

Mogalakwena, a section of RPM

SOCIAL AND LABOUR PLAN

JULY 2010



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

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
Human Resource Development					
<ul style="list-style-type: none"> Has the company offered every employee the opportunity to be functionally literate and numerate by the year 2005 and are employees being trained? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company implemented career paths for HDSA employees including skills development plans? 	Yes ✓		No	46 (b) (ii)	5
<ul style="list-style-type: none"> Has the company developed systems through which empowerment groups can be mentored? 	Yes ✓		No	46 (b) (iii)	6
Employment Equity					
<ul style="list-style-type: none"> Has the company published its employment equity plan and reported on its annual progress in meeting that plan? 	Yes ✓		No	46 (b) (v)	8
<ul style="list-style-type: none"> 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? 	Yes ✓		No	46 (b) (v)	10
<ul style="list-style-type: none"> Has the company identified a talent pool and is it fast-tracking it? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company established a plan to achieve the target for women's participation in mining of 10% within the five years and is implementing the plan? 	Yes ✓		No	46 (b) (v)	9
Migrant Labour					
<ul style="list-style-type: none"> Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour? 	Yes ✓		No	46 (a)	1
Mine Community and Rural Development					
<ul style="list-style-type: none"> Has the company cooperated 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? 	Yes ✓		No	46 (c) (iii)	13
<ul style="list-style-type: none"> 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. 	Yes ✓		No	46 (c) (iii)	13
Housing and Living Conditions					
<ul style="list-style-type: none"> For company-provided housing, has the 	Yes		No	46 (c) (iv)	14

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
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.	✓				
<ul style="list-style-type: none"> 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. 	Yes ✓		No	46 (c) (v)	15
Procurement					
<ul style="list-style-type: none"> Has the mining company given HDSAs preferred supplier status? 	Yes ✓		No	46 (c) (vi)	16
<ul style="list-style-type: none"> Has the mining company identified the current level of procurement from HDSA companies in terms of capital goods, consumables and services? 	Yes ✓		No	46 (c) (vi)	16
<ul style="list-style-type: none"> 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? 	Yes ✓		No	46 (c) (vi)	16
Reporting					
<ul style="list-style-type: none"> Has the company reported (on an annual basis) its progress towards achieving its commitments in its annual report? 	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.

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Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BBSEE	Broad-based Socio-economic Empowerment
BDO	Business Development Officer
BEE	Black Economic Empowerment
CHBC	Community Home-based Care
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DMR	Department of Minerals Regulations
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Housing
DSD	Department of Social Development
EMPR	Environmental Management Programme Report
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
JWG	Joint Working Group
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
MDG	Millennium Development Goals
MEC	Member of Executive Council
MLM	Mogalakwena Local Municipality
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
PGM	Platinum Group Metals
RDP	Reconstruction and Development Programme
SADC	Southern African Development Community
SAMPPF	South African Mining Preferential Procurement Forum
SARS	South African Revenue Services
SED	Socio-economic Development
SMME	Small, Micro and Medium Enterprises
SPTSF	Social Plan Technical Support Facility
STI	Sexually Transmitted Infection
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value-added Tax
VCT	Voluntary Counselling and Testing

WDM	Waterberg District Municipality
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"> 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 Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ol style="list-style-type: none"> Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; Participation in or control of management of such operations; Development of management, scientific, engineering or other skills of HDSAs; Involvement or participation in the procurement chains of operations; and 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.
Community	A coherent social group of persons with interests in or rights on a particular area of land. The members hold or exercise these interests or rights communally in terms of an 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"> 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; Any association, a majority of whose members are persons contemplated in Paragraph (a); and 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.
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 refer to Black, Coloured, Indian male and female and white female.
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"> 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 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.
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"> a) In the context of the mine community, a major labour-sending area is a municipality from which more than 10% of the mine's workforce is sourced; and b) In the context of rural areas outside the mine community, a major labour-sending area is a municipality from which more than 5% 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"> i) 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; ii) 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 iii) The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.
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"> a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; b) South African migrant workers are those who come from other South African provinces; and 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.

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within a 50 km 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> <ol style="list-style-type: none"> Existing and expected patterns of human settlements and villages within this community; Patterns of labour sourcing for the mine; Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work; Spending patterns of the mine's employees; The use of social amenities, recreational facilities and infrastructure; Commercial and industrial linkages; Provincial and municipal boundaries; Existing and proposed functional boundaries, including magisterial districts; Existing and expected land use, transport modes and routes; The need for coordinated social development programmes and services including the need for housing, nutrition and healthcare; and 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.
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>
Ownership of a business	<p>Can be achieved through:</p> <ol style="list-style-type: none"> A majority shareholding position (50% equity plus one share); or Broad-based ownership (such as HDSA-dedicated mining unit trusts, or employee share ownership schemes).

Rural labour-sending area	<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.</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"> a) patterns of labour sourcing for the mine; b) areas of traditional rural communities; c) existing and proposed functional boundaries, including magisterial districts; d) wage remittances to such areas; e) existing and expected land use, transport modes and routes; f) the need for coordinated social development programmes and services, including the needs for housing, nutrition and healthcare; and 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.
Total discretionary spend	<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"> a) Government: <ul style="list-style-type: none"> i) Central government departments; ii) Parastatal companies; iii) Provincial government; and iv) Municipalities and other local authorities. b) Imported proprietary technology; c) Key raw materials; and d) Inter-company transfers.
Total procurement spend	Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.
Transitional workers	Those workers who originate from rural labour-sending areas (such as the Eastern Cape), who have established local, urban (second) families but support other (first) families in the rural areas.

Executive Summary

The Anglo Platinum Group of Companies reached agreement with the State (DMR) on the manner in which the Anglo Platinum Group of Companies will give effect to the objects referred to in subsections 2 (d) and (f) of the Mineral and Petroleum Resources Development Act No. 28 of 2002 (the MPRDA), read with the Broad-based Socio-economic Empowerment Charter for the South Africa Mining Industry.

The details of the agreement are set out in an attachment to the application for transfer of the rights.

The agreement reached provides for the BEE empowerment over the whole spectrum of Anglo Platinum Group of Companies. This application to transfer the mining right in terms of section 11 of the MPRDA, to which this Social and Labour Plan is an attachment and a supporting document, is part of the implementation process of Anglo Platinum's empowerment policy as agreed between the State and the Anglo Platinum Group of Companies.

The 'Mogalakwena, a section of RPM Social and Labour Plan' will be hereafter referred to the Mogalakwena (RPM) Social and Labour Plan

Anglo Platinum's Social and Labour Plans have been compiled for each business unit as a commitment by the Group 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 Group meets the standards set in corporate governance recommendations proposed by Turnbull and the King 2 Report.

The principal interventions arising from Mogalakwena (RPM)'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 Forum (NQF) and the Mine Qualifications Authority (MQA).

- At Mogalakwena (PM) 164 employees were functionally illiterate in 2009. The plan is to offer all of these employees and 20 community members per annum the opportunity to achieve ABET level 4 (NQF level 1) by 2014.
- Mogalakwena (PM) commits to reassess the workforce educational profile during 2014 to formulate a plan to offer the same opportunity to all illiterate employees still employed.
- There will be 6 classrooms, 5 assessors / full-time facilitators and a budget commitment of R2, 9 million over five years to achieve Mogalakwena (PM)'s objectives.
- In terms of Learnerships Mogalakwena (PM) will have a complement of 48 learners on a continual basis progressing towards qualification within the 5-year period as stipulated in this Social and Labour Plan.

- 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 Mogalakwena (RPM) 9 external bursars will benefit from the Anglo Platinum Bursary Programme.
- 78 employees will benefit from the educational assistance scheme 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 their progression.

- Mogalakwena (PM)'s Employment Equity status shows that, for the number of HDSAs in management, the operation achieved 59,4% by end October 2009. However, due to an expected increase in employees and subsequently management positions, Mogalakwena (PM) aims to achieve 65% by 2014.
- Mogalakwena (RPM) has set a target of 26% for women at the mine by 2014. By end October 2009 the status was already 18,6%. The mine will continue to implement the following strategies:
 - Plan to recruit 25% women of all new recruit based on a 10% annual attrition rate;
 - Enrol 40% women in all learnerships, graduate trainees and bursars; and
 - Plan to enrol 20% female candidates in supervisory and management development

- f) **Local economic development**, through the Group's procurement policy and its BDO and SED programmes, as well as the provision of business skills training programmes to community members;

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

- h) **For hostel residents**, a managed nutrition programme related to the level of work undertaken.

- i) **The provision of healthcare**, especially access to treatment for HIV/AIDS and emergency care;

Mogalakwena (RPM) will continue to step 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 SD 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 Group-wide policy for social and economic development projects in these rural areas;

Mogalakwena (RPM)'s R94 million five-year LED programme, comprising of 18 projects, will be directed towards the following infrastructure provision and poverty eradication categories:

- Poverty alleviation
- Basic infrastructure
- Education
- Health and social development

Mogalakwena (RPM) has identified three flagship projects that will contribute significantly to the development of local communities and the eradication of poverty:

1. The main thrust of Mogalakwena (RPM)'s LED interventions will be directed at the development of a Bucket repair shop at a cost of R20 000 million within two years. This is an initiative by Anglo Platinum to establish a community owned business that will repair mine buckets locally. This cooperative will be owned jointly by the local community and a technical partner to be sourced.
2. Tshabang Tlala Babirwa Pebbles. This is a new pebble mining project to be established in the in the Mogalakwena Local Municipality. Mogalakwena (RPM) will assist financially (R1,4 million) in the formation of this women-owned cooperative. Note that a mining licence has already been granted by the DMR.

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

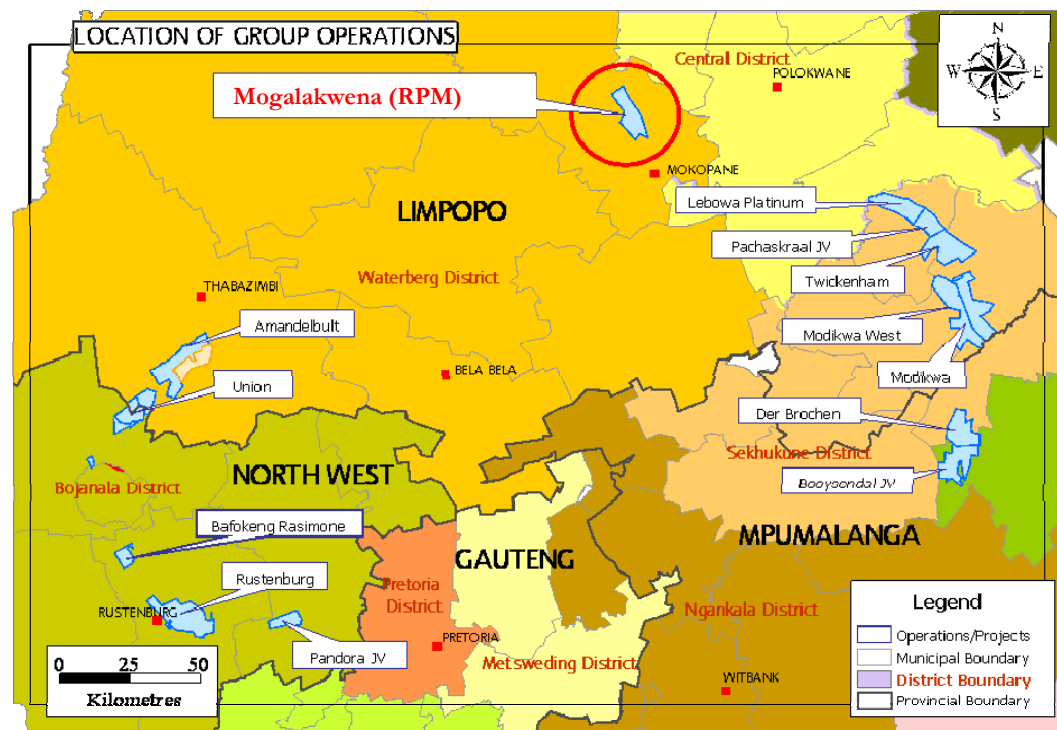
Mogalakwena, a section of PM, hereafter refer to Mogalakwena (PM) recognizes its role and responsibility towards the sustainable development of its employees, mine and employee communities and all other stakeholders. This section outlines the location of Mogalakwena (PM), as well as key data on its operations, 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.

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Name of mine	MOGALAKWENA (RPM)
• Contact person	Ted Muhajir
• Physical address	Vaalkop Farm Steilloop Road Mokopane
• Postal address	Mokopane Private Bag X2463 0600
• Telephone: Reception	(015) 418 2000
• Facsimile	(015) 418 2159
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
Location	Local Municipality: Mogalakwena Local Municipality District Municipality: Waterberg District Municipality Province: Limpopo See also Section 1.4
Breakdown of employees per labour sending area	See section 1.3
Life of mine	100 years
Financial year-end	31 December

1.1 Location of the mine

Mogalakwena (RPM) is an operating platinum mine situated in the Limpopo Province, approximately 20 km west of Mokopane (formerly known as Potgietersrust). Anglo Platinum holds the mineral rights over an area of 7 009 hectares and, in terms of a joint-venture agreement with various partners, has the right to prospect and mine a further 9 200 hectares. A mining authorisation has been issued for an area of 313 hectares. Following the expansion of the concentrator facility, the mine has the capacity to produce over five million tons of ore per annum.

Figure 1 Locality Map



1.2 Ownership

Mogalakwena (PM) is a business unit of Rustenburg Platinum Mines Ltd, which in turn is a wholly-owned subsidiary of Anglo Platinum Corporation Limited.

1.3 The demographics of the Mogalakwena (PM) workforce

Mine community

The mine community is defined as those towns, villages and settlements that fall within a 50 km radius, or greater, if appropriate of the mine. In the case of Mogalakwena (PM), the demarcated area of the mine community has been extended to include all mineworkers living in the municipalities of Mogalakwena, Aganang and Polokwane (see Figure 3).

Rural labour-sending areas

Although not particularly applicable to Mogalakwena (PM) because of the mine's policy of employing residents from the mine community, 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 some of the areas in the Eastern Cape.

Mine labour

In the context of this Social and Labour Plan, mine labour is defined as those employees who are employed directly by Mogalakwena (PM) are all those who work directly for the mine and those who work for independent contractors.

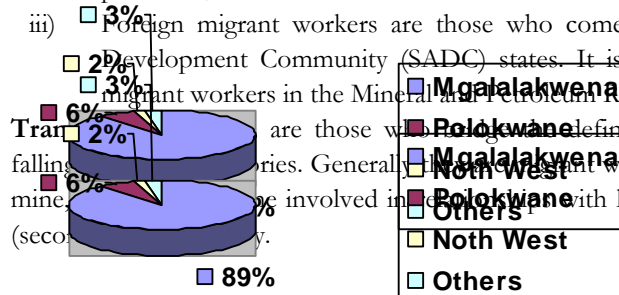
Labour falls into one of three categories:

- 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) Transmigrants are those who fall into the definition of local and migrant workers by falling into any of the above categories. Generally, transmigrant workers with long service histories on the mine are involved in development projects with local people and have established urban (second) homes.

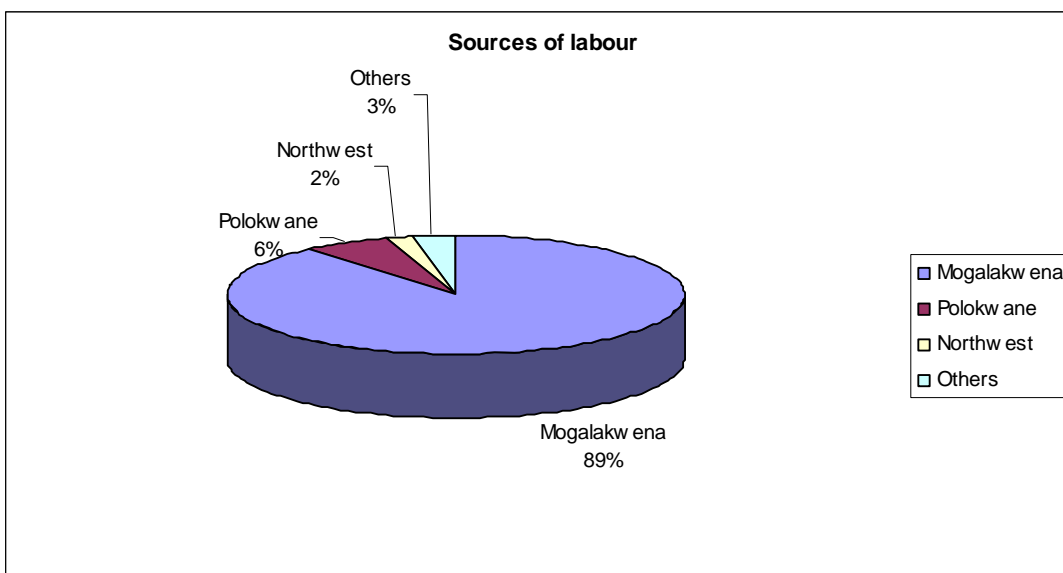


1.3.1 Geographical distribution of Mogalakwena (PM)'s sources of labour

Provincial distribution

The demographic analysis of the mine's workforce (**Error! Reference source not found.**) shows that the Limpopo Province is its major source of labour (98,5%), of which the majority live in the mine community. This is followed by an insignificant representation from Mpumalanga Province.

Figure 2 Provincial Sources of Mogalakwena (PM) Labour



Municipal distribution

The labour complement of 2537 employees inclusive of 879 contractors (October 2009 baseline) is sourced from some 21 local municipalities across the provinces of Limpopo and Mpumalanga. Of these municipalities, only four contribute more than 1% of the mine's labour complement. All four of these local municipalities fall within Limpopo Province. (See Table 1)

As discussed above, there are two definitions of significance regarding labour-sending areas:

- 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
- 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 municipality is given detailed consideration for the purposes of this Social and Labour Plan:

Within mine community:

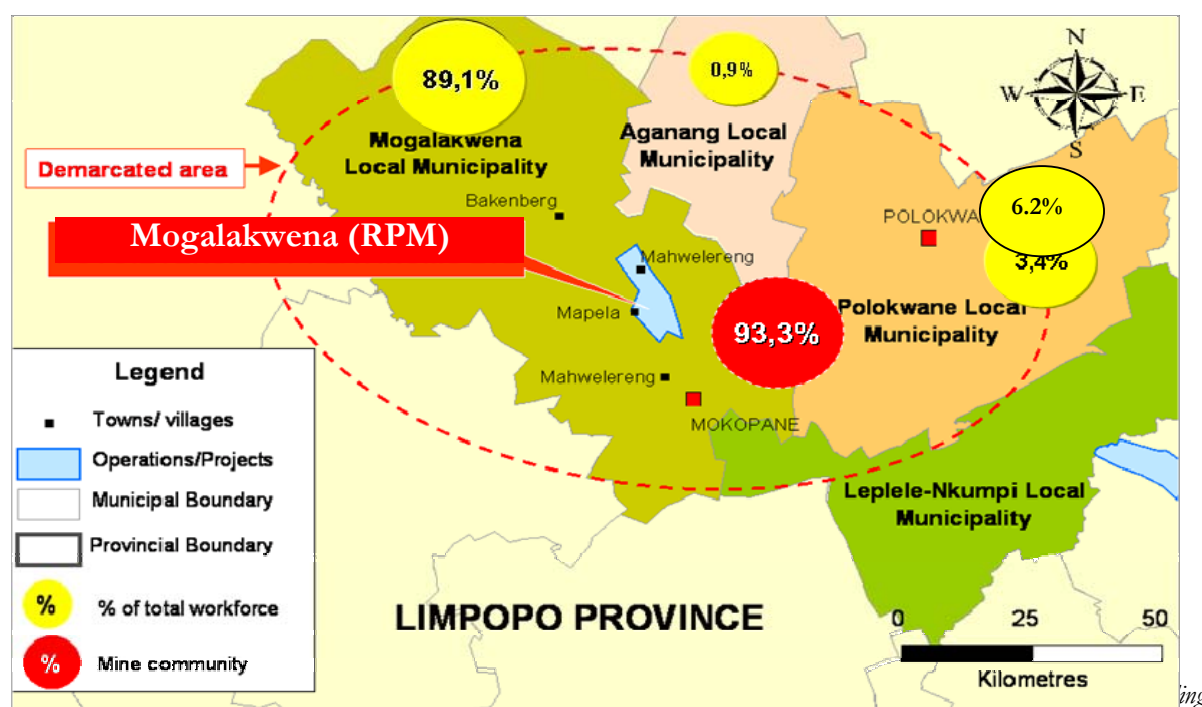
Mogalakwena Local Municipality (93,4%)

The Company also 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 Table 1 below.

Table 1 Labour sending Areas

Municipalities from which over 1% of employees originate	Province	Number of employees	% of total workforce
Mogalakwena Local Municipality	Limpopo	1464	88.9%
Polokwane Local Municipality	Limpopo	102	6,2%
Rustenburg Local Municipality	North West	31	1,9%
Others-various	Gauteng	61	3%

The statistics in Table 1 are further portrayed in the form of a map (Figure 3) indicating the mine community's radius straddling the main labour-sending areas. A detailed breakdown of these statistics can be found in Table 2 below.

Figure 3 Labour-sending Areas within the Mine Community**Figure 3 : Labour Sending areas**

within the mine community.

An analysis of this area reveals that the mine community comprises of around 46 villages or communities located within the designated demarcated area. All are fairly densely populated which has led to Mogalakwena (PM) focusing its Local Economic Development (LED) programmes on the 30 communities in closest proximity. The reason for this is that these are the communities that will be most affected by the curtailment of mine wages in the event of retrenchment or downscaling.

The two tribal offices with which the mine has its majority of dealings are the Mapela Tribal Office and the Mokopane Tribal Office.

Table 2 Demographics of the Mine Community

Local Municipality	Towns within the demarcated area	Number of employees	Contractors
Mogalakwena Local Municipality	Mokopane	604	384
	Mapela	463	39
	Mahwelereng	225	186
	Vaaltyn	11	7
	Sekgagapeng	15	
	Limburg	1	
	Platinum Reef	23	16
	Abbotspoort	3	
	Rebone	5	
	Akasia	5	
	Bakenberg	16	9
	Mokamole	7	4
	Chroom Park	15	6
	Impala Park	9	
	Marken	7	2
	Masodi	11	
	Seleka	1	
	Steilloop	2	
	Sterkrivier	1	2
	Treves	1	
	Tshamahansi	7	14
	Waterbrg	32	16
Total		1464	
Polokwane Local Municipality	Polokwane	53	73
	Bakone	2	
	Mashashane	2	
	Babirwa	1	
	Ga-Maraba	1	
	Mankweng	6	9
	Bendor park	3	1
	Capricon	5	9
	Chebeng	1	
	Chuenespoort	1	
	Ivy park	2	4
	Koring Punt	2	6
	Lebowakgomo	5	8
	Lonsdale	3	
	Mabale	1	
	Mphahlele	1	
	Peninapark	1	
	Premier Park	1	3
	Seshego	8	19
	Thusanong	3	

		102	
Aganang Local Municipality	Juno	7	
Mine community total		1573	817

A full analysis on the profile of the average Mogalakwena (PM) employee has been done to inform the relevant sections in this document. Of the 879 contractors, 817 come from within the mine area and others from other provinces.

Regulation 46 (b)

Human resources development programmes

2. REGULATION 46 (B) HUMAN RESOURCES DEVELOPMENT

2.1 Preamble

Having established the demographic nature of Mogalakwena (PM)'s workforce, the Social and Labour Plan uses this information to provide the frame of reference within which to coherently address the regulatory requirements for the Human Resources Development (HRD) of the workforce.

The following section deals with the information required under Regulation 46 (b) with regard to HRD. This, in turn, is informed by the Broad-based Socio-economic Empowerment Charter for the South African Mining Industry (hereafter referred to as the Mining Charter), which is reviewed below to place this section of the Social and Labour Plan in context. Of particular importance here is 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 fully at higher levels within the industry.

This section of the Social and Labour Plan is structured according to Regulation 46 (b). Mogalakwena (PM)'s HRD strategy and objectives also 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)	An Internship and Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	The Employment Equity statistics and the mine's plan to achieve the 10% women's participation in mining and 40% HDSA participation in management within five years of the granting of the mining right or the conversion of the old-order right. Since this is submitted after the 2009 Mining Charter deadline, the company will indicate how it plans to increase HDSA participation beyond 2009 in compliance with the Employment Equity Act.

2.2 Human Resources Development at Mogalakwena (PM)

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 Mogalakwena (PM) and is seen as a critical component of achieving the mine's Employment Equity and Gender Equity targets.

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

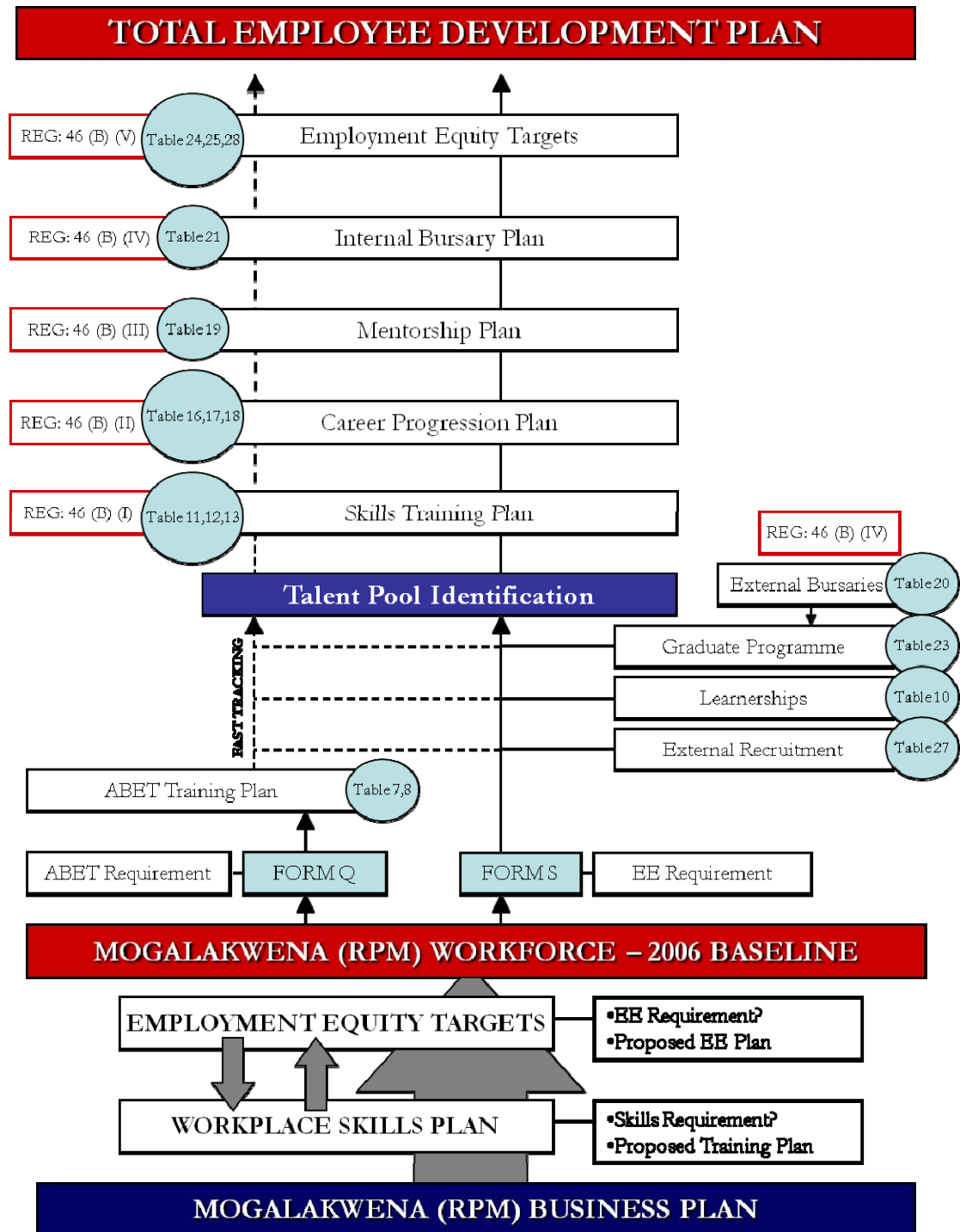


Figure 4 shows how the mine's business plan, its projected labour requirements, its Workplace Skills Plan and its Employment Equity targets are superimposed on each other to create a skills development scenario for 2006. The data in Form Q and Form S indicate the areas whereby identified talent pool employees are trained and fast-tracked along various channels, depending on their required training interventions and career plans.

2.3 Skills development

The Mine is committed to ensuring that its employees are given the opportunity of acquiring 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 Union Mine intends to offer its employees opportunities to become functionally literate and numerate; to participate in learnerships, skills development programmes and various other training initiatives; and to acquire portable skills.

The Skills Development Plan will cover a continuum 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 MQA. The purpose of the Skills Development Plan will be to assess and formally record the current levels of skills and education of all incumbent 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 capacity pool, and the various career paths and mentoring programmes.

The 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).

Tables 3 and four below indicate the level of qualifications of all employees, including those employed by independent contractors.

Table 3 Number and Education Level of all Mogalakwena (PM) Employees, as per Form Q in Annexure II of the MPRDA Regulations - 2009 Baseline: Enrolled employees

			MALE				FEMALE				TOTAL		Total
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
	*	No qualifications	47	0	0	0	3	0	0	0	47	3	50
		Grade 0/Pre ABET	0	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	7	0	0	0	0	0	0	0	7	0	7
		Grade 4 Std 2	11	0	0	0	0	0	0	0	11	0	11
		Grade 5/Std 3/ABET 2	19	0	0	0	1	0	0	0	19	1	20
		Grade 6/Std 4	22	0	0	0	0	0	0	0	22	0	22
General Education and Training (GET)		Grade 7/Std 5/ABET 3	24	0	0	0	0	0	0	0	24	0	24
		Grade 8/Std 6	42	0	0	0	1	0	0	0	42	1	43
	1	Grade 9/Std 7/ABET 4	27	0	0	3	0	0	0	0	30	0	30
Further Education and Training (FET)	2	Grade 10/Std 8/N1	91	0	0	10	0	0	0	9	101	9	110
	3	Grade 11/Std 9/N2	51	0	0	55	0	0	0	5	106	5	111
	4	Grade 12/Std 10/N3	692	7	0	52	219	0	0	40	751	259	1010
Higher Education and Training (HET)	5	Diplomas/Certificates	102	0	0	45	19	0	0	9	147	28	175
	6	First degrees/Higher diplomas	8	1	2	8	6	1	1	2	19	10	29
	7	Honours/Master's degrees	4	1	1	7	0	1	0	2	13	3	16
	8	Doctorates	0	0	0	0	0	0	0	0	0	0	0
		Total enrolled employees	1147	9	3	180	249	2	1	67	1339	319	1658

Table 4 Number and Education Level of contractors, as per Form Q, at Mogalakwena (PM) as at 2009 Baseline: Contractors

			MALE				FEMALE				TOTAL		Total
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
	*	No qualifications	31	0	0	4	6	0	0	0	35	6	41
		Grade 0/Pre ABET	0	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	4	0	0	0	0	0	0	0	4	0	4
		Grade 2 Sub B	5	0	0	0	0	0	0	0	5	0	5
		Grade 3/Std 1/ABET 1	1	0	0	0	0	0	0	0	1	0	1
		Grade 4 Std 2	4	0	0	0	0	0	0	0	4	0	4
		Grade 5/Std 3/ABET 2	8	0	0	0	0	0	0	0	8	0	8
		Grade 6/Std 4	6	0	0	0	4	0	0	0	6	4	10
General Education and Training (GET)		Grade 7/Std 5/ABET 3	6	0	0	0	0	0	0	0	6	0	6
		Grade 8/Std 6	21	0	0	1	4	0	0	0	22	4	26
	1	Grade 9/Std 7/ABET 4	8	0	0	1	0	0	0	0	9	0	9
Further Education and Training (FET)	2	Grade 10/Std 8/N1	230	0	0	0	17	0	0	13	247	30	260
	3	Grade 11/Std 9/N2	83	0	0	2	16	0	0	5	85	21	106
	4	Grade 12/Std 10/N3	217	0	1	119	22	0	0	10	337	32	369
Higher Education and Training (HET)	5	Diplomas/Certificates	8	0	0	3	4	0	0	11	11	15	26
	6	First degrees/Higher diplomas	1	0	0	0	0	0	0	0	1	0	1
	7	Honours/Master's degrees	3	0	0	0	0	0	0	0	3	0	3
	8	Doctorates	0	0	0	0	0	0	0	0	0	0	0
		Total enrolled employees	636	0	1	130	73	0	0	39	767	112	879

2.4 Adult Basic Education

2.4.1 Mogalakwena ABET need

The overall education level as at 30 October 2009 is given in Form Q in Table 3 and 4 show that 291 employees are regarded as functionally illiterate as they have a qualification lower than NQF1. Table 5 summarizes the illiteracy and numeracy status of the (workforce).

Table 5 Literacy and Numeracy Status as per 2009 baseline

ABET Level	No of employees	No of contractors	See Table 3 and 4(Form Q)
Level 1	57	51	No qualifications + Grade 0/Pre + Grade 1/Sub A + Grade 2/Sub B = 108
Level 2	31	12	Grade 3/ Std 1/ ABET 1 + Grade 4/Std 2 = 29
Level 3	46	16	Grade 5/Std 3/ ABET 2 + Grade 6/Std 4 = 41
Level 4	43	35	Grade 7/Std 5/ ABET 3 + Grade 8/Std 6 = 88
TOTAL	177	114	

Mogalakwena (PM) 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 all functionally illiterate employees. It is committed to improving the self-image of all employees, as well as developing their full potential toward safer and more efficient work practices.

Besides offering ABET classes to employees, Mogalakwena (PM) 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. Women in immediate surrounding communities have been offered the opportunity to attend classes and those excelling will be afforded the opportunity to apply for entry positions.

2.4.2 Mogalakwena (PM) ABET targets

Mogalakwena (PM) will be offering 127 illiterate employees the opportunity to be functionally literate and numerate by 2014 as per Table 6. In parallel with these targets, we will be offering 20 community members (inclusive of contractor employees) the opportunity to become functionally literate and numerate per annum. Mogalakwena (PM) commits to reassess the workforce's educational profile on an annual basis to ensure that all employees who require the opportunity to improve their respective literacy levels could be accommodated without comprising the targets in the tables below.

Table 6 ABET Targets (Full-time)

ABET Level	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Level 1	7	8	6	5	6	8
Level 2	12	8	6	5	6	7
Level 3	11	8	6	5	6	7
Level 4	6	8	6	5	6	5
TOTAL	36	32	24	20	24	27

Assumptions:

- Mogalakwena (PM) 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).
- Learners to achieve 60% in a particular unit standard assessment to be declared competent.
- Abet learners can complete ABET Level 1-4 in one year, because it is on a full time basis.
- Additional capacity has been provided to ensure consistent flow of learners from one level to the next.

2.4.3 ABET plan

Full-time attendance is when the employee is relieved from his or her normal duties and attends ABET classes on a full-time basis. A limited number of employees will be selected to attend full-time ABET classes as a way to fast-track their development appointments into higher positions. A limited number of employees can be accommodated for full-time ABET classes.

The following action steps will enable Mogalakwena (PM) to achieve the ABET targets:

- Mogalakwena (PM)'s Education Centre will make use of six classrooms at a local facility in Mokopane. The plan is to move the centre to mine premises early in 2010;
- The programmes offered will range from ABET Level 1 to ABET Level 4. The training centre will be fully equipped and conducive for learning;
- Relevant tutorial materials, such as learning and teaching aids, will be provided and all existing curricula will be accredited through the MQA;
- The centre will utilize 5 full-time facilitators to provide ABET training to both its staff and a limited number of members from the mine community. These facilitators will be able to accommodate average of 25 learners per year;
- The learning continuum will be used at Mogalakwena (PM) and is nationally aligned to the NQF. The courses offered include ABET Levels 1–4. All courses will be offered on a full-time basis

2.4.4 Marketing and enrolment

The opportunity to attend ABET classes is offered to all employees requiring this intervention. However the stigma attached to being classified as illiterate and the fear of failure needs to be eradicated. To this end Mogalakwena (PM) has engaged vigorously with the trade unions by means of sensitisation programmes to promote the attendance at ABET. Roadshows aimed at employees have further assisted with allaying fears and highlighting the benefits of being literate. All information regarding education level, offers of ABET training and employee responses is captured on the official reporting system, SAP.

Both formal and informal communication from senior mine management is that all employees at Mogalakwena (PM) are talented and are therefore encouraged to equip themselves with the necessary qualifications. Culture change is often slow but Mogalakwena (PM) has progressed to the point where employees are starting to volunteer to attend ABET classes. Communication regarding short term versus long term benefits of education is pivotal to the success of ABET intervention. Management therefore includes this topic at meetings such as the Operational Partnership Forum and the Employment Equity meetings.

2.4.6 ABET budget

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

Table 7 ABET Budget

Full-time & Own-time ABET	Actual					
	2009	2010	2011	2012	2013	2014
Total costs	R 697 851	R 550 000	R566 500	R 589 160	R 624 450	R 661 980

2.5 Learnerships

The table below show targets for Learnerships. Learning takes place at the mother company's Engineering Skills Training Centre (ESTC) based in Randfontein. Table 9 presents five-year plan for Learnerships targets.

Table 8 Learnerships targets

Learnership Type		Actual	In programme per annum				
		2009	2010	2011	2012	2013	2014
Engineering Learnerships							
1	Electrical (Metalliferous) Level 4	14	8	8	8	8	8
2	Fitting (Including Machining) Hardrock Metalliferous (Level 3)	20	16	16	16	16	16
3	Plater Boilermaker (Metalliferous) Level 3	9	10	10	10	10	10
4	Diesel Mechanic (Metalliferous) Level 3	7	7	7	7	7	7
5	Rigging Ropesman (Generalist) Level 3	6	2	2	2	2	2
6	Instrumentation Mechanician Level 4	8	3	3	3	3	3
7	Millwright (Metalliferous) Level 4	6	2	2	2	2	2
TOTAL		70	48	48	48	48	48
GRAND TOTAL		70	48	48	48	48	48
Budget		R 2 568 757	R 3 150 000	R 3 150 000	R 3 150 000	R 3 307 500	R 3 307 500

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.

The following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- These learnerships will be advertised both internally as well as through national recruitment programmes annually and will also be open to contractors but the target is those coming from the 50 km radius of the mine.
- Commitment of 80% HDSAs to be selected for these programmes;
- 40% of these HDSA learnerships will be reserved for black women (The remaining 20% will be allocated to Non-HDSAs; and
- Mentorship programmes is implemented for all learnership candidates and they are employed at Mogalakwena after qualifying as Artisans.

2.6 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-paths 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.

2.6.1 Mining

Although "Competent A" is a legislative requirement, it is imperative to note that this training 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 10 below indicate targets for Competent A training.

Table 9 Competent A Training

Category	2009	2010	2011	2012	2013	2014
Competent A	40	20	10	10	10	10
Total	40	20	10	10	10	10

In addition the Company implemented the "Blasting Assistant" skills program as per new Explosives Regulations based on Unit Standards.

2.6.2 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

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 Mine aims to commence with Discipline Specific Servicemen training for Electrical, Fitting, Boilermaking, Rigging and Instrumentation by 2010.

Table 10 Engineering Training Targets for lower level employees

Category	2009	2010	2011	2012	2013	2014
Repairman Programme (A - B7)	60	15	15	15	15	15
Total	60	15	15	15	15	15

Note:

- *Some of the repairman who completed the programme (Grade 1-4) who cannot obtain N2 qualification and having experience will be send to do some extra modules in order to appoint them at C1 level.*
- *The repairman with N2 and required years of service will be accelerated to obtain the Section 28 Trade Test*

2.6.3 Coaching for lower level employees

During all the formal training programs, which are 12 months or more, the Company will ensure that coaching take place. Learners will be paired with 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 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 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 E-Learning as well as 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.

2.7 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 Company level. A total of 10 employees will be enrolled over the next five years.

Table 11 Service Department Talent Pool

Department	Actual	In programme per year				
	2009	2010	2011	2012	2013	2014
Safety	3	2	2	2	2	2
Geology	0	2	2	2	2	2
Survey	2	2	2	2	2	2
HR	1	2	2	2	2	2

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

2.8 Management and leadership development

The following interventions in Table 12 focus exclusively on the talent pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

Table 12 Management and Leadership Development Targets

Development Programme		Actual	In programme per year				
		2009	2010	2011	2012	2013	2014
Supervisory Development							
1	Mining Supervisory Scheme	8	7	7	7	7	7
2	Engineering Supervisory Scheme	13	5	5	5	5	5
3	Metallurgy Supervisory Development	5	0	0	0	0	0
TOTAL		26	12	12	12	12	12
Management Development							
1	Junior Management Programme	0	2	3	3	3	3
2	Management Development Programme	0	3	2	2	2	2
TOTAL		0	5	5	5	5	5
GRAND TOTAL		26	17	17	17	17	17
Budget		R 120 171	R 495 000	R 509 850	R 525 145	R 540 899	R 557 126

Note: Refer to Section 3 (Form R) that indicates a shortage in process supervisors. Section 4.1.1 provides fast-tracking Shift Supervisory Programmes with annual targets. All these targets are aimed at ensuring a steady pipeline supply of supervisors.

The following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- a) Identify high potential candidates from Supervisory and Junior Management ranks based on their performance and individual development progress;
- b) During Career Development Panel sessions candidates will be identified to attend further leadership programmes such as the Junior Management Programme and Management Development Programme in conjunction with a leading South African business school; and
- c) 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.

2.9 Portable skills training

Mogalakwena (PM) 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, Mogalakwena (PM) intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. The following portable skills have been identified as useful for gainful self-employment and self-maintenance for employees who leave the service of the company. Mogalakwena (PM) 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. A total of 317 employees, both permanent and contractors will benefit.

Table 13 Portable Skills Training Targets

Type of skill	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Basic petrol mechanic	0	2	2	2	2	2
Basic electricity	0	2	2	5	5	5
Basic welding	0	2	2	3	3	3
Basic plumbing	0	2	2	2	2	2
Basic carpentry	0	2	2	2	2	2
Brickmaking and masonry	0	50	50	50	50	50
TOTAL	0	61	61	65	65	65
Budget	R 0	R 1 600 000	R 1 689 000	R 1 755 750	R 1 801 437	R 1 823 259

The following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- a) During ex-leave induction sessions employees will be informed of various opportunities to develop their portable skills;
- b) These interventions will be integrated with applicable Local Economic Development projects where possible.

- c) After completing the portable skills training they are linked to contractors to be exposed and also be employed by contractor when offered contracts at the mine.

2.10 Training facilities

Most of the core training requirements will be undertaken at the Anglo Platinum Development Centre (ADC) in Rustenburg and on-site at the mine. 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.

3 REGULATION 46 (B) (I) (BB) : THE NUMBER OF VACANCIES THAT MOGALAKWENA (PM) HAS BEEN UNABLE TO FILL

Mogalakwena (PM) 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 14 Vacancies that Mogalakwena (PM) 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 being unable to fill the vacancy	
Top management	None		
Senior management	None		Refer to Section 6.4 (Table 22) Graduate Development Scheme targets. 15 graduates per annum to be part of development programme.
Professionally qualified and experienced specialists and mid-management	Engineers with a relevant GCC	Scarcity of GCC holders and competitive salaries	Refer to Section 6 (Table 19) for Bursary targets for all professional vacancies listed here. Average of 7 bursaries per annum will be awarded.
	Metallurgists	Competitive Salaries	
	Section Rock Engineer	Scarcity of Skill	
	Pit Surveyors	Scarcity of skilled candidates with a Government Ticket	
	Section Geologists	Competitive Salaries	In terms of artisans, Mogalakwena will award 48 learnerships per annum in the fields of Mining and Engineering – see Section 2.4 (Table 9)
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans Process Supervisors	No suitable qualified and experienced candidates; Competitive Salaries And lack of qualified candidates	See Section for Supervisory Training Targets as well as Section Error! Reference source not found. for Shift Supervisor fast-tracking programmes.
Semi-skilled and discretionary decision making	There are no vacancies within these two levels that have been unable to be filled		Mogalakwena'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


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 2014 and beyond. Anglo Platinum has developed generic competency matrices per job and career path matrices (flow charts) for every discipline within its operations (see Appendix - Career Path Matrices). The flow charts for each occupation will guide the mine and its employees on a desirable path for career progression and the expected timeframes necessary for achieving the various job levels after the qualification criteria are met. Role descriptions will be outlined with respect to minimum and legal job-entry requirements, skills, desirable qualifications, relevant courses and the required duration to complete each step in the recommended career path for each position. Consideration will be given to complexity, qualifications, experience and competence.

4.1.1 Fast-tracking and Talent Management: Mining and Engineering

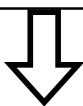
Mogalakwena (PM) has set up discipline-specific HDSA training and development programmes for HDSA talent pool employees to fast track them in line with career paths. Table 16 and 17 show The career progression plan for talent pool employees for mining and engineering disciplines

The first level of supervision in the mining career path is that of an operator. 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. The programme will commence in 2007 (see below).


Table 15 Career Progression Plan - Mining

Level 2 programme	Number of HDSAs with Potential (Talent Pool)								Operator 
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
A - Band	41	4	1	5	5	5	5	5	

Certain skills programmes are a prerequisite to be promoted to B-Band. These candidates are on full-time programmes to obtain the necessary knowledge and skills to be appointed. There are currently 9 employees in the programme (see below).

Skills Programme	Number of HDSAs with Potential (Talent Pool)								Operator
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
B - Band	9	5	0	10	10	10	10	10	

To be appointed as a production coordinator, an operator must obtain a shift supervisor certificate (see below). This requires a special development programme and exposure to specific activities and other special projects.

Shift Supervisor Programme	Number of HDSAs with Potential (Talent Pool)								Production Coordinator
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
C - Band	9	9	4	5	5	5	5	5	

To be appointed as a Pit/Blast Superintendent, the entry level to management, an experienced production coordinator must obtain a Degree/Diploma and Blasting certificate. Individuals who have potential are given full-time training to enable them to pass their mine overseer certificate exams. Mogalakwena (PM) plans to have three candidates per year in the programme (see below).

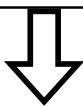
MANAGEMENT	Degree/ Diploma & Blasting Certificate	Number of HDSAs with Potential (Talent Pool)							Pit Sup/Blast Superintendent	
		2009 Actual			2010	2011	2012	2013		2014
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	D - Band	2	2	2	3	3	3	3	3	

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


MANAGEMENT	Mine Manager Certificate	Number of HDSAs with Potential (Talent Pool)								Production Manager Operations Manager
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	E - Band	0	0	0	0	1	1	1	1	
	D - Band	0	0	0	1	1	1	1	1	

The entry level into the engineering discipline is an artisan assistant. The Level 1 programme aims to develop engineering employees as artisan assistance.


Table 16 Career Progression Plan – Engineering

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					
A - Band	19	9	5	20	20	20	20	20	

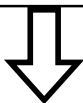
The Level 2 programme aims to develop an artisan assistant to become an engineering repairman. There are currently three artisan assistants in the programme (see below).

Repairman Programme	Number of HDSAs with Potential (Talent Pool)								Engineering Repairman 
	2009 Actual			2010	2011	2011	2012	2013	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
C1 - Band	22	11	3	12	12	12	12	12	

Engineering repairmen with potential could apply or be nominated to enter the Foreman Fast Tracking Programme (see below). The company acknowledges the scarcity of engineering skills in South Africa and has increased the number of engineering learnerships drastically across the Group.

Foreman Fast Tracking	Number of HDSAs with Potential (Talent Pool)								Artisan
	2009 Actual			2010	2011	2012	2013	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
C2/3 - Band	4	4	4	4	4	4	4	4	

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	2011	2012	2014	
	- in prog	- with IDCs	- in Mentor ship	- in programme					
C - Band	4	4	4	3	3	3	3	3	

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 have 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)							Engineer Overseer/Junior Engineer
		2009 Actual			2010	2011	2012	2013	
		- in prog	- with IDCs	- in Mentor ship	- in programme				
	D- Band	3	3	3	3	3	3	3	3

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

In support of the above plan Mogalakwena (PM) will, every six months, review the individuals' performance and progress of development against the Individual Performance Agreement and Individual Development Charters.

Mentorship will be a crucial component of any fast-tracking plan and the following section provides details of Mogalakwena (PM)'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. It provides 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 18 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 IDC reviews.

Table 17 Mentorship Targets

Mentorship Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Management (total compliment)						
Senior management (E)	2	2	2	2	2	2
Professionally qualified and experienced specialists and mid-management (D)	10	15	15	15	15	15
Learnerships						
Mining	0	0	0	0	0	0
Engineering	70	48	48	48	48	48
Engineering Assistant (Repairmen)	6	15	15	15	15	15
Fast-tracking candidates						
Degree/Diploma (Surface Mining)	0	3	3	3	3	3
Mine Manager Certificate	1	1	1	1	1	1
Junior Engineering Programme	3	3	3	3	3	3
Graduate Development Scheme	14	13	13	14	14	13
Women in development programmes	7	23	23	23	23	23

*Refer to Sections 2.5 (Learnerships), 6.4 (Graduate Development), 4.1 (Mining and Engineering Fast-tracking and 7 (Black Women in training programmes)

The following **action steps** will enable Mogalakwena (PM) 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 tools such as questionnaires and assessments to facilitate matching will be used;
- 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 18) 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 (Section 6.4 (Table 21), are aimed at filling critical-skills gaps in the Mine's core disciplines (see Hard-to-fill vacancies in Section 3). Accordingly, the Mine will direct significant resources towards these schemes in terms of both direct financing and staff support.

Very specific marketing initiatives within the communities will be applied to enable 50% of all bursaries to be allocated to applicants from labour sending areas.

Table 18 External Bursary Targets

Discipline of bursary	Actual	In programme per year				
	2009	2010	2011	2012	2013	2014
Bursaries for 'hard to fill vacancies'						
Mining engineering	2	3	3	3	3	3
Geology	0	1	1	1	1	1
Mine surveying	0	1	2	1	1	1
Electrical and mechanical engineering	2	3	3	3	3	3
Pipeline Bursaries						
Finance and accountancy	1	1	1	1	1	1
TOTAL	5	9	9	9	9	9

Notes:

- '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 following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- These bursaries will be advertised both internally as well as through national recruitment programmes annually;
- Commitment of 80% HDSAs to be selected for these bursaries;
- 25% of these HDSA bursaries will be reserved for black women
- 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 19). 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 19 Educational Assistance Scheme

Discipline	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Mining engineering	11	22	22	22	22	22
Mine surveying	4	3	3	3	3	3
Mechanical engineering	15	16	16	16	16	16
Electrical engineering	12	8	8	8	8	8
Chemical engineering	0	2	2	2	2	2
Analytical chemistry	0	7	7	7	7	7
Human resources	6	4	4	4	4	4
Finance and accountancy	7	2	2	2	2	2
Environmental studies	0	2	2	2	2	2
Protection services	3	2	2	2	2	2
Safety	3	2	2	2	2	2
Management & Leadership	0	8	8	8	8	8
TOTAL	61	78	78	78	78	78
Budget	R 325 203	R 500 000	R 515 000	R 530 450	R 546363	R 562 754

The following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- a) To encourage current employees to progress their careers, internal bursaries will be offered to all Anglo Platinum employees;
- b) MogalakwenaA (PM) will grant such internal bursaries provided that the course of study is relevant to the employee's current and future roles within the Mine;
- c) The identification of candidates will be guided by the succession planning and career management processes per discipline;
- d) The final approval of internal bursaries 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
- e) Such studies are to be undertaken through institutions recognised by the Mine.

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 20). 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 20 Internship Targets

Programme Type	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Students at tertiary institutions	2	9	9	9	9	9
Exposure Year candidates	0	5	5	5	5	5
Cadetship (Academy)	23	60	30	15	15	0
Vacation students	4	0	0	0	0	0
Budget	R 400 000	R 1 560 000	R1 285 200	R 1 298 052	R 1 311 025	R 1 024 128

The following **action steps** will enable Mogalakwena (PM) to achieve the above targets:

- a) 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;
- b) The company's cadet programmes (such as the Rock Drill Operator Cadetship and Protection Services Academy) are aimed at developing talent amongst unemployed members of the surrounding communities and later after completing programmes they are employed by Mogalakwena.
- c) 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 Year¹ or be channelled into full-time tertiary study; and
- d) 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.
- e) Internships will be offered to unemployed partially qualified students as per the JIPSA Initiative that is managed centrally:
 - i) Anglo Platinum has pledged to actively participate in promoting and providing for the acceleration of scarce skills acquisition;
 - ii) The Mine's first intake of 20 unemployed graduates on a six month contract is aimed at training and giving on-the-job experience to the graduates in various fields, especially in Engineering, to support the national initiative towards skills acquisition; and
 - iii) 17 graduates are currently on the programme - Anglo Platinum is committed to give 20 unemployed graduates on-the-job experience to make them employable in the job market on a yearly basis with the possibility of eventually employing most them.

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

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. Table 21 presents Mogalakwena (PM)'s five-year plan for young graduates per discipline.

Table 21 Graduate Development Scheme Targets

Discipline		Actual	Forecast				
		2009	2010	2011	2012	2013	2014
1	Mining engineering	3	2	2	3	3	2
2	Metallurgical engineering	3	3	3	3	3	3
3	Geology	2	2	2	2	2	2
4	Mine surveying	0	1	1	1	1	1
5	Human resources	2	0	0	0	0	0
6	Finance and accountancy	2	1	1	1	1	2
7	Mech/Elect Engineering	0	3	3	3	3	3
8	Rock Engineering	2	1	1	1	1	1
	TOTAL	14	13	13	14	14	14

Note: Refer to Section 3 (Form R) for hard to fill vacancies specifically for Engineers, Metallurgists, Rock Engineers, Pit Surveyors and Section Geologists. The targets above intend not only to provide a steady pipeline supply of skills but also to address these 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 Mogalakwena (PM) to achieve the above targets:

- 6 Every year Mogalakwena (PM) plans the number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years;
- 7 Following a special national recruitment drive, the Company engages the successful applicants at the Anglo Platinum Group Development Centre;
- 8 These graduate trainees are then further developed by means of the discipline specific Graduate Development Program for on average 18 months;
- 9 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
- 10 Every Graduate has an Individual Development Charter and an appointed mentor and is given bi-annual appraisals.

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 and contractors

Table 21 Employment Equity Statistics, as per Form S– 2009 baseline: Enrolled employees

Occupational Level	Paterson Band	Male				Female				Foreign Nationals		Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female		Male	Female
Top management	F	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	E	1	0	2	5	1	0	1	0	1	0	11	0	0
Professionally qualified and experienced specialists and mid-management	D	42	1	0	48	10	1	0	21	4	0	127	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	189	5	0	99	42	1	0	31	29	1	397	1	0
Semi-skilled and discretionary decision-making	B	737	2	1	24	164	0	0	15	0	0	943	0	0
Unskilled and defined decision-making	A	144	1	0	4	31	0	0	0	0	0	180	0	0
Total enrolled employees		1113	9	3	180	248	2	1	67	34	1	1 658	1	0
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		1113	9	3	180	248	2	1	67	34	1	1658	1	0

Table 22 Employment Equity Statistics, as per Form S– 2009 baseline; Contractors

Occupational Level	Paterson Band	African	Coloured	Male Indian	White	African	Coloured	Female Indian	White	Total	Male Disabled	Female
Top management		0	0	0	0	0	0	0	0	0	0	0
Senior management	E	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	D	4	0	0	0	0	0	0	0	4	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	547	0	1	124	59	0	0	39	770	0	0
Semi-skilled and discretionary decision-making	B	35	0	0	2	4	0	0	0	41	0	0
Unskilled and defined decision-making	A	50	0	0	4	10	0	0	0	64	0	0
Total enrolled employees		636	0	1	130	73	0	0	39	879	0	0

7.2 Women in mining

7.2.1 Women in mining targets

Mokgalakwena (PM) will strive to reach the target of 26% women participation in mining by 2014. 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. Further, the company recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

Its women participation targets from 2010 to 2014 are reflected below in Table 23. Table 24 reflects women in core disciplines, which are Mining, Engineering and Metallurgical disciplines.

Table 23 Targets for Females enrolled at the Mine

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	27.2	3	26	6	30	7	34	8	34	8	34	8
D	Middle management	22.0	28	21	41	22.5	45	25	50	25	50	25	53
C	Junior management	16.3	65	14	135	15.6	170	16.7	190	16.7	225	16.7	245
B	Semi-skilled	20.1	190	20.6	241	21.6	262	23.12	270	23.12	275	23.12	280
A	Unskilled	13.3	24	13.7	13	15.9	15	17	16	17	19	17	20
Women enrolled		18.6	310	21	437	22	499	23	534	25	577	26	606
Total employees at the mine		1 658		2045		2250		2250		2250		2250	

**Note: percentages per Paterson Band represent the percentage of women of the total employees within that specific Band.*

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

**Note: Actual 2009 include all enrolled employees and paid contractors.*

Table 24 Targets for Female enrolled in Core Disciplines

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	9.09	1	18	2	18	2	18	2	18	2	18	2
D	Middle management	16.4	12	17	14	18	15	19	16	19	16	19	16
C	Junior management	10.8	34	9.2	55	10	75	11.5	85	11.5	89	11.5	95
B	Semi-skilled	16.3	128	17.5	158	18.8	160	19.9	170	19.9	180	19.9	185
A	Unskilled	12.9	20	11	9	12.9	11	17.6	15	17.6	15	17.6	15
Women in mining		14.5	195	14.8	238	14.8	263	16.2	288	17	302	17.6	313
Total employees at the mine		1 339		1608		1776		1776		1776		1776	

**Note: percentages per Paterson Band represent the percentage of women of the total employees within that specific Band.*

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

**Note: Actual 2009 include all enrolled employees and paid contractors.*

7.2.2 Strategy and objectives

Mogalakwena (PM) 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 25% black women of all new recruit based on a 10% annual attrition rate);
- Recruit 40% black women in all learnerships, graduate trainees and bursars;
- Providing preference to black women for skilled and management positions;
- Identify and create programs for current female employees with potential and 40% 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 25 below indicates the planned number of women to be trained and developed to meet the targets set by Mogalakwena (PM).

Table 25 Training and Development of Black Women

Specific interventions for women	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Learnerships	7	7	7	7	7	7
Supervisory Development Programme	5	8	8	8	8	8
Management Development Programmes	0	1	1	1	1	1
External Bursaries	2	3	3	3	3	3
Graduate Development Scheme	5	5	5	5	5	5

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 26.

Table 26 Recruitment Plan

Specific recruitment targets for women	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Total number of employees	1 658	2 045	2 250	2 250	2 250	2 250
Natural attrition @ 10%	165.8	204	225	225	225	225
Women to be recruited		50	65	32	0	0

7.2.4 Challenges and action steps

The challenges in achieving the above targets are outlined below:

- Due to the legalities (e.g. possession of a mine manager's ticket) associated with certain positions, especially on the E band (e.g. legal appointments), it might be difficult to find suitable female employees who meet the legal requirement; and
- 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, strictly in line with the identified positions, to be filled by females.

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;

- d) 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

Anglo Platinum will develop a demographically representative talent pool, ensuring effective career and succession planning to retain talent, and implement a sound mentorship programme to create a workplace that will support and respect all employees' values and cultures. The Mining Charter requires a target of 40% HDSA participation in management levels , D2 and above, by the year 2009. This document provides strategies to ensure that this target will be met (40% at E band and 40% at D band).

Table 27 forecasts the target percentages of HDSA in Management for Mogalakwena. 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 (D2 and above) at Mogalakwena (PM).

Table 27 Targets for HDSA Participation in Management

Employment Level		2009 Actual		2010		2011		2012		2013		2014	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	63.6	7	52.17	12	56.5	13	60.8	14	60.8	14	60.8	14
D	Middle management	59.0	75	50.56	110	52.5	125	55	128	55	131	55	131
Total HDSAs in management		59.4	82	60.7	122	61.9	138	63.6	142	65	145	65	145
Total mine management		138		201		223		223		223		223	
C	Junior management	67.5	268	40.2	300	43.5	390	45.8	410	45.8	410	45.8	410
B	Semi-skilled	97.4	919	93.3	950	93.9	975	94.4	980	94.4	980	94.4	980
A	Unskilled	97.7	176	88.8	80	86	81	86	81	86	81	86	81
Total HDSAs at operation		87.1	1 445	65	1 330	64.2	1 446	65.3	1 471	65.3	1 471	65.3	1 471
Total employees		1 658		2045		2250		2 250		2 250		2250	

*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 28 Targets for HDSA Participation in Management: Breakdown by Race and Gender

Employment level		2009 Actual													
		Male							Female						
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	9.1	2	18	2	0	0	9.1	1	9.1	1	0	0	0	1
D	Middle Management	33	43	0	1	0.8	1	7.8	12	0	0	0.8	1	16.5	17
Total HDSA in Management		31.1	45	1.4	3	0.7	1	7.9	13	0.7	1	0.7	1	15.2	18

Employment level		2010													
		Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	17.3	4	8.6	2	0	0	13	3	4.3	1	0	0	8.6	2
D	Middle Management	27.5	54	1	1	1	1	11.7	27	0	0	0	0	11.7	27
Total HDSA in Management		44.8	58	9.6	3	1	1	24.7	30	4.3	1	0	0	20.3	29

Employment level		2011													
		Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	21.7	4	8.6	2	0	0	17.3	3	4.3	2	0	0	8.6	2
D	Middle Management	31	66	1	2	1	2	12.5	31	0.8	1	0	0	10.5	23
Total HDSA in Management		52.7	70	9.6	4	1	2	29.8	34	5.1	3	0	0	19.1	25

Employment level		2012													
		Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	21.7	4	8.6	2	0	0	17.3	4	4.3	2	0	0	4.3	2
D	Middle Management	32	68	1	2	1	2	13.5	35	0.8	1	0	0	10	20
Total HDSA in Management		53.7	72	9.6	4	1	2	30.8	39	5.1	3	0	0	14.3	22

Employment level		2013													
		Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	21.7	4	8.6	2	0	0	17.3	4	4.3	2	0	0	4.3	2
D	Middle Management	33	68	1	2	1	2	15.5	38	0.8	1	0	0	9.5	20
Total HDSA in Management		54.7	72	9.6	4	1	2	32.8	42	5.1	3	0	0	13.8	22

Employment level		2014													
		Male						Female							
		African		Indian		Coloured		African		Indian		Coloured		White	
		%	No	%	No	%	No	%	No	%	No	%	No	%	No
E	Senior Management	21.7	4	8.6	2	0	0	17.3	4	4.3	2	0	0	4.3	2
D	Middle Management	33	68	1	2	1	2	17.7	41	0.8	1	0	0	8.7	17
Total HDSA in Management		54.7	72	9.6	4	1	2	35	45	5.1	3	0	0	13	19

7.3.2 Strategy and objectives

Mogalakwena (PM) has developed three main strategies to ensure that its Employment Equity targets are realistic and achievable. These will be to:

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

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 31 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;

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-track 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 will play a significant role in staff retention. Table 31 below presents a summary of training and development initiatives that have been implemented to fast-track the required number of HDSA candidates in the core disciplines of mining and engineering.

Table 29 Training and Development of HDSAs

Specific interventions for HDSA in Management	Actual	Number of candidates				
	2009	2010	2011	2012	2013	2014
Mine Manager Certificate /Engineering Certificate	1	2	2	2	2	2
Mine Overseer Certificate/ Junior Engineering Programme	0	3	3	3	3	3
Shift Supervisor Programme/ Engineering Foreman Certificate	10	5	5	5	5	5

7.3.3.3 Recruit externally for qualified staff, trainees and bursars

Mogalakwena (PM) will consider adopting the following measures to create additional employment opportunities for HDSA candidates:

- Place a discretionary moratorium on the appointment of non-designated individuals (non-HDSA) in the C, D and E (Junior management) Bands to facilitate space creation and to prevent further disproportionate growth in employee demographics;
- Offer early retirement packages to employees above 50 and then utilise them in a coaching capacity to transfer skills and experience to HDSAs designated for management and supervisory positions. Under such a policy, it will fall to 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;
- Shortlist those employees that cannot be accommodated in the current structure and consider them for positions in new projects, in project expansions or elsewhere in the Anglo Platinum Group;
- Transfer identified, non-designated employees to new expansions, and consider the possibility of seconding suitable candidates from other operations for a period of time; and
- Filling vacancies on a contract or temporary basis until suitably qualified candidates are developed.

External recruitment is targeted at qualified staff on the one hand, and graduate trainees and bursars on the other.

Retention strategy

Mogalakwena (PM) 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-sex hostels 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 counter-strategy and widening the focus to include white employees.

Working with trade unions to fight hiv/aids in the workplace

The seven trade unions and staff associations, which represent 83% of the Group's workforce, signed an historic HIV/AIDS agreement with Anglo Platinum 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 are distributed through the usual employee relations channels for implementation.

Mogalakwena (PM)'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.

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.

Providing a comprehensive care and support programme

Mogalakwena (PM) 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 Mogalakwena (PM), 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, TB prophylaxis, 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 ART medication when clinically indicated (traditional 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, and home-based care NGOs; 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 MOGALAKWENA MINE OPERATES

8.1 Socio-economic profile of Limpopo Province

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.

As the Provincial Growth and Development Strategy (PGDS) of the province, the economy of Limpopo 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.

8.1.1 Profiles of towns and villages within the Mogalakwena Local Municipality from which the mine sources labour

Mokopane

Mokopane is a town situated 35km from Mogalakwena Mine. Almost 80% of our employees are originally from this town and villages. It is estimated that labour sourced from the local is mainly of General Workers.

Social infrastructure includes:

- a) 37 Primary school and 25 Secondary school;
- b) Two hospital and 06 clinics;
- c) Household electricity;
- d) Reservoirs supplying water points; and
- e) Waste disposal services.

Mapela

Another major labour-sending area is the villages of Mapela which are located from 01-25km from Mogalakwena Mine. There are about 7 000 residents, of whom 70% are employees of the mine.

Social infrastructure includes:

- a) 17 Primary schools and 15 Secondary school;
- b) 10 clinics;
- c) Household electricity;
- d) Waste disposal services
- e) Water and Sanitation services

8.2 Mogalakwena Local Municipality

The town of Mokopane is located about 35km east-south of the provincial capital of Polokwane.

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. Mogalakwena Local Municipality has a very low adult literacy rate of 20% and the majority of the population has only a primary level of education. Schools in Mogalakwena are generally in good order, but those in rural areas lack facilities.

Water and Sanitation

Limpopo as a province has challenges with the water and sanitation infrastructure. Mogalakwena also has problems with the provision of all the people in Mapela and Mokopane. MPM has in partnership with Mogalakwena Municipality identified areas like schools and clinics as places with dire need for water provision and sanitation interventions. 16 schools and ECD's will be provided with water and sanitation, 03 clinics will be provided with ablution facilities for both patients and medical staff.

Key economic activities

Mining and Tourism are the main economic activity in the Mogalakwena Local Municipality, primarily in platinum, iron-ore, and copper. Platinum mining plays a major role in the area and further expansion of the current platinum mine is likely. Agriculture and hunting are also significant economic activities. Cattle farming is 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 contribute very little to the economy, although there is significant potential for the development of tourism.

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

9.1 Local Economic Development (LED) Budget Summary

Table 30 LED budget

FOCUS AREAS	Forecast					Total
	2010	2011	2012	2013	2014	
1. Poverty Alleviation	R10,900,000	R8,970,000	R22,635,000	R3,600,000	1,200,000	R47,305,000
4. Community Infrastructure	R650,000	R170,000.00	R185,000	R200,000	R215,000	R1,420,000.00
6. Education, training and skills development	R800,000	R700,000.00	R500,000	R500,000	R200,000	R2,700,000.00
7. Community Safety, health and welfare		R4,000,000	R1,000,000			R4,100,000.00
GRAND TOTAL	R12,350,000	13,840,000	24,320,000	R4,300,000	1,615,000	R55,525,000.00

Table 31 Mogalakwena LED projects 2010-2014

FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION			
1.1 ENTERPRISE DEVELOPMENT			
BACKGROUND <p>In line with Anglo Platinum policy, MOGALAKWENA (MPM) will identify 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. 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 and access other opportunities presented by other sectors of the economy around the mine. In addition opportunities will be ring fenced for emerging suppliers from this initiative. This will be achieved through supporting the development, growth and independence of SMMEs.</p> <p>Enterprise Development Support</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"> • Development and maintenance of data-base for host communities • Capacitate businesses by providing an advisory service; • Empower BEE companies to access procurement through a structured empowerment programme that offers training; • Identification of business opportunities through other partnerships • Non-financial assistance to new businesses specifically targeting people who have a business idea. • Identification of alternative funding sources. 		OBJECTIVES <ol style="list-style-type: none"> 1. To link SMME's to opportunities locally 2. To create an environment conducive to economic development 4. To contribute to the establishment of new businesses 4. To support and develop SMMEs 	
PERFORMANCE INDICATORS <ul style="list-style-type: none"> • Database of existing and new entrepreneurs within the host communities • Skills Needs and Market analysis report • Capacity building interventions 	TARGET GROUPS (beneficiaries) Communities and SMME operating within the mine community	LOCATION Mokopane Municipality	VALUE ADDED <ul style="list-style-type: none"> • Sustainable business entities • Sustainable Job creation for the community • Increase per capita income • Ultimate reduction of poverty

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION			
1.2 AGRICULTURE AND RURAL DEVELOPMENT			
<p>BACKGROUND</p> <p>Research reveals the agriculture sector is one sector that is able to create long term jobs when it comes to Small Medium and Micro Enterprises (SMME). Anglo Platinum recognises the fact that Agriculture will remain an important source of livelihoods in South Africa in the years to come specifically in the Limpopo and Provinces where we are operating. For the foreseeable future, the role of agriculture as the cornerstone of food security in these provinces will continue to be vital. It is therefore critical for the Company to take advantage of the already available skills base, technologies and markets established in these provinces to grow the economy in the same direction. Same has been prioritised for SMME support by the Mogalakwena Municipality, focusing on high value products like crop and stock farming, in both the IDP of the MM as well as in the Waterburg District Municipality's LED plan. In support of this development objective Anglo Plat has already established a Groenfontein Veggies Farm which is fully operational and is selling the produce to the Tshwane fresh produce. The pack house is being constructed and this project will be on a cluster system for the Pack House at Groenfontein Vegetable Garden. The Pack house will be utilised by all the other vegetable initiative that the Company is establishing in other areas around Mogalakwena.</p> <p>Anglo Platinum recognizes the potential to advance the Limpopo economy through the development of agribusiness, particularly agro-processing, and is paying attention to the need to strengthen the linkages of agriculture with agribusiness and agro-industries as a pathway to an agriculture-led economic transformation in the area. The tomatoes that will be produced will also be processed into dried tomatoes, bottled and sold to the local markets. The aim is to link the project with the olive oil project in our Der Brochen operation in the Sekhukhune area, where the dried tomatoes in olive oil will be produced.</p>		<p>OBJECTIVES</p> <ul style="list-style-type: none"> • To create an environment conducive to economic development • To contribute to the establishment of new businesses in Mogalakwena • To support and develop SMMEs • To create jobs • To enhance sustainable Mine Closure Plans. • To promote equity in the community. 	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Set up the corporate • Set up the required infrastructure • Take of agreements for the produce • Members trained in technical and business management skills; • Planting and harvesting of crops. 	<p>TARGET GROUPS (beneficiaries)</p> <p>Ga-Chaba and Ga-Molekane community members.</p>	<p>LOCATION</p> <p>Ga-Chaba and Ga-Molekane Villages</p>	<p>VALUE ADDED</p> <ul style="list-style-type: none"> • Assistance to the business community • A centre to help capacitate businesses • Job creation in the community • BEE companies offered needs-based training • Reduce unemployment in MLM by 25%

PROJECTS 1	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Vegetable Production Farms in Ga-Chaba and Ga-Molekane villages	MPM/Chaba & Molekane Communities	R2,500,000	R2 970 000	R 2 485 000	R 2000 000		R9,955,000
							IMPACT
Deliverables:							30 Jobs to be created; and more than 200 jobs at the Packhouse
• Set up a cooperative and infrastructure (30 members)		Q1					
• Train members in both technical and business management skills		Q1					
• Provide seed capital and market for the products		Q1-Q3					
• Production		Q4					
• Provide support to ensure sustainability			Q3	Q1-Q3	Q1-Q3		

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION								
1.2 AGRICULTURE AND RURAL DEVELOPMENT								
BACKGROUND Mapela Irrigation Scheme. This is a community initiative in partnership with the Provincial Department of Agriculture in Limpopo. The scheme will be planting crops like sunflowers, soya beans and other vegetables on a rotational basis to maximise soil performance. Various contact session between the department, AP and the community have been held. Engagements are underway with Mcain Frozen Vegetables and Pepperdew Contract Growers companies as the target market for the produce and off take agreements will be finalised in due course. The planting will be informed by what the client will require. A feasibility study of the entire project is being finalised. The scheme will also be linked with the Groenfontein Veggies and utilise the packhouse.				OBJECTIVES <ul style="list-style-type: none">To create an environment conducive to economic developmentTo contribute to the establishment of new businesses in MogalakwenaTo support and develop SMMEsTo create jobs and alleviate povertyTo promote equity in the community.				
PERFORMANCE INDICATORS <ul style="list-style-type: none">Set up the corporativeSet up the required infrastructureTake of agreements for the produceMembers trained in technical and business management skills;Planting and harvesting of crops.No of jobs created.		TARGET GROUPS (beneficiaries) Business communities and SMME, operating within the MLM	LOCATION Skimming Village		VALUE ADDED <ul style="list-style-type: none">Assistance to the business communityJob creation in the communityCommunity members offered needs-based trainingReduce unemployment in MLM			
PROJECTS 2		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
Mapela Irrigation Scheme		MPM/ Mapela community	R1,400 000	R250 000	R150 000	R100 000		R1,900 000
								Impact
Deliverables: <ul style="list-style-type: none">Set up a cooperative and infrastructure (25 members)			Q1					70 permanent jobs to be created.
<ul style="list-style-type: none">Members trained in both technical and business management skills			Q1					

• Provision of seed capital and identification of market for the products	Q2					
• Production	Q4					
• Provision of mentorship support to ensure sustainability		Q1-Q4	Q1-Q4	Q1-Q4		

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION							
1.2 AGRICULTURE AND RURAL DEVELOPMENT							
BACKGROUND Nguni Livestock Project: The rural communities have been involved in livestock farming for many years. Some of the Communities surrounding the mine’s lifestyle was affected with their resettlement to make way for the mining operation. It is in the light of the above that Mogalakwena Mine seeks to restore that lifestyle and in the process empower the community to turn what was originally just a lifestyle into an income generation initiative. This is an initiative in support of the local farmers who are farming on a small scale in Sterkwater. The Nguni is widely acknowledged to be the outstanding beef breed for optimal production under harsh African conditions. The demand for the cattle is high and IDC is the main client as they charged with distributing these breeds to communities through the CASP and Letsema Government initiatives. Further to that the demand for the Nguni beef and skin is currently very high within and outside the country. The Registered Average prices for Nguni cattle are as follows: <ul style="list-style-type: none">• Bulls – R21 100.00• Cow and calves- R9 000.00• Pregnant cows- R9 475.00 The small farmers will be breeding and selling live cattle to organisation such as the IDC and also to other farmers in need of Nguni cattle. The farmers will form a cooperative and be registered according. A startup of 100 cattle will be bought for the farmers and required infrastructure will be set up. The grazing land has already been made available by the operation which is within mine lease area. It will be implemented in partnership with the Department of Agriculture and will use a feedlot system.				OBJECTIVES <ul style="list-style-type: none">• To create an environment conducive to economic development• To contribute to the establishment of new businesses in Mogalakwena• To support and develop SMMEs• To create jobs			
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Set up the corporative• Members trained in technical and business management skills;• Cattle farming up and running.		TARGET GROUPS (beneficiaries) Small scale farmers in the Armoede community	LOCATION Ga-Sekhaolelo (Armoede) Community		VALUE ADDED <ul style="list-style-type: none">• Assistance to the business community• A centre to help capacitate businesses• Job creation in the community.		
PROJECT 3		RESPONSIBILITY	TIMEFRAME				
Nguni Livestock Project.		MPM, Dept of Agriculture Limpopo	2010	2011	2012	2013	2014

			R 2,500 000	R 2,000,000			R4,500,000
Deliverables:							
<ul style="list-style-type: none"> • Identification and engagement with existing stakeholders on initiative 		Q1					
<ul style="list-style-type: none"> • Set-up and Registration of the corporative 		Q1					
<ul style="list-style-type: none"> • Set up of infrastructure 		Q2-Q3					
<ul style="list-style-type: none"> • Identification of market for the products 		Q3					
<ul style="list-style-type: none"> • Provision of feedlot capital 			Q1				
<ul style="list-style-type: none"> • Provision of Start-up support (technical and business management skills) 			Q2				
<ul style="list-style-type: none"> • Support to access markets and mentorship to ensure sustainability 			Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION							
1.2 AGRICULTURE AND RURAL DEVELOPMENT							
BACKGROUND Poultry Project: The rural communities have been involved in livestock farming for many years. Some of the Communities surrounding the mine’s lifestyle was affected with their resettlement to make way for the mining operation. It is in the light of the above that Mogalakwena Mine seeks to restore that lifestyle and in the process empower the community to turn what was originally just a lifestyle into an income generation initiative. This is an initiative in support of the local farmers who are farming on a small scale in Rooibokfontein. The land has already been made available by the Ntona Puka, the Department of Agriculture has assesses the area for the project and is also assisted in the writing of a profitable business plan. A co-operative by the name of Baithuti has already been formed and officially registered. The project will be implemented in partnership with the Department of Agriculture. The project will involve the selling of life chicken, the eggs and also be supplying frozen chicken using the abattoir in Lebowaqomo. The Department has in its plan the construction of the abattoir within the Waterburg district and such plans will be explored and the mine will contribute once the plans are finalised.				OBJECTIVES <ul style="list-style-type: none">• To create an environment conducive to economic development• To contribute to the establishment of new businesses in Mogalakwena• To support and develop SMMEs• To create jobs			
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Set up the corporative• Members trained in technical and business management skills;• Poultry farming project up and running.	TARGET GROUPS (beneficiaries) Small scale farmers in the Rooibokfontein community	LOCATION Ga-Puka (Rooibokfontein) Community		VALUE ADDED <ul style="list-style-type: none">• Assistance to the business community• A centre to help capacitate businesses• Job creation in the community.			
PROJECT 3	RESPONSIBILITY	TIMEFRAME					
Poultry Project.	MPM, Dept of Agriculture Limpopo	2010	2011	2012	2013	2014	
			R 2,500 000	R 2,000,000			R4,500,000
Deliverables: <ul style="list-style-type: none">• Identification and engagement with existing stakeholders on initiative		Q1					

• Set-up and Registration of the corporative	Q1					
• Set up of infrastructure	Q2-Q3					
• Identification of market for the products	Q3					
• Provision of Poultry start-up capital		Q1				
• Support to ensure sustainability			Q1-Q4			

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION								
1.4 BUCKET AND BOWL REPAIR SHOP								
BACKGROUND Bucket and Bowl repair shop. This is an initiative by Anglo Platinum to establish a community owned business that will repair mine buckets locally instead of continuously repairing outside the Municipality. This cooperative will be owned jointly by the local community and a technical partner to be sourced. Although the initiative will be depended on the mine, other clients will be sources to ensure the long term sustainability of the initiative. This will also include diversifying the business to look at other business opportunities other than just bucket repairs. Those opportunities will be explored at a later stage.				OBJECTIVES <ul style="list-style-type: none">To create an environment conducive to economic developmentTo contribute to the establishment of new businesses in MogalakwenaTo support and develop SMMEsTo create sustainable jobsTo enhance sustainable Mine Closure Plans.				
PERFORMANCE INDICATORS <ul style="list-style-type: none">A fully operational BusinessTraining programme in place to capacitate BEE companies.Number of People trainedNumber of jobs created.		TARGET GROUPS (beneficiaries) Business communities and SMME, operating within the MLM	LOCATION Mogalakwena Mine		VALUE ADDED <ul style="list-style-type: none">Assistance to the business communityJob creation in the communityReduce unemployment in MLM by 25%SMME Empowerment.			
PROJECT		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
Bucket & Bowl Repair Workshop			R6,000,000					R6,000,000
								IMPACT
Deliverables: <ul style="list-style-type: none">Construction of the Workshop			Q1-Q4					50 jobs to be created
<ul style="list-style-type: none">Train members of the Cooperative				Q1-3				
<ul style="list-style-type: none">Provision of mentorship support to ensure sustainability					Q3-Q4			

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION								
1.4 WEAR AND TEAR SUPPLY WORKSHOP								
BACKGROUND Wear and Tear Workshop. This is an initiative by Anglo Platinum to establish a community owned business that will supply the Mine with wear and tear material like hoses locally instead of continuously sourcing the material outside the Municipality area. This cooperative will be owned jointly by the local community and a technical partner to be sourced. Although the initiative will be depended on the mine, other clients will be sources to ensure the long term sustainability of the initiative. This will also include diversifying the business to look at other business opportunities other than just wear and tear supply. Those opportunities will be explored at a later stage.				OBJECTIVES <ul style="list-style-type: none">To create an environment conducive to economic developmentTo contribute to the establishment of new businesses in MogalakwenaTo support and develop SMMEsTo create sustainable jobsTo enhance sustainable Mine Closure Plans.				
PERFORMANCE INDICATORS <ul style="list-style-type: none">A fully operational BusinessTraining programme in place to capacitate BEE companies.Number of People trainedNumber of jobs created.		TARGET GROUPS (beneficiaries) Business communities and SMME, operating within the MLM	LOCATION Mokopane Industrial Site.		VALUE ADDED <ul style="list-style-type: none">Assistance to the business communityJob creation in the communityReduce unemployment in MLM by 25%SMME Empowerment.			
PROJECT		RESPONSIBILITY MPM, MLM	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
Wear and Tear Workshop				R1,000 000				R1,000,000
								IMPACT
Deliverables: Feasibility Study of the Workshop				Q1				50 jobs to be created
Form and register a cooperative				Q2				
Formalise off take agreements with mine				Q2				
Training beneficiaries in business management and administration								

FOCUS AREAS 1: JOB CREATION AND POVERTY ALLEVIATION							
1.6 TOURISM AND RURAL DEVELOPMENT							
BACKGROUND Groenfontein Lodge. As the Provincial Growth and Development Strategy (PGDS) of the province, the economy of Limpopo 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. MPM in partnership with Mogalakwena Municipality is rekindling the tourism strategy of Mapela. Groenfontein Lodge will be funded by the Mine in and will be managed by the Sterkwater Community. The funding model of the Lodge includes training of staff in the hospitality industry and ownership of the project will be given to the staff and community through a trust which ensure its growth and sustainability.				OBJECTIVES <ul style="list-style-type: none">To create an environment conducive to economic developmentTo contribute to the establishment of new businesses in MogalakwenaTo support and develop SMMEsTo create jobsTo enhance sustainable Mine Closure Plans.To promote equity in the community.			
PERFORMANCE INDICATORS <ul style="list-style-type: none">A fully operational Lodge in MapelaTraining programme in place to capacitate members of the Cooperative.BEE companies in the hospitality industry attending training interventionsNumber of related BEE Companies accessing business opportunities from the Lodge.	TARGET GROUPS (beneficiaries) Business communities and SMME, operating within the MLM	LOCATION Sterkwater Community		VALUE ADDED <ul style="list-style-type: none">Assistance to the business communityJob creation in the communityBEE companies offered needs-based trainingReduce unemployment in MLM by 25%			
PROJECTS	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Groenfontein Lodge.							R17,500 000
			R1,800,000	R15,000,000	R500,000	R200 000	IMPACT
<ul style="list-style-type: none">Identification and engagement with existing stakeholders on initiative			Q1				About 50 permanent jobs will be created, with an additional 20 temporary

• Feasibility studies and market research for the identified business ideas		Q2-Q3			
• Number of cooperatives set up		Q2-Q3			
• Training of members of the corporative		Q4			
• Provision of start-up capital for the businesses infrastructure			Q2		
• Support to access markets and mentorship to ensure sustainability			Q3-Q4	Q1-Q4	Q1-Q4

FOCUS AREA 2: BASIC INFRASTRUCTURE

2.1 INFRASTRUCTURE SUPPORT FOR COMMUNITIES

BACKGROUND Surrounding villages of the Mine requires certain infrastructure to uplift the existing communities. The following projects in conjunction with various stakeholders such as Government Departments, NGO's, Mogalakwena Local Municipality will be implemented to ensure overall development of our host communities. a) Public Toilets at 3 public Clinics. b) Water provision at ECD Centres c) Sanitation at Schools. d) Drop-in Centre in Mokopane e) Revamping of old Seritarita School.		OBJECTIVES <ul style="list-style-type: none"> • Contribute towards the upliftment of the communities by providing and establishing required infrastructure. • Partnership with Government to ensure service delivery • Job creation within the communities during the construction of said infrastructure; and in our procurement opportunities. • Skills development to facilitate placement beyond construction of the said infrastructure. 	
PERFORMANCE INDICATORS <ul style="list-style-type: none"> • Public Toilets build at 3 clinics. • Provision of water at ECD Centres : 4 per annum • Provision of sanitation at schools 	TARGET GROUPS (beneficiaries) <ul style="list-style-type: none"> • Patients and nurses at clinics • Learners and teachers at ECD Centres • Learners and teachers 	LOCATION Mapela and Mokopane Villages	VALUE ADDED Contributes towards infrastructure development in the Communities. Enhancing Mine Closure Plan

	at Schools						
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Build Public Toilets at 3 Local Clinics.	MPM	R500,000	R0	R0	R0	R0	R500,000
Deliverables		Q1					IMPACT
• Stakeholder engagement							Patience and staff members at the Clinic
• Agreements with relevant stakeholders		Q1					
• Designs and Planning approval by DOH		Q1-2					
• Appointment of Service Providers		Q2					
• Construction of the Public Toilets		Q3					
• Project Hand-Over		Q4					

FOCUS AREA 2: BASIC INFRASTRUCTURE							
2.4 WATER AND SANITATION							
BACKGROUND Limpopo as a province has challenges with the water and sanitation infrastructure. Mogalakwena also has problems with the provision of water to the surrounding communities of Mapela and Mokopane. MPM has in partnership with Mogalakwena Municipality identified areas like schools and clinics as places with dire need for water provision and sanitation interventions. In order for the country to create a conducive learning and training environment, water and sanitations are basic need and cannot be ignored. The health and welfare of our children are compromised if the places where they spent most of the time cannot provide them with basic service. To this effect the mine will provide water and sanitation to ECD centres around the area.				OBJECTIVES <ul style="list-style-type: none">Contributes towards infrastructure development in the Communities.To create temporary jobTo promote equity in the community.			
PERFORMANCE INDICATORS a) Water provision at ECD Centres b) Sanitation at Schools.	TARGET GROUPS (beneficiaries) Learners and teachers At various schools.	LOCATION Mokopane and Mapela Communities	VALUE ADDED <ul style="list-style-type: none">Contributes towards infrastructure development in the Communities.Enhancing Mine Closure PlanTo create an environment conducive to learning and teaching.				
PROJECT 2	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Water Provision at ECD Centres : 4 Per Annum	MPM	R150,000	R170,000	R185,000	R200,000	R215,000	R920,000
Deliverables <ul style="list-style-type: none">Stakeholder engagement		Q1	Q1	Q1	Q1	Q1	IMPACT
<ul style="list-style-type: none">Agreements with relevant stakeholders		Q1	Q1	Q1	Q1	Q1	All Pupils at the ECD Centres will benefit
<ul style="list-style-type: none">Designs and Planning approval		Q2	Q2	Q2	Q2	Q2	
<ul style="list-style-type: none">Appointment of Service Providers		Q2	Q2	Q2	Q2	Q2	
<ul style="list-style-type: none">Project Hand-Over		Q3-Q4	Q3-4	Q3-4	Q3-4	Q3-4	

FOCUS AREA 2: BASIC INFRASTRUCTURE								
2.3 WATER AND SANITATION								
BACKGROUND Limpopo as a province has challenges with the water and sanitation infrastructure. Mogalakwena also has problems with the provision of water to the surrounding communities of Mapela and Mokopane. MPM has in partnership with Mogalakwena Municipality identified areas like schools and clinics as places with dire need for water provision and sanitation interventions. In order for the country to create a conducive learning and training environment, water and sanitation are basic need and cannot be ignored. The health and welfare of our children are compromised if the places where they spent most of the time cannot provide them with basic service. To this effect the mine will provide water and sanitation to ECD centres around the area.				OBJECTIVES <ul style="list-style-type: none">• Contributes towards infrastructure development in the Communities.• To create temporary job• To promote equity in the community.				
PERFORMANCE INDICATORS a) Water provision at ECD Centres b) Sanitation at Schools.		TARGET GROUPS (beneficiaries) Learners and teachers At various schools.	LOCATION Mokopane and Mapela Communities		VALUE ADDED <ul style="list-style-type: none">• Contributes towards infrastructure development in the Communities.• Enhancing Mine Closure Plan• To create an environment conducive to learning and teaching.			
PROJECT 3		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	TOTAL
Sanitation at Schools 4 Per Annum		MPM	R600,000	R650,000	R700,000	R750,000		R2,700,000
								IMPACT
Deliverable <ul style="list-style-type: none">• Stakeholder engagement			Q1	Q1	Q1	Q1		All learners and staff members will benefit from the project
<ul style="list-style-type: none">• Agreements with relevant stakeholders			Q1 -2	Q1 -2	Q1 -2	Q1 -2		
<ul style="list-style-type: none">• Designs and Planning approval by DoE			Q2	Q2	Q2	Q2		
<ul style="list-style-type: none">• Appointment of Service Providers• Testing of Water			Q2 -3	Q2 -3	Q2 -3	Q2 -3		
<ul style="list-style-type: none">• Project Hand-Over			Q3	Q3	Q3	Q3		

FOCUS AREA 2: COMMUNITY INFRASTRUCTURE							
2.4 : RENOVATION AND CONVERSION OF OLD SERITARITA SCHOOL INTO A TRAINING CENTRE							
BACKGROUND The need for adequate and good quality schooling is very important for the community and Anglo Platinum’s future developments. Neighbouring communities lack the availability and capacity for proper schooling environment to cater for the growing needs of the growing environment. MOGALAKWENA (MPM) main infrastructure project for education is the Seritarita Training Academy. The new school is ready for handover in 2010. A total of about R 18 million has been put into the project. The ‘old’ School will relocate to the new one giving space for the old infrastructure to be refurbished and used as a training centre for portable skills.					OBJECTIVES To restructure and refurbish old Seritarita School into a Training Academy to assist all local communities with portable skills.		
PERFORMANCE INDICATORS Successful refurbishment of the old school into a Training Academy within the stipulated time frame.	TARGET GROUPS (beneficiaries) Mapela/Mokopane Communities	LOCATION 1. Mapela			VALUE ADDED <ul style="list-style-type: none">Contribute towards quality of educationDevelop infrastructure to satisfy capacity needEnhance Mine Closure Plans		
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	IMP[ACT
Mapela Training Centre	MPM	R 500 000					100 per annum learners will be trained.
Deliverables: <ul style="list-style-type: none">Engagement with all relevant stakeholders		Q1					
<ul style="list-style-type: none">Identification and confirmation of the Training Centre needs		Q2					
<ul style="list-style-type: none">Appointment of Service Providers		Q2					
<ul style="list-style-type: none">Refurbishment of existing structure		Q3					
<ul style="list-style-type: none">Hand over to the Authorities.		Q4					

FOCUS AREA 3: EDUCATION AND SKILLS DEVELOPMENT

3.1 EARLY DEVELOPMENT AND GENERAL EDUCATION AND TRAINING (GET)

BACKGROUND

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 to implement Education interventions with numerous schools and ECD Centres in Limpopo. The initiative will start at the early development stage and build that capacity from the foundation phase. It is clear that focusing only at Further Education will not yield the required results as it might already be too late as such building such skills from day 1 at ECD level and General Education and Training Level is critical to the company. The programme include:

- Supply of additional/ alternative study material and educational equipments and toys that will facilitate easy learning for children;
- Training of teachers in the use of the materials
- Assisting teachers with alternative teaching methods that facilitate effective learning and teaching for both learners and teachers; including lesson planning
- On the job assistance and support by the provider to the teachers (in the classroom)

Monitoring and rewarding good performance for both learners and teachers.

OBJECTIVES

- Increase the number of learners studying maths and science
- Increase the pass rate achieved in the areas of maths and science
- Develop the capacity of maths and science educators
- Support the provision of environment conducive for learning

PERFORMANCE INDICATORS

- Increase pass rate in maths and science
- Sustain the results

TARGET GROUPS

(beneficiaries)

Grade 10-12 learners
Maths and Science Educators
Grade R teachers
School governing bodies
Department of Education

LOCATION

Mogalakwena Local Municipality

VALUE ADDED

- Pipeline development
- Labour pool

PROJECT 1	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	IMPACT
Early Childhood Development & General Education and Training	CED Manager, Schools Management, DOE	Operations will share in the Corporate budget of R20m per annum towards Education					Reach at least 300 learners and 30 educators per annum
Deliverable							
• Appointment of service provider		Q1	Q1	Q1			
• Identification of beneficiary schools		Q1	Q1	Q1			
• Commence with learners support		Q1-Q3	Q1-Q3	Q1-Q3			
• Provide infrastructure 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			

FOCUS AREA 3: EDUCATION AND SKILLS DEVELOPMENT

3.2 FURTHER EDUCATION AND TRAINING (FET) PHASE

BACKGROUND

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 to implement Education and Skills Development interventions and further education institutions in Limpopo and the Northwest provinces. The targeted schools and learners will also be given priority when applying for the Anglo Bursary for tertiary studies in line with the requirements. The Company insist that the provider appointed utilizes the teachers already in the system for the additional support to improve their capacity and at the same time ensuring sustainability beyond the company's involvement: The FET Maths and Science programme will include;

- Providing additional learning material to the learners;
- On-line support in terms of study tips and dealing with difficult learning areas.
- Additional Saturday classes for the learners;
- Exam preparation support to the learners.

OBJECTIVES

- Increase the number of learners studying maths and science
- Increase the pass rate achieved in the areas of maths and science
- Develop the capacity of maths and science educators
- Support the provision of environment conducive for learning

PROJECT 2	RESPONSIBILITY	TIMEFRAME					IMPACT
		2010	2011	2012	2013	2014	
Maths, Science and Technology	CED Manager, Schools Management, DOE	Operations will share in the Corporate budget of R20 per annum towards Education					
Deliverable							
• Appointment of service provider		Q1	Q1	Q1			
• Identification of beneficiary schools		Q1	Q1	Q1			
• Commence with learners support		Q1-Q3	Q1-Q3	Q1-Q3			

<ul style="list-style-type: none"> • Provide infrastructure and required equipment/ material in partnership with the Department of Education where there is need 	Q1-Q4	Q1-Q4	Q1-Q4			
<ul style="list-style-type: none"> • Monitor and evaluate project against expected outputs 	Q1-Q4	Q1-Q4	Q1-Q4			
<ul style="list-style-type: none"> • Review programme 			Q4			

FOCUS AREA 3: EDUCATION AND SKILLS DEVELOPMENT

3.3 EDUCATOR DEVELOPMENT

BACKGROUND

Building the capacity and skills of the Maths and Science Teachers is critical in ensuring the sustainability of the results will be achieved and the programme in general that are as a result of this Anglo initiative. As such the main focus of development will be on the educators, to provide them with additional teaching aids, alternative teaching methods and creating a network of support for teachers to communicate and share the knowledge and information in this field. The teacher will be offered workshops and be provided with support throughout the implementation of the programme. The focus will be on educators in the very schools where we will be intervening from ECD level to FET level. The programme is implemented in consultation and in partnership with the Department of Education at both the provincial and district levels.

OBJECTIVES

- Increase the pass rate achieved in the areas of maths and science
- Develop the capacity of maths and science educators
- Support the provision of environment conducive for learning

PROJECT 3	RESPONSIBILITY	TIMEFRAME					IMPACT
		2010	2011	2012	2013	2014	
Educator Development	CED Manager, Schools Management, DOE	Operations will share in the Corporate budget of R20 per annum towards Education					All Maths and Science Educators per annum from all the schools and ECD centres.
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			

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT							
3.4. COMMUNITY PORTABLE SKILL TRAINING PROGRAM							
BACKGROUND Most of the local communities do not have skills that will make them either employable by companies or to start their own business. MPM will support a number of initiatives aimed at developing portable skills to empower the surrounding communities. The aim will be to provide training for out-of-school youth and to enable them to develop broad-based skills that are relevant to realistic work opportunities both inside and outside the mining operation. Multi-purpose and community centres will be equipped to support this initiative. 							

• Appointment of service providers	Q3	Q3	Q3	Q3		
• Training and support	Q3	Q3	Q3	Q3		
• Linkage with Business and/or job opportunities		Q4	Q4	Q4	Q1-Q2	

FOCUS AREA 4: COMMUNITY SAFETY HEALTH AND WELFARE							
4.1 BUILDING AND CONSTRUCTION OF CHBC CENTER							
BACKGROUND Primary Health Care is critical for a community’s health and therefore MPM has been intimately involved in running and assistance of clinics, construction of Centres for vulnerable children and supplying clinics with equipment. The Mapela villages have a population of over 45 000 people and unemployment levels are high. Lack of income prevents many community members from accessing medical facilities, and other are not able to take themselves to those facilities. The need for Home based care is growing and attention is given by both public and private sector organisations. In addition the effects of HIV and AIDS continue to haunt the country and a need for the centre to take care of orphans and vulnerable children is huge. MPM will invest in the centre for the home based care givers to manage their activities and also to cater for the needs of the elderly and the orphans and vulnerable children.				OBJECTIVES Enhance Home Based Care Services in Communities To enhance the provision of Primary Health Care to benefit surrounding communities and to make it accessible. To assist government in health service delivery To develop Health care infrastructure to the community			
PERFORMANCE INDICATORS <ul style="list-style-type: none">Provision of a health Care services to Communities MPM.Number of community members benefiting. Number of temporary and permanent jobs created.	TARGET GROUPS (beneficiaries) Mapela/Mokopane Communities	LOCATION 1. Mapela and Mokopane villages			VALUE ADDED <ul style="list-style-type: none">Contribute towards quality of educationDevelop infrastructure to satisfy capacity needEnhance Mine Closure Plans		
PROJECT	RESPONSIBILITY	TIMEFRAME					
Construction Of Chbc Center	MPM	2010	2011	2012	2013	2014	TOTAL
				R2,000,000	R500,00	R0	R2,500,000
Deliverables: <ul style="list-style-type: none">Stakeholder engagement and finalisation of project agreements		Q2-Q4					IMPACT
<ul style="list-style-type: none">Designs and drawing approved by DOH			Q4				Number of community members to be benefit: 6000 People to benefit from the clinics
<ul style="list-style-type: none">Appointment of service providers				Q1-Q2			
<ul style="list-style-type: none">Construction				Q3-Q4			
<ul style="list-style-type: none">Provision of required Equipments					Q3		
<ul style="list-style-type: none">Hand over to the DOH and the Community					Q4		

FOCUS AREA 4: COMMUNITY SAFETY HEALTH AND WELFARE							
4.2 SUPPORT FOR THE DROP-IN-CENTRE							
BACKGROUND Surrounding villages of the Mine requires certain infrastructure to uplift the existing communities. The Drop-in Centre will be undertaken as a project in conjunction with various stakeholders such as Government Departments, NGO’s and Mogalakwena Local Municipality. It will be implemented to ensure overall development of our host communities particularly the vulnerable children and the elderly. The centre will be used for the facilitation of services to cater for the elderly and the orphans and vulnerable children.. The support in the form of food parcels and other services from The Department of Social Development will be facilitated from this centre.				OBJECTIVES <ul style="list-style-type: none">Contribute towards the upliftment of the communities by providing and establishing required infrastructure.Partnership with Government to ensure service deliveryJob creation within the communities during the construction of said infrastructure; and in our procurement opportunities.Skills development to facilitate placement beyond construction of the said infrastructure.			
PERFORMANCE INDICATORS Construction of a Drop-in Centre	TARGET GROUPS (beneficiaries) Vulnerable children and elders.	LOCATION Mapela and Mokopane Villages	VALUE ADDED Contributes towards infrastructure development in the Communities. Enhancing Mine Closure Plan				
PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Project 4: Drop-in Centre in Mokopane : A Letuke	MPM		R2,000,000	R500,000			R2,500,000
Deliverable			Q1	Q1			Orphans and vulnerable children and Elders in the village.
<ul style="list-style-type: none">Stakeholder engagement							
<ul style="list-style-type: none">Agreements with relevant stakeholders			Q1	Q1			
<ul style="list-style-type: none">Designs and Planning approval			Q2				
<ul style="list-style-type: none">Appointment of Service Providers			Q2 -3	Q2			
<ul style="list-style-type: none">Construction of the Centre			Q2-3				
<ul style="list-style-type: none">Project Hand-Over			Q4	Q4			

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

10.1 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 Mogalakwena (PM) 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. Mogalakwena (PM) 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.

10.2 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. Mogalakwena (PM) will enhance the quality of life of all employees through providing improved housing, infrastructure and basic services. Mogalakwena (PM) 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.

Mogalakwena (PM), through the Group Housing Unit, will engage with local, provincial and national government to improve the quality and effectiveness of local IDPs.

10.3 Strategy and objectives

Mogalakwena (PM) 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, Mogalakwena (PM) 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. Mogalakwena (PM) 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;

Mogalakwena (PM) only provides company-owned housing to D2 and above Paterson-graded employees. All other employees will be responsible for their own housing through home ownership or rental accommodation.

Junior employees live in areas that are defined as tribal land which means bank financing for home ownership is not possible due to restricted definitions of land and property related to tribal land.

No hostel accommodation is available at Mogalakwena (PM).

10.3.1 Encouraging sustainable communities through home ownership

Mogalakwena (PM) 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. Mogalakwena (PM) 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 Mogalakwena (PM).

Mogalakwena (PM) 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 Mogalakwena 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 Mogalakwena 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 Mogalakwena Mine.

TABLE 1	
Employee Level	HRSS 2009-2010 Mogalakwena
A1 to B2	R 1458
B3	R 1657
B4	R 1700
B5	R 2479
B6	R 2868
B7	R 3337
C1	R 3882
C2	R 4284
C3	R 4600
C4	R 4910
C5	R 5235
D1	5556

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 Mogalakwena (PM). 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.

TABLE 2 : HOA 2009-2010	
Employee Level	On basic salary structure
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. A subsidy from Anglo Platinum will encourage Local Property Developers 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.

Local Property Developers

Anglo Platinum will be encouraging the local property developers to provide a long term housing solution to enable the creation of a housing market that will be suitable for Mogalakwena employees. The company will facilitate home ownership through the Home Ownership allowance scheme between Mogalakwena employees, property developers, financial institutions and subsidies provided by the Limpopo Department of Housing. It is believed that this option will satisfy the limited housing need in the Mogalakwena (PM).

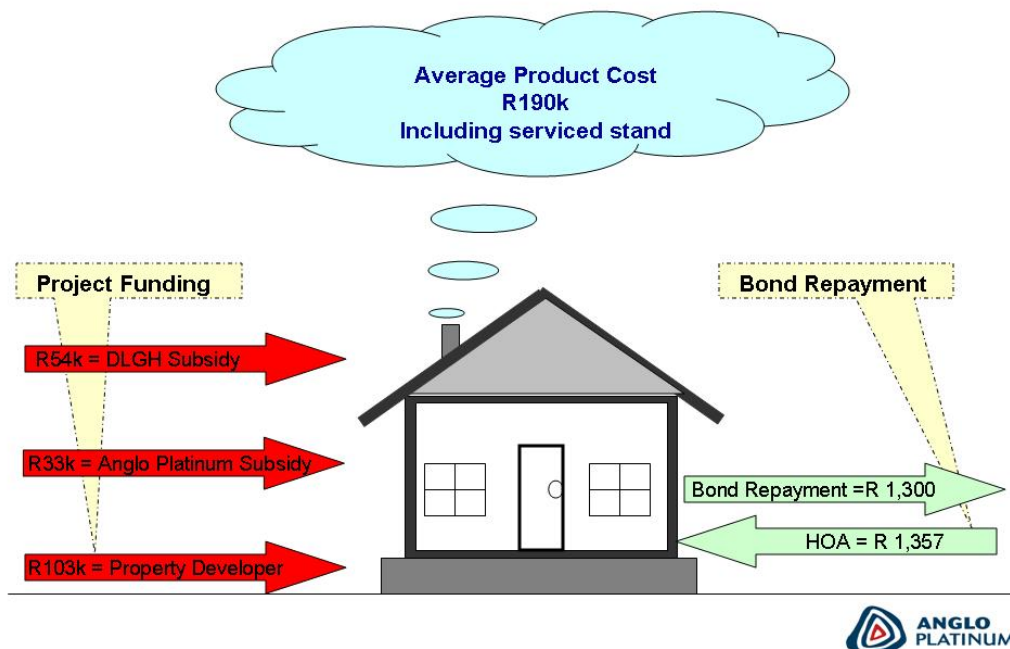
The Funding Model

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)

Mogalakwena (PM) employees in the management Bands are on a total package-based remuneration scheme. In terms of this package the mine is offering employees the option either to stay in company-owned housing or to source alternative accommodation.

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

As Mogalakwena (PM) has no hostels, Regulation 46 (c) (v) does not apply to this Social and Labour Plan.

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

12.1 Introduction

MOGALAKWENA (PM) 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 political imperative of South Africa becoming a more inclusive society, particularly in terms of the benefits from the mainstream market economy.

During 2009, Mogalakwena (PM) procured R122 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 R248 million. It can be assumed therefore that a 15% local procurement target in 2012 could benefit the Province with approximate R372 million.

12.2 The supply of goods and services to Mogalakwena (PM)

Procurement at Mogalakwena (PM) will fall into these categories:

- a) Capital expenditure
 - i) New 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 put 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 or 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 Mogalakwena (PM) 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 stake².

apply to total discretionary spend placed with HDSA vendors apply to total discretionary spend placed with HDSA vendors.

Table 32 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

HDSA-owned means a minimum of 50,1% ownership. HDSA-empowered means a minimum of 26% HDSA ownership.

12.6 Local Procurement

MOGALAKWENA (RPM) 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 **Error! Not a valid bookmark self-reference.**, the target for local HDSA procurement has been adjusted to 15% by 2012.

In line with Anglo Platinum policy, Mogalakwena (PM) 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.

12.7 Objectives and action plans

12.7.1 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 Mogalakwena (PM)'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. Mogalakwena (PM) must also actively contribute to the Anglo Platinum group-wide objectives.

Specific objectives for Mogalakwena (PM) 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 MOGALAKWENA (RPM) 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 SMME vendors;

- h) Establish links with Quadrem; and
- i) Enhance tender capabilities via Quest.

12.7.2 Action Plans

The following **action steps** will enable Mogalakwena (PM) to achieve the above objectives and targets as per **Error! Not a valid bookmark self-reference.:**

- 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 Mogalakwena (PM) 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.

12.7.3 SMME projects

In line with Anglo Platinum policy, Mogalakwena (PM) will identify 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. 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. The following cooperatives have been identified to be supported by MOGALAKWENA RPM):

COOPERATIVE 2: Bucket repair shop: This is an initiative by Anglo Platinum to establish a community owned business that will repair mine buckets locally. Mogalakwena (PM) will spend R 20 million over the next two years on this project. This cooperative will be owned jointly by the local community and a technical partner to be sourced.

The **Bucket and Bowl Workshop** is one the flagship projects that aims to contribute significantly to the LED strategy of Mogalakwena. This is a technical facility that will be directed to the development of a Bucket repair shop and related services at a cost of R20 million. The initiative will facilitate the establishment of a community owned business that will repair mining truck buckets and bowls and other steel related work, locally. The mine will provide financing to establish the business and guarantee of steady flow of business towards the business. This business is owned jointly by the local community and a technical partner.

Benefits to the community:

- a) Job creation via direct employment and indirectly through local procurement, supporting services and community development activities of the business.
- b) Improvement of local technical skills through training and development.
- c) Ownership of a high value asset and earnings by the community.

The following steps will be taken during 2008 and 2009 to establish this venture at a cost of R 10 000 per annum for two years:

- a) Set up the cooperative;
- b) Train members of the cooperative; and
- c) Construct the shop.

12. 8 Preferential procurement policy

12.8.1 Criteria

Suppliers to Mogalakwena (PM) 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^{3,4} in both capital and operating expenditure will be afforded to HDSA-owned or HDSA-empowered companies⁵.

This preference will be ranked in terms of:

- a) HDSA-owned companies > 50,0%;
- b) HDSA-empowered companies > 25,0%;
- c) HDSA-influenced companies 5,0-25,0 %; and
- d) 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.

12.8.2 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 Mogalakwena (PM) 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;

³ 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.

⁴ See definitions in glossary under total discretionary spend and procurement spend.

⁵ Such expenditure will exclude employee wages and salaries but will include contractors.

- 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 Mogalakwena (PM) 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.

12.8.3 Procedures

MOGALAKWENA (PM)'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 Mogalakwena (PM)'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 Mogalakwena (PM)'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) MOGALAKWENA (PM) will also participate in various complementary mining industry initiatives such as the South African Mining Preferential Procurement Forum (SAMPPF);
- 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 (SARS), 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.

12.8.4 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 database⁶. 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.

13.5.5 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.

12.8.6 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.

⁶ A central database of HDSA suMogalakwena (PM) a Section of RPMiers is kept by the Group SuMogalakwena (RPM) a Section of RPMy Chain and will represent the sole source of HDSA suMogalakwena (RPM) a Section of RPMier status organisations. The listing will be continuously updated and will be audited annually by Internal Audit.

Table 33 Breakdown of Mine Procurement, as per Form T from Annexure II of the MPRDA Regulations

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
			% of total capital goods procured	% of total services procured	% of total consumables procured
African Explosives Limited	1 Platinum Drive Modderfontein 1645	25,1% - 50 %	0,00%	0,00%	0,93%
African National Cranes cc	56 Detroit Street Apex Industrial Sites 1501	50,1% to 100%	0,00%	0,08%	0,00%
Agechem Water Treatment cc	65 Second Street Booysens Reserve 2135	50,1% to 100%	0,00%	0,00%	0,00%
Allied Putziger Pty Ltd T/A Tool-	Press Ave & Main Reef Road Crown Mines 2092	50,1% to 100%	0,00%	0,00%	0,00%
Badirimmogo Industrial Services Cc	No Physical Address Platinum Reef 0602	50,1% to 100%	0,00%	0,13%	0,03%
Betha Engineering cc	24 Private Bag X2449 Mokopane 0600	50,1% to 100%	0,00%	0,90%	0,07%
Bigen Africa Consulting Engineers P	182 Watermeyer Street Meyerspark 0184	25,1% - 50 %	0,00%	0,43%	0,00%
Boe Corporate A/C:	2 Rover Road Use Vendor 105413 1600	25,1% - 50 %	0,00%	0,16%	0,00%
Bomba's General Maintenance cc	6 Kirschner Road Benoni North 1501	50,1% to 100%	0,00%	1,49%	0,03%
Bosveld Bore	162 Kestellstreet Potgietersrus 0600	25,1% - 50 %	0,00%	0,00%	5,17%
Brelko Engineering cc	3 Invention Street Marshalltown 2001	50,1% to 100%	0,00%	0,28%	0,00%
Circle Seven Trading 339 cc	28 Dudu Madisha Drive Mokopane 0600	25,1% - 50 %	0,00%	0,00%	0,19%
Control Systems Rustenburg	305 Waterkloof Rustenburg 0300	50,1% to 100%	0,00%	0,00%	0,00%
Crossroads Distribution Pty Ltd T/A	20 Foreman Street Spartan Ext 7 1620	25,1% - 50 %	0,00%	1,24%	1,32%
Dollbee Computers	182 Beyers Naude Drive	50,1% to 100%	0,00%	0,00%	0,00%
Eastern Hydraulics Pty Ltd	2 Rover Road Elandsfontein 1429	25,1% - 50 %	0,00%	0,23%	0,50%
Eclipse Foundries East Plant	15 Birmingham Road Industrial Sites 1502	25,1% - 50 %	0,00%	0,00%	0,04%
Fairplay Store	31 Potgieter Street Mokopane 0600	50,1% to 100%	0,00%	0,00%	0,00%
Fields Wear cc	No Physical Address Rustenburg 0300	50,1% to 100%	0,00%	0,00%	0,05%

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
			% of total capital goods procured	% of total services procured	% of total consumables procured
G and R Hydraulics Pty Ltd	121 Terrace Road Sebenza 1610	50,1% to 100%	0,00%	0,17%	0,00%
Goodyear SA Pty Ltd	12 Renaissance Drive Crown Mines 2092	25,1% - 50 %	0,00%	0,00%	0,84%
I Bower and Associates Pty Ltd	63 Sussex Street Mokopane 0600	25,1% - 50 %	0,00%	0,81%	0,00%
Kimberly-Clark SA Pty Ltd	Leicester Road Bedfordview 2047	25,1% - 50 %	0,00%	0,00%	0,00%
Komatsu Southern Africa Pty Ltd	38 Yster Street Ladanna 0699	25,1% - 50 %	0,00%	0,00%	0,00%
Man Dirk Pty Ltd	38 Industrial Crescent Witbank 1034	25,1% - 50 %	0,00%	0,00%	0,01%
Man Dirk Pty Ltd	127 Manuka Avenue Geelhout Park 0299	25,1% - 50 %	0,00%	0,00%	0,00%
Mohamedy's Hardware cc	35 Vredenburg Street Mokopane 0600	50,1% to 100%	0,00%	0,01%	0,03%
Ninham Shand Pty Ltd	Private Bag X136 Centurion 0157	25,1% - 50 %	1,00%	0,00%	0,00%
Portabuild Pty Ltd	34 Lourens Street Halfway House 1685	50,1% to 100%	0,00%	0,15%	0,00%
Recfab Enterprise Pty Ltd	47c Leslie Street Vereeniging 1930	25,1% - 50 %	0,00%	0,00%	0,01%
Rema Tip Top Industrial Pty Ltd	83 Wriggle Road Heriotdale 2094	25,1% - 50 %	0,00%	0,00%	0,00%
Riyacha Hardware Cc T/A Arons	65 Pretorius Street Mokopane 0600	50,1% to 100%	0,00%	0,01%	0,03%
Rondo Glove Manufacturers cc	51 Rietfontein Road Primrose 1401	25,1% - 50 %	0,00%	0,00%	0,02%
Seals For Africa Pty Ltd	5 Mega Street Vaalbank 1050	50,1% to 100%	0,00%	0,00%	0,00%
Shell South Africa Pty Ltd	33 Baker Street Saxonwold 2196	25,1% - 50 %	0,00%	1,85%	17,60%
Sisonke Hydraulics and Engineering	16 Brunton Circle Founders View South 2065	25,1% - 50 %	0,00%	0,00%	0,02%
Struck and Schultz Pty Ltd	37c Thabo Mbeki Road Mokopane 0600	50,1% to 100%	0,00%	0,00%	0,00%
Sutha Civils Pty Ltd	Sterkfontein Street Plot 160 Tswane Pretoria 0001	50,1% to 100%	0,94%	0,00%	0,00%
Sweet-Orr and Lybro Pty Ltd	15 Susan Street Strijdom Park 2194	50,1% to 100%	0,00%	0,00%	0,01%
Sweet-Orr and Lybro Pty Ltd	Cnr 8th Avenue and 16th Street Elsies River 7480	50,1% to 100%	0,00%	0,00%	0,04%
The Cleaning Company (Great North)	66 Sussex Street Mokopane 0600	25,1% - 50 %	0,00%	0,00%	0,00%
Thembelihle Equipment Pty Ltd	1 Michael Place Jet Park 1469	50,1% to 100%	0,00%	0,00%	0,04%
Tri-Cor Signs Pty Ltd	93 Cuckoo Avenue Safari Gardens X8 0299	25,1% - 50 %	0,00%	0,01%	0,01%
Tubatse Earth Moving cc	122 Voortrekker Street Mokopane 0600	25,1% - 50 %	0,00%	13,15%	0,00%
Turbo Power Pty Ltd	109 River Street Ladine 0704	25,1% - 50 %	0,00%	0,03%	0,00%

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
			% of total capital goods procured	% of total services procured	% of total consumables procured
Voltex Pty Ltd T/A	57 Joubert Street Polokwane 0700	25,1% - 50 %	0,00%	0,00%	0,02%
Waltons Stationery Company Pty Ltd	31 Nikken Street Polokwane 0700	25,1% - 50 %	0,00%	0,00%	0,00%
Zest Electric Motors Pty Ltd	Private Bag X10011 Sandton 2146	25,1% - 50 %	0,27%	0,00%	0,00%
Total			2,20%	21,12%	27,06%

Regulation 46 (d)

Process pertaining to management of downscaling and
retrenchment

13. REGULATION 46 (D) (I) ; THE ESTABLISHMENT OF THE FUTURE FORUM

13.1 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 that will focus on the implementation and monitoring of the Social and Labour Plan. Whilst the Anglo Platinum Central Future Forum will be looking at Group Business Plans and implications, the Mogalakwena (PM) Future Forum will address mine specific implications.

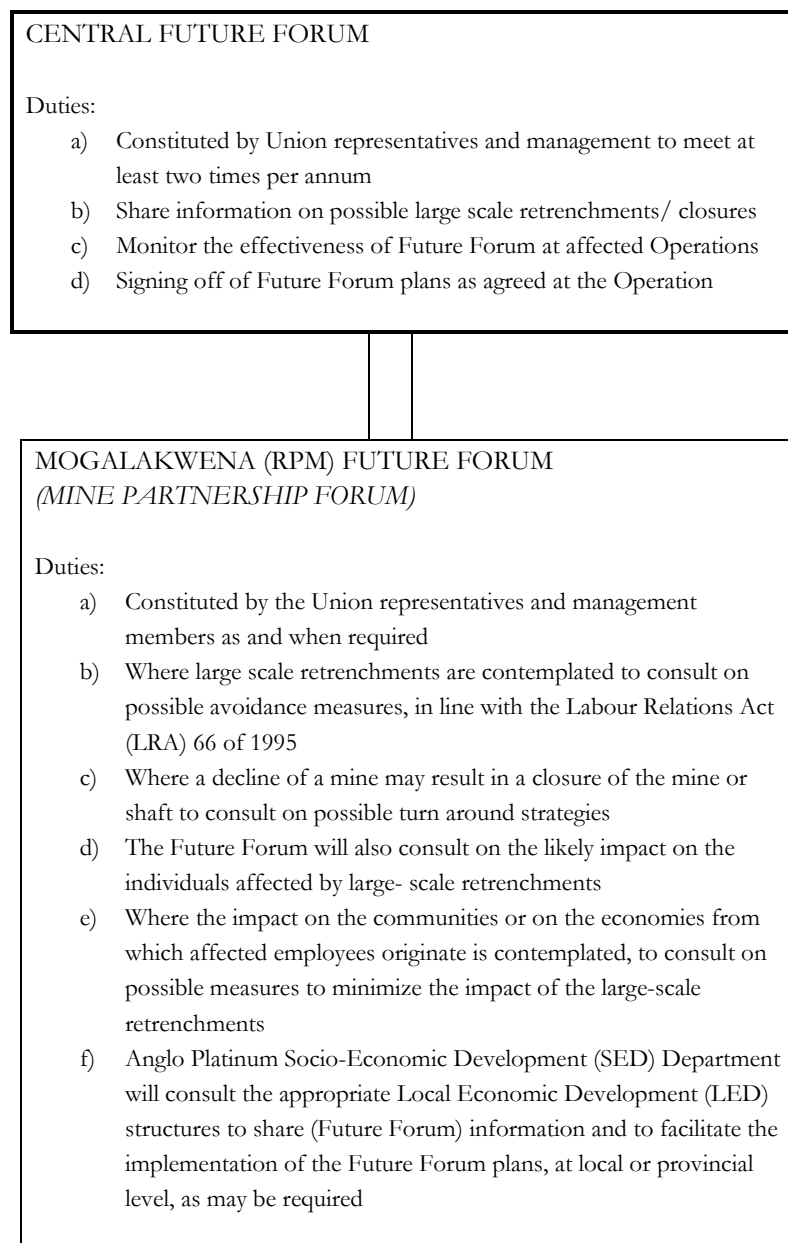
13.2 Strategies and objectives

For Mogalakwena (PM) to address the above three objectives, it has establish a structure known as the Mine Partnership Forum consisting of management, the workers and/or their representatives. The mandate of this Forum is to “look ahead into the future, at problems facing Anglo Platinum and MOGALAKWENA (RPM) 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”.

This joint labour-management committee at the mine-site level will be utilised asMogalakwena (PM)’s Future Forum and has 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 Mogalakwena(RPM) 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.

Figure 5 Proposed Future Forum Structure



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

14.1 Preamble

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Mogalakwena (PM) 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), Mogalakwena (PM) 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 Mogalakwena (PM)'s strategies to deal with these issues often overlap and are contained within the same policies.

14.2 Strategy and objectives

MOGALAKWENA (PM) will develop strategies to introduce measures that will enable mine management to introduce appropriate measures to prevent job loss in the event of circumstances threatening guaranteed employment.

14.3 Processes for creating job security

The most direct and appropriate intervention is for Mogalakwena (PM) to assist employees facing retrenchment to secure alternative employment. Mogalakwena (PM) 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 Mogalakwena (PM) 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 MPRDA;
- 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

Internal transfers to other Anglo Platinum mines

Mogalakwena (PM) 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 Mogalakwena (PM). Consequently, as part of the strategy to broaden the skills base, Mogalakwena (PM) 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, Mogalakwena (PM) 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.

Providing training for proxy earners

Mogalakwena (PM) will develop policies to ensure that a proxy income earner 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), Mogalakwena (PM) 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.

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 in a different occupation on the mine or in a job outside the mining sector. In pursuit of this aim, Mogalakwena (PM) 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 Mogalakwena (PM) 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, Mogalakwena (PM) 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.

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

15.1 Preamble

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Mogalakwena (PM) 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), Mogalakwena (PM) will develop turnaround or redeployment strategies to attempt to provide alternative solutions for creating job security should job losses become unavoidable.

15.2 Strategy and objectives

Mogalakwena (PM) 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.

15.3 Alternative solutions for creating job security

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 on Mogalakwena (PM)'s operations, and the policies and procedures in place at Mogalakwena (PM) to provide financial security for individual employees.

An important focus area is for Mogalakwena (PM) 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 will provide compensation in line with South African labour legislation for job loss or retirement funding.

When Mogalakwena (PM) 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 will be in terms of Section 52 (1) of the MPRDA;
- b) Implementing Section 189 of the Labour Relations 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.

15.4 Alternative solutions and procedures

15.4.1 Support of SMMEs

There may be people affected by downscaling operations who are keen to start their own enterprises. In these cases, MOGALAKWENA (RPM) 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;
- e) Provide time off work, so that workers can undergo necessary training before they terminate their workplace;
- f) Identify opportunities to supply MOGALAKWENA (RPM) with goods or services; and

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.

Retrenchment and redundancy compensation

There is a diverse range of circumstances in which retrenchment of workers eventually becomes the only appropriate solution to the economic viability of MOGALAKWENA (PM). Retrenchment of employees generally arises out of changing operational requirements and is only pursued after all other avenues of alternative employment have been investigated. Before any measures are taken, MOGALAKWENA (PM) 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.

Mogalakwena(PM)'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

Mogalakwena (PM) 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.

Mogalakwena(PM) 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 an own business;
- f) Job-hunting tips; and
- g) Assistance in identifying labour market opportunities, local economic development initiatives plus any other employment opportunities.

Retirement policy

In its Conditions of Employment, Mogalakwena (PM) makes provisions for pension plans for each of its employees.

All employees of Anglo Platinum are required to become members 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.

Medical repatriation compensation

Where medical repatriation is necessary as a result of occupational injury or debilitating disease, Mogalakwena (PM) 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 re-skilling programme in disciplines appropriate to their disability; and
- c) Pensions will be given to the affected worker in line with Mogalakwena (PM)'s pension policies with regard to medical boarding.

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

16.1 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. Mogalakwena (PM) intends to ensure that the livelihoods of its mineworkers, residents and families are sustained despite the downsizing or closure of the mine.

16.2 Strategy and objectives

Mogalakwena (PM) will through its Future Forum 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.

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.

Self-employment training and re-employment programmes

Mogalakwena (PM) 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, Mogalakwena (PM) intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. MOGALAKWENA (RPM) has identified the following portable skills as useful for gainful self-employment and self-maintenance for employees who leave the service of the company:

- a) Petrol mechanic;
- b) Electricity;
- c) Welding;
- d) Plumbing;
- e) Carpentry; and
- f) Brickmaking and masonry.

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

Closure Planning

Mogalakwena(PM) 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 theMogalakwena (PM) Local Economic Development (LED) strategy to diversify the economy and will take into account the potential social benefits of utilising 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 ofMogalakwena (PM) for potential community development purposes. These physical assets include:

- a) Land holdings by the mine;
- b) Physical infrastructure;
- c) Social infrastructure;
- d) Commercial and industrial infrastructure; and
- e) Administrative infrastructure.

All infrastructure and mine management programmes on projects will be conceived and implemented within the context of 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 residents 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,Mogalakwena (PM) 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 will be created when a surplus of food products are available to sell commercially. These proxy income 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

Mogalakwena(PM) will consider the option of outsourcing current jobs that could be performed on a contractual basis by existing mineworkers. 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 on mine property from which to operate. These premises could be:

- a) Buildings, workshops or land no longer used by Mogalakwena (PM) and that are essentially redundant;
- b) Facilities currently used for functions 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 a Mogalakwena (PM) LED project.

Transfer of ownership of and responsibility for 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 of mine townships and infrastructure to local, provincial or national authorities for local authority management.

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:
- h) Primary and responsive healthcare;
- i) Education and training; and
- j) Security services.

The timely 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 will 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, MOGALAKWENA (RPM) 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

Mogalakwena(PM) 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

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

Table 34 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.*

Operational HRD budget	Forecast					TOTAL
	2010	2011	2012	2013	2014	
ABET training	3,943,557	4140 35	4,347,772	4,565,161	4,565,161	17,421,651
Learnerships	3,150,000	3,150,000	3,150,000	3,307,500	3,307,500	16,065,000
Supervisory development & Management development	240,345	252,362	264,981	278,230	292,142	1,328,060
Portable skills	1,500,000	1,575,000	1,653,750	1736 37	1,823,259	6,552,009
Fast tracking/Talent management	1273 87	1,337,057	1403 10	1,474,106	1,547,811	4,358,974
Career progression/IDCs	1,273,387	1,337,057	1,403,910	1,474,106	1,547,811	7,036,271
Mentorship	1,237,387	1,337,057	1,403,910	1,474,106	1,547,811	7,000,271
Bursaries	4,146,469	4,519,654	4,962,421	5,458,663	5,731,596	24,818,803
Internal bursary scheme	532,728	532,728	559,364	587,333	616,700	2,828,853
Experiential learning/internships	1,013,250	1,063,913	1,117,108	1,172,963	1,231,611	5,598,845
Women in Mining	636,694	668,529	701,956	737,054	773,907	3,518,140
HDSAs in Management	2,546,778	2,674,116	2,807,822	2,948,213	3,095,624	14,072,553
TOTAL	20,220,595	18,447,473	22,372,994	23,477,435	26,080,933	110,599,430

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

Table 35 Financial Provision for the Implementation of the Local Economic Development Programmes

FOCUS AREA	Forecast				
	2008	2009	2010	2011	2012
1. Poverty alleviation	R 4 869 000	R 2 108 000	R 2 151 650	R 1 666 650	R 1 833 315
2. Basic infrastructure	R 8 000 000	R 0	R 0	R 0	R 0
3. Education	R 7 548 440	R 2 702 687	R 3 250 071	R 3 250 071	R 3 575 078
4. Health and social development	R 15 588 000	R 4 940 000	R 2 746 000	R 2 231 000	R 2 454 100
Mogalakwena Local Municipality	R 36 005 440	R 9 750 687	R 8 147 721	R 7 147 721	R 7 862 493

19. 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 36 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.

MOGALAKWENA					
Item	Cost per employee	No of employees	Employees needing training		Total cost year one
Reskilling			Levels A-C		
	R 3,406	2537	2395		R 8,641,022
Labour costs- based on the average of two weeks for two years	R 233	R 17,753,439			R 17,753,439
TOTAL COST PER YEAR	2010	2011	2012	2013	2014
	R 26,394,461	R 29,033,907	R 31,937,297	R 35,131,027	R 38,644,130

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 Ltd**, 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.

(1)

Name of responsible person Shela Ledwaba

Designation Senior HR Manager

Signature of responsible person 

(2)

Name of responsible person Ted Muhajir

Designation General Manager

Signature of responsible person 

Approved

Signed at _____ on this _____ day of _____ 20____

Signature: _____

Designation: _____

APPENDIX 1 - MOGALAKWENA (RPM) HDSAS IN MANAGEMENT

Table 36 List of HDSAs in Management at Mogalakwena (PM) as at 31 October 2009

Pers.No.	Initi	Last name	Race	Gender	Paterson Band
99002064	M J	Ledwaba	African	Female	D2
99003513	NR	Shika	African	Female	D2
99002981	TR	Khosa	African	Female	D2
99003420	T	Nonyane	African	Male	D2
99003292	LP	Kekana	African	Male	D2
99002283	E K	Phasha	African	Male	D2
99001974	Y J	Marema	African	Male	D2
99002612	LM	Mashele	African	Male	D2
99000734	VT	Dube	African	Male	D2
99003459	GK	Dliwayo	African	Male	D2
99002748	MJ	Masebe	African	Male	D2
99002617	YT	Mwabila	African	Male	D2
99002742	S	Ledwaba	African	Male	D2
99002419	KJ	Baloyi	African	Male	D2
99002548	MJ	Mahlaola	African	Male	D2
99003438	DK	Selepe	African	Male	D2
99002948	MP	Zandiwe	African	Male	D2
99002433	D	Lombard	White	Female	D2
99002308	M S	Davis	White	Female	D2
99003372	LH	Korff	White	Female	D2
99003207	E	Madala	African	Female	D3
99002592	SB	Mbatha	African	Female	D3
99002739	VE	Netshivhangoni	African	Male	D3
99002728	PM	Ratshefola	African	Male	D3
99003337	TS	Mmulutsi	African	Male	D3
99002294	M	Skosana	African	Male	D3
99002852	BC	Ismail	Coloured	Female	D3
99002571	Y	Hanuman	Indian	Male	D3
99003351	A	Mossop	White	Female	D3
99000840	H E	Du Toit	White	Female	D3
99002057	Y E	Oberholzer	White	Female	D3
99003213	A.L.	McLean	White	Female	D3
99002955	IE	Verster	White	Female	D3
99002143	M E	Du Preez	White	Female	D3
99003542	TP	Nkadimeng	African	Female	D4
99002140	B D	Mdingi	African	Male	D4
99002678	MW	Matlhope	African	Male	D4
99003475	OE	Nkwatle	African	Male	D4
99002157	S L	Baloyi	African	Male	D4
99003460	MJ	Mchavi	African	Male	D4
99001417	C	Phyfer	White	Female	D4
99003013	NK	Fourie	White	Female	D4
99001971	W	Van Zyl	White	Female	D4
99000698	M	Masterson	White	Female	D4
99002882	JM	Ledwaba	African	Female	E2
99002010	A	Balram	Indian	Female	E2
99001470	II	Osman	Indian	Male	E2
99001845	M	Muhajir	Indian	Male	E3

APPENDIX 2

Leadership's commitment to Employment Equity



Anglo American Platinum Corporation LTD

Employment Equity policy statement

Anglo Platinum is the world's leading producer of platinum group metals (PGMs) and aims to significantly increase its PGM production. It is committed to the socio-economic empowerment of South Africans disadvantaged by policies in force prior to the adoption of the country's new constitution and believes that Employment Equity is critical in this respect. Its Employment Equity programme recognizes that sustainable business performance relies on the effective and equitable utilization of human resources.

The concept of Employment Equity is central to building commitment and equality among Anglo Platinum's workforce. Appropriate affirmative action will be taken to address imbalances of the past. Employment Equity is also an essential component of the Group's human resources strategy, which aims to attract, develop, and retain talent, and will in turn support business performance.

To realize its vision of a demographically representative workforce profile in the regions in which it operates, Anglo Platinum commits to:

- Its employment Equity targets as set from time to time;
- Identify talented Historically Disadvantaged South Africans (HDSAs) for development, fast tracking, and nurturing to lead and support the group into the future;
- Having a recruitment, selection, and retention policy that attracts talented personnel, including women and people with disabilities;
- Having a demographically representative talent pool at its business units for shadowing, accelerated training, and development purposes;
- Using effective career, succession planning, and mentorship programmes to retain talent;
- Developing a workplace culture that protects the human dignity and commands the respect of all employees; and
- Promoting the virtues of workplace diversity.

A handwritten signature in blue ink, appearing to read 'G. M. M. M.', positioned above the title 'Chief Executive Officer'.

Chief Executive Officer

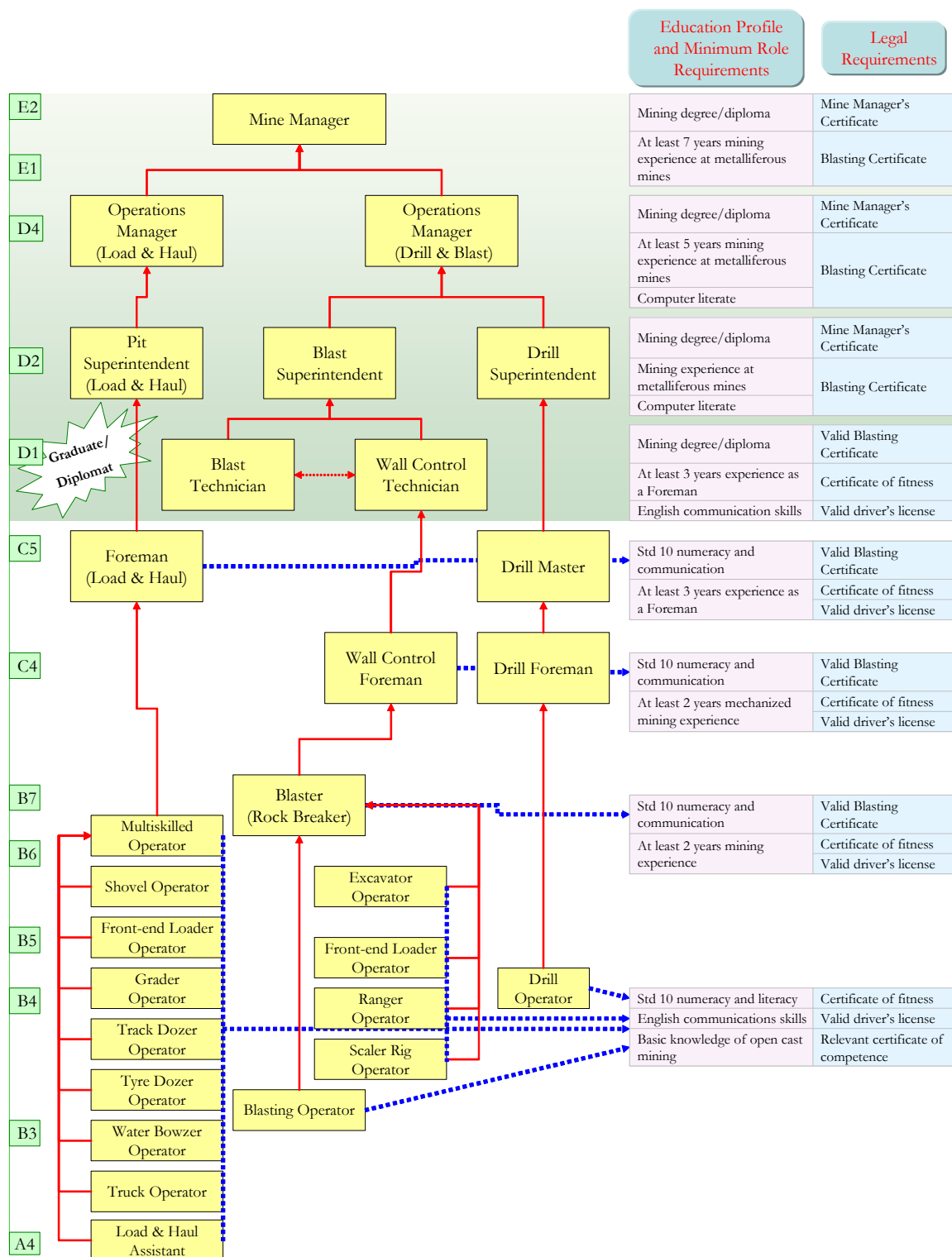
Date: 13/8/08

ANGLO AMERICAN PLATINUM CORPORATION LIMITED

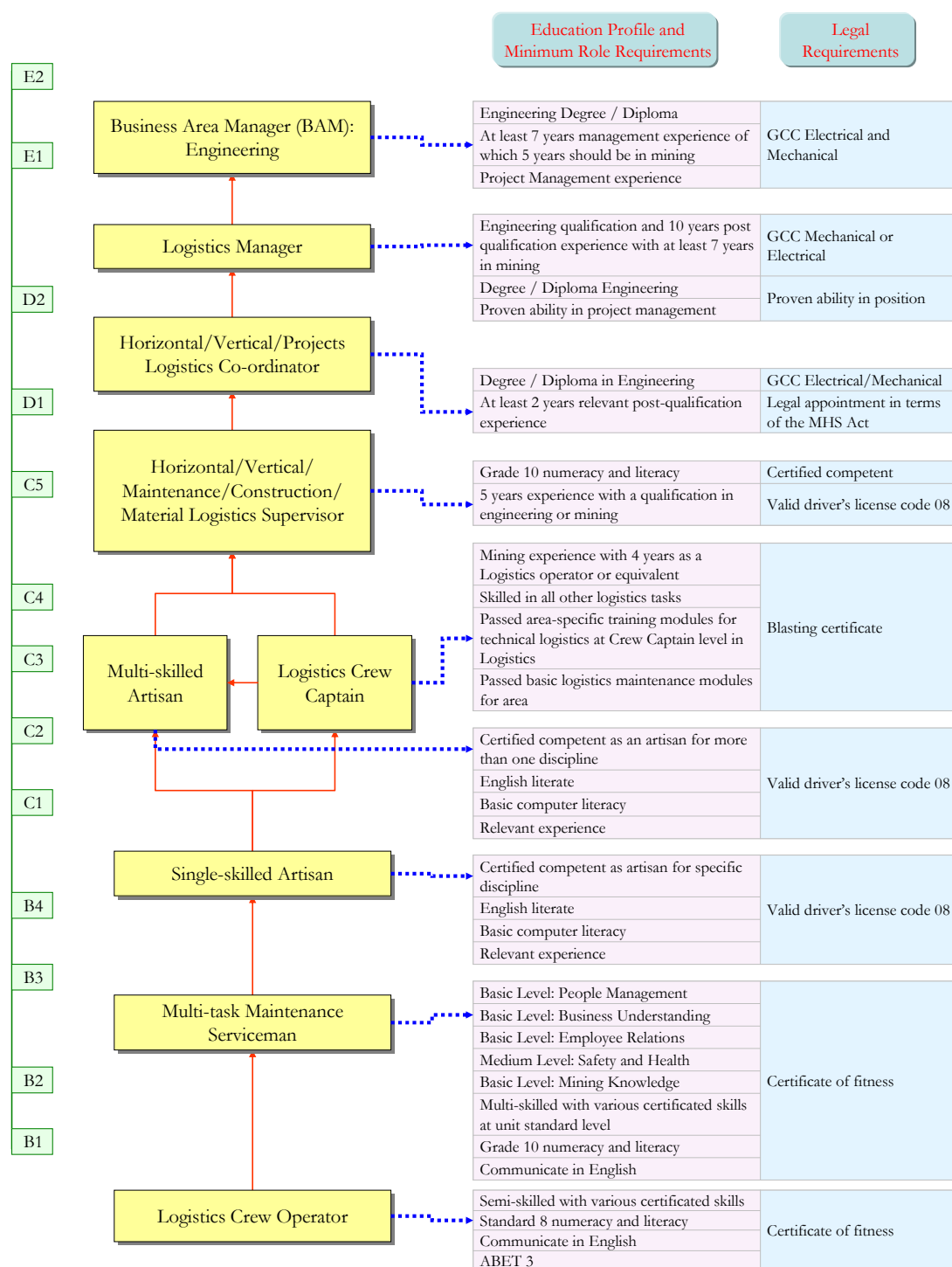
APPENDIX 3

Career Path Matrices

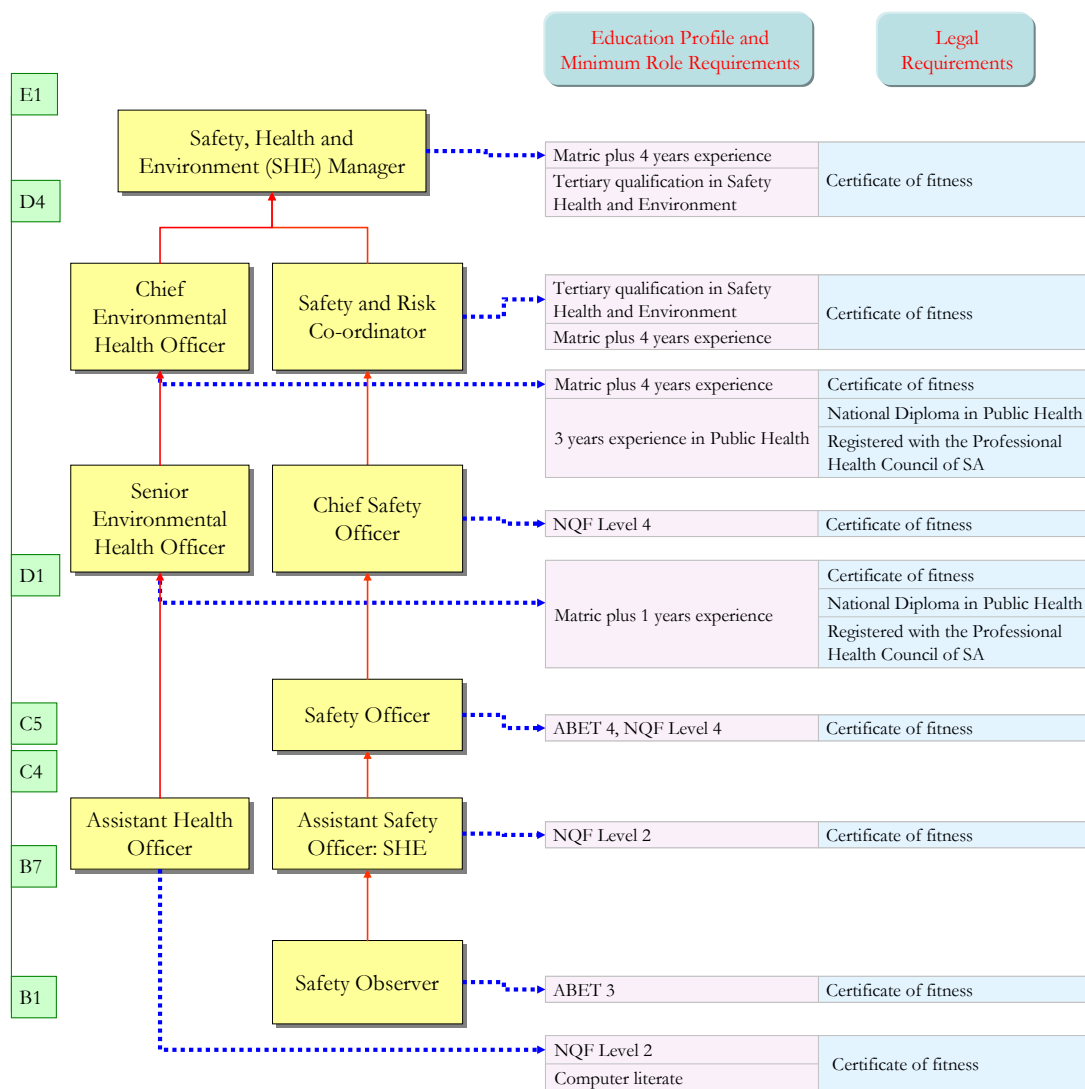
Career Path Matrix – Open Pit Mining



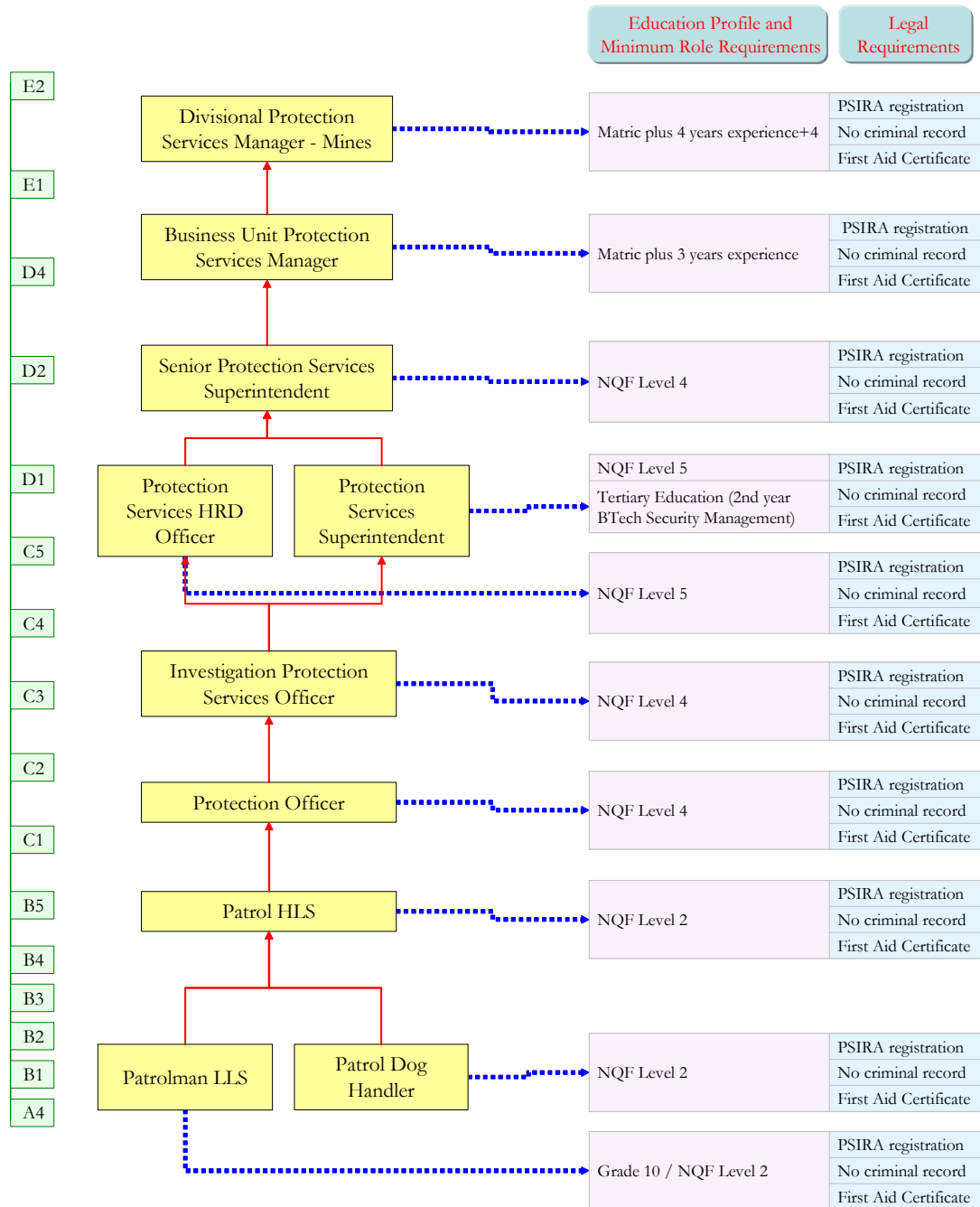
Career Path Matrix – Engineering



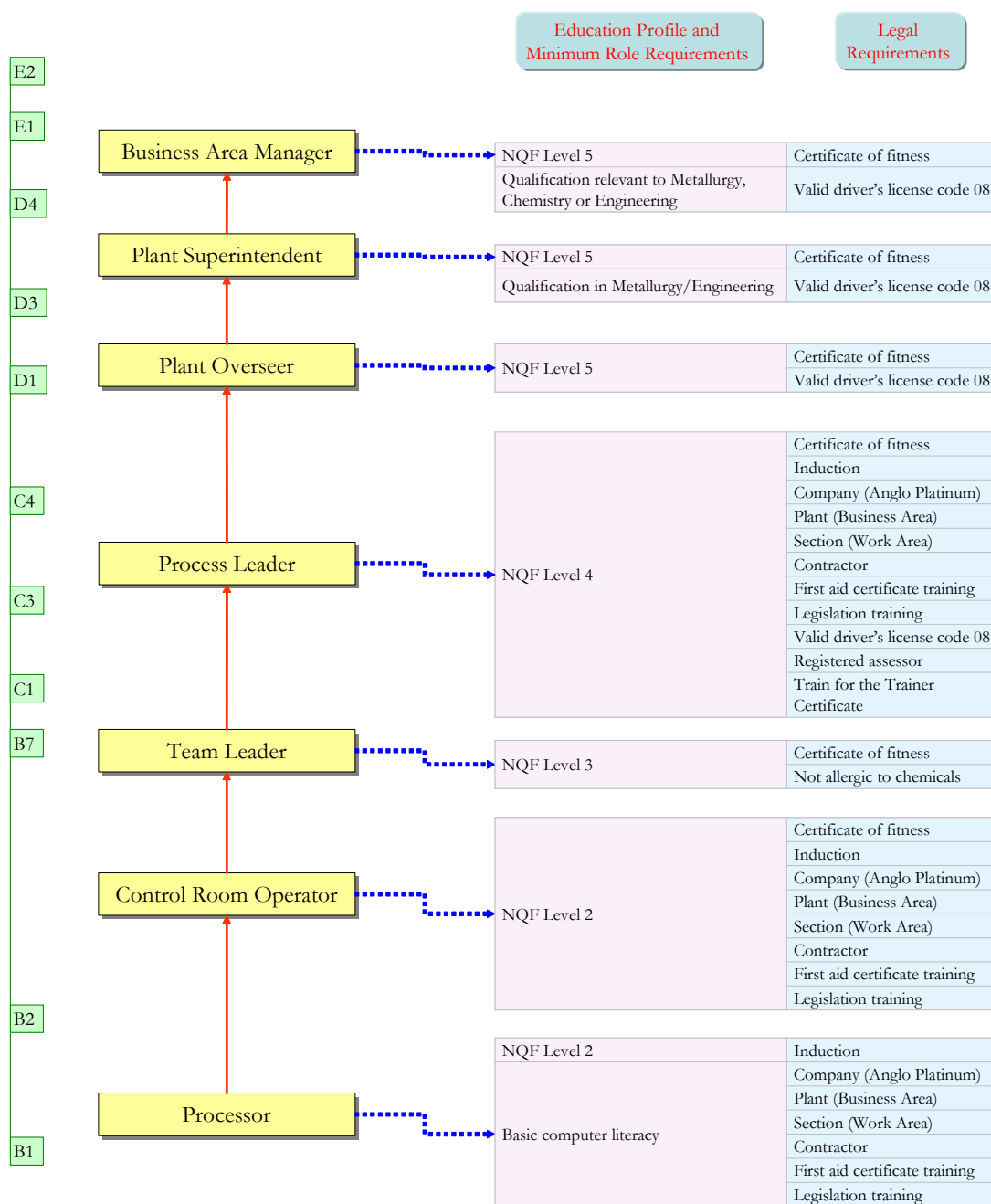
Career Path Matrix – Safety, Health and Environment



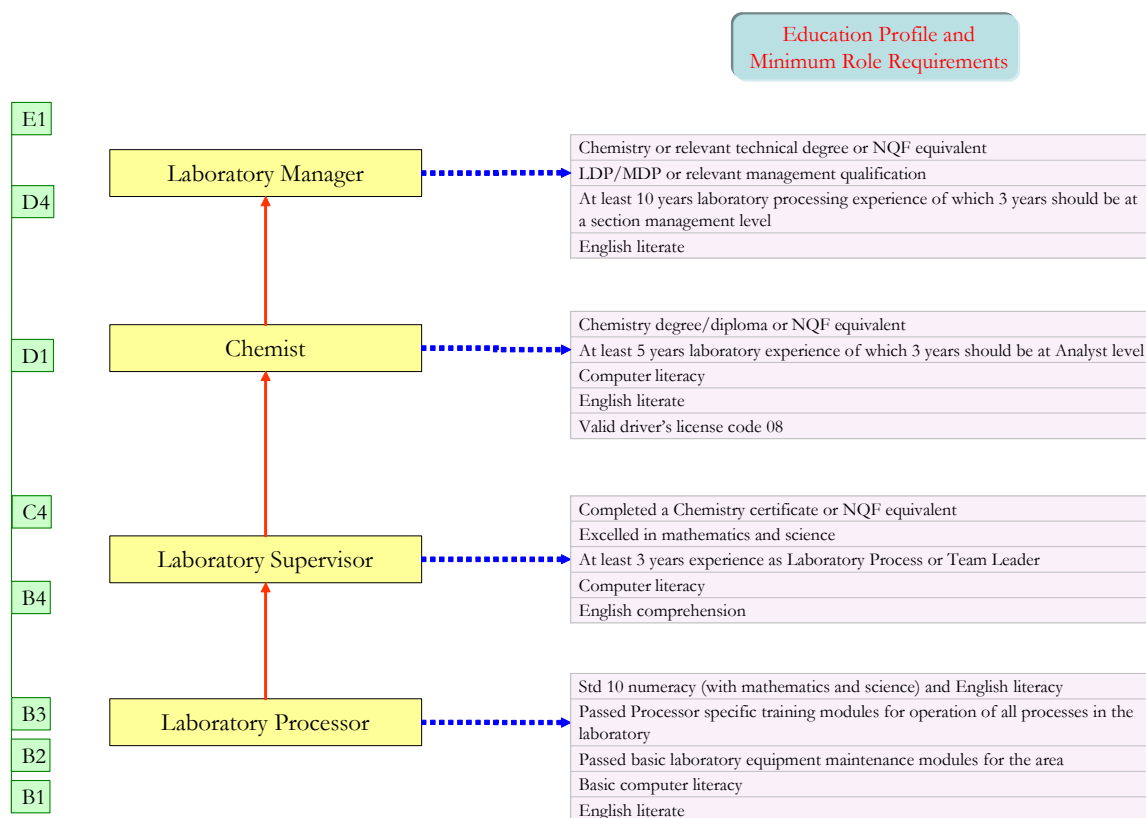
Career Path Matrix – Protection Services



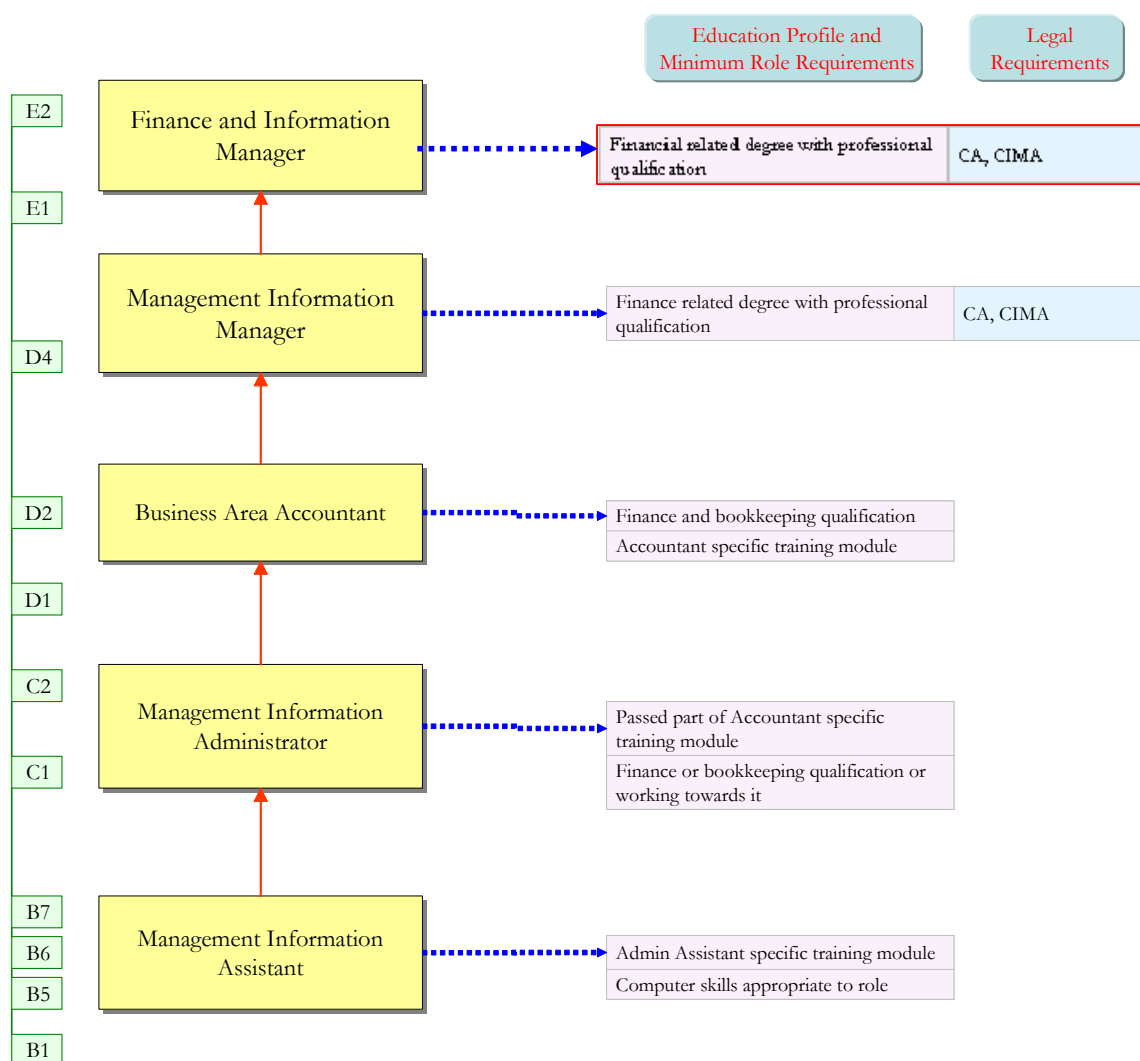
Career Path Matrix – Metallurgy



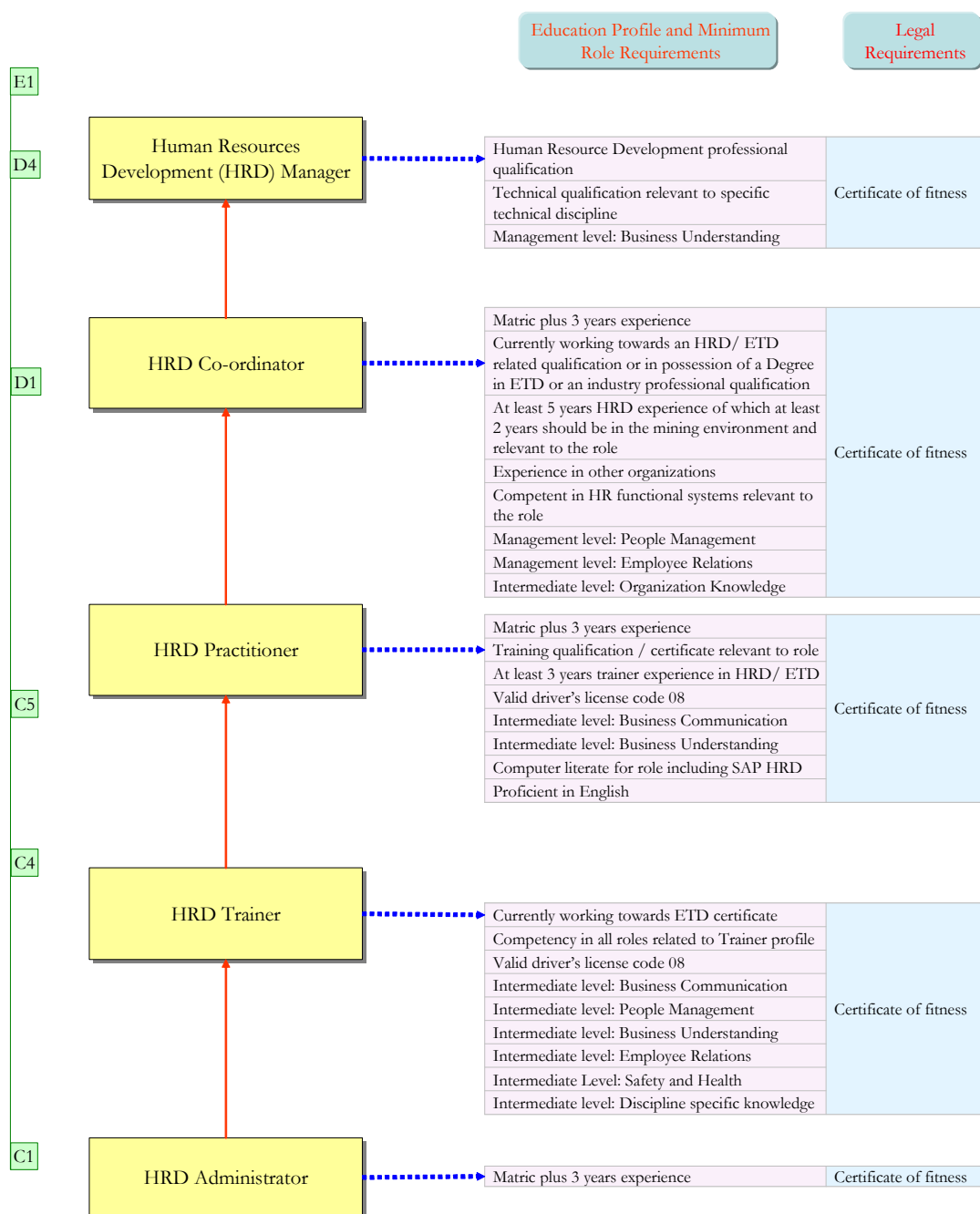
Career Path Matrix – Chemistry



Career Path Matrix – Finance and Information



Career Path Matrix – Human Resources Development



Career Path Matrix – Human Resources

