

**NOTARIAL CERTIFICATE**

I the undersigned

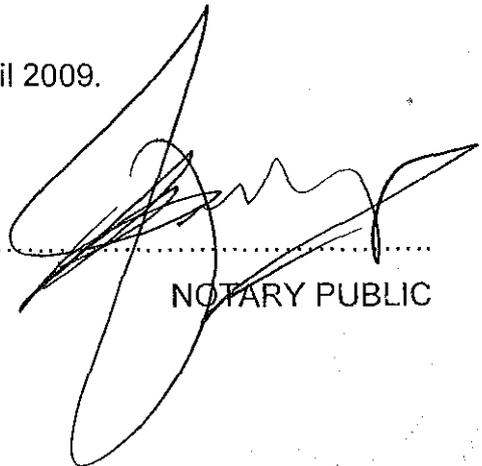
ANDRE HERMAN SNYMAN

NOTARY PUBLIC, residing and practising at KLERKSDORP in the North West Province, by lawful authority duly sworn and admitted do hereby certify that on this day I compared the following copies of documents, namely:

- 1 SOCIAL AND LABOUR PLAN SUBMITTED BY IMPALA PLATINUM LIMITED IN SUPPORT OF A MINING RIGHT ISSUED ON THE 12<sup>TH</sup> DECEMBER 2008

with the originals thereof and that these copies are a true and exact version of the originals in all respects.

Signed at Klerksdorp on this the 24th day of April 2009.



.....  
NOTARY PUBLIC



---

***IMPALA PLATINUM LIMITED***

***SOCIAL AND LABOUR PLAN***

---

**RE-SUBMITTED DOCUMENT**

**December 2008**

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A small handwritten mark or signature in black ink, possibly a star or a similar symbol.

*Appendix M (1) in Support of Impala Platinum Limited's Application for  
the Conversion of its Old Order Mining Rights at the Impala Rustenburg  
Operations*

cc

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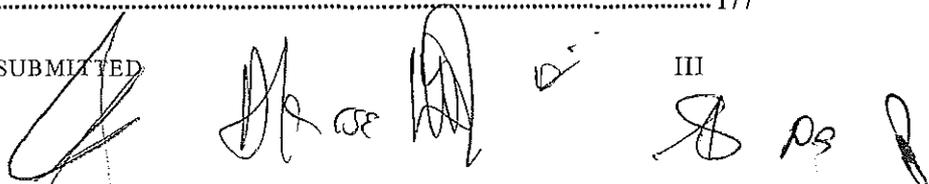
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## LIST OF ABBREVIATIONS

ABET	Adult Basic Education Training
ATR	Annual Training Report
BE	Black Empowered
BEE	Black Economic Empowerment
BI	Black Influenced
BO	Black Owned
CBD	Central Business District
CBO	Community Based Organisation
CEB	Child of Employee Bursary
CFT	Cross Functional Team
COM	Chamber of Mines
CPTR	Current Public Transport Records
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of Southern Africa
DME	Department of Minerals and Energy
DPLG	Department for Provincial and Local Government
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ETD	Education and Training Development
EE	Employment Equity
ESOP	Employee Share Ownership Scheme
ETD	Education, Training and Development
FET	Further Education and Training
GCC	Government Certificate of Competency
GET	General Education and Training
GIS	Geographical Information System
GRCF	Greater Rustenburg Community Foundation
HDSA	Historically Disadvantaged South Africans
HET	Higher Education and Training
HO	Head Office
HoD	Head of Department
HR	Human Resources
HRD	Human Resources Development
HSE	Health and Safety Executive
ICDT	Impala Community Development Trust
IDP	Integrated Development Plan (LED)
IDP	Individual Development Plan (Career Planning)
JDF	Joint Development Forum
JIPSA	Joint Initiative for Priority Skills Acquisitions
JR	Junior
JTTT	Joint Technical Task Team
KPI	Key Performance Indicators
LED	Local Economic Development
LRA	Labour Relations Act
LTD	Limited
MIG	Municipal Infrastructure Grant
MOA	Memorandum of Agreement
MPRD	Mineral and Petroleum Resources Development
MQA	Mining Qualifications Authority
NGO	Non-Governmental Organisation
NQF	National Qualifications Forum
NRA	National Roads Agency
OLS	Operating License Strategy
PGM	Platinum Group Metal
PGDS	Provincial Growth and Development Strategy
PM	Procurement Manager



PMU	Project Management Unit
PROC	Procurement Department
PTP	Public Transport Plan
PTY	Proprietary
RDP	Reconstruction and Development Plan
RBA	Royal Bafokeng Administration
RBN	Royal Bafokeng Nation
RBR	Royal Bafokeng Resources
RCDC	Rustenburg Community Development Centre
SAQA	South African Qualifications Authority
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME	Small Medium Micro Enterprise
SR	Senior
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WSP	Workplace Skills Plan
YTD	Year To Date

**Definition of Paterson Grading: D Level and Higher**

- Top Management (F & E – Level: Upper)
- Senior Management (E – Level: Lower)
- Middle Management (D – Level: Upper)
- Junior Management (D – Level: Lower)
- Supervisors and Technically Skilled Personnel ( C – Level)
- Semi Skilled and Discretionary decision making (B – Level)
- Unskilled and Defined decision making (A – Level)

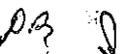
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# SECTION 1

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## INTRODUCTION AND PREAMBLE

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# SECTION 1

## 1.1 INTRODUCTION

### 1.1.1 OVERVIEW

A Social and Labour Plan (SLP) is a prescribed requirement of the new minerals legislation (the Mineral and Petroleum Resources Development Act (28/2002) (MPRD Act)) to be in place for the remaining life of every mining right<sup>1</sup>. The SLP is required to be more than a statement of intent with regards to Human Resource Development, Local Economic Development and the management of downscaling and retrenchment. The plan is 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 area of operation and labour-sending areas on an on-going basis. Progress with regards to the specific projects and the mine's contributions to socio-economic development will be reported on annually in the SLP Reports to be submitted to the regional Department of Minerals and Energy. The objectives of the SLP (section 41 of the Regulations) 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 towards the socio-economic development of the areas in which they are operating.

### 1.1.2 STRUCTURE OF THIS DOCUMENT

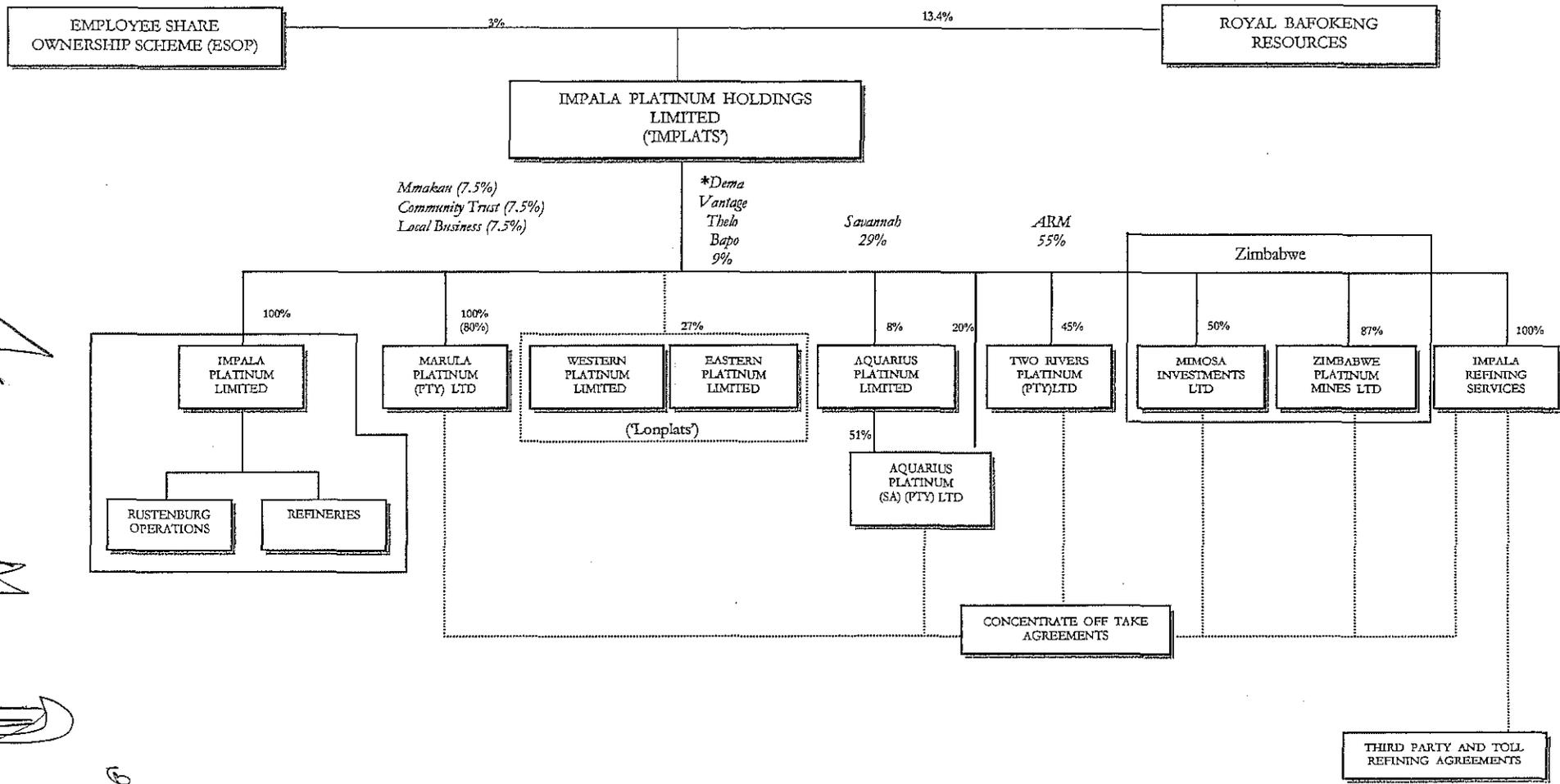
Impala Platinum Holdings Limited's (Implats) primary mining operation (Figure 1.1), Impala Platinum Limited, operates Impala Rustenburg Operation's lease area on the western limb of the Bushveld Complex, north of the town of Rustenburg in the North West Province (Appendix A). The mining operations cover an area of approximately two hundred and fifty (250) square kilometres and include thirteen (13) shaft systems and five (5) declines, of which two (2) are currently at full production and three (3) are in development. 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, and the Impala Platinum Refineries, which includes both the base and precious metals refineries, in the town of Springs, Gauteng. (See Figure 1.1)

Whilst this SLP is submitted as Appendix M (1) for the conversion of the old order mining rights (as summarized in Table 1.1) into new order mining rights for the Impala Rustenburg Operations, the company has undertaken to ensure the social and labour provisions, as set out in the document are adhered to and reported on for the entire company (Impala Platinum Limited) on an annual basis. It is pertinent to note that all employees within the group who are not employed by Marula Platinum (Pty) Limited are employed by Impala Platinum Limited as there are no employees of Implats (the listed holding company) nor Impala Refining Services (IRS). As such the Human Resource Development, Local Economic Development and Closure and Retrenchment Management Programmes at the operations level (including the mine level) will be driven from central policies and principles and will be reported against in one company annual report. In order to streamline the annual reporting requirements and present a coherent social and labour strategy across the company, this SLP will, where necessary, incorporate the Impala Platinum Limited Head Office and Impala Platinum Refineries structures. As such, Impala Rustenburg Operations will meet the objectives as outlined in this SLP in compliance with the MPRD Act, along with the other key structures in its organization and further, ensure its core-business contractors comply with the provisions of the document, in adherence to Section 101 of the MPRD Act. (Figure 1.2)

<sup>1</sup> It is noted that the SLP is applicable until the closure certificate (under section 43 of the Mineral and Petroleum Resources Development Act (2002)) has been issued.

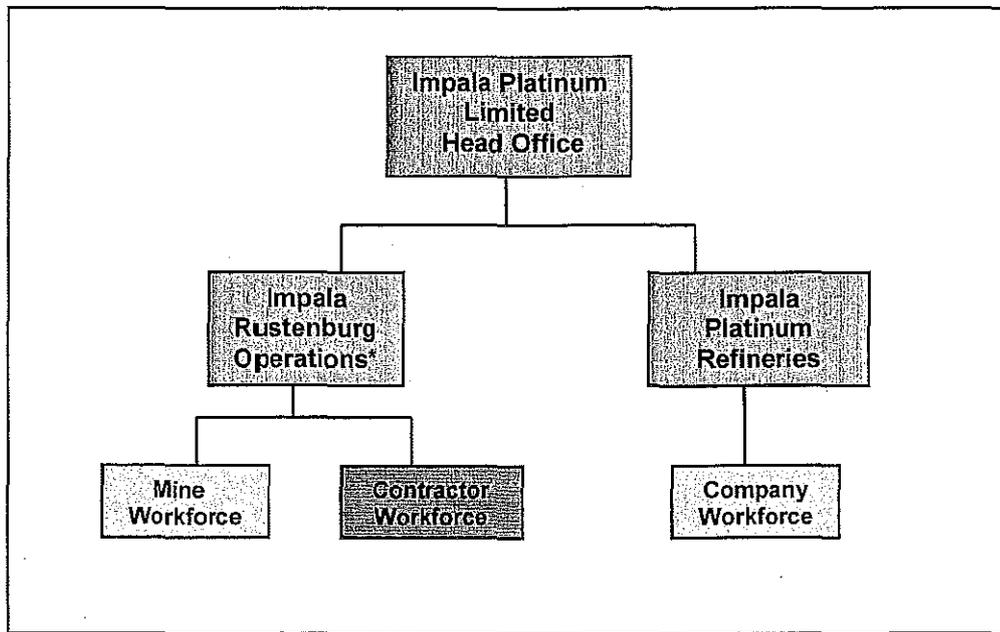
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Figure 1.1: Structure of Impala Platinum Holdings Limited



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Figure 1.2: Structure of Impala Platinum Limited's Social and Labour Plan



\* Please Note: The Impala Rustenburg Operations comprise of thirteen (13) shafts and a mineral processes plant. The labour force, for both the mine and contractors, fluctuates between the thirteen (13) shafts and the mineral processes plant on a monthly basis, according to changes in the business plan. As such, mine or contractor workforce at each of the shafts and plant is not fixed, in order to facilitate labour retention across the whole operation.

The document is structured as follows, in accordance with regulation forty six (46) of the MPRD Act:

- Section 1 - Introduction and Preamble:
  - o Introduction
  - o Preamble – Impala Platinum Limited Head Office
  - o Preamble – Impala Rustenburg Operations
  - o Preamble – Impala Platinum Refineries
- Section 2 - Human Resources Development Programmes
- Section 3 - Local Economic Development Programmes
- Section 4 - Processes Pertaining to the Management of Downscaling & Retrenchment
- Section 5 - Financial Provisions for the Implementation of the SLP
- Section 6 - Undertaking

**Table 1.1: Summary of Mining Rights Held by Impala Platinum Limited at the Impala Rustenburg Operations**

<b>Mining License No.</b>	<b>Farm Name(s)</b>	<b>Mineral Rights held</b>	<b>Mine Infrastructre<sup>2</sup></b>	<b>Period of Mining Right</b>
ML 6/1998 (Lease)	1. Remaining extent: Goedgedacht 110 JQ 2. Kleindoornspruit 108 JQ 3. Doornspruit 106 JQ 4. Goedgedacht 114 JQ 5. Vaalkop 275 JQ 6. Vlakfontein 276 JQ 7. Portion 3: Reinkoyalskraal 278 JQ 8. Wildebeestfontein 274 JQ 9. Remaining extent: Turffontein 262 JQ 10. Portion 2: Beerfontein 263 JQ 11. Portions 11, 16, 22, 25, 5, 23 & 20: Kookfontein 265 JQ 12. Remaining extent: Turffontein 262 JQ 13. Beerfontein 263 JQ 14. Portion 2, 3, 11 & 14: Kookfontein 265 JQ 15. Portion 1: Wildebeestfontein 274 JQ	Precious metals, all metals and minerals found in the same ore body as platinum and platinum group metals.	<u><b>Current Operations</b></u> 1 Shaft 1 Sub Vertical 1 Sub Vertical Decline 2 Shaft 4 Shaft 5 Shaft 6 Shaft (78.1% of shaft) 7 Shaft 7A Shaft 8 Shaft (67.5% of shaft) 9 Shaft 10 Shaft 11 Shaft 12 Shaft 14 Shaft Opencast Operations	Indefinite
ML 7/1998 (Minorities)	1. Portion 2: Uitvalgrond 105 JQ 2. Remaining extent: Uitvalgrond 105 JQ 3. Portion 1: Uitvalgrond 105 JQ 4. Portion 12: Kookfontein 265 JQ	Precious metals, all metals and minerals found in the same ore body as platinum and platinum group metals.	<u><b>Current Operations</b></u> Merensky Opencast <u><b>Planned Operations</b></u> UG2 Opencast	Valid until 10 October 2010
ML 11/1999 (Boschkoppie)	1. Mineral Lease 1 on Mineral Area 1 on remaining extent: Boschkoppie 104 JQ (Diagram: 10715/1999) 2. Mineral Lease 2 on Mineral Area 1 on remaining extent: Boschkoppie 104 JQ (10716/1999) 3. Mineral Area 2 on Portion 2: Boschkoppie 104 JQ (10717/1999)	Platinum group metals in the Merensky Reef and UG2 Reef together with gold, silver, nickel and copper.	<u><b>Current Operations</b></u> 6 Shaft (21.9% of shaft) 8 Shaft (32.5% of shaft) <u><b>Planned Operations</b></u> 20 Shaft	Indefinite

<sup>2</sup> Taken from the Impala Rustenburg Operations Surface Plan ((30 Year Plan): Updated on: 31/12/03)

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Mining License No.	Farm Name(s)	Mineral Rights held	Mine Infrastructure*	Period of Mining Right
ML 7/2001 (Deeps)	1. Portion of Portion 3: Reinkoyalskraal 278 JQ 2. Portion 5: Elandsheuvel 282 JQ 3. Portion of Klein Doornspruit 108 JQ 4. Portion of Vlaktefontein 276 JQ 5. Portion of Goedgedacht 114 JQ 6. Doornspruit 109 JQ 7. Toulon 111 JQ 8. Portion of Goedgedacht 110 JQ 9. Hartbeestpruit 88 JQ	Precious metals and base minerals together with any other mineral associated therewith.	<u>Current Operations</u> 1 Sub Vertical Decline Ext. 10 Shaft Decline 11 Shaft Decline 11C Shaft 12 North Shaft 12 South Shaft 14 Shaft Decline 14 B Shaft <u>Planned Operations</u> 14 B Shaft Decline 14C Decline 16 Shaft 16 Shaft Decline 17 Shaft 17 Shaft Decline 17A Shaft 19 Shaft 19 Decline 21 Shaft	Valid until 30 June 2018
PP 79/2002	1. RE portion 1 and RE portion 2 of the Farm Elandsheuvel 282 JQ 2. RE of the Farm Reinkoyalskraal 278 JQ	Platinum and other metals of the Platinum Group and all by-products thereof, the ores of such metals and all other precious metals and base metals that occur in the same ore-bodies as the said Platinum and other metals of the Platinum Group (which have to be mined and won in association or combination with Platinum and other metals of the Platinum Group).	<u>Prospecting</u>	Valid until 8 April 2006

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## 1.2 PREAMBLE – IMPALA PLATINUM LIMITED HEAD OFFICE

### 1.2.1 NAME OF HOLDING COMPANY

Impala Platinum Holdings Limited

### 1.2.3 PHYSICAL ADDRESS & POSTAL ADDRESS

No 2 Fricker Road  
Illovo  
2196

Private Bag X 18  
Northlands  
2116

### 1.2.4 TELEPHONE NUMBER & FAX NUMBER

Tel: (011) 731 9000

Fax: (011) 731 9254

### 1.2.5 LOCATION OF HEAD OFFICE

The Head Office of Impala Platinum Limited is situated in the city of Johannesburg within the Gauteng Province.

### 1.2.6 FINANCIAL YEAR

1 July to 30 June.

### 1.2.7 SIZE AND COMPOSITION OF WORKFORCE

Table 1.2: Occupational Distribution of Employees at Impala Platinum Limited Head Office as at November 2004

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	1		1	16	1			2	21
Professionals	2		1	1				3	7
Technicians and associated professionals									0
Clerks				1	5		1	3	10
Service workers, shop and market sales workers									0
Agricultural and fishery workers									0
Craft and related trade workers									0
Plant and machine operators and assemblers									0
Labourers and related workers									0
Apprentices and section 18 learners									0
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>18</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>38</b>

## 1.2.8 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.3: Summary of Labour-sending areas for Impala Platinum Limited Head Office Personnel as at 22<sup>nd</sup> November 2004

Labour Sending Area (Province)	Labour Sending Area (Town)	Number of Employees at HO	Total Number of Employees at HO	% of Total Employees from Labour-Sending Area
Gauteng	Johannesburg	38	38	100
	TOTALS	38	38	100

## 1.3 PREAMBLE – IMPALA RUSTENBURG OPERATIONS

### 1.3.1 NAME OF COMPANY

Impala Platinum Limited is a wholly owned subsidiary of Impala Platinum Holdings Limited.

### 1.3.2 NAME OF THE MINE

Impala Rustenburg Operations

### 1.3.3 PHYSICAL ADDRESS & POSTAL ADDRESS

No. 2 Shaft Training Centre	PO Box 5683
Rustenburg	Rustenburg
0300	0300

### 1.3.4 TELEPHONE NUMBER & FAX NUMBER

Tel: (014) 569 0000 Fax: (014) 569 6548

### 1.3.5 LOCATION OF THE MINE

The Impala Rustenburg Operations are located approximately ten (10) kilometres north of the town of Rustenburg in the Rustenburg Local Municipality, within the Bojanala Platinum District Municipality in the North West Province. See Appendix A for the Location Map of the Impala Rustenburg Operations.

### 1.3.6 COMMODITY

Exportable platinum derived from a converter matte containing the platinum group metals (PGMs), together with metals and minerals found in mineralogical association at a production rate of between 1.0 and 1.1 million ounces of platinum and between 1.9 and 2.0 million ounces of PGMs per annum.

### 1.3.7 LIFE OF MINE

The combined mineral reserves and resources for the four (4) old order mining rights held at Impala Rustenburg Operations and its adjacent prospecting areas are sufficient to sustain a thirty (30) year life of mine plan. The current old order prospecting areas are an integral part of the optimal life of mine plan. An application to include one (1) of the old order prospecting areas (PP 79/2002 over Re portion 1 and RE portion 2 of the Farm Elandsheuvel 282 JQ and the RE of the Farm Reinkoyalskraal 278 JQ) is therefore included in the conversion application. It is foreseen that these combined areas could sustain production at the current level of approximately 1.1 million ounces of platinum beyond the thirty (30) year period, however, this will require ministerial consent after the initial thirty (30) years.

### 1.3.8 FINANCIAL YEAR

1 July to 30 June.

### 1.3.9 SIZE AND COMPOSITION OF WORKFORCE

#### 1.3.9.1 WORKFORCE DIRECTLY EMPLOYED BY THE IMPALA RUSTENBURG OPERATIONS

Table 1.4 Occupational Distributions of Employees at Impala Rustenburg Operations as at November 2004

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	32	6	2	272	4		1	43	360
Professionals	134	3	1	137	53		2	46	376
Technicians and associated professionals	715	4	1	415	18			10	1163
Clerks	110			15	81		1	87	294
Service workers, shop and market sales workers	170			2	8			2	182
Agricultural and fishery workers									0
Craft and related trade workers	1754	1		412	7	1		3	2178
Plant and machine operators and assemblers	2435			102	18				2555
Labourers and related workers	19229	6	10	56	163				19464
Apprentices and section 18 learners	77	1		31	9				118
<b>TOTAL</b>	<b>24656</b>	<b>21</b>	<b>14</b>	<b>1442</b>	<b>361</b>	<b>1</b>	<b>4</b>	<b>191</b>	<b>26690</b>

Table 1.5: Occupational Distribution of Impala Rustenburg's Contractors at 22<sup>nd</sup> November 2004

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	386	1		116	2	1			506
Professionals	4			37				2	43
Technicians and associated professionals	46			38					84
Clerks	60			1	4			10	75
Service workers, shop and market sales workers									0
Agricultural and fishery workers									0
Craft and related trade workers	175			50					225
Plant and machine operators and assemblers	2 093	1		31					2 125
Labourers and related workers	1 610			34	7				1 651
Apprentices and section 18 learners	5			1					6
<b>TOTAL</b>	<b>4 379</b>	<b>2</b>	<b>0</b>	<b>308</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>4 715</b>

### 1.3.10 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.6: Summary of Labour-sending areas for Mine Personnel as at November 2004<sup>3</sup>

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
Eastern Cape	Aberdeen	20	0.1	
Eastern Cape	Adelaide	1	0.1	
Eastern Cape	Alice	6	0.1	
Eastern Cape	Aliwal North	8	0.1	
Eastern Cape	Barkly East	2	0.1	
Eastern Cape	Bizana	144	0.5	
Eastern Cape	Burgersdorp	4	0.1	
Eastern Cape	Cala	29	0.1	
Eastern Cape	Cathcart	2	0.1	
Eastern Cape	Cofimvaba	54	0.2	
Eastern Cape	East London	38	0.2	
Eastern Cape	Elliot	6	0.1	
Eastern Cape	Elliotdale	138	0.5	
Eastern Cape	Engcobo	85	0.3	
Eastern Cape	Flagstaff	98	0.2	
Eastern Cape	Gcuwa	11	0.1	
Eastern Cape	Herschel	95	0.3	
Eastern Cape	Hewu	2	0.1	
Eastern Cape	Idutywa	146	0.5	
Eastern Cape	Keiskamahoe	5	0.1	
Eastern Cape	Kentani	47	0.2	
Eastern Cape	King Willams Town	56	0.2	
Eastern Cape	Komga	2	0.1	
Eastern Cape	Lady Frere	37	0.1	
Eastern Cape	Libode	196	0.7	
Eastern Cape	Lusikisiki	204	0.8	
Eastern Cape	Maclear	2	0.1	
Eastern Cape	Mdantsane/ East London	5	0.1	
Eastern Cape	Middledrift	21	0.1	
Eastern Cape	Molteno	2	0.1	
Eastern Cape	Mount Ayliff	26	0.1	
Eastern Cape	Mount Fletcher	43	0.1	
Eastern Cape	Mount Frere	29	0.1	
Eastern Cape	Mqanduli	146	0.5	
Eastern Cape	Ngqeleni	158	0.6	
Eastern Cape	Nqamakwe	27	0.1	
Eastern Cape	Peddie	14	0.1	
Eastern Cape	Pearston	1	0.1	
Eastern Cape	Port Alfred	1	0.1	
Eastern Cape	Port Elizabeth	2	0.1	
Eastern Cape	Port St. Johns	45	0.2	
Eastern Cape	Queens Town	18	0.1	
Eastern Cape	Qumbu	62	0.2	
Eastern Cape	Seymour	1	0.1	

<sup>3</sup> This labour-sending information is based on information received from the workforce directly as at November 2004. This information may change as the workforce settle permanently in the area surrounding the mine. This information will be updated on an annual basis in the Annual SLP Report.

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
Eastern Cape	Sterkstroom	3	0.1	
Eastern Cape	Stutterheim	7	0.1	
Eastern Cape	Tabankulu	102	0.4	
Eastern Cape	Tsolo	61	0.2	
Eastern Cape	Tsomo	35	0.1	
Eastern Cape	Uitenhage	1	0.1	
Eastern Cape	Umtata	118	0.4	
Eastern Cape	Venterstad	1	0.1	
Eastern Cape	Willowmore	1	0.1	
Eastern Cape	Willowvale	182	0.6	
Eastern Cape	Zwelitsha	27	0.1	2577 (9.7%)
Free State	Bethlehem	11	0.1	
Free State	Bloemfontein	50	0.2	
Free State	Bothaville	6	0.1	
Free State	Brandfort	1	0.1	
Free State	Bultfontein	1	0.1	
Free State	Clocolan	3	0.1	
Free State	Dealesville	1	0.1	
Free State	Edenville	1	0.1	
Free State	Excelsior	1	0.1	
Free State	Ficksburg	16	0.1	
Free State	Fouriesburg	6	0.1	
Free State	Harrismith	1	0.1	
Free State	Hertzogville	2	0.1	
Free State	Hobhouse	1	0.1	
Free State	Hoopstad	2	0.1	
Free State	Koffiefontein	2	0.1	
Free State	Koppies	1	0.1	
Free State	Kroonstad	4	0.1	
Free State	Ladybrand	5	0.1	
Free State	Marquard	3	0.1	
Free State	Odendaalsrus	25	0.1	
Free State	Onverwagte	1	0.1	
Free State	Parys	1	0.1	
Free State	Petrus Steyn	1	0.1	
Free State	Petrusburg	3	0.1	
Free State	Reitz	2	0.1	
Free State	Rouxville	3	0.1	
Free State	Smithfield	3	0.1	
Free State	Thaba - Nchu	58	0.2	
Free State	Theunissen	1	0.1	
Free State	Ventersburg	1	0.1	
Free State	Viljoenskroon	4	0.1	
Free State	Virginia	13	0.1	
Free State	Vrede	1	0.1	
Free State	Warden	1	0.1	
Free State	Welkom	72	0.3	
Free State	Wepener	6	0.1	
Free State	Wesselbron	5	0.1	
Free State	Winburg	1	0.1	

*[Handwritten signatures and initials]*

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
Free State	Witzieshoek	32	0.1	
Free State	Zastron	14	0.1	365 (1.4%)
Gauteng	Alberton	4	0.1	
Gauteng	Alexandra	2	0.1	
Gauteng	Benoni	10	0.1	
Gauteng	Boksburg	6	0.1	
Gauteng	Brakpan	3	0.1	
Gauteng	Bronkhorspruit	2	0.1	
Gauteng	Carltonville	42	0.1	
Gauteng	Evaton	2	0.1	
Gauteng	Germiston	31	0.1	
Gauteng	Hammanakraal	43	0.1	
Gauteng	Heidelberg	10	0.1	
Gauteng	Kempton Park	5	0.1	
Gauteng	Krugersdorp	10	0.1	
Gauteng	Hammanakraal	43	0.1	
Gauteng	Johannesburg	170	0.6	
Gauteng	Nigel	2	0.1	
Gauteng	Pretoria	53	0.1	
Gauteng	Randfontein	26	0.1	
Gauteng	Roodepoort	6	0.1	
Gauteng	Sebokeng	12	0.1	
Gauteng	Soshanguve	5	0.1	
Gauteng	Vanderbijlpark	2	0.1	
Gauteng	Vereeniging	19	0.1	
Gauteng	Winterveldt	2	0.1	482 (1.8%)
Kwazulu Natal	Bulwer	4	0.1	
Kwazulu Natal	Camperdown	1	0.1	
Kwazulu Natal	Claremont	2	0.1	
Kwazulu Natal	Dundee	1	0.1	
Kwazulu Natal	Durban	8	0.1	
Kwazulu Natal	Ennambithi	1	0.1	
Kwazulu Natal	Empangeni	3	0.1	
Kwazulu Natal	Empumalanca	4	0.1	
Kwazulu Natal	Emzumbi	6	0.1	
Kwazulu Natal	Enseleni	1	0.1	
Kwazulu Natal	Eshowe	1	0.1	
Kwazulu Natal	Greytown	1	0.1	
Kwazulu Natal	Harding	4	0.1	
Kwazulu Natal	Hlanganani	2	0.1	
Kwazulu Natal	Howick	1	0.1	
Kwazulu Natal	Ingwavuma	31	0.1	
Kwazulu Natal	Izilongweni	9	0.1	
Kwazulu Natal	Kokstad	4	0.1	
Kwazulu Natal	Kwangwanase	1	0.1	
Kwazulu Natal	Madadeni	1	0.1	
Kwazulu Natal	Mahlabathini	1	0.1	
Kwazulu Natal	Mapumulo	1	0.1	
Kwazulu Natal	Matatiele	153	0.6	
Kwazulu Natal	Melmoth	2	0.1	

*[Handwritten signatures and initials]*

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
Kwazulu Natal	Mount Currie	2	0.1	
Kwazulu Natal	Msinga	1	0.1	
Kwazulu Natal	Ndwedwe	1	0.1	
Kwazulu Natal	Newcastle	5	0.1	
Kwazulu Natal	Ngotshe	1	0.1	
Kwazulu Natal	Nkandhla	1	0.1	
Kwazulu Natal	Nongoma	13	0.1	
Kwazulu Natal	Ongoye	2	0.1	
Kwazulu Natal	Pietermaritzburg	1	0.1	
Kwazulu Natal	Port Shepstone	4	0.1	
Kwazulu Natal	Ubombo	1	0.1	
Kwazulu Natal	Umlazi	2	0.1	
Kwazulu Natal	Umzimkhulu	17	0.1	
Kwazulu Natal	Umzinto	1	0.1	
Kwazulu Natal	Utrecht	2	0.1	
Kwazulu Natal	Vryheid	2	0.1	
Kwazulu Natal	Vulindlela	1	0.1	300 (1.1%)
Western Cape	Albertinia	1	0.1	
Western Cape	Beaufort West	1	0.1	
Western Cape	Bredasdorp	1	0.1	
Western Cape	Cape Peninsula	1	0.1	
Western Cape	Hopefield	1	0.1	
Western Cape	Ladismith - Cape	2	0.1	
Western Cape	Laingsburg	1	0.1	
Western Cape	Riversdale	1	0.1	
Western Cape	Stellenbosch	1	0.1	
Western Cape	Swellendam	1	0.1	11 (0.1%)
Mpumalanga	Balfour	1	0.1	
Mpumalanga	Barberton	13	0.1	
Mpumalanga	Bethal	1	0.1	
Mpumalanga	Carolina	1	0.1	
Mpumalanga	Delmas	1	0.1	
Mpumalanga	Ermelo	2	0.1	
Mpumalanga	Evander	38	0.1	
Mpumalanga	Groblersdal	1	0.1	
Mpumalanga	Kamlishwa	2	0.1	
Mpumalanga	Kruger National Park	3	0.1	
Mpumalanga	Middleburg	2	0.1	
Mpumalanga	Nelspruit	36	0.1	
Mpumalanga	Nsikazi	1	0.1	
Mpumalanga	Ohrigstad	1	0.1	
Mpumalanga	Piet Retief	3	0.1	
Mpumalanga	Standerton	3	0.1	
Mpumalanga	Volksrust	1	0.1	
Mpumalanga	Witbank	6	0.1	116 (0.4%)
North West	Bafokeng	2103	8	
North West	Brits	54	0.2	
North West	Ganyesa	1807	6.8	
North West	Klerksdorp	108	0.3	
North West	Koster	30	0.1	

*[Handwritten signatures and initials]*

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
North West	Lefaragatlhe	2	0.1	
North West	Madikwe	1459	5.5	
North West	Mafikeng	162	0.5	
North West	Luka	6	0.1	
North West	Molopo	762	2.8	
North West	Pilanesburg	487	1.8	
North West	Rustenburg	3455	13	
North West	Tlhabane	4	0.1	
North West	Vryburg	374	1.4	
North West	Zeerust	66	0.2	
North West	Bloemhof	7	0.1	
North West	Christiana	3	0.1	
North West	Delareyville	49	0.1	
North West	Ditsobotla	931	3.5	
North West	Lichtenburg	42	0.1	
North West	Lehurutshe	857	3.2	
North West	Mankweng	11	0.1	
North West	Phokeng	7	0.1	
North West	Potchestroom	21	0.1	
North West	Schweizer Reneke	73	0.1	
North West	Taung	1554	5.8	
North West	Tlhaping - Tlharo	1626	6.1	
North West	Ventersdorp	15	0.1	
North West	Wolmeransstad	11	0.1	16086 (60.3%)
Limpopo	Bochum	3	0.1	
Limpopo	Bolobedu	1	0.1	
Limpopo	Bushbuckridge	57	0.2	
Limpopo	Driekop	1	0.1	
Limpopo	Ellisras	3	0.1	
Limpopo	Giyani	19	0.1	
Limpopo	Louis Trichardt	4	0.1	
Limpopo	Malamulele	4	0.1	
Limpopo	Messina	2	0.1	
Limpopo	Mhala	21	0.1	
Limpopo	Mokerong	5	0.1	
Limpopo	Mutale	2	0.1	
Limpopo	Naphuno	1	0.1	
Limpopo	Nylstroom	4	0.1	
Limpopo	Odi	109	0.4	
Limpopo	Phalaborwa	2	0.1	
Limpopo	Phokwane	2	0.1	
Limpopo	Polokwane	39	0.1	
Limpopo	Potgietersrus	7	0.1	
Limpopo	Praktiseer	2	0.1	
Limpopo	Ritavi	2	0.1	
Limpopo	Sekhukhune	3	0.1	
Limpopo	Seshego	9	0.1	
Limpopo	Sibasa	5	0.1	
Limpopo	Soekmekaar	2	0.1	
Limpopo	Thabamoopo	8	0.1	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour sending area	Total No. of Employees per Province
Limpopo	Thabazimbi	7	0.1	
Limpopo	Tzaneen	5	0.1	
Limpopo	Vuwani	2	0.1	
Limpopo	Warmbaths	2	0.1	333 (1.2%)
Northern Cape	Barkley West	3	0.1	
Northern Cape	Britstown	1	0.1	
Northern Cape	Colesburg	1	0.1	
Northern Cape	Douglas	1	0.1	
Northern Cape	Griquatown	1	0.1	
Northern Cape	Hartswater	3	0.1	
Northern Cape	Hopetown	1	0.1	
Northern Cape	Kenhardt	2	0.1	
Northern Cape	Kimberly	16	0.1	
Northern Cape	Kuruman	173	0.6	
Northern Cape	Postmasburg	4	0.1	
Northern Cape	Prieska	1	0.1	
Northern Cape	Warrenton	7	0.1	214 (0.8%)
Swaziland		240	0.9	240 (0.9%)
Botswana		582	2.2	582 (2.2%)
Mozambique		2483	9.3	2483 (9.3%)
Lesotho		2901	10.9	2901 (10.9%)
	<b>Totals</b>	<b>26690</b>		<b>26690</b>

Table 1.7: Summary of Labour-sending areas for Contractor Personnel as at November 2004

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at mine	% of Employees per labour sending area	Total No. of Employees per Province
North West	Rustenburg	1086	23	
North West	Vryburg	112	2.4	
North West	Mafikeng	50	1	
North West	Zeerust	42	0.9	
North West	Brits	14	0.3	
North West	Klerksdorp	35	0.7	
North West	Carltonville	23	0.5	
North West	Swartrugens	2	0.1	
North West	Potchefstroom	2	0.1	
North West	Lichtenburg	6	0.2	
North West	Ventersdorp	2	0.1	
North West	Koster	3	0.1	1377 (29.2%)
Gauteng	Johannesburg	107	2.3	
Gauteng	Randfontein	8	0.2	
Gauteng	Pretoria	32	0.7	
Gauteng	Westonaria	5	0.1	152 (3.2%)
Limpopo	Bush Buckridge	17	0.4	
Limpopo	Giyani	12	0.3	
Limpopo	Potgietersrus	16	0.4	
Limpopo	Tzaneen	24	0.5	
Limpopo	Thabazimbi	7	0.2	76 (1.6%)

*[Handwritten signatures and initials]*

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at mine	% of Employees per labour sending area	Total No. of Employees per Province
Free State	Bloemfontein	71	1.5	
Free State	Odendaalsrus	12	0.3	
Free State	Virginia	17	0.4	
Free State	Vryheid	6	0.2	
Free State	Kimberly	3	0.1	
Free State	Welkom	56	1.2	165 (3.5%)
Kwa Zulu Natal	Durban	48	1	48 (1%)
Mpumalanga	Witbank	9	0.2	
Mpumalanga	Burgersfort	12	0.3	21 (0.4%)
Western Cape	Cape Town	3	0.1	3 (0.1%)
Eastern Cape	Butterworth	1	0.1	
Eastern Cape	Umtata	285	6	286 (6%)
Mozambique		1 650	35	1 650 (35%)
Botswana		5	0.1	5 (0.1%)
Swaziland		7	0.2	7 (0.1%)
Lesotho		922	19.5	922 (19.6%)
Zimbabwe		3	0.1	3 (0.1%)
	<b>Totals</b>	<b>4715</b>		<b>4715</b>

### 1.3.11 CONTRACTORS

Table 1.8: Summary of Core Business Contracting Companies active on Impala Rustenburg Operations as at November 2004

Name of Contractor	Service Provided to Impala Rustenburg Operations	Number of Employees at Rustenburg Operations	Company's BEE classification
1. Deilmann - Haniel SA	Stoping, Vamping, Sweeping and Winch movers. Underground Construction, Tramming and Footwall lifting.	363	0%
2. Millennium Mining	Manufacture & supply of Conveyor Belt Systems, Installation of extensions for Conveyors and Pipe installations.	17	3 Directors 50.8%
3. JIC Mining	Stoping, Development, Construction, Sweeping, Vamping, Support and Dropraise	1852	55%
4. B.W. Mining	Drilling and Blasting of Ore passes. Construction, Development and Stopping.	22	3 Directors 33.33%
5. R & G Engineering and Mining Services	Development and Stoping, Sweeping, Dropraise, Winch movers and Ventilation. Rail maintenance, Construction and Shot Crete.	1085	Currently 2 Black Directors with 10% each
6. Tailings Technology	Recovery of PGM's from Tailings re-treatment. Consultation in Mineral Processes.	30	10%
7. Green Square	Shaft Sinking & Tunneling	746	26%
8. Dikuno Process Solutions	Metallurgical Plant Operating	41	50%
9. Rosond	Underground Diamond Drilling	124	0%

10. Lentswe Mining	Reclaim repairs	162	0%
11. Gears Mining cc	Ventilation Construction & Services, Winch Movers Underground,	100	40%
12. Fraser Alexander Tailings	Maintenance of Tailings Dam, Construction and Machine hire.	67	0%
13. Concor Mining	Construction and Mining Services	106	0%
		4715 <sup>4</sup>	

## 1.4 PREAMBLE – IMPALA PLATINUM REFINERIES

### 1.4.1 NAME OF COMPANY

Impala Platinum Limited is a wholly owned subsidiary of Impala Platinum Holdings Limited

### 1.4.2 NAME OF THE REFINERY

**Impala Platinum Refineries**

### 1.4.3 PHYSICAL ADDRESS & POSTAL ADDRESS

Cnr Cowles Street & East Geduld Road  
Springs  
1561

PO Box 222  
Springs  
1560

### 1.4.4 TELEPHONE NUMBER & FAX NUMBER

Tel: (011) 360 3557      Fax: (011) 360 3680

### 1.4.5 LOCATION OF THE OPERATION

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).

### 1.4.6 FINANCIAL YEAR

1 July to 30 June.

<sup>4</sup> It should be noted that this figure may change during the course of the Rustenburg Operations' life as the business plan for the various operations evolves. Changes in the number of contractor employees will be reported to the regional Department of Minerals and Energy in the Annual SLP Report for Impala Platinum Limited.

## 1.4.7 SIZE AND COMPOSITION OF WORKFORCE

### 1.4.7.1 WORKFORCE DIRECTLY EMPLOYED BY IMPALA PLATINUM REFINERIES

Table 1.9: Occupational Distribution of Workforce at Impala Platinum Refineries as at November 2004

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	17	1	8	56	3	1	5	11	102
Professionals	11		1	7	7	1	1	13	41
Technicians and associated professionals	57		3	80	22			11	173
Clerks	19	1		2	12			28	62
Service workers, shop and market sales workers	7				2				9
Agricultural and fishery workers									0
Craft and related trade workers	36	3	3	98	2			1	143
Plant and machine operators and assemblers	378	1	3	41	23			1	447
Labourers and related workers					7				7
Apprentices and section 18 learners	3								3
<b>TOTAL</b>	<b>528</b>	<b>6</b>	<b>18</b>	<b>284</b>	<b>78</b>	<b>2</b>	<b>6</b>	<b>65</b>	<b>987</b>

## 1.4.8 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.10: Summary of Labour-sending areas for Impala Platinum Refineries Personnel as at November 2004<sup>5</sup>

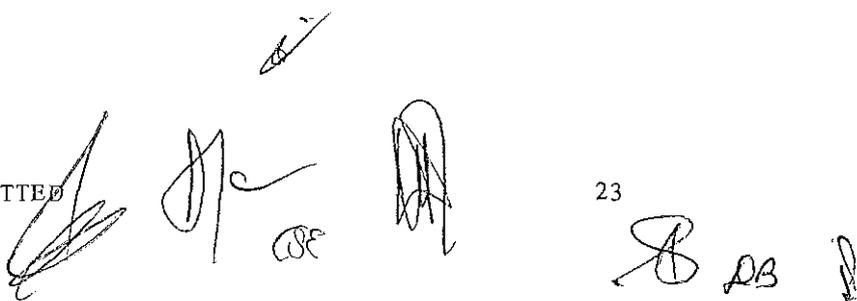
Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Operation	% of Employees per Labour sending area	Total No. of Employees per Province
Eastern Cape	Alice	4	0.4	
Eastern Cape	Bedford	1	0.1	
Eastern Cape	Bizana	2	0.2	
Eastern Cape	Cala	2	0.2	
Eastern Cape	Cofimvaba	1	0.1	
Eastern Cape	Elliot	1	0.1	
Eastern Cape	Elliotdale	1	0.1	
Eastern Cape	Engcobo	2	0.2	
Eastern Cape	Fort Beaufort	1	0.1	
Eastern Cape	Idutywa	4	0.4	
Eastern Cape	Keiskamahock	1	0.1	
Eastern Cape	Kentani	2	0.2	
Eastern Cape	King Willams Town	1	0.1	
Eastern Cape	Lady Frere	1	0.1	
Eastern Cape	Maclear	2	0.2	
Eastern Cape	Molteno	1	0.1	

<sup>5</sup> This labour-sending information is based on information received from the workforce directly as at November 2004. This information may change as the workforce settle permanently in the area surrounding the mine. This information will be updated on an annual basis in the Annual SLP Report.

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Operation	% of Employees per Labour sending area	Total No. of Employees per Province
Eastern Cape	Mount Frere	2	0.2	
Eastern Cape	Nggeleni	5	0.5	
Eastern Cape	Nqamakwe	1	0.1	
Eastern Cape	Qamata	1	0.1	
Eastern Cape	Queens Town	1	0.2	
Eastern Cape	Stutterheim	1	0.1	
Eastern Cape	Tabankulu	1	0.1	
Eastern Cape	Tsolo	3	0.3	
Eastern Cape	Tsomo	1	0.1	
Eastern Cape	Umtata	4	0.4	47 (4.8%)
Free State	Bloemfontein	2	0.2	
Free State	Dealesville	2	0.2	
Free State	Ficksburg	1	0.1	
Free State	Marquard	1	0.1	
Free State	Petrus Steyn	1	0.1	
Free State	Pthutaditjaba	3	0.3	
Free State	Rouxville	1	0.1	
Free State	Thaba - Nchu	1	0.1	
Free State	Ventersburg	1	0.1	
Free State	Villiers	1	0.1	
Free State	Witzieshoek	7	0.7	21 (2.1%)
Gauteng	Alexandra	1	0.1	
Gauteng	Bapsfontein	1	0.1	
Gauteng	Benoni	39	3.7	
Gauteng	Boksburg	19	1.7	
Gauteng	Brakpan	72	7.3	
Gauteng	Bramley	1	0.1	
Gauteng	Daveyton	1	0.1	
Gauteng	Dube	1	0.1	
Gauteng	Dunnottar	2	0.2	
Gauteng	Edenvale	4	0.4	
Gauteng	Eldorado Park	1	0.1	
Gauteng	Ethwathwa	2	0.2	
Gauteng	Florida	1	0.1	
Gauteng	Germiston	4	0.4	
Gauteng	Halfway House	1	0.1	
Gauteng	Heiderberg	1	0.1	
Gauteng	Johannesburg	10	0.9	
Gauteng	Katlehong	6	0.4	
Gauteng	Spruitview	1	0.1	
Gauteng	Kempton Park	8	0.8	
Gauteng	Krugersdorp	2	0.2	
Gauteng	Nigel	16	1.6	
Gauteng	Orange Farm	1	0.1	
Gauteng	Pretoria	10	1	
Gauteng	Randparkridge	1	0.1	
Gauteng	Roodepoort	1	0.1	
Gauteng	Rusloo	1	0.1	
Gauteng	Sandton	1	0.1	
Gauteng	Sebokeng	3	0.3	
Gauteng	Soshanguve	3	0.3	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Operation	% of Employees per Labour sending area	Total No. of Employees per Province
Gauteng	Soweto	6	0.5	
Gauteng	Springs	497	50	
Gauteng	Vosloorus	1	0.1	714 (72.3%)
Kwazulu Natal	Amanzimtoti	1	0.1	
Kwazulu Natal	Dundee	1	0.1	
Kwazulu Natal	Durban	4	0.4	
Kwazulu Natal	Esikhawini	1	0.1	
Kwazulu Natal	Greytown	1	0.1	
Kwazulu Natal	Harrismith	2	0.2	
Kwazulu Natal	High Flats	3	0.3	
Kwazulu Natal	Himeville	2	0.2	
Kwazulu Natal	Hlabisa	2	0.2	
Kwazulu Natal	Howick	2	0.2	
Kwazulu Natal	Ixopo	1	0.1	
Kwazulu Natal	Kokstad	4	0.4	
Kwazulu Natal	Kwangwanase	4	0.4	
Kwazulu Natal	Ladysmith	3	0.3	
Kwazulu Natal	Mahlabathini	2	0.2	
Kwazulu Natal	Matatiele	1	0.1	
Kwazulu Natal	Newcastle	1	0.1	
Kwazulu Natal	Nongoma	1	0.1	
Kwazulu Natal	Pongola	4	0.4	
Kwazulu Natal	Port Shepstone	2	0.2	
Kwazulu Natal	Umkomaas	1	0.1	
Kwazulu Natal	Umzimkhulu	3	0.3	
Kwazulu Natal	Umzinto	2	0.2	
Kwazulu Natal	Underberg	1	0.1	
Kwazulu Natal	Vryheid	2	0.2	51 (5.2%)
Limpopo	Giyani	8	0.8	
Limpopo	Letsitele	2	0.2	
Limpopo	Louis Trcharadt	13	1.3	
Limpopo	Malamulele	2	0.2	
Limpopo	Messina	1	0.1	
Limpopo	Modjadji	1	0.1	
Limpopo	Mulima	1	0.1	
Limpopo	Pietersburg	8	0.8	
Limpopo	Potgietersrus	2	0.2	
Limpopo	Sibasa	3	0.3	
Limpopo	Soekmekaar	2	0.2	
Limpopo	Tshilwavhusiki	1	0.1	
Limpopo	Tzaneen	1	0.1	45 (4.6%)
Mpumalanga	Babethu	1	0.1	
Mpumalanga	Belfast	1	0.1	
Mpumalanga	Bosbokrand	1	0.1	
Mpumalanga	Bronkhorstpruit	3	0.3	
Mpumalanga	Burgersfort	3	0.3	
Mpumalanga	Bushbuckridge	4	0.4	
Mpumalanga	Delmas	1	0.1	
Mpumalanga	Driekop	7	0.7	
Mpumalanga	Ermelo	3	0.3	
Mpumalanga	Graskop	1	0.1	

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Operation	% of Employees per Labour sending area	Total No. of Employees per Province
Mpumalanga	Groblersdal	1	0.1	
Mpumalanga	Groothoek Hospital	1	0.1	
Mpumalanga	Hazyview	4	0.4	
Mpumalanga	Komatipoort	1	0.1	
Mpumalanga	Leslie	2	0.2	
Mpumalanga	Marble Hall	2	0.2	
Mpumalanga	Middleburg	1	0.1	
Mpumalanga	Naboomspruit	1	0.1	
Mpumalanga	Nelspruit	6	0.6	
Mpumalanga	Phalaborwa	1	0.1	
Mpumalanga	Steelport	1	0.1	
Mpumalanga	Volkstrust	1	0.1	
Mpumalanga	Secunda	2	0.1	
Mpumalanga	Witbank	11	1.1	60(5.9%)
North West	Bafokeng	1	0.1	
North West	Brits	2	0.2	
North West	Delareyville	2	0.2	
North West	Ga Rankuwa	3	0.3	
North West	Zeerust	1	0.1	
North West	Kimberley	1	0.1	
North West	Mafikeng	6	0.6	
North West	Mmabatho	3	0.3	
North West	Stilfontein	1	0.1	
North West	Rustenburg	3	0.3	23 (2.3%)
Northern Cape	Kimberley	1	0.1	
Northern Cape	Lerato	1	0.1	
Northern Cape	Pampierstad	2	0.2	
Northern Cape	Warrenton	1	0.1	5 (0.5%)
Western Cape	Caledon	1	0.1	
Western Cape	Stellenbosch	1	0.1	
Western Cape	Touwsriver	1	0.1	3 (0.3%)
Zimbabwe		1	0.1	1 (0.1%)
Botswana		2	0.2	2 (0.2%)
Lesotho		9	1	9 (1%)
Mozambique		2	0.2	2 (0.2%)
Swaziland		2	0.2	2 (0.2%)
United Kingdom		1	0.1	1 (0.1%)
Zambia		1	0.1	1 (0.1%)
	<b>Total</b>	<b>987</b>	<b>100</b>	<b>987</b>

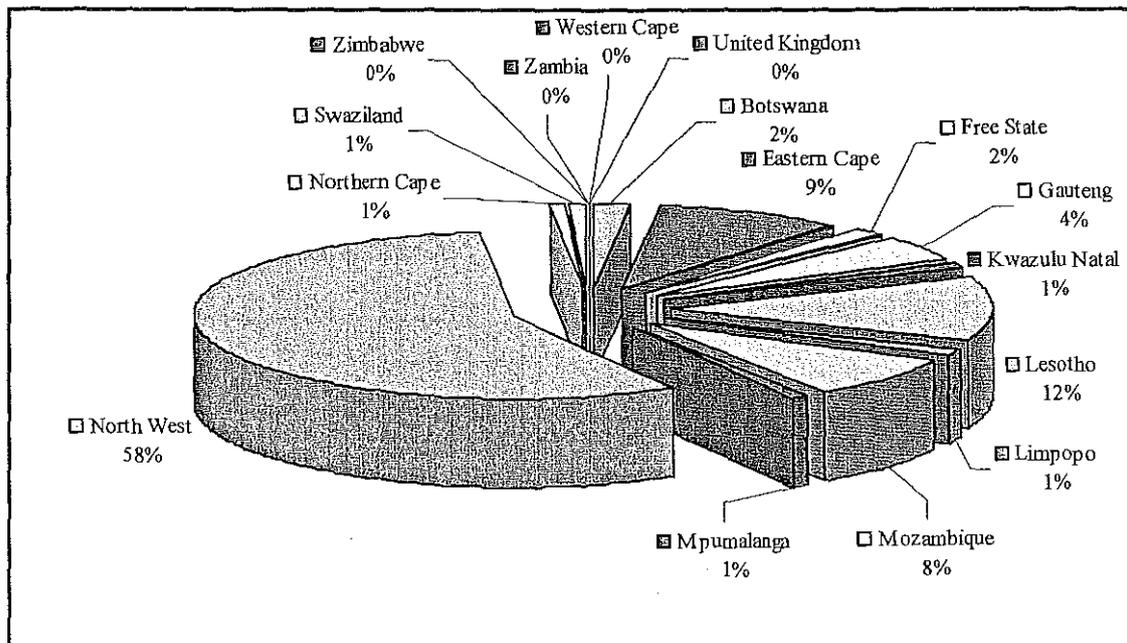


## 1.5 SUMMARY OF WORKFORCE AT IMPALA PLATINUM LIMITED

**Table 1.11: Occupational Distribution of Company Workforce at Impala Platinum Limited as at November 2004**

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	50	7	11	344	8	1	6	56	483
Professionals	147	3	3	145	60	1	3	62	424
Technicians and associated professionals	772	4	4	495	40			21	1336
Clerks	129	1		18	98		2	118	366
Service workers, shop and market sales workers	177			2	10			2	191
Agricultural and fishery workers									0
Craft and related trade workers	1790	4	3	510	9	1		4	2321
Plant and machine operators and assemblers	2813	1	3	143	41			1	3002
Labourers and related workers	19229	6	10	56	170				19471
Apprentices and section 18 learners	80	1		31	9				121
<b>TOTAL</b>	<b>25 187</b>	<b>27</b>	<b>34</b>	<b>1744</b>	<b>445</b>	<b>3</b>	<b>11</b>	<b>264</b>	<b>27 715</b>

**Figure 1.3: Key Labour Sending Areas for Company Workforce at Impala Platinum Limited as at November 2004**

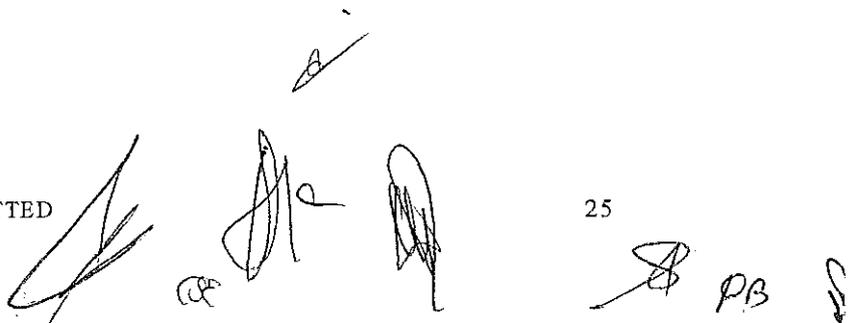


# SECTION 2

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## HUMAN RESOURCE DEVELOPMENT PROGRAMMES

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# SECTION 2

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## 2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

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### 2.1.1 GENERAL OVERVIEW

The Human Resources Development Programme for the Impala Rustenburg Operations (as well as the Impala Platinum Refineries and Impala Platinum Limited Head Office) is based upon Impala Platinum Limited's Human Resources Development Plan.<sup>6</sup> This Plan is derived from the annual Impala Platinum Limited Human Resources strategic planning process and takes cognisance of the company's needs in terms of its business plan (with regards to human resources), prevailing legislation, as well as 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
- Local Economic Development Programmes
- Company production and sustainability needs
- Workplace Skills Plan

This section of the SLP will focus on the Human Resource Development Programmes to be implemented on behalf of Impala Platinum Limited. Particular attention will be paid to the Impala Rustenburg Operations, in line with the application for the conversion of the company's old order mining rights on the lease area. Nevertheless, the majority of the policies, programmes and plans outlined in this section will be of relevance to both the Impala Platinum Refineries and Impala Platinum Limited Head Office. As such, specific information with regards to the Impala Platinum Refineries and Impala Platinum Limited Head Office will be provided where pertinent.

A total of thirty one thousand four hundred and five (31 405) people are currently employed at the Impala Rustenburg Operations (as at November 2005). Of the total workforce, twenty six thousand six hundred and ninety (26 690) people are employed directly by the Operations and the remainder are currently employees of the thirteen (13) contracting companies operating within core business.<sup>7</sup> Impala Rustenburg Operations undertakes to adhere to Section 101 of the MPRD Act and ensure that all permanent employees on the mine, be they mine or contractor employees, have access to Human Resource Development Programmes, as outlined in this section, facilitated or managed by either the mine itself or by the contracting companies. Timeframes and targets have been established for each of the programmes and progress will be reported in Impala Platinum Limited's annual SLP Reports.

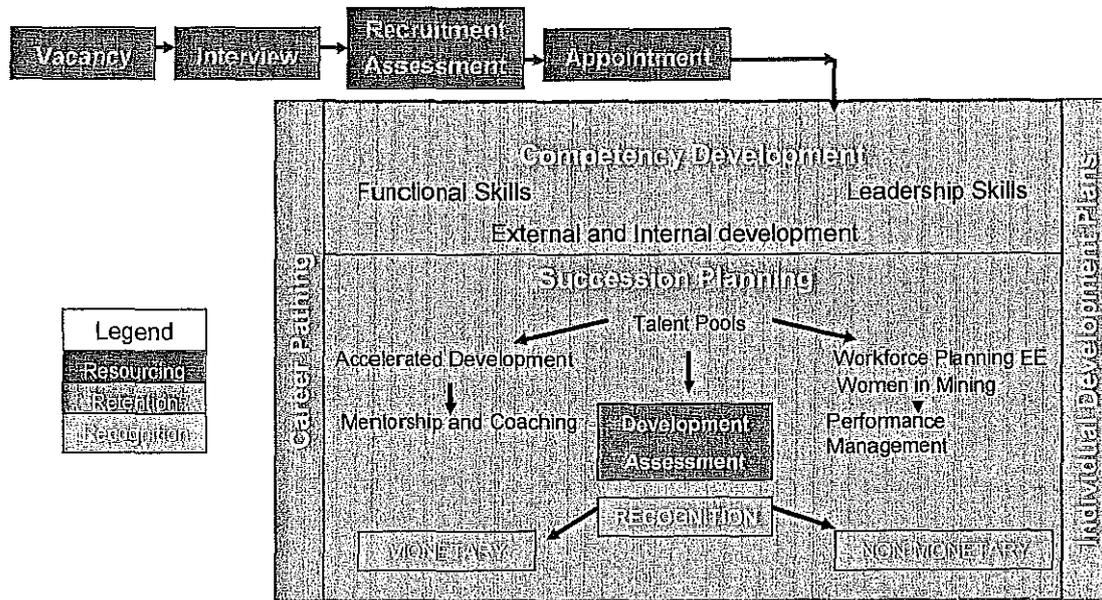
Figure 2.1 presents the integrated Talent Management Model utilized by Impala Platinum's operations to facilitate comprehensive HRD training and career progression amongst its workforce. The HRD provisions laid out in this section of the SLP are derived from this model along with the principles of best practice in HRD management. In addition to providing the undertaking in respect of each element of the HRD programme at Impala Platinum within this section, the strategic plan and associated targets have been provided for the next five (5) years based on the company's Skills Development Plan and Workplace Skills Plan (WSP) as well as taking cognisance of the business plan, historical data and expected labour turnover for this period. It is pertinent to note that the mine's production profile in respect of labour requirements is envisaged to remain largely constant over the next five (5) years.

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<sup>6</sup> For Further Reference see: *Impala Platinum Limited: Human Resources Development Plan 2004.*

<sup>7</sup> The core business of the Impala Rustenburg Operations is mining. Only those contracting companies presently operating within mining, mineral processing or a related core business activity are included within the definition of a core business contractor.

Figure 2.1 Impala Platinum Talent Management System



2.1.2 IMPALA PLATINUM LIMITED: TRAINING VENUES AND FACILITIES

On any given day, between five hundred and fifty (550) and six hundred and ten (610) learners are involved in full time or part time training at a facility operated on behalf of Impala Platinum Limited. This enrollment comprises of learners acquiring training in mining specific tasks, engineering, metallurgy, adult based education and training (ABET), computer skills, language instruction and supervisory training. All Impala Platinum Limited training venues have been fully accredited as training providers by the MQA. A summary of the various training facilities operated on behalf of Impala Platinum Limited is provided in the table below:

Table 2.1 Impala Platinum Limited: Training Venues and Facilities

TRAINING CENTRE	LOCATION	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
No. 1 Shaft Training Centre (Mining related training)	Rustenburg	10 fully equipped training rooms underground, Fall of Ground (FOG) site and practical work areas	Mining Competent A & B; Blasting Certificates	Part Time Full Time	150 Learners
No. 2 Shaft Training Centre (The Human Resources Development Training Centre)	Rustenburg	ABET/Computer Training: 11 fully equipped training rooms, including 1 room with 45 personal computers	ABET, Computer Skills, Foundational Language Courses	Full Time Part Time	275 Learners
		Supervisory Training: 3 fully equipped training rooms	Supervisory training	3 days per month	16 Learners
No. 4 Shaft Training Centre (Mining)	Rustenburg	8 Fully equipped training rooms, FOG sites and Mockups and practical training area, 2 Surface training rooms	Training of new recruits and re-classing of existing employees and contractor training	Part Time	150 Learners

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TRAINING CENTRE	LOCATION	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
No. 6 Shaft Training Centre (Mining)	Rustenburg	8 Fully equipped training rooms, FOG sites, Mechanical simulators, 3 surface training rooms	Competent A & B, Mechanical	Part Time	150 Learners
No. 9 Shaft Training Centre	Rustenburg	3 fully equipped training rooms	ABET, Foundational Language Courses	Flexi Time Part Time	75 Learners
No. 12 Shaft Training Centre (Mining)	Rustenburg	Underground Mechanical, Practical training area	Mechanised skills	Part Time	10 Learners
Metallurgy and Laboratory	Rustenburg	5 Full equipped lecture rooms	Plant Operator training, Shift Supervisor training, Safety training, Induction and Ex-leave training	Full Time	70 Learners
Mechanical Engineering Training Centre	Min Pro: Rustenburg	4 equipped training areas with lecture rooms	Fitting / Diesel Mechanic, skilled and semi skilled training and Transport training	Full time for duration of program.	60 Learners
Engineering Training Centre	Rustenburg	7 equipped training areas and lecture rooms	Electrical, Boiler-making and Rigging, Skilled and semi skilled training, Induction Training and Advanced skills training	Full time for duration of program.	140 Learners
Impala Platinum Refineries Training Centre	Springs	8 fully equipped training rooms, including 1 room with 9 personal computers	ABET, Computer Skills, Life Skills, Supervisory and Management Courses	Full Time Part Time	110 Learners

## 2.2 SKILLS DEVELOPMENT PLAN

### 2.2.1 OVERVIEW

Impala Platinum Limited is currently meeting and will continue to meet the requirements of the Skills Development Act. This includes the submission of a Workplace Skills Plan (WSP) and Annual Training Report (ATR) for all the operations within Impala Platinum Limited on an annual basis. Therefore, included within this documentation are the submissions required for the Impala Platinum Limited Head Office, the Impala Rustenburg Operations as well as the Impala Platinum Refineries in Springs, in line with the Impala Platinum Limited Human Resources Development Strategy. In addition, the Impala Rustenburg Operations are registered with the South African Revenue Service as well as the relevant SETA (the Mining Qualifications Authority (MQA)) and are currently contributing one percent (1%) of payroll towards Skills Levies.

## 2.2.2 FUNCTIONAL LITERACY & NUMERACY

### 2.2.2.1 Overview

Adult Based Education and Training (ABET) programmes have been in place at both Impala Rustenburg Operations and Impala Platinum Refineries since 1993. These programmes have been and will continue to be offered as part of the Impala Platinum Limited's Human Resources Development Strategy and are driven by the fact that ABET is a skills priority as identified in Impala Platinum's Workplace Skills Plan (WSP). A key component of this strategy is a commitment to develop the educational base of Impala Platinum Limited's workforce, and to ensure that all employees are offered the opportunity to become functionally literate and numerate.

### 2.2.2.2 Strategic Plan

**Training Facilities and Facilitators:** ABET programmes at Impala Platinum<sup>8</sup> will be offered in two (2) different time structures (full-time (from Monday to Fridays), and part-time basis (from Monday to Thursdays) in order to allow for the involvement of workers employed at different times. All training venues and facilities (Table 2.1) are accredited with the MQA, whilst all ABET programmes are approved by the Education and Training Development (ETD) SETA. Impala Platinum Limited will maintain a complement of sixteen (16) full time ABET facilitators, with twelve (12) of these based at the Impala Rustenburg Operations, and a further four (4) based at the Impala Platinum Refineries in Springs. All ABET facilitators will be qualified trainers in their respective fields, as well as being qualified assessors registered with the MQA. In addition, all ABET facilitators will comply with ISO 9000 requirements.

**Training Programme:** Impala Platinum Limited will continue to offer ABET programmes to the workforce operating on its various entities, in order to provide them with the opportunity to become functionally literate and numerate. The following programmes are currently and will continue to be offered on behalf of Impala Platinum Limited, taking into consideration the educational requirements of its workforce:

- ABET Level 1: Pre ABET (Foundation Level), Communication and Numeracy
- ABET Level 2: Communication, Life Orientation and Numeracy
- ABET Level 3: Communication, Life Orientation, Natural Science and Numeracy
- ABET Level 4: Communication, Life Orientation, Natural Science and Mathematics/NQF Level 1: Introduction to Mining and Mineral Sector

All tuition offered will be unit standard based, with a summary assessment conducted following completion of the particular programme. Impala Platinum Limited will continue to utilize only MQA accredited assessments and learning programmes. The language of instruction will be English. However, in foundation and breakthrough to literacy programmes, the facilitator will provide assistance in the mother-tongue of the learner, if required, as well as in English.

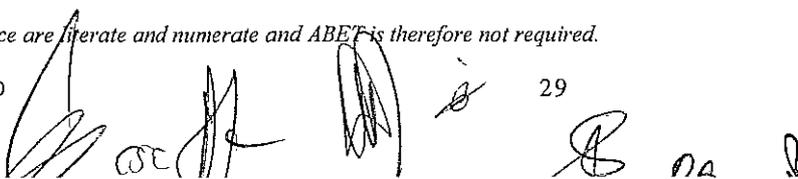
Further Impala Rustenburg Operations will conduct an education re-verification exercise during 2006/2007 in order to improve upon the current knowledge of educational levels of all employees at the mine.

Impala Rustenburg Operations are also currently and will continue to be actively involved in an educational outreach programme (focusing on mathematics, natural science and English) in co-operation with secondary schools in the community surrounding the mine.

Appendix B (DME Form Q) provides the baseline numeracy and literacy levels for Impala Platinum Limited Head Office, the Impala Rustenburg Operations and its contractor workforce, as well as the Impala Platinum Refineries employees respectively. These forms will be updated annually and submitted with Impala Platinum Limited's Annual SLP Report. The Annual SLP Report will incorporate the Impala Rustenburg Operations and its core business contractors, Impala Platinum Refineries and the Impala Platinum Limited Head Office.

**Programme Communication:** The communication of ABET programmes will incorporate a variety of methods in order to maximize employee exposure to the training offered by Impala Platinum Limited. Communication of literacy programmes offered will take place during new recruit induction sessions, via ex-leave programmes, through marketing campaigns and on a one-on-one basis through recruitment at hostels and within the workplace.

<sup>8</sup> All employees at the Impala Platinum Limited Head Office are literate and numerate and ABET is therefore not required.



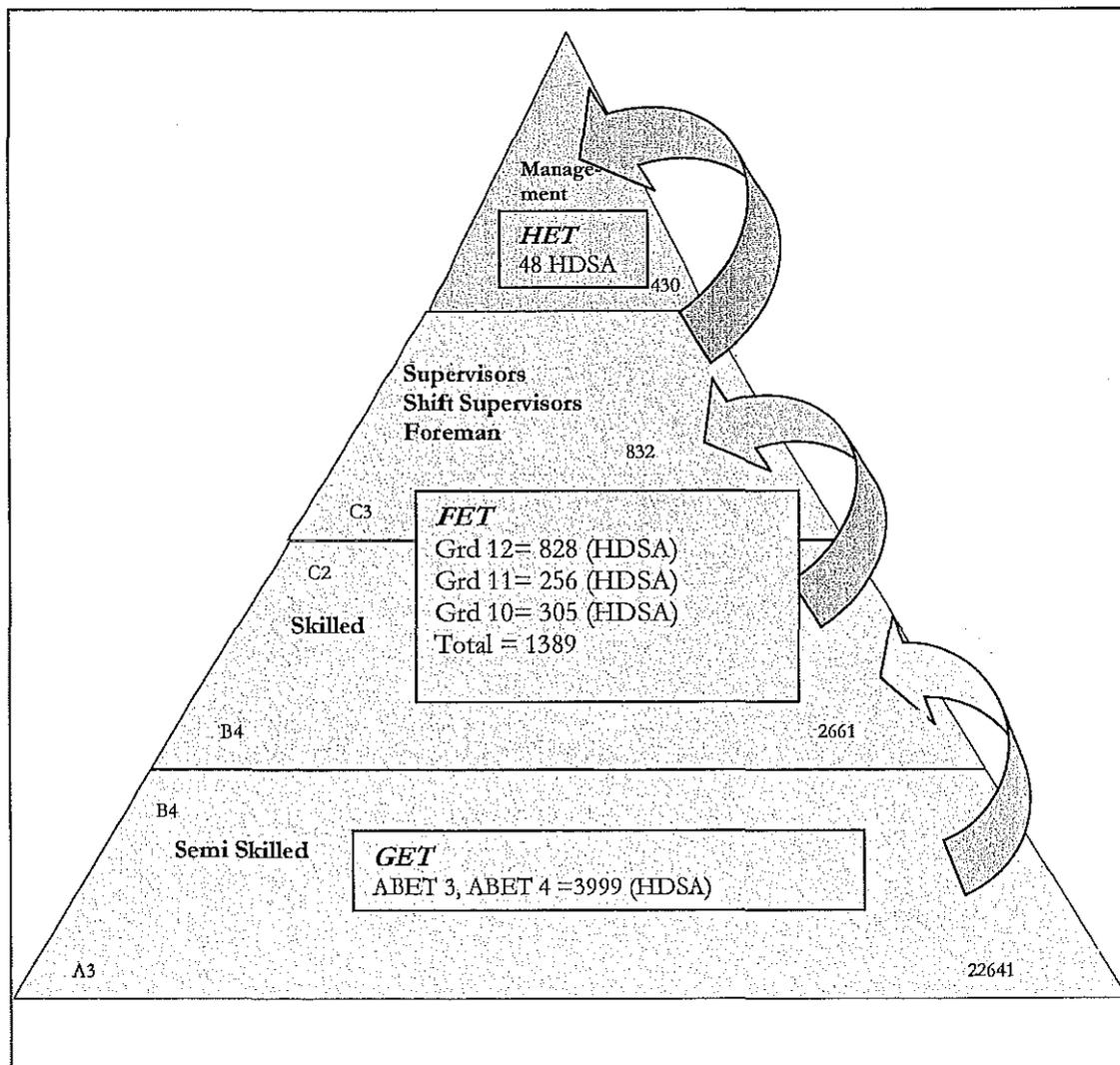
**Programme Targets:** Figure 2.2 depicts the educational levels of Impala Rustenburg Operations' employees and the available talent in the respective NQF bands as a potential resource to meet our HDSA plan targets as set out in Table 2.2 below. The ABET programmes aims to:

- increase the focus on training in ABET levels 3 and 4 on a full time basis,
- increase the capacity to create greater access to part time training especially for levels 1, 2 but not limit part time training to level 1, 2 but offer part time training to all levels
- increase the full time intake by 50% (i.e. 80-120 employees per intake) to ensure a larger educational pool and to progress our literacy rate from 21.7% to 32.2% over the next five (5) years,
- increase the educational levels to service our efforts to achieve a 70:30 ratio (based on national demographics) as a resource for career progression,
- increase the mine's expenditure on ABET training from R6.8 million to R 10.3 million per annum.

Appendix I outlines the strategic plan with timelines to achieve the targets as set out in Table 2.3, as well as, updated information on the literacy levels at Impala Rustenburg Operations as recorded during June 2008.

Table 2.3 presents the targets for ABET training at all levels for a five (5) year period for part-time and full-time classes assuming a 100% pass-out rate (full-time and part-time) on each level.

**Figure 2.2: Impala Rustenburg Operations ABET Plan**



**Key:**

HET – Higher Education and Training

FET – Further Education and Training

GET – General Education and Training

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Table 2.2: Key Skills Labour Targets at Impala Rustenburg Operations

Key skill labour areas	%HDSA	No	% Non HDSA	No	Training need for 70:30	Turn Over p/a
Mine Overseer	17.7	9	82.3	42	27	9
Shift Supervisor	46.2	149	53.8	174	77	60
Engineering Foreman	9.1	11	90.9	111	75	12
Artisan	40.5	238	59.5	350	174	90
Miner	99.1	1431	0.9	18	-	60
<b>Total</b>					<b>353</b>	<b>231</b>

**Programme Outcomes:** Upon successful completion of an ABET level qualification a learner receives a certificate that is endorsed by the regional Department of Education, as well as the MQA. Over and above the social upliftment impacts of equipping our workforce with numeracy and literacy training, (particularly with respect to ABET levels 1 and 2 Life Skills) ABET Level 4 facilitates access for the successful participants to blasting qualifications – a core skill transferable within the mining sector and across mineral sectors. Successful ABET level 4 candidates are also able to access the Introduction to Mining and Minerals Qualification, Service-Man and Plant Operator Qualifications. As the mine is at its full capacity and minimal turn-over requirements (with an approximately two thousand five hundred (2 500) annual turnover within Paterson grades A3 to B7) within the workforce, it is not always feasible to ensure that once an employee receives ABET level 4, he or she will be placed within a higher position or new skill area. The benefits of ABET nevertheless remain clear to the company and every effort will be made to facilitate access to the appropriate ABET training programme.

### 2.2.3 LEARNERSHIPS

#### 2.2.3.1 Undertaking

Impala Platinum Limited, through its active participation in the MQA Learnership programme, supports the Department of Labour's Learnership programmes geared towards ensuring that participants receive not only accredited training in the theory behind chosen disciplines, but also benefit from practical experience in the mining workplace. Impala Rustenburg Operations will make every effort to maintain successful relations with the relevant SETA (MQA), as well as the training and education providers involved, in order to facilitate beneficial and effective Learnership programmes at its operation. At present, Impala Platinum Limited is qualifying up to forty-four (44) engineering artisans and up to thirty (30) blasting certificates per annum.

#### 2.2.3.2 Strategic Plan

**Training Programme:** Impala Platinum Limited has introduced and will continue to develop Learnership programmes according to MQA specifications. Impala Rustenburg and Impala Refineries Operations<sup>9</sup> will continuously convert training and development programmes towards Learnerships or skills programmes as and when these are released by the MQA.

The number and type of Learnerships offered each year will be dictated by the annual skills audit carried out within the company which is informed by the varying business needs, replacement plans, labour turnover, pensioners etc within Impala Platinum Limited, (based on five (5) year historical data as well as a five (5) year forecast). The company intends to ensure that there is 70:30 ratio in respect of HDSA participation in the Learnership Programme, with a particular focus on recruiting women into the engineering Learnerships.

<sup>9</sup> Impala Platinum Head Office is not incorporated into the Learnership Programme as limited opportunities for Learnerships exist within its structure.

Table 2.3: Five (5) year targets from 2006/2007 for ABET training<sup>10</sup>

Impala Rustenburg Operations			2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011								
Adult Basic Education and Training (ABET) Level	Baseline Literacy Level (ref:Form Q)	Course	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level	Expected No of Enrolments	% Illiteracy Level							
PRE-ABET	21.70%	FT	0	78.30%	0	75.70%	0	73.70%	0	71.80%	0	69.80%	0	67.80%	0	65.80%							
		PT	60		60		60		60		60		60										
ABET Level 1		FT	20		20		0		0		0		0		0		0	0	0	0	0	0	0
		PT	168		168		116		116		116		116		116		116	116	116	116	116	116	116
ABET Level 2		FT	110		110		0		0		0		0		0		0	0	0	0	0	0	0
		PT	164		164		164		164		164		164		164		164	164	164	164	164	164	164
ABET Level 3		FT	90		90		240		240		240		240		240		240	240	240	240	240	240	240
		PT	108		108		150		150		150		150		150		150	150	150	150	150	150	150
ABET Level 4		FT	20		20		120		120		120		120		120		120	120	120	120	120	120	120
		PT	0		0		10		10		10		10		10		10	10	10	10	10	10	10
TOTALS		FT	240		240		360		360		360		360		360		360	360	360	360	360	360	360
		PT	500		500		500		500		500		500		500		500	500	500	500	500	500	500

<sup>10</sup> Please see Appendix I for detailed strategies to achieve targets as well as additional information regarding these targets and the capacity to provide training to higher numbers of learners than indicated in above targets

Table 2.3 Cont: Five (5) year targets from 2006/2007 for ABET training

Impala Refineries			2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011 <sup>11</sup>	
ABET Level	Baseline Literacy Level (FORM Q)	Course	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels	Expected no of Enrollments	% Illiteracy Levels
ABET Level 1	74.00%	FT	40	22.00%	20	19.00%	14	17.00%	32	14.00%	0	11.00%	0	7.00%		
		PT	0		0		0		0		0		0		0	
ABET Level 2		FT	40		40		34		10		10		0			
		PT	0		0		0		0		0		0			
ABET Level 3		FT	40		40		26		34		32		10			
		PT	0		0		0		0		0		0			
ABET Level 4		FT	40		40		15		26		34		32			
		PT	0		0		0		0		0		0			
Totals	FT	160	140	89	102	42										
	PT	0	0	0	0	0	0									

<sup>11</sup>Impala Refineries foresee that all their employees will be qualified to NQF level 1 and above from the year 2010

All training programmes will be implemented in accordance with the relevant training legislation (MQA & SAQA) and will be carried out at an accredited training facility in line with Impala Platinum Limited's Employment Equity strategy. Progress with regards to learnerships will be reported on an annual basis in Impala Platinum Limited's Annual SLP report and in the Impala Platinum Limited Annual Training Report submitted to the Department of Labour.

**Programme Targets:** Table 2.4 presents the Learnership targets for Impala Platinum for a five (5) year period taking cognizance of the skills development plan, WSP and ATR for the company, the current hard-to-fill vacancies (Appendix C) and the employment equity strategies in order to achieve required targets. Cognizance of the length of each programme listed within the target table is required when considering the expected pass-out rates on an annual basis. Note that the qualifying rate is three (3) years from enrolment. Please note that the annual targets may change as indicated, they are determined by the annual skills audit process and as such targets provided beyond 05/06 are projected targets based on historical data and current business plan needs.

Given the current need for engineers at Impala Rustenburg, the Engineering Learnerships at the mine currently amount to 7.42% of the total training cost (based on FY 2005/2006). Impala Platinum will double its training efforts (from forty-five (45) qualified per annum to ninety (90) per annum) in its Engineering Learnership programme to provide qualified artisans for its own turnover. Impala Rustenburg Operations will also be opening its Engineering Training Services to SMMEs in the North West region to provide a training facility to increase the number of trained artisans in support of the Joint Initiative for Priority Skills Acquisition (JIPSA).

**Programme Outcomes:** Qualified Engineering Learnerships are linked to qualified Artisans and Mining Learnerships who become Miners. All Engineering and Mining Learnerships are absorbed by the company.

## 2.2.4 SKILLS DEVELOPMENT PROGRAMMES

### 2.2.4.1 Undertaking

Impala Platinum Limited, in line with the Impala Platinum Limited Human Resources Development Plan, will continuously develop and implement appropriate skills training programmes as and when required by the workforce and in line with the company's business plan. In addition, Impala Platinum Limited will continue to gradually convert the training and development programmes towards either Learnerships or skills programmes, as and when these are released by SAQA, incorporating work related skills development programmes if required.

### 2.2.4.2 Strategic Plan

**Training Programme:** As per the requirements of the Mine Health and Safety Legislation, Impala Rustenburg Operations will ensure the relevant employees qualify under the Mining Competent A and Mining Competent B skills training programmes as and when required during the life of the mine. Over and above the initial training programme for all relevant employees in the company the ongoing training in Mining Competent B will focus on training of new appointments and re-class/promotions as informed by the business plan.

Impala Platinum Limited has embarked on a programme to implement the full National Qualification Foundation (NQF) Level 1 Qualification: Introduction to the Mining and Mineral Sector, recently introduced by the MQA. Impala Platinum Limited has also commenced a comprehensive training programme to support the DME's underground training and development programme. Over and above these programmes, the company's WSP has identified key skills priority areas and have instituted appropriate plans to facilitate the meeting of these skills needs within the organization (Table 2.5).

**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 (determined by historical data of actual turnover figures from 2005) as well as the mine's knowledge of its hard to fill vacancies and its skill requirements in the future in line with the business plan. Ultimately however the enrolments to these programmes will be needs based in respect of new appointments or re-class/promotions. The target table also presents the envisaged enrolments onto skills development programmes for the next five (5) years in line with the skills priority areas as identified within the WSP.

**Programme Outcomes:** Whilst the completion of the training for Mining Competent A and B 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.

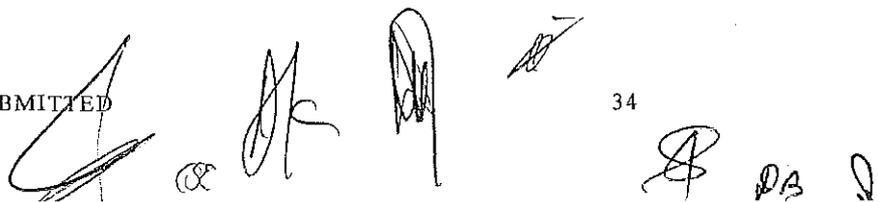


Table 2.4: Five (5) year targets from 2006/2007 for Learnerships Programmes<sup>12</sup>

Impala Rustenburg Operations			2004/2005				2005/2006				2006/2007			
Name of Learnership Programme	Length of Learner-ship Programme	WSP Skills Priority	Expected No. of New Enrolments	Current Partici- pants	Total Enrol- ments	Expected Passout	Expected No. of New Enrolments	Current Partici- pants	Total Enrol- ments	Expected Passout	Expected No. of New Enrolments	Current Partici- pants	Total Enrol- ments	Expected Passout
Engineering Electrician	36 months	Core engineering	19	43	62	11	18	51	69	18	23	51	74	19
Engineering Boilermaker	36 months	Core engineering	9	23	32	8	11	24	35	8	10	27	37	9
Engineering Diesel Mechanic	36 months	Core engineering	10	22	32	0	0	32	32	15	7	17	24	10
Engineering Instrument Mechanic	36 months	Core engineering	5	16	21	8	2	13	15	4	6	11	17	5
Engineering Fitting	36 months	Core engineering	8	22	30	9	8	21	29	6	15	23	38	8
Engineering Rigging	36 months	Core engineering	4	8	12	4	4	8	12	0	4	12	16	4
Blasting Certificates (in process of registration)	18 Months	Core mining	85	85	85	70	46	35	60	30	30	60	90	30
<b>Total</b>			<b>140</b>	<b>219</b>	<b>274</b>	<b>110</b>	<b>89</b>	<b>184</b>	<b>252</b>	<b>81</b>	<b>95</b>	<b>201</b>	<b>296</b>	<b>85</b>

<sup>12</sup> These Learnership Programmes are only applicable to Impala Rustenburg Operations and Impala Refineries.

Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Rustenburg Operations			2007/2008				2008/2009				2009/2010			
Name of Learnership Programme	Length of Learner-ship Programme	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core engineering	36	55	91	18	36	73	109	23	36	86	122	23
Engineering Boilermaker	36 months	Core engineering	20	28	48	11	20	37	57	10	20	47	67	10
Engineering Diesel Mechanic	36 months	Core engineering	3	14	17	4	3	13	16	7	3	9	12	7
Engineering Instrument Mechanic	36 months	Core engineering	4	12	16	2	4	14	18	6	4	12	16	6
Engineering Fitting	36 months	Core engineering	25	30	55	8	25	47	72	15	25	57	82	15
Engineering Rigging	36 months	Core engineering	4	12	16	4	4	12	16	4	4	12	16	4
Blasting Certificates (in process of registration)	18 Months	Core mining	30	60	90	30	30	60	90	30	30	60	90	30
<b>Total</b>			<b>122</b>	<b>211</b>	<b>333</b>	<b>77</b>	<b>122</b>	<b>256</b>	<b>378</b>	<b>95</b>	<b>122</b>	<b>283</b>	<b>405</b>	<b>95</b>

Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Rustenburg Operations			2010/2011			
Name of Learnership Programme	Length of Learner-ship Programme	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core engineering	36	99	135	23
Engineering Boilermaker	36 months	Core engineering	20	57	77	10
Engineering Diesel Mechanic	36 months	Core engineering	3	5	8	7
Engineering Instrument Mechanic	36 months	Core engineering	4	10	14	6
Engineering Fitting	36 months	Core engineering	25	67	92	15
Engineering Rigging	36 months	Core engineering	4	12	16	4
Blasting Certificates (in process of registration)	18 Months	Core mining	30	60	90	30
<b>Total</b>			<b>122</b>	<b>310</b>	<b>432</b>	<b>95</b>

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Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Springs Refineries			2004/2005				2005/2006				2006/2007			
Name of Learnership Programme	Length of Learnership Prog	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core Eng	1	3	4		3	4	7			7		3
Engineering Boilermaker	36 months	Core Eng												
Engineering Instrument Mechanic	36 months	Core Eng	1	1	2		1	2	3		2	3	5	1
Engineering Fitting	36 months	Core Eng	1	3	4		4	4	8		2	8	10	3
Engineering Rigging	36 months	Core Eng									1	0	1	
<i>Total</i>			3	7	10	0	8	10	18	0	5	18	16	7

Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Springs Refineries			2007/2008				2008/2009				2009/2010			
Name of Learnership Programme	Length of Learnership Prog	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core Eng	2	4	6	3	2	5	7	3	2	4	6	2
Engineering Boilermaker	36 months	Core Eng	1				1					2		1
Engineering Instrument Mechanic	36 months	Core Eng	1	4	5	2	1	4	5	1		4	4	1
Engineering Fitting	36 months	Core Eng	5	7	12	4	5	8	13	4	2	9	11	2
Engineering Rigging	36 months	Core Eng	1	1	2		1	2	3		1	3	4	1
<b>Total</b>			<b>10</b>	<b>16</b>	<b>25</b>	<b>9</b>	<b>10</b>	<b>19</b>	<b>28</b>	<b>8</b>	<b>5</b>	<b>22</b>	<b>25</b>	<b>7</b>

Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Springs Refineries		2010/2011				
Name of Learnership Programme	Length of Learner-ship Prog	WSP Skills Priority	Expected No. of New Enrol-ments	Current Partici-pants	Total Enrol-ments	Expected Passout
Engineering Electrician	36 months	Core Eng	2	2	6	2
Engineering Boilermaker	36 months	Core Eng	2			2
Engineering Instrument Mechanic	36 months	Core Eng	2	4	5	1
Engineering Fitting	36 months	Core Eng	4	7	12	3
Engineering Rigging	36 months	Core Eng	1	1	2	1
		Total	11	14	25	9

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Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnership Programmes

Impala Platinum Limited (Total)			2004/2005				2005/2006				2006/2007			
Name of Learnership Programme	Length of Learnership Prog	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core Eng	20	46	66	11	21	55	76	18	23	58	81	22
Engineering Boilermaker	36 months	Core Eng	9	23	32	8	11	24	35	8	10	27	37	9
Engineering Diesel Mechanic	36 months	Core Eng	10	22	32			32	32	15	7	17	24	10
Engineering Instrument Mechanic	36 months	Core Eng	6	17	23	8	3	15	18	4	8	14	22	6
Engineering Fitting	36 months	Core Eng	9	25	34	9	12	25	37	6	17	31	48	11
Engineering Rigging	36 months	Core Eng	4	8	12	4	4	8	12	0	5	12	17	4
Blasting Certificates (in process of registration)	18 Months	Core mining	85	85	85	70	46	35	60	30	31	60	90	30
<b>Total</b>			<b>143</b>	<b>226</b>	<b>284</b>	<b>110</b>	<b>97</b>	<b>194</b>	<b>270</b>	<b>81</b>	<b>101</b>	<b>219</b>	<b>319</b>	<b>92</b>

Table 2.4 Cont.: Five (5) year targets from 2006/2007 for Learnerships Programmes

Impala Platinum Limited (Total)			2007/2008				2008/2009				2009/2010				2010/2011			
Name of Learnership Programme	Length of Learnership Prog	WSP Skills Priority	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	36 months	Core Eng	38	59	97	21	38	78	116	26	38	90	129	25	38	101	141	25
Engineering Boilermaker	36 months	Core Eng	21	28	48	11	21	37	57	10	20	49	69	11	22	57	77	12
Engineering Diesel Mechanic	36 months	Core Eng	3	14	17	4	3	13	16	7	3	9	12	7	3	5	8	7
Engineering Instrument Mechanic	36 months	Core Eng	5	16	21	4	5	18	23	7	4	16	20	7	6	14	19	7
Engineering Fitting	36 months	Core Eng	30	37	67	12	30	55	85	19	27	66	93	17	29	74	104	18
Engineering Rigging	36 months	Core Eng	5	13	18	4	5	14	19	4	5	15	20	5	5	19	18	5
Blasting Certificates (in process of registration)	18 Months	Core mining	30	60	90	30	30	60	90	30	30	60	90	30	30	60	90	30
<b>Total</b>			<b>132</b>	<b>227</b>	<b>358</b>	<b>82</b>	<b>132</b>	<b>275</b>	<b>406</b>	<b>103</b>	<b>127</b>	<b>305</b>	<b>433</b>	<b>102</b>	<b>133</b>	<b>330</b>	<b>457</b>	<b>104</b>

Table 2.5: Five (5) year targets from 2006/2007 for Skills Development Programmes based on Projected Labour Turnover<sup>13</sup>

Impala Rustenburg Operations		2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
		Target		Target		Target		Target		Target		Target		Target	
Skills Programmes	WSP Skills priority	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify
Mining Competent A	core mining blasting certificate	1704	1704	581	581	100	100	100	100	100	100	100	100	100	100
Mining Competent B	core mining blasting certificate	11000	14111	1300	1300	1300	1300	1200	1200	1250	1250	1275	1275	1250	1250
NQF Level 1; Introduction to Mining & Mineral Sector	ABET access to mining, engineering, metallurgy.	20	20	20	42	40	40	40	40	40	40	40	40	40	40
TOTAL		12724	15835	1901	1923	1440	1440	1340	1340	1390	1390	1415	1415	1390	1390

<sup>13</sup> These Skills Development Programmes are only applicable to Impala Rustenburg Operations and are not relevant to either Impala Head Office or Impala Refineries. These targets are based on historical turn over figures for the past five (5) years and the mining production business plan for the next five (5) years.

Table 2.5 Cont.: Five (5) year targets for Skills Development Programmes based on Projected Labour Turnover

Impala Rustenburg Operations		2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
		Target		Target		Target		Target		Target		Target		Target	
Hard to fill vacancies	WSP Skills priority	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify	No. of Enrol-ments	No. Expected to Qualify
Rock Drill Operator	Core Mining	479	479	423	423	400	400	300	300	350	350	375	375	350	350
Trackless Machinery Operators	Core Mining	0	0	107	107	80	80	70	70	50	50	30	30	20	20
Mechanical & Electrical Trainee Engineers	Core Engineering	5	1	12	2	4	4	4	4	4	4	4	4	4	4
Female Engineering Learners	Core Engineering	9	2	19	0	10	9	14	16	14	10	14	14	14	14
TOTAL		493	482	561	532	494	493	388	390	418	414	423	423	388	388

## 2.2.5 PORTABLE SKILLS TRAINING

### 2.2.5.1 Undertaking

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

### 2.2.5.2 Strategic Plan

#### a. Portable Skills Training through the Core Business Training at Impala Platinum Limited

**Training Programme:** The nature of the company's core business is such that employees are exposed to skills and competencies that will enable them to find jobs elsewhere within or external to the mining industry, and/or enable them to become financially self-sustaining in any sector. Core business training is carried out amongst all employees during the life of the mine in various core business disciplines and as such facilitates on-going skills development and certification thereof. Further, the mine institutes supervisory and management training amongst all employee levels which further facilitates access to generic business, financial, management-related skills transferable across any sector.

In addition to the functional literacy and numeracy training (Section 2.2 and Table 2.2)) (which is particularly targeted for employees at lower occupational levels) Impala Platinum will provide portable skills training within the various core business disciplines for all occupational levels as outlined in Table 2.6 (a & b) during the life of the operations.<sup>14</sup> Where the skills training is portable within the mining sector (and across mineral sectors) and/or is external to the mining sector, this has been identified.

**Programme Targets:** Targets for such portable skills training for the next five (5) years were developed in line with the core business training programme envisaged for the mine determined by the business plan and Skills Development Plans for this period and taking cognisance of expected turn-over levels.

#### b. Portable Skills Training in Non-Mining Related Skills at Times of Retrenchment/ Downscaling

Should retrenchment be required during the life of the Operations due to changes in the market conditions, business plan or as part of a planned downscaling exercise, the Portable Skills Fund of R15,5 million will be provided for at the time of retrenchment.

At the time of retrenchment, the R15,5 million will be utilised as follows:

- To train a minimum of 2 500 employees.
- Such training will comprise of Unit Standard accredited training programmes as agreed to by the Stakeholders.
- In principle, no more than one month training time will be set aside for each affected employee.
- The affected employees will be retained on the payroll for the duration of the applicable Portable Skills training.
- Programmes that have been identified to train the affected employees in portable skills outside the mining industry at the time of retrenchment are indicated in the figure 2.3 below. (See Appendix H (c))

Figure 2.3 Skills areas outside the mining industry.

Portable Skills Training Area	Average Training duration in Days	Estimated number of trainees per training Discipline
Mechanical	15	450
Electrical	15	450
Construction	33	450
Agricultural	15	450
Carpentry	45	450
Business Skills	11	250
		2 500

The portable skills training fund will therefore be constructively utilised in order to identify appropriate programmes and facilitate the necessary support of such training during the periods of downscaling or

<sup>14</sup> Excluding Impala Platinum Head Office

closure. It is envisaged that suitable programmes will be identified in conjunction with the skills priority areas in line with the JIPSA initiative and in conjunction with the Skills and Education Committee and the Joint Future Forum at all the company's affected operations. For further details regarding strategies to be employed during times of downscaling and retrenchment, refer to sections 4.1, 4.2 and 4.3.

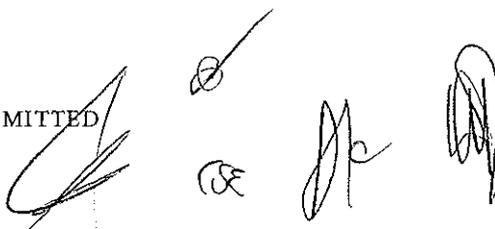
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Table 2.6 a): Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills<sup>15</sup> External to Mining Industry (Annexure H (b))

Impala Rustenburg Operations				2004/2005		2005/2006		2006/2007		2007/2008	
				Target		Target		Target		Target	
Training Programmes	Occupational Levels as per form S	Skills are portable within the mining industry (across mineal sectors)	Skills portable External to the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
<i>In-House Training</i>											
Engineering High Tension Electrical	Skilled Technical and academically qualified workers, supervisors, foremen and junior management (Paterson C & D)	√	√	15	15	30	30	20	20	15	15
Engineering Serviceman Training	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	80	60	70	60	80	60	80	60
Engineering - licenced	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	134	113	134	118	134	113	134	113
Metallurgy	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	1039	1000	1000	1000	900	900	800	800
Formal Learnership Engineering	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	189	40	189	51	192	55	188	47
<b>Total</b>				<b>1457</b>	<b>1228</b>	<b>1423</b>	<b>1259</b>	<b>1326</b>	<b>1148</b>	<b>1217</b>	<b>1035</b>

<sup>15</sup> For detailed descriptions on the content of the courses in each section, please refer to Appendix H.

Table 2.6 a Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills External to Mining Industry (Annexure H (b))

Impala Rustenburg Operations				2008/2009		2009/2010		2010/2011	
				Target		Target		Target	
Training Programmes	Occupational Levels as per form S	Skills are portable within the mining industry (across mineal sectors)	Skills portable External to the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
<b>In-House Training</b>									
Engineering High Tension Electrical	Skilled Technical and academically qualified workers, supervisors, foremen and junior management (Paterson C & D)	√	√	20	20	20	20	20	20
Engineering Serviceman Training	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	80	60	80	60	80	60
Engineering - licenced	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	122	107	122	107	122	107
Metallurgy	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	700	700	600	600	600	600
Formal Learnership Engineering	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	180	47	180	47	180	47
<b>Total</b>				<b>1102</b>	<b>934</b>	<b>1002</b>	<b>834</b>	<b>1002</b>	<b>834</b>

Table 2.6 a) Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills External to Mining Industry (Annexure H (b))

Impala Rustenburg Operations			2004/2005		2005/2006		2006/2007		2007/2008		
Supervisory & Management Training (In-house & External)		Skills are portable within the mining industry (across mineal sectors)	Skills portable External to the mining industry	Target		Target		Target		Target	
Management Training	Professionally qualified and experienced specialists and mid-management (Paterson Level C & D)	√	√	150	150	200	200	200	200	200	200
Supervisory skills	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	125	125	150	150	150	150	150	150
Financial Life Skills	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	250	250	300	300	300	300	300	300
Basic Business Skills	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	200	200	250	250	250	250	250	250
Introduction to Basic Computers	Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)	√	√	140	140	170	170	400	400	400	400
<b>Total</b>				<b>865</b>	<b>865</b>	<b>1070</b>	<b>1070</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>
<b>TOTAL PARTICIPANTS</b>				<b>2322</b>	<b>2093</b>	<b>2493</b>	<b>2329</b>	<b>2626</b>	<b>2448</b>	<b>2517</b>	<b>2335</b>

Table 2.6 Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills External to Mining Industry (Annexure H (b))

Impala Rustenburg Operations				2008/2009		2009/2010		2010/2011	
<i>Supervisory &amp; Management Training (In-house &amp; External)</i>		<i>Skills are portable within the mining industry (across mineal sectors)</i>	<i>Skills portable External to the mining industry</i>	Target		Target		Target	
<i>Management Training</i>	<i>Professionally qualified and experienced specialists and mid-management (Paterson Level C &amp; D)</i>	√	√	200	200	200	200	200	200
<i>Supervisory skills</i>	<i>Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)</i>	√	√	150	150	150	150	150	150
<i>Financial Life Skills</i>	<i>Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A &amp; B)</i>	√	√	300	300	300	300	300	300
<i>Basic Business Skills</i>	<i>Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A &amp; B)</i>	√	√	250	250	250	250	250	250
<i>Introduction to Basic Computers</i>	<i>Semi skilled and discretionary decision making Skilled technical and academically qualified. (Paterson B)</i>	√	√	400	400	400	400	400	400
<b>Total</b>				<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>
<b>TOTAL PARTICIPANTS</b>				<b>2402</b>	<b>2234</b>	<b>2302</b>	<b>2134</b>	<b>2302</b>	<b>2134</b>

Table 2.6 (b): Five Year targets from 2006/2007 for In-House Core Skills Training in Portable Skills Within the Mining & Minerals Industry (Annexure H (a))

Impala Rustenburg Operations				2004/2005		2005/2006		2007/2008		2008/2009	
				Target		Target		Target		Target	
Training Programmes	Occupational Levels as per form S	Skills are portable within the mining industry (across mineal sectors)	Skills portable External to the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
<i>In-House Training</i>											
Mining	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	1685	1685	1700	1700	1700	1700	1700	1700
Engineering non -licenced	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	400	400	400	400	400	400	400	400
<b>Total</b>				<b>2085</b>	<b>2085</b>	<b>2100</b>	<b>2100</b>	<b>2100</b>	<b>2100</b>	<b>2100</b>	<b>2100</b>

Table 2.6 (b): Five Year targets from 2006/2007 for In-House Core Skills Training in Portable Skills Within the Mining & Minerals Industry (Annexure H (a))

Impala Rustenburg Operations				2009/2010		2010/2011	
				Target		Target	
Training Programmes	Occupational Levels as per form S	Skills are portable within the mining industry (across mineal sectors)	Skills portable External to the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
<i>In-House Training</i>							
Mining	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	1700	1700	1700	1700
Engineering non-licenced	Unskilled and defined decision making Semi skilled and discretionary decision making. (Paterson A & B)	√	√	400	400	400	400
<b>Total</b>				<b>2100</b>	<b>2100</b>	<b>2100</b>	<b>2100</b>

Table 2.6 Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills

Impala Springs Refineries				2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target		Target		Target	
Training Programmes	Occupational Levels as per Form S	Skills portable within mining industry (across mineral sectors)	Skills are portable outside of the mining industry	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify
<b>In-House Training</b>																	
Section 28	Semi-skilled and discretionary decision making (Paterson Level B)	✓	✓	15	15	3	3	0	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Section 18	Semi-skilled and discretionary decision making (Paterson Level B)	✓	✓	N/A	N/A	N/A	N/A	2	0	3	2	2	3	1	2	2	3
Maintenance Operative	Semi-skilled and discretionary decision making (Paterson Level B)	✓	✓	50	50	6	6	6	6	8	8	N/A	N/A	N/A	N/A	N/A	N/A
NOF L2	Semi-skilled and discretionary decision making (Paterson Level B)	✓	✓	N/A	N/A	N/A	N/A	1	0	2	1	1	2	1	1	1	2
<b>Total</b>				<b>65</b>	<b>65</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>13</b>	<b>11</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>5</b>

Table 2.6 Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills

Impala Springs Refineries				2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target		Target		Target	
Training Programmes	Occupational Levels as per Form S	Skills portable within mining industry (across mineral sectors)	Skills are portable outside of the mining industry	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify	No. of enrollments	No. Expected to Qualify
<b>In-House Training</b>																	
Engineering - licensed	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Paterson Level C)	✓	✓	7	0	0	7	6	0	0	6	3	0	0	3	3	0
Formal Learnership Engineering	Semi-skilled and discretionary decision making (Paterson Level B)	ü	✓	7	0	8	0	5	7	10	0	10	8	5	5	10	10
Total				14	0	8	7	11	7	10	6	13	8	5	8	13	10
Total Participants				79	65	17	16	20	16	23	17	16	13	7	11	16	15

Table 2.6 Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills

Impala Springs Refineries				2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011		
				Target		Target		Target		Target		Target		Target		Target		
Training Programmes	Occupational Levels as per Form S	Skills are portable within mining industry (across mineral sectors)	Skills are portable outside of the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	
<b>Supervisory &amp; Management Training</b>																		
<i>SSC</i>	Principles of Supervision	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Paterson Level C) Semi-skilled and discretionary decision making (Paterson Level B)	✓	✓	20	20	20	20	15	15	10	10	7	7	10	10	20	20
<i>SSC</i>	Management Skills	Top management (Paterson Level F) Senior management (Paterson Level E) Professionally qualified and experienced specialists and mid-management (Paterson Level D)	✓	✓	3	0	18	21	19	19	7	7	1	1	4	4	3	0
<i>SSC</i>	Life Skills	Semi-skilled and discretionary decision making (Paterson Level B) Unskilled and defined decision making (Paterson Level A)	✓	✓	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Total				43	40	58	61	54	54	37	37	28	28	34	34	43	40	

Table 2.6 Cont.: Five (5) year targets from 2006/2007 for In-house Core Skills Training in Portable Skills

Impala Springs Refineries				2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target		Target		Target	
Training Programmes	Occupational Levels as per Form S	Skills portable within mining industry (across mineral sectors)	Skills are portable outside of the mining industry	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
<b>Supervisory &amp; Management Training</b>																	
Money Sense	Semi-skilled discretionary decision making (Paterson Level B) Unskilled defined decision making (Paterson Level A)	✓	✓	40	40	40	40	60	60	60	60	55	55	55	55	65	65
Refineries Business Simulation	Skilled technical academically qualified workers, junior managementsupervisors, foremen, superintendents (Paterson Level C) Semi-skilled discretionary decision making (Paterson Level B) Unskilled and defined decision making (Paterson Level A)	✓	✓	40	40	40	40	60	60	60	60	55	55	55	55	65	65
<b>Total</b>				<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>130</b>	<b>130</b>
<b>TOTAL PARTICIPANTS IN CORE SKILLS TRAINING</b>				<b>202</b>	<b>185</b>	<b>155</b>	<b>157</b>	<b>188</b>	<b>184</b>	<b>172</b>	<b>166</b>	<b>154</b>	<b>151</b>	<b>153</b>	<b>155</b>	<b>189</b>	<b>185</b>

## 2.2.6 TRAINING IN CORE BUSINESS AREAS

### 2.2.6.1 Undertaking

Impala Platinum Limited's core business is mining and will remain so for the life of its various operations. For this reason the company will direct a major portion of its training and development resources to the development of mining, engineering and plant related competencies and skills.

### 2.2.6.3 Strategic Plans

**Training Facilities:** Impala Platinum Limited will continue to equip mining, engineering and plant employees with unit standard, outcome based training Learnerships and skills programmes, as required by the SAQA and the MQA at its MQA accredited training facilities.

**Training Programme:** Targets for occupational related training for the next five (5) years at Impala Platinum<sup>16</sup> are based on the WSP (and the Annual Training Report) as well as knowledge of historical turnover to-date and are presented in Table 2.7. Given that the mine's production profile will remain relatively the same during the next five (5) year period, the same workforce capacity is therefore envisaged with very limited fluctuations in workforce numbers. As such, in many cases the envisaged need for core business training, based on the business plan for this period, will not change over this period, hence many of the targets remain the same from one year to the next. Other core business training targets under the Learnership programmes (Table 2.2) and Skills Development Programmes (Table 2.5) have also been determined in line with the business needs. Experience in respect of hard-to-fill vacancies (Appendix C) has further informed the plans for training within core business areas, in conjunction with the plans for the Learnership programme. Actual numbers of mining and plant employees trained per annum (and as a percentage of the total workforce) will be reported on in the Mine's Annual SLP Reports.

In addition to the core business training within each discipline, the operations will carry out ex-leave training in an effort to ensure the continuous improvement and upliftment of the workforce. Impala Rustenburg will carry out ex-leave training on an on-going basis during the life of the mine as employees return from leave. The duration of this re-fresher training which also facilitates opportunity for key communication processes to employees to take place (on issues such as ABET programmes, portable skills programmes, nutritional awareness, HIV/Aids etc) is three (3) days per employee.

Appendix C (DME Form R) presents the current hard to fill vacancies for Impala Platinum Limited Head Office, Impala Rustenburg Operations and its core contractor workforce, as well as the Impala Platinum Refineries employees respectively. These forms will be completed annually and submitted as part of Impala Platinum Limited's Annual SLP report.

**Programme Targets:** Targets for training in core business will be formulated when preparing the annual WSP and progress against this plan will be reported upon in the annual training report submitted to the Department of Labour as well as Impala Platinum Limited's Annual SLP Report. Should there be any changes in the annual targets presented in this plan due to changes in the business plan or following the annual skills development audit and associated planning processes, these amendments will be reported to DME.

**Programme Outcomes:** The career paths (outlined in Section 2.3) demonstrate where employees are able to move to on completion of their core business training.

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<sup>16</sup> Excluding Impala Platinum Head Office

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Table 2.7: Five (5) year targets from 2006/2007 for Training in Core Business areas

Impala Rustenburg Operations		2004/2005		2005/2006		2006/2007		2007/2008	
		Target		Target		Target		Target	
Occupational Related Training	WSP Skills Priority	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining	Core Mining Training	2042	2042	2038	2038	2000	2000	2000	2000
Engineering	Core Engineering	1200	1150	1200	1150	1150	1150	1150	1150
Metallurgy	Core Metallurgy	400	400	400	400	400	400	400	400
Employees with Disabilities	Accross all Priorities	0	0	0	0	250	250	250	250
<b>TOTAL PARTICIPANTS</b>		<b>3642</b>	<b>3592</b>	<b>3638</b>	<b>3588</b>	<b>3800</b>	<b>3800</b>	<b>3800</b>	<b>3800</b>

Impala Rustenburg Operations		2008/2009		2009/2010		2010/2011	
		Target		Target		Target	
Occupational Related Training	WSP Skills Priority	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining	Core Mining Training	2000	2000	2000	2000	2000	2000
Engineering	Core Engineering	1150	1150	1150	1150	1150	1150
Metallurgy	Core Metallurgy	400	400	400	400	400	400
Employees with Disabilities	Accross all Priorities	250	250	250	250	250	250
<b>TOTAL PARTICIPANTS</b>		<b>3800</b>	<b>3800</b>	<b>3800</b>	<b>3800</b>	<b>3800</b>	<b>3800</b>

Table 2.7 Cont.: Five (5) year targets from 2006/2007 for Training in Core Business areas

Impala Rustenburg Operations		2004/2005		2005/2006		2006/2007		2007/2008	
		Target		Target		Target		Target	
Ex Leave Induction Training	WSP Skills Priority	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Core Mining Training	13,844	13,844	12,777	12,777	13,000	13,000	13,000	13,000
Metallurgy	Core Engineering	991	991	1,000	1,000	1,000	1,000	1,000	1,000
Engineering	Core Engineering	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
Employees with Disabilities	Accross all Priorities	-	-	-	-	950	950	950	950
<b>Total</b>		<b>18,535</b>	<b>18,535</b>	<b>17,477</b>	<b>17,477</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>

Impala Rustenburg Operations		2008/2009		2009/2010		2010/2011	
		Target		Target		Target	
Ex Leave Induction Training	WSP Skills Priority	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Core Mining Training	13,000	13,000	13,000	13,000	13,000	13,000
Metallurgy	Core Engineering	1,000	1,000	1,000	1,000	1,000	1,000
Engineering	Core Engineering	3,700	3,700	3,700	3,700	3,700	3,700
Employees with Disabilities	Accross all Priorities	950	950	950	950	950	950
<b>Total</b>		<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>

Table 2.7 Cont.: Five (5) year targets from 2006/2007 for Training in Core Business areas

Impala Springs Refineries		2004/2005		2005/2006		2006/2007		2007/2008	
		Target		Target		Target		Target	
Occupational Related Training	WSP Skills Priority	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Plant	Technical Training	146	146	258	258	212	212	200	200
TOTAL PARTICIPANTS		146	146	258	258	212	212	200	200

Impala Springs Refineries		2008/2009		2009/2010		2010/2011	
		Target		Target		Target	
Occupational Related Training	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants
Plant	197	197	197	142	142	149	149
TOTAL PARTICIPANTS		197	197	142	142	149	149

Table 2.7 Cont.: Five (5) year targets from 2006/2007 for Training in Core Business areas

Impala Platinum Limited (Total)		2004/2005		2005/2006		2006/2007		2007/2008	
		Target		Target		Target		Target	
Occupational Related Training	WSP Skills Priority	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining	Core Mining Training	2,042	2,042	2,038	2,038	2,000	2,000	2,000	2,000
Engineering	Core Engineering	1,200	1,150	1,200	1,150	1,150	1,150	1,150	1,150
Metallurgy	Core Metallurgy	400	400	400	400	400	400	400	400
Plant	Technical Training	146	146	258	258	212	212	200	200
Employees with Disabilities	Accross all Priorities	-	-	-	-	250	250	250	250
<b>TOTAL PARTICIPANTS</b>		<b>3,788</b>	<b>3,738</b>	<b>3,896</b>	<b>3,846</b>	<b>4,012</b>	<b>4,012</b>	<b>4,000</b>	<b>4,000</b>

Impala Platinum Limited (Total)		2008/2009		2009/2010		2010/2011	
		Target		Target		Target	
Occupational Related Training	WSP Skills Priority	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining	Core Mining Training	2,000	2,000	2,000	2,000	2,000	2,000
Engineering	Core Engineering	1,150	1,150	1,150	1,150	1,150	1,150
Metallurgy	Core Metallurgy	400	400	400	400	400	400
Plant	Technical Training	197	197	142	142	149	149
Employees with Disabilities	Accross all Priorities	250	250	250	250	250	250
<b>TOTAL PARTICIPANTS</b>		<b>3,997</b>	<b>3,997</b>	<b>3,942</b>	<b>3,942</b>	<b>3,949</b>	<b>3,949</b>

Table 2.7 Cont.: Five (5) year targets from 2006/2007 for Training in Core Business areas

Impala Platinum Limited Total (Rustenburg Operations only)		2004/2005		2005/2006		2006/2007		2007/2008	
		Target		Target		Target		Target	
Ex Leave Induction Training	WSP Skills Priority	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Core Mining Training	13,844	13,844	12,777	12,777	13,000	13,000	13,000	13,000
Metallurgy	Core Engineering	991	991	1,000	1,000	1,000	1,000	1,000	1,000
Engineering	Core Engineering	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
Employees with Disabilities	Accross all Priorities	-	-	-	-	950	950	950	950
<b>TOTAL PARTICIPANTS</b>		<b>18,535</b>	<b>18,535</b>	<b>17,477</b>	<b>17,477</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>

Impala Platinum Limited Total (Rustenburg Operations only)		2008/2009		2009/2010		2010/2011	
		Target		Target		Target	
Ex Leave Induction Training	WSP Skills Priority	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Core Mining Training	13,000	13,000	13,000	13,000	13,000	13,000
Metallurgy	Core Engineering	1,000	1,000	1,000	1,000	1,000	1,000
Engineering	Core Engineering	3,700	3,700	3,700	3,700	3,700	3,700
Employees with Disabilities	Accross all Priorities	950	950	950	950	950	950
<b>TOTAL PARTICIPANTS</b>		<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>	<b>18,650</b>

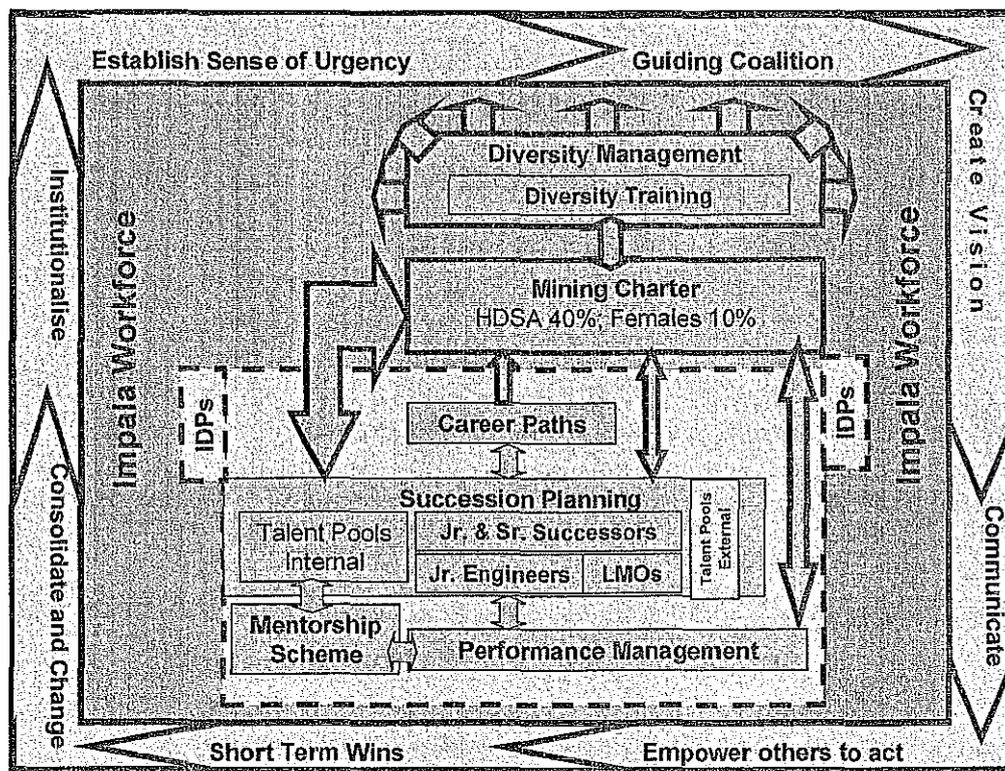
## 2.3 CAREER PATH PLAN

### 2.3.1 UNDERTAKING

Impala Platinum Limited 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 a career paths model to assist employees to identify appropriate career paths, as well as to become familiar with the requirements at each level within the chosen path.

Impala Platinum Limited has a well established career progression plan whereby successors are identified and developed to cater for immediate and future manpower needs. Figure 2.4 presents the integrated model upon which Career Progression amongst the company's employees is implemented through the diversity management, succession planning and mentorship programmes.

Figure 2.4: Impala Platinum Limited's Integrated Career Progression Model



### 2.3.2 STRATEGIC PLANS<sup>17</sup>

In order 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:

<sup>17</sup> There is a generic period stipulated in the career paths for individuals to progress to a particular level. This progression may be carried out in conjunction with accelerated development programmes to facilitate the meeting of transformation targets at Impala Platinum.

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- The Career Progression Plan targets (in Table 2.8) are a reflection of the number of employees (Paterson A4 to E Levels) from the total workforce base who will participate in identified key training programmes and who have Individual Development Plans (IDPs) in line with their Career Progression strategy. These targets reflect goals for HDSA and non-HDSA individuals at Impala Platinum.
- The identified Fast Tracking targets (in Table 2.10) encompass the planned accelerated development in respect of HDSAs only, from all occupational levels per key position per discipline. The plans and specific targets for the fast tracking programme have been informed by the scarce skills and hard to fill vacancies of the Workplace Skills Plan (WSP) as well as for areas which experience high turnover. These employees will also be part of the career progression programme and possess IDPs.
- The Career Progression Programme operates in conjunction with the Fast Tracking initiative to form a Talent Pool from which individuals within Paterson D and E levels from certain positions within each discipline can be identified to participate in the Succession Plan Programme (Table 2.9). Successors within this programme are only HDSA employees (from Paterson D & E Levels) and the programme acts to facilitate a further strategy for meeting the company's employment equity targets (Table 2.16).
- Ultimately, therefore, the career progression programme, fast-tracking 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, (such as only HDSAs or only Paterson D and E levels). As such these programmes reflect an integrated approach towards employment equity and skills development objectives.
- The strategies and plans reflected in these tables (Tables 2.8, 2.9 and 2.10) have been utilized to inform the strategies for achieving HDSAs in management as part of the employment equity plan as identified in Table 2.17. As evidenced in Table 2.17 (as well as section 2.6.4 sub-section c) there are a number of strategies for achieving the employment equity targets at Impala Platinum over and above career progression programmes and fast-tracking (such as space creation, transfer of skills and recruitment strategies). It is pertinent to note however that whilst the targets stipulated in Table 2.17, are derived from the various skills development target tables throughout section 2 of the SLP, this table highlights the specific targets for HDSAs in respect of each strategy at Impala Platinum only.

**a. Generic Career Plans**

In line with Impala Platinum Limited's career paths model, all employees go through a new-employee induction programme which informs them of the requirements for progression within their own career path determined according to their discipline. Generic career paths per discipline showing timeframes, specific needs and requirements per level to assist employees to identify appropriate career paths, as well as to become familiar with the requirements at each level within their chosen path are presented in detail in Appendix E.

**b. Individual Development Plans**

Following on from 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 given where and when needed.

Table 2.8 presents the detailed career progression targets for a five (5) year period at 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 of discussions with employees to-date.

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**c. Succession Planning Programme**

In order to facilitate the progression of employees, most notably HDSAs in line with the company's Employment Equity Plan (in conjunction with the operational levels' equity plans), a succession planning system, linked to the generic career path programme (outlined above) within all core disciplines will be implemented. This will ensure all employees are aware of promotional routes, job prerequisites and time frames. The succession planning system will also incorporate a replacement plan for successors and will identify functions for key skilled labour and institute accelerated development of people within their succession plan and is managed by a Succession Committee. Targets for Succession Planning across the organization for the next five (5) years are presented in Table 2.9.

**c. Accelerated Training Programme**

To enable Impala Platinum Limited to cater for their future manpower needs, accelerated training programmes are implemented to assist identified employees to accelerate their training within one of the career paths available. The ability to strategise career paths in terms of the company's equity targets and to provide individual development plans will remain as one of the major vehicles to identify and develop HDSA employees. The programmes that are individually developed are indicated in Table 2.10. The table presents the targets for fast-tracking of Impala Platinum employees over a five (5) year period, further identifying the number of HDSAs within this accelerated training programme. Based on the 2005/2006 training costs, just under 30% of Impala Rustenburg's training cost was spent on the accelerated training programme across the mine, focusing on training amongst HDSAs in an effort to improve upon the HDSA status within the skills profile at the mine.

**d. Training Interventions for Women in Mining**

In terms of the company's equity targets Impala also include and plan for the training of females in order to contribute to the Woman in Mining requirements, as indicated in Table 2.5 indicating Female Engineering learners in training, Table 2.10 Fast Tracking through the Da Vinci Women in Mining, Table 2.11 on Mentoring detailing the females in each area and Table 2.14 on Bursaries HDSA and Non-HDSA Females participating in University bursaries, School Achievers, Child of Employee Bursaries, Graduate & Diplomat experiential programmes and external internships/experiential programmes.

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Table 2.8: Five (5) year targets from 2006/2007 for Career Progression Plans

Impala Rustenburg Operations					2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Training Programmes within Career Progression Paths	Core Mining Occupations	Position starting from	Current Training Intervention	Target Position Working Towards	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan
Trainee Engineer		Trainee Engineer	Trainee Engineer Program	Engineer	13	16	13	9	5	5	5
Engineering Foremen		Artisan	Foreman Development program	Foreman	0	10	30	30	30	30	30
Eng. Learnerships		Learner	Learnership	Artisan	130	192	181	239	227	249	249
Servicemen		Aide/helper	Serviceman Program	Serviceman	100	100	100	100	80	60	60
Plant Operator		Plant Operator	Unit Standard Based	Foreman	200	250	300	200	200	200	200
Services and HR		Graduate in Training/ Accountant/ Training Instructor/ Manning Assistant	Dipl. Finance/ BCom/ ETDP/ HR Diploma/ HR Degree	Senior Management & Finance	200	200	200	200	200	200	200

Table 2.8 Cont: Five (5) year targets from 2006/2007 for Career Progression Plans

Impala Rustenburg Operations					2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Training Programmes within Career Progression Paths	Core Mining Occupations	Position starting from	Current Training Intervention	Target Position Working Towards	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan
General manager	✓	Mine manager	Senior management Experiential exposure	General Manager	3	3	3	3	3	3	3
Mine manager	✓	Mine overseer/ Mine manager	Experiential training	Mine manager	5	5	5	5	5	5	5
Mine overseers	✓	Shift supervisor	Mine Overseer training	Mine Overseer	11	7	7	10	10	9	9
Learner Shift Supervisor	✓	Learner Shift supervisor	Shift Supervisor training	Shift Supervisor	44	41	34	34	34	34	34
Blasting Certificate	✓	Operator	Blasting Cert training programme	Miner	85	60	30	30	30	30	30
Operator Mining	✓	Equipment Helper	Operator training	Operator	1317	1252	1285	1285	1285	1285	1285
New recruit mining training	✓	New recruit	Equipment helper	Equipment helper	366	443	350	350	300	300	300
Geology		Learner	Geology	Geologist	1	1	1	1	1	1	1
Rock Engineering		Learner	Rock engineering programme	Rock Engineer	1	1	1	1	1	1	1
Survey		Survey assistant	Survey programme	Surveyor	2	2	1	1	1	1	1
Ventilation		Ventilation observer	Ventilation programme	Ventilation Officer	6	6	1	1	1	1	1
Da Vinci Women in Mining		Management Development Programme			7	7	4	4	4	4	4

Table 2.8 Cont: Five (5) year targets from 2006/2007 for Career Progression Plans

Impala Springs Refineries				2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan
Relevant curriculum(8 weeks)	Artisan Aide	Maintenance Operative Program	Maintenance Operative	50	6	1	2	1	1	N/A
Relevant curriculum(8 weeks)	Maintenance Operative	Section 28 / 18	Artisan	15	3	3	3	3	1	2
Installation, HT and Masters' installation	Electrician / Artisan	Masters Installation	Master Electrician	7	7	1	1	1	1	2
Theory (Law) and Plant	Artisan / Engineer in Training	Junior Engineering Program	Plant Engineer	7	7	6	6	3	3	4
Relevant curriculum(unit standard based)	N2 (Unemployed)	Learnership	Artisan	5	15	9	17	13	13	15
Relevant plant modules(15 months)	Senior Plant Operator	Modular Based Training	Process Controller	87	78	13	13	13	13	13
Relevant plant modules(15 months)	Process Controller	Process Controller Program	Snr Process Controller	19	10	8	8	8	8	8
One module(four months)	Trainee Analyst	Career Path Development Programme (CPDP)	Analyst (B5)	13	8	2	2	2	2	2

Table 2.8 Cont: Five (5) year targets from 2006/2007 for Career Progression Plans

Impala Springs Refineries Cont.				2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan	No of identified employees provided with Career Progression Plan
Three modules	Analyst (B5)	CPDP	Analyst (B7)	0	0	2	2	2	2	0
Six modules	Analyst (B7)	CPDP	Snr Analyst	0	0	2	2	2	2	0
Plant related project(6 months)	Process Controller /Analyst (Diploma)	Diplomats Dev. Program	Snr Process Controller/ Snr Analyst	11	7	1	0	0	0	1
Relevant curriculum(for 2 years)	Supervisor /Manager	Women in Mining Programme	Manager / Head of Department	3	0	3	0	2	0	3

Table 2.9: Five (5) year targets from 2006/2007 for Succession Planning (Patterson D and E Levels Only)

Impala Platinum Limited	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Career Path	No. of HDSA Successors						
Mining		10	21	23	25	28	28
Mining Services		5	16	18	23	26	26
Engineering		8	26	29	32	35	35
Human Resources		7	29	32	35	39	39
Medical Services		3	5	6	6	6	6
Finance		6	23	25	28	31	31
Metallurgy		8	102	114	125	137	137
<b>Totals</b>		<b>47</b>	<b>222</b>	<b>247</b>	<b>274</b>	<b>302</b>	<b>302</b>

Table 2.10: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Rustenburg Operations	2004/2005			2005/2006			2006/2007			2007/2008		
	Target			Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Management Development	0	0	0%	90	47	52%	100	40	40%	110	40	40%
Learner Shift Supervisors	44	35	80%	41	32	78%	34	24	70%	34	24	70%
Trainee Engineers	5	2	40%	12	9	75%	16	12	75%	16	12	75%
Women in Mining (e.g. Da Vinci Institute)	7	7	100%	7	7	100%	4	4	100%	4	4	100%
Mine overseer	11	9	82%	7	5	71%	7	5	71%	10	8	80%
Experiential learning	10	8	80%	10	8	80%	10	8	80%	10	8	80%
Blasting certificate	85	83	98%	60	58	97%	30	24	80%	30	24	80%
Learner Official Services	10	8	80%	9	8	89%	4	4	100%	4	4	100%
<b>TOTAL</b>	<b>172</b>	<b>152</b>	<b>88%</b>	<b>236</b>	<b>174</b>	<b>74%</b>	<b>205</b>	<b>121</b>	<b>59%</b>	<b>218</b>	<b>124</b>	<b>57%</b>

Table 2.10 Cont.: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Rustenburg Operations	2008/2009			2009/2010			2010/2011		
	Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Management Development	100	40	40%	100	40	40%	100	40	40%
Learner Shift Supervisors	34	24	70%	34	24	70%	34	24	71%
Trainee Engineers	16	12	75%	11	8	73%	11	8	73%
Women in Mining (e.g. Da Vinci Institute)	4	4	100%	4	4	100%	4	4	100%
Mine overseer	10	8	80%	9	9	100%	9	9	100%
Experiential learning	10	8	80%	10	8	80%	10	8	80%
Blasting certificate	30	24	80%	30	29	97%	30	29	97%
Learner Official Services	4	4	100%	4	4	100%	4	4	100%
<b>TOTAL</b>	<b>208</b>	<b>124</b>	<b>60%</b>	<b>202</b>	<b>126</b>	<b>62%</b>	<b>202</b>	<b>126</b>	<b>62%</b>

Table 2.10 Cont.: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Refineries	2004/2005			2005/2006			2006/2007			2007/2008		
	Target			Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Diplomat Dev. Programme	12	6	50%	6	5	83%	1	1	100%	0	0	0%
Woman in Mining - Programme	5	4	80%	5	2	40%	5	3	60%	5	2	40%
Junior Engineer Programme	5	4	80%	7	6	86%	7	6	86%	6	6	100%
Master Installation	7	7	100%	7	7	100%	2	2	100%	1	1	100%
Section 28/18	15	15	100%	3	3	100%	3	2	67%	3	3	100%
Maintenance Operative	50	49	98%	6	6	100%	4	4	100%	6	6	100%
<b>TOTAL</b>	<b>94</b>	<b>85</b>	<b>90%</b>	<b>34</b>	<b>29</b>	<b>85%</b>	<b>22</b>	<b>18</b>	<b>82%</b>	<b>21</b>	<b>18</b>	<b>86%</b>

Table 2.10 Cont.: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Refineries	2008/2009			2009/2010			2010/2011		
	Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Diplomat Dev. Programme	0	0	0%	0	0	0%	0	0	0%
Woman in Mining - Programme	5	3	60%	5	2	40%	3	2	66.7%
Junior Engineering Programme	3	3	100%	3	3	100%	4	3	75%
Master Installation	1	1	100%	1	1	100%	2	2	100%
Section 28/18	3	3	100%	1	1	100%	3	2	67%
Maintenance Operative	10	10	100%	3	3	100%	4	4	100%
<b>TOTAL</b>	<b>22</b>	<b>20</b>	<b>91%</b>	<b>13</b>	<b>10</b>	<b>77%</b>	<b>16</b>	<b>13</b>	<b>81%</b>

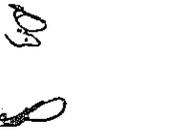
  
  
  
  
  


Table 2.10 Cont.: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Platinum Limited	2004/2005			2005/2006			2006/2007			2007/2008		
	Target			Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Management Development	0	0	0%	90	47	52%	504	218	43%	528	248	47%
Learner Shift Supervisors	44	35	80%	41	32	78%	34	24	70%	34	24	70%
Trainee Engineers	5	2	40%	12	9	75%	16	12	75%	16	12	75%
Women in Mining (e.g. Da Vinci Institute)	12	11	92%	12	9	75%	9	7	78%	9	6	67%
Mine overseer	11	9	82%	7	5	71%	7	5	71%	10	8	80%
Experiential learning	10	8	80%	10	8	80%	10	8	80%	10	8	80%
Blasting certificate	85	83	98%	60	58	97%	30	24	80%	30	24	80%
Learner Official Services	10	8	80%	9	8	89%	4	4	100%	4	4	100%
Diplomat Dev. Programme	12	6	50%	6	5	83%	1	1	100%	0	0	0%
Junior Engineering Programme	5	4	80%	7	6	86%	7	6	86%	6	6	100%
Master Installation	7	7	100%	7	7	100%	2	2	100%	1	1	100%
Section 28/18	15	15	100%	3	3	100%	3	2	67%	3	3	100%
Maintenance Operative	50	49	98%	6	6	100%	4	4	100%	6	6	100%
<b>TOTAL</b>	266	237	89%	270	203	75%	631	317	50%	657	350	53%

Table 2.10 Cont.: Five (5) year targets from 2006/2007 for Fast-tracking

Impala Platinum Limited	2008/2009			2009/2010			2010/2011		
	Target			Target			Target		
Fast tracking programme	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA	No. Fast Tracked	No. of HDSAs Fast Tracked	% HDSA
Management Development	584	334	57%	600	400	67%	600	400	67%
Learner Shift Supervisors	34	24	71%	34	24	71%	34	24	71%
Trainee Engineers	16	12	75%	11	8	73%	11	8	73%
Woman in Mining – Da Vinci Institute	9	7	78%	9	6	67%	7	6	86%
Mine overseer	10	8	80%	9	9	100%	9	9	100%
Experiential learning	10	8	80%	10	8	80%	10	8	80%
Blasting certificate	30	24	80%	30	29	97%	30	29	97%
Learner Official Services	4	4	100%	4	4	100%	4	4	100%
Diplomat Dev. Programme	0	0	0%	0	0	0%	0	0	0%
Junior Engineering Programme	3	3	100%	3	3	100%	4	3	86%
Master Installation	1	1	100%	1	1	100%	2	2	100%
Section 28/18	3	3	100%	1	1	100%	3	2	75%
Maintenance Operative	10	10	100%	3	3	100%	4	4	100%
<b>TOTAL</b>	<b>714</b>	<b>438</b>	<b>61%</b>	<b>715</b>	<b>496</b>	<b>69%</b>	<b>718</b>	<b>499</b>	<b>69%</b>

## 2.4 MENTORSHIP PLAN

### 2.4.1 UNDERTAKING

Impala Platinum Limited introduced a formal mentoring system in 2003 comprising of a formal training and orientation programme for both mentors and protégés. All mentoring conducted at Impala Platinum Limited Operations will follow the guidelines and principles of the Impala Platinum Limited Mentorship Code of Practice.<sup>18</sup>

Impala Platinum Holdings Limited, on behalf of Impala Platinum Limited, is also actively involved in providing various forms of assistance to key empowerment groups present within Impala Platinum Limited's sphere of operation, with particular emphasis on the Royal Bafokeng Nation (RBN), who reside within the region of the Impala Rustenburg Operations and have been recognized as Impala Platinum's strategic BEE partner.

### 2.4.2 STRATEGIC PLAN - MENTORING OF EMPLOYEES

The mentoring of employees is seen as a critical mechanism through which the company can achieve its accelerated training targets and thereby achieve significant employment equity across the organization in line with the Employment Equity Plan. Table 2.11.b (over the page) indicates the key groups that receive the formal mentoring assistance within Impala Platinum. The table further summarises the envisaged outcomes of such mentoring (such as talent pool or specific skill areas), in addition to the length of the mentoring programme in each case. As this is a key mechanism whereby Employment Equity targets within the company can be achieved, the focus of the mentoring of successors, employees at the Da Vinci Institute for example, particularly focuses on HDSA employees, the breakdown of which (in terms of race and gender) are presented in Table 2.11.b (over the page). In addition to those categories of employees indicated in Table 2.11.b, the company implements a process of mentoring/coaching of its Learnership candidates. Table 2.11.a below summarises the envisaged mentoring and coaching programme for the candidates within the Learnership programme envisaged for the next five (5) years (extrapolated from Table 2.2).

Of key significance in respect of mentoring is the company's management of its bursary students and the associated mentoring and experiential training provided to these candidates. Figure 2.3 (Section 2.5) summarises the integrated approach in the selection and management of Impala bursary holders and the manner in which they feed into the talent pool for the company. A pool of trained mentors will be retained at the operations to facilitate the on-going mentoring of the bursary students along with the other categories of employees receiving mentoring (Table 2.12).

**Table 2.11. a: Summary of Learnership Mentoring/Coaching Targets for Five (5) years**

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
<i>Impala Rustenburg Operations</i>	274	252	271	122	122	122	122
<i>Impala Refineries</i>	10	18	16	25	28	25	17
<i>Impala Platinum Limited (Total)</i>	284	270	287	147	150	147	139

<sup>18</sup> For Further Reference see: *Impala Platinum Limited: 'Code of Practice: Mentorship', June 2004.*

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Table 2.11. b : Five (5) year targets from 2006/2007 for Mentoring of employees

Impala Platinum Limited			2004/2005				2005/2006				
			Target		Gender		Target		Gender		
Mentoring Programme	Career Deliverables	Duration	HDSA	Non HDSA	Male	Female	HDSA	Non HDSA	Male	Female	
Impala Platinum Limited	Successors	Management Positions	2 years	0	0	0	0	47	43	67	23
	Bursary Students	Talent Pool for successors	4 years	35	15	30	20	35	15	31	19
Impala Rustenburg Operations	Learner Shift Supervisor	Shift Supervisor	30 Mths	8	4	12	0	12	3	14	1
	Trainee Engineer	Engineers	3 years	2	5	6	1	9	3	11	1
	Woman in Mining (e.g Da Vinci Institute)	Management Positions	18 Mths	7	0	0	7	7	0	0	7
	Mine overseer	Mine overseer	1 year	11	0	11	0	5	2	7	0
	Experiential learning	Competency training for metallurgy	6 Mths	11	0	4	7	13	0	4	9
Impala Refineries Operations	Study Aid <sup>19</sup>	Capacity Building	3 years	33	15	32	16	25	10	22	13
	Diplomats	Promotion to the Process Controller or Snr Analyst	6 Mths	6	0	3	3	5	0	3	2
	Graduates	Promotion to Snr Chemical Engineer or Snr Chemist	3years	3	0	3	0	1	0	0	1
	Internship	Completion of diploma qualification	6 Mths	6	0	2	4	0	0	0	0
	Engineering	Maintenance Operatives, Artisans, Junior and Plant Engineers	4 years	0	0	0	0	13	1	14	2
<b>TOTAL</b>			<b>122</b>	<b>39</b>	<b>103</b>	<b>58</b>	<b>172</b>	<b>77</b>	<b>173</b>	<b>78</b>	

<sup>19</sup> This will be available on a needs basis.

Table 2.11.b Cont.: Five (5) year targets from 2006/2007 for Mentoring of employees

Impala Platinum Limited				2006/2007				2007/2008			
Mentoring Programme	Career Deliverables	Duration	Target		Gender		Target		Gender		
			HDSA	Non HDSA	Male	Female	HDSA	Non HDSA	Male	Female	
Impala Platinum Limited	Successors	Management Positions	2 years	218	286	378	126	208	230	338	100
	Bursary Students	Talent Pool for successors	4 years	35	15	30	20	35	15	28	22
Impala Rustenburg Operations	Learner Shift Supervisor	Shift Supervisor	30 Mths	8	2	9	1	8	2	9	1
	Trainee Engineer	Engineers	3 years	13	3	15	1	13	3	14	2
	Woman in Mining (e.g Da Vinci Institute)	Management Positions	18 Mths	4	0	0	4	4	0	0	4
	Mine overseer	Mine overseer	1 year	8	2	10	0	8	2	10	0
	Experiential learning	Competency training for engineering, mining & metallurgy	6 mths-1 year	24	0	10	14	24	0	10	14
Impala Refineries Operations	Study Aid	Capacity Building	3 years	22	9	20	11	22	8	15	15
	Diplomats	Promotion to the Process Controller or Snr Analyst	6 Mths	1	0	0	1	0	0	0	0
	Graduates	Promotion to Snr Chemical Engineer or Snr Chemist	3 years	2	1	1	0	0	1	0	1
	Internship	Completion of diploma qualification	6 Mths	0	0	0	0	0	0	0	0
	Engineering	Maintenance Operatives, Artisans, Junior and Plant Engineers	4 years	12	1	9	4	14	1	8	7
TOTAL				347	319	482	182	336	262	432	166

Table 2.11.b Cont.: Five (5) year targets from 2006/2007 for Mentoring of employees

Impala Platinum Limited				2008/2009				2009/2010			
				Target		Gender		Target		Gender	
Mentoring Programme	Career Deliverables	Duration	HDSA	Non HDSA	Male	Female	HDSA	Non HDSA	Male	Female	
Impala Platinum Limited	Successors	Management Positions	2 year prog	334	250	364	220	400	200	300	300
	Bursary Students	Talent Pool for successors	4 years	35	15	27	23	35	15	26	24
Impala Rustenburg Operations	Learner Shift Supervisor	Shift Supervisor	30 Mths	8	2	9	1	8	2	9	1
	Trainee Engineer	Engineers	3 years	13	3	14	2	9	2	10	1
	Woman in Mining (e.g Da Vinci Institute)	Management Positions	18 Mths	4	0	0	4	4	0	0	4
	Mine overseer	Mine overseer	1 year	8	2	10	0	8	2	10	0
	Experiential learning	Competency training for engineering, mining & metallurgy	6 mths-1 year	24	0	10	14	24	0	10	14
Impala Refineries Operations	Study Aid	Capacity Building	3 years	24	8	14	18	0	0	0	0
	Diplomats	Promotion to the Process Controller or Snr Analyst	6 Mths	0	0	0	0	0	0	0	0
	Graduates	Promotion to Chemical Engineer or Chemist	3 years	1	0	0	1	1	0	0	1
	Internship	Completion of diploma qualification	6 Mths	0	0	0	0	0	0	0	0
	Engineering	Maintenance Operatives, Artisans, Junior and Plant Engineers	4 years	9	1	4	6	12	1	5	8
<b>TOTAL</b>				<b>460</b>	<b>281</b>	<b>452</b>	<b>289</b>	<b>501</b>	<b>222</b>	<b>370</b>	<b>353</b>

Table 2.11.b Cont.: Five (5) year targets from 2006/2007 for Mentoring of employees

Impala Platinum Limited				2010/2011			
				Target		Gender	
Mentoring	Programme	Career Deliverables	Duration	HDSA	Non HDSA	Male	Female
Impala Platinum Limited	Successors	Management Positions	2 year prog	400	200	300	300
	Bursary Students	Talent Pool for successors	4 years	35	15	26	24
Impala Rustenburg Operations	Learner Shift Supervisor	Shift Supervisor	30 Mths	8	2	9	1
	Trainee Engineer	Engineers	3 years	9	2	10	1
	Woman in Mining (e.g Da Vinci Institute)	Management Positions	18 Mths	4	0	0	4
	Mine overseer	Mine overseer	1 year	8	2	10	0
	Experiential learning	Competency training for engineering, mining & metallurgy	6 mths-1 year	24	0	10	14
Impala Refineries Operations	Study Aid	Capacity Building	3 years	0	0	0	0
	Diplomats	Promotion to the Process Controller or Snr Analyst	6 Mths	0	0	0	0
	Graduates	Promotion to Chemical Engineer or Chemist	3 years	1	0	0	1
	Internship	Completion of diploma qualification	6 Mths	0	0	0	0
	Engineering	Maintenance Operatives, Artisans, Junior and Plant Engineers	4 years	12	1	5	8
<b>TOTAL</b>				<b>501</b>	<b>222</b>	<b>370</b>	<b>353</b>

**Table 2.12: Summary of Mentor Targets for Five (5) years (2006 – 2011)**

<i>Mentoring Programme</i>	<i>Location</i>	<i>Target No. of Mentors</i>	<i>Frequency of Mentoring</i>
<i>Successors</i>	Impala Platinum Limited	45	Quarterly
<i>Bursary Students</i>	Impala Platinum Limited	8	3 Mentoring Periods per annum
<i>Learner Shift Supervisor</i>	Impala Rustenburg Operations	12	Monthly
<i>Trainee Engineers</i>	Impala Rustenburg Operations	11	Monthly
<i>Woman in Mining – Da Vinci Institute</i>	Impala Rustenburg Operations	7	Monthly
<i>Mine Overseer</i>	Impala Rustenburg Operations	4	Monthly
<i>Experiential Learning Metallurgy</i>	Impala Platinum Limited	2	Monthly
<i>Experiential Learning Mining</i>	Impala Platinum Limited	12	Monthly
<i>Experiential Learning Engineering</i>	Impala Platinum Limited	11	Monthly

**2.4.2.1 Mentoring of Bursary and Internship Students:**

The mentoring of the above mentioned students form part of the formal mentoring process of Impala Platinum Limited as described in Section 2.4

**• Bursary Students**

Impala Platinum currently has fifty (50) university bursary students. (Table 2.11.b: Table 2.12: Table 2.14). These fifty (50) students will be formally mentored three (3) times a year as indicated in Table 2.12: Two (2) formal mentoring sessions per year at their respective tertiary institutions (students) and the remaining during their eight (8) week vacation work period, where students are mentored individually.

**• School Achiever bursars:**

Impala Platinum currently has seventy-five (75) school achiever bursars (Table 2.14) These Grade 11 and 12 HDSA children will be formally mentored three (3) times a year. These bursars will receive additional tuition by subject matter experts during a one (1) week period, three (3) times a year

**• Child of Employee (COE) Bursars**

Impala Platinum currently has seventy-five (75) school COE bursars (Table 2.14). The Grade 11 and 12 children will also be formally mentored three (3) times a year. These bursars will receive additional tuition by subject matter experts during a one (1) week period, three (3) times a year.

**• Graduates and Diplomats:**

The mentoring of the graduates and diplomats as indicated by Table 2.12 will take place on a monthly basis. This mentoring will be ongoing for the duration of their respective programmes as indicated by Table 2.11

**• Other Internship and Experiential programme students**

The mentoring of these Metallurgy, Chemistry, Mining and Engineering students will take place on a monthly basis as indicated in Table 2.12. This mentoring will also be ongoing for the duration of their programme as indicated in Table 2.11.b

• **Training Interventions for Women in Mining**

In terms of the Impala Platinum's equity targets Impala also include and plan for the training of females in order to contribute to the Woman in Mining requirements as part of the employment equity plan, and reflected in Table 2.5 indicating Female Engineering learners in training, Table 2.10 Fast Tracking through the Da Vinci Women in Mining, Table 2.11.b on Mentoring detailing the females in each area and Table 2.14 on Bursaries HDSA and Non-HDSA Females participating in University bursaries, School Achievers, Child of Employee Bursaries, Graduate & Diplomat experiential programmes and external internships/experiential programmes, summarized in Table 2.13.

**Table 2.13 : Training Interventions for Women in Mining**

<i>Interventions</i>	<i>Reference</i>
Female Engineering Learnerships	Table 2.5
Fast Tracking - Da Vinci Women in Mining	Table 2.10
Mentoring per mentor programme	Table 2.11.b
University Bursaries	Table 2.14
Graduates & Diplomats	
Child of Employee Bursaries	
School Achievers	
External Experiential / Internships	

**2.4.3 OVERVIEW - MENTORING OF EMPOWERMENT GROUPS**

Impala Platinum Holdings Limited has in place a Policy of Good Corporate Governance which directs the induction, management and training of all of its directors on the respective mines' Boards and associated committees, which includes its respective BEE directors. This policy will also apply equally to Impala Platinum Limited's Board and its respective BEE directors once appointed following the finalisation of the Impala Platinum/Royal Bafokeng Resources (RBR) BEE transaction. The schedule for such induction, management and training is set each year as part of the group wide annual meeting schedule and in consultation with board members. From calendar year 2007 a programme devoted to the needs of director training will be incorporated into that schedule annually.

Induction and training of all directors is considered to be an essential part of the business and is designed to equip them with that level of knowledge, information and experience that will enable them to take effective decisions and participate in the overall business in a meaningful way. This philosophy is not confined to directors of Implats but extends to all its subsidiaries. The requirement of appropriate skills, knowledge and experience is particularly relevant in the mining industry where the issues required to be addressed are complex, the operating environment highly intricate and commodity trading a specialised field. In addition the legal and regulatory environments are extremely challenging.

Against this background the organisation has recognised the importance of induction and training of all directors. Under the auspices of the Nomination Committee an induction and training programme has been devised which covers diverse disciplines such as the applicable legislation and legal requirements, regulatory provisions (such as the JSE Listings Requirements and the SRP Code), risk management,

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understanding of finance (including business planning, capex, amortisation and the like), technical information sharing, mine health and safety and environmental requirements. In addition and in recognition of the importance of and contribution made by the workforce an understanding of human resources issues is indispensable.

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

#### **2.4.4 ROYAL BAFOKENG BEE MENTORING PROGRAMME**

Once the Impala Platinum/ Royal Bafokeng Resources (RBR) transaction is implemented, the process of nomination, approval and induction of BEE board directors at the Implats and Impala Platinum Level, will commence – which process also includes the selection of Trustees for the Morokgotso Trust (Employee Share Ownership Programme). Once appointments to the respective responsibility areas (on the Board, its sub-committees and the Trust) have been finalised, a process of identifying any specific training needs will be carried out and the subsequent identification of appropriate training programmes and service providers be completed, in line with the directors' and trustees' needs as identified.

The RBR will engage at a strategic level at Implats and at our operational level at the Impala Platinum Rustenburg Operations. At this level the participation is not envisaged to encompass participating in the daily operational management of the mine. Full participation at the board level requires that the directors possess the adequate capacity to fulfil their responsibilities in line with the agreement between Implats, Impala and the RBN. An essential element of the company's good corporate governance practice is to ensure all directors are adequately trained in areas of applicable legislation and regulatory requirements, and the newly appointed directors of Impala Platinum Ltd will form part of the company's Plan for Director Training and Induction, (in place since February 2005). The Plan ensures the implementation of an induction process and orientation of all new board members and/or directors as well as regular training and development programmes for all board members by the Impala Platinum Holdings Limited (Implats) Nominations Committee and involving continuing further education as amplified in 2.4.3 above. The Plan further provides for the annual review of training and development programmes for the board members and/or directors as well as the members of the board committees.

Further, the directors will be inducted into Impala Platinum's specific business environment such that they are familiar with, inter alia, the nature of the operations, marketing, health and safety issues, technology, etc. This will be achieved by utilising the combined efforts of workshops/training, regular site visits, one on one involvement in the technicality of the mining operation and cooperation in the joint facing of challenges arising at the operational level as and when required. This will further facilitate the directors informed involvement in the Transformation Steering Committee and other sub-committees of the Board as and when they are developed, requiring specific skill requirements amongst certain Board members.

As the specific identity and training needs of the directors are unknown at this stage, the SLP can not provide the specific training programmes, duration and participants therein. However, Impala Rustenburg Operations will ensure that the training is in line with group policy and that any training received will directly meet the needs of the directors as identified. Given the companies' experience in the provision of training to newly appointed directors in the past, it is however envisaged that courses may be provided by the Institute of Directors of South Africa or alternatively professionals including but not limited to professionals from Accounting or Financial Institutes. Focus areas will likely be on Corporate Governance Responsibility, Financial Risk Management or the reading and understanding of financial statements. In this regard any training aimed at capacity building of BEE partners, provided or planned to be provided will be reported on in the mine's Annual SLP Report.

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#### 2.4.4.1 Current Operational Structures

It is pertinent to further outline the manner in which the RBR are currently involved at the operational levels. These structures facilitate the ongoing, informal mentoring processes. The RBN and its communities are actively involved in the following forums and committees at the Impala Rustenburg Operation level:

##### 1. Mining Committee

The Mining Committee meets regularly, unless otherwise required to meet monthly, and is chaired by Impala Rustenburg's General Manager: Projects. The Mining Committee consists of representatives of Impala Rustenburg Operation and the RBN. The purpose of this committee is to discuss surface and environmental issues on the mine area which are inhabited mainly by the RBN members and of which they are the surface owners (held in trust for them by the Minister of Land Affairs). To-date any mentorship and familiarisation of key mining matters has been on an informal and an ad hoc basis. The benefits of formalising this process will be investigated and discussed with the partners during 2006 in order to develop an appropriate plan if this is deemed preferable by the parties.

##### 2. Community Liaison Forums

Community Liaison Forums have been established within several of the neighbouring RBN communities<sup>20</sup> to Impala Rustenburg Operations. Initially the objective of these forums was to address environmental related issues, however they have subsequently grown to incorporate socio-economic issues. Impala has a dedicated Community Liaison Officer who interacts directly with the community on an ongoing basis in addition to the monthly meetings. Meetings are chaired either by Impala Rustenburg Operations representative or community representatives. In engaging with these forums Impala envisages to:

- Inform community members of Impala Platinum policies and procedures (i.e. employment, procurement, housing, environmental, HIV/Aids, Corporate Social Investment (CSI), bursaries,)
- Facilitate processes to address unemployment, procurement opportunities, Corporate Social Investment (CSI) initiatives..
- Continuously playing a mentoring role and to assist community members to resolve socio-economic issues within their community.

An internal Impala Community Interaction Focus Group will be established by the end of FY05/06, with the objective of formally planning Impala Rustenburg Operations community interaction an involvement strategies and requisite monitoring progress therein. Synergies with the Social Upliftment Committee are envisaged.

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## 2.5 INTERNSHIP AND BURSARY PLAN

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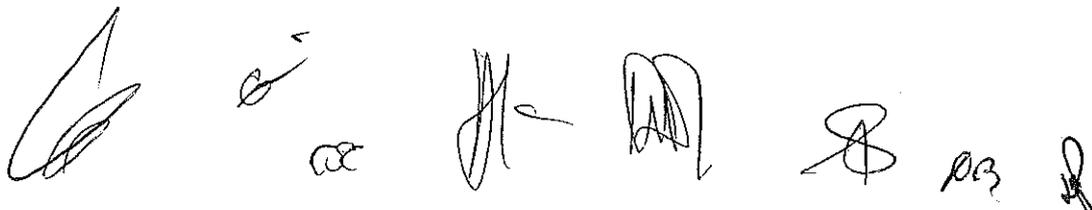
### 2.5.1 UNDERTAKING

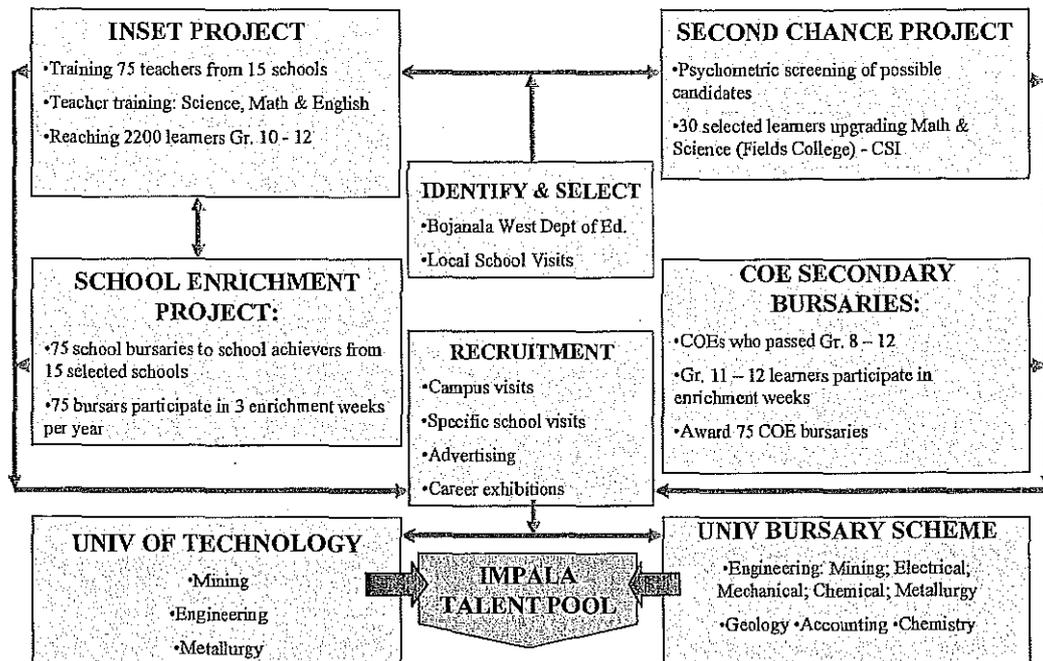
The Impala Platinum Limited bursary scheme is an open bursary scheme with a goal to timeously deliver sufficient, appropriately educated employees for the company who are trainable for further advancement and development. The Impala Rustenburg Operations and Impala Platinum Refineries will administer all internships and bursaries to be granted on their behalf by Impala Platinum Limited to beneficiaries on an annual basis. The integrated management system (Figure 2.3) is a representation of how Impala Platinum ensures scholars with identified potential can, having received assistance from Impala Platinum through the bursary programme, be placed within a talent pool which facilitates their access to the company's bursary programmes, internships and Learnership initiatives.

Figure 2.3: Integrated Management of Impala Platinum CSI and Bursary Holders

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<sup>20</sup> Communities include, Mafenyia, Chaneng, Rasimone, Robega, Kanana, Serutube and Mafika.





## 2.5.2 STRATEGIC PLANS

**Programme Targets:** Table 2.14 presents the envisaged bursary programme for a five (5) year period within Impala Platinum. Details in respect of the specific fields of study, HDSA and gender status have further been outlined in the table. Currently the mine is utilizing 3.47% of its training budget (based on FY 2005/2006) on bursary students, Child of Employee Bursaries and School Enrichment Programme. The bursary and internship programme is therefore provided with substantial funds in order to facilitate the development of the various talent pools and Learnership programmes to feed into the various points of career path entry as indicated in the table.

Impala Rustenburg Operations will continue to maintain a tracking procedure of each scholar and bursars progress annually in respect of their grades and date of completion of studies. Those scholars that matriculate with the appropriate grades and who are interested will be invited to enroll in the Learnership programme or appropriate bursary selection programmes in order to ensure that wherever possible, recipients of the bursaries are linked into the recruitment and HRD training programmes at the mine. Those that do not qualify will be invited into the "Second Chance Project" (as per Figure 2.3). Clearly however, the successful take-up of these scholars into Impala Platinum is both dependent on the grades achieved as well as the career wishes of the individual candidates.

**University Bursaries:** Impala Platinum Limited offers university bursaries for external students within an open bursary scheme. All applicants are 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. Impala Platinum Limited further strives to achieve a ratio of 70% HDSA 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 for Mathematics and Science on the Higher Grade are considered

**School Achievers Programme:** This is an external programme aimed at facilitating assistance to Grade 11 and 12 pupils in order to aid their academic achievements at school to improve their chances of obtaining higher education at University.

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**Child of Employee Bursaries (CEB):** Currently, Impala Platinum Limited offers fifty (50) secondary school bursaries to the children of category 5-8 employees at Impala Platinum Limited per annum. It is envisaged that this complement of bursaries will increase every financial year, with seventy five (75) of these bursaries being offered per annum from 2005 onwards. Impala Platinum Limited are currently offering CEB school bursaries to children of employees who have successfully passed Grade 8, 9, 10 and 11 and who have mathematics, natural science or accounting as subjects.

**Internships/Experiential Training Plan**

The following internship and experiential programmes are currently offered by Impala Platinum Limited:

*i) Vacational work for Impala Platinum Limited Bursary Holders* within various departments closely linked to their field of study at an Impala Platinum Limited Operation during their vacations. Assistance may be provided to students in practical assignments and all bursars are assisted in purchasing their own personal computers to enable bursars to become fully conversant in the computer technologies related to their field of expertise.

*ii) Vacational work and experiential training for students of all disciplines for non-Bursary holders* from all disciplines are also invited to provide assistance at the Impala Platinum Limited Operations during the December period. The purpose of this programme is to maintain staff capacity whilst a number of permanent employees are on leave, as well as to provide recruited learners with practical work experience and experiential training. This opportunity is provided with a ratio of sixty percent (60%) enrolments reserved for HDSA candidates.

*iii) Experiential Training for non-employee diplomats and graduates.* In conjunction with the community, Technikon and Universities, Impala Platinum Limited will continue to offer students experiential training in metallurgy and chemical engineering fields. Students are assigned to internships that will enable them to obtain relevant qualifications. These experiential learning programmes will continue to be present at both the Impala Rustenburg Operations and Impala Platinum Refineries in Springs.

*iv) Trainee Engineer Programme* is aligned to develop engineers in all related engineering fields. The engineering fields incorporated by Impala Platinum Limited are: Electrical, Mechanical, Metallurgical, Chemical and Mining Engineering. These programmes could take two (2) to three (3) years to complete and enable junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation.

For a detailed discussion on the Mentorship programmes for Bursary students, please refer to Section 2.4.2.1.

In addition to the mentorship, bursary and experiential training programmes offered by Impala Platinum, external bursar holders have the opportunity to acquire internships with the mine. Students accepted into this programme will gain the necessary training to complete their studies by utilizing the mentoring and internship programme available to bursary students. Table 2.14 (a) depicts the business areas in which these students can be accommodated.

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Table 2.14 (a): Non-Bursar Internship Plan for Impala Platinum

Impala Rustenburg	2004/5	2005/6	2006/07	2007/8	2008/9	2009/10	2010/11
Discipline	Target (no offered)	Target (no. offered)					
Mining Diplomats	0	0	5	5	5	5	5
Engineering Diplomats	0	0	5	5	5	5	5
Mineral Processing	7	8	8	8	8	8	8
Laboratory	5	6	6	6	6	6	6
<b>Impala Refineries<sup>21</sup></b>							
Graduate Chemical Engineering	6	6	6	6	6	6	6
Graduate Chemist	2	2	2	2	2	2	2
Diplomat HR	1	1	1	1	1	1	1
Diplomat SHEQ	1	1	1	1	1	1	1

<sup>21</sup> The above plan for Impala Refineries will ensure that sixty (60) in service trainees are mentored and assisted to acquire their qualifications over the next six (6) years. The assistance given to these trainees will cost Refineries R 2 520 000 in allowances, excluding overhead costs

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Table 2.14: Five (5) year targets from 2006/2007 for Bursary and Internship Programmes

Impala Platinum Limited						2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Career path entry
Programme	Field of study	HDSA Males	HDSA Females	NON HDSA Males	NON HDSA Females	Target (No Offered)							
University Bursaries (External)	Mining Engineering	12	4	3	1	50	50	50	50	50	50	50	Core Skills Graduate Training programmes
	Chemical Engineering	3	4	2	2								
	Electrical Engineering	3	0	2	0								
	Accounting	2	1	0	2								
	Mechanical Engineering	1	0	2	0								
	Chemistry	0	2	0	1								
	Geology	1	2	0	0								
School Achievers Programme (External)	Grd 11	11	21	0	0	50	75	80	80	80	80	80	Talent pool for Impala Bursary scheme, Leainerships
	Grd 12	16	32	0	0								
Child of Employee Bursaries (External)	Grd 8	5	2	0	0	50	75	75	75	75	75	75	Talent pool for Impala Bursary scheme, Leainerships
	Grd 9	10	16	1	0								
	Grd 10	11	21	0	1								
	Grd 11	3	6	0	0								
Graduate/Diplomat Internship & Experiential Programmes (Internal)	Graduate Mining Training	5	0	0	0	13	16	16	16	16	16	16	Core Skills Mining & Engineering Supervisory positions
	Diplomate Surveying Training	2	0	0	0								
	Diplomat Mining Training	6	0	0	0								
	Graduate Engineering Training	1	0	1	1								
Other Internship & Experiential Programmes (Internal)	Metallurgy	4	4	0	0	11	13	24	24	24	24	24	Discipline Specific Training/ Metallurgists & Anaylists positions
	Chemistry	0	6	0	0								
	Mining	3	2	0	0								
	Engineering	3	2	0	0								
TOTAL		102	125	11	8	174	229	245	245	245	245	245	

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## 2.6 EMPLOYMENT EQUITY PLAN

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### 2.6.1 OVERVIEW

In line with its vision of 'unlocking the potential of all its employees' and in compliance with the Employment Equity Act, the MPRD Act and the Mining Charter, the Impala Rustenburg and Refineries Operations are committed to a process to transform their operations to reflect the demographic tendencies of our country. This will be achieved by:

- Creating a working environment that is conducive for the recruitment, selection and retention of 40% HDSA in management positions and 10% women in mining;
- Providing development opportunities for 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 Impala Platinum Limited's values and goals.

### 2.6.2 UNDERTAKING

To this end, the Impala Rustenburg and Refineries Operations will implement Employment Equity Plans ensuring that set targets are met and that all employees are aware of the Operations' goals. The Employment Equity Plan as set out below and reflected in Table 2.15 will incorporate the strategies and plans to comply with the MPRD Act's focus on specific targets for, Historically Disadvantaged South African's (HDSAs) in management positions and women in mining, within the five (5) year period from promulgation (1 May 2004).

### 2.6.3 PROGRESS TO DATE

As at November 2004, the level of HDSAs in management<sup>22</sup> was at 25% and women represented 2% of the workforce at the Impala Rustenburg Operations and at the Refineries Operations 43% represented HDSAs and 15% Women In Mining<sup>23</sup>.

In addition, within the previous five (5) years, some three hundred and seventy one (371) HDSAs have been recruited into Impala Rustenburg's Operations, 34% of which fall within the Patterson D, E and F bands. In turn, some one thousand nine hundred and three (1 903) HDSAs within the Impala Rustenburg Operations were promoted during the previous five (5) years, forty-eight (48) (2.5%) of which were female promotions (excluding white women). Some one thousand five hundred and forty three (1 543) HDSAs were involved in training and skills development over the last five (5) years at the Rustenburg Operations. The majority (97%) of this skills development amongst HDSAs was within the Patterson B and C bands. These efforts demonstrate a clear focus on skills development of employees within the company in line with Impala Platinum Limited's policy of Human Resource Development at all levels of its organisation.

### 2.6.4 STRATEGIC PLANS

#### a) Principles behind Employment Equity at Impala Platinum

Impala Rustenburg and Refineries Operations have set annual numerical goals with regards to employment equity. In the process of achieving these goals the company adheres to the following principles:

- No person will be appointed to a position unless suitably qualified and/or competent for the position;
- Suitable qualified persons from HDSA groups will be given preference in the filling of vacancies and in promotions;

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<sup>22</sup> The figure for HDSAs in management refers to historically disadvantaged employees within the Paterson D occupational level and above, as of 22 November 2004.

<sup>23</sup> Refer to Appendix F for the classification of Women in Mining Occupations at Impala Platinum Limited

- Although no direct Retrenchment Programme will be implemented for the achievement of numerical goals, Space Creation and Skills Transfer will successfully facilitate the achievement of these goals.
- New appointments will preferably be from HDSA groups to achieve numerical goals;
- The Impala Rustenburg and Refineries Operations, 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 HDSAs. 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 the non-HDSA employees and will highlight that their prospects of advancement will be reduced in order to achieve the set goals in this plan.
- Employees will be sensitized to the advantages of instilling a culture of diversity in the workplace as the company will continually engender a respect for diversity based on dignity and respect for all people. To this end a series of Diversity Management programmes is currently being rolled out at Impala Rustenburg Operations and Impala Refineries. The programme at Impala Rustenburg will soon be expanded to incorporate Impala Head Office.

**b. Management of Employment Equity**

- The company established the **Implats Transformation Advisory Committee** to ensure the creation and implementation of a plan that is aimed at the achievement of 40% HDSA employees in management positions and 10% woman in mining across the company. In order to ensure that that plan is implemented and to further develop the transformation strategy of the Implats group from time to time, a sub-committee of the Implats board has been convened comprising all executive directors; certain non-executive directors and the Human Resource Executive. That sub-committee will meet quarterly and will monitor progress of the transformation plan, which includes the Social and Labour Plan.
- A Senior Manager has been appointed as the assigned manager to take responsibility for implementing and monitoring of this plan.
- Transformation Steering Committees have also been established at the operations levels in order to report to the company's Transformation Steering Committee. These operational level committees are responsible for the development of the plans for their respective workforce and ensure the implementation of a communication, awareness and training programmes.
- All line managers at the Operations are responsible for ensuring the implementation of the plans in their respective work areas.
- Although the Equity Act ultimately places the responsibility for implementing employment equity with management, the pivotal role to be performed by Impala Rustenburg and Refineries Operations' Transformation Steering Committees 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.
- The consultation process has commenced on matters referred to in Section 17 of the Employment Equity Act and all issues relating to the MPRD Act and the Mining Charter.
- Rustenburg Transformation Steering Committee has completed the required workforce analysis in terms of Section 19 of the Employment Equity Act and has set targets up until 2009 (as reported to the Department of Labour in October 2005).

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**c. Strategic Plans for Achieving HDSAs in Management and Women in Mining Targets**

Table 2.15 presents the envisaged Employment Equity targets for the next five (5) years<sup>24</sup> at Impala Platinum Limited (for Impala Rustenburg and Refineries Operations) with the ultimate goal of achieving 40% HDSAs in management and 10% women in mining in line with the requirements of the Mining Charter and the MPRDA.

In order to achieve the target of 40% HDSAs in management and 10% women in mining goals the following initiatives are currently being and will continue to be implemented at Impala Platinum Limited:

- **Accelerated Training Programmes** to assist identified employees to acquire the necessary knowledge and skills for promotion into management positions (e.g. the Accelerated Mine Overseers Programme). To enable Impala Rustenburg and Refineries Operations to cater for its future human capital needs, particularly with regards to employment equity, accelerated training programmes will be implemented to assist identified employees to accelerate amongst one of the most suitable career paths available. The talent pool within the workforce will constantly be updated, particularly amongst HDSAs and women, by utilising the accelerated training development programmes (Refer to Section 2.3);
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.3);
- **Space Creation** is an initiative that is and will continue to be implemented at Impala Platinum Limited through the Interim Measures Document which was approved by the Board to ensure and accelerate the achievement of Equity in its Operations'. This document will be widely communicated to all Stakeholders as part of the Employment Equity Plan and implemented. Space creation is therefore a method through which Non-HDSAs exit the company to create space for HDSAs through voluntary early retirement and on Management's prerogative.
- **Skills Transfer** is a process through which non-HDSAs mentor HDSAs to a level where they are skilled to take over non-HDSAs' positions. The objective is to prevent excessive skills loss across the company, particularly in respect of core business skills.
- **Bursary Holders:** To ensure the appointment of scholars on completion of studies at tertiary institutions. Once completed, bursary holders are put on an experiential training programme to prepare them for management positions. The training takes approximately two (2) years depending on the field of study.
- Successful candidates will be placed within a talent pool upon completion of the **Accelerated Da Vinci Institute Qualification** for future appointment. Candidates at the Da Vinci Institute in Gauteng Province are studying towards a Masters Degree in Innovation and Technology. This programme is occurring in partnership with the Department of Minerals and Energy (DME), where it has received the full backing and involvement of the Minister of Minerals and Energy.
- **Experiential Training** is and will continue to be offered to all Graduates to obtain a qualification.
- The **Mentorship Programme** has been and will continue to be implemented to up-skill individuals who are identified as candidates for management positions. Managers, supervisors and work teams will also receive diversity training.
- **Headhunting/Recruiting** of the best talent through credible recruitment agencies and at tertiary institutions are strategies which may also be utilised if required.

An annual budget of R20million at Impala Platinum Limited (including Impala Rustenburg Operations, Impala Refineries and Marula Platinum Mine) has been set aside for the successful implementation of the Space Creation and Skills Transfer initiatives.

<sup>24</sup> Based on current in-service employee levels at these operations which are expected to remain constant over this five (5) year period.



In addition to the above-mentioned initiatives, in order to achieve 10% women in mining related occupations<sup>25</sup> the following initiatives are and will continue to be implemented across the organisation:

- The Recruitment Policy provides for preference to be given to females when recruiting;
- Preference is given to females in the Learnership programmes in engineering (apprentices);
- Impala is currently training eight (8) graduates/diplomats for shift supervisor/mine overseer positions. These women will complete their training programme in 2013.
- A strategy to appoint females in suitable positions has been implemented with concomitant development of facilities within a budget commitment of R10.6 million across the company.
- Although Impala is committed to achieving the 10% Women in Mining target as per Table 2.16, the high failure rate of women during Heat Tolerance Screening (HTS) processes is a currently a significant challenge to achieving the envisaged targets. Heat tolerance is a requirement for all persons to be employed in underground occupations and the current high failure rates amongst women severely limit the mine's ability to send women underground at Impala Rustenburg Operations. Due to this challenge Impala, in conjunction with the CSIR and other mining houses intends to investigate heat tolerance amongst females within a dedicated research programme as the current tests are based on the physiological make-up of males, with a view to making recommendations to amend the heat tolerance requirement levels for women across the industry.

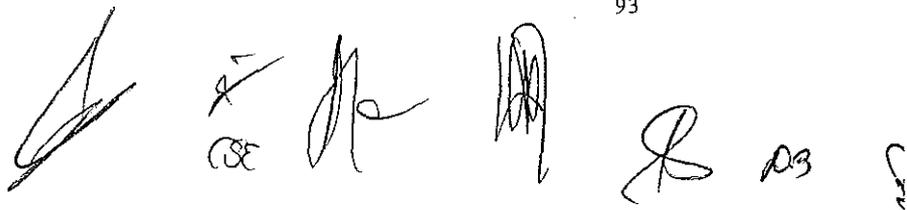
Specific targets for the next five (5) years in respect of the above strategic plans to implement employment equity at the mine and Refineries are presented in Table 2.17.

The Implats and Operational Transformation Steering Committees will play key roles in driving the strategic plans outlined above. Issues highlighted above 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 HDSA group;
- Identifying HDSA employees for succession with departments and/or sections and ensuring training and development programmes are implemented;
- Determining possible promotions from HDSA groups;
- Ensuring the retention of employees from HDSA groups;
- Changing policies, procedures and practices identified as containing barriers to the implementation of employment equity and the attainment of the legislated targets;
- Identifying suitable occupations and facilities solely for women in mining as well as diversity and fast track training.
- Where required the Executive Director: Operations and the Human Resources Executive will ratify appointments of employees who are not from the HDSA groups in positions targeted for HDSAs.
- Following the completion of the survey to determine any requisite amendments to the physical environment in order to facilitate women's access to certain mining related occupations, the committed budget (of R10.6 million at Impala Rustenburg Operations) will continue to be utilized where required to make the necessary infrastructural changes over the next five (5) years.
- The current survey to identify relevant occupations for persons with disabilities with a view to making appropriate positions accessible at the operations will be completed. The associated costs and proposals will be presented to the Transformation Steering Committee for approval of the plan.

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 MPRD Act's target of 40% HDSAs in management positions and 10% women in mining.

<sup>25</sup> Refer to Appendix F for a classification of Women in Mining Occupations at Impala Platinum Limited

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**d. Monitoring and evaluation**

The Employment Equity plans will be evaluated on a quarterly basis by the Impala Rustenburg and Refineries Operations' Transformation Steering Committees to ensure progress. The committee members will be granted reasonable time to report back to constituencies after meetings. Employment Equity issues will be discussed at the Impala Platinum Holdings Limited (Implats) Transformation Committee meetings and will be given equal attention as is given to strategic and operational matters.

Appendix D (DME Form S) presents the baseline employment equity statistics for the Impala Platinum Limited Head Office, Impala Rustenburg Operations and its core contractor workforce, as well as the Impala Platinum Refineries employees respectively. These forms will be completed annually and submitted as part of Impala Platinum Limited's Annual SLP report.

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Table 2.15: Five (5) year targets from 2006/2007 for Employment Equity<sup>26</sup>

Impala Rustenburg Operations										
Including White Women		2004/2005			2005/2006			2006/2007		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	1	8	13%	2	8	25.0%	2	8	25%
Senior Management (E - Level: Lower)	40% by 2009	9	44	20%	11	48	22.9%	19	44	43%
Middle Management (D - Level: Upper)	40% by 2009	21	104	20%	20	94	21.3%	24	104	23%
Junior Management (D - Level: Lower)	40% by 2009	90	265	34%	109	275	39.6%	125	265	47%
HDSA's in Management	40% by 2009	121	421	29%	142	425	33.4%	170	421	40%
Women in Mining	10% by 2009	474	25319	2%	726	25491	2.8%	1416	25319	6%
Women at the Mine	N/A	780	26373	3%	1038	26564	3.9%	1729	26373	7%
Excluding White Women		2004/2005			2005/2006			2006/2007		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%) Achieved	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	1	8	13%	2	8	25.0%	2	8	25%
Senior Management (E - Level: Lower)	40% by 2009	6	44	14%	7	48	14.6%	19	44	43%
Middle Management (D - Level: Upper)	40% by 2009	13	104	13%	12	94	12.8%	24	104	23%
Junior Management (D - Level: Lower)	40% by 2009	52	265	20%	73	275	26.5%	125	265	47%
HDSA's in Management	40% by 2009	72	421	17%	94	425	22.1%	170	421	40%
Women in Mining	10% by 2009				642	25491	2.5%			
Women at the Mine	10.8%	586	26373	2%	853	26425	3.2%			

<sup>26</sup> Please note that the targets of 40% HDSA's in management and 10% women in mining will be accomplished by 2009, even if our employment equity targets indicate an extended plan up to 2011

Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Impala Rustenburg Operations													
Including White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	3	8	38%	4	8	50%	4	8	50%	4	8	50%
Senior Management (E - Level: Lower)	40% by 2009	19	44	43%	19	44	43%	19	44	43%	20	44	45%
Middle Management (D - Level: Upper)	40% by 2009	31	104	30%	39	104	38%	42	104	40%	44	104	42%
Junior Management (D - Level: Lower)	40% by 2009	118	265	45%	110	265	42%	114	265	43%	118	265	45%
HDSA's in Management	40% by 2009	171	421	41%	172	421	41%	179	421	43%	186	421	44%
Women in Mining	10% by 2009	1931	25319	8%	2553	25319	10%	2753	25319	11%	2853	25319	11%
Women at the Mine	N/A	2246	26373	9%	2770	26373	11%	2970	26373	11%	3070	26373	12%
Excluding White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	3	8	38%	4	8	38%	4	8	50%	4	8	50%
Senior Management (E - Level: Lower)	40% by 2009	19	44	43%	18	44	41%	19	44	43%	20	44	45%
Middle Management (D - Level: Upper)	40% by 2009	31	104	30%	39	104	38%	42	104	40%	44	104	42%
Junior Management (D - Level: Lower)	40% by 2009	118	265	45%	110	265	42%	114	265	43%	118	265	45%
HDSA's in Management	40% by 2009	171	421	40%	171	421	40%	179	421	43%	186	421	44%
Women in Mining	10% by 2009			N/A			N/A			N/A			N/A
Women at the Mine	10.8%			N/A			N/A			N/A			N/A

Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Springs Refineries		2004/2005			2005/2006			2006/2007		
Including White Women		Total HDSA's	Total In Service	Target (%) Achieved	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Category	Prescribed Target									
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	0%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	2	8	25%	3	9	33%	4	8	50%
Middle Management (D - Level: Upper)	40% by 2009	13	36	36%	12	34	35%	15	36	42%
Junior Management (D - Level: Lower)	40% by 2009	32	60	53%	34	62	55%	31	60	52%
HDSA's in Management	40% by 2009	47	105	45%	49	106	46%	50	105	48%
Women in Mining	10% by 2009	97	850	11%	97	829	12%	106	850	12%
Women at the Mine	N/A	162	990	16%	174	982	18%	168	991	17%
Excluding White Women		Total HDSA's	Total In Service	Target (%) Achieved	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Category	Prescribed Target									
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	2%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	2	8	25%	3	9	33%	4	8	50%
Middle Management (D - Level: Upper)	40% by 2009	14	36	39%	7	34	21%	15	36	42%
Junior Management (D - Level: Lower)	40% by 2009	20	60	33%	28	62	45%	31	60	52%
HDSA's in Management	40% by 2009	36	105	34%	38	106	36%	50	105	48%
Women in Mining	N/A									N/A
Women at the Mine	N/A	96	990	15%	106	982	11%			N/A

Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Springs Refineries													
Including White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	0%	0	1	0%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	4	8	50%	4	8	50%	4	8	50%	4	8	50%
Middle Management (D - Level: Upper)	40% by 2009	15	36	42%	15	36	42%	15	36	42%	16	35	46%
Junior Management (D - Level: Lower)	40% by 2009	31	60	52%	31	60	52%	31	60	52%	32	59	54%
HDSA's in Management	40% by 2009	50	105	48%	50	105	48%	50	105	48%	52	103	50%
Women in Mining	10% by 2009	109	850	13%	112	850	13%	125	837	15%	160	802	20%
Women at the Mine	N/A	171	991	17%	174	991	18%	174	991	18%	174	991	18%
Excluding White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	0%	0	1	0%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	4	8	50%	4	8	50%	4	8	50%	4	8	50%
Middle Management (D - Level: Upper)	40% by 2009	15	36	42%	15	36	42%	15	36	42%	16	35	46%
Junior Management (D - Level: Lower)	40% by 2009	31	60	52%	31	60	52%	31	60	52%	32	59	54%
HDSA's in Management	40% by 2009	50	105	48%	50	105	48%	50	105	48%	52	103	50%
Women in Mining	N/A			N/A			N/A			N/A			N/A
Women at the Mine	N/A			N/A			N/A			N/A			N/A

Table 2.15. Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Impala Head Office										
Including White Women										
Category	Prescribed Target	Total HDSA's	2004/2005 Total In Service	Target (%) Achieved	Total HDSA's	2005/2006 Total In Service	% Achieved YTD	Total HDSA's	2006/2007 Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	4	14	29%	4	14	29%	5	14	36%
Senior Management (E - Level: Lower)	40% by 2009	1	6	17%	1	6	17%	3	6	50%
Middle Management (D - Level: Upper)	40% by 2009	5	6	83%	5	6	83%	3	6	50%
Junior Management (D - Level: Lower)	40% by 2009	2	2	100%	3	3	100%	1	2	50%
HDSA's in Management	40% by 2009	12	28	42%	13	29	45%	12	28	43%
Women in Mining	10% by 2009									
Women at the Mine	N/A	17	39	42%	16	39	41%	16	38	42%
Excluding White Women										
Category	Prescribed Target	Total HDSA's	2004/2005 Total In Service	Target (%) Achieved	Total HDSA's	2005/2006 Total In Service	% Achieved YTD	Total HDSA's	2006/2007 Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	2	14	14%	2	14	14%	5	14	36%
Senior Management (E - Level: Lower)	40% by 2009	1	6	17%	1	6	17%	3	6	50%
Middle Management (D - Level: Upper)	40% by 2009	3	6	50%	3	6	50%	3	6	50%
Junior Management (D - Level: Lower)	40% by 2009	0	2	0%	1	3	33%	1	2	50%
HDSA's in Management	40% by 2009	6	28	21%	7	29	24%	12	28	43%
Women in Mining	N/A									
Women at the Mine	N/A	6	39	16%	7	39	18%			N/A



Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Impala Head Office													
Including White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	5	14	36%	5	14	36%	5	14	36%	6	14	43%
Senior Management (E - Level: Lower)	40% by 2009	3	6	50%	3	6	50%	3	6	50%	3	6	50%
Middle Management (D - Level: Upper)	40% by 2009	3	6	50%	3	6	50%	3	6	50%	3	6	50%
Junior Management (D - Level: Lower)	40% by 2009	1	2	50%	1	2	50%	1	2	50%	1	2	50%
HDSA's in Management	40% by 2009	12	28	43%	12	28	43%	12	28	43%	13	28	46%
Women in Mining	10% by 2009												
Women at the Mine	N/A	16	38	42%	16	38	42%	16	38	42%	16	38	42%
Excluding White Women		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	5	14	36%	5	14	36%	5	14	36%	6	14	43%
Senior Management (E - Level: Lower)	40% by 2009	3	6	50%	3	6	50%	3	6	50%	3	6	50%
Middle Management (D - Level: Upper)	40% by 2009	3	6	50%	3	6	50%	3	6	50%	3	6	50%
Junior Management (D - Level: Lower)	40% by 2009	1	2	50%	1	2	50%	1	2	50%	1	2	50%
HDSA's in Management	40% by 2009	12	28	43%	12	28	43%	12	28	43%	13	28	46%
Women in Mining	N/A												
Women at the Mine	N/A			N/A			N/A			N/A			N/A

Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Impala Platinum Limited										
Including White Women		2004/2005			2005/2006			2006/2007		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%) Achieved	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	5	23	22%	6	23	26%	7	23	30%
Senior Management (E - Level: Lower)	40% by 2009	12	58	21%	15	63	24%	26	58	45%
Middle Management (D - Level: Upper)	40% by 2009	39	146	27%	37	134	28%	42	146	29%
Junior Management (D - Level: Lower)	40% by 2009	124	327	38%	146	340	43%	157	327	48%
HDSA's in Management	40% by 2009	180	554	32%	204	560	36%	232	554	42%
Women in Mining	10% by 2009	571	26169	2%	823	26320	3%	1522	26169	6%
Women at the Mine	N/A	959	27402	3%	1228	27585	4%	1913	27402	7%
Excluding White Women		2004/2005			2005/2006			2006/2007		
Category	Prescribed Target	Total HDSA's	Total In Service	Target (%) Achieved	Total HDSA's	Total In Service	% Achieved YTD	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	3	23	13%	4	23	17%	7	23	30%
Senior Management (E - Level: Lower)	40% by 2009	9	58	16%	11	63	17%	26	58	45%
Middle Management (D - Level: Upper)	40% by 2009	30	146	21%	22	134	16%	42	146	29%
Junior Management (D - Level: Lower)	40% by 2009	72	327	22%	102	340	30%	157	327	48%
HDSA's in Management	40% by 2009	114	554	21%	139	560	25%	232	554	42%
Women in Mining	N/A									N/A
Women at the Mine	N/A	688	27402	3%	966	27446	4%			N/A

Table 2.15 Cont.: Five (5) year targets from 2006/2007 for Employment Equity

Impala Platinum Limited													
Including White Woman		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	Total HDSAs	Total In Service	Target (%)	9	23	39%	9	23	39%	10	23	43%
Senior Management (E - Level: Lower)	40% by 2009	8	23	35%	26	58	45%	26	58	45%	27	58	47%
Middle Management (D - Level: Upper)	40% by 2009	26	58	45%	57	146	39%	60	146	41%	63	145	43%
Junior Management (D - Level: Lower)	40% by 2009	49	146	34%	142	327	43%	146	327	45%	151	326	46%
HDSAs in Management	40% by 2009	150	327	46%	234	554	42%	241	554	44%	251	552	45%
Women in Mining	10% by 2009	233	554	42%	2665	26169	10%	2878	26156	11%	3013	26121	12%
Women at the Mine	N/A	2040	26169	8%	2960	27402	11%	3160	27402	12%	3260	27402	12%
Excluding White Woman		2007/2008			2008/2009			2009/2010			2010/2011		
Category	Prescribed Target	2007/2008			Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)	Total HDSA's	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	Total HDSAs	Total In Service	Target (%)	9	23	39%	9	23	39%	10	23	43%
Senior Management (E - Level: Lower)	40% by 2009	8	23	35%	25	58	43%	26	58	45%	27	58	47%
Middle Management (D - Level: Upper)	40% by 2009	26	58	45%	57	146	39%	60	146	41%	63	145	43%
Junior Management (D - Level: Lower)	40% by 2009	49	146	34%	142	327	43%	146	327	45%	151	326	46%
HDSAs in Management	40% by 2009	150	327	46%	233	554	42%	241	554	44%	251	552	45%
Women in Mining	N/A	233	554	42%			N/A			N/A			N/A
Women at the Mine	N/A			N/A			N/A			N/A			N/A

Table 2.16: Five (5) year<sup>27</sup> targets from 2006/2007 for achieving HDSAs in Management Strategies<sup>28</sup>

IMPALA RUSTENBURG OPERATIONS Strategic Plans for Achieving 40% HDSAs in management	2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target		Target		Target	
	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females
Accelerated Training	11	0	5	0	8	0	8	0	8	0	9	0	9	0
Career Progression	0	0	47	22	40	20	40	20	40	20	40	15	40	15
Space Creation	0	0	3	0	4	0	5	0	3	0	2	0	2	0
Skills Transfer	0	0	1	0	6	0	5	0	4	0	4	0	3	0
Bursaries	35	20	35	19	35	20	35	22	35	23	35	24	35	24
Da Vinci Institute	7	7	7	7	4	4	4	4	4	4	4	4	4	4
Experiential Training	21	8	34	11	32	9	32	11	32	11	28	10	28	10
Mentorship	0	0	47	23	218	126	248	150	334	220	400	300	200	100
Recruitment/ Head Hunting	13	5	16	2	5	7	4	5	3	4	2	3	2	0
<b>Total</b>	<b>87</b>	<b>40</b>	<b>195</b>	<b>84</b>	<b>352</b>	<b>186</b>	<b>381</b>	<b>212</b>	<b>463</b>	<b>282</b>	<b>524</b>	<b>356</b>	<b>323</b>	<b>153</b>

Table 2.16 Cont.: Five (5) year targets for achieving HDSAs in Management Strategies<sup>29</sup>

IMPALA REFINERIES Strategic Plans for Achieving 40% HDSAs in management	2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target		Target		Target	
	HDSA	Females												
Da Vinci Institute		3		3	0	0	1	1	1	1	1	1	1	1
Experiential Training	1	3	3	5	5	5	5	5	5	5	5	5	5	5
Recruitment/ Head Hunting	31	16	18	19	7	19	6	20	5	21	4	23	3	24
<b>Total</b>	<b>32</b>	<b>22</b>	<b>21</b>	<b>27</b>	<b>12</b>	<b>24</b>	<b>12</b>	<b>26</b>	<b>11</b>	<b>27</b>	<b>10</b>	<b>29</b>	<b>9</b>	<b>30</b>

<sup>27</sup> Based on current in-service employee levels at these operations which are expected to remain constant over this five (5) year period.

<sup>28</sup> Reference to HDSA excludes white woman. Reference to females includes all races.

<sup>29</sup> Reference to HDSA excludes white woman. Reference to females includes all races.

Table 2.16 Cont.: Five (5) year targets from 2006/2007 for achieving HDSAs in Management Strategies<sup>30</sup>

IMPALA PLATINUM LIMITED Strategic Plans for Achieving 40% HDSAs in management	2004/2005		2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target		Target		Target	
	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females
Accelerated Training	11	0	5	0	8	0	8	0	8	0	9	0	9	0
Career Progression	0	0	47	22	40	20	40	20	40	20	40	15	40	15
Space Creation	0	0	3	0	4	0	5	0	3	0	2	0	2	0
Skills Transfer	0	0	1	0	6	0	5	0	4	0	4	0	3	0
Bursaries	35	20	35	19	35	20	35	22	35	23	35	24	35	24
Da Vinci Institute	7	10	7	10	4	4	5	5	5	5	5	5	5	5
Experiential Training	22	11	37	16	39	14	37	16	32	11	28	10	33	15
Mentorship	0	0	47	23	218	126	248	150	334	220	400	300	200	100
Recruitment/ Head Hunting	44	21	34	21	12	26	10	25	8	25	6	26	5	24
<b>Total</b>	<b>119</b>	<b>62</b>	<b>216</b>	<b>111</b>	<b>366</b>	<b>210</b>	<b>393</b>	<b>238</b>	<b>469</b>	<b>304</b>	<b>529</b>	<b>380</b>	<b>332</b>	<b>183</b>

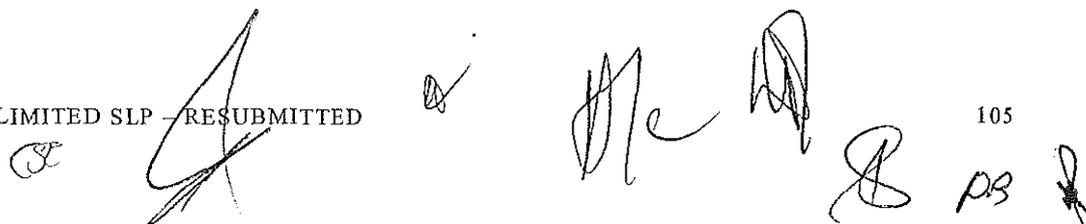
<sup>30</sup> Reference to HDSA excludes white woman. Reference to females includes all races.

# SECTION 3

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## SOCIO ECONOMIC DEVELOPMENT PROGRAMMES

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# SECTION 3

## 3.1 SOCIO-ECONOMIC PROFILES & KEY ECONOMIC ACTIVITIES OF THE AFFECTED AREAS

### 3.1.1 INTRODUCTION

The Impala Platinum Rustenburg Operations are located in the Rustenburg Local Municipality within the Bojanala Platinum District Municipality in North West Province (Appendix A). The nearest major town is Rustenburg. Impala Platinum's Refineries are located in Springs in the Ekurhuleni Metropolitan Municipality in Gauteng Province while the Impala Platinum Limited Head Office is located in Johannesburg, Gauteng.

Given the locations of these operations and considering the major labour-sending areas (as indicated in Figure 1.3), this section presents socio-economic profiles of the North West, Gauteng and Eastern Cape provinces, the Bojanala and Ekurhuleni District Municipalities, as well as the Rustenburg Local Municipality. Profiles of Rustenburg, including its surrounding settlements<sup>31</sup>, and Springs are also provided.

### 3.1.2 NORTH WEST PROVINCE

#### 3.1.2.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL

North West Province has a substantial and rapidly growing population with some 3.3 million residents in 1996 growing to 3.7 million residents in 2001<sup>32</sup>. At the time of the 2001 Census, some 41% of this population was under the age of 19, whilst approximately 52% were of working age (between the ages of 20 and 65 years).

However, only 32% of the population of working age within this province was actively employed at the time of the 2001 census – thus, an alarming 68% of the potentially economically active population in North West Province was without secure, gainful employment at this time. Although these figures do not incorporate income from informal employment or remittances to households by employed family members from elsewhere, this indicates a serious unemployment level and minimal contributions from formal salaries to the provincial economy.

Given the high unemployment statistics for the province, the individual income profile is not surprising. The majority of individuals (60%) in the North West received under R1 600 per month in 2001, whilst a further 29% of employed persons received no more than R6 400 per month. Again these figures do not account for income from government grants (pensions, etc) nor from informal employment or remittances. Nonetheless, secure income on a monthly basis remains minimal, but is however, indicative of a developing regional economy.

Statistics indicating the levels of schooling achieved by the working age population reflect a poor education profile for a prospective workforce. Approximately 40% of the population had received either no education at all or only some primary education. Approximately 30% had received some secondary education, only 18% had completed secondary education and only 6% had received higher education. In terms of the skills available for all industries within the provincial economy, the picture is bleak and financial support for education and training is clearly required, as indicated in the regional Integrated Development Plan (IDP).

The provision of basic services within North West Province remains of considerable concern. (Table 3.1). While 67% of the province's residents lived in brick structures in 2001, only 33% had access to flush toilets and only 18% to piped water inside their dwellings. A significant proportion of the population resides in informal settlements with non-ventilated pit latrines and yard taps or communal water supplies.

<sup>31</sup> The surrounding settlements incorporated into the profile of Rustenburg are Tlhabane, Sunrise Park, Boitekong, Meriting, Paardekraal, and Paardekraal Platinum Mine.

<sup>32</sup> The statistical data used for the compilation of Section 3.1 of this document is derived from the 2001 National Census results as supplied by Stats SA, and from 'Fast Facts', a statistical reference pack produced by the South African Institute of Race Relations, August 2004.

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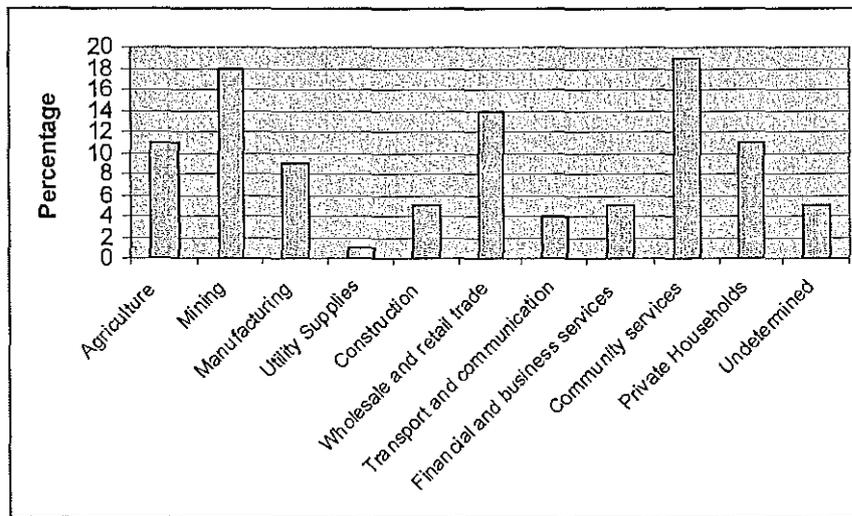
Table 3.1: Summary of service provision levels (%) in the North West Province in 2001

Service Description	North West Province
Brick dwelling on separate stand	67%
Informal dwelling in informal/ squatter settlement	17%
Flush toilet connected to sewerage system	33%
Pit latrine (Non-ventilated)	39%
Piped water inside dwelling	18%
Piped water inside yard	34%
Piped water on communal stand	17%

### 3.1.2.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL

The mining sector dominates private sector employment in the province, with a large percentage of the economically active population employed in mining (18%). Mining sector employment is exceeded only by that of community services (19%), which include employment by government departments. The agricultural industry is of a relatively low significance (Figure 3.1).

Figure 3.1 Sectoral employment in North West Province in 2001



### 3.1.3 GAUTENG

#### 3.1.3.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL

According to Census 2001, the province of Gauteng had a total population of more than 8.8 million people the second highest provincial population after KwaZulu-Natal. The majority of this population (64%) was of working age at that time, with a relatively small proportion of the population (32%) under the age of 19 years. The age breakdown of the province appears to be relatively stable and a rapid influx of young job seekers (in comparison with other areas of South Africa) is not expected. However, the growth in population here is a cause for concern. The population of Gauteng increased by 20% in the five years between 1996 and 2001. Thus, the creation of sufficient employment opportunities, as well as the adequate provision of services for a rapidly expanding population is likely to be of primary concern for the province.

Although the employment profile for Gauteng is better than that of a number of other provinces in South Africa, the majority of the population (55%) was classified as not economically active or as unemployed at the time of the census<sup>33</sup>. As a result, Gauteng's population was financially supported by a minority (45%) of adults who were employed. Again, these figures do not include employment in the informal sector).

<sup>33</sup> Gauteng has the fourth lowest unemployment rate in South Africa, under the strict definition of unemployment applied by Statistics SA, a definition which excludes involvement in informal economic activities.

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According to the census, some 45% of employed adults received less than R1 600 per month in 2001. A further 36% of the population earned between just R1 600 and R6 400 per month. As the economic centre of South Africa, it is not surprising that some 17% of the formally employed population earned between R6 401 and R51 200.

The educational profile for Gauteng reflects a population with a far greater ability to provide the skills required for a growing economy, in comparison with those of other provinces in South Africa. While 25% of the adult population of the province could not be classified as functionally literate and numerate, 28% of the population had passed Grade 12 and a further 13% were in possession of a tertiary qualification in 2001, the highest levels in the country.

In terms of basic services, some 79% of households had access to a flush toilet connected to a sewerage system. However, 14% of households had to make use of a pit latrine without ventilation or had no access to modern sanitation whatsoever. 54% of households reside in formal brick houses on separate stands, while a 17% resided in informal settlements. Water supply is far less of a problem than in other areas of the country, with 84% of homesteads having access to piped water either inside their dwellings or in their yards. 7% of homes had to make use of communal water supplies more than 200 metres from their dwelling.

**3.1.3.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVELS**

According to Census 2001, the mining sector in Gauteng contributed 3.4% to total employment (??) in the province, and is currently a minimal economic contributor to the provincial economy that was initially founded upon its mineral wealth. In contrast, manufacturing (14%), the wholesale and retail trade (17%), financial services (14%) and community services (18%) (which includes government employment), emerged as major employers in the province.

**3.1.4 EASTERN CAPE**

**3.1.4.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL**

The Eastern Cape province had a sizeable population of over 6.4 million people in 2001, making it the third most populous province in the country, after Gauteng and KwaZulu Natal. The concerning aspect is that the majority of Eastern Cape residents (49%) are 19 years or younger. As a result, the population of working age is in the minority (44%) and significant potential exists for a severe employment shortage to occur as this youthful population enters the job market.

This problem is compounded by the already very poor employment profile in the province. Only 21% of the population of working age was formally employed at the time of the 2001 Census, with 25% of persons unemployed and a staggering 55% of the potentially employable population classified as not economically active. As a result, a fifth of the 44% of persons of working age had to provide for the remaining adult and youth population. It should be noted, however, that these statistics do not include employment derived from informal activities.

The income profile is also poor. The overwhelming majority of those employed (59%) earned no more than R1 600 per month in 2001, while a further 32% of the working population earned between just R1 601 and R6 400 per month. In total, only 9% of employed persons earned formal incomes of more than R6 400 per month.

A review of education levels in the Eastern Cape indicates an adult population with very limited educational qualifications. Some 23% of the adult population had received no formal schooling whatsoever as at 2001, 50% of the adult population could not be classified as functionally literate and numerate. Only 14% of adult respondents were in possession of a Grade 12 certificate, while 6% of respondents had a tertiary qualification.

In terms of access to basic services, the Eastern Cape faces considerable challenges. Almost a third of all homesteads did not have access to any sanitation facilities at all, while 23% of households had to make use of a pit latrine without ventilation, and a further 6% a bucket latrine.

**Table 3.2: Summary of service provision levels (%) in the Eastern Cape Province in 2001**

Service Description	Eastern Cape Province
Brick dwelling on separate stand	41%

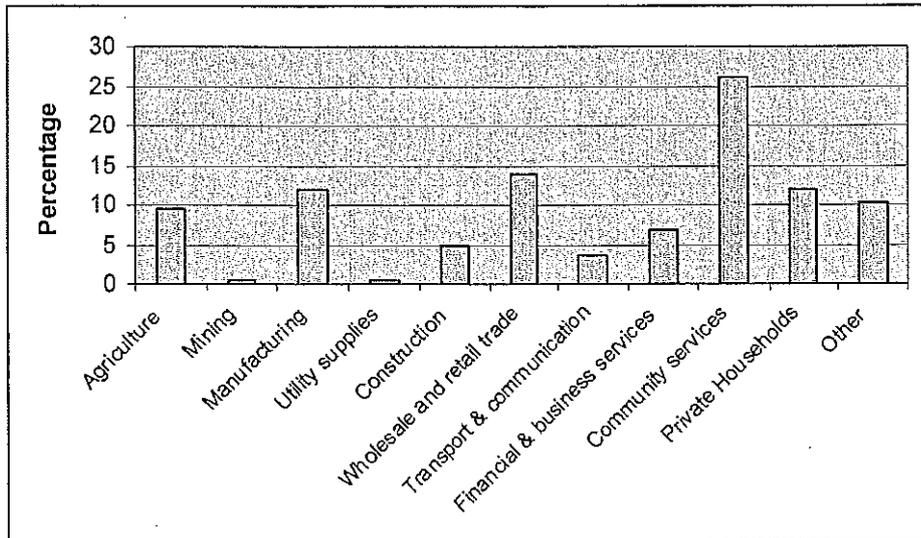
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Traditional dwelling	38%
Informal dwelling in informal/ squatter settlement	9%
Flush toilet connected to sewerage system	31%
Pit latrine (Non-ventilated)	23%
Bucket latrine	6%
Access to water via river or stream	23%
Piped water inside dwelling	18%
Piped water inside yard	19%
Piped water on community stand < 200m away	12%

**3.1.4.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL**

Of the 21% of persons of working age formally employed in 2001, the majority (26%) were employed within the community services sector. The other formal employer of significance was the wholesale and retail trade, which contributed 14% to employment at this time. Mining is a very minimal job provider in the province, contributing just 0.6% to sectoral employment at the time of the Census. A breakdown of employment in the province is provided in Figure 3.2 below.

**Figure 3.2 Sectoral employment in the Eastern Cape Province in 2001**

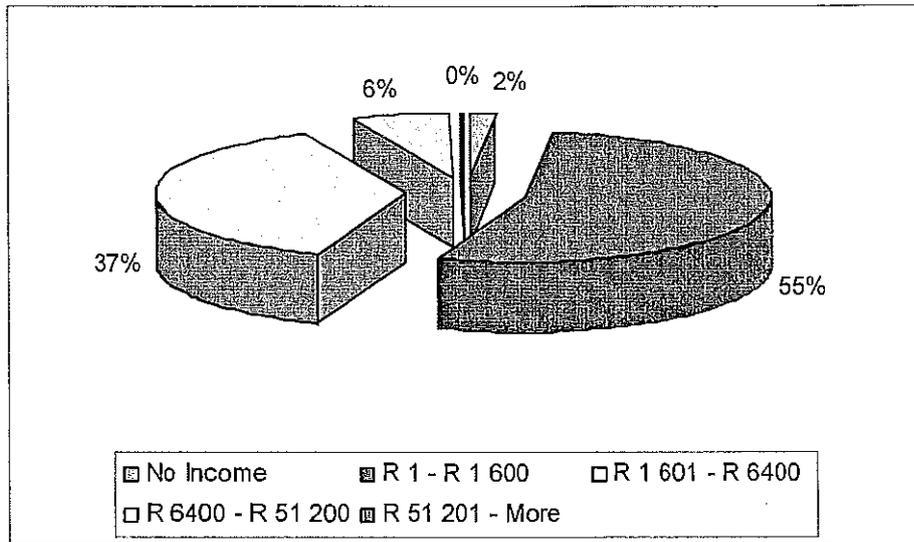


**3.1.5 BOJANALA PLATINUM DISTRICT MUNICIPALITY**

**3.1.5.1 SOCIO-ECONOMIC PROFILE AT DISTRICT MUNICIPALITY LEVEL**

Of the population of just over 1.1 million recorded in 2001, 56% were of working age (between 19 and 65 years), while 39% of residents were under the age of 19. The employment profile for the region is of particular concern. A disconcerting 63% of the potentially employable population in the District Municipality was either unemployed or not economically active at the time of the latest Census. As a result, the income from the remaining 37% of the adult population was responsible for providing for the overwhelming majority of the regional population at this time, adults as well as youth. This situation is compounded by the fact that 55% of the persons who were actually employed earned no more than R1 600 per month. In addition, a further 37% of persons earned between just R1 601 and R6 400 per month. Clearly, the majority of households in the District Municipality have few employed members, of whom the majority are earning poor salaries. The income profile for the District Municipality, which excludes income from government grants, pensions and informal activities, is provided in Figure 3.3 below.

**Figure 3.3: Monthly Individual Income amongst Employed Persons in the Bojanala Platinum District Municipality in 2001**<sup>34</sup>



The educational profile for the population of Bojanala is also of concern. According to the 2001 Census, 42% of adults could not be classified as being functionally literate and numerate, that is having passed Grade 9 (ABET Level 4). Despite this, a fifth of the adult population was in possession of a grade 12 certificate, and only 5.6% of the population had a tertiary qualification as their highest educational achievement.

Table 3.3 provides a summary of key service provision indicators for the Bojanala Platinum District Municipality and indicates the considerable challenges that exist regarding service provision. Of particular concern is that almost 25% of Bojanala households who reside on the territorial margins of the District in informal settlements, and the widespread lack of access to proper sanitation within the region.

**Table 3.3: Summary of service provision levels (%) in the Bojanala Platinum District Municipality in 2001**

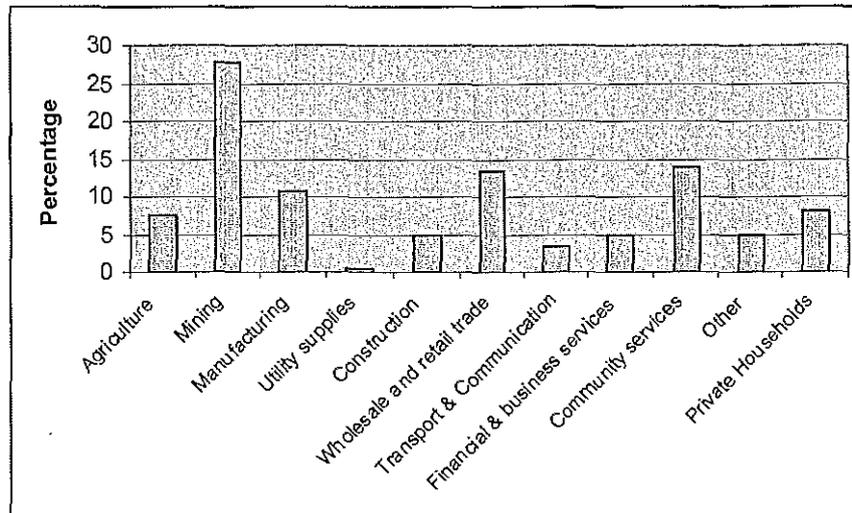
Service Description	Bojanala District Municipality
Brick dwelling on separate stand	61%
Informal Settlement	22%
Flush toilet connected to sewerage system	24%
Pit Latrine (Non-ventilated)	52%
No Sanitation	9%
Piped water inside dwelling	14%
Piped water inside yard	38%
Piped water on community stand <200m away	16%
Piped water on community stand >200m away	17%

<sup>34</sup> Since certain employed persons may work for payment in kind or, for example, their accommodation, it is possible for employed persons to receive no actual formal income.

### 3.1.5.2 KEY ECONOMIC ACTIVITIES AT DISTRICT MUNICIPALITY LEVEL

As can be seen in Figure 3.4 below, the mining sector is the dominant industry in the District Municipality, contributing to 27% of employment. The wholesale and retail trade (13,5%) and community services (14%) make up the other major economic sectors in the region. The agricultural sector remains of relative significance in the region, contributing 7.5 % to sectoral employment.

Figure 3.4: Sectoral Employment in the Bojanala Platinum District Municipality in 2001



### 3.1.6 EKURHULENI METROPOLITAN MUNICIPALITY

#### 3.1.6.1 SOCIO-ECONOMIC PROFILE AT DISTRICT MUNICIPALITY LEVEL

Ekurhuleni had a population of just over 2.4 million people at the time of the most recent national census. Of this total population, 63% were of working age and a further third of the population were aged 19 years or younger. However, only 43% of the potential working population was employed in 2001, with the majority (57.5%) of potentially employed adults either unemployed or not economically active. Of the 43% of adults that were formally employed, 45% earned less than R1 600 per month, while a further 37% earned no more than R6 400 per month. The vast majority (80%) of employed persons in the Municipality, therefore, were within the lowest income brackets.

A worrying 26.5% of the adult population of Ekurhuleni could not be classified as functionally literate and numerate, although a relatively high number of persons were in possession of Grade 12 certificates (27.5%) or a tertiary qualification (10%).

In terms of access to basic services, Ekurhuleni fared far better than many other District Municipalities in South Africa. A substantial 81% of households had access to a flush toilet connected to a sewerage system in 2001, although 10% of homes had to utilize a pit latrine without ventilation and 5% had no access to modern sanitation. In terms of water supply, 82% of homesteads made use of piped water either in their homes or yards, while 9% of households made use of communal water supplies more than 200 metres from their dwelling. Undoubtedly the biggest challenge with regards to services in the Municipality concerns access to proper housing. While 53% of households resided in a house or brick structure on a separate stand in 2001, 22% of residents lived in informal settlements. This situation is, in all likelihood, related to the tremendous population growth in Gauteng in recent years, owing to either urbanisation or immigration, an issue highlighted in Section 3.1.8.

#### 3.1.6.2 KEY ECONOMIC ACTIVITIES AT DISTRICT MUNICIPALITY LEVEL

The manufacturing industry and wholesale and retail trade sectors are the dominant employers within Ekurhuleni, contributing 19% and 17% to sectoral employment respectively. Other employers of note are community services (15%), which include government employment, as well as financial and business services at 12%.

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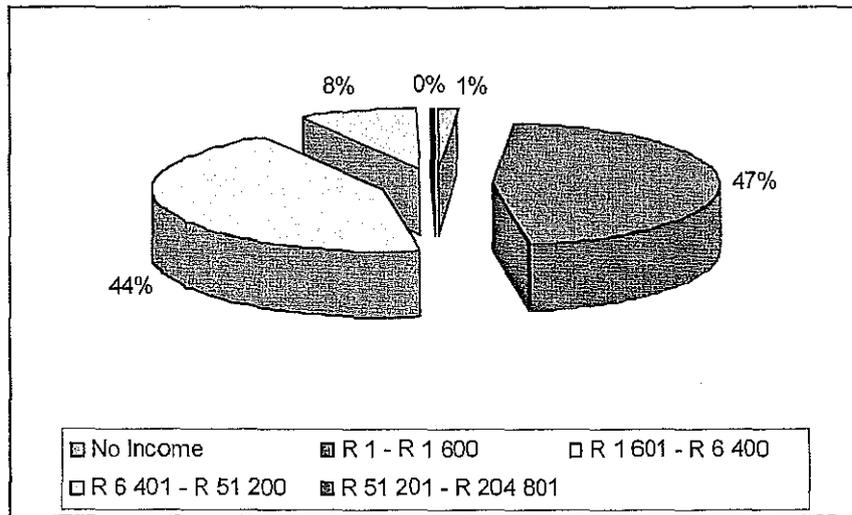
### 3.1.7 RUSTENBURG LOCAL MUNICIPALITY

#### 3.1.7.1 SOCIO-ECONOMIC PROFILE AT LOCAL MUNICIPALITY LEVEL

A population of just below 400 000 people was recorded for the Rustenburg Local Municipality in the 2001 Census. Whilst a third of this population was below the age of 19 years, a significant proportion of residents (63%) were of working age. Of this working age population, some 47% were employed at the time of the census, a further 22% were unemployed and 31% of respondents classified as not economically active. This employment profile is very similar to that recorded for the town of Rustenburg itself, as can be seen in section 3.1.14.1 below. The considerable proportion of persons of working age in the Local Municipality (of which almost half are formally employed) marks the region as relatively stable in terms of employment.

The income profile for the Rustenburg Local Municipality is, however, of concern (See Figure 3.5 below). Some 47% of employed individuals earned no more than R1 600 per month in 2001. In addition, a further 44% of employed persons earned between R1 601 and R6 400 per month. In total, 91% of employed adults fell within the lowest income brackets at the time of the census. Low average household spending power and considerable discrepancy between the bulk of the population, which was overwhelmingly poor, and a relatively affluent but very small sector of the population, is a perturbing aspect of the local economy.

Figure 3.5: Monthly individual income amongst employed persons in the Rustenburg Local Municipality in 2001



In terms of education, some 12% of adults had received no formal education as at 2001, while 39% of adult respondents could not be classified as functionally literate and numerate. Nonetheless, 22% of the adult population had a Grade 12 certificate as their highest educational achievement, while another 6% of respondents were in possession of a tertiary qualification. A summary of key service provision indicators within the Rustenburg Local Municipality is provided in the table below.

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**Table 3.4: Summary of service provision levels (%) in the Rustenburg Local Municipality in 2001**

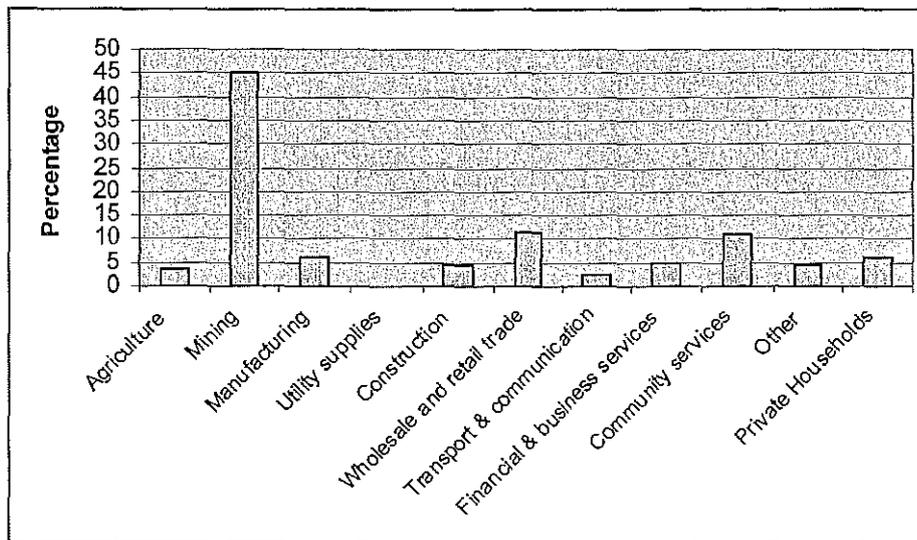
Service Description	Rustenburg Local Municipality
Brick dwelling on separate stand	48%
Informal Settlement	27%
Informal dwelling in yard	14%
Flush toilet connected to sewerage system	39%
Pit Latrine (Non-ventilated)	32%
No Sanitation	13%
Piped water inside dwelling	21%
Piped water inside yard	41%
Piped water on community stand <200m away	10%
Piped water on community stand >200m away	11%

The provision of both basic water and sanitation services compares favourably with the levels recorded for the Bojanala District Municipality as a whole, although only 21% of homes received piped water into their dwelling and only 38% of households had a flush toilet connected to a sewerage system as at 2001. The provision of sufficient housing in the Local Municipality requires considerable attention. Of particular concern is that more than a quarter of the population resided in informal settlements in 2001. It is highly likely that this high level of informal settlement has been influenced by the influx of job seekers to this mining intensive region. However, as yet, insufficient housing has been made available for the residents of this Local Municipality.

**3.1.7.2 KEY ECONOMIC ACTIVITIES AT LOCAL MUNICIPALITY LEVEL**

As can be seen in the figure below, the mining industry is by far the largest provider of jobs in the region, and is responsible for almost half of all formal employment. The only other employers of significance are the wholesale and retail trade (12%) and community services (11%).

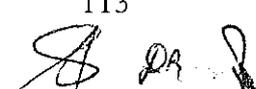
**Figure 3.6: Sectoral employment in the Rustenburg Local Municipality in 2001**



**3.1.8 RUSTENBURG AND SPRINGS**

**3.1.8.1 SOCIO-ECONOMIC PROFILE AT LOCAL ECONOMIC LEVEL**

A total population of just over 140 000 was recorded for the Rustenburg town and its surrounding settlements in 2001. The considerable majority of this population (63%) was of working age at the time, while a third was under the age of 19 years. Just over half of the working age population (52%) were employed at the time of the census, with 18% of persons classified as unemployed and a further 30% of the population as not economically active. Despite the considerable number of potentially employed adults being classified as not economically active at the time of the census, the employment profile for the town compares favourably with analysis at a national level.

CSE      113

The annual household income profile is of greater concern. Not only did 14% of households receive no formal income at all in 2001, but another 31% of households had combined earnings of no more than R1 600 per month. Some 45% of Rustenburg's households therefore reside on the economic margins of society in what can be regarded as considerably impoverished conditions. Further, the 14% of the population without any formal income represents a significant and extremely insecure group, completely reliant on government assistance or informal activities for their survival. An additional 36% of households received between only R1 600 and R6 400 per month. In total, 81% of the town's employed persons were placed in the lowest income brackets in 2001, although these figures do not take into account money received from government grants, pensions and informal income.

The educational profile of the town is characterised by considerable contrasts. While 31% of adult residents could not be classified as functionally literate and numerate, a quarter of all adults were in possession of at least a Grade 9 certificate, while a high proportion (by national standards) of respondents were in possession of a Grade 12 certificate (32%). In addition, 11% of adults had a tertiary qualification. This educational profile clearly indicates the gradually developing divide in the town between a well-educated adult population providing skills to the mining industry in the region and the influx to the town of poorly educated job seekers on the other.

Springs has a smaller population of just over 80 000, and a very similar age-group breakdown to Rustenburg. Some 64% of persons were of working age (19-65 years) in 2001, with a further 30% of residents under the age of 19. The employment profile for Springs is almost identical to that of Rustenburg, and represents a relatively stable local economy, with 52% of adults formally employed in 2001 and a further 48% of adults classified as either unemployed or not economically active.

In terms of household income, as much as 42% of households in Springs earned no more than R1 600 per month. A further 27% of households earned at most R6 400 per month. In contrast to this, a considerable proportion of the population (26%) earned between R6 400 and R25 600 per month, while 5% of the employed population earned R25 601 per month or more in 2001.

The educational profile for the town compared favourably with the national averages. Despite the fact that a quarter of the adult population was not functionally literate and numerate in 2001, 32% of adults were in possession of a Grade 12 certificate as their highest educational achievement, while a further 14% of adults could cite a tertiary qualification.

A summary of service provision levels experienced in Rustenburg and Springs is provided in Table 3.5 below. While these recorded levels are considerably higher than for the majority of local and district municipalities in South Africa, particular note should be made of the high number of persons living in informal settlements in both towns, as well as the considerable distances that must be travelled to collect water supplies for a large number of residents in both Springs and Rustenburg.

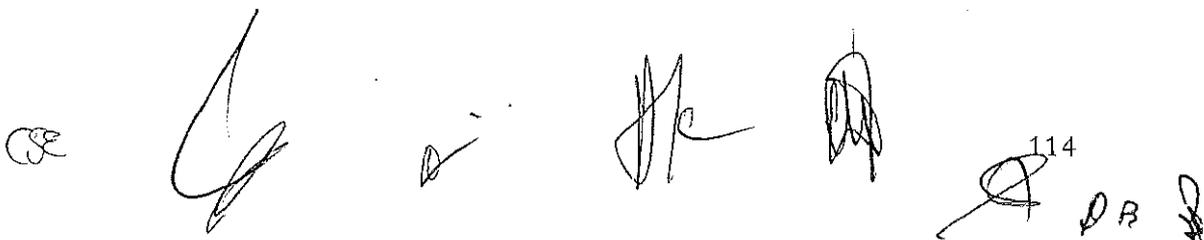
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Table 3.5: Comparative summary of service provision at the local level – Rustenburg and Springs in 2001

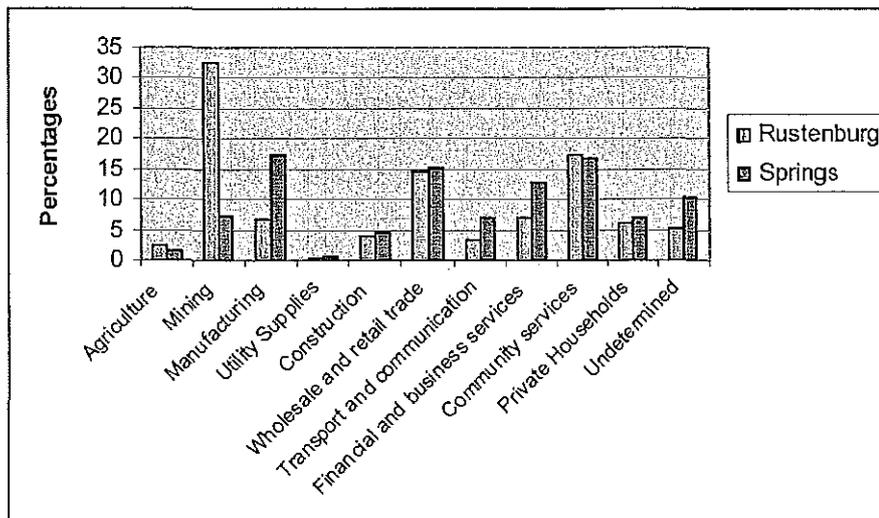
Service Description	Rustenburg	Springs
Brick dwelling on separate stand	54%	64%
Informal dwelling in back yard	12%	2%
Informal Settlement	19%	15%
Flush toilet connected to sewerage system	89%	82%
Pit Latrine (Non-ventilated)	2%	12%
No Sanitation	7%	4%
Piped water inside dwelling	43%	59%
Piped Water to yard	42%	22%
Piped water on community stand <200m away	3%	7%
Piped water on community stand >200m away	8%	11%

**3.1.8.2 KEY ECONOMIC ACTIVITIES AT LOCAL LEVEL**

Mining is the dominant industry in Rustenburg by some margin, accounting for a third of all formal employment, as illustrated in Figure 3.7. The wholesale and retail trade (14%) and community services (18%) are the nearest employers of significance.

Mining is a relatively minor economic sector in Springs, accounting for only 7% of employment. The major industries in Springs are concentrated around the manufacturing sector (17%), community services (17%) and the wholesale and retail trade (15%).

Figure 3.7: Sectoral employment in Rustenburg and Springs in 2001



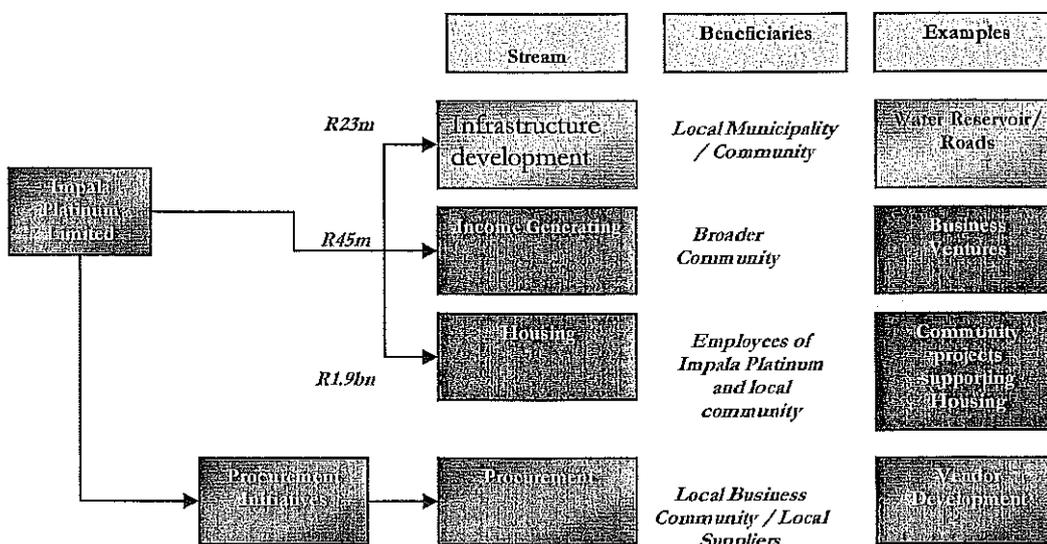
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## 3.2 IMPACT OF THE IMPALA PLATINUM LIMITED OPERATIONS

### 3.2.1 IMPALA PLATINUM'S COMMITMENT TO SOCIO ECONOMIC DEVELOPMENT

Impala Platinum re-aligned their Local Economic Development strategy to support the Local Government's Integrated Development Plan requirements of infrastructure delivery, income generating initiatives and community development through housing. Figure 3.8 illustrates the strategic interventions, budget allocations and beneficiaries for each stream. A detailed summary indicating all the Infrastructure Development and Income Generating projects for a five year period is presented in the Table 3.8, followed by detailed project plans for all LED projects in Tables 3.9 – 3. 22 A detailed project plan and strategy for the development of community housing and housing for employees as discussed in Section 3. 4.

**Figure 3. 8. Impala Platinum Local Economic Development Strategic Interventions**



**a. Infrastructure Development Projects:**

Six (6) different Infrastructure development projects were identified with a total budget allocation of R23 million over a five (5) year period, of which three (3) projects were identified in the Eastern Cape Labour Sending area and three (3) projects in the Lease area surrounding the Rustenburg Operations. The following two (2) infrastructure development projects in the Lease Area are approved in the IDP but detailed consultation with the Rustenburg Local Municipality (RLM) and other partners have not taken place, and as such detailed project sheets have not been developed for the submission of this SLP. However, a total budget allocation of R 9 million has been made available to be spend during FY 2009 and FY 2010 ( Of which R4,000,000.00 will be spend in FY 2009 on the Freedom Park Reservoir and R 5,000,000.00 in FY 2010 on the Chaneng Access Road)

*Water Reservoir in Freedom Park*

The rapid growth in population in Freedom Park has created a serious water shortage in the area and it has become imperative to create storage for water service delivery within this area. Further, the Impala Housing project and extension of the township which is underway has created additional pressure on the service delivery of sufficient water



supply to the area. Although this project is included in the Rustenburg Local Municipality's IDP, to date no financial provision for this project has been made by the Municipality.

A consultation process with project partners will commence during the financial year 08 to provide potable water to the community of Freedom Park. Further, applications to the Infrastructure Grants process will be made to accelerate and enhance the provision of potable water to ensure that this is done in a sustainable manner.

#### *Access Road to Chaneng*

The area of Chaneng, which is within the Boshhoek area, has become a priority area in the development corridor surrounding Rustenburg. The development of an adequate access road has to be addressed in the foreseeable future in order to prevent serious road congestion, especially with the impact of the current highway development.

This project is included in the Rustenburg Local Municipality's IDP. No financial provision for this project has been made by the Municipality.

A consultation process with project partners will commence during the financial year 08.

#### b. Income Generating Projects:

Impala recognises the need to assist local and labour sending communities through the creation of income generating projects. Impala Platinum support a total of nine (9) income generating projects of which three (3) projects are in the Eastern Cape, two (2) in the Labour sending area of Taung, and four (4) in the lease area surrounding Rustenburg. A total budget allocation of R45 million was provided for over a period of five (5) years to support and develop the various projects. In addition, procurement assistance will be provided for the capacitating of local business to become HDSA preferred suppliers of the mine on a sustainable basis. Funding will take the form of commercial funding to support local business and it is not repayable.

Projects being identified include Essential Oils, Poultry/egg production, rehabilitation of quarries, dairy production, bakery, community environmental rehabilitation programme, tomato produce and a piggery. Additional opportunities for income generating projects will be identified to assist the housing projects, such as brick making.

The combination of LED projects sponsored by Impala and approved at the latest Board meeting together with project partners forms a significant investment and a strategy that is sustainable and in line with governments recommended approach to local economic development.

#### c. Housing

In line with Governments BNG (Breaking New Ground) policy, Impala is engaging with the RLM to identify opportunities for the provision of decent and affordable housing. In partnership with a social housing institution Impala is sponsoring a public-private-partnership to support integrated human settlements.

The housing strategies (for detailed strategic plans refer to Section 3.4) will focus on the provision of 10 123 housing units for A and B band employees who are economically challenged to find accommodation solutions in the Rustenburg area. The project will be implemented over a period of 5 years commencing FY08. In addition, Impala will purchase 235 units for C and D band employees to attract and retain critical skills to the local area.

For A and B band employees, Impala will convert a hostel into a family unit and upgrade two hostels to lower grade density of 1 person per room. A further 231 units for C and D band employees are planned.

The total housing strategy could eventually contribute 10 589 much needed accommodation units to the local community resulting in R1.9billion capital investment in the local economy over a number of years.

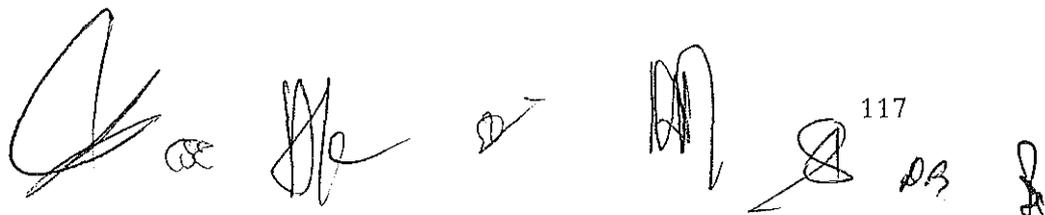
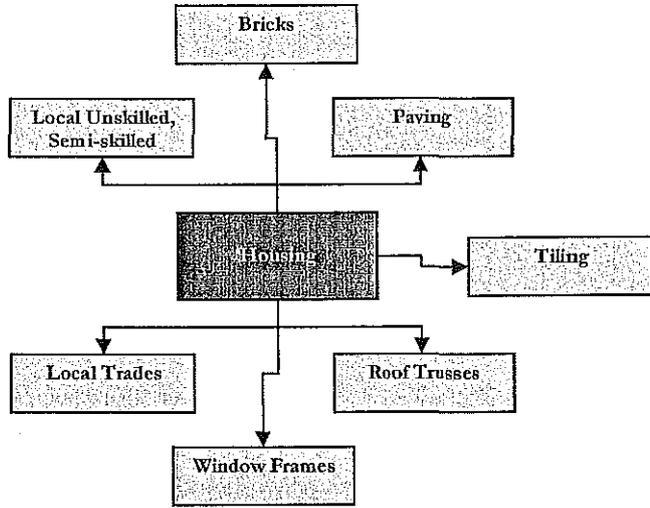
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Figure 3.9: Potential spin off opportunities which will arise as a result of the Housing projects



Impala Platinum has established structures to identify income generating projects that will support its housing strategy. Income generating projects may include training, technical and financial support to beneficiaries in the surrounding communities. The focus will be on the development of SMMEs and co-operatives owned and operated by women living in the area. The type of SMMEs earmarked for development may include trades such as the manufacturing of bricks, paving, window frames, tiles and roof trusses. In support of the manufacturing of building related products, skills development in all the wet trades will take place to enable local community members to gain business opportunities in the development of the housing sector.

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### 3.4 HOUSING & LIVING CONDITIONS OF MINE EMPLOYEES

#### 3.4.1 CURRENT HOUSING SITUATION AT IMPALA RUSTENBURG OPERATIONS

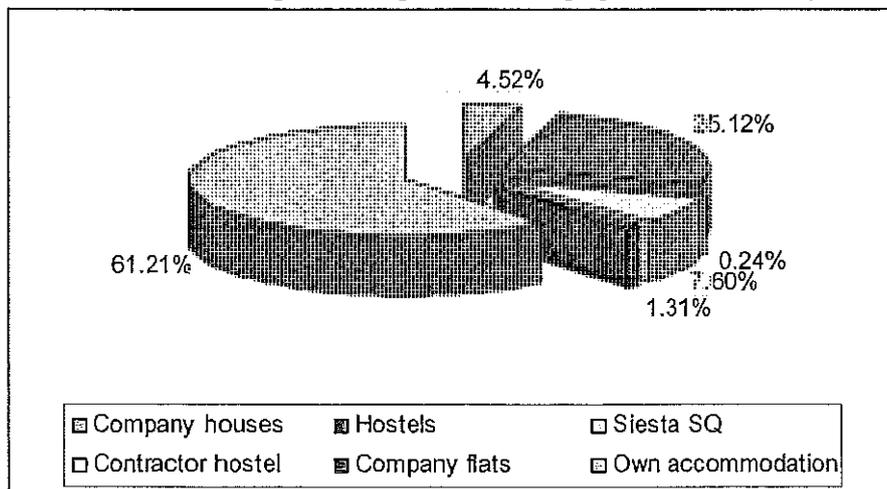
As mining activity has been conducted at the Impala Rustenburg Operations since 1967, the Operations are situated in and around a well established formal and informal housing infrastructure, which is available and accessible to employees on the various operations. Strategic plans are completed to ensure that the Impala Rustenburg Operations (and their contractors) provide for accommodation requirements of their workforce in the short, medium and long term, whilst meeting the objectives of the MPRD Act and the Mining Charter.

Currently, employees of Impala Platinum Limited's Rustenburg Operations and their contractors are making use of the following accommodation sources within a one hundred and fifty (150) kilometre radius of the Operations (Figure 3.10):

- Private accommodation in surrounding areas (owned and rented);
- Company houses in Rustenburg & Tlhabane (between twelve (12) and thirty (30) kilometres from the Rustenburg Operations);
- Company flats in Rustenburg & Tlhabane (between twelve (12) and thirty (30) kilometres from the Rustenburg Operations);
- Siesta single quarters for both sexes in Rustenburg;
- Three (3) company hostels (single sex) at the Rustenburg Operations resident to seven thousand four hundred and one (7 401) employees currently as at June 2007;
- One (1) company hostel (single sex) at the Rustenburg Operations rented by the contractors for two thousand two hundred and forty (2240) of their employees (as at June 2007).

A further breakdown of accommodation usage within property owned by Impala Platinum Limited in the vicinity of the Impala Rustenburg Operations (as at June 2007) is provided in Figure 3.10 and Table 3.26 below:

3.10: Figure : Accommodation usage at the Impala Rustenburg Operations (Percentage) as at June 2007



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3.26: Table: Accommodation usage at Impala Rustenburg Operations

Type of accommodation		Number of residents
Company Houses	4.52	1330
Hostels	25.12	7401
Siesta SQ	.24	71
Contractors Hostel	7.6	2240
Company Flats	1.13	385
Own Accommodation	61.21	18030
TOTAL	100	29457

### 3.4.2 PRINCIPLES BEHIND THE IMPALA RUSTENBURG OPERATIONS' HOUSING POLICY

#### a. Statement of intent

Impala Platinum Limited recognises that the facilitation of suitable employee accommodation is an integral part of its commitment to uplifting the communities within its areas of operation. Accordingly, it is important that the policy and strategy for the housing of the Rustenburg Operations' workforce is implemented in accordance with the principle of corporate social responsibility. Impala Platinum Limited subscribes to the ideal that employees should reside with their families in a stable, healthy and secure environment within commuting distance of their place of work.<sup>35</sup>

#### b. Purpose

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

#### c. Guidelines

The Impala Rustenburg Operations' 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 shall be developed within a framework that:

- Actively promotes home ownership and assists employees to become homeowners.
- Improve the living standards of employees who resides in single sex accommodation through the upgrade and conversion into family units programs.
- Prevents and/or discourages informal settlement in the company's operational area, through facilitation of eradication programmes in conjunction with local government.

The facilitation of housing services and facilities must be carried out in an integrated fashion, taking into account the needs of the business with regard to skills, economic realities and existing facilities available to the overall workforce and the broader community context. Within operational requirement, Impala Rustenburg Operations will actively encourage homeownership and facilitate housing development. In addition, the Rustenburg Operations will involve all relevant stakeholders in its endeavour to provide employees with a suitable choice of accommodation. This process will incorporate the involvement of government agencies.

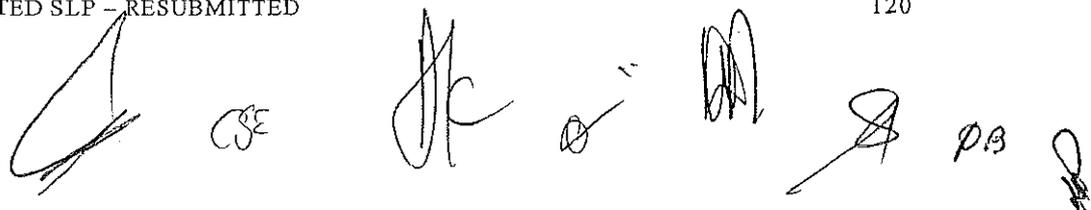
#### d. Responsibilities and monitoring

Approval of operational housing strategies shall be the responsibility of the **Executive Director Rustenburg Operations** whilst the **Senior Manager : Human Resources** shall ensure achievement of housing objectives and advise the Human Resources Executive about the need to review the policy.

#### e. Principles

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

<sup>35</sup> Commuting distance shall be defined as a radius of sixty (60) km from the place of work.

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- The Rustenburg Operations' core business should remain that of mining and not the provision of housing;
- The Rustenburg Operations' strategy is to assist its employees in becoming home owners;
- Whilst the Rustenburg Operations utilises single sex hostels currently, it is acknowledged that this will be converted into family accommodation in a longer term strategy. However, the Rustenburg Operations promotes home ownership in line with the Impala Platinum Limited's policy;
- The Rustenburg Operations' housing policy will be aligned with its recruitment, remuneration and local economic development programmes at the operation level, so as to ensure a holistic approach to this issue during the life of the various operations and facilitate sustainable solutions beyond the mine's life;
- The housing policy will take cognisance of the business plan of the Rustenburg Operations, and the business plan's projected workforce requirements, in good time for effective planning mechanisms to be implemented.
- Impala Platinum Limited endeavours, through its company housing policy, to facilitate the prevention of informal settlement in their areas of operation.

### 3.4.3 STRATEGIC PLANS

Impala Platinum has concluded its accommodation analysis within the current existing portfolio, i.e. housing, hostels and single quarters. The objective of the analysis was to identify gaps within the current portfolio, support Impala Platinum's policy on local recruitment, and develop a strategy to address the following challenges;

- Lack of available and affordable housing for employees.
- Reduce the number of employees living in informal settlements
- Employees living in informal settlements and the decrease of hostel resident numbers as more employees elect to live out.
- Hostels condition is neither the ideal housing source nor a long term solution to the housing issue for many of its workforce.
- Lack of proclaimed land restricts the options to resolve shortages speedily and Rustenburg continues to be the fastest growing city on the continent, attracting developers and sustaining price escalations.
- Inability to attract and retain key skilled personnel continues to impact on operational effectiveness.

The following comprehensive strategy was developed to address the above challenges (see Table 3.28):

- a) The promotion of home ownership options through the facilitation of affordable houses to address availability of stock and affordability for employees.

Impala Rustenburg Operations will endeavour to improve the current home ownership scheme to assist a greater number of employees to become homeowners. The aim is to facilitate employee access to an appropriate finance model consisting of in-house finance, government housing grants and commercial funding. Facilitation process will be through a Social Housing Scheme. The overall programme will deliver 4369 houses by 2011 and 5800 by 2012 (projects to run concurrently). See table 3.27 overleaf.

Table 3.27 Home Ownership Plan

Housing delivery	Budget	Total houses	Jul 07 - Jun 08	Jul 08 - Jun 09	Jul 09 - Jun 10	Jun 10 - Jul 11	Jul 11 - Jun 12	
	Rands (R.m)		FY08	FY09	FY10	FY11	FY12	
<b>Total</b>	5366	5774	0	466	975	1218	1200	
Boitekong Ext 9 & 12	60	146	0	136				
Boitekong Ext 15	415	1423	0	330	725	368		
Seraleng	36	500	0		250	250		
Platinum Village	460	3705	0			600	1200	
Phase 2		4395	To continue subject to Platinum Village success.					

b) **The upgrading of hostels to decent single accommodation and conversion of a hostel to 231 family units.**

Currently hostel resident numbers are decreasing annually due to a natural decline in demand amongst the workforce for such housing (see Table 3.28), it is envisaged that 2 of the 3 hostels will be converted into lower room density and the remaining one hostel into family units. This will also be aligned to the facilitation/implementation of homeownership programme.

**Table 3.28: Residence in Impala Rustenburg Operations' Hostels: 2001 - to present**

Year	Resident number
2001	12928
2002	13015
2003	12523
2004	9941
2005	8737
2006	8000
2007	7401

c) **The upgrading of existing single quarters.**

Upgrading of Siesta Single Quarters to increase capacity and improve recreation and catering facilities.

d) **Upgrade, increase and leverage the capacity of the existing housing stock to support the attraction and retention of skilled personnel. This will be achieved by:**

- building additional 94 units
- demolishing of 57 asbestos and A-Frame houses and to replace them by ±100 new town house typology units
- purchasing of an additional 200 new units
- renovation of current 1600 units.



Table 3.29: Capital Budget

	Y1 (R '000)	Y2 (R '000)	Y3 (R '000)	Y4 (R '000)	Y5 (R '000)	Total (R '000)
Single Quarters Accommodation - Siesta Upgrade & Capacity Increase	R 19,536	R 13,496				R 33,032
Single Quarters Accommodation - Hostels Phase 1	R 68,786	R 44,916	R 47,847	R 42,386	R 42,721	R 246,656
Single Quarters Accommodation - Hostels Phase 2 (5 year project R 126.4m unescalated)				R 35,157	R 37,266	R 72,423
Existing Housing Portfolio	R 34,658	R 53,819	R 60,471	R 37,045	R 39,268	R 225,261
New Units for C and D band Employees (On-balance sheet)	R 239,643	R 36,085				R 275,728
On-Balance Sheet Capital	R 362,624	R 148,316	R 108,319	R 114,587	R 119,255	R 853,100
FACILITATE NEW HOUSING - Social Housing project (146 incl. show houses)	R 59,703					R 59,703
FACILITATE NEW HOUSING - Seraleng Integrated Human Settlement (600)	R 35,500					R 35,500
FACILITATE NEW HOUSING - Social Housing Phase 1 (3,723)	R 69,111	R 100,680	R 113,124	R 119,912		R 402,827
FACILITATE NEW HOUSING - Social Housing Phase 2 (5,754)	R 75,000	R 44,102	R 148,660	R 157,580	R 167,035	R 592,377
Off-Balance Sheet Loan Capital	R 239,313	R 144,783	R 261,785	R 277,492	R 167,035	R 1,090,407
Total Incl. Land (Business Plan)	R 601,937	R 293,099	R 370,103	R 392,079	R 286,289	R 1,943,507

*f. Reporting*

Impala Rustenburg Operations will report on its progress with regards to the housing strategy amongst its workforce within its annual SLP Report.

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## 3.5 NUTRITION PROGRAMME

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### 3.5.1 OVERVIEW

Part of Impala Rustenburg Operations' social strategy is to reduce the utilisation of its hostels in support of the housing policy outlined in section 3.4. Impala Rustenburg Operations is currently in a position to influence the diet, and subsequently the nutritional in-take, for a percentage of its workforce only (i.e. hostel residents) through the appointed catering establishments. However, given the company's policy around the promotion of homeownership, there is likely to be a subsequent reduction in hostel usage and as such a decreased influence over nutritional intake. The Rustenburg Operations therefore recognises the importance of educating its workforce about adequate nutrition within their diets, in order to facilitate an improvement in the health and welfare of the workforce and their productivity within the workplace.

### 3.5.2 STRATEGIC PLANS

Impala Platinum Limited's nutrition programme, developed on behalf of the Impala Rustenburg Operations, may be divided into two areas, namely those with direct influence and those with indirect influence over dietary intake.

#### *a. Direct*

Hostel residents are currently receiving meals three (3) times a day within the Rustenburg Operations' single quarter accommodation. In respect of improving the nutritional intake the following strategic plans are envisaged:

- The Rustenburg Operations are currently utilising dietitians and health inspections to gauge current nutritional levels and to provide advice for methods of improving food where possible, in conjunction with the food provider and Hostel leadership. A new service provider was introduced in September 2004 and the menu consisting of 14 500kj was increased to 17 438kj after the residents expressed dissatisfaction with the menu and following an investigation. The 2 900kj increase was equivalent to R4 million per annum (12%) and was accepted by all stakeholders. The new menu of 17 438kj was introduced in December 2004. See changes in menu in table 3.30
- A dietician does report on a bi-annual basis on findings with regards to the diet of residents;
- Rustenburg Operations' management will ensure that they assess the nutrition and hygiene of the relevant workforce regularly.
- A complete new catering system is planned – **Miner Dinner** – which will give employees an option of a variety of food to choose from at meal times. Final implementation is March 2009
- A dietician does report on a bi-annual basis on findings with regards to the diet of residents;
- The nutritional intake and hygiene of residents of the single quarters are monitored twice per annum with the assistance of an independent dietician and these reports are available on request.

#### *b. Indirect*

Indirect programmes aimed at improving the nutritional intake of all other employees not making use of company single quarters include the following:

- Implementing an awareness programme to all employees annually, through Impala's Induction process on the acceptable balance diet, nutrition and health awareness.
- Promoting awareness on the use of supplementary diets for people infected with HIV/AIDS.



Table 3.30: Nutrition Plan

<b>IMPALA PLATINUM - MENU SPECS</b>		
<b>Food Category – Raw gram mage</b>	<b>New Menu 17 438kj</b>	<b>Old menu 14 500kj</b>
<b>BREAKFAST</b>		
White Lambalazi	55g	0
Brown Lambalazi	55g	43g
Tea /Coffee	250ml	200ml
Eggs (Scrambled or Boiled)	50g	30g
Polony	75g	50g
Vienna's	75g	50g
Russians	75g	0
Chicken Livers	100g	0
Breakfast Gravy(Tom & Onion)	100ml	0
Peanut Butter	30g	23g
Margarine	30g	20g
Jam	30g	23g
<b>MAIN MEAL</b>		
Beef – Braising	270g	240g
Beef – Steak	270g	240g
Beef - Cubes	280g	260g
Chicken Portions	240g	200g
Protein Options	250 - 300g	0
Samp	80g	60g
Beans	35g	15g
Rice	125g	50g
Veg in Season	220g	110g
Salad in Season	150g	100g
Fresh Fruit	180g	150g
Colddrink	250ml	125ml
Jelly & Custard	200ml	125ml
<b>SUPPER</b>		
Beef and Veg Stew	100g	0
Beef Steaklette	100g	0
Savoury Mince	100g	0
Ox Liver	100g	0
Chicken Giblet Stew	100g	0
Meatballs	100g	0
Brown Bread	3 slices	0

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## 3.6 PROCUREMENT PLAN

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### 3.6.1 UNDERTAKING

Impala Rustenburg Operations Procurement Progression Plan is based on and supported by the procurement policies formulated and targets set at a corporate level by the holding company Impala Platinum Holdings Limited (Implats). However the implementation of the policies and the achieving of the targets is managed and implemented at the operational level. The Implats business plan for FY07 to FY11, in respect of procurement as submitted in this chapter therefore makes reference to Marula and Impala Rustenburg Operations.

Impala Rustenburg Operations is committed to meeting the requirements of the MPRD Act and the Mining Charter regarding the transformation of its procurement practices. This includes a corporate commitment to achieving the undertakings made regarding procurement from Historically Disadvantaged South Africans (HDSAs) in terms of capital goods, services and consumables, as well as the formation of partnerships with HDSA enterprises through proactive procurement policies. For a detailed description of providers as required by Form T, please refer to Appendix G.

Following a review of the legislative environment relating to preferential procurement, Impala Platinum will introduce a preferential procurement programme aimed at having a positive impact on the transformation of supplier communities within the mining industry, with the specific aim of optimising procurement from HDSA supplier companies. To develop such a programme, Impala Rustenburg Operations will facilitate leadership seminars within the mining sector to assist in formulating of a procurement policy, and co-ordinated preferential procurement activities. The preferential procurement programme will enhance the transformation of its procurement practices by developing (that is, designing, preparing, operationalising and testing) transparent procurement procedures. This programme needs to:

- Address the structural and development issues facing Small and Medium Enterprises (SMMEs) in general and HDSA enterprises in particular.
- Increase opportunities for SMME/HDSA enterprises with proven capacity to utilise these business tools.
- Optimise the cooperation with government and other private sector stakeholders within the procurement industry.

### 3.6.2 Procurement Progression Plan

The Implats Procurement policy demonstrates Impala's commitment to transformation and enabling local HDSA business to participate in the supply of capital and consumable goods and services to the mine.

It should be noted that Executive remuneration includes incentives structured according to a business scorecard which includes key performance indicators on HDSA procurement expenditure.

A Project plan has been launched during July 2007 to obtain the BBBEE and HDSA status of all suppliers. To date 271 suppliers have responded. A service provider has been appointed to assist Marula in obtaining master data from our suppliers.

In addition, a scope of work has been designed to develop systems to accommodate the various levels of information required from suppliers to successfully analyse spend and conduct meaningful planning, enhance supplier information to the buyers and enhance the quality of reporting.

Impala has set itself targets to give HDSA vendors preferred supplier status. Moreover, it has already improved significantly in this area over the last three years.

Additional strategies have been implemented with effect from July 2007 that will support the overall transformation strategy and increase HDSA/BEE spends further:

- Re-enforcing of the Implats Procurement policy at operational level.
- Analysis of the current active supplier database in terms of the Broad Based Black Economic Empowerment Act through a market survey;



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- a) Identify "gaps" where "low" HDSA/BEE participation is prevalent.
  - b) Engage suppliers in this category and influence/encourage their transformation.
- Based on the commodity analysis in terms of capital goods, services and consumables -:
  - a) Identify "gaps" where suppliers of specific commodity classes reflect "low" HDSA/BEE participation in terms of supply.
  - b) Engage suppliers in this category and influence/encourage their transformation.
- Monitor the extent of progress made by suppliers to transform.
- Identify opportunities to create or develop new HDSA/BEE suppliers, or encourage Joint Ventures with HDSA/BEE entities in instances where lack of transformation or slow transformation by suppliers is evident. Take appropriate action in instances where a supplier is reluctant to transform.
- Enhancement of the procurement management and reporting system. This includes enhanced management reports, statistics and buyer management.

It must be stated that 2 projects have been approved in July 2007 and part of the project scope will support procurement reporting as per DME requirements.

The geographical definitions in which procurement spend must be reported will be as follows:

- Local spend will be with vendors that are based within the immediate municipality region and district area
- Regional spend will be with vendors based outside the local area but within the same province
- National will be spend on vendors in other provinces
- International will be spend on imported goods from countries outside SA borders.

Impala conducts a quarterly in depth analysis of the collective procurement progress and has instituted a measurement process in its SAP ERP system to:

- Benchmark the progress against criteria determined by Government by classifying suppliers according to capital goods, consumables and services
- Determine a strategy to ensure improvement against the various categories of supply: capital, consumables and services
- Determine an evaluation to determine the effectiveness of the HDSA/BEE development strategy for each commodity classes in terms of set targets per commodity class
- Determine a reward strategy for procurement management those that have bought into the strategy and have gone the extra mile in achieving targets and objectives
- Determine an organizational development intervention to deal with the change management required for the effective buy in from management and staff

From the ERP system the information is compiled as follows:

- Total cost of operations
- Less taxes and payroll
- Less non discretionary procurement; i.e. imports not found in SA
- Equals: Total measurable procurement

From this total measurable procurement; the capital, services and consumables suppliers are identified according to value, HDSA status, dti scorecard level and locality.

From this data, the percentage of current HDSA status and locality and percentage for each supplier and commodity class is calculated and provided to the DME.

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Table 3.26: Procurement targets at Rustenburg and Refineries

HDSA Spend > 25%					
Capital	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11
Rustenburg Operations	N/A	36%	38%	40%	42%
Refineries	N/A	40%	42%	44%	46%
Consumables	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11
Rustenburg Operations	N/A	34%	36%	38%	40%
Refineries	N/A	26%	28%	30%	32%
Services	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11
Rustenburg Operations	N/A	23%	25%	27%	29%
Refineries	N/A	15%	17%	19%	21%

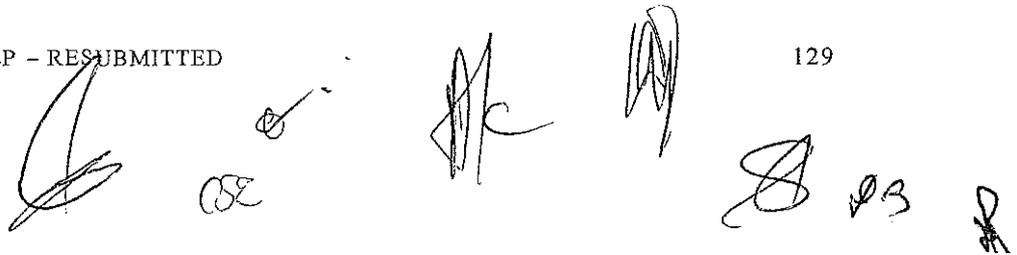
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# SECTION 4

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## PROCESSES PERTAINING TO THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT

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# SECTION 4

## 4.1 PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING & RETRENCHMENT

### 4.1.1 OVERVIEW & OBJECTIVES

A fundamental principle behind both its Human Resources Development Programme (guiding the Portable Skills Training, ABET, Learnership programmes etc) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc) is job creation within Impala Rustenburg's SLP. Clearly 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 in place 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:

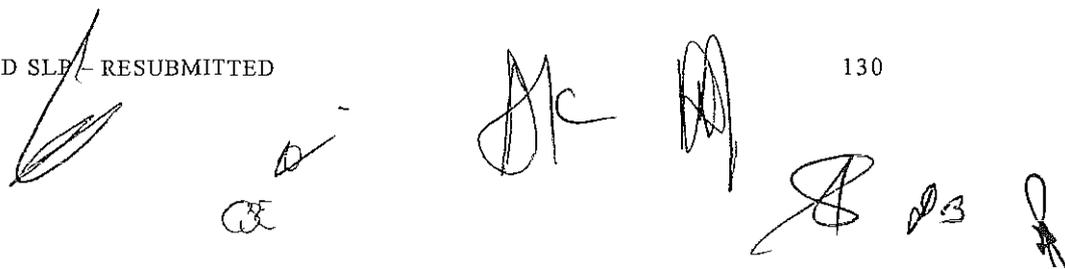
- The prevention of job losses as set out in 4.2 below.
- Where job losses are unavoidable to minimise the extent of the job losses resulting from major restructuring or retrenchment exercises;
- To facilitate, as far as practically possible, access to alternative employment opportunities within the 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 minimise 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.

### 4.1.2 FUTURE FORUM

Given the diverse nature of the operations, as well as their locations Future Forums will be established at both the Impala Rustenburg operations and the Impala Refineries. Notwithstanding this, where issues arise that may impact on both the Rustenburg and Springs operations, the Forums shall convene joint meetings/sessions to deal with these issues.

The Future Forums will be established, in conjunction with recognised trade unions/associations, within six (6) months following receipt of the new order mining right. Following preliminary discussions with the Majority Union (National Union of Mineworkers) it is envisaged that the Future Forum will be constituted as follows:

- Representatives from all recognised trade unions or associations. At the Rustenburg Operations this will include the following: representatives from the National Union of Mineworkers (NUM) branches at the North, South, Mineral Processes and Services including representatives from the Health and Safety, Education and Women's Sub Structures, representatives from the United Association of South Africa (UASA) as well as representatives from the Regional and National Offices of NUM and UASA.
- Senior management representatives as determined by the Executive Director: Operations (Rustenburg) or the Operations Executive of Refineries which will include but not be limited to management representatives in the areas of Human Resources (including training and development, community and social investment etc.), operations and finance.



- Representatives of local councils.
- Representatives of Community Groups with established communication channels with the mine.
- Representatives of the Royal Bafokeng Nation.

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

- Disclosure of all relevant information to enable the representatives of the forum to engage in effective consultation and discussion, and make decisions. This will include global and local economic and financial indicators, factors impacting on the mining industry as a whole and the platinum mining sector in particular, financial information, annual business and labour plans, lifespan of the operations, envisaged expansions or downscaling/closures and the possible impact thereof on employees, communities and the economy.
- Identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations.
- Development of strategies and plans to deal with identified problems and challenges.
- Development of strategies and plans to prevent job losses if possible
- Development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling and closure may have on employees, communities and the economy.
- Implementation of agreed strategies and action plans
- Review of portable skills training programmes and local economic development programmes.
- Communication strategies to ensure that all employees and other stakeholders are regularly updated on forum decisions, strategies and action plans.
- Assessment of and reporting on, through 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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## 4.2 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

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### 4.2.1 UNDERTAKING

In compliance with Section 52 (1) of the Act, on identifying the need to curtail mining operations at Impala Rustenburg Operations 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 than five hundred (500) employees) have to be retrenched, a comprehensive consultation process will be undertaken with the Future Forum, and Section 189 of the Labour Relations Act will be implemented, The Minerals and Mining Development Board will be notified and any Ministerial Directive will be complied with.

### 4.2.2 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:

#### a. *Communication and Planning through the Future Forums*

- It is envisaged that any potential downscaling or closure requirement will be identified during the ongoing consultations, discussions and deliberations at the regular 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 agree on strategies and actions plans that will be implemented to avoid job losses.

**b. Potential Strategies and plans to avoid job losses**

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

- Voluntary early retirement for employees who qualify in terms of relevant provident funds etc;
- Suspension of overtime, job-sharing schemes, short and extended leave;
- Potential transfers to other departments at Impala Rustenburg Operations/ Refineries or other operations within the Impala Group, with the provision of suitable training if required;
- Cease recruitment of new employees until Impala Rustenburg Operations/Refineries have attempted to fill vacant positions from internal sources;
- 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 and non-mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment (See table 2.6).
- During the life of the mine Impala Rustenburg Operations and Refineries 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, Impala Platinum Limited's 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.

**c. 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 be come relevant if the Future Forums 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 organised labour and the company;
- Disclosure of all relevant information;
- Measures to avoid or minimise dismissals as set out in the collective agreement.

**d. Notification to Government Authorities**

After consultations through the Future Forums and with recognised trade unions and where is 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 MPRD Act) 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 time-frame 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, 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 in order to meet the corrective measures as stipulated by the Board.

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*e. 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.

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

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### 4.3.1 UNDERTAKING

In compliance with Section 52 (1) of the Act, 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 Operations and where job losses are likely to result from these processes a comprehensive consultation process will be undertaken at the Future Forums, 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.

### 4.3.2 STRATEGIC PLAN

*a. Communication and Planning through the Future Forum*

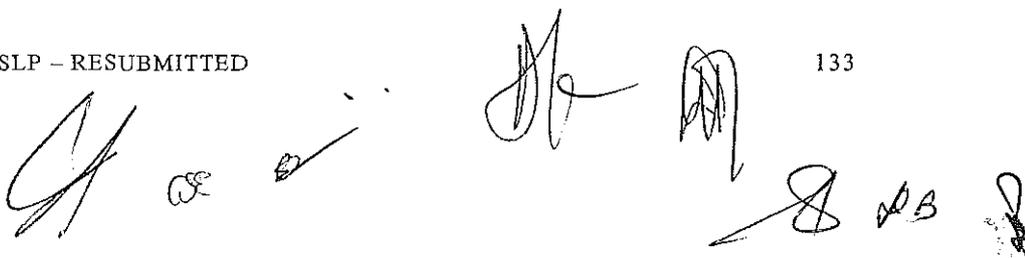
An extensive consultation process will be undertaken through the Future Forum structures where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses can not be avoided the Future Forums will discuss and implement strategic plans to examine and implement alternatives 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 determine the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss and agree on strategies and action plans that will be implemented to create job security for employees likely to be affected by job losses.

*b. 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 minimise 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 whole (with particular reference to the JIPSA Initiative). 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 minimising 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. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.
- 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 SME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes;
- The Human Resources Development Programme (as outlined in detail in Section 2) will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs) (Refer to Table 2.4 Portable Skills Training).

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

If discussions within the Future Forums have 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 employee representative organisations and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimise 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.

**d. Notification to the Board**

After consultation through the Future Forums and with recognised 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 MPRD Act 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 time-frame 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, 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 in order to meet the corrective measures as stipulated by the Board.

**e. 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 discussion and agreement at the Future Forums. Communication of issues discussed at the Future Forums, strategic plans and the implementation thereof will form part of the Agenda for regular Future Forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that will be implemented by the Future Forums.

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 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 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 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.

It is envisaged that the local councils will be represented on and participate in the Future Forum structures and will therefore be fully briefed about all retrenchments that are likely to take place.

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Communication sessions will be held with parties that do not form part of the Future Forum i.e. local government representatives from the operational areas and 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 the Future Forums.

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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## 4.4 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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### 4.4.1 UNDERTAKING

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

This section outlines the mechanisms that will be utilised 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 can not 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 utilising 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.

### 4.4.2 STRATEGIC PLANS

#### *a. 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 community structures and the Future Forums.

#### *b. Communication with stakeholders*

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely to be required among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forums or sub-committees thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

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

As with the Human Resource Development Programme at Impala Platinum, the Local Economic Development Programme (Section 3.3) 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 long past closure. The same is true for involvement with local service and goods providers through the Procurement Progression Plan (Section 3.6). 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

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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 through out 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 Rustenburg or Refineries environment and mind-set. Such communication will be effected through the Future Forums, 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 may be of some assistance with during the period of downscaling. The exact assistance required can not 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;
- Assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication;
- Consideration of the potential use for obsolete/ unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc).
- A portable skills training programmes designed to ensure that employees can have job security and remain economically active after mine closure
- Counselling 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 Centres in the local community or the relevant labour source community;
- Assistance with registering as a job-seeker (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 Operations have the appropriate accreditation and certification;
- Provide assistance in the employee's claiming of UIF and other state assistance if required;
- Provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc to ensure the appropriate utilization and/or preservation of finance following retrenchment.

*d. Post-Closure planning*

Management strategies for the post-closure period will also be developed with local stakeholders 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 Future Forum structures or its relevant sub-committees will be utilised 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 in this respect will be essential in this post-closure management process.

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# SECTION 5

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## FINANCIAL PROVISION

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# SECTION 5

## 5.1 FINANCIAL PROVISION

### 5.1.1 OVERVIEW

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 Social & Labour Plan during the life of the mine. 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. Table 5.1 summarises the financial provisions for Impala Platinum Limited's SLP for the next five (5) years in respect of each section of the plan based on the five (5) year business plan 2006/2007.

**Table 5.1: Summary of Financial Provisions for Key Elements of Impala Platinum Limited's SLP for Five (5) Years**

Category	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
<b>Human Resource Development Programmes (Section 2)</b>	R130 000 000	R146 000 000	R156 000 000	R164 000 000	R174 000 000	R184 000 000
<b>Local Economic Development Programmes (Section 3)</b>	R 74 005 000	73 675 000	625,011,630	313,345,400	391,810,200	404,080,800
<b>Total Provision for SLP by Impala Platinum Limited</b>	<b>R204 005 000</b>	<b>R 219 675 000</b>	<b>R230 680 000</b>	<b>R233 454 500</b>	<b>R242 750 000</b>	<b>R258 005 000</b>

### 5.1.2 FINANCIAL PROVISION FOR HUMAN RESOURCE DEVELOPMENT PROGRAMMES

Impala Platinum Limited is currently spending approximately five percent (5%) of wage bill per annum on training and development of its current workforce.

Category	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
<b>Human Resource Development Programmes (Section 2)</b>	R130 000 000	R146 000 000	R156 000 000	R164 000 000	R174 000 000	R184 000 000

Financial provision for Human Resource Development programmes conducted on behalf of Impala Platinum Limited is estimated to be five per cent (5%) of wage bill per annum. Financial provision for the 2005 financial year has been set at R135.4 million. Table 5.2 presents a summary breakdown of expenditure on an annual basis (based on actual costs in 2005/2006) in respect of the Human Resource Development Budget. As priorities in this budget change on an annual basis (in line with the business plan, Skills Development Plan and Workplace Skills Plan) it is not possible to predict the future five (5) years percentage expenditure of the budget. However, actual spend in respect of the above undertaking for HRD programmes will be reported in this manner on an annual basis to the DME in Impala's annual SLP Report.

Table 5.2: Summary of HRD Budget Breakdown based on 2005/2006 Spend

Category	Percentage of the Total Training Account (based on 2005/2006 spend)
Management & Individual Development Training	5
Metallurgical Plant & Core Skills	3
Mining Technical & Core Skills	42
Engineering Technical & Core Skills	15
ABET	6
Skills Levies Paid	22
Impala Refineries Training Costs	7
<b>Total</b>	<b>100%</b>

### 5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT

The financial provision for the Local Economic Development for Impala Platinum Holding is as follows:

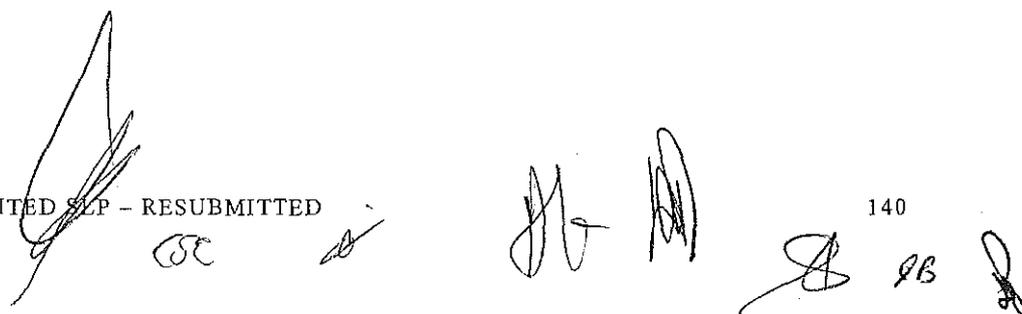
Beneficiary Organisation or Project name	Budget FY08	Budget FY09	Budget FY10	Budget FY11	Budget FY12	Total
<b>Income Generating Initiatives</b>						<b>45,022,700</b>
Essential Oils – Eastern Cape	1,000,000	3,575,200	2,575,200	2,405,800	2,893,800	12,450,000
Poultry/Egg Production – Eastern Cape	500,000	500,000				1,000,000
Quarries Rehabilitation – Eastern Cape		1,000,000	1,000,000			2,000,000
Dairy Production - Taung	2,000,000	1,000,000	1,000,000			4,000,000
Bakery - Taung	1,250,000	450,000				1,700,000
Community Environmental Rehabilitation Programme - Rustenburg	840,000	2,350,000	6,455,000	4,075,000	1,450,000	15,170,000
Agricultural Farming - Tomato Produce – Macharora –Lease Area	3,000,000	2,500,000	680,000			6,180,000
Piggery - Serutubi Mafika Lease Area	752,500	370,200				1,122,700
Brick making Project Lease Area	1,000,000	100,000	100,000	100,000	100,000	1,400,000
<b>Housing</b>	<b>606,000,000</b>	<b>293,000,000</b>	<b>370,000,000</b>	<b>392,000,000</b>	<b>287,000,000</b>	<b>1,948,000,000</b>
<b>Other Initiatives</b>						<b>15,000,000</b>
Bursary Eastern Cape	500,000	1,000,000	1,500,000	2,000,000	2,500,000	7,500,000
Bursary Project – Taung	500,000	1,000,000	1,500,000	2,000,000	2,500,000	7,500,000
<b>Infrastructure Initiatives</b>						<b>22,669,130</b>
School Infrastructure- Eastern Cape	2,000,000	1,000,000	1,000,000	1,000,000		5,000,000
OR Tambo Library Eastern Cape	500,000	500,000	500,000	500,000		2,000,000
School of Excellence Eastern Cape		1,000,000	500,000			1,500,000
Vukuzenzele School- Lease Area	5,169,130					5,169,130
Freedom Park Reservoir – Lease Area		4,000,000				4,000,000
Chaneng Road – Lease Area			5,000,000			5,000,000
<b>TOTAL</b>	<b>625,011,630</b>	<b>313,345,400</b>	<b>391,810,200</b>	<b>404,080,800</b>	<b>296,443,800</b>	<b>2,030,691,830</b>

**5.1.4 FINANCIAL PROVISION FOR THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT**

Finance for the on-going core business training which facilitates mine-related portable skills training programmes (Section 2.2.5) will be provided from the annual Human Resources Development Budget for training and skills development at Impala Platinum Limited based on the skills required within the workforce on an annual basis and in line with the business plan.

In addition, as noted in Section 2.2.5, the mine will provide finance for non-mining related portable skills through a Portable Skills Fund of R15,5 million at the time of retrenchment.

At times of retrenchment, a minimum of two (2) days additional training will be allocated to each employee in order to facilitate the supply of the additional retrenchment management services undertaken by the mine as outlined in Section 4 of this document. These services may include counselling and access to career advice, job centres and registration as a job seeker for example and will be additional to the portable skills training to be offered to employees at times of retrenchment. 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.

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# SECTION 6

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## UNDERTAKING

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IMPALA PLATINUM LIMITED SLP - RESUBMITTED



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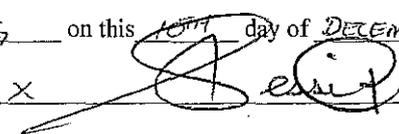


# SECTION 6

## 6.1 STATEMENT OF UNDERTAKING

I, SHADWICK BESSIT the undersigned and duly authorized thereto  
by IMPALA PLATINUM LIMITED (Company) undertake to adhere to the  
information, requirements, commitments and conditions as set out in the social and labour plan.

Signed at RUSTENBURG on this 10<sup>th</sup> day of DECEMBER 2008

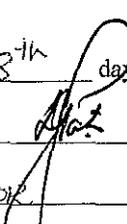
Signature of responsible person X 

Designation EXECUTIVE DIRECTOR

Contact Details PRIVATE BAG X18 NORTHLANDS 2116 TEL NO: 011 731 9135  
FAX NO: 011 731 9276

Approved

Signed at JOHANNESBURG on this 8<sup>th</sup> day of DECEMBER 2008

Signature of responsible person X 

Designation EXECUTIVE DIRECTOR

Signed at JOHANNESBURG on this 8<sup>th</sup> day of DECEMBER 2008

Signature of responsible person X 

Designation EXECUTIVE DIRECTOR

### Programme for Communication of SLP with employees and stakeholders

Figure 6.1 below outlines the various structures through which the Impala Platinum Limited SLP will be communicated. With regards to areas of common interest to all Unions, the Plenary will serve as the mechanism for communication.

In addition to these communication structures, the management briefs issued to all employees, as well as the Impala Platinum Limited bi-monthly newsletter, 'Team Spirit', will be utilised to communicate the Impala Platinum Limited SLP.

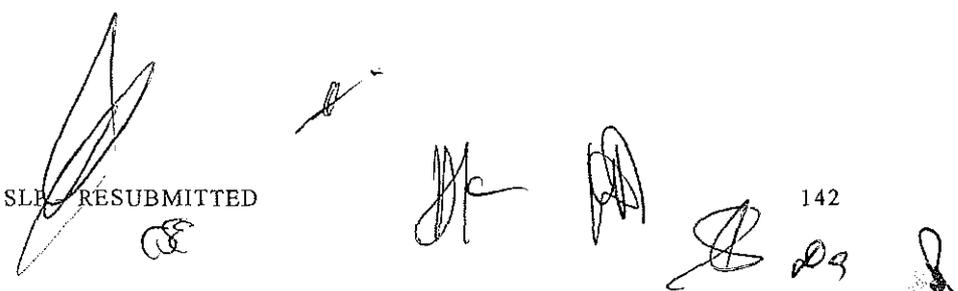
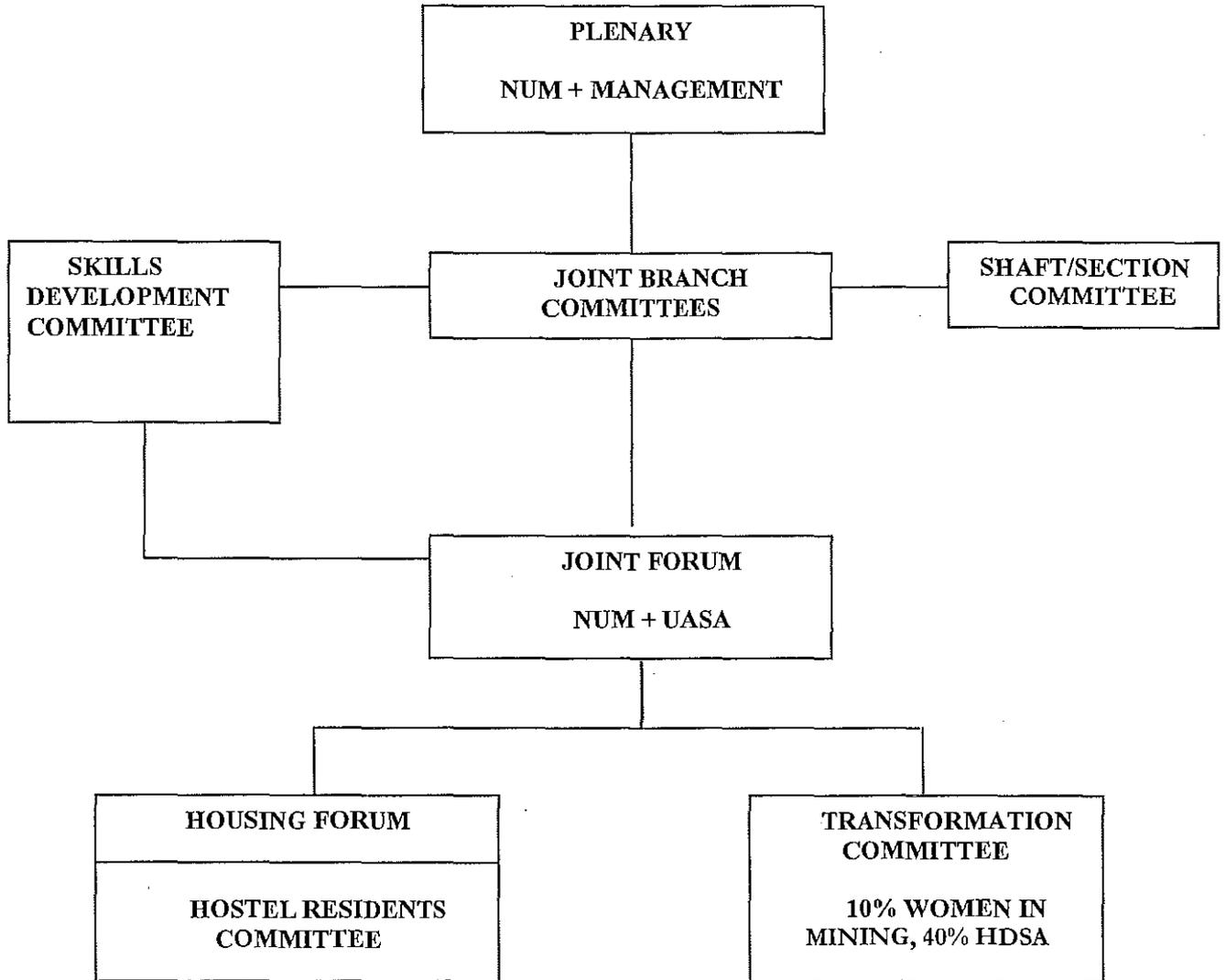


Figure 6.1: Organisational Structures to be used for Communication of Impala Platinum Limited SLP



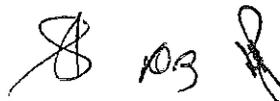
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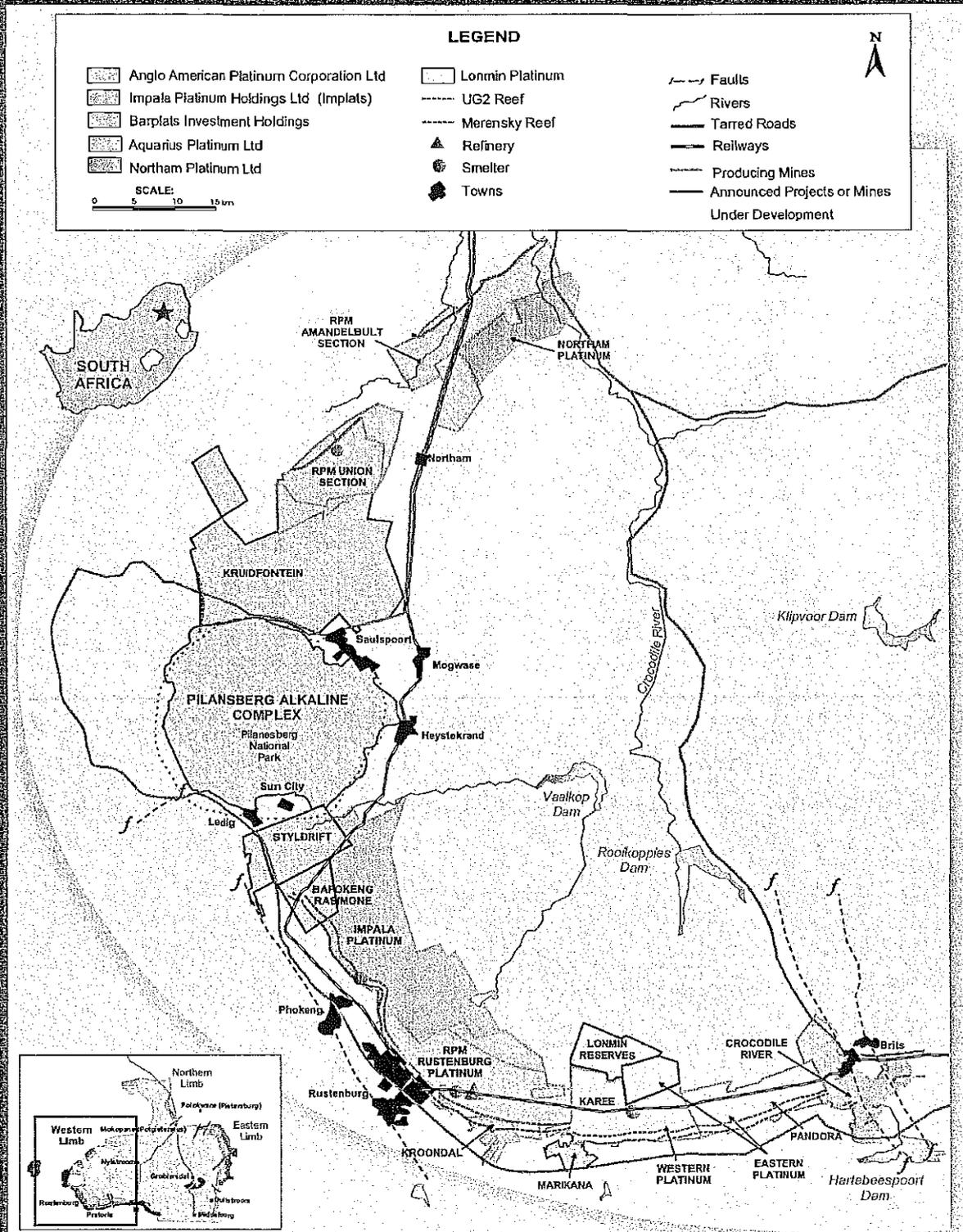
APPENDIX A

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LOCATION OF IMPALA RUSTENBURG OPERATIONS



# MAJOR PLATINUM MINERAL RIGHTS HOLDINGS ALONG THE WESTERN LIMB OF THE BUSHVELD COMPLEX



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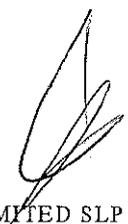
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**APPENDIX B**

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**FORM Q – THE NUMBER AND EDUCATION LEVELS OF:  
IMPALA PLATINUM LIMITED HEAD OFFICE  
IMPALA RUSTENBURG OPERATIONS  
IMPALA RUSTENBURG OPERATIONS CORE BUSINESS CONTRACTORS  
IMPALA REFINERIES**

IMPALA PLATINUM LIMITED SLP – RESUBMITTED



CSE



146

DB



### Form Q - Numeracy and Literacy Levels Of Impala Platinum Head Office Employees as at June 2008

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)		No Schooling									0	0
		Grade 0/Pre									0	0
		Grade 1/Sub A									0	0
		Grade 2/Sub B									0	0
		Grade 3/Std 1/ABET 1									0	0
		Grade 4/Std 2									0	0
		Grade 5/std3/ABET 2									0	0
		Grade 6/Std 4									0	0
		Grade7/Std 5 ABET 3					1				0	1
Further Education and Training (FET)	1	Grade 9/Std 7/ABET 4									0	0
	2	Grade 10/Std 8/N1					1				0	1
	3	Grade 11/Std 9/N2									0	0
Higher Education and Training (HET)	4	Grade 12/Std 10/N3				1			2	1	2	
	5	Diplomas/Certificates	4			5	3		2	5	9	10
	6	First Degrees/Higher Diploma	2	4	1	16	4		2	5	23	11
	7	Honour's/Master's Degrees				8	2		1	5	8	8
	8	Doctorates								0	0	
		<b>TOTAL</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>30</b>	<b>11</b>	<b>0</b>	<b>5</b>	<b>17</b>	<b>41</b>	<b>33</b>

**Form Q - Numeracy and Literacy Levels of Impala Platinum Rustenburg Employees as at: June 2008**

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling/Unknown	13195	24	3	332	911	6	4	29	13554	950
		Grade 0/Pre	2057	0	0	0	17	0	0	0	2057	17
		Grade 1/Sub A	28	0	0	0	0	0	0	0	28	0
		Grade 2/Sub B	108	0	0	0	1	0	0	0	108	1
		Grade 3/Std 1/ABET 1	798	1	0	0	2	0	0	0	799	2
		Grade 4/Std 2	651	0	0	0	2	0	0	0	651	2
		Grade 5/std3/ABET 2	649	0	0	0	4	0	0	0	649	4
		Grade 6/Std 4	719	0	0	0	8	0	0	0	719	8
		Grade 7/Std 5 ABET 3	2705	5	1	301	105	1	3	27	3012	136
		Grade 8/Std 6	725	0	0	4	30	0	0	0	729	30
		Grade 9/Std 7/ABET 4/NQF Lev.1	984	0	0	7	17	0	0	991	17	
Further Education and Training (FET)	2	Grade 10/Std 8/N1	663	0	0	77	56	1	0	5	740	62
	3	Grade 11/Std 9/N2	481	2	1	104	107	0	0	1	588	108
	4	Grade 12/Std 10/N3	1230	6	2	283	450	4	0	73	1521	527
Higher Education and Training (HET)	5	Diplomas/Certificates	101	2	1	49	68	1	0	7	153	76
	6	First Degrees/Higher Diploma	57	0	4	32	29	0	1	20	93	50
	7	Honour's/Master's Degrees	19	0	3	33	7	0	0	8	55	15
	8	Doctorates	1	0	0	0	0	0	0	0	1	0
<b>TOTAL</b>			<b>25171</b>	<b>40</b>	<b>15</b>	<b>1222</b>	<b>1814</b>	<b>13</b>	<b>8</b>	<b>170</b>	<b>26448</b>	<b>2005</b>

**FORM Q - THE NUMBER AND EDUCATIONAL LEVELS OF IMPALA RUSTENBURG CONTRACTORS' EMPLOYEES AS AT: 22<sup>nd</sup> November 2004**

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	1 193								1 193	0
		Grade 0 / Pre	71								71	0
		Grade 1 / Sub A	53								53	0
		Grade 2 / Sub B	75			1					76	0
		Grade 3 / Std 1 / ABET 1	230								230	0
		Grade 4 / Std 2	309								309	0
		Grade 5 / Std 3 / ABET 2	348								348	0
		Grade 6 / Std 4	384								384	0
		Grade 7 / Std 5 / ABET 3	466								466	0
		Grade 8 / Std 6	354				6				360	0
		Grade 9 / Std 7 / ABET 4	266			18	2			284	2	
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	234	1		66	2		2	301	4	
	3	Grade 11 / Std 9 / N2	96			33				129	0	
	4	Grade 12 / Std 10 / N3	257			129	3			386	3	
Higher Education and Training (HET)	5	Diplomas / Certificates	15		1	63			3	79	3	
	6	First Degrees / Higher Diploma	2			23	1	1	2	25	4	
	7	Honours / Master's degrees				3	1		1	3	2	
	8	Doctorates								0	0	
<b>TOTAL</b>			<b>4 353</b>	<b>1</b>	<b>1</b>	<b>342</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>4 697</b>	<b>18</b>	

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**Form Q - Numeracy and Literacy Levels Impala Platinum Refineries Employees as at June 2008**

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)		No Schooling	54	0	0	0	6	0	0	0	54	6
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	24	0	0	0	0	0	0	0	24	0
		Grade 4/Std 2	3	0	0	0	0	0	0	0	3	0
		Grade 5/std3/ABET 2	19	0	0	0	0	0	0	0	19	0
		Grade 6/Std 4	5	0	0	0	0	0	0	0	5	0
		Grade 7/Std 5 ABET 3	79	0	0	0	3	0	0	0	79	3
		Grade 8/Std 6	7	0	0	0	3	0	0	0	7	3
Further Education and Training (FET)	1	Grade 9/Std 7/ABET 4	42	0	0	0	2	0	0	0	42	2
	2	Grade 10/Std 8/N1	37	0	0	47	5	0	0	1	84	6
	3	Grade 11/Std 9/N2	19	0	0	19	1	0	0	0	38	1
Higher Education and Training (HET)	4	Grade 12/Std 10/N3	184	1	4	71	76	1	0	36	260	113
	5	Diplomas/Certificates	69	1	0	47	19	0	1	19	117	39
	6	First Degrees/Higher Diploma	11	0	3	15	8	0	0	6	29	14
	7	Honour's/Master's Degrees	10	1	7	23	2	1	2	8	41	13
	8	Doctorates	1	0	0	3	0	0	1	0	4	1
		<b>TOTAL</b>	<b>564</b>	<b>3</b>	<b>14</b>	<b>225</b>	<b>125</b>	<b>2</b>	<b>4</b>	<b>70</b>	<b>806</b>	<b>201</b>

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APPENDIX C

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FORM R - HARD TO FILL VACANCIES FOR  
IMPALA PLATINUM LIMITED HEAD OFFICE  
IMPALA RUSTENBURG OPERATIONS  
IMPALA RUSTENBURG OPERATIONS CORE BUSINESS CONTRACTORS  
IMPALA REFINERIES



**FORM R – HARD TO FILL VACANCIES FOR IMPALA PLATINUM HEAD  
OFFICE AS AT: 22<sup>nd</sup> November 2004**

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
<b>Top Management</b>	US\$ / US GAAP Accountant	Specialised skill not readily available in South Africa
<b>Senior Management</b>	Treasurer	Specialised skill not readily available in South Africa
<b>Professionally qualified and experienced specialists and mid-management</b>	None	
<b>Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents</b>	None	
<b>Semi-skilled and discretionary decision-making</b>	None	
<b>Unskilled and defined decision-making</b>	None	








DB



**FORM R – HARD TO FILL VACANCIES FOR IMPALA RUSTENBURG  
OPERATIONS AS AT: 22nd November 2004**

<b>Occupational Level</b>	<b>Job title of vacancy</b>	<b>Main reason for being unable to fill the vacancy</b>
<b>Top Management</b>	None	
<b>Senior Management</b>	None	
<b>Professionally qualified and experienced specialists and mid-management</b>	Mine Overseers Mining Engineers Chemists Chemical Engineers	Insufficient skills in Industry due to industry expansion
<b>Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents</b>	Rock Engineers Ventilation Officers Survey Officers	Insufficient skills in Industry due to industry expansion
<b>Semi-skilled and discretionary decision-making</b>	Crew Captains Shift Supervisors	Not attractive to candidates
<b>Unskilled and defined decision-making</b>	None	

**FORM R – HARD TO FILL VACANCIES AMONGST CONTRACTORS AS AT:  
22<sup>nd</sup> November 2004**

<b>Occupational Level</b>	<b>Job title of vacancy</b>	<b>Main reason for being unable to fill the vacancy</b>
<b>Top Management</b>	None	
<b>Senior Management</b>	None	
<b>Professionally qualified and experienced specialists and mid-management</b>	Safety Practitioner Metallurgist Instrument Technician	Shortage of skilled persons in these fields.
<b>Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents</b>	Mine Overseer Shift Boss Miner Boilermaker/Conveyor Belt Installer Electricians  Miners/Crew Captain  Contracting Surveyors	Shortage of suitably qualified and experienced personnel in the marketplace.
<b>Semi-skilled and discretionary decision-making</b>	RDO Winch Mover, Loader Operators  Trackless Development	Shortage of suitably qualified and experienced personnel in the marketplace.
<b>Unskilled and defined decision-making</b>	None	

**FORM R – HARD TO FILL VACANCIES FOR IMPALA REFINERIES AS AT:  
22<sup>nd</sup> November 2004**

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	None	
Senior Management	None	
Professionally qualified and experienced specialists and mid-management	None	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Senior Electrician	Under-supply of people who have successfully completed Master Electrician programme
Semi-skilled and discretionary decision-making	None	
Unskilled and defined decision-making	None	

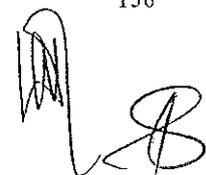
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APPENDIX D

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FORM S – EMPLOYMENT EQUITY STATISTICS FOR  
IMPALA PLATINUM LIMITED HEAD OFFICE  
IMPALA RUSTENBURG OPERATIONS  
IMPALA RUSTENBURG CORE BUSINESS CONTRACTORS  
IMPALA REFINERIES



**FORM S – EMPLOYMENT EQUITY STATISTICS FOR IMPALA PLATINUM HEAD OFFICE AS AT: 22<sup>nd</sup>  
November 2004**

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management				3				1	4		
Senior management	1		1	13	1			1	17		
Professionally qualified and experienced specialists and mid-management	2		1	1				3	7		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents					2			1	3		
Semi-skilled and discretionary decision making				1	1		1	2	5		
Unskilled and defined decision making					2				2		1
<b>TOTAL PERMANENT</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>18</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>38</b>	<b>0</b>	<b>1</b>
Non – permanent employees	1			1				2	4	1	
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>19</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>42</b>	<b>1</b>	<b>1</b>

**FORM S – EMPLOYMENT EQUITY STATISTICS FOR IMPALA RUSTENBURG OPERATIONS  
AS AT: 22<sup>nd</sup> November 2004**

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management											
Senior management	3	1		40	1			1	46		
Professionally qualified and experienced specialists and mid-management	31	5	2	250	4		1	46	339	9	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	529	7	2	869	65	1	2	97	1 572	75	12
Semi-skilled and discretionary decision making	4 856	2		239	130		1	51	5 279	257	13
Unskilled and defined decision making	19 219	6	10	56	163				19 454	833	17
<b>TOTAL PERMANENT</b>	<b>24 638</b>	<b>21</b>	<b>14</b>	<b>1 454</b>	<b>363</b>	<b>1</b>	<b>4</b>	<b>195</b>	<b>26 690</b>	<b>1 174</b>	<b>43</b>
Non – permanent employees	6			1	4				11		
<b>TOTAL</b>	<b>24 644</b>	<b>21</b>	<b>14</b>	<b>1 455</b>	<b>367</b>	<b>1</b>	<b>4</b>	<b>195</b>	<b>26 701</b>	<b>1 174</b>	<b>43</b>

**FORM S – EMPLOYMENT EQUITY STATISTICS FOR IMPALA RUSTENBURG OPERATIONS’  
CONTRACTORS AS AT: 22<sup>nd</sup> November 2004**

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	3			12	2	1			18		
Senior management	5			29				3	37		
Professionally qualified and experienced specialists and mid-management	17			114				3	134		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	512	1	1	111	1			3	629		
Semi-skilled and discretionary decision making	2 181			27	4			2	2 214		
Unskilled and defined decision making	1 334			5	3				1 342		
<b>TOTAL PERMANENT</b>	<b>4 052</b>	<b>1</b>	<b>1</b>	<b>298</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>4 374</b>	<b>0</b>	<b>0</b>
Non – permanent employees	334	0	0	4	3	0	0	0	341	0	0
<b>TOTAL</b>	<b>4 386</b>	<b>1</b>	<b>1</b>	<b>302</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>4 715</b>	<b>0</b>	<b>0</b>

**FORM S – EMPLOYMENT EQUITY STATISTICS FOR IMPALA PLATINUM REFINERIES  
AS AT: 22<sup>nd</sup> November 2004**

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management											
Senior management	1	1		7					9		
Professionally qualified and experienced specialists and mid-management	16		8	52	3	1	5	11	96		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	76	2	6	181	14	1	1	31	312	3	
Semi-skilled and discretionary decision making	434	3	4	44	62			23	570	4	
Unskilled and defined decision making											
<b>TOTAL PERMANENT</b>	<b>527</b>	<b>6</b>	<b>18</b>	<b>284</b>	<b>79</b>	<b>2</b>	<b>6</b>	<b>65</b>	<b>987</b>	<b>7</b>	<b>0</b>
Non – permanent employees	16			1	12			4	33		
<b>TOTAL</b>	<b>543</b>	<b>6</b>	<b>18</b>	<b>285</b>	<b>91</b>	<b>2</b>	<b>6</b>	<b>69</b>	<b>1020</b>	<b>7</b>	<b>0</b>

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**APPENDIX E**

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**CAREER DEVELOPMENT PATHS AT IMPALA RUSTENBURG  
OPERATIONS AND IMPALA REFINERIES**

IMPALA PLATINUM LIMITED SLP – RESUBMITTED



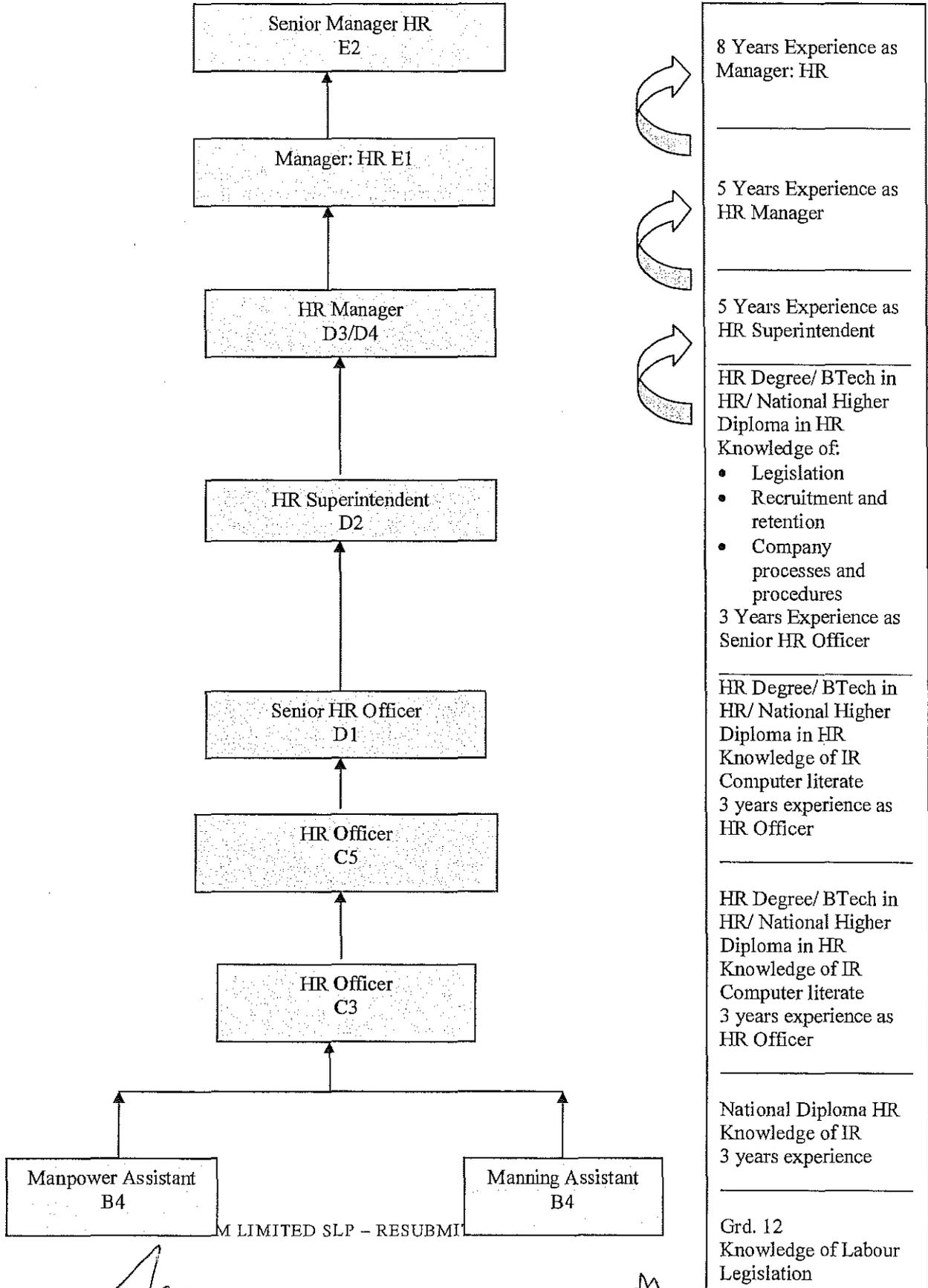
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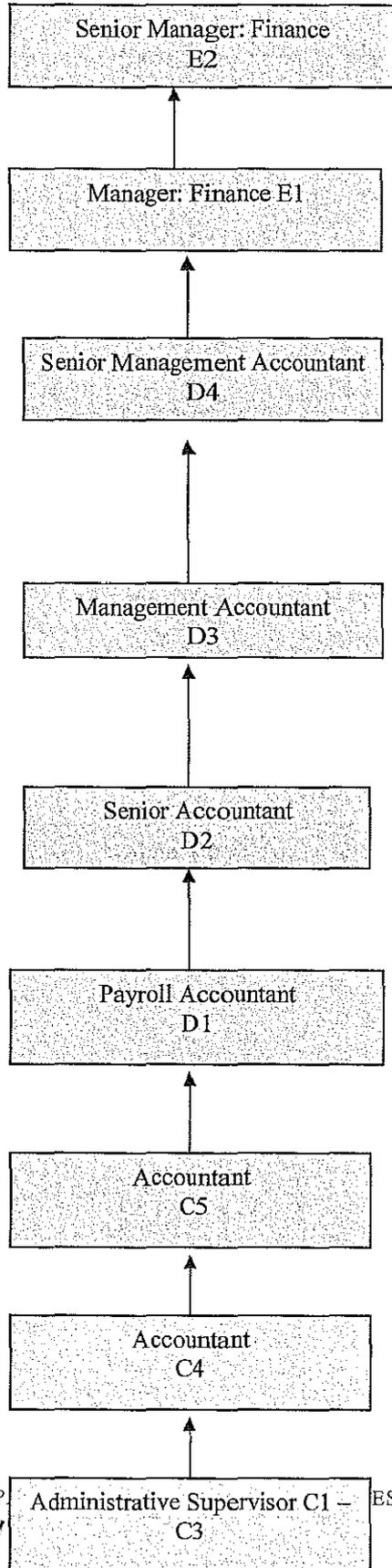
**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: HUMAN RESOURCES**



M LIMITED SLP - RESUBMIT

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IMPALA RUSTENBURG OPERATIONS: CAREER PATH: FINANCE



- 8 Years Experience as Manager: Finance

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- 5 Years Experience Senior Management Accountant

---

- 5 Years Experience Management Accountant

---

- 5 Years Experience Senior Accountant

---

- Degree Accounting/  
National Diploma  
Accountancy  
Knowledge of accounting systems  
3 years experience

---

- Degree Accounting/  
National Diploma  
Accountancy  
Knowledge of payroll systems  
3 years experience

---

- Grd 12 Maths & Science /  
National Diploma  
Accountancy  
Financial Administration  
3 years experience

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- Grd 12 Maths & Science /  
National Diploma  
Accountancy  
3 years experience

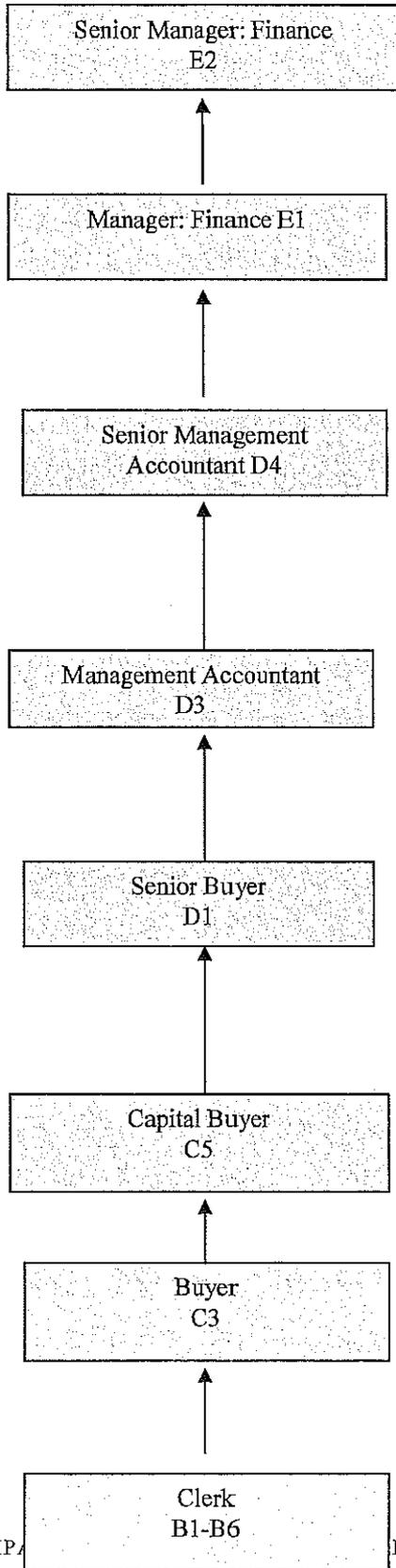
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- Grd. 12 Maths and Science  
Basic Calculations  
Clerical Experience

IMP ADMINISTRATIVE SUPERVISOR C1 - C3 RESUBMITTED

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**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: PURCHASING**



8 Years Experience as Manager: Finance

---

5 Years Experience Senior Management Accountant

---

5 Years Experience Management Accountant

---

5 Years Experience Senior Buyer

---

5 Years Experience Degree Accounting/ National Diploma Accountancy

- Knowledge of purchasing
- Tender Process systems
- Market research

---

3 years experience as Buyer

---

Grd 12 Maths & Science  
Analysis of purchase requisitions  
Performs buying function  
3 years experience

---

ABET 4  
Clerical and administrative tasks  
Processing of data  
2 Years experience at each level

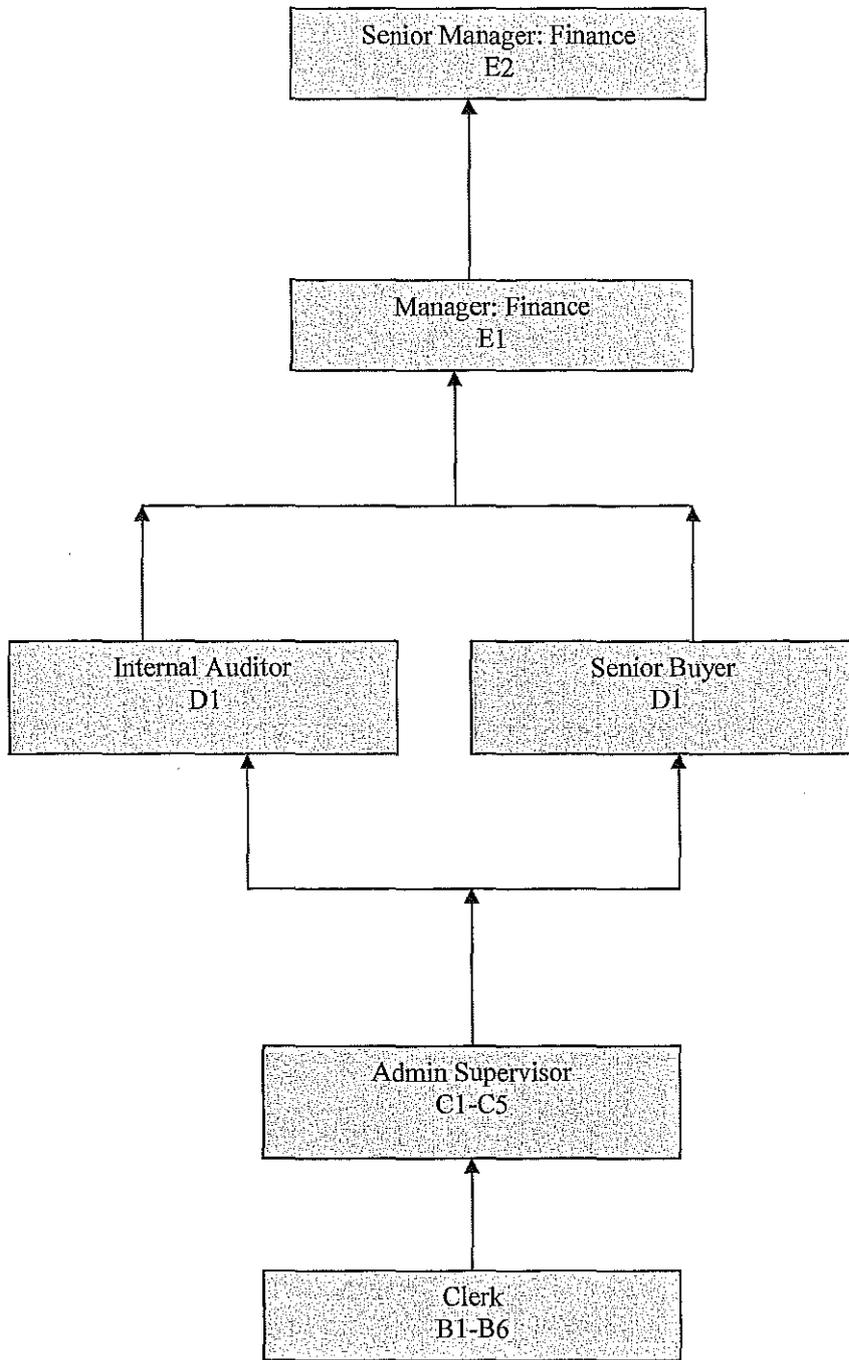


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ESUBMITTED

CSE

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: MATERIALS MANAGEMENT**



- 8 Years Experience as Manager: Finance

---

- 5 Years Experience Senior Buyer

---

- 5 Years Experience Degree Accounting/ National Diploma Accountancy
  - Knowledge of purchasing
  - Tender Process systems
  - Market research

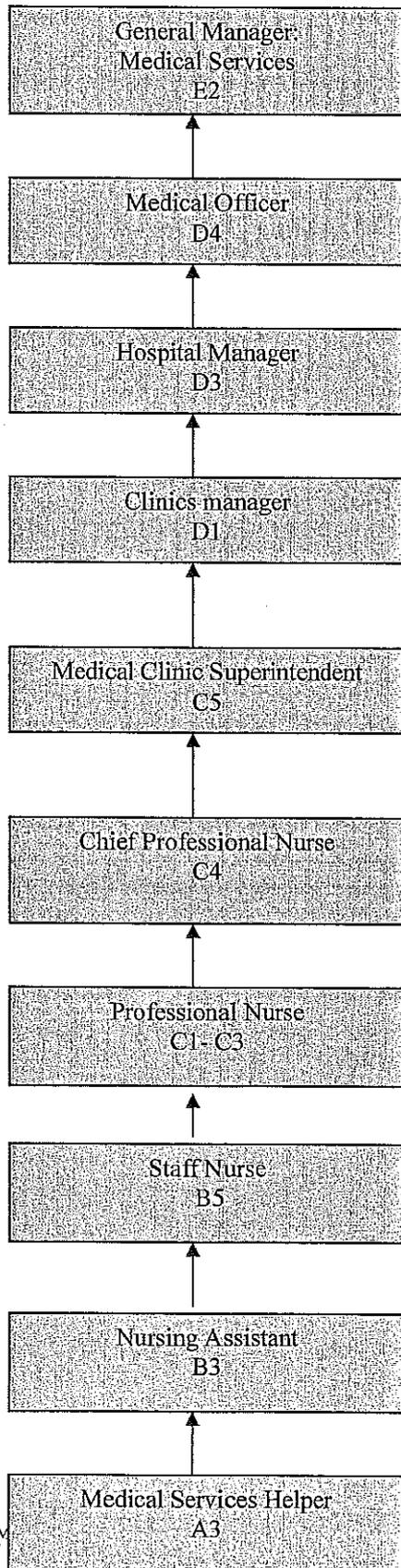
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- ABET 4 – Grd. 12 Maths/ Science Maintenance of Systems Admin Duties Compilation of reports Distribution of reports 2 Years experience at each level

---

- ABET 4 Clerical and administrative tasks Processing of data 2 Years experience at each level

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: MEDICAL**

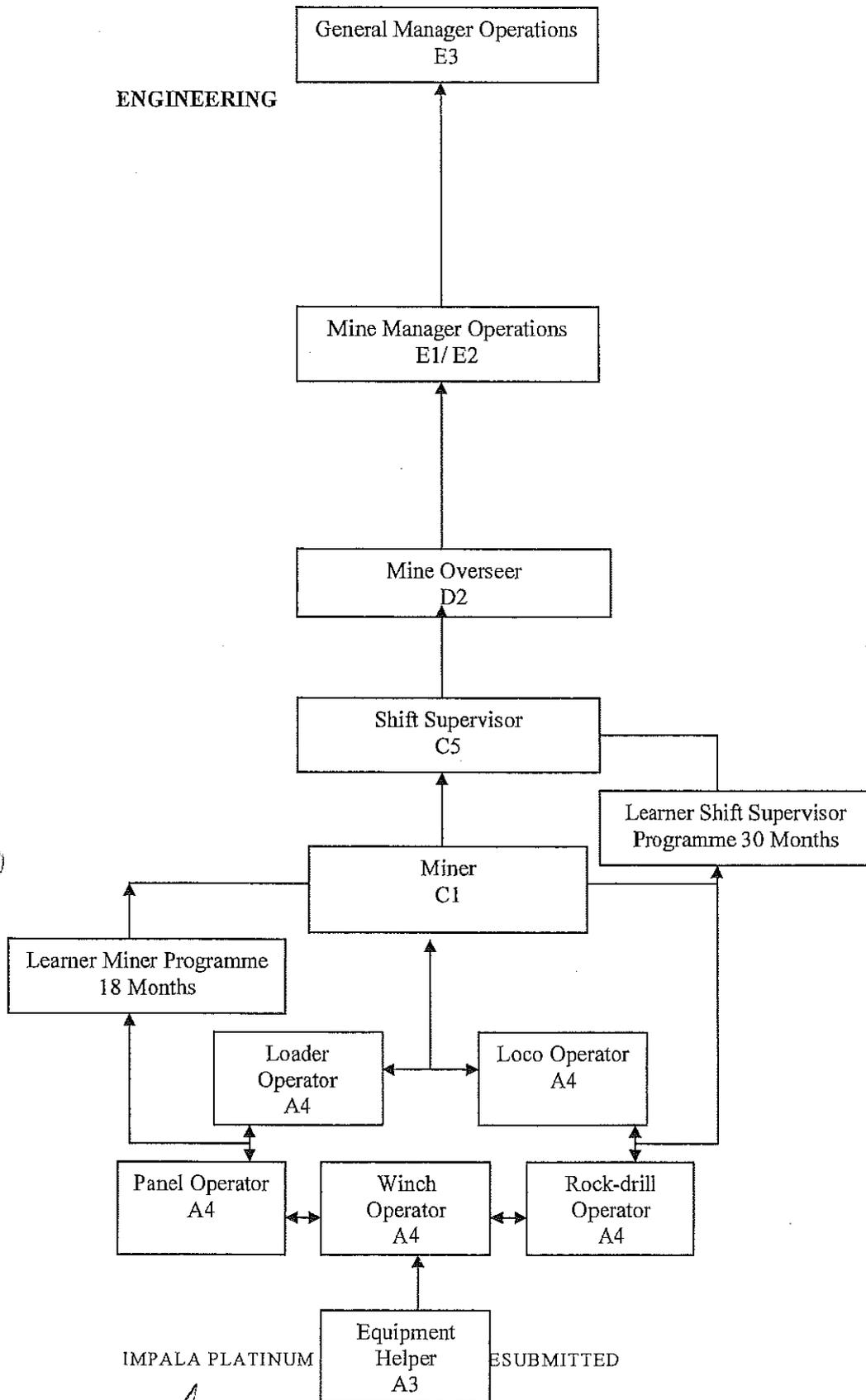


8 Years Experience as Manager: Medical Officer
3 Year Experience as Hospital Manager
Degree Business admin/ Medical Degree 3 Year Experience as Clinics Manager
Degree Business admin/ Med Degree
5 Years Experience Chief Professional Nurse
3 years experience as Professional Nurse
Diploma Nursing/ BTech Occupational Nursing
Grd 12 Maths & Science / National Certificate in Nursing
Grd 12 Maths & Science
Grd. 10 Maths and Science

IM SUBMITTED

*[Handwritten signatures and initials]*

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: MINING**



**GENERAL MANAGER**

- Degree/ National Diploma Mining Engineering
- Managers Ticket
- Permanent Blasting certificate
- 5 years experience as Mine Manager

**MINE MANAGER**

- Degree/ National Diploma Mining Engineering
- Managers Ticket
- Permanent Blasting certificate
- 21 years of age
- 2 years experience as Mine Overseer

**MINE OVERSEER**

- Mine Overseer Certificate
- Permanent Blasting certificate
- 21 years of age
- 5 years experience as Shift Supervisor

**SHIFT SUPERVISOR**

- Permanent Blasting Certificate
- Grade 12
- 2 yrs experience as Miner

**MINER**

- 400 shifts
- Permanent Blasting Certificate
- Competent A & B
- ABET Level 4
- 6 months experience in Operator occupation

**OPERATOR**

- ABET Level 3
- 21 days training
- Competent B
- 3 Months experience as Equipment Helper

**EQUIPMENT HELPER**

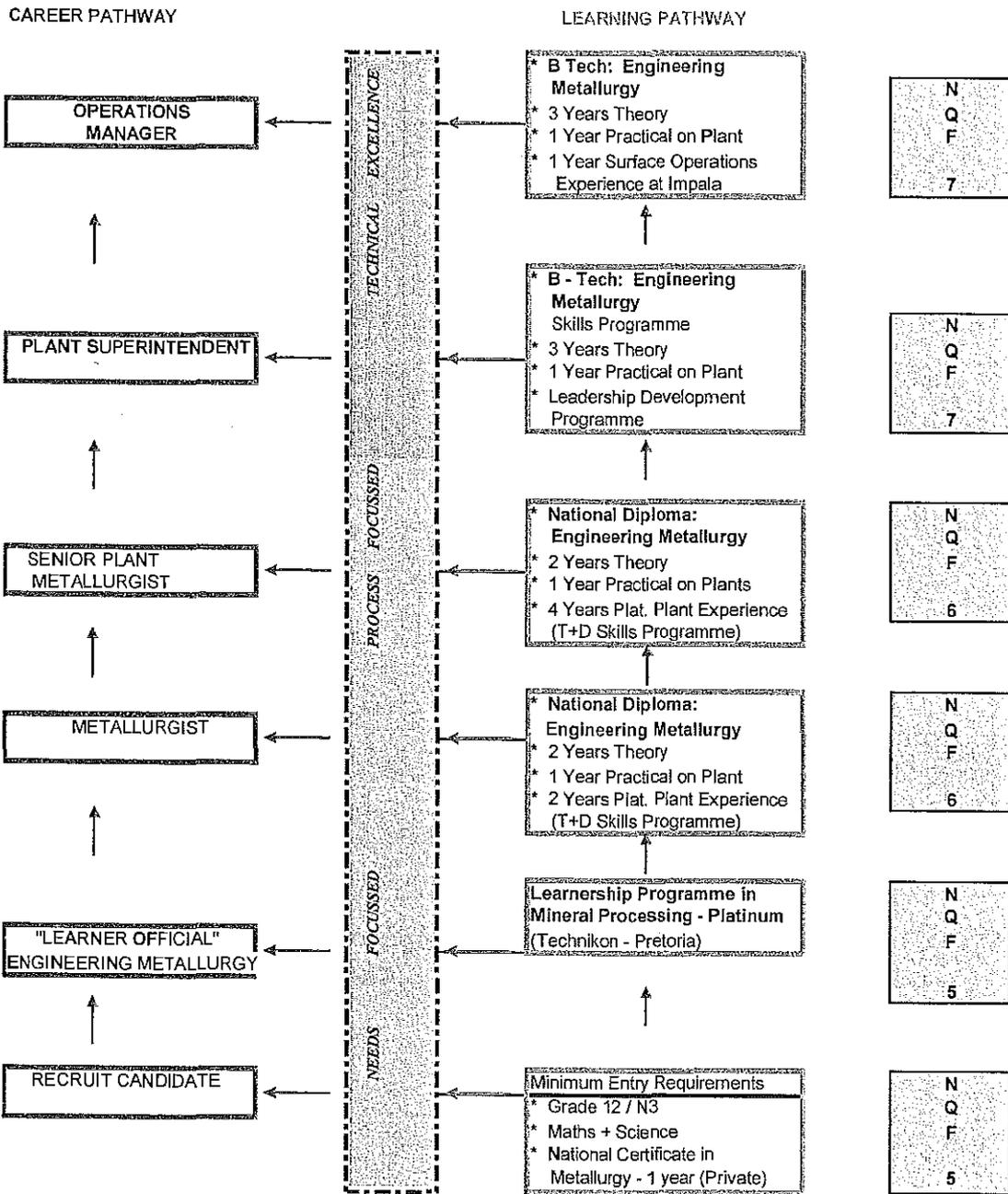
- ABET Level 3
- 21 days training

IMPALA PLATINUM

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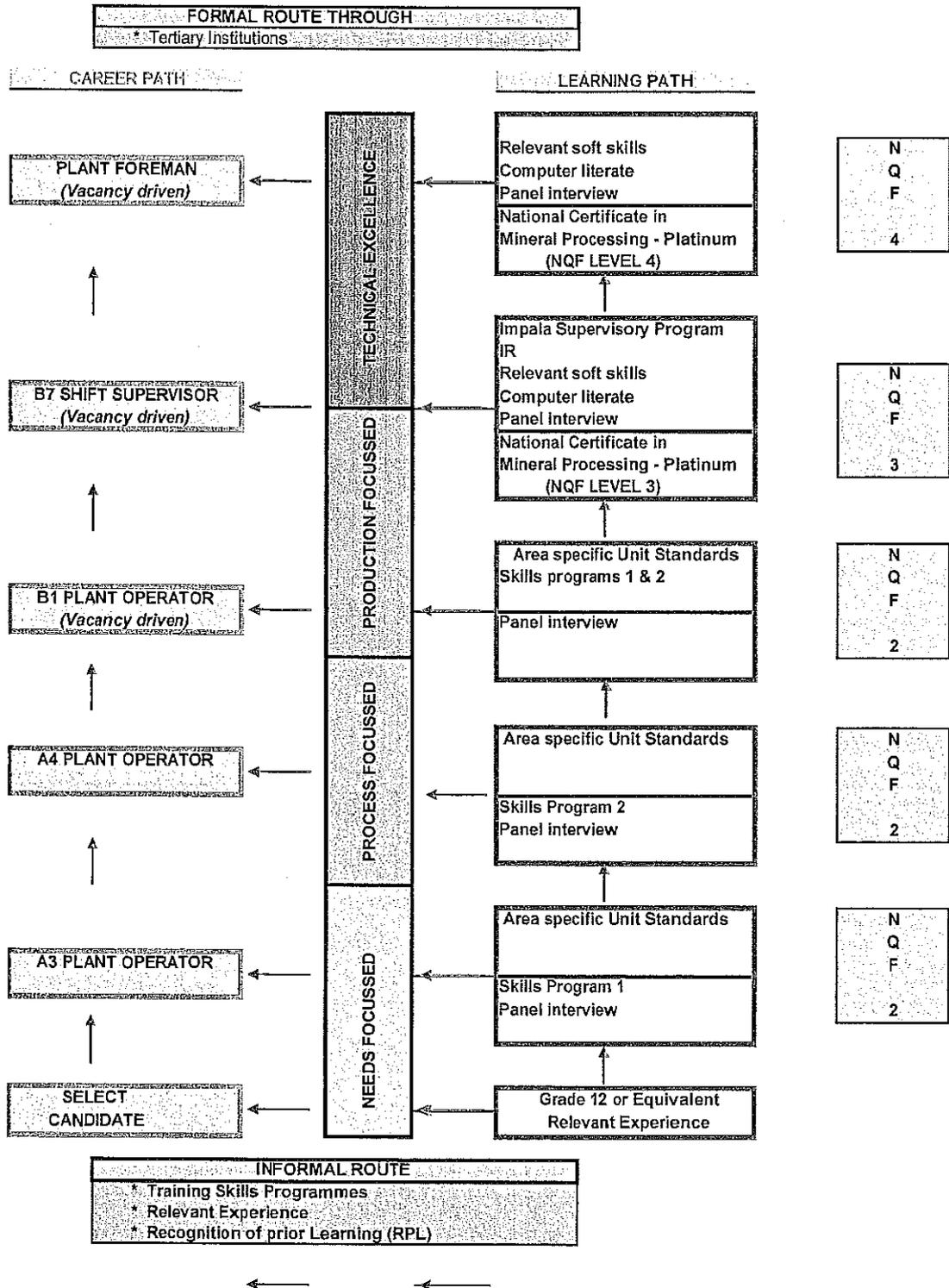
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## IMPALA RUSTENBURG OPERATIONS: CAREER PATH: METALLURGY



IMPALA PLATINUM LIMITED SLP - RESUBMITTED

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: METALLURGY (CONT.)**



IMPALA PLATINUM LIMITED SLP - RESUBMITTED





**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: SURVEY**

SURVEY MANAGER

CHIEF SURVEYOR

OPERATIONS SURVEYOR

SENIOR SURVEYOR GR1

SENIOR SURVEYOR

SURVEYOR

IMPALA SURVEYOR GRADE 1 LP - RESUBMITTED

- SURVEY MANAGER**
  - Mine Surveyors certificate - DME
  - Nat Diploma Mine Surveying
  - Managers development programme
  - 10 years experience in discipline.

---

- CHIEF SURVEYOR**
  - Mine Surveyors certificate - DME
  - Nat Diploma Mine Surveying
  - Managers development programme
  - 10 years experience in discipline

---

- Operations Surveyor**
  - Mine Surveyors certificate - DME
  - Nat Diploma Mine Surveying
  - Managers development programme
  - 10 years experience in discipline

---

- Senior Surveyor Gr1**
  - COM Advanced Survey certificate
  - COM advanced valuation certificate
  - Nat Diploma Mine Surveying
  - 5 years experience in discipline.

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- Senior Surveyor**
  - COM Advanced Survey certificate
  - COM elementary and survey certificate
  - 3 years experience in discipline.

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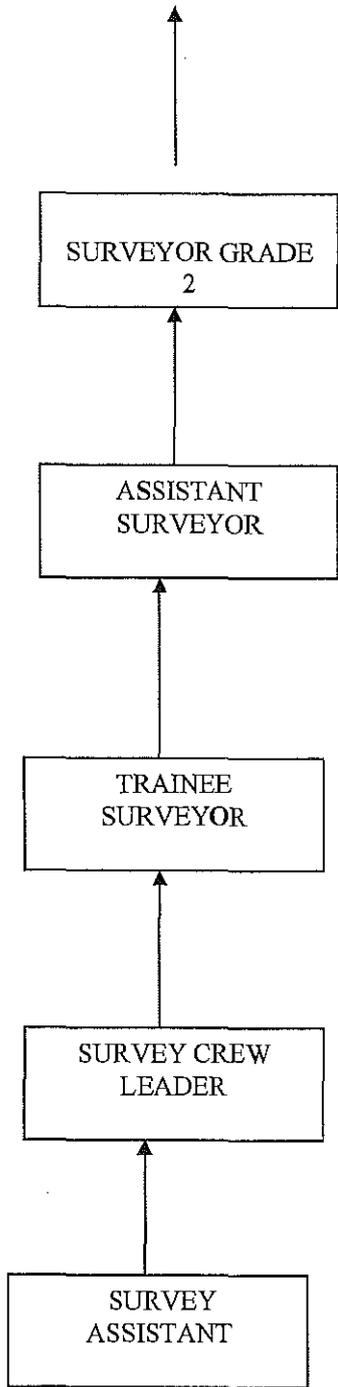
- Surveyor**
  - COM Advanced Valuation or Survey certificate
  - COM elementary and survey certificate
  - 3 years experience in discipline.

---

- Surveyor Gr1**
  - COM Advanced Valuation or Survey certificate
  - COM elementary and survey certificate
  - 3 years experience in discipline.

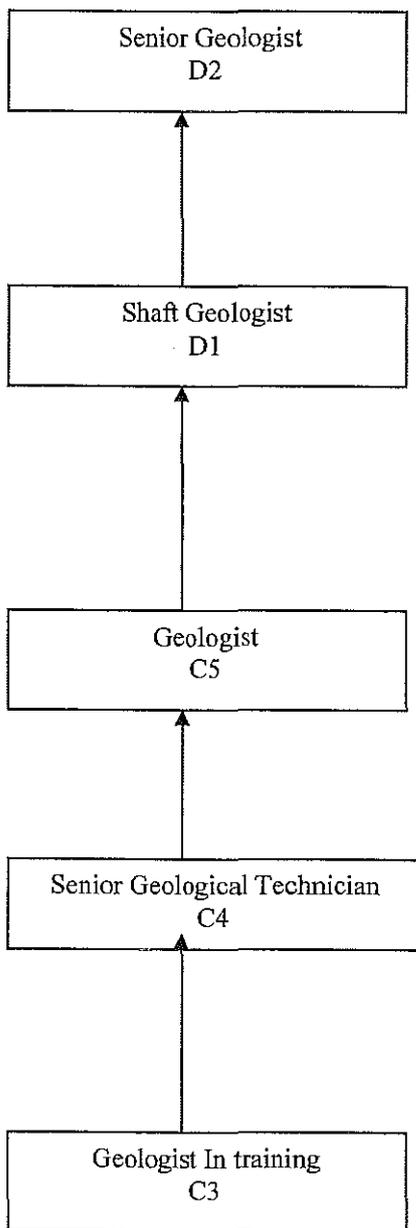
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**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: SURVEY (CONT.)**



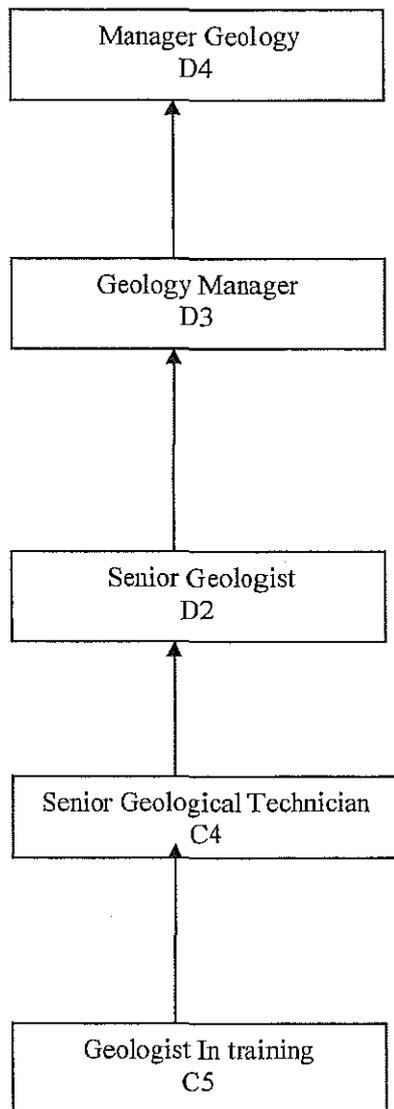
<p><b>Surveyor Gr2</b></p> <ul style="list-style-type: none"> <li>• COM Elementary Sampling certificate</li> <li>• 1 years experience in discipline.</li> </ul>
<p><b>Assistant Surveyor</b></p> <ul style="list-style-type: none"> <li>• COM Elementary Sampling certificate</li> <li>• 1 years experience in discipline.</li> </ul>
<p><b>Trainee Surveyor</b></p> <ul style="list-style-type: none"> <li>• Grade 12 ( Maths and Science )</li> <li>• 6 months experience in discipline.</li> </ul>
<p><b>Survey Crew Leader</b></p> <ul style="list-style-type: none"> <li>• Grade 12 ( Maths and Science )</li> <li>• 6 months experience in discipline.</li> </ul>
<p><b>Survey Crew Leader</b></p> <ul style="list-style-type: none"> <li>• Grade 12 ( Maths and Science )</li> <li>• 3 months experience in discipline.</li> </ul>

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: GEOLOGY ROUTE 1**



<p><b>Manager Rock Eng</b></p> <ul style="list-style-type: none"> <li>• COM Advanced Certificate Rock Engineering</li> <li>• 2 Years experience as Manager Rock Engineering</li> <li>• Management development programme</li> </ul>
<p><b>Shaft Geologist</b></p> <ul style="list-style-type: none"> <li>• Higher National Diploma ( Geology)</li> <li>• 5 years experience</li> <li>• Proven track record.</li> </ul>
<p><b>Geologist</b></p> <ul style="list-style-type: none"> <li>• Higher National Diploma ( Geology)</li> <li>• 3 years experience</li> </ul>
<p><b>Senior Geological Technician</b></p> <ul style="list-style-type: none"> <li>• Higher National Diploma ( Geology)</li> </ul>
<p><b>Geologist in training</b></p> <ul style="list-style-type: none"> <li>• Part 1 &amp; 2 COM Strata control cert Level 4</li> </ul>

**IMPALA RUSTENBURG OPERATIONS: CAREER PATH: GEOLOGY ROUTE 2**

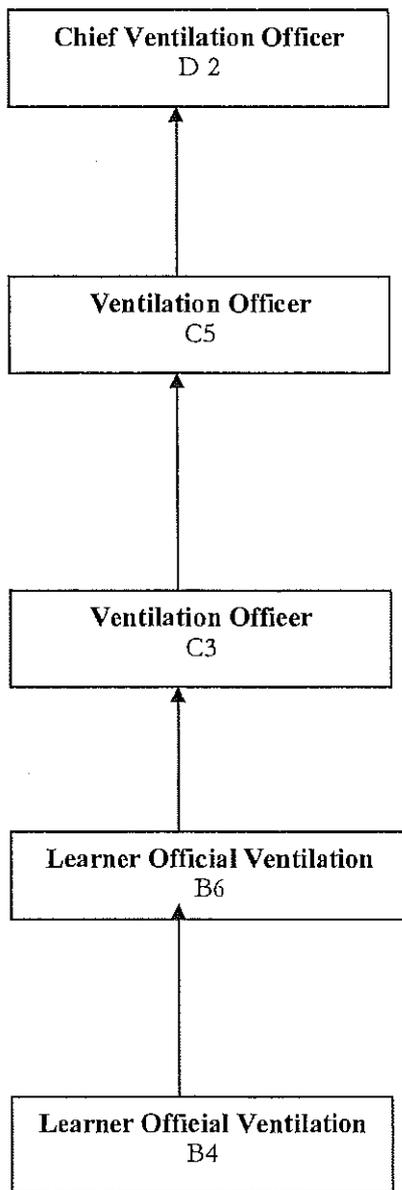


<p><b>Manager Geology</b></p> <ul style="list-style-type: none"> <li>• BSc (honours)</li> <li>• 10 Years relevant experience.</li> <li>• Proven track record</li> </ul>
<p><b>Geology Manager</b></p> <ul style="list-style-type: none"> <li>• BSc (honours)</li> <li>• 7 years experience</li> <li>• Proven track record</li> </ul>
<p><b>Senior Geologist</b></p> <ul style="list-style-type: none"> <li>• Higher National Diploma ( Geology)</li> <li>• 3 years experience</li> </ul>
<p><b>Mine / Project Geologist</b></p> <ul style="list-style-type: none"> <li>• BSc (honours)</li> <li>• 1 year experience</li> </ul>
<p><b>Geologist in training</b></p> <ul style="list-style-type: none"> <li>• BSc (honours)</li> </ul>

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IMPALA RUSTENBURG OPERATIONS: CAREER PATH: VENTILATION



- Chief Ventilation Officer**
  - Certificate in Mine Ventilation Control
  - 3 Years experience
  
- Ventilation Officer**
  - Certificate in Mine Environmental Control
  - 3 Years experience
  
- Ventilation Officer**
  - Intermediate certificate in Mine Environmental control
  
- Learner Official Ventilation**
  - Practical Certificate in Environmental control.
  
- Learner Official Ventilation**
  - Grade 12 with Maths and Science

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**APPENDIX F**

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**CLASSIFICATION OF WOMEN IN MINING RELATED OCCUPATIONS**

IMPALA PLATINUM LIMITED SLP - RESUBMITTED



Definition: Women in Mining Occupations are related to production occupations as well as those that were previously discriminated against					
1	1st Year Engineering Learner	51	Production Official Helper	25	Plant Engineering Technician
2	1st Year Engineering Learner (In House)	52	RDM Attendant	26	Plant Manager
3	2nd Year Engineering Learner	53	Rigger Helper	27	Plant Superintendent
4	2nd Year Engineering Learner (In House)	54	Safety Officer	28	PLC Instrument Mechanician
5	Analyst	55	Sampling Helper	29	Process Control Technician
6	Banksmen/Onsetter	56	Sanitation Attendant	30	Process Controller
7	Battery Attendant	57	Scraper Winch Operator	31	Process Supervisor
8	Bell and Box Attendant	58	Senior Analyst	32	Project Engineering Manager
9	Battery Attendant	59	Senior Chemist	33	Projects Manager
10	Boilermaker Plater	60	Senior Geologist	34	R&D Manager
11	Cage Helper	61	Senior Geovaluation Asst	35	Rigger
12	Chairlift Attendant	62	Senior Metallurgical Engineer	36	Senior Analyst
13	Changehouse Helper (Prev Discrim)	63	Senior Metallurgist	37	Senior Artisan
14	Chemist	64	Shaft Helper	38	Senior Chemical Engineer
15	Chief Chemist	65	Shaft Pump Attendant	39	Senior Chemist
16	Compressor Operator/Driver	66	Shift Supervisor	40	Senior Instrument Technician
17	Concentrator Manager	67	Stores Issuer (Underground)	41	Senior Process Controller
18	Development Chemist (Graduate)	68	Survey Helper	42	Senior Process Operator
19	Electrical Assistant	69	Technical Manager	43	Systems Technician
20	Electrician	70	Technical Services Manager	44	Technical Superintendent
21	BMTS Driver	71	Transfer Bin Helper	45	Telkom Technician
22	Engineering Assistant - Boilermaking	72	Ventilation Observer	46	Trainee Analyst
23	Engineering Assistant - Fitting	73	Ventilation Officer	47	Trainee Process Controller
24	Engineering Helper	74	Winding Engine Driver		Plant Engineer
25	Environmental Helper		Plant Operator		
26	Environmental Manager		Plant		
27	Equipping Helper	1	Analyst		
28	Equipping Helper Production	2	Artisan Aide		
29	Fitter & Turner	3	Boilermaker		
30	Full Time Health and Safety Rep	4	Chemical Engineer		
31	Geologist In Training	5	Chemist		
32	Hse Co-Ordinator	6	Clerk of Works		
33	Instrument Helper	7	Electrician		
34	Instrument Mechanician	8	Engineering Foreman		
35	Laboratory Operator	9	Engineering Learner		
36	Lamp Repairer (Prev Discrim)	10	Engineering Manager		
37	Lamphouse Gangleader (Prev Discrim)	11	Engineering Systems Co-ord		
38	LHD Operator	12	Environmental Assistant		
39	Mechanical Assistant	13	Fire Station Attendant		
40	Metallurgical Engineer	14	Fitter		
41	Metallurgist (Diplomate)	15	Forklift Driver		
42	Metallurgist (Graduate)	16	Instrument Mechanician		
43	Miner - Development	17	Instrument Technician		
44	Mining Engineer In Training (Graduate)	18	Junior Engineer		
45	Mining Trainee	19	Laboratory Manager		
46	Operations Geologist	20	Laboratory Supervisor		
47	Operations Manager	21	Mger: BMR/PMR/Technical		
48	Operations Manager : Plant	22	Mason		
49	Plant Foreman	23	Mechanical Technician		

IMPALA PLATINUM LIMITED SLP -- RESUBMITTED

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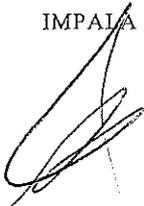
APPENDIX G

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FORM T - PROCUREMENT AT IMPALA RUSTENBURG OPERATIONS

IMPALA PLATINUM LIMITED SLP - RESUBMITTED

179



CSE

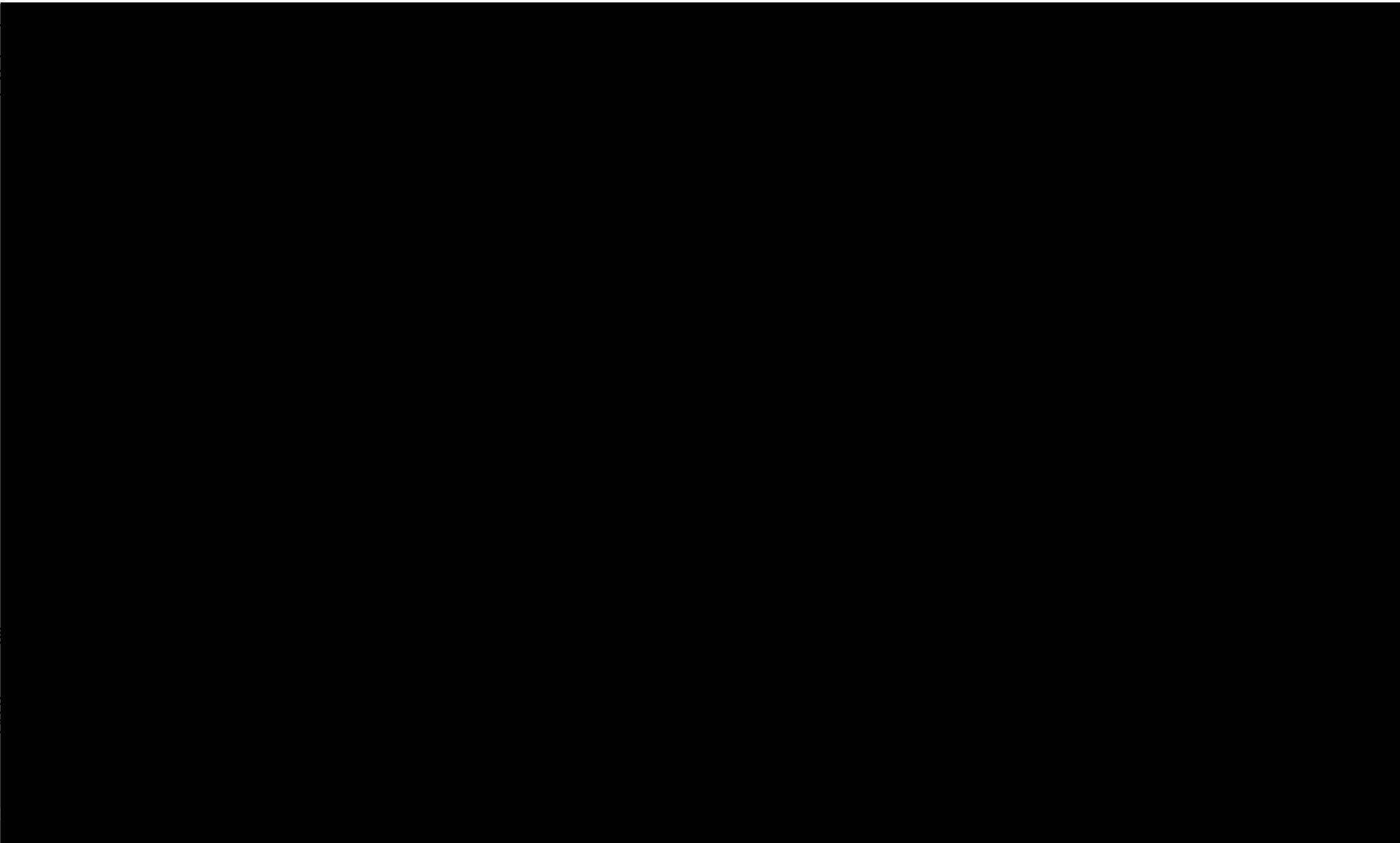


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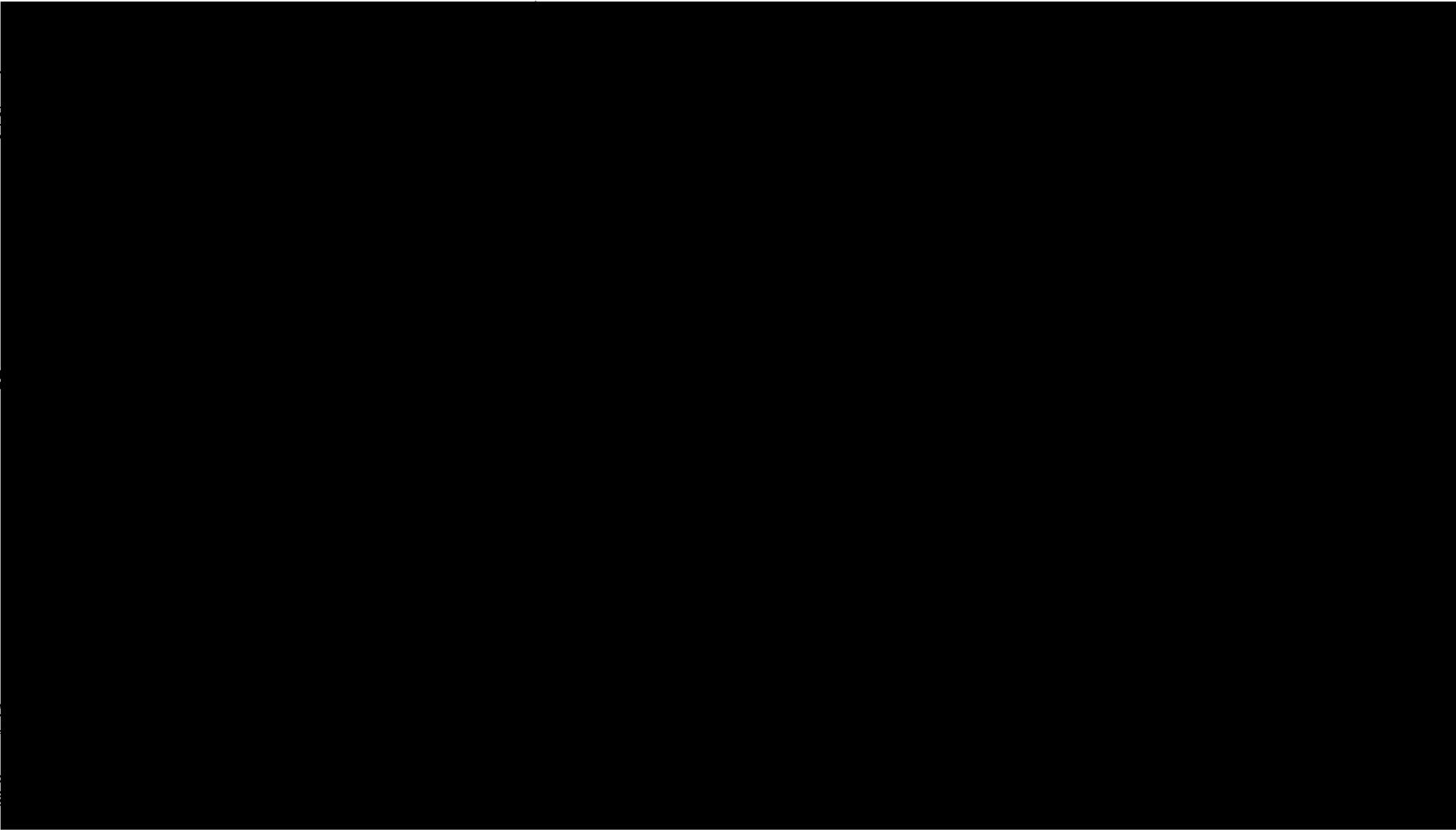
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**FORM T – PROCUREMENT AT IMPALA RUSTENBURG OPERATIONS**



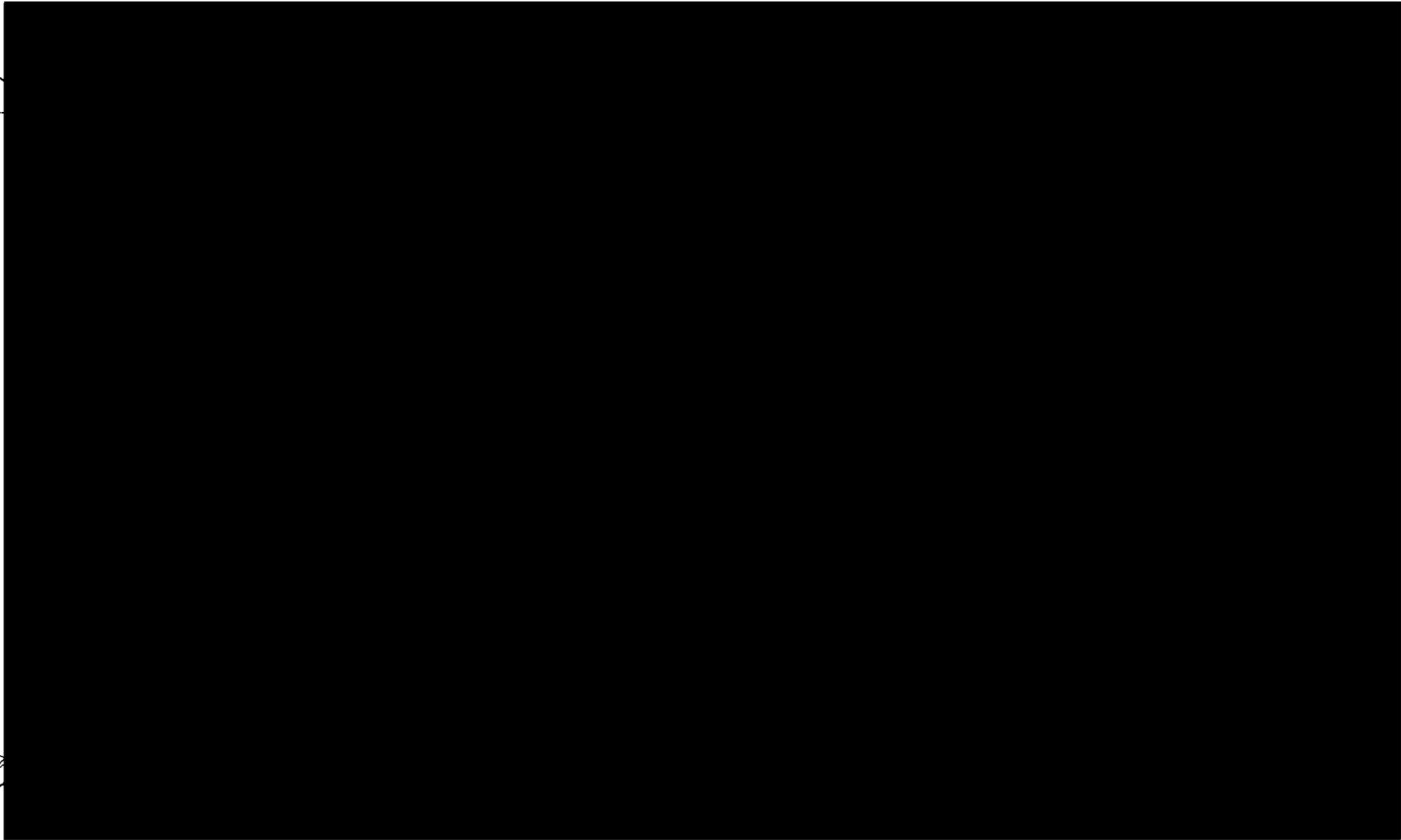
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*CS*

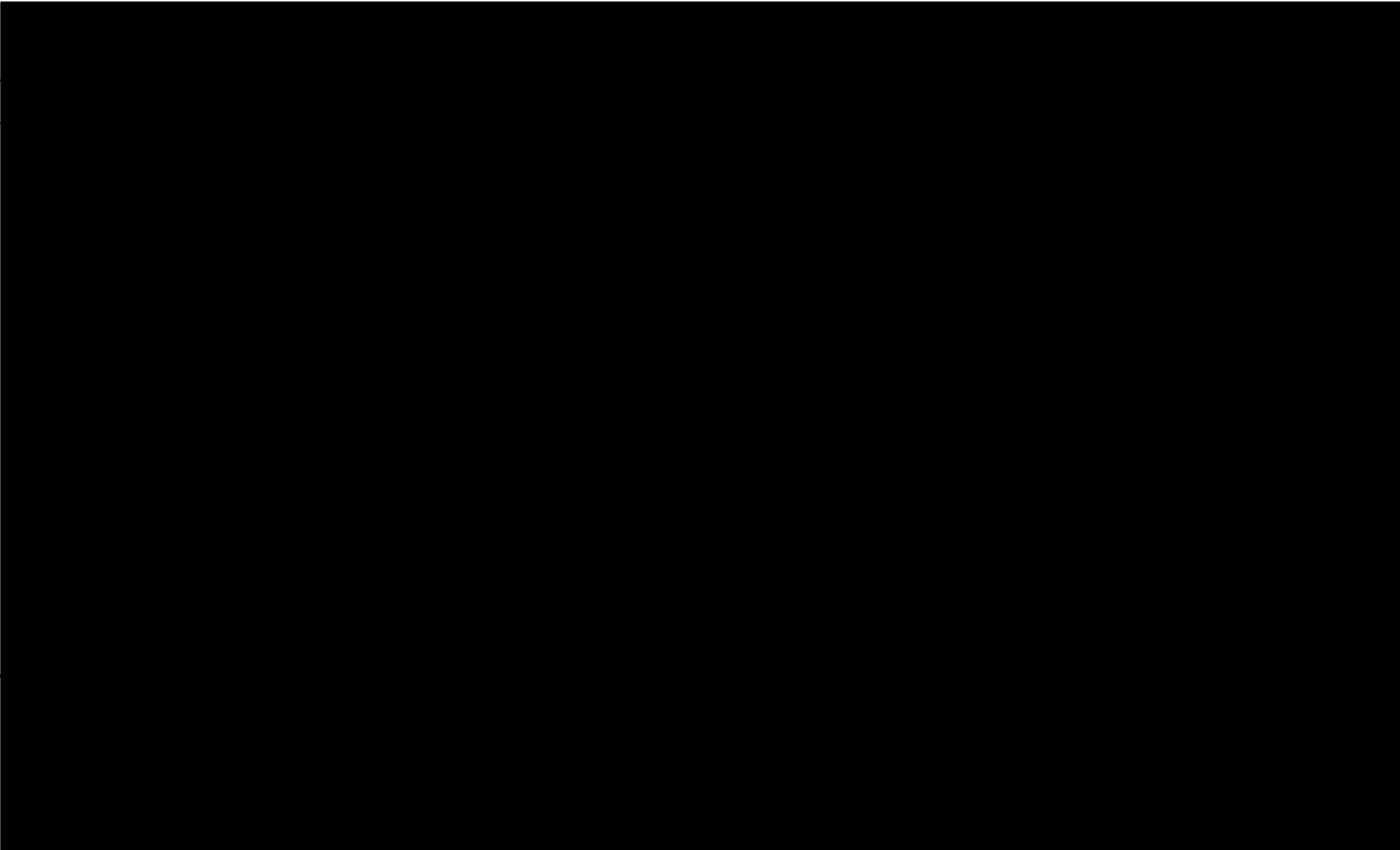
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*103 R*

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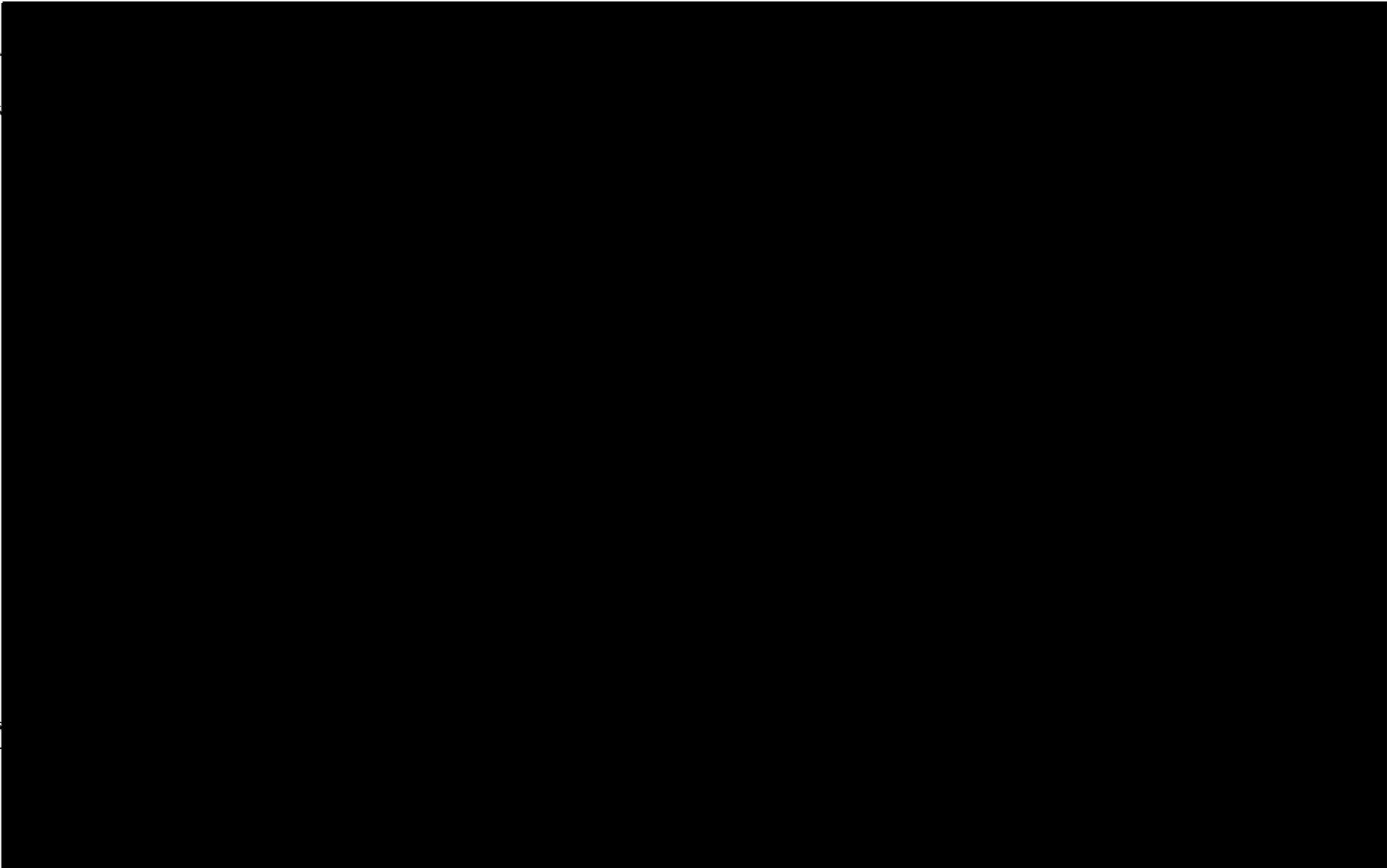
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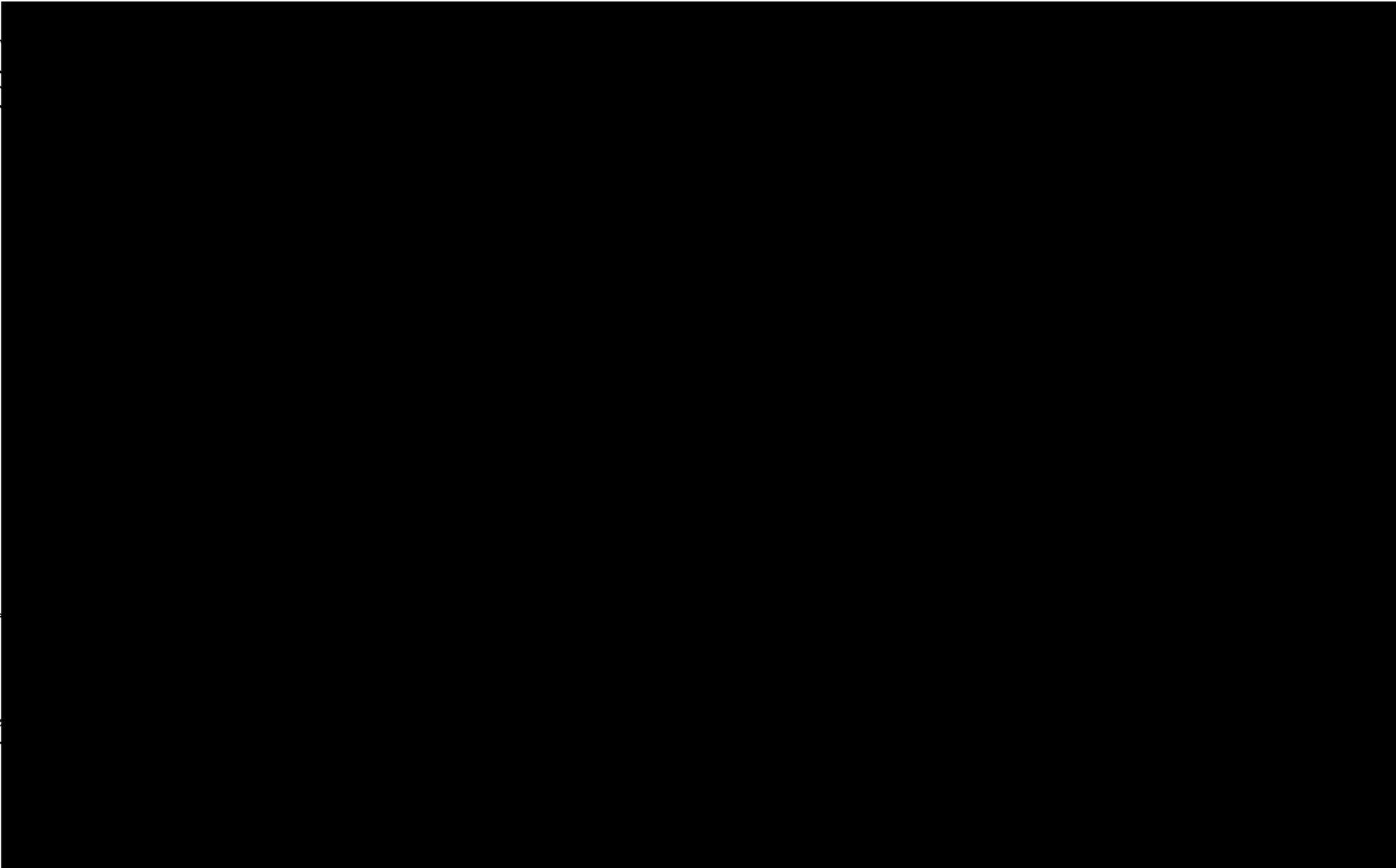
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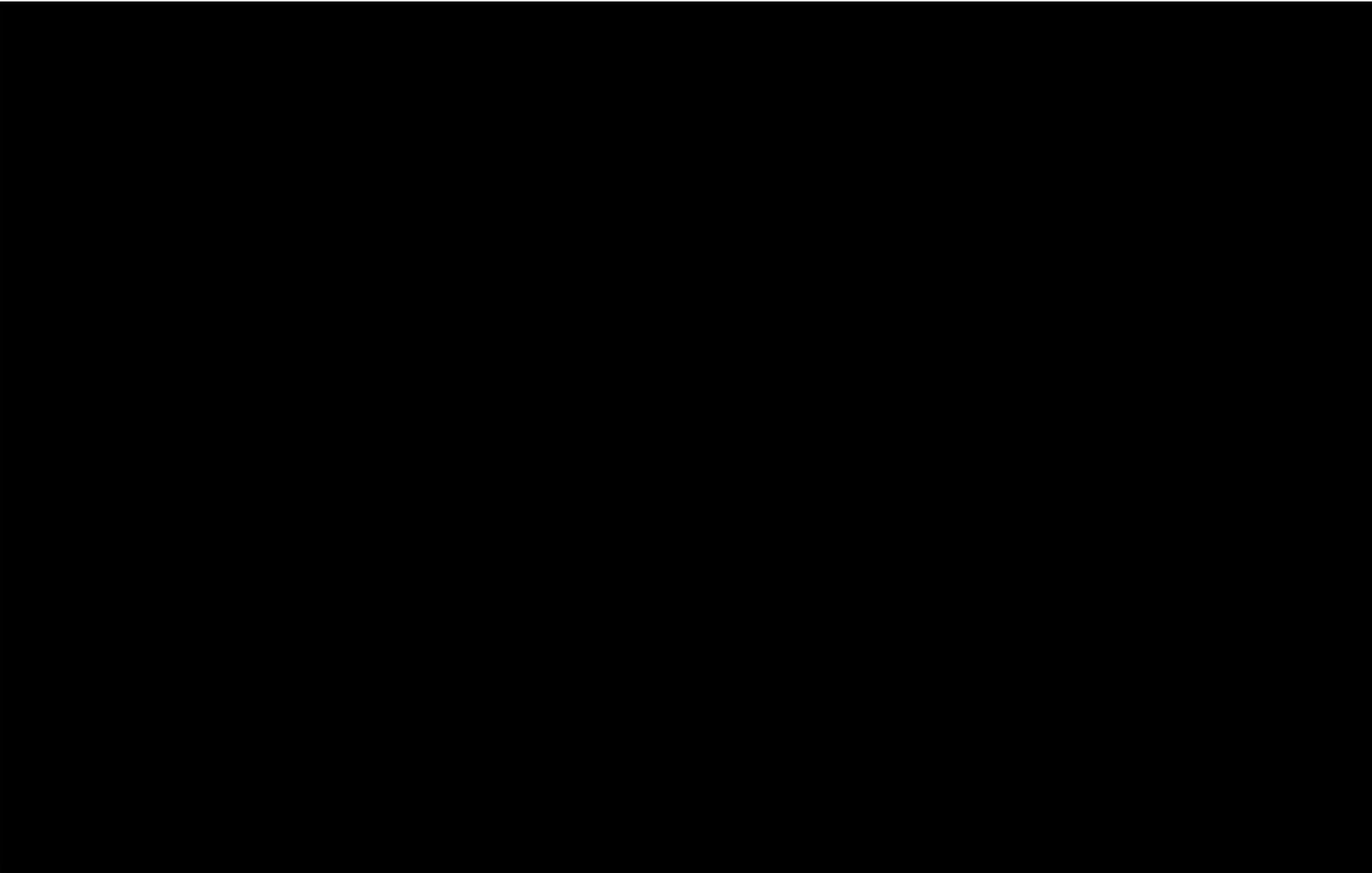
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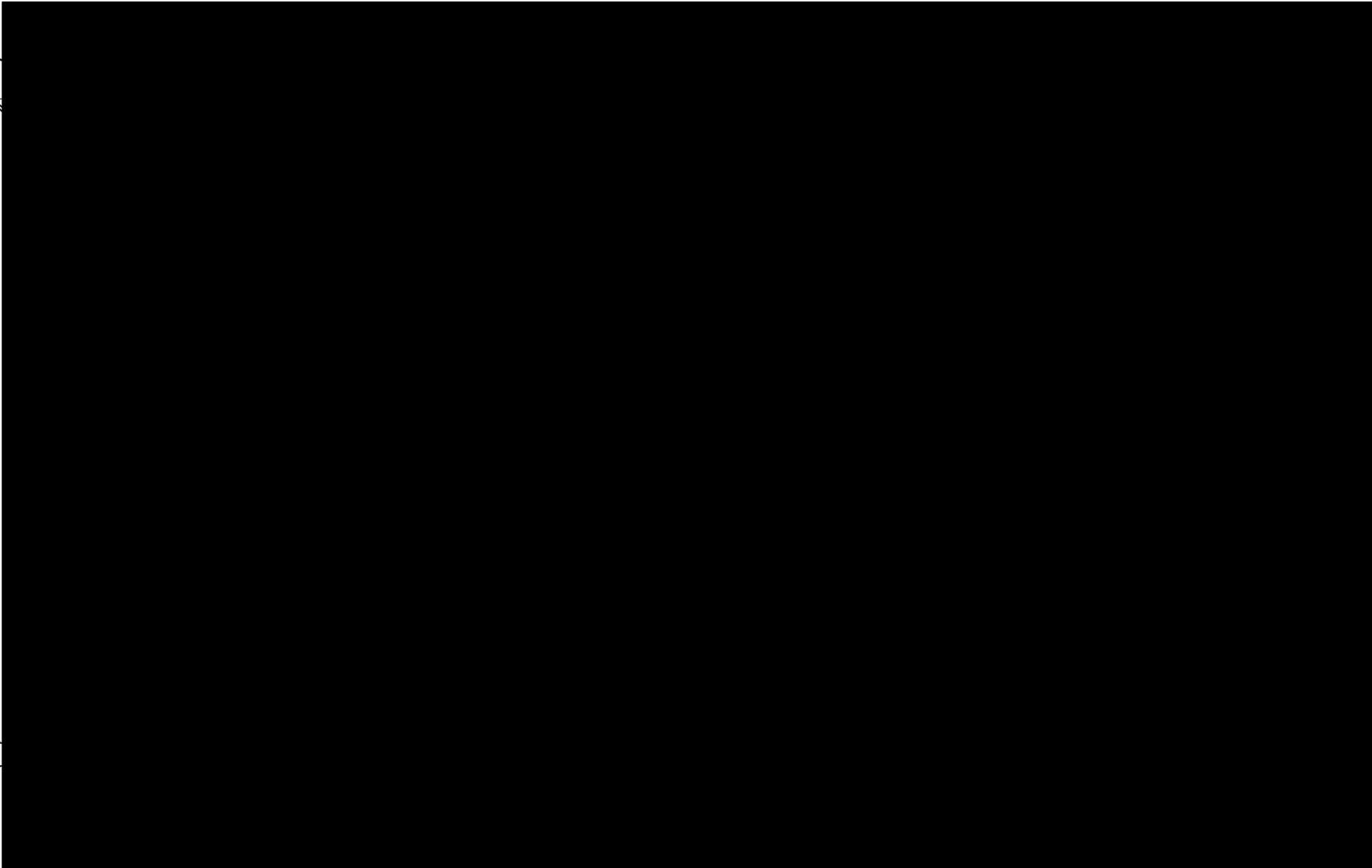
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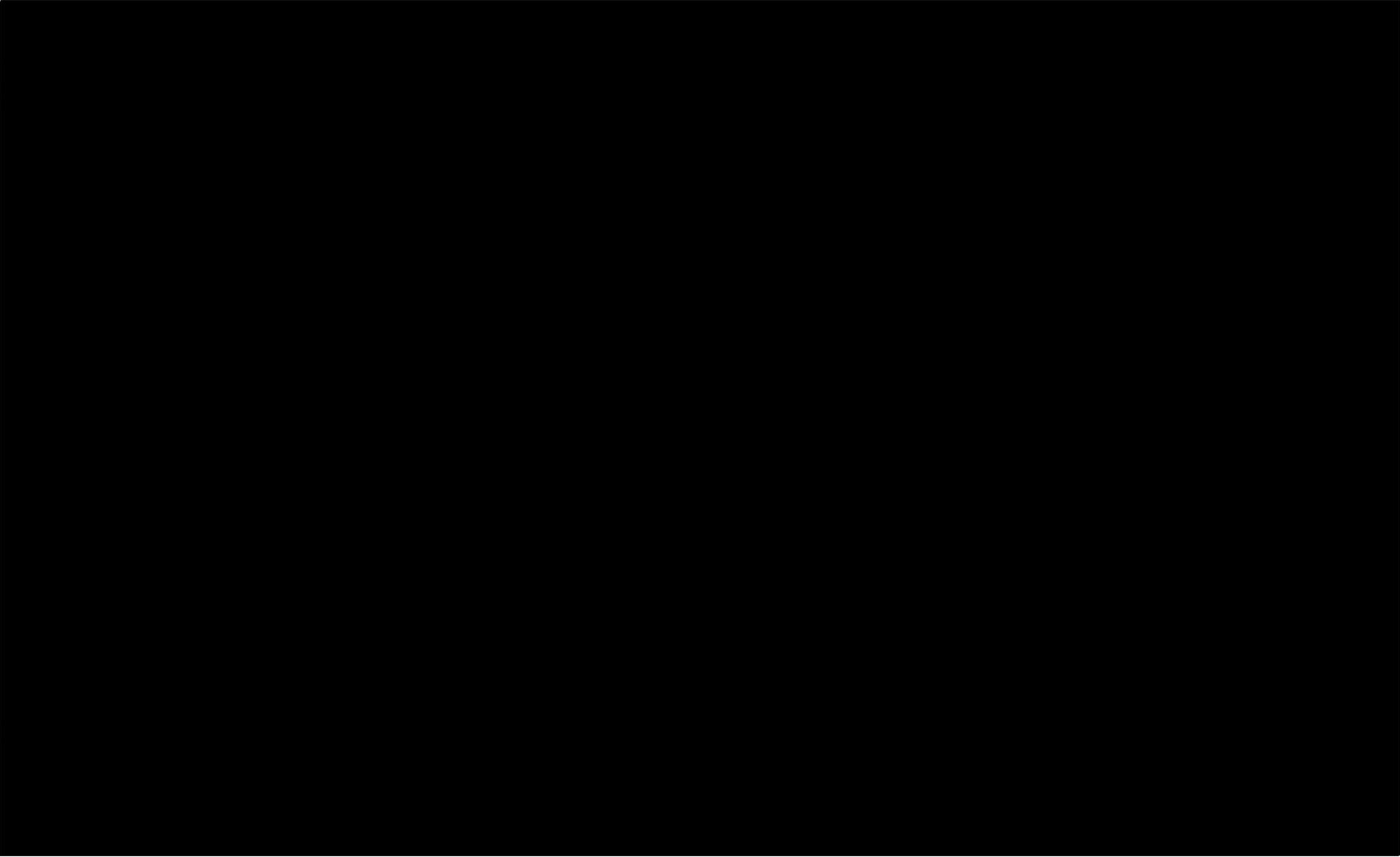
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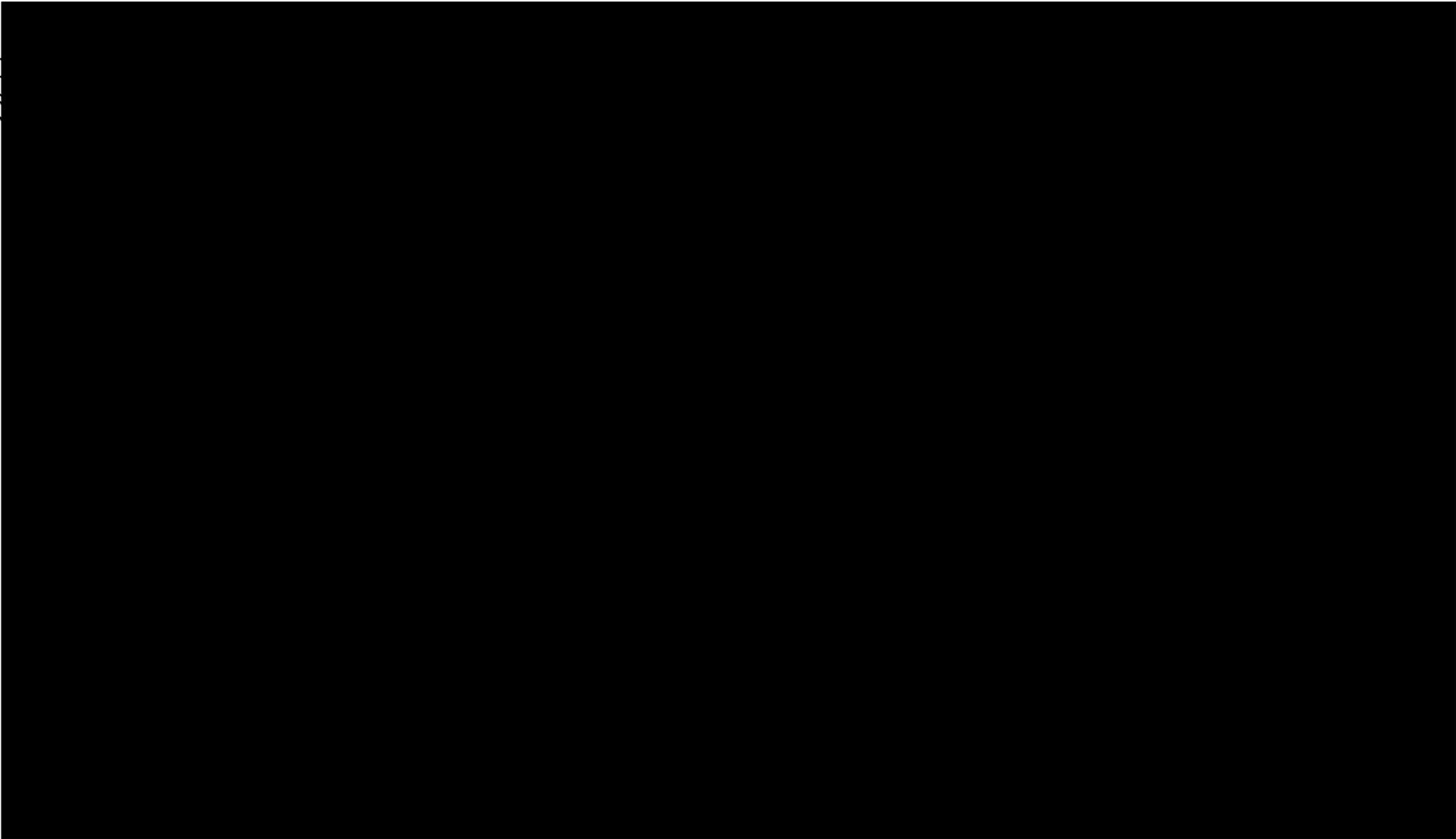
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SE  
P  
K  
P  
P  
P

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CSE  
a  
The  
M  
S  
ps  
R

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- "D" written vertically.  
- A signature.  
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- "S" written vertically.  
- "AS" written vertically.  
- A signature at the bottom left.

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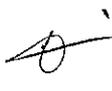
**APPENDIX H**

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**CLASSIFICATION OF PORTABLE SKILLS**

- A. PORTABLE SKILLS WITHIN THE MINING SECTOR**
- B. PORTABLE SKILLS OUTSIDE THE MINING SECTOR**
- C. PORTABLE SKILLS IN NON-MINING RELATED TRAINING PROGRAMMES AT TIMES OF RETRENCHMENT/  
DOWNSCALING**



CSE 

   PS 

<b>Engineering Basic Skills</b>	Guide To Rigging Supervisory-UG
	Practical guide to Rigging
	Cutting 1
	Materials And Tools
	Safe Lifting.
<b>Engineering Advanced Skills Training</b>	Lilly Controller Practical
	Thyricon Loco Controller Mk2

IMPALA PLATINUM LIMITED SLP - RESUBMITTED

CSE

**B. Portable Outside the Mining Industry**

**Engineering**

*Engineering High Tension Electrical*

<b>Electrical</b>	HT Practical
-------------------	--------------

*Engineering Serviceman Training*

<b>Boilermaker</b>	Cutting 2
	Welding 1
	Welding 2
	Fabrication Of Platework
	Fabrication Of Pipework
<b>Electrical</b>	Domestic Circuits
	Electrical Supply Systems
	Motor Control Theory
	Motor Control Practical
	Battery & Test Instruments
	Cable and joints
<b>Instrumentation</b>	Install-Maint Control valves-actuators
	Install-maint-Instrument reticulation sys
	Use Test Instruments
	Install-Maintain-process instrumentation
	Instal-Maint-Cal-Pressure Swtches-Reglats
<b>Fitting</b>	Pipes & Valves
	Sub Assemblies
	Drives
	Loaders & Cylinders
	Locomotive Drives
<b>Diesel Mechanician</b>	Self Propelled Mobile Equip Maint Trn
<b>Rigging</b>	Rope Splicing Course

CSC

*Engineering - licenced*

Self propelled mobile equipment	Forklift c-balance code 01 < 3000kg trn
	Forklift C-Balance Code 02 < 7000kg trn
	Forklift Truck Rough Terrain Code 11
	Truck Mounted Crane Operator Trn code 32
	Tele Log Loader Operator Trn
	Overhead Crane Operator Trn-Code 30
	Overhead Crane Operator Trn-Code 31
	Mobile Crane Operator Trn-code 43
Code 35 Hydraulic Mobile Crane	

*Formal Learnership Engineering*

Electrical
Fitting & Machining
Boilermaking
Diesel Mechanic
Rigging
Instrument Mechanician

**Metallurgy**

*Metallurgical Training Plant*

Skills Programme in Milling
Skills Programme in Flotation
Skills Programme in Thickening
Skills Programme in Drying
Skills Programme in Furnace Operation
Skills Programme in Converting
Skills Programme in Acid Plant Operation
Skills Programme in Ore Services Material Handling
Skills Programme in Drying
Skills Programme in Drying

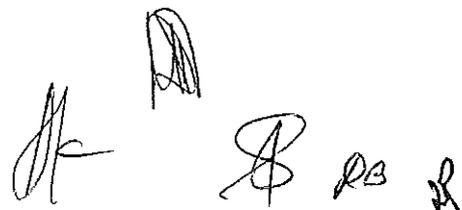


Laboratory Training

<b>Primary Sample Preparation in an Analytical Laboratory</b>
<b>Separation of Precious Metals by Means of the Fire Assay Technique</b>
<b>Secondary Sample Preparation in an Analytical Laboratory</b>

Supervisory & Management Training

<b>Management Training</b>	Executive Development Programme
	ISP - Impala Supervisory Programme
	Leadership & Change
	Leadership & Management
	Open Leadership
	Senior Executive Programme
	Situational Leadership
	Senior Management Programme
	New Managers Programme
	Dyna Supervisory course
	Management Development Programme
<b>Supervisory skills</b>	IISP - Intro Impala Supervisory Program
<b>Financial Life Skills</b>	
<b>Basic Business Skills</b>	
<b>Introduction to Basic Computers</b>	



**C. Portable Skills in Non-Mining Related Training Programmes  
at Times of Retrenchment/ Downscaling**

**Provider: Skills for Africa**

*Capacity Building, Productivity Business - and Personal/ Life Skills*

Capacity Building for Entrepreneurs
Business Simulation for Entrepreneurs
Productivity Awareness Programme
Financial Management Skills
Basic Bookkeeping
How to Start Your Own Business

*Driver Operator Programmes*

Tractor Driver
Tractor Maintenance
Tractor Operator with Implements
Gas - & Arc Welding on Farms
Light Vehicle Maintenance
Truck Driver - Economic Driving Skills
Driver License - Code 8, 10 & 14

*Agricultural*

Fencing
Irrigation & Fertilisation
Vegetable Cultivation
Pruning
Pig / Sheep/ Cattle Rearing
Store Keeping

**Provider: Everyone Can**

Agricultural - National certificates (under NQF L1 & 2)
Crops and Gardening
Small Stock
Poultry Production
<i>Business Skills</i>
Basic Business Skills
Selling Skills
Business Management
Bookkeeping (Basic & Elementary)

Provider: Skills for All

*Skills Programmesin:*

Animal Production
Plant Production
Business & Productivity
Personal Life Skills
Household & Informal

*Household & Informal*

Home Care
Sewing (machine)
Preserving of Fruit & Vegetables
Catering
Garment Making
Candle Making

*Mechanical*

Tractor Maintenance
Truck Maintenance
Workshop Assistant
Servicing Light Vehicles
Gas Welding / Cutting
Arc Welding utility items
CO <sup>2</sup> Welding
Fencing
Handyman
Basic Woodworking Skills



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**APPENDIX I**

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**ABET**

**A. STRATEGIC PLAN FOR ABET AT IMPALA**

**B. ABET PRESENTATION TO DME 11 SEPTEMBER 2006**

IMPALA PLATINUM LIMITED SLP - RESUBMITTED



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DBA 

## Strategic Plan for ABET at Impala Rustenburg:

Initiative	Time frame	Outcome
1. To increase the full time intake by 50% (i.e. 80-120 employees per intake)	August 2006 - 2011	Strive to train for the 70:30 demographic talent pool
2. To increase the number of full time facilitators from 8 to 12	August 2006 - 2011	Improvement of learner facilitator ratio
3. To increase the mine's expenditure on ABET training from R6.8 million to R 10.3 million per annum.	July 2006	Budget approved and implemented
3. To focus full time training on ABET level 3, NQF L1	August 2006 - 2011	Increasing the literacy levels of Impala employees and creating a talent pool
4. To create greater access to part time by increasing the capacity for part time training and identifying alternative venues outside Impala Rustenburg to offer part time training	October 2006 - 2011	Improvement of ABET part time enrolments by making venues accessible and increased capacity Goal from 340 - 950
5. To verify all educational qualifications by involving HR on the shafts for current employees and engagement centre for new recruits	August 2006 - 2011	Improvement of literacy level and reducing the no-schooling figures on form Q
6. To use Road shows to market ABET	November 2006- 2011	Improvement in the awareness of ABET amongst employees
7. To involve the unions in the marketing of ABET through the Education and Skills development Committee	August 2006 - 2011	Improvement in the awareness of ABET amongst employees
8. To make use of recognition of prior learning and Screening	August 2006 - 2011	Recognition of previous learning and reducing training time Placement on correct level
9. To train all part time facilitators as assessors	July 2006 - 2011	Improvement in the quality of learning delivery Improvement of pass rate



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## ABET presentation to DME on 11 September 2006

### 1. DME Concerns With Regards to ABET

▪DME noted the following concern regarding Impala Platinum's plan to address ABET in the letter dated 31<sup>st</sup> May 2006:

“(4.a) The set targets for ABET do not address the identified needs.”

▪Further, DME highlighted the following points with reference to ABET at the workshop held at Impala on 21<sup>st</sup> July 2006:

- Educational levels as per Form Q determine the educational needs of the mine employees.
- ABET training interventions at each level must be revised to facilitate the targeting of a significant number of workers to meet the need.
- Annual targets from one ABET level to the next must be progressive to incorporate the baseline need as well as the pass rate per level.
- Motivations for the final ABET targets must be provided.
- Consultation with regards to the Unions is required in respect of the ABET programme and on-going communication in respect of interest will be required.

### 2. Impala Platinum LTD's Commitment to ABET Training

▪ABET training at Impala commenced in 1993

▪Total employees trained since inception = 18 961

▪BTL:	2 303	}	Create opportunity
▪Foundation:	2 005		
▪Level 1:	1 300		
▪Level 2:	6 551		
▪Level 3:	6 484		
▪Level 4:(2003)	271		
▪NQF L1:(2005)	47		

▪Strategy previously focused on training for Levels 1 and 2 to give access to Level 3 to obtain blasting tickets

▪Although Impala has trained 18 961 of employees in previous 13 years, the literacy rate has not been improved markedly, because the company has continued to employ illiterate people. Impala acknowledge its continuing role to address South Africa's levels of illiteracy.

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**3. Baseline Numeracy & Literacy Levels: (Form Q): Updated Version GET Band**

Band	Old System	Male				Female				TOTAL	
		A	C	I	W	A	C	I	W	Male	Female
General Educational Training (GET) NQF Level 1	No Schooling/Unknown	11556	13	1	328	581	2	2	27	11898	612
	Grade 0/Pre	2226	0	0	0	20	0	0	0	2226	20
	Grade 1/Sub A	28	0	0	0	0	0	0	0	28	0
	Grade 2/SubB	121	0	0	0	1	0	0	0	121	1
	Grade 3/Std 1/ABET 1	816	0	0	0	3	0	0	0	816	3
	Grade 4/Std 2	730	0	0	0	2	0	0	0	730	2
	Grade 5/Std 3/ABET 2	691	0	0	0	4	0	0	0	691	4
	Grade 6/Std 4	805	0	0	0	9	0	0	0	805	9
	Grade 7/Std 5/ABET 3	3102	9	1	442	143	2	3	47	3554	195
	Grade 8/Std 6	815	0	0	5	33	0	0	0	820	33
	Grade 9/Std7/ABET 4	939	0	0	8	16	0	0	0	947	16
Total										22 636	895

- Original baseline improved by distinguishing “unknown” from **Grades 0,1,2**
- Previously, “Need “ for Level 1 was 16 087 now it is 14 906
- Previously Literacy Level was 21,7% now 32,6%4.

**4. Current Situation**

Focus:

- Part Time ABET foundation, L1, L2, L3, NQF L1
- Full Time ABET L3, NQF L1

Literacy Level (Progression only based on ABET training)

Current: 32,6 %  
 2007/2008: 34 %  
 2008/2009: 35,6 %  
 2009/2010: 37 %  
 10 Years: 47,2 %5.

5. ABET Levels & Training

ABET Level	Form Q	Age 50+	Current	2006/2007	2007/2008	2008/2009	2009/2010	After 5 years
ABET 1	14 906	2 141	12 765	12 589 (176) Actual (750) Capacity	12 413 (176) Actual (750) Capacity	12 237 (176) Actual (750) Capacity	12 061 (176) Actual (750) Capacity	11 885 (9015)
ABET 2	1 551	790	721	557 (164) (200) Capacity	733 (164)	745 (164)	757 (164)	593 (2721)
ABET 3	1 514	181	1 333	943 (390) (320) Capacity	1107 (390)	881 (390)	655 (390)	265 (653)
NQF 1	4 602	0	4 602	4472 (130) (170) Capacity	4862 (130)	5122 (130)	5382 (130)	5252 (4882)



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## 6. ABET : Career Paths

- ABET offer access for employees to different career paths
- Engineering:
  - With Abet L3 an Assistant – Serviceman – Artisan
- Mining:
  - With Abet L3 an Equipment helper – Operator – Blasting certificate
  - With NQF L1 Access to become Miner and Shift Supervisor
- Metallurgy:
  - NQF L1: Introduction to mining and mineral sector provide opportunity to metallurgy

## 7. Career paths (Refer to Appendice E)

- ABET & Engineering Career Path
- Career Path: Mining
- Career Part : Metallurgy

## 8.a Action Plan/ Initiatives

- Implement increased number of learners on full time from 80 to 120 per intake ABET L3 and NQF L1 (Increase in number of Fulltime facilitators 8-12)
- Increased Costs: R 6.8 million to R10.3 million
- With the increase in number of fulltime learners, we strive to train for the 70:30 Demographic Talent Pool
- Impala has the capacity to increase the part time learning capacity (Slide 6)
- Identification of alternative venues outside Impala Rustenburg to offer ABET part time training for employees in the communities where they stay
- In line with housing strategy - Less employees in hostels
- Increase part time learners
- Through MQA Grants
- Higher pass rate (65% to 86%)
- ABET Part Time Facilitators performance contracts
- Part Time Facilitators trained as assessors
- Moderation of Part Time training
- Verifying all educational qualifications: (Increase literacy level)
- Support from HR Shafts to verify qualifications from ex-leave process
- Involvement from engagement centre to supply HRD with correct qualifications of new recruits

## 8.b Action Plan/ Initiatives cont.

- Road shows to market ABET
- Involvement of Unions in marketing ABET through Education & Skills Development Committee
- Education screening/ Recognition of Prior Learning
- In addition to ABET training - R 2 Million budget for training on portable skills outside the mining environment as proposed by Skills Committee

## 9. Finance for ABET

- Training expenditure as % of Total Wage bill
- 2005/2006 - 4.1%
- Projection 2006/2007 - 4.4%

- ABET expenditure as % of Total training cost
- 2005/2006 - 8.4%
- Projection 2006/2007 - 9.4%

- Total man days spent on training
- 2005/2006 = 192 168
- ABET (FT) = 18 725
- Projection 2006/2007
- ABET (FT) = 27 720

**10. Limitations**

- Do not have a steady supply of part time ABET learners
- If we have to train for “need” would require training for 14 906 on full time programme, resulting in:
  - R75 million per year
  - R 375 million over 5 years
- Risk to business – Increase in costs of human resources has direct impact on cost structure of business
- Communication with Transformation Committee – Consultation process with Stakeholders
- August 2006 – Rustenburg Transformation Committee received feedback on ABET Programme (part of briefing on SLP).

**11. Communication with Transformation Committee: Consultative process with Stakeholders**

- August 2006 – Rustenburg Transformation Committee received feedback on ABET Programme (part of briefing on SLP).

Comments/Concern	Impala’s Response
Improve Communication on incentives for PT ABET programme	Road shows, & involvement of Unions
Increase number of facilitators (from 8)	12 Full time Facilitators to be in place
ABET training should take place in other, de-centralised venues for improved access	Identification of alternative venues outside Impala Rustenburg to offer ABET part-time training for employees
Concern over potential changes in recruitment policy to only recruit matriculants who access career paths and not long service employees below ABET level 4	All employees, including long service employees below NQF Level 1 in the company have access to career paths (See slides on career paths)

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