

IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN AND SECTION 102 APPLICATION



SUBMISSION DATES

13 December 2018 • October 2021

CONTENTS

SOCIAL AND LABOUR PLAN AND SECTION 102 APPLICATION

SUBMITTED DOCUMENT

13 December 2018..... PAGE 3

October 2021..... PAGE 157





IMPALA PLATINUM LIMITED

**SOCIAL AND
LABOUR PLAN**



SUBMITTED DOCUMENT
13 December 2018



CONTENTS

.....	1
LIST OF ABBREVIATIONS.....	6
INTRODUCTION AND PREAMBLE.....	8
1.1 INTRODUCTION.....	9
1.1.1 OVERVIEW.....	9
1.1.2 STRUCTURE OF THIS DOCUMENT.....	9
1.2 PREAMBLE – IMPALA PLATINUM HOLDINGS LIMITED HEAD OFFICE	14
1.2.1 NAME OF HOLDING COMPANY	14
1.2.3 PHYSICAL ADDRESS & POSTAL ADDRESS.....	14
1.2.4 TELEPHONE NUMBER & FAX NUMBER.....	14
1.2.5 LOCATION OF HEAD OFFICE	14
1.2.6 FINANCIAL YEAR.....	14
1.3 PREAMBLE – IMPALA PLATINUM LIMITED RUSTENBURG OPERATIONS	16
1.3.1 NAME OF COMPANY	16
1.3.2 NAME OF THE MINE	16
1.3.3 PHYSICAL ADDRESS & POSTAL ADDRESS.....	16
1.3.4 TELEPHONE NUMBER & FAX NUMBER.....	16
1.3.5 LOCATION OF THE MINE	16
1.3.6 COMMODITY	16
1.3.7 LIFE OF MINE	16
1.3.8 FINANCIAL YEAR.....	17
1.3.9 SIZE AND COMPOSITION OF WORKFORCE.....	17
1.3.9.1 WORKFORCE DIRECTLY EMPLOYED BY THE IMPALA RUSTENBURG OPERATIONS	17
1.4 PREAMBLE – IMPALA PLATINUM REFINERIES	29
1.4.1 NAME OF COMPANY	29
1.4.2 NAME OF THE REFINERY	29
1.4.3 PHYSICAL ADDRESS & POSTAL ADDRESS.....	29
1.4.4 TELEPHONE NUMBER & FAX NUMBER.....	29
1.4.5 LOCATION OF THE OPERATION.....	29
1.4.6 FINANCIAL YEAR.....	29
1.4.7 SIZE AND COMPOSITION OF WORKFORCE.....	29
1.4.7.1 WORKFORCE DIRECTLY EMPLOYED BY IMPALA PLATINUM REFINERIES	29
1.4.8 GEOGRAPHIC ORIGIN OF WORKFORCE	31
1.5 SUMMARY OF WORKFORCE AT IMPALA PLATINUM LIMITED	36
HUMAN RESOURCES DEVELOPMENT	38
2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES	39
2.1.1 GENERAL OVERVIEW	39
2.1.2 IMPALA PLATINUM LIMITED: TRAINING VENUES AND FACILITIES	41
2.2 SKILLS DEVELOPMENT PLAN	43
2.2.1 OVERVIEW.....	43
2.2.2 FUNCTIONAL LITERACY & NUMERACY.....	43
2.2.3 LEARNERSHIPS	47
2.2.4 SKILLS DEVELOPMENT PROGRAMMES	52
2.2.5 PORTABLE SKILLS TRAINING	56
2.2.6 TRAINING IN CORE BUSINESS AREAS	60
2.3 CAREER PATH PLAN	64



2.3.1 UNDERTAKING.....	64
2.3.2 STRATEGIC PLANS.....	64
2.4 MENTORSHIP PLAN	71
2.4.1 UNDERTAKING.....	71
2.4.2 STRATEGIC PLAN - MENTORING OF EMPLOYEES.....	71
2.5 BURSARY, GRADUATE/DIPLOMAT & INTERNSHIP PROGRAMME PLAN	75
2.5.1 UNDERTAKING	75
2.5.2 STRATEGIC PLANS.....	75
2.6 EMPLOYMENT EQUITY PLAN.....	81
2.6.1 OVERVIEW.....	ERROR! BOOKMARK NOT DEFINED.
2.6.2 UNDERTAKING.....	ERROR! BOOKMARK NOT DEFINED.
2.6.3 STRATEGIC PLANS FOR EMPLOYMENT EQUITY	ERROR! BOOKMARK NOT DEFINED.
2.6.3.1 Principles for Employment Equity at Impala Platinum.....	Error! Bookmark not defined.
2.6.3.2 Management of Employment Equity Plans at Impala Platinum.....	Error! Bookmark not defined.
2.6.3.3 Strategic Plans for achieving HDSAs in Management at Impala Platinum	Error! Bookmark not defined.
SOCIO-ECONOMIC DEVELOPMENT PROGRAMMES.....	85
3.1 SOCIO-ECONOMIC PROFILES & KEY ECONOMIC ACTIVITIES OF THE AFFECTED AREAS	86
3.1.1 INTRODUCTION.....	86
3.1.2 NORTH WEST PROVINCE.....	86
3.1.2.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL	86
3.1.2.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL	87
3.1.3 GAUTENG.....	87
3.1.3.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL	87
3.1.3.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVELS.....	88
3.1.4 EASTERN CAPE.....	89
3.1.4.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL	89
3.1.4.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL	90
3.1.5 BOJANALA PLATINUM DISTRICT MUNICIPALITY	91
3.1.5.1 SOCIO-ECONOMIC PROFILE AT DISTRICT MUNICIPALITY LEVEL.....	91
3.1.5.2 KEY ECONOMIC ACTIVITIES AT DISTRICT MUNICIPALITY LEVEL	92
3.1.7 RUSTENBURG LOCAL MUNICIPALITY	93
3.1.7.1 SOCIO-ECONOMIC PROFILE AT LOCAL MUNICIPALITY LEVEL	93
3.1.7.2 KEY ECONOMIC ACTIVITIES AT LOCAL MUNICIPALITY LEVEL.....	94
3.2 IMPACT OF THE IMPALA PLATINUM LIMITED OPERATIONS.....	95
3.2.1 IMPALA PLATINUM'S COMMITMENT TO SOCIO ECONOMIC DEVELOPMENT.....	95
3.2.2 PROJECT IDENTIFICATION PROCESS.....	95
3.2.3 PLANNED PROJECTS	97
3.3 HOUSING & LIVING CONDITIONS OF MINE EMPLOYEES	105
3.3.1 CURRENT HOUSING SITUATION AT IMPALA RUSTENBURG OPERATIONS.....	105
3.3.2 PRINCIPLES BEHIND THE IMPALA RUSTENBURG OPERATIONS' HOUSING POLICY	106
3.3.3 STRATEGIC PLANS ACCOMPLISHMENT	107
3.3.4 STRATEGIC PLANS GOING FORWARD	107
3.3.5 CONCLUSION.....	108
3.4 NUTRITION PLAN.....	109
3.4 NUTRITION PROGRAM	109
3.4.1 OVERVIEW.....	109



3.4.2 STRATEGIC PLANS.....	109
3.5 PROCUREMENT PLAN.....	110
3.5.1 INTRODUCTION.....	110
PROCESSES PERTAINING TO THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT 111	
4.1 PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING & RETRENCHMENT . 112	
4.1.1 OVERVIEW & OBJECTIVES.....	112
4.1.2 FUTURE FORUM.....	112
4.2 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT 114	
4.2.1 UNDERTAKING.....	114
4.2.2 STRATEGIC PLAN.....	114
4.3 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED. 115	
4.3.1 UNDERTAKING.....	115
4.3.2 STRATEGIC PLAN.....	116
4.4 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE OPERATION IS CERTAIN 118	
4.4.1 UNDERTAKING.....	118
4.4.2 STRATEGIC PLANS.....	118
FINANCIAL PROVISION..... 120	
5.1 FINANCIAL PROVISION 121	
5.1.1 OVERVIEW.....	121
5.1.2 FINANCIAL PROVISION FOR HUMAN RESOURCE DEVELOPMENT PROGRAMMES.....	121
5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT.....	122
5.1.4 FINANCIAL PROVISION FOR THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT.....	123
UNDERTAKING 124	
6.1 STATEMENT OF UNDERTAKING..... 125	
APPENDIX A..... 127	
LOCATION OF IMPALA RUSTENBURG OPERATIONS.....	127
APPENDIX B..... 129	
FORM Q – THE NUMBER AND EDUCATION LEVELS OF:.....	129
IMPALA PLATINUM LIMITED HEAD OFFICE.....	129
IMPALA RUSTENBURG OPERATIONS.....	129
IMPALA REFINERIES.....	129
FORM Q: IMPALA PLATINUM LIMITED HEAD OFFICE.....	130
APPENDIX C..... 133	
FORM R – HARD TO FILL VACANCIES FOR 133	
IMPALA PLATINUM LIMITED HEAD OFFICE 133	
IMPALA RUSTENBURG OPERATIONS..... 133	
FORM R: IMPALA PLATINUM LIMITED HEAD OFFICE..... 134	
FORM R: IMPALA PLATINUM LIMITED RUSTEBURG OPERATIONS..... 135	
FORM R: IMPALA PLATINUM LIMITED REFINERIES OPERATIONS..... 136	
APPENDIX D..... 137	
FORM S – EMPLOYMENT EQUITY STATISTICS FOR.....	137



IMPALA PLATINUM LIMITED HEAD OFFICE.....	137
IMPALA RUSTENBURG OPERATIONS	137
IMPALA REFINERIES.....	137
FORM S: IMPALA PLATINUM LIMITED HEAD OFFICE.....	138
FORM S: IMPALA PLATINUM LIMITED RUSTENBURG OPERATIONS	139
FORM S: IMPALA PLATINUM LIMITED REFINERIES OPERATIONS.....	140
APPENDIX E	141
CAREER DEVELOPMENT PATHS IN IMPALA RUSTENBURG	141
APPENDIX F	146
FORM T – PROCUREMENT AT IMPALA PLATINUM LIMITED	146
APPENDIX G.....	147
CLASSIFICATION OF PORTABLE SKILLS.....	147
A. PORTABLE SKILLS OUTSIDE THE MINING SECTOR	147



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
CEB	Child of Employee Bursary
CFT	Cross Functional Team
COE	Child of Employee
COM	Chamber of Mines
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DPLG	Department for Provincial and Local Government
DTI	Department of Trade and Industry
EBDA	Ekurhuleni Business Development Agency
ETD	Education and Training Development
EE	Employment Equity
ESOP	Employee Share Ownership Scheme
ETD	Education, Training and Development
FET	Further Education and Training
FLC	Foundational Learning Competency
FOG	Fall Of Ground
FT	Full Time
FY	Financial Year
GCC	Government Certificate of Competency
GET	General Education and Training
GIS	Geographical Information System
GRCF	Greater Rustenburg Community Foundation
HDP	Historically Disadvantaged Persons Owned and Controlled
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, Safety and Environmental
IDP	Integrated Development Plan
IDP	Individual Development Plan
Implats	Impala Platinum Holdings Limited
IRS	Impala Refineries Services
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
MOA	Memorandum of Agreement
MPRDA	Mineral and Petroleum Resources Development Act



MQA	Mining Qualifications Authority
NGO	Non-Governmental Organization
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
PT	Part time
PTP	Public Transport Plan
PTY	Proprietary
QLFS	Quarterly Labour Force Survey
QCTO	Quality Council for Trades and Occupations
RDP	Reconstruction and Development Plan
RBA	Royal Bafokeng Administration
RBN	Royal Bafokeng Nation
RCDC	Rustenburg Community Development Centre
RPL	Recognition of Prior Learning
SADB	South African Demarcation Board
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SME	Small to Medium Enterprise
SMME	Small, Medium and Micro Enterprise
StatsSa	Statistics South Africa
SR	Senior
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WOC	Women Owned Company
WSP	Workplace Skills Plan
YOC	Youth Owned Company
YTD	Year To Date

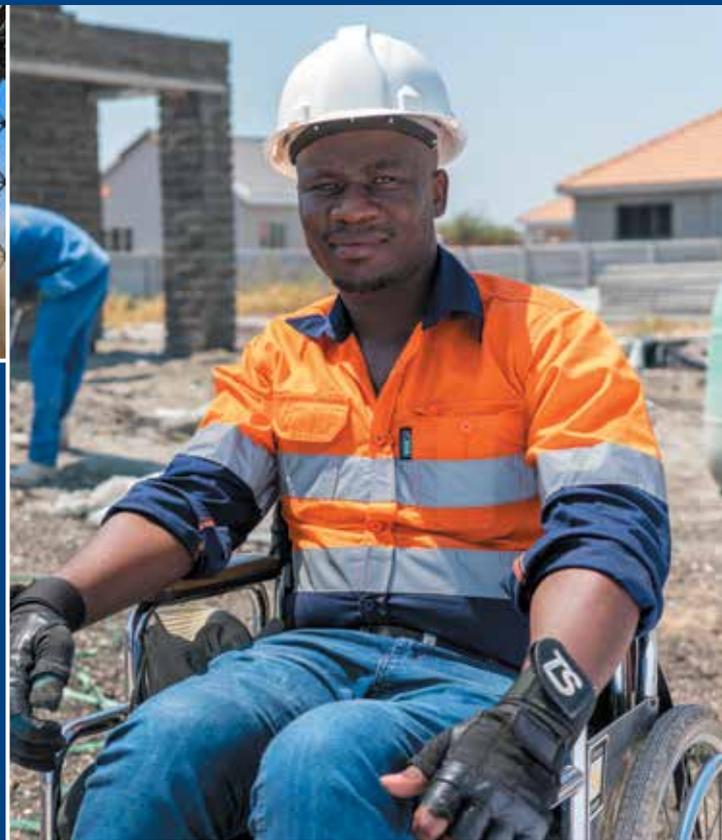
Definition of Paterson Grading:

- Board
- Top Management (E – Level: Upper & F - Level)
- 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)



SECTION 1

Introduction and Preamble



IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN





SECTION 1

1.1 INTRODUCTION

1.1.1 OVERVIEW

A Social and Labour Plan (SLP) is a prescribed requirement of the minerals legislation (the Mineral and Petroleum Resources Development Act (28/2002) (MPRD Act)) to be in place for the life of every mining right¹. 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 community 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 offices of Department of Mineral Resources or any drop-off place as communicated by the DMR officials. 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). Impala holds contiguous mining rights over a total area of 29 773ha across 16 farms, or portions of farms; and includes eleven (11) operating vertical shafts and five (5) associated with declines. In addition to the mining operation, Impala Platinum Limited includes Mineral Processes; the group's smelting and concentrating plants, also located on the Impala Rustenburg Operation's lease area, and the Impala Platinum Refineries, which includes both the base and platinum metals refineries, in the town of Springs, Gauteng. (See Figure 1.1)

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 are employed by Impala Platinum Limited as there are no employees of Implats (the listed holding company). As such the Human Resource Development, Local Economic Development and Closure and Retrenchment Management Programmes at the operations level will be driven from central policies and principles and will be reported against in one company's 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 Holdings 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. (See Figure 1.2)

¹ 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.



Figure 1.1: Structure of Impala Platinum Holdings Limited

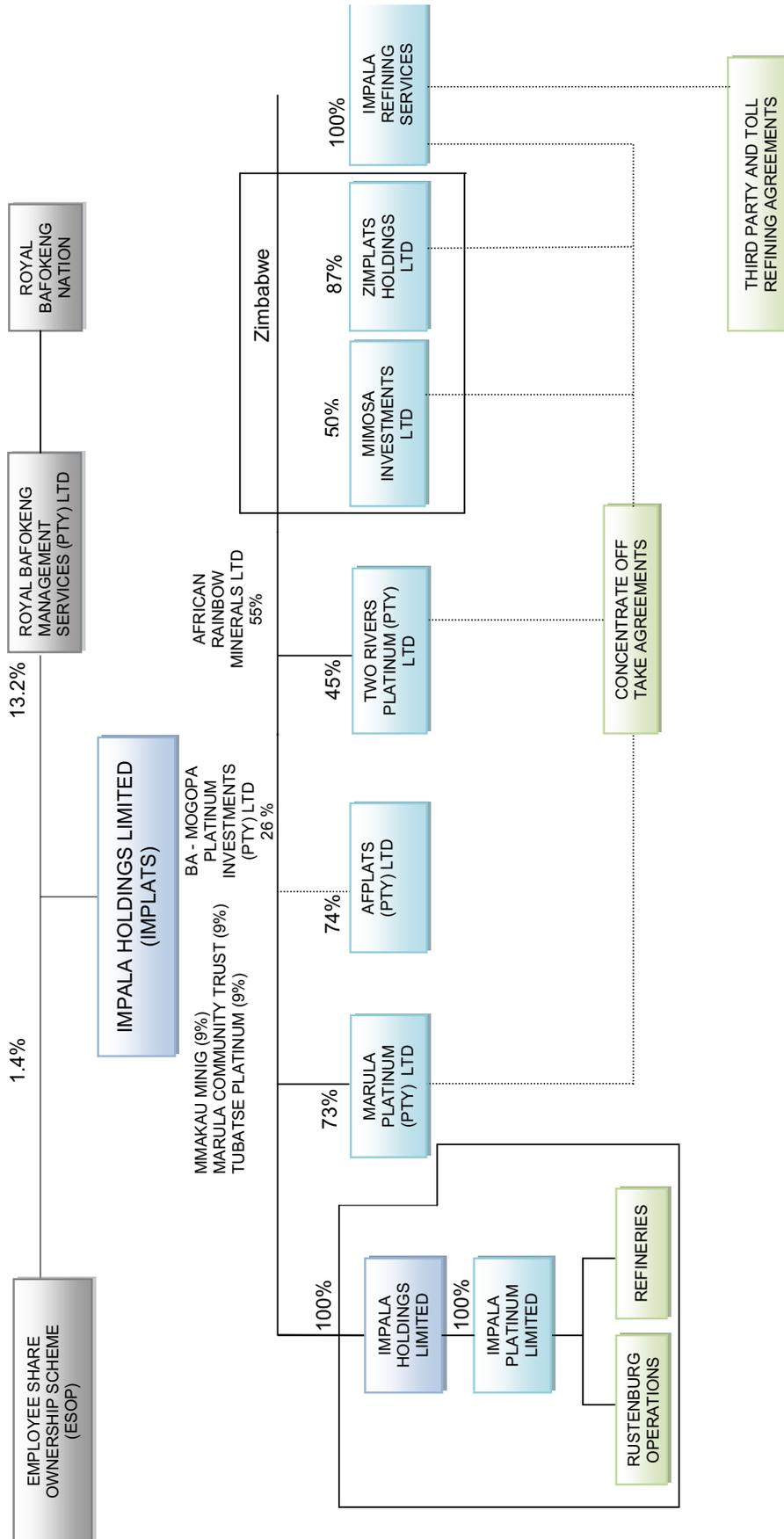
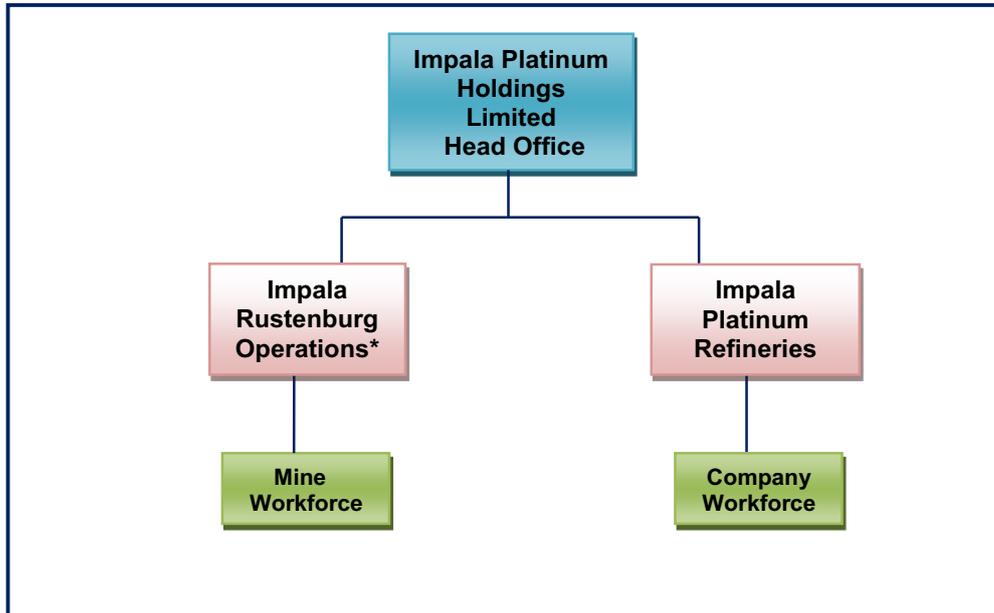




Figure 1.2: Structure of Impala Platinum Limited’s Social and Labour Plan



*** Please Note:** The Impala Rustenburg Operations comprise of eleven (11) operational shafts and a mineral processes plant. The labour force, for both the mine and contractors, fluctuates between fifteen (15) 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 Holdings Limited Head Office
 - o Preamble – Impala Platinum Limited Rustenburg Operations
 - o Preamble – Impala Platinum Limited Refineries
 - o Preamble – Core Contractors at Rustenburg Operations
- 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

Rights held in terms of Mining Right	Right to Mine	Expiry Date	Option to renew	Property / Farm Names	Mine Infrastructure
<p>Converted Mining Right MPT 35/2018</p> <p>DMR Ref No: NW 30/5/1/2/2/130 MR</p>	<p>Platinum Group Metals, Nickel ore, Gold ore, Silver ore and Copper ore AND chrome ore, cobalt, sulphur, sand (manufactured) from waste rock and iron ore.</p>	<p>11/12/2038</p>	<p>With right to renew for further intervals of 30 years each until mining is completed.</p>	<p>Boschkoppie 104JQ</p>	<p>6, 8, 12, 20</p>
<p>Converted Mining Right Protocol no 599/2008</p> <p>DMR Ref No: NW 30/5/1/2/2/131 MR</p>	<p>Platinum Group Metals, nickel ore, gold ore, cobalt, chrome ore, copper ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore.</p>	<p>11/12/2038</p>	<p>With right to renew for further intervals of 30 years each until mining is completed.</p>	<p>Elandsheuvel 282JQ Elandsheuvel 282JQ (Rem) Elandsheuvel 282JQ (Ptn 5) Reinkoyalskraal 278JQ Vlakfontein 276JQ Welbekend 117JQ Toulon 111JQ Goedgedacht 114JQ Kleindoornspruit 108JQ Doornspruit Annex 109JQ Goedgedacht 110JQ Hartbeestspruit 88JQ</p>	<p>Nil 16 Decline 16 Decline, 17 Decline 16, 16 Decline, 1SVD, 2, 10 10, 17, 17 Decline 10, 11C 10, 11C 10, 11, 11C, 14, 14 Decline 14, 14 Decline, 12, 12SD, 12N 12N, 20 12, 12N, 20 Nil</p>



Rights held in terms of Mining Right	Right to Mine	Expiry Date	Option to renew	Property / Farm Names	Mine Infrastructure
<p>Converted Mining Right MPT 15/2015</p> <p>DMR Ref No: NW 30/5/1/2/2/132 MR</p>	<p>Platinum Group Metals, nickel ore, gold ore, cobalt, copper ore, silver ore, sulphur, sand (manufactured) from waste rocks and iron ore AND chrome ore.</p>	<p>11/12/2018</p> <p>(NOTE: renewal application lodged 18 September 2018)</p>	<p>With right to renew for further intervals of 30 years each until mining is completed.</p>	<p>Kookfontein 265JQ (Ptn12)</p> <p>Uitvalgrond 105 JQ (Ptn 1)</p> <p>Uitvalgrond 105 JQ (Rem)</p> <p>Uitvalgrond 105 JQ (Ptn 2)</p>	<p>2A, Opencast</p> <p>6, Opencast</p> <p>6, Opencast</p> <p>6, Opencast</p>
<p>Converted Mining Right Protocol no 600/2008</p> <p>DMR Ref No: NW 30/5/1/2/2/133 MR</p>	<p>Platinum Group Metals, nickel ore, gold ore, cobalt, copper ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore AND chrome ore.</p>	<p>11/12/2038</p>	<p>With right to renew for further intervals of 30 years each until mining is completed.</p>	<p>Wildebeesfontein 274JQ</p> <p>Reinkoyalskraal 278JQ</p> <p>Viakfontein 276JQ</p> <p>Vaalkop 275JQ</p> <p>Kookfontein 265JQ</p> <p>Beerfontein 263JQ</p> <p>Turffontein 262JQ</p> <p>Doornspruit 106JQ</p> <p>Goedgedacht 114JQ</p> <p>Kleindoornspruit 108JQ</p> <p>Goedgedacht 110JQ</p>	<p>1, 2, 2A, 9, 5, 10</p> <p>1SV, 1SVD, 9, 10</p> <p>9, 10</p> <p>2A, EF, 5, 4, 7A, 11, 10, Opencast</p> <p>EF, 2A, Opencast</p> <p>EF, 7A, 4, Opencast</p> <p>7A, Opencast</p> <p>7A, 4, 6, 7, 11, 14, 8, Opencast</p> <p>4, 10, 11, 14</p> <p>6, 8, 14, 12, 12N</p> <p>6, 8, 12, 20</p>



1.2 PREAMBLE – IMPALA PLATINUM HOLDINGS 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 June 2018

OCCUPATIONAL LEVEL	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	0	0	0	2	0	0	1	0	0	0	3
Senior management (Paterson Level E)	3	2	0	7	2	0	1	3	0	0	18
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	1	0	0	2	6	0	2	8	1	0	20
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	0	0	0	0	2	0	0	1	0	0	3
Semi-skilled and discretionary decision making (Paterson Level B)	0	0	0	1	1	0	0	2	0	0	4
Unskilled and defined decision making (Paterson Level A)	2	0	0	0	0	0	0	0	0	0	2
TOTAL	6	2	0	12	11	0	4	14	1	0	50
Non – permanent employees	0	1	0	1	2	0	0	0	0	0	4
Grand Total	6	3	0	13	13	0	4	14	1	0	54



1.2.8 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.3: Summary of Labour-Sending areas for Impala Platinum Limited Head Office Personnel as at June 2018²

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
Eastern Cape	Butterworth	1	
	Umtata	1	
Eastern Cape Total		2	4%
Freestate	Kroonstad	1	
	Lengau	1	
Freestate Total		2	4%
Gauteng	Alberton	2	
	Aspen Hills	1	
	Bedfordview	1	
	Benoni	4	
	Brakpan	2	
	Centurion	2	
	Germiston	1	
	Johannesburg	12	
	Kempton Park	2	
	Krugersdorp	1	
	Pretoria	4	
	Randburg	2	
	Roodepoort	1	
	Sandton	1	
Springs	3		
Gauteng Total		39	78%
Kwa-Zulu Natal	Estcourt	1	
Kwa-Zulu Natal Ttal		1	2%
Swaziland	Coats Valley	1	
Swaziland Total		1	2%
North-West	Mmakau	1	
	Rustenburg	3	
North-West Total		4	8%
Botswana	Gaberone	1	
Botswana Total		1	2%
Grand Total		50	100%

² This labour-sending information is based on information received from the workforce directly as at June 2018. This information may change with time and will be updated on an annual basis in the Annual SLP Report.



1.3 PREAMBLE – IMPALA PLATINUM LIMITED 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

Central Offices	PO Box 5683
Beerfontein	Rustenburg
263 JQ	0300
Phokeng	
0335	
North West Province	

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) kilometers 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 **580,800** ounces of refined Platinum as reported for FY2018 and about 48.9 million attributable ounces of mineral resources.

1.3.7 LIFE OF MINE

The Impala Rustenburg operation underwent a detailed scrutiny during the past year in view of a loss-making outlook. The objective of the strategic review was to create a sustainable investment case for Impala Rustenburg that secures long-term profitability through optimisation and restructuring of the operations. Key consideration of the review was the financial robust business case within the context of social responsibility to secure long-term employment. The review process concluded on the most viable option to achieve a sustainable future operation at Impala. This restructuring process provided for a focused, agile and profitable future state that safeguards the future of some 27 000 employees. To this effect the Implats Board has approved the strategy to cease operations at unprofitable shafts at Impala. The older shafts such as 1, 4 and 9 Shafts with limited remaining Mineral Reserves are targeted for harvesting. The higher cost, mature shafts such as 12 and 14 Shafts will be optimised and operated under strict performance conditions ahead of their planned cessation towards the end of FY2020. This restructuring of Impala Rustenburg will yield a change from 11 operational shafts ramping up to 750Koz platinum, to six operational shafts producing approximately 520Koz platinum per annum. A direct outcome is a material reduction in the Impala Mineral Reserve estimate.

After the strategic review, the combined mineral reserves and resources for the four (4) new order mining rights held at Impala Rustenburg Operations and its adjacent prospecting areas are not



sufficient to sustain a thirty (30) year life of mine plan. The impact of the strategic review at Impala where a number of shafts are earmarked for closure due to profitability reasons is evident in the Impala LoM profile. The Impala profile is markedly reduced when compared with prior years. An above 500Koz production level cannot be maintained for longer than a 10 year period. For purposes of calculating depreciation and taking into account board approved projects and reserve centres for the depreciation calculation, the average life-of-mines at Impala was calculated at 25 years (as per the annual financial statements of 2018).

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 1.4a Occupational Distributions of Employees at Impala Platinum Limited Rustenburg as at June 2018

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	0	0	0	1	0	0	0	0	0	0	1
Senior management (Paterson Level E)	15	0	2	31	5	0	0	2	1	0	56
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	123	7	11	173	32	0	5	38	5	0	394
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	2597	17	0	512	485	6	2	60	194	3	3876
Semi-skilled and discretionary decision making (Paterson Level B)	7203	7	0	57	777	2	0	6	1556	3	9611
Unskilled and defined decision making (Paterson Level A)	11738	10	0	8	1375	1	0	0	1387	34	14553
TOTAL PERMANENT	21676	41	13	782	2674	9	7	106	3143	40	28491
Non – permanent employees	2	0	0	1	4	0	0	0	0	0	7
Grand Total	21678	41	13	783	2678	9	7	106	3143	40	28498



Table 1.4b Occupational Distributions of Employees at Impala Platinum Limited Rustenburg as at June 2018 (Long Term Contractual Employees)

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
PSP	6	1	0	14	1	0	0	1	0	0	23
Grand Total	6	1	0	14	1	0	0	1	0	0	23
Grand Total including PSP	22240	55	29	948	2863	14	16	168	3154	42	29529

Table 1.5: Summary of Labour-sending area for Impala Platinum Limited Rustenburg Operation as at June 2018

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
EASTERN CAPE	Aberdeen	1	
	Alice	2	
	Aliwal North	16	
	Barkly East	9	
	Bizana	196	
	Burghersdorp	2	
	Butterworth	75	
	Cala	30	
	Cofimvaba	83	
	Dordrecht	3	
	East London	56	
	Elliotdale	496	
	Engcobo	220	
	Flagstaff	168	
	Fort Beaufort	1	
	Gcuwa	2	
	Herschel	104	
	Idutywa	362	
	Indwe	3	
	Joubertina	1	
Keiskamahoe	2		
Kentani	99		
King Williams Town	90		



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Komga	2	
	Lady Frere	17	
	Lady Grey	3	
	Libode	627	
	Lusikisiki	371	
	Maclear	7	
	Mdantsane - E/London	2	
	Middledrift	19	
	Motherwell	1	
	Mount Ayliff	59	
	Mount Fletcher	56	
	Mount Frere	100	
	Mqanduli	555	
	Ngqeleni	562	
	Nqamakwe	45	
	Peddie	15	
	Port Edward	1	
	Port Elizabeth	15	
	Port St. Johns	180	
	Queenstown	45	
	Qumbu	128	
	Sterkspruit	207	
	Stutterheim	5	
	Tabankulu	282	
	Tsolo	117	
	Tsomo	54	
	Ugie	1	
	Uitenhage	1	
	Umtata	327	
	Whittlesea	1	
	Willowvale	65	
	Zwelisha	5	
EASTERN CAPE		5896	20.7%
FREE STATE	Allanridge	13	
	Bethlehem	35	
	Bloemfontein	159	
	Bothaville	19	
	Botshabelo	11	
	Bultfontein	3	
	Dewetsdorp	1	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Edenburg	1	
	Ficksburg	89	
	Fouriesburg	22	
	Frankfort	2	
	Harrismith	1	
	Heilbron	1	
	Hertzogville	6	
	Hobhouse	2	
	Kroonstad	10	
	Ladybrand	12	
	Matjhabeng	11	
	Odendaalsrus	31	
	Parys	3	
	Phutaditjaba	4	
	Qwa Qwa	17	
	Reddersburg	3	
	Sasolburg	5	
	Thaba Nchu	91	
	Theunissen	19	
	Ventersburg	2	
	Viljoenskroon	6	
	Virginia	40	
	Welkom	150	
	Wepener	23	
	Wesselbron	3	
	Winburg	2	
	Witzieshoek	46	
	Zastron	37	
FREE STATE Total		880	3.1%
GAUTENG			
	Alberton	7	
	Alexandra - Jhb	1	
	Bedfordview	1	
	Bekkersdal	1	
	Benoni	20	
	Boksburg	10	
	Brakpan	1	
	Braamfontein	2	
	Bronkhorstspuit	1	
	Carletonville	77	
	Daveyton	2	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Ennerdale	1	
	Evaton	4	
	Fochville	14	
	Ga-Rankuwa	1	
	Germiston	56	
	Hammanskraal	23	
	Heidelberg	1	
	Henlay-On-klip	2	
	Johannesburg	190	
	Kempton Park	8	
	Krugersdorp	42	
	Lenasia	4	
	Mabopane	15	
	Mamelodi	1	
	Meyerton	1	
	Midrand	5	
	Mogale City	1	
	Nigel	2	
	Orlando East	1	
	Pimville	1	
	Pretoria	153	
	Randburg		
	Randfontein	31	
	Roodepoort	19	
	Sebokeng	22	
	Sedibeng		
	Sosanguve	2	
	Soweto	8	
	Springs	17	
	Tshwane	1	
	Vanderbijlpark	11	
	Vereeniging	72	
	Vlakfontein	1	
	Vosloorus	4	
	Westonaria	31	
	Winterveldt	5	
GAUTENG		873	3.1%
KWAZULU / NATAL	Berea	1	
	Bergville	1	
	Bulwer	1	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Claremont	3	
	Desainagar	1	
	Durban	31	
	Empangeni	9	
	Emzumbi		
	Eshowe	3	
	Greytown	1	
	Hammarisdale	1	
	Harding	21	
	Hlabisa	3	
	Hluhluwe	4	
	Howick	1	
	Ingwavuma	65	
	Ixopo	11	
	Izingolweni	13	
	Kokstad	9	
	Ladysmith - Natal	3	
	Louwsburg		
	Manguzi	3	
	Mahlabatini	14	
	Matatiele	326	
	Melmoth	4	
	Mkuze	8	
	Mtubatuba	2	
	Newcastle	7	
	Nkandhla	1	
	Nongoma	57	
	Nqutu	1	
	Pietermaritzburg	16	
	Pinetown	5	
	Pongola	12	
	Port Shepstone	2	
	Richards Bay	1	
	Richmond - Natal	2	
	Ubombo	6	
	Ulundi	7	
	Umzimkulu	39	
	Underberg	1	
	Ungungundlovu	1	
	Verulam		
	Vryheid	8	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
KWAZULU / NATAL Total		705	2.5%
MPUMALANGA	Acornhoek	4	
	Barberton	7	
	Burgersford	49	
	Carolina	2	
	Delmas	2	
	Ermelo	2	
	Evander	1	
	Groblersdal	8	
	Komatipoort	28	
	Kriel	1	
	Kwandebele	2	
	Lulekani	6	
	Lydenburg	2	
	Malelane	23	
	Marbel Hall	2	
	Middelburg	2	
	Middleburg - Tvl	1	
	Mziti	1	
	Nelspruit	109	
	Nsikazi	3	
Piet Retief	7		
Standerton	7		
White River	2		
Witbank	14		
MPUMALANGA Total		285	1.0%
NORTH WEST PROVINCE	Bafokeng	8	
	Bapong	10	
	Bethanie	9	
	Bleskop	7	
	Bloemhof	13	
	Boitekong	197	
	Bojanala	12	
	Boons	3	
	Borolelo	2	
	Boschdal	1	
	Boshoek	8	
	Botlhabela	1	
	Brits	79	
	Buffelspoort	1	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Cashan	38	
	Cassel	1	
	Chaneng	372	
	Christiana	6	
	Coligny	2	
	Debraka	3	
	Delareyville	74	
	Derby	5	
	Diepkuil (maile)	2	
	Donkerhoek	2	
	Dinokana	8	
	Ditsobotla	8	
	Elandsheuwel	1	
	Fochville	3	
	Freedom Park	88	
	Ganyesa	1100	
	Geelhout Park	113	
	Gopane	2	
	Grootfontein	2	
	Haartebeesfontein	16	
	Ikageng	8	
	Itsoseng	6	
	Kanana	421	
	Karlienspark	1	
	Klerksdorp	170	
	Kopman	5	
	Kopman (Maile)	7	
	Kosmos	1	
	Koster	52	
	Kraalhoek	1	
	Kroondal	2	
	Ledig	37	
	Leeudoringstad	1	
	Lefaragatlhe	182	
	Lehurutshe	368	
	Lesung	8	
	Lethabong	28	
	Lethabile	6	
	Lichtenburg	184	
	Luka	962	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Mabeskraal	18	
	Madikwe	691	
	Mafenya	1	
	Mafika	2	
	Mafeteng	2	
	Mafikeng	946	
	Magong	6	
	Mahikeng	28	
	Maile	30	
	Maile Extention	6	
	Maile(Kopman)	1	
	Maile Rooikraal	8	
	Maile Diepkuil	4	
	Malelane	2	
	Mamerotse	8	
	Mankwe	7	
	Marico	1	
	Marikana	10	
	Matlosana	4	
	Meriteng	200	
	Mfidikwe	6	
	Mmabatho	7	
	Mmankwe	1	
	Mogajana	14	
	Mogono	3	
	Mogwase	22	
	Molopo	94	
	Monakato	36	
	Mooinooi	7	
	Mosenthal	49	
	Moses Kotane	8	
	Northam	5	
	Odi	7	
	Olifants Nek	1	
	Orkney	21	
	Paardekraal	4	
	Pampierstad	16	
	Phalane	4	
	Phatsima	21	
	Phella	21	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Phokeng	670	
	Photsaneng	2	
	Pilansberg	352	
	Potchefstroom	29	
	Protea Park	200	
	Pudimoe	22	
	Rankelenyane	2	
	Rasimone	7	
	Rhenosterfontein	2	
	Robega	42	
	Rockcliffe	0	
	Rooikraal	3	
	Rooikraal (maile)	4	
	Ruighoek	1	
	Rustenburg	3625	
	Safari Gardens	54	
	Sandfontein	6	
	Saulspoort	48	
	Schweizer Reneke	74	
	Serutube	25	
	Silwerkrans	43	
	Stilfontein	20	
	Sun City	1	
	Sun Rise Park	140	
	Swartruggens	15	
	Tantanana	12	
	Taung	1175	
	Thabazimbi	1	
	Thekwana	12	
	Tlapa	8	
	Tlaseng	42	
	Tlhabane	438	
	Tlhaping-Tlharo	19	
	Tsitsing	111	
	Tweelaagte	16	
	Ventersdorp	31	
	Vryburg	500	
	Wolmaranstad	18	
	Zeerust	322	
	Zinniaville	3	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
NORTH WEST PROVINCE Total		15064	52.9%
NORTHERN CAPE	De Aar	1	
	Griekwastad	1	
	Hartswater	18	
	Jan Kemp Dorp	2	
	Kimberley	24	
	Kuruman	989	
	Springbok	2	
	Upington	2	
	Warrenton	7	
NORTHERN CAPE Total		1046	3.7%
LIMPOPO PROVINCE			
	Acornhoek	2	
	Atok	1	
	Bochum	3	
	Burgesfort	31	
	Bushbuckridge	85	
	Capricorn	1	
	Chiawelo	1	
	Driekop	14	
	Elim	3	
	Ellisras	6	
	Giyani	53	
	Groblersdal	15	
	Lebowakgomo	10	
	Lephalale	13	
	Louis Trichardt	11	
	Malamulele	17	
	Mankeng	1	
	Messina	1	
	Mkhulu	1	
	Modimolle	1	
	Mokopane	8	
	Mopani	2	
	Naboomspruit	2	
	Nebo	1	
	Nylstroom	2	
	Phalaborwa	18	
	Pietersburg	47	
	Polokwane	79	
	Potgietersrus	4	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Riba Cross	1	
	Sekhukhune	18	
	SESHEGO	2	
	Sibasa	4	
	Sovenga	1	
	Steelpoort	2	
	Swartklip	1	
	Thohoyandou	33	
	Thulamahashe	3	
	Tzaneen	30	
	Warmbaths	11	
	Zebediela	4	
LIMPOPO PROVINCE Total		543	1.9%
WESTERN CAPE	Amsterdam	2	
	Cape Town	9	
	Mossel Bay	1	
	Robertson	2	
	Worcester	1	
WESTERN CAPE Total		15	0.1%
BOTSWANA			
BOTSWANA Total		152	0.5%
LESOTHO			
LESOTHO Total		1681	5.9%
MOCAMBIQUE			
MOCAMBIQUE Total		1215	4.3%
SWAZILAND			
SWAZILAND Total		70	0.2%
ZIMBABWE			
ZIMBABWE Total		3	0.0%
OTHER Foreign Countries			
		63	
Grand Total		28491	100%



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) kilometers from the Springs Central Business District (CBD).

1.4.6 FINANCIAL YEAR

1 July to 30 June.

1.4.7 SIZE AND COMPOSITION OF WORKFORCE

1.4.7.1 WORKFORCE DIRECTLY EMPLOYED BY IMPALA PLATINUM REFINERIES



Table 1.6: Occupational Distribution of Workforce at Impala Platinum Limited Refineries as at June 2018

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Paterson Level E)	3	0	1	2	0	0	0	1	2	0	9
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	18	0	6	29	12	1	4	11	1	1	83
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	189	3	5	81	41	1	0	17	2	0	339
Semi-skilled and discretionary decision making (Paterson Level B)	329	6	4	24	111	3	1	16	5	1	500
Unskilled and defined decision making (Paterson Level A)	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	539	9	16	136	164	5	5	45	10	2	931
Non – permanent employees	11	1	0	2	7	0	0	2	0	0	23
GRAND PERMANENT	550	10	16	138	171	5	5	47	10	2	954



1.4.8 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.7: Summary of Labour-sending areas for Impala Platinum Limited Refineries Personnel as at June 2018

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
Eastern Cape	Alice	3	
	Alicedale	1	
	Bisho	1	
	Bizana	5	
	Butterworth	1	
	Cala	3	
	Cathcart	1	
	Confimvaba	1	
	East London	1	
	Elliotdale	1	
	Engcobo	2	
	Flagstaff	1	
	Idutywa	2	
	Keiskammahoek	1	
	Kentane	1	
	Libode	1	
	Matatiele	3	
	Mdantsane	1	
	Molteno	1	
	Mount Frere	4	
	Mthatha	2	
	Nggeleni	3	
	Ntabankulu	2	
Oyster Bay	1		
Port Elizabeth	1		
Seymour	1		
Tsolo	1		
Umtata	2		
Eastern Cape Total		48	5.2%
Freestate	Bloemfontein	3	
	Bothaville	1	
	Harrismith	1	
	Kroonstad	1	
	Mokodumela	1	
	Petrus Steyn	1	
	Phuthaditjhaba	2	
	Sasolburg	1	
	Ventersburg	1	
	Warden	1	
	Welkom	1	
	Witsieshoek	4	
	Zastron	2	
Freestate Total		20	2.1%
Gauteng	Alberton	3	
	Bapsfontein	2	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Benoni	47	
	Boksburg	12	
	Brakpan	89	
	Devon	1	
	Engcobo	1	
	Florida	1	
	Germiston	6	
	Grasmere	1	
	Halfway House	3	
	Hammanskraal	2	
	Heidelberg	4	
	Johannesburg	7	
	Kagiso	1	
	Katlehong	2	
	Kempton Park	11	
	Kwaxuma	2	
	Lehurutshe	1	
	Mamelodi	1	
	Meyerton	1	
	Nigel	37	
	Olifantsfontein	1	
	Orlando	1	
	Pimville	1	
	Polokwane	1	
	Pretoria	9	
	Randfontein	1	
	Roodepoort	1	
	Rusloo	2	
	Sebokeng	4	
	Soshanguve	3	
	Soweto	2	
	Springs	335	
	Strubenvale	1	
	Vanderbijlpark	1	
	Vereeniging	2	
	Witfontein	1	
Gauteng Total		601	64.6%
Kwa-Zulu Natal	Bergville	1	
	Dundee	1	
	Durban	8	
	Empangeni	1	
	Ezakheni	1	
	Harding	2	
	Highflats	3	
	Hlabisa	1	
	Howick	1	
	Inanda	1	
	Ingwavuma	1	
	Kagiso	1	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Kokstad	2	
	Ladysmith	1	
	Mabhokweni	1	
	Mahlabatini	3	
	Margate	1	
	Mondlo	1	
	Mtubatuba	1	
	New Germany	1	
	Newcastle	2	
	Nongoma	3	
	Ngutu	1	
	Paulpietersburg	1	
	Pietermaritzburg	3	
	Pongola	6	
	Port Shepstone	1	
	Ulundi	1	
	Umbumbulu	1	
	Umkomaas	1	
	Umlazi	1	
	Umzimkhulu	6	
	Umzinto	2	
	Utrecht	1	
	Wasbank	2	
Kwa-Zulu Natal Total		65	7.0%
Limpopo	Bakone	1	
	Bungeni	1	
	Burgersfort	9	
	Dennilton	1	
	Driekop	5	
	Elim	1	
	Ga Mashashane	1	
	Gakgapane	1	
	Giyani	1	
	Groblersdal	10	
	Jane Furse	3	
	Kutama	1	
	Lebowakgomo	1	
	Letsitele	1	
	Louis Trichardt	13	
	Malamulele	3	
	Marble Hall	4	
	Mokopane	3	
	Moletsi Kanana	1	
	Musina	1	
Nebo	1		
Polokwane	23		
Potgietersrus	2		
Sekhukhune	2		
Sibasa	1		



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Soekmekaar	1	
	Steelpoort	1	
	Tafelkom	1	
	Thabazimbi	1	
	Thohoyandou	5	
	Tzaneen	2	
Limpopo Total		102	11.0%
Mpumalanga	Balfour	1	
	Belfast	2	
	Bronkhorstspuit	5	
	Bushbuckridge	9	
	Delmas	3	
	Dennilton	1	
	Dumbe	1	
	Ermelo	2	
	Hazyview	8	
	Kwaggafontein	1	
	Kwamhlanga	2	
	Leslie	1	
	Maromeng	1	
	Middelburg	1	
	Mkhuhlu	1	
	Mpuluzi	1	
	Nelspruit	5	
	Piet Retief	1	
	Secunda	1	
	Springs	1	
Sundra	1		
Thulamahashe	1		
Volksrust	1		
White River	1		
Witbank	1		
Mpumalanga Total		53	5.7%
Northern Cape	Kimberley	1	
	Pampierstad	1	
Northern Cape Total		2	0.2%
North-West	Brits	1	
	Delareyville	1	
	Klerksdorp	2	
	Lehurutshe	1	
	Lerato	1	
	Mafikeng	5	
	Mmabatho	3	
	Pomfret	3	
	Rustenburg	7	
	Stella	1	
	Taung	3	
	Vryburg	3	
	Wolmaranstad	1	



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
North-West Total		32	3.4%
Western Cape			
	Cape Town	1	
Western Cape Total		1	0.1%
Lesotho	Butha Buthe	1	
	Maseru	2	
Lesotho Total		3	0.3%
Botswana	Gaborone	1	
	Palapye	1	
	Tonota	1	
Botswana Total		3	0.3%
Swaziland			
	Mbabane	1	
Swaziland Total		1	0.1%
Grand Total		931	100%



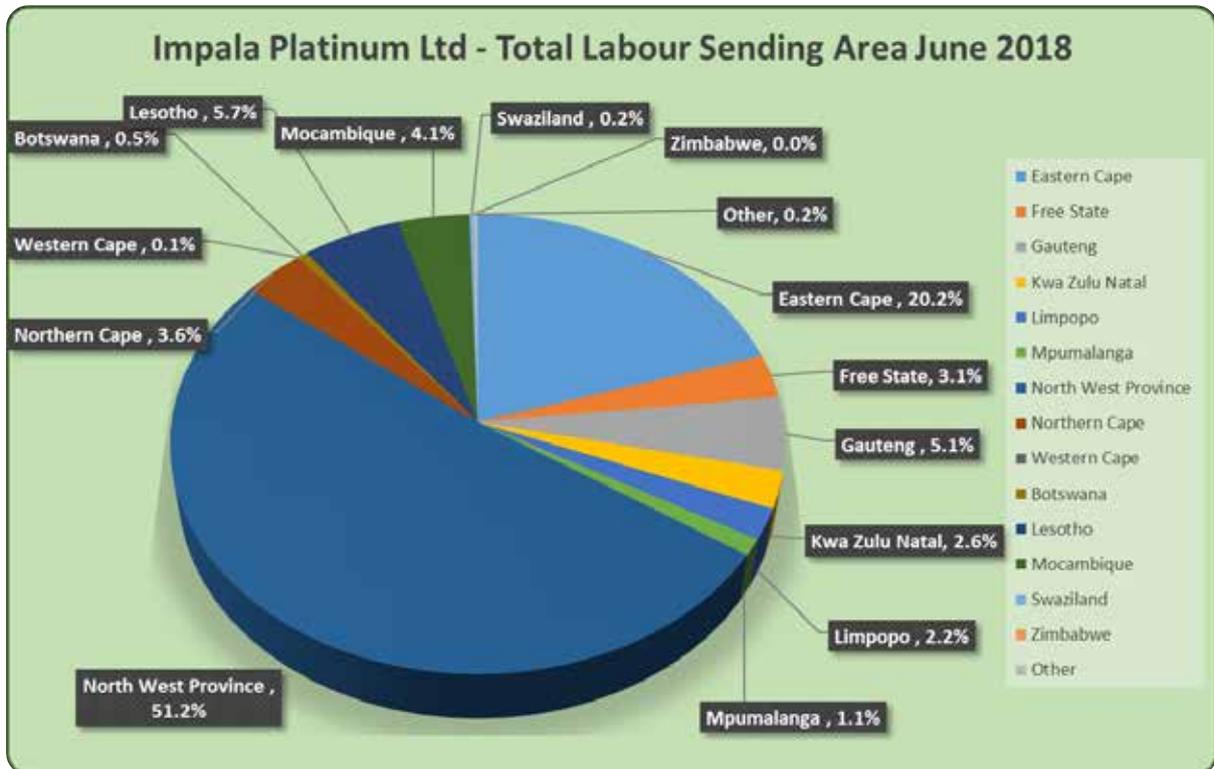
1.5 SUMMARY OF WORKFORCE AT IMPALA PLATINUM LIMITED

Table 1.8: Occupational Distribution of Company Workforce at Impala Platinum Limited as at June 2018

OCCUPATIONAL LEVELS	Male			Female				Foreign Nationals		TOTAL	
	African	Coloured	Indian	African	Coloured	Indian	White	Male	Female		
Top management (Paterson Level F)	0	0	0	3	0	0	1	0	0	0	4
Senior management (Paterson Level E)	21	2	3	40	7	0	1	6	3	0	83
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	142	7	17	204	50	1	11	57	7	1	497
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	2786	20	5	593	528	7	2	78	196	3	4218
Semi-skilled and discretionary decision making (Paterson Level B)	7532	13	4	82	889	5	1	24	1561	4	10115
Unskilled and defined decision making (Paterson Level A)	11740	10	0	8	1375	1	0	0	1387	34	14555
TOTAL PERMANENT	22221	52	29	930	2849	14	16	165	3154	42	29472

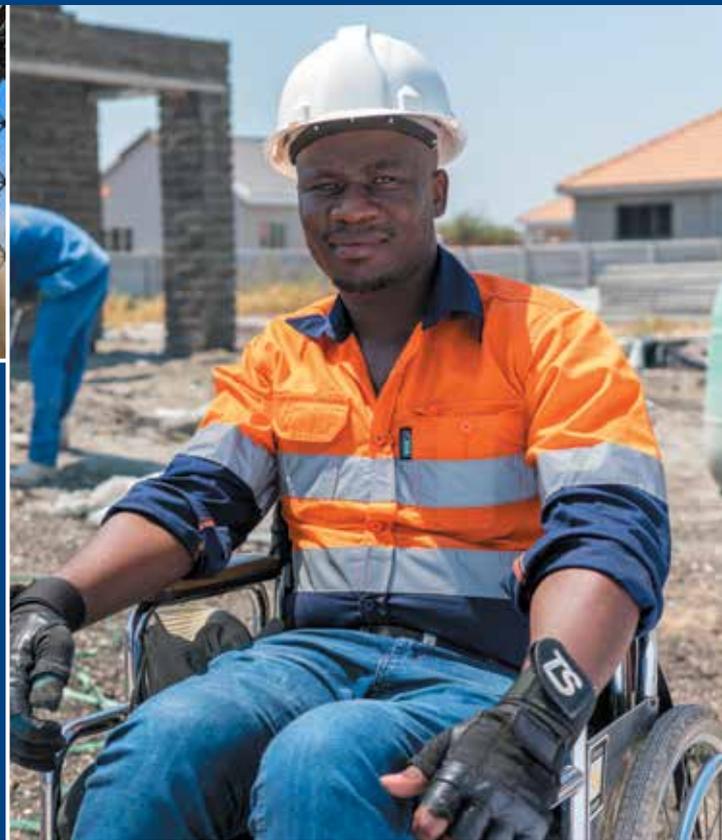


Figure 1.3: Key Labour Sending Areas for Company Workforce at Impala Platinum Limited as at June 2018



SECTION 2

Human Resources and Development



IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN





SECTION 2

2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

2.1.1 GENERAL OVERVIEW

The Human Resources Development Programmes for the Impala Rustenburg Operations (as well as the Impala Platinum Refineries and Impala Platinum Head Office) is based upon Impala Platinum Limited's Human Resources Development plan. 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 (SLP)
- Local Economic Development Programmes (LED)
- Company production and sustainability needs
- Workplace Skills Plan and Annual Training Report (WSP-ATR)
- Broad Based Black Economic Empowerment (B-BBEE)

The Human Resources Development centres of Impala Platinum are ISO 9001:2015 certified, and fully accredited by the Mining Qualifications Authority (MQA) for all Seta registered programmes, the Rustenburg Operation is also accredited by the Quality Council of Trades and Occupations (QCTO) for QCTO registered qualifications, and registered by NAMB for all registered trades.

Impala remains committed to compliance to skills development legislation, respective Workplace Skills Plans and Annual Training Reports are submitted annually by 30 April as stipulated by the Skills Development Act.

Name of SETA:

Mining Qualifications Authority

:

Accreditation with Seta

Rustenburg:	L520713662	: 16/MQA/0750/AC4/021117 – 21 November 2017 - 2020
Springs Refinery:	L410713855	: 16/MQA/0686/AC4/021116 – 02 November 2016 - 2019

QCTO Accreditation (Rustenburg Operation only): SDP122/17/021

Trade test training and Trade Test Centre (4)

Mining Qualifications (2)

This section of the SLP will focus on the Human Resource Development Programmes to be implemented on behalf of Impala Platinum Limited³. Specific information with regards to the Impala Platinum Refineries and Impala Platinum Limited Head Office will be provided where pertinent.

As at June 2018 a total of forty thousand and seventy nine (40 079) people are currently employed at the Impala Rustenburg Operations. Impala Rustenburg Operations undertakes to adhere Section 101 of the MPRD Act and ensure that all permanent employees on the mine or contractor employees, have access to Human Resource Development Programmes, facilitated or managed by either the mine itself or by the contracting companies. Timeframes and targets have been established for each of the programmes in line with the HRD strategic business plan and progress will be reported in Impala Platinum Limited's annual SLP Reports.

³ Impala Platinum Ltd – Impala comprises of 13 operating vertical shafts, 5 associated with declines, 1 shafts under construction, mineral processes, refineries and head office

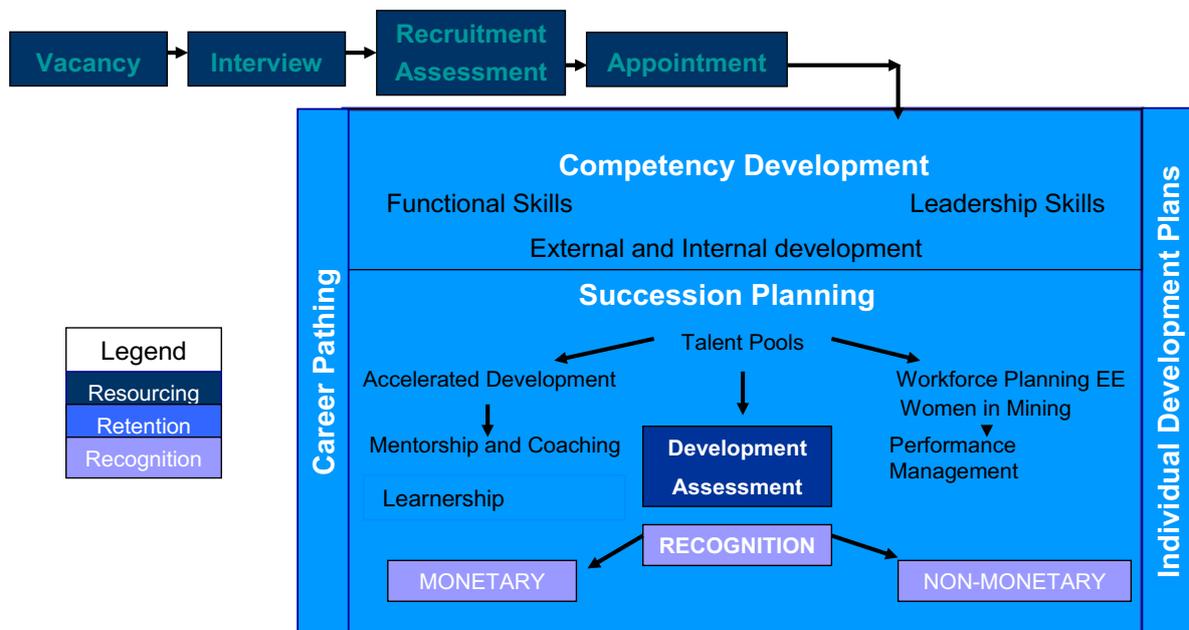


In terms of Regulation 46 (b) of the MPRDA, the company undertakes the following and will as such be reported on in Section 2 of this report.

- Skills Development
 - Contributing to skills initiatives for Employees (18.1) and Labour Sending Areas & Mine Communities (18.2)
 - Establish an Education and Skills Forum, and consult with organised labour on a regular basis regarding employee skills development.
 - Compile and submit a Workplace Skills plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA) as stipulated in the Skills Development Act 97 of 1998 and Mine Health and Safety Act (section 10), through consultation with organised labour.
 - Encourage employee self-development in furthering their studies by providing financial support in line with business needs (Impala discretion).
 - HRD initiative are linked to achieving Employment Equity plans and as contained in the in the Mining Charter, sections 2.3, 2.4.7 and 2.4.8
- Adult Education and Training (AET)
- Portable Skills
- Bursaries
- Internships (internal and external)
- Career Progression and Mentoring
- Community development

Figure 2.1 presents the integrated Talent Management Model utilised 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.

Figure 2.1 Impala Platinum Talent Management System





2.1.2 IMPALA PLATINUM LIMITED: TRAINING VENUES AND FACILITIES

On any given day, between nine hundred (900) and one thousand five hundred (+1500) learners are involved in full time or part time training at a facility operated on behalf of Impala Platinum Limited. This enrolment comprises of learners acquiring training in mining specific tasks, engineering, metallurgy, transport, adult education and training (AET), computer skills, supervisory training, on-the-job coaching and team improvement interventions. All Impala Platinum Limited training centres have been fully accredited as training providers by the Mining Qualification Authority (MQA), and accreditation for available occupational qualifications through the Quality Council for Trades and Occupations (QCTO). 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	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
Engineering Training Centre – No. 2 Shaft	20 equipped lecture rooms and 1 Study room	Electrical, Boilermaking, Fitting, Diesel Mechanic, Rigging, (skilled and semi-skilled training, Onsetter, Ex-leave and Advanced artisan training	Full time for duration of program.	230 Learners
No. 2 Shaft Training Centre (The Human Resources Development Training Centre)	<u>AET/Computer Training:</u> 8 Equipped training rooms, including 2 Computer rooms with 28 computers	AET, Computer Skills, Foundational Language Courses	Full Time Part Time	100 Learners
	<u>Soft Skills Training:</u> 2 Equipped training room	Intro To Impala Supervisory Impala Supervisory Financial Life Skills Basic Business Skills	3 days per month 3 days per month 1 day per month 3 days per month	16-20 Learners per class
2 Shaft Mining Training Centre	12 Surface Classrooms	Management and Supervisory – New Recruit and Ex-Leave Panel Leader Ex-Leave All Team Leaders Ex-Leave GDI Training Engineering Ex-Leave and New Recruit TARP Training (Cat 4 – 8) Winch Mover/Helper and Water Jet (Cat 4 – 8) – New Recruit and Re-Class Cat 4 to 8: Ex-Leave South Shafts Strata Control (Supervisory)	Daily	25 Learners per classroom (25 x 12 = 300)



TRAINING CENTRE	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
	5 Fully Equipped Mock-ups	Marking and Drilling Emergency Preparedness Rigging Mono Winch and Construction Safety Harness Mono-Winch rope splicing Charging up and timing Loco Battery Bay RDO Roof bolter Drilling		
	Computer Room	Computer Based Training - Simulator		
	LMO Learning Facility	Assessments Computer Training Meetings		
No. 6 Shaft Training Centre (Mining)	15 Equipped training rooms underground, (FOG sites) and practical training area	Competent A & B, Mechanical & ex-leave Novice Mining Trainees (Community)	Full Time	405 Learners
	5 Surface Classrooms	Induction, E-learning, Mechanized and ad-hoc training		100 Learners
	2 Simulators (old)	Mechanized Drill rig and LHD	Full Time	8 Learners
	4 Equipped training rooms	AET	Part Time (After hours)	100 learners
No. 9 Shaft Training Centre	5 fully equipped training rooms	OHS Skills Programme Level 2	Full Time	100 Learners
	1 fully equipped training hall	Half Level Safe Production	Full Time	40 Learners
Metallurgy	9 Equipped lecture Rooms	Ex-leave Induction, First aid;		80 Learners
Impala Laboratory	1 Classroom	HSE & Ex leave Induction		20 Learners
Impala Platinum Refineries Training Centre	8 Equipped training rooms, incl.	Computer Skills, Life Skills, Supervisory and Management Courses	Full Time for the duration of the programme	180 Learners
	1 Auditorium and 2 Training rooms with 24 personal computers	Legislative training License training		20 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 line with the Impala Platinum Limited Human Resources Development Strategy. In addition, the Impala Rustenburg Operations are registered with the South African Revenue Service (SARS) as well as the relevant SETA (Sector Education Training Authority), Quality Council for Trades and Occupations (QCTO) as well as the National Artisan Moderating Body (NAMB) and are currently contributing one percent (1%) of payroll towards Skills Levies. Application for registration as a private Skills Development Provider has also been submitted to DHET and is awaiting registration.

2.2.2 FUNCTIONAL LITERACY & NUMERACY

2.2.2.1 Overview

Adult Education and Training (AET) programmes are in place at Impala Rustenburg Operations. 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 AET 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 (AET Level 3, which will qualify employees to register for occupationally directed qualification registered within the NQF).

2.2.2.2 Strategic Plan

Training Facilities and Facilitators: AET programmes at Impala Platinum⁴ 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 shift cycles. All training venues and facilities (Table 2.1) are accredited with the MQA, whilst all AET programmes are approved by the Education and Training Development (ETD) SETA. Impala Platinum Rustenburg will maintain a complement of five (5) fulltime AET facilitators and eleven (11) part-time facilitators as per business need. AET facilitators are qualified trainers in their respective fields, as well as being qualified assessors and moderators registered with the MQA. In addition, all AET facilitators will comply with ISO 9001 requirements, and will continuously improve on their required skills.

MQA governance with regards to AET, to ensure achievements are quality controlled, designed and assessed, only 3 external assessment centres/providers were made available to the industry. Impala is utilising the services of Benchmark to do all Pre-AET and AET Level 1-3 examinations, and the Independent Examination Board (IEB) to conduct all AET Level 4 and Foundational Level Competency (FLC) examinations.

Training Programme: Impala Platinum Rustenburg will continue to offer AET programmes to the workforce operating on its various entities, in order to provide them with the opportunity to become functionally literate and numerate. Impala will continue to train the full (NQF) Level 1 Qualification: Introduction to the Mining and Mineral Sector, until the registration period for the qualification expires. The following programmes are currently and will continue to be offered on behalf of Impala Platinum Rustenburg, taking into consideration the educational requirements of its workforce:

- Pre-AET (Foundational level/Breakthrough)
- AET Level 1: Communication and Numeracy
- AET Level 2: Communication, Life Orientation and Numeracy

⁴ All employees at the Impala Platinum Limited Head Office are literate and numerate and ABET is therefore not required.



- AET Level 3: Communication, Life Orientation, Natural Science and Numeracy
- AET Level 4: Communication, Life Orientation, Natural Science and Mathematics
- NQF Level 1: Introduction to Mining and Mineral Sector (for as long as it is registered through the SETA).
- FLC – Foundational Learning Competency

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 utilise 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.

Recognition is given to prior learning (RPL) through screening tests, ensuring employees are placed at the appropriate AET level. Employees are encouraged to attend AET classes where AET level 4 forms the basis for entering many of the careers in mining and engineering, and allow for further studies through FET institutions. Employees who show commitment and success in the part time programmes are recommended to attend AET classes on a full time basis.

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 (DMR 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. As we still have a number of employees where the educational status is unknown, every effort will be put in place to continue obtain qualification statuses for those employees through requesting their qualifications and or requesting for them to be screened.

Programme Communication: The communication of AET programmes will incorporate a variety of methods in order to maximize employee exposure to the training offered by Impala Platinum Rustenburg. Communication of literacy programmes offered will take place during new recruit induction sessions, ex-leave programmes, through marketing campaigns (roadshows, ITV), Management Briefs, the Education and Skills Forum, involving organised labour.

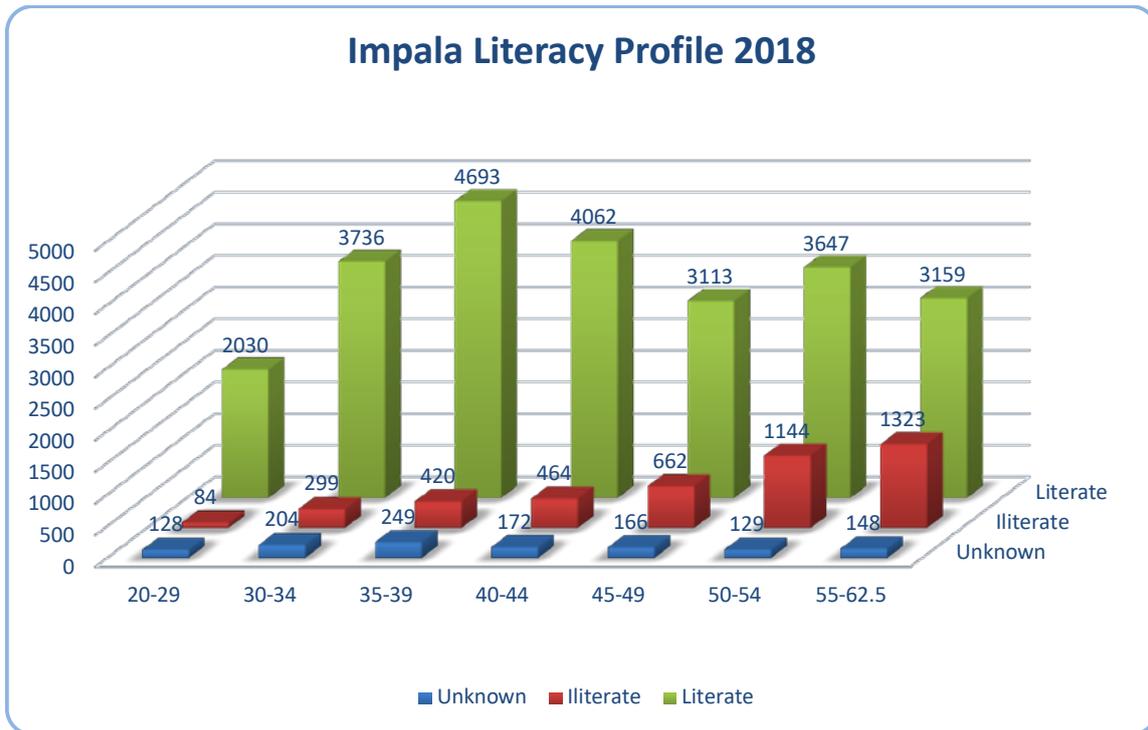
Programme Targets: The AET programmes aim to:

- Increase the focus on training in AET 3,4 and the FLC on a full time basis, to ensure career progression to employees. (IDP, Mentoring & Career Path)
- Increase the capacity to create greater access to part time training especially for Pre-AET and levels 1, 2, & 3.
- engage with communities to enter AET programmes
- maintain a full time intake as per table 2.3 in line with Impala business plan to ensure a stable educational pool,

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



Figure 2.2: Literacy Profile based on age distribution for Rustenburg Operation



Programme Outcomes:

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

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



Table 2.3: Five (5) year targets from 2019 to 2023 for AET training

Impala Rustenburg Operations		2019		2020		2021		2022		2023		Total	
		Target New Enrolments	% Literacy Level	Target New Enrolments	% Literacy Level	Target New Enrolments	% Literacy Level	Target New Enrolments	% Literacy Level	Target New Enrolments	% Literacy Level	Target New Enrolments	Expected Illiteracy Levels
Adult Basic Education and Training (ABET) Level	Baseline Literacy Level (ref: Form Q)	In Training End June 2018	Course	Target New Enrolments	% Literacy Level	Target New Enrolments	Expected Illiteracy Levels						
PRE-ABET		15	PT	10		20		18		21		20	89
ABET Level 1	81.40%	9	FT	0		0		0		0		0	0
		28	PT	24		47		50		49		51	221
ABET Level 2		8	FT	12		24		24		24		24	108
		14	PT	22		38		37		36		40	173
ABET Level 3		9	FT	12		24		24		24		24	108
		12	PT	10	81%	20	82%	19	83%	22	84%	21	92
ABET Level 4/NOF Lev1	(end June 2018)	15	FT	11		22		22		22		22	99
		0	PT	0		0		0		0		0	0
FLC		0	FT	0		0		0		0		0	0
		0	PT	0		0		0		0		0	0
Totals		41	FT	35		70		70		70		70	315
		69	PT	66		125		124		128		132	575
		110		101		195		194		198		202	890
Facilitators													
			FT	5									
			PT	11									



2.2.3 LEARNERSHIPS

2.2.3.1 Undertaking

Impala Platinum Limited, through its active participation in the QCTO Occupational qualification and MQA learnership programmes, in support of the MPRDA Mining Charter requirements and Employment Equity strategy in not only meeting the business' needs but also of the country. At present, Impala Platinum Limited is qualifying up to fifty (50) engineering learners and up to fifteen (15) Blasting certificate (DMR) learners per annum. Learnerships will be offered to employees and community members, and allocated as per business need and employment strategy of the company. Local community learnerships will be in support of the local economic development strategy of this document.

2.2.3.2 Strategic Plan

Training Programme: Impala Platinum Limited has introduced and will continue to develop learnership programmes according to the relevant SETA, QCTO and NAMB specifications. Impala Rustenburg and Impala Refineries Operations⁵ will continuously convert training and development programmes towards learnerships or skills programmes as and when these are released by the relevant SETA and/or QCTO.

The number and type of learnerships offered each year will be informed by the labour planning carried out within the company which is informed by the varying business needs, replacement plans, labour turnover, natural attrition, 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 significant emphasis in respect of HDSA participation in the learnership Programme, with a particular focus on recruiting women into the engineering learnerships in addressing the Employment Equity needs as contained in the Mining Charter.

In addition to the internal development of the employees Impala Platinum Limited works together with the neighbouring communities to further develop identified youth in the engineering learnerships programmes.

All training programmes will be implemented in accordance with the relevant training legislation (MQA, QCTO and South African Qualifications Authority (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 MQA.

Impala re-introduced the DMR Miner Blasting Certificate training programme in June 2017 in compliance to the new directive from the Department of minerals and resources, which replaced the L2 and L3 Rock Breaking qualifications. The DMR Blasting certificate training process is conducted in accordance to the Minerals Regulations Section 28. The Blasting certificate programme will be run in accordance to the DMR directive and rules. Impala Platinum will conduct two programs. i). this training programme will assist Mining Engineering Graduates to prepare them to obtain the Blasting certificate having obtained the required 200 shift stipulation. ii). this training programme will assist all other learners to prepare them to obtain the Blasting certificate having obtained the required 400 shifts.

Learners entering the programme will sign a learnership contract indicating that there will be no employment /appointment obligations once the learner has completed the programme and obtained the Blasting certificate.

Programme Targets: Table 2.4 presents the learnership targets for Impala Platinum for a five (5) year period taking cognisance of the skills development plan, WSP and ATR, including business needs for the company, and the employment equity strategies in order to achieve required targets. An understanding of the length of each programme listed within the target table is required when considering the expected pass rates on an annual basis. Note that the qualifying rate is three (3) years from enrolment, enrolment targets is aligned to the learners completing the programmes in order to maintain the required number of learners at all times. The Engineering targets are split between Section 18.1(internal employees) and 18.2 (mine community members), and in accordance with the company's business requirements.

Programme Outcomes: Engineering learnerships are linked to the QCTO qualification curriculum and learners are issued with artisan certificates on achievement of all required learning outcomes. Employees achieving the DMR Blasting certificates, will be issued with a DMR blasting certificate and license to blast, these employees will be appointed as Miners, depending on the business need at the time, there are no obligation for appointment after training is completed. Every effort is made to absorb the Section 18.2 learners as Artisans after successful completion

⁵ Impala Platinum Head Office is not incorporated into the Learnership Programme as limited opportunities for Learnerships exist within its structure.



of the programme as determined by the business need at the time. Please note that the annual targets may change as indicated, they are based on historical data and current business plan need



Table 2.4: Five (5) year targets from 2019 to 2023 for Learnerships Programmes⁵

Impala Platinum Limited		Duration	In training end June 2018	2019	2020	2021	2022	2023	5 Year TOTAL
				New Enrolments					
Artisan									
Engineering Electrician (18.1)	42 Months	0	0	0	0	6	5	4	15
Engineering Electrician (18.2)	42 Months	47	0	0	0	7	5	7	19
Engineering Boilermaker (18.1)	36 Months	0	0	0	0	3	1	2	6
Engineering Boilermaker (18.2)	36 Months	15	0	0	0	7	4	0	11
Engineering Diesel Mechanic (18.1)	36 Months	1	0	0	0	3	0	0	3
Engineering Diesel Mechanic (18.2)	36 Months	23	0	0	0	3	2	0	5
Engineering Instrument Mechanic (18.1)	36 Months	0	0	0	0	2	0	0	2
Engineering Instrument Mechanic (18.2)	36 Months	2	1	0	0	4	1	0	6
Engineering Fitting (18.1)	36 Months	6	0	3	5	5	5	6	19
Engineering Fitting (18.2)	36 Months	22	0	2	8	5	5	6	21
Engineering Rigging (18.1)	36 Months	0	0	0	0	2	0	0	2
Engineering Rigging (18.2)	36 Months	3	0	0	0	2	3	0	5
Sub Total		119	1	5	52	31	25	114	
Non Artisan									
DMR Blasting Certificate	12 Months	67	0	0	20	10	10	10	50
Engineering: Winding Engine Driver	12 Months	0	0	0	4	0	4	0	8
Sub Total		67	0	24	10	14	10	58	
TOTAL		186	1	29	62	45	35	172	

⁵ All targets include trainees from Mine Communities and Labour Sending Areas.



Table 2.4(i): Five (5) year targets from 2019 to 2023 for Learnerships Programmes

Newrak Mining			2019	2020	2021	2022	2023	5 Year TOTAL
Duration	In training end June 2018	New Enrolments						New Enrolments
		2019	2020	2021	2022	2023		
Artisan								
Engineering Electrician (18.1)	42 Months	11	5	5	5	5	5	25
Engineering Boilermaker (18.1)	36 Months	2	0	0	0	0	0	0
Engineering Diesel Mechanic (18.1)	36 Months	1	0	0	0	0	0	0
Sub Total		14	5	5	5	5	5	25
Non Artisan								
DMR Blasting Certificate	12 Months	10	8	8	8	8	8	40
Engineering: Winding Engine Driver	12 Months							0
Sub Total		10	8	8	8	8	8	40
TOTAL		24	13	13	13	13	13	65



Table 2.4(ii): Five (5) year targets from 2019 to 2023 for Learnerships Programmes

Platchro Mining	Duration	In training end June 2018	2019	2020	2021	2022	2023	5 Year TOTAL
			New Enrolments					
Non Artisan								
DMR Blasting Certificate	12 Months	1	1	1	1	1	1	5
Engineering: Winding Engine Driver	12 Months	0	0	0	0	0	0	0
TOTAL		1	1	1	1	1	1	5



2.2.4 SKILLS DEVELOPMENT PROGRAMMES

2.2.4.1 Undertaking

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

2.2.4.2 Strategic Plan

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

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

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

Programme Outcomes: Whilst the completion of the training for Competent A, B, Blasting Assistant, and Occupational Health and Safety Representative Skills programmes qualifications amongst relevant employees will facilitate the mine's compliance to the Mine Health and Safety Legislation, the relevant employees will further receive accredited qualifications which are transferable across the mining sector, and are therefore portable skills. Amongst these portable skills will be the Level 2 Artisan Aide Qualifications, Rock Drill Operators, Trackless Machine Operators, Onsetter and Medium Voltage, and various Metallurgical and Assaying skills programmes.



Table 2.5: Five (5) year targets from 2019 to 2023 for Skills Development Programmes⁶

Impala Platinum Limited		2019	2020	2021	2022	2023
Skills Programmes	Duration	Target	Target	Target	Target	Target
		No. of Enrolments				
Competent A	± 5 Days	10	20	20	20	20
Competent B	± 5 Days	50	140	130	130	130
Blasting Assistant	± 5 Days	50	130	130	130	130
OHS Rep	± 10 Days	70	250	250	200	150
Artisan Aide - Level 2	12 Months	4	10	10	10	10
Onsetter	± 12 Months	2	5	5	5	5
Rock Drill Operator	±3 Months	10	30	30	30	30
Medium Voltage	Self-Paced	2	5	5	5	5
Other (Met/Lab)	Self-Paced	40	80	75	50	30
TOTAL		238	670	655	580	510

5 Year Total	Target	No. of Enrolments
		90
		580
		570
		920
		44
		22
		130
		22
		275
		2653

⁶ Programmes are accredited with the MQA Seta and or QCTO (Quality Council for Trades & Occupations)



Table 2.5 (i): Five (5) year targets from 2019 to 2023 for Skills Development Programmes

Newrak Mining	Skills Programmes	Duration	2019		2020		2021		2022		2023		5 Year Total	
			Target	No. of Enrolments	Target	No. of Enrolments								
	Competent A	± 5 Days	2	2	2	2	2	2	2	2	2	2	10	
	Competent B	± 5 Days	20	20	20	20	20	20	20	20	20	20	100	
	Blasting Assistant	± 5 Days	20	20	20	20	20	20	20	20	20	20	100	
	OHS Rep	± 10 Days	3	3	3	3	3	3	3	3	3	3	15	
	Rock Drill Operator	±3 Months	5	5	5	5	5	5	5	5	5	5	25	
	TOTAL		50	50	250									

Table 2.5 (ii): Five (5) year targets from 2019 to 2023 for Skills Development Programmes

Platthro Mining	Skills Programmes	Duration	2019		2020		2021		2022		2023		5 Year Total	
			Target	No. of Enrolments	Target	No. of Enrolments								
	Competent A	± 5 Days	2	2	2	2	2	2	2	2	2	2	10	
	Competent B	± 5 Days	2	2	2	2	3	3	3	3	3	3	13	
	Blasting Assistant	± 5 Days	0	0	0	0	0	0	0	0	0	0	0	
	OHS Rep	± 10 Days	6	6	6	6	6	6	6	6	6	6	30	
	Rock Drill Operator	±3 Months	1	0	0	0	1	0	0	0	1	1	3	
	TOTAL		11	10	12	11	12	11	12	11	12	12	56	



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, providing learning opportunities and through this training increase employee marketability and employability in the open labour market and ensure such training programmes are adapted as required by needs of the mine's employees. The company therefore defines portable skills as accredited skills developed through unit standards based training that can be utilised outside of the mining sector, in support of generating an income beyond the "life of mine".

Impala will, in partnership with accredited service providers, offer specially designed portable skills training to equip all employees, in service and exiting, with the ability to create self-employment opportunities at times of downscaling/ mine closure or early retirement or incapacitation. It should be noted that although no targets were set, all core technical accredited training provided, is also portable within the mining sector.

2.2.5.2 Strategic Plan

a. Portable Skills Training through the Soft Skills Training at Impala Platinum Limited Training Programme:

The mine provides on-going supervisory and management training amongst employees at levels which further facilitates access to generic business, financial, and management-related skills, empowering employees with the basic skills in managing staff and how to conduct themselves in the business environment. Basic computer skills are also provided to all interested employees on a full or part time basis. Table 2.6 provide the targets.

b. Non-Mining related Portable Skills Training for Employees

Impala has implemented a policy to provide a framework for the selection of employees to be identified to attend accredited portable skills courses whilst employed, nearing retirement or identified for incapacitation. These programmes will enhance employee potential to alternative employment opportunities outside of mining activities, providing skills that can be utilised in the formal and informal sector and support self-employment. Figure 2.3 and annexure G. Table 2.6 below sets out the targets planned over the five (5) year period.

c. Non-Mining related Portable Skills Training 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 will be provided at the time of retrenchment as outlined in Section 4.1, 4.2 and 4.3 of this document.

At the time of retrenchment, the fund will be utilised as follows:

- To train the all affected employees.
- Such training programmes will be as agreed to by all Stakeholders.
- In principle, no more than 15 working days training time will be set aside for each affected employee.
- Programmes that have been identified at the time of this report, 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 G (B))

Figure 2.3 Skills areas outside the mining industry

Portable Skills Training Area	Average Training duration in Days
Mechanical	15
Electrical	15
Construction	15
Agricultural	10-15
Business Skills	5-15

Programme Targets: Targets for portable skills training for the next five (5) years were developed in line with individual development programmes for supervisory training, generic business, and financial skills amongst all employee and Skills Development Plans for this period and is based on new enrolments/intake per programme respectively and outlined in Table 2.6. Portable skills courses are detailed through organised Labour in the Skills Forum and is relevant at the time of the report, but is subject to change in



line with employee needs. Competence certificates will be issued at the end of successful completion of the courses.



Table 2.6 (i): Five (5) year targets from 2019 to 2023 for Portable Skills Training to Employees in Non-Mining Related Skills

Platchro Mining	Duration	2019		2020		2021		2022		2023		5 Year Total	
		Target	No. of enrolments	Target	No. of enrolments								
Training Programmes Occupational Levels as per Form S													
Supervisory & Business Training													
Introduction to Basic Computers	2 Days Full time	1	1	0	0	1	1	0	0	0	0	2	2
Total		1	1	0	0	1	1	0	0	0	0	2	2

Table 2.6 (ii): Five (5) year targets from 2019 to 2023 for Portable Skills Training to Employees in Non-Mining Related Skills

Reagentswe Mining	Duration	2019		2020		2021		2022		2023		5 Year Total	
		Target	No. of enrolments	Target	No. of enrolments								
Training Programmes Occupational Levels as per Form S													
Supervisory & Business Training													
Introduction to Basic Computers	2 Days Full time	2	2	2	2	2	2	2	2	2	2	10	10
Total		2	2	10	10								



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, to ensure each employee meets the legal and minimum requirement of their position. For this reason the company will direct a major portion of its training and development resources to the development of mining, engineering, metallurgical and plant related competencies and skills.

2.2.6.3 Strategic Plans

Training Facilities: Impala Platinum Limited will continue to equip mining, engineering, and metallurgical and plant employees with unit standard, outcome based training learnerships and skills programmes, as required and available by the SAQA, QCTO and the relevant SETA

Training Programme: Targets for occupational related training for the next five (5) years at Impala Platinum⁷ 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. As result of the changes currently taking place as result of the Mine's financial and strategic restructuring, targets may fluctuate in line with annual business requirements. Other core business training targets under the learnership programmes (Table 2.4) and Skills Development Programmes (Table 2.5) have also been determined in line with the business needs but are NOT reflected in Table 2.7. Actual numbers of mining and plant employees trained per annum will be reported on in the Mine's Annual SLP Reports. The duration for new employees and re-classification differs from each other as well as from different occupations. In Mining re-class training can vary from 3 to 5 days, and new employee training between 30-40 days. Metallurgical training is 1 to 3 days per module and Engineering is also 1-3 days refresher and 5 -10 days for skills training.

In addition to the core business training within each discipline, Impala Platinum Limited will carry out ex-leave training in an effort to ensure the continuous improvement and upliftment of the workforce as well as awareness of any changes within processes or standards. Impala Platinum Limited will carry out ex-leave training on an on-going basis during the life of the mine as employees return from leave and or re-engagement for whatever reason. The duration of this re-fresher training which also facilitates opportunity for key communication processes to employees to take place (on issues such as AET programmes, portable skills programmes, nutritional awareness, HIV/Aids etc.).

Appendix C (DMR Form R) presents the current hard to fill vacancies for Impala Platinum Limited. These forms will be completed annually and submitted as part of Impala Platinum Limited's Annual SLP report. Currently Impala has no hard to fill vacancies to report as no position has ever been vacant for 12 months or longer. With the current re-structuring, it is not foreseeable that there will be any hard-to-fill vacancies in the next 5 years.

Programme Targets: Targets for training in core business are formulated when preparing the annual WSP and progress against this plan, and will be reported upon in the annual training report submitted to the Seta 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 and associated planning processes, these amendments will be reported to DMR through following the Section 102 process.

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. This is merely a reflection of where career paths are available, and the beneficiaries of career paths, might also be reflected elsewhere in the SLP, these figures should thus not be accumulated to a progressive figure. These career paths are communicated during the core training as well as Ex-leave and induction programmes.

⁷ Excluding Impala Platinum Head Office

Table 2.7a: Five (5) year targets from 2019 to 2023 for Training in Core Business areas

Impala Platinum Limited	WSP Skills Priority	2019		2020		2021		2022		2023		5 Year Target	
		Target	No. of Participants	Target	No. of Participants	Target	No. of Participants	Target	No. of Participants	Target	No. of Participants	Target	No. of Participants
Occupational Related Training													
Mining *	Core Mining	1 000	1 383	1 106	884	707						5 080	
Engineering *	Core Engineering	360	360	460	370	370						1 920	
Transport	Core Engineering	120	200	150	100	75						645	
Metallurgy *	Core Metallurgy	100	230	150	100	75						655	
Plant	Core Plant	80	130	130	130	130						600	
Total		1 660	2 303	1 996	1 584	1 357						8 900	
Employees with Disabilities	Core Training	150	298	310	310	310						1 378	

Table 2.7b (i): Five (5) year targets from 2019 to 2023 for Training in Core Business areas

Impala Platinum Limited	WSP Skills Priority	2019		2020		2021		2022		2023		5 Year Target	
		Target	No. of enrolments	Target	No. of enrolments	Target	No. of enrolments	Target	No. of enrolments	Target	No. of enrolments	Target	No. of Participants
Ex Leave													
Induction Training													
Mining	Core Mining	6 500	8 800	7 040	5 632	4 505						32 477	
Engineering	Induction	400	640	520	400	400						2 360	
Metallurgy	Core Engineering	750	1 400	1 300	1 200	1 000						5 650	
Plant	Core Plant	500	930	930	930	930						4 220	
Total		8 150	11 770	9 790	8 162	6 835						44 707	
Employees with Disabilities	Core Training	350	500	500	500	500						2 350	

* Training programmes reflected in Table 2.5 is not included in the above figures

** Although employees may attend refresher training more than once, every effort will be made to reflect beneficiaries and not interventions thus figures in final report will differ from progressive quarterly reports. *** The disability figures are not targets, but merely reflect the representation of people with disabilities trained within the core training.



Table 2.7b (ii): Five (5) year targets from 2019 to 2023 for Training in Core Business areas

Newrak Mining	2019		2020		2021		2022		2023		5 Year Target
	Target	No. of enrolments									
Ex Leave Induction Training											No. of Participants
Mining	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	6 830
Engineering	10	10	10	10	10	10	10	10	10	10	50
Total	1 376	1 376	6 880								

Table 2.7b (iii): Five (5) year targets from 2019 to 2023 for Training in Core Business areas

Platchro Mining	2019		2020		2021		2022		2023		5 Year Target
	Target	No. of enrolments									
Ex Leave Induction Training											No. of Participants
Mining	344	344	344	344	344	344	344	344	344	344	1 720
Engineering	2	2	2	2	2	2	2	2	2	2	10
Total	346	346	1 730								



Table 2.7b (iv): Five (5) year targets from 2019 to 2023 for Training in Core Business areas

Reagentswe Mining	2019		2020		2021		2022		2023		5 Year Target	
	Target	No. of enrolments	No. of Participants									
Ex Leave	612	612	680	680	690	690	690	690	690	690	3 362	
Induction Training	0	0	0	0	0	0	0	0	0	0	0	
Mining	0	0	0	0	0	0	0	0	0	0	0	
Engineering	0	0	0	0	0	0	0	0	0	0	0	
Metallurgy	0	0	0	0	0	0	0	0	0	0	0	
Plant	0	0	0	0	0	0	0	0	0	0	0	
Total	612	612	680	680	690	690	690	690	690	690	3 362	



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 career paths per discipline 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 human resource needs. The Career paths of the core discipline have been attached. (Appendix E).

2.3.2 STRATEGIC PLANS⁸

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:

- The Career Progression Plan targets (in Table 2.8) are a reflection of the number of employees (Paterson A4 to C Levels) from the total workforce base who will participate in identified key training programmes in line with their Career Progression strategy.
- Therefore, the career progression programme and succession planning programme are implemented with varying focuses on differing pools of employees: either the total workforce; or different sections of the workforce. As such these programmes reflect an integrated approach towards employment equity and skills development objectives. These plans take into consideration the Mining Charter requirements as specified in sections 2.4.7 and 2.4.8 of the Charter.
- The strategies and plans reflected in these tables (Tables 2.8 and 2.9) have been utilised to inform the strategies for achieving HDSAs in management as part of the employment equity plan, but are not limited to HDSA employees.

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.

⁸ 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.



These targets are reflected in various other tables except for Foreman Development, CPDP, Snr Plant Operator. The rest are reported in Tables 2.4, 2.5, 2.7 and 2.14 respectively.

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 full time within one of the career paths available. The ability to strategize 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 (5) five year period, focusing on training amongst HDSA's in an effort to improve upon the HDSA status within the skills profile at the mine.

These targets are reflecting new enrolments against those completing the programmes. Figures are not additional as they are also reflected under Tables 2.4, 2.8, 2.10, 2.14 respectively.

d. Succession Planning

Talent forums are on-going where champions focus on different aspects in identifying talent pools, i.e. minimum requirements of the job, turnover, retirement age, performance, potential and Employment Equity. This is to ensure that a fair and consistent process is followed across the operations. The emphasis is on identifying potential HDSA successors for D and E level position. Targets are set for new identified successors across the organization for the next five (5) years as presented in Table 2.9. Progressive figures will be reported on annually. Monitoring of successors in terms of movements (turnover, promotions and time frame) and readiness is reported on an on-going basis and will be evaluated annually



Table 2.8a: Five (5) year targets from 2019 to 2023 for Career Progression Plans

Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	Year					5 Year Total	
				2019	2020	2021	2022	2023	No of Newly Identified employees	No of Newly Identified employees
Trainee Engineer *	Junior /Trainee Engineer	Junior Engineer Program	Engineer	1	1	4	7	0	13	
Engineering Foremen	Artisan	Foreman Development program	Engineering Foreman	5	5	7	5	1	23	
Eng. Learnerships **	Learner	Learnership	Artisan	1	5	52	31	25	114	
Artisan Aide Level2 ***	Aide/helper	Artisan Aide L2 Skills Program	Service man	5	10	10	10	10	45	
Plant Foreman	Plant Operator	Unit Standard Based	Plant Foreman	0	0	0	0	0	0	
Modular Based Training	Senior Plant Operator	Modular Based Training	Process Controller	20	20	20	20	20	100	
Career Path Development Programme (CPDP)	Trainee Analyst	Career Path Development Programme (CPDP)	Analyst (B5)	5	5	5	5	5	25	
SUB TOTAL				37	46	98	78	61	320	

* Trainee Engineer – New intake per annum and included in Table 2.11 under Mentoring
 ** DMR Blasting Certificate and Engineering Learnership target: New enrolment per annum in line with targets reflected in Table 2.4 Learnerships
 *** Artisan Aides targets: New intake per annum in line with targets in Table 2.5 Skills Development Programmes



Table 2.8b, Cont.: Five (5) year targets from 2019 to 2023 for Career Progression Plans

Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	No of Newly Identified employees					5 Year Total
				2019	2020	2021	2022	2023	
DMR Blasting Certificate	Mining Trainee	DMR Blasting Certificate	Miner	0	20	10	10	10	50
Mining Engineer in training (Graduate)	Mining Graduate	Learner Mine Official	Shift Supervisor	2	0	3	2	0	7
Ex-Miners	Miner	Shift Supervisor	Shift Supervisor	4	6	5	4	5	24
Operator Mining [^]	Equipment Helper	Operator training	Operator	70	100	100	100	100	470
New recruit mining training [^]	New recruit	Equipment helper	Equipment helper	30	50	50	50	50	230
Rock Engineering ^{^^}	Learner	Rock engineering programme	Rock Engineer	2	0	0	0	0	2
Survey ^{^^}	Survey assistant	Survey programme	Surveyor	29	0	0	0	0	29
Geology	Geology Graduate	Geology Programme	Geologist	0	1	0	1	0	2
Ventilation ^{^^}	Ventilation observer	Ventilation programme	Ventilation Officer	1	0	0	0	0	1
SUB TOTAL				138	177	168	167	165	815
TOTAL				175	223	266	245	226	1 135

* Trainee Engineer – New intake per annum and included in Table 2.11 under Mentoring

** DMR Blasting Certificate and Engineering Learnership target: New enrolment per annum in line with targets reflected in Table 2.4 Learnerships

*** Artisan Aides targets: New intake per annum in line with targets in Table 2.5 Skills Development Programmes



Table 2.9: Five (5) year targets* from 2019 to 2023 for Succession Planning (Patterson D & E Levels Only)

Impala Platinum Limited		2019	2020	2021	2022	2023	5 Year Total
Career Path	No. of HDSA Successors						
Mining	5	8	9	9	9	9	40
Technical Services	4	6	7	7	7	7	31
Engineering	2	4	4	4	4	4	18
Human Resources	3	5	6	6	6	6	26
Medical Services	1	2	2	2	2	2	9
Safety	1	2	2	2	2	2	9
Finance	2	4	4	4	4	4	18
Processing	2	4	4	4	4	4	18
Refineries	6	9	9	9	9	9	42
Head Office	2	4	4	4	4	4	18
Totals	28	48	51	51	51	51	229

* Targets reflect New identified successors across the Organisation for the next 5 years



Table 2.9 (i): Five (5) year targets from 2019 to 2023 for Succession Planning

Reagentswe Mining	2019	2020	2021	2022	2023	5 Year Total
Career Path	No. of HDSA Successors					
Human Resources	2	2	2	2	2	10
Safety	1	2	2	2	2	9
Totals	3	4	4	4	4	19



Table 2.10: Five (5) year targets* from 2019 to 2023 for Fast-tracking

Impala Platinum Limited Fast tracking programme	Duration	In Programme End June 18	2019		2020		2021		2022		2023		5 Year Total	
			Target		Target		Target		Target		Target		Target	
			Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking
Ex-Miners	1 Year	13	4	4	6	6	5	5	4	4	5	5	24	24
DMR Blasting Certificate	9 Months	67	0	0	20	20	10	10	10	10	10	10	50	50
Trainee Engineers (Junior Engineer)	±2 Years	8	1	1	1	1	4	4	7	5	0	0	13	11
Artisan RPL	±3 Years	0	6	6	0	0	0	0	0	0	0	0	6	6
TOTAL		88	11	11	27	27	19	19	21	19	15	15	93	91

*Targets reflect the number of new learners entering the programme against the target number to qualify per annum. These targets are not additional learners as they are also reflected in tables 2.4, 2.10 & 2.1

Table 2.10 (i): Five (5) year targets* from 2019 to 2023 for Fast-tracking

Platichro Mining Fast tracking programme	Duration	In Programme End June 18	2019		2020		2021		2022		2023		5 Year Total	
			Target		Target		Target		Target		Target		Target	
			Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking	Identified for Fast Tracking	HDSA ID for Fast Tracking
Ex-Miners	1 Year	0	0	0	0	0	0	0	0	0	0	0	0	0
DMR Blasting Certificate	9 Months	1	1	1	1	1	1	1	1	1	1	1	5	5
TOTAL		1	1	1	1	1	1	1	1	1	1	1	5	5



2.4 MENTORSHIP PLAN

2.4.1 UNDERTAKING

Impala Platinum Limited is committed to the informal mentoring of employees. 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 through the LED process. Impala, will align with the requirements as set out in section 2.4.7 and 2.4.8 in the Mining Charter for mentoring of employees.

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 training targets and thereby achieve significant employment equity across the organisation in line with the Employment Equity Plan. Table 2.11 indicates the key groups that receive the informal 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 company implements a process of mentoring/coaching of its Learnership candidates, Learners/Trainees and Bursars, Employees identified on the succession plan in table 2.9 will also form part of employee mentoring.

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) summarizes 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 mentors (Table 2.12) will be retained at the operations to facilitate the on-going mentoring of identified learners as in Table 2.11.



Table 2.11: Five (5) year targets from 2019 to 2023 for Mentoring

Impala Platinum Limited			Duration	Current Participants June 2018	TARGET					5 Year Total
Mentoring	Programme	Career Deliverables			2019	2020	2021	2022	2023	
Bursary Students	*	Talent Pool for successors	44	0	0	18	16	17	51	
Mining Engineer in training (Graduate)		Shift Supervisor	29	4	2	1	1	1	9	
Ex-Miners		Shift Supervisor	13	4	6	5	4	5	24	
Trainee Engineers (Junior Engineer)		Engineers	8	1	1	4	7	0	13	
Engineering Learnerships *		Artisans	111	1	5	52	31	25	114	
Employee Mentoring		Successors	0	32	53	56	56	56	253	
Experiential learning / Internship	**	Core and Other Disciplines	18	6	16	16	16	23	77	
TOTAL			223	48	83	152	131	127	541	

* Bursar & Learnership mentoring inclusive of Labour Sending Areas and Local Community

** External Experiential Trainee & Internship Disciplines: Mining, Engineering, Metallurgy, Chemistry as well as Finance, HR, Survey & Environmental



Table 2.11 (i): Five (5) year targets from 2019 to 2023 for Mentoring

Reagentswe Mining Mentoring Programme		Career Deliverables	Duration	Current Participants June 2018	TARGET					5 Year Total
					2019 New Mentees	2020 New Mentees	2021 New Mentees	2022 New Mentees	2023 New Mentees	
Ex-Miners	Shift Supervisor	1 Year	1	3	2	3	3	3	3	14
TOTAL			1	3	2	3	3	3	3	14



Table 2.12: Summary of Mentor Targets for Five (5) years (2019 – 2023)

Mentoring	Location	Target No. of Mentors	Frequency of Mentoring
Bursary Students	Impala Platinum Limited	12	3 Mentoring Sessions per annum
Mining Graduates	Impala Rustenburg Operations	12	Quarterly
Trainee Engineers	Impala Rustenburg Operations	5	Quarterly
Experiential Learning/ Internships	Impala Platinum Limited	13	Quarterly
Engineering Learnerships	Impala Platinum Limited	16	Quarterly
Total Mentors		58	

2.4.2.1 Mentoring Bursaries, Graduate/Diplomat & Internship Programmes:

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

- Bursary Students**
Impala Platinum currently has forty four (44) university bursary students, including Labour Sending Areas and Mine Communities (Table 2.11: Table 2.12). These forty four (44)) students will be mentored three (3) times per annum as indicated in Table 2.12: Two (2) mentoring sessions per year at their respective tertiary institutions (students) and the remaining during their vacation work period at the mine, where students are mentored individually.
- Graduates and Diplomats:**
The mentoring of the graduates and diplomats as indicated by Table 2.12 will take place on a quarterly basis. This mentoring will be on-going for the duration of their respective programmes.
- Other Internship and Experiential programme students**
The mentoring of these students will take place on a quarterly basis as indicated in Table 2.12. This mentoring will also be on-going for the duration of their programme as indicated in Table 2.11.



2.5 BURSARY, GRADUATE/DIPLOMAT & INTERNSHIP PROGRAMME PLAN

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.

2.5.2 STRATEGIC PLANS

Programme Targets: Table 2.14 presents the envisaged Graduate/Diplomat, Experiential Trainee and Internship programmes for a five (5) year period within Impala Platinum. Details in respect of the specific fields of study, HDSA and gender status are further outlined in the progress reports. The internship programme facilitates 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 Platinum Limited provides opportunities to eligible employees to further their education and increase their knowledge by providing financial support to study at recognised and approved tertiary institutions. Table 2.14 (b) provides the target number of new employees supported set per annum to receive financial assistance over the next five (5) years.

University Bursaries: Impala Platinum Limited offers university bursaries for external students as indicated table 2.14 which includes bursaries to children from identified labour sending areas and local mine communities. 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. Only candidates with a minimum of a C symbol for Mathematics and Science on the Higher Grade are considered. The target reflected for bursaries is the number of new bursars per annum.

Internships/Experiential Training Plan

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

- i. **Vacation work for Impala Platinum Limited Bursary Holders** within various departments is closely linked to their field of study at an Impala Platinum Limited Operation during their vacation work period. 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. **Internal Graduate/Diplomat Development for employees.** Impala Platinum Limited will provide graduate development for all employed bursars in the following disciplines, Metallurgy and Chemical engineering, Chemistry, Mining, Survey, Engineering, Environmental and Rock Engineering fields. These graduates will be placed on a development programme to prepare them for the required Government certificates of competency. The duration of these programmes are between 2.5 to 3 years.
- iii. **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) years to complete and enable junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation.
- iv. **External Experiential Training & Internships for non-employed.** In conjunction with the community, MQA, Universities of Technology and Universities, Impala Platinum Limited will continue to offer students experiential training and internships in Metallurgy and Chemical engineering, Chemistry, Mining, Finance, Human Resources, Engineering, Surveying, Environmental and Rock Engineering fields. Students provided with experiential training will enable them to obtain the relevant qualifications after successful completion of their practical exposure year. These experiential learning programmes will be presented at both the Impala Rustenburg Operations and Impala Platinum Refineries in Springs.



Internships will be offered to Graduates and Diplomats for one year to gain experience, and two years for graduate interns in the Mining, Engineering or Metallurgical field with MQA contracts, this will enable the Mining and Engineering students to gain the necessary exposure to prepare for the respective Government Certificates of Competency.

2.5.2.1 Educational Assistance

Educational assistance is provided to eligible employees to continue their education and gain further knowledge within the line of work on a part time basis to complete Certificates of Competency or Under-graduate and post-graduate studies and professional qualifications. This scheme provides the employee with the necessary financial support for tuition and books, study leave to write exams, and access to attend compulsory study schools as required.

Table 2.13: Progression Plan for Internship & Bursary Plan at Impala Platinum (Ref. Section 2.5.2)

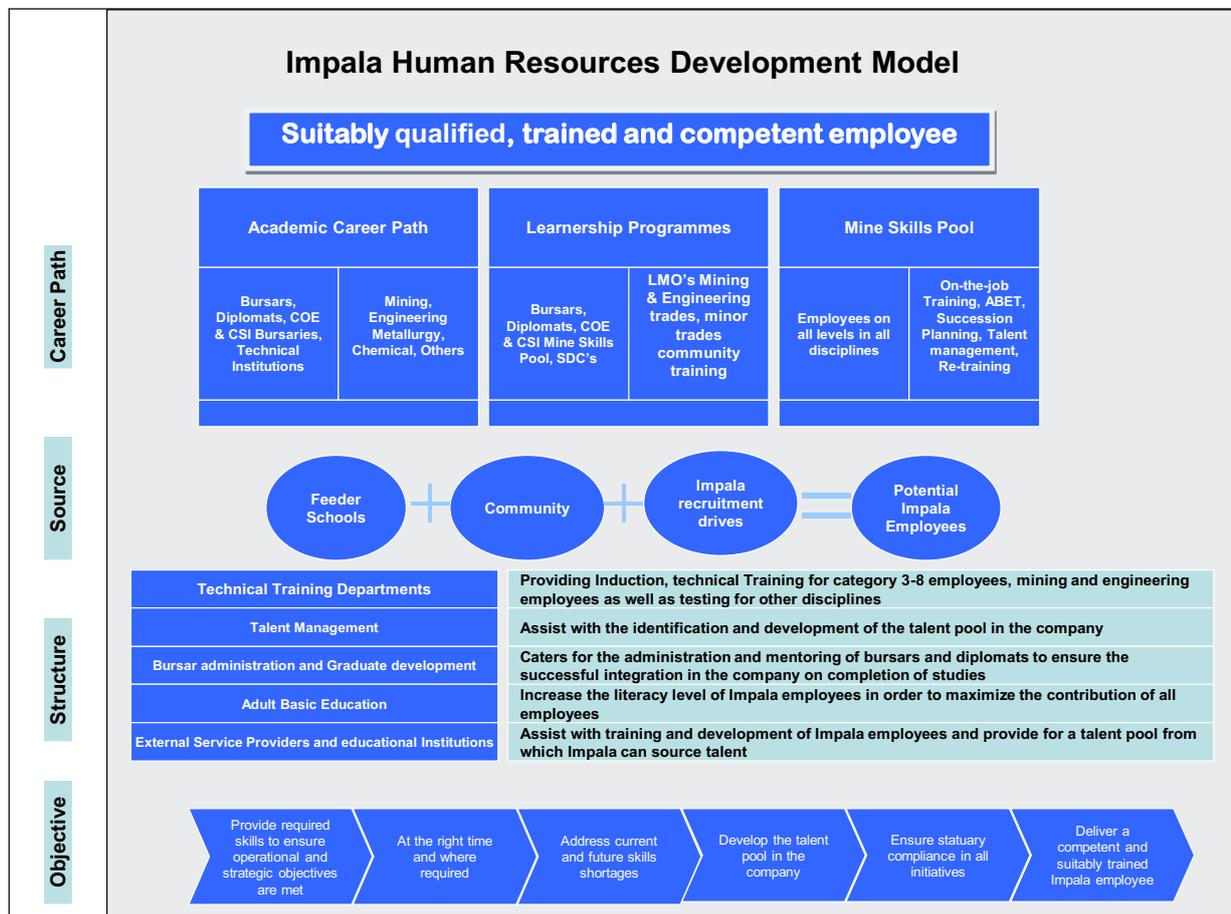




Table 2.14 (a): Five (5) year targets from 2019 - 2023 for External Bursary* Programmes

Impala Platinum Limited		2019	2020	2021	2022	2023	5 Year Total
Programme	Field of study	In Programme End June 2018	Target New Intake				
University Bursaries (External)	Mining Engineering	7	0	4	3	2	9
	Chemical Engineering	3	0	2	1	1	4
	Electrical Engineering	5	0	1	1	2	4
	Accounting	6	0	3	1	2	6
	Mechanical Engineering	6	0	2	1	1	4
	Chemistry	3	0	0	1	1	2
	Geology	2	0	0	1	3	4
	Survey	1	0	1	2	0	3
	Human Resource	1	0	1	1	1	3
	Nursing	3	0	1	1	0	2
	Teaching	5	0	3	3	3	9
	Other Degrees	2	0	0	0	1	1
	Post Graduates	0	0	0	0	0	0
TOTAL		44	0	18	16	17	51

* These bursars are including Mine Communities and Labour Sending areas. The figures are also reflected under Mentoring.



Table 2.14 (b): Five (5) year targets from 2019 to 2023 for Internal Graduate/Diplomat Programmes **

Impala Platinum Limited		2019	2020	2021	2022	2023	5 Year Total
Programme	Field of study	In Programme End June 2018	Target New Intake				
Graduate/Diplomat Internship & Experiential Programmes (Internal)	Graduate/Diplomat Mining Training	18	0	3	2	0	7
	Graduate/Diplomate Engineering Training	8	1	4	5	0	11
	Graduate Rock Engineering	8	0	0	0	0	0
	Graduate Ventilation	2	0	0	0	0	0
	Diplomate/Graduate Surveying Training	2	0	1	0	0	3
TOTAL		38	1	8	7	0	21

**These learners are also reflected elsewhere in the report as new enrolments or completions. These targets represent the average number of learners enrolled on this programme per annum. These are not new enrolments per annum.

Table 2.14 (b) (i): Five (5) year targets from 2019 to 2023 for Internal Graduate/Diplomat Programmes

Newrakk Mining		2019	2020	2021	2022	2023	5 Year Total
Programme	Field of study	In Programme June 2018	Target New Intake				
Graduate/Diplomat Internship & Experiential Programmes (Internal)	Graduate/Diplomat Mining Training	4	0	0	0	0	0
	Graduate/Diplomate Engineering Training	0	0	0	0	0	0
TOTAL		4	0	0	0	0	0



Table 2.14 (c): Five (5) year targets from 2019 to 2023 for External Internship & Work Experience Programmes ***

Impala Platinum Limited		2019	2020	2021	2022	2023	5 Year Total
Programme	Field of study	In Programme End June 2018	Target New Intake				
Other Internship & Experiential Programmes (External)	Metallurgy/ Chemical Engineering	7	2	8	8	8	34
	Chemistry	7	1	5	5	5	21
	Mining	1	1	1	1	1	5
	Engineering	5	2	2	2	2	10
	Surveying	0	0	0	0	0	0
	HR	5	0	0	0	1	1
	Finance	1	0	0	0	2	2
	Other Degrees	0	0	0	0	4	4
	Engineering - Plant	0	0	0	0	0	0
	Environment	0	0	0	0	0	0
	TOTAL		26	16	16	16	23

*** These targets represent the average number of learners enrolled on this programme per annum. These are not new enrolments per annum. These learners are external to the company and is not employed by Impala.



Table 2.14 (d): Five (5) year targets from 2019 to 2023 Internal Employee Educational Assistance

Impala Platinum Limited		2019	2020	2021	2022	2023	Total Intake
Educational Assistance for Employees	In Training end June 2018	Target New Intake					
		85	28	27	30	29	29
Employees Supported							



2.6 EMPLOYMENT EQUITY PLAN

2.6.1 OVERVIEW

Impala Platinum recognizes that *Employment Equity* is a business imperative and continues to view it as an integral element of its overall transformation initiative both in its commitment to meeting the legislated requirements of the *Employment Equity Act (EEA)*, the *Skills Development Act*, and the *Mining Charter as per the Minerals and Petroleum Development Act (MPRDA)*, and as part of ongoing best practice. The Company will align all Employment Equity efforts as prescribed to reflect the demographics of South Africa and is committed to a process of:

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

2.6.2 UNDERTAKING

Impala Platinum will implement an Employment Equity Plan ensuring that set targets are met and that all employees are aware of the company's goals. The Employment Equity Plan (as set out below in Table 2.10) incorporates the strategies, targets and plans to comply with the Mining Charter's focus on and specific targets for, Historically Disadvantaged Persons (HDPs) in management positions.

2.6.3 STRATEGIC PLANS FOR EMPLOYMENT EQUITY

2.6.3.1 PRINCIPLES FOR EMPLOYMENT EQUITY AT IMPALA PLATINUM

Impala Platinum has set annual numerical goals with regard 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;
- Suitably qualified persons from HDP groups will be given preference in the filling of vacancies and in promotions;
- No forced retrenchment programme will be implemented for the achievement of numerical goals;
- New appointments will preferably be from HDP groups to achieve numerical goals;
- Impala Platinum, in setting out to achieve the numerical goals, shall consider the present and anticipated economic and financial factors relevant to the industry in which the company operates;
- The company will have regard for the growth or reduction in the workforce during the time period set for achieving the goals;
- Many of the essential competencies are currently vested with non HDPs. Negative perceptions and attitudes arising out of the implementation of this plan must be kept to a minimum. The company therefore agrees to adopt a policy of transparency through proper communication with those from non HDP groups and will highlight that their prospects of advancement will be reduced in order to achieve the set goals in this plan.
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regard to employment equity, including the new Mining Charter's targets.



2.6.3.2 MANAGEMENT OF EMPLOYMENT EQUITY PLANS AT IMPALA PLATINUM

- The company established the Social, Ethics and Transformation Committee (SET) to ensure the creation and implementation of a plan that is aimed at the achievement of equity in the workplace. In order to ensure that the 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. The sub-committee will meet quarterly and monitor progress of the transformation plan, which includes the Social and Labour Plan.
- A Senior Manager has been assigned to take responsibility for implementing and monitoring of the plan.
- Transformation Steering Committees have been established at the operation level, reporting to the company's Transformation Steering Committee. These operational committees are responsible for the development of plans for their respective workforce and ensure the implementation of a communication, awareness and training programmes.
- Line managers at the Operations are responsible for ensuring the implementation of the plans in their respective areas.
- Although the Equity Act ultimately places the responsibility for implementing employment equity with management, the pivotal role to be performed by Impala 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.

2.6.3.3 STRATEGIC PLANS FOR ACHIEVING HDPS IN MANAGEMENT AT IMPALA PLATINUM

Table 2.10 presents the envisaged Employment Equity targets for the next five (5) years at Impala Platinum for the mine workforce with the ultimate goal of achieving 50% and more HDPs in management and core & critical skills positions in line with the requirements of the Mining Charter. The planning of these targets and the strategies outlined below were based on the availability of positions on the Business Plan as well as the current availability of HDP candidates within each discipline at the mine.

In order to achieve the employment equity targets identified in Table 2.10, the following initiatives will be implemented:

- **Accelerated Training Programmes:** To enable the mine to cater for their future human capital needs, accelerated training programmes are implemented to assist identified employees to accelerate their training within one of the career paths available (see sections 2.3 and 2.4).
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.3);
- **Skills Transfer:** is a process through which HDPs are mentored to a level where they are skilled to take over the relevant position. The objective is to prevent excessive skills loss from the company, particularly in core business areas.
- **Bursary Holders:** appointment of students on completion of studies at tertiary institutions;
- **Experiential Training:** is and will continue to be offered to Graduates to obtain a qualification.
- **Mentorship Programmes** (informal) will continue to be implemented to up-skill individuals who are identified as candidates for management positions.
- **Headhunting/Recruiting** of the best talent through credible recruitment agencies and at tertiary institutions are strategies that will also be utilised if required.
- **Schools programmes:** offer career guidance on mining careers

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

- Create bursary opportunities to attract females and offer vacation work;
- Prioritise black female appointments;
- Establish Female Advisory Committee;



- Identify barriers to employing females;
- Develop a retirees replacement plan;
- Identify female feeder positions for C-level;
- Review Talent councils and succession management processes

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

- Monitoring the appointment of members from the HDP group;
- Monitoring identification of HDP employees for succession with departments and/or sections and ensuring training and development programmes are implemented;
- Determining possible promotions from HDP groups;
- Ensuring the retention of employees from HDP groups;
- Changing policies, procedures and practices identified as containing barriers to the implementation of employment equity and the attainment of the legislated targets;
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regards to employment equity, including the MPRD Act's target.

2.6.3.4. Monitoring and evaluation of Employment Equity Plans at Impala Platinum

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) Social, Ethics and Transformation Committee meetings and will be given equal attention as is given to strategic and operational matters.



Table 2.10: Five (5) year targets for Employment Equity

Category	Prescribed Target	2019	2020	2021	2022	2023
		Target (%)				
Board (All HDP)	50%	50%	50%	50%	50%	50%
Board (HDP Females)	20%	20%	20%	20%	20%	20%
Top Management (E-Level: Upper) HDP Employees	50%	50%	50%	50%	50%	50%
Top Management (E-Level: Upper) HDP Females	20%	20%	20%	20%	20%	20%
Senior Management (E-Level: Lower) HDP Employees	60%	49%	50%	54%	56%	60%
Senior Management (E-Level: Lower) HDP Females	25%	17%	17%	18%	19%	20%
Middle Management (D-Level: Upper) HDP Employees	60%	58%	58%	59%	59%	60%
Middle Management (D-Level: Upper) HDP Females	25%	24%	24.5%	24.5%	25%	25%
Junior Management (D-Level: Lower) HDP Employees	70%	81%	81%	81%	81%	81%
Junior Management (D-Level: Lower) HDP Females	30%	15%	15.5%	17%	19%	20%
Core & Critical Skills	60%	94%	94%	94%	94%	94%



SECTION 3

Socio-Economic Development Programmes



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





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 labor-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.

3.1.2 NORTH WEST PROVINCE

3.1.2.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL

The 2016 Community Survey results estimate the population of the North West Province three million seven hundred and forty eight thousand four hundred and thirty five (3 748 435), a growth of 1.5% from 2011 Census result.

The Quarterly Labour Force Survey (QLFS) from Stats SA for the second quarter of 2013 reported that the population of working age (between the ages of 15 and 64 years) in North West constituted 68.3% of the total population of working age in South Africa. However, the total people employed in North West constitute 36% of the total population of working age (between the ages of 15 and 64 years). The unemployment rate that was recorded for the period was 13%, whilst the not economically active people within the working age category was 51%. We need to consider that these figures do not incorporate income from informal employment or remittances to households by employed family members from elsewhere.

Table 3.1 below shows the basic services within North West Province, there has been a significant improvement over the years in provision of basic services from 2001 to 2011. The proportion of households using electricity as the main source of energy for lighting, heating and cooking increased significantly across the province; in 2001 use of energy for lighting was 72.3% and has increased to 84% in 2011. There has been an increase in provision of piped (tap) water inside dwelling/yard from 52.8% in 2001 to 69.3% in 2011.



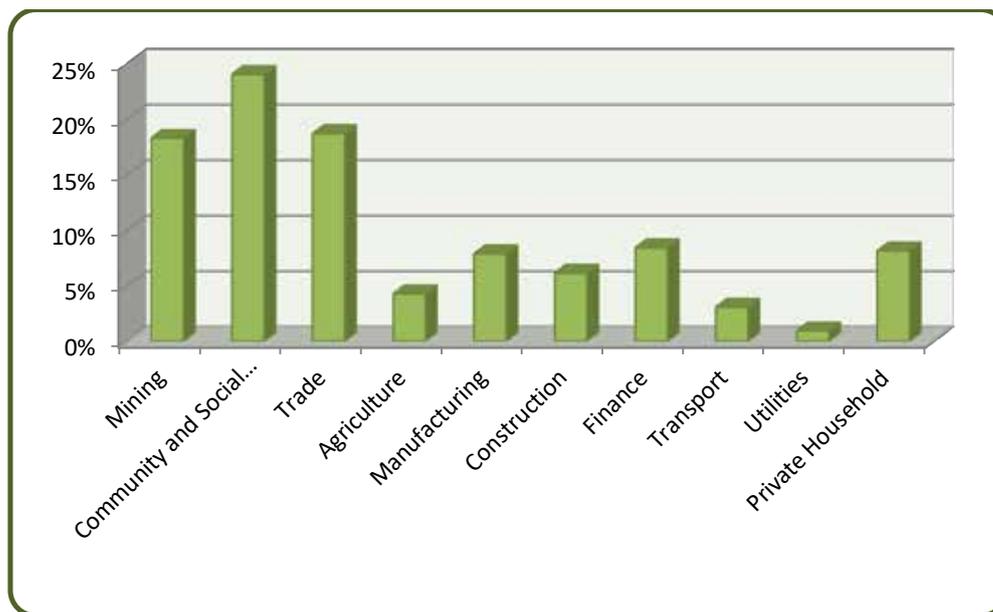
Table 3.1: Summary of service provision levels in the North West Province in 2011 (Census 2011)

BASIC SERVICES DESCRIPTION	
Electricity Provision	
Lighting	84.0%
Cooking	75.3%
Heating	61.8%
Water Access	
Pipe (tap) water inside dwelling/yard	69%
Pipe (tap) water outside yard	22%
No access	8%
Types of Toilet	
Flush/Chemical Toilet	47%
Pit latrine	46%
Bucket toilet	1%
None	6%

3.1.2.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL

The mining sector is recorded as the third at 18% in the employment of the North West province, trade sector at 19% and community & social services dominates with 28%. Utilities sector is the least contributor at 1% (Figure 3.1).

Figure 3.1 Employments Sectors in North West Province in 2013 (Q2: QLFS)



3.1.3 GAUTENG

3.1.3.1 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL

According to Census Survey 2011 the province of Gauteng is holding the highest population of more than 12.2 million people in South Africa. The majority of this population 72% was of working age at the time, with a relatively small proportion of the population 31% under the age of 19 years. 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.



According to the QLFS done in second quarter of 2013, the employment profile for Gauteng is better than that of a number of other provinces in South Africa. Fifty two percentages (52%) of the working age population (15 – 64 years) was employed whilst 30% was not economically active.

In terms of basic services, the proportion of households using electricity as the main source of energy for lighting, heating and cooking increased across the province. The households with access to piped water inside the dwelling or yard has increased from 82.7% in 2001 to 89.4 in 2011 and alongside is the decline in households with no access to piped water. Generally provision of basic services in the province has significantly improved.

Table 3.2: Summary of service provision levels in the Gauteng Province (Census 2011)

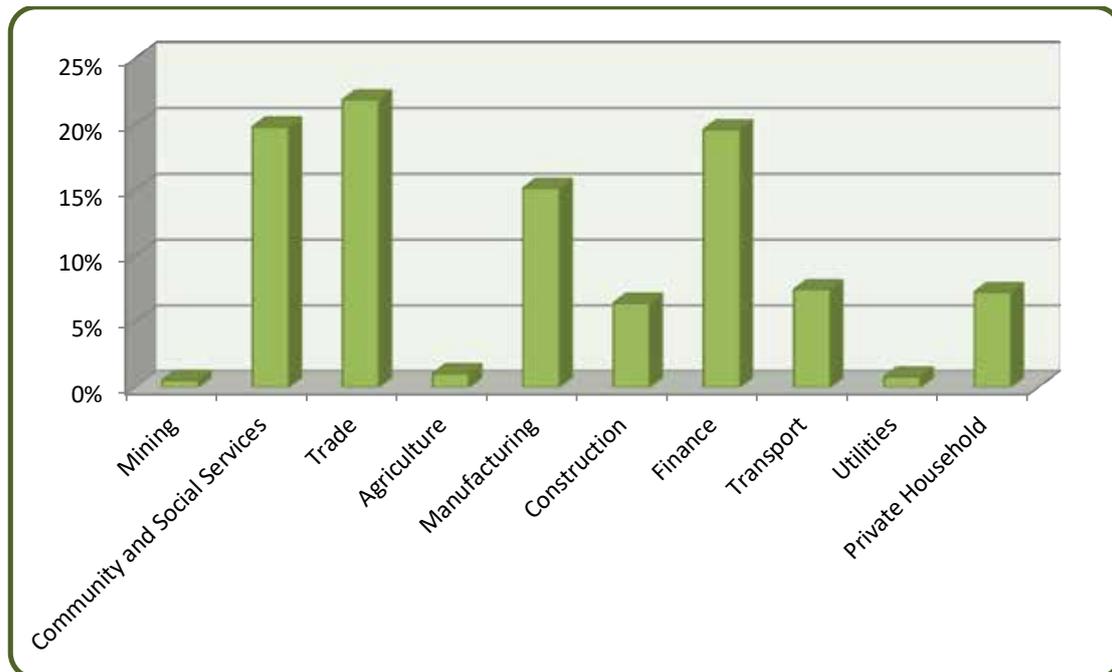
BASIC SERVICES DESCRIPTION	
Electricity Provision	
Lighting	87.4%
Cooking	83.9%
Heating	74.7%
Water Access	
Pipe (tap) water inside dwelling/yard	89.4%
Pipe (tap) water outside yard	8.8%
No access	1.8%
Types of Toilet	
Flush/Chemical Toilet	86.5%
None	1.1%

3.1.3.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVELS

The mining sector in Gauteng only contributed 1% to total employment in the province as per the second quarter of 2013 of the QLFS. The trade sector was recorded to be the highest economic contributor to the province at 22% with utilities and agriculture being the lowest at 1%. Community & social services, manufacturing and finance industries collectively emerged as major employers in the province with 20%, 15% and 20% respectively (Figure 3.2).



Figure 3.2 Employment Sectors in Gauteng Province in 2013 (Q2: QLFS)



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 6.5 million people according to Census conducted in 2011, making it the third most heavily populated province in the country. There has been a consistent decline in the proportion of the population aged 0-14 (36.6% in 2001 to 33.0% in 2011), an increase in the 15-64 (57.1% in 2001 to 60.2% in 2011) and 65+ (6.3% in 2001 to 6.7% in 2011) age group. The QLFS for the second quarter of 2013 reported that the population of working age in Eastern Cape constituted 12.7% of the total population of working age in South Africa. The unemployment rate that was recorded for the period was 14%, whilst the not economically active people within the working age category was 55%.

In terms of access to basic services, the Eastern Cape has significant improvement over the years. The proportion of households using electricity as the main source of energy for lighting in 2001 was 50%, and has increased to 75% in 2011 again there has been an increase in provision of piped (tap) water inside dwelling/yard to 89.4% in 2011. About 86.5% has access to sanitation facilities.



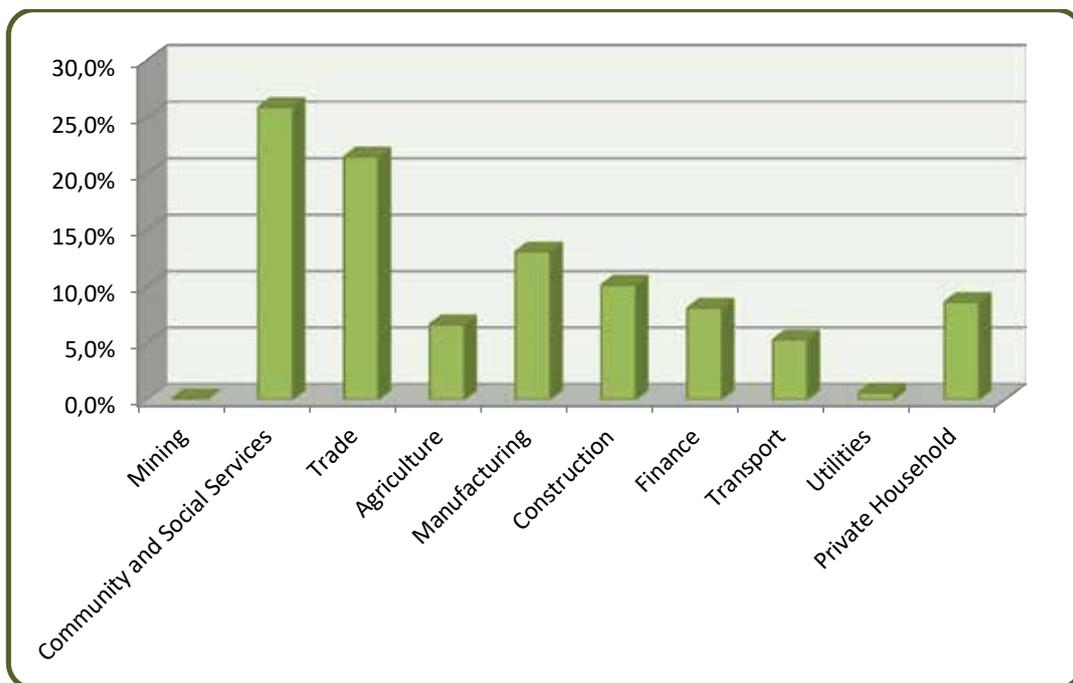
Table 3.3: Summary of service provision levels (%) in the Eastern Cape Province in 2011 (Census 2011)

BASIC SERVICES DESCRIPTION	
Electricity Provision	
Lighting	75.0%
Cooking	62.1%
Heating	31.2%
Water Access	
Pipe (tap) water inside dwelling/yard	89.4%
Pipe (tap) water outside yard	8.8%
No access	1.8%
Types of Toilet	
Flush/Chemical Toilet	86.5%
None	1.1%

3.1.4.2 KEY ECONOMIC ACTIVITIES AT PROVINCIAL LEVEL

According to second quarter 2013 of QLFS, mining is a very minimal job provider in the Eastern Cape Province, contributing just 0.1% to the employment sector. The main contributor is the community and social services with 26% and followed by trade with 21%. The other formal employers of significance are manufacturing and construction with 13% and 10% respectively. A breakdown of employment in the province is provided in Figure 3.3 below.

Figure 3.3 Employment Sector in the Eastern Cape Province in 2013 (Q2: QLFS)



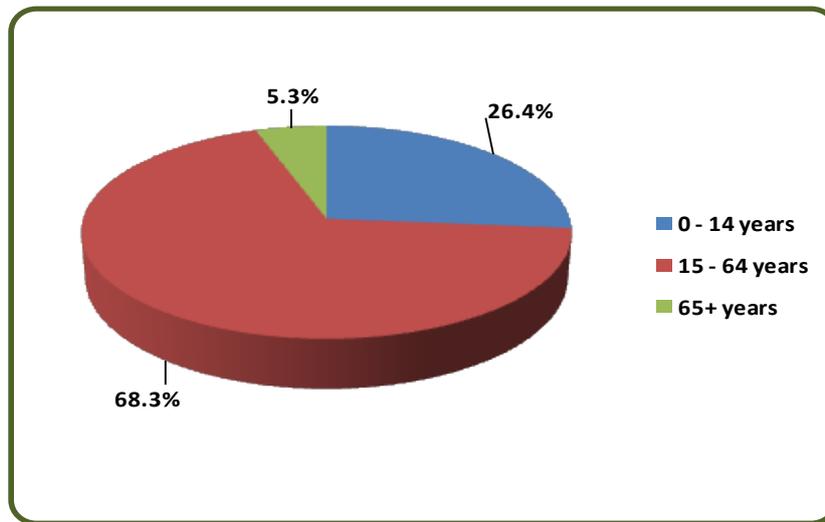


3.1.5 BOJANALA PLATINUM DISTRICT MUNICIPALITY

3.1.5.1 SOCIO-ECONOMIC PROFILE AT DISTRICT MUNICIPALITY LEVEL

Of the population of just over 1.5 million recorded in Census 2011, 68.3% were of working age (between 15 and 64 years), while 26.4% of residents were under the age of 14. The age profile of district population is depicted in figure 3.4 below. The unemployment rate of the region had declined extensively from 40.9 in 2001 to 30.7 in 2011.

Figure 3.4: Age profile of the Bojanala District Municipality (Census 2011)



The employed individual has been recorded at 42% of the population of the working age whilst 19% are unemployed and 4% are discouraged work-seekers. The situation is compounded by the fact that 29.8% of the people who were actually employed earned no more than R1 600 per month. In addition, a further 15.1% of people 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 majorities are earning poor salaries (less than R1600). The income profile for the District Municipality, which excludes income from government grants, pensions and informal activities, is provided in Figure 3.5 below.

Figure 3.5: Monthly Individual Income of Employed Persons in the Bojanala District Municipality (Census 2011)

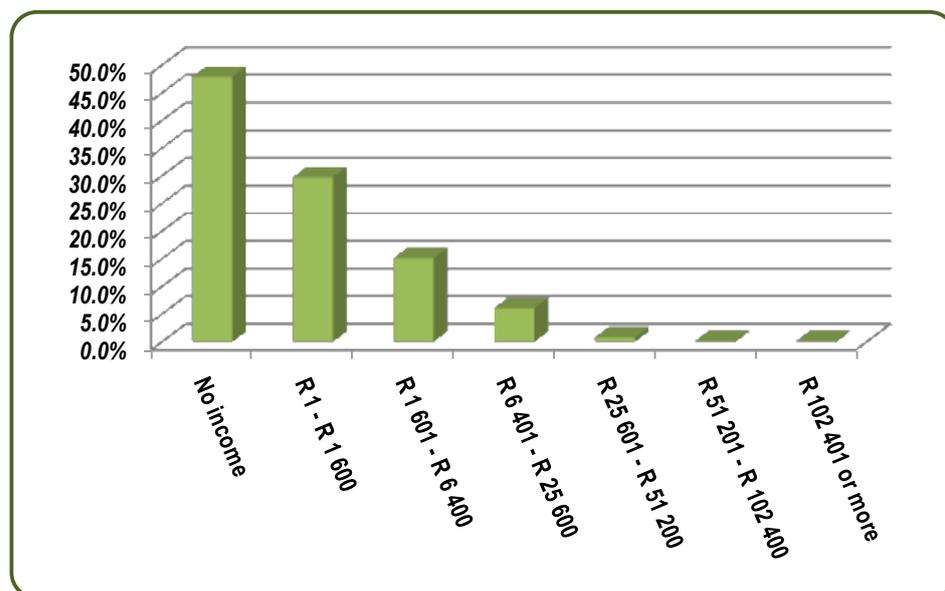




Table 3.4 provides a summary of key service provision indicators for the Bojanala District Municipality. There has been an improvement in the services provided in the municipality. Although there is an improvement the types of toilet used in the municipality is still of a concern that more than half of the household (55.9%) are still using pit latrine.

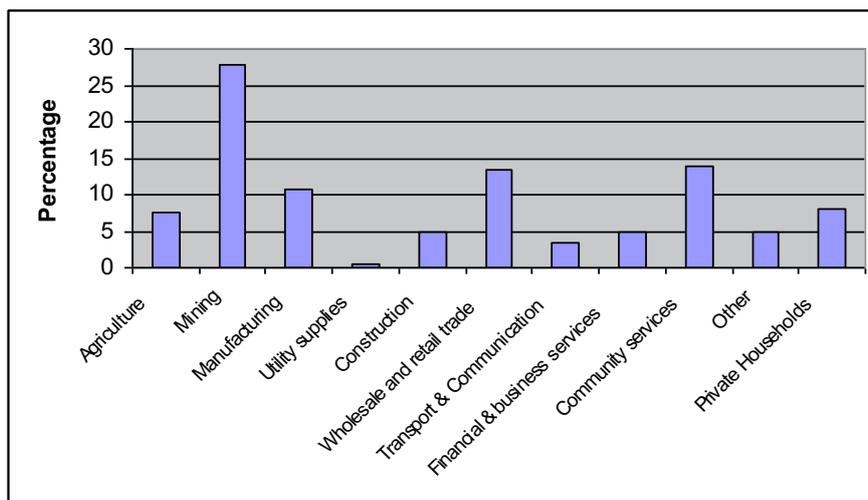
Table 3.4: Summary of service provision levels in the Bojanala District Municipality (Census 2011)

BASIC SERVICES DESCRIPTION	
Electricity Provision	
Lighting	84.2%
Cooking	77.2%
Heating	66.4%
Water Access	
Pipe (tap) water inside dwelling/yard	73.4%
Pipe (tap) water outside yard	16.8%
No access	9.7%
Types of Toilet	
Flush/Chemical Toilet	38.8%
Pit latrine	55.9%
Bucket toilet	0.9%
None	4.4%

3.1.5.2 KEY ECONOMIC ACTIVITIES AT DISTRICT MUNICIPALITY LEVEL

As reported in the 2010 IDP for the district, the mining sector is Bojanala’s chief source of employment and many of those working on the mines are migrant labourers from other parts of the country. Unemployment in the economically active age group in the district thus stands at 16%. As can be seen in Figure 3.6 below, the mining sector is the dominant industry in the District Municipality, contributing to 27% of employment. The wholesale and trade (13%) 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 employment sector.

Figure 3.6: Employment sector in the Bojanala Platinum District Municipality (BPDM: 2010 IDP)





3.1.7 RUSTENBURG LOCAL MUNICIPALITY

3.1.7.1 SOCIO-ECONOMIC PROFILE AT LOCAL MUNICIPALITY LEVEL

The total population of 626 522 was recorded for the Rustenburg Local Municipality according to Community Survey 2016, comprising of 54% males and 46% females. Rustenburg is regarded as a Medium urban population (100 000–600 000) with population growth rate over 20%. The significant growth in Rustenburg is largely attributed to the impact of the world’s four largest mines in the immediate vicinity of the town namely Anglo Platinum (currently Sibanye), Glencore, Lonmin and us Impala Platinum.

Total Population by Gender and Age

An overview of the total population within the RLM, indicating the distribution of gender and age groups from 2011 to 2016. It is clear that overall the population increased from 2011 to 2016 and is steadily growing mostly due to the mining activities in the area. In terms of gender distribution, it is shown that the majority of the population in RLM is male with 55% in 2011 and 54% in 2016. This phenomenon could be attributed to labour migration to Rustenburg due to more males migrating to the city to obtain job opportunities.

Population

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

Male	Female	Total
342 865	283 657	626 522

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

Male	Female	Total
121 810	103 371	225 181

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

Dwellings

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

Economy

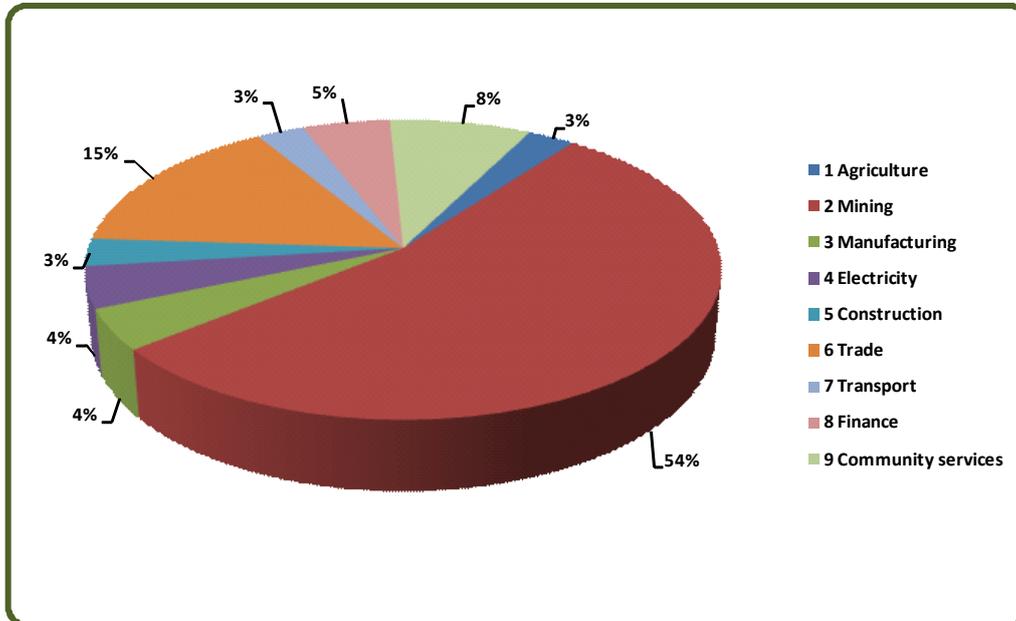
The economic growth forecast expected that is Rustenburg Local Municipality will grow at an average annual rate of 12.34% from 2013 to 2018 (IHS). These growth projections are not spontaneous, but based on measures taken to improve the local economy of Rustenburg. The economy is overly and unsustainably resource intensive (New Growth Path). Amongst the key considerations is to transform Rustenburg from a resource-based to knowledge-based economy. The local economy needs to transit from a mining-dominant economy to a more balance and diversified one, with more secondary and tertiary sector employment opportunities. The secondary and tertiary sectors will be a major contributor to the economy. It is projected to provide about 130,000 jobs in manufacturing and 170,000 service-related jobs by 2040 (IMP, 2014). The NWP economy, with the exception of the mines, is characterised by small, medium and micro enterprises (SMMEs). Given the sensitivity of the province’s economy to world mineral prices, the NWP plans to reduce its dependence on the mining sector, with an increased diversification to tourism and non-mining related manufacturing industries, evident in the recent 2.5% growth in this sector.



3.1.7.2 KEY ECONOMIC ACTIVITIES AT LOCAL MUNICIPALITY LEVEL

As can be seen in the figure 3.9 below, the mining industry is by far the largest provider of jobs in the Rustenburg Local Municipality and is responsible for almost half of all formal employment. The only other employers of significance are the trade (15%) and community services (8%).

Figure 3.9: Employment Sector in the Rustenburg Local Municipality (RLM: IDP 2013/2014)





3.2 IMPACT OF THE IMPALA PLATINUM LIMITED OPERATIONS

3.2.1 IMPALA PLATINUM'S COMMITMENT TO SOCIO ECONOMIC DEVELOPMENT⁹

Impala Platinum re-aligned its Local Economic Development strategy to support the Local Government's Integrated Development Plan needs of infrastructure delivery, enterprise development and through housing developments. Figure 3.10 illustrates the strategic interventions, budget allocations and beneficiaries for each stream. A detailed summary indicating all the Infrastructure Development, Income Generating projects as well as other initiatives for a five year period is presented below, followed by detailed project plans for all LED projects. A detailed project plan and strategy for the development of housing and living conditions as discussed in Section 3.3.

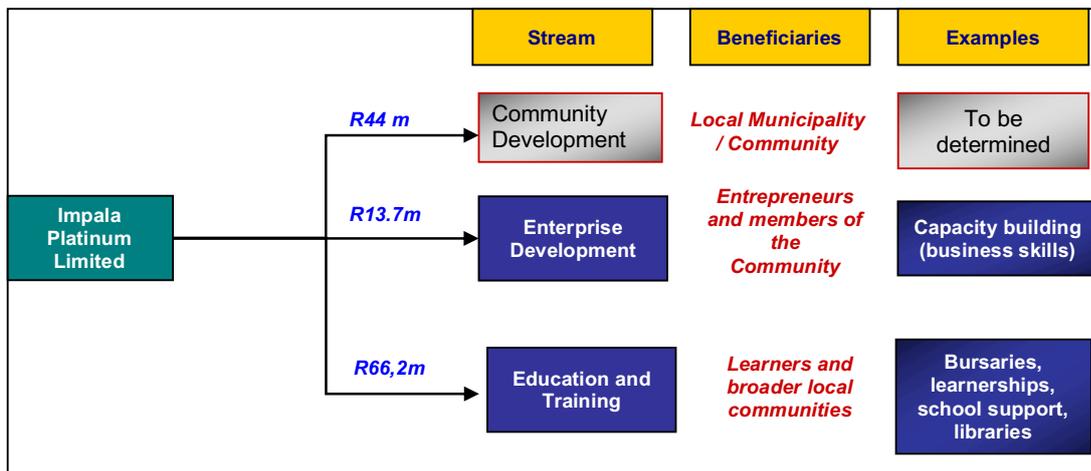
3.2.2 PROJECT IDENTIFICATION PROCESS

The guideline of the SLP requires mining companies to consult the Integrated Development Plan (IDP) of the local municipalities in which they operate. As a point of departure, Impala acquired the IDP document from Rustenburg Local Municipality (RLM) and identified potential projects earmarked for its mine communities in conjunction with the IDP, Impala consulted the leadership of Royal Bafokeng Nation as well as the Rustenburg Local Municipality.

Due to the impact of the strategic review, stakeholders (Royal Bafokeng and Rustenburg Local Municipality) expressed their views that projects in this generation SLP need to focus on creating alternative industries to lessen the dependence on mining in the Rustenburg area. At this stage, several discussions are held with both stakeholders and development institutions (DTI, IDC) to determine suitable projects that can create secondary economies. Individual projects will thus be communicated to the DMR as soon as the feasibilities of these projects are completed.

Subsequently the proposed project list was presented to the community leadership through the Mine Community Leadership Engagement Forum (MCLEF) for verification. The projects were then verified and are outlined below.

Figure 3.10: Impala Platinum Local Economic Development Strategic Initiatives



a. Community Development Projects:

Due to the recent strategic review at Rustenburg operations and the impending loss of jobs, engagements with stakeholders (Rustenburg Local Municipality and Royal Bafokeng) have revealed the need for Rustenburg to diversify and rejuvenate its economy in order to create secondary alternative sectors that can assist to absorb the job losses and reduce the negative Socio Economic impact on communities. At this

⁹ It should be noted that the Socio Economic Development section of this SLP has been submitted a year earlier instead of June 2012



stage, individual projects have not been identified. These projects will thus be communicated to the DMR as soon as the feasibilities of these projects are completed.

b. Enterprise Development Projects

To facilitate the development of BEE entity, to improve the competitiveness of local SMME and black owned companies and to assist procurement to increase BEE spend we will maintain the enterprise development function with programs such as the Supplier Development Programme, the Enterprise Development Programme, the business Advisory Service (current walk-ins) as well Awethu trial project, depending on the need and the company's financial position. The field of enterprise development is very dynamic with continuous changes for this reason the ED Department needs to be able adjust their programs to address these changes.

c. Education Initiatives

Education initiatives/projects were identified for Labour Sending areas, communities surrounding the Rustenburg operations and Impala's Refineries Operations in Springs.

Bursaries

These initiatives award bursaries to learners from Labour Sending Areas as well as our local communities. The Impala Platinum bursary policy will be applied

Learnerships

This initiative is to award Learnerships to learners from Labour Sending Areas as well as our local communities. These learners will be employed for the duration of the Learnership while they are prepared for further studies or future employment.

Capacitate of Community Amenities

Impala in partnership with provincial governments identified a need to capacitate community amenities such as Information hubs, Clinics, Community Halls etc. in Mine Lease Area and Labour Sending Areas. Capacitating of these facilities would contribute to the improvement of the quality of lives in the communities.

School Support Program

Mathematics and Science Schools Incubator Project: Teacher Enrichment

The past education system has deprived the HDSAs Mathematics and Science teachers adequate subject knowledge for effectively teaching the subjects. The recent curriculum changed has left some teachers struggling in the grasping of the new curriculum matters. A consultant workshop was held with the Mathematics and Science teachers of the incubated schools and they all echoed on their desperate need to be capacitated further in as far as Mathematics and Science is concerned. They further opted for the workshops systems as opposed to a formal schooling programme. The programme is both for high and primary school educators.

Mathematics and Science Schools Incubator Project: Learner Support

The recent curriculum changed has left some teachers struggling in the grasping of the new curriculum matters. A consultant workshop was held with the Mathematics and Science teachers of the incubated schools and they all echoed on their desperate need to be capacitated further in as far as Mathematics and Science is concerned. They further opted for the workshops systems as opposed to a formal schooling programme. The programme is both for high school and primary school educators. Some of the learners from this programme will be put through the Impala Talent Pool.



3.2.3 PLANNED PROJECTS

The tables below outline specific project plans and information for all local economic development initiatives. The detail includes background, geographical and budget information.



SMME Development																			
Project Name:	To facilitate the development of BEE entity, to improve the competitiveness of local SMME and black owned companies and to assist procurement to increase BEE spend we will maintain the enterprise development function with programs such as the Supplier Development Programme, the Enterprise Development Programme, the business Advisory Service (Current walk-ins) as well as the Awethu Trial Project. The field of enterprise development is very dynamic with continuous changes, for this reason the ED Department needs to be able to adjust their programs to address these changes. Therefore the details of the programs might change but Impala commits to the principle of SMME and Enterprise Development as per the amounts budgeted.																		
Background:	Local Communities surrounding the Rustenburg Mine Operations																		
Geographical Location of Project:	Not known																		
Total Expected No. of Jobs to be created:	Project Start Date:		Project End Date:		FY2019		FY2024		FY2024										
Output	KPA (Key Performance Area)	KPI (Key Performance Indicator)	Activity	Responsible Entity	Timeframe					Total Budget Allocation									
					Male:	Female:	Not known	FY 2019	FY 2020		FY 2021	FY 2022	FY 2023	FY2024 until December 2024					
Supplier Development Programme,				Impala ED															
Enterprise Development Programme				Impala ED															
Business Advisory Service (Current walk-ins).				Impala ED															
Awethu Trial Project				Impala ED															
Total Project Budget:																			
Beneficiaries: (Community Specific)	Mainly individual black entrepreneurs from the local communities				Project Partners/Associates:					Impala									



Bursary Mine Community												
Project Name:	Impala has embarked on this initiative, as part of the Social and Labour Plan, to award bursaries to learners Impala Mine communities. These learners will be normal bursary students. After their studies they can be employed by Impala in the field of studies.											
Background:	Impala has embarked on this initiative, as part of the Social and Labour Plan, to award bursaries to learners Impala Mine communities. These learners will be normal bursary students. After their studies they can be employed by Impala in the field of studies.											
Geographical Location of Project:	Mine Communities		Project Start Date:		FY 2019		Project End Date:		FY 2024			
Total Expected No. of Jobs to be created:			Male:			Female:			Youth:			
Output	KPA (Key Performance Area)		Activity		Responsible Entity		Timeframe					Total Budget Allocation
	KPI (Key Performance Indicator)		KPI (Key Performance Indicator)		Responsible Entity		FY2019	FY2020	FY2021	FY2022	FY2023	
To increase number of skilled graduates in the country	Recruitment drive for learners through interviews		Organize and select learners, keep records of these interviews		Bursary Department							
To alleviate poverty by creating jobs, thus contributing to JIFSA (Joint Initiative on Priority Skills Acquisition)	To transport and accommodate these learners at Rustenburg, to be part of the final interviews with other Learners from other Regions		Organize a programme for career exhibition, mine visits including underground, interaction with engineers. Explain bursary benefits and rules and regulations		Impala Platinum							
To sensitize other youth to pursue Engineering, Science and other related subjects	Selection of successful candidates by the bursary team.		Monitor progress of study through the Learning institution		Impala Platinum		R 3 387 200	R 2 901 312	R 3 269 652	R 3 531 225	R 5 879 489	R 18 968 878
Mentoring	Liaise with relevant departments at the operations for vocational employment every year of studying (4)		Visits to place of employment, to do assessments and assist them during the orientation programme		Impala Platinum							
Skills	Mining, Electrical, Mechanical, Chemical, B-Com Accounting, Metallurgy, Geology, Survey, Human Resource and other relevant studies		The BP and graduates will dictate the intake		Impala Platinum							
Total Project Budget:							R 3 387 200	R 2 901 312	R 3 269 652	R 3 531 225	R 5 879 489	R 18 968 878
Beneficiaries: (Community Specific)	Mine Communities				Project Partners/Associates:		Impala					



Novice & Learnerships Programme (Bojanala, EC & Taung)													
Project Name:	During stakeholder consultations, it was agreed to assist labour sending areas & mining communities by providing engineering Learnership training.												
Geographical Location of Project:	Labour sending area & Mine community	Project Start Date:	FY2019		Project End Date:		FY2023						
Total Expected No. of Jobs to be created:		Male:	Not known		Female:		Not known		Youth:	Not known			
Output	Activity		Responsible Entity		Timeframe					Total Budget Allocation			
	KPA (Key Performance Area)	KPI (Key Performance Indicator)			FY19	FY20	FY21	FY22	FY23				
Identify the learners	Identify learners	Learner group available	Impala Team		R 14 381 762	R 6 097 743	R 4 706 693	R 8 555 040	R 6 314 401	R 40 055 639			
Engage and contract with learners	Contract learners	Signed contracts	Impala Team										
Training	Training schedule agreed	Monitoring progress	Impala Team										
Total Project Budget:	R 14 381 762									R 4 706 693	R 8 555 040	R 6 314 401	R 40 055 639
Beneficiaries: (Community Specific)	Labour sending area & Mine community		Project Partners/Associates:								Impala		



School Support and We Care Programme											
Project Name:	We have a vested interest in the schools that we helped to build considering the fact that they are built in communities housing large numbers of our employees. A holistic approach to service delivery at these schools to keep them maintained as far as facilities are concerned and functional as far as academic and management are concerned.										
Background:	Bonjanala District										
Geographical Location of Project:	FY 2014										
Total Expected No. of Jobs to be created:	FY 2018										
Output	KPA (Key Performance Area)	Activity	KPI (Key Performance Indicator)	Responsible Entity	Timeframe					Total Budget Allocation	
					FY19	FY20	FY21	FY22	FY23		FY24
To Support the schools by providing school support on academic issues and management issues	Recruitment drive for mentors in Maths, Science and technical Subjects and also mentoring the school management	Identify, contract and monitor and also the mathematics and literacy levels	Impala Platinum, North West Dept of Education and specific school	R 1 048 000	R 1 110 480	R 1 176 689	R 1 246 849	R 1 321 197		R 5 903 215	
To Support High School learners in Technical and academic subject	Selection of learners from mine communities to enroll at High Schools	Academic outcome in Gr 12	Impala Platinum, North West Dept of Education and specific school	R 160 000	R 166 400	R 129 792	R 134 984	R 140 383		R 731 559	
To Support the schools by providing school support on sport and cultural activities	Develop and help with sport development and cultural activities also the using of clubs to exchange participation in sport	Identify, contract and monitor and selection of relevant teachers and coaches and the selection of learners and teams for district participation Students at Universities	Impala Platinum, North West Dept of Education and specific school	R 60 000	R 63 000	R 66 150	R 69 458	R 72 930		R 331 538	
The METF program	Sponsoring of Universities with mining facilities	passing Mining Related fields	Impala Platinum, North and the METF fund							R 0	
This programme aims to equip teachers to effectively teach Mathematics and Science. Help children whose parents were in fatal accidents with education needs	Selected teachers from targeted schools Help families to further their childrens education	Group of teachers measured against the programme KPI agreed to as per formal Service Level Agreement Children passing their education aims	Impala	R 25 000	R 26 250	R 27 563	R 28 941	R 30 388		R 138 141	
Total Project Budget:											R 7 104 452
Beneficiaries: (Community Specific)	Mine Communities										Impala
	Project Partners/Associates:										Impala



Rustenburg Mine Community Infrastructure Development										
Project Name:	Upgrading of infrastructure offers a meaningful upliftment opportunity to the Mine Communities close to Impala operations. The need for the upgrade of Community Infrastructure such as a Roads, Street Lights, Sports Facilities and Multipurpose Centres exist in all the Mine Communities. Due to the impact of the strategic review, stakeholders (Royal Bafokeng and Rustenburg Local Municipality) expressed their views that projects in this generation SLP need to focus on creating alternative industries to lessen the dependence on mining in the Rustenburg area. At this stage, several discussions are held with both stakeholders and development institutions (DTI, IDC) to determine suitable projects that can create secondary economies. Individual projects will thus be communicated to the DMR as soon as the feasibility of these projects are completed.									
Geographical Location of Project:	Impala Rustenburg Mine Communities	Project Start Date:	FY2021	Project End Date:	FY2024					
Total Expected No. of Jobs to be created:	Not known	Male:	Not known	Female:	Not known	Youth:				
Output	Activity		KPI (Key Performance Indicator)	Responsible Entity	Timeframe			Total Budget Allocation		
	KPA (Key Performance Area)				FY2019	FY2020	FY2021		FY2022	FY2023
Feasibility Study	Feasibility Report	Completion of Report	Completion of Report	Impala project team						
Detailed Design	Construction and landscaping design	Completion of Design	Completion of Design	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation	Signed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RLM	R 0	R 6 000 000	R 13 000 000	R 13 000 000	R 6 000 000	
Construction Phase	Physical construction	Completed facilities as per agreed scope and design	Completed facilities as per agreed scope and design	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						
Exit Strategy - Handover	Handover of completed facilities to RLM	Successful handover function and acceptance by community	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						
Total Project Budget:					R 0	R 6 000 000	R 13 000 000	R 13 000 000	R 6 000 000	R 38 000 000
Beneficiaries: (Community Specific)	Members of the broader Impala Mine Communities			Project Partners/Associates:						Impala / RLM/RBA (RLM/RBA to take ownership and maintain after handover)



Capacitation of Facilities (Libraries, Clinics, Schools and Halls)													
Project Name:	To contribute to the development of labour sending areas (Taung, Ganyesa and Eastern Cape). Infrastructure projects have not been identified but rather capacitation of facilities (e.g. Libraries, clinics and computer centres, etc.) with equipment. We therefore do not specify the details of the programs but we commit to the principle of the proposed contributions and to the amounts budgeted. Any project under this initiative will be agreed to by all relevant stakeholders and it will be in line with identified community needs.												
Geographical Location of Project:	LSA Communities	Project Start Date:	FY2019	Project End Date:	FY2024	Youth:							
Total Expected No. of Jobs to be created:	Estimate 5 - Final number only available after feasibility	Male:	Not Known	Female:	Not Known	Total Budget Allocation							
Output	KPA (Key Performance Area)	KPI (Key Performance Indicator)	Responsible Entity					Timeframe					
			FY2019	FY2020	FY2021	FY2022	FY2023	FY24 until December 2024	Total Budget Allocation				
Detailed Scoping	Completion of Scope document	Scope document											
Sign off of final scope	Agreement on detailed scope with all stakeholders	Signed off scope document											
Installation Phase	Physical of the equipment or facilities	Installed equipment and facilities as per the agreed scope	R 500 000	R 500 000	R 500 000	R 500 000	R 500 000	R 0					R 2 000 000
Exit Strategy - Handover	Handover of completed project												
Total Project Budget:			R 500 000	R 500 000	R 500 000	R 500 000	R 500 000	R 0	R 0	R 0	R 0	R 0	R 2 000 000
Beneficiaries: (Community Specific)	Communities of labour sending areas		Project Partners/Associates:					Local Municipalities and Relevant Government Departments (Relevant entity to take ownership and maintain after hand over)					



Dr. Ruth Segomotsi Mompati District Municipality infrastructure										
Project Name:	This project has been identified through the consultation with various Stakeholders that indicated the need for infrastructure within the Dr. Ruth Segomotsi Mompati District Municipality, one of Impala's labour sending areas. The development of this project offers a meaningful upliftment opportunity to a Historically Disadvantaged community with very little social infrastructure. Project (s) yet to be identified with the stakeholders.									
Background:	Community of the Dr. Ruth Segomotsi Mompati District Municipality		Project Start Date:		Project End Date:		FY2020			
Total Expected No. of Jobs to be created:	Estimate 5 - Final number only available after feasibility		Male:		Female:		Youth:			
Output	KPA (Key Performance Area)	KPI (Key Performance Indicator)	Activity			Timeframe			Total Budget Allocation	
			FY2019	FY2020	FY2021	FY2022	FY2023	FY24 until December 2024		
Establish infrastructure to the maximum value of R4 million.	Project will establish infrastructure for the benefit use of the community.	An infrastructure project to be designed to meet important needs of the Local Community.	Responsible Entity	Impala, Local Municipality and Relevant Government Departments						
Sign off of final scope	A MoU to be agreed	A commitment document stating the responsibilities of each stake holder at every phase of the project (Such as the building, maintenance and staffing)	Impala, Local Municipality and Relevant Government Departments							
Implementation Phase	Sensitize other role players and eventually activating partnership to ensure maintenance and continuous development	An established mechanism utilising funds from different contributors to establish, maintain and continuously develop the facilities	Impala, Local Municipality and Relevant Government Departments							R 4 000 000
Exit Strategy - Handover	Facilitate an agreement/ partnership with stakeholders and contributors to care for and maintain the community hall. Operation of these facilities should maintain and continuously develop the facilities	A functioning infrastructure	Impala, Local Municipality and Relevant Government Departments							
Total Project Budget:				R 0	R 4 000 000	R 0	R 0	R 0	R 0	R 4 000 000
Beneficiaries: (Community Specific)	Communities of labour sending areas			Project Partners/Associates:			Local Municipalities and Relevant Government Departments (Relevant entity to take ownership and maintain after hand over)			



3.3 HOUSING & LIVING CONDITIONS OF MINE EMPLOYEES

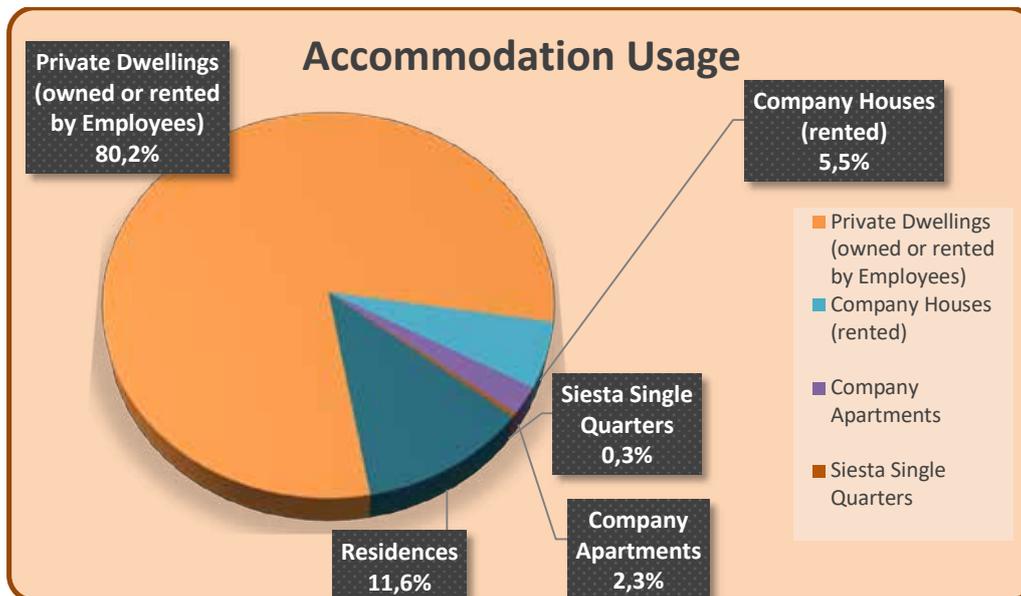
3.3.1 CURRENT HOUSING SITUATION AT IMPALA RUSTENBURG OPERATIONS

Employees of Impala Platinum and its contractors are making use of the following accommodation sources within a sixty (60) kilometer radius of the Operations (Figure 3.10) with the exception of the residences. In order to accommodate one man per room, all residences are used for Impala employees only:

- Private accommodation in surrounding areas (owned and rented);
- Company houses in Rustenburg (between twelve (12) and thirty (30) kilometers from the Rustenburg Operations);
- Company apartments in Rustenburg & Tlhabane (between twelve (12) and thirty (30) kilometers from the Rustenburg Operations);
- Siesta single quarters for both genders in Rustenburg;
- Three (3) company residences (single gender) at the Rustenburg Operations which accommodate about three thousand (3 000) employees at one person per room as at June 2018;

A further breakdown of accommodation usage within property owned by Impala Platinum Limited in the vicinity of the Impala Rustenburg Operations, Refineries and Head office (as at June 2018) is provided in Figure 3.10:

Figure 3.10: Accommodation usage at the Impala Rustenburg Operations (Percentage) as at June 2018





3.3.2 PRINCIPLES BEHIND THE IMPALA RUSTENBURG OPERATIONS' HOUSING POLICY

a. *Statement of intent*

Impala Platinum Limited recognizes that the facilitation of suitable employee accommodation is an integral part of its commitment to uplifting the communities within its areas of operation. 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 idea that employees should reside with their families in a stable, healthy and secure environment within commuting distance of their place of work. Such commuting distance has been set at sixty (60) kilometers from the place of work.¹⁰

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 wellbeing, 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 have been developed within a framework that:

- Promotes home ownership and assists employees to become homeowners.
- Improve the living standards of employees who reside in single gender accommodation through the upgrade to one person per room and conversion into family units programs.
- Prevents and/or discourages informal settlement in the company's operational area, through facilitation of eradication programs 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. In addition, the Rustenburg Operations will involve all relevant stakeholders in its endeavor to provide employees with a suitable choice of accommodation.

d. *Responsibilities and monitoring*

Approval of operational housing strategies shall be the responsibility of the **Executive: Rustenburg Operations**.

e. *Principles*

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

- The Rustenburg Operations will remain responsible employer who will ensure decent accommodation options are available to its employees and assist employees to become home owners as far as it is possible;
- Whilst the Rustenburg Operations utilizes three (3) single gender residences accommodating one person per room, it is acknowledged that this will be maintained to remain decent accommodation and could be converted into family accommodation in the long term should the need arises. However, the Rustenburg Operations will facilitate home ownership in line with the Impala Platinum Limited's policy;

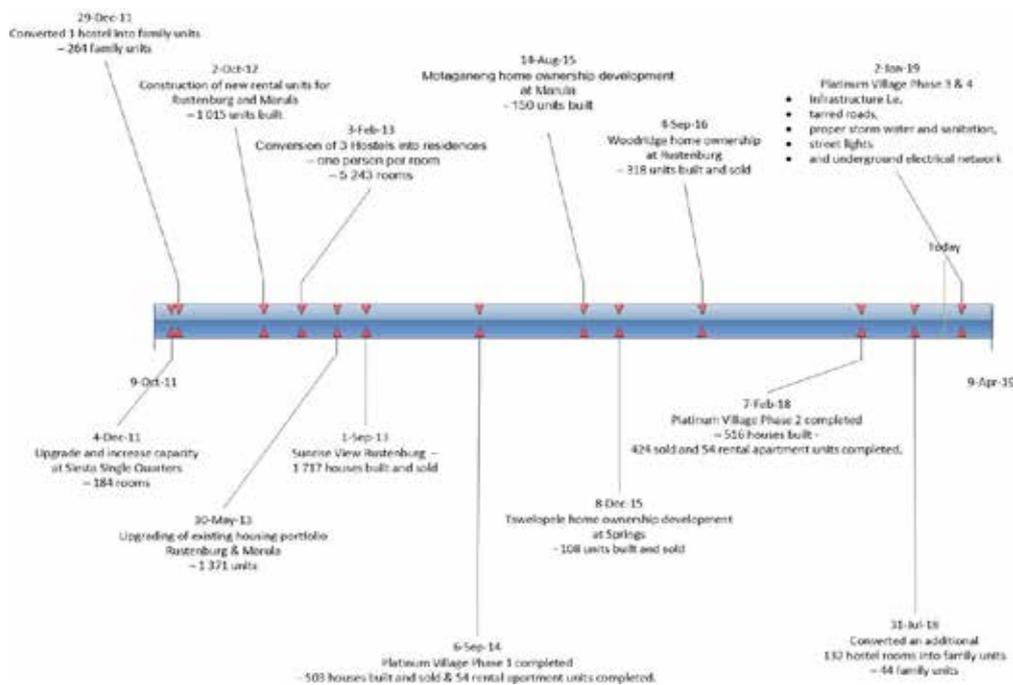
¹⁰ Commuting distance shall be defined as a radius of sixty (60) km from the place of work.



- The Rustenburg Operations' accommodation policy is aligned with its recruitment, remuneration and local economic development programs 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 accommodation policy can accommodate any changes as per business requirements and allow for effective planning mechanisms to be implemented.

3.3.3 STRATEGIC PLANS ACCOMPLISHMENT

Impala Platinum's previous accommodation strategy was developed as a result of several accommodation surveys (2013, 2014 & 2017) for the Rustenburg Operations. This approach assisted Impala to successfully implement an effective and practical accommodation strategy, benefiting employees and also making the company a leader in the industry.



3.3.4 STRATEGIC PLANS GOING FORWARD

Impala rental portfolio consists of housing and single residence units. To address the challenges of the current poor economic situation and non-profitable shafts at Impala Rustenburg Operations, it is required that the accommodation strategy is redefined to address this challenge and cater for the reduction in the work force. Rustenburg Operations in particular made excellent progress in terms of uplifting housing and living conditions since the inception. Impala is therefore in a position to ensure that all employees have access to decent accommodation and thus do not need to embark on further accommodation projects. The following will form part of the key focus areas:

a) Platinum Village

As part of Platinum Village Phase 3 & 4, Impala has completed 1 000 serviced stands. No further capital expenditure is planned for Phase 3 & 4. Various options will be considered i.e. private developers/financiers to do the top structure (build the houses). The developer will be paid by



the bank on registration of the first bond and employees will still have to undergo financial scoring/assessment by the banks.

d) Residences

The Residences consist of north, south and a central residence and can accommodate 5 207 employees. Each Residence has an Amadina, Amasupa (convenient store), a bar, banking facilities, clinic and other small services (i.e. barber, laundry, etc.).

e) Houses - Own stock

Continue promoting home ownership of selective company houses to employees with an interest free loan. Houses not sold to employees to be tendered to the private market.

3.3.5 CONCLUSION

Our strategic objective remains to ensure employees have access to decent accommodation in a financially responsible manner.



3.4 NUTRITION PLAN

3.4 NUTRITION PROGRAM

3.4.1 OVERVIEW

Part of Impala Rustenburg Operations' social strategy is to reduce the utilization of its residences 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. residents in the residences) through the appointed catering establishments. The Rustenburg Operations therefore recognizes 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.

3.4.2 STRATEGIC PLANS

Impala Platinum Limited's nutrition program, 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

- Residents residing at the residences at the Rustenburg Operations are currently receiving meals three (3) times a day. In respect of improving the nutritional intake the following strategic plans are envisaged:
- The Rustenburg Operations are currently utilizing dietitians and health inspections to gauge current nutritional levels and to provide advice for methods of improving food where possible, in conjunction with the catering experts and the Residence leadership.
- Employees residing at the residences have options at the dining hall of a variety of food to choose from. This system is called the **Miner Diner** where employees can decide for themselves on what to eat.
- 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 program 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.



3.5 PROCUREMENT PLAN

3.5.1 INTRODUCTION

Impala has commenced with a comprehensive plan is earmarked for completion during the first quarter of 2019. This plan will cater for milestones to be achieved, key performance indicators, clear objectives; priority interventions; key performance indicators (KPIs); and a concise implementation plan with clearly articulated milestones, amongst other things on how Impala will achieve the Mining Charter targets. This plan will form the basis of Impala's undertakings towards fulfilling its SLP obligations.

There is an element of risk involved with the strategic review process (restructuring of operations) taking place at Rustenburg Operations. This will entail the closure of four shafts which have been factored into the planning. A high ratio of Historically Disadvantaged Persons Owned and Controlled (HDPOC) expenditure will be eliminated within the Services category alone through this process. Should any of these shafts be outsourced to a Contractor, Impala will have to review its targets again as it could have a significant impact on the targets and subsequent compliancy.

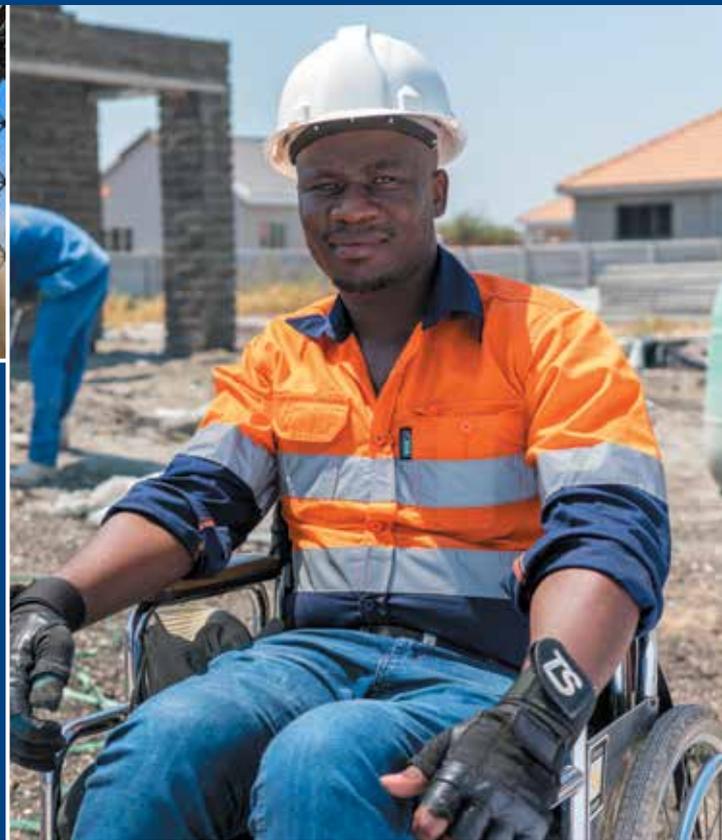
On the South African Manufactured Goods, Impala has planned the same as the Mining Charter targets. However, it is based on the new requirement of a minimum of 60% local content. Due to a lack of information about local content compliancy in the market, it is unpractical and challenging to set realistic targets at this point in time. It is likely that a Section 102 may include a revision on the Goods target also once the Implementation Guidelines are available as well as the comprehensive plan mentioned above.

Table 1: Impala Platinum Limited SLP targets: FY2019 to FY2023

Mining Charter Supplier Categories	FY2019	FY2020	FY2021	FY2022	FY2023
South African Manufactured Goods	10.0%	20.0%	35.0%	50.0%	70.0%
HDPOC \geq 51%	3.0%	6.0%	10.5%	15.0%	21.0%
WOC or YOC \geq 51%	0.7%	1.4%	2.5%	3.6%	5.0%
BEE Compliant >25% & Lev4 or better	6.3%	12.6%	22.0%	31.4%	44.0%
Services	51.5%	53.4%	57.3%	59.4%	63.3%
HDPOC \geq 51%	38.4%	37.7%	37.7%	37.8%	39.7%
WOC \geq 51%	4.4%	5.7%	7.2%	8.7%	10.2%
YOC \geq 51%	0.0%	0.0%	2.4%	2.9%	3.4%
BEE Compliant >25% & Lev4 or better	8.8%	10.0%	10.0%	10.0%	10.0%

SECTION 4

Processes Pertaining to the Management of Downscaling and Retrenchment



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





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. However, at mine closure, be it inevitable or unexpected, the main outcome is the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where these cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities and the economy.

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

- The prevention of job losses as set out in 4.2 below.
- Where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
- To facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- To facilitate through on-going core business training and the non-mining related portable skills training plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry;
- To avoid, mitigate or minimize any possible negative social and economic impacts on employees, communities, local and regional economies and labour sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- To ensure the relevant processes for effective closure management are in place some four (4) to five (5) years prior to planned mine closure;
- To effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.

4.1.2 FUTURE FORUM

Given the diverse and dynamic nature of the needs, aspirations and interests of Impala's Stakeholders, two (2) separate engagement forums are established. Firstly, the Future Forum is established and comprises of representation from the majority union and of Impala Management. Secondly, Impala is required to engage its mine communities, therefore, a community leadership forum is established namely the Mine Community Leadership Engagement Forum (MCLEF).

The Chief Executive: Rustenburg Operations has appointed two (2) senior managers to chair these forums.

FUTURE FORUM ESTABLISHMENT

Terms of Reference to guide and facilitate the engagements of the Future Forum are being developed. Meetings are scheduled on a bi-monthly basis and will take place throughout the lifespan of the operations. The agenda includes:

- Disclosure of all relevant information to enable the representatives of the forum to engage in effective consultations and discussions and contribute in decision making. This will include global and local economic and financial indicators, 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.



- 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 where possible
- Development of strategies and plans to minimize job losses and mitigate the adverse effects and social impacts that downscaling and closure may have on employees.
- Implementation of developed strategies and action plans
- Engage and give feedback on Human Resources Development (HRD) initiatives for skills and training programs and housing and living conditions.
- Share information on community development (section 3) for mine communities, which is local and labour sending areas.
- Majority Union to communicate matters discussed in the forum to the members and vice versa.

MINE COMMUNITY LEADERSHIP ENGAGEMENT FORUM

The MCLEF is established in conjunction with local government, which is, Rustenburg Local Municipality (RLM) and Traditional Authority under Royal Bafokeng Nation (RBN) to determine and provide for needs of mine communities. As a result, this forum is constituted as follows:

- Senior management representatives as nominated by the Chief Executive: Rustenburg Operations based on the agenda of the forum.
- Representation nominated by RLM
- Representatives nominated by RBN

RLM and RBN will officially inform Impala of their nominated representatives. From time to time, should these organizations require to substitute representatives in MCLEF, Impala will officially be informed of such changes.

MCLEF Meetings

To guide discussions during meetings, the forum has developed Terms of Reference to facilitate engagements. Meetings are scheduled bi-monthly and Special meetings are held as and when required by members. These meetings will take place throughout the life of the operations. The objective of MCLEF is to ensure that communities are well versed with the economic performance of the company in terms of the financial and production state of Impala. These discussions should be communicated to the mine communities by the nominated community leadership. Similarly, community feedback should be communicated to Impala. MCLEF is therefore a communication channel between Impala, RLM and RBN, and mine communities.

A further objective is to discuss and reach consensus on Local Economic Development as outlined in Section 3 of this document. The agenda for the forum includes but not limited to the following:

- Disclosure of all relevant information to enable the representatives of the forum to engage effectively in discussions and make informed decisions. This will include factors impacting on the mining industry as a whole and on the platinum mining sector in particular. Factors that may lead to envisaged expansions or downscaling/closures and the possible social impacts thereof on mine communities is discussed.

To elaborate on Local Economic Development (LED) initiatives which includes community projects, Bursaries, Learnerships and any other initiative that impacts LED.



- To share information on strategies and plans developed by the Future Forum, to prevent and minimize job losses and mitigate the adverse impacts that downscaling and closure may have on communities and the economy.
- The forum is regularly updated on Environmental and Safety impacts and how Impala mitigates same.

4.2 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

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 the Department of Labour, and Section 189 of the Labour Relations Act will be implemented once the consultation is completed. The Minerals and Mining Development Board will be notified and any Ministerial Directive will be complied with.

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

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/pension funds rules
- 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 Implats 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;
- Where relevant and viable, cease the employment of temporary employees and/or contractors;
- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment.
- During the life of the operations there will be ongoing accredited mining related training to equip employees with alternative skills to remain economically active in the event of retrenchment.
- During the life of the mine Impala 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 become relevant if the Future Forum's consultation strategies and plans have been exhausted, job losses cannot be avoided and retrenchment is contemplated.

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

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

d. *Notification to Government Authorities*

After consultations through the Future Forum with recognized trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the 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.

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.

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

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 Forum, Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development



Board will be notified and any corrective measures and directives as determined by the Minister will be complied with.

4.3.2 STRATEGIC PLAN

a. Communication and Planning through the Future Forum

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

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

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

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

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

d. Notification to the Board

After consultation through the Future Forum i.e. with recognized trade unions/association, and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) 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 Forum. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. 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 consultation and agreement at the Future Forum. Communication of issues discussed at the forums, strategic plans and the implementation thereof will form part of the Agenda for regular forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that would have been agreed to Future Forum.

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

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

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

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

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

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



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

4.4.1 UNDERTAKING

Whilst the Human Resources and Local Economic Development programmes outlined in Section 2 and 3 of this document 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 communities and labour source communities at times of downscaling and closure will still be required.

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

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 both forums.

b. Communication with stakeholders

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

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

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



- Assistance for local entrepreneurs through established networks, government agencies in this regard and experienced NGO structures;
- The facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development;
- In consultation with our Mine Lease Agreement, consider the potential use for obsolete/ unused mine infrastructure following the complete downscaling and closure of the mine (training centers, office buildings etc.);
- A portable skills training programmes designed to ensure that employees can have job security and remain economically active after mine closure;
- Counseling Services for employees and if necessary their families to ensure they are equipped to cope with the potential stress of losing their job;
- Access to Job Advice Centers in the local community or the relevant Labour Sending Areas;
- Assistance with registering as a 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 any other assistance if required;
- Provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc. to ensure if necessary, the appropriate utilization and/or preservation of finance following retrenchment.

d. Post-Closure planning

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



SECTION 5

Financial Position



IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN





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 summarizes 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.

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

Category	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 until December 2024	Total
Human Resource Development Programmes (Section 2)	5%	5%	5%	5%	5%		
Local Economic Development Programmes (Section 3)	R 20 446 962	R 17 115 185	R 18 626 539	R 29 816 496	R 30 008 788	R 7 875 000	R 123 888 970
Management of Downscaling (Section 4)	R15.5m						

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.

Table 5.2: Summary of Human Resource Development Budget Breakdown

Category	FY2019	FY2020	FY2021	FY2022	FY2023
Human Resource Development Programmes (Section 2) *	5%	5%	5%	5%	5%



5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT

Table 5.3: Financial Provision for the Local Economic Development

Beneficiary Organization or Project name	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 until December 2024	Total
Enterprise Development							
SMME Development	1 385 000	2 750 000	2 750 000	2 750 000	2 750 000	R 1 375 000	R 13 760 000
Total Enterprise Development	R 1 385 000	R 2 750 000	R 1 375 000	R 13 760 000			
Education Initiatives							
Bursary (Bojanala, EC, Taung)	R 3 387 200	R 2 901 312	R 3 269 652	R 3 531 225	R 5 879 489	R 0	R 18 968 878
Novice & Learnerships (Bojanala, EC, Taung)	R 14 381 762	R 6 097 743	R 4 706 693	R 8 555 040	R 6 314 401	R 0	R 40 055 639
School Support & We Care Project	R 1 293 000	R 1 366 130	R 1 400 193	R 1 480 231	R 1 564 898	R 0	R 7 104 452
Total Education Initiatives	R 19 061 962	R 10 365 185	R 9 376 539	R 13 566 496	R 13 758 788	R 0	R 66 128 970
Infrastructure Projects							
Rustenburg Mine Community Infrastructure Development	R 0	R 0	R 6 000 000	R 13 000 000	R 13 000 000	R 6 000 000	R 38 000 000
Capacitation of Facilities (Libraries, Clinics, Schools and Halls)	R 0	R 0	R 500 000	R 500 000	R 500 000	R 500 000	R 2 000 000
Dr Ruth Segomotsi Mompoti District Municipality infrastructure	R 0	R 4 000 000	R 0	R 0	R 0	R 0	R 4 000 000
Total Infrastructure Initiatives	R 0	R 4 000 000	R 6 500 000	R 13 500 000	R 13 500 000	R 6 500 000	R 44 000 000
Total Housing	R 0	R 0					
GRAND TOTAL	R 20 446 962	R 17 115 185	R 18 626 539	R 29 816 496	R 30 008 788	R 7 875 000	R 123 888 970



5.1.4 FINANCIAL PROVISION FOR THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT

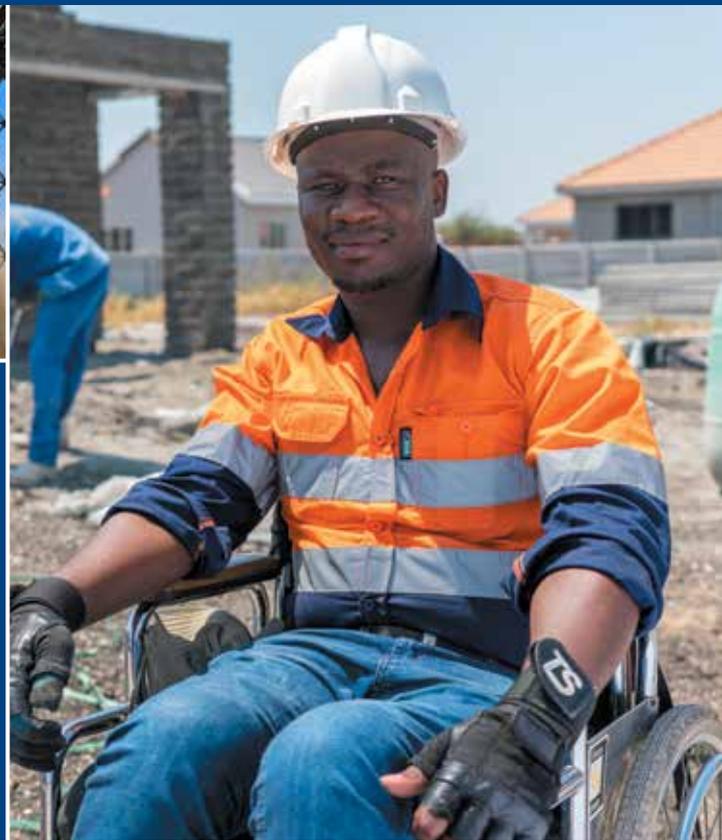
Finance for the on-going core business training which facilitates mine-related portable skills training programmes (Section 2.2.5) will be provided from the annual Human Resources Development Budget for training and skills development at Impala Platinum Limited based on the skills required within the 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 counseling and access to career advice, job centers 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.

SECTION 6

Undertaking



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





SECTION 6

6.1 STATEMENT OF UNDERTAKING

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

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Contact Details _____

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

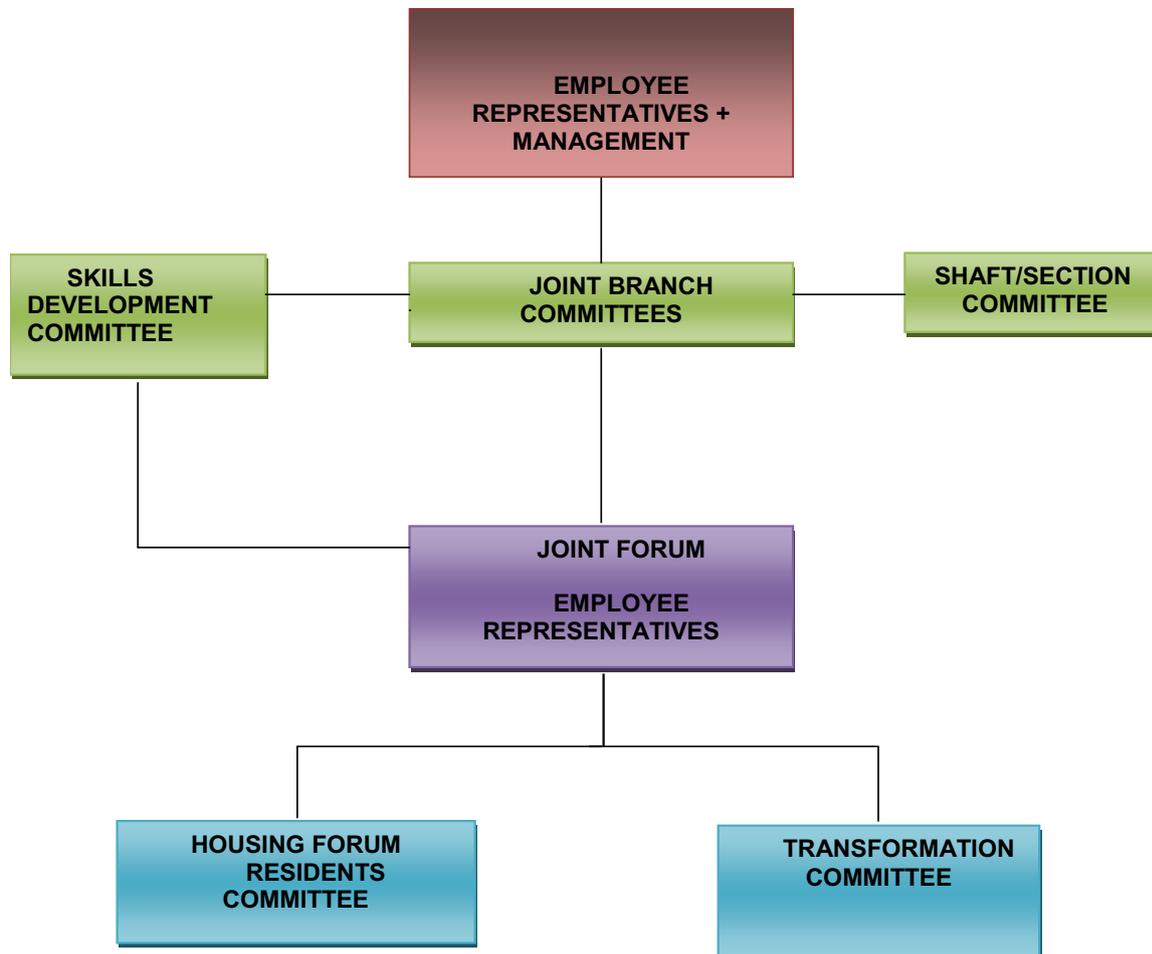
Programme for Communication of SLP with employees and stakeholders

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 utilized to communicate the Impala Platinum Limited SLP.



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





APPENDIX A

Location of Impala Rustenburg Operations



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





APPENDIX B

Form Q

The number and education levels of:

- Impala Platinum Limited Head Office
- Impala Rustenburg Operations
- Impala Refineries



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





FORM Q: IMPALA PLATINUM LIMITED HEAD OFFICE

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	2	0	0	2	1	0	0	1	3	4	5
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/AET 1	0	0	0	0	0	0	0	0	0	0	0
		Grade 4/Std 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 5/std3/AET 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 6/Std 4	0	0	0	0	0	0	0	0	0	0	0
		Grade7/Std 5 AET 3	0	0	0	0	0	0	0	0	0	0	0
		Grade 8/Std 6	0	0	0	0	0	0	0	0	0	0	0
Further Education and Training (FET)	2	Grade 9/Std 7/AET 4/NQF Lev.1	0	0	0	0	0	0	0	0	0	0	0
		Grade 10/Std 8/N1	0	0	0	0	0	0	0	0	0	0	0
		Grade 11/Std 9/N2	0	0	0	0	0	0	0	0	0	0	0
		Grade 12/Std 10/N3	0	0	0	0	1	0	0	0	2	0	3
		Higher Certificates / Adv NCV	0	0	0	1	0	0	0	0	0	1	0
		Diplomas / Adv Certificates	0	0	0	0	1	0	0	0	0	0	1
		Bachelor's Degrees / Adv Diplomas	3	1	0	0	3	0	2	3	4	8	
		Higher / Hons / Degrees / Prof Qual	1	0	0	5	3	0	1	5	6	9	
		Masters Degree	1	1	0	4	2	0	0	1	6	3	
		Doctorates	0	0	0	0	0	0	0	0	0	0	
TOTAL			7	2	0	12	11	0	4	14	21	29	



FORM Q: IMPALA PLATINUM LIMITED RUSTENBURG OPERATION

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/Unknown	931	3	1	60	126	1	1	6	995	137		
		Grade 0/Pre	1119	0	0	7	21	0	0	0	1126	21		
		Grade 1/Sub A	29	0	0	0	0	0	0	0	29	0		
		Grade 2/Sub B	19		0	0	0	0	0	0	19	0		
		Grade 3/Std 1/AET 1	560	0	0	0	0	0	0	0	560	0		
		Grade 4/Std 2	606	0	0	0	0	0	0	0	606	0		
		Grade 5/std3/AET 2	695	1	0	0	2	0	0	0	696	2		
		Grade 6/Std 4	1099	0	0	0	2	0	0	0	1099	2		
		Grade 7/Std 5 AET 3	2154	1	0	43	30	1	7	0	2198	38		
		Grade 8/Std 6	2483	0	0	2	9	0	0	0	2485	9		
Further Education and Training (FET)		Grade 9/Std 7/AET 4/NQF Lev.1	2608	1	0	6	38	0	0	0	2615	38		
	2	Grade 10/Std 8/N1	1753	2	0	38	59	0	0	3	1793	62		
	3	Grade 11/Std 9/N2	3018	4	0	109	248	0	0	2	3131	250		
Higher Education and Training (HET)	4	Grade 12/Std 10/N3	7288	23	1	393	1865	5	1	54	7705	1925		
	5	Higher Certificates / Adv NCV	204	0	0	33	75	2	0	3	237	80		
	6	Diplomas / Adv Certificates	133	2	1	35	155	1	0	4	171	160		
	7	Bachelor's Degrees / Adv Diplomas	71	2	3	27	62	0	2	13	103	77		
	8	Higher / Hons / Degrees / Prof Qual	39	1	4	24	21	0	2	8	68	31		
	9	Masters Degree	5	1	3	10	2	0	2	2	19	4		
	10	Doctorates	0	0	0	0	0	0	0	0	0	0		
TOTAL			24814	41	13	787	2715	10	13	98	25655	2836		



Q: IMPALA PLATINUM LIMITED REFINERIES OPERATION

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	62	0	0	18	1	1	0	1	80	3
		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/AET 1	0	0	0	0	0	0	0	0	0	0
		Grade 4/Std 2	3	0	0	0	0	0	0	0	3	0
		Grade 5/std3/AET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6/Std 4	8	0	0	0	0	0	0	0	8	0
		Grade7/Std 5 AET 3	0	0	0	0	0	0	0	0	0	0
		Grade 8/Std 6	10	0	0	0	0	1	0	0	10	1
Further Education and Training (FET)	2, 3, 4	Grade 9/Std 7/AET 4/NQF Lev.1	1	0	0	0	0	0	0	0	1	0
		Grade 10/Std 8/N1	12	0	0	3	2	0	0	1	15	3
		Grade 11/Std 9/N2	37	0	0	24	3	0	0	0	61	3
		Grade 12/Std 10/N3	291	7	6	42	104	2	1	19	346	126
Higher Education and Training (HET)	5, 6, 7, 8, 9, 10	Higher Certificates / Adv NCV	32	0	2	7	14	0	0	2	41	16
		Diplomas / Adv Certificates	19	1		15	14	1	1	6	35	22
		Bachelor's Degrees / Adv Diplomas	15	1	2	13	19	0	0	6	31	25
		Higher / Hons / Degrees / Prof Qual	6	0	5	10	5	1	1	10	21	17
		Masters Degree	6	0	1	5	2	0	1	1	12	4
		Doctorates	1	0	0	2	0	0	1	0	3	1
TOTAL			546	9	16	139	165	5	46	710	221	

APPENDIX C

Form R

Hard to fill vacancies for:

- Impala Platinum Limited Head Office
- Impala Rustenburg Operations
- Impala Refineries



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





FORM R: IMPALA PLATINUM LIMITED HEAD OFFICE

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	No hard to fill vacancies	
Senior Management	No hard to fill vacancies	
Professionally qualified and experienced specialists and mid-management	No hard to fill vacancies	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	No hard to fill vacancies	
Semi-skilled and discretionary decision-making	No hard to fill vacancies	
Unskilled and defined decision-making	No hard to fill vacancies	



FORM R: IMPALA PLATINUM LIMITED RUSTEBURG OPERATIONS

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	No hard to fill vacancies	
Senior Management	No hard to fill vacancies	
Professionally qualified and experienced specialists and mid-management	No hard to fill vacancies	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	No hard to fill vacancies	
Semi-skilled and discretionary decision-making	No hard to fill vacancies	
Unskilled and defined decision-making	No hard to fill vacancies	



FORM R: IMPALA PLATINUM LIMITED REFINERIES OPERATIONS

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	No hard to fill vacancies	
Senior Management	No hard to fill vacancies	
Professionally qualified and experienced specialists and mid-management	No hard to fill vacancies	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	No hard to fill vacancies	
Semi-skilled and discretionary decision-making	No hard to fill vacancies	
Unskilled and defined decision-making	No hard to fill vacancies	

APPENDIX D

Forms

Employment Equity Statistics for:

- Impala Platinum Limited Head Office
- Impala Rustenburg Operations
- Impala Refineries



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





FORM S: IMPALA PLATINUM LIMITED HEAD OFFICE

OCCUPATIONAL LEVEL	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	0	0	0	2	0	0	1	0	0	0	3
Senior management (Paterson Level E)	3	2	0	7	2	0	1	3	0	0	18
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	1	0	0	2	6	0	2	8	1	0	20
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	0	0	0	0	2	0	0	1	0	0	3
Semi-skilled and discretionary decision making (Paterson Level B)	0	0	0	1	1	0	0	2	0	0	4
Unskilled and defined decision making (Paterson Level A)	2	0	0	0	0	0	0	0	0	0	2
TOTAL	6	2	0	12	11	0	4	14	1	0	50



FORM S: IMPALA PLATINUM LIMITED RUSTENBURG OPERATIONS

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management (Paterson Level F)	0	0	0	1	0	0	0	0	0	0	1
Senior management (Paterson Level E)	15	0	2	31	5	0	0	2	1	0	56
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	123	7	11	173	32	0	5	38	5	0	394
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	2597	17	0	512	485	6	2	60	194	3	3876
Semi-skilled and discretionary decision making (Paterson Level B)	7203	7	0	57	777	2	0	6	1556	3	9611
Unskilled and defined decision making (Paterson Level A)	11738	10	0	8	1375	1	0	0	1387	34	14553
TOTAL PERMANENT	21676	41	13	782	2674	9	7	106	3143	40	28491



FORM S: IMPALA PLATINUM LIMITED REFINERIES OPERATIONS

	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
OCCUPATIONAL LEVELS											
Top management (Paterson Level F)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Paterson Level E)	3	0	1	2	0	0	0	1	2	0	9
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	18	0	6	29	12	1	4	11	1	1	83
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	189	3	5	81	41	1	0	17	2	0	339
Semi-skilled and discretionary decision making (Paterson Level B)	329	6	4	24	111	3	1	16	5	1	500
Unskilled and defined decision making (Paterson Level A)	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	539	9	16		164	5	5	45	10	2	931

APPENDIX E

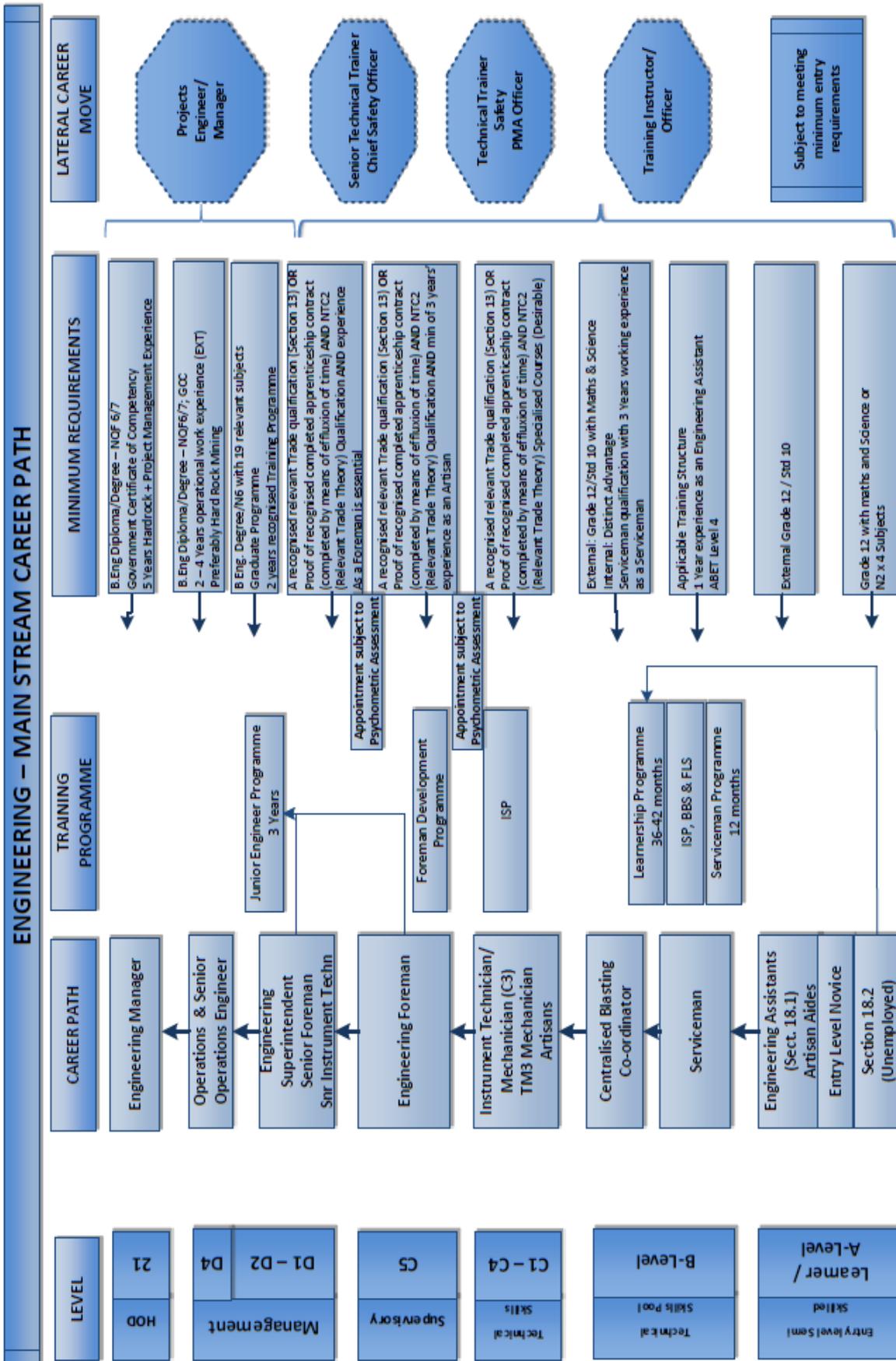
Career Development Paths at Impala Rustenburg Operations and Impala Refineries

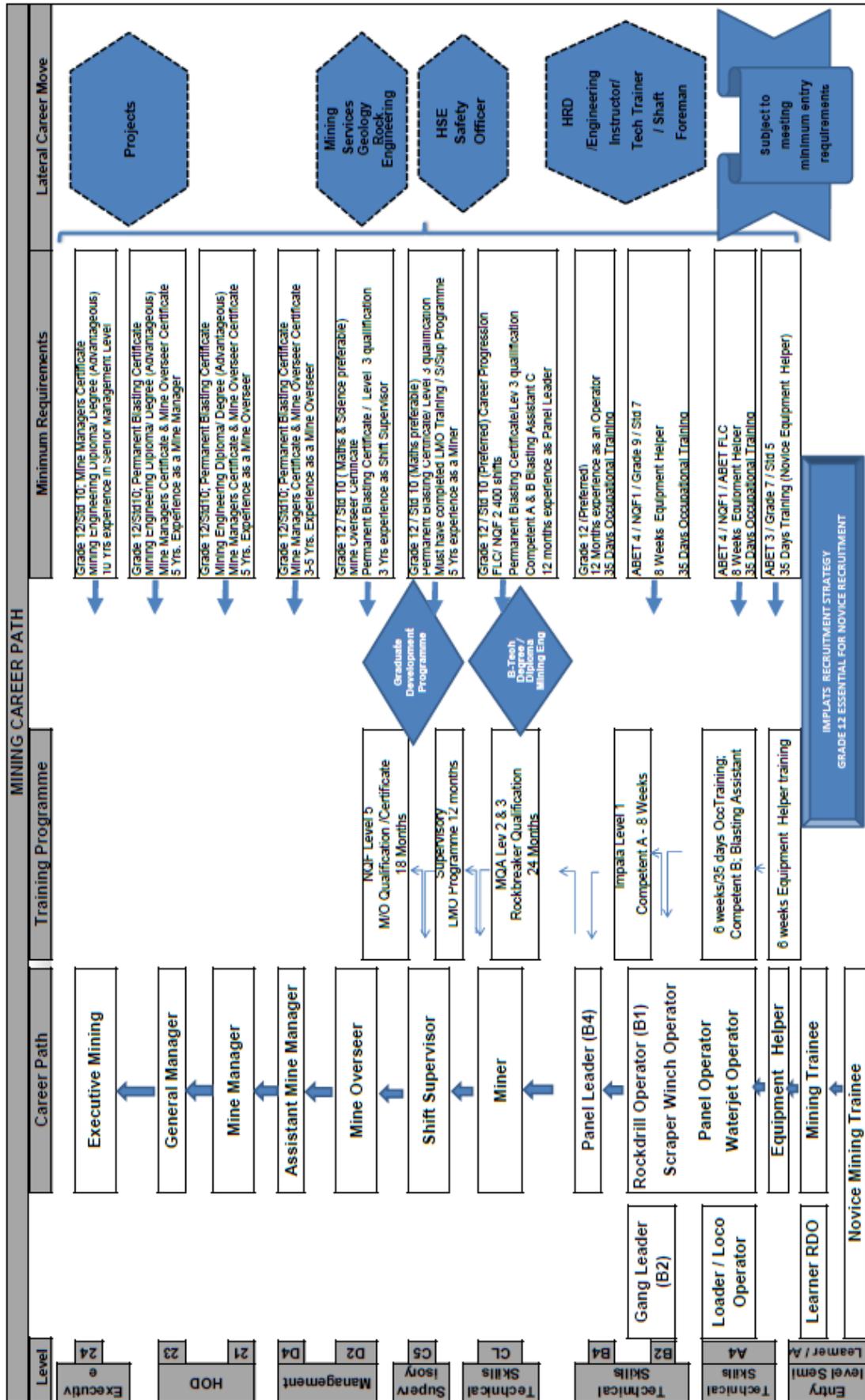


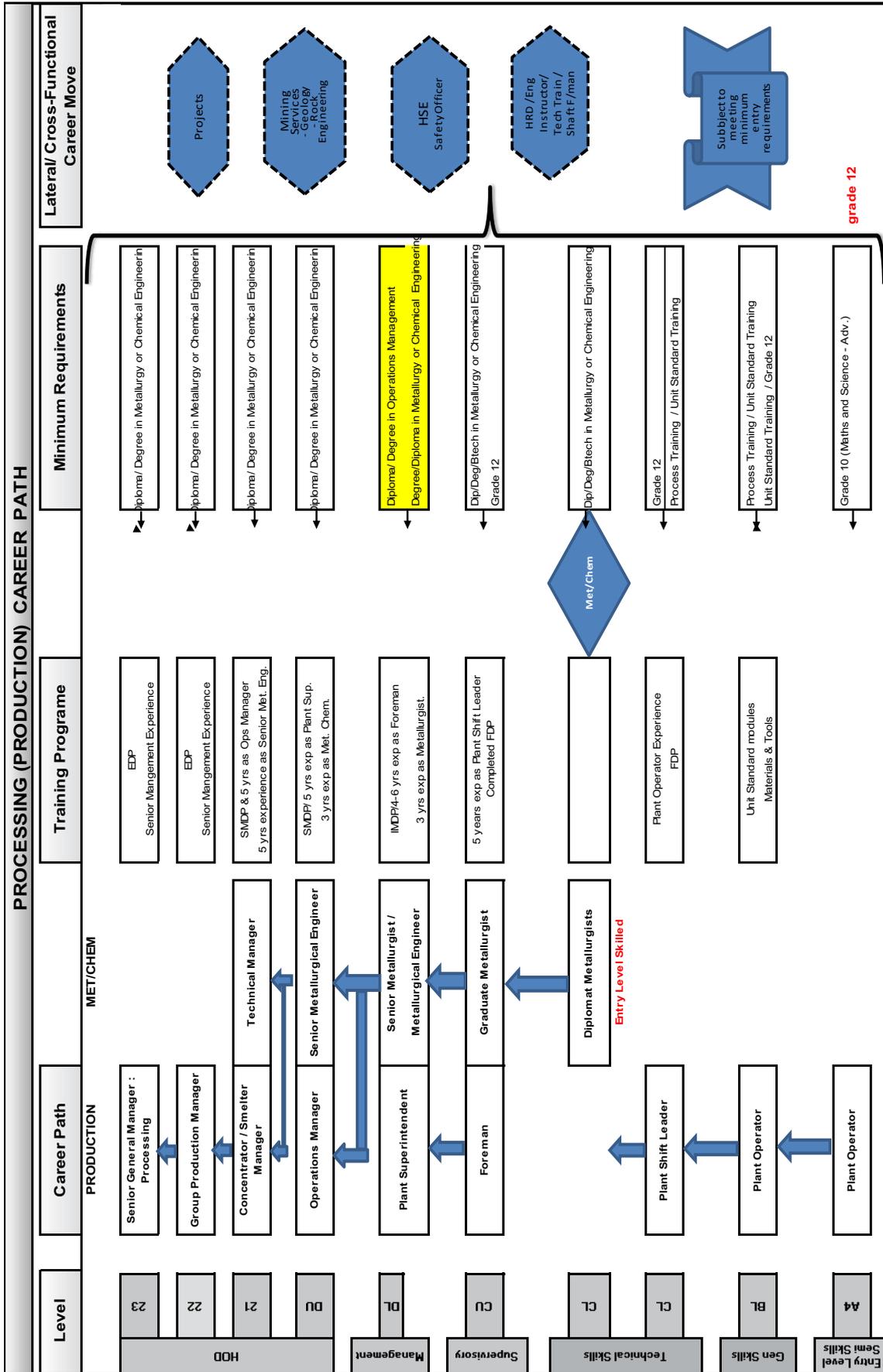
IMPALA PLATINUM LIMITED

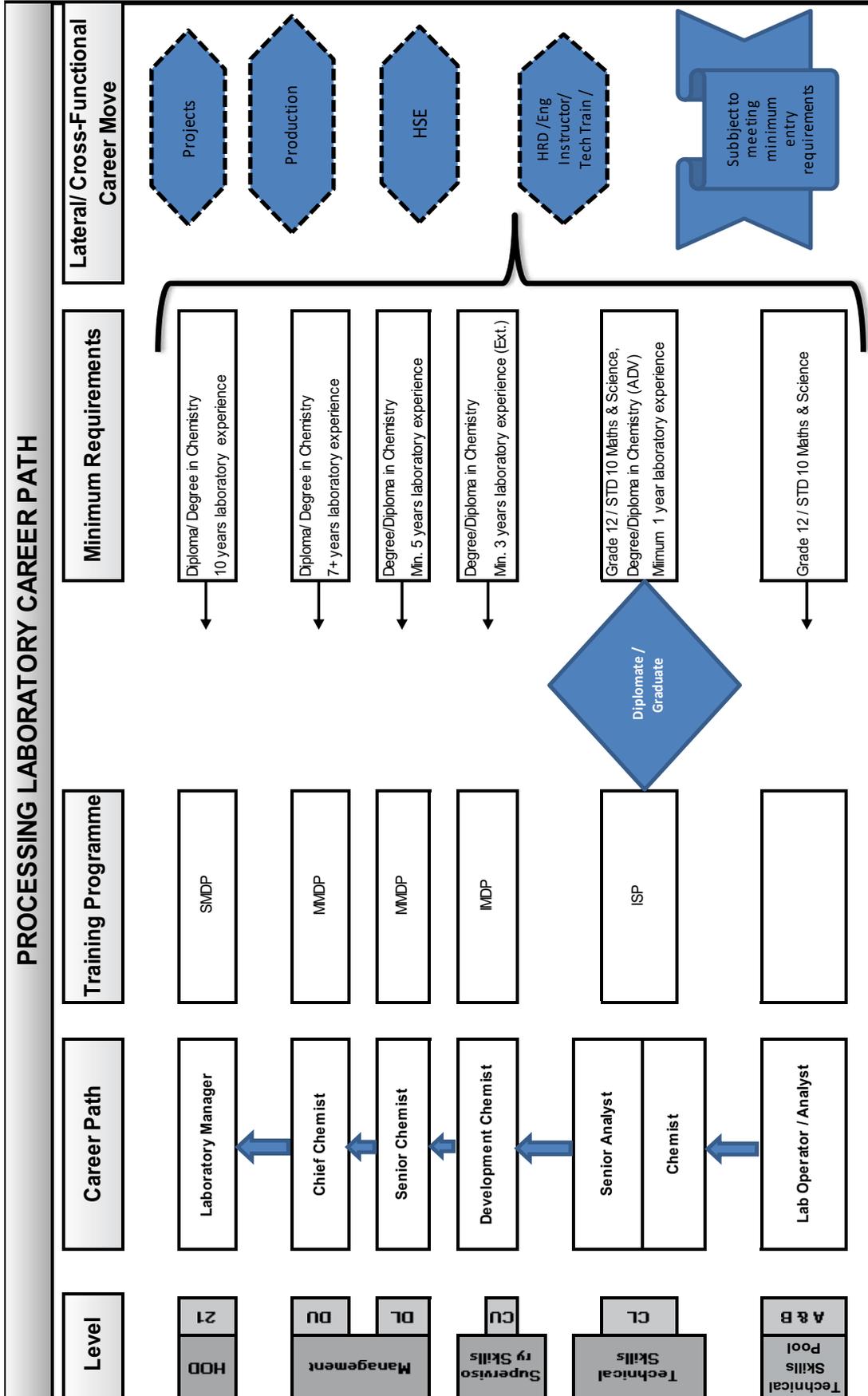
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APPENDIX T

Procurement at Impala Platinum Limited

Form T contains confidential information and should have a need to access this information please follow the PAIA process.



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN



APPENDIX G

Classification of Portable Skills

- Portable Skills Outside the Mining Sector
- Portable Skills in Non-Mining Related Training Programmes at times of Retrenchment/ Downscaling



IMPALA PLATINUM LIMITED

SOCIAL AND
LABOUR PLAN





A. Portable Outside the Mining Industry

Supervisory & Business Training	
Supervisory Skills	<i>Semi skilled and discretionary decision making (Paterson B & A on special request)</i>
Financial Life Skills	<i>Unskilled and defined decision making Semi skilled and discretionary decision making (PatersoneA & B)</i>
Basic Business Skills	<i>Unskilled and defined decision making Semi skilled and discretionary decision making (PatersoneA & B)</i>
Introduction to Basic Computers	<i>Semi skilled and discretionary decision making (Paterson B & A on special request)</i>



B. Portable in Non-Mining Training Programmes at time 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

Agriculture

Fencing
Irrigation & Fertilization
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 Programmes

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
CO² Welding
Fencing
Handyman
Basic Woodworking Skills



IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN

Section 102 Application



SUBMITTED DOCUMENT
October 2021



CONTENTS

SOCIO-ECONOMIC DEVELOPMENT PROGRAMMES	3
SECTION 3 LOCAL ECONOMIC DEVELOPMENT PROGRAMMES	4
SECTION 3 LED PROJECT SHEETS	6
FINANCIAL PROVISION	15
5.1 FINANCIAL PROVISION	16
5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT	17
UNDERTAKING	19
6.1 STATEMENT OF UNDERTAKING	20
ANNEXURE A – PROOF OF PUBLIC PARTICIPATION CONSULTATION	21

SECTION 3

Socio-Economic Development Programmes



IMPALA PLATINUM LIMITED SOCIAL AND LABOUR PLAN

Section 102 Application





SECTION 3 LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

A. Background and Introduction

Impala Platinum Limited submitted in December -2018 a reviewed Social and Labour Plan (SLPIII) after engagements with the Future Forum and Mine Community Leadership Engagement Forum (MCLEF). At the time, the Rustenburg Mine Community Infrastructure projects contained in the Local Economic Development (Section 3) were not specified while a commitment of R38 million was set aside. This was on the basis that engagements with mine communities and other stakeholders will be undertaken in the year 2019-2020 to specify the communities and projects which would be allocated to the overall financial commitment made (R38 million), and subsequently, an amendment containing the respective project sheets would be submitted to the DMRE.

These envisaged engagements were delayed by the protracted impasse with some of MCLEF community leadership. This impasse led to MCLEF meetings being suspended. During this period of 2019-2020, engagements continued with Rustenburg Local Municipality and Royal Bafokeng Administration regarding project identification. During these engagements, the two entities had highlighted the need for job creation project rather than social infrastructure. In addition to the MCLEF impasse, re-engagements were further affected by the Covid 19 pandemic and its related gathering restrictions. MCLEF was only reconvened on the 29th October 2020. In the meanwhile, on 27th of March 2020, the amended regulations of the Minerals and Petroleum Resources Development Act came into effect on the 27th of March 2020. These amended regulations require among other things, that amendments to SLPs be consulted with Mine Communities and Interested and Affected parties following the National Environmental Management Act (NEMA) regulations.



B. Project allocation and Public Participation Process

Upon MCLEF being reconvened, the community leadership indicated that the communities still had an expectation for social infrastructure projects, especially communities that had not had a prior SLP benefit. This was considered by Impala and communicated to RLM and RBA. Engagements with MCLEF on identifying the projects in line with the Integrated Development Plan (IDP) of RLM and the Master Plan of RBA continued from January -August 2021, these were handled internally by Impala. Minutes, Attendance registers and Agendas of these meetings are attached as Annexures. Five mine communities were identified as not having had a benefit from Impala LED projects (Bobuanja, Phokeng, Tsitsing, Seraleng and Meriting). During this period, a Public Participation Process Consultant (Batumile Investments) was appointed by Impala to attend to the broader consultations as required by the MPRDA.

The independent report of Batumile and related supporting minutes and attendances are attached as Annexures.



SECTION 3 LED PROJECT SHEETS

Roads & Storm Water Channels in Phokeng												
Project Name:	Roads & Storm Water Channels in Phokeng											
Background:	During stakeholder consultations in MCLIF, we identified a project for the construction of a roads and storm water channels in Phokeng (ward 5 & 6). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore agreed to contribute towards the establishment of roads and storm water channels in Phokeng village.											
Geographical Location of Project:	Phokeng	Project Start Date:		FY2022		Project End Date:		FY2023				
	20 (Estimate)	Male:	Female:	Not known	Not known	Not known	Youth:	Not known				
Total Expected No. of Jobs to be created:	Activity		KPI (Key Performance Indicator)		Responsible Entity		Timeframe		Total Budget Allocation			
	KPA (Key Performance Area)	Completion of Report	Completion of Design	Signed off design documentation	Completed facilities as per agreed scope and design	Successful handover function and acceptance by community	Impala project team	Impala project team/ Stakeholder Engagement/ Community Structures and RBA	Impala project team/ Stakeholder Engagement/ Community Structures and RBA	FY2021	FY2022	FY2023
Output	Feasibility Report	Construction and landscaping design	Agreement on detailed design with all stakeholders	Physical construction and establishment of the roads	Handover of completed facilities to RBA							
Feasibility Study												8 000 000
Detailed Design												5 000 000
Sign off of Design and final scope												3 000 000
Construction Phase												
Handover												
Total Project Budget:												8 000 000
Beneficiaries: (Community Specific)	Phokeng / Members of the broader community						Project Partners/Associates:				Impala / RBA	



Moremogo Primary School - Phokeng – Construction of Additional Classrooms									
Project Name:	Moremogo Primary School - Phokeng – Construction of Additional Classrooms								
Background:	During stakeholder consultations, the task teams identified a project for construction of 4 additional classrooms at Moremogo Primary School in Phokeng village (ward 5 & 6) (as per RLM IDP2018/2019 page 180). It is the vision of Impala to become a significant contributor towards creating a vibrant and sustainable socio-economic environment within the communities in which it operates.								
Geographical Location of Project:	Phokeng	Project Start Date:		FY2022		Project End Date:		FY2023	
Total Expected No. of Jobs to be created:	30 (Estimate)	Male:		Not known		Female:		Not known	
Output	KPA (Key Performance Area)	Activity		KPI (Key Performance Indicator)	Responsible Entity	Timeframe			Total Budget Allocation
		KPA (Key Performance Area)	KPI (Key Performance Indicator)			FY2021	FY2022	FY2023	
Feasibility Study	Feasibility Report	Completion of Report		Completion of Report	Impala project team		2 500 000	2 500 000	5 000 000
Detailed Design	Construction and landscaping design	Completion of Design		Completion of Design	Impala project team				
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation		Signed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBI/ NWDoE				
Construction Phase	Physical construction	Completed facilities as per agreed scope and design		Completed facilities as per agreed scope and design	Impala project team				
Handover	Handover of completed facilities to RBI	Successful handover function and acceptance by community		Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement				
Total Project Budget:							2 500 000	2 500 000	5 000 000
Beneficiaries: (Community Specific)	Phokeng / Members of the broader community					Project Partners/Associates:			
						Impala / RBI / NWDoE			



Matale Secondary School - Phokeng – Construction of Additional Classrooms									
Project Name:	Matale Secondary School - Phokeng – Construction of Additional Classrooms								
Background:	During Public Participation Process consultations with Royal Bafokeng Administration (RBA) and Royal Bafokeng Institute (RBI), an additional school (Matale Secondary School) in Phokeng (Ward 4 & 5 was identified for construction of 6 additional classrooms. It is the vision of Impala to become a significant contributor towards creating a vibrant and sustainable socio-economic environment within the communities in which it operates								
Geographical Location of Project:	Phokeng	Project Start Date:	FY2022		Project End Date:	FY2023			
Total Expected No. of Jobs to be created:	30 (Estimate)	Male:	Not known		Female:	Not known		Youth:	Not known
Output	KPA (Key Performance Area)	Activity	KPI (Key Performance Indicator)	Responsible Entity			Timeframe		Total Budget Allocation
				FY2021	FY2022	FY2023	FY2022	FY2023	
Feasibility Study	Feasibility Report	Completion of Report	Completion of Report	Impala project team			3 000 000		6 000 000
Detailed Design	Construction and landscaping design	Completion of Design	Completion of Design	Impala project team					
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation	Signed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBI/ NWD/DoE					
Construction Phase	Physical construction	Completed facilities as per agreed scope and design	Completed facilities as per agreed scope and design	Impala project team					
Handover	Handover of completed facilities to RBI	Successful handover function and acceptance by community	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement					
Total Project Budget:							3 000 000	3 000 000	6 000 000
Beneficiaries: (Community Specific)	Phokeng / Members of the broader community			Project Partners/Associates:			Impala / RBI / NWD/DoE		



Community Centre in Bobuanja									
Project Name:	Community Centre in Bobuanja								
Background:	During stakeholder consultations in MCLIF, we identified a project for the construction of a roads and storm water channels in Bobuanja (ward 7). However, during the Public Participation Consultations, the Kgotla executive of Bobuanja indicated that a more urgent need is a community administrative centre which could be used to administrate matters of the community and especially that RLM is currently delivering various road within their community. The development of this project will offer a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations.								
Geographical Location of Project:	Bobuanja	Project Start Date:		FY2022		Project End Date:		FY2023	
	20 (Estimate)	Male:		Not known		Female:		Not known	
Total Expected No. of Jobs to be created:	Activity		KPI (Key Performance Indicator)		Responsible Entity		Timeframe		Total Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2021	FY2022	FY2023	Youth:		Not known	
Feasibility Study	Feasibility Report	Completion of Report		Impala project team	2 500 000			5 000 000	
Detailed Design	Construction and landscaping design	Completion of Design		Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation		Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Construction Phase	Physical construction and establishment of the centre	Completed facilities as per agreed scope and design		Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community		Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Total Project Budget:							2 500 000	5 000 000	
Beneficiaries: (Community Specific)	Members of the broader community in Bobuanja				Project Partners/Associates:		Impala / RBA		



Roads & storm water channels in Seraleng										
Project Name:	Seraleng									
Background:	During stakeholder consultations in MCLIF, we identified a project for the construction of a roads and storm water channels in Seraleng (ward 41) (as per IDP2018/2019, page 172). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore agreed to contribute towards the construction of roads and storm water channels in Seraleng township.									
Geographical Location of Project:	Seraleng	Project Start Date:		FY2022	Project End Date:		FY2023			
Total Expected No. of Jobs to be created:	20 (Estimate)	Male:		Not known	Female:		Youth:		Not known	
Output	Activity		KPI (Key Performance Indicator)		Responsible Entity		Timeframe		Total Budget Allocation	
	KPA (Key Performance Area)						FY2021	FY2022	FY2023	
Feasibility Study	Feasibility Report		Completion of Report	Impala project team				3 000 000	3 500 000	
Detailed Design	Construction and landscaping design		Completion of Design	Impala project team						
Sign off of Design and final scope	Agreement on detailed design with all stakeholders		Signed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						
Construction Phase	Physical construction and establishment of the roads		Completed facilities as per agreed scope and design	Impala project team						
Handover	Handover of completed facilities to RLM		Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						
Total Project Budget:								3 000 000	3 500 000	6 500 000
Beneficiaries: (Community Specific)	Members of the broader community in Seraleng				Project Partners/Associates:					
					Impala / RLM					



Upgrade of Seraleng Primary School Ablution Facility											
Project Name:	Upgrade of Seraleng Primary School Ablution Facility										
Background:	During stakeholder consultations in MCLEF, a project was identified to upgrade the ablution facility in Seraleng Primary School (ward 41) (as per IDP2018/2019 page 178). The development of this project will offer a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations.										
Geographical Location of Project:	Seraleng Location			Project Start Date:	FY2022		Project End Date:	FY2022			
Total Expected No. of temporary Jobs to be created:	20 (Estimate)		Male:	Not known		Female:	Not known		Youth:	Not known	
Output	KPA (Key Performance Area)	Activity	KPI (Key Performance Indicator)	Responsible Entity		Timeframe		Total Budget Allocation			
				FY2021	FY2022	FY2021	FY2022	FY2021	FY2022		
Feasibility Study	Feasibility Report	Completion of Report	Completion of Report	Impala project team		2 000 000		2 000 000			
Detailed Design	Construction and landscaping design	Completion of Design	Completion of Design	Impala project team							
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation	Signed off design documentation	Impala project team/ Stakeholder Engagement/ NWDoe and Community Structures							
Construction Phase	Physical construction and establishment of the ablution facility	Completed facilities as per agreed scope and design	Completed facilities as per agreed scope and design	Impala project team/ Stakeholder Engagement/ NWDoe/ Community Structures and RLM							
Handover	Handover of completed facilities to RLM	Successful handover function and acceptance by community	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ NWDoe/ Community Structures and RLM							
Total Project Budget:						2 000 000		2 000 000			
Beneficiaries: (Community Specific)	Seraleng Community and other neighbouring communities			Project Partners/Associates:		Impala / NWDoe					



Upgrade of infrastructure Meriti Secondary School									
Project Name:	Upgrade of infrastructure Meriti Secondary School								
Background:	During Public Participation Consultation, a need was identified to upgrade the infrastructure of Meriti Secondary School (ward 12). The implementation of this project will offer meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations.								
Geographical Location of Project:	Meriting Location		Project Start Date:		Project End Date:		FY2022		
Total Expected No. of temporary Jobs to be created:	20 (Estimate)		Male:		Female:		Youth:		Not known
Output	Activity		Responsible Entity		Timeframe		Total Budget Allocation		
	KPA (Key Performance Area)	KPI (Key Performance Indicator)					FY2021		FY2022
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				2 500 000		2 500 000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team						
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Signed off design documentation	Impala project team/ Stakeholder Engagement/ NWD/DoE and Community Structures						
Construction Phase	Physical construction and establishment of the infrastructure	Completed facilities as per agreed scope and design	Impala project team						
Handover	Handover of completed facilities to RLM	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ NWD/DoE / Community Structures and RLM						
Total Project Budget:									2 500 000
Beneficiaries: (Community Specific)	Meriting Community and other neighboring communities		Project Partners/Associates:						Impala / NWD/DoE



Water Infrastructure Upgrade - Tsitsing (Ward 25)									
Project Name:	During Public Participation Consultations with Royal Bafokeng Administration (RBA) and Tsitsing Development Project Steercom a request to upgrade water infrastructure system was identified. RBA has confirmed that the budget allocated will be sufficient to implement the project which entails an upgrade of a pump station to improve the pressure of water supplied to Tsitsing from the Bospoort reservoir. It is the vision of Impala to become a significant contributor towards creating a vibrant and sustainable socio-economic environment within the communities in which it operates, through infrastructure development.								
Geographical Location of Project:	Kanana	Project Start Date:	FY2022		Project End Date:	FY2022			
Total Expected No. of Jobs to be created:	10 (Estimate)	Male:	Not known		Female:	Not known		Youth:	Not known
Output	KPA (Key Performance Area)	Activity	KPI (Key Performance Indicator)	Responsible Entity	Timeframe		Total Budget Allocation		
					FY2021	FY2022		FY2023	
Feasibility Study	Feasibility Report	Completion of Report	Completion of Report	Impala project team	-	3 000 000			3 000 000
Detailed Design	Construction layout and design	Completion of Design	Completion of Design	Impala project team					
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Construction Phase	Physical construction and establishment of the water infrastructure	Completed facilities as per agreed scope and design	Completed facilities as per agreed scope and design	Impala project team					
Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA					
Total Project Budget:					-	3 000 000			3 000 000
Beneficiaries: (Community Specific)	Tsitsing Community and other neighbouring community				Project Partners/Associates:				
					Impala				



SECTION 5

Financial Provision



IMPALA PLATINUM LIMITED SOCIAL AND LABOUR PLAN

Section 102 Application





5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT

Table 5.3: Financial Provision for the Local Economic Development

Beneficiary Organization or Project name	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 until December 2024	Total
Enterprise Development							
SMME Development	1 385 000	2 750 000	2 750 000	2 750 000	2 750 000	R 1 375 000	R 13 760 000
Total Enterprise Development	R 1 385 000	R 2 750 000	R 2 750 000	R 2 750 000	R 2 750 000	R 1 375 000	R 13 760 000
Education Initiatives							
Bursary (Bojanala, EC, Taung)	R 3 387 200	R 2 901 312	R 3 269 652	R 3 531 225	R 5 879 489	R 0	R 18 968 878
Novice & Learnerships (Bojanala, EC, Taung)	R 14 381 762	R 6 097 743	R 4 706 693	R 8 555 040	R 6 314 401	R 0	R 40 055 639
School Support & We Care Project	R 1 293 000	R 1 366 130	R 1 400 193	R 1 480 231	R 1 564 898	R 0	R 7 104 452
Total Education Initiatives	R 19 061 962	R 10 365 185	R 9 376 539	R 13 566 496	R 13 758 788	R 0	R 66 128 970
Infrastructure Projects							
Phokeng Roads and Storm Water Channel	R 0	R 0	R 0	R 3 000 000	R 5 000 000	R 0	R 8 000 000
Phokeng - Moremogolo P School - Construction of Additional Classrooms	R 0	R 0	R 0	R 2 500 000	R 2 500 000	R 0	R 5 000 000
Phokeng - Matale S School - Construction of Additional Classrooms				R 3 000 000	R 3 000 000	R 0	R 6 000 000



Beneficiary Organization or Project name	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 until December 2024	Total
Bobuanja Community Centre	R 0	R 0	R 0	R 2 500 000	R 2 500 000	R 0	R 5 000 000
Seraleng Roads and Storm Water Channel	R 0	R 0	R 0	R 3 000 000	R 3 500 000	R 0	R 6 500 000
Seraleng Primary School – Upgrade of Ablution Facility	R 0	R 0	R 0	R 2 000 000	R 0	R 0	R 2 000 000
Meriti Secondary School – infrastructure upgrade	R 0	R 0	R 0	R 0	R 2 500 000	R 0	R 2 500 000
Tsitsing Water Infrastructure Upgrade	R 0	R 0	R 0	R 3 000 000	R 0	R 0	R 3 000 000
Capacitation of Facilities (Libraries, Clinics, Schools and Halls)	R 0	R 0	R 0	R 1 000 000	R 1 000 000	R 0	R 2 000 000
Dr Ruth Segomotsi Mompoti District Municipality infrastructure	R 4 000 000	R 0	R 0	R 0	R 0	R 0	R 4 000 000
Total Infrastructure Initiatives	R 4 000 000	R 0	R 0	R 19 500 000	R 20 500 000	R 0	R 44 000 000
Total Housing	R 0	R 0					
GRAND TOTAL	R 24 446 962	R 13 115 185	R 12 126 539	R 35 816 496	R 37 008 788	R 1 375 000	R 123 888 970



SECTION 6

Undertaking



IMPALA PLATINUM LIMITED SOCIAL AND LABOUR PLAN

Section 102 Application





SECTION 6

6.1 STATEMENT OF UNDERTAKING

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

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Contact Details _____



ANNEXURE A – PROOF OF PUBLIC PARTICIPATION CONSULTATION

I. MCLEF Meetings

- a. 19 February 2021
 - i. Agenda
 - ii. Attendance Register
 - iii. Minutes
- b. 30 March 2021
 - i. Agenda
 - ii. Attendance Register
 - iii. Minutes
- c. 18 May 2021
 - i. Agenda
 - ii. Attendance Register
 - iii. Minutes
- d. 30 August 2021
 - i. Agenda
 - ii. Attendance Register
 - iii. Minutes

II. Independent Consultation Report



CONTACT:

Olivia Phiri

Email: olivia.phiri@implats.co.za

www.implats.co.za