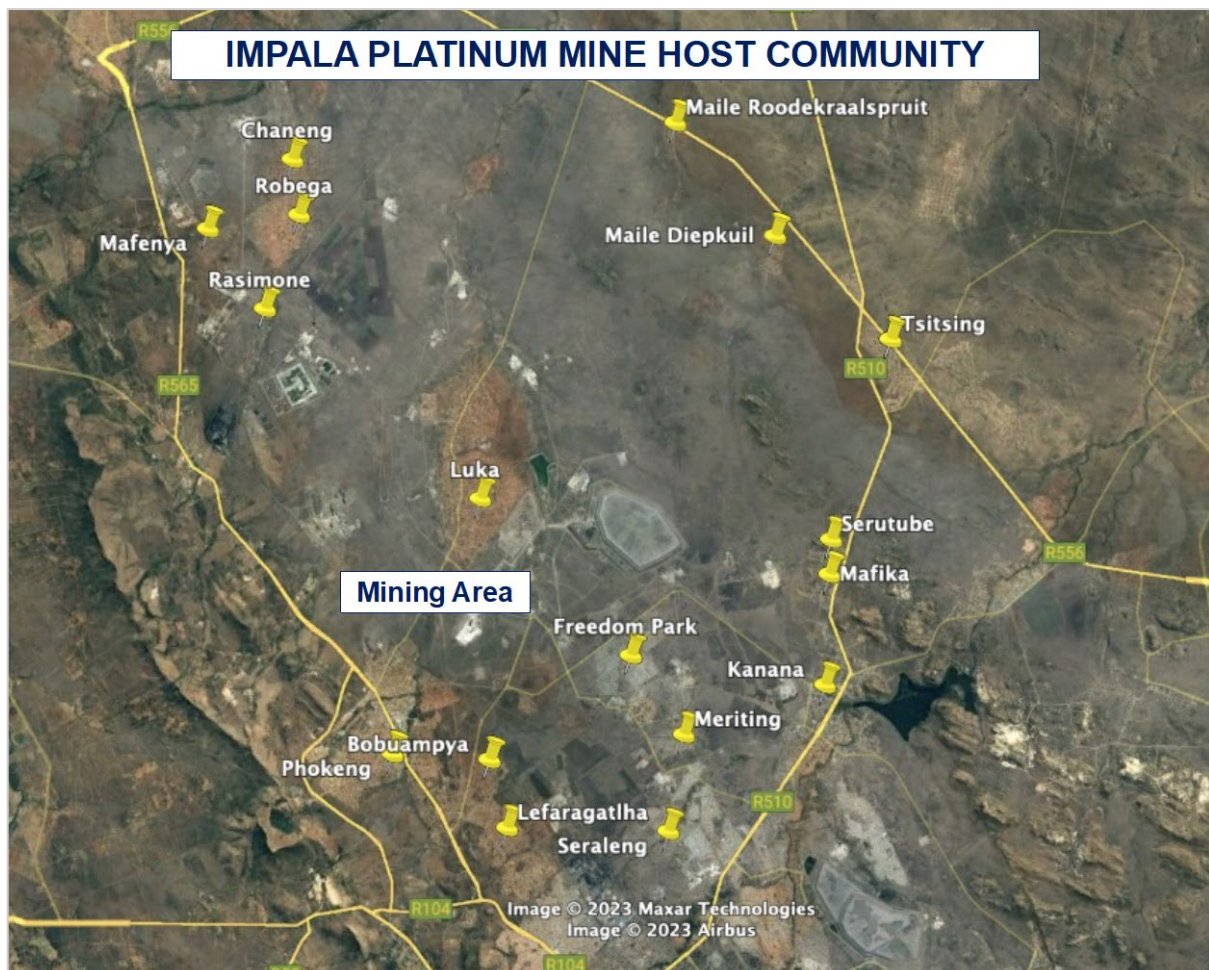
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### 3.1. SOCIO-ECONOMIC BACKGROUND INFORMATION

#### 3.1.1. Description of the area

Impala Platinum Limited is located within the Rustenburg Local Municipality, which is one of the five local municipalities within the Bojanala District Municipality in the North-West Province. The host community comprises of 17 village and informal settlement communities as indicated in the map below. A significant amount of these communities are on Royal Bafokeng Nation's (RBN) land. Only three of these communities, those closest to the mine, are on land not owned by RBN namely, Seraleng, Meriting, and Freedom Park.

Figure 3.1. Map indicating the location of the mine and its host communities.



Source: RBN PULA Report 2016, Map by Beulah Africa Consulting 2022

According to the Royal Bafokeng Nation (RBN) PULA Report (2016), the host community (Royal Bafokeng communities) has a total population of 128 900, including

the Freedom Park Informal Settlement. When considering the extrapolated 2011 figure of the Seraleng and Meriting (non-Bafokeng villages and not included in the PULA), the total population size of the host community can be estimated at 153 408 people. This constitutes 21% of the total population of the local municipality. The area saw a population decline of 4,8% between the years 2011 and 2016. According to the RBN PULA 2016, this may be attributed to the rising unemployment rate in the region and poor sanitation conditions within the villages which causes migration.

### ***3.1.2. Area Socio-Economic Summary Information***

The baseline description of the population will take place on three levels, namely: district, local municipality, and as well on host community level. Only by understanding the differences and similarities between the different levels can impacts truly be comprehended. The baseline description will focus mainly on the Royal Bafokeng Nation region where the host community is located.

The sources of data utilised for the statistical data presented are as follows and should be interpreted as separate datasets as they were collected in different years. Datasets were mainly sources from IHS Markit Regional eXplorer version 2112, StatsSA 2016, and PULA 2011 and 2016. The most recent datasets generated by these sources for the geographic levels required were extracted and analysed, to develop insights into the developmental opportunities and constraints impacting the host community and its surrounds.

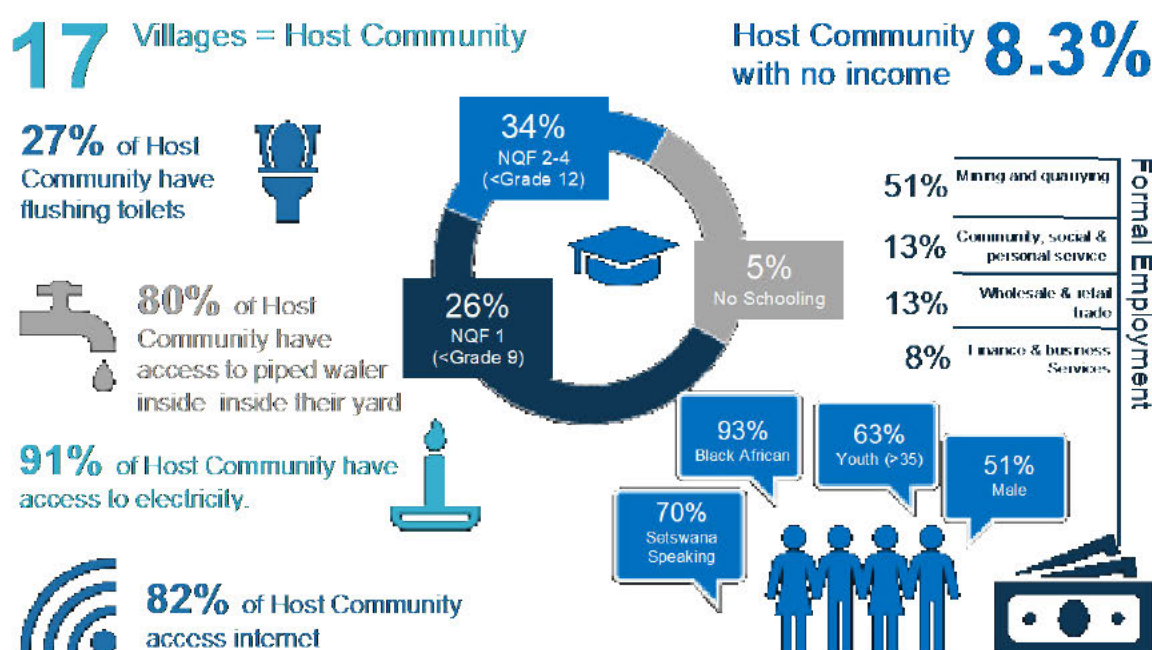
It is worth noting that the dataset employed for the Meriting and Seraleng villages is outdated (StatsSA, 2011) and needs to be updated upon the release of the new Census data in 2022. The data used for these villages was extrapolated to the year 2016 in order to align with the RBN PULA Report 2016 and StatsSA 2016.

Table 3.1. Data sources of socio-economic data

Geography	Sources used with date
Bojanala District Municipality	IHS Markit Regional eXplorer version 2112 (2020), Cooperative governance and traditional affairs and StatsSA 2016.
Rustenburg Local Municipality	IHS Markit Regional eXplorer version 2112 (2020), Quantec data 2021 and StatsSA 2016.
Host Community (37 communities)	Royal Bafokeng Nation PULA Reports (2011 and PULA 2016) Royal Bafokeng Nation PULA data website accessed 25-28 October 2022

The figure below summarises the socio-economic information of the Host Community within its local and district municipalities. The following provides a summary of the socio-economic information of the host community.

Figure 3.2. Summary of host community socio-economic information



Source: RBN PULA Report 2016 and data web accessed Oct 2022, StatsSA data (2016), graphics by Beulah Africa Consulting (2022)

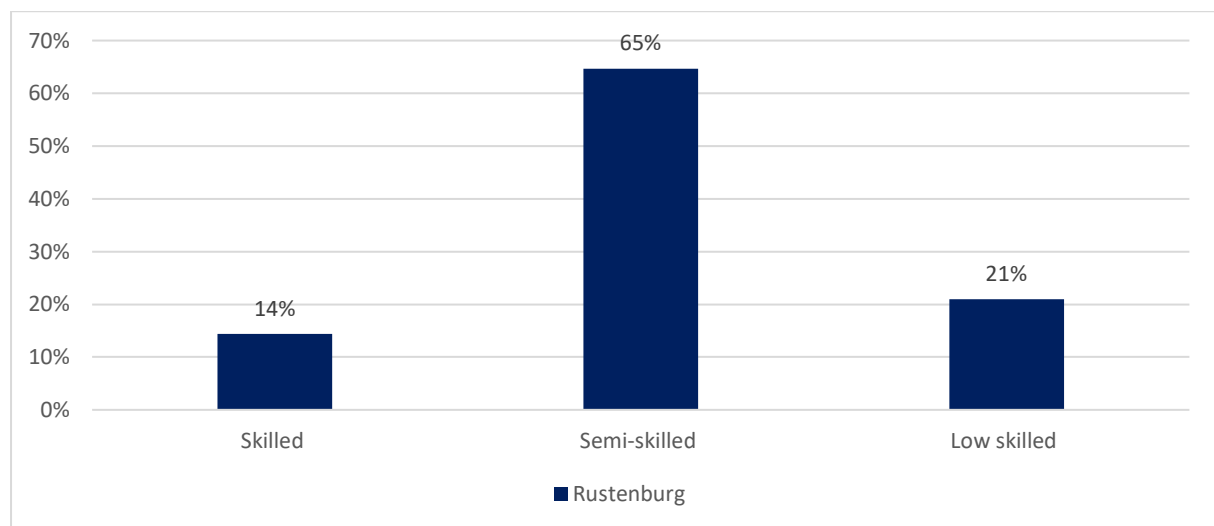
### 3.1.3. Employment Sectors and Industries

This section investigates the formal employment sector within the local municipality. The purpose is to develop insights into the level of skills required by the existing employment sector absorbing the current labour market.

The mining sector is the largest employment industry in the host municipality (51%). This is followed by the Community, Social and Personal Services (13%), and as well as the Wholesale and Retail Trade industry at 13% as well.

The figure below indicates that more than 60% of the employed population within Rustenburg is semi-skilled. This is attributed to the low education level depicted below. However, this does not pose significant limitations to the mining industry capable of providing job opportunities for a less educated and low-skilled population.

*Figure 3.3. Skills level of people employed by the formal sector*



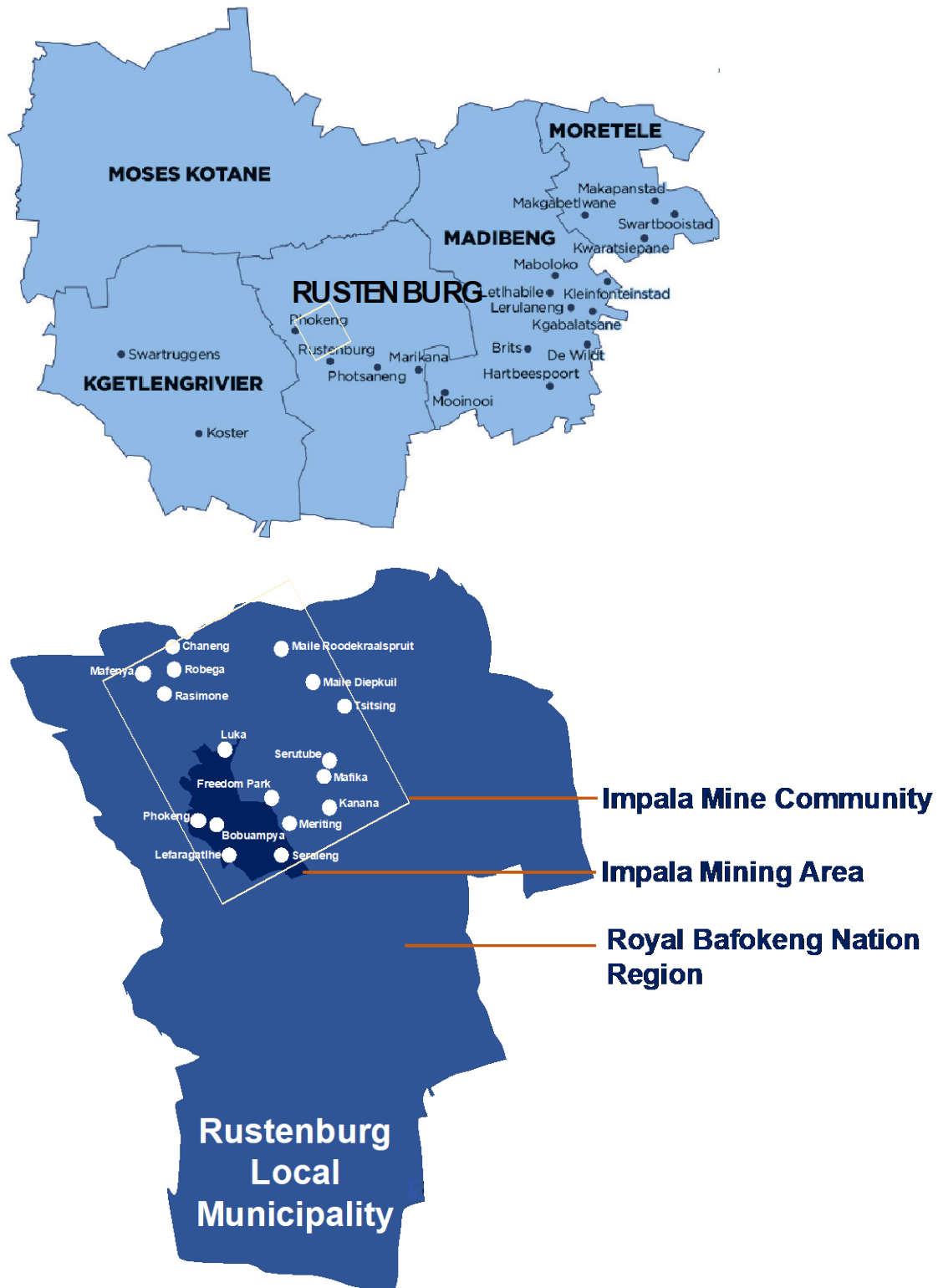
Source: Quantec data 2021, graphics by Beulah Africa, 2022

### 3.1.4. Host Municipality Socio-economic Outlook

The figure below indicates the location of the mine in respect of all its relevant administrative/political boundaries.

*Figure 3.4. Location of the mine project within the district, local municipality and the Royal Bafokeng Nation administration boundaries.*

## BOJANALA DISTRICT MUNICIPALITY



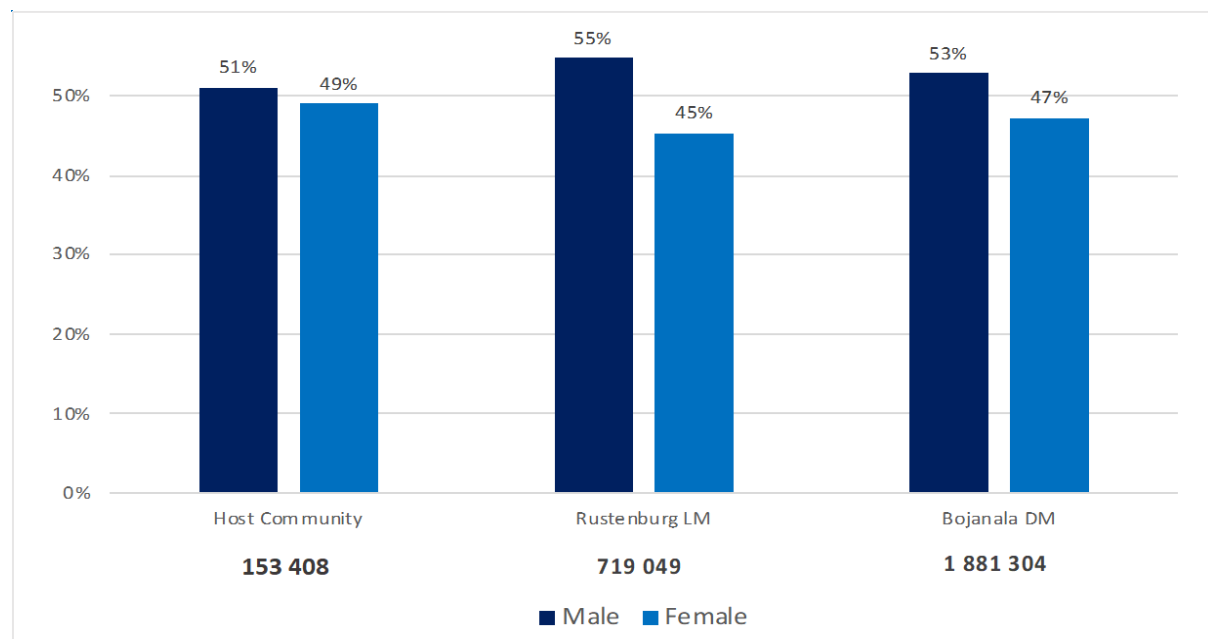
Source: Municipal Demarcation Board 2022, graphics by BA Consulting (2022)

### 3.1.4.1. Population size

A persistent trend on both a local and district municipality level is that the male population percentage seems to be slightly higher than the female population. This may be attributed to the regional economy driven by the mining (male-dominated) sector since on a provincial level the female percentage (52%) is slightly higher than the male percentage.

The following graph represents the population size and the gender split from the district municipality level to the host community level.

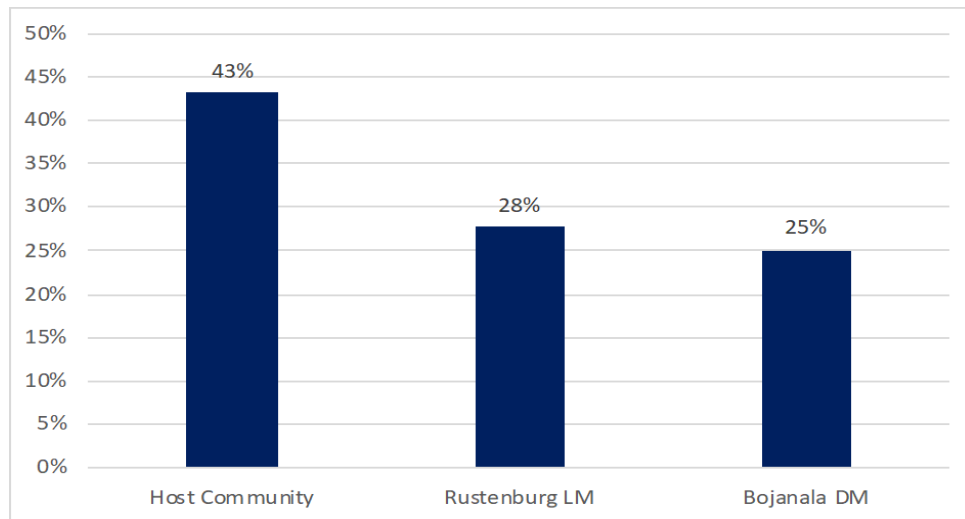
*Figure 3.5. Population size and gender split of the host community*



*Source: RBN PULA Report 2016 and IHS Markit Regional eXplorer, graphics by Beulah Africa, 2022*

### 3.1.4.2. Unemployment rate and poverty

The unemployment rate in the community is much higher compared to the unemployment rate on a local and district municipality level. The unemployment rate provides a good indication of poverty dynamics within the area. According to the PULA 2016 over 37% of people interviewed during the development of the document in 2016, indicated that members of their family had gone hungry in the past 30 days of the date of the interview.

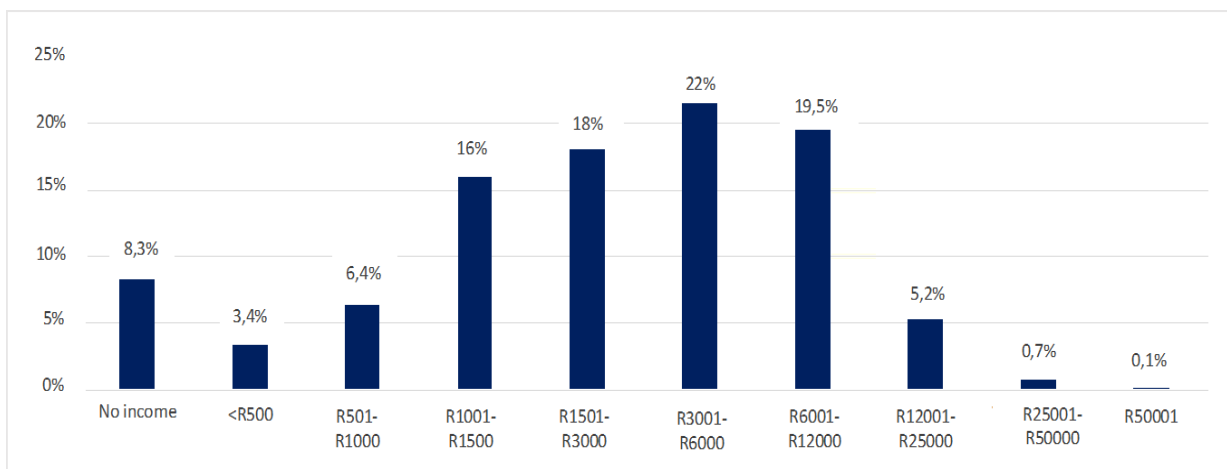
*Figure 3.6. Unemployment rate of host community*

Source: IHS Markit Regional eXplorer, graphics by Beulah Africa, 2022

Approximately 33% of households are categorised under level 5 of the Living Standards Measure (LSM). This level is associated with a population that has some higher education and can afford most household appliance but earns less than R12 000 a month. According to the local municipality close to 50% of its population live in poverty, when using the upper bound poverty line of R1 227 per person per month.

### 3.1.4.3. Income

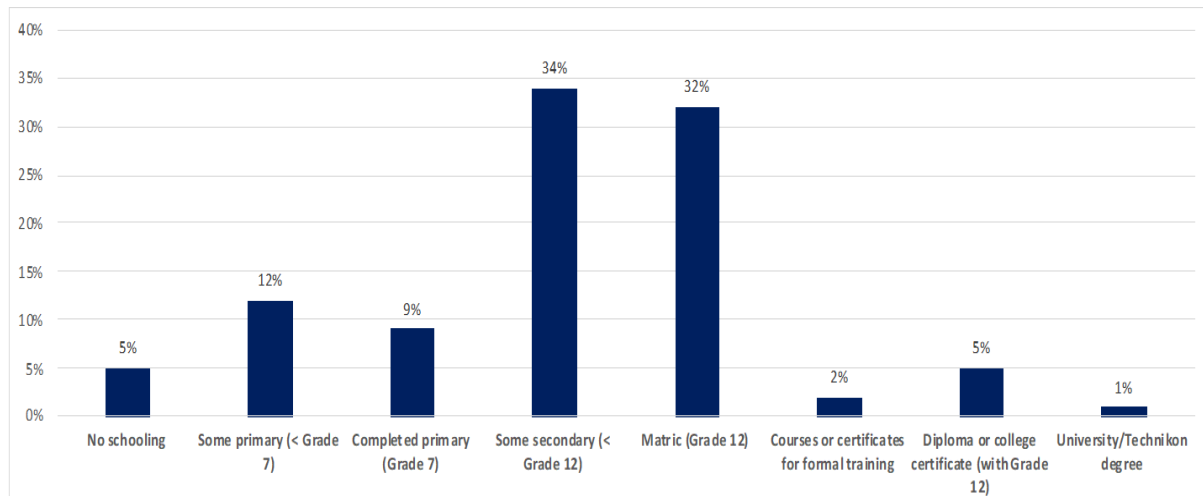
Most households earn a combined income of R 6 000 per month, with some of household members not contributing to this amount due to unemployment. One in twelve households does not have any income which constitutes 8,3% of the households within the host community.

*Figure 3.7. Income bracket within the host community*

#### 3.1.4.4. Education level

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty. The functional literacy in the host community is over 96%. A similar trend can be seen on a municipal level where functional literacy is sitting at 88%. This may be attributed to the AET training programmes introduced by mining houses in the municipality. Close to 69% of all mining houses within the district are in the Rustenburg area. Below is the highest education level for the population group over the age of 20 years.

*Figure 3.8. Highest education levels (20 years+) within the study area*



Source: RBN PULA Report 2016, graphics by Beulah Africa, 2022

According to the figure above, there is a significant number (60%) of people over the age of 20 years are without matric. This is a level that indicates that the population predominately has some degree of schooling. This is a worrying factor as it affects the population's income level and as well as their level of access to high earning jobs. Only a very small portion (8%) of the population holds university and/or Technikon qualifications.

#### 3.1.4.5. Health

The Bojanala district faces a number of health challenges as depicted in the table below. In addition to the COVID pandemic, the district municipality is still facing the

ongoing challenge of HIV infections. The same can be seen in the local municipality where HIV infections continue to increase.

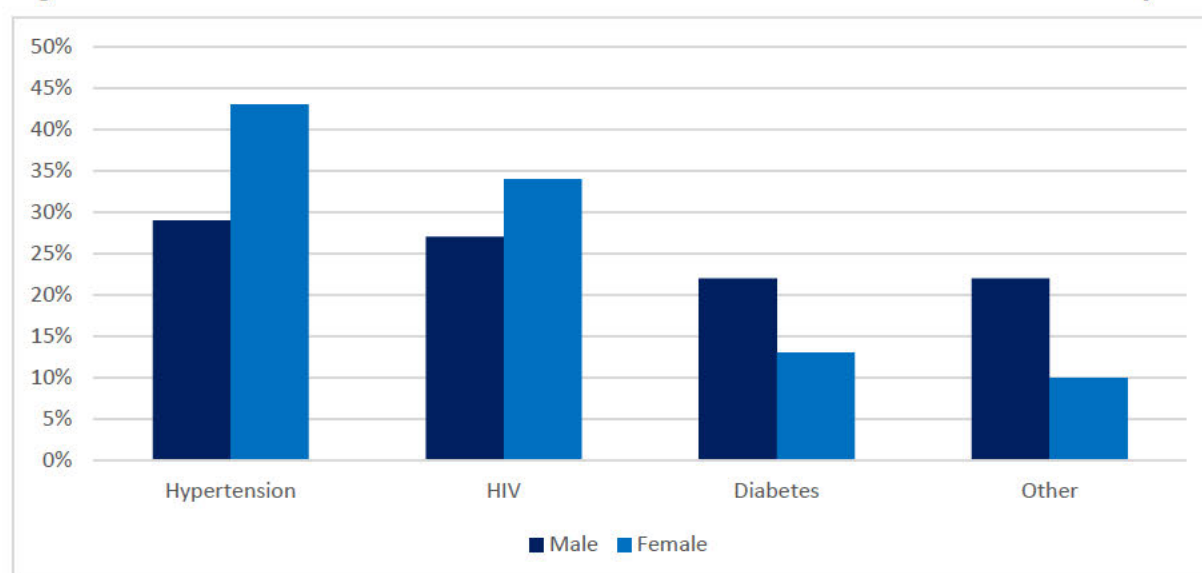
*Table 3.2. Leading illnesses among adults and children in Bojanala District (2020)*

	Adults		Children
1	HIV/AIDS & TB Related	1	Diarrhoeal Disease
2	Tuberculosis	2	Lower respiratory tract infection
3	Lower respiratory tract infection	3	Preterm birth Complications
4	Hypertensive Diseases	4	Birth Asphyxia
5	Cerebrovascular Accidents	5	HIV/AIDS related complications
6	Interpersonal Violence	6	Malnutrition including sever acute malnutrition
7	Trauma due to road traffic accidents	7	Neonatal Sepsis

*Source: CogTA 2020, graphics by Beulah Africa, 2022*

According to the RBN PULA Report 2016, approximately 22% fewer men compared to women take their chronic medication. Whilst this may be an indication of more women being sick compared to men, it may also suggest that women tend to visit the clinic more often than men. This may be attributed to men's lack of time and patience to wait in long queues at the clinics instead of seeking employment and taking care of their families.

*Figure 3.9. Estimated number of adults on chronic medication within the host community*

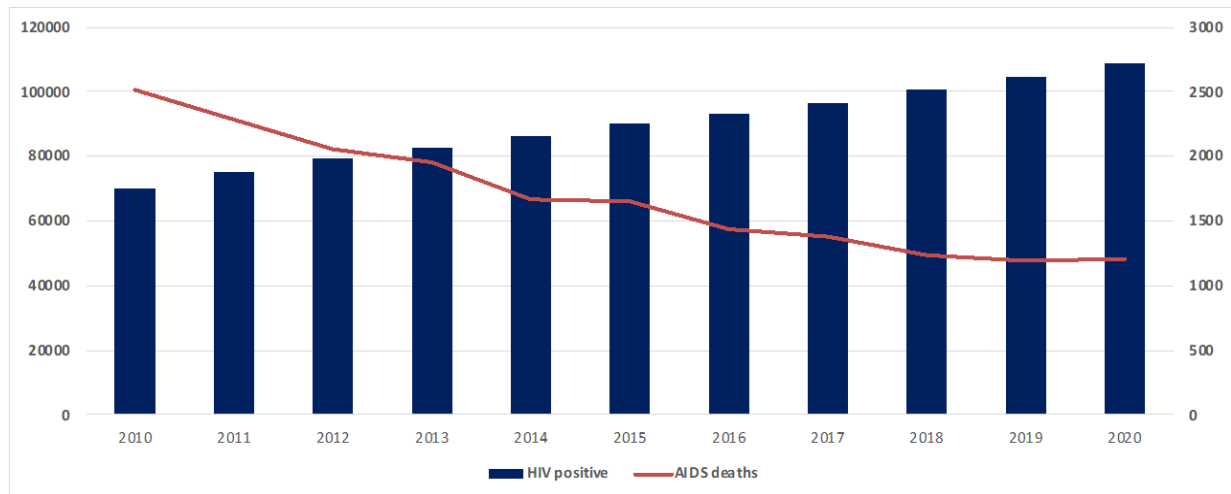


*Source: RBN PULA Report 2016, graphics by Beulah Africa, 2022*

The figure above illustrates what the numbers look like on a more local level and shows the estimated number of males and females on chronic medication within the host community. The majority of adults on chronic medication, suffer from hypertension followed by HIV.

Although the number of HIV infections is increasing, the number of related deaths, however, continues to decline. This may be attributed to the HIV&AIDS programme initiated by the local municipality and other local programmes that ensure easy access to ARVs and healthcare in general.

*Figure 3.10. HIV infections and AIDS-related deaths in the local municipalities (2010-2020)*



Source: Quantec data 2021, graphics by Beulah Africa, 2022

### 3.1.4.6. Crime

According to the Rustenburg LM Integrated Development Plan (2017-2022), overall crimes decreased by 5,83% between the years 2010 and 2020 within Rustenburg. The local municipality performed better in decreasing its crime rate than other district regions. However, an increase may be anticipated in the post covid years as the population continues to face the challenges introduced by Covid and the declining economy.

According to the RBN PULA Report 2016 perceptions of safety in the host community vary between the day and night. Residents tend to feel safer during the day than at night. The safety perception drops from 80% (day) to 28% (night). This may be an

indication of a poorly lit neighbourhood and insufficient police surveillance during late hours.

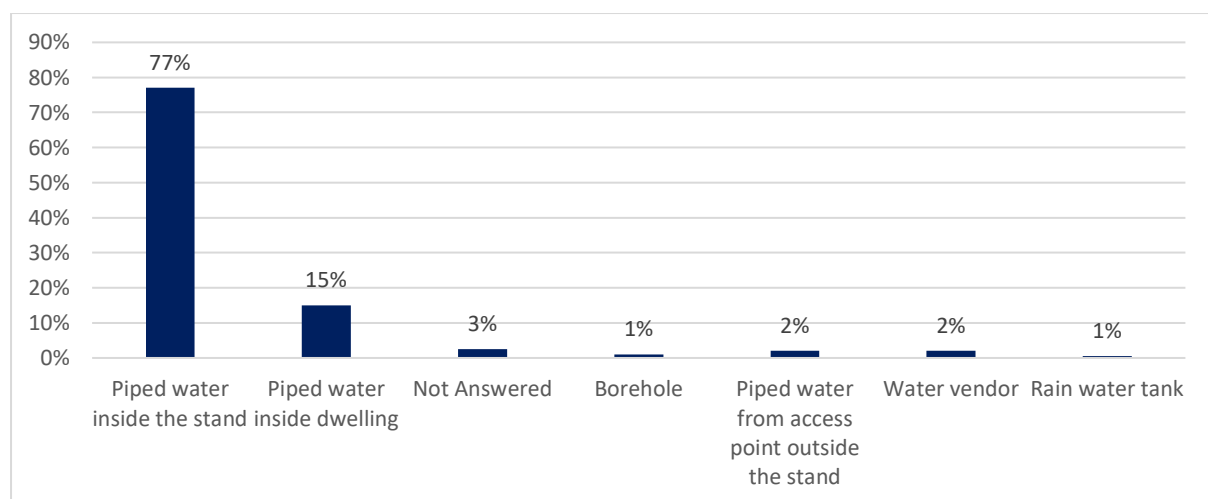
### 3.1.2.7. Access to basic infrastructure

The numbers in the figures below show that most households in the host community have some access to basic infrastructure. The availability of bulk infrastructure suggests that further infrastructure improvements can be done with ease due to the availability of bulk infrastructure in the area. This also means that the standard of living for some of the households is somewhat dignified. However, taking into consideration some of the existing informal settlements, it is evident that some households do not have adequate access to services.

#### *Water Supply*

The figure below indicates the type of water access each household has in the host community. Approximately 77% of all households in the host community have piped water within their stand. Only a few (15%) have piped water within their houses. In the informal settlements, access to water seems to be poor with the majority accessing water outside of their stands and some purchasing water from a water vendor. According to the RBN PULA Report 2016, close to 30% of households in informal settlements purchase their water.

*Figure 3.11. Access to water supply in the host community*

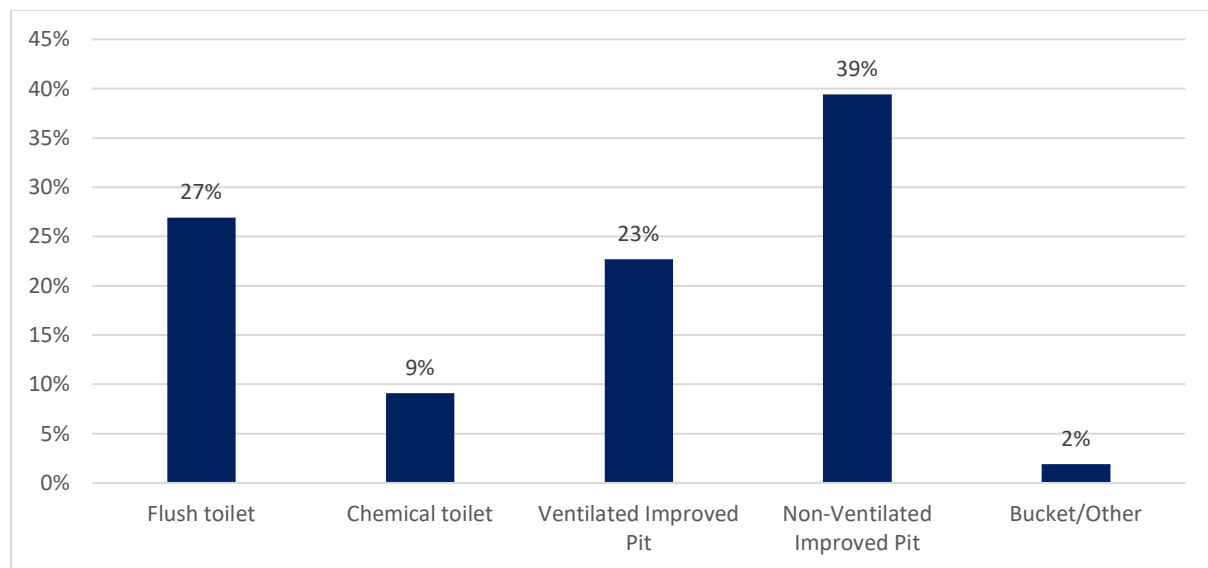


*Source: RBN PULA data web accessed Oct 2022, graphics by Beulah Africa, 2022*

### Sanitation

The following figure indicates the type of sanitation access each household has in the host community. Pit latrines remain the most widely used form of sanitation in the host community. Over 60% make use of pit latrines. Just over a quarter of households use flush toilets (26.9%), whilst a smaller number use chemical toilets (9.1%) and buckets (1.9%). While these statistics are concerning, there have been improvements in sanitation in the host community between 2011 and 2016. The use of flush toilets within homes has increased from 12% to 26.9% over the five years. Similarly, usage of ventilated improved pit latrines has increased from 18% to 22.6%.

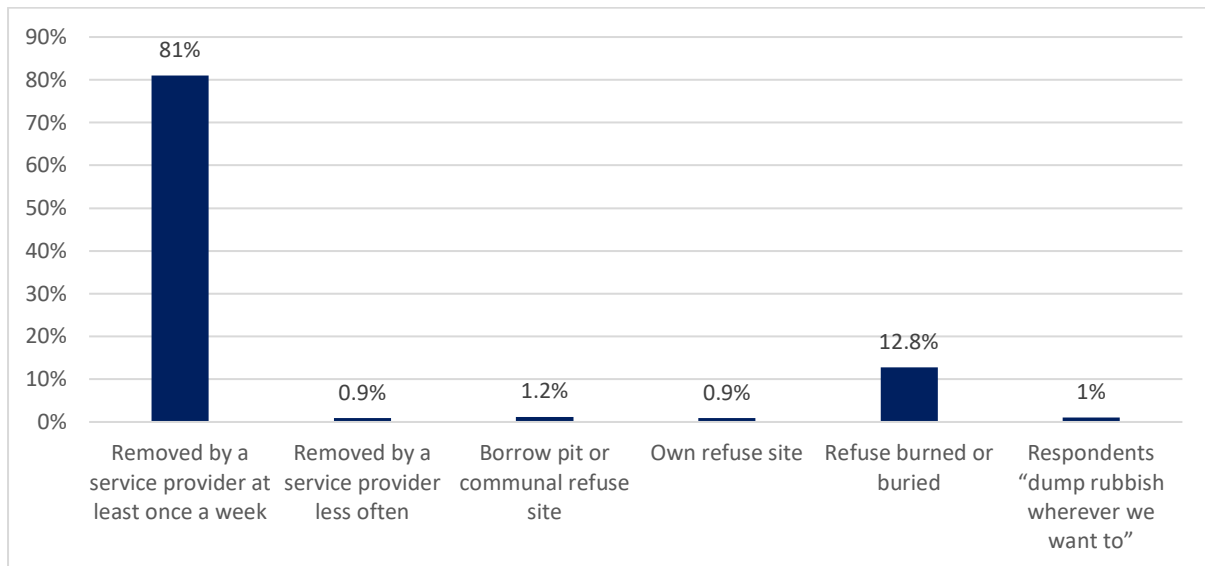
*Figure 3.12. Access sanitation in the host community*



Source: RBN PULA Report 2016, graphics by Beulah Africa, 2022

### Refuse Removal

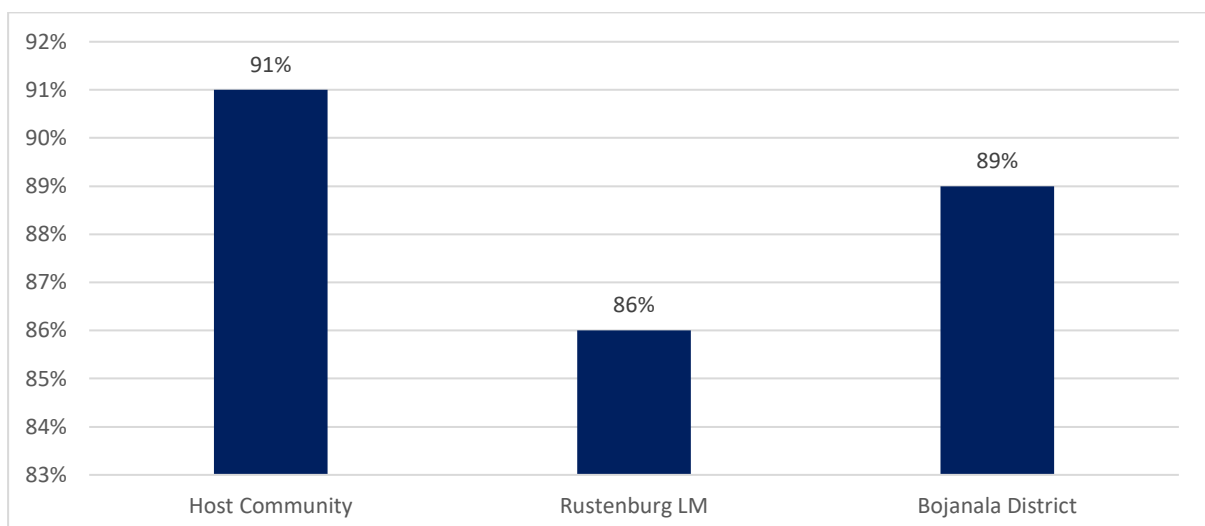
Most households (81%) in the host community's formal villages have their refuse removed by a service provider at least once a week. In informal settlements, only 28.5% of households have their refuse removed by the service provider weekly. According to the RBN PULA Report 2016, more than half (55.1%) of the households in the informal settlements bury or burn their refuse due to no access to municipal and RBN refuse removal services in these areas. The figure below indicates the number percentage of households with access to refuse removal.

*Figure 3.13. Access to refuse removal in the host community*

Source: RBN PULA Report 2016, graphics by Beulah Africa, 2022

### *Electricity*

The figure below shows the percentage of households with access to electrification for lighting purposes. The host community has over 90% of households with access to electricity for lighting. Only 30% of the informal settlements have access to electricity within the host community. The local municipality and the district seem to be doing well in providing electricity to the majority of households within the region, however, more still needs to be done especially in the informal settlements.

*Figure 3.14. Access to electrical connection in the host community*

Source: RBN PULA Report 2016, graphics by Beulah Africa, 2022

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## 3.2. IMPACTS OF THE MINING OPERATION

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### 3.2.1. *Positive Impacts*

To enhance local economic development in the Rustenburg Local Municipal (RLM) area, Impala Platinum supports sustainable LED initiatives through its SLP and additional Corporate Social Investment (CSI) initiatives (such as supporting education, health care, welfare, and sports initiatives). The mine sponsors the combination of Local Economic Development (LED) projects, urban development, and community upliftment projects.

The mine's contribution to the economic development of Rustenburg Local Municipal significantly impacts the lives of the people residing in the Municipality through infrastructure development and the provision of services relevant to the betterment of people's livelihoods. With the expansion of the majority of village households, there will be a continuous need for infrastructure development planning and provision.

Impala's contribution towards LED is made in conjunction with the relevant project partners with significant investments and a sustainable strategy in line with the government's recommended approach to LED.

### 3.2.2. *Negative Impacts*

Despite the many positive impacts of mining, there are unfortunately some unintended negative consequences of mining operations in general.

The Mineral and Petroleum Resources Development Act (2002), Section 39 (1)(2)(3) stipulates that each mine in possession of a mining right must conduct an Environmental Impact Assessment (EIA) and prepare an Environmental Management Programme (EMP) of which a monitoring and report auditing process is an integral part of Impala remains committed to ensuring continued monitoring and biomonitoring of its mining activities to combat the possible negative impacts

The mine is aware that its negative impacts are not only regarding the environment but also the social well-being of its host communities. The below table portrays some

of the generic positive and negative impacts mining has on its host communities. Impala Platinum has an active Stakeholder Engagement team that continues to monitor and address matters as they arise.

*Table 3.3. Social Impact Assessment (SIA) Potential Impacts*

Positive Impacts	Negative Impacts
<ul style="list-style-type: none"> <li>• Employment opportunities</li> <li>• Improvement in educational facilities</li> <li>• Infrastructure upgrading through LED projects.</li> <li>• Increase in incomes and spending in local communities.</li> <li>• Training opportunities for community members</li> <li>• Skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure on existing health services</li> <li>• Traffic increases in the communities around the operation</li> <li>• Community health and (sexual) communicable diseases</li> <li>• Tension between residents and newcomers</li> <li>• Formation of informal settlements</li> <li>• Increase in crime rates.</li> <li>• Conflict about employment and skills development opportunities</li> </ul>

In addition to the above impacts, during the public participation processes, the communities presented their grievances and complaints detailed below:

1. Lack of procurement opportunities for local businesses.
2. Bulk water supply
3. Cracking of houses due to mining activities

Impala Platinum commits to continually evaluating grievances and negative impacts and ensuring mitigation measures are implemented. Furthermore, the focus will remain on maximizing the positive impacts that the mine has on its community.

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### 3.3. LOCAL AND PROVINCIAL DEVELOPMENT PLANS

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To ensure that the projects IMPLALA embarks on are all relevant to the local context, a threefold strategy was followed. Firstly: analysing the socio-economic data of the area, secondly: consulting the local government's IDP's along with other relevant development plans (secondary data), and thirdly: conducting primary data collection through public participation process.

#### ***3.3.1. Local Municipal IDP and Development Needs***

The municipal Integrated Development Plan (IDP), along with Provincial and District Municipality Development Plans were consulted for understanding the development needs and trends in the area. Due to all host villages falling under the Royal Bafokeng Region, the Royal Bafokeng Master Plan 2035 was also consulted to develop more insights around the area's development perspective. This was done to ensure alignment with all the development interventions introduced by the different development agencies within the area, such as government and the Royal Bafokeng Nation.

The chosen development priorities with which the North West intends to align to the National Development Plan (NDP) through the North West Provincial Development Plan (PDP 2030) are the following:

1. Economy and employment
2. Economic infrastructure
3. An integrated and inclusive rural economy
4. Human settlement and spatial transformation
5. Improving education, training, and innovation
6. Building a capable and developmental state
7. Fighting corruption
8. Transforming society and uniting the province

The North West Provincial Development Plan (2030) is supported by the District Integrated Development Plan (2022-2027), which seeks to ensure that the priorities set out in the PDP 2030 are materialised on a District level. In developing its own

development priorities, the Bojanala District Municipality consulted with all its five local municipalities and developed a prioritised list of needs. The priorities tabulated here below, arise from the commonly identified needs of communities at the ward level and are submitted to the district municipality to inform planning at the local and district level. The needs reflected in the tables below are the District Priorities as a cumulative priority of local municipalities.

*Table 3.4. List of prioritised community needs in Bojanala District Municipality (2021)*

Type	Priority Area
<b>Infrastructure</b>	Water & sanitation Roads & Stormwater Electricity
<b>Economic Issues</b>	Economic Development
<b>Development &amp; Planning</b>	Land Use Planning & Housing
<b>Social Infrastructure</b>	Community facilities (halls, sports grounds & libraries)
<b>Financial Management</b>	Financial Management

Source: Bojanala District Municipality IDP (2022-2027)

The District identified the following high Impact projects within the Rustenburg Local Municipality.

*Table 3.5. List of Impact Projects for Rustenburg Local Municipality*

Project Name	Project Objective	Lead	Budget	Duration
<b>1. Replacement of aged water Infrastructure</b>	Reduce interruption of services and increase water quality	BPDM	200 million (to be shared with other 4 local municipalities)	Over 3 years
<b>2. Waste to energy</b>	Provision of electricity	BPDM	13 billion (to be shared with other 4 local municipalities)	Over 3 years
<b>3. Rustenburg Tertiary Hospital</b>	To improve the level of health care	BPDM	3 billion	Over 3 years
<b>4. Marikana Housing Project (3000 units).</b>	To provide formal housing and social facilities	BPDM	500 million	Over 2 years

Project Name	Project Objective	Lead	Budget	Duration
<b>5. Rustenburg Airport Development</b>	To promote local tourism, training facilities for aviation, and job creation	BPDM	32 million	Over 10 years

Source: Bojanala District Municipality IDP (2022-2027)

The Rustenburg Local Municipality's Integrated Development Plan in support of the District's IDP, also developed key development clusters as shown in the map below. Impala Platinum Limited's Host community is predominantly located in the Northern, Boitekong and the Phokeng Clusters.

Figure 3.15: Development Clusters of the Rustenburg Local Municipality



Source: Rustenburg Local Municipality (2022-2027)

The following table indicates the number of projects/opportunities identified by the local municipality for the three development clusters relevant to the host community.

*Table 3.6. Opportunities identified by the local municipality in three development clusters relevant to the host community.*

Development Cluster	Identified Projects/Opportunities
<p><b>Northern Cluster</b></p> <ul style="list-style-type: none"> <li>Includes the Tsitsing New Town,</li> <li>Vaalkop Dam and the rural settlements including Hartbeestfontein, Tantanana, Maile Monnakato and Kopman.</li> </ul>	<ol style="list-style-type: none"> <li>1. Identification of land in proximity for the purpose of Urban Agriculture.</li> <li>2. Upgrading of the existing Sports Facilities</li> <li>3. Identified Erf 4477 and 4478 Lethabong</li> <li>4. Allocation of site for orphanage /Old age home</li> <li>5. Industrial bee-hives identification</li> <li>6. Relocation of the Taxi Rank &amp; Upgrading of the Existing library</li> <li>7. Renovation and extension of the existing library on Erf 3540 Lethabong</li> <li>8. High residential Development</li> <li>9. Business Node (Mall)</li> <li>10. Tsitsing Green Technology Township.</li> <li>11. Industrial Park</li> </ol>
<p><b>Boitekong Cluster</b></p> <ul style="list-style-type: none"> <li>Includes clusters of formal and informal settlements within the Boitekong, Kanana, Meriting.</li> <li>Freedom Park areas.</li> <li>This planning area is situated in the mining belt and forms the north-south growth corridor of Rustenburg</li> </ul>	<ol style="list-style-type: none"> <li>1. Identification of a site for Urban Agriculture</li> <li>2. Development of a Post office</li> <li>3. Formal sporting facility</li> <li>4. Orphanage home</li> <li>5. Shopping centre in Sunrise</li> </ol>
<p><b>Phokeng Cluster</b></p> <ul style="list-style-type: none"> <li>Includes Phokeng and Luka.</li> <li>boards Rustenburg to the south via R104.</li> <li>This planning area also forms the capital region of RBN.</li> </ul>	<ol style="list-style-type: none"> <li>1. Phokeng medical Hub</li> <li>2. Identification of land in proximity for the purpose Urban Agriculture Initiatives.</li> </ol>

The Royal Bafokeng Nation's Master Plan 2035 puts emphasis on the key development areas set out by Provincial, District and Local Municipality. This existing alignment in development priorities improves the chances of a healthy relationship between the mine the different development stakeholders within the host community. The host community is in 17 of the 29 Villages under the Royal Bafokeng Region.

The Master Plan 2035 has 3 Areas of Action which are all supported by several socio-economic development targets. The table below shows the Areas of action along with their targets.

*Table 3.7 List of Royal Bafokeng development priorities and targets*

Areas Of Action	Targets
<b>Individual Development:</b> Better standard of living for all individuals by improving individual quality of life and social well-being	1. Improve Life Expectancy 2. Improve Assistance to the Vulnerable 3. Improve Literacy and Numeracy 4. Ensure Provision of Basic Amenities
<b>Community Development:</b> Collaboratively building an inclusive traditional community of which we are proud	1. Ensure a safe, healthy, and appealing natural environment. 2. Protect and nurture our identity and cultural heritage. 3. Ensure good governance and leadership in our traditional, service-delivery and commercial structures
<b>Sustainability and Growth:</b> Respecting our resources as treasured assets and achieving inclusive growth and full employment into the long-term	1. Stewardship of our communal and corporate resources 2. Contributing to local economic development, job creation and income diversification

Source: RBN Masterplan 2035

### 3.4. PUBLIC PARTICIPATION PROCESSES

#### 3.4.1. Public Participation Strategy

The public participation strategy for the development of this SLP4 was developed by the Stakeholder Engagement team of the mine. The following steps were identified as the process to be used in conducting the public participation engagements:

Figure 3.16. Public Participation Process Steps

BASELINE ASSESSMENTS	PUBLIC PARTICIPATION	COMMUNITY ENGAGEMENTS	LED PROJECTS' AGREEMENT
1. Identify priority areas	7. Public Notices <ul style="list-style-type: none"> <li>Newspaper notices</li> <li>Radio announcement</li> </ul>	12. <b>Meeting 1:</b> Kgosana(s), RBN Cllrs and Ward Cllrs of all 17 Villages <ul style="list-style-type: none"> <li>Announce the SLP 4 development process and prioritized areas</li> <li>Request relevant Cllrs to provide 3 projects for SLP 4</li> </ul>	15. Prioritize projects based on company's key development areas
2. Socio-Economic Profile	8. Identify relevant government departments to engage	13. <b>Meeting 2:</b> Kgosana(s), RBN Cllrs and Ward Cllrs of the prioritized areas <ul style="list-style-type: none"> <li>Announce the pre-selected LED projects for inputs</li> <li>Request Kgosana's and ward Cllrs to inform community of projects</li> </ul>	16. Endorsement meetings with RLM and RBA
3. Prioritize Development Areas for SLP4	9. Interested and Affected Party meetings	14. <b>Meeting 3:</b> Kgosana(s), and Ward Cllrs of the prioritized areas <ul style="list-style-type: none"> <li>Announce the finalized list of LED projects to go into SLP 4</li> <li>Request Kgosana's and ward Cllrs to inform community of projects of LED project going into the SLP 4</li> </ul>	17. Obtain endorsement letters from RLM and RBA
4. Identify relevant IDP projects	10. Interested and Affected Party feedback meetings		18. LED project presentation meeting with the DMRE
5. Identify relevant RBN Masterplan projects	11. Progress/Endorsement meetings with RLM and RBA		
<ul style="list-style-type: none"> <li>Relevance of projects is based on company prioritised development areas.</li> <li>3 projects per prioritised area to be requested from the RBN.</li> </ul>	Impala Stakeholder Relations and Socio-Economic Development to be present at external meetings.	Responsible Service Provider and Impala Stakeholders Relations to be present at all Community meetings.	

### 3.4.2. Community Engagement

Community engagements were conducted through Impala Public Participation process identified in figure 3.14 that stems from the mines decision to identify projects that are from the prioritised development areas. The process is not a one-size fits all and thus is always adjusted to suit the conditions of the community where it is applied.

#### 3.4.2.1. Public Participation Process Details

The Public Participation process was facilitated by means of setting up 1-day meetings with identified Affected and Interest participants from the 6 prioritised mine hosting village. The aim of the workshops was to present the outcome of baseline assessment findings and obtaining at least 3 project per prioritised area as defined in the public participation engagement process.

Following the identification of the project list, further consultations with all Interested and Affected Parties were facilitated to announce the prioritised projects for SLP 4.

A table to provide a high-level summary of the findings and overlaps of the identified Desired Outcomes and projects per village is presented in Table 3.8 below.

Annexure F will contain all engagement tools used during the engagement process. Additional details, such as the workshop briefing letter to community leaders, workshop invitations letters, workshop agenda, workshop program, and attendance register are available.

Table 3.8a. *Public Participation findings Summary per Village in the mining area*

Community	Priority Level	Development Category
Kanana	Internal Roads	Infrastructure
	Kgotla office	Infrastructure
	Sports facilities	Sports, Art, and Culture
Seraleng	Sports facility	Sports, Art, and Culture
	Community Hall	Infrastructure and Community Safety
	Community Library	Infrastructure Education Development

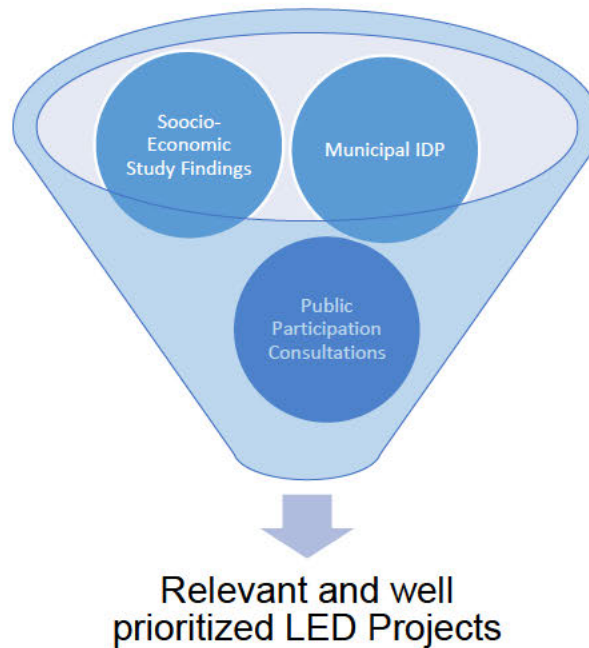
Community	Priority Level	Development Category
<i>Meriting</i>	Walkway/ Pedestrian bridge	Infrastructure
	Sports facility	Sports, Art, and Culture
	Internal Roads	Infrastructure
<i>Luka</i>	Internal Roads	Infrastructure
	Convert Molotlegi to a technical School	Infrastructure Education and Skills Development
<i>Phokeng</i>	Internal Roads	Infrastructure
	Multipurpose Centre	Infrastructure and Community Safety
	Stormwater Drainage	Infrastructure
<i>Lefaragatlha</i>	Internal Roads	Infrastructure
	Stormwater Drainage	Infrastructure
	Internal Roads	Infrastructure

### **3.4.3. Data analysis and project identification**

To ensure relevant, impactful programmes are included in the SLP, four data sources were incorporated:

- The mine's specific realities from their employee skills audit outcomes, project focus areas, and/or implementation plans;
- The Socio-Economic Statistics that depict the developmental realities of the area;
- The governmental plans for the area including the provincial strategic development plans, the Local Municipality's Integrated Development Plans, and other Sector Department Strategic Plans;
- The primary data gathered through our Public Participation processes.

Figure 3.17. Project identification process



#### 3.4.4 Labour Sending areas

Impala is committed to contributing to the socio-economic development of its major labour sending areas. Community development projects in these areas were identified through requests submitted by community leaders such as School governing Bodies (SGB), Traditional leaders and the DMRE.

The following table outlines requests received from the labour sending area and considered for SLP implementation.

Table 3.8b: Needs assessment summary in the Labour Sending Area

Labour sending area	Community needs as per request
<b>Eastern Cape, OR Tambo</b> district municipality	<ul style="list-style-type: none"> <li>• Poor access to water and sanitation in schools.</li> <li>• Inadequate school infrastructure such as proper classrooms and admin block for staff members</li> <li>• Lack of business support for existing crop farmers</li> <li>• High unemployment</li> </ul>

Labour sending area	Community needs as per request
<b>North-West</b> , Dr Ruth Segomotsi Mompoti district municipality	<ul style="list-style-type: none"> <li>• Inadequate school supporting infrastructure such as school kitchens and fencing.</li> <li>• Unreliable water supply for schools.</li> </ul>

Needs assessments were conducted for each project to understand the severity of community challenges to be addressed. These reports have been attached under Annexure F of the SLP.

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## 3.5. COMMUNITY DEVELOPMENT PROJECTS

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### ***3.5.1. Impala Local Economic Development Projects***

As per the rationale followed above, the Impala Platinum Limited's community development projects were selected through a systematic process of information gathering, analysis, consultation and prioritization.

The table 3.13 LED Project Profiles below contain the summary of the projects identified for SLP 4 during 2023 – 2028 period along with their budget. These projects were prioritized in partnership with the relevant Municipalities, Royal Bafokeng Administration and Traditional Council. Proof of general Public Participation and endorsement of the engagement with all entities engaged is under Annexure F.

Over the next five (5) year period, Impala Platinum Limited has committed the projects outlined in tables 3.9.1 to 3.9.11: Local Economic Development Project Profiles.

**Table 3.9.1 Construction of internal roads in Kanana**

[illegible]

<b>Sustainability plan:</b>	Support structures will be developed during the construction of the road to ensure local business and labour involvement. The project will be handed over to the Royal Bafokeng Administration in partnership with the department of roads and transport for management and maintenance.
<b>Completion date and exit strategy:</b>	Once the project is completed, it will be handed over to the Royal Bafokeng Administration for ongoing management and maintenance, in partnership with their development partners such as the municipality's department of Roads and Transport. A Memorandum of Understanding (MoU) between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.



<b>Completion date and exit strategy:</b>	Once the project is completed, it will be handed over to Rustenburg Local Municipality for ongoing management and maintenance of the infrastructure. A MoU between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.
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**Table 3.9.3 Construction of a School Hall in Seraleng Primary School**

[illegible]

**Table 3.9.4 Construction of internal roads in Luka**

[illegible]

**Completion date  
and exit strategy:**

Once the project is completed, it will be handed over to the Royal Bafokeng Administration for ongoing management and maintenance, in partnership with their development partners such as the municipality's department of Roads and Transport. A MoU between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.



**Completion date  
and exit strategy:**

Once the project is completed it will be handed over to the municipality along with its development partner, the Royal Bafokeng Administration for ongoing management and maintenance of the infrastructure. A MoU between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.

**Table 3.9.6 Construction of internal roads in Phokeng**

[illegible]

**Completion date  
and exit strategy:**

Once the project is completed, it will be handed over to the Royal Bafokeng Administration for ongoing management and maintenance, in partnership with their development partners such as the municipality's department of Roads and Transport. A MoU between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.



**Completion date  
and exit strategy:**

Once the project is completed, it will be handed over to the Royal Bafokeng Administration for ongoing management and maintenance, in partnership with their development partners such as the municipality's relevant departments. A MoU between Impala Platinum Limited and the Rustenburg Local Municipality will be in place upon hand-over.



**Completion date  
and exit strategy:**

Once the project is completed, it will be handed over to Department of Education for ongoing management and maintenance of the infrastructure. A MoU between Impala Platinum Limited and the Department of Education will be in place prior to hand-over.

**Table 3.9.9 Demolishing mud structures and constructing 5 classrooms and admin building at Sikitini Primary School (Labour Sending Area)**

Project name:	Demolishing and constructing of 5 additional classrooms and admin building at Sikitini Primary School (LSA)			Classification of project:		Infrastructure				
Background:	In 2015, the Department of Basic Education released a report indicating that 3% of schools lacked access to water and sanitation in the area. The situation in many schools today remain critical. A recent physical needs assessment of Sikitini Primary also revealed that existing classrooms are mud structures, and there are still significant infrastructure needs.									
	This project aims to address these deficiencies by constructing five classrooms and an Admin block, VIP toilets, and installing rainwater harvesting systems along with enhanced storage capacity to help alleviate water supply challenges.									
Who initiated the project:		Ngquza Hill Local Municipality		GPS Coordinates:			25°36'20.96"S, 27°15'05.42"E			
Geographical location of the project:	District Municipality:	Local Municipality:	Village name and Ward:	Project start date:	Project end date:	Jobs			+/-50	
	O.R. Tambo	Ngquza Hill	Flagstaff	FY 2026	FY 2027	Female	Unknown	Male	Unknown	
Output:	Key performance area:	Key performance indicator:	Responsible entity:	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total Budget:	
	<ul style="list-style-type: none"><li>Improve water supply through rainwater harvesting.</li><li>Create a safe learning environment for students.</li><li>Creating a safe working environmental for school staff.</li></ul>	<ul style="list-style-type: none"><li>Demolishing mud classroom structures</li><li>Constructing 5 brick classrooms</li><li>Admin building</li><li>Install rainwater harvest tanks</li><li>Install drinking fountain</li><li>Constructing VIP toilets</li></ul>	Impala Platinum Limited and the Community	0,00	0,00	R6 682 376	R5 795 442	0,00	R12 477 818	
				Key deliverables per timeframe						<ul style="list-style-type: none"><li>Inspection and commissioning</li><li>Handover</li></ul>
				<ul style="list-style-type: none"><li>Design and Scoping (EIA if required)</li><li>Tendering and adjudication</li><li>Commencement of works</li></ul>						
Medium term:	This project seeks to contract and employ local unemployed people within the host community.									

<b>Long term:</b>	Improved accessibility to a safe and conducive learning environment
<b>Links with other development initiatives:</b>	The project is in line with the identified needs by the Department of Education in the province
<b>Sustainability plan:</b>	Support structures will be developed during the to ensure local business and labour involvement. The project will be handed over to the Department of Education for management and maintenance.
<b>Completion date and exit strategy:</b>	Once the project is completed, it will be handed over to Department of Education for ongoing management and maintenance of the infrastructure. A MoU between Impala Platinum Limited and the Department of Education will be in place prior to hand-over.



**Completion date  
and exit strategy:**

Once the project is completed, it will be handed over to Department of Education for ongoing management and maintenance of the infrastructure. A MoU between Impala Platinum Limited and the Department of Education will be in place prior to hand-over.



<b>Links with other development initiatives:</b>	The project is in line with the identified needs by the Department of Agriculture and Rural Development in the Province.
<b>Sustainability plan:</b>	The project is set-up in such a way that technical assistance, business case development, market linkages and partnerships ensure longer term sustainability of the project. Partners will also be identified at the beginning of the project to form longer-term support. A Memorandum of Understanding (MoU) will be developed that will clearly state how hand-overs and longer-term sustainability will be addressed.
<b>Completion date and exit strategy:</b>	Once the project is completed and handed over by December 2028 to the Mcambalala maize farmers, ongoing support will be provided by the Department of Agriculture and Rural Development. The MoU between Impala Platinum Limited and the DRDAR will be in place prior to hand-over.

***Table 3.9.11 Supporting the Cofimvaba Agriculture Project (Labour Sending Area)***

### 3.6. HOUSING AND LIVING CONDITIONS

#### 3.6.1. Current Housing Situation at Impala Platinum Limited

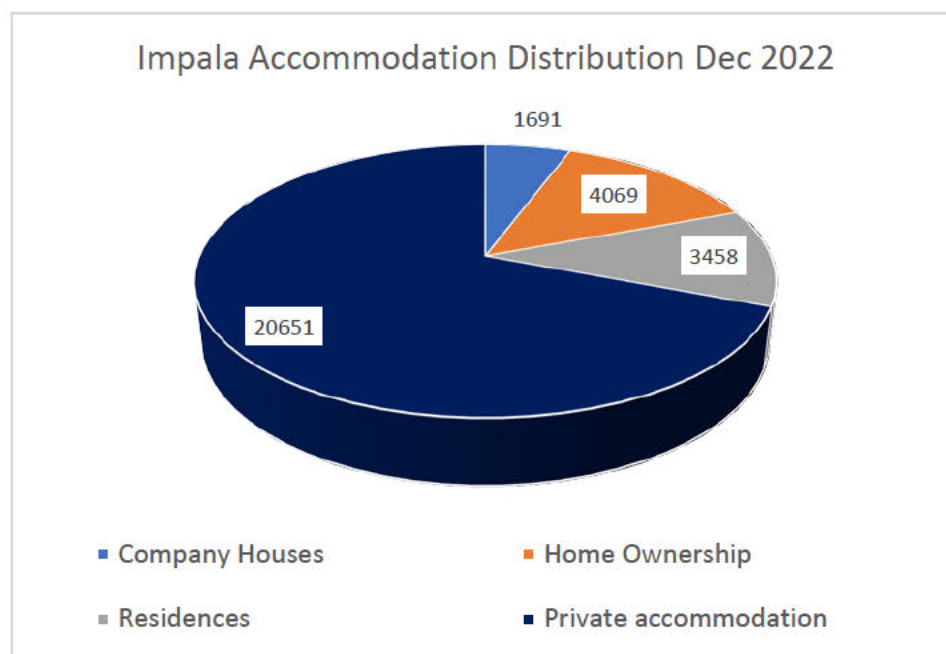
Impala Platinum Limited made excellent progress with its accommodation strategy since its implementation in 2007. The focus of the strategy has since been aligned with government's Housing & Living Conditions Standard for the Minerals Industry of 2019. Impala embarked on several home ownership schemes and successfully built and sold 3 795 units to employees and 10% to the private market during the implementation of its accommodation strategy from 2007.

Impala managed to eliminate their housing waiting list by providing various accommodation options to employees and more focus on homeownership. This allowed Impala to also provide rental options to contractors and the private market.

#### Employees are making use of various accommodation options such as:

1. Company-owned rental housing stock (Impala's Housing Portfolio);
2. Home ownership schemes facilitate by Impala
3. Private housing in and around our operations;
4. Converted hostels into family units for rental purposes;
5. Single accommodation at the residences on Impala Platinum Limited property

Figure 3.18. Impala Accommodation



### ***3.6.2. Principles Behind Impala Platinum Limited's Housing Policy***

#### **3.6.2.1. Statement of intent**

Impala Platinum Limited recognizes that the facilitation of suitable employee accommodation is an integral part of its commitment to uplifting the communities within its areas of operation. Impala Platinum Limited subscribes to the idea that employees should reside with their families in a stable, healthy, and secure environment within commuting distance of their place of work. Such commuting distance has been set at sixty (60) kilometres from the place of work.

#### **3.6.2.2. Purpose**

The housing policy seeks to provide guidelines to the mine with regards to the facilitation of suitable housing, accommodation, and related matters to enhance employee wellbeing and through this process contribute towards the achievement of the overall business objectives of Impala Platinum Limited.

#### **3.6.2.3. Guidelines**

The Impala Platinum Limited's approach to housing is based on the creation of options that will enable employees to exercise realistic choices with regards to accommodation. Operational strategies relating to housing and accommodation have been developed within a framework that:

- Promotes home ownership and assists employees to become homeowners.
- Ensure employees in single accommodation reside in one person per room.
- Prevents and/or discourages informal settlement in the company's operational by providing affordable accommodation choices to employees.

#### **3.6.2.4. Principles**

The key principles guiding this operational accommodation strategy, during the life of the various operations, include:

- The mine will remain a responsible employer which will ensure decent accommodation options are available to its employees and assist employees to become homeowners where possible;

- Whilst the mine utilizes two (2) single-gender residences accommodating one person per room, it is acknowledged that this will be maintained to remain decent accommodation;
- The mine's accommodation policy is aligned with its recruitment, remuneration, local economic development programs and the Housing and Living Conditions Standard of the Minerals Industry. This is to ensure a holistic approach during the life of the various operations and facilitate sustainable solutions beyond the life of mine.

### **3.6.3. Strategic Plan**

Impala Platinum Limited supports the Housing and Living Conditions Standard of the Minerals Industry of 2019 from National Government to ensure sustainable towns are established rather than mining villages. For this reason, the Mine's strategic plan for housing its workforce includes:

#### **3.6.3.1. Living out allowance**

The company is providing all employees with a living out allowance to assist with decent accommodation.

#### **3.6.3.2. Single Accommodation**

Impala Platinum Limited provides single accommodation in its current converted 2 residences which can house 4 000 single employees in one person per room.

#### **3.6.3.3. Homeownership initiatives**

Impala Platinum believes in a natural family life and promote home ownership as much as possible to ensure employees are residing with their families in decent accommodation. Impala Platinum is providing financial assistance to employees who purchase a unit in our homeownership program in the form of an interest-free. The scheme aims at facilitating the workforce's access to appropriate finance, through financial institutions, for the purchasing of decent accommodation and becoming homeowners within the formal sector. Impala's policy is to build and sell houses as long as there is a demand for these units from employees.

Impala is promoting homeownership to all employees and assisting all employees financially i.e.

- Providing an interest free loan to employees who purchase a home within an Impala Housing project.
- Providing an interest free loan to employees purchasing the company house they are residing in.
- Providing a Homeownership Allowance to those employees who purchase a home outside the Impala project but within a 60km radius from the mine.

### 3.6.3.4. Reporting

The mine will report on its progress with regard to the housing strategy amongst its workforce within its annual SLP report.

## 3.6.4 Impala's commitment

### 3.6.4.1. Platinum Village

As per the approved section 102 Amendment to reduce the total number of units to be built at Platinum Village to 2128, currently Phase 4 Platinum Village is still outstanding which constitutes of 500 units. The construction of phase 4 has commenced and planned completion is in 2026. The construction and the subsequent sale of the units is dependent on the demand for homeownership. As such the units will be built on an demand basis.

The table below, presents the envisaged committed targets for the next five (5) years at Impala Platinum Limited to complete Platinum Village Phase 4.

Note that these targets are based on demand from employees and Impala will continue to build these units in Platinum Village as long as employees are buying them.

Table 3.10. Housing And Living Conditions Plan

HOUSING	2024	2025	2026	2027	2028	TOTAL 2024-2028
Platinum Village Phase 4	170	170	160	0	0	500
Financial Provision	39 000 000	39 000 000	39 000 000	0	0	R 117 000 000

\*Note: Targets reflects new intakes per annum

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## **3.7. MEASURES TO ADDRESS NUTRITION**

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### **3.7.1. Overview**

Impala Platinum Limited has 2 single-accommodation residences which can accommodate 4 000 single employees. The mine's ability to directly influence the diet and subsequently the nutritional in-take of the majority of its workforce is minimal. Nevertheless, the mine recognizes the importance of educating the workforce about adequate nutrition within their diets in order to improve the health and welfare of the workforce and their productivity within the workplace. Impala is providing all underground employees with a nutritional pack on a daily basis.

### **3.7.2. Strategic Plans**

Impala Platinum Limited's nutrition programme can be divided into two (2) areas, namely those with direct influence and those with indirect influence over dietary intake.

#### **3.7.2.1. Direct Influence**

These programmes refer firstly, to employees making use of the company's single accommodation and secondly, employees being at work during their shifts. The programme aims to:

- Utilize the services of a dietician to advise on suitable diets and implement menus accordingly;
- Ensure a dietician frequently (bi-annually) visits the residences and reports on findings with regards to the diet of the residents;
- Provide adequate, nutritionally suitable meal substitutes for employees during their shift. A dedicated Service Provider has been identified and provides Futurelife Twin Pouch packs to employees. The product choice will be reviewed periodically and be amended if needed.

#### **3.7.2.2. Indirect Influence**

These programmes refer to all other employees not making use of company single-quarters accommodation. Planning in this regard will include:

- Facilitating the provision of suitable, nutritious foodstuffs for employees by encouraging the various private catering establishments operating on or in the vicinity of the mine to sell such products to the workforce;
- Impala Hospital embarks on regular awareness campaigns and ensures that each employee is medically examined annually;
- Impala Hospital is promoting awareness on the use of supplementary diets for people infected with HIV/AIDS.

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## 3.8. PROCUREMENT PROGRESSION PLAN

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### 3.8.1. *Introduction and Background*

Impala has embarked on a procurement transformation journey, which is underpinned by a comprehensive plan that seeks to sustainably enhance Inclusive and Preferential Procurement as well as Enterprise and Supplier Development efforts for greater value and impact by 2028.

The plan outlines key objectives, targets, and interventions forms the basis of Impala's undertakings towards fulfilling its SLP obligations.

In the Judicial Review application, the High Court found that the charter contemplated in terms of Section 100 of the MPRDA is not binding subordinate legislation, but rather an instrument of policy. Furthermore, the High Court set aside certain provisions of Mining Charter III. Following the Judicial Review, the residual clauses of the Mining Charter III should be used as guiding principles to achieve the MPRDA Transformation Objectives. Taking into consideration the Judicial Review and notwithstanding the setting aside of certain clauses of the Mining Charter III (2018), including the Inclusive Procurement, Supplier and Enterprise Development element, to the extent possible, Impala remains committed to the transformational aspirations of the MPRDA will continue to strive to achieve these Objectives by using the clauses that have been set aside as guiding principles.

The plan and targets are informed by Impala's past performance and as guided by the various elements of Mining Charter, South African Manufactured Goods and Services respectively.

- In the category: South African Manufactured Goods, Impala has sustainably achieved and surpassed the compliance targets on Historically Disadvantaged Persons Owned Companies (HDPOC) ≥51%, Women Owned Companies (WOC) or Youth Owned Companies (YOC) ≥51% and BEE Compliant ≥25% & Level 4 or Better in the past period. In the next 5 years, Impala aims to maintain this performance and again achieve full compliance on aforementioned elements targeting (70%) overall with breakdowns of (21%) - HDPOC ≥51%,

(5%) WOC or YOC  $\geq 51\%$  and (44%) BEE Compliant  $\geq 25\%$  & Level 4 or Better.  
(See Table 3.14).

- In the category: South African Manufactured Services, Impala has sustainably achieved and outperformed in the HDPOC  $\geq 51\%$  and Services BEE Compliant but faced challenges with WOC  $\geq 51\%$  and YOC  $\geq 51\%$ . Considering the past performance in these elements Impala aims to ramp up efforts and improve performance in these elements towards achieving the guiding principles of the Mining Charter by 2028. (See Table 3.14).

The plan prioritises procurement from HDPOC, WOC and YOC suppliers to maintain and improve performance, and to ensure there is no regression in current performance in the next 5 years. The envisaged closure of 3 operating shafts, within the SLP 4 period, will result in a reduction of HDPOC, WOC and YOC expenditure and consequently will have a significant impact on the targets. Procurement plans will be monitored and reviewed on an ongoing basis to meet the below stated targets, which will be reported on in the SLP Annual Reports.

*Table 3.11. Procurement Plan Targets*

MINING CHARTER SUPPLIER CATEGORIES	MC Target %	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>South African Manufactured Goods</b>	<b>70</b>	<b>70.0%</b>	<b>70.0%</b>	<b>70.0%</b>	<b>70.0%</b>	<b>70.0%</b>
Historically Disadvantaged Persons Owned and Controlled	21	21.0%	21.0%	21.0%	21.0%	21.0%
Women Owned and Controlled	5	5.0%	5.0%	5.0%	5.0%	5.0%
Youth Owned and Controlled						
BEE Compliant	50	44.0%	44.0%	44.0%	44.0%	44.0%
<b>Services</b>	<b>80</b>	<b>73.0%</b>	<b>74.6%</b>	<b>75.6%</b>	<b>76.2%</b>	<b>78.0%</b>
Historically Disadvantaged Persons Owned and Controlled	50	50.0%	50.0%	50.0%	50.0%	50.0%

MINING CHARTER SUPPLIER CATEGORIES	MC Target %	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Women Owned and Controlled	15	9.6%	10.6%	11,6%	12.2%	13.0%
Youth Owned and Controlled	5	3.4%	4.0%	4.0%	4.5%	5.0%
BEE Compliant	10	10.0%	10.0%	10.0%	10.0%	10.0%

### **3.8.2. Enterprise Supplier Development Projects**

Enterprise Supplier Development projects identified are aligned to an approach to bring support to local economic development in hosting communities. The projects facilitate the development of Entrepreneurs, to improve the competitiveness of local SMME's and black owned companies and to assist procurement to increase BEE spend.

In SLP 2, Impala developed 40 entrepreneurs, of which during FY19 to FY23, collectively these companies contributed more than R600m to the spend, with Historically Disadvantaged companies, R230m to spend with Woman Owned companies as well as R8m of spend with Youth owned companies.

In SLP 3, the focus changed to assist companies that are not yet ready to trade with the mine, to get ready. The change in focus is attributed to the enormous pressure from community based SMMEs that demanded (through protests) procurement opportunities from the mine. The majority of these SMMEs however were not ready to trade and therefore there was a significant need to assist these companies and bring them to a level where they are able and ready to trade with the mine.

Even though the spend with these companies were significantly lower, during FY19 to FY23, these 40 companies collectively contributed more than R54m to the spend with Historically Disadvantaged companies, R20m to spend with Woman Owned companies as well as R9m of spend with Youth owned companies.

Impala mine will develop and maintain the Enterprise and Supplier Development function with programs such as the Formal Enterprise and Supplier Development Programmes and the scope of services offered at the mines' currently existing Economic Inclusion Centre such as short courses, shared office space, access to boardrooms and offices, computer workstations and printing and scanning facilities. Details of planned further ESD programs and support are set out in table 3.13.

The plan is also to establish an ESD fund to assist SMME's (with low interest loans) to execute their transactions with the Mine. Pre and post-loan assistance/

development through coaching and mentoring will be linked to the fund to assist SMME's in the application process but to also position them well to manage their contracts and pay back the loans.

*Table 3.12 Enterprise and Supplier Development (ESD)*

<b>Project name:</b>	<b>SMME Development</b>	<b>Classification of project:</b>				<b>Enterprise and Supplier Development (ESD)</b>			
<b>Background:</b>	To facilitate the development of entrepreneurs, to improve the competitiveness of local SMME's and black owned companies, and to assist procurement to increase BBBEE spend, we will develop and maintain the Enterprise and Supplier Development function with programs such as the Formal Enterprise and Supplier Development Programmes and the scope of services offered at the Economic Inclusion Centre such as short courses, shared office space, access to boardrooms and offices, computer workstations and printing and scanning facilities. The field of enterprise development is very dynamic with continuous changes. For this reason, the ESD Department needs to be able adjust their program offerings to address these changes. Therefore, the details of the programs might change but Impala commits to the principle of SMME and Enterprise and Supplier Development as per the amounts budgeted.								
<b>Who initiated the project:</b>		<b>Rustenburg Local Municipality</b>		<b>GPS Coordinates</b>			<b>25°32'26.1"S 27°12'04.1"E</b>		
							<b>EIC location</b>		
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name and Ward:</b>	<b>Project start date:</b>	<b>Project end date:</b>	<b>Jobs</b>			<b>Unknown</b>
	Bojanala Platinum	Rustenburg	Impala Hosting communities	FY 2024	FY 2028	Female	Unknown	Male	Unknown
<b>Output: SMME development for local businesses</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>	<b>Responsible entity:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>Total Budget:</b>
				R 9m	R 19m	R 20m	R 20m	R 20m	<b>R88m</b>
	Formal ESD programmes	180 beneficiaries in total	Impala ESD	20	40	40	40	40	
	ESD Fund Assistance/Development linked to Fund	40 Beneficiaries	Impala ESD		5	10	15	10	
		80 Beneficiaries	Impala ESD		20	20	20	20	
<b>Output: Economic Inclusion Centre</b>	EIC Services	2000 (400 Visitors / beneficiaries per year)	Impala ESD	400	400	400	400	400	
<b>10dium term:</b>	Develop and implement a Supplier Development function (Incubation) to include: Incubation of a selected group of Business Owner Tier1 Companies with existing contracts, Mentoring and development of Tier1's with new contracts as well as demand driven SD (Programme focused to develop SMME's to be ready to take up future tender opportunities).								
<b>Long term:</b>	Establish a SMME fund to assist SMME's (with loans) to execute their transactions with the Mine.								
<b>Links with other development initiatives:</b>	The ESD function has a strong link with SLP 4 <sup>th</sup> generation projects (Infrastructure) where guidance and mentoring opportunities are provided to SMME's. The ESD function also has a direct link to Inclusive Procurement within the mine and the Rustenburg Local Municipality (IDP 2022-2017 pg. 333) which identifies the need for SMME training.								

<b>Sustainability plan:</b>	The ESD programmes do not only focus on SMME's that can potentially trade with the mine but also equip a large group of SMME's with the skills to do business outside of mining to reduce dependence on mining and contribute to sustainability beyond life of mine.
<b>Completion date and exit strategy:</b>	ESD is a continuous activity that will not stop at the end of this SLP generation. However each individual initiative will have an exit strategy in partnership with the mine's development partner's such as the municipality's LED directorate, Royal Bafokeng Nation, Department of Trade and Industry, SEDA and etc.

### 3.9. COMMUNITY DEVELOPMENT FINANCIAL PROVISION

Table 3.13. Financial provision for Community Development

LOCAL ECONOMIC DEVELOPMENT	2024	2025	2026	2027	2028	TOTAL 2024-2028
Enterprise and Supply Development	R 9 000 000	R 19 000 000	R 20 000 000	R 20 000 000	R 20 000 000	R 88 000 000
Construction of internal roads in Kanana	R 0	R	R 4 816 873	R 7 658 828		R 12 475 701
Construction of internal roads in Luka	R 0	R	R 0	R 5 105 886	R 8 118 358	R 13 224 244
Construction of internal roads in Phokeng	R 0	R 0	R 0	R 5 191 401	R 8 254 327	R 13 445 728
Construction of a Walkway bridge in Meriting	R 0	R 0	R 3 483 160	R 5 538 224		R 9 021 384
Construction of Community Centre in Phokeng	R 0	R 0	R 5 040 195	R 3 561 738		R 8 601 933
Construction of a School Hall in Seraleng Primary School	R 0	R 0	R	R 3 839 526	R 6 104 846	R 9 944 372
Renovation and expansion of Keledi Secondary School infrastructure	R 0	R 0	R 6 488 591	R 8 406 330	R 0	R 14 894 921
Labour Sending Areas- Demolishing mud structures and constructing 5 classrooms and admin building at Sikitini Primary School	R 0	R 0	R 6 682 376	R 5 795 442	R 0	R 12 477 818
Labour Sending Areas-Installation of rainwater harvest tanks and reticulation at W.M Ranuga Senior Primary School	R 0	R 0	R	R 1 509 039	R 0	R 1 509 039
Labour Sending Areas- Cofimvaba Agriculture Project Support.	R 0	R 429 603	R 844 208	R 948 553	R 688 300	R 2 910 666
Labour Sending Areas-Construction of Kitchen, Carports and boundary fencing at Sekhing Primary School	R 0	R 0	R 0	R 3 574 377	R 2 525 893	R 6 100 270
Housing and Living Conditions	R 39 000 000	R 39 000 000	R 39 000 000	R 0	R 0	R 117 000 000
FINANCIAL PROVISION	R 48 000 000	R 58 429 603	R 86 355 404	R 71 129 346	R 45 691 724	R 309 606 078

Note an annual escalation and VAT has been incorporated in the financial provisioning

# **SECTION FOUR: DOWNSCALING AND RETRENCHMENTS**

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## 4.1. OVERVIEW & OBJECTIVES

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A fundamental principle behind both its Human Resources Development Programme (guiding the Portable Skills Training, AET, Learnership programmes etc.) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc.) is job creation within Impala Platinum Limited Rustenburg's SLP. However, at mine closure, be it inevitable or unexpected, the main outcome is the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where these cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plans to be initiated for the life of the mine are in line with the ethos of the Department of Labour's 'Social Plan' as well as the Act and include:

- The prevention of job losses as set out below.
- Where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
- To facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- To facilitate through on-going core business training and the non-mining related portable skills training plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry;
- To avoid, mitigate or minimize any possible negative social and economic impacts on employees, communities, local and regional economies and labour sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- To ensure the relevant processes for effective closure management are in place some four (4) to five (5) years prior to planned mine closure;

- To effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.

The Impala Platinum Limited retrenchment and downscaling strategy is aligned with the legislation that governs this process (LRA 66 of 1995). The following bodies, legislation and guidelines will be consulted and taken into consideration whenever retrenchments and downscaling are under consideration:

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

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

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## **4.2. FUTURE FORUM**

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### ***4.2.1. Establishment of the Future Forum***

The Impala Platinum Limited Future Forum is consisting of the following role players:

- Representatives from all recognised trade unions, workers, or associations.
- Senior management representatives as determined by the Chief Executive of Impala Platinum Limited which includes but is not limited to management representatives in the areas of Human Resources (including training and development, community, and social investment etc.), operations and finance.
- Management has established the Future Forum from the inception of the SLP, it is active and meets quarterly.

### ***4.2.2. Role of the Future Forum***

The Future Forums will continue to meet on a regular basis throughout the life of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or closure of the operations. The frequency of meetings will be increased if there are critical issues that need to be addressed urgently.

The agenda for the Future Forums includes but not limited to:

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

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

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## **4.3. MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT**

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### ***4.3.1. Undertaking***

In compliance with Section 52(1)(a) and (b) of the MPRDA, on identifying the need to curtail mining operations at Impala Platinum Limited, should the profit revenue ratio of the relevant operation be less than six percent on average for a continuous period of twelve (12) months or should ten percent (10%) or more of the workforce (or more five hundred (500) employees) have to be retrenched, a comprehensive consultation process will be undertaken with the Future Forum and the Department of Labour, and Section 189 of the Labour Relations Act will be implemented once the consultation is completed. The Minerals and Mining Development Board will be notified, and any Ministerial Directive will be complied with.

### ***4.3.2. Strategic Plan***

#### **4.3.2.1. Communication and Planning through the Future Forum**

- It is envisaged that any potential downscaling or closure requirement will be identified during the ongoing consultations, discussions, and deliberations at internal Future Forum meetings.
- All strategic plans identified by the Future Forum will be implemented with a view to avoiding job losses. Plans and strategies will be continuously assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.
- The Future Forum will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss and create strategies and actions plans that will be implemented to avoid job losses.

#### **4.3.2.2. Potential Strategies and plans to avoid job losses**

Impala do not foresee any downscaling or closure during SLP 4 period. Due to the different life cycles of the various shafts within the Impala Rustenburg Mine area, some individual shafts may close within the current SLP period. Although the shafts may close, downscaling is not envisaged as a result thereof, as the affected employees could potentially be redeployed to other shafts.

Job loss strategies and plans will include but not be limited to:

- Voluntary early retirement for employees who qualify in terms of relevant provident/pension funds rules;
- Suspension of overtime, job-sharing schemes, short and extended leave;
- Potential transfers to other departments at Impala Platinum Limited /Refineries or other operations within the Impala Platinum Limited Group, with the provision of suitable training if required;
- Cease recruitment of new employees until Impala Platinum Limited have attempted to fill vacant positions from internal;
- Where relevant and viable, cease the employment of temporary employees and/or contractors;
- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment;
- During the life of the operations there will be ongoing accredited mining related training to equip employees with alternative skills to remain economically active in the event of retrenchment;
- During the life of the mine, Impala Platinum Limited will continually seek to ensure its sustainability through the constant revision of its business plans and capital project investments in line with the economic environment and market-related dimensions in which it operates. The on-going business development process will directly assist job security for the workforce at the operations;
- In addition, will provide on-going support of sustainable development projects, through its Local Economic Development programmes, (Section 3.3) within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible (Section 3.6) combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

#### **4.3.2.3. Implementing section 189 of the Labour Relations Act 1995 (as amended)**

The implementation of Section 189 and 189 (A) of the Labour Relations Act will become relevant if the Future Forum's consultation strategies and plans have been exhausted, job losses cannot be avoided and retrenchment is contemplated.

There will be full compliance with the provisions of Sections 189 and 189(A) of the Labour Relations Act or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outlined in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions/employee representatives:

- Ensure subscription to the universally accepted principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine;
- Compliance with collective agreements between organized labour and the company;
- Disclosure of all relevant information;
- Measures to avoid or minimize dismissals as set out in the collective agreement.

#### **4.3.2.4. Notification of Government Authorities**

After consultations through the Future Forum with recognized trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA of the need for downscaling/closure as and when required during the life of the mine and some four (4) to five (5) years prior to the end of the life of the mine. The government authorities will be given notice of the timeframe for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the necessary departments, if so required, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to meet the corrective measures as stipulated by the Board.

#### **4.3.2.5. Compliance with Ministerial Directive**

The company will comply with any corrective measures and terms and conditions as the Minister may determine. The company will confirm in writing that it has complied with the directive and has undertaken the corrective measures determined by the Minister. Regular progress reports on compliance will be provided, if so required.

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## **4.4. MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED**

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### ***4.4.1. Undertaking***

In compliance with Section 52(1)(a) and (b) of the MPrDA, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500) employees) have to be retrenched, on identifying the need to scale down or cease mining operations at Impala Platinum Limited Operations and where job losses are likely to result from these processes, a comprehensive consultation process will be undertaken at the Future Forum, Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development Board will be notified and any corrective measures and directives as determined by the Minister will be complied with.

### ***4.4.2. Strategic Plan***

#### **4.4.2.1. Communication and Planning through the Future Forum**

An extensive consultation process will be undertaken through the Future Forum where strategic initiatives and plans recommended by the forum are not successful in avoiding job losses. In instances where job losses cannot be avoided the Future Forum will discuss and recommend strategic plans to be examined as well as alternative solutions and to create job security for affected employees.

- The Future Forum will assess the economic and other conditions that could result in job losses and discuss the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss strategies and action plans that will be implemented to create job security for employees likely to be affected by job losses.

#### **4.4.2.2. Alternative solutions and strategies to create job security**

Potential alternative solutions and strategies to create job security to be considered by the Future Forums may include but are not limited to:

- Ways to minimize the number of employees who are likely to be affected by the contemplated retrenchment;
- The numbers of employees to be trained will increase in line with the number of employees who are likely to be retrenched. The content of the training will be determined after extensive analysis of skills needed within the operational area, labour sending areas as well as the country as a whole. This will ensure that employees receive training in areas where they are likely to secure employment if retrenched. The fundamental objective is to ensure that retrenched employees are provided with the necessary training to remain economically active if retrenched;
- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby minimizing job losses and retrenchment;
- The Local Economic Development programmes which are to be implemented as part of the SLP (Section 3) are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities;
- The company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions;
- Provide assistance for entrepreneurs and SMME development through established small business centres and other appropriate service providers in the relevant region;
- The Human Resources Development Programme (as outlined in Section 2) will ensure that employees receive training in accredited and certified skills. Such accredited skills may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs).

#### **4.4.2.3. Implementing Section 189 of the Labour Relations Act 1995 (As Amended)**

Consultation in the Future Forum has been exhausted and job losses cannot be avoided, the provisions of Section 189 and 189(A) of the Labour Relations Act as well as the provisions of the existing collective agreement will be implemented. A consultation process will be initiated with the relevant recognized union/association and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimize retrenchment, the timing of the retrenchments and severance pay will be discussed by the company and the employee representatives. All plans and other issues agreed on during this consultation process will be implemented,

#### **4.4.2.4. Notification to the Board**

After consultation through the Future Forum i.e. with recognized trade unions/association, and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) ) and (b) of the MPRDA if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500) employees) have to be retrenched. Such notifications will be provided as and when required during the life of the mine and some four (4) to five (5) years prior to the end of the life of the mine. The government authorities will be given notice of the timeframe for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the Future Forum. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government, if so required. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

#### **4.4.2.5. Communicating Possible Retrenchments**

Where all avenues to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place, an extensive communication strategy and plan will be implemented after consultation and agreement at the Future Forum. Communication of issues discussed at the forums, strategic plans and the

implementation thereof will form part of the agenda for regular forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that would have been agreed to Future Forum.

Where retrenchments are inevitable the following channels will be used to ensure effective communication to all employees: management briefs, the Team Spirit newsletter, the Quest Hotline, videos, PA systems, e-mail & intranet, billboards, communication boards (notice boards), joint union and management meetings, communication forums and workshops.

The trade union/association representatives will also communicate issues arising from the Future Forum discussions during their own Branch and Committee meetings as well as mass meetings with employees. Issues to be communicated where possible retrenchments are contemplated will include but not be limited to:

- The reasons for the contemplated retrenchment;
- Strategic plans agreed to by the Future Forum to avoid and minimize job losses;
- The number of employees likely to be affected by the retrenchments;
- Details of the expanded portable skills training programmes and how these can be accessed;
- LED programmes and the opportunities available to employees who may be retrenched;
- Alternate employment opportunities and the assistance that will be provided to employees to access these opportunities;
- The timing of the retrenchment and the severance packages that will be paid to employees;
- Assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment;
- Any additional assistance that will be provided to employees.

The local councils/Government from operational areas will be represented on and participate in the MCLF and will therefore be fully briefed about all retrenchments that are likely to take place.

Communication sessions will be held with parties that do not form part of the MCLF i.e. Local Government representatives from labour sending areas, national government departments, other businesses that are reliant on the mining industry as well as any other parties who are likely to have an interest in or be affected by the contemplated retrenchments. Face to face communication will be conducted so that issues may be clarified and discussed. In addition, written notification will be given to all the parties listed above as well as any other party identified by both the Future Forum and the MCLF.

The company will issue press statements and/or hold press conferences where necessary to brief the media so that they have access to accurate and reliable information regarding the retrenchments. Regular media updates will be given.

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## **4.5. MANAGEMENT OF RETRENCHMENTS**

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### ***4.5.1. Undertaking***

Should it be impossible to prevent job losses, Impala Platinum Limited will follow a process consisting of, but not limited to, the following:

- Consultation.
- Communication of possible retrenchments.
- Notification of the Minerals and Mining Development Board.
- Implementing Section 189 of the Labour Relations Act, 1995.

### ***4.5.2. Strategic Plan***

Should the mine be required to commence with a downscaling or closure process (in line with the undertaking above) the following plan will be implemented:

#### **4.5.2.1. Consultation**

In carrying out a constructive consultation process, Impala Platinum Limited undertakes to:

- Consult with all parties as required by trade union agreements.
- Consult with affected employees or groups.
- Seek and attempt to reach consensus with consulting parties on appropriate measures to avoid dismissals, minimise dismissals, change timing of dismissals and to mitigate the adverse effects of dismissals.
- Seek and attempt to reach consensus with consulting parties on the method for selecting employees to be dismissed and severance packages for those employees.
- Provide consulting parties with written information as per the requirements of the Labour Relations Act.

#### **4.5.2.2. Communication of possible retrenchments**

An extensive communication strategy will be implemented when retrenchments are inevitable after discussion and agreement at the Future Forum.

- Employees will be informed of possible retrenchments through sessions with senior management.

- Continuous information sessions will be in place to address employees when retrenchments may come into effect.
- The following information will be communicated to the employees.
  - Reasons for the contemplated retrenchments
  - Strategic plans implemented by the Future Forum to avoid and minimise job losses.
  - The number of employees likely to be affected by the retrenchments.
  - Details of the expandable skills programmes and how these can be accessed.
  - Alternative employment opportunities available to employees that may be retrenched.
  - The timing of the retrenchments and severance packages that will be paid to employees.
  - Assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment.
  - Any additional assistance that will be provided to employees.
- Informing other affected parties like labour sending areas and municipalities of possible retrenchments at the mine through the Future Forum.

#### **4.5.2.3. Notify Minerals and Mining Development Board**

The Minerals and Mining Development Board will be notified as required by Section 52(1)(b) of the MPRDA, where retrenchment of 500 employees or 10% of the labour force, whichever is fewer, is to take place in any 12-month period; and to the Minister of Labour if retrenchment of 500 employees or 10% of the workforce, whichever is greater, is contemplated. Ministerial directives will be complied with.

#### **4.5.2.4. Implement Section 189 of the Labour Relations Act, 1995.**

In the event of downscaling and retrenchments occurring, consultation with employees will be affected in accordance with section 189 of the Labour Relations Act (66) of 1995, as amended (LRA), and any collective agreement that exists (refer to section on consultation process).

Mechanisms to be put in place where job losses cannot be avoided include:

- Keeping a list of names and contact details of redundant employees in case vacancies should become available.

- Compiling CVs.
- Claims to the UIF.
- Letters of reference.
- Assisting with employment agencies.
- Assistance to notify financial institutions re loan repayment.
- Awarding certificates of service.
- Transfers into lower paid positions.
- Providing facilities for practical support assist in seeking alternative employment (i.e., fax, telephone, copiers).

It is the intention of Impala Platinum Limited to employ people with core skills in a sustainable manner. This will ensure that these people can be assured of employment through the up and down times of the business cycle.

Exceptions may be considered in the future policy as follows:

- Apprentices will not be retrenched before their contracts expire without the approval of the SETA. The contract may be transferred to another employer. Apprentices may be considered for employment in other posts until an appropriate post becomes available.
- Bursars, learner technicians and other learner programmers: these employees will not be retrenched during their training programmes and will only be considered after completion of their studies according to merit and circumstances.
- No employee will be given notice or retrenched during annual, sick, maternity or family responsibility leave, neither have such notice run concurrently with any such leave, except sick leave.

The critical elements of minimizing damage to the employees in dealing with such a difficult issue are the on-going consideration of activities that create portable skills and communication.

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## **4.6. MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS, AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE OPERATION IS CERTAIN**

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### ***4.6.1. Undertaking***

Whilst the Human Resources and Local Economic Development programmes outlined in Section 2 and 3 of this document has been developed and planned to be implemented to facilitate sustainable social and economic growth in local communities throughout the life of operation, measures for managing the impact on the local communities and labour source communities at times of downscaling and closure will still be required.

This section outlines the mechanisms that will be utilized to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) to five (5) years prior to mine closure. As such this chapter cannot provide the ultimate closure or post-closure plan for the operations in terms of the socio-economic impact. The very nature of rural and low-income communities dependent on the operations for a substantial period of time necessitates flexible and appropriate closure planning utilizing those community structures that exist at the time of closure. Knowledge of the socio-economic circumstances in the area at the time of closure is therefore currently impossible to predict.

Impala do not foresee any social and economic impact of closure of shafts, and although shafts may close during the SLP 4 period, downscaling is not envisaged as a result thereof, and it is further envisaged that employees will be redeployed to other shafts. Where there is closure of shafts, but employees are redeployed; employees will remain in regions they currently reside, with transport provided for access to duty.

### ***4.6.2. Strategic Plan***

#### **4.6.2.1. Socio-Economic Impact Study of closure**

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed

closure planning. The SEIA will commence four (4) to five (5) years prior to closure and be supported by interaction with both forums.

#### **4.6.2.2. Communication with stakeholders**

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection is likely and needs to be managed among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local mine communities, relevant government departments and local business forums will also be carried out through the MCLF. The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection is likely and needs to be managed among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local mine communities, relevant government departments and local business forums will also be carried out through the MCLF. The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection is likely and needs to be managed among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local mine communities, relevant government departments and local business forums will also be carried out through the MCLF.

#### **4.6.2.3. Strategic Plans for Managing the Social and Economic Impact**

As with the Human Resource Development Programme at Impala Platinum Limited, the Local Economic Development Programme (Section 3.2) will be implemented throughout the life of the operations with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities after the closure of the mine. The same is true for involvement with local service and goods providers through the Procurement Progression Plan (Section 3.5). Every effort will be made, during the life of the operations, to facilitate training amongst local entrepreneurs who supply goods or services to ensure they are equipped with the appropriate business management skills to run effective small businesses which can procure both to other local mining operations but may also

diversify their service or product range and potentially procure to other non-mining industries.

Notwithstanding these strategies throughout the life of the operations, the knowledge of closure and the potential loss of business or channels of assistance may come as a shock to local community members and assistance may be required timeously to aid their transition into a non-Impala Platinum Limited Rustenburg or Refineries environment and mind-set. Such communication will be affected through the MCLF, and other established communication channels as outlined above (Section 4.4.2). It is through these channels that specific needs and/or training requirements will be identified which Impala Platinum Limited may be of some assistance with during the period of downscaling. The exact assistance required cannot be planned for in depth prior to the period of downscaling as community needs and training requirements will evolve and fluctuate regularly. However, such assistance may include the following:

- Assistance for local entrepreneurs through established networks, government agencies in this regard and experienced NGO structures.
- The facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development.
- In consultation with our Mine Lease Agreement, consider the potential use for obsolete/ unused mine infrastructure following the complete downscaling and closure of the mine (training centers, office buildings etc.).
- A portable skills training programme designed to ensure that employees can have job security and remain economically active after mine closure.
- Counseling Services for employees and if necessary, their families to ensure they are equipped to cope with the potential stress of losing their job.
- Access to Job Advice Centers in the local community or the relevant Labour Sending Areas.
- Assistance with registering as a jobseeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes.

- Ensuring all skills and/or experience obtained whilst in the employ at Impala Platinum Limited Operations have the appropriate accreditation and certification.
- Aid in the employee's claiming of UIF and any other assistance if required.
- Provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc. to ensure, if necessary, the appropriate utilization and/or preservation of finance following retrenchment.

#### 4.6.2.4. Post-Closure planning

Management strategies for the post-closure period will also be developed with the MCLF within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. On-going consultation and advisory roles potentially facilitated through the MCLF will be utilized to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government and traditional leadership in this respect will be essential in this post-closure management process.

*Table 4.1. Portable Skills training for employees*

DOWN SCALLING	2024	2025	2026	2027	2028	TOTAL 2024-2028
Potable skills Employees	120	120	120	120	120	600
Financial Provision	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 5 500 000

#### 4.6.2.5. Projects earmarked for absorbing retrenched employees.

To stimulate job creation in the surrounding areas, Impala Platinum Limited will consider the feasibility of initiation or expansion of rural development schemes and local development interventions that will foster job creation or economic activity at the Impala Platinum Limited and the surrounding communities.

If the Impala Platinum Mine is to close, the following additional options will be considered:

In consultation with the relevant stakeholders the viability of transferring ownership of any outstanding initiatives to retrenched employees or local authorities or any other responsible body in terms of the principles and procedures agreed or reasonably established by the enterprise will be evaluated

In consultation with relevant stakeholders, the financial feasibility of transferring amenities, land and buildings and other resources to retrenched employees or the community on beneficial terms will be considered, especially where the market value of the resources does not justify open-market disposal and the beneficiaries are able to maintain and make active use of them.

In partnership with the local municipality projects will be set up prior to closure that will ensure optimal sustainable land use for the land on which the mine is situated. This will benefit both employees and community members to ensure that the area stays open to economic activity. Discussions will also be held with the municipality to determine the best use for infrastructure following closure.

## 4.7. FINANCIALS

Impala Platinum Limited commits to a financial provision for downscaling and retrenchment at the time of mine closure. This fund will include both the cost of retrenchments, skills training costs, and any outstanding salaries due to employees (e.g., overtime or leave days), as well as additional costs associated with the implementation of the Management of Downscaling and Retrenchment Plan as set out in the SLP.

Due to the extended Life of Mine of the operation, mine closure is not envisioned in the near future. However, during the life of mine, Impala Platinum Limited is committed to portable skills trainings for employees as per the set targets in table 4.1. above. These costs are accounted for in the table below, and not under the HRD tables in section 2.

The below table summarized the financial commitments for Portable Skills as committed above as part to the Downscaling plan. The allocated portable skills budget excludes severance packages given to employees who are affected by the Section 189.

*Table 4.2. Financial provision for the Management of Downscaling*

DOWNSCALLING	2024	2025	2026	2027	2028	TOTAL 2024-2028
Potable skills Employees	120	120	120	120	120	600
Financial Provision	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 5 500 000

# **SECTION FIVE: FINANCIAL PROVISION**

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## 5.1. FINANCIAL PROVISION

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In terms of Section 23(1)(e) "*The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan*". This section intends to outline the manner in which Impala Platinum Limited aims to provide financially for each component of the 4<sup>th</sup> generation Social & Labour Plan during the relevant 5-year period within the life of the mine.

The provisions have been made in the financial model to regulatory requirements pertinent to the operation. However, it should be noted that these assumptions are based on current business plans at Impala Platinum Limited and the associated market and economic conditions surrounding the operations. Where changes in these assumptions are required, they will be reported on in the Annual SLP Report, , as well as the annual SLP Planning Report, as relevant . Furthermore, Impala will apply for amendments to the approved SLP, as provided in Section 102 and Regulations 44 and 45 of the MPRDA.

### **5.1.1. Financial Provision for HRD**

Table 5.1 summarizes the financial provisions for Impala Platinum Limited SLP for the next five (5) years in respect of its Human Resource Development Plan. Note that the total training budget included in the SLP is not equivalent to 5% of its wage bill per annum, as there are additional trainings implemented which falls outside of the SLP. The company is however aligned with the Mining Charter requirements in this regard.

Table 5.1. Financial provision for Human Resource Development

HRD	2024	2025	2026	2027	2028	TOTAL 2024-2028
AET	R 27 624 000	R 27 624 000	R 27 624 000	R 25 728 000	R 25 728 000	R 134 328 000
Learnership (Artisan) 18.1 & 18.2	R 61 353 782	R 57 795 009	R 53 262 710	R 56 758 472	R 53 283 981	R 282 453 953
Learnership (Non- artisan) 18.1 & 18.2	R 10 587 563	R 10 587 563	R 8 240 672	R 8 240 672	R 8 240 672	R 45 897 141
Portable Skills Programme	R 150 000	R 150 000	R 150 000	R 150 000	R 150 000	R 780 000
External Bursary Plan (18.2)	R 4 500 000	R 9 000 000	R 13 500 000	R 18 000 000	R 18 000 000	R 63 000 000
Employee Bursaries (18.1)	R 6 286 877	R 6 060 534	R 5 850 787	R 5 657 124	R 5 479 077	R 29 334 398
Graduates (Ex- bursars)	R 6 912 000	R 11 520 000	R 16 128 000	R 15 360 000	R 9 600 000	R 59 520 000
Graduate Interns & Experiential Trainee (External)	R 1 895 000	R 1 967 000	R 2 043 320	R 2 124 219	R 2 209 972	R 10 239 512
<b>FINANCIAL PROVISION</b>	<b>R 119 315 222</b>	<b>R124 710 106</b>	<b>R126 805 489</b>	<b>R132 024 487</b>	<b>R 122 697 701</b>	<b>R625 553 005</b>

### 5.1.2. Financial Provision for LED

The table below shows a breakdown for the provision for Local Economic Development projects.

Table 5.2. Financial provision for LED projects

LOCAL ECONOMIC DEVELOPMENT	2024	2025	2026	2027	2028	TOTAL 2024-2028
Enterprise and Supply Development	R 9 000 000	R 19 000 000	R 20 000 000	R 20 000 000	R 20 000 000	R 88 000 000
Construction of internal roads in Kanana	R 0	R	R 4 816 873	R 7 658 828		R 12 475 701
Construction of internal roads in Luka	R 0	R	R 0	R 5 105 886	R 8 118 358	R 13 224 244
Construction of internal roads in Phokeng	R 0	R 0	R 0	R 5 191 401	R 8 254 327	R 13 445 728
Construction of a Walkway bridge in Meriting	R 0	R 0	R 3 483 160	R 5 538 224		R 9 021 384
Construction of Community Centre in Phokeng	R 0	R 0	R 5 040 195	R 3 561 738		R 8 601 933
Construction of a School Hall in Seraleng Primary School	R 0	R 0	R	R 3 839 526	R 6 104 846	R 9 944 372
Renovation and expansion of Keledi Secondary School infrastructure	R 0	R 0	R 6 488 591	R 8 406 330	R 0	R 14 894 921
Labour Sending Areas- Demolishing mud structures and constructing 5 classrooms and admin building at Sikitini Primary School	R 0	R 0	R 6 682 376	R 5 795 442	R 0	R 12 477 818
Labour Sending Areas-Installation of rainwater harvest tanks and reticulation at W.M Ranuga Senior Primary School	R 0	R 0	R	R 1 509 039	R 0	R 1 509 039
Labour Sending Areas- Cofimvaba Agriculture Project Support.	R 0	R 429 603	R 844 208	R 948 553	R 688 300	R 2 910 666
Labour Sending Areas-Construction of Kitchen, Carports and boundary fencing at Sekhing Primary School	R 0	R 0	R 0	R 3 574 377	R 2 525 893	R 6 100 270
Housing and Living Conditions	R 39 000 000	R 39 000 000	R 39 000 000	R 0	R 0	R 117 000 000
FINANCIAL PROVISION	R 48 000 000	R 58 429 603	R 86 355 404	R 71 129 346	R 45 691 724	R 309 606 078

### **5.1.3. Financial Provision for the Management of Downscaling and Retrenchments**

The table below shows a breakdown for the provision for the Management of Downscaling and Retrenchments.

Finance for the on-going core business training which facilitates mine-related portable skills training programmes (Section 2.4.3) will be provided from the annual Human Resources Development Budget for training and skills development at Impala Platinum Mine based on the skills required within the workforce on an annual basis and in line with the business plan. In addition, the mine will provide finance for non-mining related portable skills through a Portable Skills Fund throughout the Life of Mine.

At times of retrenchment, additional training will be allocated to each employee to facilitate the supply of the additional retrenchment management services undertaken by the mine as outlined in Section 4 of this document. This cost will be borne by Impala Platinum Limited through their SLP budget. This will take place over and above the retrenchment packages which will be developed in line with current legislation on retrenchment and through negotiations with the relevant employee representative bodies and/or unions as required.

*Table 5.3. Financial provision for the Management of Downscaling*

<b>DOWNSCALLING</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL 2024-2028</b>
Potable skills Employees	120	120	120	120	120	600
Financial Provision	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 5 500 000

## 5.2. CONSOLIDATED FINANCIAL PROVISION FOR 2024-2028

The consolidated SLP financials per annum is set out in Table 5.4. below.

*Table 5.4. Consolidated SLP financials per annum*

FINANCIAL PROVISIONING	2024	2025	2026	2027	2028	TOTAL 2024 - 2028
Human Resource Development	R 119 315 221	R 124 710 106	R 126 805 489	R 132 024 487	R 122 697 701	R 625 553 004
Local Economic Development	R 48 000 000	R 58 429 603	R 86 355 404	R 71 129 346	R 45 691 724	R 309 606 078
Downscaling	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	R 5 500 000
<b>TOTALS</b>	<b>R 168 415 221</b>	<b>R 184 239 709</b>	<b>R 214 260 893</b>	<b>R 204 253 833</b>	<b>R 169 489 425</b>	<b>R 940 659 082</b>

# SECTION SIX: UNDERTAKING

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## 6.1. UNDERTAKING BY IMPALA PLATINUM LIMITED

I, [REDACTED] the undersigned and duly authorised thereto by IMPALA PLATINUM (company) undertake to adhere to the information, requirements, commitments, and conditions as set out in the social and labour plan.

Signed at RAUSTENBURG on this 30<sup>th</sup> day AUGUST 2024.

Signature of responsible person



Designation Chief Executive: Impala Western Limb Operations

## 6.2. APPROVAL BY DEPARTMENT OF MINERAL RESOURCES

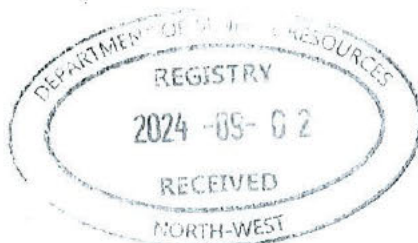
APPROVED

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day \_\_\_\_\_ 2024.

Signature of responsible person



Designation \_\_\_\_\_



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### **6.3. COMMUNICATION TO EMPLOYEES AND STAKEHOLDERS**

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The Mine undertakes to communicate its SLP, once approved, through various structures and in English and a local language to ensure all employees and community stakeholders are granted an opportunity to understand the document and its implication, as per MRPDA Regulation 46A.

# **IMPALA PLATINUM LIMITED**

## **Social and Labour Plan**

**(SLP 4)**

**2024 - 2028**

**Submission date: 02 September 2023**

## **ANNEXURES**

# ANNEXURE A

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## HEAD OFFICE GEOGRAPHICAL ORIGINS OF EMPLOYEES

Region (Province)	City	Count of Last name	% of Employees in Labour Sending Area
Eastern Cape	Lusikisiki	2	
	Port Elizabeth	1	
	Queenstown	2	
<b>Eastern Cape Total</b>		<b>5</b>	<b>4%</b>
Free State	Kroonstad	1	
	Lengau	1	
	Welkom	1	
<b>Free state Total</b>		<b>3</b>	<b>3%</b>
Gauteng	Alberton	2	
	Aspen Hills	1	
	Benoni	5	
	Boksburg	1	
	Brakpan	3	
	Centurion	7	
	Edenvale	1	
	Germiston	3	
	Ingwavuma	1	
	Johannesburg	24	
	Katlehong	1	
	Kempton Park	4	
	Kosmosdal	1	
	Krugersdorp	1	
	Magaliessig	1	
	Midrand	4	
	Olifantsfontein	1	
	Pretoria	10	
	Pretoria North	1	
	Randburg	3	
	Rietvalleirand	1	
	Riverglen	1	
	Roodepoort	2	
	Sandton	2	
	Soshanguve	1	
	Springs	4	
<b>Gauteng Total</b>		<b>86</b>	<b>72%</b>
Kwa-Zulu Natal	Durban	1	
	Ladysmith	1	
	Mgangeni Location	1	
	Phoenix	1	

Region (Province)	City	Count of Last name	% of Employees in Labour Sending Area
	Pietermaritzburg	1	
<b>Kwa-Zulu Natal Total</b>		<b>5</b>	<b>4%</b>
<b>Limpopo</b>	Jane Furse	1	
	Polokwane	1	
	Thohoyandou	1	
	Tzaneen	1	
<b>Limpopo Total</b>		<b>4</b>	<b>3%</b>
Mpumalanga	Middelburg	1	
<b>Mpumalanga Total</b>		<b>1</b>	<b>1%</b>
North-West	Lichtenburg	1	
	Mmakau	1	
	Rustenburg	12	
<b>North-West Total</b>		<b>14</b>	<b>12%</b>
Western Cape	Cape Town	1	
	Constantia	1	
<b>Western Cape Total</b>		<b>2</b>	<b>2%</b>
<b>Grand Total</b>		<b>120</b>	<b>100%</b>

## IMPALA PLATINUM LIMITED - RUSTENBURG GEOGRAPHICAL ORIGINS OF EMPLOYEES

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
Eastern Cape	Alice	1	
	Aliwal North	18	
	Barkly East	5	
	Bisho	2	
	Bizana	249	
	Buffalo City	1	
	Burghersdorp	1	
	Butterworth	73	
	Cala	35	
	Cofimvaba	97	
	Dordrecht	3	
	Dutywa	2	
	East London	56	
	Elliot	6	
	Elliotdale	677	
	Engcobo	302	
	Flagstaff	229	
	Fort Beaufort	1	
	Gcuwa	2	
	Ga Rapulana	1	
	Gatyana	1	
	Herschel	290	
	Idutywa	479	
	Indwe	4	
	Hofmeyr	1	
	Keiskamahoeck	1	
	Kentani	116	
	King Williams Town	99	
	Lady Frere	20	
	Lady Grey	5	
	Libode	766	
	Lusikisiki	489	
	Maclear	10	
	Mdantsane	1	
	Middledrift	15	
	Mount Ayliff	84	
	Mount Fletcher	91	
	Mount Frere	121	
	Mqanduli	726	
	Ngqeleni	690	
	Nqamakwe	55	
	Peddie	14	
	Port Elizabeth	13	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Port St. Johns	235	
	Queenstown	56	
	Qubu	1	
	Qumbu	168	
	Qungu	2	
	Qamata	1	
	Sterkspruit	18	
	Stutterheim	2	
	Tabankulu	403	
	Tsolo	161	
	Tsomo	65	
	Ugie	2	
	Umtata	428	
	Ubombo	1	
	Whittlesea	2	
	Willowvale	91	
<b>EASTERN CAPE</b>		<b>7488</b>	<b>26,3%</b>
Free State	Allanridge	13	
	Bethlehem	26	
	Bloemfontein	156	
	Bethulie	1	
	Bothaville	19	
	Botshabelo	35	
	Bultfontein	5	
	Clocolan	4	
	Edenburg	1	
	Ficksburg	106	
	Fouriesburg	24	
	Frankfort	1	
	Harrismith	5	
	Heilbron	2	
	Hennenman	3	
	Hertzogville	1	
	Hobhouse	1	
	Koffiefontein		
	Kroonstad	14	
	Ladybrand	20	
	Matjhabeng	11	
	Odendaalsrus	38	
	Parys	4	
	Phutaditjaba	9	
	Qwa Qwa	7	
	Reddersburg	1	
	Sasolburg	1	
	Smithfield	1	
	Stilte Park	1	
	Thaba Nchu	80	
	Theronville	8	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Theunissen	16	
	Ventersburg	3	
	Viljoenskroon	6	
	Virginia	31	
	Vrede	3	
	Welkom	132	
	Wepener	27	
	Wesselbron	5	
	Winburg	2	
	Witzieshoek	65	
	Zastron	32	
<b>FREE STATE Total</b>		<b>920</b>	<b>3,2%</b>
GAUTENG	Alberton	9	
	Benoni	27	
	Boksburg	15	
	Brakpan	4	
	Bronkhorstspuit	3	
	Carletonville	180	
	Daveyton	1	
	Dobsonville	1	
	Evander	1	
	Fochville	30	
	Ga-Rankuwa	1	
	Germiston	63	
	Hammanskraal	28	
	Heidelberg	2	
	Johannesburg	234	
	Kempton Park	12	
	Krugersdorp	46	
	Lenasia	7	
	Mabopane	28	
	Mamelodi	1	
	Midrand	4	
	Nigel	6	
	Pretoria	147	
	Randfontein	47	
	Roodepoort	15	
	Sebokeng	25	
	Sosanguve	1	
	Soweto	4	
	Springs	29	
	Themba	9	
	Vanderbijlpark	9	
	Vereeniging	75	
	Westonaria	46	
<b>GAUTENG</b>		<b>1110</b>	<b>3,9%</b>
Kwazulu Natal	Amanzimtoti	1	
	Bayview	1	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Bergville	2	
	Bulwer	1	
	Chatsworth	1	
	Desainagar	1	
	Durban	32	
	Emanguzi	1	
	Empangeni	14	
	Ermelo	1	
	Eshowe	4	
	Estcourt	1	
	Glencoe	1	
	Greytown	1	
	Hammarsdale	1	
	Harding	28	
	Hlabisa	3	
	Hluhluwe	5	
	Howick	1	
	Ingwavuma	66	
	Ixopo	13	
	Jozini	6	
	Kokstad	9	
	Ladysmith - Natal	3	
	Manguzi	3	
	Mahlabatini	17	
	Matatiele	266	
	Melmoth	11	
	Mkuze	7	
	Mtubatuba	7	
	Newcastle	10	
	Nkandhla	1	
	Nongoma	82	
	Nqutu	1	
	Pietermaritzburg	16	
	Pinetown	4	
	Pongola	15	
	Port Shepstone	2	
	Richmond - Natal	1	
	Stanger	2	
	Tugela Ferry	4	
	Ubombo	3	
	Ulundi	3	
	Umlazi	1	
	Umzimkulu	52	
	Vryheid	16	2,5%
<b>KWAZULU NATAL Total</b>		<b>721</b>	
Mpumalanga	Acornhoek	7	
	Amersfoort	1	
	Balfour	1	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Barberton	6	
	Belfast	4	
	Burgersford	47	
	Carolina	1	
	Delmas	1	
	Ermelo	4	
	Ehlanzeni	1	
	Groblersdal	17	
	Hazyview	3	
	Kinross	1	
	Komatipoort	23	
	Kriel	2	
	Kwaggafontein	1	
	Lydenburg	3	
	Malelane	10	
	Marbel Hall	1	
	Mbombela	1	
	Middelburg	5	
	Middleburg - Tvl	1	
	Nelspruit	143	
	Nkangala	2	
	Nsikazi	3	
	Ogies	1	
	Piet Retief	6	
	Schoemansdal	1	
	Secunda	4	
	Shongwe Mission	1	
	Skukuza	1	
	Standerton	3	
	White River	4	
	Witbank	16	
<b>MPUMALANGA Total</b>		<b>326</b>	<b>1,1%</b>
North West	Bafokeng	8	
	Bapong	30	
	Bethanie	24	
	Bleskop	19	
	Bloemhof	1	
	Boitekong	327	
	Bojanala	21	
	Boons	3	
	Borolelo	2	
	Boschdal	9	
	Boshoek	8	
	Botlhabela	1	
	Brits	43	
	Buffelspoort	1	
	Cashan	30	
	Cassel	1	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Chaneng	429	
	Christiana	2	
	Coligny	1	
	Debraka	4	
	Delareyville	95	
	Derby	7	
	Diepkuil (maile)	2	
	Donkerhoek	3	
	Dinokana	191	
	Ditsobotla	1	
	Elandsheuwel	1	
	Fochville	2	
	Freedom Park	88	
	Ganyesa	545	
	Geelhout Park	142	
	Gopane	107	
	Grootfontein	2	
	Haartebeesfontein	8	
	Ikageng	15	
	Itsoseng	20	
	Kanana	450	
	Karlienpark	3	
	Klerksdorp	24	
	Kopman	5	
	Kopman (Maile)	7	
	Kosmos	1	
	Koster	22	
	Kraalhoek	8	
	Kroondal	9	
	Ledig	111	
	Leeudoringstad	1	
	Lefaragatlhe	224	
	Lehurutshe	45	
	Lesung	2	
	Lethabong	72	
	Letlhabile	19	
	Lichtenburg	125	
	Luka	902	
	Mabeskraal	125	
	Madikwe	287	
	Mafenya	1	
	Mafika	1	
	Mafeteng	23	
	Mafikeng	783	
	Magong	4	
	Mahikeng	4	
	Maile	79	
	Maile Extention	2	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Maile(Kopman)	1	
	Maile Rooikraal	1	
	Maile Diepkuil	5	
	Majakaneng	4	
	Mamerotse	3	
	Mankwe	3	
	Marico	1	
	Marikana	21	
	Matlosana	4	
	Meriteng	111	
	Mfidikwe	4	
	Mmabatho	17	
	Mmankwe	1	
	Mogajana	9	
	Mogono	3	
	Mogwase	56	
	Molopo	17	
	Monakato	87	
	Mooinooi	17	
	Mosenthal	49	
	Moses Kotane	6	
	Northam	4	
	Odi	1	
	Olifants Nek	3	
	Orkney	43	
	Paardekraal	38	
	Pampierstad	13	
	Phalane	18	
	Phatsima	6	
	Phella	6	
	Phokeng	642	
	Photsaneng	10	
	Pilansberg	34	
	Potchefstroom	5	
	Protea Park	106	
	Pudimoe	33	
	Rankelenyane	25	
	Rasimone	5	
	Rhenosterfontein	2	
	Robega	5	
	Rooikraal	2	
	Rooikraal (maile)	1	
	Rustenburg	4038	
	Safari Gardens	30	
	Sandfontein	9	
	Saulspoort	200	
	Schweizer Reneke	9	
	Seraleng	11	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Serutube	28	
	Silwerkrans	143	
	Stilfontein	15	
	Sun City	2	
	Sun Rise Park	73	
	Swartklip	3	
	Swartruggens	13	
	Tantanana	1	
	Taung	679	
	Thabazimbi	5	
	Thekwana	12	
	Tlapeng	4	
	Tlapa	8	
	Tlaseng	12	
	Tlhabane	334	
	Tlhakgameng	141	
	Tsitsing	119	
	Tweelaagte	11	
	Ventersdorp	19	
	Vryburg	472	
	Wolmaranstad	4	
	Zeerust	186	
	Zinniaville	1	
<b>NORTH WEST PROVINCE Total</b>		<b>13536</b>	<b>47,5%</b>
Northern Cape	Barkley West	2	
	Hartswater	17	
	Kimberley	26	
	Kuruman	824	
	Mankurwane	3	
	Upington	2	
<b>NORTHERN CAPE Total</b>		<b>874</b>	<b>3,1%</b>
Limpopo	Atok	7	
	Bela Bela	6	
	Bochum	3	
	Bosbokrand	1	
	Burgesfort	35	
	Bushbuckridge	164	
	Driekop	68	
	Capricorn	1	
	Ellisras	8	
	Giyani	65	
	Jane Furse	3	
	Koloti	2	
	Lebowakgomo	3	
	Lephalale	6	
	Louis Trichardt	21	
	Malamulele	19	
	Messina	4	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Mutale	3	
	Mokopane	9	
	Modjadjiskloof	1	
	Mopani	1	
	Mphogodiba	1	
	Naboomspruit	1	
	Nebo	1	
	Nylstroom	2	
	Phalaborwa	21	
	Pietersburg	10	
	Polokwane	330	
	Potgietersrus	5	
	Sekhukhune	15	
	Sekwati	1	
	Seshego	3	
	Sibasa	13	
	Soekmekaar	1	
	Steelpoort	3	
	Superbia	1	
	Tafelkop	1	
	Thohoyandou	26	
	Thulamahashe	1	
	Tzaneen	35	
	Vhembe	4	
	Vuwani	1	
	Warmbaths	4	
	Ximhgwe	1	
	Zebediela	2	
<b>LIMPOPO PROVINCE Total</b>		<b>913</b>	<b>3,2%</b>
Western Cape	Grahamstown	1	
	Cape Peninsula	3	
	Cape Town	1	
	Groot Brakrivier	1	
	Kyayelitsha	1	
	Dysseldorp	1	
	Mosselbay	3	
	Protea Heights	1	
	Robertson	1	
	Worcester	3	
<b>WESTERN CAPE Total</b>		<b>16</b>	<b>0,1%</b>
Botswana			
<b>BOTSWANA Total</b>		<b>82</b>	<b>0,3%</b>
Lesotho			
<b>LESOTHO Total</b>		<b>1407</b>	<b>4,9%</b>
Mocambique			
<b>MOCAMBIQUE Total</b>		<b>1051</b>	<b>3,7%</b>

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
Swaziland			
<b>SWAZILAND Total</b>		<b>52</b>	<b>0,2%</b>
Zimbabwe			
<b>ZIMBABWE Total</b>		<b>6</b>	<b>0,0%</b>
<b>Other</b>			
		<b>2</b>	
<b>Grand Total</b>		<b>28504</b>	<b>100,0%</b>

## IMPALA PLATINUM LIMITED - REFINERIES GEOGRAPHICAL ORIGINS OF EMPLOYEES

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
<b>Botswana</b>	Palapye	1	
	Tonota	1	
<b>Botswana Total</b>		<b>2</b>	<b>0%</b>
<b>Eastern Cape</b>	Alicedale	1	
	Bisho	1	
	Bizana	2	
	Butterworth	1	
	Cala	1	
	Cathcart	1	
	Confinvaba	1	
	East London	1	
	Elliotdale	1	
	Engcobo	2	
	Flagstaff	1	
	Idutywa	1	
	Isigangala	1	
	Keiskammahoek	1	
	Kentane	1	
	Libode	1	
	Matatiele	3	
	Molteno	1	
	Mount Frere	2	
	Mthatha	3	
	Nggeleni	2	
	Ntabankulu	2	
	Oyster Bay	1	
	Port Elizabeth	1	
	Seymour	1	
	Tsolo	1	
<b>Eastern Cape Total</b>		<b>35</b>	<b>4%</b>
<b>Free State</b>	Bloemfontein	2	
	Petrus Steyn	1	
	Phuthaditjhaba	3	
	Sasolburg	1	
	Ventersburg	2	
	Warden	1	
	Welkom	1	

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
	Witsieshoek	3	
	Zastron	1	
	<b>Free State Total</b>	<b>15</b>	<b>2%</b>
<b>Gauteng</b>	Alberton	4	
	Benoni	55	
	Boksburg	25	
	Brakpan	101	
	Brakpan North	1	
	Bronkhorstspuit	1	
	Cloverdene	1	
	Devon	1	
	Etwatwa	2	
	Florida	1	
	Germiston	7	
	Grasmere	1	
	Halfway House	2	
	Hammanskraal	2	
	Heidelberg	2	
	Johannesburg	11	
	Johannesburg South	1	
	Katlehong	2	
	Kempton Park	12	
	Krugersdorp	3	
	Kwaxuma	1	
	Lehurutshe	1	
	Mamelodi	1	
	Meyerton	1	
	Nigel	41	
	Olifantsfontein	1	
	Pimville	1	
	Polokwane	2	
	Pretoria	11	
	Randburg	1	
	Randfontein	1	
	Roodepoort	2	
	Sandton	1	
	Sebokeng	4	
	Soshanguve	2	
	Soweto	4	
	Springs	352	
	Tsakane	1	

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
	Vanderbijlpark	1	
	Vereeniging	1	
	Witfontein	1	
<b>Gauteng Total</b>		<b>666</b>	<b>69%</b>
<b>Kwa-Zulu Natal</b>	Amanzimtoti	1	
	Bergville	1	
	Dannhauser	1	
	Donnybrook	1	
	Dundee	1	
	Durban	9	
	Emondlo	1	
	Empangeni	2	
	eThekwini	1	
	Ezakheni	1	
	Harding	2	
	Highflats	1	
	Hlabisa	1	
	Howick	1	
	Inanda	1	
	Kagiso	1	
	Ladysmith	1	
	Mahlabatini	3	
	Mondlo	1	
	Newcastle	2	
	Nongoma	2	
	Nqutu	1	
	Paulpietersburg	2	
	Pietermaritzburg	2	
	Pongola	6	
	Port Shepstone	1	
	Ulundi	1	
	Umbumbulu	1	
	Umkomaas	1	
	Umlazi	1	
	Umzimkhulu	5	
	Umzinto	1	
	Utrecht	1	
	Vryheid	1	
	Wasbank	2	
<b>Kwa-Zulu Natal Total</b>		<b>61</b>	<b>6%</b>
<b>Lesotho</b>	Butha Buthe	1	

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
	Maseru	1	
<b>Lesotho Total</b>		<b>2</b>	<b>0%</b>
<b>Limpopo</b>	Bakone	1	
	Bela-Bela	1	
	Bochum	1	
	Burgersfort	6	
	Dennilton	1	
	Dichoeung	1	
	Driekop	3	
	Elim	2	
	Ga Mashashane	1	
	Gakgapane	1	
	Giyani	1	
	Glen Cowie	2	
	Groblersdal	8	
	Jane Furse	3	
	Kutama	1	
	Lebowakgomo	1	
	Limpopo	1	
	Louis Trichardt	8	
	Malamulele	1	
	Manavhela Village	1	
	Marble Hall	3	
	Mokopane	4	
	Moletsi Kanana	1	
	Nebo	1	
	Phokwane	1	
	Polokwane	24	
	Potgietersrus	1	
	Sekhukhune	2	
	Soekmekaar	1	
	Steelpoort	1	
	Thabazimbi	1	
	Thohoyandou	5	
	Tzaneen	1	
	Vuwani	1	
	Waterberg	1	
<b>Limpopo Total</b>		<b>93</b>	<b>10%</b>
<b>Mpumalanga</b>	Balfour	2	
	Belfast	1	
	Bronkhorstspuit	5	

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
	Bushbuckridge	5	
	Delmas	3	
	Dennilton	1	
	Dumbe	1	
	Ehlanzeni	1	
	Ermelo	3	
	Gert Sibande	1	
	Hazyview	7	
	Komatipoort	1	
	Kwaggafontein	2	
	Kwamhlanga	3	
	Leslie	1	
	Malelane	1	
	Marble Hall	1	
	Maromeng	1	
	Mbombela	2	
	Mdujana	1	
	Middelburg	1	
	Mkhuhlu	1	
	Mpuluzi	1	
	Nelspruit	6	
	Piet Retief	1	
	Secunda	2	
	Siyabuswa	1	
	Sundra	1	
	Thulamahashe	1	
	Witbank	2	
	Ximhungwe	1	
<b>Mpumalanga Total</b>		<b>61</b>	<b>6%</b>
<b>Northern Cape</b>	Danielskuil	1	
	Kimberley	1	
	Pampierstad	1	
<b>Northern Cape Total</b>		<b>3</b>	<b>0%</b>
<b>North-West</b>	Brits	1	
	Coligny	1	
	Delareyville	1	
	Hammanskraal	1	
	Klerksdorp	1	
	Lerato	1	
	Lichtenburg	1	
	Mafikeng	5	

Region (Province)	Labour Sending Area (City)	No. of employees (Count of First name)	% of employees per LSA
	Mahikeng	1	
	Mmabatho	2	
	Pomfret	1	
	Rustenburg	9	
	Stella	1	
	Taung	2	
	Vryburg	2	
	Wolmaranstad	1	
	Zeerust	1	
<b>North-West Total</b>		<b>32</b>	<b>3%</b>
<b>Swaziland</b>	Mbabane	1	
<b>Swaziland Total</b>		<b>1</b>	<b>0%</b>
<b>Grand Total</b>		<b>971</b>	<b>100%</b>

# ANNEXURE B

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## MINE ACCREDITED TRAINING VENUES AND FACILITIES

Site	Programme	Accreditation Body
<b>School of Engineering: Learnerships</b>	<b>Learnerships:</b> <ul style="list-style-type: none"> <li>• Mechanical Fitter</li> <li>• Diesel Mechanic</li> <li>• Electrician</li> <li>• Boilermaker</li> <li>• Rigger</li> </ul>	QCTO: NAMB
<b>School of Engineering: Skills Programmes</b>	<b>Occupation Skills Programmes:</b> <ul style="list-style-type: none"> <li>• Mechanical Fitter</li> <li>• Diesel Mechanic</li> <li>• 0002Electrician</li> <li>• Boilermaker</li> <li>• Rigger</li> </ul>	MQA
<b>School of Mining: Skills Programmes</b>	<b>Occupation Skills Programmes:</b> <ul style="list-style-type: none"> <li>• Competent A</li> <li>• Competent B</li> <li>• Blasting Assistant</li> <li>• Occupation Health and Safety Representative</li> <li>• Trackless Mining</li> <li>• DMRE Blasting Certificate</li> </ul>	MQA
<b>School of Processing: Skills Programmes</b>	<b>Occupation Skills Programmes:</b> <ul style="list-style-type: none"> <li>• Preparation of Samples and Instrumental Analysis</li> <li>• Separation of precious metals by means of the fire assay.</li> <li>• Primary sample preparation in an analytical laboratory</li> <li>• Secondary sample preparation in an analytical laboratory</li> <li>• Thicken of slurry</li> <li>• Froth Flotation</li> <li>• Ore reception</li> <li>• Water reticulation</li> <li>• Crushing and screening</li> <li>• Milling of Mineral</li> </ul>	MQA/TETA
<b>Adult Education and Training</b>	Pre-AET Level 1 – Communication and Numeracy Level 2 – Communication and Numeracy Level 3 – Communication, Numeracy, Life Orientation and Natural Science Level 4 – Communication, Numeracy, Life Orientation and Natural Science NQF 1 – Mining Electives/Unit Standards FLC – Maths Literacy and Communication	MQA

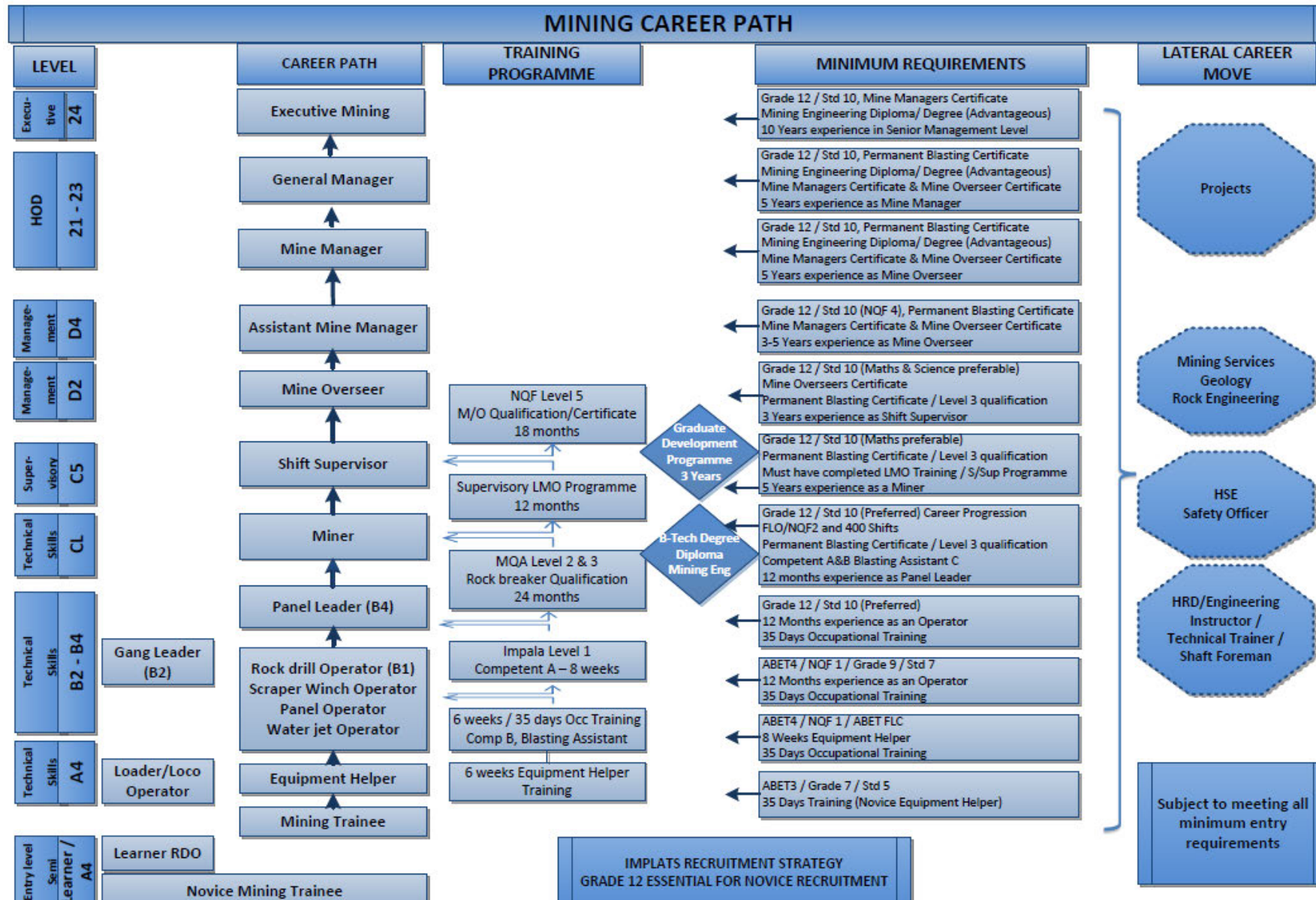
# ANNEXURE C

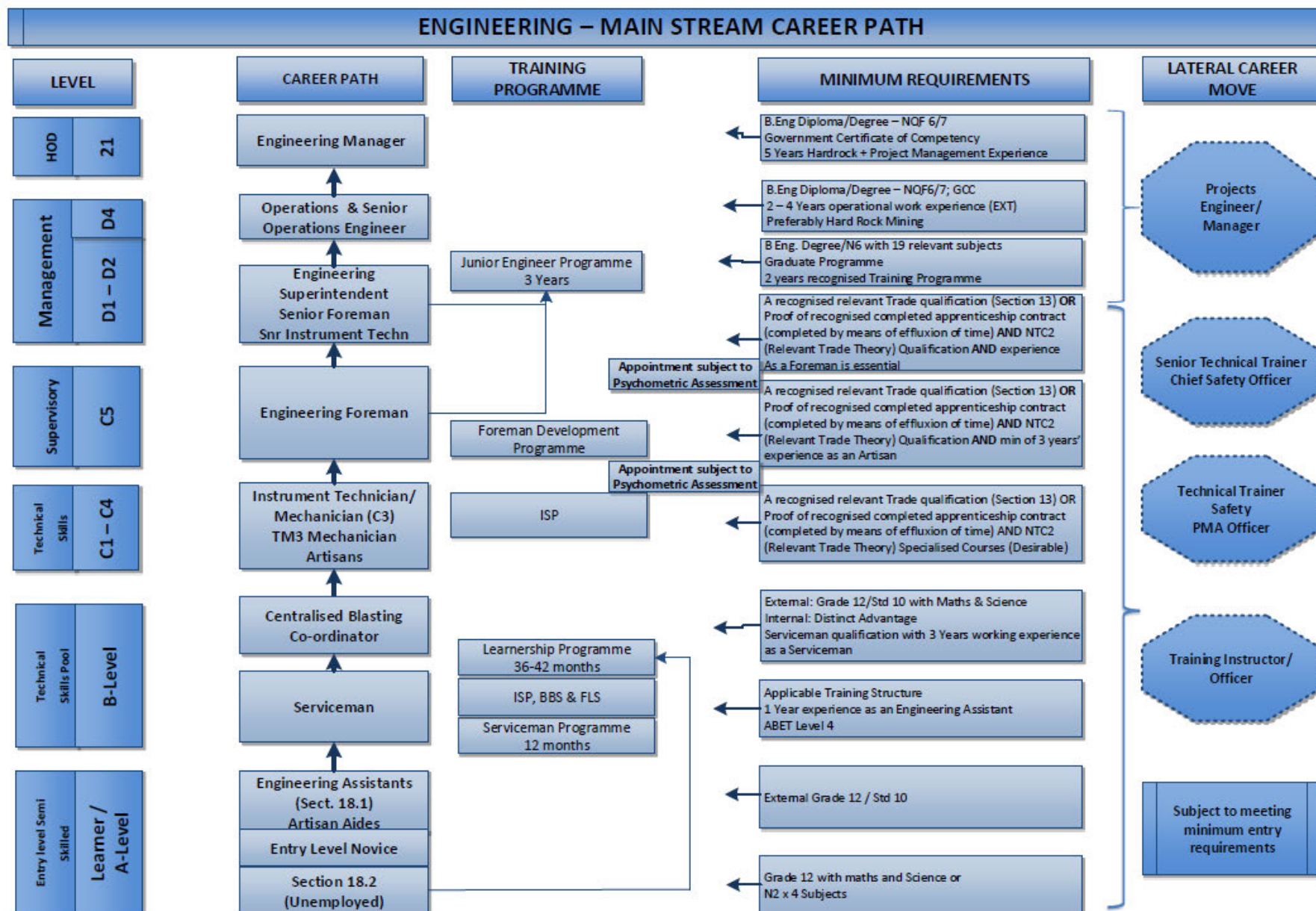
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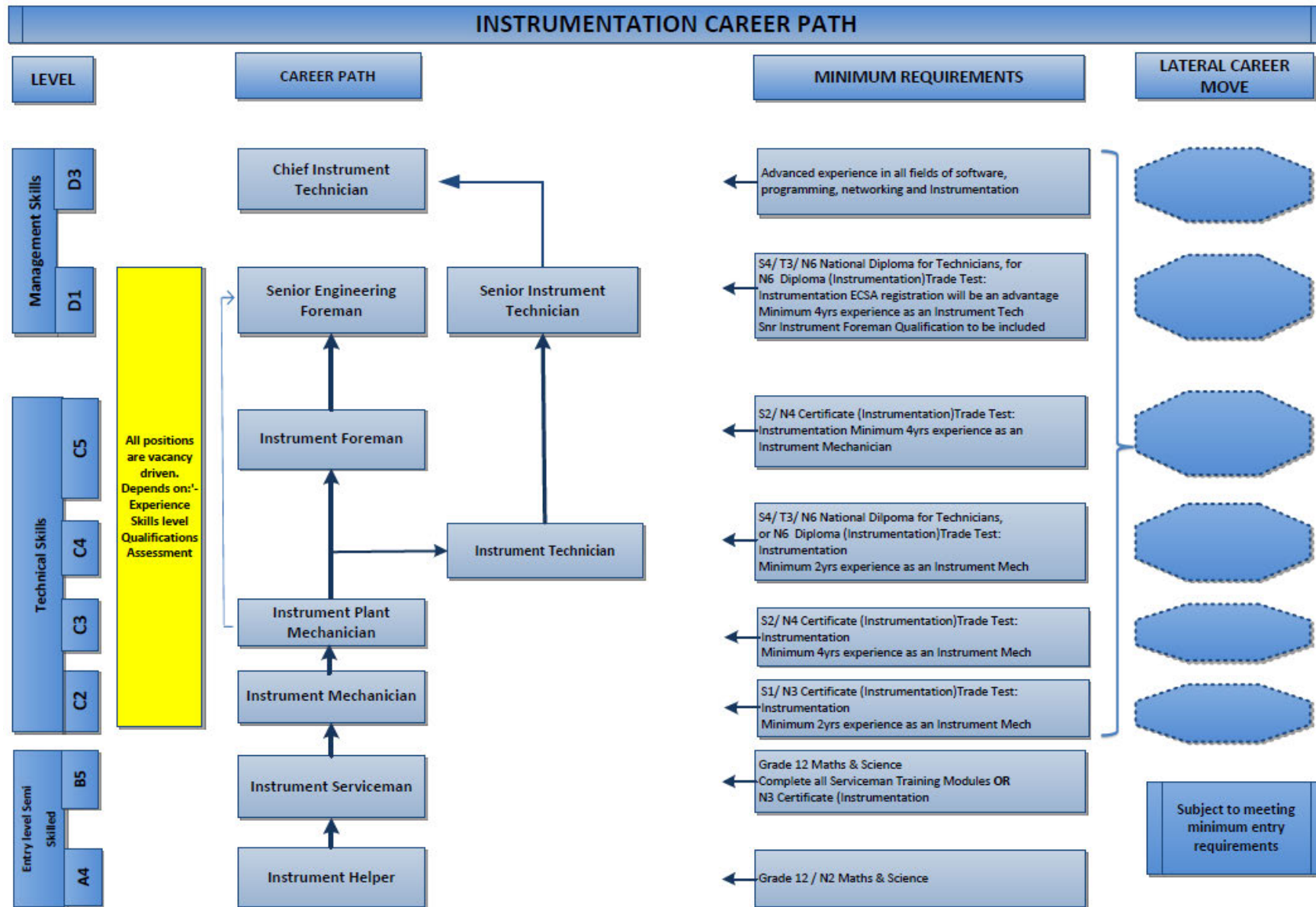
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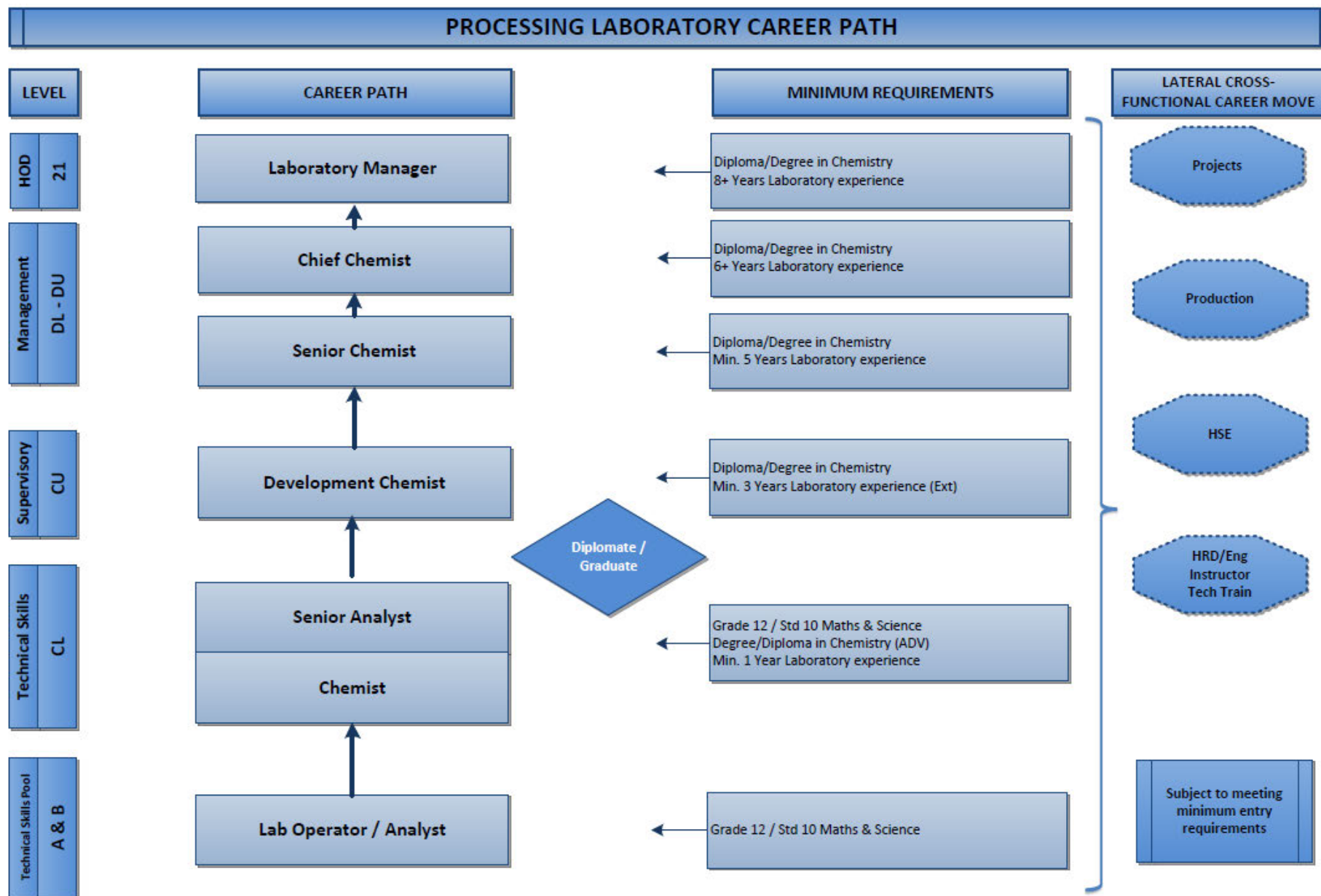
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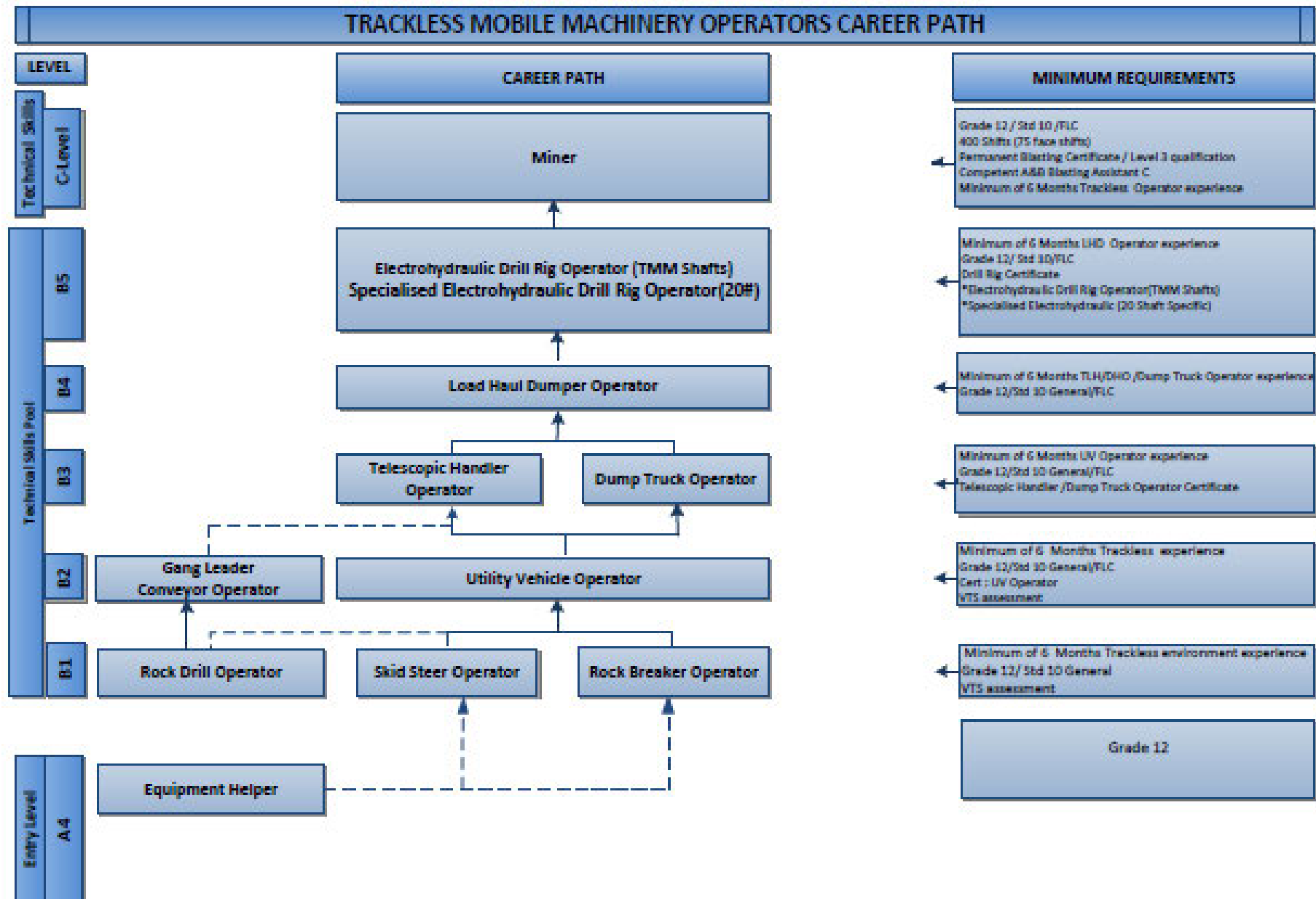
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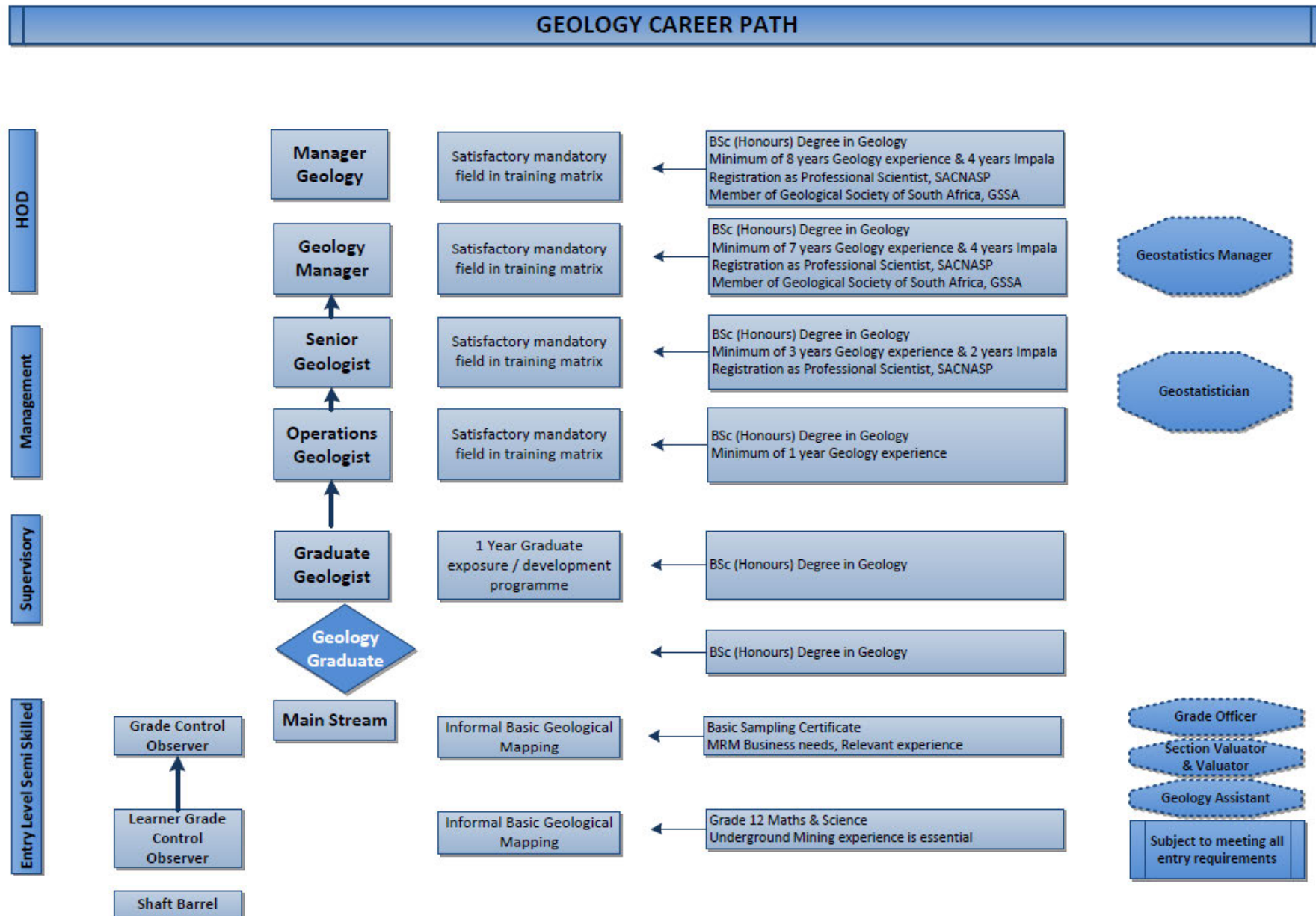


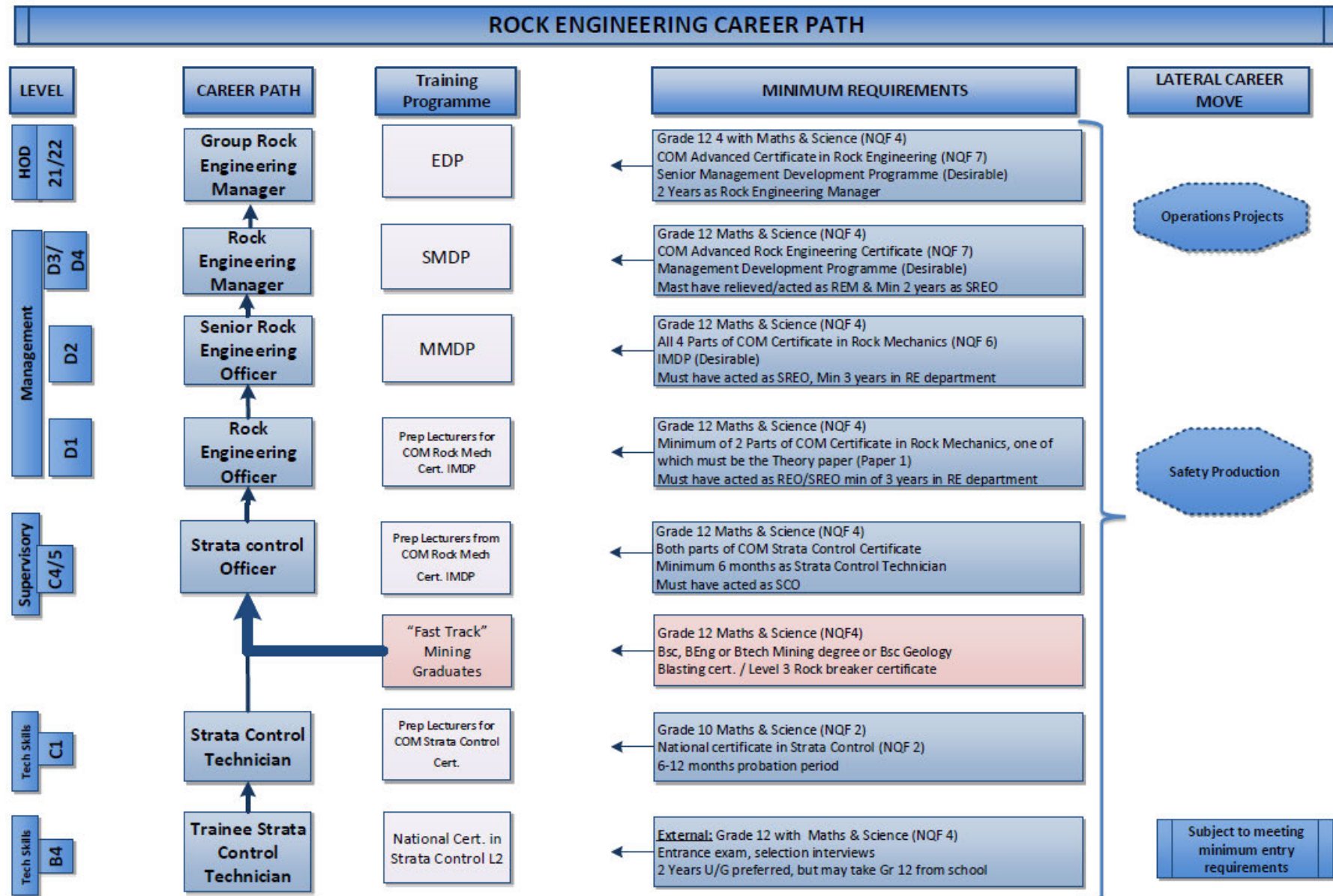


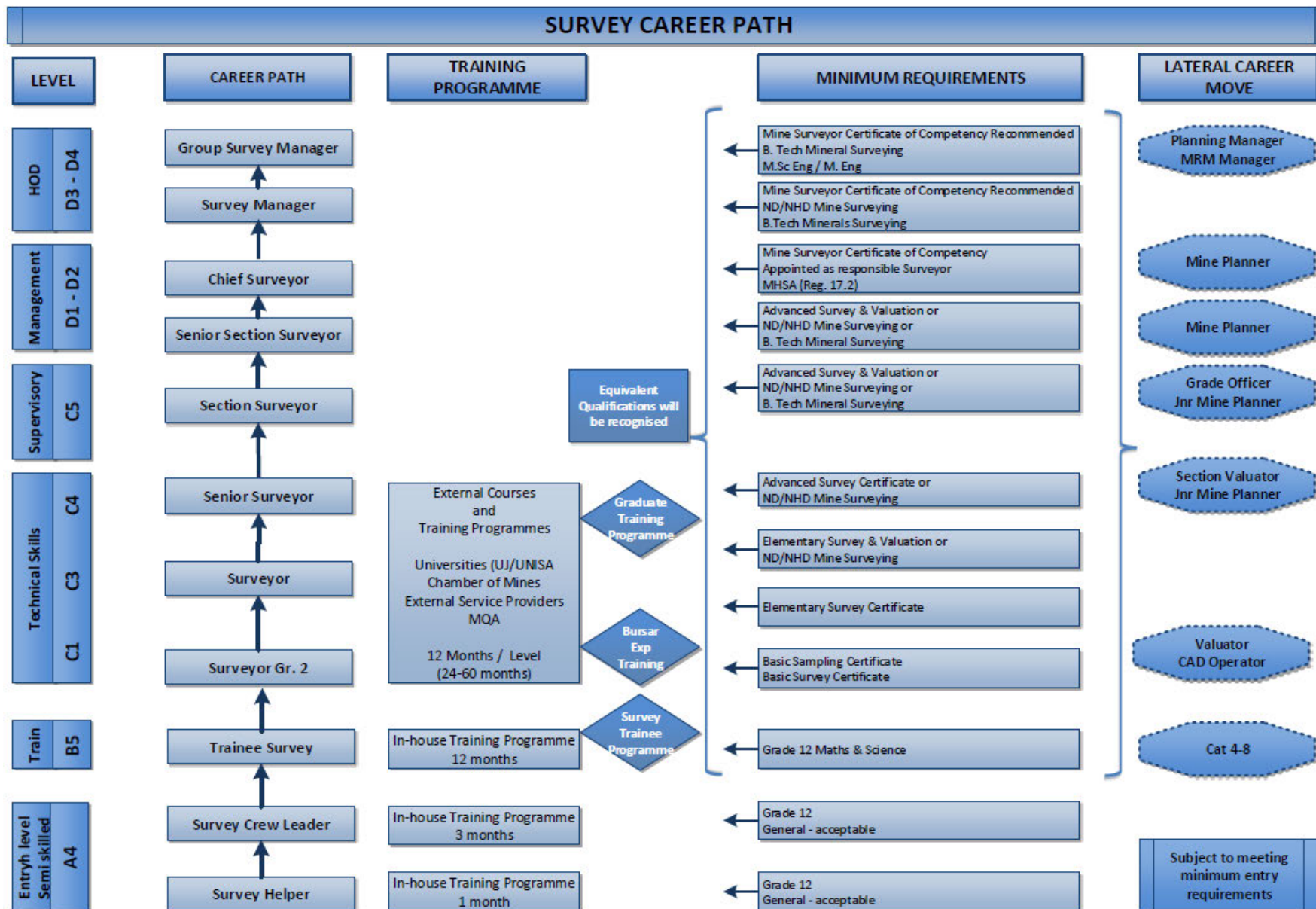


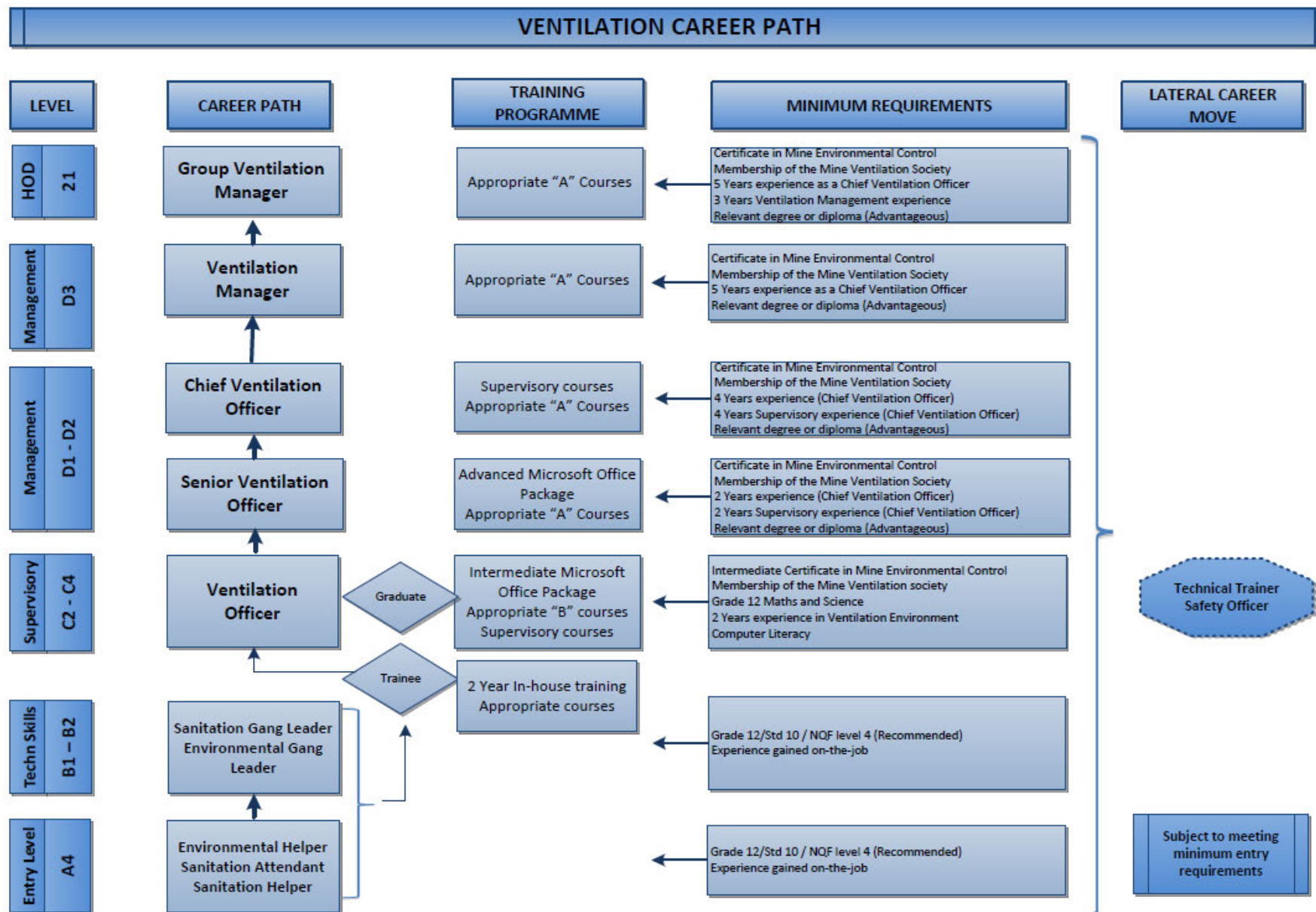


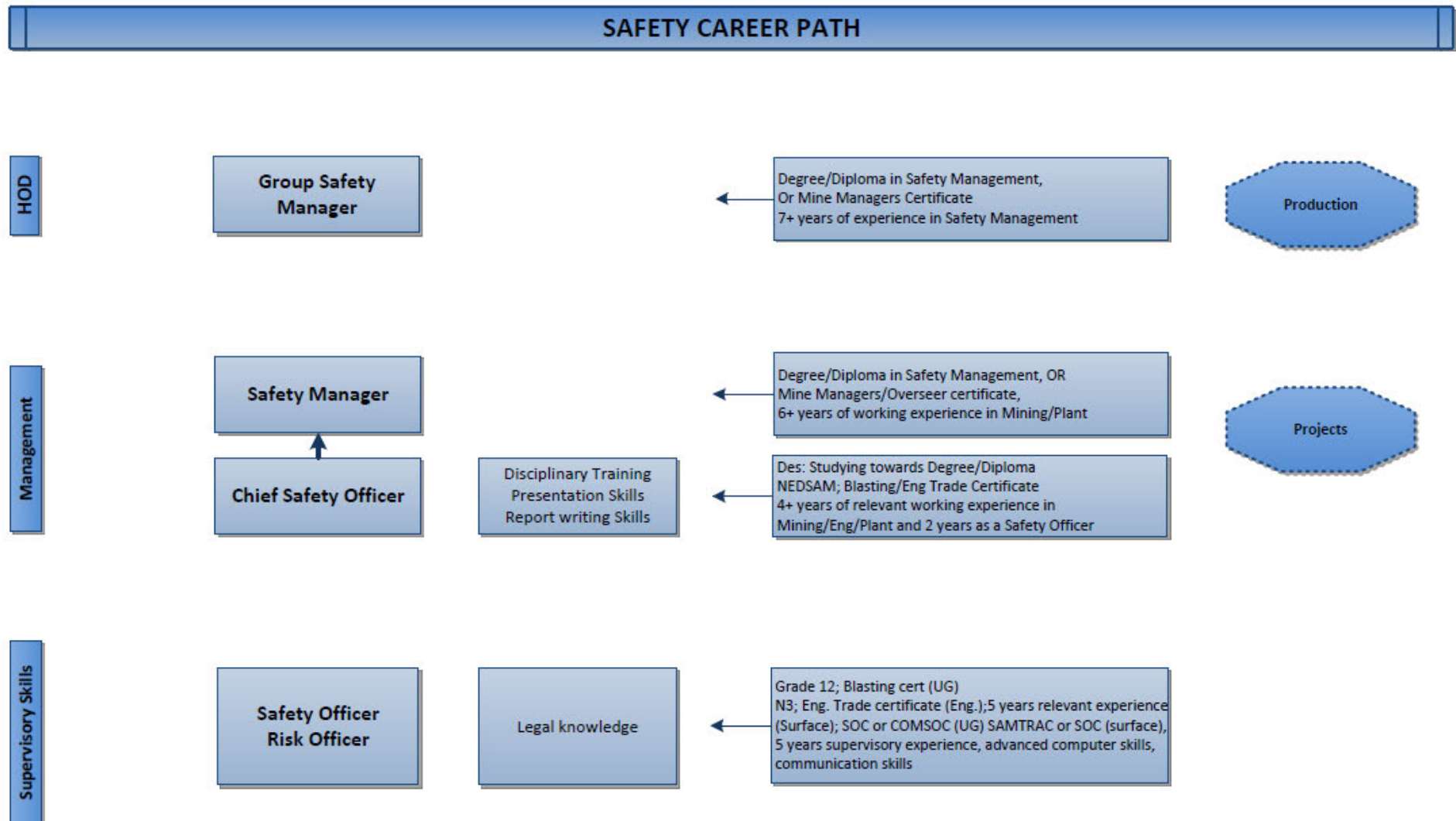


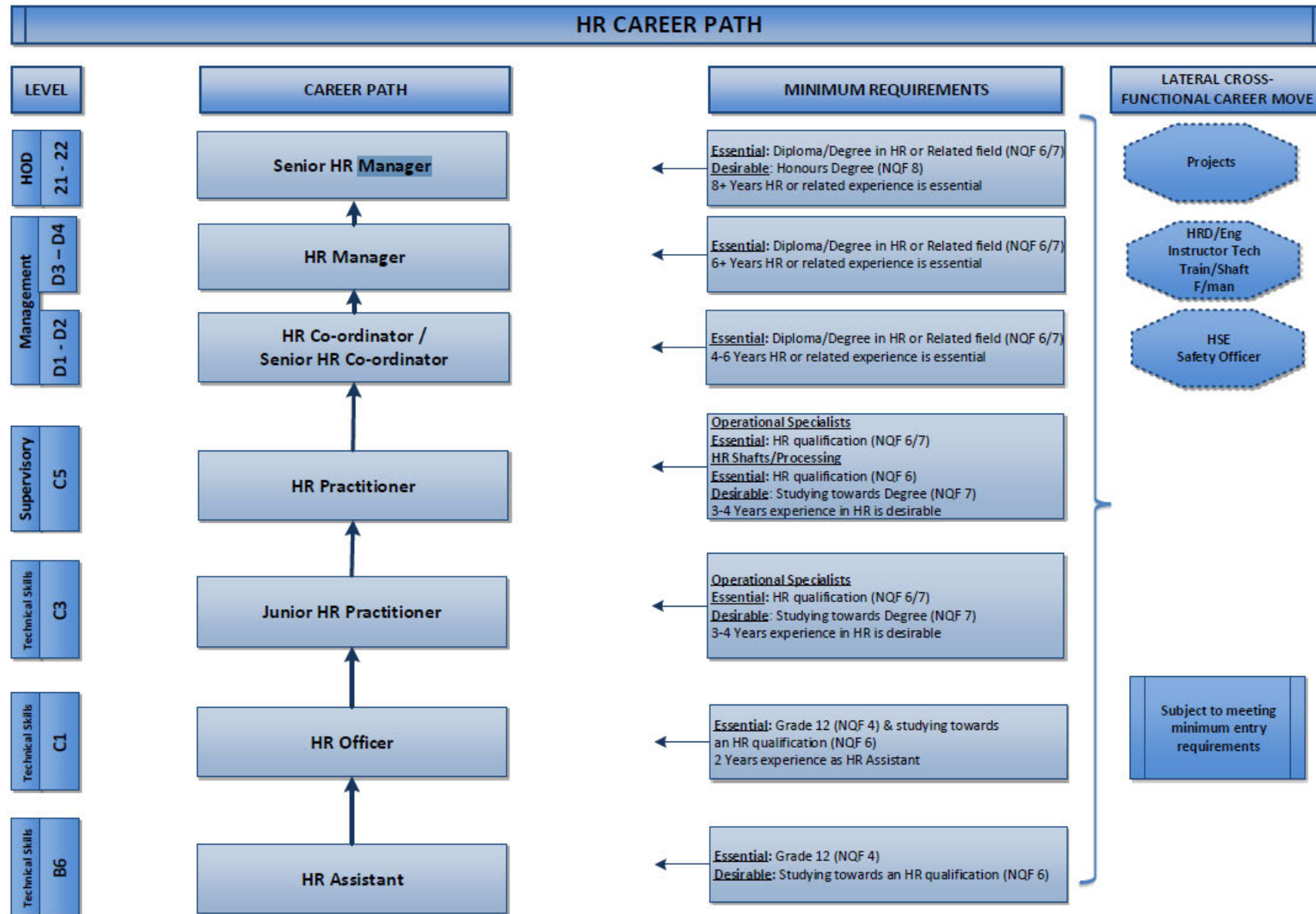


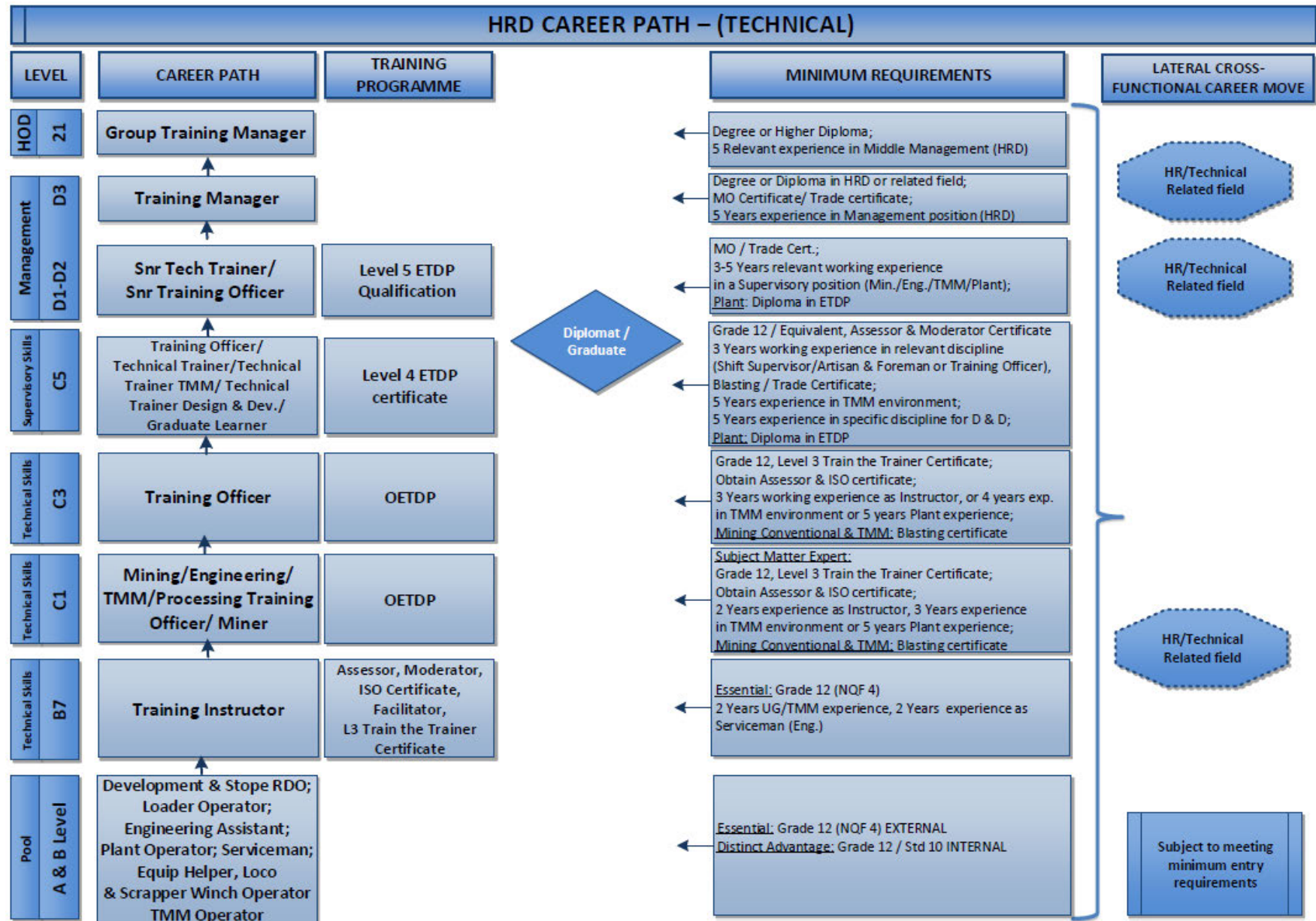


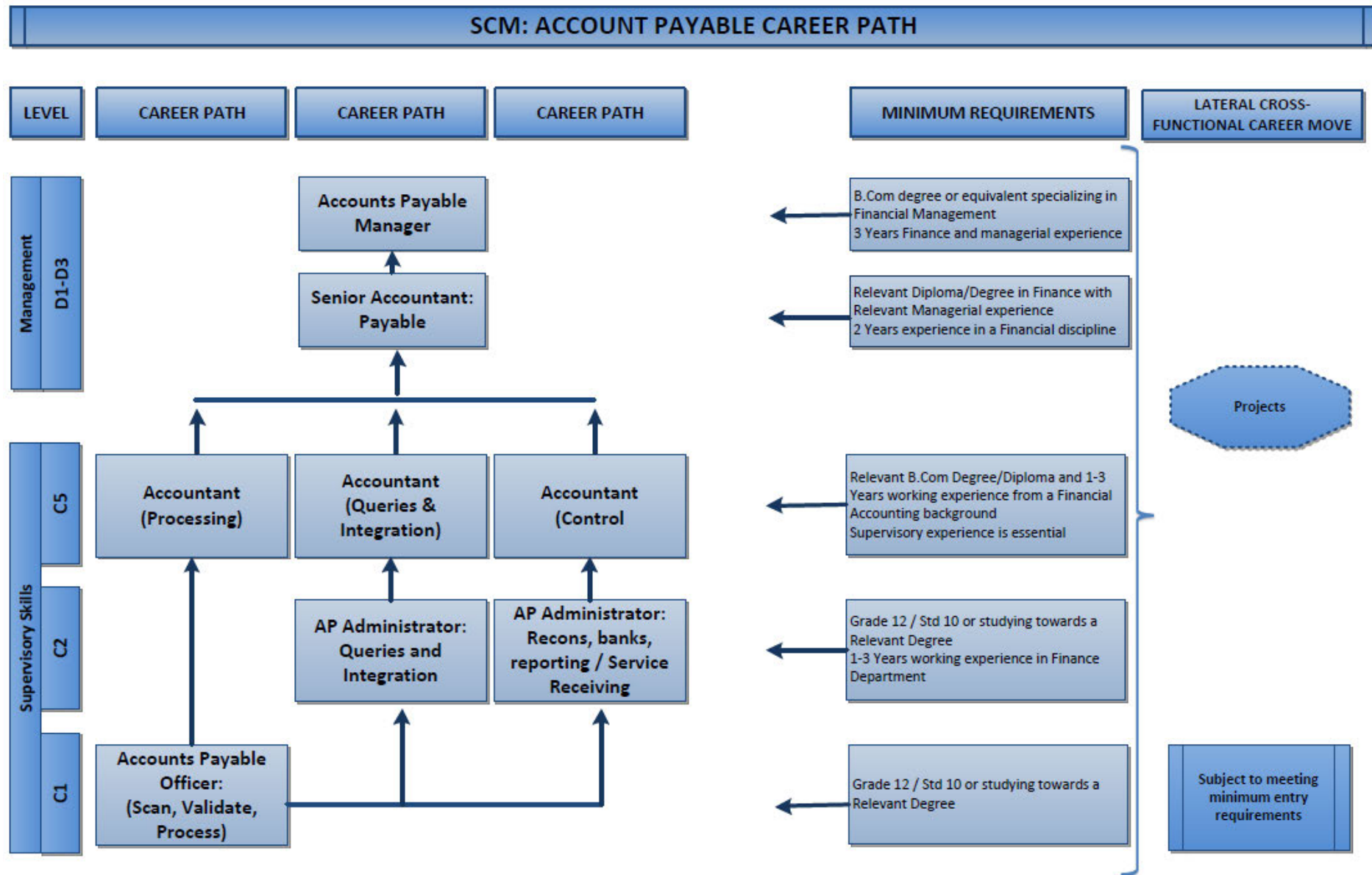


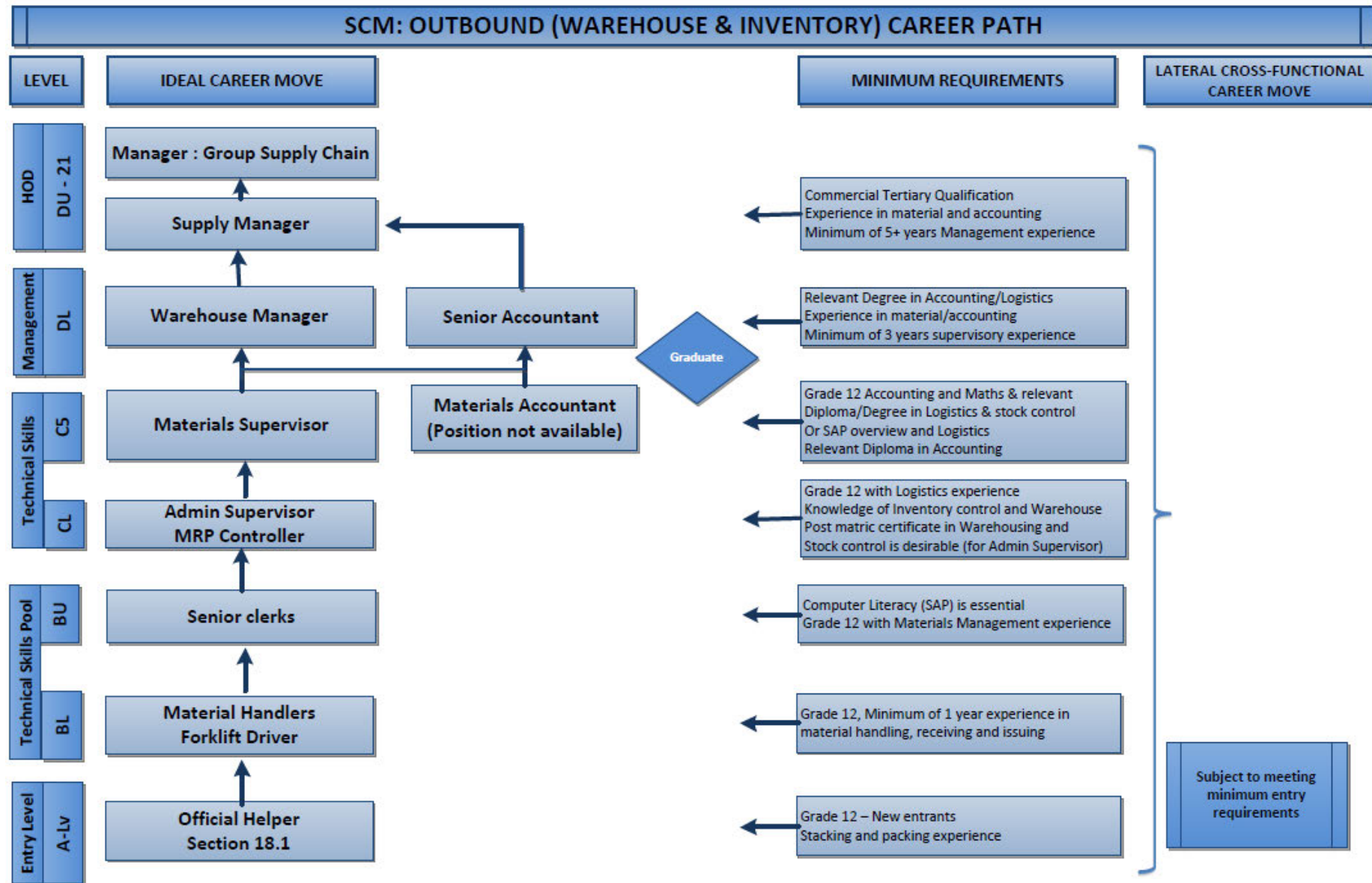


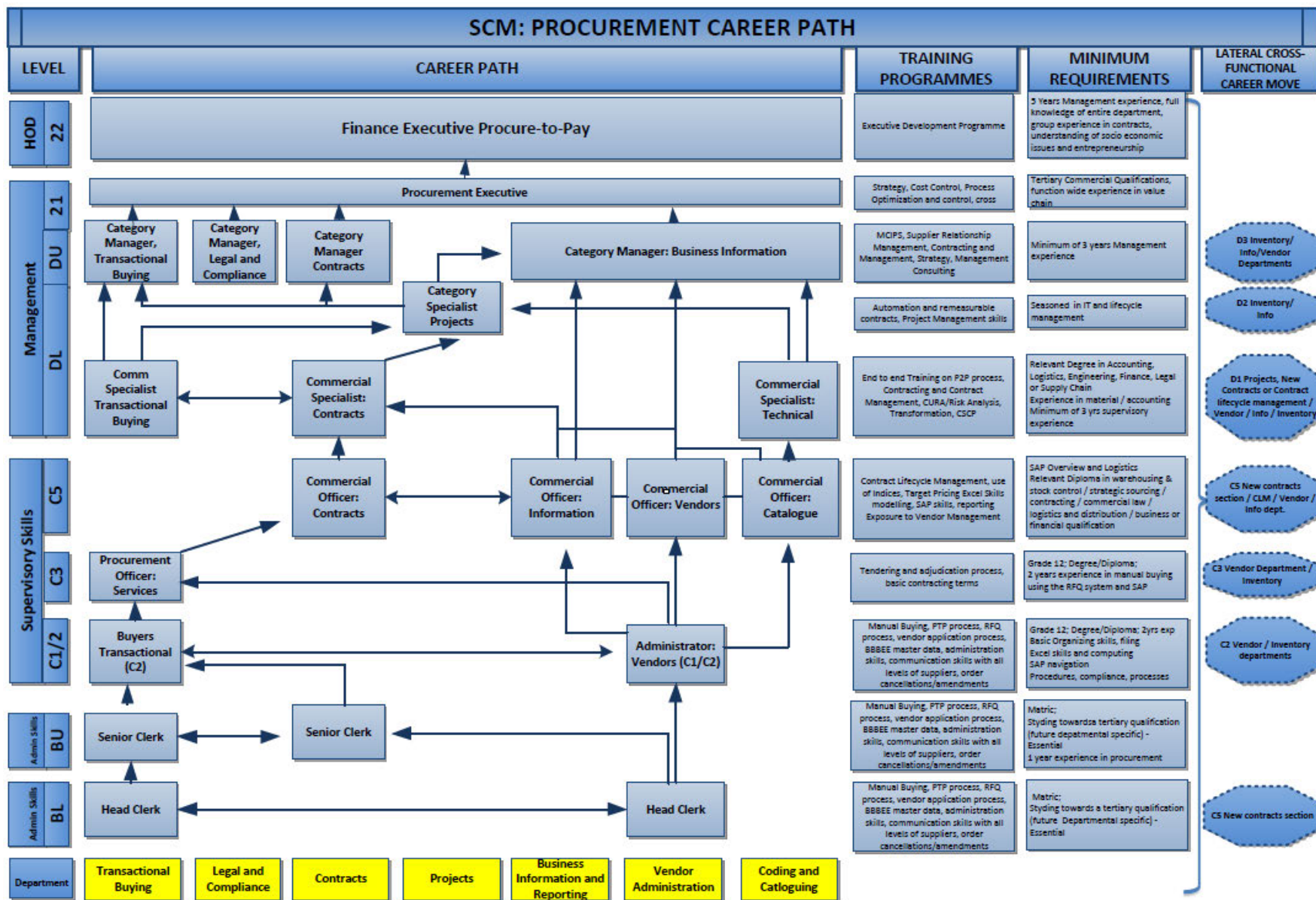


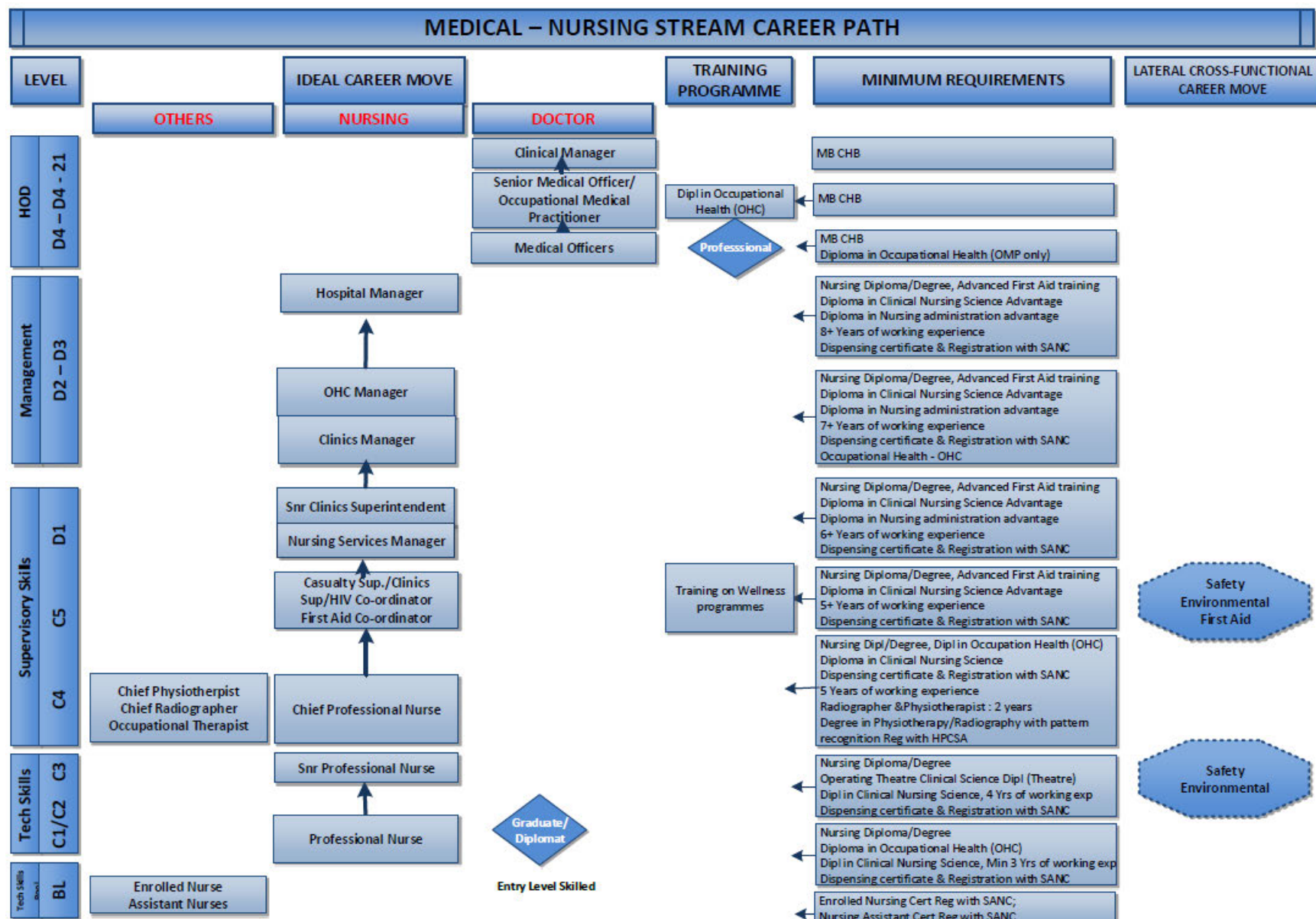


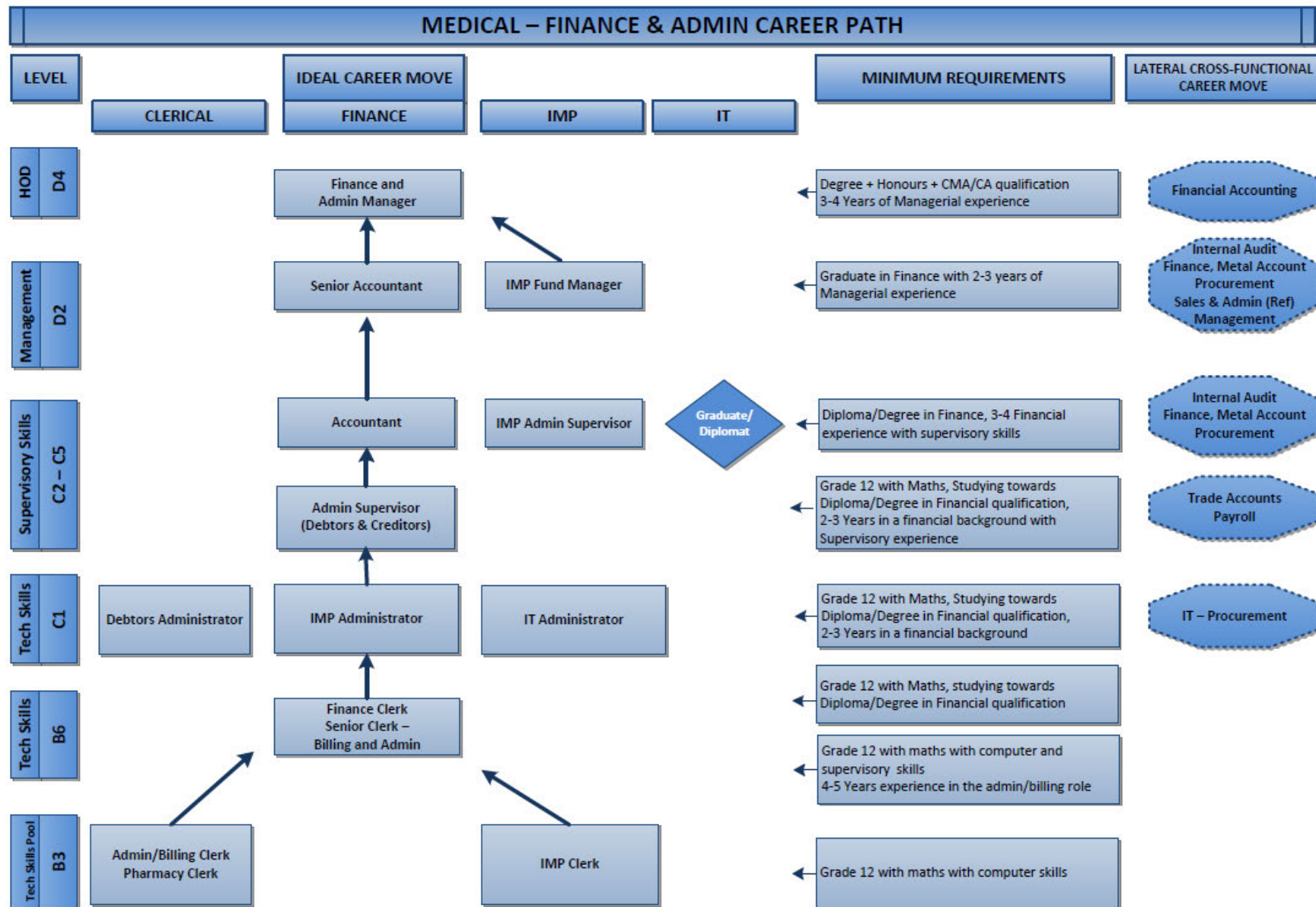












# ANNEXURE D

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## FORM S

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	2	0	0	2	0	0	2	0	0	0	6
Senior management (Paterson Level E)	46	6	6	41	15	0	4	13	3	0	134
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	218	15	19	164	12	3	10	47	6	1	615
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	3052	24	6	400	863	7	4	68	138	2	4564
Semi-skilled and discretionary decision making (Paterson Level B)	7653	15	6	63	1052	4	4	17	1111	4	9929
Unskilled and defined decision making (Paterson Level A)	10750	8	0	5	1552	0	0	0	996	56	13367
<b>TOTAL PERMANENT</b>	<b>21721</b>	<b>68</b>	<b>37</b>	<b>675</b>	<b>3614</b>	<b>14</b>	<b>24</b>	<b>145</b>	<b>2254</b>	<b>63</b>	<b>28615</b>
<b>NON-PERMANENT EMPLOYEES</b>	<b>102</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>132</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>241</b>
<b>GRAND TOTAL</b>	<b>21823</b>	<b>69</b>	<b>37</b>	<b>677</b>	<b>3746</b>	<b>14</b>	<b>25</b>	<b>174</b>	<b>2255</b>	<b>63</b>	<b>28856</b>

*Note: Status of the mine as of June 2024*

# ANNEXURE E

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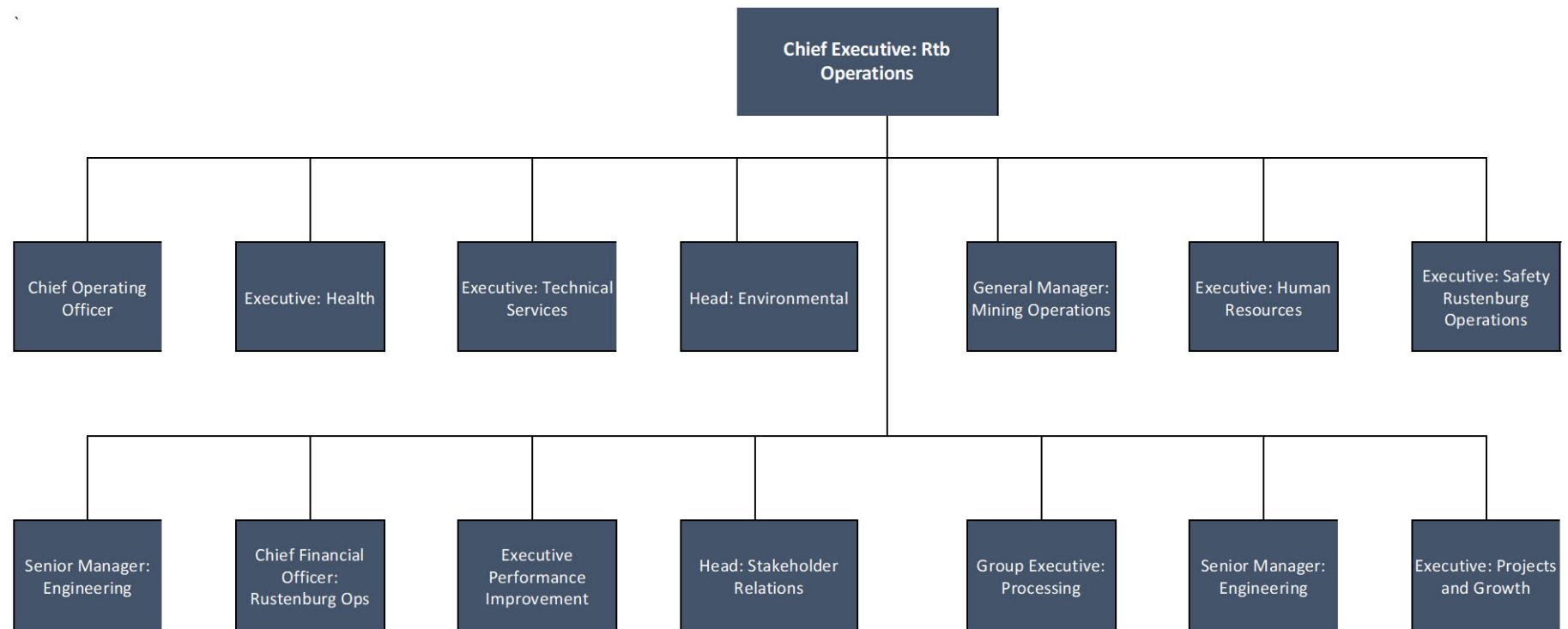
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## ORGANOGRAM

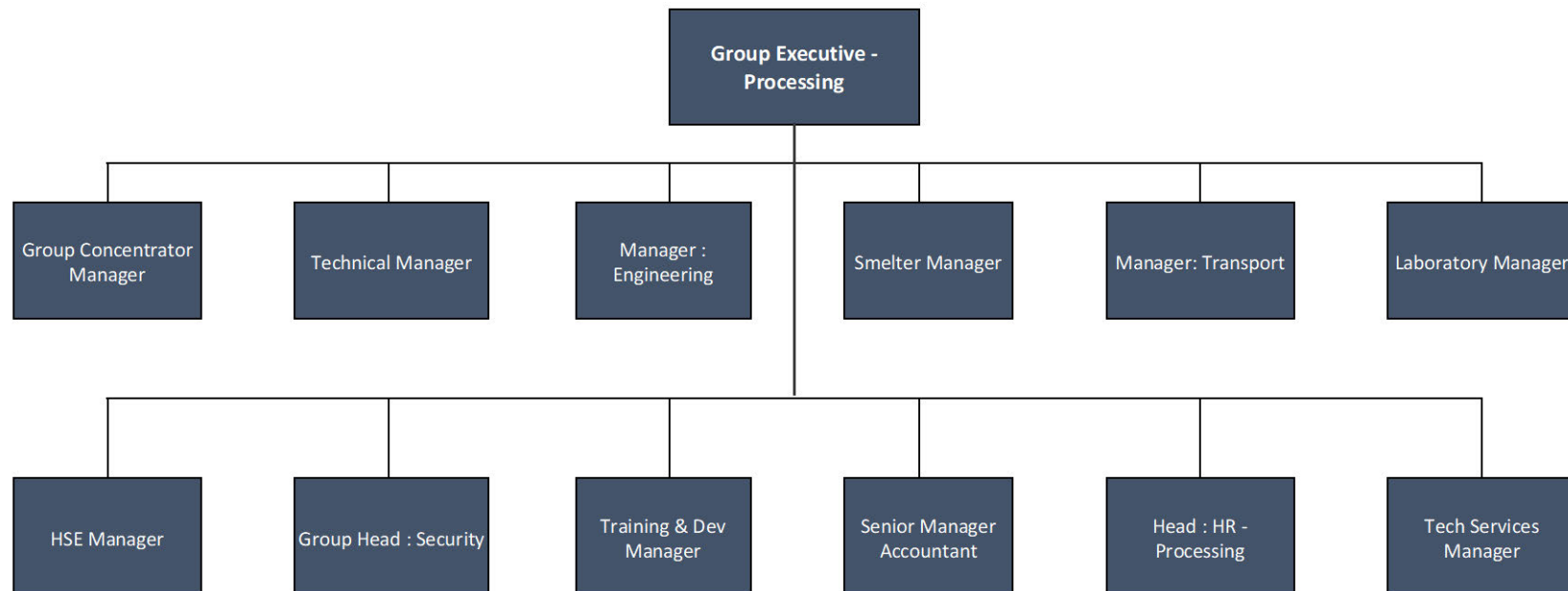
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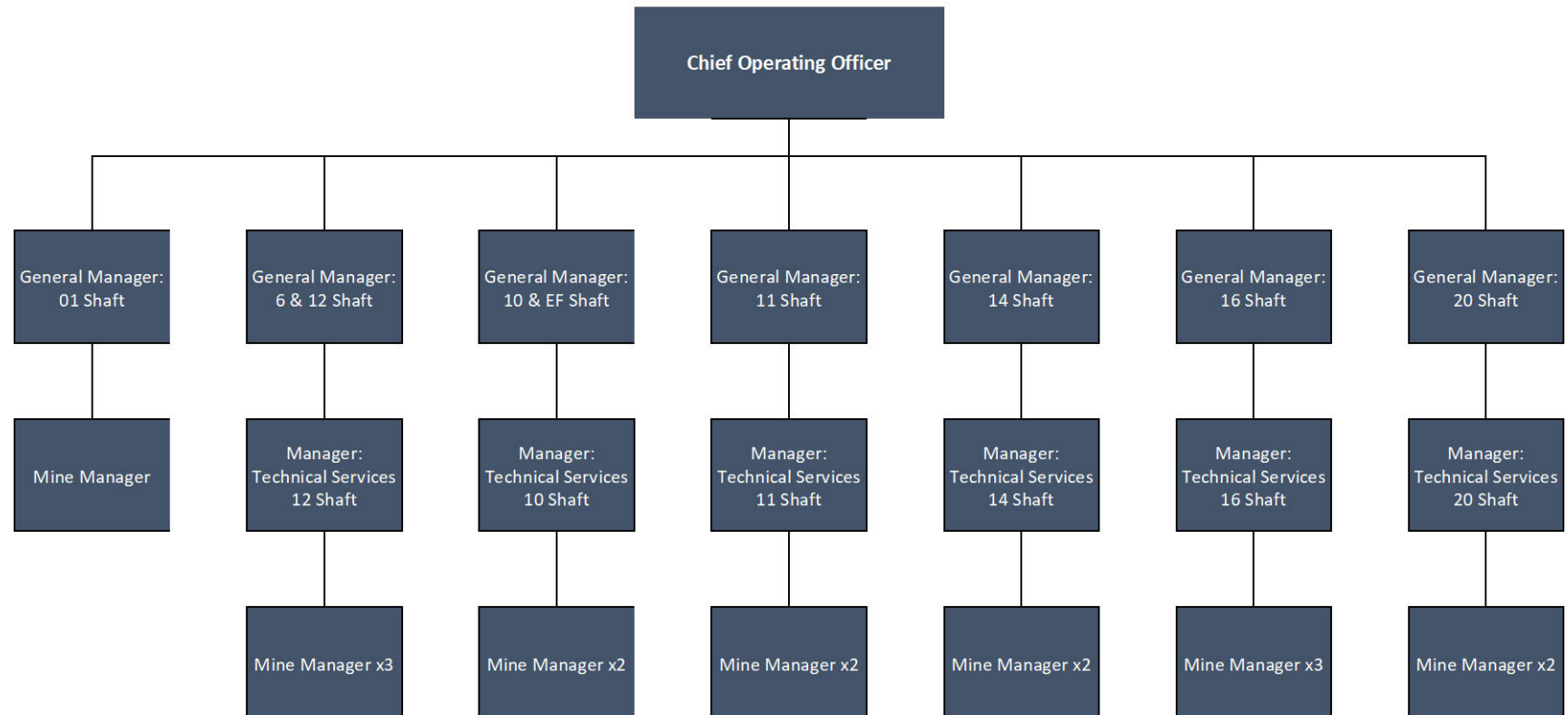
# EXECUTIVES



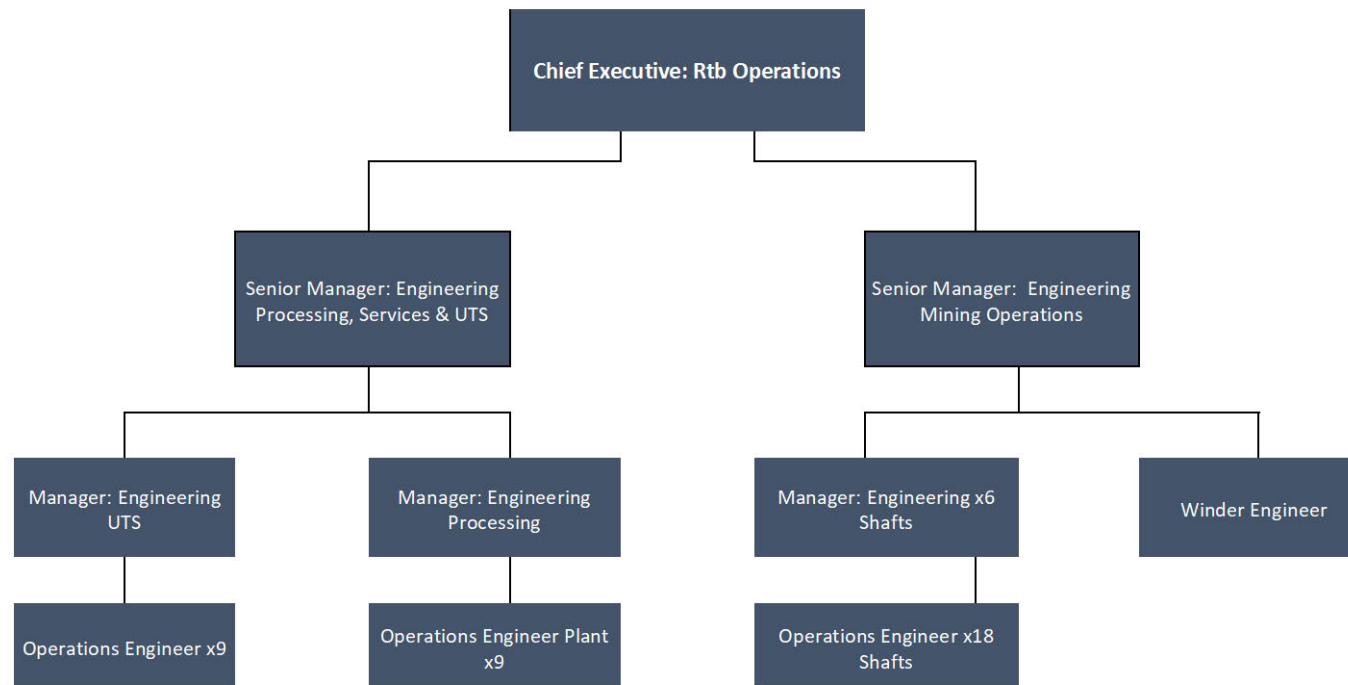
# PROCESSING



# MINING



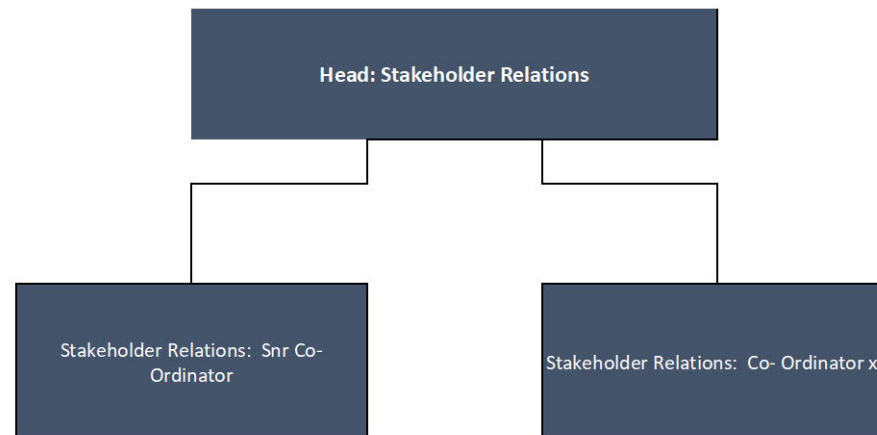
# ENGINEERING



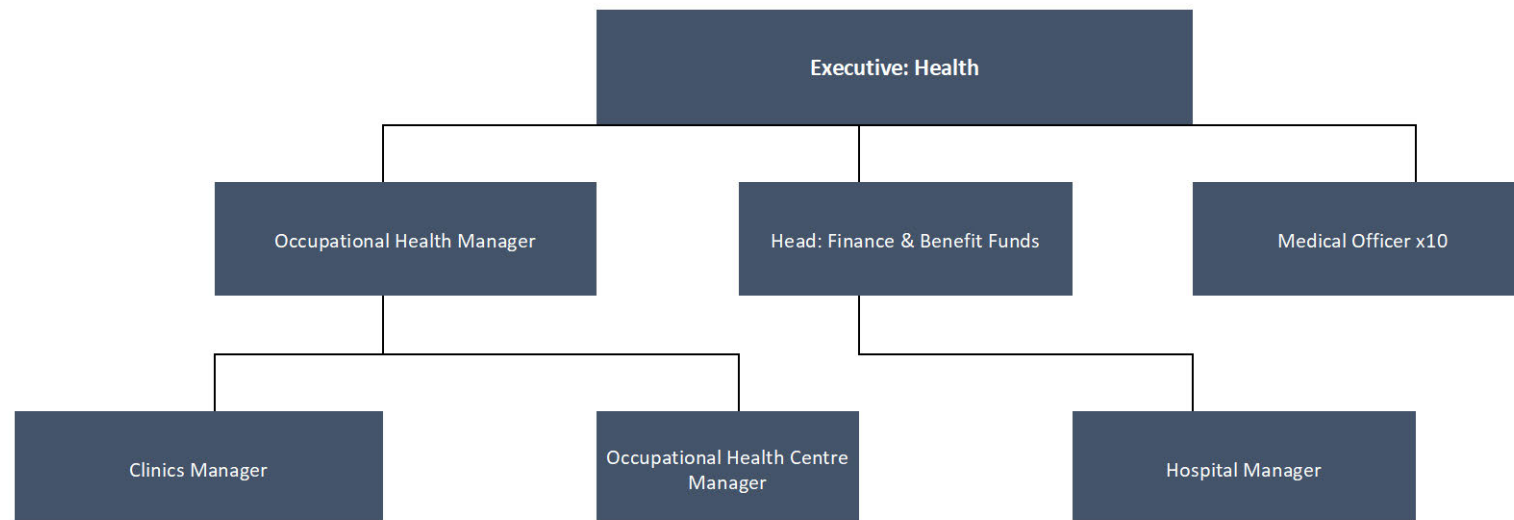


# STAKEHOLDER RELATIONS

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# HEALTH

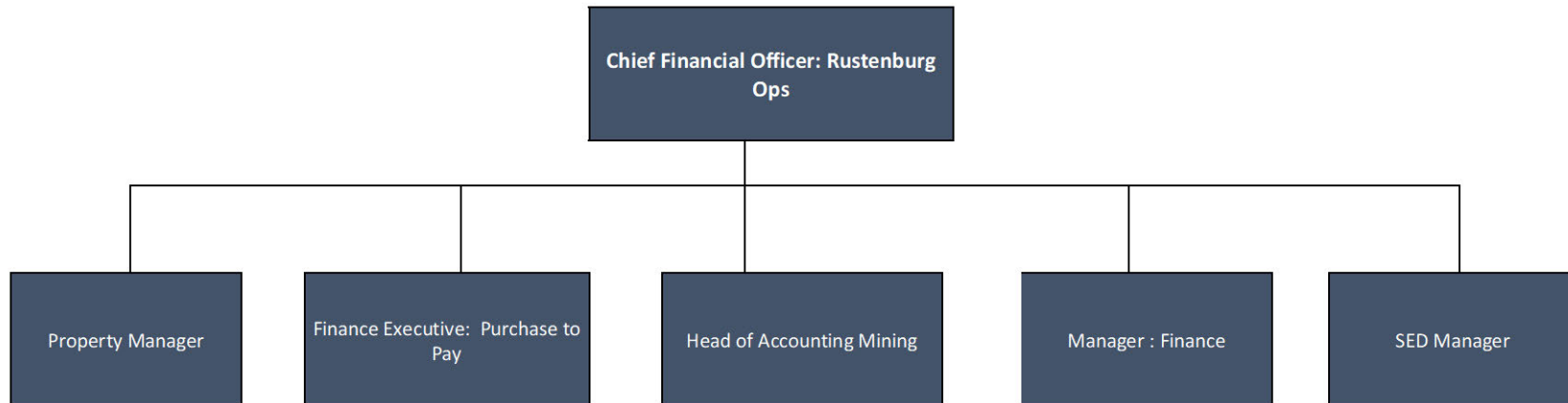


# SAFETY

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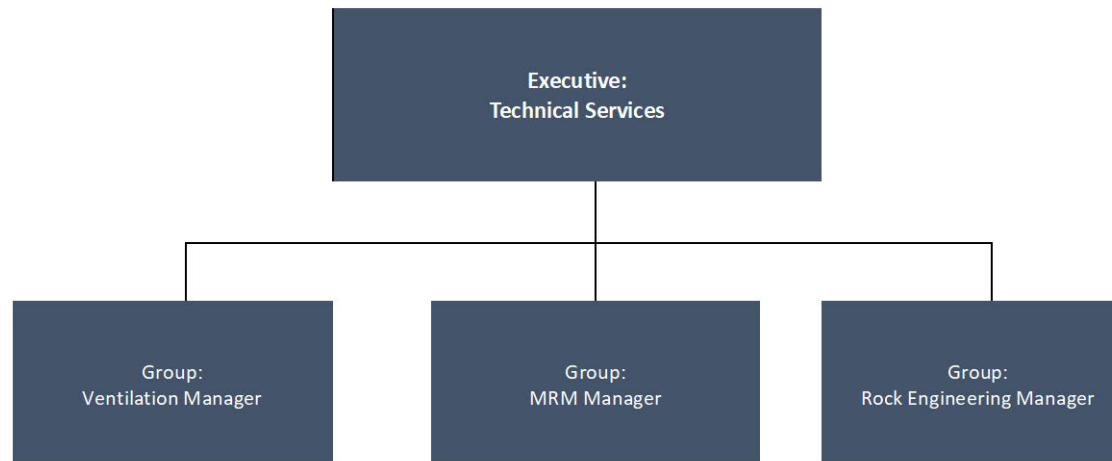
# FINANCE





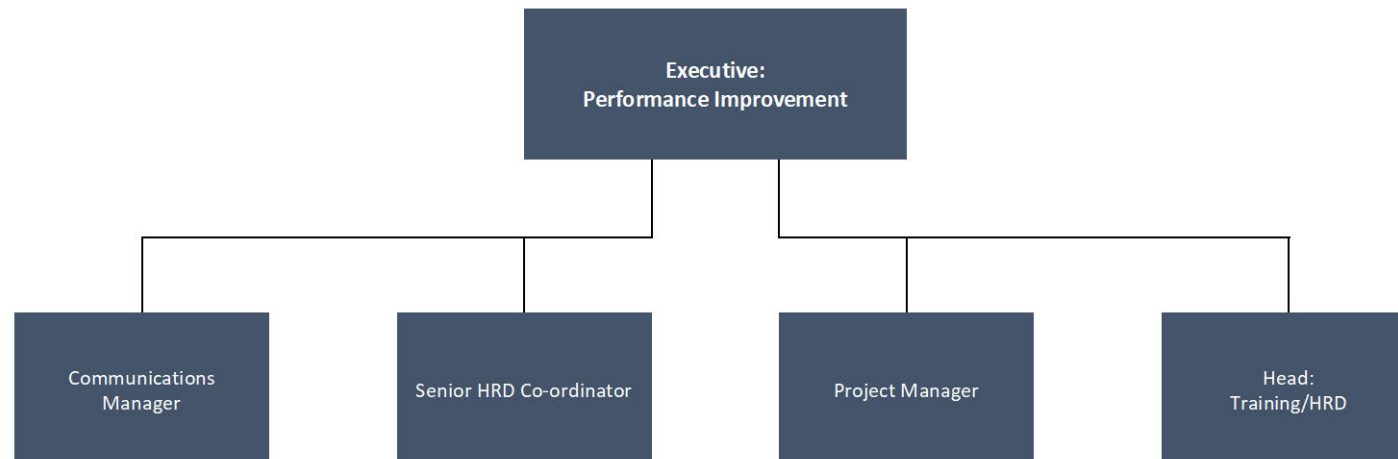
# TECHNICAL SERVICES

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# BUSINESS IMPROVEMENT

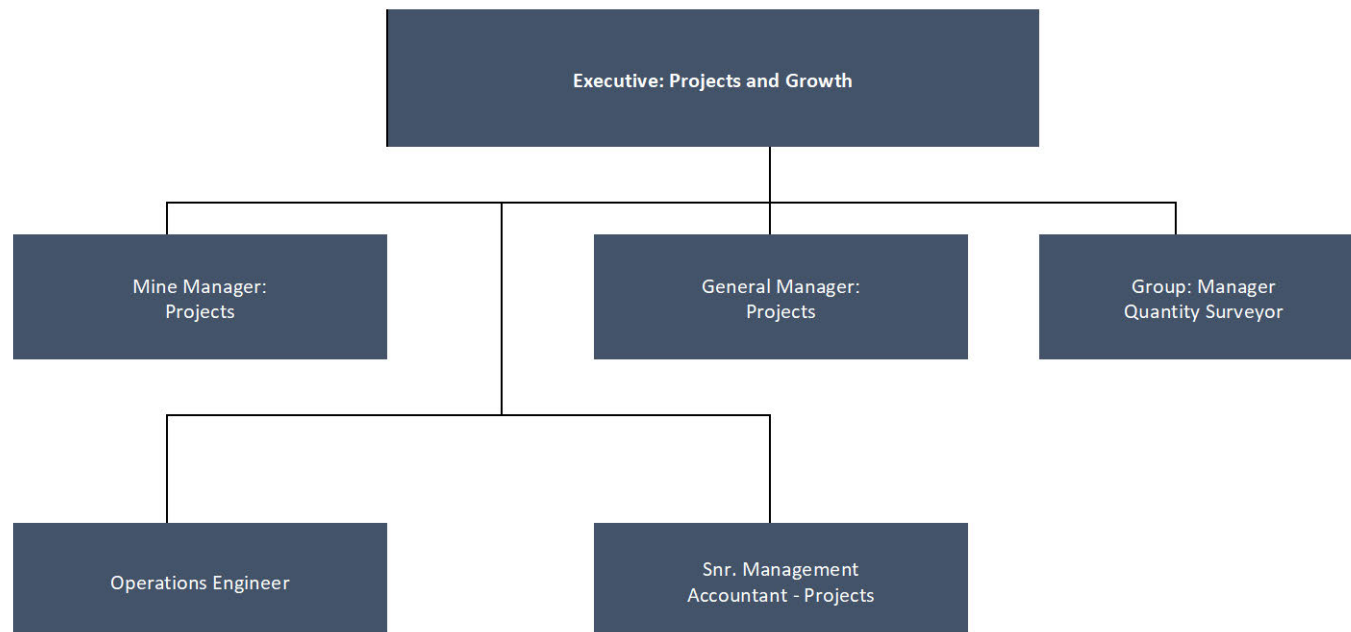
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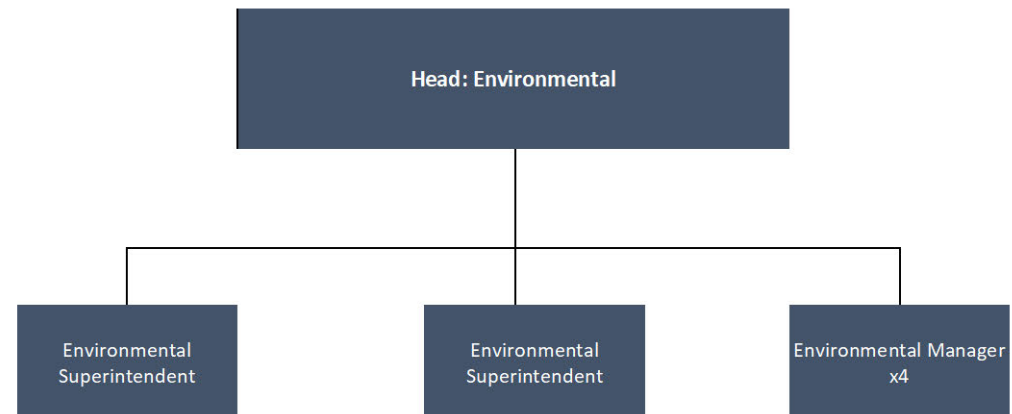
# PROJECTS

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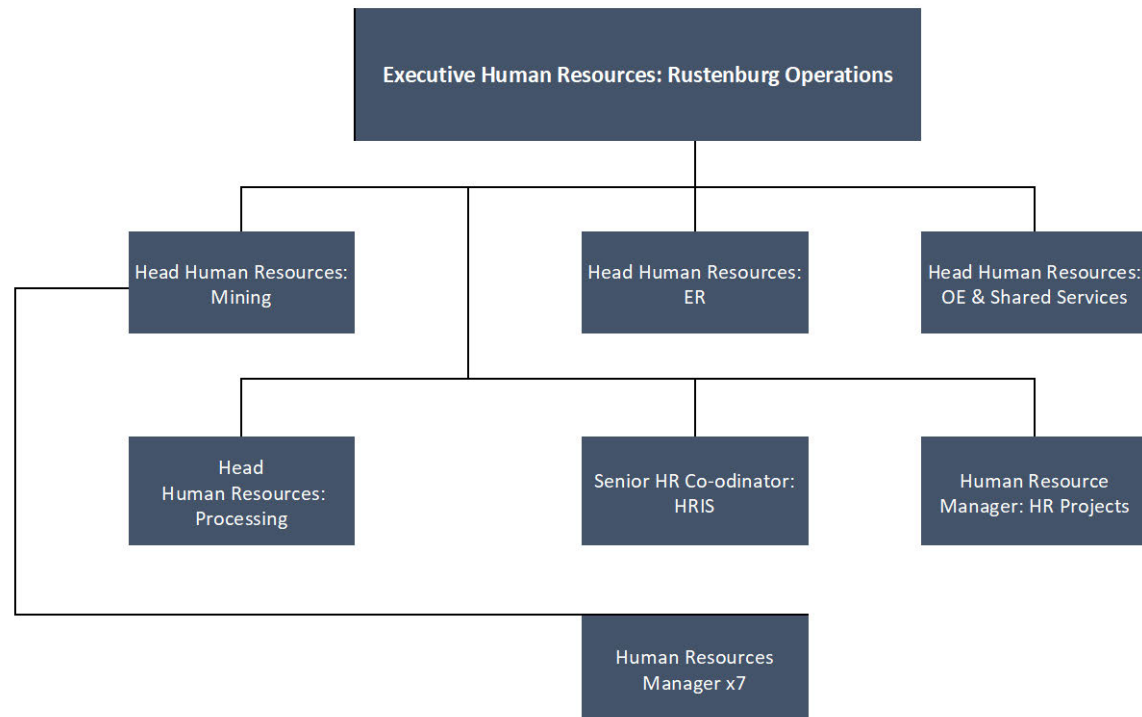
# ENVIRONMENTAL

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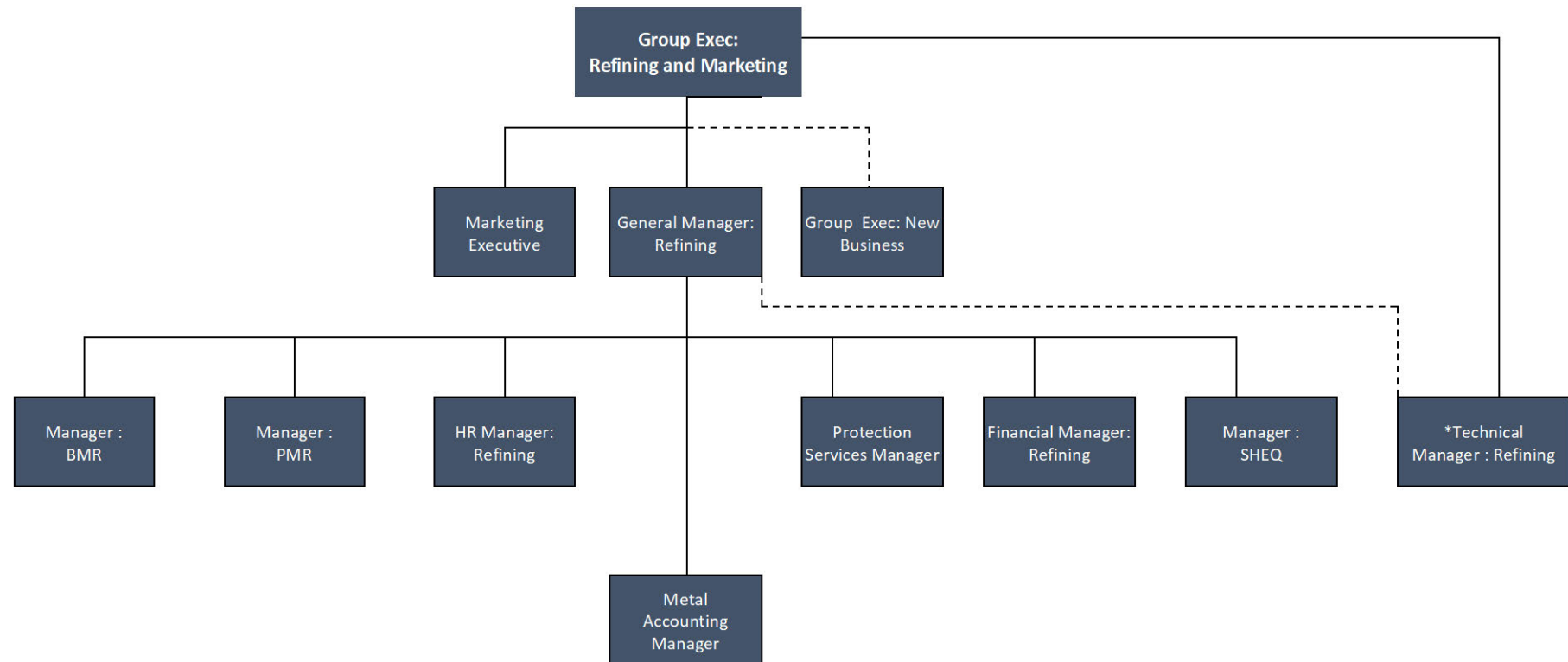




# HUMAN RESOURCES



# REFINING SENIOR MANAGEMENT



# ANNEXURE F

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## **PUBLIC PARTICIPATION PORTFOLIO OF EVIDENCE**

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## **IMPALA PLATINUM LIMITED SOCIAL LABOUR PLAN 4 (SLP 4) PUBLIC PARTICIPATION PROCESS SUMMARY REPORT**

Impala Platinum started with the process of developing its Social & Labour Plan 4 in 2022, and Batumile Investments (Pty) Ltd was appointed to manage the Public Participation process.

Impala had divided the Public Participation process into Four segments:

- A. The first segment of consultation was with the Stakeholders, who are mainly the Government Departments relevant to the Mining Community's social development. The critical stakeholders identified meetings were held on the following dates:

1. Rustenburg Local Municipality:	23 February 2023
2. Royal Bafokeng Administration:	09 March 2023
3. Department of Health:	20 February 2023
4. Department of Basic Education:	22 February 2023
5. Department of Social Development:	23 February 2023
6. Department of Tourism:	22 February 2023

The purpose of the first segment of consultations was to provide feedback to stakeholders and announce and outline the mine's intention to engage in SLP 4 LED project identification.

The public participation strategy was amended after these engagements, anticipating the challenges associated with community engagements.

- B. The second segment was to consult with the public through the Interested & Affected Parties public meetings on 29 June 2023.

The purpose of the meeting was to consult with stakeholders to allow their influence on the outcome or decisions, inform the stakeholders of the process and

the intended effect, and allow stakeholders to participate in the development of the SLP 4.

C. The third segment of engagement meeting with six (6) priority villages were held on the following dates:

- |                           |                |
|---------------------------|----------------|
| 1. Phokeng (Ward 5):      | 08 August 2023 |
| 2. Lefaragatlhe (Ward 6): | 08 August 2023 |
| 3. Luka (Ward 4):         | 08 August 2023 |
| 4. Seraleng (Ward 41):    | 02 August 2023 |
| 5. Meriting (Ward 12):    | 02 August 2023 |
| 6. Kanana (community 23): | 31 August 2023 |

D. The fourth segment of engagement was continued engagement with both RLM and the RBA throughout this SLP 4 LED process. MCLEF and Future Forum were also taken through the process for alignment and approval.

RLM and RBA endorsement meetings were held on 15 August 2023 to announce the selected needs identified by the communities. Furthermore, the meeting was to ensure that the projects that would be prioritised for SLP 4 were in alignment with projects already considered by other local municipality plans as community needs.

Annexure D in the POE folder consists of all Wishlist received from the communities and other key stakeholders in the communities.

IMPALA public participation project followed the following prioritization process:

- Projects that were identified in the Rustenburg Local Municipality Integrated Development Plan 2022-2027 and Royal Bafokeng Nation Wishlist 2022 - 2023 as a priority during engagements in 6 priority villages.

- Projects that were top three priority during engagement with community leaders (Governmental Departments, RBA, Kgosana, and Councillors and others) or social needs for which the mine had requested assistance from communities.
- Projects within a reasonable budget for SLP 4
- Project selection to ensure that all six (6) priority villages have at least one (1) project that is linked directly to them.

**Table A: The following priority list of projects was shortlisted**

PROJECT TITLE	DESCRIPTION	PROJECT FROM (SOURCE)	PROJECT LOCATION (VILLAGE)
Sports Facility	Development of sports facility for community to use. Leaders mentioned a sporting facility similar to that in Barseba is what they hope can be developed.	IDP 191 & 376	Kanana
Roads and Stormwater	Development of new roads at least 9km with proper stormwater systems	Unknown	Kanana
Tribal Offices	Development of new tribal offices for Makgotla	Unknown	Kanana
Library	Community Library that will also be used by Meriting and Sondela residents	IDP 491	Seraleng
Sports Fields	Sports facility (develop the existing Sports Field)	IDP 491	Seraleng
Community Hall	Development of New Community Hall to be used by School	IDP 491	Seraleng
Sport Grounds	Sports facility (develop the existing Sports)	IDP 171	Meriting
Internal Roads	Internal roads in wards 12 and small bridges primarily in Ext 2 meriting	IDP 341	Meriting
New internal Roads	New roads (internal linking) Makgokgwana, Ratshufi and Kgale;	RBA Wishlist 2022-2023	Phokeng
Water Infrastructure Improvements	Water infrastructure improvements, Lefaragatlhe Pump Station Upgrade;	RBA Wishlist 22-23 IDP 447	Phokeng, Lefaragatlhe
School	Convert Molotlegi to a technical School	RBA Wishlist 2022-2023 IDP 444	Luka
Roads	Internal roads	RBA Wishlist 2022-2024	Luka
Multipurpose centre	Multipurpose centre	Unknown	Phokeng

Following further engagement with community leaders and the mine's process of verifying the most pressing needs identified through secondary data, the following final projects were selected:

- Construction of internal roads in Kanana
- Construction of internal roads in Luka
- Construction of internal roads in Phokeng
- Construction of a Walkway bridge in Meriting
- Construction of Community Centre
- Construction of a Community Hall in Seraleng\*
- Renovation and expansion of Keledi Secondary School Infrastructure

\*Please note that this project was initially submitted as a Sports Field, however after learning from community leaders that Rustenburg Local Municipality (RLM) will construct the Sports field in Seraleng, the mine submitted a formal request to the municipality to change the project to a hall.

The Sports Field was listed as priority 1 and the Community Hall was listed as priority 2 by the Seraleng Community during our consultation processes.

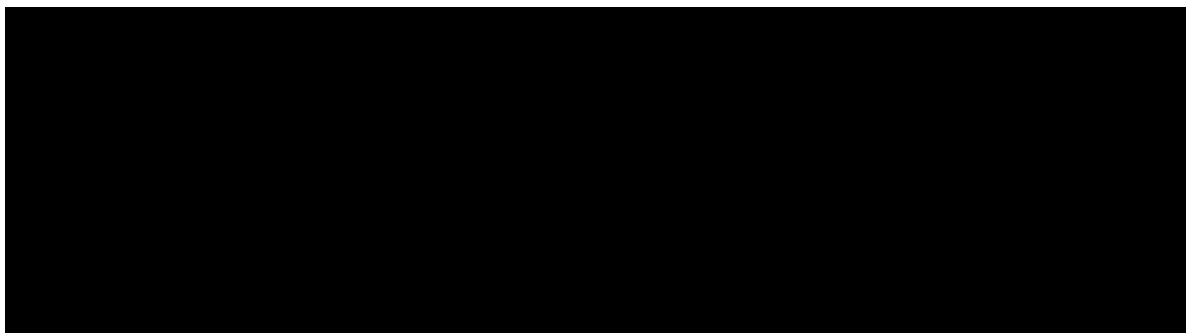
**LABOUR SENDING AREA- IMPALA PLATINUM LIMITED SOCIAL LABOUR**  
**PLAN 4 (SLP 4) NEEDS ASSESSMENT SUMMARY REPORT**

**Demolishing mud structures and constructing 5 classrooms and admin  
building at Sikitini Primary School**

As part of the mine's Beyond Compliance approach towards overall Socio-Economic Development in both mining and labour sending areas, Impala identified several schools within the Eastern Cape to assist on an ad-hoc basis. According to the Department of Basic Education's 2015 report on school infrastructure, 3% of schools lacked access to water, sanitation and proper infrastructure in the area. The situation in some of these schools today remain critical.

In 2022 the Impala conducted needs assessments on the identified school (Please see Annexure 4 of the SLP4 Portfolio of Evidence (PoE) for copies of the assessments, pictures and meeting minutes. The needs assessment exercise revealed that Sikitini Primary School is amongst the schools that will require a significant budget to address all its challenges. It was then decided to include the school under SLP4 budgets to ensure that these challenges are adequately addressed.

During consultation with the following key stakeholders on the 14<sup>th</sup> of August 2024, the mine's intention to include the school under SLP4 was communicated.



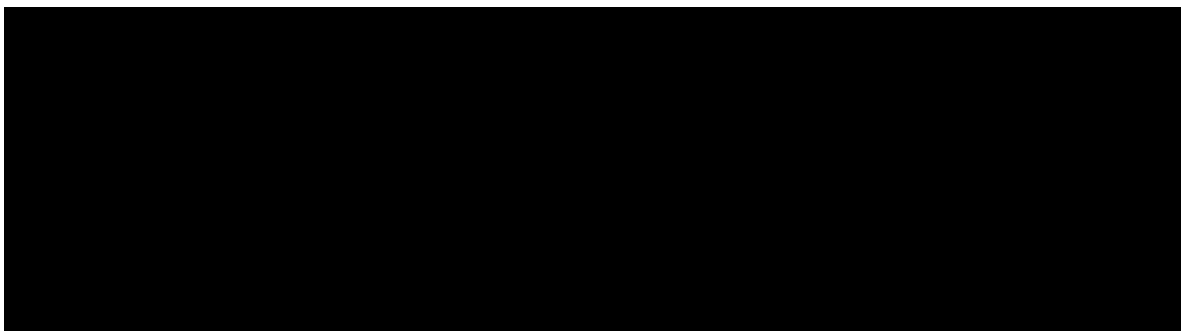
Stakeholders, especially the District Director for Coastal Schools appreciated the gesture from the mine and confirmed the need to improve the school's infrastructure as top priority for the district.

### **Installation of rainwater harvest tanks and reticulation at W.M Ranuga Senior Primary School**

As part of the mine's Beyond Compliance approach towards overall Socio-Economic Development in both mining and labour sending areas, Impala identified several schools within the Eastern Cape to assist on an ad-hoc basis. According to the Department of Basic Education's 2015 report on school infrastructure, 3% of schools lacked access to water, sanitation and proper infrastructure in the area. The situation in some of these schools today remain critical.

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Stakeholders, especially the District Director for Coastal Schools appreciated the gesture from the mine and confirmed the need to improve the school's infrastructure as top priority for the district.

### **Cofimvaba Agriculture Project Support.**

His Honourable Minister Gwede Mantashe of the Department of Mineral Resources and Energy (DMRE) reached out to Implats in 2023 to assist with a fencing project in Eastern Cape at the Mcambalala Village within the Intsika Yethu Local Municipality, Chris Hani District.

Crop production close to the Mcambalala Village, was active between 2013 and 2018. The farmers mostly produced Grade 1 maize and most of the yield was sold to the Ncorha Dairy project. The crops were also used for subsistence living and feeding animals. The project was deemed to have been very successful.

Over time the fencing degraded due to environmental factors and agricultural activities ceased due to farm and other animals damaging crops. The farmers from the village wanted to revitalize the crop production and have identified a 74 hectares area where they wanted to start farming again.

The fencing of the land would ensure the proper usage of the land and protection of crops against animals and crop production will ensure sustainable livelihoods for the farmer community.

Impala Platinum completed the fencing project in July 2024 through a multi-stakeholder approach working with the Eastern Cape Departments of Mineral Resources and Energy, the Department of Rural Development and Agrarian Reform (DRARD), the community and traditional authority. Upon completion Impala Platinum was requested if it could not assist with production support to ensure enclosed area can now be farmed.

A needs assessment was undertaken with DRARD to determine the production input requirements and how the farmers can continue with their farming activity where the 6km fence was delivered. The project aims to build a sustainable maize production value chain that will sustain close to 70 farmers and their families.

## **Construction of a Kitchen, Carports and boundary fencing at Sekhing Primary School**

On 5 January 2024, a request for assistance was received from the school and the School Governing Body (SGB), seeking support for capacitating the school's physical infrastructure. Following a physical inspection of the school and a meeting held on the 12<sup>th</sup> of August 2024, with the school leadership, the SGB and the local Municipality, the priority areas were confirmed as borehole capacitation, perimeter fencing, carports, and construction of a new school kitchen.

The scope of this project will focus on addressing these priority areas to improve the learning environment, with particular emphasis on health and sanitation.

### **Conclusion Remarks**

Impala Platinum Limited has set timelines and a continuous Stakeholder Engagement Plan which will facilitate all communications in the communities. The SLP 4 is submitted with Portfolio of Evidence (POE) consists of the following information:

- Annexure F1 – Adverts and SLP 4 Interested and Affected Persons List
- Annexure F2 – Stakeholder Engagement Invitations
- Annexure F3 – Stakeholder Engagement Minutes and Attendance Registers, Stakeholder Engagements Wishlist
- Annexure F4- Needs Assessments and Endorsement letters

#### **NOTE:**

The Annexures contained in the pages hereafter contains confidential information. Should you have a need to access this information, please follow the PAIA process.