

# Rustenburg Platinum Mines - Amandelbult Section







**ASPECTS OF THE SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC  
EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY**

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
<b>Human Resource Development</b>					
<ul style="list-style-type: none"> <li>Has the company offered every employee the opportunity to be functionally literate and numerate by the year 2005 and are employees being trained?</li> </ul>	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> <li>Has the company implemented career paths for HDSA employees including skills development plans?</li> </ul>	Yes ✓		No	46 (b) (ii)	5
<ul style="list-style-type: none"> <li>Has the company developed systems through which empowerment groups can be mentored?</li> </ul>	Yes ✓		No	46 (b) (iii)	6
<b>Employment Equity</b>					
<ul style="list-style-type: none"> <li>Has the company published its employment equity plan and reported on its annual progress in meeting that plan?</li> </ul>	Yes ✓		No	46 (b) (v)	8
<ul style="list-style-type: none"> <li>Has the company established a plan to achieve a target for HDSA participation in management of 40% within five years and is implementing the plan?</li> </ul>	Yes ✓		No	46 (b) (v)	10
<ul style="list-style-type: none"> <li>Has the company identified a talent pool and is it fast-tracking it?</li> </ul>	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> <li>Has the company established a plan to achieve the target for women's participation at the mine of 10% within the five years and is implementing the plan?</li> </ul>	Yes ✓		No	46 (b) (v)	9
<b>Migrant Labour</b>					
<ul style="list-style-type: none"> <li>Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour?</li> </ul>	Yes ✓		No	46 (a)	1
<b>Mine Community and Rural Development</b>					
<ul style="list-style-type: none"> <li>Has the company co-operated in the formulation of integrated development plans and is the company co-operating with government in the implementation of these plans for communities where mining takes place and for communities in major labour-sending areas?</li> </ul>	Yes ✓		No	46 (c) (iii)	13
<ul style="list-style-type: none"> <li>Has there been an effort on the side of the company to engage the local mine community and major labour-sending area communities? Companies will be required to cite a pattern of consultation, indicate money expenditures and show a plan.</li> </ul>	Yes ✓		No	46 (c) (iii)	13

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
<b>Housing and Living Conditions</b>					
<ul style="list-style-type: none"> <li>For company-provided housing, has the mine (in consultation with stakeholders) established measures for improving the standard of housing – including the upgrading of hostels, conversion of hostels to family units, and promotion of home ownership options for mine employees? Companies will be required to show what they have done to improve housing, a plan to progress the issue over time, and how the plan is being implemented.</li> </ul>	Yes  ✓		No	46 (c) (iv)	14
<ul style="list-style-type: none"> <li>For company-provided nutrition, has the mine established measures for improving the nutrition of mine employees? Companies will be required to show what they have done to improve nutrition, a plan to progress the issue over time, and how they are implementing the plan.</li> </ul>	Yes  ✓		No	46 (c) (v)	15
<b>Procurement</b>					
<ul style="list-style-type: none"> <li>Has the mining company given HDSAs preferred supplier status?</li> </ul>	Yes ✓		No	46 (c) (vi)	16
<ul style="list-style-type: none"> <li>Has the mining company identified the current level of procurement from HDSA companies in terms of capital goods, consumables and services?</li> </ul>	Yes ✓		No	46 (c) (vi)	16
<ul style="list-style-type: none"> <li>Has the mining company indicated a commitment to a progression of procurement from HDSA companies over a 3-5-year timeframe in terms of capital goods, consumables and services? To what extent has the commitment been implemented?</li> </ul>	Yes  ✓		No	46 (c) (vi)	16
<b>Reporting</b>					
<ul style="list-style-type: none"> <li>Has the company reported (on an annual basis) its progress towards achieving its commitments in its annual report?</li> </ul>	Yes		No	Not applicable until the year after conversion.	

### **Organising Structure of this Document**

The organisation of this document follows directly from Regulation 46 (a - f) 'Contents of the Social and Labour Plan' of the regulations of the Mineral and Petroleum Resources Development Act.

## Table of Contents

(Note: Table of contents is organised as per the Regulations and therefore does not include section partitions and subsequent Regulation overviews in the document.)

<b>List of Tables.....</b>	<b>ix</b>
<b>List of Figures .....</b>	<b>x</b>
<b>Abbreviations and Acronyms .....</b>	<b>xi</b>
<b>Glossary .....</b>	<b>xiii</b>
<b>1. Regulation 46 (a):Preamble and background information of the mine .....</b>	<b>2</b>
1.1 Location of the mine.....	3
1.2 Ownership.....	3
1.3 The demographics of Amandelbult Section workforce .....	3
<b>2. Regulation 46 (b) (i):Skills Development Plan .....</b>	<b>9</b>
2.1 Preamble .....	9
2.2 Human Resources Development at Amandelbult Section.....	9
2.3 Adult Basic Education Training.....	15
2.4 Learnerships.....	18
2.5 Technical training and development for lower level employees.....	19
2.6 Services training and development .....	21
2.7 Management and leadership development.....	22
2.8 Portable skills training.....	23
2.9 Training facilities.....	23
<b>3. Regulation 46 (b) (i) (bb):The number of vacancies that Amandelbult Section has been unable to fill.....</b>	<b>24</b>
<b>4. Regulation 46 (b) (ii): Career Progression Planning .....</b>	<b>25</b>
4.1 Career Progression Plan for Amandelbult Section .....	25
<b>5. Regulation 46 (b) (iii): The Mentorship Plan and its implementation in line with the Skills Development Plan and the needs of empowerment groups .....</b>	<b>29</b>
<b>5.1 Employee mentorship programmes.....</b>	<b>29</b>
<b>6. Regulation 46 (b) (iv): The Internship and Bursary Plan.....</b>	<b>31</b>
6.1 External bursary scheme .....	31
6.2 EDUCATIONAL ASSISTANCE SCHEME .....	32
6.3 Internship programme .....	33
6.4 Graduate Development Scheme .....	34
<b>7. Regulation 46 (b) (v) employment equity .....</b>	<b>36</b>
7.1 EMPLOYMENT EQUITY STATUS: FORM S: PERMANENT EMPLOYEES .....	36
7.2 WOMEN IN MINING .....	38
7.3 HDSA participation in management .....	43
7.4 Understanding the effect that the spread of HIV/AIDS among existing staff could have on meeting targets .....	49
<b>8. REGULATION 46 (C) (I) AND (II) (A):THE SOCIAL AND ECONOMIC BACKGROUND TO, AND KEY ECONOMIC ACTIVITIES IN, THE AREA IN WHICH AMANDELBULT SECTION OPERATES.....</b>	<b>52</b>
8.1 Socio-economic profile of Limpopo Province.....	52

8.2 Thabazimbi Local Municipality .....	52
8.3 Profiles of towns and villages within the Thabazimbi Local Municipality from which the mine sources labour.....	53
8.4 Socio-economic profile of North West Province.....	54
<b>9. REGULATION 46 (C) (II) (B):THE SOCIO-ECONOMIC IMPACT OF AMANDELBULT SECTION ON MINE AND RURAL LABOUR-SENDING COMMUNITIES .....</b>	<b>57</b>
9.1 Mine community benefit from Amandelbult Section wage flows .....	57
9.2 Dependence of rural labour-sending areas on Amandelbult Section .....	59
9.3 Broader economic impact of Amandelbult Section's operations.....	60
<b>10. REGULATION 46 (C) (III) INFRASTRUCTURE AND POVERTY ERADICATION PROJECT .....</b>	<b>69</b>
10.1 Socio-economic development .....	69
10.2 Socio-economic development .....	70
<b>11. REGULATION 46 (C) (IV):THE MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS OF THE MINE EMPLOYEES .....</b>	<b>117</b>
11.1 Preamble .....	117
11.2 Statement of intent.....	117
11.3 Strategy and objectives.....	117
11.4 Implementation plan for employee housing .....	118
<b>12. REGULATION 46 (C) (V): THE MEASURES TO ADDRESS THE NUTRITION OF MINE EMPLOYEES .....</b>	<b>125</b>
12.1 Preamble .....	125
12.2 Statement of intent.....	125
12.3 Strategy and objectives.....	125
12.4 Implementation plan.....	126
<b>13. REGULATION 46 (C) (VI):THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES .....</b>	<b>129</b>
13.1 Introduction.....	129
13.2 The supply of goods and services to Amandelbult Section.....	129
13.3 Local Procurement.....	132
13.4 HDSA Mentoring .....	132
13.5 Objectives and action plans .....	133
13.6 Preferential procurement policy .....	134
<b>14. REGULATION 46 (D) (I):THE ESTABLISHMENT OF THE FUTURE FORUM.....</b>	<b>142</b>
14.1 Preamble .....	142
14.2 Strategies and objectives .....	142
14.3 General comments .....	143
<b>15. REGULATION 46 (D) (II): MECHANISMS TO SAVE JOBS AND AVOID LOSSES AND A DECLINE IN EMPLOYMENT .....</b>	<b>145</b>
15.1 Preamble .....	145
15.2 Strategy and objectives.....	145
15.3 Processes for creating job security .....	145
<b>16. REGULATION 46 (D) (III):MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED .....</b>	<b>148</b>
16.1 Preamble .....	148



16.2	Strategy and objectives.....	148
16.3	Measures when job loss is unavoidable .....	148
16.4	Alternative solutions for creating job security.....	149
<b>17.</b>	<b>REGULATION 46 (D) (IV):MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN .....</b>	<b>151</b>
17.1	Preamble .....	151
17.2	Strategy and objectives.....	151
<b>18.</b>	<b>REGULATION 46 (E) (II):TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE HUMAN RESOURCES DEVELOPMENT PROGRAMME .....</b>	<b>157</b>
<b>19.</b>	<b>REGULATION 46 (E) (III):TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT PROGRAMMES.....</b>	<b>158</b>
<b>20.</b>	<b>REGULATION 46 (E) (I):TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE PROCESSES TO MANAGE DOWNSCALING AND RETRENCHMENT .....</b>	<b>159</b>
<b>20.</b>	<b>REGULATION 46 (F): AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES.....</b>	<b>161</b>
<b>21.</b>	<b>APPENDIX 1.....</b>	<b>162</b>
	Amandelbult HDSAs in Management.....	162
<b>22.</b>	<b>APPENDIX 2.....</b>	<b>165</b>
	Leadership's commitment to Employment Equity .....	165
<b>23.</b>	<b>APPENDIX 3.....</b>	<b>166</b>
	Career Path Matrices.....	166

## LIST OF TABLES

Table 1 Labour Sending Areas.....	5
Table 2 Demography of the Mine Community.....	7
Table 3 Number and Education Level of all Amandelbult Section Employees, as per Form Q in Annexure II of the MPRDA Regulations.....	13
Table 4 Number and Education Level of all Amandelbult Section Contractor Employees, as per Form Q in Annexure II of the MPRDA Regulations.....	14
Table 5: Literacy and Numeracy Status as per 2009 baseline.....	15
Table 6 ABET Targets (Full-time) .....	16
Table 7 ABET Targets (Own-time) .....	16
Table 8 Abet Targets (Contractor and Community).....	16
Table 9 ABET Budget.....	17
Table 10 Learnership Targets .....	18
Table 11 Competent A and B Training.....	19
Table 12 RDO Cadetship Academy.....	20
Table 13 Engineering Training Targets for lower level employees.....	20
Table 14 Service Department Talent Pool.....	21
Table 15 Management and Leadership Development Targets.....	22
Table 16 Portable Skills Training Targets .....	23
Table 17 Vacancies that Amandelbult Section has been Unable to Fill, as per Form R in Annexure II of the MPRDA Regulations.....	24
Table 18 Career Progression Plan – Mining.....	25
Table 19 Career Progression Plan – Engineering.....	27
Table 20 Mentorship Targets .....	29
Table 21 External Bursary Targets .....	31
Table 22 Educational Assistance Scheme .....	33
Table 23 Internship Targets .....	34
Table 24 Graduate Development Scheme Targets .....	35
Table 25 Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations – 2009 baseline.....	36
Table 26 Employment Equity Statistics for Contractors, as per Form S in Annexure II of the MPRDA Regulations – 2009 baseline.....	37
Table 27 Amandelbult Section Targets for Female enrolled at the Mine.....	38
Table 28 Amandelbult Section Targets for Female enrolled in Core Disciplines (mining, engineering and metallurgy).....	39
Table 29 Training and Development of Black Women.....	40
Table 30 Recruitment Plan.....	41
Table 31 Targets for HDSA Participation in Management.....	43
Table 32 Targets for HDSA Participation in Management: Percentage Breakdown by Race and Gender ....	44
Table 33 Training and Development of HDSAs .....	48
Table 34 Local Economic Benefit from Mine Wage Flows .....	57

Table 35 Synthesis of the Household Expenditure Survey .....	58
Table 36 Amandelbult Section's Contribution to Government Expenditure.....	65
Table 37 Aggregated Economic Impact of Amandelbult Section on Different Levels of the Economy.....	67
Table 38 Economic Impact of Amandelbult Section by Province and Type of Input.....	68
Table 39 LED Budget Summary.....	71
Table 40: New Beds Per SAV/Hostel .....	119
Table 41 Procurement Progression Plan.....	131
Table 42 Breakdown of Mine Procurement, as per Form T in Annexure II of the MPRDA Regulations ...	139
Table 43 Financial Provision for the Implementation of the Human Resources Development Programme	157
Table 44 Financial provision for the Local Economic Development Programmes.....	158
Table 45 List of HDSAs in Management at Amandelbult Section as at 30 October 2009 .....	162

## LIST OF FIGURES

Figure 1 Locality Map.....	3
Figure 2 Provincial Sources of Amandelbult Section Labour.....	4
Figure 3 Labour-sending Areas within the Mine Community .....	6
Figure 4 Human Resources Development Framework (Change Framework).....	12
Figure 5 Provincial and Municipal Spread of Purchases by Amandelbult Section .....	61
Figure 6 Amandelbult Section Purchases within North West Province (11, 0%) .....	62
Figure 7 Amandelbult Section Purchases within Limpopo Province (3, 3%) .....	62
Figure 8 Nature of Purchases from Thabazimbi Local Municipality .....	63
Figure 9 Nature of Purchases from Rustenburg Local Municipality .....	64
Figure 10 Schematic Diagram of the Structure of the Anglo Platinum CED Interventions .....	69
Figure 11 Proposed Future Forum Structure .....	144

## ABBREVIATIONS AND ACRONYMS

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
ASSU	Anglo Shared Services Unit (Pty) Ltd
BBSEE	Broad-based Socio-economic Empowerment
BDO	Business Development Officer
BEE	Black Economic Empowerment
BRPM	Bafokeng Rasimone Platinum Mine
CBD	Community Engagement and Development
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DME	Department of Minerals and Energy
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DSD	Department of Social Development
EMPR	Environmental Management Programme Report
GGP	Gross Geographic Product
HACCP	Hazard Analysis and Critical Control Point
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRSS	Home Rent Subsidy Scheme
IDC	Individual Development Charter
IDP	Integrated Development Plan
IPA	Individual Performance Agreement
JWG	Joint Working Group
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
MDGs	Millennium Development Goals
MMSD	Mining, Minerals and Sustainable Development
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGMs	Platinum Group Metals
SADC	Southern African Development Community
SED	Socio-economic Development
SEDA	Small Entrepreneurial Development Agency
SIMRAC	Safety in Mines Research Advisory Committee
SMME	Small, Micro and Medium Enterprise
SPTSF	Social Plan Technical Support Facility
STI	Sexually Transmitted Infection

TB	Tuberculosis
TLM	Thabazimbi Local Municipality
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value-added Tax
WSP	Workplace Skills Plan
WSSD	World Summit on Sustainable Development

## GLOSSARY

Black women	Refer to African, Indian and Coloured women
Broad-based Socio-economic Empowerment (BBSEE)	<p>Refers to a social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <ol style="list-style-type: none"> <li>Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and</li> <li>Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ol style="list-style-type: none"> <li>Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations;</li> <li>Participation in or control of management of such operations;</li> <li>Development of management, scientific, engineering or other skills of HDSAs;</li> <li>Involvement or participation in the procurement chains of operations; and</li> <li>Integrated Socio-economic Development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.</li> </ol> </li> </ol>
Community	a coherent, social group of persons with interests or rights in a particular area of land which the members have or exercise communally in terms of agreement, custom or law.
Employee	An employee is defined as any full – time person who directly works for the owner of a reconnaissance permission / permit, prospecting right, mining right, mining permit, technical co – operation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above – mentioned rights, including any person working for an independent contractor.
Historically Disadvantaged Person (HDP)	<ol style="list-style-type: none"> <li>Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect;</li> <li>Any association, a majority of whose members are persons contemplated in Paragraph (a); and</li> <li>Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members interest and are able to control a majority of the members votes.</li> </ol>
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan HDSA refers to Black, Coloured, Indian male and all females (incl. white females)
HDSA management participation %	The number of HDSAs in management divided by the total number of management positions.

Integrated Development Plan (IDP)	<ul style="list-style-type: none"> <li>a) A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act 117 of 1998); and</li> <li>b) For the purposes of this Social and Labour Plan, IDP is taken to mean the IDP for all those municipalities falling within the determined mine community from which more than 10% (the significance factor) of the mine's labour is sourced.</li> </ul>
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally from within the mine community.
Major labour-sending area (see also Labour-sending areas)	<ul style="list-style-type: none"> <li>a) In the context of the <b>mine community</b>, a major labour-sending area is a municipality from which more than <b>10%</b> of the mine's workforce is sourced; and</li> <li>b) In the context of <b>rural areas outside the mine community</b>, a major labour-sending area is a municipality from which more than <b>5%</b> of the mine's workforce is sourced. Special consideration is given to the municipalities hosting such communities because of: <ul style="list-style-type: none"> <li>a. The scattered nature of rural labour-sending areas and the need to focus the effort of the mine's rural development strategy and its programmes;</li> <li>b. The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the mine's efforts; and</li> <li>c. The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.</li> </ul> </li> </ul>
Management	All employees within the Paterson D, E, and F Bands.
Migrant labour	<p>Migrant labour refers to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants.</p> <p>Three types of migrant labour are referred to in this Social and Labour Plan:</p> <ul style="list-style-type: none"> <li>a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community;</li> <li>b) South African migrant workers are those who come from other South African provinces; and</li> <li>c) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.</li> </ul>

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within a 50km radius (or greater radius, if appropriate) of the mine.</p> <p>As far as the Social and Labour Plan is concerned, only the municipality (or municipalities) within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are:</p> <ul style="list-style-type: none"> <li>a) Existing and expected patterns of human settlements and villages within this community;</li> <li>b) Patterns of labour sourcing for the mine;</li> <li>c) Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work;</li> <li>d) Spending patterns of the mine's employees;</li> <li>e) The use of social amenities, recreational facilities and infrastructure;</li> <li>f) Commercial and industrial linkages;</li> <li>g) Provincial and municipal boundaries;</li> <li>h) Existing and proposed functional boundaries, including magisterial districts;</li> <li>i) Existing and expected land use, transport modes and routes;</li> <li>j) The need for co-ordinated social development programmes and services including the need for housing, nutrition and healthcare; and</li> <li>k) The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.</li> </ul>
Municipality	<p>A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.</p>



<p>Rural labour-sending area (also see major labour-sending areas)</p>	<p>A rural labour-sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape Province.</p> <p>The following rural labour-sending issues are required by the Mineral and Petroleum Resources Development Act (MPRDA) regulations to be addressed in this Social and Labour Plan:</p> <ul style="list-style-type: none"> <li>a) Patterns of labour sourcing for the mine;</li> <li>b) Areas of traditional rural communities;</li> <li>c) Existing and proposed functional boundaries, including magisterial districts;</li> <li>d) Wage remittances to such areas;</li> <li>e) Existing and expected land use, transport modes and routes;</li> <li>f) The need for co-ordinated social development programmes and services, including the needs for housing, nutrition and healthcare; and</li> <li>g) The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.</li> </ul>
<p>Total discretionary spend</p>	<p>Total discretionary spend means that portion of mine capital and working cost component, which comprises of expenditure over which the mine management has discretion. The working cost component is made up of the mine's total ongoing operating expenditure less that money paid to:</p> <ul style="list-style-type: none"> <li>a) Government: <ul style="list-style-type: none"> <li>i) Central government departments;</li> <li>ii) Parastatal companies;</li> <li>iii) Provincial government; and</li> <li>iv) Municipalities and other local authorities.</li> </ul> </li> <li>b) Imported proprietary technology;</li> <li>c) Key raw materials; and</li> <li>d) Inter-company transfers.</li> </ul>
<p>Total procurement spend</p>	<p>Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.</p>
<p>Transitional workers</p>	<p>Those workers who originate from rural labour-sending areas (such as the Eastern Cape Province), who have established local, urban (second) families but support other (first) families in the rural areas.</p>

## Executive Summary

Anglo Platinum's Social and Labour Plans have been compiled for each business unit as a commitment by the Company to assist in addressing the social and economic impacts that its operations have on the surrounding communities, as well as on rural communities from which migrant labour tends to be drawn. These plans recognize that minerals are non-renewable and focus on managing the impacts of eventual downscaling and closure as part of strategic business planning. These Social and Labour Plans further make provisions for the development of management, scientific, engineering and a variety of other skills of the historically disadvantaged members of the community through learnerships, ABET training, portable skills and bursaries.

At an environmental and social level, Anglo Platinum operations conform to three different Safety, Health, Environment, and Quality (SHEQ) standards: ISO9001, ISO14001, and OHSAS18001. It is also legally compliant with all applicable labour and environmental legislation. In addition, the Company meets the standards set in corporate governance recommendations proposed by Turnbull and the King 2 Report.

The principal interventions arising from Amandelbult Section's Social and Labour Plan are indicated below together with other Anglo Platinum strategic related initiatives highlighted in the grey blocks:

- a) HRD programmes that cover a continuum from ABET 1 (basic literacy and numeracy training) through to post-graduate education. These programmes are consistent with the requirements of the National Qualifications Framework (NQF) and the Mine Qualifications Authority (MQA).

- At Amandelbult Section 9699 employees were functionally illiterate in 2009. A total of 2282 of this number is contractor employees. The plan is to offer 3880 (40%) of these employees and 1 250 community members and contractors the opportunity.
- There will be 14 classrooms at four centres, each accommodating a seating capacity of 25 learners, 36 assessors, 10 full-time and 10 part-time facilitators and a budget commitment of R75 million over five years to achieve Amandelbult Section's objectives.
- R44, 5 million will be spent on 472 learnerships.
- A further 152 young graduates in Mechanical, Electrical and Chemical Engineering will be developed.

- b) A talent pool from which HDSA employees are identified and fast- tracked;
- c) A mentoring programme accessible to all employees who wish to take advantage of this facility;
- d) A bursary scheme that is open to the broader public as well as employees' children and relatives;

- At Amandelbult Section 335 external bursars will benefit from the Anglo Platinum Bursary Programme.
- 300 internal bursaries will be made available to all employees at the operation within the five year period.

- e) Employment and Gender Equity programmes, which have specific targets;

The Employment Equity policy is an integral part of the Company's commitment to building an effective and representative workforce, to ensuring equality for all employees and it forms an essential element of the company's Human Resources Strategy. The Company will enhance its Employment Equity vision through attracting high-calibre staff, encouraging development through the provision of high-quality education and retaining talent. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist in their progression.

- Amandelbult Section's Employment Equity status shows that, for the number of HDSAs in management, the operation achieved 43.2% by end October 2009. The target for 2014 will be aligned with our Employment Equity Numerical Targets.
- Amandelbult Section has set a target of 18.3% for women at the mine by 2014. By October 2009 the status was 8% of employees at the mine were women. Therefore the mine will rigorously implement the following strategies:
  - Plan to recruit 30% women of all new recruit based on a 10% annual attrition rate;
  - Recruit 30% women in all learnerships, graduate and bursary programmes;
  - Plan to enrol 30% female candidates in supervisory and management development programmes.

- f) Local economic development, through the Company's procurement processes and its CED programmes.

Anglo Platinum has shown good progress in its procurement spend with HDSA vendors over the last three years. The strategy now has focused to procurement spend with local HDSA vendors with 15% commitment towards local procurement by 2014. In line with Anglo Platinum policy, the mines have identified small business development opportunities and suppliers at the local level to shift the balance of its expenditures where feasible from large, urban businesses to smaller, developing businesses located near or in the mine communities. The objective will be to maximize both job creation and the economic benefit of the mining operation at the mine community level. Integral to this strategy is the need for the mines to be proactive and assist the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mines.

During 2009, Amandelbult Section procured R56,9 million from local HDSA vendors within a 50km radius of the Mine. A new target of 5% will be implemented with the local boundaries being amended to be Provincial based and based on 2009 actual, this has a monetary value of R150 million.

- g) Housing, through a range of schemes designed to encourage Company-subsidized or -supported home ownership and to reduce the dependence on mine-provided accommodation;

All four hostels at Amandelbult Section have already been de-densified and converted into Single Accommodation Villages.

- h) For Single Accommodation Villages, a proper nutrition is provided.
- i) The provision of healthcare, especially access to treatment for HIV/AIDS and emergency care;

Amandelbult Section will continue to step-up education to change behaviour, provide access to a comprehensive care, management and treatment support for both the affected and infected and do so in partnership with representative trade unions and local community structures.

- j) Participation in and contribution to the development and implementation of local municipalities' IDPs, in line with sustainable development principles;
- k) With respect to the remote communities affected by the mine, particularly those providing migrant labour, the contribution by each Anglo Platinum mine to a Company-wide policy for social and economic development projects in these rural areas;

Amandelbult Section's R116,9 million five-year LED programme, comprising of over 30 projects, will be directed towards the following infrastructure provision and poverty eradication categories:

- Poverty alleviation
- Basic infrastructure
- Education
- Health and social development
- Informal settlements
- Labour Sending areas

Amandelbult Section's flagship project will focus on the informal settlement of Schilpadnest. It will contribute significantly to the development of this informal settlement through the provision and construction of the following infrastructure at a cost of over R34 million over the next five years:

- Additional classrooms in Schilpadnest Primary School
- Sanitation facilities
- An overload station
- Water infrastructure
- A clinic

The achievement of all targets and performance requirements discussed in this and the other Social and Labour Plans are integral to the annual performance review of all business unit managers, as well as those managers and personnel directly responsible for these achievements in each operational or departmental area.

## **Regulation 46 (a)**

Preamble and background information on the mine

## 1. REGULATION 46 (A): PREAMBLE AND BACKGROUND INFORMATION OF THE MINE

Amandelbult Section recognizes its role and responsibility towards the sustainable development of its employees, mine and employee communities and all other stakeholders.

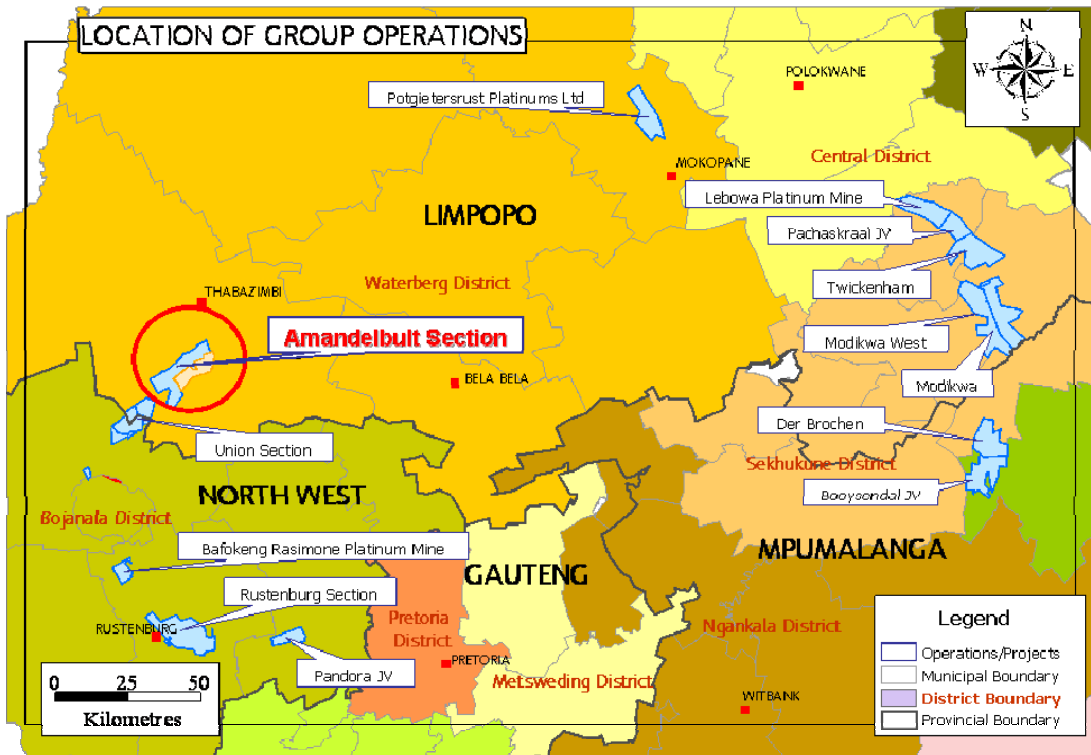
This section outlines the location of Amandelbult Section, as well as key data on its operations, its spending, its workforce and its socio-economic impact. The demographics of the workforce is explained, as well as the geographic distribution of the mine's labour sources (by municipality), giving a basis on which the various impacts of the operation are explored in later aspects of this Social and Labour Plan.

<b>Name of company</b>	<b>Rustenburg Platinum Mines Limited</b>
• Contact person	Rahab Mphahlele: Senior Transformation Manager
• Physical address	55 Marshall Street Johannesburg 2001
• Postal address	PO Box 62179 Marshalltown 2107
• Telephone:	(011) 373 6594
• Facsimile	(011) 373 5111
<b>Name of mine</b>	<b>Amandelbult Section</b>
• Contact person	General Manager: Peter van Dorssen General Manager: Velile Nhlapo
• Physical address	Thabazimbi Northam Road Amandelbult
• Postal address	PO Box 2 Chromite 0362
• Telephone: Reception	(014) 784 1111
• Facsimile	(014) 784 1230
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
Location	<b>Local Municipality:</b> Thabazimbi Local Municipality <b>District Municipality:</b> Waterberg District Municipality <b>Province:</b> Limpopo See also Section 1.4
<b>Breakdown of employees per labour sending area</b>	See section 0
Life of mine	100 years
Financial year-end	31 December

## 1.1 LOCATION OF THE MINE

Amandelbult Section is an established and fully developed mine situated on the North - Western limb of the Bushveld Complex. The mine is located in the Limpopo Province within the Thabazimbi Local Municipality, approximately 40km south of Thabazimbi, 15km north of Northam and 100km north of Rustenburg (See **Figures 1**). Major access to the mine is by tar roads, while the railway line from Ellisras traverses the mining authorisation area and connects at the Tussenin - Siding.

**Figure 1 Locality Map**



## 1.2 OWNERSHIP

Amandelbult Section is a business unit of Rustenburg Platinum Mines Limited, which in turn is a wholly-owned subsidiary of Anglo Platinum Corporation Limited.

## 1.3 THE DEMOGRAPHICS OF AMANDELBULT SECTION WORKFORCE

### Mine community

The mine community is defined as those towns, villages and settlements that fall within a 50km radius or greater, if appropriate of the mine. Amandelbult Section's 50km radius straddles two municipalities.

### Rural labour-sending areas

A rural labour-sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape Province.

### Mine labour

In the context of this Social and Labour Plan, mine labour is defined as those employees who are employed directly by Amandelbult Section and not by other suppliers of goods and services. Labour falls into one of three categories:

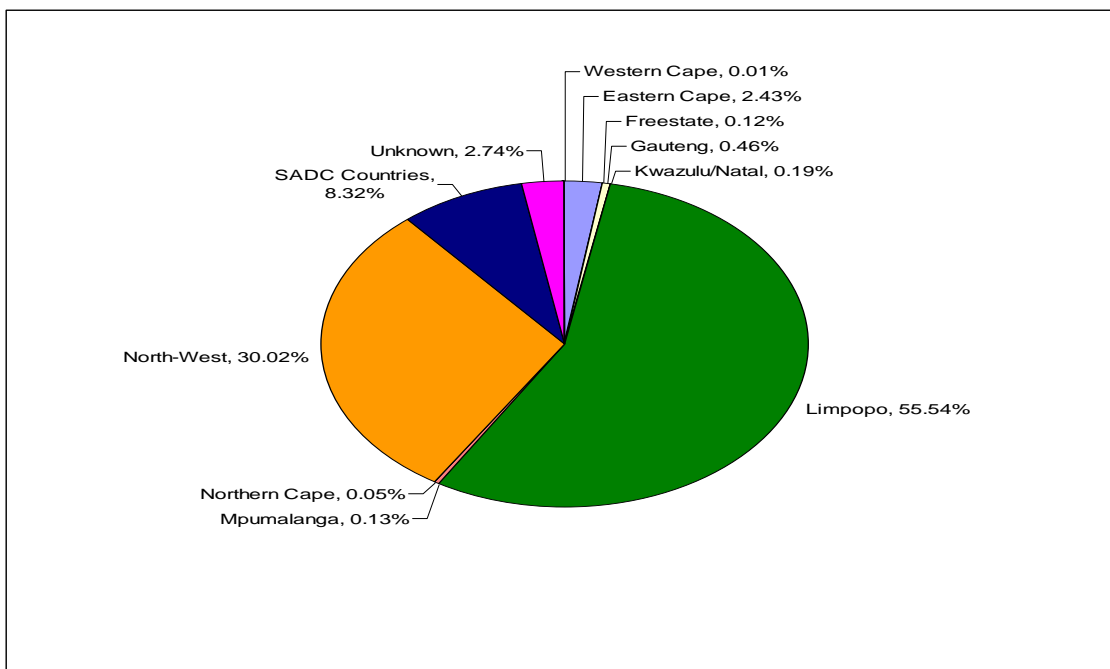
- a) **Local employees** are those who originate from the mine community;
- b) **Migrant workers** refer to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this Social and Labour Plan
  - i) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community;
  - ii) South African migrant workers are those who come from other South African provinces; and
  - iii) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.
- c) **Transitional workers** are those who bridge the definition of local and migrant workers by falling into both categories. Generally they are migrant workers with long service histories on the mine, who have become involved in relationships with local people and have established urban (second) families locally.

### 1.1.1 Geographical distribution of Amandelbult Section's sources of labour

#### Provincial distribution

The demographic analysis of the mine's workforce shows that 55,5% of the workforce come from the Limpopo Province, 30,0% from the North West Province. The mine is situated in Limpopo Province.

**Figure 2 Provincial Sources of Amandelbult Section Labour**





### Municipal distribution

The Amandelbult Section labour complement of 16655 of which 13418 are permanent employees and 3057 are contractor employees as per the 2009 baseline. These employees are sourced from 140 local municipalities across the country's nine provinces (including employees from SADC countries). Of these municipalities, only 2 contribute more than 10% of the mine's labour complement (see ). As discussed above, there are two definitions of significance regarding labour-sending areas:

- a) Major labour-sending areas within the mine community are defined as those municipalities from which more than 10% of the mine's workforce is sourced; and
- b) Major rural labour-sending areas are those municipalities from which more than 5% of the mine's workforce is sourced.

This means that the following municipalities are given detailed consideration for the purposes of this Social and Labour Plan:

#### Within the mine community:

Moses Kotane Local Municipality\* (22,6%) and  
Thabazimbi Local Municipality (67,3%)

*Due to practical reasons Amandelbult Section will align its Local Economic Development Plan with the Thabazimbi IDP, while Union Mine will participate in the Integrated Development Plan (IDP) of the Moses Kotane Local Municipality.*

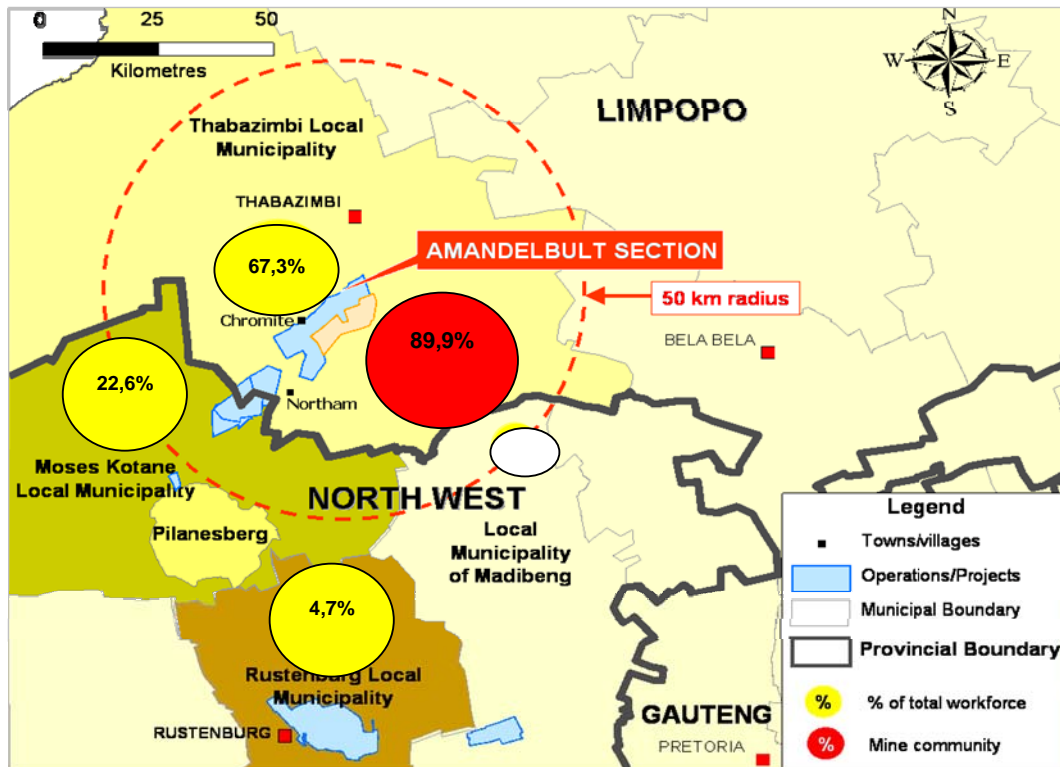
The company at the same time recognizes that a broad based approach needs to be followed to ensure that critical socio-economic needs are addressed in all employee communities as indicated in below.

**Table 1 Labour Sending Areas**

Municipalities from which labour is sourced	Province	Number of employees	% of total workforce
Moses Kotane Local Municipality	North West	3032	22,6%
Thabazimbi Local Municipality	Limpopo	9024	67,3%
King Sabata Dalindyebo Local Municipality	Eastern Cape	67	0,5%
Nyandeni Local Municipality	Eastern Cape	77	0,6%
Rustenburg Local Municipality	North West	633	4,7%
Ngquza Hills Local Municipality	Eastern Cape	45	0,3%
Lehurutshe Local Municipality	North West	38	0,3%
Mafikeng Local Municipality	North West	20	0,2%
Greater Giyani Local Municipality	Limpopo	13	0,1%
Greater Taung Local Municipality	North West	17	0,1%
Ntsikayethu Local Municipality	Eastern Cape	23	0,2%

The statistics in Table 1 are further portrayed in the form a map ( Figure 3) indicating the mine community's 50km radius straddling the main labour-sending areas.

Figure 3 Labour-sending Areas within the Mine Community



*\*Note: the number in the red circle represents the percentage of the workforce resident in municipalities falling within the mine community.*

An analysis of the mine personnel records locate those workers who live in local communities to be distributed as scheduled in Table 2. It is these villages and towns that stand to be most affected by the curtailment of mine wages in the event of retrenchments or downscaling at Amandelbult Section.

Table 2 Demography of the Mine Community

Local Municipality	Towns within 50km radius	Number of Employees	Contractor Employees
Moses Kotane Local Municipality	Saulspoort/Moruleng	1257	94
	Ramokokastad	356	2
	Kraalhoek	115	
	Rhenosterkraal	103	
	Manamakhotheng	86	
	Sandfontein	101	2
	Modderkuil	85	
	Mogwase	195	44
	Magong	74	
	Mononono	65	
	Kameelboom	36	
	Motlhabe	30	
	Mokgalwaneng	137	
	Mantserre	54	
	Sefikile	40	
	Welgeval	45	1
	Lerome	49	11
	Sun City	6	
	Mapaputle	9	
	Molorwe	16	
	Makgope	11	
	Mopyane	28	
	Disake	9	
	Matlametlong	12	
	Other (less than 3 people)		
<b>Subtotal</b>		<b>2919</b>	<b>154</b>
Thabazimbi Local Municipality	Thabazimbi	1667	299
	Chromite	5671	1589
	Swartklip	364	49
	Amandelbult	107	63
	Northam	649	548
	Emlanjeni	342	3
	Schilpadnest	47	1
	Dishaba Hostel	24	
	Tumela Hostel	11	1
	Regorogile	23	
	Other (less than 3 people)		
<b>Subtotal</b>		<b>8905</b>	<b>2553</b>
<b>Mine community total</b>		<b>11824</b>	<b>2707</b>

A full analysis on the profile of the average Amandelbult Section employee has been done to inform the relevant sections in this document.

## **Regulation 46 (b)**

Human resources development programmes

## 2. REGULATION 46 (B) (I):SKILLS DEVELOPMENT PLAN

### 2.1 PREAMBLE

Having analysed the demographics of Amandelbult Section's workforce, the Social and Labour Plan integrates this information with the mine's five-year business plan, the Workplace Skills Plan (WSP) and Employment Equity Plan to create the frame of reference within which to coherently address the regulatory requirements for the development of the organisation's human resources.

The following section deals with the information required under Regulation 46 (b) with regard to Human Resources Development (HRD). This, in turn, is informed by the Broad-based Socio-economic Empowerment Charter for the South African Mining Industry (the Mining Charter). The mining charter emphasises the need to develop and transform the South African mining industry, with the specific requirement being to fast-track the development of Historically Disadvantaged South Africans (HDSAs). In terms of the Mining Charter, provisions must be made by mining companies for this group to be empowered to participate more fully at high levels within the industry.

This section of the Social and Labour Plan is structured according to Regulation 46 (b), and Amandelbult Section's HRD strategy and objectives follow this structure as outlined below:

Regulation 46 (b) (i)	Skills Development Plan
Regulation 46 (b) (ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46 (b) (iv)	A Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	Employment Equity statistics and the mine's plan to reach 10% women's participation at the mine and a 40% representation of HDSA in management within five years of the granting of the mining right or the conversion of the old-order right. As the submission of this plan is done after the 2009 deadline of the Mining Charter, Amandelbult will strive to ensure compliance with the Employment Equity Act whose targets is equitable representation of HDSA in all categories.

### 2.2 HUMAN RESOURCES DEVELOPMENT AT AMANDELBULT SECTION

The Anglo Platinum HRD strategy takes cognisance of the growing shortage of critical skills in the mining industry in South Africa. Development of future HDSA leadership is a key strategic focus area. HRD is managed across all levels of employment at Amandelbult Section and is seen as a critical component of achieving the mine's Employment Equity and Gender Equity targets.

Amandelbult Section is committed to ensuring that its workers inclusive of contractor employees are given the opportunity to acquire skills and competencies to achieve both individual and organisational goals in the context of the mine's operational and Local Economic Development (LED) objectives. This Skills Development Plan outlines how Amandelbult intends to offer its employees the opportunity to:

- a) become functionally literate and numerate;
- b) participate in learnerships;
- c) participate in skills programmes;
- d) acquire portable skills; and
- e) be part of various other training initiatives.

Based on Form Q, which outlines the educational levels, Amandelbult Section's Skills Development Plan will include a range of initiatives from the 'Breakthrough to Literacy' programme through to post-graduate education. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF) and the Mining Qualifications Authority (MQA). The purpose of the Skills Development Plan will be to assess and formally record the current levels of skills and education of all employees, and to use the results as a base for future Skills Development Plans. These plans address the current skills and competency gaps on the mine and also provide for the training needs of HDSAs, the fast-tracking of individuals within the talent pool, and the various career path development and mentoring programmes.

Amandelbult Section's Skills Development Plan links with skills development legislation, and includes the regular submitting of a Workplace Skills Plan (WSP) and Annual Training Reports (ATR). This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the Mining Qualifications Authority (MQA).

The attraction, retention and development of high-quality professional staff to manage and lead Amandelbult are key to the Mine's long-term success. The growing shortage of critical skills in the mining industry in South Africa, combined with Amandelbult's heightened need for skills given its expansion programme, has highlighted the importance of proper talent management and people development.

Amandelbult Section's HRD strategy and objectives follow this structure as outlined below:

<b>Objective</b>	<b>Enabler</b>
Competent workforce, measured against accredited unit standard with notional hours	Accredited training and assessment staff, material and practical workplace exposure
Significantly expand opportunities for HDSAs, including women, to enter the mining and minerals industry	Allocate a percentage of labour to the different categories, e.g. woman, and continuously measure the outcome
Expand the skills base of the workforce to enhance the social and economic welfare of the community	Create an environment for entrepreneurs in the community to satisfy community needs e.g. occupational training such as welding
Provision of effective HRD systems and processes to ensure fluent roll out of skills and developmental programmes	Quality management system in place (ISO certification)
Provision of qualified and suitable HRD resources to ensure the optimal transfer of skills and knowledge	Optimum learning and skills transfer in the shortest possible time

To minimise the effect of HIV/AIDS pandemic on the mine and surrounding communities and production	Capacity building of mining skills into the community and thorough knowledge of HIV/AIDS
Amandelbult opted to develop resources internally and externally rather than poach skills from competitors and therefore need to retain their resources	A proper retention strategy which concentrates on the fulfilment of the individuals needs i.e. proper exposure, suitable development opportunities
Apply and optimise the application of grants to the benefit of the employees	Knowledge of legislation, industry skills focus to be aligned with companies skills shortages

Consequently, the mine's HRD plans are being continuously aligned with the Workplace Skills Plans (WSP) and integrated with the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements as illustrated in Figure 4 below.

Figure 4 Human Resources Development Framework (Change Framework)

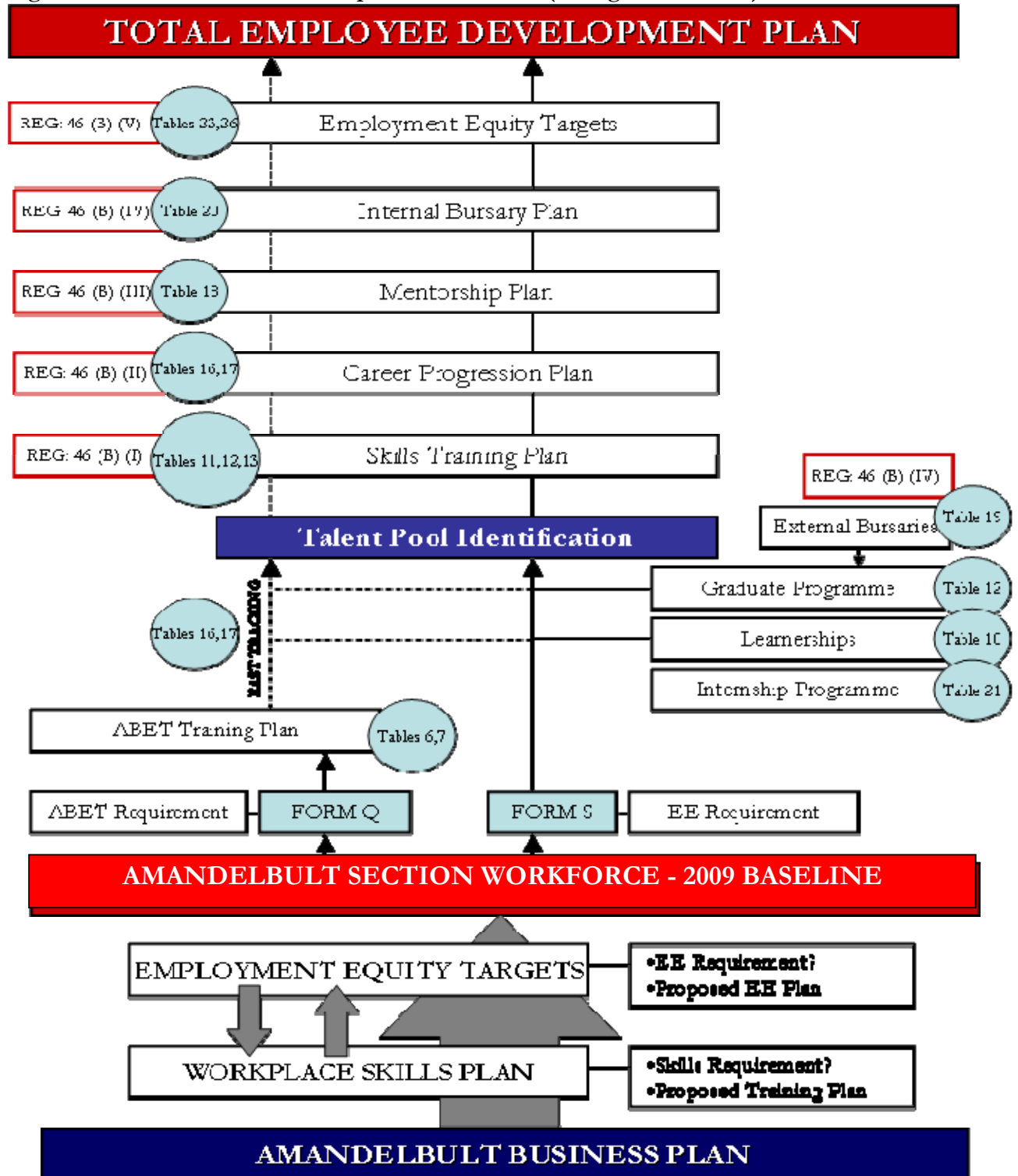


Figure 4 shows how the mine's business plan, its projected labour requirements, its Workplace Skills Plan and its Employment Equity targets are superimposed on each other to create a skills development scenario for 2009. The data in Form Q and Form S indicate the areas whereby identified talent pool employees are trained and fast-tracked along various channels, depending on their required training interventions and career plans.



**Table 3 Number and Education Level of all Amandelbult Section Employees, as per Form Q in Annexure II of the MPRDA Regulations**

Date: October 2009 Baseline			MALE				FEMALE				TOTAL	
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
		No qualifications	880	5	0	78	23	0	0	9	963	32
		Grade 0/Pre	353	0	0	2	0	0	0	0	355	0
		Grade 1 / Sub A	2305	3	0	39	82	0	0	10	2347	92
		Grade 2 / Sub B	89	0	0	0	1	0	0	1	89	2
		Grade 3 / Std 1 / ABET 1	1038	2	0	5	30	0	0	0	1045	30
		Grade 4 / Std 2	367	0	0	0	10	0	0	1	367	11
		Grade 5/ Std 3 / ABET 2	323	0	0	0	0	0	0	0	323	0
		Grade 6 / Std 4	478	0	0	2	3	0	0	0	480	3
General Education and Training (GET)		Grade 7 / Std 5 / ABET 3	805	0	0	2	14	0	0	0	807	14
		Grade 8 / Std 6	448	0	0	3	6	0	0	0	451	6
	1	Grade 9 / Std 7 / ABET 4	640	0	0	6	19	0	0	0	646	19
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	781	0	0	96	54	0	0	4	877	58
	3	Grade 11/ Std 9 / N2	876	2	0	34	122	0	0	0	912	122
	4	Grade 12 / Std 10 / N3	2164	7	1	219	537	2	1	78	2391	618
Higher Education and Training (HET)	5	Diplomas / Certificates	130	1	0	125	27	1	0	10	256	38
	6	First degrees / Higher diplomas	13	0	0	15	9	0	0	8	28	17
	7	Honours / Masters degrees	7	0	0	3	3	1	0	4	10	8
	8	Doctorates	0	0	0	1	0	0	0	0	1	0
		<b>Total enrolled employees</b>	<b>11697</b>	<b>20</b>	<b>1</b>	<b>630</b>	<b>940</b>	<b>4</b>	<b>1</b>	<b>125</b>	<b>12348</b>	<b>1070</b>

**Table 4 Number and Education Level of all Amandelbult Section Contractor Employees, as per Form Q in Annexure II of the MPRDA Regulations**

Date: 2009 Baseline			MALE				FEMALE				TOTAL	
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
		No qualifications	1766	0	0	3	0	0	0	0	1769	0
		Grade 0/Pre	18	0	0	0	0	0	0	0	18	0
		Grade 1 / Sub A	3	0	0	0	0	0	0	0	3	0
		Grade 2 / Sub B	4	0	0	0	0	0	0	0	4	0
		Grade 3 / Std 1 / ABET 1	30	0	0	0	0	0	0	0	30	0
		Grade 4 / Std 2	38	0	0	1	6	0	0	0	39	6
		Grade 5/ Std 3 / ABET 2	53	0	0	1	2	0	0	0	54	2
		Grade 6 / Std 4	81	0	0	0	0	0	0	0	81	0
General Education and Training (GET)		Grade 7 / Std 5 / ABET 3	73	0	0	0	15	0	0	0	73	15
		Grade 8 / Std 6	164	0	0	0	24	0	0	0	164	24
	1	Grade 9 / Std 7 / ABET 4	120	0	0	2	15	0	0	0	122	15
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	128	0	0	6	21	0	0	2	134	23
	3	Grade 11/ Std 9 / N2	163	0	0	4	21	0	0	2	167	23
	4	Grade 12 / Std 10 / N3	211	1	0	21	31	1	0	2	233	34
Higher Education and Training (HET)	5	Diplomas / Certificates	3	0	0	13	1	0	0	3	16	4
	6	First degrees / Higher diplomas	1	0	0	0	0	0	0	2	1	2
	7	Honours / Masters degrees	0	0	0	0	0	0	0	1	1	1
	8	Doctorates	0	0	0	0	0	0	0	0	0	0
		<b>Total enrolled employees</b>	<b>2856</b>	<b>1</b>	<b>0</b>	<b>51</b>	<b>136</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>2908</b>	<b>149</b>

## 2.3 ADULT BASIC EDUCATION TRAINING

### 2.3.1 Amandelbult Section ABET need

The number of employees that do not have ABET 4 (NQF 1) qualifications as per Form Q including those of contractors amounts to 9 699. Table 55 below summarizes the literacy and numeracy status of the workforce. The overall education level for the mine's workforce is given in Form Q (see Table 3 3 & 4).

**Table 5: Literacy and Numeracy Status as per 2009 baseline**

ABET Level	PERMANENT	CONTRACTOR	See Table 3 (Form Q)
BTL + PRE-ABET	995	1787	No qualifications = 2782 (28,6% of need for Pre-ABET)
Level 1	2885	7	Grade 0/Pre + Grade 1/Sub A + Grade 2 /Sub B = 2892 (29,8% of need below ABET 1)
Level 2	1453	75	Grade 3/ Std 1/ ABET 1 + Grade 4/Std 2 = 1528(15,7%)
Level 3	806	137	Grade 5/Std 3/ ABET 2 + Grade 6/Std 4 = 943(9,7%)
Level 4 (NQF Level 1)	1278	276	Grade 7/Std 5/ ABET 3 + Grade 8/Std 6 =1554 16,0%)
<b>TOTAL</b>	<b>7417</b>	<b>2282</b>	

Amandelbult Section acknowledges its obligation to uplift the literacy levels of all those employees who have not achieved an NQF 1 qualification, and has offered the opportunity to obtain such a qualification to the majority of functionally illiterate employees **for as long as the qualification is valid. Should the Dept. of Education introduce the qualification to replace NQF 1, such qualification will then be considered as our highest level and exit point for ABET.** Amandelbult Section is committed to improving the self-image of all employees, as well as developing their full potential toward safer and more efficient work practices. On returning from leave, all employees are informed about the personal and career advantages of furthering their educational levels. At the same time, their current levels of qualification are confirmed and captured. All employees who register for ABET training are then assessed through a process of RPL (recognition of prior learning) and the most appropriate placement level from which to begin further studies is recorded. Besides offering ABET classes to employees, Amandelbult Section will expand its learning interventions into the wider mine community. This will form part of a strategy to enable members of the mine community to access further education opportunities, particularly in achieving **ABET level 4 or the new qualification equivalent to NQF 1.**

### 2.3.2 Amandelbult Section ABET targets

Amandelbult Section will be offering 4010 (41,3%) illiterate employees, inclusive of contractors and community members the opportunity to be functionally literate and numerate by 2014. Of these a total of 280 employees will be given the opportunity to achieve ABET level 4 (NQF level 1) by 2014. Amandelbult Section commits to reassess the workforce educational profile annually to formulate a plan to offer the same opportunity to all illiterate employees still employed

**Table 6 ABET Targets (Full-time)**

BET Level	Actual	Targets per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
BTL + PRE-ABET	7	0	0	0	0	0	0
Level 1	13	0	0	30	30	30	90
Level 2	14	20	20	30	30	30	130
Level 3	12	40	40	60	60	60	260
Level 4	75	60	60	40	60	60	280
<b>TOTAL</b>	<b>121</b>	<b>120</b>	<b>120</b>	<b>160</b>	<b>180</b>	<b>180</b>	<b>760</b>

*BTL = Breakthrough to literacy*

**Table 7 ABET Targets (Own-time)**

ABET Level	Actual	Targets per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
BTL + PRE-ABET	182	150	100	150	100	100	600
Level 1	135	150	150	100	150	150	700
Level 2	93	100	100	100	100	100	500
Level 3	40	50	100	100	100	100	450
Level 4	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>2250</b>

**Table 8 Abet Targets (Contractor and Community)**

ABET Level	Actual	Targets per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
BTL + PRE-ABET	60	40	40	40	40	40	200
Level 1	39	80	80	80	80	80	400
Level 2	24	40	40	40	40	40	200
Level 3	32	40	40	40	40	40	200
Level 4	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>155</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1000</b>

*Assumptions:*

- *The Amandelbult Section ABET plan takes into account that positions left vacant through natural attrition will, in terms of the mine's recruitment plan, be filled with literate applicants (NQF 1 and above).*

- *Experience to date has shown that  $\pm 20\%$  of illiterate employees who enrol for both own-time and full-time ABET classes do not pass their final assessments and a further  $\pm 20\%$  of successful candidates decide for various reasons not to continue with the next level of studies. Such unsuccessful candidates will be replaced with every new intake.*

### 2.3.3 ABET budget

A summary of the ABET budget as indicated below includes all expenditure related to Full-time and Own-time training.

**Table 9 ABET Budget**

Full-time & Own-time ABET	Actual				
	2010	2011	2012	2013	2014
Total costs	R 15 000 000	R 15 000 000	R 15 000 000	R 15 000 000	R 20 737 231

### 2.3.4 ABET plan

Full-time ABET refers to the arrangement in which the employee is relieved of his or her normal duties and attends ABET classes on a full-time basis. All production areas have been tasked to nominate potential learners. These employees first go through the RPL (recognition of prior learning) assessment before being placed into full-time ABET. Employees that are highly trainable will, together with 'high flyers' identified from the own-time programme, are offered the opportunity to enrol for full-time ABET. These employees could be fast-tracked into supervisory positions through various talent pool interventions.

Own-time ABET refers to the arrangement in which the learner attends ABET classes in his or her own time. The majority of the employees who need ABET training are employed in rotation shifts, which makes it difficult for them to attend these classes on a regular basis. Amandelbult Section will address this issue by building flexibility into the class hours and scheduling the classes to suit the shift cycles.

The following action steps will enable Amandelbult Section to achieve the ABET targets:

- Amandelbult Section aims to employ 10 full-time facilitators and 10 part-time facilitators to tutor learners;
- The courses will be offered in 14 classrooms located in the Single Accommodation Villages (SAV). These classrooms will be equipped with adequate numbers of desks and chairs;
- Relevant tutorial materials such as learning and teaching aids will be provided and all existing curricula will be accredited through the MQA;
- A capital expenditure budget will be made available to upgrade these facilities, including the addition of a resource centre and a science laboratory;
- The mine will operate full-time and own-time courses with durations of between 12 weeks and 12 months; and
- In future, it is planned to offer part-time courses to encourage staff to attend classes.
- Amandelbult will embark on a new marketing strategy and partnerships with stakeholders to ensure that the illiterate portion of the workforce is more enthusiastic about this learning opportunity.

## 2.4 LEARNERSHIPS

Amandelbult Section provides mainly Mining and Engineering Learnerships to its employees. Five percent of contractor employees will be afforded the opportunity to participate in Learnership programmes. Engineering learners, Artisans and Technicians are being sent to the Engineering Skills Training Centre (ESTC), based in Randfontein. Mining learnerships are also conducted at Amandelbult Section. A learnership plan is provided in Table 10 below.

**Table 10 Learnership Targets**

Learnership Type	Actual	In programme per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
<b>Mining Learnerships</b>							
Mining Learnerships (Level 2)	103	48	48	48	48	48	199
Mining Learnerships (Level 3)	30	24	24	24	24	24	78
<b>TOTAL</b>	<b>133</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>277</b>
<b>Engineering Learnerships</b>							
Electrical (Metalliferous)	13	10	10	10	10	10	33
Fitting (Including Machining) Hardrock Metalliferous	15	8	8	8	8	8	31
Plater Boilermaker (Metalliferous) Level 3	10	4	4	4	4	4	18
Diesel Mechanic (Metalliferous) Level 3	7	0	0	0	0	0	7
Rigging Ropesman (Generalist) Level 3	5	3	3	3	3	3	11
Instrumentation Mechanician Level 4	0	6	6	6	6	6	12
Engineering Maintenance for Underground Hard Rock (Metalliferous) - Stopping and Developing Level 2	43	0	0	0	0	0	43
<b>TOTAL</b>	<b>93</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>155</b>
<b>Plant Learnerships</b>							
Fitting	5	4	4	4	4	4	13
Electrical	8	4	4	4	4	4	16
Boilermakers	2	3	3	3	3	3	8
Rigger	1	1	1	1	1	1	3
<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>40</b>
<b>GRAND TOTAL</b>	<b>242</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>472</b>
Budget	R7 930 000	R 7 930 000	R 7 930 000	R 7 930 000	R 7 930 000	R8 500 000	R23 790 000

*Note: Refer to Section 3 (Form R) for hard to fill vacancies specifically for artisans (learnerships). All these targets are aimed at ensuring a steady pipeline supply of learnerships and to address the current shortages. Mining Learnership starts at Level 2 and complete with Level 3 (Rock Breaking Certificate) which both is equivalent to a Blasting Certificate, Level 1 is defined as normal underground work which is an entry Level to all underground employees.*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- These learnerships will be advertised both internally as well as through national recruitment programmes annually;
- Commitment of 80% HDSAs to be selected for these programmes;
- 30% of these HDSA learnerships will be reserved for black women (see Table 2938);

- d) The remaining 20% will be allocated to Non-HDSAs; and
- e) Mentorship programmes will be implemented for all learnership candidates (see Table 20).

## 2.5 TECHNICAL TRAINING AND DEVELOPMENT FOR LOWER LEVEL EMPLOYEES

The focus of Anglo Platinum's skills development initiatives is to build human capital, ensure the transferability of skills and contribute to the Company's performance and results. As such, Anglo Platinum understands the importance of investing in its employees and working with them to develop career paths that enable them to maximise their contribution to the company, achieve job satisfaction, develop their marketability and reach their full potential. To maintain a strong complement of well-trained and motivated people, the Company concentrates on developing a culture of lifelong learning and encourage employees to maintain a personal career development plan based on continuous learning and development. This is supported and formalised through career development panels.

Anglo Platinum has therefore also set up discipline-specific HDSA training and development programmes for all employees at a lower level such as A and B band employees to assist them and guide them towards career development and discovering hidden potential. Career pathing and the development of lower level employees in the Mining and Engineering disciplines through Level 1 and 2 programmes as well as in the Services Departments will be discussed in this section.

The Company offers technical skills training and development opportunities at ADC and the Engineering Skills Training Centre. Courses include Engineering learnerships such as Electrical, Fitting, Plating, rigging, instrumentation, diesel and millwright as well as various short courses. Mining training includes NQF level 2 and 3 learnerships.

### 2.5.1 Mining

Competent A and Competent B being a legislative requirement, is fully outcomes based, unit standards driven, adding to credits and building qualifications. These unit standards also feature very clearly within the career path matrix indicating a requirement for NQF Level 2 in mining. Table 11 below indicate targets for Competent A and B training for Amandelbult Section..

**Table 11 Competent A and B Training**

Category	2010	2011	2012	2013	2014	Total Target in 5 Years
Competent A	96	96	96	96	96	480
Competent B	605	605	605	605	605	3025
Blasting Assistant	154	154	154	154	154	616
<b>Total</b>	<b>855</b>	<b>855</b>	<b>855</b>	<b>855</b>	<b>855</b>	<b>4121</b>

Notes:

- The above targets are annual targets

Anglo Platinum introduced the Rock Drill Operator (RDO) Cadetship Academy during 2006. This programme is meant for novices from the surrounding communities. A placement rate of more than 80% has been achieved which will be used as a benchmark for future training efforts. Amandelbult Section plans to train 80 cadetships on an annual basis as per Table 12.

**Table 12 RDO Cadetship Academy**

Category	Actual	Intake per annum					Total Target in 5 Years
	2009	2010	2011	2012	2013	2014	
Rock Drill Operator (RDO) Cadetships	23	80	80	80	80	80	400

*Notes*

- The targets in the above Table are annual targets.

**2.5.2 Engineering**

In terms of training and development of lower level employees in the Engineering discipline, the Company introduced various developmental programmes such as the Level 1 Training Programme to develop Engineering Assistants, an Engineering Service Men Training programme as well as Learnership / Apprenticeship programmes which are discussed in the Learnership Section of this document (Section 0).

The Level 1 Training programme consists of one week generic training followed by a two week period of basic trade specific training with the aim to develop Engineering Assistants in Electrical, Fitting, Boilermaking and Rigging.

Employees, who have a minimum qualification, can apply for the Engineering Servicemen programme (Level 2 programme). The programme is specifically designed for the Development of Lower Level employees in terms of their Career Progression Paths. The Company aims to commence with Discipline Specific Servicemen training for Electrical, Fitting, Boilermaking, Rigging and Instrumentation by 2010.

**Table 13 Engineering Training Targets for lower level employees**

Category	Actual	In programme per annum					Total Target in 5 Years
Category	2009	2010	2011	2012	2013	2014	
Level 1 Training Programme (A - B7)	60	60	60	60	60	60	180
Engineering Service Men Training (C1)	43	0	0	0	0	0	0
Westcol Technical College (Theoretical Training)	80	80	80	80	80	80	240
<b>Total</b>	<b>183</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>420</b>

*Notes: The targets in the Table above are based on the premise that the programme is a two-year programme. All intakes will be based on the shortfall of that specific programme to make-up the overall target of that year.*



### 2.5.3 Coaching for lower level employees

During all the formal training programs, which are 12 months or more, the Company will ensure that mentoring and coaching take place. Learners will be paired with mentors or coaches within their operations after attending training programmes in order for them to get further support and guidance. Senior training officers, officers and coordinators will serve as coaches and mentors to the lower entry level employees.

A Continuous Evaluation process was introduced in Mining to continuously evaluate and coach lower level employees within their real working environment. The methodology being followed is also partly unit standard based on the principle of Recognition for Prior Learning. This process will enhance the levels of competency and assist in identifying the potential for fast tracking and feeding capacity pools.

The Company is in the process to develop a coaching program that will be available on an E-Learning format as well as a course on "Back to Basics for Engineering" where coaching will be introduced to learners. Engineering learners will also be exposed to a coaching module as part of their yearly induction programme.

## 2.6 SERVICES TRAINING AND DEVELOPMENT

In terms of courses and development programmes for lower level employees in the service disciplines, the following tables give an indication of the type of programmes and target job levels for the Finance and HR/ HRD disciplines at a Company Level.

**Table 14 Service Department Talent Pool**

Department	Actual	In programme per annum					Total Target in 5 Years
	2009	2010	2011	2012	2013	2014	
Mining Technical Service	10	10	10	10	10	10	30
Ventilation	1	3	3	3	3	3	9
Finance	15	15	15	15	15	15	45
Human Resources	41	40	40	40	40	40	120

**\*Refer to Career Path Matrices in Appendix 3 for career development opportunities for service department employees.**

*Notes:*

- The targets reflected above are based on the premise that the programmes are two-year programme*

## 2.7 MANAGEMENT AND LEADERSHIP DEVELOPMENT

The following interventions in Table 1515 focus exclusively on the talent pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

**Table 15 Management and Leadership Development Targets**

Development Programme	Actual	In programme / intake per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
<b>Supervisory</b>							
Mining Supervisory Scheme	62	62	62	62	62	62	186
Engineering Supervisory Scheme	14	14	14	14	14	14	42
Other	1090	180	184	187	191	195	2027
<b>TOTAL</b>	<b>1166</b>	<b>256</b>	<b>260</b>	<b>263</b>	<b>267</b>	<b>271</b>	<b>2255</b>
Junior Management Programme	7	7	7	7	7	7	42
PME: Programme for Management Excellence							
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>42</b>
<b>GRAND TOTAL</b>	<b>1173</b>	<b>263</b>	<b>267</b>	<b>270</b>	<b>274</b>	<b>278</b>	<b>2297</b>
Budget	R625 210	R 1 200 000	R 1 200 000	R 1 200 000	R 1 200 000	R1 248 387	R6 048 387

*Notes:*

- *Mining and Engineering Supervisory Schemes are two year fast tracking programmes*
- *Junior Management Programme, Programme for Management Excellence are annual programmes*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- Identify high potential candidates from Supervisory and Junior Management ranks based on their performance and individual development progress;
- During Career Development Panel sessions candidates will be identified to attend further leadership programmes such as the Junior Management Programme and Programme for Management Excellence (PME) in conjunction with leading international business schools; and
- Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo Platinum Development Centre covering areas such as Personal and Professional Mastery, Performance Management, Employee Relations and Employee Communications.

## 2.8 PORTABLE SKILLS TRAINING

Amandelbult Section recognises that its operations have a limited life span and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, Amandelbult Section intends to equip the current workforce, as well as contractor employees, with portable skills that will benefit the individuals concerned. To realise this commitment, Amandelbult Section has generated a portable skills programme as per Table 16 below. Amandelbult Section will endeavour to provide portable skills for employees so that when they exit the mining industry they can enter other sectors such as Building and Construction, Tourism and Manufacturing.

**Table 16 Portable Skills Training Targets**

Type of skill	Actual	Intake per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
Welding	11	30	30	30	30	30	150
Bricklaying	15	53	53	53	53	53	265
Painting	7	14	14	14	14	14	70
Plumbing	26	23	23	23	23	23	115
<b>TOTAL</b>	<b>59</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>600</b>
Budget	R 1 500 000	R 1 500 000	R 1 500 000	R 1 500 000	R 1 500 000	R1 750 000	R7 500 000

*Notes:*

- *The targets reflected in the Table above are annual targets.*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- During ex-leave induction sessions employees will be informed of various opportunities to develop their portable skills;
- Portable skills training will be presented after hours and on a voluntary basis;
- These interventions will be integrated with applicable Local Economic Development projects where possible.

## 2.9 TRAINING FACILITIES

The majority of Amandelbult Section's core training requirements will be undertaken on-site. People-development interventions aimed at attracting and retaining staff with the required competencies will be a key focus area. More attention will be directed at providing training expertise in mechanised mining after unit standards have been clarified. In addition, the mine will complete the building and refurbishing of its underground training centres, which will cater for deep level mining, shallow mining and process activities.

### 3. REGULATION 46 (B) (I) (BB): THE NUMBER OF VACANCIES THAT AMANDELBULT SECTION HAS BEEN UNABLE TO FILL

Amandelbult Section analyzes the human capital requirements per discipline annually to determine scarce skills and to develop relevant action plans such as graduate development programmes and bursaries. References to specific programmes are provided below to address scarce skills shortages

**Table 17 Vacancies that Amandelbult Section has been Unable to Fill, as per Form R in Annexure II of the MPRDA Regulations**

Occupational level	Job title of vacancy	Main reason for inability to fill the vacancy
Top management	None	
Senior management	<ul style="list-style-type: none"> <li>▪ Mine engineer</li> <li>▪ Metallurgist</li> <li>▪ Geologist</li> </ul>	<p>Suitably qualified people not available</p> <p>Refer to Section 6.4 (Table 24) for Graduate Development Scheme targets that aim to address these vacancies. Average of 30 graduates per annum will be developed</p>
Professionally qualified and experienced specialists and mid-management	<ul style="list-style-type: none"> <li>▪ Mine surveyor</li> <li>▪ Mechanical Engineer</li> <li>▪ Chemical engineer</li> <li>▪ Accountants</li> </ul>	<p>Refer to Section 6 (Table 21) for Bursary targets. Average of 99 bursaries per annum will be awarded in the scarce disciplines as indicated alongside.</p>
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	There are no vacancies within this level that have been unable to be filled	Although learnerships are not currently deemed as hard to fill vacancies, Amandelbult Section will award on average 105 learnerships per annum in the fields of Mining, Engineering and Metallurgy – see Section 0 (Table 10)
Semi-skilled and discretionary decision-making	There are no vacancies within these two levels that have been unable to be filled	Amandelbult Section's training programmes provide sufficient people to be placed in positions within its A and B Paterson bands.
Unskilled and defined decision-making		

*Note: The Bursary Plan, Learnership Plan and Annual Training Plan in this document aim to address the skills shortages as indicated above. The Company will provide a variety of training opportunities as described in this Social and Labour Plan to ensure that those that received training are absorbed in the workforce.*

#### 4. REGULATION 46 (B) (II): CAREER PROGRESSION PLANNING

##### 4.1 CAREER PROGRESSION PLAN FOR AMANDELBULT SECTION

This section describes an intended throughput and upward career mobility of talent pool employees through the various job levels with the aim to staff the Business Plan requirement and reach Employment Equity Targets by 2010 and beyond.

Anglo Platinum has developed generic career path matrices for every discipline within Company guidelines tailor-made for its operations. The flowcharts for each occupation will guide the mine and its employees on a desirable path for career progression and expected timeframes necessary for achieving the various job levels after the qualification criteria are met (see 23. APPENDIX 3 - Career Path Matrices). Role descriptions will be outlined with respect to minimum job-entry requirements, desirable qualifications, relevant courses and the required duration for completing each step in the recommended career path for each position. Consideration will be given to complexity, qualifications, experience and competence required.

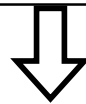
##### 4.1.1 Fast-tracking and Talent Management: Mining and Engineering

Amandelbult Section has set up discipline-specific HDSA training and development programmes for HDSA talent pool employees to fast track them in line with career paths. Table 18 and

Table 19 below show Amandelbult Section's career progression plan for the talent pool employees specifically to the core mining and engineering disciplines as it comprise more than 80% of the workforce. Similar career progression plans for the other disciplines have been introduced in accordance with the career paths as illustrated in 23. APPENDIX 3.

**Table 18 Career Progression Plan – Mining**


The first level of supervision in the mining career path is that of a team leader. The Level 2 Programme aims to develop all the required knowledge and skills as per the daily mining cycle. Successful candidates will be appointed as team leaders (see below).

Level 2 programme	Number of HDSAs with Potential (Talent Pool)								Team Leader
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
A - Band	23	3	10	60	60	60	60	69	

The next requirement to be promoted to the next level as a miner is a blasting certificate. These candidates are on full-time programmes to obtain the blasting certificate as well as the accompanying skills and exposure to be appointed as a miner (see below).

Mining Learnerships	Number of HDSAs with Potential (Talent Pool)							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme in annum				
B – Band	113	28	26	95	95	95	95	95


Miner

To be appointed as a shift supervisor, a miner must obtain a shift supervisor certificate. This requires a special development programme and exposure to stoping, development, night shift cleaning, construction and other special projects. There are currently 30 employees in the programme (see below).

Shift Supervisor Programme	Number of HDSAs with Potential (Talent Pool)							
	2009 Actual			2010	2011	2012	2013	2014
	- in prog	- with IDCs	- in Mentor ship	- in programme in annum				
C – Band	30	4	0	25	25	25	30	30


Shift Supervisor

To be appointed as a mine overseer, the entry level to management, an experienced shift supervisor must obtain a mine overseer certificate (see below). Shift supervisors who have potential are given full-time training to enable them to pass their mine overseer certificate exams.

MANAGEMENT	Mine Overseer Certificate	Number of HDSAs with Potential (Talent Pool)							
		2009 Actual			2010	2011	2012	2013	2014
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
	D - Band	17	4	0	12	12	12	14	16

Mine Overseer

The final required certificate of competence i.e. a mine manager certificate (see below) must be obtained to be appointed as a section manager with further promotion opportunities as a production manager and final a mine manager.

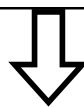
MANAGEMENT	Mine Manager Certificate	Number of HDSAs with Potential (Talent Pool)							
		2009 Actual			2010	2011	2012	2013	2014
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
	E – Band	3	3	0	5	5	5	7	9

Production Manager  
Section Manager

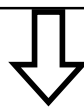
A special programme is provided for across the Company at Central Level to meet HDSA targets at Senior and Top Management. The executives have approved this project to train 15 E-Band designated candidates to be substantively appointed by 2010 across all the operations.

**Table 19 Career Progression Plan – Engineering**


The entry level into the engineering discipline is an artisan assistant. The Level 1 training programme aims to develop engineering employees as artisan assistants. There are currently 12 employees in the programme, each having an IDC and an assigned mentor. The plan is to train 60 candidates for the Level 1 Programme per year from (see below).

Level 1 programme	Number of HDSAs with Potential (Talent Pool)								Artisan Assistant
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
A - Band	12	0	0	60	60	60	60	60	


The Level 2 programme aims to develop artisan assistants to become engineering service men (see below).

Level 2 programme	Number of HDSAs with Potential (Talent Pool)								Engineering Serviceman
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
C1 - Band	43	14	0	25	25	25	25	25	

Engineering service men with potential could apply or be nominated to enter the engineering learnership programme (see below).

Engineering Learnerships	Number of HDSAs with Potential (Talent Pool)								Artisan
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
C2/3 - Band	53	11	49	40	40	40	40	40	

Artisans require a foreman certificate to be appointed as a foreman.

Engineering Foreman Certificate	Number of HDSAs with Potential (Talent Pool)								Foreman  
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
C - Band	14	14	6	4	4	4	4	4	

To be appointed as an engineer the candidate requires a Government Certificate of Competence (GCC Mining). This programme is aimed at developing young engineers who just acquired their relevant educational qualifications and preparing them to pass their GCC Mining exams.

MANAGEMENT	Junior Engineering Programme	Number of HDSAs with Potential (Talent Pool)								Junior Engineer
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
	D - Band	4	4	4	4	4	4	6	8	

A special programme is provided for across the Company Level to meet HDSA targets at Senior and Top Management.

In support of the above plan Amandelbult Section will every six months review the individuals' performance and progress of development against the Individual Performance Agreement and Individual Development Charter. Mentorship will be a crucial component of any fast-tracking plan and the following section provides details of Amandelbult Section's mentorship plan.



## 5. REGULATION 46 (B) (III): THE MENTORSHIP PLAN AND ITS IMPLEMENTATION IN LINE WITH THE SKILLS DEVELOPMENT PLAN AND THE NEEDS OF EMPOWERMENT GROUPS

### 5.1 Employee mentorship programmes

Mentorship is a key process and tool in support of people development, equity, HR planning, and performance management in Anglo Platinum. In addition, mentorship supports Anglo Platinum's career and succession management system, providing for a transfer of knowledge, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.

Table 20 provides current and future targets to establish mentorship relationships for all employees in the various training and development programmes aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The key steps will include the assigning and recording of mentee/mentor relationships, the training of mentees and mentors, and the monitoring of the number of mentoring sessions – including Individual Development Charter (IDC) reviews.

**Table 20 Mentorship Targets**

Mentorship Category	Actual	In programme per annum				
	2009	2010	2011	2012	2013	2014
<b>Management (total compliment)</b>						
Senior management (E)	5	5	5	5	5	6
Professionally qualified and experienced specialists and mid-management (D)	52	53	54	55	56	57
<b>Learnerships</b>						
<i>Mining</i>	26	27	27	28	28	29
<i>Engineering and plant</i>	49	50	51	52	53	54
<b>Fast-tracking candidates</b>						
<i>Mining Overseer Certificate</i>	10	10	10	11	11	11
<i>Mine Manager Certificate</i>	2	2	2	2	2	2
<i>Junior Engineering Programme</i>	4	4	4	4	4	4
<b>Graduate Development Scheme</b>	27	28	28	29	29	30
<b>Women in development programmes</b>	6	6	6	6	6	7

**\*Refer to Sections 0 (Learnerships), Section 6.4 (Graduate Development), Section 4.1.1 (Mining and Engineering Fast-tracking and Section 7.2.3 (Black Women in training programmes)**

*Notes:*

- *The targets in Table 30 only indicate the number of mentees not mentors. The targets indicate the number of mentees which are focused to be in programme for the respective year.*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- a) Mentors will be selected carefully and developed to ensure effective continuation of mentorship relations;
- b) Employees that are not participating in the mentorship programme will be developed via standard development mechanisms, including relevant coaching by supervisors;
- c) Mentors and mentees on a formal programme will participate in an intervention to ensure proper matching and expectation clarification. Where possible, Amandelbult Section will make use of tools such as questionnaires and assessments to facilitate matching;
- d) Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- e) Needs identified as a consequence of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the IDC;
- f) An agreement will be entered into for formal mentorship and will specify each party's expectations and commitments; and
- g) The mentorship system will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

## 6. REGULATION 46 (B) (IV): THE INTERNSHIP AND BURSARY PLAN

### 6.1 EXTERNAL BURSARY SCHEME

Anglo Platinum has a well-established bursary scheme (see Table 21) orientated towards the development of suitably qualified and competent people who, upon graduation, will be afforded professional career paths in the company. Through this comprehensive and attractive bursary scheme, Anglo Platinum will develop its own young professionals. The emphasis in this scheme will be to identify high-potential young HDSA candidates. The Young Professional Schemes, which will consist of the Bursary Scheme and the Graduate Development Schemes (see Section 6.1 and 6.4) are aimed at filling critical skills gaps in Anglo Platinum's core activities (see Hard-to-fill vacancies in Section 3). Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The Company will endeavour to award 50% of all bursars to applicants from mine communities. Amandelbult Section in particular will aim to award 8 bursaries per annum to candidates from the **Eastern Cape**.

Table 21 provides targets for external bursaries for the next five years per discipline. The targets also indicate a distinction between those bursaries that are required for future skills requirements namely 'pipeline bursaries' and those bursaries that are required to fill critical skills shortages - bursaries for 'hard to fill vacancies' – that are given in Form R in Section 3.

**Table 21 External Bursary Targets**

Discipline of bursary	Actual	In programme per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
<b>Bursaries for 'hard to fill vacancies'</b>							
Mining engineering	18	18	18	18	18	18	36
Metallurgical engineering	24	24	24	24	24	24	48
Geology	12	12	12	12	12	12	24
Mine surveying	9	14	14	14	14	14	23
Mechanical engineering	13	13	13	13	13	13	26
Analytical chemistry	9	9	9	9	9	9	18
Ventilation	0	2	2	2	2	2	2
<b>Pipeline Bursaries</b>							
Finance and accountancy	4	4	4	4	4	4	8
Other	13	0	0	0	0	0	13
<b>TOTAL</b>	<b>102</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>198</b>

*Notes: The targets reflected in the above Table indicate the number of candidates which are focused to be in programme for the respective year.*

- *'Bursaries for hard to fill vacancies' refer to those disciplines where vacancies are hard to fill due to skills shortages and therefore targeted specifically for new bursaries – refer to Section 4 (Form R) for hard to fill vacancies. These bursaries are also intended for pipeline purposes as future skills will be needed in these disciplines.*
- *'Pipeline Bursaries' refer to those bursaries that will be awarded to ensure a sustainable pipeline of graduates to satisfy the future skills requirements of the mines.*
- *The budget for external bursaries is provided for centrally at Anglo Platinum Development Centre.*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- a) These bursaries will be advertised both internally as well as through national recruitment programmes annually;
- b) Commitment of 80% HDSAs to be selected for these bursaries;
- c) 30% of these HDSA bursaries will be reserved for black women (see Table 29);
- d) The highest calibre of young professionals will be attracted to meet Anglo Platinum's staffing and Employment Equity requirements. This area is regarded as one of the Group's strategic priorities, particularly in light of the chronic skills shortages in the South African mining industry;
- e) The bursary scheme will be open to the broader public as well as employees' children and relatives;
- f) The minimum selection requirement for Grade 12 learners will be a D or C in mathematics and science; and
- g) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene.

## 6.2 EDUCATIONAL ASSISTANCE SCHEME

The educational assistance scheme is available to all employees, where individuals commit themselves to career development and the company supports the initiatives (see Table 22). It is important to mention that the educational assistance scheme is done on an own-time basis and is normally through correspondence learning. The process will be implemented in line with the Company policy. The educational assistance scheme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

Table 22 Educational Assistance Scheme

Discipline	Actual	In programme per annum					Total Targets in 5 years
	2009	2010	2011	2012	2013	2014	
Mining engineering	10	10	10	10	10	10	20
Mine surveying	0	2	2	2	2	2	2
Mechanical engineering	0	2	2	2	2	2	2
Electrical engineering	0	2	2	2	2	2	2
Chemical engineering	0	2	2	2	2	2	2
Human resources	10	10	10	10	10	10	20
Finance and accounting	9	9	9	9	9	9	18
Materials management	0	1	1	1	1	1	1
Protection services	1	1	1	1	1	1	2
Safety	2	3	3	3	3	3	5
Management	10	10	10	10	10	10	20
Administration	1	0	0	0	0	0	1
TOTAL	43	52	52	52	52	52	95
Budget	R51 865.00	R4 715 000	R4 585 000	R4 585 000	R4 585 000	R4 585 000	190

*Notes:*

- The targets reflected in the above Table indicate the number of candidates which are focused to be in programme for the respective year.

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- To encourage current employees to progress in their careers, educational assistance scheme will be offered to all Anglo Platinum employees;
- Amandelbult Section will grant such educational assistance scheme provided that the course of study is relevant to the employee's current and future roles within the Company;
- The identification of candidates will be guided by the succession planning and career management processes per discipline;
- The final approval of educational assistance for identified employees and/or employees who apply will be done by their immediate supervisor and Head of Department in consultation with the HRD Manager and any other relevant subject matter expert; and
- Such studies are to be undertaken through Institutions recognised by the Company.

### 6.3 INTERNSHIP PROGRAMME

The Internship Programme consists of different programmes aimed at giving learners accelerated exposure as part of their development programmes (see Table 23). Such programmes vary from giving exposure to prospective employees, to students requiring practical experience towards their qualifications. Some of the experiential programmes are aimed at the development of potential employees.

**Table 23 Internship Targets**

Programme Type	Actual	Intake per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
Cadetship	103	630	630	630	630	630	<b>3150</b>
External bursary candidates	<b>27</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>121</b>
Vacation students	0	5	5	5	5	5	<b>25</b>
Budget	R98 600.00	R 9 080 000	R 9 080 000	R 9 080 000	R 9 080 000	R9 080 000	<b>R45 400 000</b>

*Notes*

- *The targets indicated in the Table above are annual targets*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- As part of the Anglo Platinum Adopted School Programme, school learners will be afforded the opportunity to visit the operations with the objective to learn about the various careers available in the mining industry;
- The company's cadet programmes (such as the Rock Drill Operator Cadetship) are aimed at developing talent amongst unemployed members of the surrounding communities, to be engaged as and when required;
- In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year<sup>1</sup> or be channelled into full-time tertiary study; and
- Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.
- Internships will be offered to unemployed partially qualified students as per the JIPSA Initiative.

## 6.4 GRADUATE DEVELOPMENT SCHEME

The Graduate Development Scheme, which forms part of the Young Professional Scheme, is aimed at filling critical skills gaps in Anglo Platinum's core activities. Accordingly, the Group will direct significant resources towards these schemes in terms of both direct financing and staff support. Table 24 presents Amandelbult Section's five-year plan for young graduates per discipline.

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<sup>1</sup> The Exposure Year is a bridging programme designed to ensure that the candidate can cope with the rigours of tertiary education.

**Table 24 Graduate Development Scheme Targets**

Discipline		Actual	In programme per annum					Total Target in 5 years
		2009	2010	2011	2012	2013	2014	
1	Mining engineering	4	4	4	4	4	4	12
2	Metallurgical engineering	7	7	7	7	7	7	21
3	Geology	4	4	4	4	4	4	12
4	Mine surveying	0	0	0	0	0	0	0
5	Mechanical/Electrical/Chemical engineering	0	11	11	11	11	11	22
6	Analytical chemistry	2	2	2	2	2	2	6
7	Human resources	5	5	5	5	5	5	15
8	Finance and accountancy	2	2	2	2	2	2	6
9	Rock engineering	3	12	12	12	12	12	27
10	Ventilation	0	0	0	0	0	0	0
	<b>Total</b>	<b>27</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>121</b>

Notes:

- The targets reflected above are based on the premise that the Graduate Development Programme is a two-year programme
- Intakes are based on the need for graduates after appointments

**Note: Refer to Section 3 (Form R) for hard to fill vacancies specifically for Mining engineering, Metallurgy, Geology, Mine surveying, Mechanical Engineering, Chemical Engineering and Accounting. The targets above intend not only to provide a steady pipeline supply of skills but also to address hard to fill vacancies.**

*The budget for the Graduate Development Scheme is provided for centrally at Anglo Platinum Development Centre.*

The following **action steps** will enable Amandelbult Section to achieve the above targets:

- Every year Amandelbult Section plans the number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years;
- Following a special national recruitment drive, the Company engages the successful applicants at the Anglo Platinum Group Development Centre;
- These graduate trainees are then further developed by means of the discipline specific Graduate Development Program for on average 18 months;
- During the Program, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by Anglo Platinum; and
- Every Graduate has an Individual Development Charter and an appointed mentor and is given bi-annual appraisals.
- The budget for these amounts to R 45 000 000 over a five year period.

## 7. REGULATION 46 (B) (V) EMPLOYMENT EQUITY

Anglo Platinum's Employment Equity policy is an integral part of the Company's commitment to building an effective and representative workforce and to ensuring equality for all employees. The Company will enhance its Employment Equity vision through attracting high-calibre staff, encouraging development through the provision of high-quality education and retaining talent. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression.

### 7.1 EMPLOYMENT EQUITY STATUS: FORM S: PERMANENT EMPLOYEES

**Table 25 Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations – 2009 baseline**

Occupational Level	Paterson Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	F	0	0	0	0	0	0	0	0	0	0	0
Senior management	E	14	0	0	25	1	1	0	1	42	0	0
Professionally qualified and experienced specialists and mid-management	D	96	1	1	158	11	0	1	24	292	1	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	602	12	0	424	71	2	0	72	1183	0	0
Semi-skilled and discretionary decision-making	B	10017	7	0	15	423	1	0	28	10491	6	1
Unskilled and defined decision-making	A	968	0	0	8	434	0	0	0	1410	5	0
<b>Total enrolled employees</b>		<b>11697</b>	<b>20</b>	<b>1</b>	<b>630</b>	<b>940</b>	<b>4</b>	<b>1</b>	<b>125</b>	<b>13418</b>	<b>12</b>	<b>1</b>
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>		<b>11697</b>	<b>20</b>	<b>1</b>	<b>630</b>	<b>940</b>	<b>4</b>	<b>1</b>	<b>125</b>	<b>13418</b>	<b>12</b>	<b>1</b>

*\*Total employee figures reported elsewhere in this document refer and correlate to row labelled 'Total enrolled employees'.*



*\* Note that 'Disabled' figures are incorporated into the 'Total' column.*

### 7.1.1 FORM S: CONTRACTOR EMPLOYEES

**Table 26 Employment Equity Statistics for Contractors, as per Form S in Annexure II of the MPRDA Regulations – 2009 baseline**

Occupational Level	Paterson Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	F	1	0	0	2	0	0	0	0	3	0	0
Senior management	E	2	0	0	19	0	0	0	0	21	0	0
Professionally qualified and experienced specialists and mid-management	D	6	1	0	32	1	0	0	1	41	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	131	0	0	104	2	0	0	6	243	0	0
Semi-skilled and discretionary decision-making	B	1907	0	0	26	14	0	0	8	1955	0	0
Unskilled and defined decision-making	A	705	0	1	21	67	0	0	0	794	0	0
<b>Total permanent employees</b>		<b>2752</b>	<b>1</b>	<b>1</b>	<b>204</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>3057</b>	<b>0</b>	<b>0</b>
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>		<b>2752</b>	<b>1</b>	<b>1</b>	<b>204</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>3057</b>	<b>0</b>	<b>0</b>

*\* Total employee figures reported elsewhere in this document refer and correlate to row labelled 'Total permanent employees'.*

*\*'Disabled' figures are incorporated into the 'Total' column.*

## 7.2 WOMEN IN MINING

### 7.2.1 AMANDELBULT SECTION WOMEN IN MINING TARGETS

Amandelbult Section will strive to increase women participation beyond the 10% Mining Charter target. The mine is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Gender Equity is critical to economic growth and wealth creation in South Africa. Furthermore, the Company recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

The women participation targets from 2010 to 2014 are reflected below in Table 27. Table 28 reflects women in core disciplines, which are Mining, Engineering and Metallurgical disciplines.

**Table 27 Amandelbult Section Targets for Female enrolled at the Mine**

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	7.1%	3	10.5	4	21.0	8	21.0	8	21.0	8	21.0	8
D	Middle management	12.3%	36	23.8	86	27.8	100	30.8	111	30.8	111	30.8	111
C	Junior management	12.3%	145	23.8	302	26.7	338	29.9	379	29.9	379	29.9	379
B	Semi-skilled	4.3%	452	8.4	835	11.5	1143	13.1	1303	13.1	1303	13.1	1303
A	Unskilled	30.8%	434	32.3	460	35.2	501	41.4	589	41.4	589	41.4	589
<b>Women in mining</b>		<b>8.0%</b>	<b>1070</b>	<b>12.9</b>	<b>1687</b>	<b>16.0</b>	<b>2090</b>	<b>18.3</b>	<b>2390</b>	<b>18.3</b>	<b>2390</b>	<b>18.3</b>	<b>2390</b>
<b>Total employees at the mine</b>		<b>13418</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>	

*\*Percentages per Level (Paterson Band) represent the percentage of women of the total employees within that specific Level. Rounding in tables where percentages are reflected may result in computational discrepancies.*

**NB: The above targets are based on our Employment Equity Plan: Numerical Goals**

**Table 28 Amandelbult Section Targets for Female enrolled in Core Disciplines (mining, engineering and metallurgy)**

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	4.8%	2	11.5	3	11.5	3	11.5	3	11.5	3	11.5	3
D	Middle management	3.8%	11	10.2	19	10.2	19	10.2	19	10.2	19	10.2	19
C	Junior management	3.8%	45	10.0	96	10.0	96	10.0	96	10.0	96	10.0	96
B	Semi-skilled	3.0%	317	10.0	993	10.0	993	10.0	993	10.0	993	10.0	993
A	Unskilled	28.5%	402	10.0	132	10.0	132	10.0	132	10.0	132	10.0	132
<b>Women in mining</b>		5.8%	777	10.0	1243	10.0	1243	10.0	1243	10.0	1243	10.0	1243
<b>Total employees in mining</b>		<b>13418</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>	

*\*Percentages per Level (Paterson Band) represent the percentage of women of the total employees within that specific Level. Rounding in tables where percentages are reflected may result in computational discrepancies.*

## 7.2.2 Strategy and objectives

Amandelbult Section has developed the following strategies to enhance female representation, with a specific focus on black females, to achieve the targets as per the table above. These strategies include:

- Reserved positions in mining that black women could fill (plan to recruit 30% black women of all new recruit based on a 10% annual attrition rate);
- Recruit 30% black women in all learnerships, graduate trainees and bursar programmes;
- Providing preference to black women for skilled and management positions
- Identify and create programs for current female employees with potential and 30% must be black female candidates to be developed for supervisory and management positions; and
- Women committees to evaluate the quantity and quality of the necessary facilities such as change houses and female-only ablution facilities on surface and underground.

### 7.2.3 Implementation plan

Table 29 below indicates the planned number of women to be trained and developed to meet the targets set by Amandelbult Section.

**Table 29 Training and Development of Black Women**

Specific interventions for women	Actual	In programme / intake per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
Learnerships	53	50	50	50	50	55	153
Supervisory Development Programme	10	35	35	35	35	40	80
Programme for Management Excellence	2	2	2	2	2	2	10
External Bursaries	18	18	18	18	18	20	36
Graduate Development Scheme	12	9	9	9	9	10	28

Notes:

- *The targets for Learnerships, Supervisory Development Programme and Graduate Development Programme Scheme are based on the premise that the programmees are two-year programmes*

The above interventions for women are aimed at narrowing the gaps within the semi-skilled, supervisory and management occupations as per the targets in Table 29. The balance will be recruited as per

Table 30 below.

**Table 30 Recruitment Plan**

Specific recruitment targets for women		Forecast				
	2009	2010	2011	2012	2013	2014
Total number of employees	13418	13033	13033	13033	13033	13033
Natural attrition @ 10%	1341	1303	1303	1303	1303	1303
Women to be recruited		391	391	391	391	391

#### 7.2.4 Challenges and action steps

The challenges in achieving the above targets are outlined below:

- Due to the legalities associated with certain positions (such as legal appointments), especially on the E band, it might be difficult to find suitable female employees that meet the legal requirements – that is, mine manager’s ticket.
- The majority of positions in the B band, which is also the majority of the workforce, are the traditional, ‘hard-core’ occupations. The challenge is to find the appropriate skills among women, in line with the identified positions.
- The dominance of males can create an intimidating environment for women, as well as raise fears of sexual harassment;
- Availability of women with mining skills remains a challenge;
- Overall, positions suitable for women still need to be clearly identified, understood and explained to all stakeholders in the business. This process needs to carefully consider the inherent requirements of the job.

The following actions plans will be implemented to address these challenges and to achieve the objectives of increasing the representivity of black females:

- Identify potential black female employees who have demonstrated an interest and ability to further their careers in mining;
- Place selected, high-performing black female employees on job rotation/fast-track career development;
- Identify the training and technical needs of women miners and organise the resources required to meet these needs;
- Widen the career-path opportunities for female employees through the use of the Anglo Platinum talent pool; and

- e) Identify black women with potential and provide bursaries to study for a technical degree, with a view to making a career in mining.

### 7.3 HDSA PARTICIPATION IN MANAGEMENT

### 7.3.1 HDSA in Management targets

The Company will develop a demographically representative talent pool, ensuring effective career and succession planning to retain talent, and construct and implement a sound mentorship programme to create a workplace that will support and respect all employees' values and cultures. Although the Mining Charter requires a target of 40% HDSA participation in Management levels Amandelbult plans to exceed that and ensure that the number of white women in such levels is brought down through natural attrition. All white women who retire or terminate will be replaced by African Women until they are at the level in line with EAP.

Table 31 illustrates the Employment Equity targets of Amandelbult Section. Table 33 provides a further breakdown to illustrate the targets per gender and race.

Refer to Appendix 1 for a complete list of all HDSA employees in management (D1 and above) at Amandelbult Section.

### Table 31 Targets for HDSA Participation in Management

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	40.48%	17	42.8%	16	59.0%	22	60.0%	23	60.0%	23	60.0%	23
D	Middle management	43.84%	128	54.4%	196	62.0%	224	67.0%	242	67.0%	242	67.0%	242
Total HDSAs in management		<b>43.41%</b>	<b>145</b>	<b>53.1%</b>	<b>212</b>	<b>61.7%</b>	<b>246</b>	<b>66.4%</b>	<b>265</b>	<b>66.4%</b>	<b>265</b>	<b>66.4%</b>	<b>265</b>
Total mine management		<b>399</b>		<b>399</b>		<b>399</b>		<b>399</b>		<b>399</b>		<b>399</b>	
C	Junior management	59.59%	705	67.4%	854	72.0%	912	76.0%	963	76.0%	963	76.0%	963
B	Semi-skilled	88.70%	9306	90.1%	8960	91.0%	9049	92.0%	9148	92.0%	9148	92.0%	9148
A	Unskilled	96.95%	1367	92.2%	1312	94.0%	1338	93.0%	1323	93.0%	1323	93.0%	1323
Total HDSAs at operation		<b>84.80%</b>	<b>11378</b>	<b>85.4%</b>	<b>11126</b>	<b>86.7%</b>	<b>11299</b>	<b>87.7%</b>	<b>11434</b>	<b>87.7%</b>	<b>11434</b>	<b>87.7%</b>	<b>11434</b>
Total employees		<b>13418</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>		<b>13033</b>	

*\*Note: percentages per Level (Paterson Band) represent the percentage of HDSAs of the total number of employees within that specific Level.*

*\*Note: rounding in tables where percentages are reflected may result in computational discrepancies.*

**Table 32 Targets for HDSA Participation in Management: Percentage Breakdown by Race and Gender**

Employment Level			2009 Actual							2010							2011						
			Male			Female				Male			Female				Male			Female			
			African	Indian	Coloured	African	Indian	Coloured	White	African	Indian	Coloured	African	Indian	Coloured	White	African	Indian	Coloured	African	Indian	Coloured	White
E	Senior management	%	33.3	0.0	0.0	2.4	0.0	2.4	2.4	25.7	2.9	2.9	8.6	0.0	0.0	2.9	28.6	2.9	2.9	14.3	0.0	2.9	5.7
		No	14	0	0	1	0	1	1	9	1	1	1	0	0	1	10	1	1	5	0	1	2
D	Middle management	%	30.8	0.3	0.3	3.8	0.3	0.0	8.2	26.0	1.4	3.0	12.2	0.7	1.4	9.8	30.6	1.4	2.5	15.8	0.7	1.8	9.5
		No	90	1	1	11	1	0	24	77	4	9	36	2	4	29	87	4	7	45	2	5	27
C	Junior management	%	46.3	0.0	1.0	6.0	0.0	0.2	6.1	41.2	0.6	1.9	13.5	0.7	1.6	8.0	42.7	0.8	2.2	15.9	0.5	2.7	7.7
		No	548	0	12	71	0	2	72	445	6	20	146	8	17	87	460	9	24	171	5	29	83
B	Semi-skilled	%	84.3	0.0	0.1	4.0	0.0	0.0	0.3	80.7	0.3	0.7	6.5	0.1	0.6	1.2	77.0	0.6	1.7	8.4	0.2	0.9	2.0
		No	8847	0	7	423	0	1	28	8573	27	79	688	12	64	128	8249	59	180	901	23	96	214
A	Unskilled	%	66.1	0.0	0.0	30.8	0.0	0.0	0.0	55.0	1.1	3.8	27.0	0.0	3.2	2.1	56.6	0.5	1.8	27.2	0.3	5.0	2.7
		No	933	0	0	434	0	0	0	960	20	66	471	0	56	37	939	9	30	452	5	83	45
Total HDSAs in management		%	77.7	0.0	0.1	7.0	0.0	0.0	0.9	73.1	0.4	1.3	9.8	0.2	1.0	2.0	70.7	0.6	1.8	11.4	0.3	1.6	2.7
Total HDSAs in management		No	10432	1	20	940	1	4	125	10064	58	175	1344	22	141	282	9745	82	242	1574	35	214	371



Employment Level			2012							2013							2014						
			Male			Female				Male			Female				Male			Female			
			African	Indian	Coloured	African	Indian	Coloured	White	African	Indian	Coloured	African	Indian	Coloured	White	African	Indian	Coloured	African	Indian	Coloured	White
E	Senior management	%	31.4	2.9	2.9	14.3	0.0	2.9	5.7	31.4	2.9	2.9	14.3	0.0	2.9	5.7	31.4	2.9	2.9	14.3	0.0	2.9	5.7
		No	11	1	1	5	0	1	2	11	1	1	5	0	1	2	11	1	1	5	0	1	2
D	Middle management	%	32.2	1.4	0.1	17.3	1.4	0.5	8.7	32.2	1.4	0.1	17.3	1.4	0.5	8.7	32.2	1.4	0.1	17.3	1.4	0.5	8.7
		No	93	4	9	50	4	10	25	93	4	9	50	4	10	25	93	4	9	50	4	10	25
C	Junior management	%	42.6	0.8	2.2	16.8	1.0	4.2	8.0	42.6	0.8	2.2	16.8	1.0	4.2	8.0	42.6	0.8	2.2	16.8	1.0	4.2	8.0
		No	470	9	24	185	11	46	88	470	9	24	185	11	46	88	470	9	24	185	11	46	88
B	Semi-skilled	%	76.3	0.6	1.7	9.6	0.2	1.1	2.1	76.3	0.6	1.7	9.6	0.2	1.1	2.1	76.3	0.6	1.7	9.6	0.2	1.1	2.1
		No	7924	59	180	1001	25	116	222	7924	59	180	1001	25	116	222	7924	59	180	1001	25	116	222
A	Unskilled	%	45.1	1.6	5.0	31.8	0.8	4.6	4.3	45.1	1.6	5.0	31.8	0.8	4.6	4.3	45.1	1.6	5.0	31.8	0.8	4.6	4.3
		No	886	32	98	624	15	91	84	886	32	98	624	15	91	84	886	32	98	624	15	91	84
Total HDSAs in management		%	68.1	0.8	2.3	13.5	0.4	1.9	3.1	68.1	68.1	0.8	2.3	13.5	0.4	1.9	3.1	68.1	0.8	2.3	13.5	0.4	1.9
Total HDSAs in management		No	9384	105	312	1865	55	264	421		9384	105	312	1865	55	264	421	9384	105	312	1865	55	264

GGS Grades	Band	Nature of Role	Band Description	Talent Group	Benchmarks
23	ANGLO 1	Group CEO	Holds the highest executive position and takes ultimate responsibility for the Group. Has direct accountability to shareholders for the performance of Anglo American plc.	Executive Leadership	Group CEO
22 21 20	ANGLO 2	Enterprise Leadership	Ultimately accountable for an Anglo Division as CEO or leading a Group Function. Sets the highest level of business strategy for the Group. Responsible for long-term business-critical decisions that are focused on maximising the effectiveness of the Group.	Executive Leadership	Divisional CEO's, Group FD, Group Technical Director, Group Head of HR
19 18 17	ANGLO 3 F-band	Executive Leadership	Leads a major function within a Division or part of a Group Function. Typically a member of the executive management team of the Division or Group Function. Significantly influences strategy at either a Group functional level or the business strategy within a Division. Translates Group/Divisional strategy into medium-term strategic and operational plans.	Executive Leadership	Exco/BMT/Mancom roles in Divisions, Key Group Heads of...
16 15	ANGLO 4 E4-E Upper	Senior Leadership	Leads a significant operational unit (eg mine) or business within a Division, or provides Divisional-wide or Group thought leadership and advice upon which key strategic decisions are taken. Key people and technical leadership roles focused on ensuring that operational plans are delivered upon.	Executive Pipeline	Mining GMs, Heads of...
14 13	ANGLO 5 E2-E3	Senior Managers/ Professionals	Leads a large operational team or professional team, or provides high-level technical/professional advice. Experienced professionals who contribute through either a significant management role or through applying expertise in a key strategic area for Anglo.	HiPos	Mine Engineering Manager, Mine HR Manager, Mine Finance Manager
12 11 10	ANGLO 6 D2- D4/E1	Managers/ Professionals	Leads a group or provides technical/professional guidance and advice to others. Experienced professionals using independent judgement in decision-making. Works with minimal supervision.	Emerging Talent	Project Manager, Financial Analyst, Engineer, Section Manager

### Managers' roles and responsibilities matrix

### 7.3.2 Strategy and objectives

Amandelbult Section has developed four main elements to ensure that its Employment Equity targets are realistic and achievable. These are to:

- a) Develop existing employees with potential;
- b) Fast-track high flyers; and
- c) Recruit externally for qualified staff, trainees and bursars.
- d) Replacing retiring employees with suitably qualified HDSA candidates

### 7.3.3 Implementation plan

#### 7.3.3.1 Developing existing employees with potential

In developing existing employees with potential we will provide training and development for HDSA candidates as per Table 33 below

- a) Experiential training through coaching and mentoring;
- b) A focused bursary programme;
- c) Consulting with the Mining Qualifications Authority (MQA) and training service providers to accelerate and enhance training programmes and opportunities for practical work exposure for HDSAs; and
- d) Appointing HDSA candidates to vacancies on a contract /temporary basis so that they can gain experience until such time as suitably qualified candidates are competent enough to be permanently appointed to the positions in question.
- e) Assessing and identifying high-potential candidates;
- f) Building management capacity through targeted in-house training and development programmes from executive development through to technical training;
- g) Pre-employment training;
- h) Giving HDSA employees operational exposure through an 'action learning' initiative which is practical in orientation;

#### 7.3.3.2 Fast tracking of high-flyers

Previous lack of experience and a scarcity of the skills that are required by the mining industry mean that HDSA candidates need to be developed and fast-tracked to enable the mine to reach its HDSA targets in more senior management. Of crucial operational importance is that HDSA candidates are suitably qualified for the positions into which they will be appointed.

A comprehensive education, training and development strategy is one of the critical success factors for achieving the objectives of any HDSA fast-tracking training plan. The interventions will focus on building skills and competencies internally as far as possible. In addition, implementing an effective training strategy that meets both the company's and the individual's goals can play a significant role in staff retention.

Table 33 below presents a summary of training and development initiatives as per Table 18 and Table 1919 that have been implemented to fast-track the required number of HDSA candidates in the core disciplines of mining and engineering.

**Table 33 Training and Development of HDSAs**

Specific interventions for HDSA in Management	Actual	In programme per annum					Total Target in 5 years
	2009	2010	2011	2012	2013	2014	
Mine Manager Certificate /Engineering Certificate	4	3	3	3	3	3	10
Mine Overseer Certificate/ Junior Engineering Programme	18	14	14	14	14	16	46
Shift Supervisor Programme/ Engineering Foreman Certificate	46	24	24	24	24	26	94

*Notes:*

- The targets above reflect the number of candidates which are to be in programme per annum and are also reflected in the skills development and bursary sections
- The Total Target in 5 years is based on the premise that the programme is a two year programme

### **7.3.3.3 Recruit externally for qualified staff, trainees and bursars**

Amandelbult Section will investigate the feasibility of adopting the following measures to create additional employment opportunities for HDSA candidates:

- Offer early retirement packages to employees above 55 and then utilise them in a coaching capacity to transfer skills and experience to HDSAs designated for management and supervisory positions. Should such a policy be adopted, it will fall under the Group's Retrenchment Policy and the Departments of Employee Relations and Finance to manage early retirement packages. It is likely that the option of voluntary separations will be encouraged and pursued with the proviso that successful competency transfer, coaching and mentoring takes place prior to the person leaving;
- Transfer identified, non-designated employees to new expansions, and consider the possibility of seconding suitable candidates from other operations for a period of time;
- Identify specific positions within each discipline for accelerated development; and

External recruitment is targeted at qualified staff on the one hand, and graduate trainees and bursars on the other. The main potential constraints in attracting people in these categories are:

### **7.3.4 Retention strategy**

Amandelbult offers the following to retain its employees:

- An industry-wide competitive salary package

- Excellent training initiatives
- Continuous benchmarking

#### **7.4 UNDERSTANDING THE EFFECT THAT THE SPREAD OF HIV/AIDS AMONG EXISTING STAFF COULD HAVE ON MEETING TARGETS**

HIV/AIDS in the mining industry has reached epidemic proportions. The continued prevalence of single accommodation remains a contributing factor to the spread of HIV/AIDS among miners and their families.

The mine will continue to pursue the following interventions which are already in place to address this challenge:

- a) Stepping up the HIV/AIDS education strategy;
- b) Continuing to provide workers with access to a comprehensive care, management and treatment support programme for HIV & AIDS as well as related infections, particularly tuberculosis and sexually-transmitted infections;
- c) Continuing to promote and distribute condoms at the workplace;
- d) Increasing the capacity for care and counselling; and
- e) Intensifying the application of the Anglo Platinum counter strategy.

##### **7.4.1 Working with trade unions to fight HIV/AIDS in the workplace**

The Company signed an historic HIV/AIDS agreement with representative trade unions in November 2002; this was reviewed and revised in 2006. The negotiated agreement encourages a partnership between Anglo Platinum and its stakeholders to develop and maintain responsible and effective programmes that minimise the impact of HIV/AIDS in the workplace.

Since the signing of the Partnership Agreement, the HIV/AIDS Joint Working Group (JWG) has met monthly to give substance to the clauses in the agreement. JWG members are representative of all stakeholders and revert to their constituencies before any item is ratified in the JWG meetings. All recommendations, once finalised by the JWG, are referred to the Central Partnership Forum (CPF), after which they will be distributed through the usual employee relations channels for implementation.

Amandelbult Section's HIV/AIDS Committee serves as a forum and working group to enhance involvement and participation at all levels in the implementation and roll-out process.

##### **7.4.2 Providing information, education and training in the workplace**

Information and education, through various channels and media (one-on-one communication, prints, electronic, groups, etc) is the foundation of preventive, curative and rehabilitative care. As such, it is provided on an ongoing basis to all job categories to ensure adequate understanding of the complexities of HIV/AIDS and to facilitate good working relationships with colleagues who are infected and/or affected.

Through various communication platforms, information regarding HIV/AIDS-related issues and activities will be distributed and communicated, including the following:

- a) Fact sheets, booklets and posters (on HIV transmission, working with HIV-positive employees, employee rights and access to medication and treatment) will be provided in regional languages. The print media will be used to reinforce the work done by peer educators and to amplify the billboard messages. All employees will be targeted, including board members, management, trade union representatives and SHE officers, as well as members of surrounding communities;
- b) Community radio will be strategically utilised to amplify the core components of the HIV/AIDS education in reaching employees, their families and the surrounding community; and
- c) Volunteer peer educators, the foundation of the education process, will be identified, trained and deployed to discuss various HIV/AIDS-related issues with colleagues to bridge literacy problems. Peer educators will attend monthly meetings and refresher training to ensure they are up to date with current information.

### **7.4.3 Providing a comprehensive care and support programme**

Amandelbult Section will continue to provide workers with access to a comprehensive care, management and treatment support programme for HIV/AIDS as well as related infections. This will include:

- a) Accelerated prevention of new infections and re-infections at Amandelbult Section, including Post-Exposure Prophylaxis for mine accidents, rape survivors and healthcare workers;
- b) Treatment for opportunistic infections and re-infection, which includes counselling and voluntary testing, tuberculosis (TB) prophylaxis, sexually transmitted infection (STI) management, monitoring of HIV disease progression;
- c) A continuum of counselling, education and psycho-social support, provision of nutritional support; specialised care and referral, including antiretroviral therapy (ART) medication when clinically indicated (traditional health practitioner services will be incorporated once a policy directive is received); and
- d) Rehabilitative care and support, including referrals. Where ART fails or the employee becomes incapacitated due to another serious medical condition, support will be provided to facilitate home-based care and follow-up support. The agreed medical incapacitation procedures will apply and support will be provided, including:
  - i. Access to step-down facilities that work closely with the hospital;
  - ii. Referral to care centres such as Lifeline, Hospice, home-based care non-governmental organisations (NGOs) etc; and
  - iii. Utilisation of services outside the company's healthcare programmes, such as social services, community clinics, pastoral services and legal aid.

### **Regulation 46 (c)**

Local economic development programmes

## **8. REGULATION 46 (C) (I) AND (II) (A):THE SOCIAL AND ECONOMIC BACKGROUND TO, AND KEY ECONOMIC ACTIVITIES IN, THE AREA IN WHICH AMANDELBULT SECTION OPERATES**

### **8.1 SOCIO-ECONOMIC PROFILE OF LIMPOPO PROVINCE<sup>2</sup>**

Limpopo Province is the fourth largest province in South Africa and has the fifth largest population (4, 9 million people). Approximately 89% of the population live in rural areas and the province has an unemployment rate of 46%. Limpopo is rich in minerals such as copper, asbestos, coal, iron-ore, platinum, chrome, diamonds and phosphates. The provincial economy is growing, with primary products and manufactured goods being marketed both locally and for export.

The economy of the northern region of Limpopo Province is based on trading, tourism, game farming and cattle farming, while mining is the major economic activity in the south-western region. The greatest potential for employment occurs in the mining, agriculture and tourism sectors. The central region serves as the main economic and governmental hub of the province.

### **8.2 THABAZIMBI LOCAL MUNICIPALITY<sup>3</sup>**

The town of Thabazimbi is located about 320km west of the provincial capital of Polokwane. Established in 1932 as an iron-ore mining town, it has subsequently supported two platinum mines and an andalusite mine.

#### **Demographics**

The Thabazimbi Local Municipality includes the towns of Rooiberg, Northam, Leeupoort, Thabazimbi and Dwaalboom. In the 2001 census, a population figure of 63 921 was recorded, with 82% of the population being black. The gender profile for the municipality is 53% male and 47% female. The economically active section represents 52% of the total population, of which 79% are currently employed.

#### **Infrastructure**

Infrastructure is generally well developed in terms of roads, electricity supply, water and sanitation, but the informal settlements, including those adjacent to the mines, require urgent attention. Thabazimbi Local Municipality has a very low adult literacy rate of 18% and the majority of the population has only a primary level of education. Schools in Thabazimbi itself are generally in good order, but those in rural areas lack facilities.

#### **Key economic activities**

Mining is the main economic activity in the Thabazimbi Local Municipality, primarily in platinum, iron-ore, andalusite and limestone. Platinum mining plays a major role in the area and further development of platinum mining is likely. Agriculture and hunting are also significant economic activities. Cattle farming are declining in favour of game farming, which is proving to be a more viable enterprise. Mining provides 36,3% of formal sector employment and agriculture 21,7%. The retail and manufacturing sectors

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<sup>2</sup> Source: [www.limpopo.gov.za](http://www.limpopo.gov.za)

<sup>3</sup> Source : Thabazimbi Local Municipality IDP and [www.limpopo.gov.za](http://www.limpopo.gov.za)



contribute very little to the economy, although there is significant potential for the development of tourism.

### **8.3 PROFILES OF TOWNS AND VILLAGES WITHIN THE THABAZIMBI LOCAL MUNICIPALITY FROM WHICH THE MINE SOURCES LABOUR**

#### **Regorogile**

Regorogile is a community of 5 000 residents and is situated 40km from Amandelbult Section. Only 23 employees are originally from this town.

Social infrastructure includes:

- a) One primary school and one secondary school;
- b) A hospital in Thabazimbi and a clinic;
- c) Household electricity;
- d) Reservoirs supplying water points; and
- e) Waste disposal services.

There is a waterborne sewerage system in Regorogile but not all households are linked to the system and some households still use pit latrines.

#### **Northam**

Another major labour-sending area is the town of Northam, located 15km from Amandelbult Section. There are 4 000 residents, of whom 1197 are employees of the mine.

Social infrastructure includes:

- a) Two primary schools and one secondary school;
- b) A clinic;
- c) Household electricity;
- d) Waste disposal services; and
- e) Waterborne sewage.

#### **Chromite**

Chromite (formerly Schilpadnest) is situated 10km from Amandelbult Section. It is an informal settlement with approximately 10 000 residents. In terms of registered addresses on mine records, 7308 residents are employed at the mine.

Social infrastructure includes:

- a) One primary school which need urgent renovation to be conducive to the learning process; and
- b) A mobile clinic.

There is no waterborne sewage, no household electricity and no waste disposal service. Pit latrines are used.

## 8.4 SOCIO-ECONOMIC PROFILE OF NORTH WEST PROVINCE<sup>4</sup>

North West Province is one of the smaller provinces of South Africa with a population of 3,4 million people in an area of 116 320km<sup>2</sup>. The province has strong economic links with Gauteng Province.

The provincial capital is Mafikeng, and the larger towns are Klerksdorp, Orkney, Potchefstroom, Rustenburg and Brits. Mining plays a dominant role in the economy of North West Province, employing a quarter of the provincial labour force and contributing some 55% of its Gross Geographic Product (GGP). A variety of minerals are mined, including:

- a) Platinum in Rustenburg and Brits;
- b) Gold in Orkney and Klerksdorp;
- c) Diamonds in Lichtenburg, Koster, Christiana and Bloemhof;
- d) Marble in Taung;
- e) Granite in Rustenburg; and
- f) Fluorspar in Zeerust.

In addition to mining, agriculture is one of the most important sectors in the province with maize, sunflower and groundnuts being the biggest crops.

### 8.4.1 Moses Kotane Local Municipality<sup>5</sup>

Moses Kotane Local Municipality comprises mainly isolated and dispersed settlements which are characterized by poor accessibility and low density. Madikwe and Mogwase are the only two towns in the municipality. Both are residential in nature and fully electrified. The population of the municipality is 236 845, with the largest concentration of settlements being around Mabeskraal and Saulspoort.

The dominant language group is Setswana, which comprises 98,5% of the total population. The municipality has more female residents (51%) than males (49%). The province has an unemployment figure of 51%.

#### ***Infrastructure***

Moses Kotane is relatively underdeveloped in terms of roads, health facilities and the supply of water. More than 95% of all roads are dirt or gravel and are not regularly maintained. This has a negative impact on accessibility and therefore on social and economic development. There is also a shortage of clean drinking water in the municipality's rural communities, which is exacerbated by an inadequate groundwater supply.

#### ***Economic activity***

Industrial activities include heavy, light and service industries, and the area still holds potential for further industrial development. Gold, chrome and diamonds are mined mainly around the Pilanesberg Mountains, while Platinum Group Metals are mined in the vicinity of Sewickley by Rustenburg Platinum Mines.

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<sup>4</sup> Source: [www.nwpg.org.za](http://www.nwpg.org.za)

<sup>5</sup> Source: Moses Kotane Integrated Development Plan

Farming activity in Moses Kotane Local Municipality is primarily of a subsistence nature. Maize, sorghum and sunflowers are the predominant crops, while cattle and goats are the major livestock.

The Pilanesberg Nature Reserve and the Sun City Complex constitute the main tourist attractions, along with a variety of game reserves, nature reserves, dams and holiday resorts.

Profiles of towns and villages within the Moses Kotane Local Municipality from which the mine sources labour

#### Saulspoort

The town of Saulspoort has 19 000 residents and is the main labour-sending town for Amandelbult Section, hosting 1351 employees that work for the mine. The town is situated 40km from the mine.

Social infrastructure includes:

- a) Primary schools, middle schools and secondary schools;
- b) The George Stegman Hospital and two clinics; and
- c) Household electricity.

No waste disposal services are provided in the area. Some waterborne sewage is provided. The rest of the community utilises pit latrines.

#### Ramokokastad

Ramokokastad is located 45km from Amandelbult Section. It comprises 8 200 residents, of whom 358 are employed at the mine.

Social infrastructure includes:

- a) Three primary schools, one middle school and two secondary schools;
- b) A day-shift clinic; and
- c) Household electricity.

There are no waste disposal services or waterborne sewage in Ramokokastad.

#### Magong

Magong is a community of 4 200 residents and is located 40km from Amandelbult Section. 74 employees are originally from this area.

Social infrastructure includes:

- a) One primary school, one middle school and one secondary school;
- b) A day-shift clinic; and
- c) Household electricity.

No waste disposal services or waterborne sewage systems are provided in the area.

#### Mokgalwaneng

Mokgalwaneng, a community located 35km from Amandelbult Section, comprises 8 000 residents of whom 137 are employed by the mine.

Social infrastructure includes:

- a) Three primary schools, one middle school and one secondary school;
- b) A day-shift clinic; and
- c) Household electricity.

No waste disposal services are provided in the area, and the community utilises pit latrines because there is no waterborne sewage.

#### Kraalhoek

Kraalhoek is 35km from Amandelbult Section and is a community of 4 600 residents. 115 residents of this area employed at the mine.

Social infrastructure includes:

- a) Two primary schools and one secondary school;
- b) A dayshift clinic;
- c) Household electricity; and
- d) Borehole water and standpipes.

No waste disposal services are provided in the area and there is currently no waterborne sewerage system. The community utilises pit latrines. At present a partnership between Amandelbult Section, Magalies Water and the Moses Kotane Local Municipality is engaged in a project to supply bulk water to Kraalhoek.

#### Mantserre

Mantserre is located 32km from Amandelbult Section. It consists of 4 900 residents of whom 54 are employees of the mine. Residents were originally resettled in Mantserre from the farm where the mine is now situated. The resettlement took place long before Amandelbult Section was in operation, as part of the former government's plan to create the Bophuthatswana homeland in the early 1960s. Amandelbult Section was established in 1974 on some of the land that previously belonged to the Baphalane Tribe.

Social infrastructure includes:

- Construction of a high school
- Renovation of a local soccer stadium
- Completion of the Multi purpose centre.

No waste disposal services are provided for the area and there is no waterborne sewage. At present a partnership between Amandelbult Section, Magalies Water and the Moses Kotane Local Municipality is engaged in a project to supply bulk water to Mantserre.

## 9. REGULATION 46 (C) (II) (B): THE SOCIO-ECONOMIC IMPACT OF AMANDELBULT SECTION ON MINE AND RURAL LABOUR-SENDING COMMUNITIES

### 9.1 MINE COMMUNITY BENEFIT FROM AMANDELBULT SECTION WAGE FLOWS

This section examines the economic impact of labour employed from the mine community, focusing particularly on the following aspects of this impact:

- a) Earnings by these workers;
- b) Disposable income and its geographic distribution;
- c) Disbursement of estimated household income, on Amandelbult Household Survey data;
- d) Economic impact of these wage flows on beneficiary communities relative to the overall aggregated household incomes; and
- e) The relative dependence on the wage earnings of the various municipalities from which mineworkers are drawn.

#### 9.1.1 Direct employment

The mine currently employs 13418 people. The assessment of wage flows is of key importance to determining the economic impact that wages from mine employees have on the labour-sending areas within the mine community. This analysis will include the commercial municipality of Rustenburg, which falls just outside the boundary of the mine community. The net wages, after deductions and tax, which are earned by workers that originate from these municipalities, are scheduled in Table 40 below. The Table shows that disposable earnings of some R276 million per annum are being earned by workers in the Thabazimbi, Moses Kotane and Rustenburg Local Municipalities. In assessing the net economic benefit from this sum, it is important to understand that local expenditure by mineworkers drives both the formal and informal sectors in the area, and the curtailment of these revenues will fundamentally impact on the secondary and tertiary sectors in these municipalities.

**Table 34 Local Economic Benefit from Mine Wage Flows**

Local economic benefit	Number of employees	Net annual earnings
Moses Kotane Local Municipality	3032	R 171,07
Thabazimbi Local Municipality	9024	R 89,53
Rustenburg Local Municipality	633	R 16,24
<b>Total net wages reporting to local economy (a)</b>	<b>5 021</b>	<b>R 276,84</b>
<b>Total employees and mine wage bill (R million) per annum</b>	<b>11 071</b>	<b>R 524,83</b>
Workers resident outside mine community	R 247,99	R 247,99
<b>Retained for discretionary spending in local economy by workers that reside outside mine community (b)</b>		<b>R 156,23</b>
<b>Total discretionary income reporting to local economy (a) + (b)</b>		<b>R 433,07</b>
Retained in local area (12,3%)		R 53,27
Regional benefit (8,6%)		R 37,24
National benefit (79,1%)		R 342,56

*\*(b) It is estimated that 10% of an employee's wages are remitted back to the rural homestead. It is also estimated that around 70% of the employee's wages, that is resident outside the mine community, are spend within the mine community. Therefore  $[(R247, 99 \times 90\%) \times 70\%] = R156, 23 \text{ million}$*

*\*Note: rounding in tables where percentages and numbers are reflected may result in computational discrepancies.*

The ratios provided in Table 35, derived from the Amandelbult Household Survey<sup>6</sup>, use cost of sale percentages on empirical estimates to provide the geographic benefit split shown in Table 35. The geographic end-destination of the cost of sales is similarly an empirical estimate. While wage flow is the key indicator of economic benefit to the community, it is the *retention* of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to Saulspoort, the money is primarily spent in Rustenburg or in Thabazimbi, because Saulspoort is not a large commercial centre. The broader economic impacts or multipliers are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

**Table 35 Synthesis of the Household Expenditure Survey**

<b>Areas of expenditure</b>	<i>Local</i>	<i>Regional</i>	<i>National</i>	<b>Total</b>
Insurance	3,6%	0,3%	4,1%	<b>8,0%</b>
Transport	3,1%	8,1%	5,7%	<b>16,9%</b>
Repayments on borrowings	2,2%	0,1%	19,6%	<b>21,9%</b>
Savings	0,0%	0,0%	9,7%	<b>9,7%</b>
Education	0,0%	0,0%	6,0%	<b>6,0%</b>
Living expenses	0,0%	0,0%	31,4%	<b>31,4%</b>
Entertainment	3,4%	0,1%	2,6%	<b>6,1%</b>
<b>TOTAL</b>	<b>12,3%</b>	<b>8,6%</b>	<b>79,1%</b>	<b>100,0%</b>

*\*Note: rounding in table where numbers and percentages are reflected may result in computational discrepancies.*

This distribution in Table 35 is calculated here by purely empirical means, and it must be emphasized that the methods here make no pretence at being econometrically robust. They merely demonstrate the principle of wider geographic benefit from mine wage payments<sup>7</sup>. This distribution is relevant when planning for the broader loss of economic benefit from household expenditure that accompanies mine downscaling or closure. This means that when the mine closes, it is not just the mine employees and their local community who suffer economic loss, but those in other sectors and in other areas. The above example of a worker living in Saulspoort and spending money in Rustenburg applies here. It is consequently as important to estimate the economic impact on Rustenburg as it is to understand the impact on Saulspoort.

The reason that this assessment of economic impact is being made is to be able to assess the approximate degree to which alternative economic development in the local municipalities is necessary to offset the impact of mine closure. A further rider to this analysis is that the change in demographics that would take place upon mine closure also needs to be understood, but is not taken into account here<sup>8</sup>.

<sup>6</sup> The Amandelbult Section, Union Section, BRPM and Rustenburg Section workforce household expenditure focuses on commercial centres similar to the town of Rustenburg.

<sup>7</sup> The actual economic benefit to the local community is not the gross amount of mineworker purchases as indicated by the wage flow figures in Table 34, but the margins on those purchases. It is only these margins that remain in the local economy. The cost of these sales reports to the commercial centres which, in turn, also suffer when the wage flows cease. The loss of economic benefit is therefore only the margin, and not the gross amount. Table 35 attempts to track the retention of economic benefit at local, regional and national levels of the economy.

<sup>8</sup> The factors that should be taken into account in this respect should be that:

### **Mitigating direct employment dependence on Amandelbult Section wages**

Annual wage flows into the local economy amount to R276 million (Table 34). Extrapolation from the Household Survey commissioned by Anglo Platinum of the expenditure patterns of Amandelbult Section reveals that approximately 40% of the average wage package can be considered to be critical to the household. This defines an effective potential critical economic loss of R110 million for mineworker-dependent households (direct dependence) that would transpire in the event of mine closure. This does not take into account the secondary and tertiary sectors because of a lack of empirical data on which to make such an assessment

### **Indirect employment in the mine community and Rustenburg Local Municipality**

No statistics or data exist with which to determine the level of indirect employment generated by a mining operation<sup>9</sup>. To estimate the levels of indirect employment flowing out of Amandelbult Section in both the formal and informal sectors<sup>10</sup>, an empirical multiplier of 3,6 has been used. This is based on a study undertaken on a technically similar mining operation<sup>11</sup>.

Indirect employment is calculated to be:

Formal sector	16 607 workers
Informal sector	8 303 workers
Total indirect employment	24 910 workers

### **Total employment in the mine community and Rustenburg Local Municipality generated by Amandelbult Section**

Aggregating these figures, one derives an estimate of total impact of the Amandelbult Section on employment in the Thabazimbi, Moses Kotane and Rustenburg Local Municipalities:

Direct employment	11 071 workers
Indirect employment	24 910 workers
Total employment	35 981 workers

## **9.2 DEPENDENCE OF RURAL LABOUR-SENDING AREAS ON AMANDELBULT SECTION**

Amandelbult Section's rural labour has changed drastically over the past years, where previously the representations from the Eastern Cape Province was (24,7%), where two municipalities dominate, namely

- 
- a) The local families of the transitional mineworkers, if not the mineworkers themselves, will remain in the area after mine closure;
  - b) It is unrealistic to expect or plan for the total replacement of economic benefit lost from the curtailment of mining wage flows when a mine closes; and
  - c) Mitigation strategies should therefore target the replacement of that income necessary to mitigate the vulnerability of households to mine closure i.e. food supply, accommodation, health and education.

<sup>9</sup> In the gold mining industry an employment multiplier of 2,5 is often quoted. However, the source of this ratio is unclear, and it is also very dated. This will have been made on the formal sector only. The differential multiplier of 1,1 for the informal sector CED here is therefore reasonable, if not conservative.

<sup>10</sup> Most econometric data consider only the formal sector multipliers, while at the local level of economic benefit, the informal sector is often as, or more, important.

<sup>11</sup> Bamangwato Concessions Limited in Selebi Phikwe, Botswana.

King Sabata Local Municipality (9,7%) and Nyandeni Local Municipality (4,1%). The representation is currently as reflected in Table 1 where Thabazimbi and Moses Kotane Municipalities are host and labour sending areas. No other municipalities can be considered to be major rural labour-sending areas.

### **9.3 BROADER ECONOMIC IMPACT OF AMANDELBULT SECTION'S OPERATIONS**

An important aspect of the analysis of relative benefit emanating from Amandelbult Section is that local economic benefit is based mainly on the payment of mine wages, while mine procurement has a relatively minor impact on the mine community's economy. It has a much greater impact on the commercial centres far from the mine.

In this respect there is a considerable contribution made to community economies from public works programmes and government services. These are not directly attributable to the various taxes and levies paid by the mine, but would in many instances not be justified without the existence of the mine community. This benefit is impossible to quantify but cannot be ignored. Mining companies generate large turnovers and often large profits, and hence pay significant taxes. It is these taxes that provide the government with the capacity to provide infrastructure and services. This section makes an evaluation of Amandelbult Section's contribution to the national fiscus and provincial treasury, as well as its aggregated contribution to the local, regional, national and SADC economies through the payment of wages and taxes, and through procuring goods and services.

#### **9.3.1 The economic impact of procurement by Amandelbult Section**

The economic dependence of a mine community on the mine's operations is often attributed to the purchasing capacity of the mine. While Amandelbult Section's mine community is primarily dependent on the wage flows of its employees, procurement primarily benefits industrialCED, metropolitan areas remote from the mine. To assess the benefits of the demography of procurement, a detailed analysis of the mine's procurement spend was undertaken. The analysis considers both the geographic areas from which purchases were made as well as the other economic sectors benefiting from these purchases.

An important aspect of procurement from the mine is the catalytic impact that this has on secondary and tertiary sectors at various levels of the economy, and these too need to be understood. The dependence of the mine community on procurement from the mine is relatively low in relation to that of mine wages. The figures presented in Figure 6 shows that more than 80,5 % of mine intermediate inputs report to Gauteng Province, while the local economy derives little direct benefit.



### 9.3.2 The demographics of suppliers of goods and services to Amandelbult Section

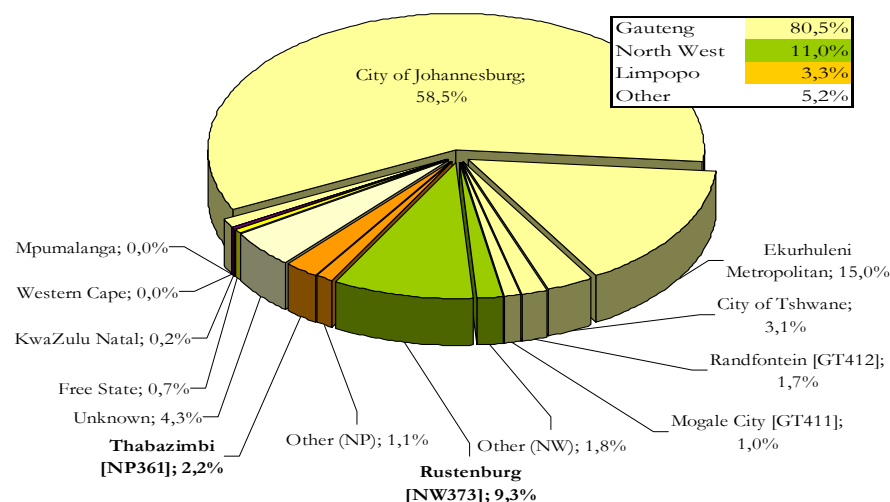
There is an imperative in the Social and Labour Plan to catalyse through its Local Economic Development (LED) programmes a diversified economic activity in the local economy and in so doing, reduce the levels of community dependence on the mine. This part of the analysis examines the benefit derived by communities on wages, both local to and remote from the mining operation, as this will inform the LED planning. It takes into account the demographics of procurement, and draws conclusions as to the geographic and cross-sectoral benefit of Amandelbult Section's procurement activity.

Figure 6 shows the spread of purchases by Amandelbult Section across the South African provinces. As can be seen, the host province Limpopo attracts a mere 3,3% of the total procurement spend while North West Province, in which the commercial centre of Rustenburg is located, receives 11,0% of the spend. Unsurprisingly, 80,5% reports to Gauteng Province.

It has been calculated that the mine community wage bill constitutes 9,8% of the total mine expenditure compared to local purchases by the mine, which represents 4,2% of total mine expenditure.

This indicates that the mine community economy is considerably more dependent on wage flows than it is on local procurement. Consequently, while the promotion of local purchasing is viewed in this plan as a priority, the fact remains that the bulk of the mine's purchases cannot realistically be made locally. Therefore, while local spending by the mine is important to local economic development and diversification, it is unlikely that increases in the ratio of local spend to other expenditure will change significantly as a result of CED programmes discussed later in this plan.

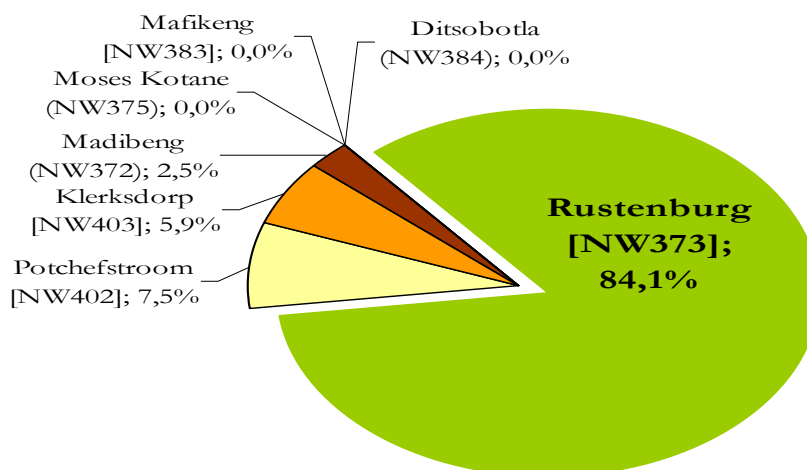
**Figure 5 Provincial and Municipal Spread of Purchases by Amandelbult Section**



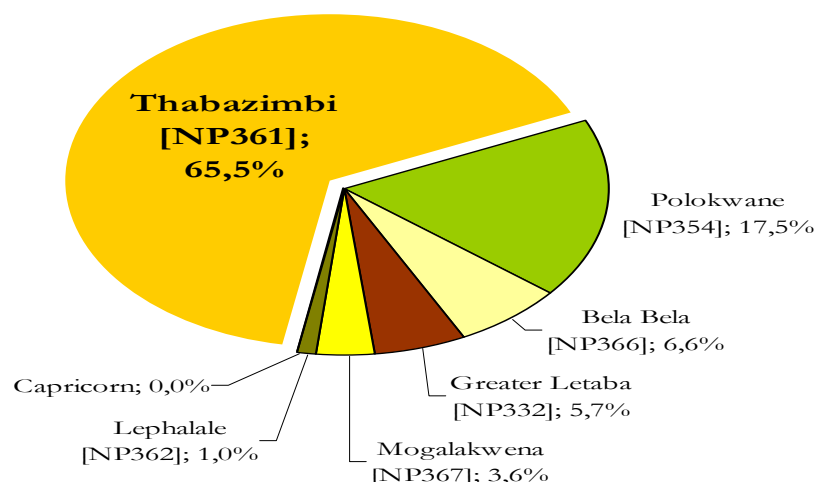
*\*Note: rounding in graphs where percentages are reflected may result in computational discrepancies.*

Figure 5, 6 and Figure 7 below show Amandelbult Section's purchases within the North West and Limpopo province respectively.

**Figure 6 Amandelbult Section Purchases within North West Province (11, 0%)**



**Figure 7 Amandelbult Section Purchases within Limpopo Province (3, 3%)**



*\*Note: rounding in graphs where percentages are reflected may result in computational discrepancies.*

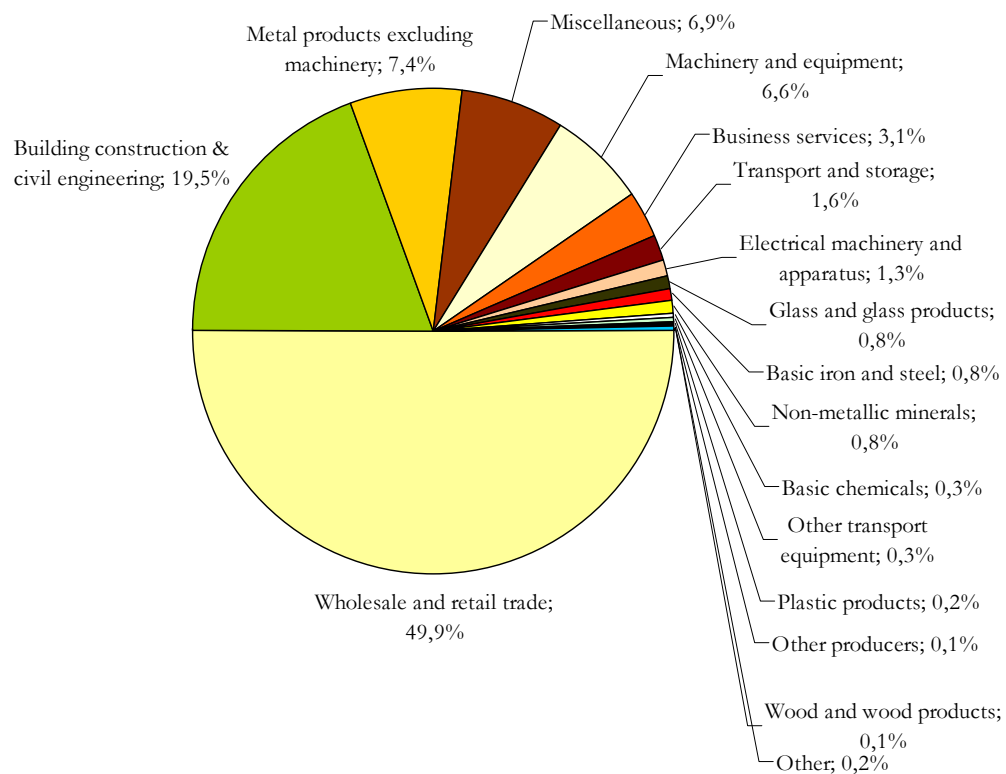
### **Cross-sectoral impacts of Amandelbult Section purchases**

An important component of the economic impact of a mining operation is the cross-sectoral economic benefit of the purchases of goods and services, as this often provides the enabling environment for other economic sectors to take root and develop. This in turn serves to diversify the economy, reduce the dependence on mining and, in so doing, reduce the vulnerability of dependent communities to mine closure. The analysis shows that 31% of the spend is on other mining, which accounts for a range of mining-related services such as smelting, refining, contract mining and consulting. Outside of this sector, the only three major beneficiary sectors are wholesale and retail, machinery and equipment, and building construction and civil engineering. Other primary industries such as agriculture and tourism derive little benefit from the mine's activities.

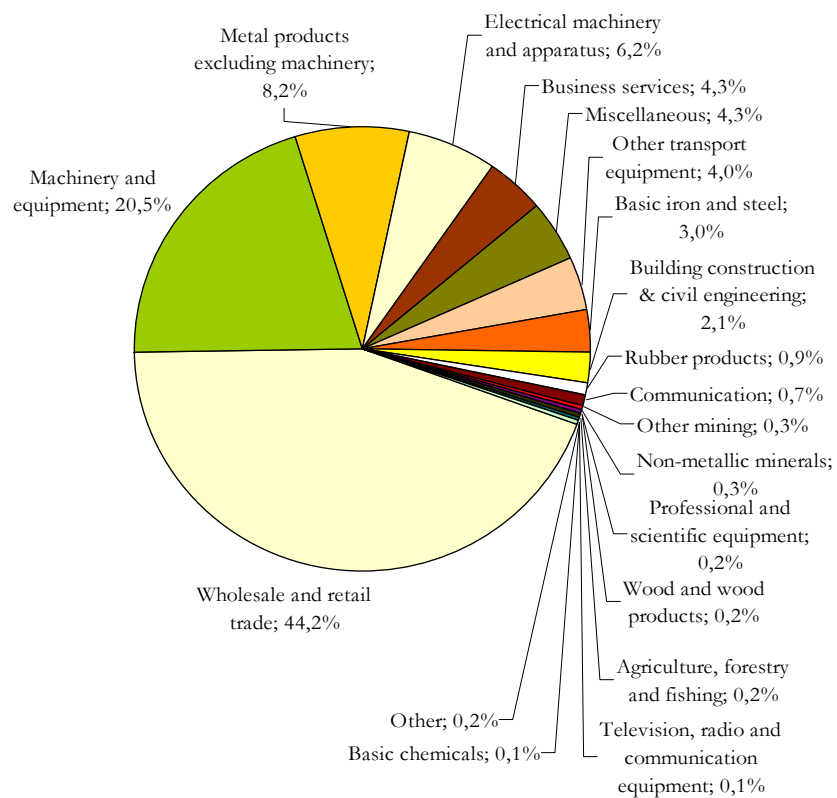
### Procurement within the mine community

Local purchases within North West Province are concentrated in the Rustenburg Local Municipality and those in Limpopo Province are concentrated in the Thabazimbi Local Municipality. As can be seen in Figure 7 most of the expenditure in Thabazimbi is directed towards the wholesale and retail trade (49,9%), followed by building, construction and civil engineering (19,5%), metal products excluding machinery (7,4%), machinery and equipment (6,6%) and business services (3,1%). Although outside the mine community, the pattern of purchasing in Rustenburg is similar, with the greatest proportion of Amandelbult Section Spend still going towards the wholesale and retail trade (44,2%). The difference is that this is followed by machinery and equipment (20,5%), metal products excluding machinery (8,2%), electrical machinery and apparatus (6,2%) and business services and miscellaneous purchases both at 4,3%.

**Figure 8 Nature of Purchases from Thabazimbi Local Municipality**



**Figure 9 Nature of Purchases from Rustenburg Local Municipality**



### 9.3.3 The economic impact of procurement by Amandelbult Section

The analyses of economic flows to Government Table 42 are estimates based on corporate taxation, pay as you earn (PAYE) payments by First Order Direct employees and value-added tax (VAT) payments on discretionary spend by mine employees. Fiscal flows show a similar economic distribution pattern to that of procurement. This distortion is not strictly accurate as much of this money flows back into the province through public sector employment and government-funded development projects. Development funding by Government is obviously funded from tax revenues, which can be assessed, but it is not possible to draw a direct link between mining taxation and Government's development expenditure in the mine community. The community benefits derived from mining taxation are therefore indirect. However, the public-private partnership between Government and the mines (as prescribed in the regulations) in the development and implementation of the local Integrated Development Plans (IDPs) are a direct benefit. The role that the mine plays in assisting local authorities to develop the capacity to plan and implement IDP projects is critical.

For purposes of economic support of government institutions, as opposed to macro-economic contribution to the fiscus and other government agencies, payment for utilities provided by Government are included here. It is this support that is significant, as it provides for economies of scale, that allow for other economic sectoral development. These contributions are scheduled in Table 36.

**Table 36 Amandelbult Section's Contribution to Government Expenditure**

	<b>R million</b>	<b>%</b>
<b>National</b>	<b>R 803,98</b>	<b>99,8%</b>
<b>Fiscal flows direct</b>	<b>R 530,91</b>	<b>65,9%</b>
<b>Corporate Tax</b>	<b>R 412,69</b>	<b>51,2%</b>
<b>STC</b>	<b>R 94,23</b>	<b>11,7%</b>
<b>Royalties (state)</b>	<b>R 12,43</b>	<b>1,5%</b>
<b>Skills Levies</b>	<b>R 6,27</b>	<b>0,8%</b>
<b>UIF</b>	<b>R 5,29</b>	<b>0,7%</b>
<b>Fiscal flows indirect</b>	<b>R 151,81</b>	<b>18,8%</b>
<b>Personal Income Tax</b>	<b>R 113,00</b>	<b>14,0%</b>
<b>VAT Personal</b>	<b>R 38,81</b>	<b>4,8%</b>
<b>Utilities</b>	<b>R 121,26</b>	<b>15,0%</b>
<b>Power</b>	<b>R 110,89</b>	<b>13,8%</b>
<b>Water</b>	<b>R 7,61</b>	<b>0,9%</b>
<b>Telecommunications</b>	<b>R 2,76</b>	<b>0,3%</b>
<b>Provincial</b>	<b>R 1,97</b>	<b>0,2%</b>
<b>RSC Levies</b>	<b>R 1,97</b>	<b>0,2%</b>
<b>Total</b>	<b>R 805,95</b>	<b>100,0%</b>

*\*Note: rounding in table where numbers and percentages are reflected may result in computational discrepancies.*

These figures show the contribution to Government and government institutions to be R805,95 million. Of this, utilities account for R121,26 million compared to the central government benefit of R682,72 million (R530,91 million in direct flows and R151,81 million in indirect taxes). It is notable that the provincial government benefit is a mere R1,97 million and is entirely made up of Regional Services Levies.

#### **9.3.4 General economic benefit**

Table 37 demonstrates the overall economic impact of the mine's expenditure on labour and intermediate inputs on various levels of the economy. As can be seen, local benefit amounts to R364,14 million (17,7%) while net regional benefit is lower at R93,56 million (4,6%). The bulk of the benefit amounts to R1 560,99 million (76,0%) and reports to the national economy while a very minor R36,06 million (1,8%) benefits neighbouring countries.

The geographic distribution in Table 38 shows that at a provincial level, Gauteng Province derives R 1 391,30 million (67,7%) which is considerably more benefit than either Limpopo Province at R178,06 million (8,7%), in which Amandelbult Section is located, or North West Province at R281,60 million (13,7%).

Table 37 Aggregated Economic Impact of Amandelbult Section on Different Levels of the Economy

<i>*Agg: Aggregated</i> (R million)	Salaries and wages		Procurement		Benefit to Government		Royalties (Private)		Socio-economic development (CED)		Total	
	Actual	*Agg	Actual	Agg	Actual	Agg	Actual	Agg	Actual	Agg	R million	%
SADC	R 36,06	R 524,83	R 0,00	R 718,96	R 0,00	R 805,95	R 0,00	R 2,12	R 0,00	R 2,90	R 36,06	1,8%
National	R 139,16	R 488,76	R 615,88	R 718,96	R 805,95	R 805,95	R 0,00	R 2,12	R 0,00	R 2,90	R 1 560,99	76,0%
Regional (NW & Limpopo)	R 72,76	R 349,60	R 20,80	R 103,08	R 0,00	R 0,00	R 0,00	R 2,12	R 0,00	R 2,90	R 93,56	4,6%
Local (Mine community)	R 276,84	R 276,84	R 82,28	R 2,32	R 0,00	R 0,00	R 2,12	R 2,12	R 2,90	R 2,90	R 364,14	17,7%
<b>TOTAL</b>	<b>R 524,83</b>		<b>R 718,96</b>		<b>R 805,95</b>		<b>R 2,12</b>		<b>R 2,90</b>		<b>R 2 054,76</b>	<b>100%</b>

Table 38 Economic Impact of Amandelbult Section by Province and Type of Input

% of Spend	Limpopo	North West	Gauteng	Eastern Cape	Mpumalanga	KwaZulu Natal	Northern Cape	Western Cape	Free State	SADC	UNKNOWN	Totals
Salaries and wages	7,2%	9,9%	0,4%	5,5%	0,1%	0,2%	0%	0%	0,4%	1,8%	0,1%	25,5%
Procurement	1,2%	3,9%	28,2%	0%	0%	0,1%	0%	0%	0,2%	0%	1,5%	35,0%
Benefit to Government	0,1%	0%	39,1%	0%	0%	0%	0%	0%	0%	0%	0%	39,2%
Royalties (Private)	0,1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0,1%
CED	0,1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0,1%
<b>TOTAL</b>	<b>8,7%</b>	<b>13,7%</b>	<b>67,7%</b>	<b>5,5%</b>	<b>0,2%</b>	<b>0,2%</b>	<b>0%</b>	<b>0%</b>	<b>0,7%</b>	<b>1,8%</b>	<b>1,5%</b>	<b>100%</b>
<b>(R million)</b>												
Salaries and wages	R 147,14	R 202,46	R 8,80	R 113,44	R 2,82	R 3,42	R 0,67	R 0,37	R 8,58	R 36,06	R 1,06	R 524,83
Procurement	R 23,94	R 79,14	R 578,52	R 0,00	R 0,34	R 1,32	R 0,00	R 0,03	R 4,92	R 0,00	R 30,75	R 718,96
Benefit to Government	R 1,97	R 0,00	R 803,98	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 805,95
Royalties (Private)	R 2,12	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 2,12
CED	R 2,90	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 2,90
<b>TOTAL</b>	<b>R 178,06</b>	<b>R 281,60</b>	<b>R 1 391,30</b>	<b>R 113,44</b>	<b>R 3,17</b>	<b>R 4,74</b>	<b>R 0,67</b>	<b>R 0,40</b>	<b>R 13,50</b>	<b>R 36,06</b>	<b>R 31,81</b>	<b>R 2 054,76</b>

Note: rounding in tables where numbers and percentages are reflected may result in computational discrepancies.



## 10. REGULATION 46 (C) (III) INFRASTRUCTURE AND POVERTY ERADICATION PROJECT

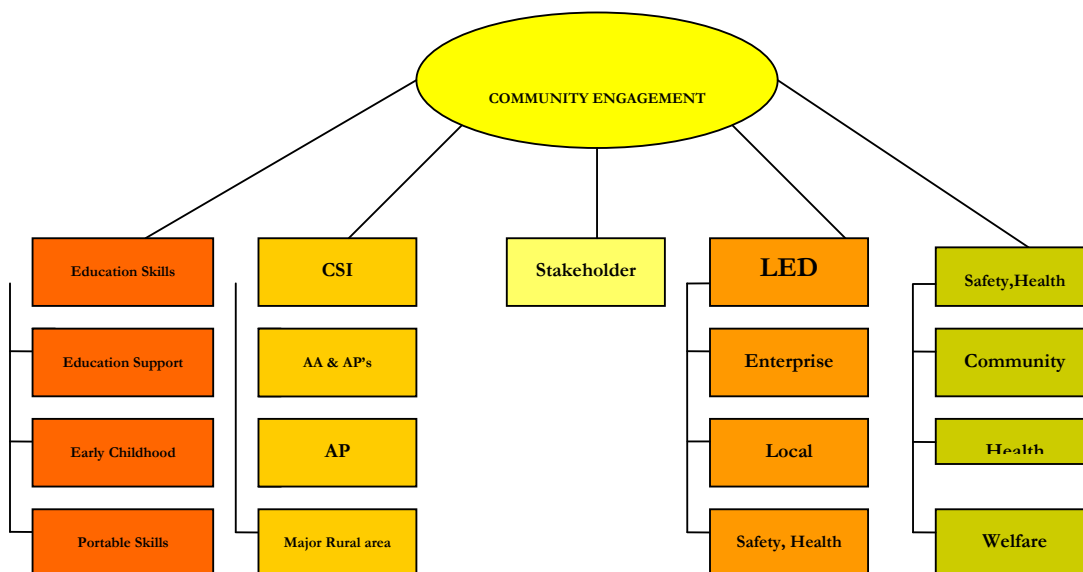
### 10.1 SOCIO-ECONOMIC DEVELOPMENT

Anglo Platinum will undertake its Community Engagement and Development (CED) at two levels:

- a) **Local Economic Development (LED):** Mine projects will be managed by mine-based Community Engagement and Development (CED) managers and co-ordinated by Anglo Platinum's CED function. These programmes will be primarily focussed on Community Engagement and development (CED) on major labour-sending areas within the mine community and will be aligned with the IDPs of local municipalities; and
- b) **Corporate Social Investment (CSI):** Corporate programmes at a district and regional level will be directed through either Anglo Platinum's Corporate Social Investment (CSI) function or the Anglo American and Anglo Platinum Chairman's Fund. The corporate level programmes will focus on major rural labour-sending areas, many of which are located in the Eastern Cape Province. The Chairman's Fund will also deal with the more general requests for assistance through the Anglo American Group corporate social investment programme. The support of the love Life initiative is, for example, driven through the Chairman's Fund.

Each of Anglo Platinum's mines will support the corporate CED effort through contributions to the activity of the CED Manager or the Chairman's Fund. This results in a shared credit for these programmes. Table shows how Anglo Platinum's CED function is structured in terms of CSI and LED imperatives.

**Figure 10 Schematic Diagram of the Structure of the Anglo Platinum CED Interventions**



## 10.2 SOCIO-ECONOMIC DEVELOPMENT

Anglo Platinum continues to play a meaningful role in Local Economic Development (LED) by enhancing the quality of life of communities surrounding its operations, as well as some regions from which members of the workforce are sourced. Anglo Platinum's Local Economic Development Programme includes projects and plans to stimulate local economic development, to eradicate poverty and uplift communities in the areas affected by mining. The LED programmes include sustainable projects that will be initiated, implemented and supported financially as indicated in Table 46 below.

Anglo Platinum continues to focus most of its Local Economic Development activities in the following areas:

- a) **Job creation and Poverty alleviation:** Support programmes intended to promote entrepreneurship and create jobs in mine communities and labour-sending areas. The Company support forming cooperative-type businesses to broaden participation by local communities in economic development. Emphasis has been on the establishment and promotion of women-owned cooperatives;
- b) **Basic infrastructure:** Contribute to the sustained improvement of physical infrastructure in underdeveloped areas. The backlog in providing basic needs to previously disadvantaged sectors of South African society has prompted Anglo Platinum to support the development of infrastructure, education, health and welfare projects;
- c) **Education and Skills Development:** Support the development of quality education centres and improvements in mathematics, science and English-language teaching and learning at primary and secondary schools;
- d) **Safety, Health and Welfare :** Support initiatives geared at improving the safety of our communities in line with the Company's safety strategy and enhancing government's delivery of primary healthcare and community support to the underprivileged sector;
- e) **Community capacity-building:** supporting initiatives to improve the skills of community members and their organisations. Special attention has been given to the need to build the capacity of community-based organisations working to improve the quality of services they provide in their constituencies and strengthen their ability to mobilise resources; and
- f) **Informal settlements:** supporting temporary social structures in only those settlements that Government intends to formalise.

**It is important to understand that every infrastructure project listed in the Social and Labour Plan creates jobs as Anglo Platinum sources community members to be trained and employed specifically for the intended projects. The Company then invite these local cooperatives/businesses to participate in other projects surrounding its operations to ensure the sustainability of such new ventures.**

Amandelbult Section will contribute R 116 928 500 towards infrastructure provision and poverty eradication within the mine community and major labour sending areas within the next five years as per Table 39 below. Detailed information per project per focus area for the LED projects is provided below and followed by a summary in Table 40 and Table 41.

**Table 39 LED Budget Summary**

FOCUS AREA	Forecast					Total
	2010	2011	2012	2013	2014	
1. Poverty alleviation	1 160 000	3 550 000	1 450 000	3 450 000	700 000	<b>10 310 000</b>
2. Basic infrastructure	15 900 000	9 400 000	16 200 000	13 000 000	8 500 000	<b>63 000 000</b>
3. Education and skills development	<b>Amandelbult will share in the central budget of R25 000 000 per annum for the education and support programmes</b>					
	2 500 000	4 085 000	5 133 500	4 100 000	4 600 000	<b>20 418 500</b>
4. Health and social development	200 000	300 000	3 950 000	3 200 000	1 000 000	<b>8 650 000</b>
5. Labour Sending Areas	2 910 000	2 910 000	2 910 000	2 910 000	2 910 000	<b>14 550 000</b>
<b>Total</b>	<b>22 670 000</b>	<b>20 245 000</b>	<b>29 643 500</b>	<b>26 660 000</b>	<b>17 710 000</b>	<b>116 928 500</b>

In response to the Mining Charter obligations related to the mining and rural community development, Amandelbult Section chartered a process that would enable the company to make informed decisions on what and how should the mine direct its social investment strategy. The critical component of this process is stakeholder engagement. The key stakeholders are government, labour, community-based organizations, non-governmental organizations/non-profit organizations, communities within a 50 kilometre radius of Amandelbult Section and local and district municipalities. Underpinning such engagement has been adherence to the provisions of the MPRDA and the Municipal Systems Act as they relate to the importance of business participation in the development of IDPs and LED plans of local municipalities.

The process to arrive at specific projects to support in this regard entailed consultations with the following:

- a) Thabazimbi Local Municipality;
- b) Waterberg District Municipality;
- c) Community Development forums/ Tribal Authorities;
- d) Department of Minerals and Energy's regional office; and
- e) Labour Unions at the mine.

Reference has also been made to the Provincial Growth and Development Strategy (PGDS), Integrated Sustainable Rural Development Programme (ISRDP) and the national government's Growth Points strategy. This is to ensure that any interventions or investments made integrate with the broad socio-economic development agenda of the country. Of critical importance was the acknowledgement that private-public partnerships are an imperative to ensure an improved socio-economic impact. The mine also participates in the Joint Development Forum which is run by the Thabazimbi Local Municipality and represents local government and businesses. It is through this Forum that the Thabazimbi Local Municipality's Integrated Development Plan (IDP) is implemented.

### 10.2.1 Strategic objectives of Amandelbult Section's LED Programme

The project identification process took into consideration the unique circumstances at Thabazimbi town, the vision firstly of the local municipality and secondly the region or district and the resources required for each project. The majority of projects and programmes presented by the Thabazimbi Local Municipality easily fall within Amandelbult Section's strategic focus areas, namely local economic development, community development and social habitat/informal settlements.

The commitment to sustainable development will be to use the mine's revenues, expertise and business skills to:

- a) Support socio-economic development in the mine community and major rural labour-sending areas;
- b) Develop meaningful and sustainable partnerships with the mine community;
- c) Support the enlargement of the human resources skills pool;
- d) Contribute towards social stability in the mine community;
- e) Create a positive reputation for Amandelbult Section as a socially aligned operator; and
- f) Develop partnerships with relevant stakeholders that are mutually beneficial and add value to the expected outcomes of the LED programme.

**Amandelbult Section's flagship project will focus on the informal settlement of Schilpadnest. Amandelbult Section will contribute significantly to the development of this informal settlement through the provision and construction the following infrastructure at a cost of over R34,5 million over the next five years:**

- a) **Additional classrooms in Schilpadnest Primary School**
- b) **Sanitation facilities**
- c) **An overload station**
- d) **Water infrastructure**
- e) **A clinic**
- f) **A community and computer centre**

### 10.2.2 Co-operation with municipal IDP programmes

Amandelbult Section participates in the local IDP process at various levels of Government to ensure that the mine's selection and sponsorship of LED initiatives is linked to the government's development priorities. To the extent possible, all projects that the mine sponsors will be relevant, defensible and auditable, and be within the context of defined Government development objectives.

Prior to implementation, all projects will be discussed with the relevant municipal or district authorities responsible for the implementation of the IDPs, as well as with all other affected stakeholders. This principle is in line with the MPRDA requirement that mine-sponsored LED projects are co-ordinated with Government development projects, and are commissioned in consultation with the appropriate authorities at various levels of Government.

Amandelbult Section's LED programme will incorporate an established policy of developing relationships and partnerships with stakeholders in close proximity to the mine's operations. Amandelbult Section will develop plans with Government and local communities to address development issues in an integrated manner. The programmes and projects will concentrate strongly on community empowerment, education, infrastructure development and access to healthcare, basic needs and job creation.

### 10.2.3 Amandelbult Section's LED projects and expenditure

Amandelbult Section is committed to making effective and sustainable use of limited resources to create an environment enabling ordinary people to assume greater control of their lives. The mine will support a wide variety of causes and programmes that recognise the varied socio-economic and educational needs of its mine community in the Thabazimbi Local Municipality. Note that due to practical reasons Amandelbult Section will participate in the Integrated Development Plan (IDP) of the Thabazimbi Local Municipality, while Union Section will align its Local Economic Development Plan with the Moses Kotane IDP.

The following information sheets provide details of Amandelbult's proposed LED projects with specific timeframes, deliverables and budgets. They also provide background information of the projects as well as key objectives, target groups and value adding.

#### Thabazimbi Situational Analysis as per the LED Strategy (2009)

Thabazimbi Municipality contributed 61% to the GGP of Waterberg District in 2006<sup>12</sup>, and 18% to the GGP of Limpopo. The mining sector, mostly platinum, contributes almost 83% to the GGP of the local economy. Average economic growth for the two years is almost 21% per year in nominal terms and reflects an increase in the platinum price over this period. Real economic growth will be less at approximately 12%, and this is remarkable. It is mostly the wages from mining only that accrues to the local economy, but due to high incidence of labour migration, a substantial portion of this leaves the municipality as remittances. Estimates suggest that levels of informal sector activity in Thabazimbi are relatively significant. However, no formal knowledge exists as to the functioning of this sector in the Thabazimbi context.

The Thabazimbi LED strategy confirms that the local economy is characterized by high levels of historical in migration by labor migrants particularly though not exclusively to serve the labour needs of the local mining industry. The general lack of skills competitiveness of the local population of Thabazimbi in the local labour market has been one of a number of factors cited as inhibiting preferential employment of local people. In addition, the inevitable need on the part of the local population to migrate or to relocate in search of more diverse work opportunities than can be offered by the local economy, places a high premium on the development of portable skills necessary to compete on a wider canvas. Large employers, such as the mining operations in the area, are engaged in training primarily in order to meet their own requirements and in terms of their statutory obligations. What is necessary, however, is training and the building of portable capacity particularly for the local unemployed in order to enable them to engage in the economy. Key focus areas in respect of skills capacity building within Thabazimbi are the following:

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<sup>12</sup> Thabazimbi Economic Measurement System, Glen Steyn & Assoc. Oct 2009.

- Demand driven training in technical skills and competencies
- Entrepreneurial training
- Business training, mentorship, incubation and
- Placement, aftercare, follow-up and retraining.

The Thabazimbi municipal LED strategy<sup>13</sup> (2009) is consistent with the proposals contained in the Waterberg LED strategy and with the PGDS. It promotes economic clusters as groups of related economic activities along production value chains to end products. Key strategic economic activity clusters have been identified for Thabazimbi on the basis of its comparative advantage and sustainable economic prospects over the medium term.

The Thabazimbi local economy is highly dependent on mining, but the benefits to the local economy is limited due to procurement outflows and remittances from the predominantly migrant labour force to their families living outside of the municipality. It further states that the mining and the agricultural sector have matured enough and can no longer be relied upon to create new jobs in the economy. Accelerated job creation and sectoral economic diversification will require strategic interventions that are described in the LED Strategy (2009) and in the spatial development framework (2008). These interventions should be focused on:

- Agricultural development, with particular reference to emerging cattle farming support and rapid resolution of protracted land reform transactions.
- Local procurement promotion and business development support
- Tourism promotion
- Infrastructure, spatial and housing development promotion
- Informal sector support and
- Skills Development.

Within the context of the above information the central objectives of Anglo Platinum is the following:

- The development of a robust and inclusive local economy based on value adding activities in such a way as to effectively and sustainably exploit the competitive advantages of the local area, it's human and other resources for the benefit of as wide a spectrum of the local population as possible.

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<sup>13</sup> Compiled with assistance from Limpopo EU LED Programme

- Creation of maximum opportunity for local people to engage in productive economic activity, and
- Skills development and capacity building to enable local people to access economic opportunities available to them locally.

In achieving these objectives, we are guided by the stakeholder engagement principles and guidelines as espoused in the Constitution and other regulatory mechanisms governing Anglo Platinum. Anglo Platinum recognises that we have a meaningful role to play in building sustainable communities for the benefit of future generations.

## **AMANDELBULT LED PROJECTS 2009**



<b>FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION</b>			
<b>1.1 ENTERPRISE DEVELOPMENT</b>			
<p><b>BACKGROUND</b></p> <p>Northam is a small town that is rapidly growing as a result of the boom in platinum mining, tourism and game farming in the region. An influx of people from outside of the region has resulted in the unemployment of the host communities, leading to growing business opportunities even in the informal sector. A challenge facing the community is the inability of the host communities to fully realise and access procurement opportunities within the mining sector. As a result of this challenge, a need for a business linkage and advisory centre was identified. The Centre will provide business-related assistance to businesses operating within the local Municipal area. It will be managed and maintained by the Municipalities. Further partnerships will be explored with other Government Agencies to provide support and funding to grow the enterprises.</p> <p><b>Enterprise Development Support</b></p> <p>The need for a business linkage and advisory centre was identified. The Centre will provide business-related assistance to businesses operating within the local Municipal areas. The following services will be offered:</p> <ul style="list-style-type: none"> <li>• Development and maintenance of data-base for host communities</li> <li>• Capacitate businesses by providing an advisory service;</li> <li>• Empower BEE companies to access procurement through a structured empowerment programme that offers training;</li> <li>• Identification of business opportunities through other partnerships</li> <li>• Non-financial assistance to new businesses specifically targeting people who have a business idea.</li> <li>• Identification of alternative funding sources;</li> </ul>		<p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. To link SMME's to opportunities locally</li> <li>2. To create an environment conducive to economic development</li> <li>4. To contribute to the establishment of new businesses</li> <li>4. To support and develop SMMEs</li> </ol>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Database of existing and new entrepreneurs within the host communities</li> <li>• Skills Needs and Market analysis report</li> </ul>	<p><b>TARGET GROUPS (beneficiaries)</b></p> <p>Communities and SMME operating within the mine community</p>	<p><b>LOCATION</b></p> <p>Thabazimbi and Moses Kotane Local Municipality</p>	<p><b>VALUE ADDED</b></p> <ul style="list-style-type: none"> <li>• Sustainable business entities</li> <li>• Sustainable Job creation for the community</li> <li>• Increase per capita income</li> <li>• Ultimate reduction of poverty</li> </ul>

<ul style="list-style-type: none"><li>• Capacity building interventions</li><li>• No of SMME’s attending training interventions</li><li>• Number of SMME accessing business opportunities.</li><li>• No of jobs created by the SMMEs</li></ul>							
PROJECT 1	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Enterprise Development Programme (Targeting 5 businesses per annum)	CED Manager, Enterprise Development Manager; Municipality Managers	R 1 000 000	R1 030 000	R1 071 000	R1 124 760	R1 180 998	R5 406 758
							IMPACT
Deliverables: <ul style="list-style-type: none"><li>• Identification of beneficiaries and Market opportunities</li></ul>		Q1					25 Entrepreneurs in the surrounding communities.
<ul style="list-style-type: none"><li>• Skills Needs Analysis</li></ul>		Q1					
<ul style="list-style-type: none"><li>• Training provided to identified entrepreneurs</li></ul>		Q2	Q2	Q2	Q2	Q2	
<ul style="list-style-type: none"><li>• Small Businesses Registration support provided</li></ul>		Q2	Q2	Q2	Q2	Q2	
<ul style="list-style-type: none"><li>• Linkage with identified business opportunities as well as funding.</li></ul>		Q3	Q3	Q3	Q3	Q3	
<ul style="list-style-type: none"><li>• Monitoring and Mentorship ( In partnerships with other Agencies)</li></ul>		Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	



Deliverables:						
• Identification of beneficiaries and definition of niche market:	Q1					<b>30 Women from Schilpadnest and Northam</b>
• Training provided to identified entrepreneurs	Q2-Q3					
• Small Businesses Registration support provided	Q4					
• Acquisition of materials		Q2-Q4				
• Linkage with identified local craft markets, gallery shops		Q1				
• Monitoring and Mentorship and incubation			Q1-Q4			
• Development of an exhibition concept				Q1-Q2		

## FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION

### 1.3 AGRICULTURE AND RURAL DEVELOPMENT

#### BACKGROUND

Amandelbult has identified a piece of land owned by Anglo Platinum to donate to the community to be utilised for fresh produce to be used as commercial business development programme. The aim is to create sustainable businesses through strategic partnerships based on the sustainable development principles. This business infrastructure will provide equal participation opportunities for all types of farmers and entrepreneurs within the surrounding communities and will form the backbone for growth and development even after mine closure. The objective will be to maximize both job creation and the economic benefit of the mining operation at the mine community level. The mine will maximize the economic spin-off benefits of its operation by building the capacity of local small businesses to access the mine's supply chain. This will be achieved through supporting the development, growth and independence of SMMEs. A farmer mentor has been appointed to provide technical and mentorship support to the community. In addition an agreement has been reached with the Department of Agriculture to provide continued support even beyond AP's involvement.

Vegetable Farming - Controlled environment vegetable production through the use of tunnels, open land production and added value processing.

Crop Farming - Irrigated organically certified oilseed and animal feedstock production and first stage processing will be implemented as phase 2 of the project. Compost and Earthworm Farming – Processing of invasive plants (part of the biodiversity action plan will be implemented as phase 3 of the project.

#### OBJECTIVES

- To create an environment conducive to economic development
- To contribute to the establishment of new businesses.
- Environmental Responsibility – Biodiversity, natural and organic production, zero waste processing, renewable energy consumption and biodegradable packaging
- Job creation, poverty alleviation, education and training, community development and social upliftment.

#### PERFORMANCE INDICATORS

- Concept development and pre feasibility
- Identification and verification of business opportunities
- Business plan and implementation strategy
- Implementation of the project

#### TARGET GROUPS

(beneficiaries)  
Women and youth owned  
co-operative

#### LOCATION

Amandelbult

#### VALUE ADDED

- Economic Responsibility – Fair Trade, integrated value chain costing, risk assessment and profit allocation.
- Brand Integrity – Independent auditing and certification, product traceability and credible endorsement.

#### PROJECTS

#### RESPONSIBILITY

#### TIMEFRAME

		2010	2011	2012	2013	2014	
1. Amandelbult Commercial Vegetable Farming project.	CED manager Project Manager. Dept of Agriculture.	R1 500 000	R1 400 000	R500 000			TOTAL
							R3 400 000
Deliverables:							IMPACT
• Identify beneficiaries		Q1					30 members during Phase 1 and up to 160 jobs after the completion of pack house
• Set up a cooperative and infrastructure (30 members)		Q1					
• Train members in both technical and business management skills		Q2-Q3					
• Construction of a pack-house		Q3-Q4					
• Provide seed capital and market for the products • Provide ongoing support to ensure sustainability (mentoring)		Q2	Q1-Q3	Q4			
• Production		Q4	Q1-Q3	Q1-Q3			
• Mentorship and support		Q1-Q4	Q1-Q4	Q1-Q4			
• Exit Strategy				Q1-Q3			

FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION							
1.4 BRICK MAKING PROJECT							
<b>BACKGROUND</b> Amandelbult brick making projects is an initiative of the mine in dealing with the high rate of unemployment within the local communities. As part of the development facilitation process with the community, a project proposal for a brick making facility was conceptualised. This project is embedded in the waste product that as a result of the mining processes .The purpose of this project is to firstly, equip the unemployed youth by enabling them to utilise modern technology in the production of bricks and paving material. Provide the youth with an opportunity to start a business, thereby alleviating poverty in order to sustain their livelihoods. It is envisaged that the project will equip them with an entrepreneurial skill, and as such they will contribute effectively in the mainstream economy. This project will further assist the youth to become responsible members of the society who will contribute immensely in the development of their community and themselves.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Establish a brick making facility that specialises with a particular type of a brick and street paving material.</li><li>Accelerate the process of job creation within the local community.</li><li>Enhance the participation of young people into the mainstream economy.</li><li>Improve the quality of life of the young people.</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Concept development and pre feasibility</li><li>Identification and verification of business opportunities</li><li>Business plan and implementation strategy.</li><li>Skills development for the identified youth</li><li>Successful Implementation</li></ul>	<b>TARGET GROUPS</b> <b>Unemployed youth (men and women)</b> <b>co-operative</b>	<b>LOCATION</b> Schilpadnest		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Economic Responsibility – Fair Trade, integrated value chain costing, risk assessment and profit allocation.</li><li>Brand Integrity – Independent auditing and certification, product traceability and credible endorsement.</li><li>15 jobs will be created at the beginning</li><li>Indirect jobs will be created as a result of procurement opportunities</li></ul>			
<b>PROJECTS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
<b>1. Amandelbult Brick Making Facility</b>	CED Manager LIBSA		R2 000 000	R600 000	R400 000		<b>R3 000 0000</b>
							<b>IMPACT</b>
<b>Deliverables:</b> <ul style="list-style-type: none"><li>Identify youth who are interested</li></ul>			Q1				<b>15 permanent jobs to be created.</b>
<ul style="list-style-type: none"><li>Set up a cooperative and infrastructure (15 members)</li></ul>			Q1				

• Set up a cooperative and infrastructure (15 members)		Q1				
• Conduct a feasibility Study, research and development (MINTEK, CSIR)		Q2 Q3				
• Establish a partnership with SABS and other relevant regulatory authorities for quality control.			Q1			
• Construction of a facility on site • Acquisition of machinery and equipment		Q3 Q4	Q2-Q3			
• Production of bricks and paving material			Q4			
• Monitoring and mentorship.		Q1-Q4	Q1-Q4			



<b>FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION</b>			
<b>1.5 MANTSERRE YOUTH DEVELOPMENT CENTRE</b>			
<p><b>BACKGROUND</b></p> <p>Mantserre Youth Development Centre will be located in Mantserre within the Moses Kotane Municipal area. It is the platform for the Municipality to provide accurate, quality and up to date information to the youth. The desire to establish such an institution is fuelled by a need to have a facility that will be able to channel the energies of students and youth towards positive development by pro-actively addressing the educational, financial and social challenges. It is focused on providing Training and Development Services, Counselling Services, Computer skills Services, Research Services and fighting the rate of unemployment by creating the sustainable Business Development Projects (Youth Enterprises) as part of job creation and these are: Cleaning Services, Catering Services, Gardening and Landscaping Services, Recycling and Buyback Centre and Youth Tours. Framework Strategy and all skill related policies and Strategies. It will be located in the Multi purpose Centre that is in a process of completion and will be managed by the youth themselves.</p> <p>It is envisaged that the youth advisory centre will be a walk in point where information will be provided, counselling support, training and referral services. In summary the centre will offer information and support across a wide range of issues and topics related to employment such as:</p> <ul style="list-style-type: none"> <li>• Basic computer skills -Learning basic computer literacy</li> <li>• Entrepreneurship skills</li> <li>• Developing a Business Plan, Finding enterprise support Accessing entrepreneurship opportunities</li> <li>• Development of life and labour market preparedness skills</li> <li>• Basic leadership skills</li> <li>• Community policing and self defense Classes</li> </ul>		<p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• To train and develop entrepreneurial skills among students and youth to participate in the mainstream economy.</li> <li>• To inculcate a spirit of pro-activeness in dealing with problems and challenges facing the youth.</li> <li>• To make available career guidance, leadership development and socio-economic awareness programmes to young people.</li> <li>• To protect and enhance the interest of students and youth at whatever the cost.</li> <li>• The provision of life skills to students and youth remain our priority</li> </ul>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Registration of the Centre as NPO</li> <li>• Establish a trauma counselling facility</li> <li>• Establish an HIV/AIDS project</li> </ul>	<p><b>TARGET GROUPS</b></p> <p><b>Youth</b></p>	<p><b>LOCATION</b></p> <p>Mantserre</p>	<p><b>VALUE ADDED</b></p> <ul style="list-style-type: none"> <li>• Building leadership abilities</li> <li>• Keeping the youth out of the streets</li> <li>• Contribution to the upliftment of vulnerable youth.</li> </ul>

<ul style="list-style-type: none"><li>Resource Centre</li><li>Sports co-ordination</li></ul>			<ul style="list-style-type: none"><li>Facilitating job seeking and job creation</li></ul>				
PROJECTS	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Mantserre Youth Development Centre	Operations CED Managers; Youth Groups LIBSA	R500 000	R450 000	R300 000	R250 000	R100 000	<b>R1 600 000</b>
<b>Deliverables</b>							
<ul style="list-style-type: none"><li>Stakeholder engagement</li></ul>		Q1-Q2					
<ul style="list-style-type: none"><li>Registration of NPO</li></ul>		Q3					
<ul style="list-style-type: none"><li>Registration and training of peer counsellors</li></ul>		Q4					
<ul style="list-style-type: none"><li>Centre Management Training</li></ul>		Q4					
<ul style="list-style-type: none"><li>Organisational Development Process</li></ul>			Q1-Q2				
<ul style="list-style-type: none"><li>Business Plan Development Training and market analysis</li></ul>			Q3	Q4			
<ul style="list-style-type: none"><li>Monitoring, evaluation</li><li>Business start ups</li></ul>					Q1-Q4	Q1-Q4	

FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION								
1.6 MANTSERRE CLOTHING MANUFACTURING								
<b>BACKGROUND</b> This is an initiative of unemployed women residing in Mantserre who have started a voluntary sewing programme. They have a vision to develop this project into a manufacturing project over a three year period, to supply school uniforms and protective clothing. The objective of this project will be to maximize both job creation and the economic benefit of the mining operation at the mine community level. The women have indicated an interest in running the voluntary programme as a profitable business. The linkages with local schools and the mining companies operating in the vicinity will be established.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Job creation, poverty alleviation,</li><li>• Education and training,</li><li>• Community development and social upliftment.</li><li>• Entrepreneurial development</li></ul>				
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>• Basic understanding of the business development concept</li><li>• Identification and verification of business opportunities</li><li>• Business plan and implementation strategy</li><li>• Implementation</li></ul>		<b>TARGET GROUPS (beneficiaries)</b> <b>Women owned co-operative</b>	<b>LOCATION</b> Mantserre		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Economic Responsibility – Fair Trade, integrated value chain costing, risk assessment and profit allocation.</li><li>• 27 jobs will be created thus alleviating poverty</li><li>• Improvement in skills development</li></ul>			
<b>PROJECTS</b>		<b>RESPONSIBILITY</b>		<b>TIMEFRAME</b>				
				<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>1. Mantserre Clothing Manufacturing</b>		CED manager ED Manager;	R400 000	R1 200 000				<b>R1 600 000</b>
<b>Deliverables:</b> <ul style="list-style-type: none"><li>• Develop a business model</li></ul>			Q1					
<ul style="list-style-type: none"><li>• Link up with the dept of labour for specialised training</li></ul>			Q1					
<ul style="list-style-type: none"><li>• Train members in both technical and business management skills</li></ul>			Q2-Q3					
<ul style="list-style-type: none"><li>• Provide seed capital to acquire machinery and equipment</li></ul>			Q4	Q1				
<ul style="list-style-type: none"><li>• Provide ongoing support to ensure sustainability (mentoring)</li></ul>			Q1-Q3	Q1-Q3				



FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.1 MULTI-PURPOSE COMMUNITY CENTRE							
<b>BACKGROUND</b> The Baphalane ba Mantserre community have identified a number of needs for their development including the Multi Purpose Centre. The centre will house Traditional leadership developmental offices, a computer centre and a hall. The Project has started in 2008 and will be completed in the second quarter of the 2010 year. The Multipurpose community centre will also host different initiatives from the communities including the Youth Advise Centre, the Computer Centre and different cultural and porting activities for the Community				<b>OBJECTIVES</b> To improve access to facilities through the provision of a hall, computer centre, offices for community development co-ordination and equipment			
<b>PERFORMANCE INDICATORS</b> Successful completion of the Hall and related facilities according to the required specifications Successful completion of the furnishing and equipping of the hall and related facilities according to the required specifications.	<b>TARGET GROUPS (beneficiaries)</b> Ba-Phalane Ba Mantserre	<b>LOCATION</b> Manstserre	<b>VALUE ADDED</b>  Improved access to safe and decent facilities for community gatherings Improved access to technology and information Improved access to offices for improved development co-ordination				
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
<b>Construction and Equipping of the Multi-purpose Centre</b>	CED Manager	<b>R1 5000 000</b>					<b>R1 5000 000</b>
Deliverables <ul style="list-style-type: none"><li>Paving and final fittings</li></ul>		Q1					
<ul style="list-style-type: none"><li>Development of the sporting facilities</li></ul>		Q1					
<ul style="list-style-type: none"><li>Supply of Equipments and required Furniture</li></ul>		Q2					
<ul style="list-style-type: none"><li>Hand over the Project</li></ul>		Q2					

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.2 TRADITIONAL OFFICES							
<b>BACKGROUND</b> The Baphalane ba Mantserre community have identified a number of needs for their development including the offices for the traditional leadership. The offices were constructed in 2009 and the structure has been completed. In order for the offices to be fully functional and effective, the operation will also supply furniture and equipment. These will ensure that the community have decent facility to administer traditional affairs and this will bring dignity to our traditional leadership.				<b>OBJECTIVES</b> To improve access to facilities through the provision of tribal office Provide the traditional leadership with equipments to effectively transact on the business of the tribe.			
<b>PERFORMANCE INDICATORS</b> Successful completion of the traditional offices according to the required specifications Successful completion of the furnishing and equipping of the hall and related facilities according to the required specifications.	<b>TARGET GROUPS (beneficiaries)</b> Ba-Phalane Ba Mantserre	<b>LOCATION</b> Manstserre	<b>VALUE ADDED</b> Improved access to safe and decent facilities for community gatherings Improved access to technology and information Improved access to offices for improved development co-ordination				
PROJECT 2	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Supply of furniture and Equipment	CED Manager	R2 000 000					R2 000 000
<b>Deliverables</b> <ul style="list-style-type: none"><li>Identify the Furniture and Equipments needs</li></ul>		Q1					
<ul style="list-style-type: none"><li>Appoint the service provider</li></ul>		Q1					
<ul style="list-style-type: none"><li>Supply the furniture fittings and equipment</li></ul>		Q2					
<ul style="list-style-type: none"><li>Project Hand over</li></ul>		Q2					

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.3 PROVISION OF HIGH MAST LIGHTS							
<b>BACKGROUND</b> The Baphalane ba Mantserre community have identified a number of needs for their development. Community members are robbed during the night due to the fact that all the surrounding villages do not have lights. Many cases were reported that people was raped and robbed and this has caused a lot of un safety to the communities. Therefore the mine will contribute towards the safety of the employees and the community by putting up mask light in the villages. The project had commenced in 2009 and the actual installation of high mast lights will take place early in 2010.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>To improve lighting within the community for crime prevention.</li><li>Provide better access for people</li><li>Create temporary jobs for the community</li></ul>			
<b>PERFORMANCE INDICATORS</b> Successful installation and completion of high mast lights according to required specifications.	<b>TARGET GROUPS (beneficiaries)</b> Ba-Phalane Ba Mantserre	<b>LOCATION</b> Manstserre	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Improved access to safe and decent facilities for community gatherings</li><li>Improved access to technology</li><li>Job Creation</li></ul>				
<b>PROJECT 3: Close to completion</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
<b>Provision of High Mast Lights</b>	CED Manager; Moses Kotane Municipality	R12 000 000					R12 000 000
							<b>IMPACT</b>
<b>Deliverables</b> <ul style="list-style-type: none"><li><b>Delivery of the Lights</b></li></ul>		Q1					<b>Entire Mantserre community</b>
<ul style="list-style-type: none"><li>Installation and Connections</li></ul>		Q1					
<ul style="list-style-type: none"><li>Hand over to the Municipality</li></ul>		Q2					

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.4 RENOVATION OF A SOCCER STADIUM							
<b>BACKGROUND</b> It has been evident over the years how sports in general has been able to unite communities and with the Soccer World cup being hosted in South Africa in 2010 it is becoming more appropriate for communities to develop sports amongst our communities. The lack of sports facilities in our communities has also encouraged youth to roam around and to be susceptible to drug, high teenage pregnancy and alcohol abuse as a way of winding away time after school and during school holidays. The availability of leisure and sports facilities will be critical to curbing the occurrence of the above social degradation and inculcate the culture of positive living through sport amongst the youth The Baphalane ba Mantserre community have identified a need for the renovation of the existing stadium in order to boost soccer among the youth.				<b>OBJECTIVES</b> To establish a modern facility that will assist in boosting the love of soccer among the youth. Contribute to Safety and welfare of our communities Create jobs for the community To empower local SMME during the construction of the stadium.			
<b>PERFORMANCE INDICATORS</b> Renovation of a community soccer stadium to the required specifications. Number of jobs created Number of SMME empowered through the initiative.	<b>TARGET GROUPS (beneficiaries)</b> Ba-Phalane Ba Mantserre	<b>LOCATION</b> Manstserre	<b>VALUE ADDED</b> Access to a modern facility stadium. Develop sporting culture within our communities Improved safety and welfare of the youth. Short term job creation in line with Government Strategy				
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Renovation of the Soccer Stadium			R 5000 000	R5 000 000			R10 000 000
Deliverables <ul style="list-style-type: none"><li>Stakeholder engagement</li></ul>		Q3					
<ul style="list-style-type: none"><li>Decide on the plan/ schedule of activities</li></ul>		Q3					
<ul style="list-style-type: none"><li>Appoint the service Provider</li></ul>		Q4					



• Construction begins.			Q1-Q4				
• Installation of the grand stands and other equipments				Q1			
• Hand over to the Community and Municipality				Q3			

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.5. SCHILPADNEST OVERLOAD STATION							
<b>BACKGROUND</b> It is a known fact that electricity has reached it’s full capacity in the country. Schildpadnest, being an informal settlement was never in the plans for electrification. However, the people living in the area, also have to be provide with basic needs. In order to achieve this objective an overload station which will assist in easing the number of electricity connections. Anglo Platinum recognises that energy and power are critical ingredients for development and poverty reduction.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Assist in easing the number of connections</li><li>Provide basic services to the community</li><li>Social upliftment of the disadvantaged communities</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Successful installation of an overload station</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> <ul style="list-style-type: none"><li>Community of Schilpadnest</li></ul>	<b>LOCATION</b> <ul style="list-style-type: none"><li>Schilpadnest</li></ul>		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Improving the lives of the people</li><li>Availability of sustainable power at reasonable cost</li><li>Capacity building of communities</li></ul>			
PROJECTS	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Installation of an overload station	Anglo Platinum, Department of Energy, Municipality		R1,5 00 000	R1,500 000	R1 0000 000	R1000 000	R5 000 000
<b>Deliverables:</b> <ul style="list-style-type: none"><li>Engagement with Eskom and municipality</li></ul>		Q1					
<ul style="list-style-type: none"><li>Engagements with communities: awareness and education</li></ul>		Q2					
<ul style="list-style-type: none"><li>Environmental Scan</li></ul>		Q3-Q4					
<ul style="list-style-type: none"><li>Preliminary designs</li></ul>				Q3-Q4			
<ul style="list-style-type: none"><li>Installation and completion</li></ul>					Q1-Q4		
<ul style="list-style-type: none"><li>Handover to the community</li></ul>						Q3	

## SCHILPADNEST INFRASTRUCTURE PROJECTS

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.6 PROVISION OF WATER INFRASTRUCTURE							
<b>BACKGROUND:</b> The Schilpadnest community situated approximately 10km west of Amandelbult Section. This is an informal community and there is no basic infrastructure or formal service provision such as health facilities, education, sanitation and electricity. In line with the commitment to social upliftment, Amandelbult has identified the following projects as formalisation of the area is under way. The communities do not have water as a basic service. Presently they utilise water drawn from a borehole with no reticulation system in place, and yet they have to pay per litre to acquire the service from the owner of the borehole.					<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Poverty alleviation</li><li>• Prevention of communicable diseases</li><li>• Access to clean and potable water</li></ul>		
					<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Improved infrastructure</li><li>• Provision of basic services</li><li>• Social upliftment</li></ul>		
MAJOR ACTIVITIES	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
1. Provision of water infrastructure	Amandelbult		\	R4 000 000	R4 000 000	R4 000 000	R12 000 000
<b>Deliverables:</b> <ul style="list-style-type: none"><li>• Stakeholder Engagement</li></ul>		Q1-Q3					
<ul style="list-style-type: none"><li>• Agreements reached with the municipality</li></ul>		Q4	Q1-Q2	Q1-Q2			
<ul style="list-style-type: none"><li>• Environmental Scan</li></ul>				Q3—Q4			
<ul style="list-style-type: none"><li>• Review and approval architectural drawings</li></ul>							
<ul style="list-style-type: none"><li>• Construction begins</li></ul>							
<ul style="list-style-type: none"><li>• Project Handover</li></ul>						Q1-Q3	

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.7 PROVISION OF SANITATION FACILITIES AT SCHILPADNEST							
<b>BACKGROUND</b> This is an informal settlement without any form of sanitation facilities. As the area is not yet formally proclaimed as the official township, Amandelbult is planning to assist the community with the provision of appropriate sanitation facilities.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Provision of access to basic services</li><li>Prevention of communicable diseases</li><li>Provision of water borne sanitation system</li></ul>			
<b>PERFORMANCE INDICATORS</b> Successful installation of sanitation facilities according to the required specifications.	<b>TARGET GROUPS (beneficiaries)</b> Schilpadnes	<b>LOCATION</b> Schilpadnest	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Social Upliftment</li></ul>				
<b>PROJECT</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
Sanitation Facilities	CED MANAGER, Municipality.			R3 000 000	R 3,5 000 000	R2 000 000	<b>R 8,500 000</b>
<b>Deliverables</b> <ul style="list-style-type: none"><li>Engagement with stakeholders.</li></ul>		Q1-Q2					
<ul style="list-style-type: none"><li>Environmental Scan conducted.</li></ul>		Q3-Q4					
<ul style="list-style-type: none"><li>Agreements reached with stakeholders</li></ul>		Q3					
<ul style="list-style-type: none"><li>Feasibility studies conducted.</li></ul>		Q4					
<ul style="list-style-type: none"><li>Development of architectural plans and drawings</li></ul>				Q1-Q2 Q3-Q4	Q1-Q4		
<ul style="list-style-type: none"><li>Construction begins</li></ul>						Q1-Q4	

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.8 CONSTRUCTION OF A COMPUTER CENTRE: SCHILPADNEST							
<b>BACKGROUND:</b> The communities living in Schilpadnest are unemployed due to lack of job opportunities. It is even harder for them to access jobs as to do not have facilities that they can use to assist themselves in job searching. The community has approached Amandelbult and requested a computer centre that would assist them in the preparation of profiles. Lack of access to internet facilities is also an obstacle as they cannot even get relevant information needed in the job market.					<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Improved access to information and technology</li><li>Prevention of communicable diseases</li><li>Access to clean and potable water</li><li></li></ul>		
					<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Improved infrastructure</li><li>Capacity building</li><li>Social upliftment</li><li>Improved access to offices for improved development co-ordination</li></ul>		
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
1. Construction of a computer centre			\	R500 000	R500 000	R1, 500 000	<b>R2,500 000</b>
<b>Deliverables:</b> <ul style="list-style-type: none"><li>Stakeholder Engagement</li></ul>			Q1				
<ul style="list-style-type: none"><li>Agreements reached with the municipality</li></ul>			Q3				
<ul style="list-style-type: none"><li>Identification of a site</li></ul>			Q4				
<ul style="list-style-type: none"><li>Review and approval architectural drawings</li></ul>				Q1-Q2			
<ul style="list-style-type: none"><li>Construction begins</li></ul>				Q3-Q4			
<ul style="list-style-type: none"><li>Furniture and Fittings, Equipment</li></ul>					Q1-Q4	Q1-Q4	

FOCUS AREA 2: BASIC INFRASTRUCTURE- REGOROGILE							
2.9. WATER AND SANITATION: REGOROGILE							
<b>BACKGROUND</b> Regorogile is an informal settlement in Thabazimbi, 38 km away from the mine. About 800 families are inhabitants in the area. The area does not have bulk infrastructure, but it is electrified, and the council is in a process of proclaiming the area into a formal township. The municipality had initially requested AP to fund the installation of VIP toilets, however Anglo has decided to provide a sustainable solution and fund water and sanitation project.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>To provide access to clean and potable water</li><li>To provide a waterborne sanitation system.</li><li>To contribute to Government’s Plan to provide water and sanitation to the communities</li><li>To improve quality of life for the people of Regorogile</li><li>To create jobs for the locals</li><li>To empower local SMMEs</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Successful implementation of water and sanitation infrastructure</li><li>Number of families accessing water and Sanitation</li><li>Number of SMME accessing opportunities</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> <ul style="list-style-type: none"><li>Regorogile communities</li></ul>	<b>LOCATION</b>  Thabazimbi	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Improve the quality of life of inhabitants</li><li>Provision of basic services</li><li>Job creation</li><li>Empowerment of local SMME</li></ul>				
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Water and Sanitation	Anglo Platinum; Thabazimbi Municipality ; Waterburg District		R2 500 000	R2,500 000	R2000 000		R7 000 000
Deliverables: <ul style="list-style-type: none"><li>Engagement with the municipality</li></ul>		Q1-Q2					
<ul style="list-style-type: none"><li>Feasibility Study completed by municipality</li></ul>		Q3-Q4					
<ul style="list-style-type: none"><li>Development of architectural plans</li></ul>			Q1-Q2				

<ul style="list-style-type: none"><li>• Appointment of contractors</li></ul>		Q2				
<ul style="list-style-type: none"><li>• Construction</li></ul>		Q3	Q1	Q4		

## PROJECTS IN OR TAMBO DISTRICT MUNICIPALITY

<p><b>PROJECT: AGRICULTURAL COOPERATIVES</b></p> <p><b>BACKGROUND</b></p> <p>The Anglo Platinum Socio Economic Development function will be directed towards the two major rural labour-sending areas, namely King Sabata and Nyandeni Local Municipalities within the Oliver Tambo District Municipality. These municipalities are the only two that fall within the required rural labour-sourcing qualification of 5%.</p> <p>The main challenge facing the municipalities is to grow the economy and create employment. The unemployment rate is a very high 77% and the formal economy is small and centred on Umtata and public services. The rich natural resources of the district in existing forestry and the potential in irrigation and livestock farming need to be utilised through partnerships between communities and the private sector. The productivity of subsistence agriculture can be increased through homestead enterprises and appropriate technologies. Natural resources can provide the base for agro-processing industries. Social services and infrastructure require massive improvement. Almost all houses (99%) are informal, reflecting traditional unserviced sites. Only 9% of households have potable water on site and 49% have a flush toilet or pit latrine, reflecting major social backlogs. Many schools and clinics require upgrading or rebuilding. Rural access roads, a responsibility of the district municipality, require upgrading in most areas. Better roads are vital to improving access for tourism and Enterprise Development.</p>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Enterprise development and co-operative development support</li> <li>• Poverty alleviation and job creation</li> <li>• Skills development and social upliftment</li> </ul> <p><b>VALUE ADDED</b></p> <ul style="list-style-type: none"> <li>• Pipeline development</li> <li>• Labour pool</li> </ul>
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<b>PERFORMANCE INDICATORS</b>	<b>TARGET GROUPS</b>	<b>LOCATION</b>					
Well functioning agricultural co-operatives established and supported	Communities of Nyandeni local municipality	Eastern Cape					
<b>PROJECT 1</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
Agricultural cooperatives Development in Nyandeni	CED Manager: Nyandeni local municipality, OR Tambo District	R 970 000	R 970 000	R 970 000	R 970 000	R 970 000	<b>R 4 850 000</b>
<b>Deliverable</b>		Q1					<b>IMPACT</b> At least 3 co-operatives (5 individuals each farming in identified crops)
• Engagement with municipality							
• Identification of beneficiaries		Q2					
• Identification of available land		Q3					
• Develop partnership with the dept of Agriculture and its agencies		Q4					
• A Memorandum of Understanding signed		Q4					
• Appoint a service provider to implement programmes with the partners identified.			Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
<b>TIMEFRAME</b>							
<b>PROJECT 2</b>	<b>RESPONSIBILITY</b>						
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>

Agricultural co-operatives development in King Sabata Dalindyebo Local Municipality	CED Manager, KSD local municipality, OR Tambo District	R 1 940 000	R 1 940 000	R 1 940 000	R 1 940 000	R 1 940 000	<b>R 9 700 000</b>
<b>Deliverable</b>		Q1		Q1			
• Engagement with municipality							
• Identification of beneficiaries		Q1		Q1			
• Identification of available land		Q2		Q1-Q3			
• Develop partnership with the dept of Agriculture and its agencies		Q3		Q1-Q4			
• A Memorandum of Understanding signed		Q4		Q1-Q4			
• Appoint a service provider to implement programmes with the partners identified.			Q1-Q2				
• Implementation			Q3-Q4	Q1-Q4	Q1-Q4		
• Monitoring and Evaluation					Q1-Q4		

<b>FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT</b>	
<b>3.1 EDUCATION SUPPORT PROGRAMME (ESP)</b>	
<p><b>BACKGROUND</b></p> <p>It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Anglo Platinum plans implements education and skills development interventions with numerous schools and further education institutions in Limpopo and the Northwest provinces in the following sectors or fields:</p> <ul style="list-style-type: none"> <li>• Early Childhood Development</li> <li>• Special Needs Development</li> <li>• Learner Development at General Education and Training (GET) and Further Education and Training (FET) Phase</li> <li>• Teacher Development at the GET and FET Phase.</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Increase the number of learners studying maths and science</li> <li>• Increase the pass rate achieved in the areas of maths and science</li> <li>• Develop the capacity of maths and science educators</li> <li>• Support the provision of environment conducive for learning</li> </ul>

<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Increase pass rate in maths and science</li><li>Sustain the results</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> Grade 10-12 learners Maths and Science Educators Grade R Teachers School governing bodies Department of Education	<b>LOCATION</b>  Thabazimbi and Moses Kotane Local Municipalities		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Pipeline development</li><li>Labour pool</li></ul>			
<b>PROJECT 1</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>IMPACT</b>
Early Childhood Development	CED Manager, Schools Management, DOE						Reach at least 300 learners and 30 educators per annum
<b>Deliverable</b> <ul style="list-style-type: none"><li>Appointment of service provider</li></ul>		Q1	Q1	Q1			
<ul style="list-style-type: none"><li>Identification of beneficiary schools</li></ul>		Q1	Q1	Q1			
<ul style="list-style-type: none"><li>Commence with learners support</li></ul>		Q1-Q3	Q1-Q3	Q1-Q3			
<ul style="list-style-type: none"><li>Provide infrastructure in partnership with the Department of Education where there is need</li></ul>		Q1-Q4	Q1-Q4	Q1-Q4			
<ul style="list-style-type: none"><li>Monitor and evaluate project t against expected outputs</li></ul>		Q1-Q4	Q1-Q4	Q1-Q4			
<ul style="list-style-type: none"><li>Review programme.</li></ul>				Q4			
<b>PROJECT 2</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>IMPACT</b>
<b>Maths, Science and Technology Learner support ( GET &amp; FET Phases)</b> and	CSED Manager, Schools Management, DOE	R2,000,000	R11,600,000	R1,600,000			Reach at least 300 learners per annum
<b>Deliverable</b> <ul style="list-style-type: none"><li>Appointment of service provider</li></ul>		Q1	Q1	Q1			

• Identification of beneficiary schools		Q1	Q1	Q1			
• Commence with learners support		Q1-Q3	Q1-Q3	Q1-Q3			
• Provide infrastructure and required equipment/ material in partnership with the Department of Education where there is need		Q1-Q4	Q1-Q4	Q1-Q4			
• Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4			
• Review programme				Q4			
PROJECT 3	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	IMPACT
Educator Development	CED Manager, Schools Management, DOE	R2,000,000	R11,600,000	R1,600,000			30 educators per annum
Deliverable							
• Appointment of service provider		Q1	Q1	Q1			
• Identification of beneficiary schools		Q1	Q1	Q1			
• Commence with educator support		Q1-Q3	Q1-Q3	Q1-Q3			
• Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4			
• Review programme				Q4			
PROJECT 4	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	IMPACT

<b>Support to schools with Special Needs</b>	CED Manager, Schools Management, DOE						
<b>Support to schools with Special Needs</b>	CED Manager, Schools Management, DOE						
<b>Deliverable</b>							
• Appointment of service provider		Q1	Q1	Q1			
• Identification of beneficiary schools		Q1	Q1	Q1			
• Commence with educator support		Q1-Q3	Q1-Q3	Q1-Q3			
• Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4			
• Review programme				Q4			

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT							
3.2 CONSTRUCTION OF A SECONDARY SCHOOL							
<b>BACKGROUND</b> The Baphalane ba Mantserre community have identified a number of needs for their development including the construction of a new secondary school. They would like us to demolish the present structure as it is dilapidated. The area is in dire need of a secondary school as the learners are forced to go to other schools and as a result transport becomes an issue.				<b>OBJECTIVES</b> To establish a secondary school in the area to ensure access for the learners in Mantserre.			
<b>PERFORMANCE INDICATORS</b> Successful completion of a secondary school and related facilities according to the required specifications.	<b>TARGET GROUPS (beneficiaries)</b> Ba-Phalane Ba Mantserre	<b>LOCATION</b> Manstserre	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Access to a secondary school.</li><li>Improved access to technology and information</li><li>Improved access to offices for improved development co-ordination</li></ul>				
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Construction of a Secondary School	Amandelbult		R 2,5000 000	R3 000 000	R 3,5000 000		R 8,500 000
<b>Deliverables</b> <ul style="list-style-type: none"><li>Engagement with the DoE and the Community</li></ul>		Q1					
<ul style="list-style-type: none"><li>Reach an agreement on a partnership with another school in the area.</li></ul>		Q2- Q3					
<ul style="list-style-type: none"><li>Appointment of Service Provider</li></ul>			Q1-Q3				
<ul style="list-style-type: none"><li>Demolition of old school</li></ul>				Q1-Q4			
<ul style="list-style-type: none"><li>Construction begins</li></ul>					Q1-Q4		

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT								
3.3 CONSTRUCTION OF ADDITIONAL CLASSROOMS IN SCHILPADNEST								
<b>BACKGROUND:</b> Chromite Primary School at Schilpadnest consists of four formal classrooms and a renovated office block that used to belong to the chrome mine. There are a number of learners who receive tuition in unsuitable old buildings. Additional classrooms will relieve this problem and provide a conducive learning environment.					<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Increase the capacity of the school</li><li>• Provide a conducive learning environment as per the educational requirements</li></ul>			
					<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Improved infrastructure</li><li>• Compliance with educational standards</li><li>• Improved learning conditions</li><li>• Possibility of ABET classes for communities</li></ul>			
MAJOR ACTIVITIES		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
1. Building of additional classrooms in Schilpadnest		Amandelbult		\	R5 00 000	R3 500 000	R4 000 000	R8 000 000
Deliverables: <ul style="list-style-type: none"><li>• Stakeholder Engagement</li></ul>			Q1-Q3					
<ul style="list-style-type: none"><li>• Agreements reached with DoE</li></ul>			Q4	Q1-Q2	Q1-Q2			
<ul style="list-style-type: none"><li>• Development of architectural drawings</li></ul>					Q3—Q4			
<ul style="list-style-type: none"><li>• Review and approval of building plans</li></ul>								
<ul style="list-style-type: none"><li>• Construction begins – 2 phases @4blocks per phase</li></ul>								
<ul style="list-style-type: none"><li>• Project Handover</li></ul>							Q1-Q3	



FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT								
3.4 Community Portable Skill Training Program								
<b>BACKGROUND</b> Most of the local communities lack the skills required by the new economy and the growth sectors identified by the municipality or even to start their own business. The aim of the intervention is to develop portable skills to empower the surrounding communities. The program will provide training for out-of-school youth and to enable them to develop broad-baSED skills that are relevant to the economy focusing in mining, construction, agriculture, Tourism and any other economic sectors. These programmes will be geared to the needs of the communities in the vicinity of the mine and designed to cater for the strengths and opportunities that exist within the communities. The outcomes baSED programmes will include the Engineering Skills Training Centre (ESTC) learnerships programmes and other skills such as computer literacy, business theory and artisan skills such as brick making, welding, plumbing and carpentry.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Provide portable skills training program to benefit disadvantage communities.</li><li>• Link the beneficiaries with job opportunities.</li><li>• Create feeder for the enterprise development.</li></ul>				
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>• Number of trained people</li><li>• Placement of trained people in job opportunities</li></ul>		<b>TARGET GROUPS (beneficiaries)</b> Communities within a 50km radius of Amandelbult Platinum Mine	<b>LOCATION</b>  Amandelbult Mine		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Reduction unemployment in the area</li><li>• Preparedness of local community to access job opportunities at the mine and in other industries</li></ul>			
<b>PROJECTS</b>		<b>RESPONSIBILITY</b>		<b>TIMEFRAME</b>				
				<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Portable skills programme		CED Manager, DoL						100 youth and women trained and placed annually
<b>Deliverables</b> <ul style="list-style-type: none"><li>• Identify beneficiaries</li></ul>				Q1	Q1	Q1	Q1	
<ul style="list-style-type: none"><li>• Identify growth sectors in the economy in line with IDP</li></ul>				Q1	Q1	Q1	Q1	
<ul style="list-style-type: none"><li>• Enrol learners into relevant programme</li></ul>				Q1	Q1	Q1	Q1	
<ul style="list-style-type: none"><li>• Training of youth and other community members</li></ul>				Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	
<ul style="list-style-type: none"><li>• Placement of trainees</li></ul>				Q4	Q4	Q4	Q4	

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT								
3.5 COMMUNITY ADULT BASIC EDUCATION AND TRAINING								
<b>BACKGROUND</b> According to the Community Survey 2007 only 18,820 community members do not have any form of education. Furthermore most local community members lack the skills required to be absorbed in the mainstream economy. Anglo Platinum has in the past provided ABET to the community and to date 170 community members have been trained and will continue to provide ABET to the community.				<b>OBJECTIVES</b> Provide basic education and training to benefit disadvantage communities to enable them to access other economic opportunities around the operation.				
<b>PERFORMANCE INDICATORS</b> Number of community members participating in ABET Number of community members passing		<b>TARGET GROUPS (beneficiaries)</b> Communities within a 50km radius of Amandelbult Platinum Mine	<b>LOCATION</b> Amandelbult Mine		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>IncreaSED functional literacy, of manager</li><li>Preparedness of local community to access job opportunities at the mine and in other industries</li></ul>			
<b>PROJECTS</b>		<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
			<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>IMPACT</b>
ABET		CED Manager, DOE	R0	R600 000	R600 000	R600 000	R600 000	50 community members per annum
Deliverable <ul style="list-style-type: none"><li>Identify service provider</li></ul>			Q1	Q1	Q1	Q1		
<ul style="list-style-type: none"><li>Identify candidates</li></ul>			Q1	Q1	Q1	Q1		
<ul style="list-style-type: none"><li>Enrol learners and commence with training</li></ul>			Q1	Q1	Q1	Q1		
<ul style="list-style-type: none"><li>Monitoring and evaluation</li></ul>			Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3		

FOCUS AREA 4: COMMUNITY SAFETY, HEALTH AND WELFARE							
4.1. CONSTRUCTION OF A CLINIC AT SCHILPADNEST							
<b>BACKGROUND</b>  Schilpadnest currently has temporary infrastructure utilised as a clinic. The current infrastructure is not sufficient to deal with the growing population and to respond properly to the challenges in respect of TB and ART Management. Anglo Platinum will mobilise the required resources to build additional health infrastructure to respond to the current and future health challenges.  It must however be noted that all the permanent infrastructure aimed at developing this community will only be realised once the settlement has been proclaimed and is a formal settlement.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>To create the health infrastructure that will improve access to better health facilities to the local community.</li><li>Access to better health Care</li><li>Job creation for the community</li><li>Access to opportunities by local SMME</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Construction of additional health infrastructure for TB and ART</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> <ul style="list-style-type: none"><li>Community of Thabazimbi and surrounding areas</li></ul>	<b>LOCATION</b> <ul style="list-style-type: none"><li>Thabazimbi</li></ul>		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>Improved and better health facilities</li><li>Improved community access to better health facilities</li></ul>			
<b>PROJECTS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
Schilpadnest Clinic	CED Manager, Thabazimbi Municipality & DOH			R3,000 000	R2 0000 000		R5 000 000
<b>Deliverables</b>							
<ul style="list-style-type: none"><li>Engagement with relevant stakeholders</li></ul>			Q3				
<ul style="list-style-type: none"><li>Approved specifications from the DOH</li></ul>			Q4				
<ul style="list-style-type: none"><li>Appointment of contractor</li></ul>				Q1			
<ul style="list-style-type: none"><li>Construction of the facilities</li></ul>				Q1-Q4			
<ul style="list-style-type: none"><li>Provision of the required Equipment</li></ul>					Q1		
<ul style="list-style-type: none"><li>Hand over to the Department</li></ul>					Q1		

FOCUS AREA 4: COMMUNITY SAFETY, HEALTH AND WELFARE							
4.2 CONSTRUCTION OF EARLY LEARNING CENTERS							
<b>BACKGROUND</b> The need for adequate and good quality schooling is very important for the community and Anglo Platinum future developments. Neighbouring communities lack the availability and capacity for proper schooling environment to cater for the growing needs of the growing environment.  In the remote rural areas surrounding Amandelbult, the first time most children are exposed to learning is when they are of a school going age. Few are exposed to early learning or any formal programmes aimed at preparing them for school. As part of Anglo Platinum’s contribution to education, Amandelbult will build early learning centres in 2010 and 2011.				<b>OBJECTIVES</b>  1. To build early learning centres for pre-school children to create an environment conducive to learning			
<b>PERFORMANCE INDICATORS</b> 3. Early learning centres to be constructed.	<b>TARGET GROUPS (beneficiaries)</b> 1. Pre school children in surrounding areas	<b>LOCATION</b>  Thabazimbi Local Municipality		<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Accessible learning conditions improved education</li><li>• A cleaner environment, prevention of diseases and improved quality of life.</li><li>• Children school ready and prepared for school at school going age.</li></ul>			
<b>PROJECTS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
3. Construction of early learning centres	CED Manager, Dept of Social Development; Thabazimbi Municipality		R 485 000	R 533 500			
<b>Deliverables:</b>			Q1	Q1			
• Land Acquisition with the Municipality							
• Agreement with the Department			Q1	Q1			
• Appointment of Service Provider			Q2	Q2			
• Approved designs and Drawings			Q2	Q2			
• Construction of the centre			Q2-Q4	Q2-Q4			
• Supply of required equipment			Q4	Q4			
• Hand over to the Department			Q4	Q4			



FOCUS AREA 4: COMMUNITY SAFETY, HEALTH AND WELFARE							
4.3. COMMUNITY PEER EDUCATION							
<b>PROJECT BACKGROUND</b> It is a Corporate Social Investment initiative. This is an HIV/AIDS education project aimed at reducing the number of new infections in the area through behaviour change interventions. This is an HIV prevention programme that is aligned to the National Strategic plan 2007/2011 as well as the Thabazimbi municipality priorities. Old project that needs revival. This is the project that got us the Khomanani award in 2005. Communities have requested that this project be continued.				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>• Education for behaviour change</li><li>• Redused HIV infections be 2011</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>• Peer educators trained on a 1:100 ratio per village.</li><li>• Monthly education of communities</li><li>• Community radio slots</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> Thabazimbi and Moses Kotane communities	<b>LOCATION</b>  Thabazimbi and Moses Kotane	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>• Peer educators available at each community</li><li>• A culture of education in each community</li><li>• Reduced HIV infection rate</li></ul>				
<b>PROJECTS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
Community Peer Education	Anglo Platinum						
<b>Deliverables:</b> <ul style="list-style-type: none"><li>•</li></ul>		R200 000	R300 000	R350 000	R400 000	RO	<b>R1, 250 000</b>
<ul style="list-style-type: none"><li>• Engagements with DoH</li></ul>		Q1-Q2					
<ul style="list-style-type: none"><li>• Needs assessment conducted</li></ul>		Q3-Q4					
<ul style="list-style-type: none"><li>• Selection of peer educators</li></ul>			<b>Q1</b>				
<ul style="list-style-type: none"><li>• Development of training programme</li></ul>			<b>Q2</b>				
<ul style="list-style-type: none"><li>• Delivery of training programme</li></ul>			<b>Q3-Q4</b>				
<ul style="list-style-type: none"><li>• Monitoring, evaluation, certification</li></ul>				<b>Q1-Q3</b>			
<ul style="list-style-type: none"><li>• Roll out, integration to DoH</li></ul>					<b>Q1-Q4</b>		

FOCUS AREA 4: COMMUNITY SAFETY, HEALTH AND WELFARE							
4.4. Orphans and Vulnerable Children Support							
<b>PROJECT BACKGROUND</b> This Partnership project with the Department of Social Development is aimed at caring for the Orphans and Vulnerable Children in the surrounding communities. This project is in line with the National Strategic Plan 2007/2011 on HIV/AIDS. Due to an increase number of AIDS deaths, NGOs in the area requested for this project				<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Provide care and support for OVC in alignment with the National Strategic Plan 2007/2011</li></ul>			
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Drop-in centre established</li><li>Care givers trained</li><li>Provision of food, school uniform and after care facilities.</li></ul>	<b>TARGET GROUPS (beneficiaries)</b> Thabazimbi	<b>LOCATION</b> Thabazimbi	<b>VALUE ADDED</b> <ul style="list-style-type: none"><li>OVCs in the area are cared for and supported in alignment with the National Strategic Plan 2007/2011</li></ul>				
<b>PROJECTS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>					
		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>TOTAL</b>
OVC Support	Anglo Platinum			R 600 000.00	R800 000.00	R 1 000 000.00	R 2 400 000.00
<b>Deliverables:</b> <ul style="list-style-type: none"><li>Identification of a drop in centre</li></ul>			Q1—Q4				
<ul style="list-style-type: none"><li>Care givers trained</li></ul>				Q1-Q2			
<ul style="list-style-type: none"><li>Project conceptualisation: adopt a child</li></ul>					Q1-Q4	Q1-Q4	

## List of Schools supported by Amandelbult

	SCHOOLS	SECTION/MINE	TEL NO	CONTACT/PRINCIPAL	LEARNER TOTAL GET	LEARNER TOTAL ECD
1	MODIMONG	AMANDELBULT	082 713 2920	S E MASHASHA	498	
2	MOKHINE	AMANDELBULT	014 556 2556	I K NTSABELE	287	
3	NORTHAM	AMANDELBULT	014 784 0300	A GREYLING	426	51
4	DEO GLORIA	AMANDELBULT	083 575 0684	M P MOSITO	822	
5	THEKGANANG	AMANDELBULT	073 194 5717	N SEILANE	195	17
6	CHROME MINES	AMANDELBULT	014 784 1248	S G MATSIETSA	276	48
7	KRAUSE	AMANDELBULT	071 241 9385	M P MOLAPISI	643	68
8	YSTERBERG	AMANDELBULT	073 050 5605	L J MPHASHANE	1,194	



## **11. REGULATION 46 (C) (IV): THE MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS OF THE MINE EMPLOYEES**

### **11.1 PREAMBLE**

In the mining industry, it is widely acknowledged that housing and living conditions for the majority of mineworkers have historically been sub-standard. This situation has impacted negatively on the productivity, health and well-being of the mineworkers. The mining industry is facing an enormous challenge to reverse this historical problem and to provide reasonable and affordable accommodation to all employees.

As far as formal employee housing is concerned, mines in South Africa have typically provided housing of some form to their employees. Under the Apartheid system, mines were confined in their provision of married quarters to all but their most senior employees because of the Group Areas Act. There was no alternative to using migrant labour from rural areas to areas of economic opportunity, and this pattern created a flow of income back to the labour-sending areas.

Anglo Platinum and Amandelbult Mine have taken a forward-thinking stance to address many of these problems. A housing strategy that aggressively tackles the pressing accommodation issue in a focused and strategic way is being pursued. The strategy was developed taking into account factors such as the proximity of the mine to the nearest town, the economic sustainability of that town, various accommodation options, and housing requirements of informal settlement communities located near to the mine. Amandelbult Mine has provided a range of accommodation options to employees and will promote home ownership through various mine-sponsored initiatives. External issues which were considered in the development of the housing strategy include tribal lands, informal settlements, housing demands and the housing market.

### **11.2 STATEMENT OF INTENT**

Housing and living conditions issues in the South African context are complex. This is particularly due to historical problems related to poor planning, uncontrolled urbanisation, tribal and land issues, and views on property ownership. Amandelbult Mine will enhance the quality of life of all employees through providing improved housing, infrastructure and basic services. Amandelbult Mine will ensure that all its employees have access to reasonable accommodation in line with its Group's Housing Policy and the Housing and Living Conditions Standard as per Section 100 (1) of the Mineral and Petroleum Resources Development Act. In addition, the rapid rate of urbanisation of non-employees will be tackled by assisting Government in addressing the complexity of issues surrounding the formalisation of settlements.

Amandelbult Mine, through the Group Housing Unit, will engage with local, provincial and national government to improve the quality and effectiveness of local IDPs.

### **11.3 STRATEGY AND OBJECTIVES**

Amandelbult Mine's housing strategy will address housing and living conditions in the context of both mine community development and employee accommodation.

- a) Sustainable communities: From the perspective of rural development planning, Amandelbult Mine believes that the provision of facilitated housing forms a preventative measure for encouraging the growth of informal settlements. Housing is a major factor in the creation and maintenance of sustainable communities. Amandelbult Mine will work with Government in planning its housing requirements around the identified municipal economic development nodes. In addition, support will be given to informal settlements with the intention of encouraging relocation to a formalised site through the internal Community Engagement Department;
- b) Employee housing: An overall improved housing plan, will result in a more motivated, productive and healthy workforce. As part of this strategy, in addition to the provision of various home-ownership options, the mine will strive to recruit employees from local communities. This should reduce the pressure for mine-facilitated housing. It would also serve to boost the income levels of households living near the mine;
- c) Hostels: Of extreme importance in Amandelbult Mine's housing strategy is the conversion of hostels to accommodate two persons per room; and
- d) Family units: To mitigate the fact that hostels may not be converted to family units for social reasons, family units will be provided through Home Ownership Allowance (HOA) and the Employer Assisted Housing Scheme (EAHS)

## **11.4 IMPLEMENTATION PLAN FOR EMPLOYEE HOUSING**

Amandelbult Mine is situated in a rural area between Rustenburg and Thabazimbi. Some houses provided by the mine are built on mine property and some are located in Thabazimbi. Approximately 31% of the labour force originates from the mine community (within 50km from the mine) and Rustenburg Local Municipality, and an estimated 5% resides in the Schilpadnest informal settlement. The area has no housing market.

### **11.4.1 Upgrading hostels to alleviate overcrowding and to improve living conditions**

Historically, mines have not provided sufficient space for hostel residents. The hostel residents come from the Eastern Cape Province or neighbouring SADC countries of Lesotho, Swaziland, Mozambique and Botswana. To ensure that these employees enjoy their stay at these facilities, the Amandelbult Mine endeavoured to refurbish and reduce the room capacity through the Hostel Refurbishment Project.

The project has since been completed in 2008 in Amandelbult Mine effectively converting all the Hostels to Single Accommodation Villages (SAV's). This achievement was in line with the overall Group's intention of converting all Hostels before the beginning of 2009. This resulted in Anglo Platinum spending some R370 million thus becoming amongst the first (if not the first) mining company to successfully complete such a symbolic project. Amandelbult Mine spent a total of R110 million effectively creating thousands of beds in an improved living environment for Amandelbult Mine employees who chose to reside in these facilities. Below is a table depicting the number of beds per facility.

**Table 40: New Beds Per SAV/Hostel**

Categories	Single Accommodation Villages / Hostels		
	Dishaba	Mlanje	Tumela
Number of New Beds Per Facility	1260	1050	1870

The short to medium term goals for the new facilities are to complete the introduction of women and further improve the room density to 1 employee per room respectively. Amandelbult mine will endeavour to achieve the improved room density of all the facilities by the end of 2014.

#### **11.4.2 Other general hostel improvements**

Other general hostel improvements that have been planned for the next five years will include upgrading the taxi rank and providing a filling station.

#### **11.4.3 Encouraging sustainable communities through home ownership**

Amandelbult Mine will require housing schemes that make owning a home an attractive investment opportunity. Home ownership can represent a sound investment opportunity for mine employees and the provision of permanent housing contributes to sustainable communities. Amandelbult Mine will consider these factors in its plan to promote and encourage home ownership.

Some employees may prefer to invest in property in their rural housing residential areas rather than in the mine community and these preferences will be accommodated in the facilitated social housing plan by creating rental stock to satisfy the housing need of such employees.

In some instances, the mine will consider it necessary to provide housing to certain critical employees, such as senior management or security and maintenance personnel. In these situations, the mine will retain houses appropriate to its operational requirements. Where an employee is not eligible for or chooses to not make use of mine-owned or subsidised accommodation, a number of home ownership schemes will be made available by Amandelbult Mine.

In addition to the hostels, Amandelbult Mine will offer a number of home ownership and home rental subsidy schemes. These will be the Home Bond Subsidy Scheme (HBSS), the Home Rent Subsidy Scheme (HRSS), Home Ownership Allowance (HOA) and the Employer Assisted Housing Scheme (EAHS).

These schemes will be implemented by the Amandelbult Mine for three primary reasons:

- a) To ensure that all employees have access to accommodation that meets certain minimum standards and criteria;
- b) To reduce the dependence of mine employees on Amandelbult Mine-provided or facilitated housing and accommodation; and
- c) To discourage the growth of informal settlements.

### Home Bond Subsidy Scheme (HBSS)

The HBSS is a subsidy to employees who purchase a dwelling within a 50km radius of the mine, in an area which falls within the definition of the mine community. The subsidy will allow employees access to a bond at 6% interest for accommodation up to a maximum value of R450 000. With the conversion of the Total Package (TP), it was agreed that current TP employees would retain the HBSS subsidy until their bonds are settled.

### Home Rent Subsidy Scheme (HRSS)

The HRSS is a subsidy to employees who reside in their own rented accommodation near Amandelbult Mine.

### Home Ownership Allowance (HOA)

Home Ownership Allowance is a housing benefit encouraging homeownership for all enrolled permanent employees in the operators and supervisory bargaining units across Amandelbult Mine. Employees receive this allowance per month towards acquiring a house. Employees can participate in the local housing market by purchasing houses based on their affordability levels. Below are the current HOA amounts.

<b>TABLE 2 : HOA 2009-2010</b>	
<b>Employee Level</b>	<b>On basic salary structure</b>
D1	R4000.00
C5	R3250.00
C4	R2850.00
C3	R2600.00
C2	R2370.00
C1	R2150.00
A1 to B7	R1850.00

### Employer Assisted Housing Scheme (EAHS)

Employer Assisted Housing Scheme will provide stock for employees by facilitating government institutional subsidies combined with top-up funding from a commercial source and a subsidy from Anglo Platinum to create a sustainable house in a formal housing area which should appreciate in value over time. Several tenureships will be available:

- a) Rental;
- b) Instalment sale; and
- c) Straight purchase.

The units will vary from approximately 50m<sup>2</sup> to 70 m<sup>2</sup> and associated cost of approximately R190 000 to R250 000, Anglo Platinum's subsidy will be towards the securing of the land and the servicing of the stands.

The four house layout types to be constructed are:

- |  |                                       |
|--|---------------------------------------|
| a) The 50m <sup>2</sup> Stand alone units  | : 2 Bedrooms/1 Bathroom               |
| b) The 55m <sup>2</sup> Stand alone units  | : 3 Bedrooms/2 Bathroom               |
| c) The 60m <sup>2</sup> Stand alone units  | : 3 Bedrooms/2 Bathroom               |
| d) The 70 m <sup>2</sup> Stand alone units | : 2 Bedrooms/2 Bathroom (1 en-suite ) |

Below are the house layout and the pictures of the houses highlighting the typical standards and specifications of the houses.

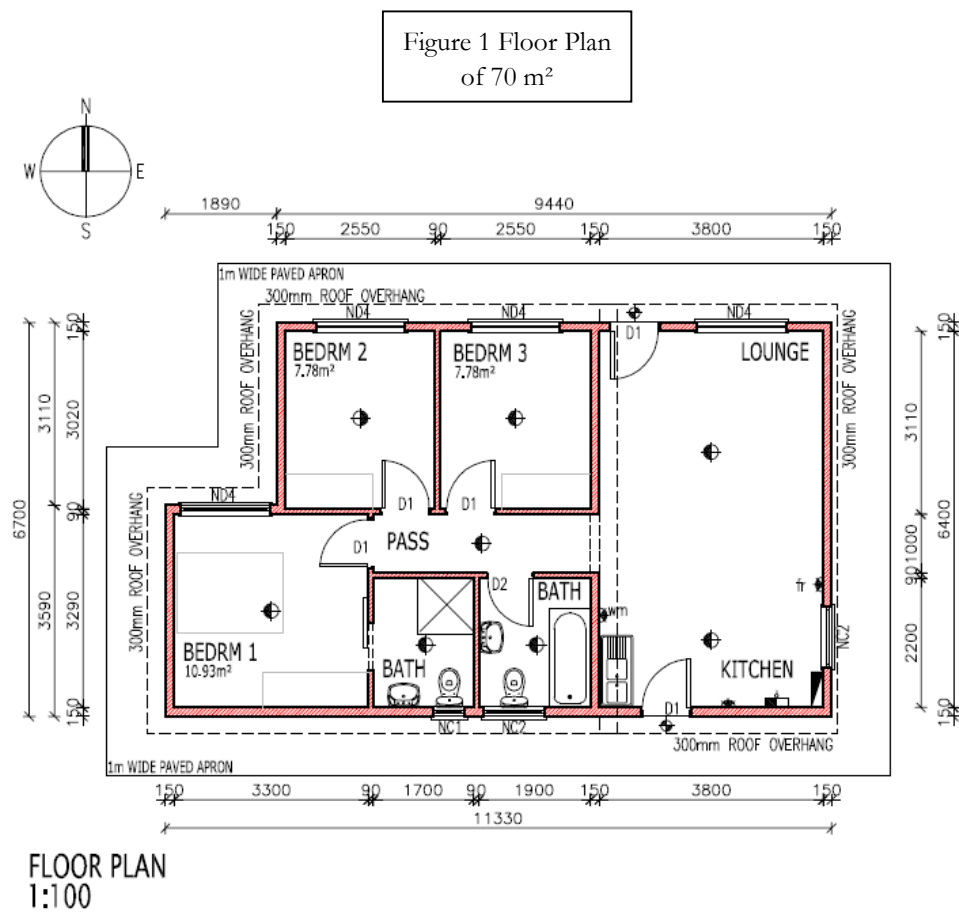
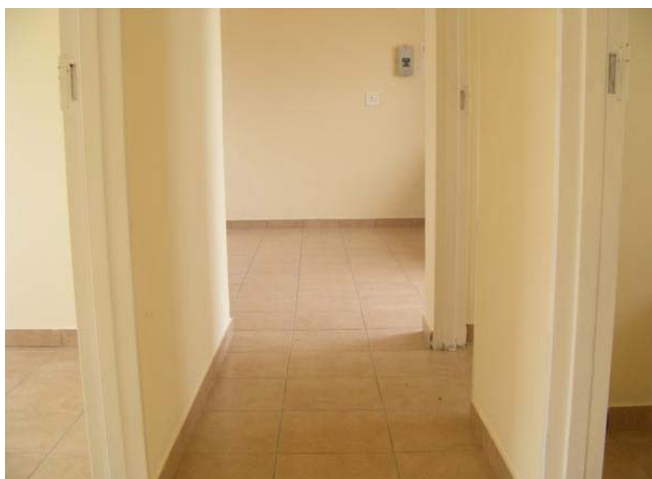


Figure 2 View of  
55 m<sup>2</sup>



Figure 3 : Inside  
the 55 m<sup>2</sup>



### The Housing Projects

Amandelbult Mine neighbouring towns are currently battling with the challenges of the availability of bulk infrastructure. These towns include Thabazimbi and Northam. To this end, Anglo Platinum has partnered with the Thabazimbi Local Municipality in the provision of the required bulk infrastructure. However, the current studies forecast completion of such projects during 2013. Therefore, Anglo Platinum can only roll out mass housing developments during or after 2013.

### **Northam 310 Units**

To circumvent the obvious delay as a result of the lack of bulk infrastructure, Amandelbult Mine together with Union Mine will be partnering in the construction of 310 housing units in Northam Extension 6. The project includes the installation of temporary sewer ponds to cater for the required houses. The project is scheduled to commence during the last quarter of 2010 with the first houses scheduled for deliver in early 2011.

### **Koedoesdoorns**

Anglo Platinum has secured Portion 6 of the farm Koedoesdoorns that is capable of producing 8000 residential stands for the Amandelbult and Union Mine employees. Anglo Platinum will be working in collaboration with the Housing Development Agency in the spirit of the signed Memorandum of Agreement between the National Department of Human Settlements and the company.



### **Local Property Developers**

Anglo Platinum will be encouraging the local property developers to provide short to medium term bulk infrastructure solution to enable the creation of a housing market that will be suitable for Amandelbult employees. The company will facilitate home ownership through the Home Ownership allowance scheme between Amandelbult employees, property developers, financial institutions and subsidies provided by the Limpopo Department of Housing. It is believed that this option will sustain the short term housing need whilst Koedoesdoorns bulk infrastructure is under development.

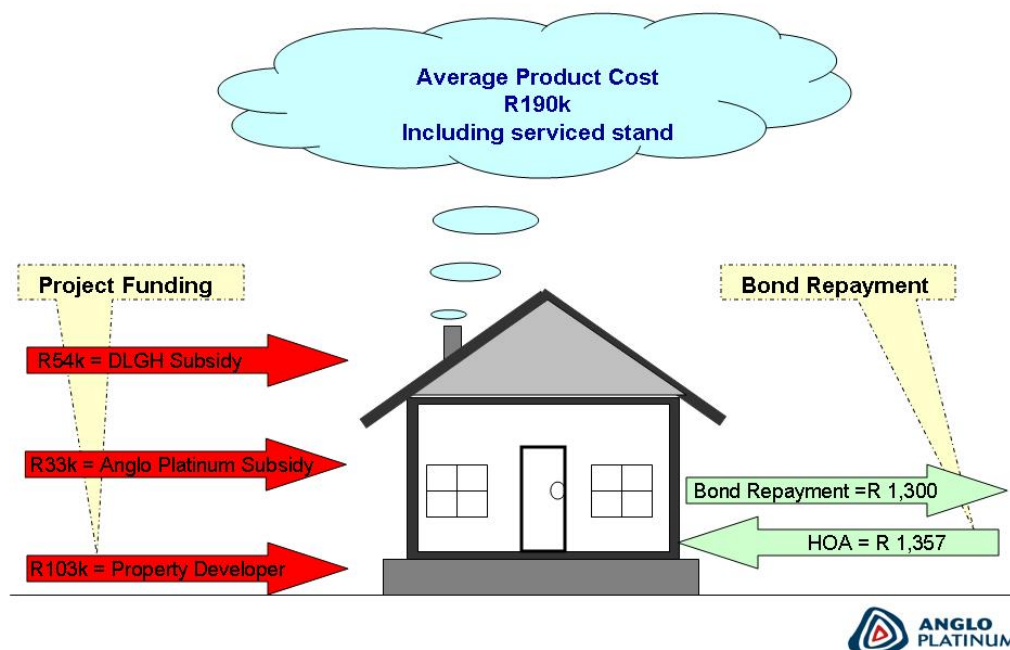
### **The Funding Model**

The financial structure of the houses will be based on the following funding sources:-

- Government Housing Subsidy
- Anglo Platinum Housing Subsidy (excluding Land Costs in this case)
- Developers portion as part of the project funding

The balance of the amount will be funded by the employee in a form of end user financing provided by financial institutions. Employees will be able to service the bonds out of their Home Ownership Allowance. (*see HOA figures in Table 2*)

## Funding



Please note the model below gives indicative figures which may vary pending finalisation of the financial model per project.

### Total Package (TP)

Amandelbult Mine will also offer remuneration packages on the basis of the total package approach. All costs of company benefits are included in the package and employees fund their own particular accommodation choices.

#### 11.4.4 Implementation plan for reducing dependence on mine housing

The creation of sustainable mine communities is central to mitigating the impact of mine downscaling and closure on those communities that become dependent on wage flows and the other social benefits of mining projects. One of the key elements of providing for sustainable communities is the provision of a residential base for the community. This will serve to reduce the dependence of mine communities on mine-owned housing and social infrastructure, and mine-supported social services.

A basic prerequisite for reducing dependence on mine-facilitated housing is the establishment of a permanent community. This type of community implies home ownership, that is, the mineworker's commitment to a permanent residential presence.



## **12. REGULATION 46 (C) (V): THE MEASURES TO ADDRESS THE NUTRITION OF MINE EMPLOYEES**

### **12.1 PREAMBLE**

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

Since the termination of the Bantu Labour Legislation, gazetted in 1975, each mining company is responsible for developing its own dietary food programme. Due to the logistics governing the mining operations, that is, the time an employee is required to be at the shaft, the time needed to get to the workplace and the duration of the shift, it is not possible to provide three meals to the workers.

Amandelbult Section will provide two well-balanced meals per 24-hour cycle. These will be prepared at hostel kitchens and served to hostel residents at the dining rooms. All eating utensils will be provided. These meals will be served on a site-specific basis, and consist of a pre-shift meal (or breakfast) served from as early as 03h00 to 09h00 (depending on the site). A post shift or main meal will be served from 11h00 to 18h00 (again site specific). A sustenance feed will be provided to all underground workers at the shafts, and although it is site selected by the local branch committees, certain criteria are non-negotiable such as food and other safety aspects.

Research by institutions such as the Chamber of Mines Research Organisation and now CSIR MiningTek and SIMRAC (Safety in Mines Research Advisory Committee) have been used to calculate the energy requirements of mineworkers.

### **12.2 STATEMENT OF INTENT**

Amandelbult Section is committed to contributing to a healthy, productive and motivated workforce through its dietary food programme. Amandelbult Section will provide all workers with access to sufficient information to enable them to make informed food choices. This will ensure that workers receive adequate nutritional intake. The meeting of nutritional requirements will lead to satisfactory job performance and attendant job satisfaction.

### **12.3 STRATEGY AND OBJECTIVES**

Amandelbult Section's primary strategy in the provision of nutrition to mineworkers is to ensure that the food served to the workforce represents a balanced meal plan according to nationally determined standards. In addition, consumables will be fresh and free from contamination, and the meals will be tasty.

## 12.4 IMPLEMENTATION PLAN

Amandelbult Section will employ a clinical dietician to prepare meal plans that provide adequate nutrition to ensure the productivity and well-being of the mineworkers. The menu will be in line with established nutritional principles and guidelines, as indicated below.

### 12.4.1 Compliance to national standards

Compliance to national standards is the responsibility of the Anglo Platinum Public Health Department. Duties and responsibilities include:

- a) Auditing of all food handling facilities;
- b) Conducting bacteriological surveys in food preparation and washing facilities;
- c) Implementing food hygiene, quality control and nutrition;
- d) Planning the menus, analysis and compliance;
- e) Planning and implementing intervention programmes when necessary;
- f) Assessing menu adequacy and adapting menus for people with special needs;
- g) Conducting nutritional analyses (of actual intake) and compliance with guidelines (national, mining industry and WHO);
- h) Conducting risk assessments of new products and the food production line;
- i) Planning and implementing food production line programmes; and
- j) Conducting all catering training.

A number of national standards will govern the selection of food products used in the daily meal plan at Amandelbult Section. The consulting dietician and food preparation managers in charge of this area will strictly adhere to the following required compliance categories:

- a) Supplier Health and Environment Criteria Compliance (Public Health Department);
- b) Food Specification Compliance – Definition, Description, Packaging, Shelf Life; and
- c) Food Specification Compliance – Microbiological criteria.

Food plans will be prepared based on the South African Food-Based Dietary Guidelines. These guidelines specify the following daily energy requirements for individuals engaged in the degree of activity relevant to the average mineworker:

- a) Total daily energy requirements: 12 000-13 000 kJ;
- b) Protein requirement: 15-20% of energy contribution;
- c) Carbohydrate requirement: 55-60% of total energy contribution; and
- d) Fat requirement: 20-30% of total energy requirements.

Care will be taken to ensure that no discomfort is experienced because of food intake during a shift. The breakdown of daily energy requirements as factored into the daily food plan will be:

- a) Energy: 12 500 kJ of which at least 4 000 kJ will be available at the first meal. Effort will be been made to ensure that protein, carbohydrate and starch are available at this meal. Also carbohydrates with a lower glycaemic index will be included in the menu. This results in a slower rate of absorption of food through the body's system;
- b) Protein: 140 g of which at least 25 g will be available at the first meal. Products of animal origin will be served every day. However, effort has been made to also include protein from plant origin

as this type of protein lowers the glycaemic index of a meal, which, as noted above, benefits the worker;

- c) Carbohydrate: 490 g of which at least 150 g will be served during the first meal; and
- d) Fat: 90 g of which 30 g will be given during the first meal.

#### **12.4.2 Provision of micro-nutrients**

Emphasis will also be given to micro-nutrients in the nutrition plan. These are vital for certain metabolic processes, but do not supply energy on their own. Amandelbult Section will ensure that the nutrition plan provides the recommended daily micro-nutrient intake of mineworkers. Dietary Reference Intakes (DRI) which were developed by the Institute of Medicine Food and Nutrition Board in the USA have been used to calculate the micro-nutrient allowances. In addition the 2003 Food Dietary Guidelines of the Department of Health, together with other guidelines and studies, have been used to determine the nutritional requirement of mineworkers.

Special consideration is and will continue to be given to:

- a) Vitamin A, which affects vision and influences the potential for night blindness. If mineworkers are deficient in Vitamin A, it will take them longer to adapt to the darkness of the underground working conditions;
- b) Vitamin D where daylight exposure is needed for the nutrient to function optimally; and
- c) Vitamin C where dosages of 250 g per day, as recommended by Safety in Mines Research Advisory Committee (SIMRAC), are given to workers. Effort will be made to give the Vitamin C at a different time to meals as protein interferes with its absorption.

#### **12.4.3 Provision of food that has been tested for safety**

Healthy, productive mineworkers require food that is nutritionally balanced and free from contamination. This issue is even more important for mineworkers suffering from immune deficiency diseases such as HIV. Processes and procedures to ensure the safety of the food at Amandelbult Section are critical to the mine's nutrition strategy.

The safety of food supplied by Amandelbult Section is non-negotiable. All food programmes and food suppliers will adhere to Hazard Analysis and Critical Control Point (HACCP) systems. The HACCP food safety systems have been implemented by food companies nationwide as the most effective and practical way of assuring food safety from harvest to consumption. HACCP is a well-known technique used to analyse potential hazards in an operation. Critical control points associated with pest activity are identified and monitored regularly. The system identifies where hazards may occur and which are critical to consumer safety.

The purpose of applying HACCP principles is to control contamination or cross contamination of bacteria in food systems in terms of Act 54 of 1972 R908 of 2003. The HACCP principles also apply to all food suppliers. The Public Health Committee will be charged with the task of implementing HACCP within 18 months. An Anglo Platinum initiative, the Committee consists of the Safety, Health and Environment Manager, the Public Health Consultant, Public Health Officers who represent all the Anglo Platinum mines, Human Resources, the Consulting Dietician and Occupational Hygienists.

#### **12.4.4 Promotion of food that controls bacteria growth**

Amandelbult Section is committed to serving food that provides optimal nutrition for both healthy workers with conventional dietary needs as well as those who have special requirements (see below). The commitment to continuous improvement includes increasing awareness by workers about healthy and better nutritional choices.

Amandelbult Section continues and will continue to promote an increase in consumption of food containing lactobacillus strains, which are beneficial intestinal organisms that produce organic acids. These organisms retard the growth of pathogenic bacteria. Two products, Mageu and cultured milk such as Amasi, which have high lactobacillus content are popular items on the menus. Employees will be actively encouraged to consume greater quantities of these products.

#### **12.4.5 Special dietary requirements**

Special dietary requirements for employees who are halaal, kosher or vegetarians will be addressed on a one-to-one request basis. Serving of food such as egg, soya products or legumes will be included on the menu every day.

The strategy towards meeting the nutritional needs of people living with a disease such as HIV/AIDS is the same as the general nutritional strategy, which complies with the Food-Based Dietary Guidelines.

#### **12.4.6 Awareness programme**

Nutrition is covered in the induction programme for ex-leaves and new recruits. If an employee is diagnosed as having a specific disease such as diabetes, high cholesterol or arthritis, the dietician at Platinum Health will give the employee more information about healthy and better nutritional choices. Hypertension is the most common condition on Amandelbult Section and employees will be encouraged to increase the intake of fruit and vegetables. The menus in the hostels will accommodate all these recommendations.

#### **12.4.7 Increased provision of fresh fruit and vegetables**

At present, fresh fruit is served twice a week. Amandelbult Section's future plan is to increase this to at least three to four times a week with an ultimate goal of once a day. In addition, a cooked vegetable will be served once a day. A fresh vegetable salad will be served twice a week. Again, the aim is to increase the frequency to at least three times per week. Amandelbult Section acknowledges that the intake of Vitamin C is of utmost importance and efforts will be made to increase the intake.

### **13. REGULATION 46 (C) (VI): THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES**

#### **13.1 INTRODUCTION**

Amandelbult Section fully recognises the role that HDSA procurement plays on creating a broader base for economic empowerment in South Africa and is therefore committed to using its considerable purchasing power to contribute towards this objective. The mine is particularly committed in assisting the procurement from and the development of HDSA companies, mainly from in the Limpopo Province. There will be three distinct areas of intervention:

- a) Local economic development through local procurement in the Limpopo Province;
- b) Active support of emerging HDSA entrepreneurs in the provincial and national mining supply sector; and
- c) Committed support at a national level for established HDSA interests by ensuring that HDSA-owned or HDSA-empowered vendors are given preferential access to supply opportunities.

In so doing, the company seeks to underline its subscription to the national objective of South Africa becoming a more inclusive society, particularly in terms of the benefits from the mainstream market economy.

**During 2009, Amandelbult procured R6 million from local HDSA vendors within a 50km radius of the Mine. A new target of 10% will be implemented with the local boundaries being amended to be Provincial based and based on 2006 actual, this has a monetary value of R150 million. It can be assumed therefore that a 15% local procurement target in 2012 could benefit the Province with approximate R225 million.**

#### **13.2 THE SUPPLY OF GOODS AND SERVICES TO AMANDELBULT SECTION**

Procurement at the Amandelbult Section will fall into these categories:

- a) Capital expenditure
  - i) Expansion projects; and
  - ii) Ongoing projects.
- b) Working cost expenditure
  - i) Goods (mining equipment and consumables); and
  - ii) Services.

Of these categories, the bulk of both capital expenditure and working cost expenditure items will be purchased centrally through the Anglo Platinum Supply Chain, which will be managed through group-wide contracts from large suppliers. A certain amount of local expenditure (procurement that falls outside of group contracts and targeted in the future to be approximately 15% by value) will be commissioned by the mine, typically from small and medium-sized companies within the Limpopo Province.

Because of the differing nature of these categories of suppliers, the approach to HDSA preferential procurement interventions must of necessity differ. Within the company, different structures will deal with

different aspects of procurement. For example, capital works will typically be managed by a projects department which defines the scope of work for such projects and then either negotiates these projects with preferred suppliers or puts them out to tender. Large-scale supply/service contracts for consumables/services will be managed by the Group Supply Chain function at the Anglo Platinum corporate head office and a small volume of orders for equipment, consumables and services will be managed at mine level. Each of these arenas will require a different approach.

However, the overriding philosophy at Amandelbult Section is that, irrespective of the nature of the procurement, preferential status will be granted where possible and economically justifiable to procurement from firstly, HDSA companies in the Limpopo Province and secondly, companies in which HDSAs have a stake<sup>14</sup>.

The following targets below in Table 41 apply to total discretionary spend placed with HDSA vendors:

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<sup>14</sup> HDSA-owned means a minimum of 50,1% ownership. HDSA-empowered means a minimum of 26% HDSA ownership.

Table 41 Procurement Progression Plan

		2009	2010	2011	2012	2013	2014	2015	2016	2017
		Target as a % of Discretionary spend								
		33.0%	35.0%	37.0%	40.0%	41.0%	42.0%	43.0%	44.0%	45.0%
HDSA Status										
Total (%)	> 25,1%	23.0%	24.0%	25.0%	27.0%	27.5%	28.0%	28.5%	29.0%	29.5%
	> 50,1%	10.0%	11.0%	12.0%	13.0%	13.5%	14.0%	14.5%	15.0%	15.5%
	Regional	12.0%	13.0%	14.0%	15.0%	16.0%	17.0%	18.0%	19.0%	20.0%
Local		4.0%	5.0%	6.0%	7.0%	8.0%	9.0%	10.0%	11.0%	12.0%
Consumables	> 25,1%	26.50	28.00	29.50	31.00	31.50	32.00	32.50	33.00	33.50
	> 50,1%	8.00	8.60	9.50	11.00	11.50	12.00	12.50	13.00	13.50
	Regional	17.50	18.50	19.50	21.00	21.50	22.50	23.50	24.00	24.50
Capital Goods	> 25,1%	25.00	26.00	26.50	28.00	28.50	29.00	29.50	30.00	30.50
	> 50,1%	5.50	6.30	7.00	8.00	8.10	8.50	9.00	9.50	10.00
	Regional	6.00	6.50	7.00	8.00	9.00	10.00	11.00	12.50	14.00
Services	> 25,1%	17.00	18.00	19.00	22.00	22.50	23.00	23.50	24.00	24.50
	> 50,1%	17.00	18.50	19.50	20.50	21.00	21.50	22.00	22.50	23.00
	Regional	13.00	14.00	15.50	16.50	17.50	18.50	19.50	20.50	21.50

Note: Targets will be re-assessed yearly in line with continuous improvement.

### 13.3 LOCAL PROCUREMENT

Amandelbult Section has shown good progress in its procurement spend with HDSA vendors over the last three years. The strategy now has focused to procurement spend with local HDSA vendors. Local means procuring from those HDSA vendors with business addresses within the Limpopo Province. As can be seen in Table 41, the target for local HDSA procurement has been adjusted to 15% by 2012.

In line with Anglo Platinum policy, Amandelbult Section has identified small business development opportunities and suppliers at the local level to shift the balance of its expenditures where feasible from large, urban businesses to smaller, developing businesses located near or in the mine communities. The objective will be to maximize both job creation and the economic benefit of the mining operation at the mine community level.

Integral to this strategy is the need for the mine to be proactive and assist the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mine. This initiative will be administered through a variety of programmes such as the Addicted to Business programme managed by the mine-based BDOs together with the HDSA/SMME Manager. All suppliers will be subject to the Anglo Platinum procurement policies described in this section. Large vendors engaged at Group level will be encouraged to make use of local labour in their local operations where possible. Service providers will be requested to provide a breakdown of their labour composition, particularly with reference to their commitment to employing members of the mine community.

### 13.4 HDSA MENTORING

A structured programme for all suppliers of goods and services to Anglo Platinum and its operations will be developed and will include:

- a) Acceptable marketing practices;
- b) Tender notifications and information gathering;
- c) Tendering procedures;
- d) Quality control;
- e) Invoicing procedures; and
- f) Principles of good business management and corporate governance.

Furthermore, Anglo Platinum will develop a facility to actively inform all its HDSA suppliers of company tenders that may be of interest to them. A generic website of tenders will also be constructed. Letters will be drafted to all suppliers of goods and services offering mentorship programmes for directors and senior executives of HDSA suppliers. The letters will request acknowledgement of the offer and an indication of acceptance or refusal.

In order to support local economic development in the communities around Anglo Platinum operations it was decided to roll out the Anglo Zimele business “HUB” concept which supports local entrepreneur development through the provision of finance, mentoring and formal training programmes. Support and professional advice are given to existing as well as potential HDSA vendors.

**The Company will conduct an audit during the final quarter of 2008 among its local HDSA suppliers as well as its national HDSA suppliers to determine the need for mentoring. The offer of**



mentorship will be issued in writing to those vendors that have been identified with a need to be mentored, and a written response to the offer will be a condition of registration as a supplier to the Company. The ultimate aim is to capacitate existing HDSA vendors through mentoring as well as identifying HDSA suppliers who can participate within the mine's supply chain.

## 13.5 OBJECTIVES AND ACTION PLANS

### 13.5.1 Objectives

The overall objective here is to promote and enhance the constructive participation of HDSA vendors in the mine's upstream value chain and to ensure that HDSA suppliers have access to Amandelbult Section's supply chain. This is expected to catalyse an increase in the levels of benefits to HDSAs from the secondary and tertiary aspects of the mine's value chain within the Limpopo Province. Amandelbult Section must also actively contribute to the Anglo Platinum group-wide objectives.

Specific objectives for Amandelbult Section will be to:

- a) Develop an HDSA database that is auditable and accurate;
- b) Ensure continuous maintenance of this database;
- c) Draft specific HDSA plans and opportunities at departmental level;
- d) Undertake a communication strategy that will ensure that all Amandelbult Section employees are aware of the targets;
- e) Secure awareness of and buy-in to the set targets and strategies by all heads of departments and other procurement-related decision-makers;
- f) Establish long-term, mutually beneficial relationships with HDSA vendors that can contribute to total cost of ownership reductions;
- g) Ensure that the e-procurement systems used by the mine provide easy access to tenders and do not inadvertently discriminate against the HDSA or Small, Micro and Medium Enterprise (SMME) vendors;
- h) Establish links with Quadrem; and
- i) Enhance tender capabilities via Quest.

### 13.5.2 Action plans

The following **action steps** will enable Amandelbult Section to achieve the above objectives and targets as per Table 41:

- a) The appointment of a HDSA/SMME Manager who will operate in the regions and in this way creating linkages into the Supply Chain processes;
- b) A change to the way in which the high-volume/low-value contracts are being done. To target local HDSA vendors in this environment thus giving them an opportunity to be sustainable over a longer period due to the commitment of a contract;
- c) With the assistance of Quadrem, provide easy access to local vendors on the electronic tendering system referred to as Quest;
  - i. Other local business opportunities in this area could be the implementation of Internet type cafes; and
  - ii. Providing access to other Mining Operations that also make use of Quest.
- d) The introduction of a points system which will be based on the following criteria:

- i. Local community involvement;
  - ii. HDSA status;
  - iii. Pricing; and
  - iv. Gate system (safety/technical).
- e) Increase the single source motivation;
- f) Identification of contracts that will be only for local vendors;
- g) Standardize procurement processes in all areas of Anglo Platinum and its operations;
- h) When it comes to specific capital projects, there are contractual clauses in place that request the main contractor to make use of local vendors and labour as well. Although Anglo Platinum and its Amandelbult Section only claim HDSA procurement spend on the first tier vendor, systems will be implemented to monitor the extent at which this transpires;
- i) The creation of a vendor data base that clearly identifies local vendors, commodities and services and their capacity;
- j) Closer interaction with the Anglo Zimele Enterprise Development Initiative, especially with the various funding options:
  - i. Enterprise development fund;
  - ii. Junior mining fund;
  - iii. Sustainable development fund;
  - iv. Identify deal flows and engineer deal flow;
  - v. Capitalize enterprises;
  - vi. Grow winning enterprises; and
  - vii. Support enterprises.
- k) Closer integration with social development initiatives out in the regions;
  - i. LIBSA (Limpopo Business Support Agency); and
  - ii. Training and development programs.
- l) Anglo Platinum will provide a mentorship programme for all HDSA vendors. The offer of mentorship will be issued in writing to accredited vendors, and a written response to the offer will be a condition of registration as a supplier to the company.

## 13.6 PREFERENTIAL PROCUREMENT POLICY

### 13.6.1 Criteria

Suppliers to Amandelbult Section that represent HDSA interests will be given preference on a scale that reflects the extent of HDSA equity which may vary from >25% to 100%. Other factors such as gender participation are also taken into account.

Preferential opportunities for discretionary procurement<sup>15,16</sup> in both capital and operating expenditure will be afforded to HDSA-owned or HDSA-empowered companies<sup>17</sup>.

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<sup>15</sup> Total discretionary spend is calculated by the sum of total procurement spend on capital, consumables and services less spend on:

- a) Government, parastatals and municipalities;
- b) Imported technology;
- c) Imported materials not available locally; and
- d) Any other exclusions approved by Anglo Platinum corporate.

<sup>16</sup> See definitions in glossary under total discretionary spend and procurement spend.

<sup>17</sup> Such expenditure will exclude employee wages and salaries but will include contractors.

This preference will be ranked in terms of:

1. HDSA-owned companies > 50,1%;
2. HDSA-empowered companies > 25,0%;
3. HDSA-influenced companies 5,0-25,0 %; and
4. Companies without HDSA participation.

In all instances gender-influenced companies will be ranked a notch higher than their HDSA ranking would be if they were not gender-influenced. This ranking will, however, be subject to the condition that all transactions are based on sound commercial processes and conform to all of Anglo Platinum's general procurement policies. The following purchasing criteria will be applied to bids:

- a) Where there are equal bids from different vendors, the contract will be awarded to the HDSA vendor in preference to a non-HDSA vendor;
- b) In the event that no HDSA organisations tender for the work, those suppliers tendering are to be encouraged to form partnerships with HDSA companies where possible; and
- c) Non-HDSA vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

### 13.6.2 Guiding principles

The allocation of preferential status to HDSA suppliers presupposes that these are competent and competitive suppliers. All procurement processes will be transparent and subject to audit in accordance with sound business principles and practices. In addition, the current Anglo Platinum general procurement policy and procedures will apply. All potential vendors will compete through the same process and on equal platforms.

The opportunities that will be provided by Amandelbult Section will therefore be subject to the following guiding principles:

- a) Commercial and financial viability;
- b) Added value to strategic commodity initiatives;
- c) Maintenance of ethical values;
- d) Maintenance of quality, health and safety standards;
- e) HDSA preferential procurement procedures will not compromise the basic elements surrounding the procurement principles. These include integrity, technical competence and sound commercial management;
- f) All HDSA procurement processes will be transparent and subject to an audit in accordance with sound business principles;
- g) Vendor companies acquiring HDSA status will be required to go through an accreditation process; and
- h) Vendor companies' compliance towards the BEE Codes of Good Practice will be taken in account and scores will be ranked for selection purposes.

The following Laws (codes) would also inform the Amandelbult Section empowerment imperative:

- a) The Preferential Procurement Framework Act (No. 5 of 2002);

- b) The Employment Equity Act (No. 55 of 1998);
- c) The Competition Act (No. 89 of 1998);
- d) The Skills Development Act (No. 97 of 1998); and
- e) BEE Codes of Good Practice.

Strategic processes will be developed around the following key areas:

- a) The development of new HDSA suppliers;
- b) Encouragement of existing non-HDSA suppliers to form partnerships/joint ventures with HDSA companies in circumstances where no HDSA company tenders to supply goods or services; and
- c) Utilisation of existing HDSA vendors.

Within these procedures, all transactions are expected to be:

- a) Fair;
- b) Equitable;
- c) Transparent in terms of the process followed; and
- d) Competitive.

### 13.6.3 Procedures

Amandelbult Section's procurement policy and procedure will be controlled by the Anglo Platinum Supply Chain and will be consistent with Anglo Platinum standards. The procedure will not compromise the basic elements surrounding the procurement principles. The mine fully appreciates that HDSA vendors and especially SMMEs will advance through stages of development, growth and independence. Various forms of support will be implemented during these phases and will be the responsibility of the Business Development Officers (BDOs) together with the HDSA/SMME Manager when appointed.

The following procedures will be investigated for possible adaption:

- a) Procurement Teams will identify potential services and commodities required from the current database. This list will be forwarded to Amandelbult Section's BDO to identify HDSA vendors that can tender;
- b) The candidates appearing on this list will already have been accredited and the technical and commercial capabilities confirmed. This will be in line with a set of predetermined qualification criteria;
- c) The Anglo Platinum Supply Chain will, in conjunction with Amandelbult Section's BDO, investigate the possibility of selecting certain portions of work from a large contract, which could be subcontracted to SMMEs. Certain large contracts could also be broken up into smaller lots, which could be sourced directly from SMME vendors;
- d) Amandelbult Section will also participate in various complementary mining industry initiatives such as the South African Mining Preferential Procurement Forum;
- e) Preferential procurement status will be given to HDSA vendors in accordance with the ranking guidelines as presented above; and
- f) The Procurement Teams may also request from vendors their HDSA development policy at request-for-quotation stage.

The following checklist for verification of HDSA suppliers will be applied:

- a) Appraisal of capacity and capability;
- b) Registration with Registrar of Companies (where applicable), South African Revenue Service, Workmen's Compensation, Unemployment Insurance Fund, and Regional Services Council / Skills Levies;
- c) Tax and VAT clearance certificates;
- d) Certificate of Incorporation (where applicable);
- e) Certificate to Commence Business (where applicable);
- f) Business profile (including Employment Equity, affirmative procurement and social development activities);
- g) Signed Share Certificates verifying a minimum of 25% HDSA ownership;
- h) CVs of owners and managers;
- i) Verifying bank account details;
- j) Credit checks (for example ITC);
- k) References and referrals;
- l) Interviews with management and HDSA partners to determine level of HDSA participation in the management and operations of the company;
- m) Inspection of premises, machinery and equipment;
- n) Demonstration of sound financial standing and track record, for example, audited financial statements, bank references, customer and supplier references;
- o) Assessment of technical capability where required;
- p) Compliance with all Anglo Platinum's relevant policies;
- q) Audits will be conducted from time to time to verify the status quo of suppliers;
- r) Approved scope of supply;
- s) Indication of performance track record; and
- t) Compliance with BEE Codes of Good Practice.

#### 13.6.4 Validation of HDSA status

All vendors to Anglo Platinum are required to supply their HDSA credentials and these details will be stored on the Anglo Platinum HDSA database<sup>18</sup>. These credentials must be accompanied by independent certification either by the vendor's auditor or by a company-approved accreditation agency such as Eezidex, Empowerdex or the South African Mining Preferential Procurement Forum.

In the event that an HDSA vendor has not been accredited, no preferred status will be considered. In the event that a vendor changes ownership during the period of supply, the vendor is required to notify Anglo Platinum. The status will then need to be re-accredited.

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<sup>18</sup> A central database of HDSA suppliers is kept by the Group Supply Chain and will represent the sole source of HDSA supplier status organisations. The listing will be continuously updated and will be audited annually by Internal Audit.

### **13.6.5 Preferential payments**

HDSA vendors will receive preferential payment terms where this is deemed justifiable. However, an appropriate settlement discount should be provided by the vendor.

### **13.6.6 Performance review**

This procurement policy will be managed centrally but executed regionally. The Anglo Platinum Transformation Committee will undertake regular performance reviews of each of the operating entities. The Group Supply Chain will produce monthly records of percentage expenditure procured through HDSA companies, broken down into capital, consumables and services. The report will be distributed to the Financial and Information Managers every month for review in conjunction with the resident buyer and mine management teams.

**Table 42 Breakdown of Mine Procurement, as per Form T in Annexure II of the MPRDA Regulations**

Provider	Address	HDSA composition	Capital Goods Percentage of total capital goods procured	Services Percentage of total services procured	Consumables Percentage of total consumables procured
ABERDARE CABLES PTY LTD	42 MAIN ROAD EASTLEIGH 1609	25,1% - 50 %	0,96%	0,00%	0,65%
AFRICAN EXPLOSIVES LIMITED	1 PLATINUM DRIVE MODDERFONTEIN 1645	25,1% - 50 %	0,00%	0,00%	2,52%
ALLIED PUTZIGER PTY LTD T/A TOOL-	PRESS AVE & MAIN REEF ROAD CROWN MINES 2092	50,1% to 100%	0,00%	0,02%	0,02%
ALSTOM ELECTRICAL MACHINES PTY	PRIVATE BAG 1026 BENONI 1500	25,1% - 50 %	0,00%	0,00%	0,00%
ALSTOM INDUSTRY DIVISION OF ALSTOM	29 11TH ROAD KEW 2090	25,1% - 50 %	0,00%	0,37%	0,01%
ALSTOM MECHANICAL EQUIPMENT	CNR BRANCH & ALPHA ROADS DRIEHOEK 1401	25,1% - 50 %	0,09%	0,15%	0,05%
ANCHOR SUPPORT & MINING PTY LTD	67 SOLOMON STREET RIEBEECKSTAD 9460	50,1% to 100%	0,00%	0,06%	0,06%
ASSASI BHAMS INVESTMENST PTY LTD	572 KOEDOESPRUIT SAULSPOORT 0318	50,1% to 100%	0,00%	0,00%	0,00%
AZTEC ELECTRONICS PTY LTD	65 SERENADE ROAD ELANDSFONTEIN 1406	50,1% to 100%	0,00%	0,45%	0,00%
BELLAMBIE MINING AND INDUSTRIAL	4 CLARKE STREET NORTH ALRODE 1449	25,1% - 50 %	0,00%	0,00%	0,02%
BELLAMBIE MINING AND INDUSTRIAL	6 BOSCH STREET RUSTENBURG 0301	25,1% - 50 %	0,01%	0,00%	0,03%
BRELKO ENGINEERING CC	3 INVENTION STREET MARSHALLTOWN 2001	50,1% to 100%	0,71%	0,00%	0,02%
CAPITAL TABACCO CO	CNR DF MALAN DRIVE/MOOT STREET PRETORIA 0002	25,1% - 50 %	0,00%	0,00%	0,34%
CIRRUS TECHVUE PTY LTD	BENMORE SHOPPING CNTR BENMORE 2055	25,1% - 50 %	0,00%	0,00%	0,00%
COMPRETOOL CC	96 WILHELMINA STREET, CONSTANTIA KL ROODEPOORT 2118	50,1% to 100%	0,00%	0,00%	0,00%
CONTROL SYSTEMS RUSTENBURG	305 WATERKLOOF RUSTENBURG 0300	50,1% to 100%	0,00%	0,02%	0,05%
CROSSROADS DISTRIBUTION PTY LTD T/A	20 FOREMAN STREET SPARTAN EXT 7 1620	25,1% - 50 %	0,00%	3,04%	0,00%
DEWIL MECHANICAL AND ELECTRICAL	CNR COBALT AND MANGAAN ROAD ZINNIIVILLE 0299	25,1% - 50 %	0,00%	0,00%	0,00%
DOLBEE COMPUTERS	182 BEYERS NAUDE DRIVE USE VENDOR 119319 2195	50,1% to 100%	0,00%	0,00%	0,20%
EASTERN HYDRAULICS PTY LTD	2 ROVER ROAD ELANDSFONTEIN 1429	25,1% - 50 %	0,00%	0,00%	0,01%
ECDA ENTERPRISES CC T/A STANDARD CY	ZINNIIVILLE SHOPPING CENTRE RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,00%
ECLIPSE FOUNDRIES EAST PLANT	15 BIRMINGHAM ROAD INDUSTRIAL SITES 1502	25,1% - 50 %	0,00%	0,00%	1,54%
ELECTRO EXCELLENCE INNOVATIONS AND	14 COBALT STREET ZINNIIVILLE 0305	50,1% to 100%	0,03%	0,00%	0,06%
EVRIKARD (PTY)LTD	1 MAKRO STREET OBERHOLZER 2502	25,1% - 50 %	0,00%	0,00%	0,00%
F&F OFFICE & TEXT BOOK SUPP CC T/A	52 LOOP STREET RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,02%
FIELDS WEAR CC	NO PHYSICAL ADDRESS RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,48%
G AND R HYDRAULICS PTY LTD	121 TERRACE ROAD SEBENZA 1610	50,1% to 100%	0,00%	0,13%	0,02%
GOODYEAR S A PTY LTD	12 RENAISSANCE DRIVE CROWN MINES 2092	25,1% - 50 %	0,00%	0,00%	0,19%
HAWKER SIDDELEY AFRICA	CNR MAIN REEF AND WILGESPRUIT RDS ROODEPOORT 1724	50,1% to 100%	0,21%	0,00%	0,00%
HOXIES PTY LTD	2 VON WIELIGH STREET PRETORIA 0183	50,1% to 100%	0,55%	0,00%	1,26%
HYDRAMOTIVE PTY LTD	2B MAIN REEF ROAD ANZAC BRAKPAN 1540	50,1% to 100%	0,01%	0,00%	0,00%
INCLEDON-DPI PTY LTD	CNR HEIDELBERG & PIET STR CITY DEEP 2001	50,1% to 100%	0,00%	0,00%	0,02%
INFRASET (TRADING FOR AND ON	77 LEMMER ROAD VULCANIA 1554	50,1% to 100%	0,01%	0,00%	0,00%

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
			Percentage of total capital goods procured	Percentage of total services procured	Percentage of total consumables procured
KEENS ELECTRICAL	98 SMIT STREET RUSTENBURG 0300	25,1% - 50 %	0,03%	0,14%	0,64%
KIMBERLY-CLARK S A PTY LTD	LEICESTER ROAD BEDFORDVIEW 2047	25,1% - 50 %	0,00%	0,00%	0,08%
KUTHSON SYSTEMS CC T/A VANTECH	12 KLEIM STREET CARLETONVILLE 2500	50,1% to 100%	0,00%	1,38%	0,00%
MAN DIRK PTY LTD	14 BUSSING ROAD AUREUS EXT 12 RANDFONTEIN 1760	25,1% - 50 %	0,00%	0,00%	0,01%
MAN DIRK PTY LTD	127 MANUKA AVENUE GEELHOUT PARK 0299	25,1% - 50 %	0,01%	0,18%	0,41%
MARTHINUSEN AND COUTTS PTY LTD	53 HOSPITAL STREET CLEVELAND 2094	25,1% - 50 %	0,13%	0,24%	0,05%
MEISSNER A DIV OF ALSTOM PTY LTD	CNR OSBORN AND ESANDAR ROADS WADEVILLE 1422	25,1% - 50 %	0,00%	0,00%	0,00%
MERCURY ELECTRICAL WHOLESALERS	56 6TH AVENUE ALBERTON NORTH 1456	25,1% - 50 %	0,04%	0,34%	0,05%
MOGGACH RUSTENBURG ON LINE CC	171 WOLMARANS STREET RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,04%
M-STORES A DIVISION OF MATHOMO GROU	14 PROLECON ROAD PROLECON JOHANNESBURG 2001	50,1% to 100%	0,02%	0,00%	0,01%
NUGVILLE INVESTMENTS PTY LTD	3482 KWENA STREET THLABANE 0300	50,1% to 100%	0,00%	0,00%	0,01%
ODEN MINING ENGINEERING SERVICES	17 PIETERSEN STREET POTCHINDUSTRIA 2531	50,1% to 100%	0,07%	1,57%	0,25%
PALFINGER SOUTHERN AFRICA PTY LTD	21 GALAXY AVENUE LINBRO BUSINESS PARK 2146	25,1% - 50 %	0,00%	0,00%	0,01%
PAULS PUMP SERVICES PTY LTD	No Physical Address FLORIDA 1710	50,1% to 100%	0,00%	0,00%	0,01%
PHOKA PETROLEUM PTY LTD	34 BAFOKENG PLAZA PHOKENG 0335	50,1% to 100%	0,00%	0,00%	0,01%
PICM RANDFONTEIN PTY LTD	3 STEYER STREET AUREUS 1760	25,1% - 50 %	1,42%	0,00%	0,03%
PORTABUILD PTY LTD	34 LOURENS STREET HALFWAY HOUSE 1685	50,1% to 100%	0,00%	0,00%	0,00%
RONDO GLOVE MANUFACTURERS CC	51 RIETFONTEIN ROAD PRIMROSE 1401	25,1% - 50 %	0,00%	0,00%	0,21%
S A LADDER PTY LTD	92 2ND STREET BOOYSENS RESERVE 2016	50,1% to 100%	0,00%	0,00%	0,00%
SHAW CONTROLS PTY LTD	22 JASPER ROAD BOOYSENS 2091	25,1% - 50 %	0,05%	0,00%	0,00%
SHELL SOUTH AFRICA (PTY) LTD	NO PHYSICAL ADDRESS RUSTENBURG 0299	25,1% - 50 %	0,46%	0,00%	3,39%
SIEMENS LTD	NO PHYSICAL ADDRESS HALFWAY HOUSE 1685	25,1% - 50 %	0,22%	0,00%	0,15%
SIYAHAMBA INDUSTRIAL SUPPLIES PTY	PATTON STREET VEREENIGING 1930	25,1% - 50 %	0,00%	0,00%	0,01%
SMT MINING TIMBER PTY LTD	BLESKOP SHAFT RUSTENBURG 0300	25,1% - 50 %	0,01%	0,00%	0,01%
SPECTRO INDUSTRIES CC	PLOT 322 RIETFONTEIN HARTEBESPOORT 0216	25,1% - 50 %	0,00%	0,00%	0,00%
STOCK STORIES #7 CC	2 JOHNSON ROAD RUITERHOF 2194	50,1% to 100%	0,00%	0,00%	0,12%
SWEET-ORR AND LYBRO PTY LTD	CNR 8TH AVENUE AND 16TH STREET ELSIES RIVER 7480	50,1% to 100%	0,00%	0,00%	0,00%
TRANSFORMER MANUFACTURERS PTY LTD	4 PROFAB CRESENT DELVILLE 1413	25,1% - 50 %	0,00%	0,00%	0,06%
TRI-COR SIGNS PTY LTD	93 CUCKOO AVENUE SAFARI GARDENS X8 0299	25,1% - 50 %	0,06%	0,05%	0,05%
VALARD BEARINGS 63/01661/07	53 KELLY ROAD JET PARK 1500	25,1% - 50 %	0,00%	0,00%	0,03%
WALTONS STATIONERY CO PTY LTD	108 ZENDELING STREET RUSTENBURG 0299	25,1% - 50 %	0,04%	0,00%	0,13%
ZENZELANI CLOTHING PTY LTD	127 GALE STREET DURBAN 4001	50,1% to 100%	0,00%	0,00%	0,01%
ZEST ELECTRIC MOTORS PTY LTD	PRIVATE BAG X10011 SANDTON 2146	25,1% - 50 %	0,03%	0,00%	0,13%
<b>Total</b>			<b>5,19%</b>	<b>8,14%</b>	<b>13,46%</b>

\* This data requires further validation and a comprehensive audit by Anglo Platinum Supply Chain before it can be taken as entirely accurate.

\* Note: rounding in table where numbers and percentages are reflected may result in computational discrepancies.



### **Regulation 46 (d)**

Process pertaining to management of downscaling and  
retrenchment

## **14. REGULATION 46 (D) (I): THE ESTABLISHMENT OF THE FUTURE FORUM**

### **14.1 PREAMBLE**

Future forums are an outcome of the 1998 Presidential Job Summit, where the tripartite parties agreed on the implementation of a “Social Plan.” In terms of that agreement the “Social Plan” seeks to put in place three sets of measures, or interventions namely:

- a) To prevent retrenchments taking place;
- b) Where retrenchments are unavoidable, they are managed humanely; and
- c) Where large-scale retrenchments have taken place, then measures to assist the affected individuals and communities to find alternative forms of employment or sustainable livelihood.

The establishment of a Future Forum is required under Regulation 46 (d) (i) of the MPRDA. A Future Forum is a site-specific labour-management body<sup>19</sup> that will focus on the implementation and monitoring of the Social and Labour Plan

### **14.2 STRATEGIES AND OBJECTIVES**

For Anglo Platinum to address the above three objectives, they are required to establish structures known as “Future Forums”, consisting of management, the workers and / or their representatives. The mandate of Future Forums is to “look ahead into the future, at problems facing Anglo Platinum and its operations that may result in job losses and / or decline of the Company, and come up with possible solutions to address potential job losses or Organization decline”.

A joint labour-management committee has been established at the mine-site level and will be utilised as Amandelbult Section’s Future Forum. This forum is commonly known as the Mine Partnership Forum and will have the following specific objectives:

- a) To promote ongoing discussions / consultation between workers or their representatives and employers about the future of the mine and industry / sector;
- b) To look ahead / into the future to identify problems, challenges facing the mine and the industry or sector that may contribute to future job losses or decline of the mine and industry / sector, and to agree and propose possible solutions;
- c) To develop turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- d) To structure and implement proposals agreed on by both Amandelbult Section and worker parties; and
- e) To notify the Minister of Labour of its proposals and to indicate if the Future Forum requires support in the implementation of its plans / proposals.

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<sup>19</sup> In a DME slide presentation on the Social and Labour Plans, the DME described in more detail than in the draft regulations, the intention of the Future Forum and specified that it is to be a joint labour-management committee established at the mine-site level.

### 14.3 GENERAL COMMENTS

The Social Plan process including “Future Forums” operate within the requirements of the law dealing with fair retrenchments (Labour Relations Act). Therefore, the proposals or agreements coming out of the Future Forums are subject to the prescripts of the Labour Relations Act.

In addressing the problems outlined above, the Future Forums must also consider the impact of job losses and or Organization decline on local communities. The local government structures must be consulted and issues agreed upon need to be implemented which requires interface with portable skills training providers, the community and Government {Department of Labour in particular}.

A strategic and long-term approach for Anglo Platinum is to align the establishment of the Future Forum per Operation (as and when required) with the current Anglo Platinum structures which reflect current operational arrangements in that:

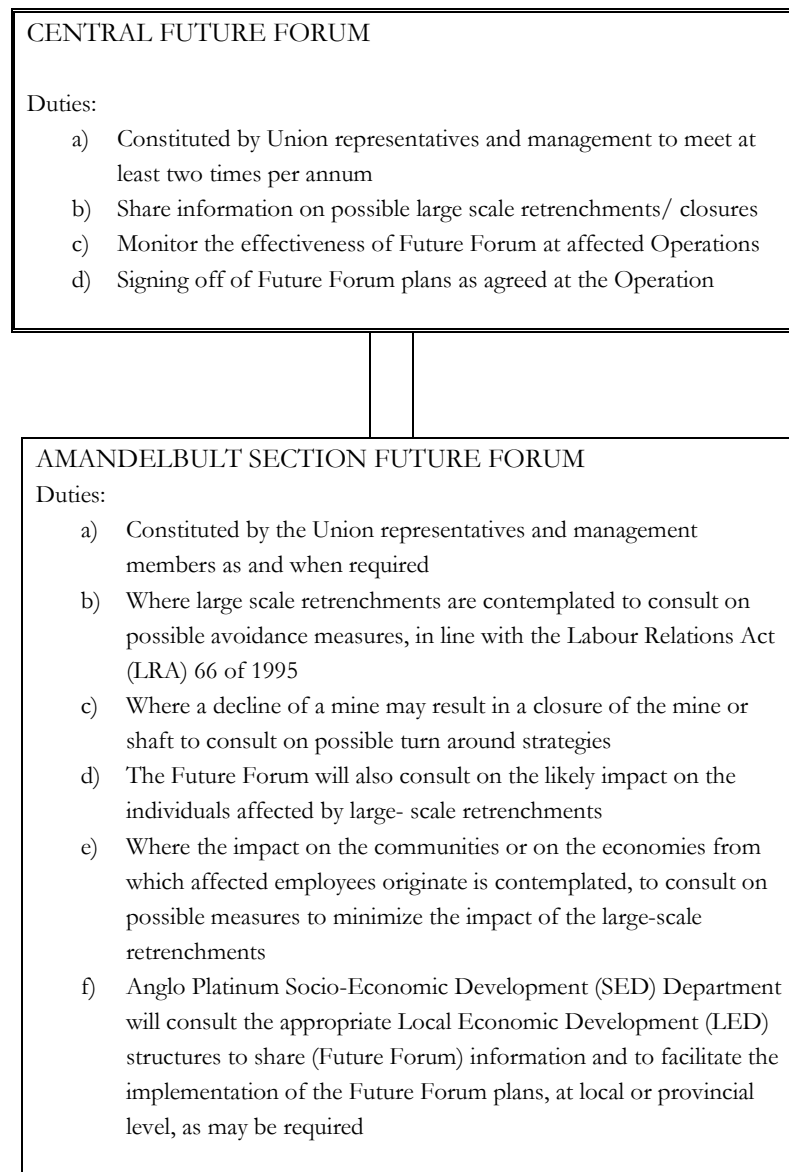
- a) Each Anglo Platinum’s Operation must have the ability to deal with its restructuring processes at local level;
- b) The capacity of the Operational stakeholders to deal with and address issues in detail and to develop turn-around strategies;
- c) Sharing information on operational restructuring requirement and processes stakeholder leadership at central level;
- d) Ensure compliance with the legal requirements in so far as reasonable accommodation of affected employees within the Organization; and
- e) The affected Operation and the Future Forum will through the Socio-Economic Department of Anglo Platinum engage local government (Local Economic Development) and communities with a view to reach consensus on the proposals made by the Future Forum.

Future Forums are supposed to address the impact of potential retrenchments on the Company’s current employees, the communities from which affected employees come from and the economies of those areas. Some of the interventions envisaged here could be the re-skilling / training of employees likely to be retrenched, thus affording them an opportunity to continue to be economically active after the retrenchments, assisting these employees to be able to set up their own businesses within their communities where practicable.

In so far as the mine closures or organizational decline, the Future Forum is supposed to address the impact on areas surrounding the mine as well as the communities where the employees come from. Some of the Interventions envisaged here include assisting local communities through Local government structures to train community members and to help them acquire skills other than mining skills and help to facilitate development of local communities in a manner that the area will remain economically viable after the mine closure.

Whilst there might be common consultative issues between Local Economic Development (LED) structure and Future Forums, the roles however are different. The Future Forums are constituted by management and employee representatives. Communities that are likely to be affected are engaged through their local government structures. On the other hand, Local Economic Development (LED) structures consist of a number of local community representative structures that have a direct interest from the areas surrounding the mines.

**Figure 11 Proposed Future Forum Structure**



## **15. REGULATION 46 (D) (II): MECHANISMS TO SAVE JOBS AND AVOID LOSSES AND A DECLINE IN EMPLOYMENT**

### **15.1 PREAMBLE**

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Amandelbult Section management and recognised trade union representatives can meet on a monthly basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large-scale retrenchment in the future.

In line with the requirements of Regulations 46 (d) (ii) and (iii), Amandelbult Section will develop turnaround or redeployment strategies to reduce job losses and to improve business sustainability. The two sections of this regulation have been combined, as Amandelbult Section's strategies to deal with these issues often overlap and are contained within the same policies.

### **15.2 STRATEGY AND OBJECTIVES**

The following are strategies that will be implemented should there be a need to downscale:

- a) Nature conservation;
- b) A retirement village;
- c) Agro-industry;
- d) Aquaculture; and
- e) Support for spin-off secondary and tertiary industries.

### **15.3 PROCESSES FOR CREATING JOB SECURITY**

The most direct and appropriate intervention is for Amandelbult Section to assist employees facing retrenchment to secure alternative employment. Amandelbult Section has, in co-operation with Anglo Platinum and its other mining operations, put a number of mechanisms in place to mitigate the impact of job losses in the event of downscaling or closure of the mine.

Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Amandelbult Section to drop below 6% on average for a continuous period of 12 months. These processes will include:

- a) Consultations – the consultation process in terms of Section 52 (1) of the MRPDA;
- b) Implementing Section 189 of the Labour Relations Act;
- c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act;
- d) Complying with the Minister's directive and confirming how corrective measures will be taken;
- e) Internal transfers to other Anglo Platinum mines;
- f) Providing training for proxy earners; and
- g) Reskilling of workers for other jobs on the mine or for jobs outside the mining sector

#### **15.3.1 Internal transfers to other Anglo Platinum mines**

Amandelbult Section supports multi-skilling of employees. One of the mine's strategies encompasses an understanding by employees that jobs and duties, subject to individual skills and capabilities, are flexible within Anglo Platinum's departments and mines such as Amandelbult Section. Consequently, as part of the strategy to broaden the skills base, Amandelbult Section provides training and retraining in the employee's existing career path as well as in new technological developments.

This means that if security of jobs is threatened, Amandelbult Section is better placed to transfer an employee to another mine, division, department or section of Anglo Platinum. As per agreements with trade unions and other worker representative bodies, the transfer would only be implemented after consultation and reasonable notice to the employee.

### **15.3.2 Providing training for proxy earners**

Amandelbult Section will develop policies to ensure that a proxy income earner<sup>20</sup> is equipped to replace the income generated by the ex-mineworker. In line with the community skills development programme covered under poverty eradication in Regulation 46 (c) (iii), Amandelbult Section will introduce programmes for reskilling workers and skills training for workers families. This strategy is a pre-emptive measure against the loss of employment and is aimed at diversifying the source of household income before mine retrenchment takes place. Initiatives of this nature will continue to be developed in conjunction with labour representatives.

### **15.3.3 Reskilling of employees for internal and external employment opportunities**

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment either in a different occupation on the mine or in a job outside the mining sector. In pursuit of this aim, Amandelbult Section will provide alternative skills training to workers to enable them to be in a better position to seek work in a greater variety of positions or occupations. The focus of this training will be on subsistence, life skills and entrepreneurial activities but more specifically on skills that will be required for proposed socio-economic projects upon mine closure or large scale retrenchments. In addition Amandelbult Section intends to:

- a) Apply for technical assistance and support from the National Productivity Institute (NPI) via which access is given to the Department of Labour's Advice Centres and Social Plan Centres;
- b) Apply to the MQA, which is the mining sector's education and training authority, for applicable grants in terms of the Skills Development Act 97 of 1998 and its regulations; and
- c) Identify and consider SMME initiatives that have the potential of creating future employment opportunities in the event of a large-scale retrenchment.

In the life skills education programme, Amandelbult Section intends to address critical retrenchment and retirement planning issues such as:

- a) Collection of mine pensions;
- b) Access to state benefits for pensioners;
- c) Financial planning for retirement; and
- d) Possibilities for supplementing pension income.

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<sup>20</sup> Proxy income earners are relatives of an ex-mineworker who must support the family when the ex-mineworker's wages have ceased for whatever reason.

In addition, Amandelbult Section will revisit the appropriate policies to ensure that an enabling environment is created to achieve the objectives of the Social and Labour Plan.

## **16. REGULATION 46 (D) (III):MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED**

### **16.1 PREAMBLE**

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Amandelbult Section management and recognised trade union representatives can meet on a monthly basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large scale retrenchment in the future.

In line with the requirements of Regulations 46 (d) (iii), Amandelbult Section will develop turnaround or redeployment strategies to attempt to provide alternative solutions for creating job security should job losses become unavoidable.

### **16.2 STRATEGY AND OBJECTIVES**

Amandelbult Section will develop strategies that will enable mine management to introduce appropriate measures in an attempt to provide alternative solutions for creating job security where job losses cannot be avoided.

### **16.3 MEASURES WHEN JOB LOSS IS UNAVOIDABLE**

Besides disciplinary action, the primary reasons for loss of employment are technological changes, redundancies, retrenchments, mine closure, adverse economic and trading conditions, and business process streamlining.

Under these circumstances, the key issues that need to be considered are the degree of dependence of the mine community and labour-sending areas on Amandelbult Section's operations, and the policies and procedures in place at Amandelbult Section to provide financial security for individual employees.

An important focus area is for Amandelbult Section to have sufficient measures in place to ensure that a proxy family member is equipped to replace the income previously generated by the ex-mineworker. On a more formal HR policy level, the Anglo Platinum Retrenchment Policy, Retirement Policy and Medical Repatriation Policy provide compensation in line with South African labour legislation for job loss or retirement funding.

When Amandelbult Section is to be scaled down (with the possible effect of job losses) or when mining and production are to cease, the following processes will be followed:

- a) Consultations – the consultation process in terms of Section 52 (1) of the Labour Relations Act;
- b) Implementing Section 189 of the Act, which will deal with possible retrenchment details;
- c) Notification to the Minerals and Mining Development Board in terms of Section 52 (1) (b) of the Act; and
- d) Communicating possible retrenchments – an effective communication strategy will be followed:
  - i. Informing employees of possible retrenchments at the mine;



- ii. Informing other affected parties (such as sending areas and their municipalities) of the possible retrenchments; and
- iii. Informing outside parties (such as the media) of the possible retrenchments.

## **16.4 ALTERNATIVE SOLUTIONS FOR CREATING JOB SECURITY**

### **16.4.1 Support of SMMEs**

There may be people affected by downscaling operations who are keen to start their own enterprises. In these cases, Amandelbult Section will consider the following options, suggested by the Department of Labour:

- a) Facilitate links with a Local Business Service Centre or other appropriate support institutions;
- b) Provide business support services to workers while they are still at work and can explore the options;
- c) Give assistance and mentoring in feasibility studies and the development of business plans;
- d) Include business and technical training for self-employment in the range of the Department of Labour's services;
- e) Provide time off work, so that workers can undergo necessary training before they terminate their workplace;
- f) Identify opportunities to supply Amandelbult Section with goods or services; and
- g) Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans.

### **16.4.2 Retrenchment and redundancy compensation**

There is a diverse range of circumstances in which retrenchment of workers will eventually become the only appropriate solution to the economic viability of Amandelbult Section. Retrenchment of employees generally arises out of changing operational requirements and will only be pursued after all other avenues of alternative employment within Anglo Platinum have been investigated. Before any measures are taken, Amandelbult Section intends to consult with all registered trade unions whose members may be affected by the retrenchments or redundancies.

On retrenchment or redundancy, employees receive benefits from either the Retirement Fund to which they belong or the Provident Fund. For employees belonging to one of the Retirement Funds, the benefit is a cash lump-sum equal to the employee's contributions to an elected portfolio. Employees who are members of the Provident Fund receive a cash lump-sum equal to the contributions Anglo Platinum has made towards their retirement benefits, regardless of the number of years the employee has been a member of the fund.

Amandelbult Section's retrenchment policy only applies in the event of a single, large-scale retrenchment of more than 500 employees or over 10% of the workforce within one year, because of adverse economic conditions and where the retrenchments could impact negatively on sector or regional interests.

Amandelbult Section would request statutory facilitation at the start of any consultation process with relevant stakeholders. Mine management would approach the Department of Labour for the utilisation of its resources and support services, such as counselling services and placement services offered by its

Labour Centres. The consultation process calls for effective communication between the prospective retrenchees who could be affected by the large-scale retrenchment and mine management. An important aspect that would receive consideration is the impact that such retrenchments would have on those employees who remain at the workplace and are not retrenched.

Amandelbult Section will offer prospective retrenchees:

- a) Skills assessments and written recognition of their prior learning, experience and qualifications;
- b) Assessment of potential and actual career planning;
- c) Referrals to accredited training providers;
- d) Consideration for bursary initiatives;
- e) Step-by-step guidelines on starting their own business;
- f) Job-hunting tips; and
- g) Assistance in identifying labour market opportunities, local economic development initiatives plus any other employment opportunities.

### **16.4.3 Retirement policy**

In its Conditions of Employment, Amandelbult Section makes provisions for pension plans for each of its employees.

All employees of Anglo Platinum are required to become a member of a Retirement, Pension or Provident Fund as provided for in their individual conditions of employment. Membership is generally determined by both the Paterson Band into which the employee falls and, if applicable, the bargaining unit. The Pensions Funds no longer admit new members.

The Amplats Group Provident Fund was established in 1980 and provides benefits for contributing employees (members) and their dependants on retirement through either age or ill-health. On retirement, all contributions by the member and Anglo Platinum plus profit and interest but less tax, are paid out to the member as soon as possible after the date of retirement.

Anglo Platinum operates four retirement funds. On retiring at normal retirement age, the member receives a benefit equal to their contributions. A maximum of one-third of the benefit at retirement may be taken in cash. The balance is then used to purchase a pension annuity from a registered insurance company of the employee's choice.

### **16.4.4 Medical repatriation compensation**

Where medical repatriation is necessary as a result of occupational injury or debilitating disease, Amandelbult Section will ensure that:

- a) Appropriate care is available through an agent in the labour-sending area to which the worker returns;
- b) Workers who need medical repatriation will undergo a reskilling programme in disciplines appropriate to their disability; and
- c) Pensions will be given to the affected worker in line with Amandelbult Section's pension policies with regard to medical boarding.

## **17. REGULATION 46 (D) (IV):MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN**

### **17.1 PREAMBLE**

This section considers the impacts of downsizing and closure on the mine community and the labour-sending areas. Planning for closure and downsizing takes place throughout the life cycle of the mine, from exploration through to post-closure rehabilitation. Amandelbult Section intends to ensure that the livelihoods of its mineworkers, residents and families are sustained despite the downsizing or closure of the mine.

### **17.2 STRATEGY AND OBJECTIVES**

Amandelbult Section will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure is certain. These initiatives will focus on:

- a) Assessment and counselling services for affected individuals;
- b) Comprehensive self-employment training and re-employment programmes; and
- c) Closure planning.

#### **17.2.1 Assessment and counselling services**

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

#### **17.2.2 Self-employment training and re-employment programmes**

Amandelbult Section recognises that its operations have a limited life span and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, Amandelbult Section intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. To realise this commitment, Amandelbult Section has generated a portable skills programme covering the following skills:

- a) Welding;
- b) Bricklaying;
- c) Painting; and
- d) Plumbing.

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

### 17.2.3 Closure Planning

Amandelbult Section has developed a closure plan that considers the optimal use of mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle. This plan will be a focus area of Amandelbult Section's LED strategy to diversify the economy and will take into account the potential social benefits of utilising the existing land and infrastructure. Of importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an amendment to the existing Environmental Management Plan Reports (EMPRs) in consultation with the Department of Minerals and Energy.

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

- a) Land holdings by the mine;
- b) Physical infrastructure;
- c) Social infrastructure<sup>21</sup>;
- d) Commercial and industrial infrastructure<sup>22</sup>; and
- e) Administrative infrastructure<sup>23</sup>.

All infrastructure and mine management programmes on projects will be conceived and implemented within the context of the accepted standards of sustainable development.

#### **Land and infrastructure for food production enterprises on mine land**

A principal issue in the reduction of risk exposure of mine communities is their lack of food security. More specifically, the loss of wage income as a consequence of retrenchment eliminates or reduces the capacity of the urban resident<sup>24</sup> to purchase food. In a rural environment, residents can often undertake subsistence farming as a substitute for purchased food. Inevitably, due to space constraints and the competition for formal sector employment in an urban environment, lower-income groups will have the greatest difficulty in gaining alternative employment. They will also be the most restricted in their access to land to grow alternative subsistence sources of food.

For this reason, Amandelbult Section is examining the potential of using the surface lease area and elements of its infrastructure (electricity and run-of-mine pumped water) for food-production enterprises in which mineworkers, their families and mine communities can participate. This initiative will provide for the development of alternative sources of food for the dependent mine community during the course of the mine's operation that will be sustainable after mine-closure. At the same time, proxy income streams<sup>25</sup> will be created when a surplus of food products is available to sell commercially. These proxy income

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<sup>21</sup> On-site clinics, hospitals, crèches, schools, etc.

<sup>22</sup> Industrial facilities, workshops, shops, offices, etc.

<sup>23</sup> Offices, training centres, auditoriums, etc.

<sup>24</sup> In the context of the Social and Labour Plan, an urban resident is generally considered to be living within the mine community.

<sup>25</sup> Proxy income is income generated by a relative of a mineworker and describes the situation in which a family 'proxy' must become the primary or secondary breadwinner when the mineworker is no longer able to work.

streams will partially replace household income lost with retrenchments associated with mine downscaling and closure, thus ameliorating the effects of the mine closure on families and communities.

#### **Other enterprises on mine property**

Amandelbult Section will consider the option of outsourcing current jobs that could be performed on a contractual basis by existing mineworkers. The mine will develop and implement a policy in this regard in conjunction with labour representatives. A suggestion that will be considered involves the voluntary retrenchment of certain employees who would then be assisted in the establishment of businesses through a supplier assistance programme. These employees could be allocated premises from which to operate on mine property. These premises could be:

- a) Buildings, workshops or land no longer used by Amandelbult Section that are essentially redundant;
- b) Facilities currently used for the functions being considered for outsourcing that could be sub-let to the former employee; or
- c) New premises specifically constructed on mine land for these functions. These could be financed using funding from SMME assistance schemes offered by Government or development agencies, or possibly as an Amandelbult Section LED project.

#### **Transfer of ownership and responsibility of some infrastructure and services**

Planning will be undertaken at the operational stage for the rationalisation of physical and social infrastructure owned, managed or subsidised by the mine. The most obvious transfer of ownership is non-critical mine housing. Other possibilities include the transfer to local, provincial or national authorities for local authority management of townships and infrastructure. This infrastructure includes:

- a) Roads;
- b) Power lines and major transformers;
- c) Sewerage reticulation and disposal;
- d) Water supply and reticulation;
- e) Communications infrastructure;
- f) Recreation facilities, parks and gardens; and
- g) Social or other non-operational services such as:
  - i) Primary and responsive healthcare;
  - ii) Education and training; and
  - iii) Security services.

The timeous transfer of these facilities and utilities to the appropriate authorities well before mine closure will be vital in creating sustainable mine communities, as will the establishment of permanent communities through home ownership schemes.

#### **Post-closure use of mine infrastructure**

Once the possibilities for concurrent use of mine land and infrastructure have been exhausted, the future of the remaining land and infrastructure belonging to or managed by the mine needs to be considered. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes dams. However, Amandelbult Section will examine each component of its land and infrastructure, and assess the extent to which post-mining use is possible.

These options will include the following:

- a) Transfer of land and associated infrastructure to mine communities for conversion and use in local economic development, skills development and training programmes to build capacity in a number of vocational or technical areas;
- b) Sale of land and infrastructure to private individuals;
- c) Transfer of land and associated infrastructure to the government or state agencies; and
- d) Rehabilitation of the land or demolition and removal of the infrastructure.

#### **Training and mentorship of community members**

Amandelbult Section undertakes to consider assisting in the establishment of the various business structures where shareholders or appointees will be trained and mentored in the appropriate business and technical skills as a kernel focus of the LED programme. Other capacity initiatives would include:

- a) Training and educating community leaders and owners to manage the resources in a sustainable manner;
- b) Understanding the post-mining use potential of the mining infrastructure, land and natural resources;
- c) Paying for essential skills such as water and power after mining;
- d) Communication skills;
- e) Negotiations in terms of the economic aspects after closure; and
- f) Ensuring that the non-renewable mineral resources can be replaced by the enhancement of biologically renewable resources.



### **Regulation 46 (e)**

To provide financially for the implementation of the Social and Labour Plan in terms of the implementation of the human resources development programme; the local economic development programmes; and the processes to manage downscaling and retrenchment



**18. REGULATION 46 (E) (II): TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE HUMAN RESOURCES DEVELOPMENT PROGRAMME**

**Table 43 Financial Provision for the Implementation of the Human Resources Development Programme**

*\*The table above is a summary of the individual budgets as illustrated in the respective HRD sections.*

FOCUS AREA	2010	2011	2012	2013	2014	2015
<b>Abet</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>20,737,231</b>	<b>80,737,231</b>
Learnerships	7,930,000	7,930,000	7,930,000	7,930,000	8,500,000	40,220,000
Management Development	1,200,000	1,200,000	1,200,000	1,200,000	1,248,387	6,048,387
Portable Skills	1,500,000	1,500,000	1,500,000	1,500,000	1,750,000	7,750,000
Experiential learning/Internships	9,800,000	9,800,000	9,800,000	9,800,000	9,800,000	49,000,000
Women in Mining	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
HDSA in Management including Fast Tracking/Talent Management	2,302,000	2,002,000	2,002,000	2,002,000	2,002,000	10,310,000
Mentorship training costs	44,400	44,400	44,400	44,400	44,400	222,000
Educational Assistance	4,715,000	4,585,000	4,585,000	4,585,000	4,585,000	23,055,000
Interns	9,080,000	9,080,000	9,080,000	9,080,000	9,080,000	45,400,000
<b>TOTAL</b>	<b>53,171,400</b>	<b>52,741,400</b>	<b>52,741,400</b>	<b>52,741,400</b>	<b>59,347,018</b>	<b>270,742,618</b>

**19. REGULATION 46 (E) (III): TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT PROGRAMMES**

**Table 44 Financial provision for the Local Economic Development Programmes**

FOCUS AREA	Forecast				
	2010	2011	2012	2013	2014
1. Poverty alleviation	9 000 000	6 680 000	2 871 000	1 774 760	1 280 998
2. Basic infrastructure	2 000 000	9 970 000	12 970 000	7 470 000	3 970 000
3. Education	5 940 000	28 240 000	9 240 000	9 540 000	6 540 000
4. Health and social development	200 000	785 000	1 483 500	1 200 000	1 000 000
<b>GRAND TOTAL</b>	<b>12 540 000</b>	<b>45 075 000</b>	<b>25 964 500</b>	<b>19 384 760</b>	<b>12 190 998</b>

**20. REGULATION 46 (E) (I): TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE PROCESSES TO MANAGE DOWNSCALING AND RETRENCHMENT**

The table 45 below is a provision for the downscaling and retrenchment. The provision is divided into re-skilling and payouts in case of retrenchments and covers employees at Patterson levels A-C, inclusive of contractors.

<b>AMANDELBULT</b>					
Item	Cost	No of employees	Employees needing training	Total cost	
Reskilling	R 3,406	16475	Patterson A-C 16076	R 56,113,850	
Labour costs-based on the average of two weeks for two years	R 233	R 115,288,890		R115,288,890	
TOTAL COST PER YEAR	2010 R 171,402,740	2011 R 188,543,014	2012 R 207,397,315	2013 R 228,137,046	2014 R 250,950,751

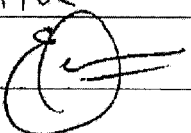
**Regulation 46 (f)**

An undertaking by the holder of the mining right to ensure compliance with the Social and Labour Plan and to make it known to employees

**20. REGULATION 46 (F): AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES**

We, the undersigned and duly authorised thereto by RUSTENBURG PLATINUM MINES LIMITED, on behalf of Amandelbult Section, for the conversion of an old order mining right to a new order, undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour plan and make it known to our employees.

Signed at Amandelbult on this 03 day of July 2010

(1)  
Name of responsible person M. E Nkosi  
Designation Senior Hrd Manager.  
Signature of responsible person 

(2)  
Name of responsible person \_\_\_\_\_  
Designation \_\_\_\_\_  
Signature of responsible person \_\_\_\_\_

Approved

Signed at Amandelbult this 03 day of July 2010  
Signature: PR S VAN DORSSSEN  
Designation: General Manager.

## 21. APPENDIX 1

### AMANDELBULT HDSAs IN MANAGEMENT

Table 45 List of HDSAs in Management at Amandelbult Section as at 30 October 2009

Personnel Number	Last Name	Initials	Gender Key	Race	Patterson
80031035	Mtamilia	BS	Female	African	D1
80041499	Nkadimeng	DP	Female	African	D1
80051778	Lekebe	TD	Female	African	D1
80059732	Mahlangu	JK	Female	African	D1
80068387	Hlahla	LP	Female	African	D1
80061332	Maphalla	NC	Female	African	D1
80042295	Oosthuizen	Y	Female	Indian	D1
80041263	Oberholzer	D	Female	White	D1
50686577	Greyling	A	Female	White	D1
80036831	Van Der Berg	AM	Female	White	D1
50088513	Erasmus	R	Female	White	D1
80024207	Harmse	E	Female	White	D1
80053484	Venmans	AA	Female	White	D1
80053563	Visser	GM	Female	White	D1
80044136	Lamprecht	A	Female	White	D1
80001987	Rudolph	CMJ	Female	White	D1
80021279	Pretorius	R	Female	White	D1
80058466	Smits	C	Female	White	D1
80071013	Vuyk	M	Female	White	D1
50832638	Kgarimetsa	SM	Male	African	D1
50685813	Thakadu	JN	Male	African	D1
50790366	Motlhoki	MJ	Male	African	D1
80061160	Ramosepele	LO	Male	African	D1
50063960	Mfaladi	DI	Male	African	D1
50832387	Vilakazi	PJ	Male	African	D1
50962965	Pilane	MA	Male	African	D1
50419617	Maname	SS	Male	African	D1
50791516	Matlapeng	JO	Male	African	D1
50350862	Mataboge	MMM	Male	African	D1
50790226	Maleho	MM	Male	African	D1
50079360	Moralo	JM	Male	African	D1
80050544	Matlala	M D	Male	African	D1
80044534	Tshabalala	CM	Male	African	D1
50964453	Modise	GK	Male	African	D1
50693026	Ramakobya	KE	Male	African	D1
50520040	Khunou	E	Male	African	D1
80033054	Deyssel	DW	Male	African	D1
80006071	Monaheng	L	Male	African	D1
50786105	Selibi	AT	Male	African	D1
50036513	Pilane	LM	Male	African	D1
80017727	Makajane	M	Male	African	D1
50962752	Masiela	JM	Male	African	D1
80058426	Faku	MS	Male	African	D1

Personnel Number	Last Name	Initials	Gender Key	Race	Patterson
50787950	Moloi	KL	Male	African	D1
50790676	Mayekiso	MT	Male	African	D1
50526456	Sithelo	TD	Male	African	D1
50520202	Zanendaba	LA	Male	African	D1
50435302	Manzana	NOW	Male	African	D1
50406434	Sibanda	RP	Male	African	D1
50791567	Matlou	SB	Male	African	D1
80040996	Macuvela	R	Male	African	D1
80023516	Pebane	ET	Male	African	D1
50804790	Mogapi	TJ	Male	African	D1
50527924	Mogale	SM	Male	African	D1
50969633	Motlhabane	MT	Male	African	D1
80056388	Mphahlele	GS	Male	African	D1
51081326	Ngono	MM	Male	African	D1
80053155	Nedzharata	A	Male	African	D1
50680110	Rangwetsi	DR	Male	African	D1
80013983	Machaka	SN	Male	African	D1
80060442	Lomo	BJ	Male	African	D1
80058379	Molwelang	MB	Male	African	D1
80062048	Ngubeni	BP	Male	African	D1
80010273	Rakgole	TJ	Male	African	D1
80059452	Mashabela	JK	Male	African	D1
80026798	Makunyane	KM	Male	African	D1
80024518	Nhlapo	ZF	Male	African	D1
80020903	Mashele	GD	Male	African	D1
80039618	Moatshe	ID	Male	African	D1
51085402	Maake	KI	Male	African	D1
80001993	Makhuba	AZ	Male	African	D1
80056243	Vuthela	FJ	Male	African	D1
50969277	Ntshabele	KJ	Male	African	D1
80059975	Khemisi	TJ	Male	African	D1
80067743	Ngobeni	AL	Male	African	D1
80055307	Manenzhe	H	Male	African	D1
80035532	Pilane	T	Male	African	D1
80051097	Van Wyk	TG	Male	Coloured	D1
99002970	Mahlangu	FM	Female	African	D2
99002480	Phasha	LM	Female	African	D2
99003252	Masia	U	Female	African	D2
99002929	Seboni	BM	Female	African	D2
99002091	Van Der Linde	J	Female	White	D2
99003323	Baker	H	Female	White	D2
99002439	Hayes	T	Female	White	D2
99002059	Landsberg	I	Female	White	D2
99003410	Fourie	X	Female	White	D2
99003354	Kok	CE	Female	White	D2
99003343	Nthokana	NM	Male	African	D2
99002499	Dumase	LD	Male	African	D2
99000428	Papala	M P	Male	African	D2
99003318	Motjopi	MJ	Male	African	D2
99002264	Dube	OZ	Male	African	D2
99001841	Sejake	VS	Male	African	D2

Personnel Number	Last Name	Initials	Gender Key	Race	Patterson
99003087	Seбата	MB	Male	African	D2
99003419	Ramotsoenyane	MRM	Male	African	D2
99003210	Letebele	KK	Male	African	D2
99002669	Pilane	SS	Male	African	D2
99003149	Mahlangu	JF	Male	African	D2
99003391	Montshioa	TM	Male	African	D2
99003490	Mabunda	JG	Male	African	D2
99003212	Katane	TJN	Male	African	D2
99003348	Ramatsa	FM	Male	African	D2
99002843	Pilane	SB	Male	African	D2
99002862	Molefe	NM	Male	African	D2
99003208	Ngomane	SS	Male	African	D2
99003092	Sengani	LK	Male	African	D2
99002012	Boroko	MC	Male	African	D2
99003456	Matlapeng	KM	Male	African	D2
99003322	Mashapu	LB	Male	African	D2
99003240	Dikgole	LH	Female	African	D3
99002747	Du Preez	CM	Female	White	D3
99003121	Vorster	Y	Female	White	D3
99003344	Walls	EJ	Female	White	D3
99002484	Conley	NL	Female	White	D3
99000755	Sentsho	SD	Male	African	D3
99002775	Nengome	A	Male	African	D3
99003517	Motlathledi	BP	Male	African	D3
99001805	Moleme	G B	Male	African	D3
99002888	Ntshanga	TN	Male	African	D3
99002475	Jugmohan	N	Male	Indian	D3
99001814	Muller	Y	Female	White	D4
99001051	De Klerk	EC	Female	White	D4
99002952	Majola	DI	Male	African	D4
99002544	Mokgatla	TH	Male	African	D4
99003160	Mashala	MJ	Male	African	D4
99002267	Letebele	M P	Male	African	D4
99003346	Ntsele	MSM	Male	African	D4
99003558	Mashalaba	NB	Female	African	E1
99001380	Tendaupenyu	N	Female	Coloured	E1
99002018	Smit	A M	Female	White	E1
99002032	Tlhapane	E M	Male	African	E1
99001632	Kadi	TL	Male	African	E1
99001500	Malenga	S	Male	African	E1
99003321	Motlana	P	Male	African	E1
99003165	Maphalla	SJ	Male	African	E1
99001178	Tendaupenyu	PA	Male	African	E2
99002939	Khumalo	SM	Male	African	E2
99001878	Kake Deffo	V	Male	African	E2
99001990	Nkale	C T M	Male	African	E2
99003234	Tsopo	SI	Male	African	E2
99000596	Nkosi	M E	Male	African	E3
99000880	Mokoele	P S	Male	African	E3
99002008	Molosi	RJ	Male	African	E3
99001723	Nhlapo	V	Male	African	E4



## 22. APPENDIX 2

## LEADERSHIP'S COMMITMENT TO EMPLOYMENT EQUITY

**Anglo American Platinum Corporation Limited****EMPLOYMENT EQUITY POLICY STATEMENT**

Anglo Platinum is the world's leading producer of platinum group metals (PGM'S) and aims to increase platinum production significantly in the near future. Anglo Platinum is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Employment Equity is critical to economic growth and wealth creation in South Africa. Anglo Platinum's Employment Equity policy statement recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

Anglo Platinum's Employment Equity is integral to building a committed workforce and equality. Affirmative action will be pursued as appropriate to address the imbalances of the past. Employment Equity is an essential part of the company's human resource strategy, which aims to attract, develops and retains talent, which, in turn, will support business performance into the future.

To realise its Employment Equity vision of having a workforce profile which represents the demographics of the regions in which it operates, Anglo Platinum commits to:

- Employment Equity targets as set by the Company from time to time;
- Identifying Historically Disadvantaged South Africans (HDSA) with talent who will be developed, fast-tracked, nurtured to lead and support Anglo Platinum into the future;  
Having a recruitment, selection and retention policy that will attract talented personnel including women and people with disabilities to the organisation;
- Having a demographically representative talent pool to deploy to individual business units for shadowing, accelerated training and development;
- Using effective career and succession planning, and mentorship programmes, to retain talent;
- Developing a workplace culture that supports the human dignity and respect of all employees as espoused in Anglo Platinum's values;
- Advancing the common virtues of workplace diversity.

R Havenstein  
**Chief Executive Officer**  
 ANGLO AMERICAN PLATINUM CORPORATION LIMITED

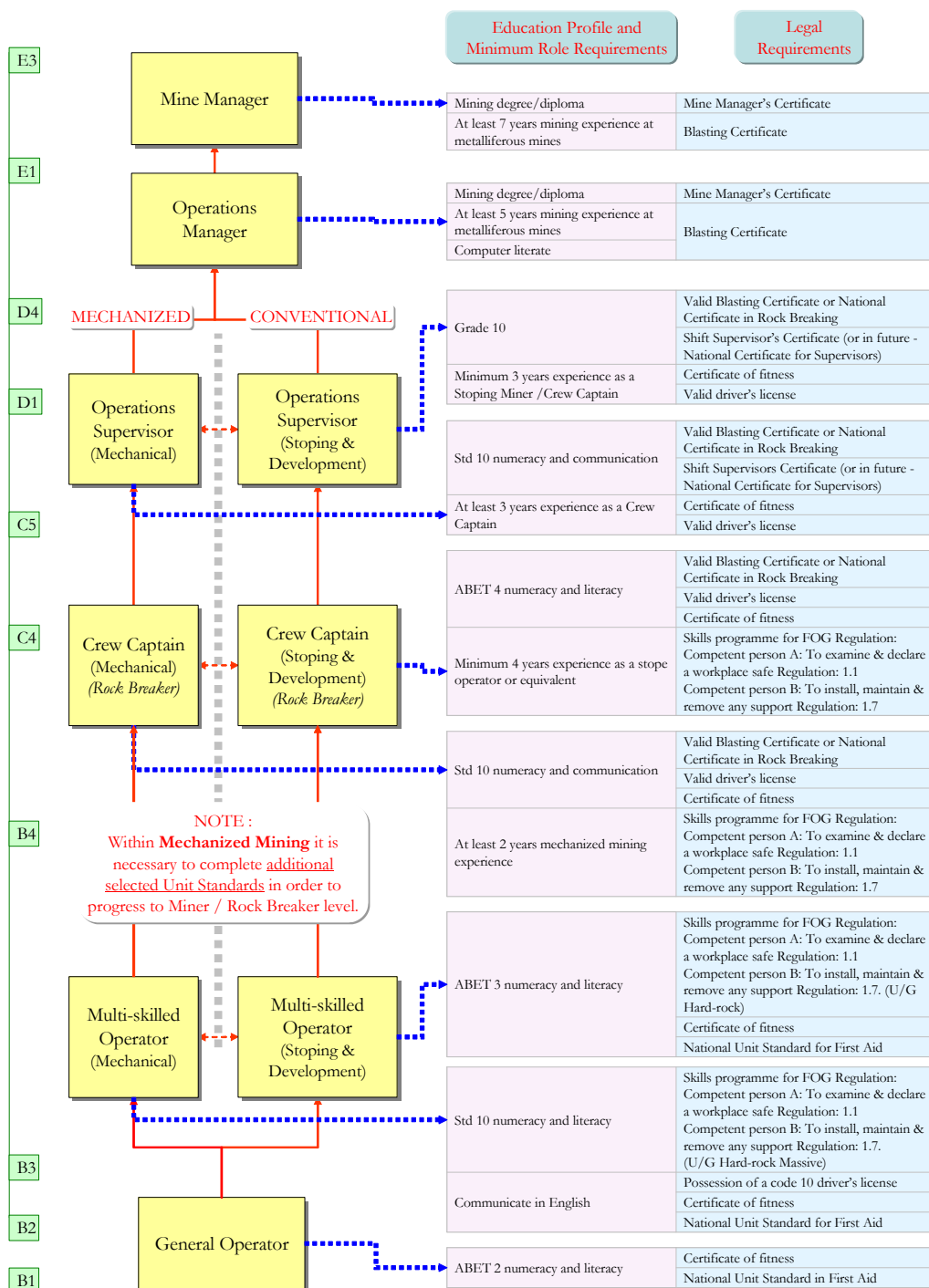
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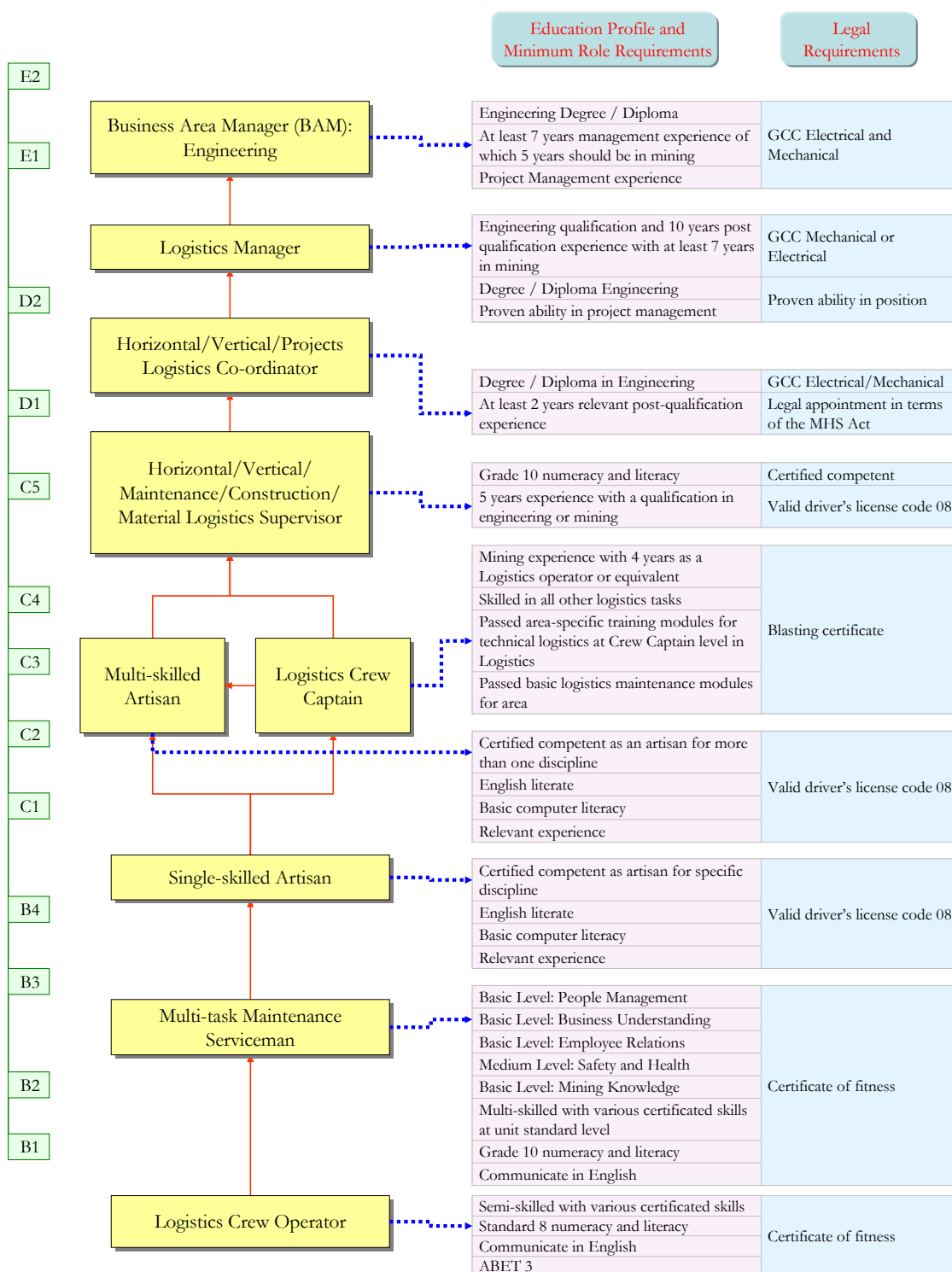
## 23. APPENDIX 3

### CAREER PATH MATRICES

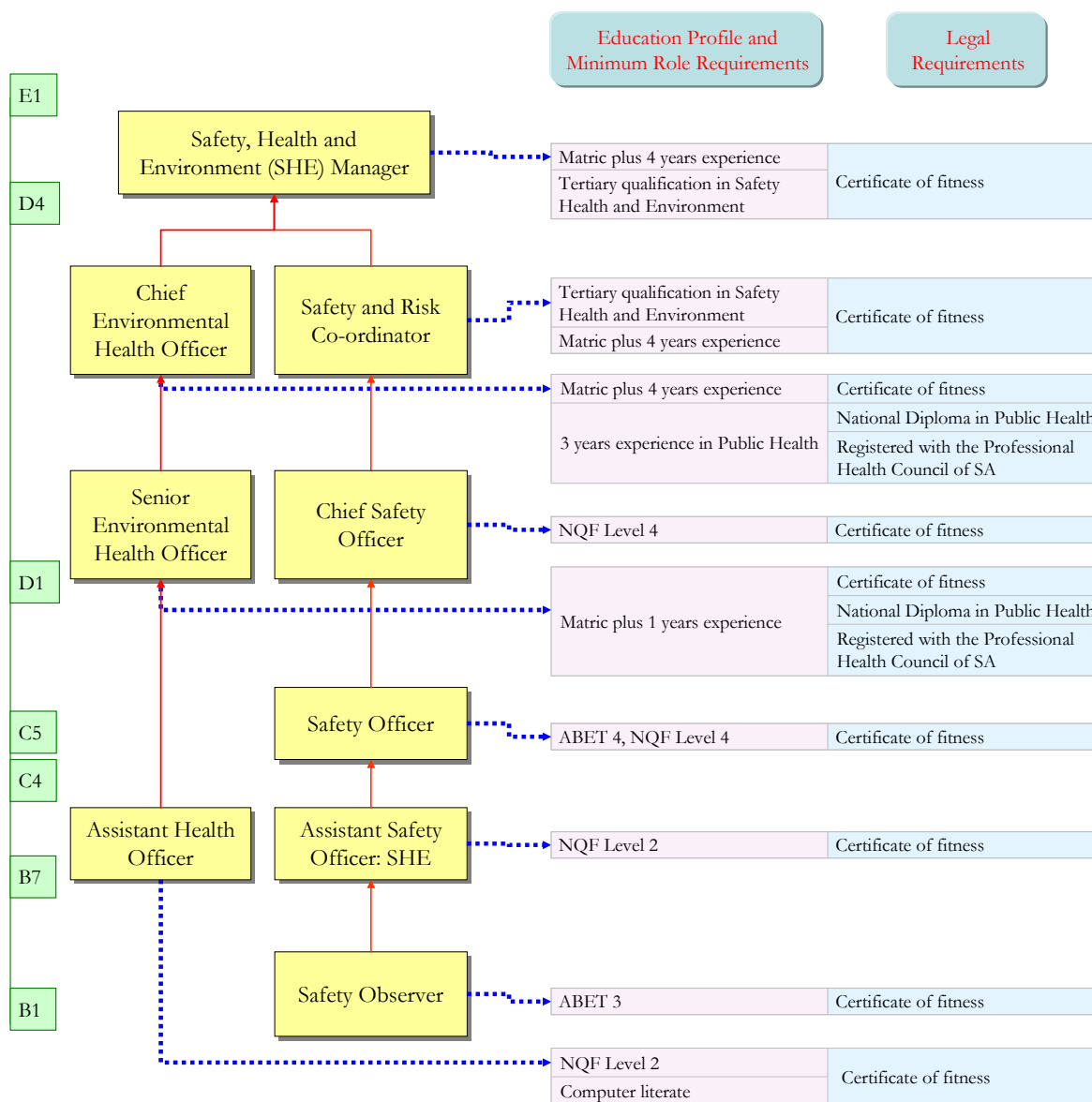
#### 23.1 Career Path Matrix – Mining



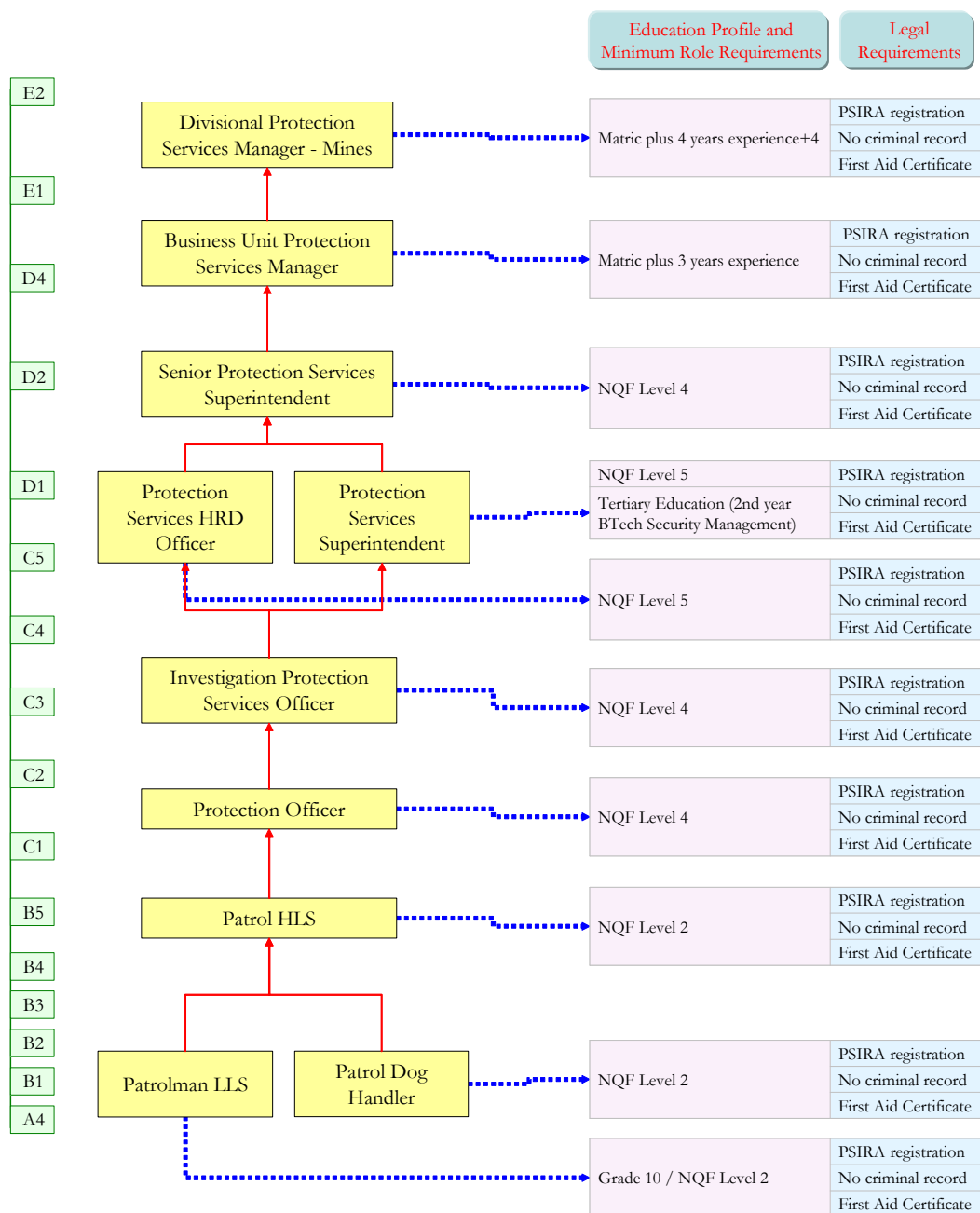
## 23.2 Career Path Matrix – Engineering



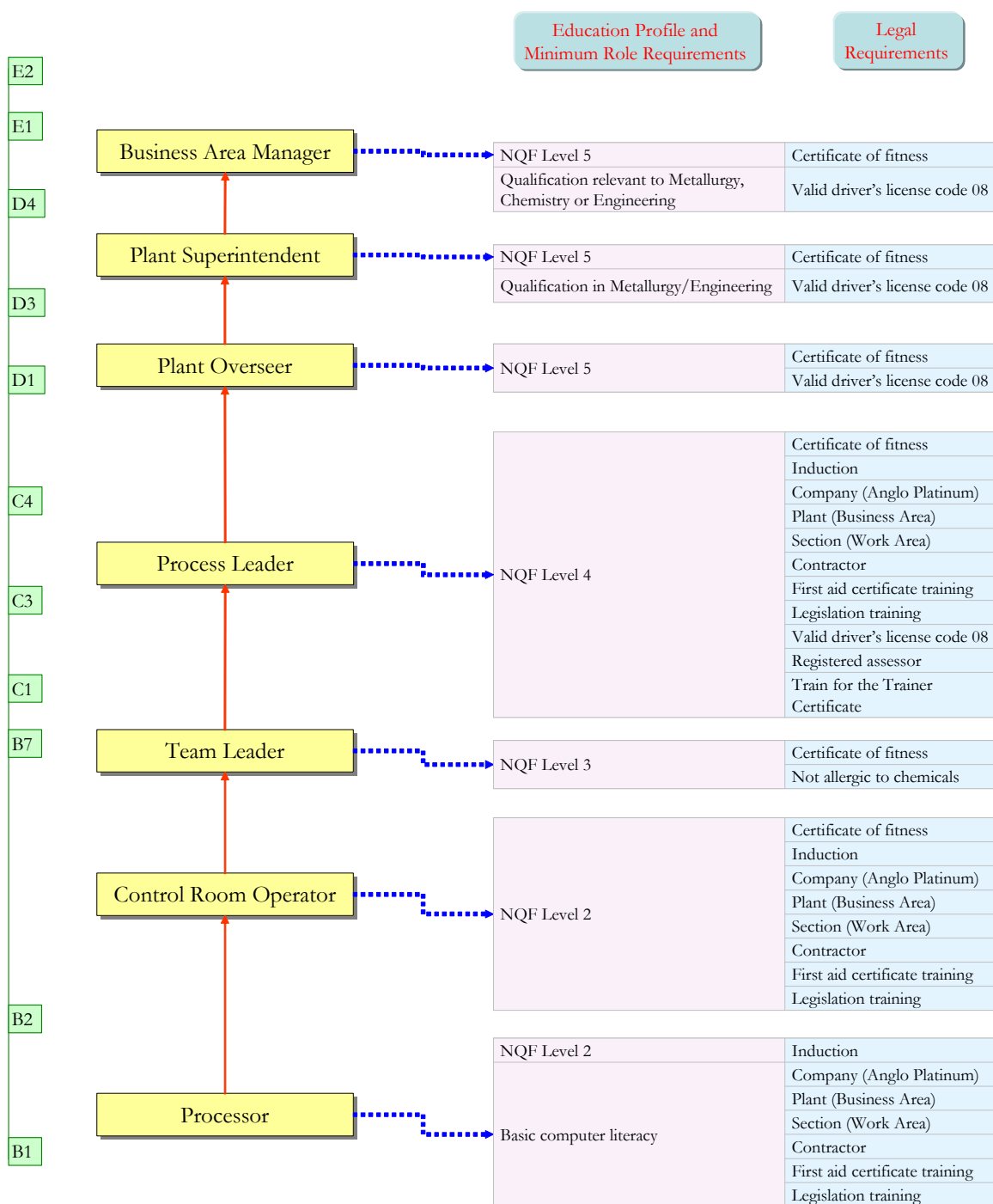
### 23.3 Career Path Matrix – Safety, Health and Environment



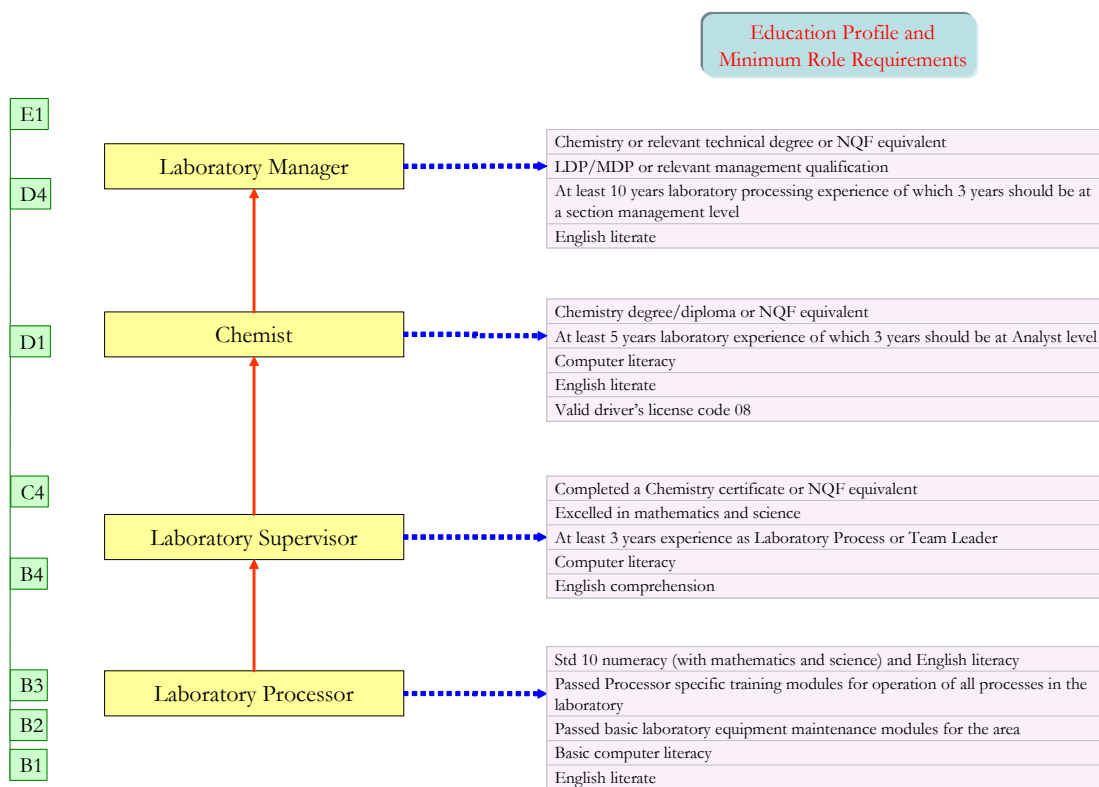
## 23.4 Career Path Matrix – Protection Services



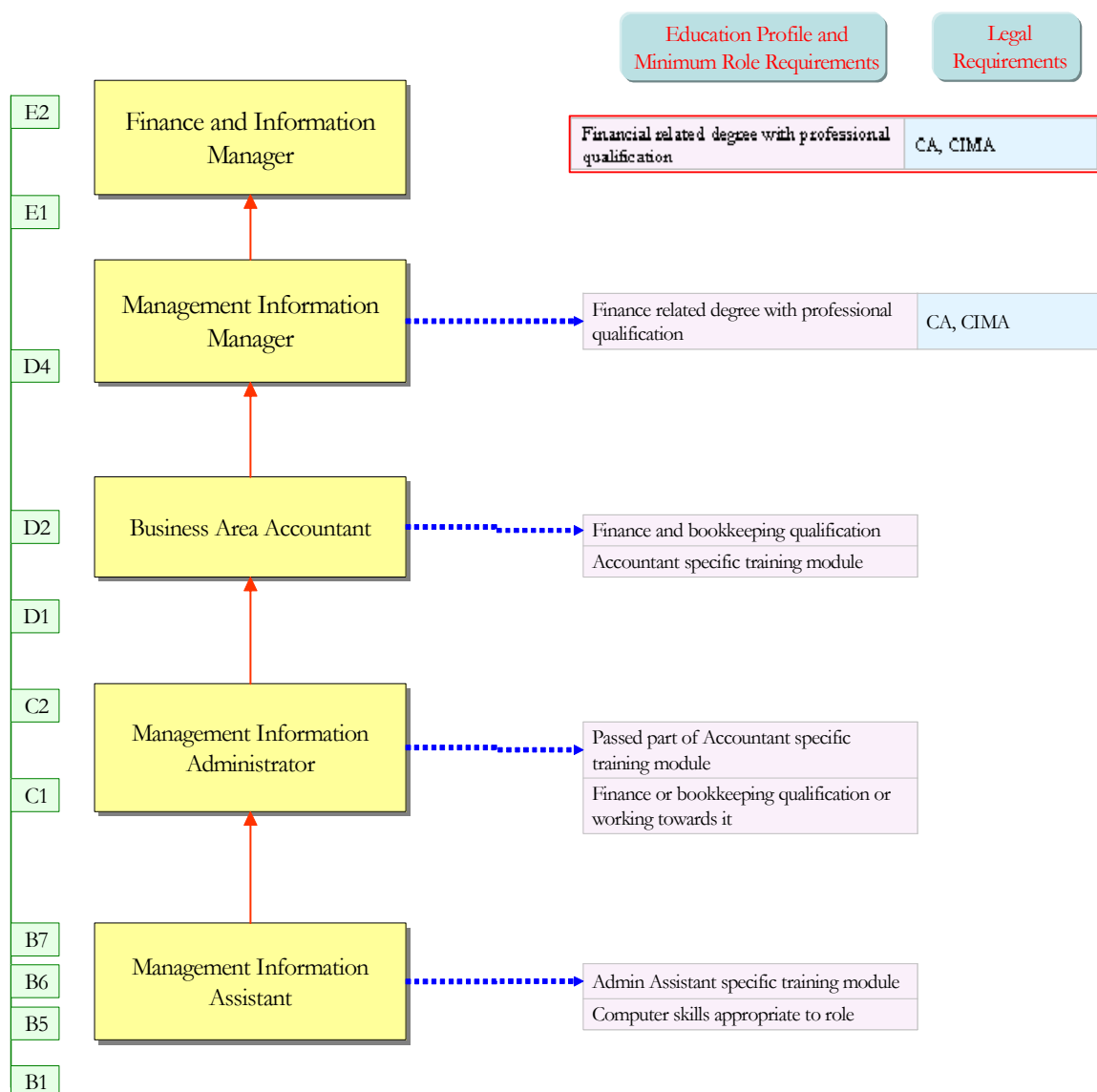
## 23.5 Career Path Matrix – Metallurgy



## 23.6 Career Path Matrix – Chemistry

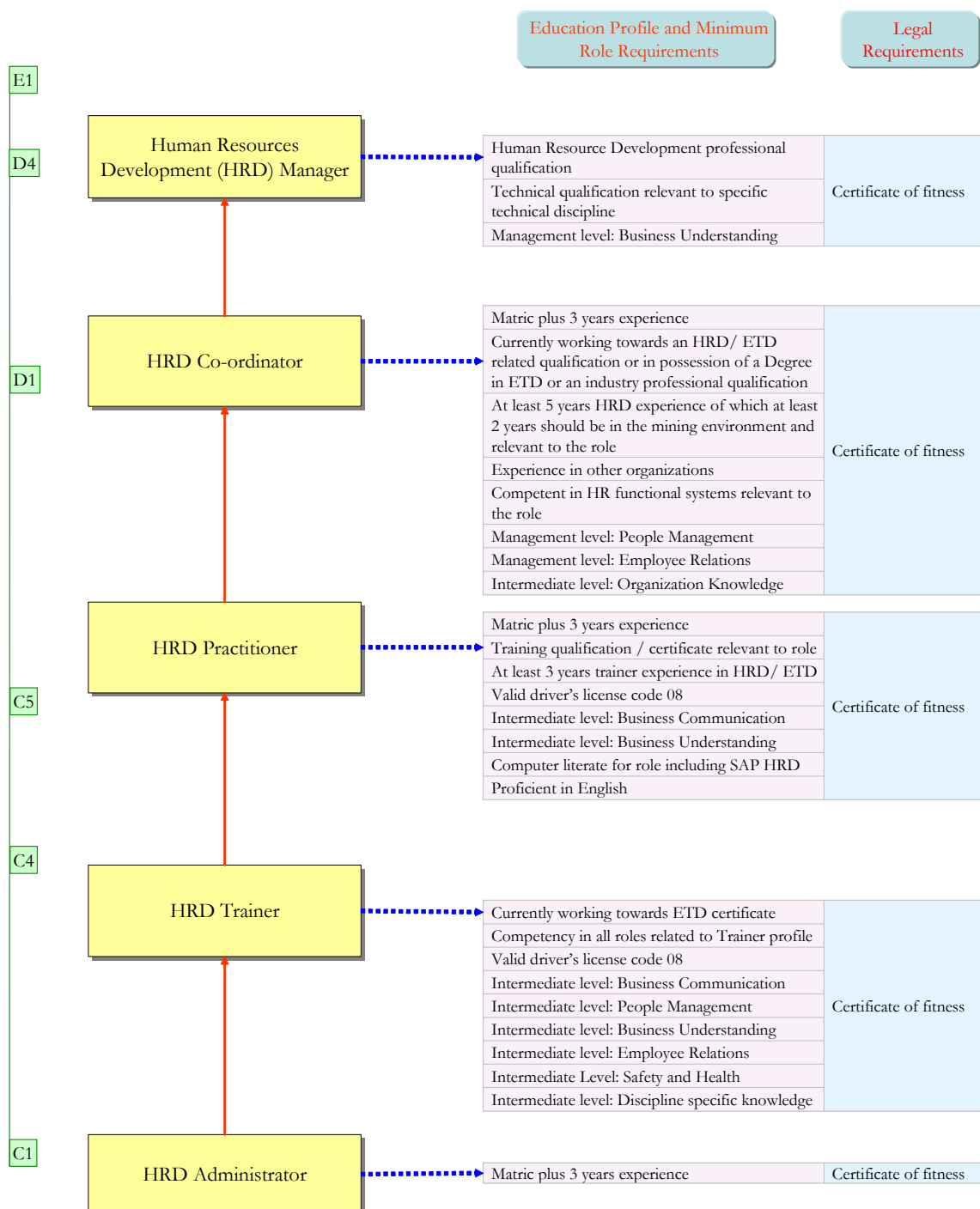


### 23.7 Career Path Matrix – Finance and Information

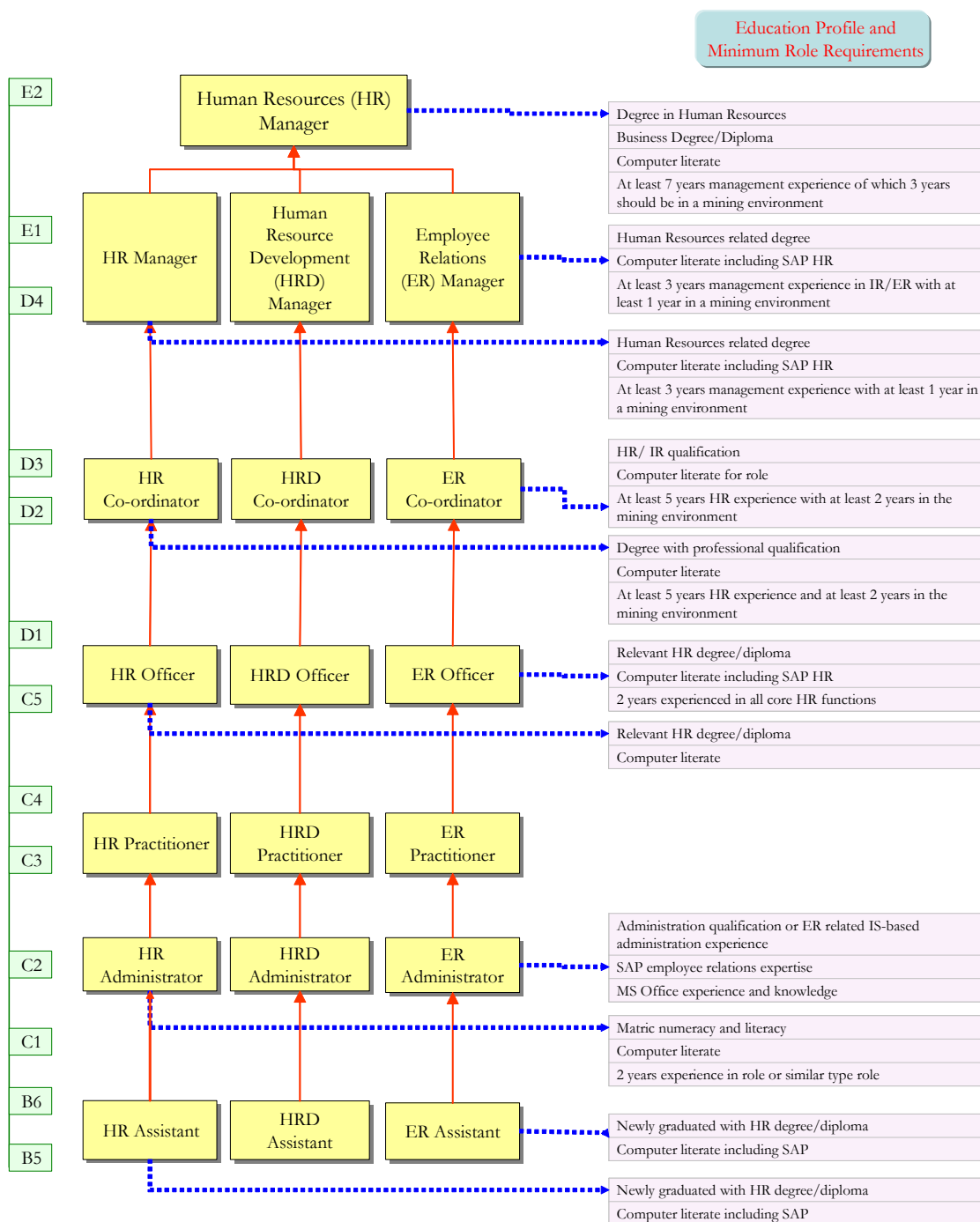




## 23.8 Career Path Matrix – Human Resources Development



## 23.9 Career Path Matrix – Human Resources



23.10

