
IMPALA PLATINUM LIMITED

SOCIAL AND LABOUR PLAN

RESUBMITTED DOCUMENT

27th February 2015

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LIST OF ABBREVIATIONS

ABET	Adult Basic Education Training
ATR	Annual Training Report
BE	Black Empowered
BEE	Black Economic Empowerment
BI	Black Influenced
BO	Black Owned
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
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
WSP	Workplace Skills Plan
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

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). The mining operations cover an area of approximately two hundred and sixty (260) square kilometers and include fifteen (15) operating vertical shafts, five (5) associated with declines and three shafts under construction. 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) nor Impala Refining Services (IRS). 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

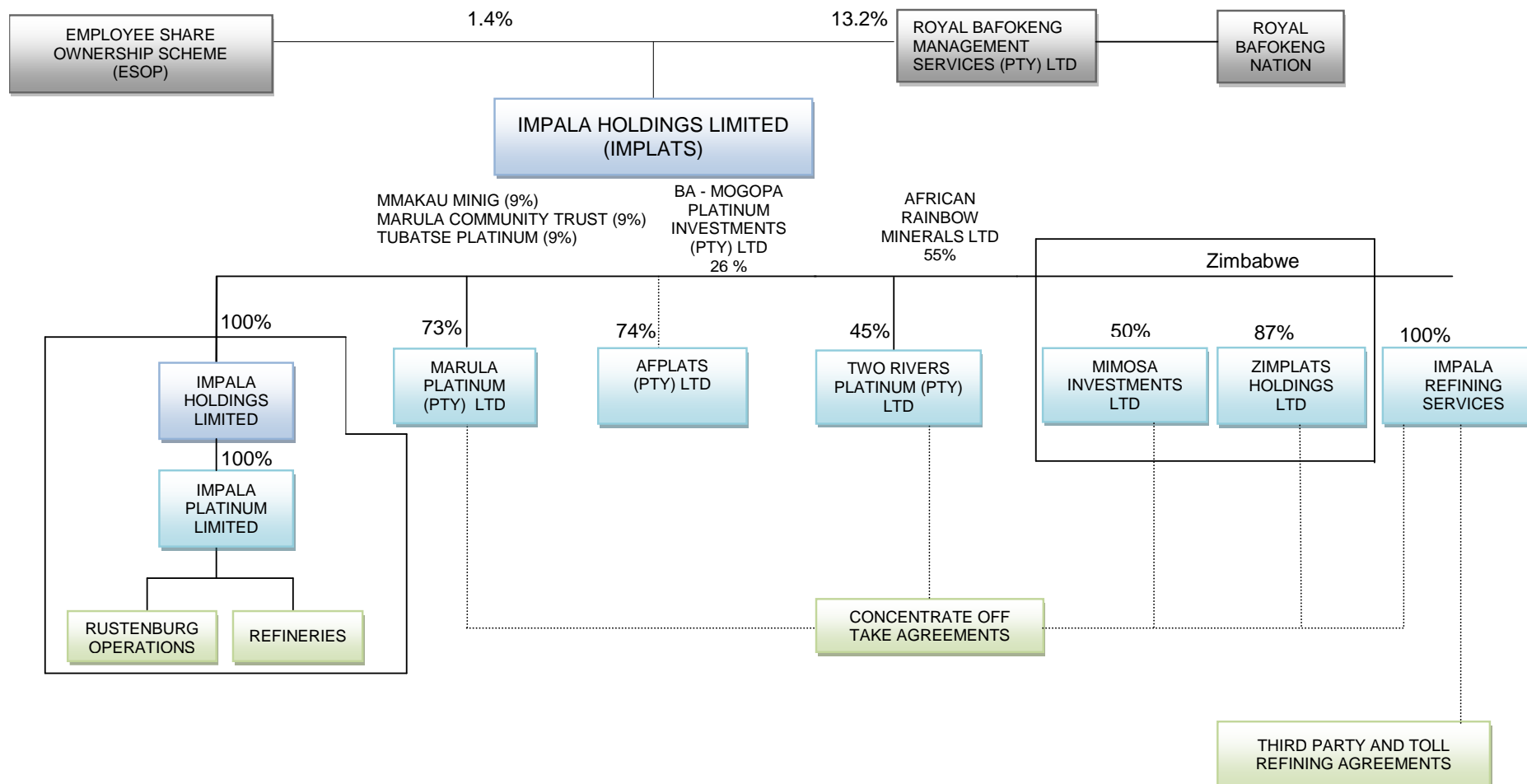
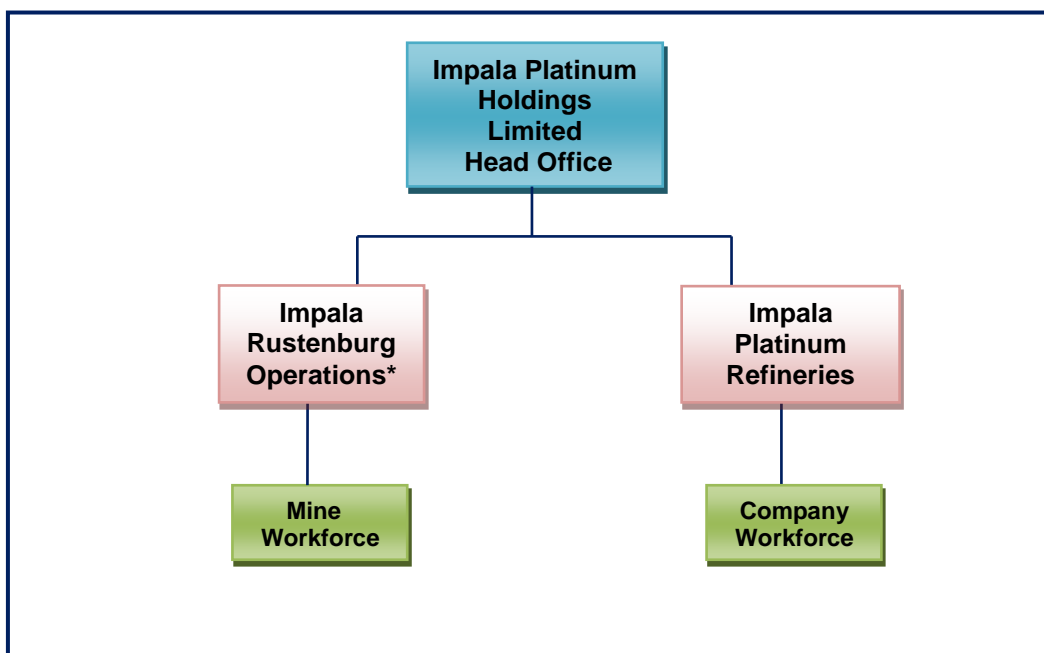


Figure 1.2: Structure of Impala Platinum Limited's Social and Labour Plan



*** Please Note:** The Impala Rustenburg Operations comprise of fifteen (15) 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
- 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 (Shafts)
<p>Mining Right Protocol: 597/2008</p> <p>DMR Ref No: NW30/5/1/2/2/1 30 MR</p>	<p>PGM's, nickel, gold, silver and copper</p>	11/12/2018	With right to renew for further intervals of 30 years each until mining is completed.	Boschkoppie 104JQ	6, 8, 12, 20
<p>Mining Right Protocol: 599/2008</p> <p>DMR Ref No: NW30/5/1/2/2/1 31 MR</p>	<p>PGM's nickel ore, gold ore, cobalt, chrome ore, copper</p> <p>ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore.</p>	11/12/2018	With right to renew for further intervals of 30 years each until mining is completed.	<p>Elandsheuvel 282JQ Elandsheuvel 282JQ (Rem) Elandsheuvel 282JQ (Pt.5)</p> <p>Reinkoyalskraal 278JQ</p> <p>Vlakfontein 276JQ Welbekend 117JQ Toulon 111JQ Goedgedacht 114JQ</p> <p>Kleindoornspruit 108JQ Doornspruit Annex 109JQ Goedgedacht 110JQ Hartbeestspruit 88JQ</p>	<p>Nil</p> <p>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</p> <p>12N, 20</p> <p>12, 12N, 20</p> <p>Nil</p>
<p>Mining Right Protocol: 598/2008</p> <p>DMR Ref No: NW30/5/1/2/2/1 32 MR</p>	<p>PGM's, nickel ore, gold ore, cobalt, copper ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore.</p>	11/12/2018	With right to renew for further intervals of 30 years each until mining is completed.	<p>Kookfontein 265JQ (Pt.12) Uitvalgrond 105 JQ (Pt.1) Uitvalgrond 105 JQ (Rem)</p> <p>Uitvalgrond 105 JQ (Pt.2)</p>	<p>2A, Opencast</p> <p>6, Opencast</p> <p>6, Opencast</p> <p>6, Opencast</p>
<p>Mining Right Protocol:</p>	<p>PGM's, nickel ore,</p>	11/12/2018	With right to renew for	Wildebeestfontein 274JQ	1, 2, 2A, 9, 5, 10

Rights held in terms of Mining Right	Right to Mine	Expiry Date	Option to renew	Property/ Farm Names	Mine Infrastructure (Shafts)
600/2008 DMR Ref No: NW30/5/1/2/2/1 33 MR	gold ore, cobalt, copper ore, silver ore, sulphur, sand manufactured from waste rocks and iron ore		further intervals of 30 years each until mining is complete	Reinkoyalskraal 278JQ Vlakfontein 276JQ Vaalkop 275JQ Kookfontein 265JQ Beerfontein 263JQ Turffontein 262JQ Doornspruit 106JQ Goedgedacht 114JQ Kleindoornspruit 108JQ Goedgedacht 110JQ	1SV, 1SVD, 9, 10 9, 10 2A, EF, 5, 4, 7A, 11, 10, Opencast EF, 2A, Opencast EF, 7A, 4, Opencast 7A, Opencast 7A, 4, 6, 7, 11, 14, 8, Opencast 4, 10, 11, 14 6, 8, 14, 12, 12N 6, 8, 12, 20

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 2013

OCCUPATIONAL LEVEL	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	2	0	0	0	1	0	0	3
Senior management	3	1	0	12	1	0	2	3	2	0	24
Professionally qualified and experienced specialists and mid-management	6	1	1	11	3	0	2	6	0	0	30
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	3	0	2	1	3	0	0	5	0	0	14
Semi-skilled and discretionary decision making	0	0	0	1	2	0	0	4	0	0	7
Unskilled and defined decision making	0	0	0	0	2	0	0	0	0	0	2
TOTAL	12	2	3	27	11	0	4	19	2	0	80

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 2013²

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
NORTH WEST	Bojanala	Rustenburg	Rustenburg	9	
NORTH WEST TOTAL				9	11%
GAUTENG	City of Johannesburg	City of Johannesburg	Craighall Park	1	
			Halfway House	2	
			Johannesburg	15	
			Midrand	2	
			Orlando	1	
			Parktown	1	
			Randburg	2	
			Roodepoort	4	
			Sandton	1	
	City of Tshwane	City of Tshwane	Centurion	2	
			Moreleta Park	1	
			Pretoria	6	
			Soshanguve	1	
	Ekurhuleni	Ekurhuleni	Alberton	4	
			Benoni	4	
			Boksburg	3	
			Brakpan	2	
			Germiston	2	
			Kempton Park	1	
			Nigel	1	
			Springs	4	
			Vosloorus	1	
	West Rand	Mogale City	Krugersdorp	1	
		Randfontein	Randfontein	1	
Gauteng Total				63	79%
KWA ZULU NATAL	Ethekwini	Ethekwini	Durban	1	
			Phoenix	1	
	Uthungulu	uMhlathuze	Richards Bay	1	
KWA ZULU NATAL TOTAL				3	4%
LIMPOPO	Mopani	Greater Giyani	Giyani	1	
LIMPOPO TOTAL				1	1%
WESTERN CAPE	Cape Winelands	Drakenstein	Paarl	1	
WESTERN CAPE TOTAL				1	1%

² This labour-sending information is based on information received from the workforce directly as at December 2012. This information may change with time and will be updated on an annual basis in the Annual SLP Report.

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
FREE STATE	Lejweleputswa	Matjhabeng	Welkom	2	
FREE STATE TOTAL				2	3%
SWAZILAND			Manzini	1	
SWAZILAND TOTAL				1	1%
GRAND TOTAL				80	100%

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 **710,000** ounces of refined Platinum as reported for FY2013 and about 121.5 million attributable ounces of mineral resources.

1.3.7 LIFE OF MINE

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 sufficient to sustain a thirty (30) year life of mine plan.

1.3.8 FINANCIAL YEAR

1 July to 30 June.

1.3.9 SIZE AND COMPOSITION OF WORKFORCE

1.3.9.1 WORKFORCE DIRECTLY EMPLOYED BY THE IMPALA RUSTENBURG OPERATIONS

Table 1.4 Occupational Distributions of Employees at Impala Platinum Limited Rustenburg as at June 2013

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	1	0	1
Senior management	13	0	2	48	5	0	0	2	2	0	72
Professionally qualified and experienced specialists and mid-management	139	3	11	241	28	0	3	48	9	0	482
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	2695	25	2	746	399	4	3	81	311	2	4268
Semi-skilled and discretionary decision making	7660	10	0	122	712	3	0	11	1887	5	10410
Unskilled and defined decision making	13012	14	0	20	1638	4	0	0	2055	22	16765
TOTAL	23519	52	15	1177	2782	11	6	142	4265	29	31998

Table 1.5: Summary of Labour-sending area for Impala Platinum Limited Rustenburg Operation as at June 2013

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
EASTERN CAPE	Alfred Nzo	Umzimvubu	Libode	481	
			Mount Ayliff	61	
			Mount Frere	80	
	Amatole	Amahlathi	Keiskamahoe	2	
			Stutterheim	8	
			Tsomo	62	
		Great Kei	Komga	3	
		Mbhashe	Elliotdale	365	
			Idutywa	345	
			Willowvale	63	
		Mnquma	Butterworth	70	
			Gcuwa	2	
			Kentani	113	
			Nqamakwe	50	
		Nggushwa	Peddie	16	
		Nkonkobe	Alice	1	
			Fort Beaufort	2	
			Middledrift	22	
			Seymour	1	
		Nxuba	Adelaide	1	
	Buffalo City	Buffalo City	East London	46	
			King Williams Town	90	
			Mdantsane	5	
			Ngqeleni	446	
	Cacadu	Camdeboo	Aberdeen	1	
		Kou-kamma	Joubertina	2	
	Chris Hani	Emalahleni	Dordrecht	3	
			Indwe	2	
			Lady Frere	30	
		Engcobo	Engcobo	212	
			Zwelisha	3	
		Inkwanca	Sterkstroom	4	
		Intsika Yethu	Cofimvaba	86	
		Lukanji	Queenstown	38	
			Qumbu	91	
			Whittlesea	4	
		Sakhisizwe	Cala	37	
	Eden	George	George	2	
	Joe Gqabi	Elundini	Maclear	4	
			Mount Fletcher	53	
			Ugie	1	
		Gariep	Burghersdorp	2	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
		Maletswai	Aliwal North	16	
		Senqu	Barkly East	11	
			Herschel	239	
			Lady Grey	1	
			Sterkspruit	54	
	Nelson Mandela Bay	Nelson Mandela Bay	Motherwell	1	
			Port Elizabeth	13	
			Uitenhage	1	
	O.R. Tambo	King Sebata Dalindyebo	Mqanduli	370	
			Mthatha	195	
		Mhlontlo	Tsolo	108	
		Ngquza Hill	Flagstaff	167	
			Lusikisiki	305	
		Ntabankulu	Tabankulu	237	
		Port St Johns	Bizana	205	
			Port St. Johns	120	
	Ugu	Hibiscus Coast	Port Edward	1	
EASTERN CAPE				4954	15%
FREE STATE	Amatole	Amahlathi	Frankfort	3	
	Fezile Dabi	Metsimaholo	Sasolburg	2	
		Moqhaka	Kroonstad	10	
			Viljoenskroon	7	
		Ngwathe	Heilbron	2	
			Parys	7	
	Lejweleputswa	Masilonyana	Theunissen	12	
			Winburg	3	
		Matjhabeng	Allandridge	3	
			Bronville	2	
			Hennenman	1	
			Matjhabeng	13	
			Odendaalsrus	37	
			Ventersburg	3	
			Virginia	41	
			Welkom	130	
		Nala	Bothaville	20	
			Wesselbron	2	
		Tokologo	Hertzogville	3	
		Tswelopele	Bultfontein	2	
			Hoopstad	2	
	Mangaung	Mangaung	Bloemfontein	135	
			Botshabelo	17	
			Thaba Nchu	79	
	Thabo Mofutsanyane	Dihlabeng	Bethlehem	24	
			Clarens	2	
			Fouriesburg	20	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area	
		Maluti a Phofung	Harrismith	1		
			Phutaditjaba	6		
			Qwa Qwa	2		
			Witzieshoek	49		
		Mantsopa	Hobhouse	2		
			Ladybrand	13		
		Setsoto	Clocolan	1		
			Ficksburg	85		
			Megheleng	6		
			Senekal	5		
		Xhariep	Kopanong	Edenburg		2
				Reddersburg		1
	Letsemeng		Koffiefontein	2		
	Mohokare		Zastron	24		
	Naledi	Dewetsdorp	1			
		Wepener	24			
FREE STATE Total				806	3%	
GAUTENG	City of Johannesburg	City of Johannesburg	Alexandra	1		
			Bassonia	1		
			Chiawelo	1		
			Johannesburg	146		
			Kwa-Xuma	1		
			Midrand	3		
			Pimville	2		
			Randburg	1		
			Roodepoort	23		
			Soweto	6		
	City of Tshwane	City of Tshwane	Atteridgeville	3		
			Bronkhorstspuit	5		
			Centurion	2		
			Cullinan	1		
			Ga-Rankuwa	6		
			Hammanskraal	50		
			Mabopane	10		
			Mamelodi	3		
			Pretoria	100		
			Soshanguve	7		
	Ehlanzeni	Mbombela	Hazyview	3		
	Ekurhuleni	Ekurhuleni	Alberton	5		
			Benoni	20		

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
			Boksburg	8	
			Brakpan	3	
			Daveyton	6	
			Germiston	57	
			Kempton Park	16	
			Lethabong	32	
			Nigel	2	
			Springs	22	
			Vlakfontein	1	
			Vosloorus	3	
			Sedibeng	Emfuleni	
	Henlay-On-klip	2			
	Vanderbijlpark	6			
	Vereeniging	57			
	Maluti a Phofung	Sebokeng		30	
		Sedibeng		2	
		West Rand		Merafong City	
	Fochville		12		
	Mogale City		Krugersdorp	33	
	Randfontein		Helikon Park	1	
			Mohlakeng	8	
			Randfontein	33	
	Westonaria		Bekkersdal	2	
			West Rand	12	
			Westonaria	31	
GAUTENG				869	3%
KWAZULU NATAL	Alfred Nzo	Matatiele	Matatiele	320	
	Amajuba	Newcastle	Madadeni	1	
			Newcastle	7	
			Ethekwini	Ethekwini	
	Chatsworth	1			
	Chesterville	1			
	Durban	19			
	Phoenix	2			
	Pinetown	4			
	Umlazi	1			
	iLembe	KwaDukuza			
	Pixley ka Seme	Ubuntu	Richmond - Natal	1	
	Sisonke	Greater Kokstad	Kokstad	4	
		Ingwe	Ixopo	11	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
		Umzimkulu	Umzimkulu	40	
	Ugu	Ezingoleni	Izingolweni	3	
		Hibiscus Coast	Port Shepstone	2	
		uMuziwabantu	Harding	19	
		Vulamehlo	Mapumulo	1	
		Ulundi	Zululand	Mahlabatini	
	uMgungundlovu	Msunduzi	Dambuza	2	
			Pietermaritzburg	7	
	Umkhayakudde	Hlabisa	Hlabisa	4	
		Jozini	Ingwavuma	70	
			Mkuze	9	
			Ngwavuma	1	
			Ubombo	5	
		Mtubatuba	Mtubatuba	1	
		The big 5 False Bay	Hluhluwe	3	
	Umzinyathi	Endumeni	Dundee	1	
		Msinga	Msinga	1	
		Nqutu	Nqutu	1	
		Umvoti	Greytown	3	
	Uthukela	Emnambithi	Ezakheni	2	
			Ladysmith - Natal	3	
		Okhahlamba	Bergville	2	
	Uthungulu	Mthonjaneni	Melmoth	4	
		Nkandla	Nkandla	3	
		uMhlathuze	Empangeni	14	
			Richards Bay	1	
		uMlalazi	Eshowe	1	
	Zululand	Abaqulusi	Louwsburg	1	
			Vryheid	8	
		Nongoma	Nongoma	57	
		UPhongolo	Pongola	6	
KWAZULU NATAL Total				671	2%
MPUMALANGA	Ehlanzeni	Bushbuckridge	Acornhoek	1	
		Mbombela	Hazeyview	3	
			Nelspruit	119	
			Nsikazi	1	
			White River	2	
			Nkomazi	Komatipoort	
		Nkomazi	Malelane	1	
			Masibhekela	3	
			Thaba Chweu	Lydenburg	
		Umjindi	Barberton	16	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area	
	Gert Sibanda	Albert Lethuli	Carolina	1		
		Govan Mbeki	Bethal	3		
			Evander	5		
			Secunda	1		
		Lekwa	Standerton	3		
		Mkhondo	Piet Retief	4		
		Msukaligwa	Ermelo	3		
	Mopani	Ba-Phalaborwa	Lulekani	1		
	Nkangala	Emakhazeni	Belfast	2		
		Emalahleni	Kriel	1		
			Witbank	13		
		Steve Tshwete	Middelburg	2		
		Victor Khanye	Delmas	1		
MPUMALANGA Total				219	1%	
NORTH WEST PROVINCE	Bojanala	Kgetleng River	Boons	1		
			Borolelo	3		
			Derby	5		
			Koster	78		
			Swartruggens	13		
			Ventersdorp	37		
		Madibeng	Bapong	9		
			Brits	124		
			Kosmos	1		
			Letlhabile	6		
			Pecanwood	1		
			Winterveldt	20		
		Moses Kotane	Debraka	1		
			Diepkuil (maile)	2		
			Kopman (Maile)	10		
			Kraalhoek	6		
			Ledig	17		
			Mabeskraal	18		
			Madikwe	837		
			Magong	13		
			Maile	23		
			Maile Extention	8		
			Mankwe	9		
			Mogwase	23		
			Moses Kotane	12		
			Phalane	2		
			Phatsima	4		

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
			Phella	5	
			Pilansberg	508	
			Rooikraal	7	
			Ruighoek	1	
			Sandfontein	8	
			Saulspoort	20	
			Silwerkrans	14	
			Sun City	1	
			Tweelaagte	5	
		Rustenburg	Bethanie	5	
			Bleskop	5	
			Boitekong	146	
			Boschdal	1	
			Boshoek	10	
			Buffelspoort	1	
			Cashan	22	
			Chaneng	334	
			Freedom Park	89	
			Geelhout Park	113	
			Haartebeesfontein	10	
			Kanana	378	
			Karlienspark	3	
			Kroondal	9	
			Lefaragatlhe	149	
			Lesung	10	
			Luka	1045	
			Mafanya	1	
			Mafeteng	2	
			Mafika	2	
			Mamerotse	12	
			Marikana	13	
			Meriteng	259	
			Mfidikwe	2	
			Mogajana	12	
			Mogono	2	
			Monakato	16	
			Mooiwooi	8	
			Mosenthal	45	
			Olifants Nek	3	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
			Paardekraal	45	
			Phokeng	628	
			Photsaneng	9	
			Protea Park	210	
			Rankelenyane	4	
			Rasimone	15	
			Rhenosterfontein	3	
			Robega	55	
			Rockcliffe	2	
			Rustenburg	5581	
			Safari Gardens	40	
			Serutube	31	
			Sun Rise Park	110	
			Tantanana	6	
			Thekwana	9	
			Tlapa	5	
			Tlaseng	43	
			Tlhabane	462	
			Tsitsing	87	
			Zinniaville	3	
	Dr Kenneth Kaunda	City of Matlosana	Elandsheuwel	1	
			Klerksdorp	184	
			Matlosana	6	
			Orkney	22	
			Stilfontein	14	
		Maquassi Hill	Leeudoringstad	1	
			Wolmaranstad	17	
		Tlokwe City Council	Ikageng	8	
			Potchefstroom	26	
	Dr Ruth Segomotsi Mompoti	Greater Taung	Pudimoe	6	
			Taung	1443	
		Kagisano-Molopo	Ganyesa	1426	
			Bloemhof	14	
			Christiana	7	
		Mamusa	Schweizer Reneke	69	
		Molopo	Molopo	134	
		Naledi	Vryburg	420	
	Ehlanzeni	Nkomazi	Malelane	2	
	Frances Baard	Sol Plaatjie	Donkerhoek	2	
	Kgalagadi	Moshaweng	Cassel	7	
	Ngaka Modiri	Ditsobotla	Ditsobotla	116	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Molema		Itsoseng	9	
			Lichtenburg	194	
		Mafikeng	Mahikeng	1303	
			Mmabatho	10	
		Phokwane	Pampierstad	8	
		Ramotshere Moiloa	Dinokana	14	
			Gopane	10	
			Lehurutshe	487	
			Marico	1	
			Zeerust	505	
		Tswaing	Delareyville	146	
NORTH WEST PROVINCE Total				18519	58%
NORTHERN CAPE	Frances Baard	Dikgatlong	Barkly West	1	
		Magareng	Warrenton	8	
		Phokwane	Hartswater	28	
			Jan Kemp Dorp	1	
		Sol Plaatjie	Kimberley	30	
	John Taolo Gaetsewe	Ga-Segonyana	Kuruman	1280	
	Namakwa	Karoo Hoogland	Sutherland	1	
	Pixley ka Seme	Emthanjeni	De Aar	2	
		Ubuntu	Richmond - Cape	1	
	Siyanda	Khara Hais	Upington	4	
		Tsantsabane	Postmasburg	1	
NORTHERN CAPE Total				1357	4%
LIMPOPO PROVINCE	Capricon	Aganang	Seshego	1	
		Blouberg	Bochum	5	
		Lepelle-Nkumpi	Grootfontein	2	
			Lebowakgomo	5	
			Zebediela	6	
		Polokwane	Capricorn	3	
			Polokwane	91	
			Sovenga	1	
	Ehlanzeni	Bushbuckridge	Bushbuckridge	151	
	Greater Sekhukhune	Elias Motsoaledi	Groblersdal	12	
		Ephraim Mogale	Marble Hall	1	
		Fetakgomo	Atok	1	
		Greater Tubatse	Burgersfort	14	
			Driekop	12	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area		
			Steelpoort	9			
		Greater Tzaneen	Tzaneen	24			
	Mopani	Ba-Phalaborwa	Phalaborwa	15			
		Greater Giyani	Giyani	46			
	Overberg	Cape Agulhas	Elim	1			
	Vhembe	Makhado	Louis Trichardt	19			
			Vuwani	2			
		Musina	Musina	8			
		Thulamela	Malamulele	11			
			Sibasa	10			
			Thohoyandou	5			
		Waterberg	Lephalale	Lephalale		10	
			Modimolle	Modimolle		5	
	Mogalakwena		Mokerong	2			
			Mokopane	6			
	Mookgopong		Mookgopong	1			
	Thabazimbi		Northam	3			
			Swartklip	5			
			Thabazimbi	1			
			Warmbaths	4			
LIMPOPO PROVINCE Total				492	2%		
WESTERN CAPE	Cape Winelands	Breede Valley	Worcestor	2			
		Drakenstein	Paarl	1			
		Langeberg	Montagu	1			
			Robertson	1			
	City of Cape Town	City of Cape Town	Brackenfell	2			
			Cape Town	2			
			Claremont	3			
			Kuilsriver	2			
	Eden	George	George	1			
		Mossel Bay	Heiderand	1			
	Gert Sibanda	Mkhondo	Amsterdam	2			
	West Coast	Bergrivier	Piquetburg	1			
			Veldrif	1			
		Saldanha Bay	Vredenburg	1			
Swartland		Malmesbury	1				
WESTERN CAPE Total				22	0%		
BOTSWANA							
BOTSWANA Total				305	1%		
LESOTHO							

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
LESOTHO Total				1956	6%
MOCAMBIQUE					
MOCAMBIQUE Total				1695	5%
SWAZILAND					
SWAZILAND Total				125	0%
ZIMBABWE					
ZIMBABWE Total				8	0%
GRAND Total				31998	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 1.9: Occupational Distribution of Workforce at Impala Platinum Limited Refineries as at June 2013

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	1	3	1	0	0	1	3	0	10
Professionally qualified and experienced specialists and mid-management	14	0	5	31	11	1	4	10	8	1	85
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	146	2	4	107	36	1	0	21	3	0	320
Semi-skilled and discretionary decision making	422	1	3	28	97	0	0	16	6	0	573
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL	583	3	13	169	145	2	4	48	20	1	988

1.4.8 GEOGRAPHIC ORIGIN OF WORKFORCE

Table 1.10: Summary of Labour-sending areas for Impala Platinum Limited Refineries Personnel as at June 2013

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employee s at Mine (Mine Personnel)	% of Employee s per Labour Sending Area
EASTERN CAPE	Alfred Nzo	Matatiele	Matatiele	4	
		Umzimvubu	Libode	1	
			Mount Frere	4	
	Amatole	Amahlathi	Keiskammahoe k	1	
		Mbhashe	Elliotdale	1	
			Idutywa	3	
		Mnquma	Butterworth	1	
			Nqamakwe	2	
		Nkonkobe	Alice	5	
			Cathcartvale	1	
			Seymour	1	
		Buffalo City	Buffalo City	Bisho	
	East London			3	
	Ngqeleni			4	
	Cacadu	Camdeboo	Graaff-Reinet	1	
	Chris Hani	Engcobo	Engcobo	2	
		Inkwanca	Molteno	1	
		Sakhisizwe	Cala	3	
	Nelson Mandela Bay	Nelson Mandela Bay	Port Elizabeth	3	
	O.R. Tambo	King Sebata Dalindyebo	Mthatha	5	
		Mhlontlo	Tsolo	2	
		Ngquza Hill	Flagstaff	1	
		Ntabankulu	Ntabankulu	1	
		Port St Johns	Bizana	4	
EASTERN CAPE TOTAL				55	6%
FREE STATE	Fezile Dabi	Mafube	Villiers	2	
	Lejweleputswa	Matjhabeng	Ventersburg	2	
			Welkom	3	
		Nala	Bothaville	1	
	Mangaung	Mangaung	Bloemfontein	3	
	Thabo Mofutsanyana	Maluti a Phofung	Phuthaditjhaba	4	
	Xhariep	Mohokare	Zastron	2	
FREE STATE TOTAL				17	
GAUTENG	City of Johannesburg	City of Johannesburg	Bryanston	1	
			Dube	1	
			Florida	1	
			Halfway House	2	
			Johannesburg	6	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
			Kwa Xuma	2	
			Lenasia	1	
			Meadowlands	1	
			Midrand	1	
			Orlando	3	
			Pimville	2	
			Randburg	1	
			Roodepoort	1	
			Soweto	1	
	City of Tshwane	City of Tshwane	Bronkhorstspuit	5	
			Pretoria	13	
			Soshanguve	3	
	Ekurhuleni	Ekurhuleni	Alberton	1	
			Bapsfontein	1	
			Benoni	45	
			Boksburg	15	
			Brakpan	101	
			Germiston	4	
			Katlehong	3	
			Kempton Park	13	
			Nigel	31	
			Springs	387	
			Thokoza	1	
			Vosloorus	3	
	Sedibeng	Emfuleni	Vanderbijlpark	1	
			Vereeniging	3	
		Maluti a Phofung	Sebokeng	6	
	West Rand	Mogale City	Kagiso	3	
GAUTENG TOTAL				663	
KWA-ZULU NATAL	Amajuba	Newcastle	Newcastle	2	
	Ethekwini	Ethekwini	Durban	5	
			Umlazi	8	
	iLembe	KwaDukuza	Stanger	3	
	Sisonke	Greater Kokstad	Kokstad	3	
	Ugu	Hibiscus Coast	Margate	1	
			Port Shepstone	3	
		uMuziwabantu	Harding	5	
	Ulundi	Zululand	Mahlabatini	3	
	Umgungundlovu	Msunduzi	Pietermaritzburg	3	
		uMngeni	Howick	1	

Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employee s at Mine (Mine Personnel)	% of Employee s per Labour Sending Area	
	Umkhayakude	Hlabisa	Hlabisa	1		
		Jozini	Ingwavuma	3		
		Mtubatuba	Mtubatuba	3		
	Umzinyathi	Endumeni	Dundee	1		
			Wasbank	3		
		Nqutu	Nqutu	1		
	Uthukela	Emnambithi	Ezakheni	1		
			Ladysmith	1		
		Okhahlamba	Bergville	1		
	Uthungulu	Nkandla	Nkandla	1		
		uMhlathuze	Empangeni	1		
	Zululand	Abaqulusi	Mondlo	1		
			Vryheid	2		
		Nongoma	Nongoma	2		
		UPhongolo	Pongola	5		
KWA-ZULU NATAL TOTAL				64		
LIMPOPO	Capricon	Lepelle-Nkumpi	Lebowakgomo	2		
		Polokwane	Polokwane	26		
	Greater Sekhukhune	Elias Motsoaledi	Dennilton	2		
			Groblersdal	8		
		Ephraim Mogale	Marble Hall	6		
		Greater Tubatse	Burgersfort	10		
			Driekop	11		
			Steelpoort	4		
		Greater Tzaneen	Tzaneen	2		
		Makhuduthamaga	Jane Furse	1		
	Mopani	Greater Giyani	Giyani	6		
	Vhembe	Makhado	Louis Trichardt	11		
		Musina	Musina	4		
		Thulamela	Thohoyandou	4		
			Tshilwavhusiku	1		
Waterberg	Mogalakwena	Mokopane	6			
	Thabazimbi	Thabazimbi	1			
LIMPOPO TOTAL				105		
MPUMALANGA	Ehlanzeni	Bushbuckridge	Bushbuckridge	8		
		Mbombela	Hazyview	10		
			Nelspruit	4		
			White River	1		
		Thaba Chweu	Graskop	2		

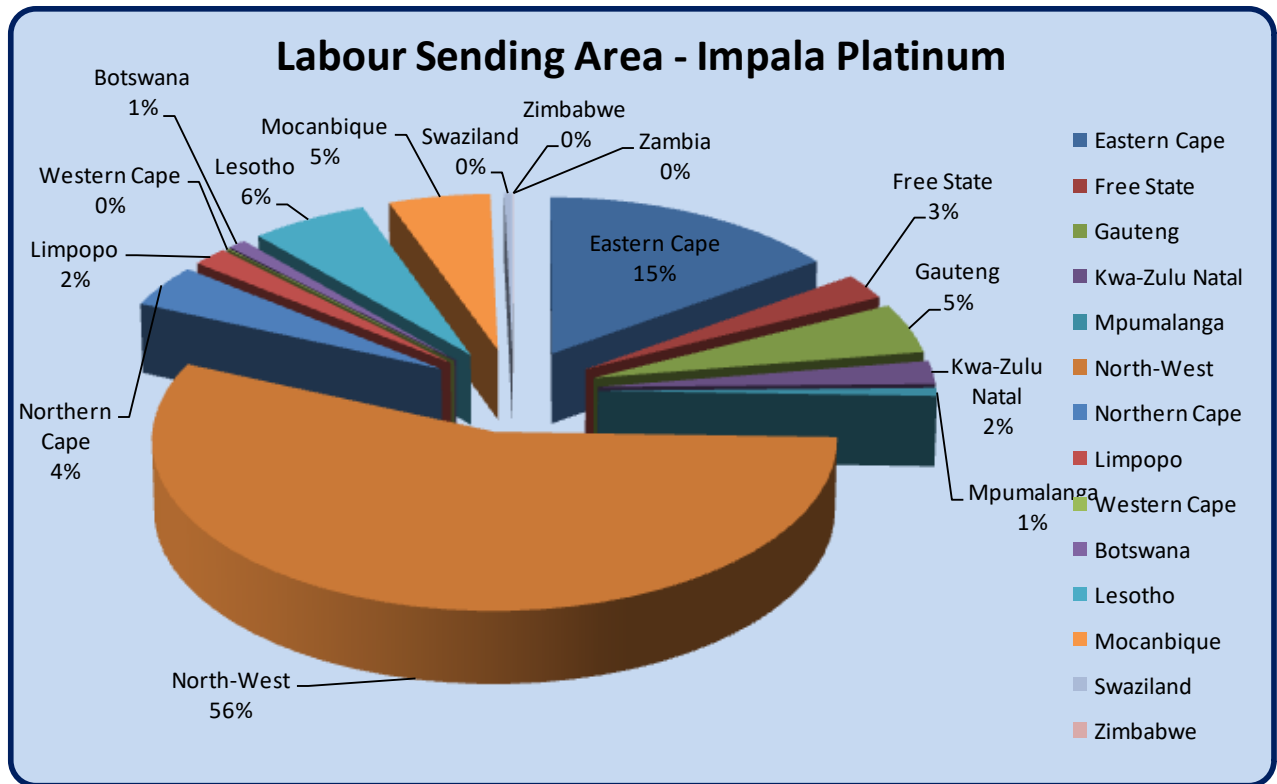
Labour Sending Area (Province/Country)	District Municipality	Local Municipality	Labour Sending Area (Town)	No. of Employees at Mine (Mine Personnel)	% of Employees per Labour Sending Area
	Gert Sibanda	Dipaleseng	Balfour	1	
		Mkhondo	Piet Retief	4	
		Msukaligwa	Ermelo	3	
	Nkangala	Emakhazeni	Belfast	1	
		Emalahleni	Witbank	1	
		Victor Khanye	Delmas	4	
MPUMALANGA TOTAL				39	
NOTHERN CAPE	Frances Baard	Magareng	Warrenton	1	
		Phokwane	Hartswater	2	
	Ngaka Modiri Molema	Phokwane	Pampierstad	1	
NOTHERN CAPE TOTAL				4	
NORTH-WEST	Bojanala	Madibeng	Brits	1	
		Rustenburg	Rustenburg	5	
	Dr Kenneth Kaunda	City of Matlosana	Klerksdorp	4	
	Dr Ruth Segomotsi Mompoti	Greater Taung	Taung	5	
		Naledi	Vryburg	5	
	Ngaka Modiri Molema	Mafikeng	Mafikeng	7	
		Mafikeng	Mmabatho	3	
		Tswaing	Delareyville	1	
NORTH-WEST TOTAL				31	
LESOTHO			Butha Buthe	1	
			Maseru	2	
			Quthing	1	
LESOTHO TOTAL				4	
SWAZILAND			Mbabane	1	
SWAZILAND TOTAL				1	
BOTSWANA			Tonta	1	
			Gabarone	2	
			Palapye	1	
BOTSWANA TOTAL				4	
ZAMBIA			Lusaka	1	
ZAMBIA TOTAL				1	0%
GRAND TOTAL				988	100%

1.5 SUMMARY OF WORKFORCE AT IMPALA PLATINUM LIMITED

Table 1.11: Occupational Distribution of Company Workforce at Impala Platinum Limited as at June 2013

OCCUPATIONAL LEVEL	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	2	0	0	0	1	1	0	4
Senior management	17	1	3	63	7	0	2	6	7	0	106
Professionally qualified and experienced specialists and mid-management	159	4	17	283	42	1	9	64	17	1	597
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2844	27	8	854	438	5	3	107	314	2	4602
Semi-skilled and discretionary decision making	8082	11	3	151	811	3	0	31	1893	5	10990
Unskilled and defined decision making	13012	14	0	20	1640	4	0	0	2055	22	16767
TOTAL PERMANENT	24114	57	31	1373	2938	13	14	209	4287	30	33066

Figure 1.3: Key Labour Sending Areas for Company Workforce at Impala Platinum Limited as at June 2013



SECTION 2

HUMAN RESOURCES DEVELOPMENT

SECTION 2

2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

2.1.1 GENERAL OVERVIEW

The Human Resources Development Programme for the Impala Rustenburg Operations (as well as the Impala Platinum Refineries and Impala Platinum 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 cognizance of the company's needs in terms of its business plan (with regards to human resources), prevailing legislation, as well as community and environmental perspectives. As such, human resources requirements are determined through the following key focus areas:

- The Mining Charter
- The Social and Labour Plan
- Local Economic Development Programmes
- Company production and sustainability needs
- Workplace Skills Plan

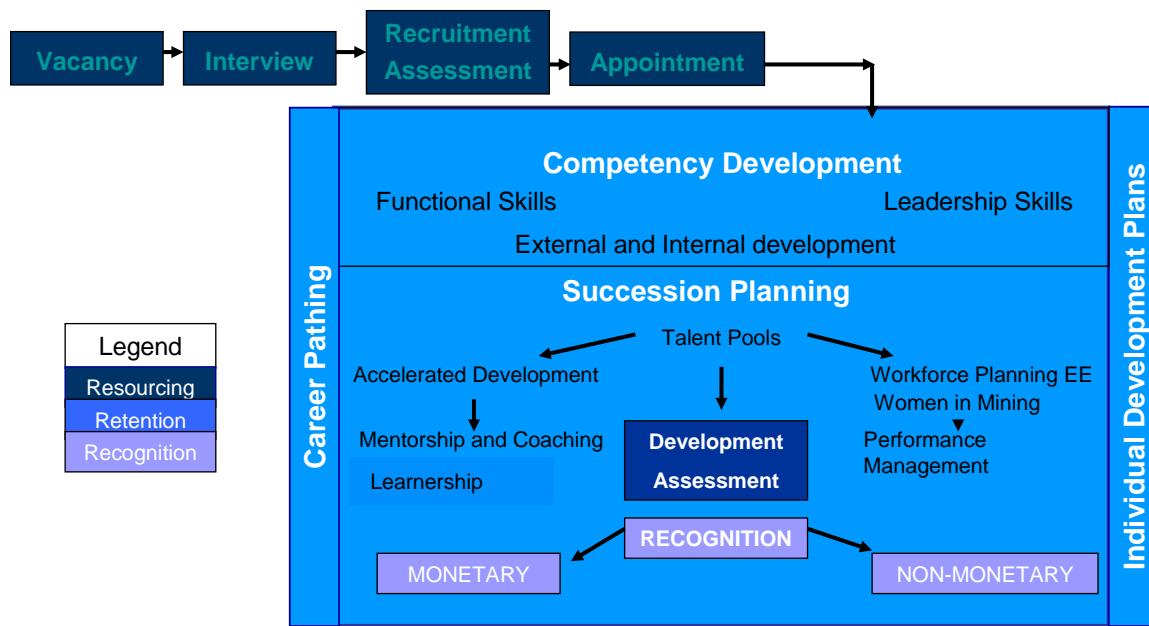
This section of the SLP will focus on the Human Resource Development Programmes to be implemented on behalf of Impala Platinum Limited³. Specific information with regards to the Impala Platinum Refineries and Impala Platinum Limited Head Office will be provided where pertinent.

As at June 2013 a total of thirty three thousand and sixty six people were currently employed at Impala Platinum Ltd. Impala Rustenburg Operations undertakes to adhere to 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, as outlined in this section, facilitated or managed by either the mine itself or by the contracting companies. The company is currently busy engaging with the main contractors at the operations and the targets will be submitted to the DMR by 30th April 2015. Timeframes and targets have been established for each of the programmes and progress will be reported in Impala Platinum Limited's SLP annual Reports.

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

³ Impala Platinum Ltd – Impala comprises of 15 operating vertical shafts, 5 associated with declines, 2 shaft under construction, mineral processes, refineries and head office

Figure 2.1 Impala Platinum Talent Management System



2.1.2 IMPALA PLATINUM LIMITED: TRAINING VENUES AND FACILITIES

On any given day, between one thousand three hundred (1300) and one thousand eight hundred (1800) 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, adult based education and training (ABET), computer skills, language instruction, supervisory training and team mobilization. All Impala Platinum Limited training centers have been fully accredited as training providers by the Mining Qualification Authority (MQA). A summary of the various training facilities operated on behalf of Impala Platinum Limited is provided in the table below:

Table 2.1 Impala Platinum Limited: Training Venues and Facilities

TRAINING CENTRE	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
No. 1 Shaft Training Centre (Mining related training)	15 Equipped training rooms underground, Fall of Ground site and practical work areas	Mining Competent A & B Panel Leader Level 2 Mining Operations Qualification Level 3 Rock Break Qualification Supervisory (New recruits)	Full Time	150 Learners
	Computer room	Systematic Supervision and Strata Control		15 Learners
Engineering Training Centre – No. 2 Shaft	17 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

TRAINING CENTRE	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
No. 2 Shaft Training Centre (The Human Resources Development Training Centre)	<u>ABET/Computer Training:</u> 8 Equipped training rooms, including 2 Computer rooms with 28 computers	ABET, Computer Skills, Foundational Language Courses	Full Time Part Time	100 Learners
	<u>Supervisory Training:</u> 1 equipped training room	Supervisory training	3 days per month	16-20 Learners
	<u>Mining Supervisory:</u> 3 Classrooms	Supervisory Training	Full time	60 Learners
	Team Mobilization Centre (2#)	Team Mobilization	Weekly (5 days)	75-90 Learners
	2 Psychometric assessments room			16 Learners
No. 4 Shaft Training Centre (Mining)	12 Equipped training rooms, FOG sites and practical training area,	New recruits and re-classing of existing employees and contractors Novice Mining Trainees (Community)	Full Time	380 Learners
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	ABET	Part Time (After hours)	100 learners
No. 9 Shaft Training Centre	5 fully equipped training rooms	ABET, Foundational Language Courses	Part Time (After hours)	100 Learners
		OHS Skills Programme Level 2	Full Time	100 Learners
	1 fully equipped training hall	Half Level Safe Production	Full Time	40 Learners
Metallurgy	12 Equipped lecture rooms	Plant Operator training, Shift Supervisor training, Safety training, Induction and Ex-leave training	Full Time	96 Learners
Impala Laboratory	1 Computer Room			8 Learners
	1 Classroom			15

TRAINING CENTRE	FACILITIES AVAILABLE	TRAINING OFFERED	TIME SCHEDULES OFFERED	OVERALL CAPACITY
				Learners
Impala Platinum Refineries Training Centre	8 Equipped training rooms, incl. 1 auditorium and 2 training rooms with 24 personal computers	Computer Skills, Life Skills, Supervisory and Management Courses Legislative training License training	Full Time for the duration of the programme	180 Learners 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) and are currently contributing one percentage (1%) of payroll towards Skills Levies.

2.2.2 FUNCTIONAL LITERACY & NUMERACY

2.2.2.1 Overview

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

2.2.2.2 Strategic Plan

Training Facilities and Facilitators: ABET programmes at Impala 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 times. All training venues and facilities (Table 2.1) are accredited with the MQA, whilst all ABET programmes are approved by the Education and Training Development (ETD) SETA. Impala Platinum Rustenburg will maintain a complement of nine (9) fulltime ABET facilitators and eighteen 18 part-time facilitators. ABET facilitators are qualified trainers in their respective fields, as well as being qualified assessors and moderators registered with the MQA. In addition, all ABET facilitators will comply with ISO 9001 requirements.

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

- ABET Level 1: Pre ABET (Foundation Level), Communication and Numeracy
- ABET Level 2: Communication, Life Orientation and Numeracy
- ABET Level 3: Communication, Life Orientation, Natural Science and Numeracy
- ABET Level 4: Communication, Life Orientation, Natural Science and Mathematics/ NQF Level 1: Introduction to Mining and Mineral Sector. (Until June 2015)
- 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 utilize only MQA accredited assessments and learning programmes. The language of instruction will be English. However, in foundation and breakthrough to literacy programmes, the facilitator will provide assistance in the mother-tongue of the learner, if required, as well as in English.

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

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 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 obtain qualification status for those employees through requesting their qualifications and or requesting for them to be screened.

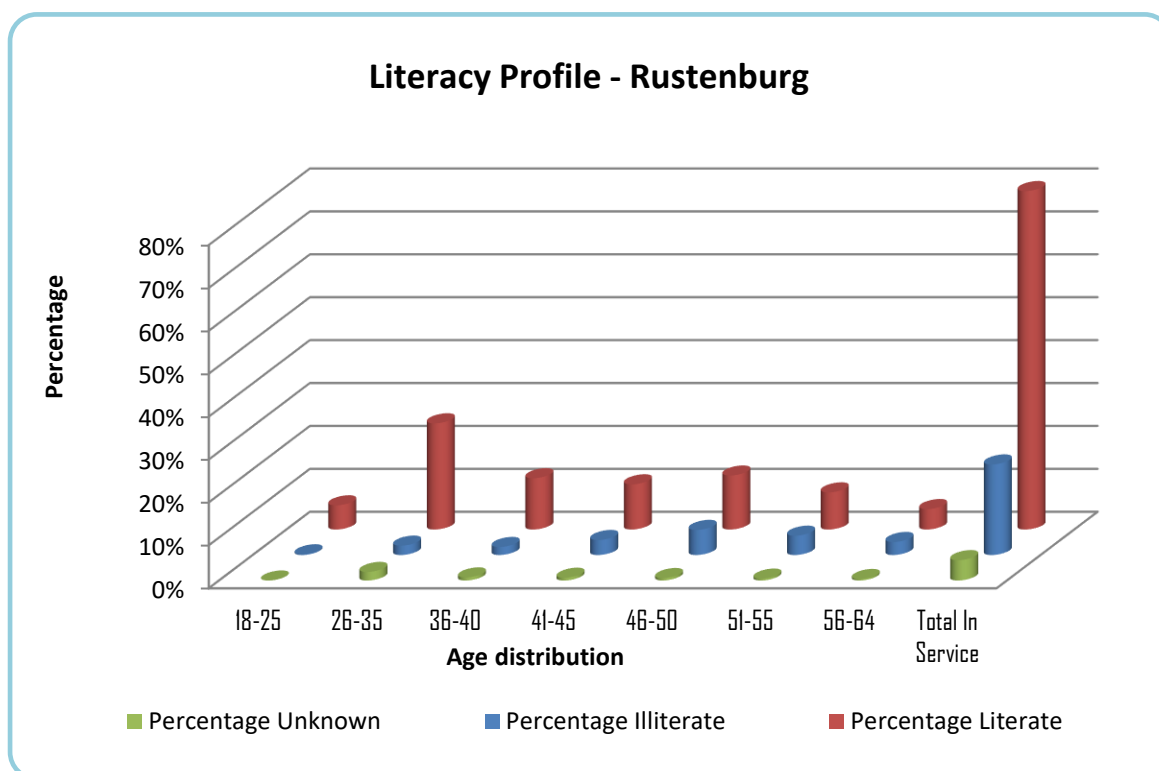
Programme Communication: The communication of ABET programmes will incorporate a variety of methods in order to maximize employee exposure to the training offered by Impala Platinum Rustenburg. Communication of literacy programmes offered will take place during new recruit induction sessions, via ex-leave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

Programme Targets: The ABET programmes aim to:

- increase the focus on training in ABET 3,4 and the FLC on a full time basis, to ensure career progression to employees.
- increase the capacity to create greater access to part time training especially for levels 1, 2, & 3.
- maintain a full time intake as per table 2.3 to ensure a stable educational pool,

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

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



Programme Outcomes: Upon successful completion of an ABET level qualification a learner receives a certificate that is endorsed by the MQA. Over and above the social uplifting impacts of equipping our workforce with numeracy and literacy training, (particularly with respect to ABET levels 1 and 2 Life Skills), ABET Level 4 and FLC, facilitates access for the successful participants to enter Level 2 & 3 Underground Rock Breaking certificate– a core skill transferable within the mining sector and across mineral sectors. Successful candidates are also able to access the Servicemen/Level 2 Artisan Aide and Plant Operator Qualifications. The FLC (Foundational Learning Competency certificate) has been introduced as a compulsory requirement for the Level 3 Rock Breaking certificate and optional for the level 2 Mining Operations certificate.

Table 2.3: Five (5) year targets from 2014 for ABET training

Adult Basic Education and Training (ABET) Level	Baseline Literacy Level (ref: Form Q)	Course	2014		2015		2016		2017		2018		Total	
			Expected No. of Enrolments	% Literacy Level	Expected No. of Enrolments	% Literacy Level	Expected No. of Enrolments	% Literacy Level	Expected No. of Enrolments	% Literacy Level	Expected No. of Enrolments	% Literacy Level	Expected No. of Enrolments	Expected % Literacy Levels
PRE-ABET	75% (as per Dec 2012)	PT	35	81%	35	82%	70	83%	70	84%	70	85%	280	85%
ABET Level 1		PT	55		50		100		110		110		425	
ABET Level 2		PT	70		55		110		120		120		475	
ABET Level 3		FT	40		45		45		60		60		250	
		PT	45		40		80		90		90		345	
ABET Level 4		FT	40		45		45		60		60		250	
		PT	30		15		30		35		35		145	
FLC		FT	63		20		20		45		45		193	
		PT	0		0		0		0		0		0	
Totals		FT	143		110		110		165		165		693	
		PT	235		195		390		425		425		1670	

2.2.3 LEARNERSHIPS

2.2.3.1 Undertaking

Impala Platinum Limited, through its active participation in the MQA Learnership programme, supports the Department of Labour's Learnership programmes geared towards ensuring that participants receive not only accredited training in the theory behind chosen disciplines, but also benefit from practical experience in the mining workplace. At present, Impala Platinum Limited is qualifying up to fifty (50) engineering learners and up to thirty (30) L3 Rock Breaking learners per annum.

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 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

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, pensioners etc. within Impala Platinum Limited, (based on five (5) year historical data as well as a five (5) year forecast). The company intends to ensure that there is **80:20** ratio in respect of HDSA participation in the Learnership Programme, with a particular focus on recruiting women into the engineering Learnerships.

In addition to the internal development of the employees Impala Platinum Limited works together with the neighboring 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 & South African Qualifications Authority (SAQA) and the Quality Council for Trades and Occupations (QCTO) and will be carried out at an accredited training facility in line with Impala Platinum Limited's Employment Equity strategy. Progress with regards to learnerships will be reported on an annual basis in Impala Platinum Limited's Annual SLP report and in the Impala Platinum Limited Annual Training Report submitted to the Department of Labour.

Programme Targets: Table 2.4 presents the Learnership targets for Impala Platinum for a five (5) year period taking cognizance of the skills development plan, WSP and ATR for the company, and the employment equity strategies in order to achieve required targets. Cognizance of the length of each programme listed within the target table is required when considering the expected pass rates on an annual basis. Note that the qualifying rate is three (3) years from enrolment. The Engineering targets are split between Section 18.1 and 18.2 ($\pm 62\%$) as a guideline to the new enrolments. Every effort is made to absorb the Section 18.2 learners as Artisans after successful completion of the programme. Please note that the annual targets may change as indicated, they are based on historical data and current business plan needs.

Given the current need for engineering artisans at Impala Rustenburg, the Engineering Learnerships at the mine currently amount to 9.8% of the total training cost (based on FY13). Impala Platinum will maintain its training efforts of 50 employees on average per annum (qualified over 5 years) in its Engineering Learnership programme, to provide qualified artisans for its own turnover. Impala Rustenburg Operations has also opened its Engineering Training Services to provide Local Communities with Artisan Learnership training to increase the number of trained artisans which is reported in Section 3 of the document.

Programme Outcomes: Qualified Engineering Learnerships are linked to qualified Artisans and Mining Learnerships who become Miners. The majority of Engineering and Mining learners are currently absorbed by the company.

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

Table 2.4: Five (5) year targets from 2014 for Learnerships Programmes⁵

Learnership Programme	Duration	2014				2015				2016			
		New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualified	New Enrolm ents	Current Particip ants	Total Enrolme nts	No. Qualifie d	New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualifie d
Artisan													
Engineering Electrician (18.1)	42 months	0	25	25	7	10	18	28	10	16	18	34	10
Engineering Electrician (18.2)		9	21	30	6	0	24	24	10	0	14	14	10
Engineering Boilermaker (18.1)	36 months	0	13	13	5	10	8	18	9	12	9	21	12
Engineering Boilermaker (18.2)		6	5	11	9	0	2	2	2	0	0	0	0
Engineering Diesel Mechanic (18.1)	36 months	0	12	12	5	10	7	17	8	12	9	21	8
Engineering Diesel Mechanic (18.2)		8	10	18	5	0	13	13	7	0	6	6	4
Engineering Instrument Mechanic (18.1)	36 months	0	3	3	1	2	2	4	1	3	3	6	2
Engineering Instrument Mechanic (18.2)		4	2	6	1	0	5	5	1	0	4	4	1
Engineering Fitting (18.1)	36 months	2	20	22	5	10	17	27	9	16	18	34	10
Engineering Fitting (18.2)		9	14	23	6	0	17	17	6	0	11	11	7
Engineering Rigging (18.1)	36 months	0	6	6	1	4	5	9	2	6	7	13	2
Engineering Rigging (18.2)		4	0	4	0	0	4	4	0	0	4	4	1
Sub Total		42	131	173	51	46	122	168	65	65	103	168	67

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

Table 2.4 Cont.: Five (5) year targets from 2014 for Learnerships Programmes

Learnership Programme	Duration	2014				2015				2016			
		New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualifie d	New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualif ied	New Enrolment s	Current Particip ants	Total Enrolm ents	No. Qualifie d
Non Artisan													
Level 2 Mining Operations (Cat 3-8)	18 months	18	18	36	18	18	18	36	18	18	18	36	18
Level 2 Mining Operations (Community)	12 months	5	5	10	5	5	5	10	5	5	5	10	5
Level 2 Mining Operations (Experiential)	18 months	15	15	30	15	15	15	30	15	15	15	30	15
Level 2 Mining Operations (LMO)	10 months	15	15	30	15	15	15	30	15	15	15	30	15
Level 3 Rock Breaker Qualification (Cat 3-8)	9 months	15	15	30	15	15	15	30	15	15	15	30	15
Level 3 Rock Breaker Qualification (LMO)	9 months	15	15	30	15	15	15	30	15	15	15	30	15
Sub Total		83	83	166	83	83	83	166	83	83	83	166	83
Grand Total		125	214	339	134	129	205	334	148	148	186	334	150

Table 2.4 Cont.: Five (5) year targets from 2014 for Learnerships Programmes

Learnership Programme	Duration	2017				2018			
		New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualified	New Enrolm ents	Current Particip ants	Total Enrolme nts	No. Qualifie d
Artisan									
Engineering Electrician (18.1)	42 months	11	24	35	15	12	20	32	10
Engineering Electrician (18.2)		5	4	9	5	5	4	9	5
Engineering Boilermaker (18.1)	36 months	9	9	18	10	7	8	15	8
Engineering Boilermaker (18.2)		6	0	6	5	6	1	7	5
Engineering Diesel Mechanic (18.1)	36 months	8	13	21	10	6	11	17	8
Engineering Diesel Mechanic (18.2)		7	2	9	5	6	4	10	6
Engineering Instrument Mechanic (18.1)	36 months	4	4	8	1	1	7	8	2
Engineering Instrument Mechanic (18.2)		1	3	4	1	1	3	4	1
Engineering Fitting (18.1)	36 months	12	24	36	14	13	22	35	10
Engineering Fitting (18.2)		5	4	9	3	5	6	11	5
Engineering Rigging (18.1)	36 months	3	11	14	3	2	11	13	2
Engineering Rigging (18.2)		1	3	4	2	2	2	4	1
Sub Total		72	101	173	74	66	99	165	63

Table 2.4 Cont.: Five (5) year targets from 2014 for Learnerships Programmes⁵

Learnership Programme	Duration	2017				2018			
		New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualifie d	New Enrolme nts	Current Particip ants	Total Enrolme nts	No. Qualifie d
Non Artisan									
Level 2 Mining Operations (Cat 3-8)	18 months	18	18	36	18	18	18	36	18
Level 2 Mining Operations (Community)	12 months	5	5	10	5	5	5	10	5
Level 2 Mining Operations (Experiential)	18 months	15	15	30	15	15	15	30	15
Level 2 Mining Operations (LMO)	10 months	15	15	30	15	15	15	30	15
Level 3 Rock Breaker Qualification (Cat 3-8)	9 months	15	15	30	15	15	15	30	15
Level 3 Rock Breaker Qualification (LMO)	9 months	15	15	30	15	15	15	30	15
Sub Total		83	83	166	83	83	83	166	83
Grand Total		155	184	339	157	149	182	331	146

2.2.4 SKILLS DEVELOPMENT PROGRAMMES

2.2.4.1 Undertaking

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

2.2.4.2 Strategic Plan

Training Programme: As per the requirements of the Mine Health and Safety Legislation, Impala Rustenburg Operations will ensure the relevant employees qualify under the Competent A, Competent B, Blasting Assistant, and Occupational Health and Safety Representative skills training programmes as and when required during the life of the mine.

Over and above the initial training programme for all relevant employees in the company the on-going training in Competent B and Blasting Assistant will focus on training of new appointments and re-class/promotions as informed by the business plan. The MQA Level 2 and Level 3 Rock Breaking qualifications have also been implemented in order to replace the DMR Blasting certificate. Impala Platinum Limited will be aligning the current Engineering Serviceman training with the MQA Level 2 Artisan Aide Skills Programme.

Impala Platinum Limited has implemented the full National Qualification Foundation (NQF) Level 1 Qualification: Introduction to the Mining and Mineral Sector introduced by the MQA and will continue to do so until 30 June 2015 or longer if the registration period for the qualification is extended as reported in Table 2.3 with ABET. Impala Platinum Limited has also commenced a comprehensive training programme to support the DMR's underground training and development programme. Over and above these programmes, the company's WSP has identified key skills priority areas and have instituted appropriate plans to facilitate the meeting of these skills needs within the organization (Table 2.5). The FLC (Foundational Learning Competency) that provides the fundamentals for the level 3 and 4 QCTO qualifications have been implemented and is currently being reported in Table 2.3 with ABET.

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. Ultimately however the enrolments to these programmes will be needs based in respect of new appointments or re-class/promotions. The target table also presents the envisaged enrolments onto skills development programmes for the next five (5) years in line with the skills priority areas as identified within the WSP.

Programme Outcomes: Whilst the completion of the training for 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 new Level 2 Artisan Aide Qualifications. Due to the Department of Minerals and Resources ceasing to hold Blasting Certificate examinations from June 2009 and the implementation of the new explosive regulations, Impala Rustenburg operations will ensure that the relevant employees qualify under the required MQA Level 2 Mining Operation and Level 3 Rock Breaking qualifications as and when required during the life of mine.

Table 2.5: Five (5) year targets from 2014 for Skills Development Programmes based on Projected Labour Turnover⁶

Skills Programmes	WSP Skills Priority	Duration	2014		2015		2016		2017		2018	
			No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify
Competent A	Core Mining	± 5 days	100	100	100	100	100	100	100	100	100	100
Competent B	Core Mining	± 5 days	700	700	700	700	700	700	700	700	700	700
Blasting Assistant	Core Mining	± 5 days	500	500	500	500	500	500	500	500	500	500
OHS Rep	Safety & Health	± 10 days	710	710	710	710	710	710	710	710	710	710
Artisan Aide - Level 2	Core Engineering	12 months	50	48	50	48	50	48	50	48	50	48
TOTAL			2060	2058	2060	2058	2060	2058	2060	2058	2060	2058

⁶ These Skills Development Programmes are not relevant to Impala Head Office and Impala Refineries. These targets are based on historical turnover figures for the past five (5) years and the mining production business plan for the next five (5) years.

2.2.5 PORTABLE SKILLS TRAINING

2.2.5.1 Undertaking

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

2.2.5.2 Strategic Plan

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

The nature of the company's core business is such that employees are exposed to skills and competencies that will enable them to find jobs elsewhere within or external to the mining industry, and/or enable them to become financially self-sustaining in any sector. Core business training is carried out amongst all employees during the life of the mine in various core business disciplines and as such facilitates on-going skills development and certification thereof. Further, the mine institutes supervisory and management training amongst all employee levels which further facilitates access to generic business, financial, management-related skills, transferable across any sector. (Table 2.6).

In addition to the functional literacy and numeracy training (Table 2.3) (which is particularly targeted for employees at lower occupational levels) Impala Platinum will provide portable skills training within the various core business disciplines for all occupational levels during the life of the operations.⁷ Where the skills training is portable within the mining sector (and across mineral sectors) and/or is external to the mining sector, this has been identified accordingly.

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 levels and Skills Development Plans for this period and is based on new enrolments/intake per programme respectively and outlined in Table 2.6.

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

Should retrenchment be required during the life of the Operations due to changes in the market conditions, business plan or as part of a planned downscaling exercise, the Portable Skills Fund will be provided for 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 utilized as follows:

- To train the affected employees.
- Such training will comprise of Unit Standard accredited training programmes as agreed to by the Stakeholders.
- In principle, no more than 14 days training time will be set aside for each affected employee.
- Programmes that have been identified to train the affected employees in portable skills outside the mining industry at the time of retrenchment are indicated in the figure 2.3 below. (See Appendix H (c))

⁷ Excluding Impala Platinum Head Office

Figure 2.3 Skills areas outside the mining industry

Portable Skills Training Area	Average Training duration in Days
Mechanical	14
Electrical	14
Construction	14
Agricultural	14
Business Skills	11

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

c. Portable Skills Training in Non-Mining Related Skills

Impala will be following the process below to plan and structure portable skills training interventions for employees working at the mine.

- i. Discussions will be held at length with the Management team at People Co and Stakeholders.
- ii. The Human Resources Development team will engage with Labour in terms of the plan at the Education and Skills Forum.

Discussion points:

- How will this be implemented?
 - Who will be doing this?
 - What will the company need?
 - What will the benefit be to the employees?
 - These programmes should benefit all employees.
- iii. In conjunction with the Education and Skills Forum information will also need to be discussed at the Internal Future Forum.
 - iv. We foresee a period where Labour would need to engage with their members in terms of what they really need in terms of portable skills.
 - v. Once this has been completed, HRD will then engage with nominated Service Providers for a feasibility study. This would be a detail programme to cover all areas, e.g. taking into account of where the employees come from.
 - vi. In hindsight due to the time frame, HRD, in conjunction with the Education and Skills Forum is currently busy with the WSP-ATR (Workplace Skills Plan and Annual Training Report) from the MQA Seta. This will take place from March to end May 2015.

Plan to be followed going forward:

Action	Time Line
1. WSP-ATR as per Skills Development Act. To be completed yearly and due by end May 2015.	March to end May 2015
2. Internal engagement with Management.	June 2015
3. Skills Forum and Internal Future Forum meetings.	July 2015
4. Union to engage with employees/members on process.	August 2015
5. Initial process of sourcing provider/s.	August to October 2015
6. Feasibility studies to be done, explaining what needs to be covered.	November 2015 to January 2016
7. Report back to respective Forum/s	February 2016
8. Prepare plan accordingly for new business plan BP16/17 and compile Section 102 for submission.	March 2016

Table 2.6: Five (5) year targets from 2014 for In-house Core Skills Training in Portable Skills⁸

Training Programmes	Occupational Levels as per Form S	Duration	2014		2015		2016	
			No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify
Supervisory & Management Training								
Supervisory Skills	Skilled technical and academically qualified (Paterson Level C), Semi-skilled and discretionary decision making (Paterson B & A on special request)	3 Days	204	204	224	224	224	224
Financial Life Skills	Unskilled and defined decision making Semi skilled and discretionary decision making (Paterson Level A & B)	2 Days	240	240	240	240	240	240
Basic Business Skills	Unskilled and defined decision making Semi skilled and discretionary decision making (Paterson Level A & B)	3 Days	200	200	200	200	200	200
Introduction to Basic Computers	Semi-skilled and discretionary decision making (Paterson B & A on special request)	2 Days (full time)	160	160	160	160	160	160
TOTAL			804	804	824	824	824	824

⁸ For detailed descriptions on the content of the courses in each section, please refer to Appendix H.

Table 2.6 cont: Five (5) year targets from 2014 for In-house Core Skills Training in Portable Skills

Training Programmes	Occupational Levels as per Form S	Duration	2017		2018	
			No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify
Supervisory & Management Training						
Supervisory Skills	Skilled technical and academically qualified (Paterson Level C), Semi-skilled and discretionary decision making (Paterson B & A on special request)	3 Days	244	244	224	224
Financial Life Skills	Unskilled and defined decision making Semi skilled and discretionary decision making (Paterson Level A & B)	2 Days	240	240	240	240
Basic Business Skills	Unskilled and defined decision making Semi skilled and discretionary decision making (Paterson Level A & B)	3 Days	200	200	200	200
Introduction to Basic Computers	Semi-skilled and discretionary decision making (Paterson B & A on special request)	2 Days (full time)	160	160	160	160
TOTAL			844	844	824	824

2.2.6 TRAINING IN CORE BUSINESS AREAS

2.2.6.1 Undertaking

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

2.2.6.3 Strategic Plans

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

Training Programme: Targets for occupational related training for the next five (5) years at Impala Platinum⁹ are based on the WSP (and the Annual Training Report) as well as knowledge of historical turnover to-date and are presented in Table 2.7. Given that the mine's production profile will remain relatively the same during the next five (5) year period, the same workforce capacity is therefore envisaged with very limited fluctuations in workforce numbers. As such, in many cases the envisaged need for core business training, based on the business plan for this period, will not change over this period, hence many of the targets remain the same from one year to the next. Other core business training targets under the Learnership programmes (Table 2.4) 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-c-class training can be anything from 3 to 5 days, and new employee training up to 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 up-liftman of the workforce. 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 ABET 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.

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

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.

⁹ Excluding Impala Platinum Head Office

Table 2.7: Five (5) year targets from 2014 for Training in Core Business areas

Occupational Related Training	WSP Skills Priority	2014		2015		2016		2017		2018	
		No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining *	Core Mining Training	2800	2800	2800	2800	2800	2800	2800	2800	2800	2800
Engineering	Core Engineering	730	730	730	730	730	730	730	730	730	730
Metallurgy	Core Metallurgy	600	600	600	600	600	600	600	600	600	600
Plant	Core Plant	200	200	200	200	200	200	200	200	200	200
Total		4330	4330	4330	4330	4330	4330	4330	4330	4330	4330
Employees with Disabilities ***		412		300		350		412		412	

Ex Leave Induction Training	WSP Skills Priority	2014		2015		2016		2017		2018	
		No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining **	Core Mining Training	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Engineering	Core Engineering	800	800	800	800	800	800	800	800	800	800
Metallurgy	Core Metallurgy	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Plant	Core Plant	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Total		17 800	17 800	17 800	17 800	17 800	17 800	17 800	17 800	17 800	17 800
Employees with Disabilities **		806		806		806		806		806	

* 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.*

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 (Appendix E).

2.3.2 STRATEGIC PLANS¹⁰

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. These targets reflect goals for HDSA and non-HDSA individuals at Impala Platinum.
- Ultimately, 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.
- The strategies and plans reflected in these tables (Tables 2.8 and 2.9) have been utilized to inform the strategies for achieving HDSAs in management as part of the employment equity plan.

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.

¹⁰ 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 2.8: Five (5) year targets from 2014 for Career Progression Plans

Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	2014	2015	2016	2017	2018
				Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan
Trainee Engineer *	Junior/Trainee Engineer	Junior Engineer Program	Engineer	4	4	4	4	4
Engineering Foremen	Artisan	Foreman Dev. program	Engineering Foreman	20	20	20	20	20
Eng. Learnerships **	Learner	Learnership	Artisan	53	65	77	74	72
Artisan Aide Level2 ***	Aide/helper	Artisan Aide L2 Skills Program	Serviceman	50	50	50	50	50
Plant Foreman	Plant Operator	Unit Standard Based	Plant Foreman	5	5	5	5	5
Modular Based Training	Senior Plant Operator	Modular Based Training	Process Controller	10	10	10	10	10
(CPDP) Career Path Development Progr.	Trainee Analyst	(CPDP) Career Path Development Programme	Analyst (B5)	2	2	2	2	2
SUB TOTAL				144	156	168	165	163

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

** Level 3 Rock Breaker 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 2.8 Cont: Five (5) year targets from 2014 for Career Progression Plans

Training Programmes within Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	2014	2015	2016	2017	2018
				Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan	Employees provided with Career Progression Plan
NC: Rock Breaker ** U/G Hard Rock Lev.3	Mining Trainee	Level 3 Rock Breaker Qualification	Miner	30	30	30	305	30
Mining Engineer in training (Graduate)	Mining Graduate	Learner Mine Official	Shift Supervisor	0	0	5	5	5
Mining Trainees	Mining Trainee	Learner Mine Official	Shift Supervisor	5	5	5	5	5
Ex-Miners	Miner	Shift Supervisor	Shift Supervisor	15	15	15	15	15
Operator Mining ^	Equipment Helper	Operator training	Operator	500	500	500	500	500
New recruit mining ^ training	New recruit	Equipment helper	Equipment helper	700	700	700	700	700
Rock Engineering ^^	Learner	Rock engineering programme	Rock Engineer	3	3	3	3	3
Survey ^^	Survey assistant	Survey programme	Surveyor	1	1	1	1	1
Ventilation ^^	Ventilation observer	Ventilation programme	Ventilation Officer	2	2	2	2	2
SUB TOTAL				1256	1256	1261	1261	1261
TOTAL				1 400	1 412	1 429	1 426	1 424

** Level 3 Rock Breaker and Engineering Learnership target: New enrolment per annum in line with targets reflected in Table 2.4 Learnerships

^ Also included in Table 2.7 Core Training– do not add as progressive figure

^^ Also reflected in Table 2.14 Graduate/Diplomat & Internship Programmes.

Table 2.9: Five (5) year targets from 2014 for Succession Planning (Patterson D & E Levels Only)

Career Path	2014	2015	2016	2017	2018
	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors
Mining	10	10	10	10	10
Technical Services	12	12	12	12	12
Engineering	6	6	6	6	6
Human Resources	9	9	9	9	9
Medical Services	3	3	3	3	3
Safety	3	3	3	3	3
Finance	6	6	6	6	6
Processing	6	6	6	6	6
Refineries & HO	35	35	35	35	35
Totals	90	90	90	90	90

Note: Targets reflect New identified successors across the organization for the next 5 years

Table 2.10: Five (5) year targets from 2014 for Fast-tracking

<i>Accelerated programme</i>	<i>Duration</i>	<i>In Programme June 2014</i>	2014 Target				2015 Target			
			<i>Identified for Fast Tracking</i>	<i>HDSA ID for Fast Tracking</i>	<i>Nr. Fast Tracked</i>	<i>HDSA's Fast Tracked</i>	<i>Identified for Fast Tracking</i>	<i>HDSA ID for Fast Tracking</i>	<i>Nr. Fast Tracked</i>	<i>HDSA's Fast Tracked</i>
Ex-Miners	1 Year	15	15	13	15	13	15	13	15	13
NC: Rock Breaker L3	9 Months	75	30	30	30	30	30	29	30	29
Trainee Engineers (Junior Ingeneer)	30 Months	6	2	2	1	1	2	2	1	1
TOTAL		96	47	45	46	44	47	44	46	43

<i>Accelerated programme</i>	<i>Duration</i>	2016 Target				2017 Target			
		<i>Identified for Fast Tracking</i>	<i>HDSA ID for Fast Tracking</i>	<i>Nr. Fast Tracked</i>	<i>HDSA's Fast Tracked</i>	<i>Identified for Fast Tracking</i>	<i>HDSA ID for Fast Tracking</i>	<i>Nr. Fast Tracked</i>	<i>HDSA's Fast Tracked</i>
Ex-Miners	1 Year	15	13	15	13	15	13	15	13
NC: Rock Breaker L3	9 Months	30	28	30	28	30	29	30	29
Trainee Engineers (Junior Ingeneer)	30 Months	2	2	1	1	2	2	1	1
TOTAL		47	43	46	42	47	44	46	43

<i>Accelerated programme</i>	<i>Duration</i>	2018 Target			
		<i>Identified for Fast Tracking</i>	<i>HDSA ID for Fast Tracking</i>	<i>Nr. Fast Tracked</i>	<i>HDSA's Fast Tracked</i>
Ex-Miners	1 Year	15	13	15	13
NC: Rock Breaker L3	9 Months	30	30	30	30
Trainee Engineers (Junior Ingeneer)	30 Months	2	2	1	1
TOTAL		47	45	46	44

Note: 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 & 2.11

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.

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 organization 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 summarizes 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.

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 2014 for Mentoring

	Impala Platinum Limited		Current Participants	TARGET									
				2014		2015		2016		2017		2018	
Mentoring Programme	Career Deliverables	Duration	Jun-13	New Mentees	Mentees Completed	New Mentees	Mentees Completed	New Mentees	Mentees Completed	New Mentees	Mentees Completed	New Mentees	Mentees Completed
Mining Engineer in training (Graduate)	Shift Supervisor	± 3 Years	49	5	15	5	13	5	12	9	9	5	5
Mining Engineer in Training (Diplomat)	Shift Supervisor	± 3 Years	7	0	3	0	4	0	0	0	0	0	0
Mining Trainees	Shift Supervisor	± 3 Years	30	5	11	5	10	5	9	5	11	5	10
Ex-Miners	Shift Supervisor	1 Year	15	15	15	15	15	15	15	15	15	15	15
Trainee Engineers	Engineers	30 Months	14	5	3	8	4	11	3	11	6	10	3
(Junior Engineer)													
Engineering Learnerships	Artisans	36-42 Months	138	42	51	46	69	61	74	69	78	61	67
Bursars (incl. CSI)	Graduates	3-4 Years	70	72	17	73	16	74	18	78	15	79	0
Experiential learning / Internship	Competency training: Engineering, Metallurgy, Chemistry, Surveying, Finance, HR Environment Engineering Plant	1 Year	64	3	48	14	7	14	6	26	4	26	16
TOTAL			387	147	163	166	138	185	137	211	138	201	116

Note: Bursar mentoring inclusive of Labour Sending Areas and Local Community

Table 2.12: Summary of Mentor Targets for Five (5) years (2014 – 2018)

Mentoring	Location	Target No. of Mentors	Frequency of Mentoring
Bursary Students	Impala Platinum Limited	8	3 Mentoring Periods per annum
Learner Shift Supervisor	Impala Rustenburg Operations	12	Monthly
Trainee Engineers	Impala Rustenburg Operations	5	Monthly
Experiential Learning/ Internships	Impala Platinum Limited	10	Bi-Monthly

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 seventy (70) university bursary students, including Labour Sending Areas and Local Community as reflected in Section 3. (Table 2.11: Table 2.12). These seventy (70)) students will be mentored three (3) times a year 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, 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 Rustenburg Operations will continue to maintain a tracking procedure of each scholar's and bursar's progress annually in respect of their grades and date of completion of studies. Those scholars that matriculate with the appropriate grades and who are interested will be invited to enroll in the Learnership programme or appropriate bursary selection programmes as outlined in Section 3 of this document, in order to ensure that wherever possible, recipients of the bursaries are linked into the recruitment and HRD training programmes at the mine. The successful take-up of these scholars into Impala Platinum is both dependent on the grades achieved as well as the career wishes of the individual candidates.

Impala Platinum Limited also provides opportunities to eligible employees to further their education and increase their knowledge by providing financial support to study at recognized and approved tertiary institutions. Table 2.14 (b) provides a summarized view of the target number of employees supported set per annum to receive assistance. These targets reflect an average per annum and are not new enrolments per annum due to the duration of these studies on a part time basis.

University Bursaries: Impala Platinum Limited offers university bursaries for external students within an open bursary scheme, table 2.14 and bursaries to children from identified labour sending areas not included in table 2.14. All applicants are selected based on academic achievements whilst taking cognizance of the company's Employment Equity policy and associated targets and skill requirements within the future business plan. Impala Platinum Limited further strives to achieve a ratio of 80% HDSA bursary recipients; however the attainment of this proportion is dependent on the availability of suitable candidates. Only candidates with a minimum of a C symbol for Mathematics and Science on the Higher Grade are considered

The target reflected for bursaries is the number of bursars maintained per annum and not new bursar intakes 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. ***Vacation work and experiential training for students of all disciplines for non-Bursary holders*** from all disciplines are also invited to provide assistance at the Impala Platinum Limited Operations during the December period. The purpose of this programme is to maintain staff capacity whilst a number of permanent employees are on leave, as well as to provide recruited learners with practical work experience and experiential training. This opportunity is provided with a ratio of seventy percent (70%) enrolments reserved for HDSA candidates.
- iii. ***Experiential Training & Internships for non-employee diplomats and graduates.*** In conjunction with the community, Universities of Technology and Universities, Impala Platinum Limited will continue to offer students experiential training and internships in Metallurgy and Chemical engineering, Chemistry, Mining, Survey, Finance, Human Resources, Engineering, Surveying, Environmental and Rock Engineering fields. Students are assigned to experiential training that will enable them to obtain the relevant qualifications. These experiential learning programmes will continue to be present at both the Impala Rustenburg Operations and Impala Platinum Refining in Springs. Internships will be offered to Graduates and Diplomats for one year to gain experience.
- iv. ***Trainee Engineer Programme*** is aligned to develop engineers in all related engineering fields. The engineering fields incorporated by Impala Platinum Limited are: Electrical, Mechanical, Metallurgical, Chemical and Mining Engineering. These programmes could take two (2) years to complete and enable junior graduates or diplomat engineers to be appointed as engineers in their area of specialization.

In addition to the bursary and experiential training programmes offered by Impala Platinum, external bursar holders have the opportunity to acquire internships with the mine. Students accepted into this programme will gain the necessary training to complete their studies by utilizing the mentoring and internship programme available to bursary students. Table 2.14 depicts the business areas in which these students can be accommodated. The numbers planned in Table 2.14 includes the Bursaries and the Learnerships awarded to learners from the Labour Sending Areas.

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 2.14 (a): Five (5) year targets from 2014 for Bursary, Graduate/Diplomat & Internship Programmes

Impala Platinum Limited		2014		2015		2016		2017		2018		Career path entry
Programme	Field of study	New Intake	Target (No Offered)	New Intake	Target (No Offered)	New Intake	Target (No Offered)	New Intake	Target (No Offered)	New Intake	Target (No Offered)	
* University Bursaries (External)	Mining Engineering	4	18	4	17	3	17	3	15	4	15	Core Skills Graduate Training programmes
	Chemical Engineering	0	5	0	2	0	2	0	1	1	1	
	Electrical Engineering	1	1	0	2	1	2	1	2	0	2	
	Accounting	1	2	0	2	0	1	0	1	0	1	
	Mechanical Engineering	2	3	2	3	1	2	1	2	1	2	
	Chemistry	0	1	0	0	0	0	0	0	0	0	
	Geology	1	4	0	3	1	2	0	2	0	2	
	Survey	1	0	0	0	0	0	0	0	0	0	
	Human Resource	0	0	0	0	0	0	0	0	0	0	
	Other Degrees	1	0	0	0	0	0	0	0	0	0	
	Post Graduates	1	2	1	2	1	2	1	2	1	2	
	TOTAL	12	36	7	31	7	28	6	25	7	25	

Table 2.14 (a)cont: Five (5) year targets from 2014 for Bursary, Graduate/Diplomat & Internship Programmes *

Programme	Field of Study	2014		2015		2016		2017		2018		Career Path Entry
		New Intake	Partici-pants p/a	New Intake	Partici-pants p/a	New Intake	Partici-pants p/a	New Intake	Partici-pants p/a)	New Intake	Partici-pants p/a	
** Graduate/ Diplomat Internship & Experiential Programme (Internal	Graduate Mining Training	5	33	5	26	10	27	14	33	10	33	Core Skills Mining & Engineering Supervisory positions
	Diplomat Surveying * Training	1	1	1	1	6	1	6	1	5	1	
	Diplomat Mining Training	0	8	0	8	0	0	0	0	0	0	
	Diplomat / Graduate * Engineering Training	2	10	2	10	2	10	2	10	2	10	
	Graduate Rock Engineering	3	5	3	5	3	5	3	5	3	5	
	Graduate Ventilation	2	5	2	5	2	5	2	5	2	5	
	Mining Trainees	5	25	5	25	5	25	5	25	5	25	
	Total	18	82	18	78	28	71	32	79	27	79	

Programme	Field of Study	2014		2015		2016		2017		2018		Career Path Entry
		New Intake	Partici-pants p/a	New Intake	Partici-pants p/a	New Intake	Partici-pants p/a	New Intake	Partici-pants p/a)	New Intake	Partici-pants p/a	
*** Other Internship & Experiential Programmes (External)	Metallurgy/ Chemical Eng.	0	0	2	7	7	7	7	7	7	7	Discipline Specific Training/Metallurgists & Analysts positions
	Chemistry	3	3	2	7	7	7	7	7	7	7	
	Mining	0	0	0	0	0	0	10	10	10	10	
	Engineering	0	0	0	0	0	0	2	2	2	2	
	Total	3	3	4	14	14	14	26	26	26	26	

Note: These bursars are not including Labour Sending Areas and Local Community bursaries.
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): Five (5) year targets from 2014 for Bursary, Graduate/Diplomat & Internship Programmes

Programme	2014		2015		2016		2017		2018		Career Path Entry
	New Participants	Participants p/a	New Participants	Participants p/a	New Participants	Participants p/a	New Participants	Participants p/a	New Participants	Participants p/a	
Field of Study											
Employees Supported	75	360	95	380	105	390	115	400	115	400	In line with Mining Career paths
Total	75	360	95	380	105	390	115	400	115	400	

*Note: Targets are an average number of learners supported on the programme per annum. These are not new enrolments.
Many employees will roll over from one year to another until they have completed their studies*

2.6 EMPLOYMENT EQUITY PLAN

2.6.1 OVERVIEW

Impala Platinum will align all Employment Equity efforts as prescribed to reflect the demographics of South Africa. In line with its vision of “unlocking the potential of all its employees” and in compliance with the employment Equity Act, and the Mining Charter as amended from time to time, Impala Platinum is committed to a process of:

- Increase organizational effectiveness to sustain competitive advantage by recruiting, selecting and developing HDSA 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;
- Align 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 South African’s (HDSAs) in management positions.

2.6.3 STRATEGIC PLANS FOR EMPLOYMENT EQUITY

2.6.3.1 PRINCIPLES FOR EMPLOYMENT EQUITY AT IMPALA PLATINUM

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

- No person will be appointed to a position unless suitably qualified and/or competent;
- Suitably qualified persons from HDSA 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 HDSA 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 HDSAs. Negative perceptions and attitudes arising out of the implementation of this plan must be kept to a minimum. The company therefore agrees to adopt a policy of transparency through proper communication with those from non HDSA 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 regards to employment equity, including the Mining Charter’s target of forty per cent (40%) HDSAs in management and core & critical skills positions.

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 40% HDSA employees in management positions. 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 HDSAS 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 40% HDSAs 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 HDSA 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 HDSAs 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:** to ensure the 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 Programme** (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.

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:

- Preference is given to females in the Learnership programmes;
- A strategy to appoint females in suitable positions has been implemented;

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 HDSA group;
- Monitoring identification of HDSA employees for succession with departments and/or sections and ensuring training and development programmes are implemented;
- Determining possible promotions from HDSA groups;
- Ensuring the retention of employees from HDSA groups;
- Changing policies, procedures and practices identified as containing barriers to the implementation of employment equity and the attainment of the legislated targets;
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regards to employment equity, including the MPRD Act's target of 40% HDSAs in management positions.

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	2014	2015	2016	2017	2018
		Target (%)	Target (%)	Target (%)	Target (%)	Target (%)
Board	40% by 2014	56%	56%	56%	56%	56%
Top Management (E-Level: Upper)	40% by 2014	40%	40%	40%	40%	40%
Senior Management (E-Level: Lower)	40% by 2014	41%	42%	42%	43%	44%
Middle Management (D-Level: Upper)	40% by 2014	43%	43%	44%	45%	46%
Junior Management (D-Level: Lower)	40% by 2014	54%	56%	57%	59%	60%
Core & Critical Skills	40% by 2014	74%	75%	75%	76%	77%

SECTION 3

SOCIO-ECONOMIC DEVELOPMENT PROGRAMMES

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 2011 Census results estimate the population of the North West Province three million five hundred and nine thousand nine hundred and fifty three (3 509 953).

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.

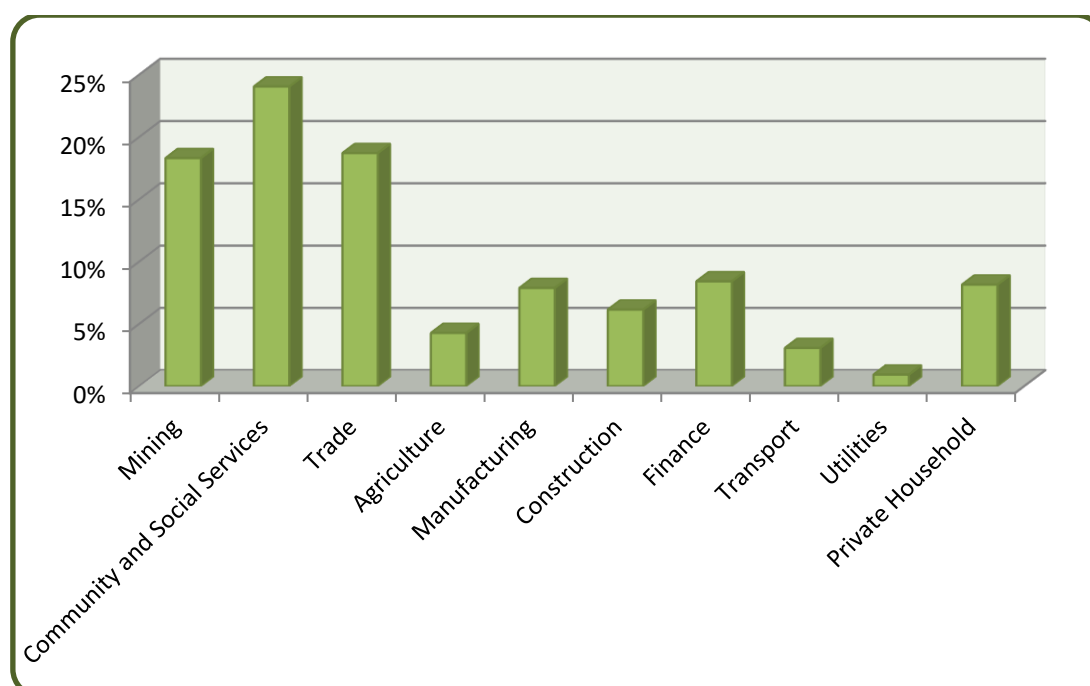
Table 3.1: Summary of service provision levels in the North West Province in 2011 (Census 2011)

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.

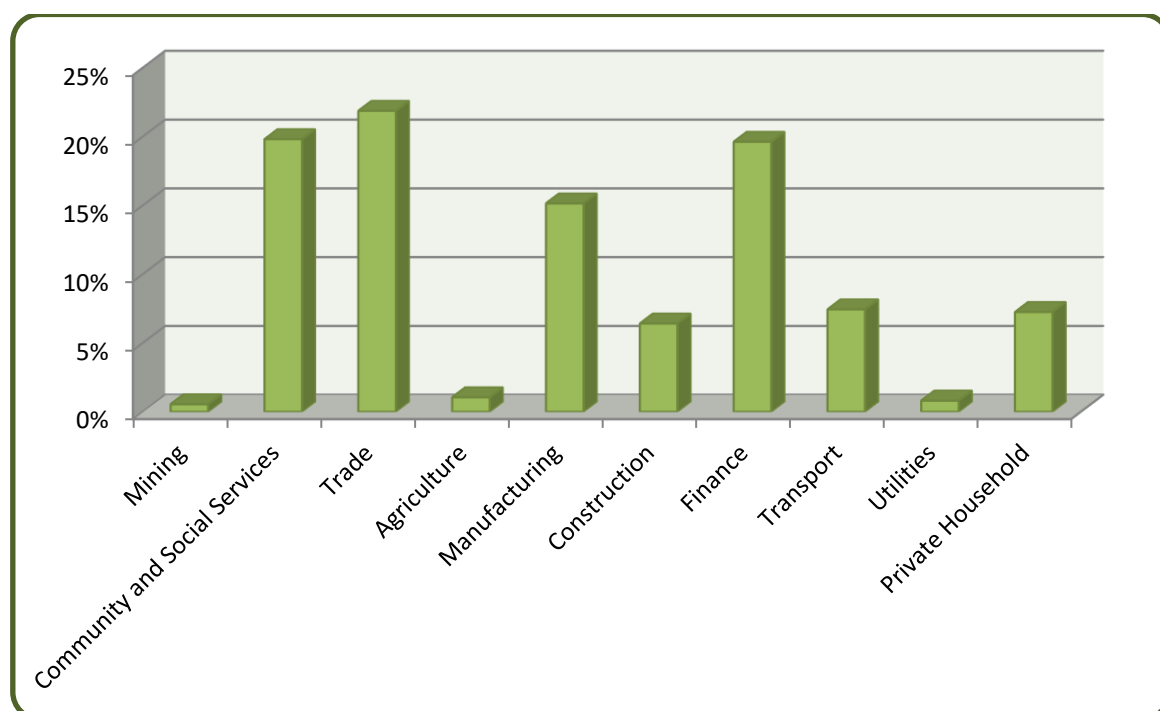
Table 3.2: Summary of service provision levels in the Gauteng Province (Census 2011)

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.

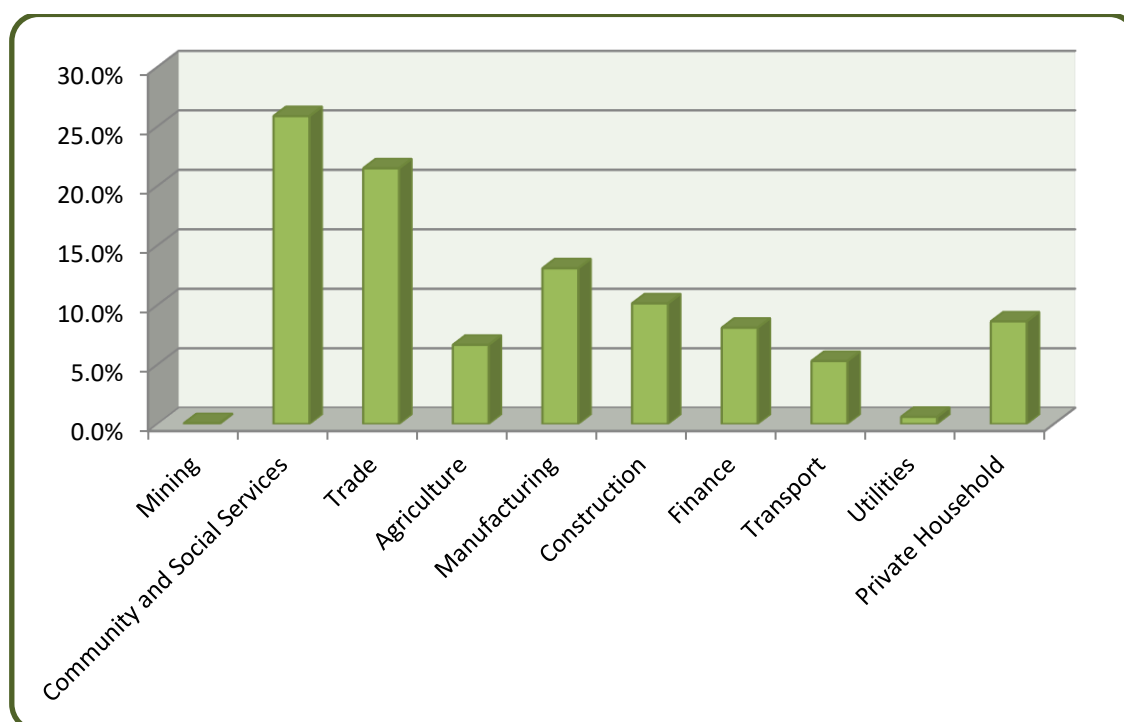
Table 3.3: Summary of service provision levels (%) in the Eastern Cape Province in 2011 (Census 2011)

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)

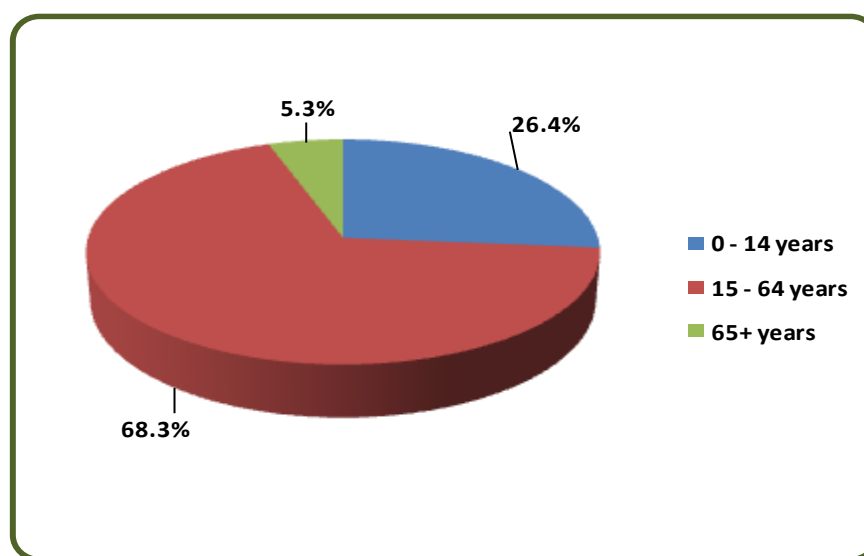


3.1.5 BOJANALA PLATINUM DISTRICT MUNICIPALITY

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)

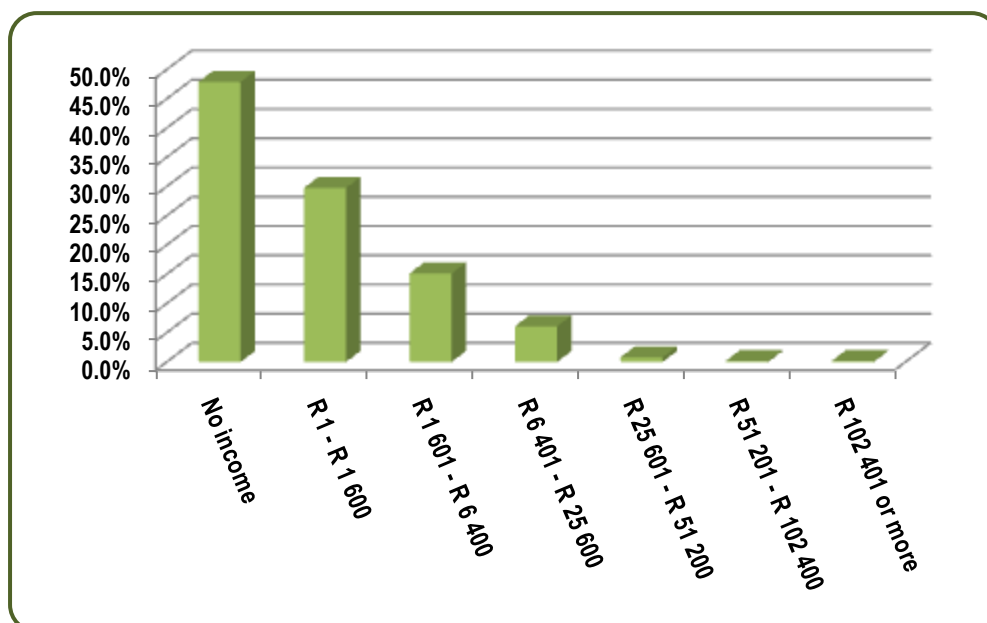


Table 3.4 provides a summary of key service provision indicators for the Bojanala District Municipality. There has been an improvement in the services provided in the municipality. Although there is an improvement the types of toilet used in the municipality is still of a concern that more than half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

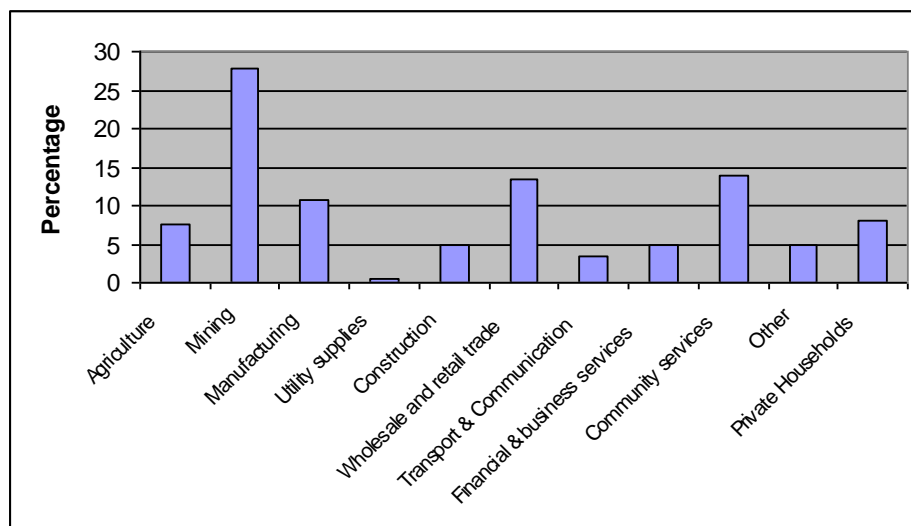
Table 3.4: Summary of service provision levels in the Bojanala District Municipality (Census 2011)

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

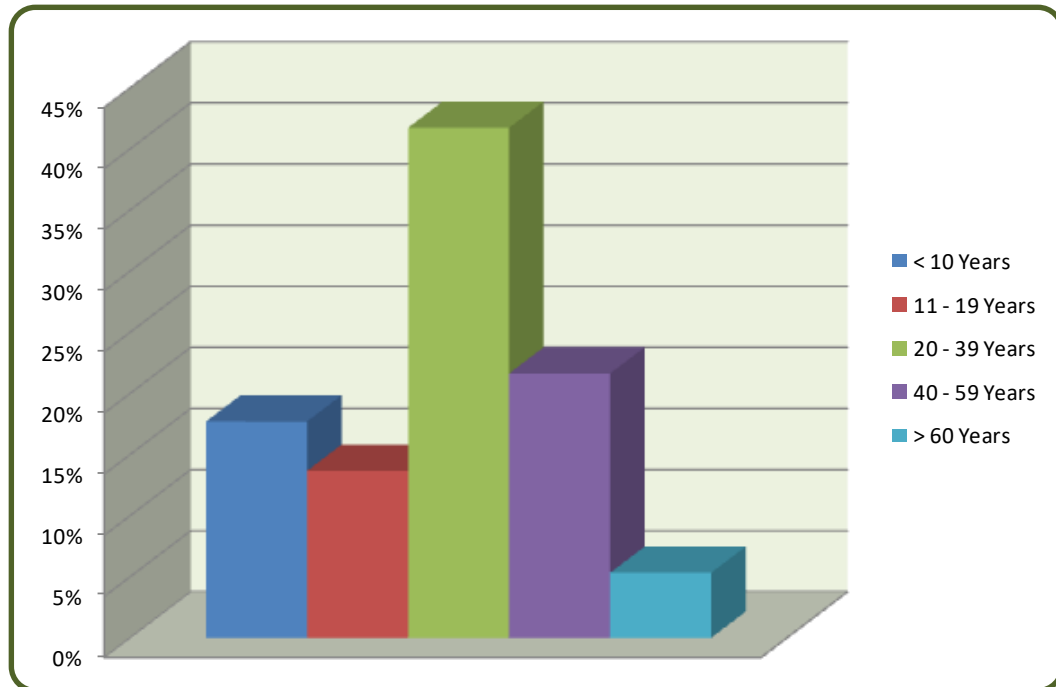
The total population of 549 575 was recorded for the Rustenburg Local Municipality according to Census 2011, comprising of 55% males and 45% females. The significant growth in Rustenburg is largely attributed to the impact of the world's four largest mines in the immediate vicinity of the town namely Anglo Platinum, Xstrata, Lonmin and us Impala Platinum. The breakdown of the population per gender and per race is as per table 3.6 below.

Table 3.6: Population of Rustenburg Local Municipality per gender and per race (RLM: IDP 2013/2014)

Ethnic Groups	Male	Female	Grand Total
Black	269,351	217,060	486,411
Coloured	2,503	2,356	4,859
Indian or Asian	2362	1852	4,214
White	26,113	25,729	51,842
Other	1,469	780	2,249
Grand Total	301,798	247,777	549,575

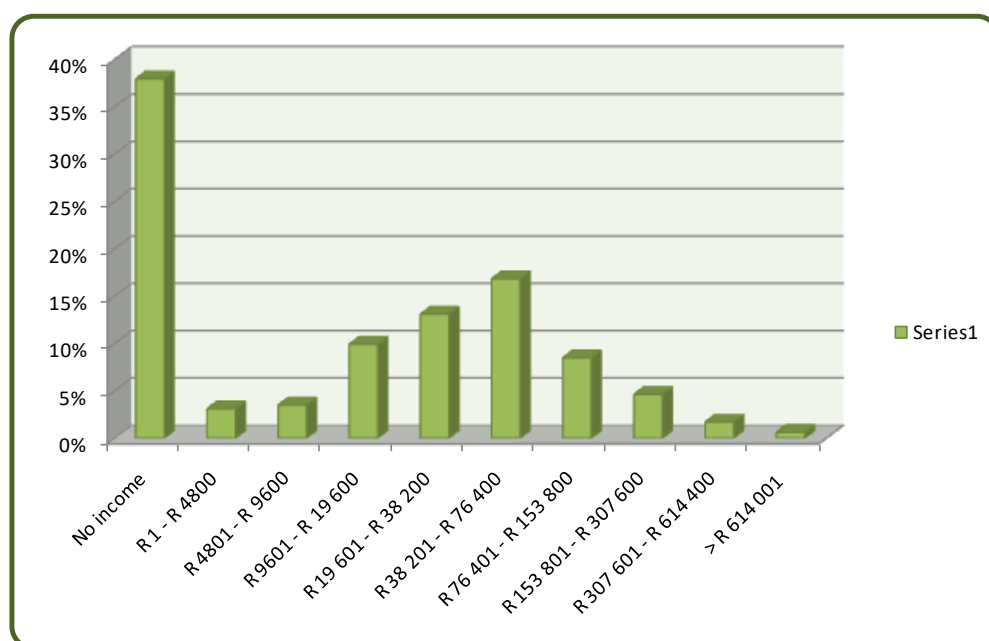
The age profile of the population is depicted in figure 3.7 which clearly illustrates the very youthful age structure in the Rustenburg Local Municipality with 18% of the population being younger than 10 years of age and a further 14% between 11 and 19 years.

Figure 3.7: Age profile of the Rustenburg Local Municipality



About a third of this population was below the age of 19 years, and the income profile for Rustenburg Local Municipality is however of concern. According to figure 3.8 below it is clear that the majority of individuals (17%) earn between R38 201 and R76 400 per year.

Figure 3.8: Monthly Individual Income of Employed Persons in the Rustenburg Local Municipality



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)

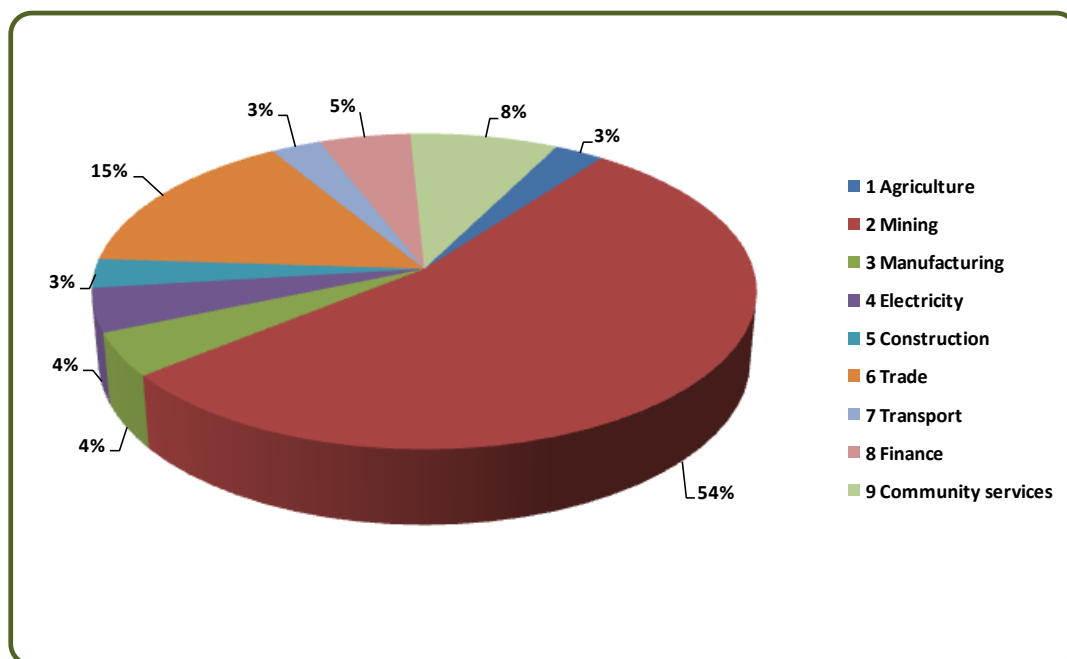


Table 3.7 below provides a summary of key service provision indicators for the Rustenburg Local Municipality and indicates the considerable challenges that exist regarding service provision. The provision of both electricity and sanitation services compares favorably with the levels recorded for the Bojanala District Municipality as a whole. The provision of sufficient housing in the Local Municipality requires considerable attention.

Table 3.7: Summary of service provision levels in the Rustenburg Local Municipality as per Census 2011

BASIC SERVICES DESCRIPTION	
Electricity Provision	
Lighting	35%
Cooking	31%
Heating	34%
Water Access	
Pipe (tap) water inside dwelling/yard	84.3%
Pipe (tap) water outside yard	9.4%
No access	6.3%
Types of Toilet	
Flush/Chemical Toilet	58.1%
Pit latrine	37.4%
Bucket toilet	0.6%
None	3.9%

3.2 IMPACT OF THE IMPALA PLATINUM LIMITED OPERATIONS

3.2.1 IMPALA PLATINUM'S COMMITMENT TO SOCIO ECONOMIC DEVELOPMENT¹¹

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 in the Table 3.8, 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.

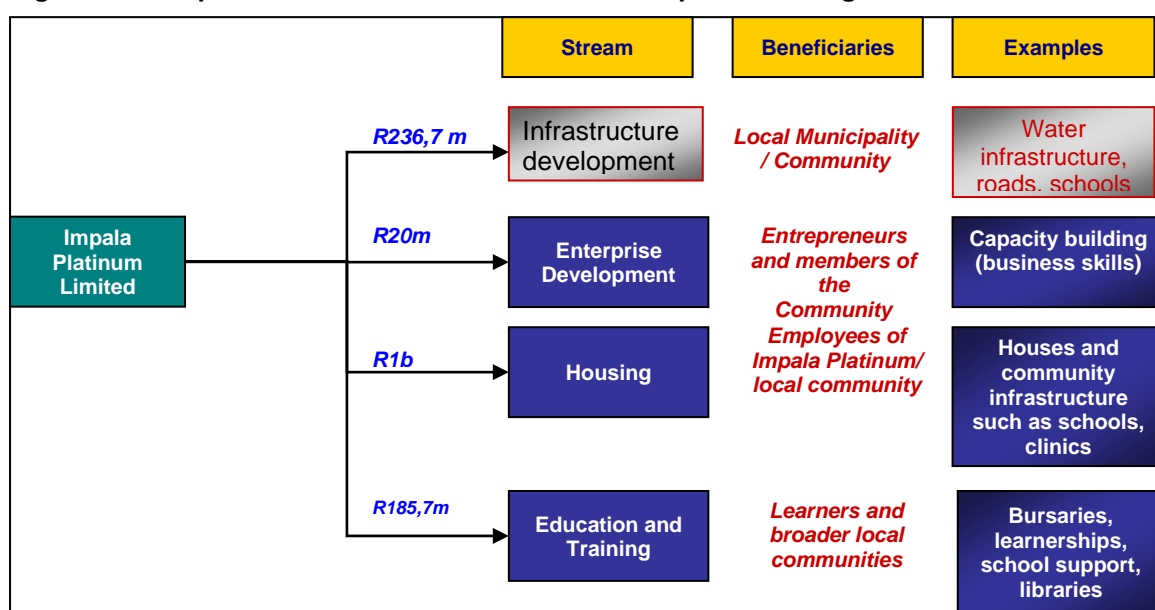
3.2.2 PROJECT IDENTIFICATION PROCESS

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 relevant projects earmarked for its mine communities in conjunction with the IDP, Impala consulted the leadership of Royal Bafokeng Nation (RBN) with the view of ensuring that the development plans identified are suitable for their community needs and to give them an opportunity to make an input into the project to be considered.

Once the above proposed projects were collated and consolidated, community representatives in the future forum (IFF) were engaged to confirm whether the proposed projects would meet the needs of the community. In addition Impala wanted to find out if there are additional community projects that were not catered for in the combined proposed project list. Projects for sport facilities in Luka village were identified by the community representatives and they were included in the combined proposed project list for consideration.

Subsequently the proposed project list was presented to the communities by the FF community representatives for verification. The projects were then verified and are outlined below.

Figure 3.10: Impala Platinum Local Economic Development Strategic Initiatives



¹¹ It should be noted that the Socio Economic Development section of this SLP has been submitted a year earlier instead of June 2012

a. Infrastructure Development Projects:

Community Infrastructure upgrades

Mogono (Roads & storm water channels IDP 3013, page 174) and Kanana (Roads and storm water channels IDP 2013, page 174)

Proper roads and stormwater tends to be forgotten because problems only occur during rainy season, however road infrastructure and stormwater drainage rates are among the biggest problematic encounters in local communities. Flooded muddy roads disturbs an easy access to public transport and it adds to numerous other transportation challenges of local community members. Proper road infrastructure and storm water management is essential to raise the standard of living in these communities and protect their property.

Mogono (Upgrade of community hall)

Community facilities contributes to the upliftment of the communities through sport and recreation, open spaces and healthy life style. The development of this project offers a meaningful upliftment opportunity (recreational facilities, social services, youth programmes) to this community.

Kanana (Multi purpose centre and Library IDP 2013, page 194)

During community consultations by RLM, there was a need identified for the construction of a Multi-Purpose Centre and Library in Kanana. This project contributes meaningfully to the upliftment (recreational facilities, social services, youth programmes) of this community.

Freedom Park

Informal settlements such as Freedom Park have developed close to mining operations. These informal settlements are characterised by a lack of basic municipal services, infrastructure, health services and recreational/sport facilities. . During community consultations, RLM identified a need for projects that can uplift the Freedom park community.

- Construction of a Clinic (as per IDP, page 205, 2013);
- Community infrastructure such as roads, streetlights etc.;

These projects offer meaningful social and living conditions improvements to the community and will be done in partnership with RLM

Recreational and Sport Facilities

Luka/Mogono

At the community meeting known as Dumela Phokeng was done in April 2013, the objective for RBN in terms of sport is to encourage participation of children, youth and adults in sport. To achieve this objective, Royal Bafokeng Sport has a weekly training schedule for several popular sporting codes for all the communities. This programme seeks to create a platform for physical education and recreation while at the same time tapping into talent identification. A survey of Luka and Mogono communities was done to establish the current sport facilities available. Four community sport grounds are used at the moment, two in Mogono and two in Luka. All of the grounds (except for Mogono), are not facilitated at all with only clay ground as the playing field and no dressing rooms or ablution facilities. It is clear that the current facilities are totally inadequate and we will therefore contribute towards the

establishment of sport facilities in Luka/ Mogono in co-operation with the Royal Bafokeng Nation (RBN).

Lefaragatlhe (as per IDP, page 183, 2013)

The objective for RBN in terms of sport is to encourage participation of children, youth and adults in sport. To achieve this objective, RBN has a weekly training schedule for several popular sporting codes for all its communities. This programme seeks to create a platform for physical education and recreation while at the same time tapping into talent identification. This project will be established in partnership with RBN and RLM.

Freedom Park (as per IDP, page 183, 2013)

During community consultations, RLM identified a need for projects that can uplift the Freedom park community. Projects such as sport and recreational amenities are important to advance social cohesion. The project will be done in partnership with RLM

School Infrastructure

Impala is developing an integrated housing development initiative, Platinum Village home ownership project close to its Rustenburg operations. The first phase of Platinum Village has been signed off with 557 units to be built, ultimately the development should comprise of 2420 units. Impala partnered with government to ensure that our housing projects contribute to fully functional communities with all the required social amenities, and that they are constructed within a broader integrated spatial development framework. This project does not only promote home ownership it also creates integrated residential suburbs by developing schools, recreational areas and shopping centres. Platinum Village also involves the boarder community as a percentage of the houses will be sold to the general public. Following the success of the Sunrise View schools, Impala identified the Platinum Village School project as another a flagship project to build sustainable communities. A combination Primary/Secondary school will be developed in partnership with Department of Education (DoE) and Impala Bafokeng Trust (IBT).

Boitekong Township - Floods management initiative

During engagements with RLM, it was noted that the river/stream that flows through Boitekong township was in need of rehabilitation in order to control the flow of water during the raining season. The imminent danger of flooding was identified few years ago which is being exacerbated by new developments around Rustenburg. The implementation of flood management initiative will minimize the threat of flooding to communities along the stream. The project will be implemented in conjunction with Rustenburg Local Municipality.

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 Business Development Programme, the business Advisory Service (current walk-ins) as well as the current Business Assistance and Mentoring Programme 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.

Project Name:	Freedom Park – Construction of a Clinic								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a Clinic in Freedom Park (as per IDP, page 205). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore decided to contribute R10 000 000 towards the establishment of a clinic in Freedom Park.								
Geographical Location of Project:	Freedom Park	Project Start Date:	FY2017		Project End Date:		FY2018		
Total Expected No. of Jobs to be created:	Estimate 8 temporary jobs - Final number only available after feasibility	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)		FY14	FY15	FY16	FY17		FY18
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 200,000	R 200,000	
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 1,000,000	R 1,000,000	
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and DoH					R -	
Construction Phase	Physical construction and establishment of the clinic	Completed facilities as per agreed scope and design	Impala project team				R 800,000	R 7,950,000 R 8,750,000	
Handover	Exit Strategy - Hand over of completed facilities to DoH	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and DoH					R 50,000 R 50,000	
Total Project Budget:				R -	R -	R -	R 2,000,000	R 8,000,000 R 10,000,000	
Beneficiaries: (Community Specific)	Members of the broader community in Freedom Park		Project Partners/Associates:			Impala / DoH (Department of health to take responsibility to operate and maintain)			

Project Name:	Freedom Park – Construction of Sports Facility								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a sport facility in the Freedom Park community (as per IDP, page 183). 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 sports development. It was therefore decided to construct these facilities to provide access to sport to the learners of schools in Freedom Park and the broader community surrounding these schools.								
Geographical Location of Project:	Freedom Park	Project Start Date:	FY2017		Project End Date:	FY2018			
Total Expected No. of Jobs to be created:	Estimate 15 (final number only available after feasibility)	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 200,000		R 200,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 800,000		R 800,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						R -
Construction Phase	Physical construction and establishment of the sport and recreational facilities	Completed facilities as per agreed scope and design	Impala project team					R 7,000,000	R 7,000,000
Exit Strategy - Handover	Handover of completed facilities to RLM	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RLM						R -
Total Project Budget:				R -	R -	R -	R 1,000,000	R 7,000,000	R 8,000,000
Beneficiaries: (Community Specific)	Learners of Freedom Park schools as well as members of the broader community		Project Partners/Associates:			Impala / RLM (RLM to take ownership and maintain after handover)			

Project Name:	Freedom Park – Community Infrastructure Upgrade								
Background:	During stakeholder consultations, the task teams identified the need for the upgrade of Community Infrastructure such as a Roads and Street Lights (the quantities in terms of km of roads and amount of streetlights cannot be determined and will be communicated to DMR after completion of the feasibility) has not yet been determined in Freedom Park. Upgrading of infrastructure offers a meaningful upliftment opportunity to the Freedom Park community very close to Impala operations. It was therefore decided to participate in a project to upgrade community infrastructure in Freedom Park.								
Geographical Location of Project:	Freedom Park	Project Start Date:	FY2017		Project End Date:		FY2018		
Total Expected No. of Jobs to be created:	Estimate 30 temporary jobs - Final number only available after feasibility	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 1,000,000		R 1,000,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 5,000,000		R 5,000,000
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						R -
Construction Phase	Physical construction	Completed facilities as per agreed scope and design	Impala project team				R 4,000,000	R 39,900,000	R 43,900,000
Exit Strategy - Handover	Handover of completed facilities to RLM	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RLM					R 100,000	R 100,000
Total Project Budget:				R -	R -	R -	R 10,000,000	R 40,000,000	R 50,000,000
Beneficiaries: (Community Specific)	Members of the broader community in Freedom Park		Project Partners/Associates:			Impala / RLM (RLM to take ownership and maintain after handover)			

Project Name:	Mogono –renovation of community hall								
Background:	During stakeholder consultations, the task teams identified a project for the renovation of the community hall. This project offers a meaningful upliftment opportunity to community of Mogono. It was therefore decided to renovate the existing facilities to provide meaningful improvement to the broader community in the Mogono community.								
Geographical Location of Project:	Mogono	Project Start Date:	FY2017		Project End Date:	FY2017			
Total Expected No. of Jobs to be created:	Estimate 8 Temporary Jobs - Final number only available after feasibility	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 40,000		R 40,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 200,000		R 200,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical renovation and construction of the hall	Completed facilities as per agreed scope and design	Impala project team				R 1,760,000		R 1,760,000
Exit Strategy - Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Total Project Budget:				R -	R -	R -	R 2,000,000	R -	R 2,000,000
Beneficiaries: (Community Specific)	Members of the broader community in Mogono		Project Partners/Associates:			Impala / RBA (RBA) to take ownership and maintain after handover)			

Project Name:	Mogono (ward 3)– Roads & Storm Water Channels								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a roads and storm water channels (the quantities in terms of km of roads and km of storm water channels cannot be determined now and will be communicated to DMR after completion of the feasibility) in Luka/ Mogono (ward 3) (as per IDP, page 174). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore decided to contribute towards the establishment of roads and storm water channels in the Luka/ Mogono villages.								
Geographical Location of Project:	Luka/ Mogono	Project Start Date:	FY2016		Project End Date:			FY2018	
Total Expected No. of Jobs to be created:	Estimate 30 Temporary Jobs - Final number only available after feasibility	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team			R 320,000			R 320,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team			R 1,680,000			R 1,680,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical construction and establishment of the roads and storm water channels	Completed facilities as per agreed scope and design	Impala project team				R 8,000,000	R 5,900,000	R 13,900,000
Exit Strategy - Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA					R 100,000	R 100,000
Total Project Budget:				R -	R -	R 2,000,000	R 8,000,000	R 6,000,000	R 16,000,000
Beneficiaries: (Community Specific)	Members of the broader community in Luka/ Mogono		Project Partners/Associates:			Impala / RBA (RBA) to take ownership and maintain after handover)			

Project Name:	Luka/Mogono - Construction of Recreational and Sport Facilities								
Background:	During stakeholder consultations, the task teams identified a project for the construction of recreational and sport facilities in the Luka/Mogono communities. 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 sports development. It was therefore decided to construct these facilities to provide access to sport to the learners of schools in Luka/ Mogono and the broader community surrounding these schools.								
Geographical Location of Project:	Luka/Mogono	Project Start Date:	FY2016		Project End Date:		FY2017		
Total Expected No. of Jobs to be created:	Estimate 25 Temporary Jobs - (final number only available after feasibility)	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team			R 400,000			R 400,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team			R 2,000,000			R 2,000,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical construction and establishment of the sport and recreational facilities	Completed facilities as per agreed scope and design	Impala project team			R 7,600,000	R 9,900,000		R 17,500,000
Exit Strategy - Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA				R 100,000		R 100,000
Total Project Budget:				R -	R -	R 10,000,000	R 10,000,000	R -	R 20,000,000
Beneficiaries: (Community Specific)	Learners of Luka/Mogono schools as well as members of the broader community			Project Partners/Associates:			Impala / RBA (RBA) to take ownership and maintain after handover)		

Project Name:	Kanana – Construction of Multi-purpose Centre and Library								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a Multi-Purpose Centre and Library in Kanana (as per IDP, page 194). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore decided to construct these facilities to provide access to community facilities and a library to the broader community in the Kanana village.								
Geographical Location of Project:	Kanana	Project Start Date:	FY2016		Project End Date:		FY2017		
Total Expected No. of Jobs to be created:	Estimate 25 Temporary Jobs - (final number only available after feasibility)	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team			R 300,000			R 300,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team			R 1,500,000			R 1,500,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical construction and establishment of the centre	Completed facilities as per agreed scope and design	Impala project team			R 4,200,000	R 8,900,000		R 13,100,000
Exit Strategy - Handover	Handover of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA				R 100,000		R 100,000
Total Project Budget:				R -	R -	R 6,000,000	R 9,000,000	R -	R 15,000,000
Beneficiaries: (Community Specific)	Members of the broader community in Kanana		Project Partners/Associates:		Impala / RBA (RBA) to take ownership and maintain after handover)				

Project Name:	Kanana – Roads and Storm-water								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a roads and storm water channels (the quantities in terms of km of roads and km of storm water channels cannot be determined now and will be communicated to DMR after completion of the feasibility) in Kanana (as per IDP, page 174). The development of this project offers a meaningful upliftment opportunity to Historically Disadvantaged communities close to Impala operations. It was therefore decided to contribute R4 000 000 towards the establishment of roads and storm water channels in the Kanana villages.								
Geographical Location of Project:	Kanana	Project Start Date:	FY2017		Project End Date:		FY2018		
Total Expected No. of Jobs to be created:	Estimate 8 Temporary Jobs - (final number only available after feasibility)	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 80,000		R 80,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 200,000		R 200,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical construction and establishment of the roads and storm water channels	Completed facilities as per agreed scope and design	Impala project team				R 1,720,000	R 1,950,000	R 3,670,000
Handover	Exit Strategy - Hand over of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA					R 50,000	R 50,000
Total Project Budget:				R -	R -	R -	R 2,000,000	R 2,000,000	R 4,000,000
Beneficiaries: (Community Specific)	Members of the broader community in Kanana		Project Partners/Associates:			Impala / RBA (RBA to take ownership and maintain after handover)			

Project Name:	Lefaragatlhe - Construction of Sport Facility								
Background:	During stakeholder consultations, the task teams identified a project for the construction of a sport facility in the Lefaragatlhe community (as per IDP, page 183). 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 sports development. It was therefore decided to construct these facilities to provide access to sport to the learners of schools in Lefaragatlhe and the broader community surrounding these schools.								
Geographical Location of Project:	Lefaragatlhe	Project Start Date:	FY2017		Project End Date:		FY2018		
Total Expected No. of Jobs to be created:	Estimate 8 Temporary Jobs - (final number only available after feasibility)	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)		FY14	FY15	FY16	FY17	FY18	
Feasibility Study	Feasibility Report	Completion of Report	Impala project team				R 40,000		R 40,000
Detailed Design	Construction and landscaping design	Completion of Design	Impala project team				R 100,000		R 100,000
Sign off of Design and final scope	Agreement on detailed design with all stakeholders	Singed off design documentation	Impala project team/ Stakeholder Engagement/ Community Structures and RBA						R -
Construction Phase	Physical construction and establishment of the sport and recreational facilities	Completed facilities as per agreed scope and design	Impala project team				R 1,360,000	R 450,000	R 1,810,000
Handover	Exit Strategy - Hand over of completed facilities to RBA	Successful handover function and acceptance by community	Impala project team/ Stakeholder Engagement/ Community Structures and RBA					R 50,000	R 50,000
Total Project Budget:				R -	R -	R -	R 1,500,000	R 500,000	R 2,000,000
Beneficiaries: (Community Specific)	Learners of Lefaragatlhe schools as well as members of the broader community		Project Partners/Associates:			Impala / RBA (RBA) to take ownership and maintain after handover)			

Project Name:	School Infrastructure								
Background:	Following on the success of Sunrise View Schools, the department of education agreed to partner with Impala in order to plan and construct 2 schools at Platinum Village (Freedom Park ext. 4). Impala will also upgrade a high school in Luka with the remainder of the budget								
Geographical Location of Project:	Freedom Park ext. 4	Project Start Date:	FY2014	Project End Date:			FY2015		
Total Expected No. of Jobs to be created:	300 (Estimated)	Male:	Not Known	Not Known		Youth:	Not Known		
Output	Activity		Responsible Entity	Timeframe					Total Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY14	FY15	FY16	FY17	FY18	
Detailed planning & Tendering	Appointment of professionals Tendering for contractors, Professional Services	Contracts	PM Team	R 5,000,000	R 1,000,000	R 1,000,000	R 1,000,000		R 8,000,000
Construction of primary school	Site establishment - Physical construction	Certificate of completion	PM Team & Contractor (s)		R 29,000,000	R 33,000,000	R 8,000,000		R 70,000,000
Construction of secondary school & school hall	Exit Strategy - Hand over of completed facilities to DOE	Certificate of completion	PM Team & Contractor (s), DOE			R 1,000,000	R 1,000,000		R 2,000,000
Total Project Budget:				R 5,000,000	R 30,000,000	R 35,000,000	R 10,000,000	R -	R 80,000,000
Beneficiaries: (Community Specific)	Freedom Park / members of the broader community		Project Partners/Associates:			Department of Education, Impala Platinum (DOE contributing financially to the project and take ownership to operate and maintain school after hand over.			

Project Name:	Boitekong Attenuation Dam Rehabilitation								
Background:	As part of Impala Platinum Holdings Limited's social responsibility, it is embarking on a project to upgrade the dam next to the Rustenburg Prison and next to Sunrise View Home Ownership development. This dam was damaged years ago with excessive flooding and was never rebuild. The upgrading of this dam will minimize the threat of flooding at Sunrise View. Environmental Management Plan approval was obtained.								
Geographical Location of Project:	Boitekong	Project Start Date:	FY2015		Project End Date:		FY2018		
Total Expected No. of Jobs to be created:	30 (Estimated)	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)		FY14	FY15	FY16	FY17	FY18	
Detailed planning & Tendering	Appointment of professionals Tendering for contractors, Professional Services	Contracts	PM Team		R 2,000,000	R 200,000	R 1,000,000	R 670,000	R 3,870,000
Construct access road to dam, Rehabilitation of dam	Site establishment - Physical construction	Certificate of completion	PM Team & Contractor (s)			R 1,800,000	R 9,000,000	R 5,830,000	R 16,630,000
Exit Strategy - Handover	Handover of completed facilities to RLM	Certificate of completion	PM Team & Contractor (s), RLM					R 200,000	R 200,000
Total Project Budget:				R -	R 2,000,000	R 2,000,000	R 10,000,000	R 6,700,000	R 20,700,000
Beneficiaries: (Community Specific)	Boitekong / members of the broader community		Project Partners/Associates:			Impala / RLM (RLM to take ownership and maintain after handover)			

Project Name:	Library & Community Halls Capacitation LSA										
Background:	To contribute to the development of labour sending areas (Taung and Eastern Cape) Impala agrees not to have any infrastructure projects for this SLP but rather do 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:	FY2016		Project End Date:			FY2018			
Total Expected No. of Jobs to be created:	Estimate 5 - Final number only available after feasibility	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)		FY14	FY15	FY16	FY17	FY18			
Detailed Scoping	Completion of Scope document	Scope document				R 50,000	R 100,000	R 350,000	R 500,000		
Sign off of final scope	Agreement on detailed scope with all stakeholders	Signed off scope document							R -		
Installation Phase	Physical of the equipment or facilities	Installed equipment and facilities as per the agreed scope				R 400,000	R 850,000	R 3,100,000	R 4,350,000		
Exit Strategy - Handover	Handover of completed project					R 50,000	R 50,000	R 50,000	R 150,000		
Total Project Budget:				R	-	R	-	R 500,000	R 1,000,000	R 3,500,000	R 5,000,000
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)					

Project Name:	SMME Development								
Background:	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 Business Development Programme, the business Advisory Service (Current walk-ins) as well as the current Business Assistance and Mentoring Programme. 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. Therefore the details of the programs might change but Impala commits to the principle of SMME and Enterprise Development as per the amounts budgeted.								
Geographical Location of Project:	Local Communities surrounding the Rustenburg Mine Operations		Project Start Date:		FY2014	Project End Date:		FY2018	
Total Expected No. of Jobs to be created:	Estimate 55 Jobs	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)		FY14	FY15	FY16	FY17	FY18	
Supplier Development Programme,	Select a group of 6 entrepreneurs for a structured SD programme	Group of 6 Entrepreneurs measured against KPI agreed to per a formal Service Level Agreement	Impala ED	R 1,133,115	R 400,000	R 900,000	R 1,600,000	R 3,893,508	R 7,926,623
Business Development Programme	Select a group of 5 entrepreneurs for a structured SD programme	Group of 5 Entrepreneurs measured against KPI agreed to per a formal Service Level Agreement	Impala ED	R 1,133,115	R 1,400,000	R 900,000	R 1,600,000	R 3,893,508	R 8,926,623
Business Advisory Service (Current walk-ins).	Determined as we receive the walk-ins	Cannot quantify, to be determined on case by case basis	Impala ED		R 100,000	R 100,000	R 400,000	R 973,377	R 1,573,377
Business Assistance and Mentoring Programme.	As identified end users	Cannot quantify, to be determined on case by case basis	Impala ED		R 100,000	R 100,000	R 400,000	R 973,377	R 1,573,377
Total Project Budget:				R 2,266,230	R 2,000,000	R 2,000,000	R 4,000,000	R 9,733,770	R 20,000,000
Beneficiaries: (Community Specific)	Mainly individual black entrepreneurs from the local communities		Project Partners/Associates:				Impala		

Project Name:	Bursary Mine Community								
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 Community	Project Start Date:	FY 2014		Project End Date:		FY 2018		
Total Expected No. of Jobs to be created:		Male:		Female:		Youth:			
Output	Activity		Responsible Entity	Timeframe					Total Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY2014	FY2015	FY2016	FY2017	FY2018	
To increase number of skilled graduates in the country	Recruitment drive of the 10 learners through interviews	Organize 20 to select 5, keep records of these interviews	Bursary Department	R 3,905,250	R 6,000,000	R 7,000,000	R 8,000,000	R 5,094,750	R 30,000,000
To alleviate poverty by creating jobs, thus contributing to JIPSA (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						
To improve the skills base	Inform them officially of the outcomes. Assist and provide support to apply to tertiary Institutions	Establish an Educational committee to address all educational matters	Impala Platinum						
	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						

Project Name:	Bursary Mine Community								
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 Community	Project Start Date:	FY 2014		Project End Date:		FY 2018		
Total Expected No. of Jobs to be created:		Male:		Female:		Youth:			
Output	Activity	Responsible Entity	Timeframe					Total Budget Allocation	
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	R	R	R	R	R
				3,905,250.00	6,000,000	7,000,000	8,000,000	5,094,750	30,000,000
Beneficiaries: (Community Specific)	Mine Community learners		Project Partners/Associates:			Impala			

Students	Timeframe				
	FY2014	FY2015	FY2016	FY2017	FY2018
Target	30	35	39	45	46
Current	35	27	39	45	46
Graduate/Terminate	9	3	12	9	10
New Intake	1	15	18	10	10
End Of Year	27	39	45	46	46

Project Name:	Novice & Learnerships Programme (Bojanala, EC & Taung)								
Background:	During stakeholder consultations, it was agreed to assist labour sending areas & mining communities by providing Novice and Learnership training learners. 50 Learnerships will be available annually.								
Geographical Location of Project:	Labour sending area & Mine community	Project Start Date:	FY2014			Project End Date:		FY2018	
Total Expected No. of Jobs to be created:	50	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)		FY 2014	FY2015	FY2016	FY2017	FY2018	
Identify the learners	Identify learners	Learner group available	Impala Team	R 1,997,742	R 8,000,000	R 10,000,000	R 12,000,000	R 28,002,258	R 60,000,000
Engage and contract with learners	Contract learners	Signed contracts	Impala Team						
Training	Training schedule agreed	Monitoring progress	Impala Team						
Total Project Budget:				R 1,997,742	R 8,000,000	R 10,000,000	R 12,000,000	R 28,002,258	R 60,000,000
Beneficiaries: (Community Specific)	Labour sending area & Mine community		Project Partners/Associates:				Impala		

Students	Timeframe				
	FY2014	FY2015	FY2016	FY2017	FY2018
Target	50	50	50	50	50
Current	57	57	90	73	33
Completions	0	0	17	40	33

Project Name:	School Support and We Care Programme								
Background:	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.								
Geographical Location of Project:	Bonjanala District	Project Start Date:	FY 2014		Project End Date:			FY 2018	
Total Expected No. of Jobs to be created:		Male:		Female:		Youth:			
Output	Activity		Responsible Entity	Timeframe					Total Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		FY2014	FY2015	FY2016	FY2017	FY2018	
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 1,462,000	R 1,600,000	R 2,000,000	R 4,936,711	R 5,436,711	R 15,435,423
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 185,000	R 500,000	R 1,500,000	R 4,436,711	R 4,936,711	R 11,558,423
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 enhance participation in sport	Identify, contract and monitor and selection of relevant teachers and coaches and the selection of learners and teams for district participation	Impala Platinum, North West Dept of Education and specific school	R 2,615,659	R 3,500,000	R 3,500,000	R 5,936,711	R 5,936,711	R 21,489,082
The METF program	Sponsoring of Universities with mining faculties	Students at Universities passing Mining Related fields	Impala Platinum, North and the METF fund	R 4,600,000	R 4,600,000	R 4,600,000	R 4,600,000	R 4,600,000	R 23,000,000
This programme aims to equip teachers to effectively teach Mathematics and Science.	Selected teachers from selected targeted schools	Group of teachers measured against the programme KPI agreed to as per formal Service Level Agreement	Impala	R 835,149	R 1,200,000	R 1,200,000	R 3,636,711	R 6,871,860	R 13,743,721
Help children whose parents were in fatal accidents with education needs	Help families to further their children's education	Children passing their education aims		R 1,000,000	R 1,500,000	R 2,000,000	R 4,436,711	R 1,566,413	R 10,503,125
Total Project Budget:				R 10,697,808	R 12,900,000	R 14,800,000	R 27,983,557	R 29,348,408	R 95,729,773
Beneficiaries: (Community Specific)	Mine Communities		Project Partners/Associates:			Impala			

3.3 HOUSING & LIVING CONDITIONS OF MINE EMPLOYEES

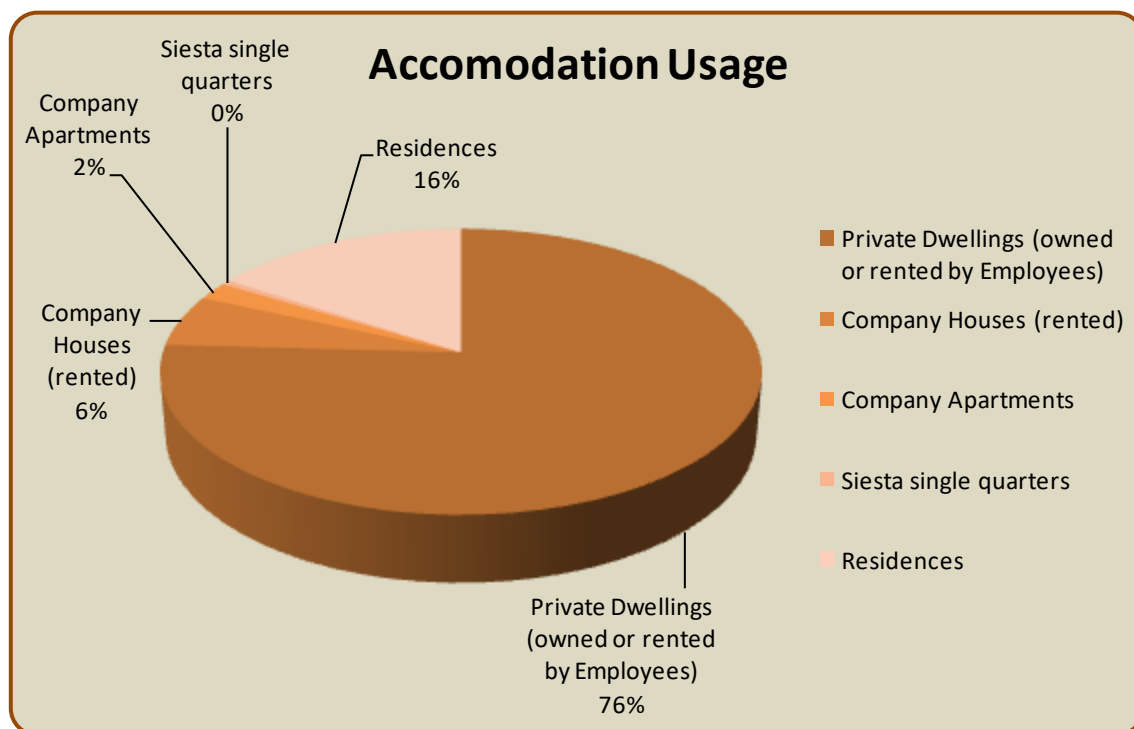
3.3.1 CURRENT HOUSING SITUATION AT IMPALA RUSTENBURG OPERATIONS

Currently, 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 five thousand (5 000) employees at one person per room as at June 2013;

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 2013) is provided in Figure 3.10 and Table 3.26 below:

Figure 3.10: Accommodation usage at the Impala Rustenburg Operations (Percentage) as at June 2013



3.26: Table: Accommodation usage at Impala Rustenburg Operations

Description of Housing Type	Percentage	Number Residents
Private Dwellings (owned or rented)	77%	25374
Company Houses (rented)	6%	1887
Company Apartments	2%	651
Siesta single quarters	1%	177
Residences	15%	4977
Total	100%	33066

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 ideal 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.¹²

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:

- Actively 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 programmes in conjunction with local government.

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

¹² Commuting distance shall be defined as a radius of sixty (60) km from the place of work.

d. Responsibilities and monitoring

Approval of operational housing strategies shall be the responsibility of the **Executive Head: Rustenburg Operations** whilst the **Group Executive: Strategic Finance** shall ensure achievement of housing objectives and advise the **Executive Head: Rustenburg Operations** about the need to review the policy.

e. Principles

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

- The Rustenburg Operations' core business should remain that of mining but will be a responsible employer who will ensure decent company accommodation 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 arise. However, the Rustenburg Operations promotes home ownership in line with the Impala Platinum Limited's policy;
- The Rustenburg Operations' housing policy is aligned with its recruitment, remuneration and local economic development programmes at the operation level, so as to ensure a holistic approach to this issue during the life of the various operations and facilitate sustainable solutions beyond the mine's life;
- The housing policy takes cognizance of the business plan of the Rustenburg Operations, and the business plan's projected workforce requirements, in good time for effective planning mechanisms to be implemented.
- Impala Platinum Limited endeavors, through its company housing policy, to facilitate the prevention of informal settlement in their areas of operation.

3.3.3 STRATEGIC PLANS

Impala Platinum has concluded its accommodation analysis within the current existing portfolio, i.e. housing, residences and single quarters. The gaps identified by the analysis were addressed successfully and focus is now on the continuation of providing home ownership to all employees. Impala Platinum's policy and strategy on housing and living conditions will continue to address the following challenges;

- Limited availability of affordable housing for employees;
- Reduce the number of employees living in informal settlements;
- Lack of proclaimed land restricts the options to resolve shortages speedily and Rustenburg continues to be the fastest growing city on the continent, attracting developers and sustaining price escalations.
- Inability to attract and retain key skilled personnel continues to impact on operational effectiveness.

The following comprehensive strategy was developed to address the above challenges (see Table 3.27):

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

Impala Rustenburg Operations will endeavor to improve the current home ownership scheme to assist a greater number of employees to become homeowners. The aim is to facilitate employee access to an appropriate finance model consisting of in-house financial assistance, government housing grants and commercial funding. Facilitation process will be through the Company Housing Scheme. The overall program will deliver 2 420 houses by 2017 depending on the off-take by employees. See table 3.27 overleaf.

Table 3.27 Home Ownership Plan

Project	Budget	Total house units	2014	2015	2016	2017	2018
			Targets: Number of Units				
Platinum Village	R1bn	2 420	600	600	600	620	0

b) The maintenance of residences to remain decent single accommodation or to convert to family units when the need arise.

All three (3) residences have been converted into decent single gender accommodation to accommodate one person per room and the fourth residence has been converted into 264 family units. These properties will be maintained to remain decent accommodation and to comply with all legal requirements. The three (3) upgrade residences made provision for conversion into 2 bedroom apartments with its own kitchen, lounge and bathroom facilities should the need arise.

d) Promote home ownership to employees by allowing them to purchase the company house they are occupying:

The company will allow employees to purchase the company house that they occupy at an average price provided by three (3) independent evaluators. The company will further assist financially by providing the employee with an interest free loan over a period of twenty (20) years.

e) Reporting

Impala Rustenburg Operations will report the progress on housing strategy to its stakeholders as defined by legislation or company arrangements.

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 dieticians 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 Platinum Limited (Impala) has to date performed, and continues to perform, very well relative to Mining Charter targets and the Social and Labour Plan. Table 1 sketches the said performance over the last six completed financial years. Against this backdrop, Impala hereby continues to plan for growth in improving on the previous year's performance for the period 2014 to 2018.

Table 1: Historic BEE performance relative to Mining Charter targets

Measurement	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
BEE Procurement >25% (R m)	2 678	3 789	3 517	4 531	4 366	4 994
SLP target BEE %	32.7	34.7	36.7	38.7	40.7	44.0
Actual BEE %	41.8	45.0	49.2	55.2	51.0	54.1

The lower actual of 51.0% during FY2012 is linked to the six-week strike and changes in equity of a major capital supplier, namely Shaft Sinkers (Pty) Ltd, to below the 25.1% threshold. This is attributable to where Black shareholders sold equity in the company and consequently reduced the empowerment status of the supplier and had an impact of about 8 percentage points on the overall FY2012 performance (51% vs. 59%). Nonetheless, measures have been put in place to turnaround the situation within capital supplies through Shaft Sinkers Mining (Pty) Ltd, a new company created by Shaft Sinkers who complies to the >25% requirements.

3.5.2 STRATEGY

Impala Platinum actively pursues the following strategies in respect of transformation:

- Sustainably improving year on year Black Economic Empowerment (BEE) spend performance relative to the requirements of the Mining Charter
- Continuously seeking, identifying, supporting and promoting suitable historically disadvantaged suppliers through procurement best practices
- Creating opportunities for economic growth through preferential procurement from all communities
- Leveraging its relationship with its existing supplier base to unlock opportunities within their businesses for local employment from, mentorship to and investment in Impala's local communities
- Nurturing an environment through, and providing procurement opportunities to its Enterprise Development department to promote partnerships and joint ventures between Impala's existing supplier base and entrepreneurs

3.5.3 TACTICS

The following tactics are relevant to our procurement practices for the 2014 to 2018 planning:

- Retain existing BEE suppliers and consequent spend performance in respect of transformation as much as possible
- In the appointment of new suppliers, enhance the focus from Black empowered companies (>25% Black empowered) to that of Black owned companies (>50% Black owned businesses and >30% Black Women owned businesses)

- Added effort in shifting non-strategic (low risk) spend via an annual Tender Plan to black owned emerging micro enterprises (EME)
- Issuing a tender plan annually available in the month of May
- Where non-standard or non-OEM (Original Equipment Manufacturer) strategic spend is tendered and equal adjudications on the basis of price, quality and technical compatibility between suppliers result, preference will be given to Historically Disadvantaged South Africans (HDSA) without compromise to cross functional team recommendations and fair tender process
- Integrating with the Enterprise Development department and identifying suitable national suppliers that promote economic growth via employment and entrepreneurship whilst simultaneously fostering an environment of supplier relationship management within Group Procurement
- Continuously interact and influence non-transformed suppliers to transform according to the Mining Charter requirements through all dealings with suppliers and planned interviews
- Information sharing with all stakeholders to monitor performance and focus on improvement
- To ensure compliance with the requirements of the South African Mining Charter and the targets set in this Social and Labour Plan, we have a policy to continuously seek, identify, support and promote suitable historically disadvantaged suppliers through sustainable procurement practices.
- Implats continuously create job opportunities, pressurize suppliers to increase black equity holding and facilitate supplier development through subcontracting and joint ventures.
- These actions are all done by continuous revision and improvement of existing commercial processes.

In order to meet the Social and Labour Plan (SLP) targets as stipulated in this document, Impala aims to improve the ratio of BEE compliant vendors to those that are not compliant in the following ways:

- Continuously identifying and closing non-compliant suppliers that are unwilling to transform, where feasible and without damaging the operations in consultation with cross functional employees
- Proving authenticity of BEE compliant vendors by recognizing SANAS or IRBA BBEE certificates

The National Plan aims to achieve the following BEE targets (% of total discretionary procurement spend) as indicated in the table below:

Table 2: SLP Targets for 2014-2018 per category of spend

Category	FY2014	FY2015	FY2016	FY2017	FY2018
Consumables	64%	65%	66%	67%	68%
Services	70%	70%	71%	72%	73%
Capital	41%	41%	42%	42%	42%
Total	58%	59%	60%	61%	62%

The base year – FY2014 – builds on previous performance and is based on the higher of the 2014 Mining Charter targets or current FY2013 actual performance plus the same incremental improvement as between remaining years. Small incremental increases from FY2014-2018 have been planned in line with historic improvement increments. Capital targets also remain conservative due to the shaft sinking projects nearing the end with a decline in cash flows planned from certain transformed suppliers.

3.5.4 CONCLUSION

Impala has proven that it remains committed to delivery on its Social and Labour Plan gauged from past performance. The targets set are stretched, yet achievable and will require constant procurement input, effort and control to deliver on this plan.

SECTION 4

PROCESSES PERTAINING TO THE MANAGEMENT OF DOWNSCALING & RETRENCHMENT

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 nature of the needs and interests of Impala's Stakeholders, in addition to the Future Forums community forum has been established, namely Mine Community Leadership Forum (MCLF).

The Operations Head has appointed two (2) senior managers to chair these forums. The Future Forum comprises of representation from recognized Unions/Associations and senior Management. The MCLF is established in conjunction with local government and Traditional leadership to provide for the interests and needs of communities and it is constituted as follows:

- Senior management representatives as nominated by the Head of Rustenburg Operations
- Representation from local and district Municipalities
- Representatives from Royal Bafokeng

MINE COMMUNITY LEADERSHIP FORUM

The forum has developed Terms of Reference to guide and facilitate engagements during meetings. Meetings are scheduled on a regular basis, either bi-monthly or as agreed by the members. These meetings will take place throughout the life of the operations; to develop strategies of communication

from the Forum to Communities and vice versa. A further objective is to discuss and agree on Local Economic Development as outlined in Section 3 of this document and to inform forum members about major downscaling or closure of the operation as elaborated hereunder. The frequency of meetings will be increased if there are critical issues that need to be addressed. 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 in effective consultation and discussion, and make decisions. This will include global and local economic and financial indicators, factors impacting on the mining industry as a whole and the platinum mining sector in particular. Financial information, lifespan of the operations, envisaged expansions or downscaling/closures and the possible impact thereof on the communities.
- Identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations.
- To share information on strategies and plans developed by the Future Forum, to prevent job losses, minimize job losses and mitigate the adverse impacts that downscaling and closure may have on communities and the economy.
- Communication of information to ensure that the MCLF is regularly updated on the Future Forum's decisions, strategies and action plans.

FUTURE FORUM

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

- Disclosure of all relevant information to enable the representatives of the forum to engage in effective consultation and discussion, and make decisions. This will include global and local economic and financial indicators, factors impacting on the mining industry as a whole and the platinum mining sector in particular. Financial information, annual business and labour plans, lifespan of the operations, envisaged expansions or downscaling/closures and the possible impact thereof on employees, and the economy are also discussed.
- Identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations.
- Development of strategies and plans to deal with identified problems and challenges.
- Development of strategies and plans to prevent job losses if possible
- Development of strategies and plans to minimize job losses and mitigate the adverse effects that downscaling and closure may have on employees, and the economy.
- Implementation of agreed strategies and action plans
- Engage and give feedback on HRD skills training programmes, housing and living conditions and community development (section 3) for labour sending areas.
- Unions/Associations to communicate matters discussed in the forum to the members and vice versa.

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 PROVISION

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	2014	2015	2016	2017	2018	Total
Human Resource Development Programmes (Section 2)	R 294,000,000	R 311,640,000	R 330,338,400	R 350,158,704	R 371,168,226	R 1,657,305,330
Local Economic Development Programmes (Section 3)	R 449,052,063	R 100,900,000	R 133,300,000	R 374,681,904	R 384,495,806	R 1,442,429,773
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	2014	2015	2016	2017	2018
Human Resource Development Programmes (Section 2) *	5%	5%	5%	5%	5%
	R 294,000,000	R 311,640,000	R 330,338,400	R 350,158,704	R 371,168,226

* The rand value is dependent on future wage settlement and employee numbers

Financial provision for Human Resource Development programmes conducted on behalf of Impala Platinum Limited is estimated to be five per cent (5%) of wage bill per annum.

5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT

Table 5.3: Financial Provision for the Local Economic Development

Beneficiary Organization or Project name	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Enterprise Development						
SMME Development	R 2,266,230	R 2,000,000	R 2,000,000	R 4,000,000	R 9,733,770	R 20,000,000
Total Enterprise Development	R 2,266,230	R 2,000,000	R 2,000,000	R 4,000,000	R 9,733,770	R 20,000,000
Education Initiatives						
Bursary (Bojanala, EC, Taung)	R 3,905,250	R 6,000,000	R 7,000,000	R 8,000,000	R 5,094,750	R 30,000,000
Novice & Learnerships (Bojanala, EC, Taung)	R 1,997,742	R 8,000,000	R 10,000,000	R 12,000,000	R 28,002,258	R 60,000,000
School Support & We Care Project	R 10,697,808	R 12,900,000	R 14,800,000	R 27,983,557	R 29,348,408	R 95,729,773
Total Education Initiatives	R 16,600,800	R 26,900,000	R 31,800,000	R 47,983,557	R 62,445,416	R 185,729,773
Infrastructure Projects						
Freedom Park - Clinic Construction	R 0	R 0	R 0	R 2,000,000	R 8,000,000	R 10,000,000
Freedom Park - Sports Facility Construction	R -	R -	R -	R 1,000,000	R 7,000,000	R 8,000,000
Freedom Park - Community Infrastructure Upgrade	R -	R -	R -	R 10,000,000	R 40,000,000	R 50,000,000
Mogono –Renovation of Community Hall	R -	R -	R -	R 2,000,000	R -	R 2,000,000
Mogono (ward 3) – Roads & Storm Water Channels	R -	R -	R 2,000,000	R 8,000,000	R 6,000,000	R 16,000,000

Beneficiary Organization or Project name	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Luka/Mogono - Construction of Recreational and Sport Facilities	R -	R -	R 10,000,000	R 10,000,000	R -	R 20,000,000
Luka Makgotla Offices Upgrade	R -	R -	R 4,000,000	R -	R -	R 4,000,000
Kanana – Construction of Multi-Purpose Centre and Library	R -	R -	R 6,000,000	R 9,000,000	R -	R 15,000,000
Kanana – Roads and Storm Water Channels	R -	R -	R -	R 2,000,000	R 2,000,000	R 4,000,000
Lefaragatlhe - Construction of Sport Facility	R -	R -	R -	R 1,500,000	R 500,000	R 2,000,000
School Infrastructure	5,000,000	30,000,000	35,000,000	10,000,000	0	R 80,000,000
Boitekong Attenuation Dam Rehabilitation	R 0	R 2,000,000	R 2,000,000	R 10,000,000	R 6,700,000	R 20,700,000
Library & Community Halls Capacitating LSA	R 0	R 0	R 500,000	R 1,000,000	R 3,500,000	R 5,000,000
Total Infrastructure Initiatives	R 5,000,000	R 32,000,000	R 59,500,000	R 66,500,000	R 73,700,000	R 236,700,000
Total Housing	R 425,185,033	R 40,000,000	R 40,000,000	R 256,198,347	R 238,616,620	R 1,000,000,000
GRAND TOTAL	R 449,052,063	R 100,900,000	R 133,300,000	R 374,681,904	R 384,495,806	R 1,442,429,773

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

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 _____

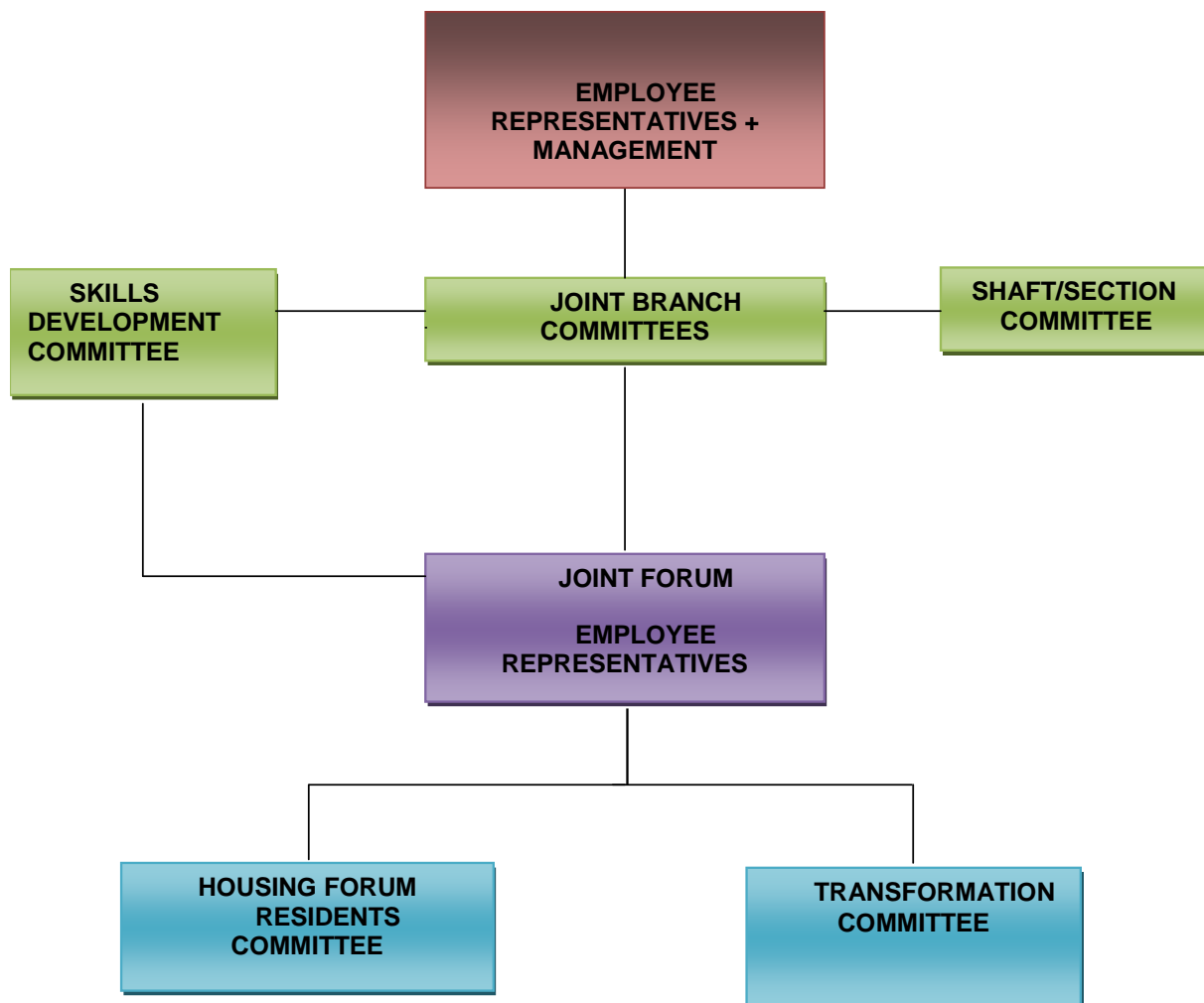
Designation _____

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

APPENDIX B

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

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	8	3	0	0	4	10	7
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	0	0	0	0	0	0	0	0	0	0
		Grade 4/Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/std3/ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6/Std 4	0	0	0	0	0	0	0	0	0	0
		Grade7/Std 5 ABET 3	0	0	0	0	0	0	0	0	0	0
		Grade 8/Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9/Std 7/ABET 4/NQF Lev.1	0	0	0	0	0	0	0	0	0	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1	0	0	0	0	0	0	0	0	0	0
	3	Grade 11/Std 9/N2	0	0	0	0	0	0	0	0	0	0
	4	Grade 12/Std 10/N3	0	1	0	3	2	0	0	4	4	6
Higher Education and Training (HET)	5	Higher Certificates / Adv NCV	0	0	0	1	0	0	0	0	1	0
	6	Diplomas / Adv Certificates	3	0	2		1	0	0	0	5	1
	7	Bachelor Degree / Adv Diplomas	6	0	1	1	2	0		6	8	8
	8	Higher / Hons / Degrees / Prof Qual	0	1	0	10	3	0	1	4	11	8
	9	Master Degree	1	0	0	6	1	0	3	0	7	4
	10	Doctorates	0	0	0	0	0	0	0	0	0	0
TOTAL			12	2	3	29	12	0	4	18	46	34

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)	1	No Schooling/Unknown	838	7	1	126	151	1	0	10	972	162
		Grade 0/Pre	487	0	0	1	12	0	0	0	488	12
		Grade 1/Sub A	47	0	0	0	0	0	0	0	47	0
		Grade 2/Sub B	34	0	0	0	1	0	0	0	34	1
		Grade 3/Std 1/ABET 1	967	0	0	0	4	0	0	0	967	4
		Grade 4/Std 2	933	0	0	0	3	0	0	0	933	3
		Grade 5/std3/ABET 2	1057	1	0	1	2	0	0	0	1059	2
		Grade 6/Std 4	1602	2	0	0	5	0	0	0	1604	5
		Grade7/Std 5 ABET 3	2687	1	0	80	31	0	2	12	2768	45
		Grade 8/Std 6	3496	1	0	4	28	0	0	0	3501	28
Further Education and Training (FET)	2	Grade 9/Std 7/ABET 4/NQF Lev.1	2989	1	0	5	47	0	0	0	2995	47
		Grade 10/Std 8/N1	1849	2	0	71	86	0	0	4	1922	90
		Grade 11/Std 9/N2	3348	6	0	187	270	1	0	2	3541	273
Higher Education and Training (HET)	4	Grade 12/Std 10/N3	6906	27	3	555	1867	7	2	68	7491	1944
	5	Higher Certificates / Adv NCV	251	1	1	38	74	2	0	4	291	80
	6	Diplomas / Adv Certificates	145	1	3	38	151	0	0	7	187	158
	7	Bachelor Degrees / Adv Diplomas	89	3	1	39	56	1	0	19	132	76
	8	Higher / Hons / Degrees / Prof Qual	40	0	4	39	21	0	2	13	83	36
	9	Master Degree	4	0	2	7	1	0	0	3	13	4
TOTAL			27769	53	15	1191	2810	12	6	142	29028	2970

FORM 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	30	0	0	0	3	0	0	0	30	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/ABET 1	21	0	0	0	0	0	0	0	21	0
		Grade 4/Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/std3/ABET 2	10	0	0	0	0	0	0	0	10	0
		Grade 6/Std 4	0	0	0	0	0	0	0	0	0	0
		Grade7/Std 5 ABET 3	69	0	0	0	4	0	0	0	69	4
		Grade 8/Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9/Std 7/ABET 4/NQF Lev.1	53	0	0	0	1	0	0	0	53	1
Further Education and Training (FET)	2	Grade 10/Std 8/N1	8	0	0	38	2	0	0	1	46	3
	3	Grade 11/Std 9/N2	46	0	0	7	1	0	0	0	53	1
	4	Grade 12/Std 10/N3	277	1	5	51	97	0	0	27	334	124
Higher Education and Training (HET)	5	Higher Certificates / Adv NCV	31	0	1	9	9	0	1	2	41	12
	6	Diplomas / Adv Certificates	19	0	0	0	10	0	0	1	19	11
	7	Bachelors Degres / Adv Diplomas	12	1	3	34	12	1	1	12	50	26
	8	Higher / Hons / Degrees / Prof Qual	8	0	6	26	5	0	0	10	40	15
	9	Master Degree	5	0	1	7	1	0	1	0	13	2
	10	Doctorates	2	0	0	4	0	0	1	0	6	1
TOTAL			591	2	16	176	145	1	4	53	785	203

APPENDIX C

**FORM R – HARD TO FILL VACANCIES FOR
IMPALA PLATINUM LIMITED HEAD OFFICE
IMPALA RUSTENBURG OPERATIONS
IMPALA REFINERIES**

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	
	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

**FORM S – EMPLOYMENT EQUITY STATISTICS FOR
IMPALA PLATINUM LIMITED HEAD OFFICE
IMPALA RUSTENBURG OPERATIONS
IMPALA REFINERIES**

FORM S: IMPALA PLATINUM LIMITED HEAD OFFICE

OCCUPATIONAL LEVEL	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	2	0	0	0	1	0	0	3
Senior management	3	1	0	12	1	0	2	3	2	0	24
Professionally qualified and experienced specialists and mid-management	6	1	1	11	3	0	2	6	0	0	30
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	3	0	2	1	3	0	0	5	0	0	14
Semi-skilled and discretionary decision making	0	0	0	1	2	0	0	4	0	0	7
Unskilled and defined decision making	0	0	0	0	2	0	0	0	0	0	2
TOTAL	12	2	3	27	11	0	4	19	2	0	80

FORM S: IMPALA PLATINUM LIMITED RUSTENBURG OPERATIONS

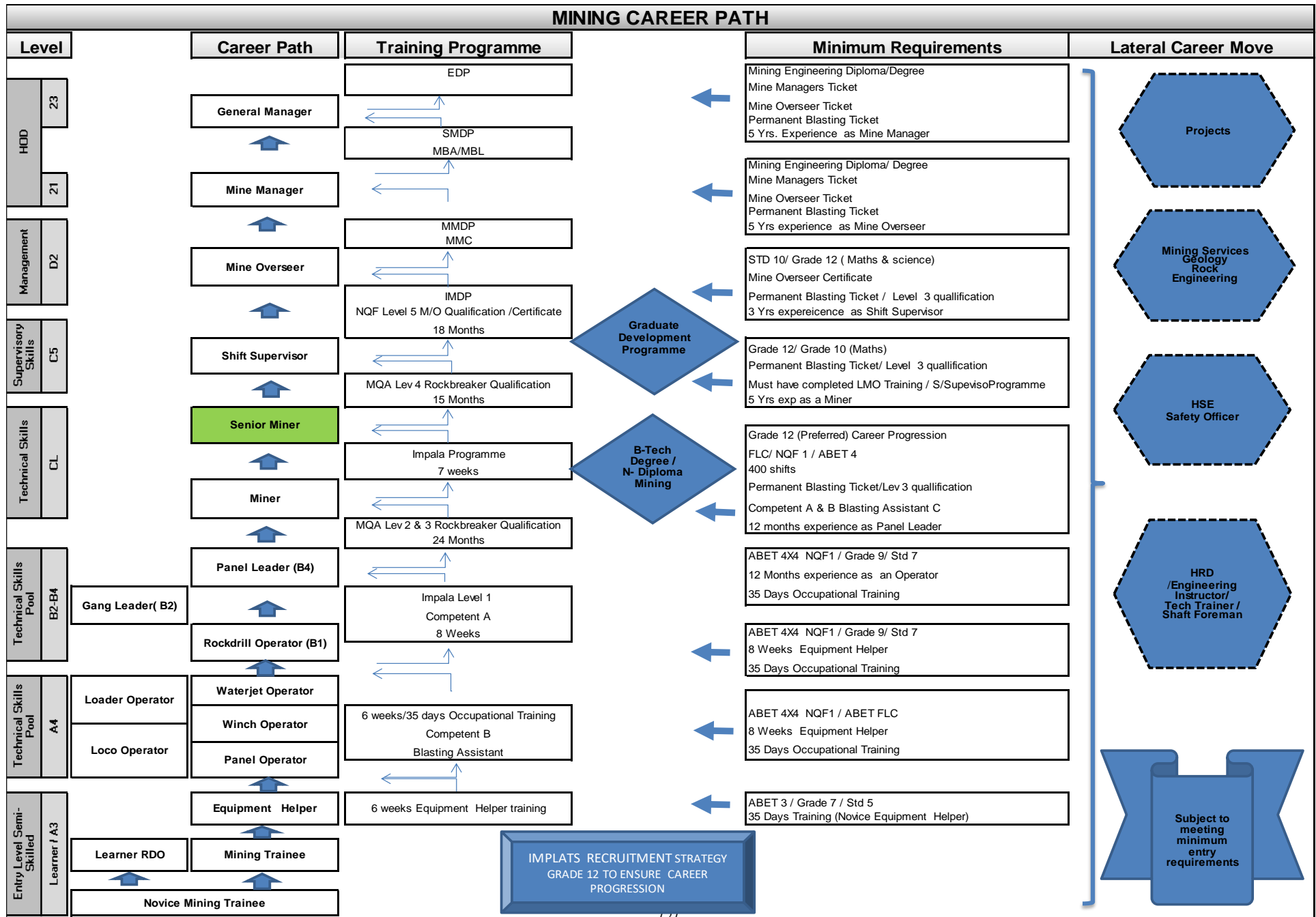
	Male				Female				Foreign Nationals		TOTAL
OCCUPATIONAL LEVELS	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	1	0	1
Senior management	13	0	2	48	5	0	0	2	2	0	72
Professionally qualified and experienced specialists and mid-management	139	3	11	241	28	0	3	48	9	0	482
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	2695	25	2	746	399	4	3	81	311	2	4268
Semi-skilled and discretionary decision making	7660	10	0	122	712	3	0	11	1887	5	10410
Unskilled and defined decision making	13012	14	0	20	1638	4	0	0	2055	22	16765
TOTAL	23519	52	15	1177	2782	11	6	142	4265	29	31998

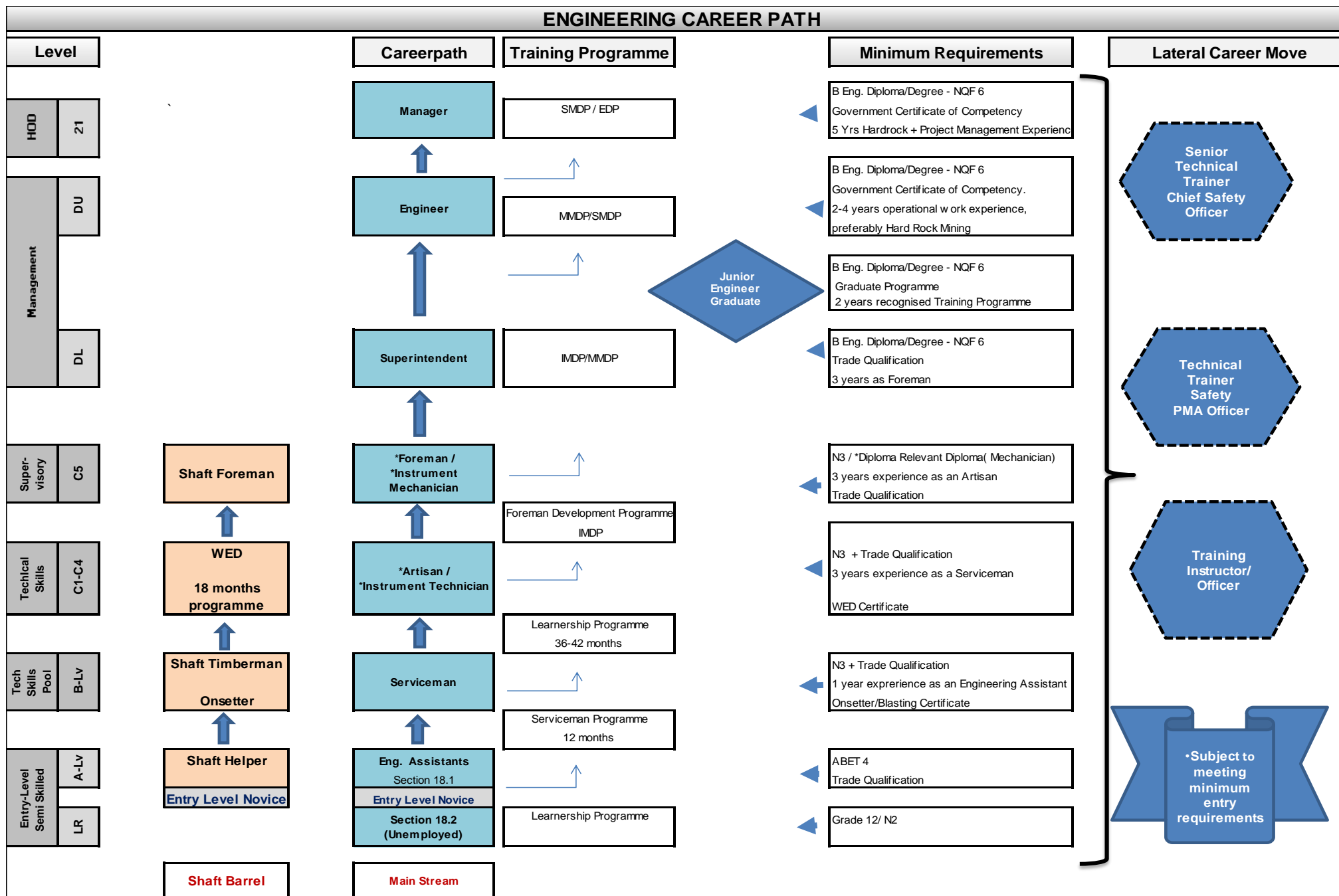
FORM S: IMPALA PLATINUM LIMITED REFINERIES OPERATIONS

OCCUPATIONAL LEVELS	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	1	3	1	0	0	1	3	0	10
Professionally qualified and experienced specialists and mid-management	14	0	5	31	11	1	4	10	8	1	85
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents	146	2	4	107	36	1	0	21	3	0	320
Semi-skilled and discretionary decision making	422	1	3	28	97	0	0	16	6	0	573
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL	583	3	13	169	145	2	4	48	20	1	988

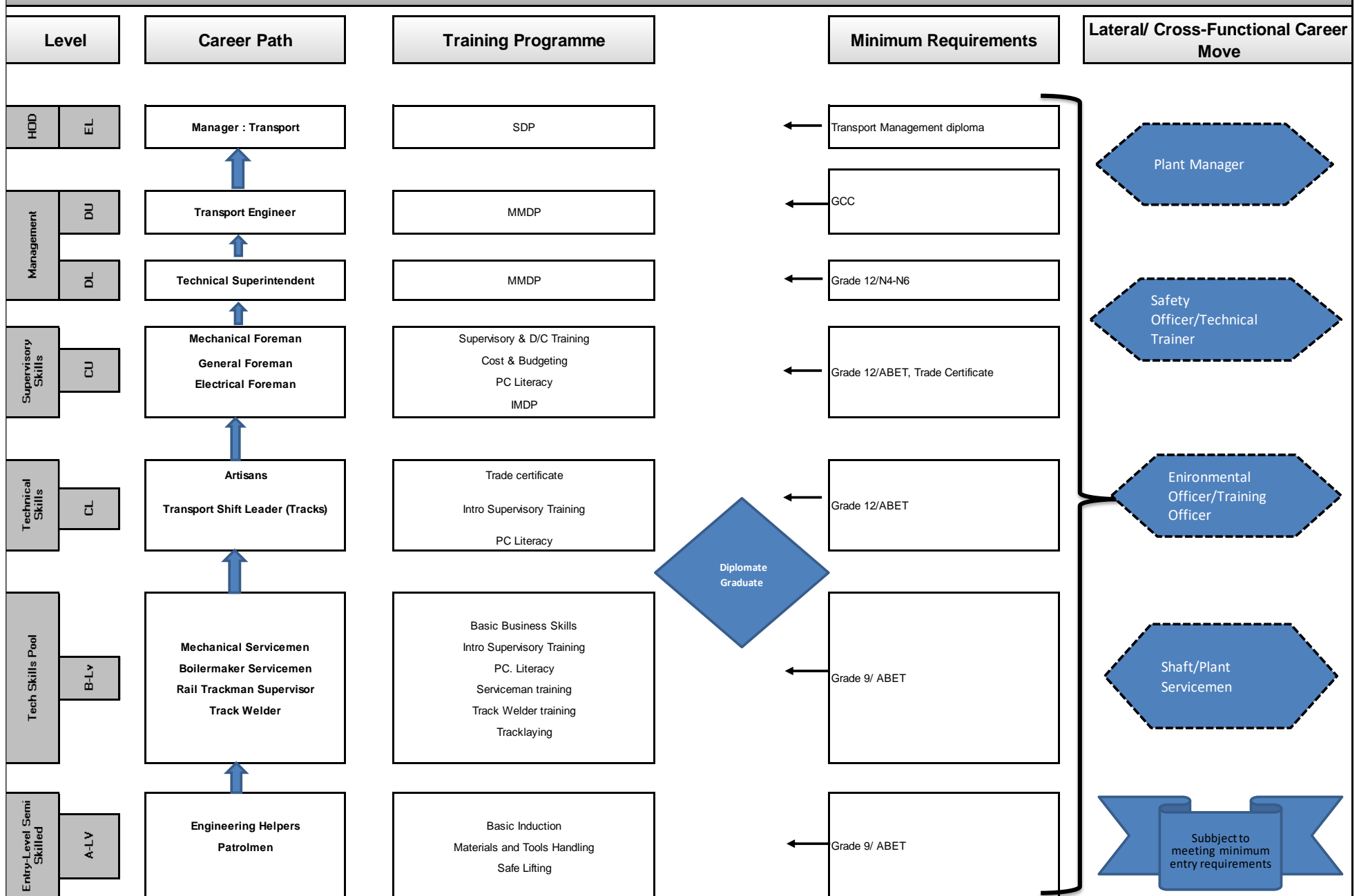
APPENDIX E

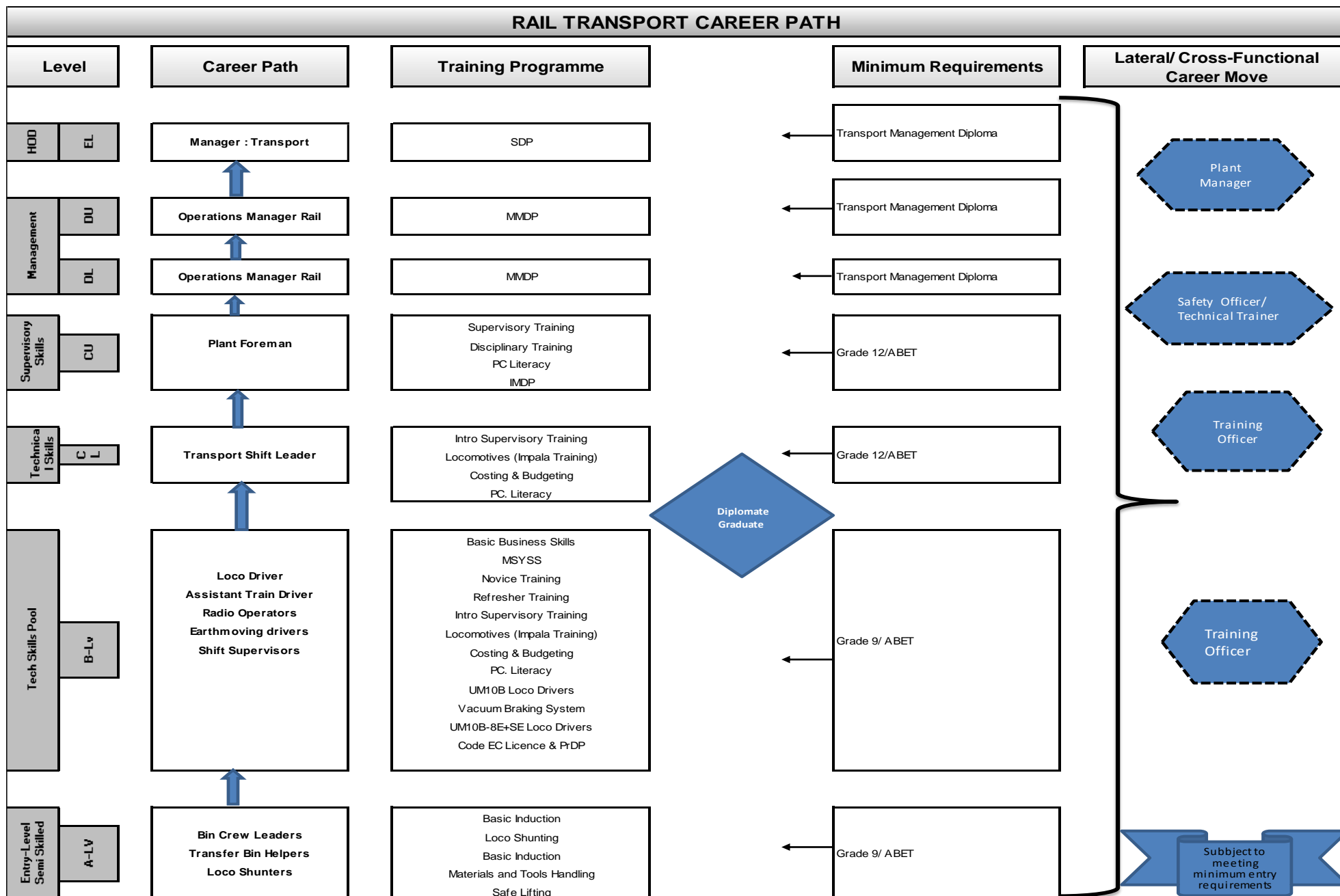
CAREER DEVELOPMENT PATHS AT IMPALA RUSTENBURG OPERATIONS AND IMPALA REFINERIES

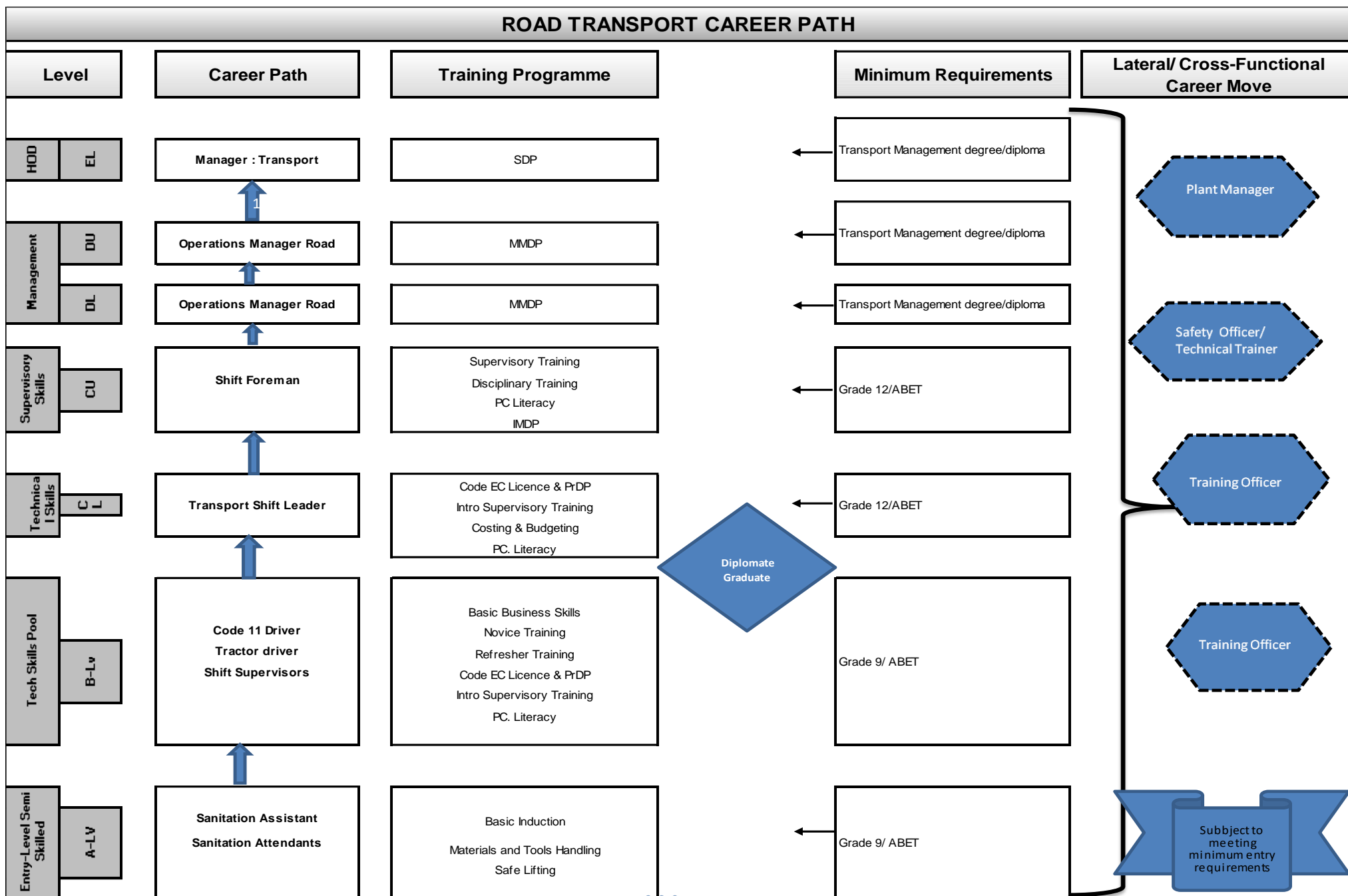


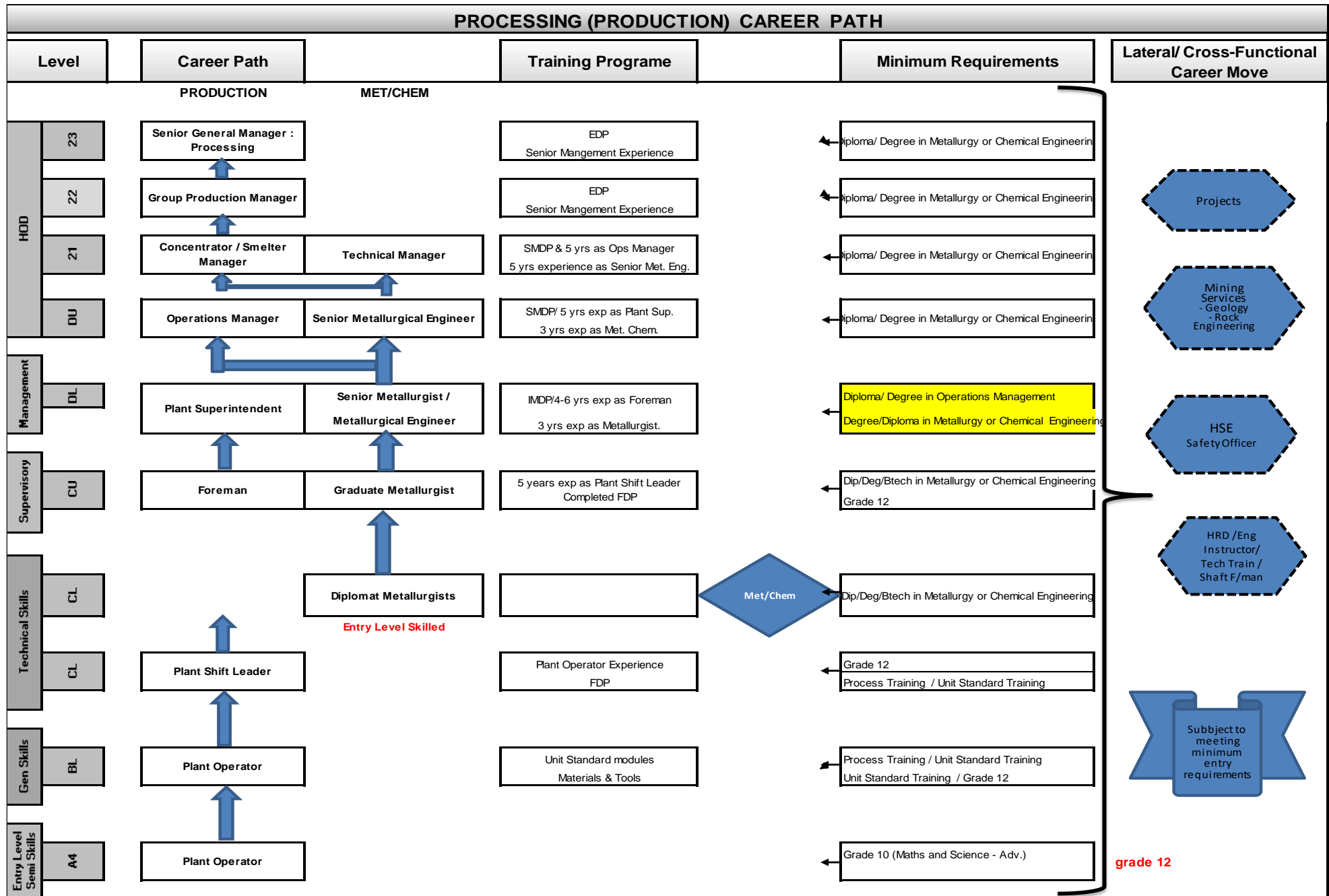


ENGINEERING TRANSPORT CAREER PATH

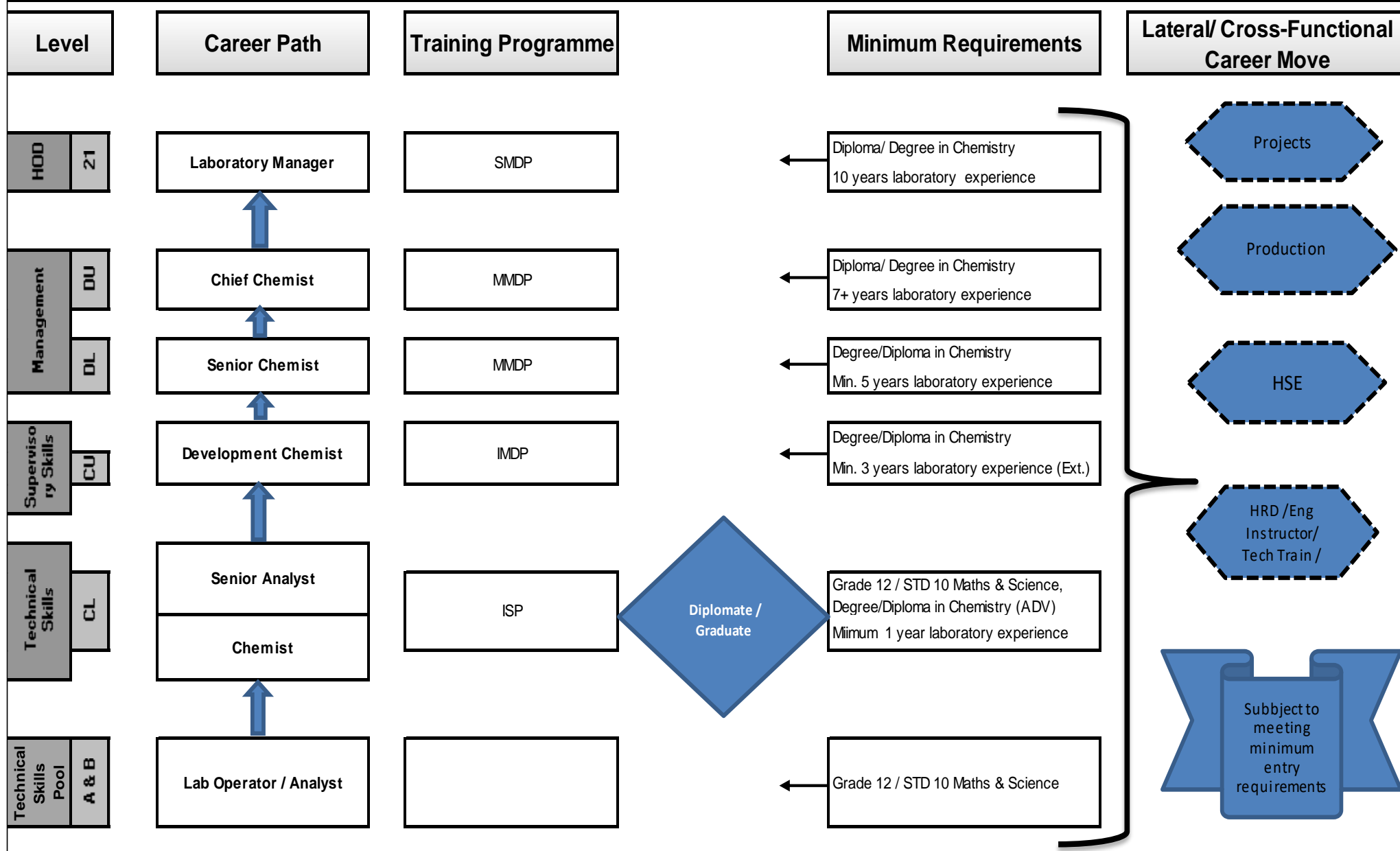


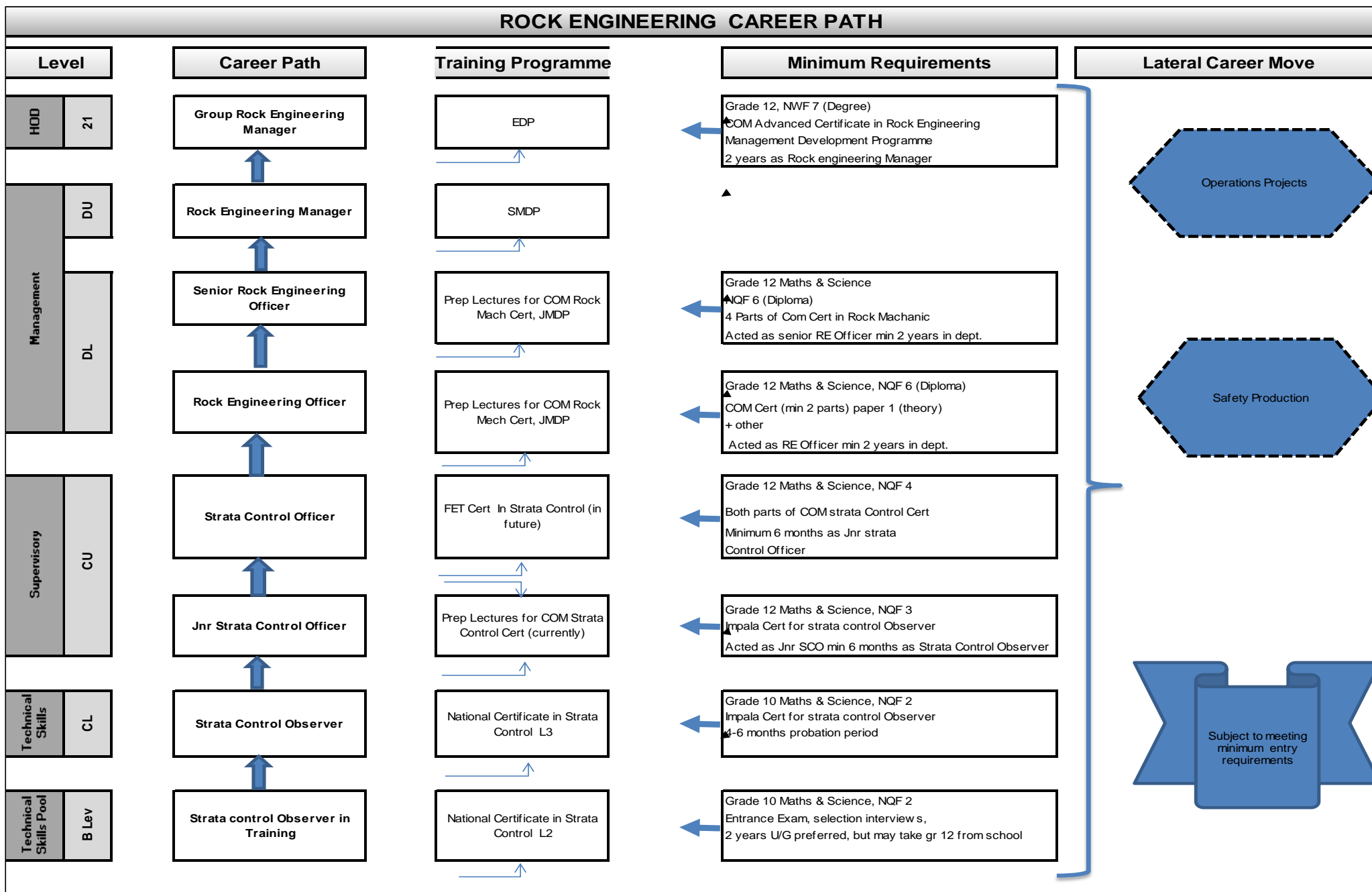


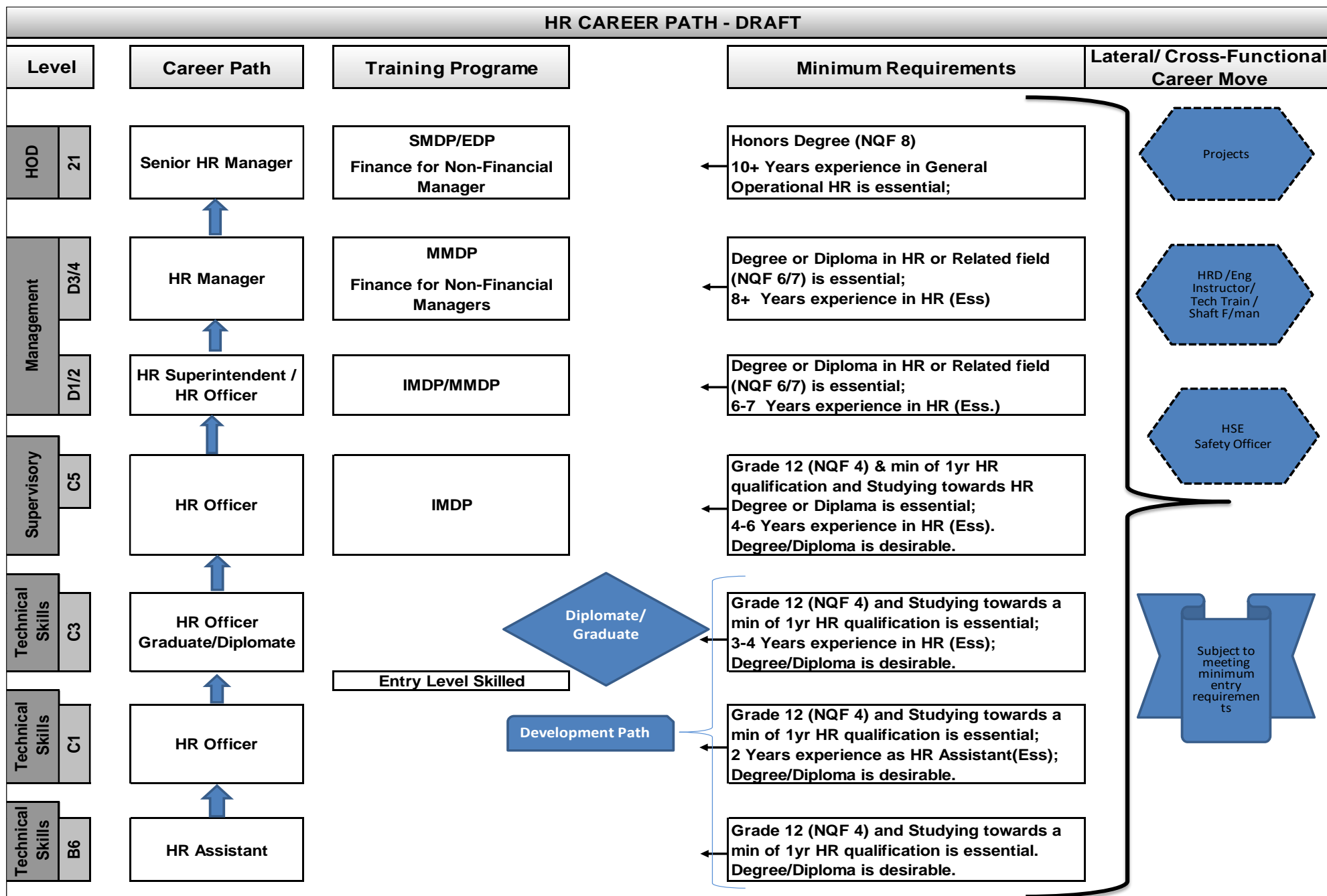


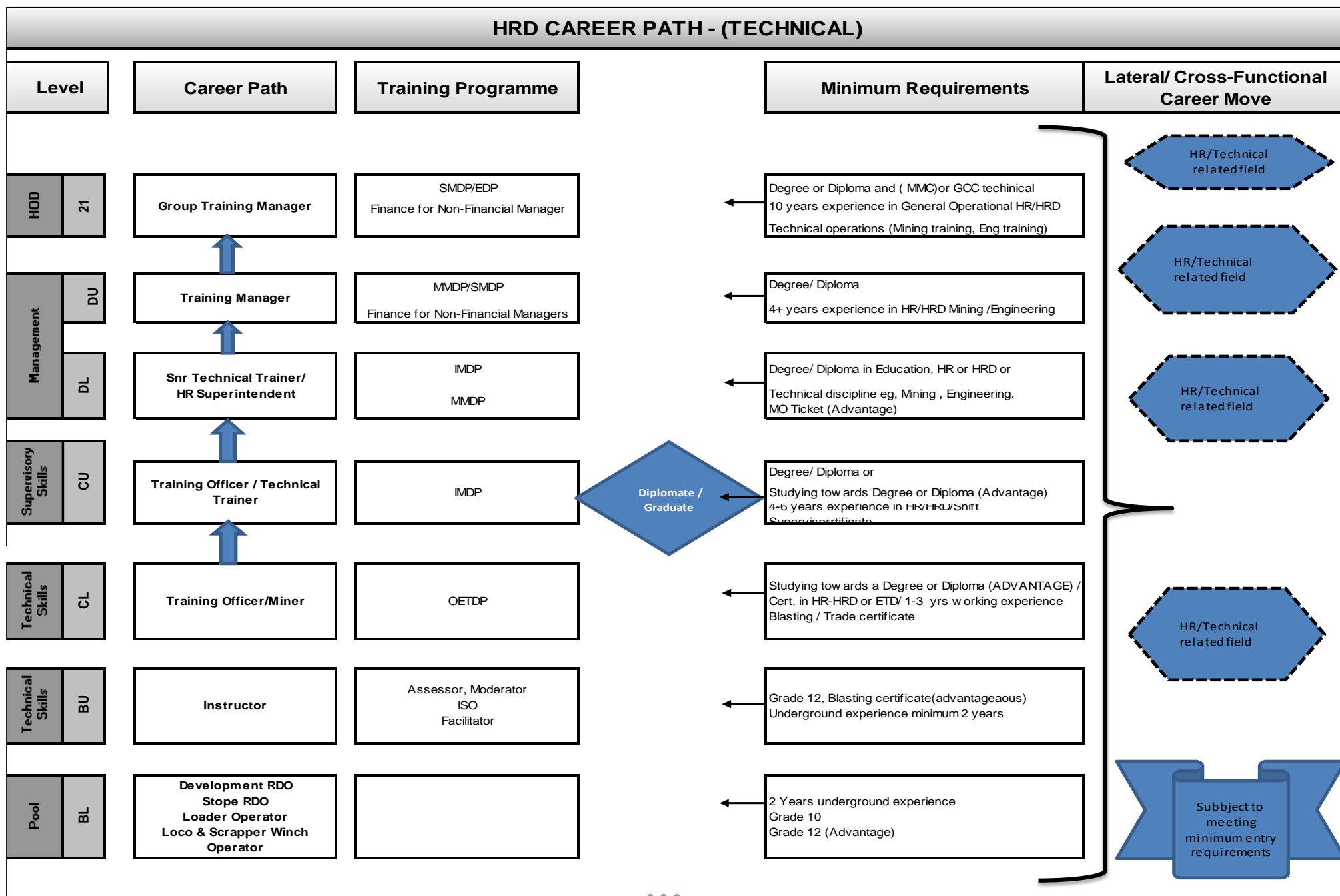


PROCESSING LABORATORY CAREER PATH

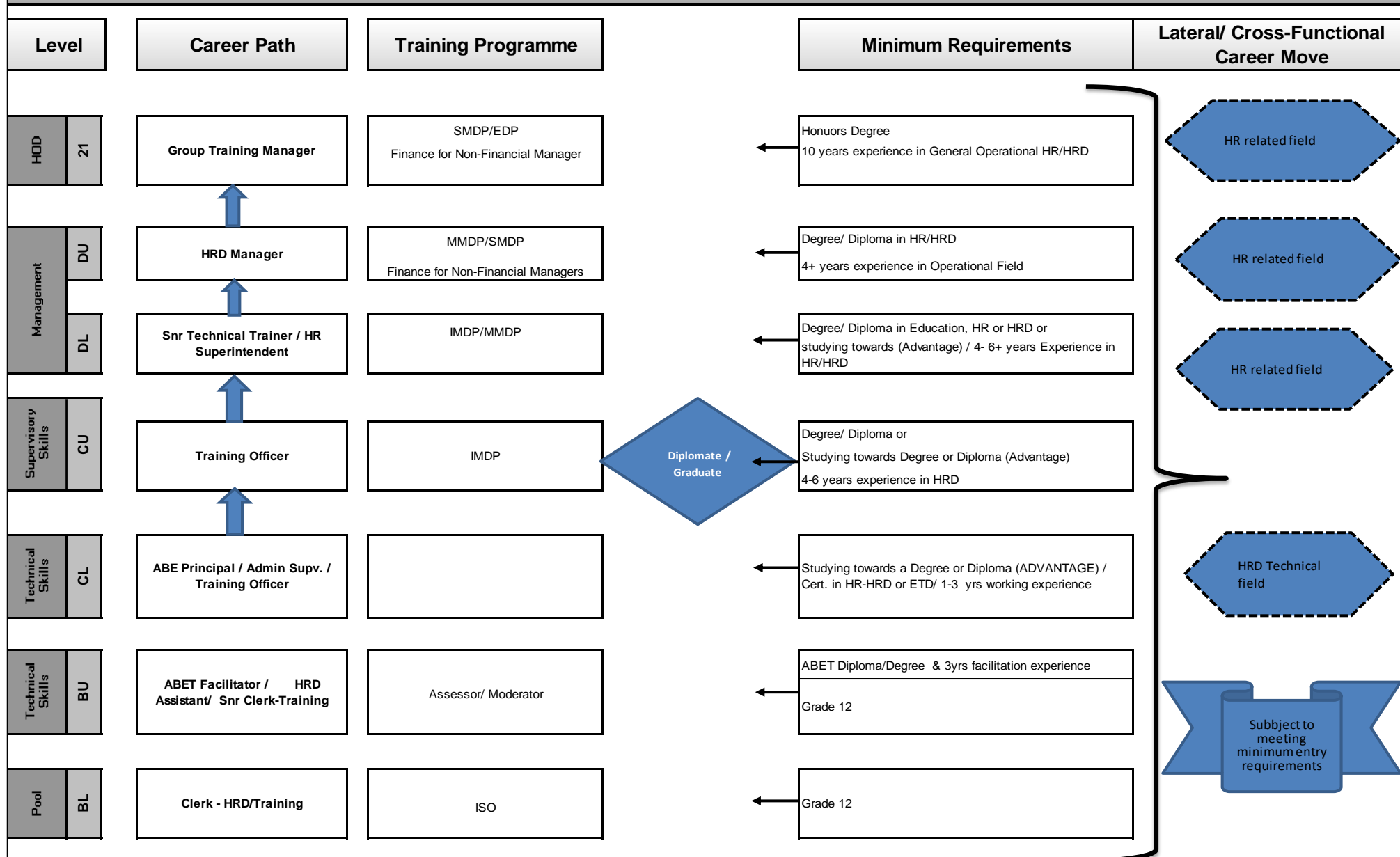


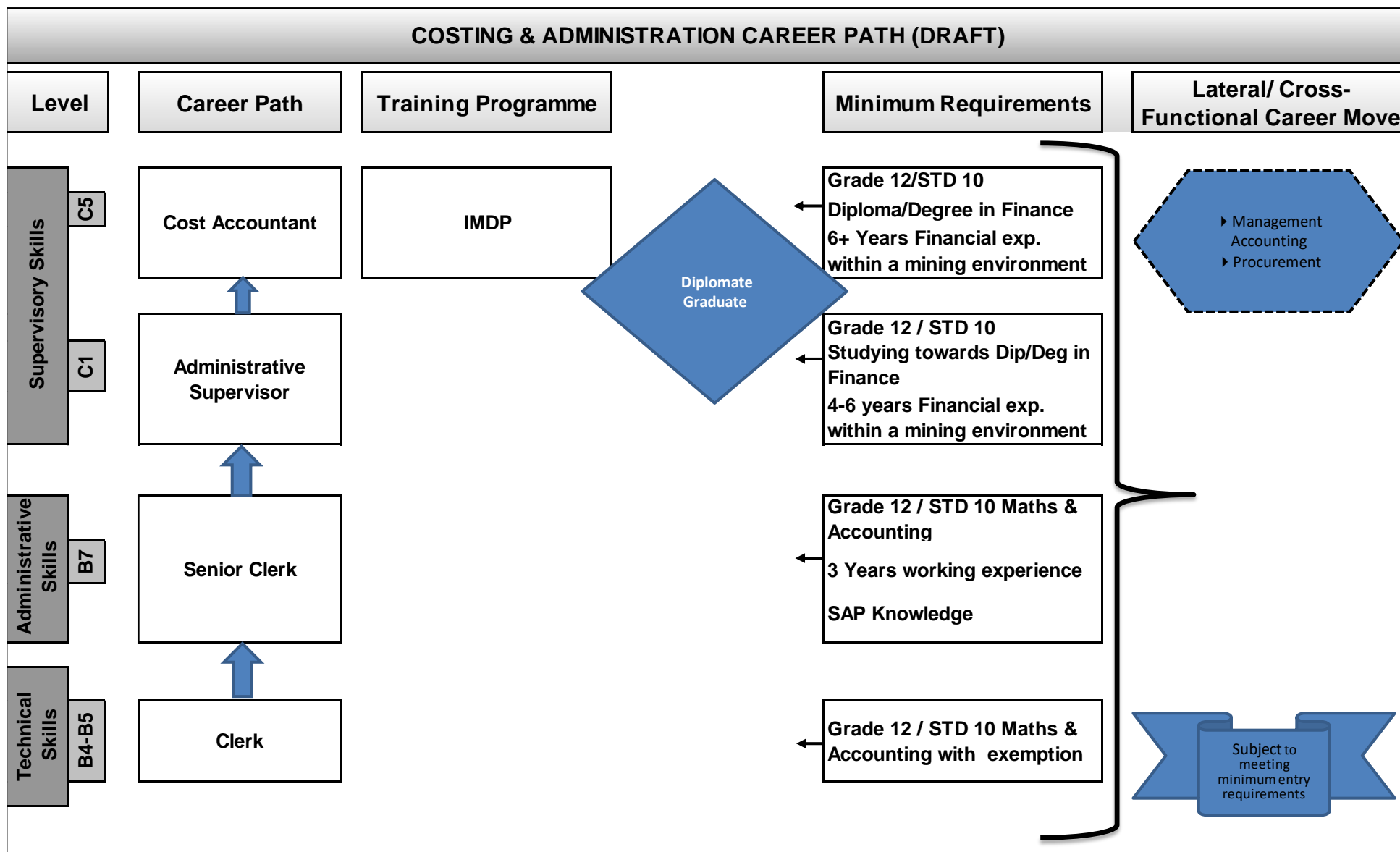




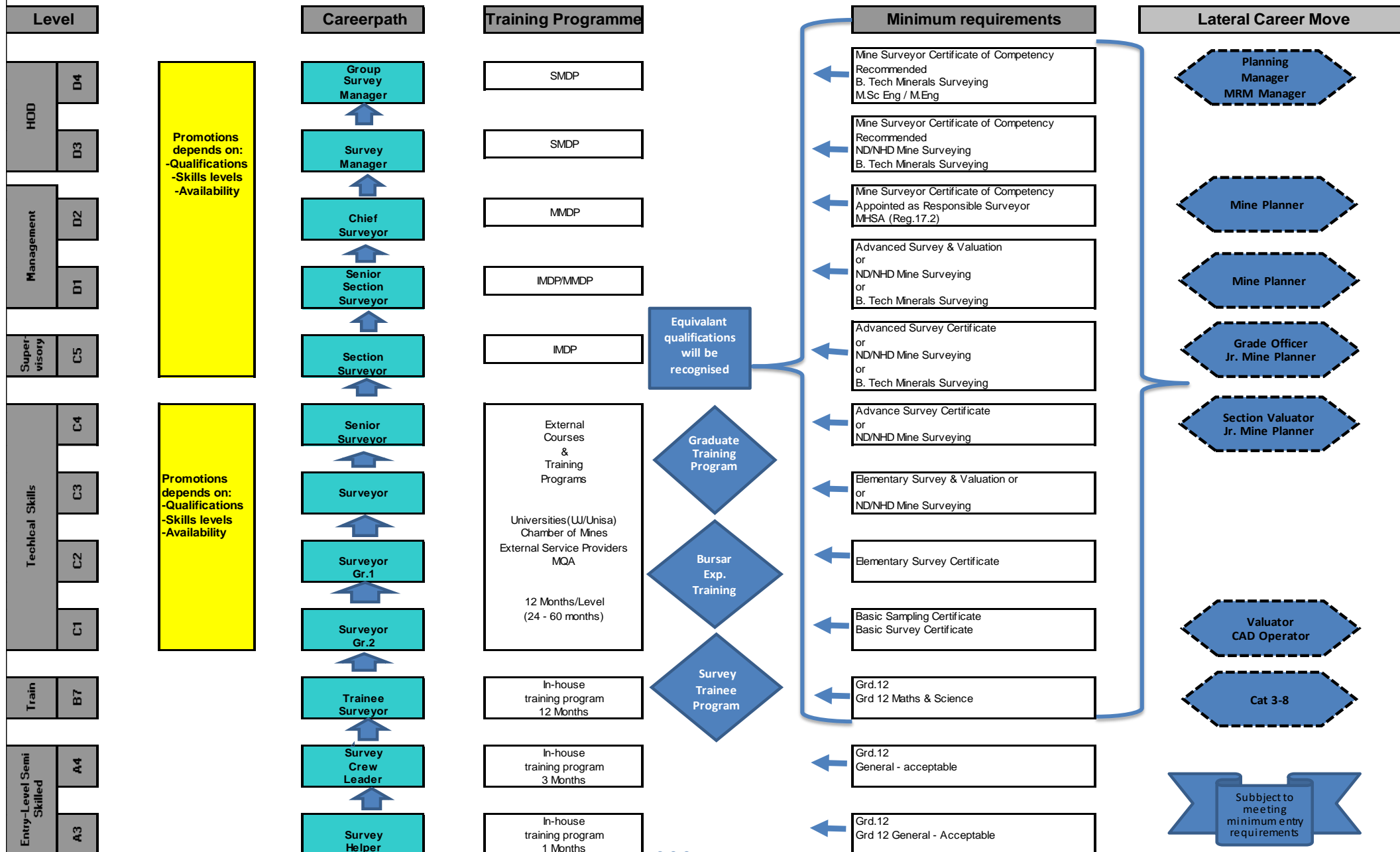


HRD CAREER PATH - (SOFT SKILL/ADMIN)

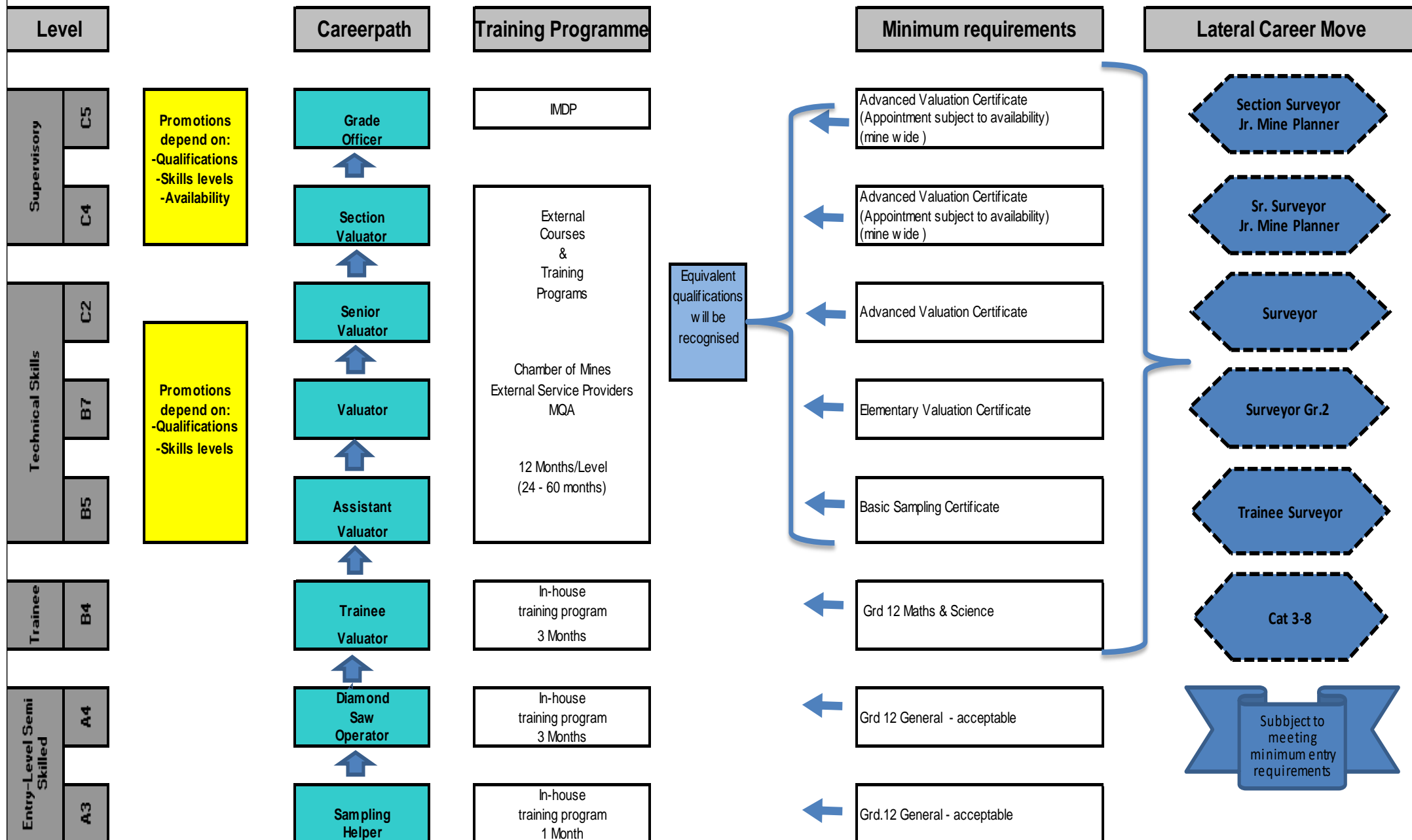


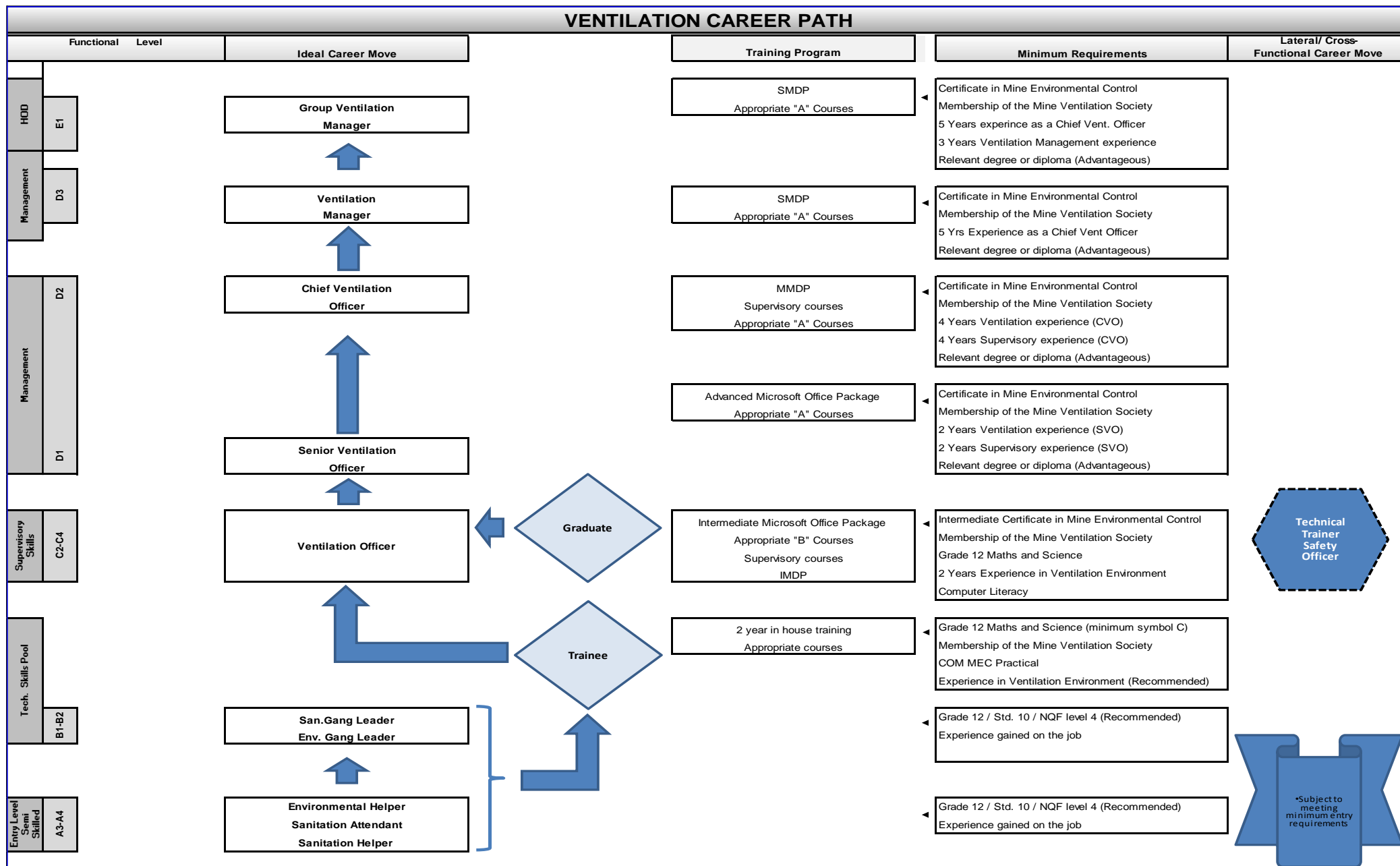


SURVEY CAREER PATH

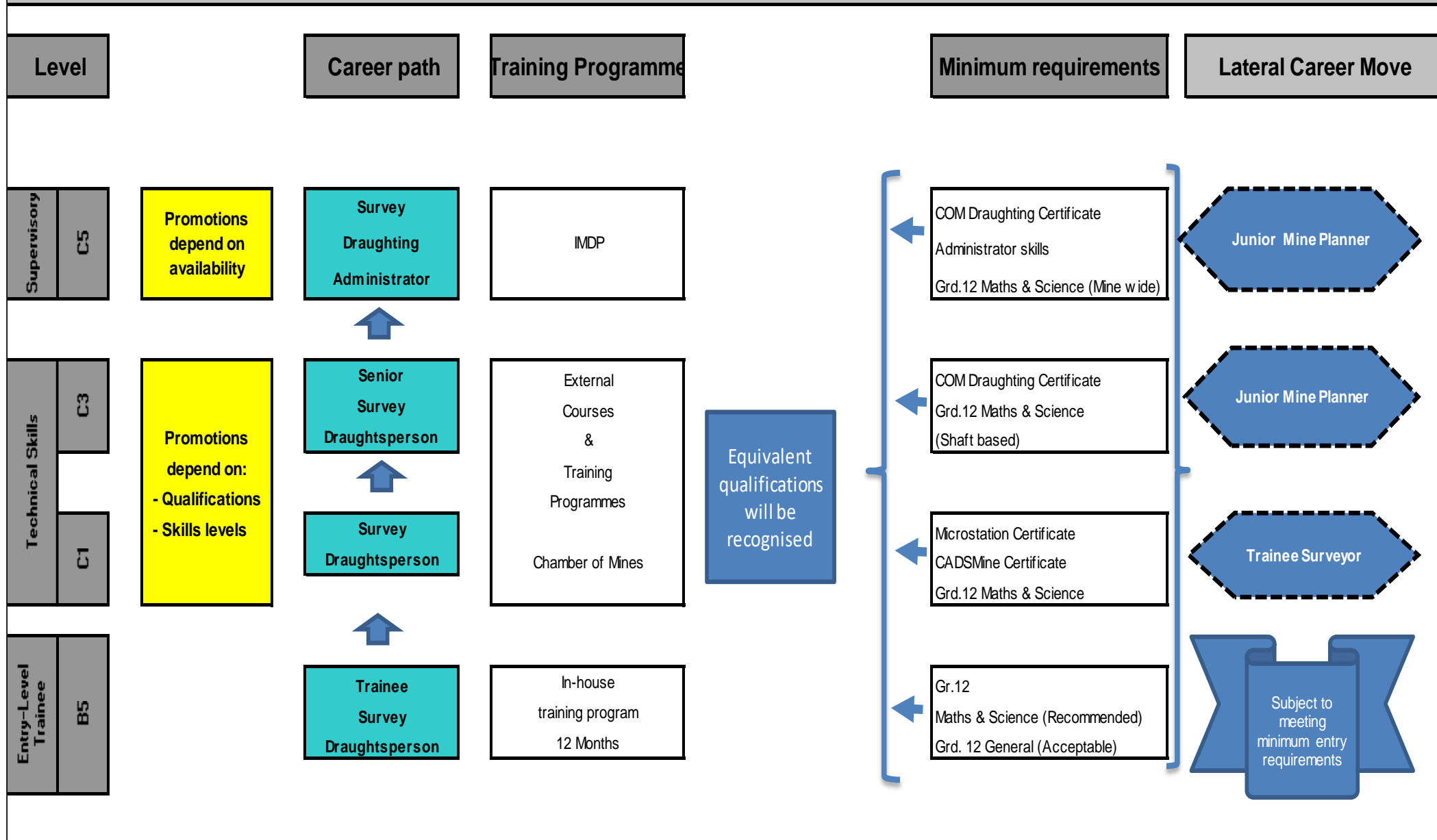


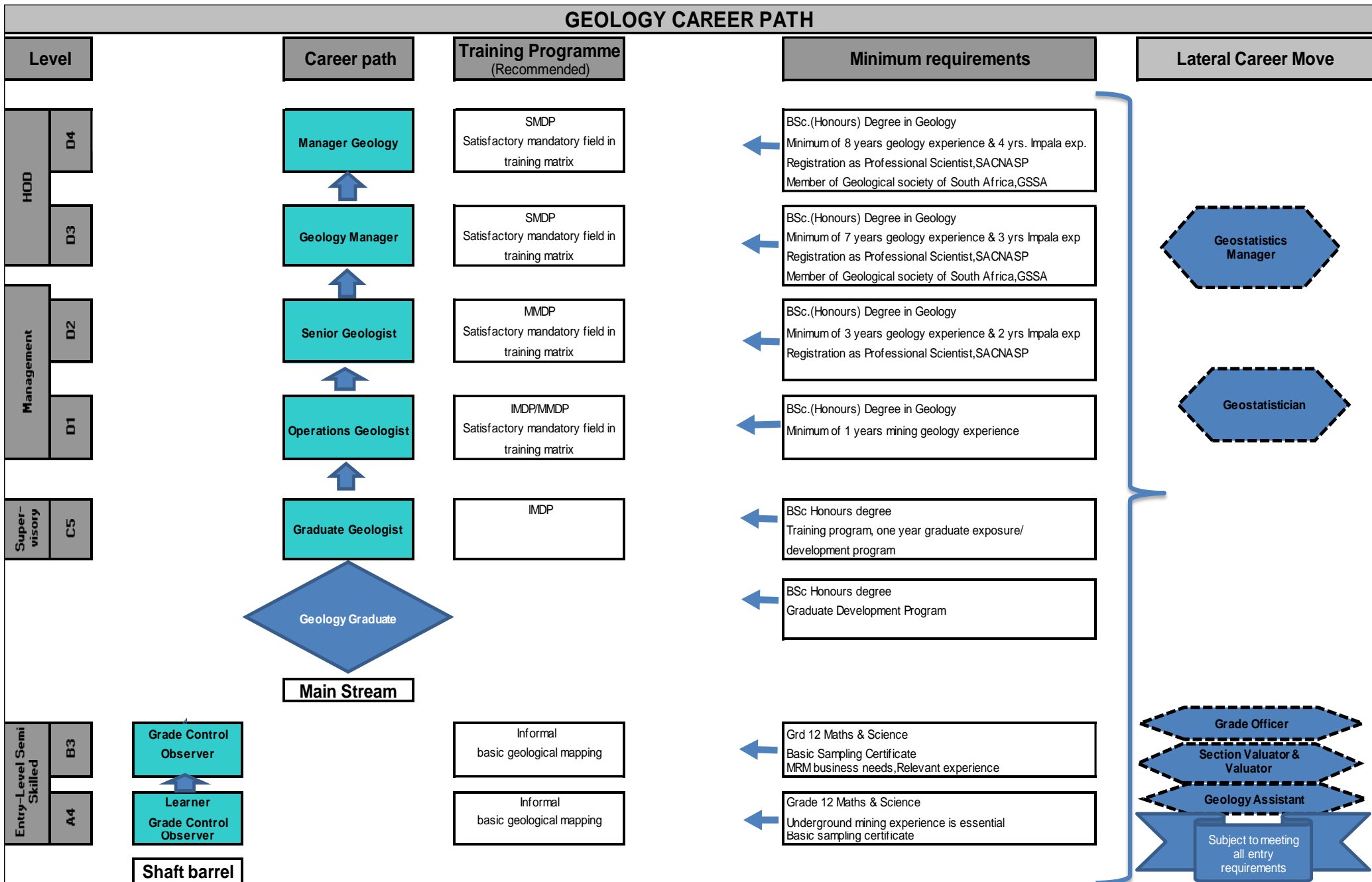
SAMPLING CAREER PATH

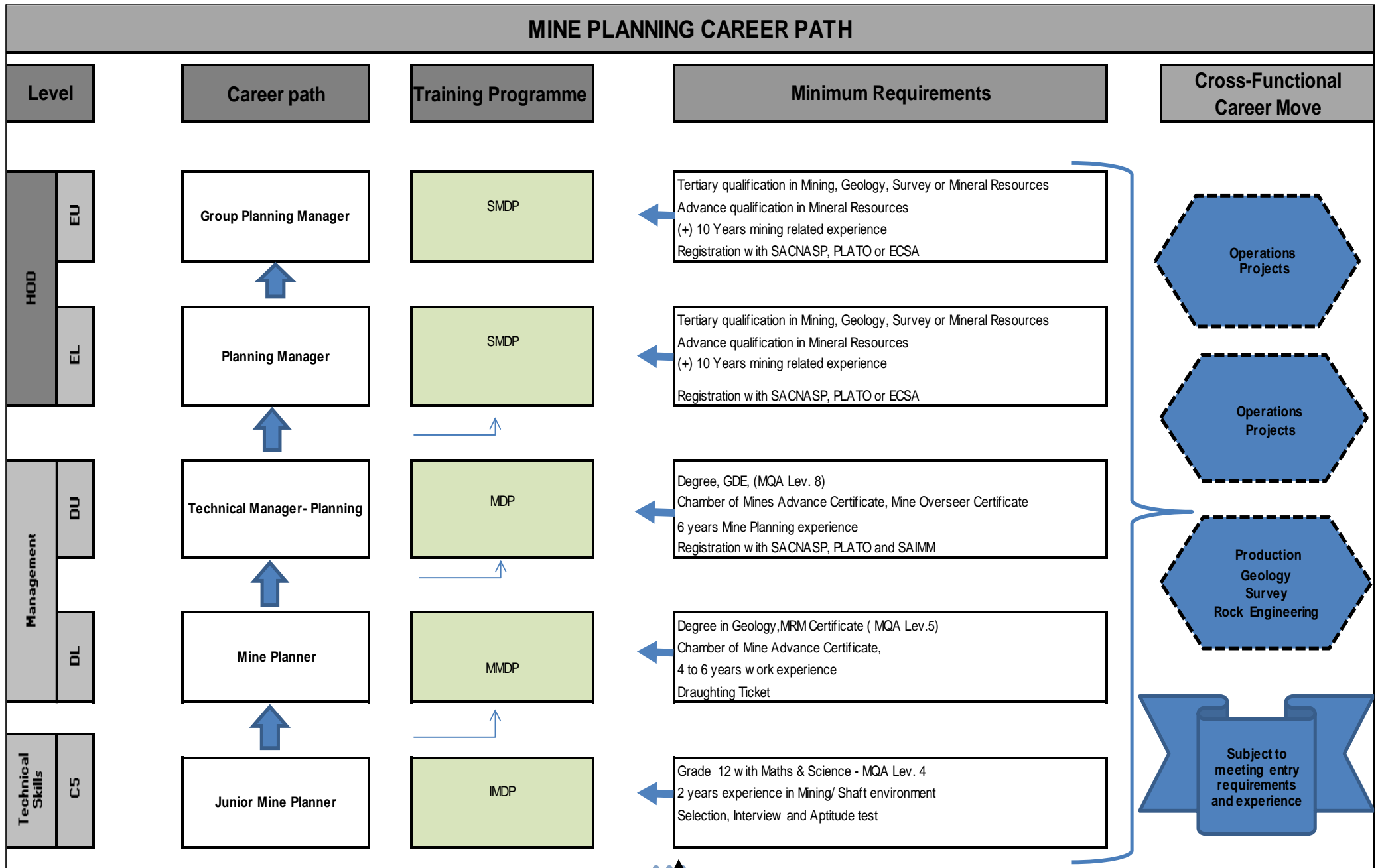


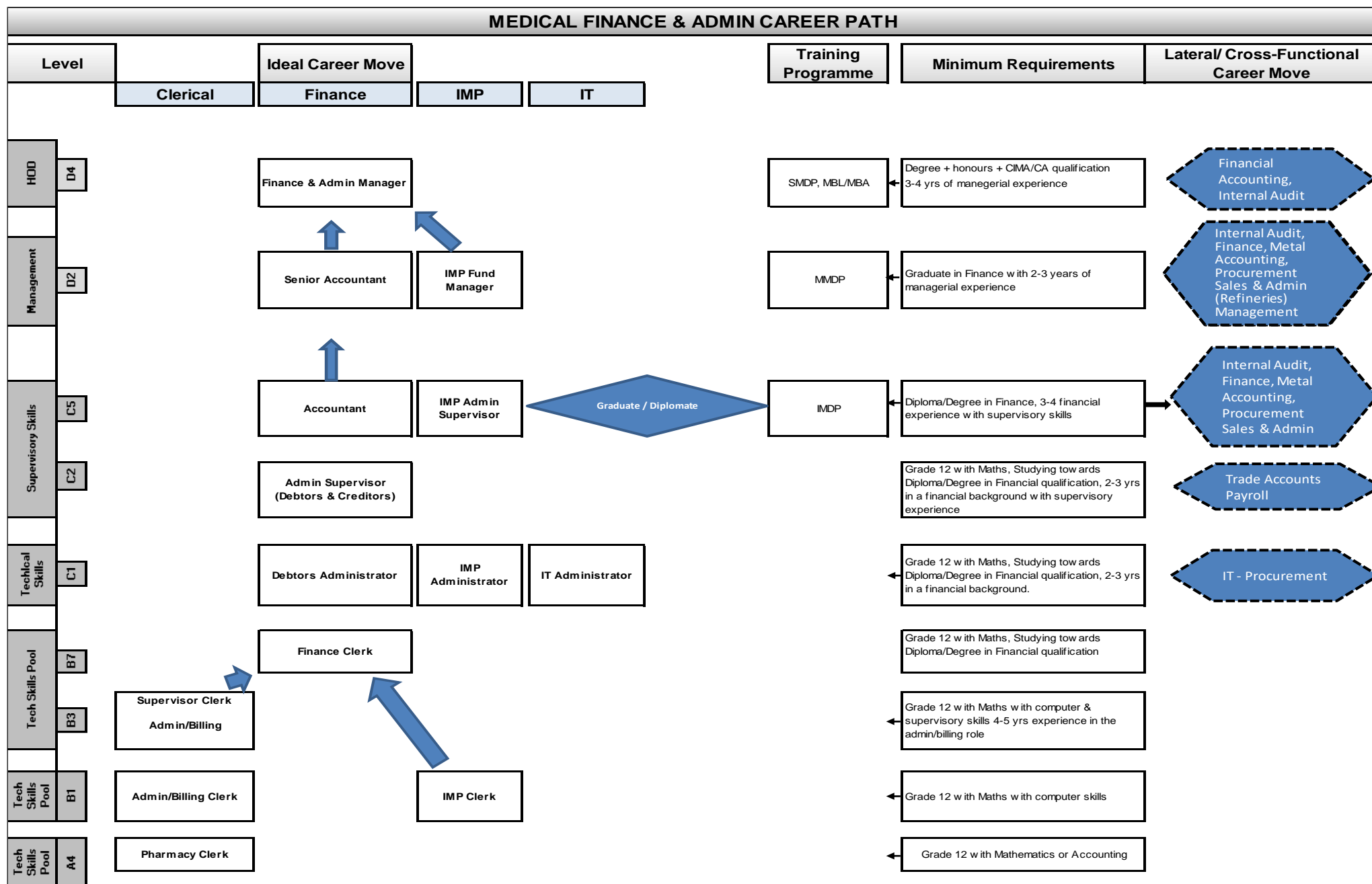


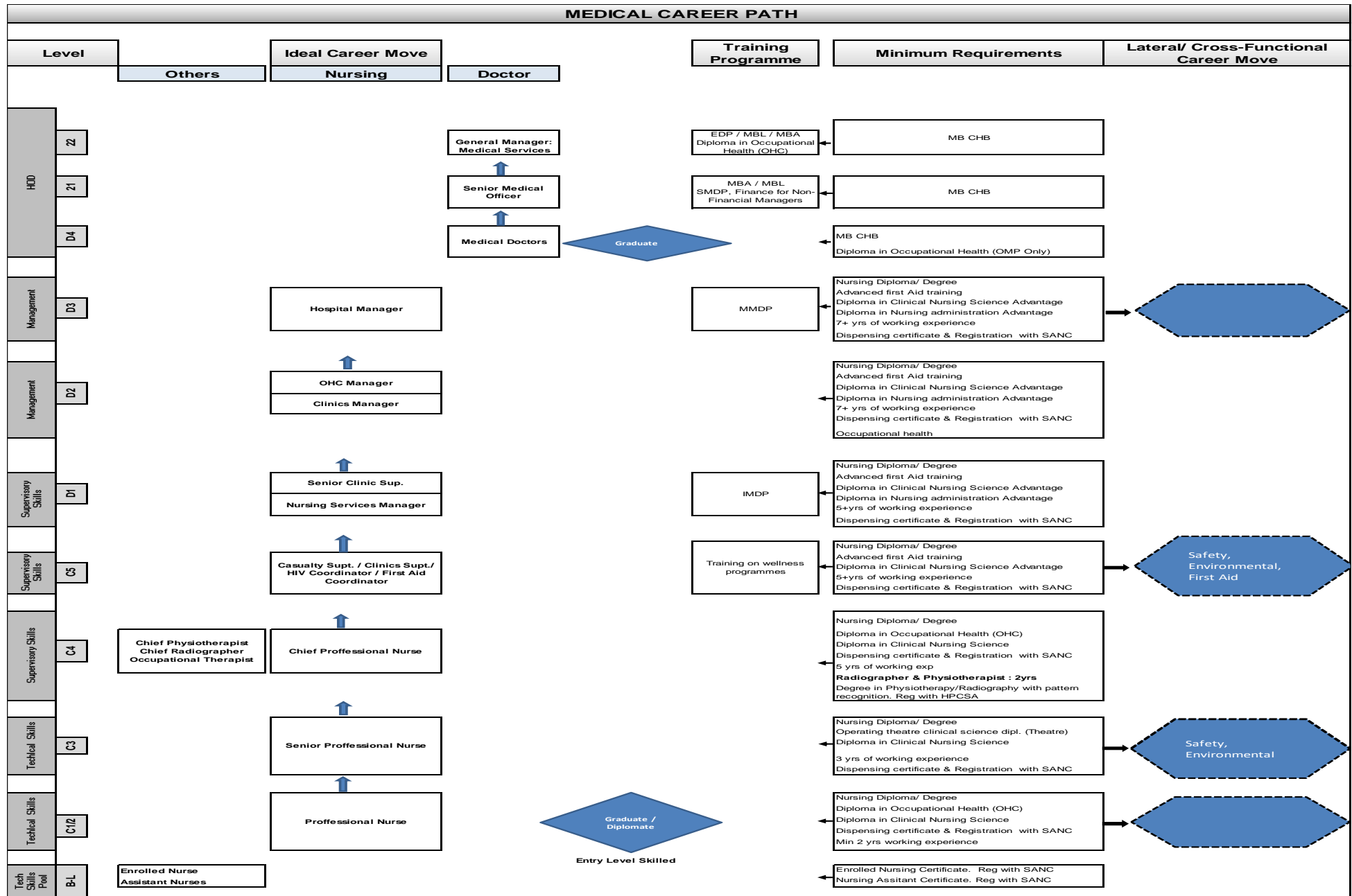
DRAUGHTING CAREER PATH











APPENDIX F

FORM T – PROCUREMENT AT IMPALA PLATINUM LIMITED

[illegible]

APPENDIX G

CLASSIFICATION OF PORTABLE SKILLS

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

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 (Paterson A & B)</i>
Basic Business Skills	<i>Unskilled and defined decision making Semi skilled and discretionary decision making (Paterson A & 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