



Rustenburg Platinum Mines

SOCIAL AND LABOUR PLAN

NOVEMBER 2009



-----Open page for editorial purposes-----

**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					
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
Has the company implemented career paths for HDSA employees including skills development plans?	Yes ✓		No	46 (b) (ii)	5
Has the company developed systems through which empowerment Companies can be mentored?	Yes ✓		No	46 (b) (iii)	6
Employment Equity					
Has the company published its employment equity plan and reported on its annual progress in meeting that plan?	Yes ✓		No	46 (b) (v)	8
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
Has the company identified a talent pool and is it fast-tracking it?	Yes ✓		No	46 (b) (i)	2
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					
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					
Has the company co-operated in the formulation of integrated development plans and is the company co-operating with government in the implementation of these plans for communities where mining takes place and for communities in major labour-sending areas?	Yes ✓		No	46 © (iii)	13
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	Yes		No	46 © (iii)	13

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
to cite a pattern of consultation, indicate money expenditures and show a plan.	✓				
Housing and Living Conditions					
For company-provided housing, has the mine (in consultation with stakeholders) established measures for improving the standard of housing – including the upgrading of hostels, conversion of hostels to family units, and promotion of home ownership options for mine employees? Companies will be required to show what they have done to improve housing, a plan to progress the issue over time, and how the plan is being implemented.	Yes ✓		No	46 © (iv)	14
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 © (v)	15
Procurement					
Has the mining company given HDSAs preferred supplier status?	Yes ✓		No	46 © (vi)	16
Has the mining company identified the current level of procurement from HDSA companies in terms of capital goods, consumables and services?	Yes ✓		No	46 © (vi)	16
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 © (vi)	16
Reporting					
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.

ORGANISING STRUCTURE OF THIS DOCUMENT	V
LIST OF TABLES	X
LIST OF FIGURES	XI
ABBREVIATIONS AND ACRONYMS	XII
GLOSSARY	XIV
EXECUTIVE SUMMARY	XVIII
1. REGULATION 46 (A) PREAMBLE AND BACKGROUND INFORMATION ON THE MINE	2
1.1 LOCATION OF THE MINE	3
1.2 OWNERSHIP	4
2. REGULATION 46 (B) - HUMAN RESOURCES DEVELOPMENT PROGRAMMES.....	11
2.2. HUMAN RESOURCE DEVELOPMENT AT RUSTENBURG MINES	11
2.3. SKILLS DEVELOPMENT AT RUSTENBURG SECTION	13
3. REGULATION 46 (B) (I) (AA) THE NUMBER AND EDUCATIONAL LEVELS OF RUSTENBURG EMPLOYEES.....	1
2.4. ADULT BASIC EDUCATION AND TRAINING (ABET).....	2
2.4.4. OWN-TIME ABET PLAN	4
2.4.6. MARKETING AND ENROLMENT.....	4
2.4.8. ABET BUDGET	4
2.5. LEARNERSHIPS.....	5
2.5.1. LEARNERSHIPS.....	5
2.6 TECHNICAL TRAINING AND DEVELOPMENT FOR LOWER LEVEL EMPLOYEES.....	6
2.6.1 MINING.....	6
2.6.2 ENGINEERING	7
2.6.3 COACHING FOR LOWER LEVEL EMPLOYEES.....	8
2.7 SERVICES TRAINING AND DEVELOPMENT	8
2.8 LEADERSHIP AND MANAGEMENT DEVELOPMENT	8
2.9. PORTABLE SKILLS TRAINING	9
2.10 TRAINING FACILITIES	10
2.11 GRADUATE DEVELOPMENT SCHEME	10
3. REGULATION 46 (B) (I) (BB) THE NUMBER OF VACANCIES THAT RUSTENBURG MINES HAS BEEN UNABLE TO FILL	12
4.1. CAREER PROGRESSION PLAN	13
5. REGULATION 46 (B) (III) MENTORSHIP PLAN AND IMPLEMENTATION IN LINE WITH THE SKILLS DEVELOPMENT PLAN AND THE NEEDS OF EMPOWERMENT GROUPS.....	15
5.1. EMPLOYEE MENTORSHIP PROGRAMMES	15
5.2. EXTERNAL MENTORSHIP PROGRAMMES.....	15
SMALL BUSINESS AND LOCAL ECONOMIC DEVELOPMENT	16
6. REGULATION 46 (B) (IV): THE BURSARY AND INTERNSHIP PLAN	16
6.1. EXTERNAL BURSARY SCHEME	17
6.2. EDUCATIONAL ASSISTANCE SCHEME	18

6.3. INTERNSHIP PROGRAMME	19
7. REGULATION 46 (B) (V) EMPLOYMENT EQUITY: STATISTICS	21
7.1 EMPLOYMENT EQUITY STATUS	21
7.2 WOMEN IN MINING.....	23
7.3 EMPLOYMENT EQUITY: HDSA PARTICIPATION IN MANAGEMENT.....	28
7.3.2 STRATEGY AND OBJECTIVES.....	28
REGULATION 46 (C).....	34
LOCAL ECONOMIC DEVELOPMENT PROGRAMMES.....	34
8. REGULATION 46 (C) (I) : THE SOCIAL AND ECONOMIC BACKGROUND TO AND KEY ECONOMIC ACTIVITIES IN THE AREA IN WHICH RUSTENBURG MINES OPERATE SOCIO ECONOMIC PROFILE OF NORTH WEST PROVINCE.....	35
8.1. SOCIO-ECONOMIC PROFILE OF NORTH WEST PROVINCE	35
8.2 DEMOGRAPHICS	36
8.3 INFRASTRUCTURE.....	36
8.4 EDUCATION	36
8.5 SOCIAL AMENITIES.....	36
PROFILES OF LOCAL COMMUNITIES WITHIN THE RUSTENBURG LOCAL MUNICIPALITY RUSTENBURG.....	36
8.7 THE KEY ECONOMIC ACTIVITIES OF THE AREA IN WHICH RUSTENBURG MINE..... OPERATES	38
FIGURE 7 EMPLOYMENT WITHIN THE RUSTENBURG LOCAL MUNICIPALITY	38
9. REGULATION 46 (C) (II) (B) :THE SOCIO-ECONOMIC IMPACT OF RUSTENBURG MINES ON THE MINE COMMUNITY AND RURAL LABOUR-SENDING AREAS.....	39
9.1. MINE COMMUNITY BENEFIT FROM RUSTENBURG MINE WAGE FLOWS.....	39
9.1 DIRECT EMPLOYMENT	39
9.2 MITIGATING MINE COMMUNITY DEPENDENCE ON RUSTENBURG MINE WAGES.....	42
9.3 INDIRECT EMPLOYMENT IN THE MINE COMMUNITY	42
9.4 TOTAL EMPLOYMENT GENERATED BY RUSTENBURG MINE	42
9.5 DEPENDENCY OF RURAL LABOUR-SENDING AREAS ON RUSTENBURG MINE	42
9.6 BROADER ECONOMIC IMPACT OF RUSTENBURG MINE 'S OPERATIONS	43
9.7 THE DEMOGRAPHICS OF SUPPLIERS OF GOODS AND SERVICES TO RUSTENBURG MINES.....	44
9.8 CROSS-SECTORAL IMPACTS OF RUSTENBURG MINE PURCHASES	45
9.9 PROCUREMENT WITHIN THE MINE COMMUNITY	45
10. REGULATION 46 (C) (III) : INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS.....	50
10.1 SOCIO-ECONOMIC DEVELOPMENT	50
FIGURE 10 SCHEMATIC DIAGRAM OF THE STRUCTURE OF THE ANGLO CED FOCUS AREAS.....	50
10.2 LOCAL ECONOMIC DEVELOPMENT	51
11. REGULATION 46 (C) (IV) : THE MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS OF THE MINE EMPLOYEES	77
11.1. PREAMBLE	77
11.2. STATEMENT OF INTENT	77
11.3. STRATEGY AND OBJECTIVES.....	78
11.4. IMPLEMENTATION PLAN FOR EMPLOYEE HOUSING.....	78
11.5 HOME BOND SUBSIDY SCHEME (HBSS).....	80

HOME OWNERSHIP ALLOWANCE (HOA).....	80
11.6 EMPLOYER ASSISTED HOUSING SCHEME (EAHS).....	80
11.7 THE HOUSING PROJECTS	82
11.8 LOCAL PROPERTY DEVELOPERS.....	83
11.9 THE FUNDING MODEL	83
11.10 TOTAL PACKAGE (TP)	84
12. REGULATION 46 (C) (V) : THE MEASURES TO ADDRESS THE NUTRITION OF MINE EMPLOYEES.....	85
12.1. PREAMBLE	85
12.2. STATEMENT OF INTENT	85
12.3. STRATEGY AND OBJECTIVES.....	86
12.4. IMPLEMENTATION PLAN	86
12.5. COMPLIANCE TO NATIONAL STANDARDS.....	86
12.6. PROVISION OF FOOD THAT HAS BEEN TESTED FOR SAFETY	88
12.7. PROMOTION OF FOOD THAT CONTROLS BACTERIA GROWTH	88
12.8. SPECIAL DIETARY REQUIREMENTS	88
12.9. AWARENESS PROGRAMME.....	89
12.10. INCREASED PROVISION OF FRESH FRUIT AND VEGETABLES.....	89
13 REGULATION 46 (C) (VI) : THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES.....	90
13.1. INTRODUCTION	90
13.2. THE SUPPLY OF GOODS AND SERVICES TO RUSTENBURG MINE	90
13.3. LOCAL PROCUREMENT	91
13.4. HDSA MENTORING	92
13.5. OBJECTIVES AND ACTION PLANS	93
13.6. PREFERENTIAL PROCUREMENT POLICY.....	94
14. REGULATION 46 (D): PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT.....	101
14.1. PREAMBLE.....	101
14.2. STRATEGIES AND OBJECTIVES	101
15. REGULATION 46 (D) (II) : MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT.....	103
15.1. PREAMBLE	103
15.2. STRATEGY AND OBJECTIVES.....	103
15.3. MEASURES TO PREVENT JOB LOSSES	103
16. REGULATION 46 (D) (III) : MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED.....	105
16.1. PREAMBLE.....	105
16.2. STRATEGY AND OBJECTIVES	105
16.3. MEASURES WHEN JOB LOSS IS UNAVOIDABLE.....	105
16.4. SUPPORT FOR SMMEs	105
17. REGULATION 46 (D) (IV) : MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN.....	108
17.1. PREAMBLE	108

17.2. STRATEGY AND OBJECTIVES	108
18 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.....	112
19. 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	113
20. REGULATION 46 (E) (III) : 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.....	114
21. 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	ERROR! BOOKMARK NOT DEFINED.
APPROVED	ERROR! BOOKMARK NOT DEFINED.
22. APPENDIX 1:.....	117
NAMES OF HDSAs IN MANAGEMENT	117
TABLE 38: LIST OF HDSAs IN MANAGEMENT AT RUSTENBURG MINES AS AT 31 OCTOBER 2009.....	117
26. APPENDIX 2	122
LEADERSHIP’S COMMITMENT TO EMPLOYMENT EQUITY	122
27. APPENDIX 3	123
CAREER PATH MATRICES	123
CAREER PATH – CONVENTIONAL MINING	123
CAREER PATH –MECHANISED MINING.....	124
CAREER PATH – ENGINEERING	125
CAREER PATH – ENGINEERING	126
CAREER PATH – ENGINEERING	127
CAREER PATH – ENGINEERING	128
CAREER PATH – SAFETY, HEALTH AND ENVIRONMENT	129
CAREER PATH– SAFETY, HEALTH AND ENVIRONMENT	130
CAREER PATH MATRIX – PROTECTION SERVICES.....	130
CAREER PATH – PROTECTION SERVICES	131
CAREER PATH – PROTECTION SERVICES	132
CAREER PATH MATRIX – CORPORATE AFFAIRS.....	133
CAREER PATH MATRIX – FINANCE	134
CAREER PATH MATRIX – FINANCE	134
CAREER PATH MATRIX – HUMAN RESOURCES AND HUMAN RESOURCES DEVELOPMENT.....	135

List of Tables	
Table 1 Labour-sending Areas	7
Table 2 Demography of the Mine Community	9
Table 3 Number and Education Level of Rustenburg Mines enrolled Employees, as per Form Q in Annexure II of the MPRDA Regulations	1
Table 4 Number and Education Level of Rustenburg Mines Contractors Employees, as per Form Q in Annexure II of the MPRDA Regulations	1
Table 5 Literacy and Numeracy Status as per 2009 baseline	2
Table 6 ABET Targets (Full-time).....	3
Table 7 ABET Targets (Own-time).....	3
Table 8 ABET Budget.....	5
Table 9 Engineering Learnership Targets	5
Table 10 Mining Learnership Targets	5
Table 11 Competent A and B Training	6
Table 12 Blasting Assistant training	7
Table 13 RDO Cadetship Academy	7
Table 14 Engineering Training Targets for lower level employees	7
Table 15 Services Department Talent Pool.....	8
Table 16 Portable skills training targets	10
Table 17 Career Progression Plan – Mining.....	13
Table 18 Career Progression Plan – Engineering.....	14
Table 19 Mentorship	15
Table 20 External Bursary Targets.....	17
Table 21 Educational assistance scheme targets	18
Table 22: Targets for Women enrolled at the Mines.....	24
Table 23: Targets for Women enrolled in Core Disciplines (Mining, engineering and mineral resources)	25
Table 24 Training and Development of Black Women.....	26
Table 25 Targets for HDSA Participation in Management	28
Table 26 Local Economic Benefit from Mine Wage Flows.....	39
Table 27 Wage Bill and Taxes Paid	40
Table 28 Synthesis of the Household Expenditure Survey	41
Table 29 Rustenburg Mines’ Contribution to Government Revenue	46
Table 30 Aggregated Economic Impact of Rustenburg Mine on Different Levels of the Economy	48
Table 31 Economic Impact of Rustenburg Mine, by Province and Type of Input.....	49
Table 32 LED Budget Summary	52
Table 33 : New Beds per SAV/Hostel.....	79
Table 34 HOA 2009-2010.....	80
Table 35 Procurement Progression Plan	91
Table 36 Financial Provision for the Implementation of the HRD Programme (RANDS).....	112
Table 37 Financial Provision for the Implementation of the LED Programme.....	113
Table 38: List of HDSAs in Management at Rustenburg Mines as at 31 October 2009	117

List of Figures

Figure 1 Locality Map.....	3
Figure 2 Mining Lease Areas	4
Figure 3: Source of Rustenburg Mines Employees.....	5
Figure 4 Provincial Sources of Rustenburg Mines Labour	6
Figure 5 Labour-sending Areas within the Mine Community.....	8
Figure 6 Human Resources Development Framework.....	12
Figure 7 Employment within the Rustenburg Local Municipality	38
Figure 8 Provincial and Municipal Spread of Purchases by Rustenburg Mine.....	44
Figure 9: Nature of Purchases from Rustenburg Local Municipality.....	45
Figure 10 Schematic Diagram of the Structure of the Anglo CED focus areas	50
Figure 11 Floor Plan of 70 m ²	81
Figure 12 House view of 55 m ²	81
Figure 13 House view inside the 55 m ²	82
Figure 14 Future Forum Structure.....	102

Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
AP	Anglo Platinum
ART	Antiretroviral Therapy
ASSU	Anglo Platinum Shared Services Unit (Pty) Ltd
BBSEE	Broad-based Socio-economic Empowerment
BDM	Bojanala District Municipality
BDO	Business Development Officer
BEE	Black Economic Empowerment
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DME	Department of Minerals and Energy
DoE	Department of Education
DoH	Department of Health
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EMPR	Environmental Management Programme Report
GGP	Gross Geographic Product
HACCP	Hazard Analysis and Critical Control Point
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRSS	Home Rent Subsidy Scheme
IDC	Individual Development Charter
IDP	Integrated Development Plan
JWG	Joint Working Group
LED	Local Economic Development
MDGs	Millennium Development Goals
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
NWP	North West Province
PAYE	Pay As You Earn
PGMs	Platinum Group Metals
PTSA	Platinum Trust of South Africa
RBA	Royal Bafokeng Administration
RLM	Rustenburg Local Municipality
RPL	Recognition of Prior Learning
SADC	Southern African Development Community
SED	Socio-economic Development
SEDA	Small Entrepreneurial Development Agency
SIMRAC	Safety in Mines Research Advisory Committee
SMME	Small, Micro and Medium Enterprise
SPTSF	Social Plan Technical Support Facility

STI	Sexually Transmitted Infection
TB	Tuberculosis
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value-added Tax
WSDP	Water Services Development Plan
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> <p>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</p> <p>Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from:</p> <ul 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 Company 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	Any person who works for the holder of a reconnaissance permission, prospecting right, mining right, mining permit, retention permit, technical corporation permit, reconnaissance permit, exploration right and production right, and who is entitled to receive any remuneration, and includes any employee working at or in a mine, including any person working for an independent contractor.
Enrolled employee	Any person who is directly employed by Anglo Platinum (permanent employees and fixed term contractors).
Historically Disadvantaged Person (HDP)	<ul style="list-style-type: none"> a) any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution took effect; b) any association, a majority of whose members are persons contemplated in paragraph (a); c) 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, and 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)	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 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)	<p>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</p> <p>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:</p> <ul style="list-style-type: none"> 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; 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 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 Anglo Bands 3 (Top Management; 4&5 (Senior Management); 6; and Paterson D1 (Middle Management).
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> <p>Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community;</p> <p>South African migrant workers are those who come from other South African provinces; and</p> <p>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.</p>

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within a 50km radius (or greater radius, if appropriate) of the mine.</p> <p>As far as the Social and Labour Plan is concerned, only the municipality (or municipalities) within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are:</p> <p>Existing and expected patterns of human settlements and villages within this community;</p> <p>Patterns of labour sourcing for the mine;</p> <p>Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work;</p> <p>Spending patterns of the mine's employees;</p> <p>The use of social amenities, recreational facilities and infrastructure;</p> <p>Commercial and industrial linkages;</p> <p>Provincial and municipal boundaries;</p> <p>Existing and proposed functional boundaries, including magisterial districts;</p> <p>Existing and expected land use, transport modes and routes;</p> <p>The need for co-ordinated social development programmes and services including the need for housing, nutrition and healthcare; and</p> <p>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.</p>
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>
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 Resources Development Act (MPRDA) regulations to be addressed in this Social and Labour Plan:</p> <p>patterns of labour sourcing for the mine;</p> <p>areas of traditional rural communities;</p> <p>existing and proposed functional boundaries, including magisterial districts;</p> <p>wage remittances to such areas;</p> <p>existing and expected land use, transport modes and routes;</p> <p>the need for co-ordinated social development programmes and services, including the needs for housing, nutrition and healthcare; and</p> <p>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.</p>

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> <p>Government:</p> <p>Central government departments;</p> <p>Parastatal companies;</p> <p>Provincial government; and</p> <p>Municipalities and other local authorities.</p> <p>Imported proprietary technology;</p> <p>Key raw materials; and</p> <p>Inter-company transfers.</p>
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

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

At an environmental and social level, Anglo Platinum operations conform to three different Safety, Health, Environment, and Quality (SHEQ) standards: ISO9001, ISO14001, and OHSAS18001. It is also legally compliant with all applicable labour and environmental legislation. In addition, the Company meets the standards set in corporate governance recommendations proposed by Turnbull and the King 3 Report. Anglo Platinum is committed to include its Core Contractors in the Social and Labour Plans (Form Q and Form S).

(a) HRD programmes which 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 Rustenburg Section 17264 employees, inclusive of 4032 contractors were functionally illiterate in 2009. The plan is to offer 6445 of these employees the opportunity to achieve ABET level 4 (NQF level 1) by 2014.
- Rustenburg Mines commit to reassess the workforce educational profile during 2014 to formulate a plan to offer the same opportunity to all illiterate employees still employed.
- In terms of Learnerships, Rustenburg Mines will have an average complement of 90 learners on a continual basis, progressing towards qualification within the 5-year period as stipulated in this Social and Labour Plan (Table 13).

A talent pool from which HDSA employees are identified and fast- tracked;

- (b) A mentoring** programme accessible to all employees who wish to take advantage of this facility;
- (c) A bursary scheme** that is open to the broader public as well as employees' children and relatives;
- (d) 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 and to ensure 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.

- Rustenburg Section' Employment Equity status shows that for the number of HDSAs in management, the operations achieved 39.1% by end October 2009. The target for 2010 is 42%.
- Rustenburg Section has set a target of 11.5% for women at the mine by 2010 from the current 8.2%. Therefore the mine will rigorously implement the following strategies:
 - Plan to recruit 20% women based on a 10% annual attrition rate;
 - Enrol 25% women in all the developmental interventions aimed at their readiness for management positions.

(e) Local economic development, through the Company's procurement policy and its BDO and CED programmes, as well as the provision of business skills training programmes to community members;

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

During 2009, Rustenburg Section procured R 579 million from local HDSA vendors within a 50km radius of the Mine. A new target of R625 million is projected for 2010.

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

(g) For SAVs residents, a managed nutrition programme related to the level of work undertaken. The provision of healthcare, especially access to treatment for HIV/AIDS and emergency care;

Anglo Platinum's corporate leadership on HIV/AIDS in South Africa, most notably the empowerment of previously disadvantaged people from local communities including the implementation of the Circle of Hope Community Project and the Traditional Healers' Project. was acknowledged with the Khomanani Excellence Award for Best Corporate HIV and AIDS Programme during 2005

(h) Participation in and contribution to the development and implementation of local municipalities' IDPs, in line with SD principles;

With respect to the remote communities affected by the mine, particularly those providing migrant labour, there will be contribution by each Anglo Platinum mine to a Company-wide budget for social and economic development projects in these rural areas;

Rustenburg Section will contribute in the region of R167 million over the five-years for the LED programme, comprising of projects that will vary from poverty alleviation to economic infrastructure development. The funds will be directed towards the following programmes:

- Poverty alleviation and enterprise development;
- Education, training and skills development;
- Health and social development; and
- Community settlements

Labour sending areas, specifically OR Tambo, will also be supported.

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 ON THE MINE

Rustenburg Mines 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 Rustenburg Mines, as well as key data on its operations, its spending, its workforce and its socio-economic impact. The demographics of the workforce are 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 this Social and Labour Plan.

Name of company	Rustenburg Platinum Mines Limited
Contact person	Rahab Mphahlele (Company Senior HR Manager: Transformation)
Physical address	55 Marshall Street Johannesburg 2001
Postal address	PO Box 62179 Marshalltown 2107
Telephone:	(011) 373 6594
Facsimile	(011) 373 5594
Name of mine	Rustenburg Mines
Contact person	CJ Labuschagne: General Manager - Rustenburg Services
Physical address	Rustenburg, North West Province
Postal address	PO Box 8208 Rustenburg 0300
Telephone: Reception	014 598 1129/1008
Facsimile	014 598 1346
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
Location	Local Municipality: Rustenburg Local Municipality District Municipality: Bojanala District Municipality Province: North West See also Section 1.4
Breakdown of employees per labour sending area	See section 0
Life of mine	50 years
Financial year-end	31 December

1.1 Location of the mine

Rustenburg Mines are located in the North West Province, within the Rustenburg Local Municipality, approximately 20km east of Rustenburg and 60km west of Brits (Figure 1). The mines are situated close to the main Rustenburg-Marikina road and the Rustenburg-Thabazimbi road. The operation comprises 5 separate mining operations and the service department (*operational structure has changed*):

Siphumelele Mine (Turffontein, Brakspuit and Bleskop shafts);
Bathopele Mine (Waterval shaft);
Rustenburg Mines Services (Klipfontein main offices);
Khomanani Mine (Frank 1 and 2 shafts);
Thembelani Mine (Paardekraal 1 and 2 shafts); and
Khuseleka Mine (Boshfontein and Townlands shafts)

Figure 2 shows an outline of the mining lease area and location of shafts. These mining operations are spread over an area of 19 294 hectares with a strike distance of 32 kilometres. Rustenburg Mines have three concentrators and adjacent facilities for smelting, converting and refining platinum group metals (PGMs). The Rustenburg-Pretoria railway line traverses the mining lease authorisation area roughly in a west-east direction. The village of Photsaneng is situated on the mine surface lease authorisation area.

Figure 1 Locality Map

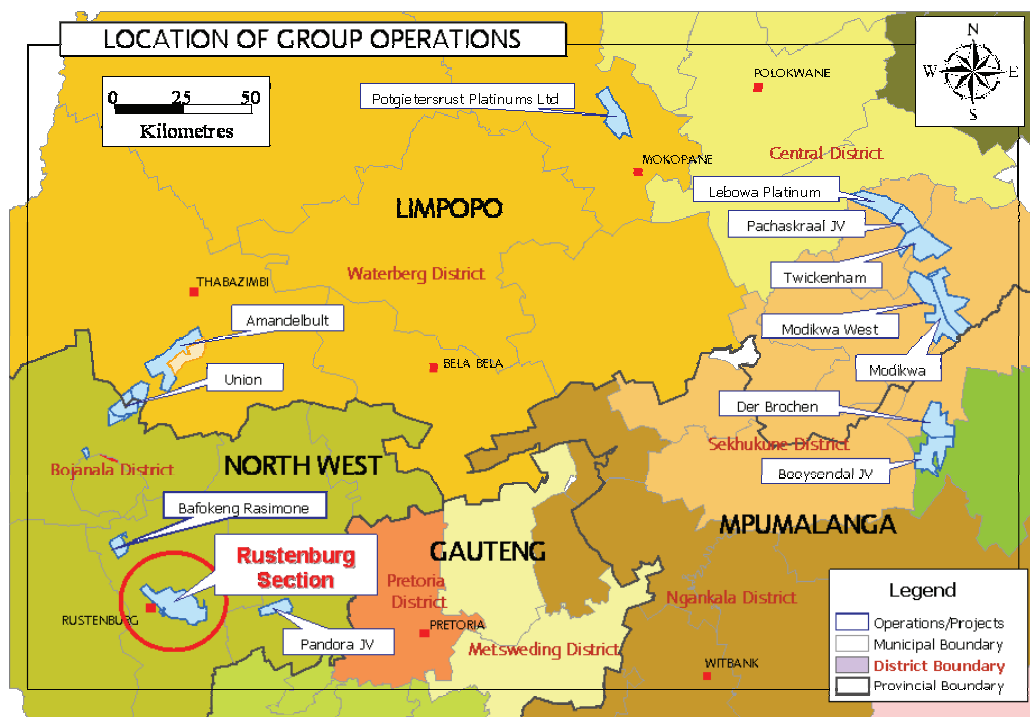
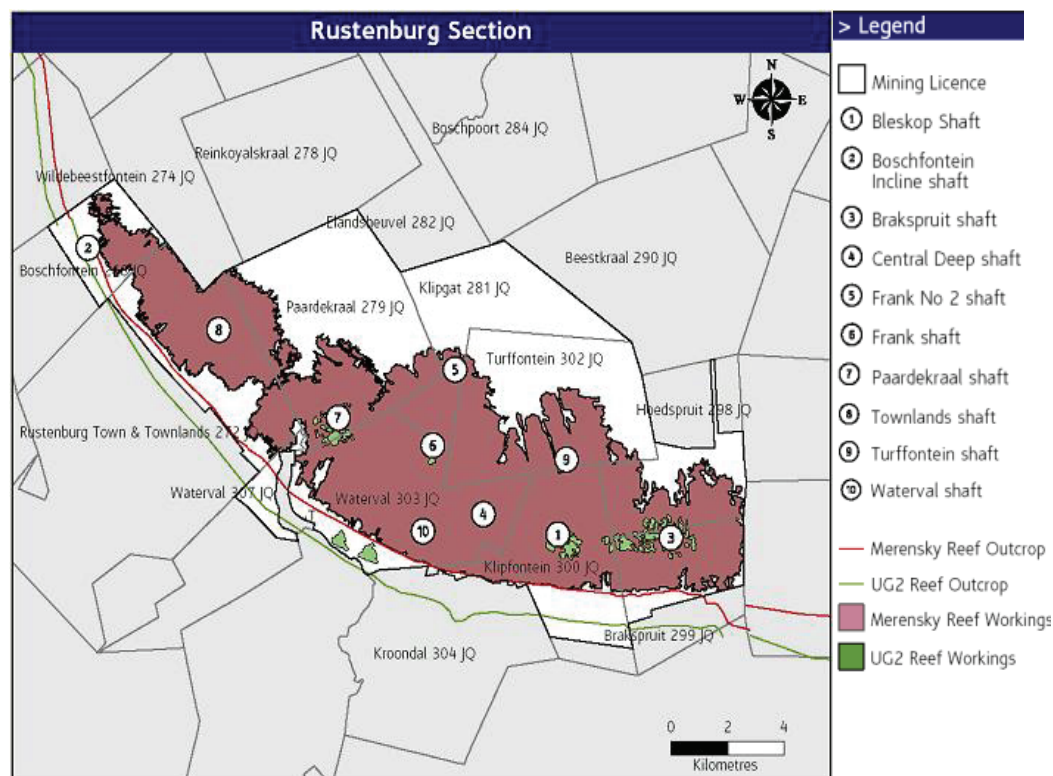


Figure 2 Mining Lease Areas



1.2 Ownership

Rustenburg Section is a separate operation of Rustenburg Platinum Mines Limited, which in turn is a wholly-owned subsidiary of Anglo Platinum Corporation Limited.

The demographics of the Rustenburg Mines workforce

Mine community

The mine community is defined as those towns, villages and settlements that fall within a 50km radius, or greater if appropriate, of the mine. Although the mine community generally falls within one or two municipalities, Rustenburg Mines are an exception to the rule as the 50km radius covers five municipalities.

Rural labour-sending area

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

Mine labour

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

- (a) **Local employees** are those who originate from the mine community;

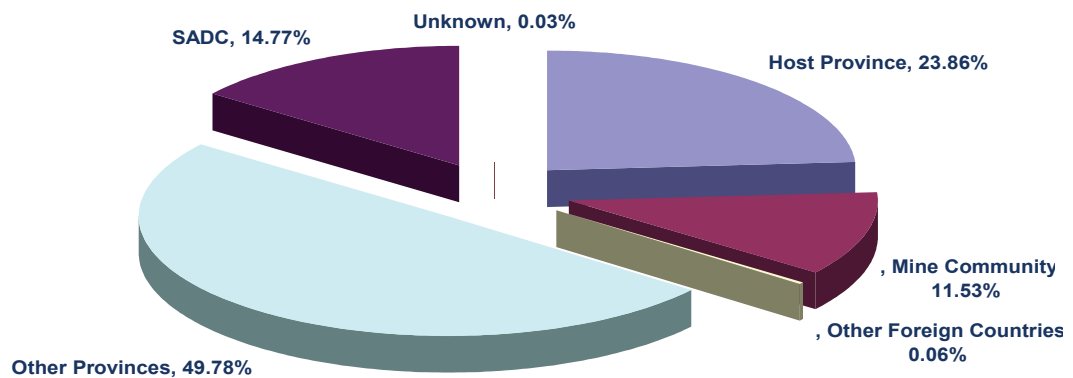
(b) **Migrant workers** refer to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this Social and Labour Plan (see Figure 3):

- 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.

(c) **Transitional workers** are those who bridge the definition of local and migrant workers by falling into both categories. Generally they are migrant workers with long service histories on the mine, who have become involved in relationships with local people and have established urban (second) families locally.

The geographic sourcing of Rustenburg Mines' workforce is shown in Figure 3.

Figure 3: Source of Rustenburg Mines Employees



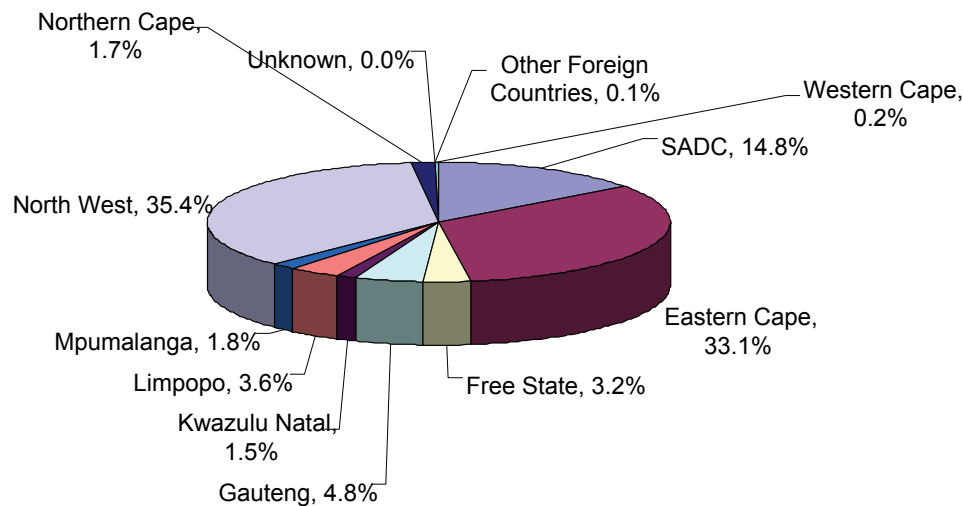
*Source: As per Rustenburg Mines personnel files

GEOGRAPHICAL DISTRIBUTION OF RUSTENBURG MINES’ SOURCES OF LABOUR

Provincial distribution

The demographic analysis of the mine’s workforce (Figure 4) shows that 35.4% of the workforce come from North West Province and a significant 33.1% from the historical labour-sending areas of the Eastern Cape. This distribution also determines the ethnic and cultural make-up of the workforce, which has a bearing on the mine’s approach to socio-economic interventions.

Figure 4 Provincial Sources of Rustenburg Mines Labour



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

Municipal distribution

Rustenburg Section’s labour complement of 19 233 employees is sourced from some 140 municipalities across the country’s i.e. in nine provinces (including employees from SADC countries). Of these municipalities, 16 contribute more than 1% of the mine’s labour complement (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.

Therefore the following two municipalities are given detailed consideration for the purposes of this Social and Labour Plan.

Within the mine community: Rustenburg Local Municipality (30.6%)

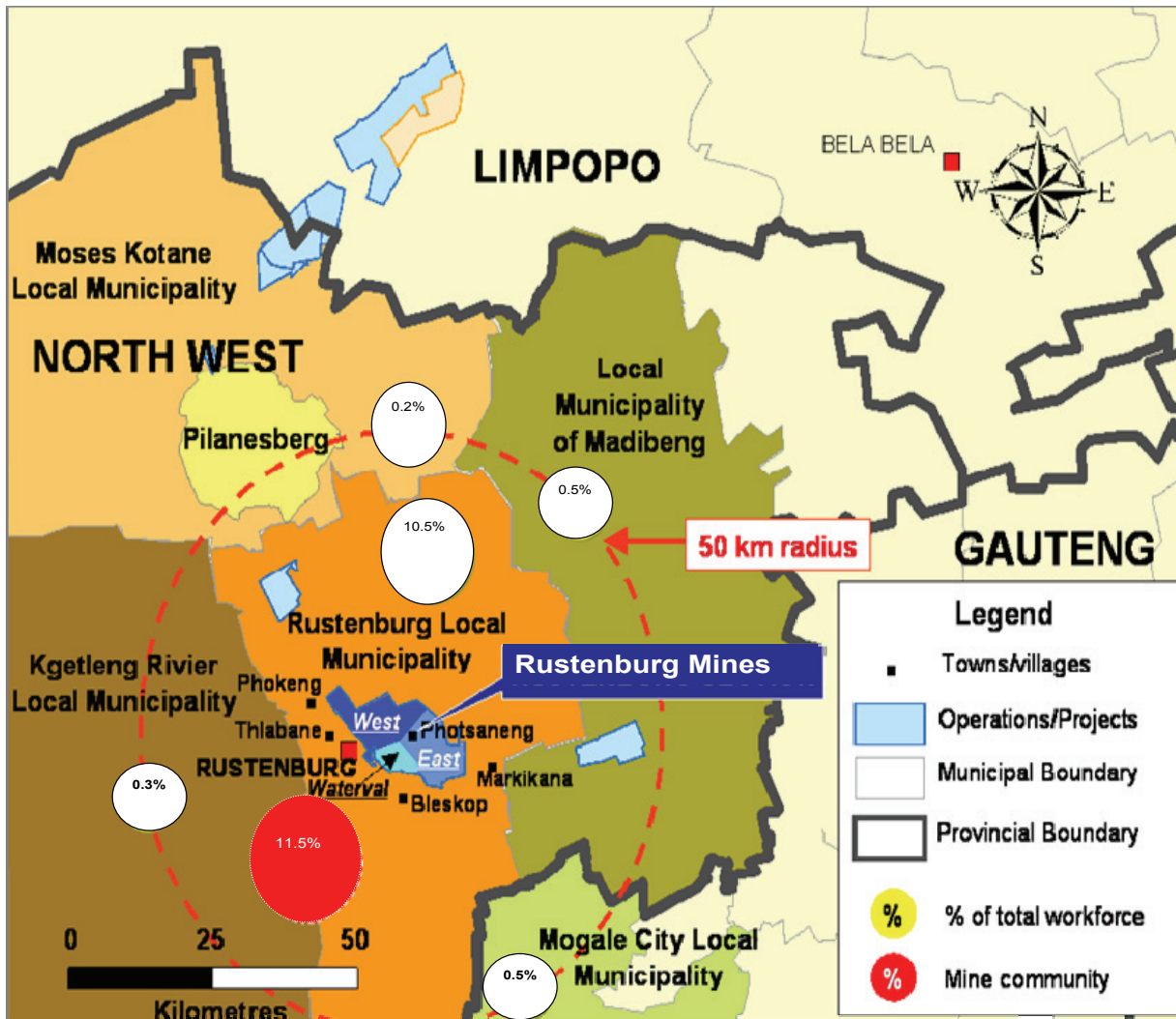
In major rural labour-sending areas: King Sabata Dalindyebo Local Municipality (24%)

At the same time the company 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
Greater Taung	North West	375	1.9%
Mafikeng Municipality	North West	745	3.9%
Makhuduthamaga Municipality	North West	1	0.0%
Moses Kotane	North West	1392	7.2%
Naledi Local Municipality	North West	356	1.9%
Rustenburg Municipality	North West	2164	11.3%
Zeerust Municipality	North West	848	4.4%
Ekurhuleni	Gauteng	917	4.8%
King Sabata Dalindyebo Mum	Eastern Cape	4613	24.0%
Nyandeni Municipality	Eastern Cape	653	3.4%
Alfred Nzo	Eastern Cape	84	0.4%
Amatole Municipality	Eastern Cape	42	0.2%
Buffalo City	Eastern Cape	56	0.3%
Mbashe Municipality	Eastern Cape	150	0.8%
Mbizana	Eastern Cape	71	0.4%
Mhlonto	Eastern Cape	117	0.6%
Ntabankulu	Eastern Cape	22	0.1%
Port St Johns	Eastern Cape	208	1.1%
Qaukeni	Eastern Cape	351	1.8%
Kwa Sani Municipality	Kwazulu/Natal	281	1.5%
Mangaung Municipality	Free State	609	3.2%
Modimolle Municipality	Limpopo	694	3.6%
SADC	SADC	2839	14.8%
Steve Tshwete Municipality	Mpumalanga	340	1.8%

Figure 5 Labour-sending Areas within the Mine Community



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

An analysis of the mine personnel records locates those workers who live in local communities to be distributed as scheduled in

Table 2. It is these villages and towns that stand to be most affected by the curtailment of mine wages in the event of retrenchments or downscaling at Rustenburg Mines.

Table 2 Demography of the Mine Community

Local Municipality	Towns within 50km radius	Number of employees	Contractor employees
Kgetlengrivier Local Municipality	Koster	56	6
	Derby	1	0
Subtotal		57	6
Local Municipality of Madibeng	Marikana	16	2
	Brits	63	17
	Mooi-nooi	1	1
	Bethanie	19	0
	Beestekraal	0	0
Subtotal		99	20
Moses Kotane Local Municipality	Mogwase	6	1
	Ledig	30	2
Subtotal		36	3
Rustenburg Local Municipality	Rustenburg	895	388
	Phokeng	196	31
	Tlhabane	213	44
	Bleskop	16	1
	Boitekong	10	10
	Mankwe	11	0
	Photsaneng	103	4
	Monakato	20	0
	Paardekraal	4	0
	Hartebeesfontein	15	0
	Boshoek	1	0
	Kroondal	7	1
	Mfidikwe	52	2
	Luka	65	11
	Sunrise Park	2	1
	Thekwana	151	6
	Bafokeng	1	0
	Kanana	104	8
	Rankelenyane	16	0
	Other (less than 5 people)	143	7
Subtotal		2025	514
Mine community total		2217	514

Regulation 46 (b)
Human resources development programmes

2. REGULATION 46 (B) - HUMAN RESOURCES DEVELOPMENT PROGRAMMES

2.1. Preamble

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

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

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

Regulation 46 (b) (i)	Skills Development Plan
Regulation 46 (b) (ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46 (b) (iv)	A Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	Employment Equity statistics and the mine's plan to achieve 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. However since this S&LP covers the period beyond 2009, targets set will be based on the new mining code's requirements of 10% black women and 40% Black people in the Senior, Middle and Junior Management levels respectively. Rustenburg Mines will strive to ensure that RPM is representative of Economically Active Population demographics.

2.2. Human Resource Development at Rustenburg Mines

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 Rustenburg Mines 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 6

Figure 6 Human Resources Development Framework

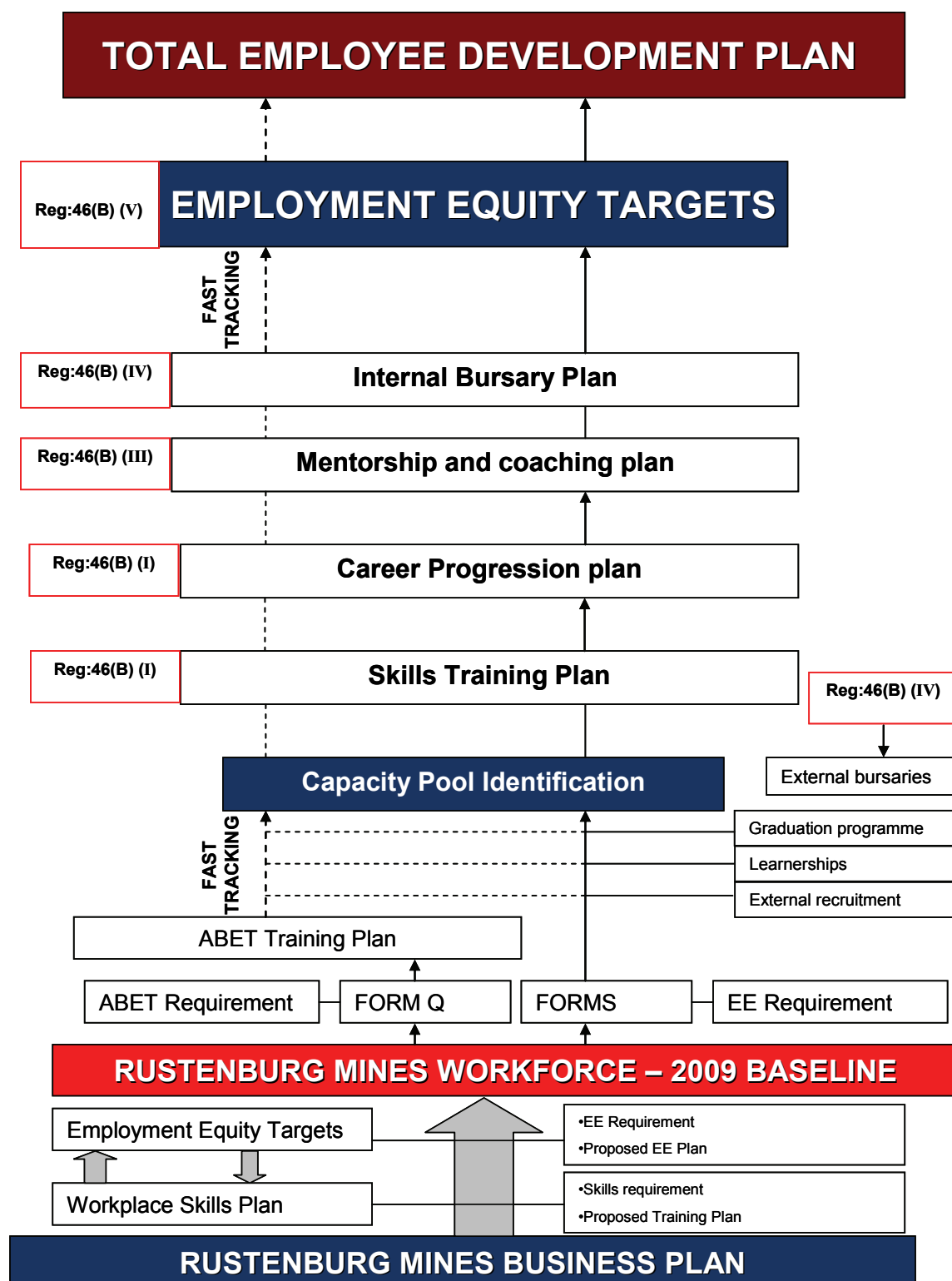


Figure 6 shows how the mine's business plan, its projected labour requirements, its Workplace Skills Plan and its Employment Equity targets are superimposed on each other to create a skills development scenario

for 2009. The data in Form Q and Form S indicate the areas whereby identified talent pool employees are trained and fast-tracked along various channels, depending on their required training interventions and career plans.

2.3. Skills development at Rustenburg Section

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 Rustenburg Section and is seen as a critical component of achieving the mine's Employment equity targets.

The mine is committed to ensure that its workers, inclusive of contractor employees are given the opportunity to acquire skills and competencies to achieve both individual and organisational goals in the context of the mine's operational and local economic development's objectives.

This Skills Development Plan outlines how Rustenburg Mines intend to offer employees the opportunity to:

- i. become functionally literate and numerate;
- ii. to participate in learnerships;
- iii. to participate in skills programmes;
- iv. to acquire portable skills; and
- v. to be part of various other training initiatives.

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

Skills development in Anglo Platinum takes place at the Anglo Platinum Development Centre (ADC) in Rustenburg, as well as at each operation. The centre offers a wide range of training courses to employees across the Company and employs development practitioners and training staff. ADC has retained its ISO 9001 listing and remains one of the few accredited training providers in the mining industry.

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

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

The following tables show the number and educational levels of both permanent and contractor employees respectively

3. REGULATION 46 (B) (I) (AA) THE NUMBER AND EDUCATIONAL LEVELS OF RUSTENBURG EMPLOYEES

Table 3 Number and Education Level of Rustenburg Mines enrolled Employees, as per Form Q in Annexure II of the MPRDA Regulations

Date: 2009 Baseline			Male				Female				Total	
Band	NQF	CLASSIFICATION SYSTEM	A	C	I	W	A	C	I	W	Male	Female
		No qualifications	6639	21	3	309	249	2	0	43	6972	294
		Grade 1 / Sub A	356	0	0	2	1	0	0	0	358	1
		Grade 2 / Sub B	13	0	0	0	0	0	0	0	13	0
		Grade 3 / Std 1 / ABET 1	2136	13	0	2	44	0	0	1	2151	45
		Grade 4 / Std 2	451	0	0	0	0	0	0	0	451	0
		Grade 5 / Std 3 / ABET 2	841	6	0	5	57	1	0	0	852	58
General		Grade 6 / Std 4	648	0	0	0	0	0	0	0	648	0
		Grade 7 / Std 5 / ABET 3	810	0	0	2	2	0	0	0	812	2
		Grade 8 / Std 6	567	0	0	6	2	0	0	0	573	2
	1	Grade 9 / Std 7 / ABET 4	583	0	1	15	4	0	0	0	599	4
	2	Grade 10 / Std 8 / N1	937	2	0	154	107	0	0	6	1093	113
	3	Grade 11 / Std 9 / N2	650	0	0	30	161	1	0	5	680	167
Higher Education and Training (FET)	4	Grade 12 / Std 10 / N3	1773	12	1	352	728	4	4	113	2138	849
	5	Diplomas / Certificates	134	2	0	137	11	0	0	8	273	19
	6	First degrees / Higher diplomas	2	0	0	3	1	0	0	2	5	3
	7	Honours / Masters degrees	23	1	1	11	13	0	1	6	36	20
	8	Doctorates	2	0	0	0	0	0	0	0	2	0
		Total enrolled employees	16565	57	6	1028	1380	8	5	184	17656	1577

Table 4 Number and Education Level of Rustenburg Mines Contractors Employees, as per Form Q in Annexure II of the MPRDA Regulations

Date: 2009 Baseline			Male						Female			Total	
Band	NQF	CLASSIFICATION SYSTEM	A	C	I	W	A	C	I	W	Male	Female	
		No qualifications	3500	11	2	343	106	1	0	18	3856	125	
		Grade 1 / Sub A	2	0	0	0	0	0	0	0	2	0	
		Grade 2 / Sub B									0	0	
		Grade 3 / Std 1 / ABET 1	2	0	0	0	0	0	0	0	2	0	
		Grade 4 / Std 2	2	0	0	0	0	0	0	0	2	0	
		Grade 5/ Std 3 / ABET 2	7	0	0	0	0	0	0	0	7	0	
General Education and Training (GET)		Grade 6 / Std 4	6	0	0	0	0	0	0	0	6	0	
		Grade 7 / Std 5 / ABET 3	11	0	0	0	0	0	0	0	11	0	
		Grade 8 / Std 6	14	0	0	6	1	0	0	0	20	1	
	1	Grade 9 / Std 7 / ABET 4	27	0	0	3	0	0	0	0	30	0	
	2	Grade 10 / Std 8 / N1	42	1	0	17	0	0	0	0	60	0	
	3	Grade 11/ Std 9 / N2	52	1	0	6	2	0	0	0	59	2	
Higher Education and Training (HET)	4	Grade 12 / Std 10 / N3	268	5	0	54	12	0	1	10	327	23	
	5	Diplomas / Certificates	65	5	0	88	1	0	0	0	158	1	
	6	First degrees / Higher diplomas	3	0	0	4	0	0	0	0	7	0	
	7	Honours / Masters degrees	0	0	0	0	0	0	0	0	0	0	
	8	Doctorates	0	0	0	0	0	0	0	0	0	0	
		Total enrolled employees	4001	23	2	521	122	1	1	28	4547	152	

2.4. Adult Basic Education and Training (ABET)

2.4.1. Rustenburg Mines ABET need

The number of employees that do not have ABET 4 (NQF 1) qualifications as at the end of October 2009 stands at 13232 enrolled employees and 4032 contractors. Table 5 below summarizes the literacy and numeracy status of the workforce who falls within this category. The overall education level for the mine's workforce is given in Form Q.

Table 5 Literacy and Numeracy Status as per 2009 baseline

ABET Level	No of enrolled employees	No of contractors employees	See Table 13 (Form Q)
BTL+PRE-ABET	7266	3981	No school qualification + BTL + PRE-ABET
Level 1	372	2	Grade 1/Sub A + Grade 2/Sub B
Level 2	2647	4	Grade 3/ Std 1/ ABET 1 + Grade 4/Std 2
Level 3	1558	13	Grade 5/Std 3/ ABET 2 + Grade 6/Std 4
Level 4	1389	32	Grade 7/Std 5/ ABET 3 + Grade 8/Std 6
TOTAL	13232	4032	

Rustenburg Mines and its contractors acknowledge the obligation to uplift the literacy levels of all those employees who have not achieved an NQF 1 qualification, and have offered the opportunity to obtain such a qualification to the majority of functionally illiterate employees. They are committed to improving the skills levels of all employees, as well as developing their full potential toward safer and more efficient work practices. All employees are continuously informed about the personal and career advantages of furthering their educational levels. All employees who register for ABET training are then assessed through recognition of prior learning (RPL) process and the most appropriate placement level from which to begin further studies is recorded.

Besides offering ABET classes to employees, Rustenburg Mines 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 NQF1 level. Of the 200 community members who will be admitted to own-Time ABET classes, 150 will be women from the immediate surrounding communities. From those women, the ones that excel in their studies will be afforded the opportunity to apply for entry positions within Anglo Platinum.

2.4.2. Rustenburg Mines ABET targets

Rustenburg Mines will be offering 6445 illiterate employees the opportunity to be functionally literate and numerate by 2014. A total of 713 employees (Full-time + Own-time) will be given the opportunity to achieve ABET level 4 (NQF level 1) by 2014. Rustenburg Mines commit to continuously reassess the workforce educational profile and to formulate a plan to offer the same opportunity to all illiterate employees still employed.

Table 6 ABET Targets (Full-time)

ABET Level	Actual	Forecast				
	End October 2009	2010	2011	2012	2013	2014
*BTL + PRE-ABET	18	20	15	19	15	17
Level 1	20	25	26	23	22	22
Level 2	12	19	22	26	27	24
Level 3	39	33	35	32	33	40
Level 4	173	40	58	60	65	62
TOTAL	262	137	156	160	162	165

*BTL = Breakthrough to literacy

Table 7 ABET Targets (Own-time)

ABET Level	Actual	Forecast				
	End October 2009	2010	2011	2012	2013	2014
BTL + PRE-ABET	315	357	304	339	364	376
Level 1	269	312	323	295	303	327
Level 2	184	215	238	191	219	225
Level 3	147	164	170	199	144	172
Level 4	65	57	84	109	117	61
TOTAL	980	1105	1119	1133	1147	1161

Assumptions:

- a) The Rustenburg Mines 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).
- b) Experience to date has shown that $\pm 20\%$ of illiterate employees who enrol for both own-time and full-time ABET classes do not pass their final assessments and a further $\pm 20\%$ of successful candidates decide for various reasons not to continue with the next level of studies. Such unsuccessful candidates will be replaced with every new intake.
- c) Learners to achieve 60% in a particular unit standard assessment to be declared competent.

2.4.3. Full-time ABET Plan

Full-time ABET refers to the arrangement in which the employee is relieved of his or her normal duties and attends ABET classes on a full-time basis. The following action steps will enable Rustenburg Mines to achieve the ABET Full-time targets:

- i. A commitment has been made by management to offer an average of 156 employees per year the opportunity to attend ABET classes on a full-time basis, with full salaries and ex-gratia bonuses, and to pay for replacement labour;
- ii. All production areas have been tasked to nominate potential learners. These employees first go through the RPL (recognition of prior learning) assessment before being placed into full-time ABET;
- iii. Provision has been made for a full-time option at Rustenburg Mines for the Breakthrough to Literacy programme, Pre-ABET and ABET level 1 (full-time);
- iv. The Education Department from Anglo Platinum will provide training for ABET level 2 and above; and
- v. Employees that are highly trainable will, together with 'high flyers' be identified from the own-time programme, and are offered the opportunity to enrol for full-time ABET. These employees could be fast-tracked into supervisory positions through various talent pool interventions.

2.4.4. Own-time ABET Plan

Own-time ABET refers to the arrangement in which the learner attends ABET classes in his or her own time. The following action steps have been undertaken to enable Rustenburg Mines to achieve the ABET Own-time targets:

- i. Fully equipped and furnished four ABET centres were upgraded in 2007 and 50 classrooms with a sitting capacity of 25 learners were renovated.
- ii. ABET Centres have the capacity to provide three training sessions per day for own-time training.
- iii. Budgets will be prepared and aligned to meet the mines' own-time targets;
- iv. There are 10 computers at each ABET centre for use by learners;
- v. Each ABET Centre has a formal assessment room;
- vi. The top 10% of learners from the own-time training groups will be nominated for inclusion in full-time training.

2.4.5. Infrastructure and capacity

Rustenburg Mines will operate full-time and own-time courses as a way of addressing the illiteracy challenge. 25 suitably qualified facilitators will be employed to ensure that quality teaching and learning take place in ABET classes. The facilitator: ratio will be maintained at 1:25. The Own-time ABET courses will be offered in four single accommodation villages ABET centres namely: Good Hope (Bleskop); Sinokhanyo (Entabeni); Madiba Fountains (Jabula) and Kgatelopele (Kanana). Teaching materials will be supplied by a service provider accredited by the Mining Qualifications Authority (MQA).

2.4.6. Marketing and enrolment

The number of employees enrolled for ABET own-time training has not yet reached the desired number that is required to fully address the illiteracy problem. To be able to increase the number of employees enrolling for ABET, the following initiatives will be put in place:

- a) Increased management involvement, particularly from production management and heads of departments, will boost the campaign to increase adult education enrolment.
- b) The ABET sub-committee will provide pamphlets for information sharing sessions
- c) Facilitators should provide progress reports of learners (both own-time and full-time) to their Supervisors and Departmental Heads
- d) Employees that 'drop out' of the own-time programmes will be paraded in order to help in getting them back into the classroom.
- e) Incentive options for own-time ABET learners to attend classes will be investigated since the returns to the company could be a more literate workforce, a larger pool of talent, enhanced productivity, and safety through better communication.
- f) Career paths open to employees who achieve ABET level 4 will be publicised as part of a marketing campaign.
- g) Practical initiatives (in progress):
 - i. Recruitment drives will be carried out to increase own-time attendances,
 - ii. Certification Ceremonies will be hosted at all centres to celebrate competencies and to motivate learners to continue;
 - iii. Monthly articles and photos on ABET will be published in the *Let's Talk* magazine

2.4.8. ABET Budget

A summary of the ABET budget as indicated below (Table 8) includes expenditure for training the Full-time and Own-time learners.

Table 8 ABET Budget

Full-time & Own-time ABET	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Total costs	31,403,326	19,103,557	21,948,055	24,828,141	27,743,815	31,403,326

2.5. Learnerships

The Human Resources Development Framework (

Figure 6 indicates how Rustenburg Mines plan to train and develop all employees and to achieve its HDSA targets. ABET programmes foremost are aimed at achieving entry-level qualifications for Learnership Programmes that will feed into Supervisory Development Programmes and ultimately into the Leadership and Management Development Programmes.

2.5.1. Learnerships

Rustenburg Mines provide mainly mining and engineering learnerships to its employees. Engineering learners, artisans and technicians are being sent to the Engineering Skills Training Centre (ESTC), based in Randfontein. 159 learners will benefit from the Engineering programme and 173 from Mining learnership by 2014. Mining learnerships are also conducted at Rustenburg Mines (see Table 11 for targets).

Table 9 Engineering Learnership Targets

Learnership type	2009	IN PROGRAMME PER YEAR OVER FIVE YEARS					Total new employees added
		2010	2011	2012	2013	2014	
Electrician	47	28	35	10	13	7	15
Fitter	34	17	17	8	10	8	14
Plater/welder	18	13	17	4	8	8	10
Rigger	2	0	4	2	4	4	5
Millwright	1	1	0	0	0	0	0
Diesel Mech	12	8	6	2	2	0	0
Instrumentation Specialist	4	1	10	6	8	4	8
Stope Service man	58	24	44	46	28	48	107
TOTAL	176	91	120	78	73	79	159
Budget (R)	9,323,235	4,512,399	4,516,050	2,637,560	4,648,875	4,705,800	

Table 10 Mining Learnership Targets

Learnership Type: Mining	2009	2010	2011	2012	2013	2014
NQF Level 2 Mining Operations	35	34	34	35	35	36
NQF Level 3 Mining Rock breaker	61	35	34	34	35	35
TOTAL	96	69	68	69	70	71
Budget (R))	6,622,275	4,591,950	4,516,050	2,637,560	4,648,875	4,705,800

The following **action steps** will enable Rustenburg Mines to achieve the above targets:

- a) These learnerships will be advertised both internally as well as through national recruitment programmes annually;
- b) Commitment of 80% HDSAs to be selected for these programmes;
- c) 25% of these HDSA learnerships will be reserved for black women (see Table 24);
- d) The remaining 20% will be allocated to Non-HDSAs; and
- e) Coaching programmes will be implemented for all learnership candidates.

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 pathing and the development of lower level employees in the Mining and Engineering disciplines through Level 1 and 2 programmes as well as in the Services Departments will be discussed in this section.

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

2.6.1 Mining

Although "Competent A" and "Competent B" being a legislative requirement, its imperative to note, that this training is fully outcomes based, unit standards driven, adding to credits, building qualifications. These unit standards also feature very clearly within the career path matrix indicating a requirement for NQF Level 2 in mining. The table below indicate targets for competent A and B training for Rustenburg Mines.

Table 11 Competent A and B Training

Category	2010	2011	2012	2013	2014
Competent A	37	34	32	29	27
Competent B	106	97	91	81	71
Total	143	131	123	110	98

In addition the Company implemented the "Blasting Assistant" skills program as per new Explosives Regulations based on Unit Standards. There is no level 1 mining learnership registered. Entry

requirements are met by completing the NQF1 entry into the mining industry or ABET level 4 qualifications as a minimum entry qualification.

The plan is to develop mining employees for the years 2010-2014:

Table 12 Blasting Assistant training

Category	2010	2011	2012	2013	2014
Blasting Assistant	253	74	70	60	55
Total	253	74	70	60	55

The company also introduced cadetship programmes; learners are recruited from surrounding communities and are trained in the following categories below:

Table 13 RDO Cadetship Academy

Category	2010	2011	2012	2013	2014
Rock Drill Operator (RDO) /Stope timber/Cheesa/Winch driver Cadetships	60	120	120	120	120
Mechanized Mining Cadetships/Belt Attendance	30	30	30	30	30
Total	90	150	150	150	150

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.

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, Boiler making and Rigging. A total of 751 will be trained in the next five years.

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. 107 learners will benefit from this program. There will also be an acceleration program to get current employees with sufficient experience qualified as artisans.

Table 14 Engineering Training Targets for lower level employees

Category	2010	2011	2012	2013	2014
Level 1 Training Programme (A - B7)	181	150	153	165	102
Level 2 Engineering Service Men Training (C1)	24	22	23	14	24
Total	205	172	176	179	126

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 mentoring and coaching takes place. Learners will be assigned 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.

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

2.7 Services Training and Development

In addition to technical training, the Mine has also introduced training in services departments. The table below show the targets set for services training for the next five years.

Table 15 Services Department Talent Pool

Department	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
HR	13	14	13	12	13	14
Finance	1	7	8	8	7	7
SHE	4	5	4	5	4	4
Protection Services	0	0	0	0	0	0
Total	18	26	25	25	24	25

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

2.8 Leadership and Management Development

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

Table 16 Management and Leadership Development Targets

Development Programme	2009	IN PROGRAMME PER YEAR OVER FIVE YEARS					Total new employees added
		2010	2011	2012	2013	2014	
Mining Supervisory training	13	40	28	22	29	25	74
Engineering Supervisory training	19	38	26	24	26	20	60
Total	32	78	54	46	55	45	134
MOC	10	16	17	17	20	21	40
MMC	6	10	12	11	13	16	30
JMP	0	8	9	7	10	10	47
PME	0	9	9	10	9	9	45
Total	16	43	47	9	52	56	162

GRAND TOTAL	48	121	101	93	107	101	296
BUDGET		15,875,312	11,214,308	10,421,308	1,280,942	8,967,942	

2.9. Portable skills training

Rustenburg Mines recognise 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. The organisation's human resources department strategy is of such a nature that employees are continually exposed to skills and competencies that will enable them to enhance their skill to apply internally or externally to the mining industry, and or enable them to utilise the skill to be financially self sustaining in any sector.

The portable skills training strategy will be applied in two levels:

a) The portable skill will firstly be implemented by providing the skills which are functional and important during the life of mine. These skills should further assist the individual to positively contribute to the organisation. The skills should be supplementary to the core business of the company. The programmes identified are the following but not limited to:

- i. Finance for non-financial personnel
- ii. Computer literacy
- iii. Bricklaying
- iv. Painting
- v. Plastering
- vi. Cooking

b) Secondly, the organisation will make provision to train employees on non-mining related skills at times of retrenchment, downsizing or closer to mine closure. In the event of changes in the market conditions which necessitate retrenchment downsizing or closure, the company will create a portable skills fund to cater for the training of those identified as affected by such conditions.

The following **action steps** will enable Rustenburg Mines to achieve the above:

a) Portable skills during the life of mine:

- i. The HRD department through HRD Officers and contracting companies will identify individuals who should go through the identified programmes.
- ii. Link the above mentioned programmes to be part of the individuals career progression
- iii. These skills will be catered for as part of the workplace skills plan.

b) Portable skills during retrenchment, downsizing and mines closure:

- i. A fund to be set aside for such purpose
- ii. The programmes identified will be executed a month before the employee completes with the company and will not exceed one month.
- iii. The programmes are as stipulated but not limited to the following:

Table 16 Portable skills training targets

Type of skill	2009	2010	2011	2012	2013	2014
Bricklaying	29	40	45	45	45	45
Painting	28	40	45	45	45	45
Plastering	39	40	45	45	45	45
Cooking	18	25	35	35	35	35
Plumbing	14	0	0	0	0	0
Carpentry	29	0	0	0	0	0
Sewing	14	0	0	0	0	0
Total	171	145	170	170	170	170
Budget	R1,426,242	R1,148,168	R1,319,114	R1,319,114	R1,319,114	R1,319,114

2.10 Training facilities

People-development interventions aimed at attracting and retaining staff with the required competencies will be a key focus area. Most of Rustenburg Mines' core training requirements will be undertaken on-site at the following training centres:

Conventional Mining Underground Training Centres: The Underground Training Centres at Rustenburg Mines have a capacity of 300 trainees at both Thembelani and Siphumelele Mines. It is envisaged that the capacity of the training centres will remain the same until 2014.

New Mining Technology: Rustenburg Section is currently modifying the underground training centre at Thembelani to provide for New Mining Technology. The focus area of this new training centre will be on the Mantis twin rig, Scissors rig, Longhole driller and Continuous loader technology..

The centre was completed by end of end of 2008; it has the capacity to cope with the requirements of Anglo Platinum Company.

Bathopele Mechanised Mining Training Centre: The building of this training centre at Bathopele Mines was completed in 2009. The labour required for this centre has been planned for and provided. Bathopele underground training centre will provide training services to Rustenburg Mines and the Eastern Limb operations.

The following **action steps** will enable Rustenburg Mines to achieve the above targets:

- Identify high potential candidates from Supervisory and Junior Management ranks based on their performance and individual development progress;
- During Career Development Panel sessions candidates will be identified to attend further leadership programmes such as the Junior Management Programme and Management Development Programme in conjunction with a leading South African business school; and
- Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo Platinum Development Centre covering areas such as personal and professional mastery, performance management, employee relations and employee communications.

2.11 Graduate Development Scheme

The Graduate Development Scheme, which forms part of the Young Professional Scheme, is aimed at filling critical skills gaps and HDSA targets in Anglo Platinum's core activities.

Table 18 presents Rustenburg Mines' five-year plan for young graduates per discipline.

Table 18 Graduate Development Scheme Targets

Discipline	2009	IN PROGRAMME PER ANNUM					Total intake
	Actual 2009	2010	2011	2012	2013	2014	
Mining engineering	11	13	14	18	7	11	0
Engineering	24	28	29	16	10	5	11
Geology	3	10	16	11	6	10	26
Mine surveying	0	1	2	6	3	19	11
Human resources	7	7	3	6	6	9	15
Finance and accountancy	4	4	4	2	2	6	11
Rock engineering*	2	5	8	12	3	9	6
TOTAL	51	68	76	71	37	69	80

Note: Refer to Form R for hard to fill vacancies specifically for rock engineers. The targets above intend not only to provide a steady pipeline supply of skills but also to address hard to fill vacancies.

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

The following **action steps** will enable Rustenburg Mines to achieve the above targets:

- Every year Rustenburg Mines plans the number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years;
- Following a special national recruitment drive, the Company engages the successful applicants at the Anglo Platinum Company Development Centre;
- These graduate trainees are then further developed by means of the discipline specific Graduate Development Program for an average of 18 months;
- During the Program, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by Anglo Platinum; and
- Every Graduate has an Individual Development Charter and an appointed mentor and is bi-l appraised bi-annually

3. REGULATION 46 (B) (I) (BB) THE NUMBER OF VACANCIES THAT RUSTENBURG MINES HAS BEEN UNABLE TO FILL

Rustenburg Mines analyze the human capital requirements per discipline annually to determine scarce skills and to develop relevant action plans such as learnerships; graduate development programmes and bursaries. Reference to table 11, 12, 13, and 14.

Table 19 Vacancies that Rustenburg Mines has been Unable to Fill, as per Form R in Annexure II of the MPRDA Regulations

Occupational level	Job title of vacancy	Main reason for inability to fill the vacancy
Top management	None	
Senior management	Chief Surveyor ¹	Availability of scarce skills ¹Refer to Table for Graduate Development Scheme targets.
Professionally qualified and experienced specialists and mid-management	Section Engineer ¹	
	Rock Engineer ¹	
	Engineer ¹	
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Rock engineering ²	Availability of scarce skills; competitive package ²Refer to Table 18 for Graduate Development Scheme targets specifically for Rock Engineering.
	Ventilation Officer ³	³Refer to Table 29 for Bursary targets specifically for Ventilation.
	Artisan ⁴	⁴In terms of artisans, Rustenburg Mines will award on average 90 learnerships (Artisans) per annum in the fields of Mining and, Engineering
Semi-skilled and discretionary decision-making	There are no vacancies within these two levels that have been unable to be filled	Rustenburg Mines` training programmes provide sufficient people to be placed in positions within its A and B bands.
Unskilled and defined decision-making		

Note: The Bursary Plan and Learnerships 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 (flowcharts) for every discipline within its operations. The flowcharts 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

(see Appendix 3 - Career Path Matrices). Role descriptions will be outlined with respect to minimum job entry requirements, desirable qualifications, and relevant courses aligned to national unit standards and the required duration to complete each step in the recommended career path for each position. Consideration will be given to complexity, qualifications, previous experience and competence.

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

Rustenburg Mines have set up discipline-specific HDSA training and development programmes for HDSA talent pool employees to fast track them in line with career paths. Table 17 and Table 18 below show Rustenburg Mines' career progression plan for the talent pool employees specifically to the core mining and engineering disciplines. Similar career progression plans for the other disciplines have been introduced in accordance with the career paths as illustrated in Appendix 4.

Table 17 Career Progression Plan – Mining

Mining Career Progression		Number of HDSAs with Potential (Talent Pool)					
		2009 Actual	2010	2011	2012	2013	2014
		- in programme					
Level 2 Learnership	A-Band	35	34	34	35	35	36
Level 3 Learnership	B-Band	51	35	34	34	35	35
Shift Supervisor Programme	C-Band	78	48	38	42	41	43
Mine Overseer Certificate	D-Band	18	13	13	14	14	14
Mine Manager Certificate	D-Band	9	6	6	7	6	9

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

The next requirement to be promoted to the next level as a **miner** is a blasting certificate. These candidates are on full-time programmes to obtain the blasting certificate as well as the accompanying skills and exposure to be appointed as a miner. The plan is to have candidates in the programme, each with an Individual Development Charter (IDC). To be appointed as a **shift supervisor**, a miner must obtain a shift supervisor certificate. This requires a special development programme and exposure to stoping, development, night shift cleaning, construction and other special projects.

To be appointed as a **mine overseer**, the entry level to management, an experienced shift supervisor must obtain a mine overseer certificate. Shift supervisors who have potential are given full-time training to enable them to pass their mine overseer certificate exams and will then be appointed in substantive positions. In addition, there are generic HRD interventions in place.

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

A special programme is provided for across the Company at Central Level to meet HDSA targets at Senior and Top Management. The executives have approved this project to train E-Band designated

candidates to be substantively appointed across all the operations.

Table 18 Career Progression Plan – Engineering

Engineering Career Progression		Number of HDSAs with Potential (Talent Pool)					
		2009 Actual	2010	2011	2012	2013	2014
	- in programme						
Level 1 programme	A-Band	457	117	100	105	117	59
Level 2 programme	B-Band	58	24	22	23	14	24
Engineering Learnerships	C-Band	120	94	65	8	14	7
Engineering Foreman Certificate	C-Band	22	23	20	22	18	21
Junior Engineering Programme	D-Band	26	26	4	4	4	4

The entry level into the engineering discipline is an *artisan assistant*. The Level 1 training programme aims to develop engineering employees as artisan assistance. The Level 2 programme aims to develop artisan assistants to become *engineering servicemen*.

Engineering servicemen with potential could apply or be nominated to enter the engineering learnership programme in order to become *artisans*. Artisans require a foreman certificate to be appointed as *engineering foreman*. The Company has embarked on a special engineering foreman certificate training programme at all operations.

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

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

In support of the above plan Rustenburg Mines will every six months review the individuals' performance and progress of development against the Individual Performance Agreement and Individual Development Charter. Mentorship and coaching will be a crucial component of any fast-tracking plan.

5. REGULATION 46 (B) (III) MENTORSHIP PLAN AND 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 and coaching support Anglo Platinum's career and succession management system, providing for a transfer of knowledge, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.

Table 22 below 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 candidates that are on development programmes will be on mentorship programmes.

Table 19 Mentorship

	Number of employees to be mentored/coached				
Mentorship Category	2010	2011	2012	2013	2014
<i>Learnership candidates</i>	154	201	147	143	150
<i>Leadership & Management development candidates</i>	121	101	93	107	101
<i>Graduates</i>	78	76	60	33	40
<i>Internal bursary candidates</i>	103	111	98	88	88
Total	456	489	398	371	379

The following **action steps** will enable Rustenburg Mines to achieve the above targets:

- Mentors will be selected carefully and developed to ensure effective continuation of mentorship relations;
- Employees that are not participating in the mentorship programmes will be developed via standard development mechanisms, including relevant coaching by supervisors and Company coaching;
- Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- Needs identified as a consequence of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the IDC;
- An agreement will be entered into for formal mentorship and will specify each Company or party's expectations and commitments; and
- The mentorship systems will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

5.2. External mentorship programmes

With regards to external mentorship, Rustenburg Mines will follow the Anglo Platinum guidelines, which cover three different categories of mentoring. These are discussed briefly below.

Equity or joint venture partners

Rustenburg Mines acknowledge the broad-based intent of the Mining Charter with regards to the equity ownership as well as the importance of such ventures to be sustainable.

Depending on the needs identified through the initial stages of such an equity relationship or joint venture the following actions will be implemented as part of a mentorship programme;

Letters will be drafted to all equity and joint venture (JV) empowerment partners, offering mentorship programmes for directors and senior executives. The letters will request acknowledgement of the offer and an indication of acceptance or refusal;

A structured programme will be developed jointly by Rustenburg Mines and the prospective partner for its orientation and mentorship; and

Applicable governance structures will be implemented to initially monitor the progress of such mentorship programmes and later the implementation of the agreed business plans.

Suppliers of goods and services

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

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

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

Small business and local economic development

Anglo Platinum has appointed an Enterprise Development Manager to lead the local supplier development programme which inter alia includes:

- Profiling of local enterprises
- Coordinate the identification and earmarking of opportunities within the mining production value chain for local enterprises
- Facilitate provision of business support services to local enterprises to ensure preparedness of local companies to access opportunities from the mine
- Facility match-making

Rustenburg Mines has appointed a Business Development Officer (BDO) to mentor small, local businesses wishing to solicit trade from the mine. The BDO will ensure their access to opportunities and will mentor them in general business practice.

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

6.1. External bursary scheme

Anglo Platinum has a well-established bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, 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 of this scheme will be to identify high-potential young HDSA candidates.

The Young Professional Schemes, which will consist of the Bursary Scheme (Table 31) and the Graduate Development Schemes (see Section 0), are aimed at filling critical skills gaps in Anglo Platinum's core activities (see Hard-to-fill vacancies in Section 0). Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The Company will employ very specific marketing initiatives within the communities to enable bursaries to be allocated to applicants from labour sending areas.

Table 28 provides targets for external bursaries for the next five years per discipline. The targets also indicate a distinction between those bursaries that are required for future skills requirements namely 'pipeline bursaries' and those bursaries that are required to fill critical skills shortages - bursaries for 'hard to fill vacancies' – that are given in Form R in Section 4.

Table 20 External Bursary Targets

Discipline of bursary	2009	In Programme					Total intake
		2010	2011	2012	2013l	2014	
Mining engineering	13	14	18	7	11	11	0
Electrical and mechanical engineering	7	7	6	3	1	0	0
Human resources		0	0	0	0	0	0
Finance and accountancy	2	2	2	4	5	6	10
Mine surveying		8	9	11	10	8	25
Rock Engineering		17	10	3	0	3	0
Geology	8	9	10	10	9	9	42
Ventilation	3	5	5	5	5	5	12
TOTAL	33	62	60	43	41	42	89

The following **action steps** will enable Rustenburg Mines 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 (see Table 24);
- 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 Company's strategic priorities, particularly in light of the chronic skills shortages in the South African mining industry.
- The bursary scheme will be open to the broader public as well as employees' children and relatives.
- The minimum selection requirement for Grade 12 learners will be a D (Higher Grade) or C (Standard Grade) in mathematics and science.

- 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

Internal bursaries are available to all employees, where individuals commit themselves to career development and the company supports the initiatives (refer to Table 29). 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 procedure.

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 21 Educational assistance scheme targets

Discipline	IN PROGRAMME PER YEAR					
	Total	Total	Total	Total	Total	Total intake
Mining	15	17	14	13	12	35
Engineering	25	32	30	28	32	61
Mining Resources Management	13	13	11	10	9	29
Human Resources	19	17	16	13	12	31
Finance	15	14	13	12	11	21
Safety	13	14	10	8	8	18
Protection Services	3	4	4	4	4	5
TOTAL	103	111	98	88	88	200
Budget(R)	1,694,495	1,866,190	1,578,521	1,428,860	1,384,758	

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

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

.3. Internship programme

The Internship Programme consists of different programmes (Cadetship, external bursary programme and young professionals) aimed at giving learners accelerated exposure as part of their development programmes. 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:

As part of the Anglo Platinum Adopted School Programme, school learners will be afforded the opportunity to visit the operations with the objective to learn about the various careers available in the mining industry;

The company's cadet programmes (such as the Rock Drill Operator Cadetship) are aimed at developing talent amongst unemployed members of the surrounding communities, to be engaged as and when required;

In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year¹ or be channelled into full-time tertiary study; and

Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace

Internships will be offered to unemployed partially qualified students as per the JIPSA Initiative that is managed centrally by Company HRD.

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

7. REGULATION 46 (B) (V) EMPLOYMENT EQUITY: STATISTICS

7.1 Employment Equity status

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 its employees. The company will enhance its Employment equity vision through attracting high-calibre staff, encouraging development through the provision of education of high standard and retain talent. The tables below show Rustenburg Section's Employment Equity status for both enrolled employees and contractors as at the end of October 2009:

Table 25: Employment Equity Statistics for Rustenburg Mines employees, as per Form S in Annexure II of the MPRDA Regulations –2009 baseline

Occupational Level	Anglo Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	Band 3	0	0	0	0	0	0	0	0	0	0	0
Senior management	Band 4&5	10	1		32	0	0	0	0	43	1	0
Professionally qualified and experienced specialists and mid-management	Band 6 and D1	126	10	4	288	18	2	1	37	486	2	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C-Band	1030	8	1	604	160	1	3	86	1893	8	0
Semi-skilled and discretionary decision-making	B-Band	14295	30	1	81	602	4	1	59	15073	17	1
Unskilled and defined decision-making	A-Band	1104	8	0	23	600	1	0	2	1738	11	0
Total enrolled employees		16565	57	6	1028	1380	8	5	184	19233	39	1
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		16565	57	6	1028	1380	8	5	184	19233	39	1

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

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

Occupational Level	Anglo Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	Band 3	0	0	0	0	0	0	0	0	0	0	0
Senior management	Band 4&5	1	0	0	23	0	0	0	0	24	0	0
Professionally qualified and experienced specialists and mid-management	Band 6 and D1	13	1	0	65	0	1	1	1	82	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C-Band	311	7	1	288	5	0	0	9	621	0	0
Semi-skilled and discretionary decision-making	B-Band	2530	10	0	106	37	0	0	18	2701	0	0
Unskilled and defined decision-making	A-Band	1146	5	1	39	80	0	0	0	1271	0	0
Total enrolled employees		4001	23	2	521	122	1	1	28	4699	0	0
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		4001	23	2	521	122	1	1	28	4699	0	0

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

7.2 Women in Mining

7.2.1 Women in Mining targets

Rustenburg Mines will make efforts to recruit, develop and retain women. The mine is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Gender Equity is critical to economic growth and wealth creation in South Africa. Furthermore, the company recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

Table 32 shows women targets for Rustenburg Mines in terms of Anglo Bands for all women enrolled at Rustenburg Mines. Table 33 indicates targets specifically for women in mining which include all positions in the mining, engineering and mineral resources management disciplines (core disciplines).

Table 22: Targets for Women enrolled at the Mines

Occupational Level	2009		2010			2011			2012			2013			2014		
Senior management	43	0.0%	0	39	11.5%	4	39	12.0%	5	39	13.0%	5	39	14.0%	5	39	15.0%
Professionally qualified and experienced specialists and mid-management	486	11.9%	58	391	11.5%	45	396	12.0%	48	399	13.0%	52	399	14.0%	56	399	15.0%
Total management	529	11.0%	58	430	11.5%	49	435	12.0%	52	438	13.0%	57	438	14.0%	61	438	15.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1893	13.2%	250	1740	14.0%	244	1745	15.0%	262	1751	16.0%	280	1751	17.0%	298	1751	18.0%
Semi-skilled and discretionary decision-making	15073	4.4%	666	12332	7.5%	925	12084	7.9%	949	12202	8.8%	1077	12202	10.3%	1261	12202	11.4%
Unskilled and defined decision-making	1738	34.7%	603	1879	35.5%	667	1889	36.0%	680	1906	37.0%	705	1906	38.0%	724	1906	39.0%
Total enrolled employees	19233	8.2%	1577	16381	11.5%	1884	16153	12.0%	1943	16297	13.0%	2120	16735	14.0%	2344	16735	15.0%

Table 23: Targets for Women enrolled in Core Disciplines (Mining, engineering and mineral resources)

Occupational Level	2009			2010			2011			2012			2013			2014		
		0.0%	0	17	8.0%	1	17	8.5%	1	17	9.0%	2	17	9.5%	2	17	10.0%	2
Senior management	30																	
Professionally qualified and experienced specialists and mid-management	292	5.1%	15	212	8.0%	17	216	8.5%	18	218	9.0%	20	218	9.5%	21	218	10.0%	22
Total management	322	4.6%	15	229	8.0%	18	233	8.5%	20	235	9.0%	21	235	9.5%	22	235	10.0%	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1421	5.2%	75	1341	6.0%	80	1348	6.5%	88	1354	7.0%	95	1354	7.5%	101	1354	8.0%	108
Semi-skilled and discretionary decision-making	14475	3.5%	513	11739	4.1%	481	11492	4.5%	517	11609	5.0%	580	11609	5.7%	662	11609	6.1%	711
Unskilled and defined decision-making	1659	35.3%	586	1760	35.5%	625	1771	36.0 %	637	1788	36.5%	653	1788	37.0%	661	1788	38.0%	679
Total enrolled employees	17877	6.7%	1189	15068	8.0%	1205	14843	8.5%	1262	14986	9.0%	1349	15221	9.5%	1446	15221	10.0%	1522

*Note that percentages per ban (Anglo Band) represent the percentage of HDS As of the total employees within that specific Level.

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

7.2.2 Strategy and objectives

Rustenburg Mines have 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 [preferably to recruit black women in vacant positions previously occupied by white females as far as possible based on EAP (Economically Active Population) and 10% annual attrition rate];

Recruit 25% black women in all learnerships, graduate trainees and bursars;

Providing as far as possible preference to black women for skilled and management positions;

Identify and create programs for current female employees with potential and 25% must be black female candidates to be developed for supervisory and management positions; and

Employment Equity 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 24 below indicates the planned number of women to be trained and developed to meet the targets set by Rustenburg Mines:

Table 24 Training and Development of Black Women

Specific interventions for black women	IN PROGRAMME PER ANNUM					
	2010	2011	2012	2013	2014	Total intake
Learnerships	34	28	28	22	26	59
Supervisory development	16	21	26	28	39	59
Management development programmes	11	11	12	11	12	49
Internal Bursaries	15	19	18	17	14	24
Mentorship programme	21	31	32	32	33	58
Capacity pool candidates	40	47	51	63	68	197
Total Black Women trained	137	157	167	173	192	346

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 22: Targets for Females enrolled at the Mines.

7.2.4 Challenges and action steps

The challenges in achieving and sustaining the targets outlined in are outlined below:

- a) Not all facilities for women are available underground;
- b) Dominance of male provide for an intimidating environment for women coupled with fears of sexual harassments;
- c) Availability of women with mining skills remains a challenge;
- d) Heat tolerance tests for women provide less favourable feedback during medical assessments and limit the number of women qualifying to work underground; and
- e) Overall, positions suitable for women considering the inherent requirements of the job still need to be clearly identified, understood and explained to all stakeholders in the business.

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

- a) Identify potential black female employees who have demonstrated an interest and ability to further their careers in mining;
- b) Place selected, high-performing black female employees on job rotation/fast-track career development;
- c) 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 women black women with potential and provide bursaries to study for a technical degree, with a view to making a career in mining.

7.3 EMPLOYMENT EQUITY: HDSA PARTICIPATION IN MANAGEMENT

7.3.1 HDSA in Management targets

The company will develop a demographically representative talent pool, ensuring effective career and succession planning to retain talent, constructing and implementing a sound mentorship programme, and creating a workplace that will support and respect all employees' values and cultures.

Refer to Table 25 for a complete list of all HDSA employees in management (D1 and above) at Rustenburg Mines.

Table 25 Targets for HDSA Participation in Management

Occupational Level	2009	HDSA		2010	HDSA		2011	HDSA	
Senior management	43	27.9%	12	39	42.0%	16	39	45.0%	18
Professionally qualified and experienced specialists and mid-management	486	40.1%	195	391	42.0%	164	396	45.0%	178
Total management	529	39.1%	207	430	42.0%	181	435	45.0%	196

Occupational Level	2012	HDSA		2013	HDSA		2014	HDSA	
Senior management	39	47.0%	18	39	49.0%	19	39	50.0%	20
Professionally qualified and experienced specialists and mid-management	399	47.0%	188	399	49.0%	196	399	50.0%	200
Total management	438	47.0%	206	438	49.0%	215	438	50.0%	220

**Note that percentages per ban (Anglo Band) represent the percentage of HDSAs of the total employees within that specific Level.*

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

7.3.2 Strategy and objectives

Rustenburg Mines has developed three main strategies to ensure that its Employment Equity targets are realistic and achievable: These will be to:

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

Table 26 Target for HDSA Participation in Management: Percentage Breakdown by Race and Gender

Employment Level		2010						2011						2012									
		Male			Female			Male			Female			Male			Female						
		African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	White			
	%	25.6%	2.6%	5.1%	5.1%	0.0%	2.6%	0.0%	25.6%	2.6%	5.1%	7.7%	2.6%	2.6%	0.0%	25.6%	2.6%	5.1%	7.7%	2.6%	2.6%	0.0%	
E	Senior management	No	10	1	2	2	0	1	0	10	1	2	3	1	1	0	10	1	2	3	1	1	0
	%	27.1%	0.8%	2.6%	5.1%	5.6%	0.3%	0.5%	5.6%	29.5%	1.3%	2.0%	5.1%	0.5%	1.5%	5.1%	30.3%	1.3%	2.5%	5.8%	0.5%	1.8%	5.0%
D	Middle management	No	106	3	10	20	1	2	22	117	5	8	20	2	6	20	121	5	10	23	2	7	20
	%	54.1%	0.3%	0.6%	9.2%	3.4%	0.2%	1.1%	3.4%	57.7%	0.6%	1.7%	10.2%	0.2%	1.4%	3.2%	62.4%	0.6%	2.0%	10.8%	0.3%	1.7%	3.1%
C	Junior management	No	941	5	10	160	4	20	60	1007	10	30	178	4	25	55	1093	10	35	189	6	30	55
	%	77.1%	0.0%	0.3%	6.6%	0.4%	0.1%	0.4%	0.4%	78.7%	0.1%	0.4%	6.9%	0.0%	0.5%	0.4%	79.1%	0.1%	0.4%	7.7%	0.1%	0.7%	0.4%
B	Semi-skilled	No	9512	5	40	810	10	50	55	9507	7	50	834	5	60	50	9648	7	50	940	7	80	50
	%	59.6%	0.2%	0.8%	33.0%	0.1%	0.3%	2.1%	0.1%	57.7%	0.3%	1.1%	33.0%	0.4%	2.4%	0.3%	55.5%	0.3%	1.3%	33.5%	0.4%	2.6%	0.5%
A	Unskilled	No	1119	3	15	620	5	40	2	1090	5	20	623	7	45	5	1057	5	25	638	7	50	10
Total HDSAs in management		%	27.0%	0.9%	2.8%	5.1%	0.2%	0.7%	5.1%	29.2%	1.4%	2.3%	5.3%	0.7%	1.6%	4.6%	29.9%	1.4%	2.7%	5.9%	0.7%	1.8%	4.6%
Total HDSAs in management		No	116	4	12	22	1	3	22	127	6	10	23	3	7	20	131	6	12	26	3	8	20

Table 26 Target for HDSA Participation in Management: Percentage Breakdown by Race and Gender

Employment Level		2013								2014							
		Male				Female				Male				Female			
		African	Indian	Coloured		African	Indian	Coloured	White	African	Indian	Coloured		African	Indian	Coloured	White
	%	25.6%	2.6%	7.7%	2.6%	7.7%	2.6%	0.0%	25.6%	2.6%	7.7%	10.3%	2.6%	2.6%	2.6%	0.0%	
E	No	10	1	3	3	1	1	0	10	1	3	4	1	1	1	0	
	%	31.3%	1.3%	2.5%	6.0%	0.5%	2.5%	5.0%	31.3%	1.3%	2.5%	7.3%	0.8%	2.5%	2.5%	4.5%	
D	No	125	5	10	24	2	10	20	125	5	10	29	3	10	18		
	%	67.1%	0.6%	2.3%	11.6%	0.5%	2.1%	2.9%	71.0%	0.6%	3.4%	11.9%	0.6%	2.7%	2.9%		
C	No	1175	10	40	203	8	37	50	1243	10	60	208	10	47	50		
	%	82.0%	0.1%	0.6%	9.1%	0.1%	0.7%	0.4%	83.7%	0.1%	0.8%	10.0%	0.1%	0.9%	0.4%		
B	No	10010	7	70	1114	7	90	50	10217	10	100	1216	10	110	50		
	%	53.5%	0.3%	1.3%	33.7%	0.4%	3.4%	0.5%	52.2%	0.3%	1.6%	33.9%	0.4%	3.9%	0.8%		
A	No	1019	5	25	642	7	65	10	995	5	30	646	7	75	15		
Total HDSAs in management		%	30.8%	1.4%	3.0%	6.2%	0.7%	2.5%	30.8%	1.4%	3.0%	7.5%	0.9%	2.5%	4.1%		
Total HDSAs in management		No	135	6	13	27	3	11	135	6	13	33	4	11	18		

7.3.3 Implementation plan

7.3.3.1 Providing training and development for HDSA candidates

The following action plans have been implemented to train and develop HDSA candidates for management positions:

Consulting with the Mining Qualifications Authority (MQA) and training service providers to accelerate and enhance training programmes for HDSAs;

Assessing and identifying high-potential candidates;

Fast-tracking of high-potential candidates;

Providing experiential training through coaching and mentoring;

Building management capacity through targeted in-house training and development programmes from executive development through to technical training;

Providing pre-employment training;

Giving HDSA employees operational exposure through an 'action learning' initiative which is practical in orientation;

Developing a focused bursary programme;

Leadership academy will be utilised as part of the measures put in place to attract, grow and retain workers; and

Appointing HDSA candidates to vacancies on a contract or temporary basis so that they can gain experience until such time as they or other suitably qualified candidates are competent enough to be permanently appointed to the positions in question.

7.3.3.2. Developing and fast-tracking of HDSA candidates

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 targets for more senior management positions. Of crucial operational importance is that HDSA candidates are suitably qualified for the positions to which they are appointed.

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

7.3.3.3. Creating additional employment opportunities

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

Offering early retirement packages to employees older than 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 Company'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;

Filling vacancies on a contract or temporary basis until suitably qualified candidates are developed;

Replacing retiring staff with HDSA candidates; and

Transferring identified non-designated employees to new expansions.

7.3.3.4 External recruitment strategy

The shortage of internal talent within Rustenburg Mines will force the company to aggressively recruit external staff. One strategy will be to employ these candidates temporarily in positions on which a moratorium has been placed.

External recruitment will focus on qualified staff on the one hand, and graduate trainees and bursars on the other (see Table and Table 31). Recruitment will be targeted and head-hunting used as a primary strategy. The potential constraints in attracting and retaining people in these posts are likely to be the availability of accommodation and a culture of 'job hopping'.

7.3.3.5 Retention strategy

A general problem faced by the South African mining industry is employees' tendency to 'job-hop' from mine to mine. Due to the dearth of experienced, suitably qualified HDSA candidates for mine management and supervisory positions, a great deal of competition for these employees' services can be expected.

Rustenburg Mines will utilise the Anglo Platinum's retention strategy to deal with the retention challenges of HDSAs. The current salary packages of HDSA in management will be reviewed in order to benchmark these against the industry. In its endeavour to become the employer of choice, Rustenburg Mines will continuously conduct an analysis of its qualitative environment to rid the workplace of all forms of discriminations that employees could be subjected to either directly or indirectly.

7.3.3.6 Employment Equity plan annual review

The overall Employment Equity plan will be reviewed annually as per the new Mining Code.. The Social and Labour plan's Regulation 46 (b) (v) will be aligned to the Employment Equity.

-----Open page for editorial purposes-----

REGULATION 46 (C)

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

8. REGULATION 46 (C) (I) : THE SOCIAL AND ECONOMIC BACKGROUND TO AND KEY ECONOMIC ACTIVITIES IN THE AREA IN WHICH RUSTENBURG MINES OPERATE SOCIO ECONOMIC PROFILE OF NORTH WEST PROVINCE

8.1. Socio-Economic profile of North West Province

North West Province is one of the smaller provinces of South Africa with a population of 3, 4 million people living in an area of 116 320km². The province has strong economic links with Gauteng and attracts many visitors to view its wildlife and to enjoy a climate conducive to outdoor life. The provincial capital is Mafikeng, and the larger towns are Klerksdorp, Orkney, Potchefstroom, Rustenburg and Brits. North West Province boasts modern industrial parks and commercial centres supported by sophisticated banking and financial services. The province also has good educational and health facilities in the major commercial centres. Mining plays a dominant role in the economy of North West Province, contributing approximately 66% of the total Gross Domestic Product of the area and employing close to 69,000 of the labour force¹. A variety of minerals are mined including:

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

In addition to mining, agriculture is one of the most important sectors in the province with maize, sunflower and groundnuts being the major crops. Currently the North West Province offers numerous investment opportunities in tourism, eco-tourism, mining, manufacturing and agriculture.

Rustenburg Local Municipality

Rustenburg Local Municipality is located in the centre of the Bojanala Platinum District with Madibeng Local Municipality (Brits area) to the east, Moses Kotane Local Municipality (Mankwe/Madikwe area) to the north, Kgetleng Rivier Local Municipality (Swartruggens/Koster area) to the west, and the province of Gauteng to the south. There are 48 towns and settlements situated within Rustenburg Local Municipality. The town of Rustenburg, known as the Platinum Capital, and Thlabane are the main economic centres of the municipality. Within a distance of 20km from Rustenburg lie the four large residential urban areas of Phokeng, Luka, Kanana and Thekwane. These areas are to a great extent dependent on Rustenburg for employment and retail activity. Rustenburg and Thlabane are the largest centres of population concentration, employment opportunities and shopping facilities. The majority of the population of Rustenburg Local Municipality lives within Rustenburg and the four residential areas mentioned.

8.2 Demographics

According to the Rustenburg Local Municipality's Integrated Development Plan review 2008/9, the population is estimated at 449,775 and 81% of the population is made up of black people. This compared to the 2001 census population figures of 395 538 for Rustenburg Local Municipality is indicative of a significant population increase. The population growth rate of the town has over the last fifteen years fluctuated between 0.8% and 5% and according to the municipality this can be attributed to the influx of people into the municipal area in search for job opportunities from the mines. The gender profile for the municipality reflects a portion of 58% males against 42% females. 38% of the household live on less than R800 per month, while 10% earn over R6, 400¹. According to the Global Insight unemployment was estimated at 12.3% in 2008, with about 20.4% women unemployed and 7.7% men unemployed, using the official definition of unemployment.

8.3 Infrastructure and Housing

According to the reviewed RLM IDP review 2010/11 currently experiences \pm 650km of secondary roads infrastructure. For the municipality to cut the current housing backlogs to half in the next five years, RLM should develop at least 13 000 low cost housing units per annum. Eight housing developments are underway.

8.4 Education

The 2007 Community Survey indicates that 18,830 persons in the community have no form of education, this constitutes about 12% of the population with no schooling. Rustenburg Local Municipality has an adult literacy rate of 29,3% which is lower than the provincial average of 35,5%. The majority of the population has attained only a primary education, which exacerbates the level of unemployment. Schools in Rustenburg itself are generally in good condition, while those in rural areas lack most necessary facilities. 22% of the population had attained Grade 12 and 6% have higher education.

8.5 Social Amenities

An infrastructure services framework commissioned by the mine in June 2009, indicates that there are currently three clinics and fourteen schools, mainly primary schools within the mine authorisation area.

PROFILES OF LOCAL COMMUNITIES WITHIN THE RUSTENBURG LOCAL MUNICIPALITY RUSTENBURG

The town of Rustenburg has benefited greatly from the growth in the mining industry. For the past 15 years, it has experienced a growth rate of between 3,5% and 15,5% which is consistently higher than the national rate. Rustenburg boasts a number of primary and high schools, a technical college, a school for special learning, an industrial school, and private learning institutions such as Damelin, CTU Training Solutions and the Academy of Learning.²

¹Source: Rustenburg City Development Strategy

² Source: www.rustenburg.co.za

Phokeng

The town of Phokeng, 15km from Rustenburg Mine , is the capital of the Royal Bafokeng nation and has a population of 15 454. As at the end of 2006, the mine had employed 481 residents from this town. The population is 99% black and the unemployment rate is 39%. Mining is the backbone of the economy of Phokeng, contributing around 39% of the Gross Regional Product.

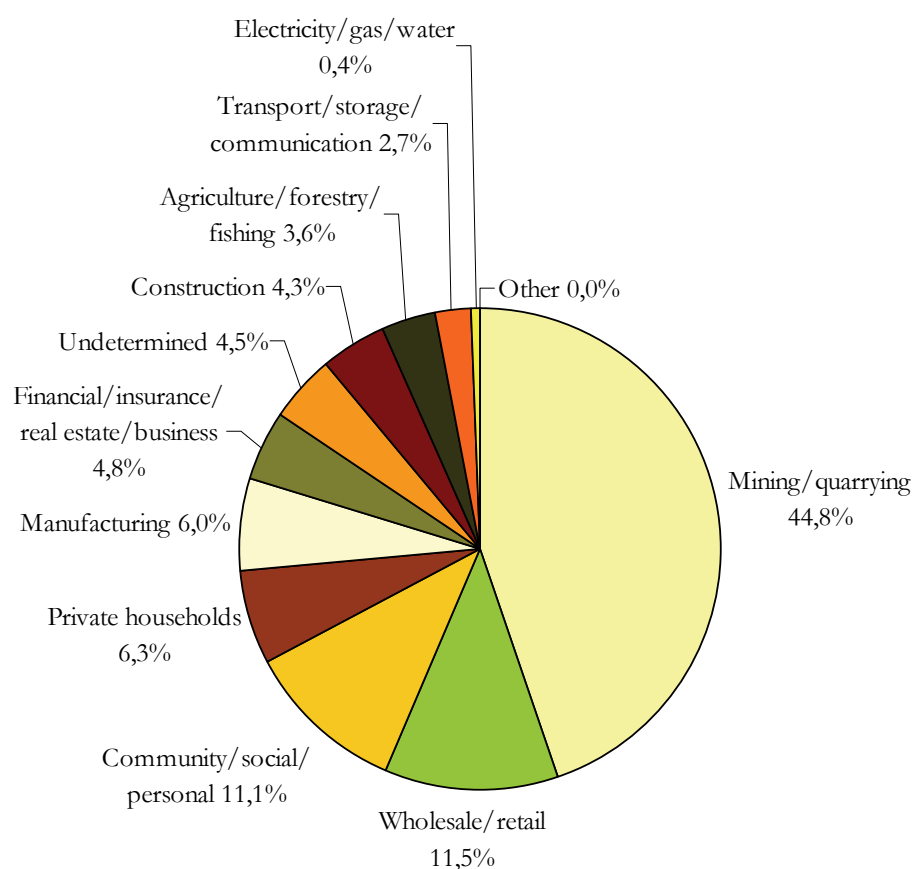
Some 67% of the residents live in formal dwellings, but only 20% of residents have water in their homes and only 12% have access to electricity. Most people use paraffin and candles. There is no waterborne sewage system in Phokeng and the community utilises pit latrines.³

³ Source: PPT (Pro-Poor Tourism) facilitation at Sun City – Summary of initial scoping report (Draft), January 2004

8.7 The key economic activities of the area in which Rustenburg Mine operates

The most prominent formal sector employment opportunities in Rustenburg Municipality are in the mining (66%), financial services (9%), wholesale and retail (7,5%). Figure 7 illustrates the employment opportunities created by the various sectors in the economy. Industrial activity is concentrated within Rustenburg and Thlabane, the economic hub of the municipality. Most mining activities in Rustenburg Local Municipality are located on the Merensky Reef and comprise approximately 20 platinum-related mineshafts. Platinum mining plays a major role in the area and further mining development is possible.

Figure 7 Employment within the Rustenburg Local Municipality



9. REGULATION 46 (C) (II) (B) :THE SOCIO-ECONOMIC IMPACT OF RUSTENBURG MINES ON THE MINE COMMUNITY AND RURAL LABOUR-SENDING AREAS

9.1. Mine community benefit from Rustenburg Mine wage flows

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

- Employee earnings;
- Disposable income and its geographic distribution;
- Disbursement of estimated household income based on data from the Household Survey carried out for Rustenburg Mines' sister-mine Dishaba mine in 2006;
- Economic impact of these wage flows on beneficiary municipalities relative to the overall aggregated household incomes; and
- The relative dependence on the wage earnings of the various municipalities from which mine workers have been drawn.

9.1 Direct employment

The mine has since Rustenburg Mine has since 2006 during the compilation of the first document increased the staff complement to 19 322. Currently 2,164 employees are resident in Rustenburg and in total 6,904 originate from the North West Province. As at the end of the 2008 financial year the wage bill for the North West Province was R4, 723 million. However, for the purpose of this document the 2006 data will be used as a baseline year, at the time 13,677 people were employed and this is used as baseline to extrapolate the total economic impact generated from the Anglo Platinum's mining activities in North West Province. The assessment of wage flows is of key importance to determining the economic impact that wages from mine employees have on the labour-sending areas within the mine community. The net wages, after deductions and tax, which are earned by workers that originate from these municipalities, are scheduled in Table 26.

Table 27 Local Economic Benefit from Mine Wage Flows

Local economic benefits that accrue to the local municipality generated from salaries	Number of employees
Central District Municipality	54
Elias Motsoaledi Municipality	9
Gamagara Municipality	4
Greater Taung	375
Kagisano Municipality	68
Klerksdorp Municipality	181
Kouga municipality	1
Lekwa Teemaneng	9
Lichtenburg Municipality	95
Madibeng Municipality	169
Mafikeng Municipality	745
Makhuduthamaga Municipality	1

Local economic benefits that accrue to the local municipality generated from salaries	Number of employees
Maqauassi Hills	11
Metsweding Municipality	4
Mkhondo Municipality	1
Moretele Municipality	5
Moses Kotane	1,392
Naledi Local Municipality	356
Nokeng Tsa Taamaneng	29
Potchefstroom Municipality	38
Rustenburg Municipality	2,164
Schweizer-reneke Municipality	28
Sedibeng Municipality	53
Tswaing Municipality	86
Unknown	42
Ventersdorp Municipality	36
Zeerust Municipality	848
Total Number of local employees	6.804
Other areas	12,429
Total	19,233

Table 28 Wage Bill and Taxes Paid

Total payroll and benefits paid in South Africa, R millions	
Gauteng	707
Limpopo	4,587
North West	4,723
Mpumalanga	2
Taxes paid of all types in South Africa, R millions	
South African normal taxation	1,384
Secondary tax on companies	191
Royalties	76
Total	1,651
Source: Anglo Plat Annual Report 2008	

Table 37 shows that total payroll with some R4, 723 million per annum being earned by workers living in the mine community. In assessing the net economic benefit from this sum, it is important to understand that local expenditure by mineworkers living in and outside the mine community drives both the formal and informal sectors in the area. The curtailment of these revenues will fundamentally impact on the secondary and tertiary sectors in these municipalities, specifically with reference to the induced impact that is as a result of spending, because of additional disposal income in the economy.

The ratios provided as derived from the Amandelbult Household Survey (conducted in 2006) uses cost of sale percentages based on empirical estimates to provide the geographic benefit split. The geographic

end-destination of the cost of sales is similarly an empirical estimate. While wage flow itself is the key indicator of economic benefit to the community, it is the *retention* of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to Rustenburg, Phokeng, Thlabane and Bleskop, the money is primarily spent in Rustenburg, because the other towns are not large commercial centres. It is also presumed that the higher income earners at Rustenburg Mine live in the larger commercial centre of Rustenburg and this would account for the greater wage spend there. The broader economic impacts or multipliers are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

Table 29 Synthesis of the Household Expenditure Survey⁴

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

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

This distribution is calculated by purely empirical means. It must be emphasised that the methods used here make no pretence at being econometrically robust. They merely demonstrate the principle of wider geographic benefit from mine wage payments⁵. This distribution is relevant when planning for the broader loss of economic benefit from household expenditure that accompanies mine downscaling or closure. This means that when the mine closes, it is not just the mine employees and their local community who suffer economic loss, but those in other sectors and in other areas. The above example of a worker living in any of the above-mentioned towns and spending money only in Rustenburg applies here. It is consequently as important to estimate the economic impact on Rustenburg as it is to understand the impact on Phokeng, Thlabane and Bleskop.

The reason that this assessment of economic impact is made is to be able to assess the approximate degree to which alternative economic development in the local municipality is necessary to offset the impact of mine closure. A further rider to this analysis is that the change in demographics that will take place upon mine closure also needs to be understood, however, not taken into account in this document⁶.

⁴ Dishaba mine, Union Section, BRPM and Rustenburg Mines workforce household expenditure focuses on commercial centres similar to the town of Rustenburg.

⁵ The actual economic benefit to the local community is not the gross amount of mine worker purchases, but the margins on those purchases. It is only these margins that remain in the local economy. The cost of these sales reports to the commercial centres, which in turn also suffer when the wage flows cease. The loss of economic benefit is therefore only the margin, and not the gross amount. Plan in terms of the implementation of the human attempts to track the retention of economic benefit at the various levels of the economy (local, regional and national).

⁶ The factors that should be taken into account in this respect should be that:

9.2 Mitigating mine community dependence on Rustenburg Mine wages

Annual wage flows into the North West Province amounted to R4,723 million at the end of 2008 financial year. Extrapolation from the Amandelbult Household Survey reveals that approximately 40% of the average wage package can be considered to be critical to household. This defines an effective critical economic loss of R1,889 million for mineworker-dependent households (i.e. those directly dependent) in the event of mine closure. This does not take into account the secondary and tertiary sectors because of a lack of empirical data on which to make such an assessment.

9.3 Indirect employment in the mine community

No statistics or data exist with which to determine the level of indirect employment generated by a mining operation⁷. To estimate the levels of indirect employment flowing out of Rustenburg Mine in both the formal and informal sectors⁸, an empirical multiplier of 3,6 has been used. This is based on a study undertaken on a technically similar mining operation⁹.

Indirect employment is calculated to be:

Formal sector	18 054 workers
Informal sector	9 027 workers
Total indirect employment	27 081 workers

9.4 Total employment generated by Rustenburg Mine

Aggregating these figures, one derives an estimate of total impact of the Rustenburg Mine on employment in the mine community:

Direct employment	19 233 workers
Indirect employment	27 081 workers
Total employment	46 314 workers

9.5 Dependency of rural labour-sending areas on Rustenburg Mine

Most of Rustenburg Mine's rural labour originates in the Eastern Cape 6,367 this accounts for about 33.1% of the mine labour force, mainly in the OR Tambo district with two municipalities dominating namely: King Sabata (24%) and Nyandeni (3,4%).

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

⁷ In the gold mining industry an employment multiplier of 2,5 is often quoted. However, the source of this ratio is unclear, and it is also very dated. This will have been made on the formal sector only. The differential multiplier of 1,1 for the informal sector used here is therefore reasonable, if not conservative.

⁸ Most econometric data consider only the formal sector multipliers, while at the local level of economic benefit, the informal sector is often as, or more, important.

⁹ Bamangwato Concessions Limited in Selebi Phikwe, Botswana.

Foreign migrancy (13,6%) is primarily from Mozambique (9%) and Lesotho (4,6%), but constitutes a small proportion of the overall workforce. The remission of mineworkers' wages to rural areas appears to be as low as 10% and this highlights the need to address the matter of rural families and the parallel maintenance of rural and urban families by transitional workers.

Despite the poor remissions of wages to rural families, they are nevertheless dependent on these wages because of the lack of alternative forms of income in the rural areas.

9.6 Broader economic impact of Rustenburg Mine 's operations

An important aspect of the analysis of relative benefit emanating from Rustenburg Mine is that local economic benefit is based mainly on the payment of mine wages, while mine procurement has a relatively minor impact on the mine community's economy. It has a much greater impact on the commercial centres far from the mine. However, there is a considerable contribution made to community economies from public works programmes and government services. Although these are not directly attributable to the various taxes and levies paid by the mine, they would in many instances not be justified without the existence of the mine community. This benefit is impossible to quantify but cannot be ignored. Mining companies generate large turnovers and often large profits, and hence pay significant taxes. It is these taxes that provide the government with the capacity to provide infrastructure and services.

This section makes an evaluation of Rustenburg Mine's contribution to the national fiscus and provincial treasury, as well as its aggregated contribution to the local, regional, national and SADC economies through the payment of wages and taxes, and through procuring goods and services.

9.6.1 The economic impact of procurement by Rustenburg Mine

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

An important aspect of procurement from the mine is the catalytic impact that this has on secondary and tertiary sectors at various levels of the economy, and these too need to be understood. The dependence of the mine community on procurement from the mine is relatively low in relation to that of mine wages. The figures presented show that at the time of the analysis, more than 73% of mine's intermediate inputs reported to Gauteng Province, while the local economy (Rustenburg, Madibeng, Moses Kotane and Kgetleng Rivier Local Municipalities)¹⁰ derived 14,6% direct benefit of the economic impact of procurement by Rustenburg Mines .

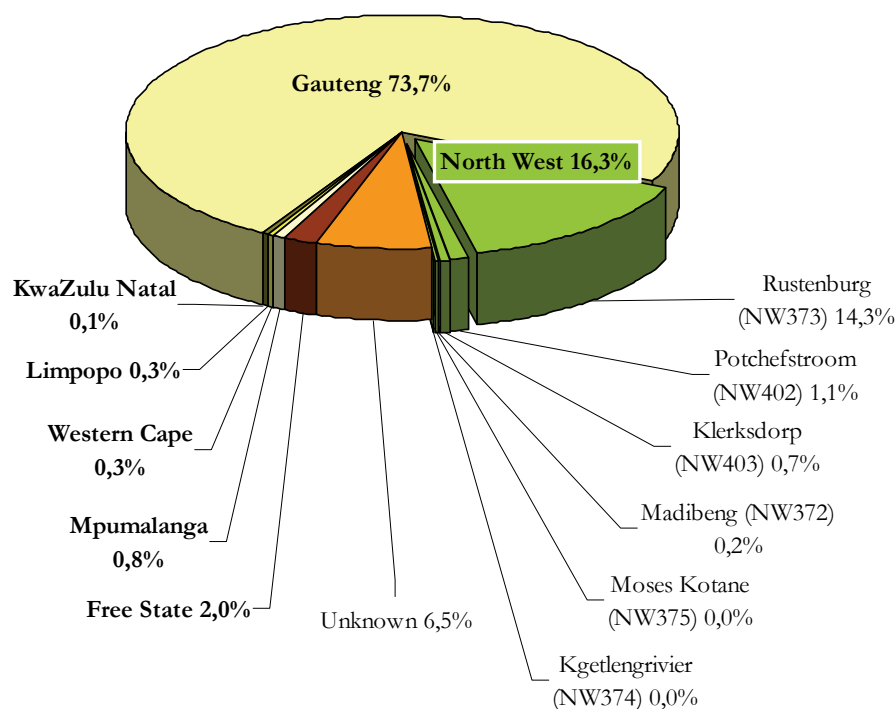
¹⁰ Note that Mogale City has been excluded because the main town of Krugersdorp where most of Mogale City's procurement is derived from is situated outside the 50km mine community radius. Procurement figures from Mogale City Municipality are therefore included under Gauteng Province.

9.7 The demographics of suppliers of goods and services to Rustenburg Mines

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

Error! Reference source not found. shows the spread of purchases by Rustenburg Mine across the South African provinces and more specifically within the North West Province as a percentage of total spend. As can be seen, the host province of North West attracts 16,3% of the total procurement spend while 73,7% of total spend reports to Gauteng Province.

Figure 8 Provincial and Municipal Spread of Purchases by Rustenburg Mine



It is estimated that the mine community wage bill at the time of the study, constituted 7,5% of the total mine expenditure compared to local purchases by the mine, which represents only 10,1% of total mine expenditure.

This indicates that the mine community economy, surprisingly, is more dependent on local procurement than on wage flows. This dependence on local procurement is very encouraging as the 10% of total expenditure shows that Rustenburg Mine's strategy to increase procurement spending in the mine community is making headway.

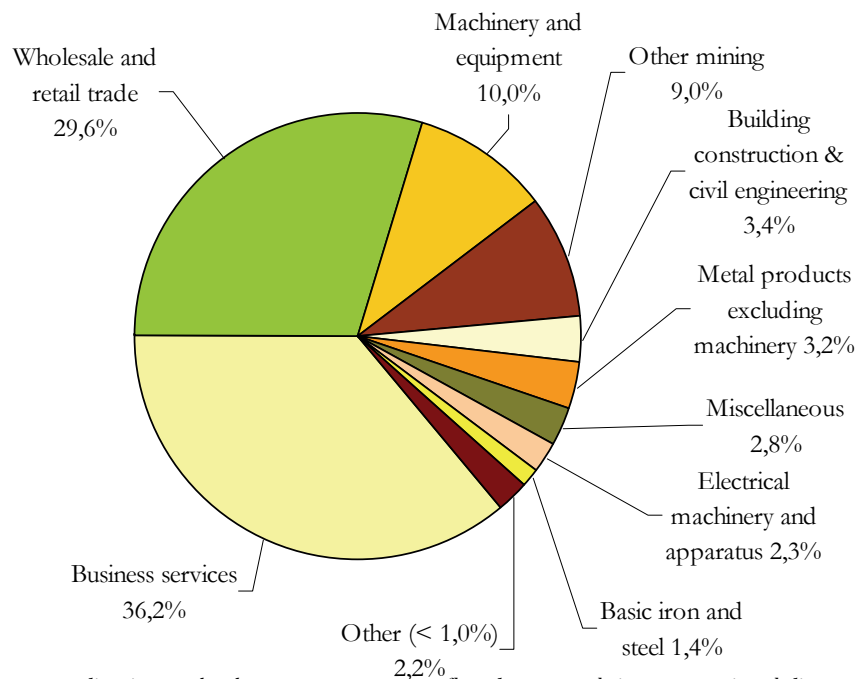
9.8 Cross-sectoral impacts of Rustenburg Mine purchases

An important component of the economic impact of a mining operation is the cross-sectoral economic benefit of the purchases of goods and services, as this often provides the enabling environment for other economic sectors to take root and develop. This in turn serves to diversify the economy, reduce the dependence on mining and in so doing, reduce the vulnerability of dependent communities to mine closure. The analysis shows that 30% of the spend is on business services, which accounts for a range of mining-related professional services. Outside of this sector, the only three major beneficiary sectors are machinery and equipment, wholesale and retail, and building construction and civil engineering. Other primary industries such as agriculture and tourism derive little benefit from the mine's activities.

9.9 Procurement within the mine community

Local purchases within North West Province are concentrated on Rustenburg Local Municipality as can be seen in **Error! Reference source not found..** The nature of local purchases is important and an analysis of the type of purchases is represented in **Error! Reference source not found..** From this figure it can be seen that most of the expenditure in Rustenburg Local Municipality is directed towards the business services sector, followed by the wholesale and retail trade, and machinery and equipment sectors.

Figure 9: Nature of Purchases from Rustenburg Local Municipality



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

9.9.1 Fiscal benefit

The analyses of economic flows to government Table 30 estimates and based on corporate taxation, pay as you earn (PAYE) payments by First Order Direct employees and value-added tax (VAT) payments on discretionary spend by these employees. Fiscal flows show a similar economic distribution pattern to that of procurement. This distortion is not strictly accurate as much of this

money flows back into the province through public sector employment and government-funded development projects. Development funding by government is obviously funded from tax revenues, which can be assessed, but it is not possible to draw a direct link between mining taxation and Government's development expenditure in the mine community. The community benefits derived from mining taxation are therefore indirect. However, the public-private partnership between government and the mines (as prescribed in the regulations) in the development and implementation of the local IDPs are a direct benefit. The role that the mine plays in assisting local authorities to develop the capacity to plan and implement IDP projects is a critical one.

For purposes of economic support of government institutions as opposed to macro-economic contribution to the fiscus and other government agencies, payment for utilities provided by the government are included here. It is this support, which is significant as it provides for scales of economy that allows for other economic sectoral development.

Table 30 Rustenburg Mines' Contribution to Government Revenue

	R million	%
National	R 652,95	99,4%
Fiscal flows direct	R 139,70	21,3%
<i>Corporate Tax</i>	R 59,38	9,0%
<i>STC</i>	R 69,28	10,5%
<i>Skills Levies</i>	R 2,55	0,4%
<i>UIF</i>	R 8,49	1,3%
Fiscal flows indirect	R 311,59	47,4%
<i>Personal Income Tax</i>	R 234,81	35,8%
<i>VAT Personal</i>	R 76,78	11,7%
Utilities	R 201,66	30,7%
<i>Power</i>	R 166,54	25,4%
<i>Water</i>	R 26,61	4,1%
<i>Telecommunications</i>	R 8,51	1,3%
Provincial	R 3,76	0,6%
<i>RSC Levies</i>	R 3,76	0,6%
Total	R 656,71	100%

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

These figures show the total contribution to Government and government institutions to be R656,71 million. Of this, utilities account for R201,66 million compared to the central government benefit of almost R451,29 million (R139,70 million in direct flows and R311,59 million in indirect taxes). It is notable that the provincial government benefit is a mere R3,76 million and is entirely made of Regional Services Levies.

9.9.2 General economic benefit

Rustenburg Platinum Mine does not only create employment to thousands of the local community, but also is a major consumer of government utilities. Table 31 presents information that demonstrates the overall economic impact of the mine's expenditure on labour and intermediate inputs on various levels of the economy. As can be seen, local benefit amounts to R844,12 million

(17,8%) while net regional benefit is a mere R150,87 million (3,2%). The bulk of the benefit, which amounts to R3 709,44 million (78,2%), reports to the national economy and there are no benefits to neighbouring countries.

The geographic distribution in Table 32 shows that at a provincial level, Gauteng Province derives R3 160,22 million (66,6%), which is considerably more benefit than North West Province – in which Rustenburg Mine is located – at R994,99 million (21%).

Table 31 Aggregated Economic Impact of Rustenburg Mine on Different Levels of the Economy

<i>*Agg: Aggregated</i> (R million)	Salaries and wages		Procurement		Benefit to Government		Royalties (Private)		Community Development and Engagement (CED)		Total	
	Actual	*Agg	Actual	Agg	Actual	Agg	Actual	Agg	Actual	Agg	R million	%
SADC	R 41,86	R 677,71	R 0,00	R 3 385,80	R 0,00	R 656,71	R 0,00	R 21,02	R 0,00	R 5,05	R 41,86	0,9%
National	R 223,45	R 635,85	R 2 833,04	R 3 385,80	R 652,95	R 656,71	R 0,00	R 21,02	R 0,00	R 5,05	R 3 709,44	78,2%
Regional (North West)												
Local (mine community)	R 87,39	R 412,40	R 59,72	R 552,76	R 3,76	R 3,76	R 0,00	R 21,02	R 0,00	R 5,05	R 150,87	3,2%
	R 325,01	R 325,01	R 493,04	R 493,04	R 0,00	R 0,00	R 21,02	R 21,02	R 5,05	R 5,05	R 844,12	17,8%
Total	R 677,71		R 3 385,80		R 656,71		R 21,02		R 5,05		R 4 746,29	100%

Table 32 Economic Impact of Rustenburg Mine, by Province and Type of Input

% of Spend	North West	Eastern Cape	Limpopo	Free State	Gauteng	KwaZulu Natal	Mpumalanga	Northern Cape	Western Cape	SADC	UNKNOWN	Totals
Salaries and wages	8,7%	3,1%	0,6%	0,3%	0,2%	0,1%	0,1%	0%	0%	0,9%	0,3%	14,3%
Procurement	11,6%	0%	0,2%	1,4%	52,6%	0,1%	0,6%	0%	0,2%	0%	4,6%	71,3%
Benefit to Government	0,1%	0%	0%	0%	13,8%	0%	0%	0%	0%	0%	0%	13,8%
Royalties (Private)	0,4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0,4%
SED	0,1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0,1%
Total	21,0%	3,1%	0,7%	1,7%	66,6%	0,2%	0,7%	0,0%	0,2%	0,9%	5,0%	100%
(R million)												
Salaries and wages	R 412,40	R 147,63	R 26,67	R 11,96	R 11,30	R 5,70	R 3,14	R 1,27	R 0,46	R 41,86	R 15,33	R 677,71
Procurement	R 552,76	R 0,00	R 8,53	R 66,94	R 495,97 ²	R 2,80	R 28,48	R 0,00	R 9,86	R 0,00	R 220,46	R 3 385,80
Benefit to Government	R 3,76	R 0,00	R 0,00	R 0,00	R 652,95	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 656,71
Royalties (Private)	R 21,02	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 21,02
CED	R 5,05	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 0,00	R 5,05
Total	R 994,99	R 147,63	R 35,20	R 78,89	R 3 160,22³	R 8,49	R 31,62	R 1,27	R 10,33	R 41,86	R 235,78	R 4 746,29

10. REGULATION 46 (C) (III) : INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS

10.1 Socio-economic Development

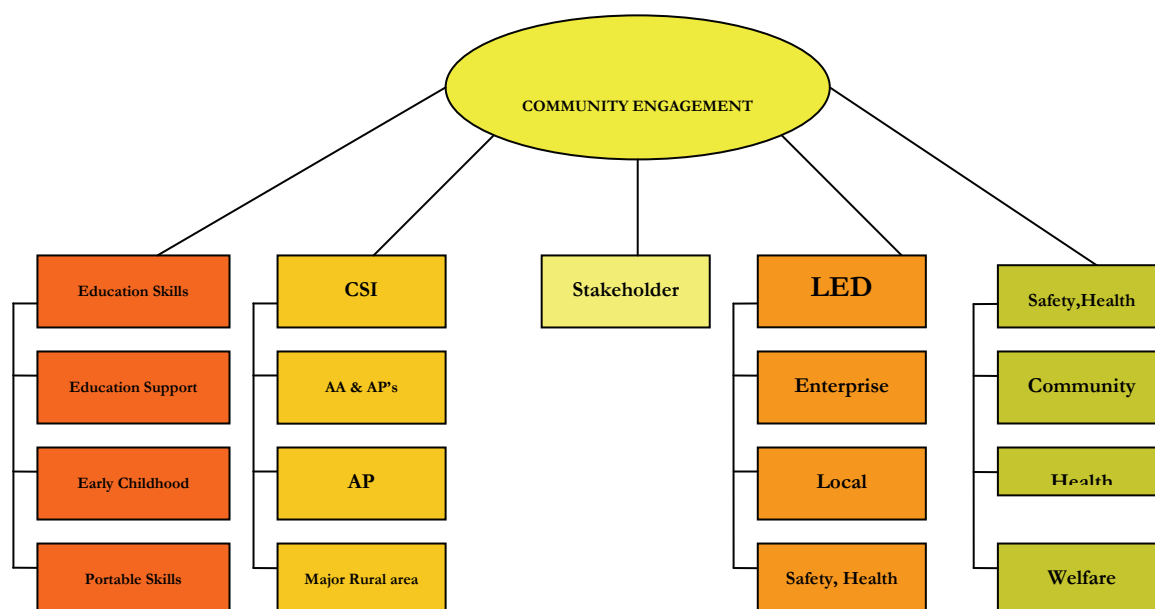
Anglo Platinum undertakes its socio-economic development interventions and utilises it as an instrument to bridge the gap between the so called first and second economies. These interventions are undertaken at two levels viz:

a) Local Economic Development (LED): Mine projects are managed by mine-based Community Engagement and Development (CED) department and supported by Anglo Platinum's CED function. These programmes are primarily focused on major labour-sending areas within the mine community and are aligned with the IDP's of local municipalities; and

b) Corporate Social Investment (CSI): Corporate programmes at a district and regional level will be directed through either Anglo Platinum's CSI function or the Anglo American and Anglo Platinum Chairman's Fund. The corporate level programmes focuses on major rural labour-sending areas, many of which are located in the Eastern Cape Province. The Chairman's Fund also deal with the more general requests for assistance through the Anglo American Group corporate social investment programme. The support of the Love Life initiative is, for example, driven through the Chairman's Fund.

Each of Anglo Platinum's mines supports the corporate CED effort though contributions to the activity of the CED officers or the Chairman's Fund. This results in a shared credit for these programmes. Figure 10 shows how Anglo Platinum's CED function is structured in terms of CSI and LED imperatives.

Figure 10 Schematic Diagram of the Structure of the Anglo CED focus areas



The Anglo Platinum CED interventions are directed towards the major labour-sending areas which includes the Oliver Tambo District Municipality. Furthermore the Rustenburg mine's LED programme's is informed by the Rustenburg Local Municipality for the Integrated Development Plans (IDPs) as well

as the issues raised in the interactions with the community structures. Rustenburg Local Municipality is the only municipality within the mine community that qualifies in terms of the parameters set in this SLP of 10% qualification for major labour-sending areas within the mine community. It is against this background the Rustenburg Mines has established an alignment meeting with the Rustenburg Local Municipality, where the General Manager of the Rustenburg Mines Central Services and his Departmental Heads together with the Municipal Manager of Rustenburg Local Municipality (RLM) and the section 56 employees of the RLM on monthly basis deliberate on issues that impact the mine community including the constraints faced by both organisations. To this end additional projects that would be pursued in partnership with the municipality have been identified. These projects have been integrated with into the projects identified from the RLM Reviewed IDP approved in June 2010. Therefore collaborative effort envisaged with regards to the additional projects will appear in the 2011/12 IDP Review.

10.2 Local Economic Development

Anglo Platinum continues to play a meaningful role in Local Economic Development (LED) by enhancing the quality of life of communities surrounding its operations, as well as some regions from which members of the workforce are sourced such as the Oliver Tambo District Municipality in the Eastern Cape. Anglo Platinum's Local Economic Development Programme includes projects and plans to stimulate local economic development, eradicate poverty, diversity the local economy and uplift communities in the areas affected by mining. The LED programmes include sustainable projects that will be initiated, implemented and supported financially as indicated in Table 47. Anglo Platinum continues to focus most of its Local Economic Development activities in the following areas:

- a) **Poverty alleviation and enterprise development:** supporting programmes intended to promote entrepreneurship and create jobs in mine communities and labour-sending areas. To promote broad based economic empowerment, the company will also support cooperatives on the basis of broadened participation by local communities in the economic mainstream. Emphasis is placed on sustainable projects including those initiated by or in support of women or the youth;
- b) **Education and skills development:** supporting and contributing to the development of scarce skills, specifically in alignment to the government's priority of encouraging learners to participate and improve mathematics, science and English-language results as well as where there is a need contribute towards creating an environment conducive for learning by supporting the infrastructural needs of the education sectors. Furthermore Anglo Platinum will support initiatives to develop the skills of community members and community based organisations. While the development of community skills will specifically focus in areas that are directed by the economic sectors identified to have growth potential ;
- c) **Safety, health and welfare development:** supporting initiatives geared at enhancing government's delivery of primary healthcare and other social aspects of community development, specifically focusing on community health and wellness. Special attention has been given to the need to build the capacity of community-based organisations working to improve the quality of services they provide in their constituencies and strengthen their ability to mobilise resources; and
- d) **Community settlements:** in support of the United Nations Millennium Development Goals which have been incorporated into the Rustenburg Local Municipality's IDP Anglo Platinum will where feasible contribute towards the eradication of informal settlements.

- e) **Community engagement:** as a way of ensuring that the community is involved and empowered to deal with issues that pertain to the impacts that Anglo Platinum's mines activities have in the surrounding areas, community engagement structures will be established in support of the tenets of sustainable development.

It is important to understand that infrastructure project listed in the Social and Labour Plan will be used to create short term jobs through sourcing community members to be trained and employed specifically for the intended projects.

Rustenburg Mine will contribute **R million** towards infrastructure provision and poverty eradication within the mine community and major labour sending areas within the next five years as per Table 47 below.

Detailed information per project per focus area for the LED projects is provided followed by a summary in Table 48 and Table 49.

Table 33 LED Budget Summary

FOCUS AREAS	Forecast					Total
	2010	2011	2012	2013	2014	
1. Enterprise Development	4,200,000.00	31,800,000.00	19,500,000.00	6,000,000.00	0.00	61,500,000.00
2. Education, training and skills development	Central budget					
3. Safety, health and welfare	600,000.00	500,000.00	500,000.00	3,000,000.00	4,000,000.00	8,600,000.00
4. Community infrastructure	29,000,000.00	1,200,000.00	10,000,000.00	10,000,000.00	10,000,000.00	60,200,000.00
4. Community settlements	4,800,000.00	1,425,000.00	5,000,000.00	5,000,000.00	5,000,000.00	21,225,000.00
Rustenburg Local Municipality	34,400,000.00	3,125,000.00	15,500,000.00	18,000,000.00	19,000,000.00	90,025,000.00
Oliver Tambo District Municipality	R15,000,000	R 15,000,000				R 30,000,000
GRAND TOTAL	49,400,000.00	18,125,000.00	15,500,000.00	18,000,000.00	19,000,000.00	120,025,000.00

In response to the Mining Charter obligations related to the mining and rural community development, Rustenburg Mine chartered a process that would enable the company to take informed decisions on what and how the mine would direct its community development and engagement strategic imperatives. The critical component of this process is stakeholder engagement and is regulated Anglo wide through the socio economic assessment tool. The key stakeholders identified and consulted are government, labour, community-based organizations, non-governmental organizations/non-profit organizations, communities within a 50 kilometre radius of Rustenburg Mine and local and district municipalities. Underpinning such engagement has been adherence to the provisions of the MPRDA and the Municipal Systems Act as they relate to the importance of business participation in the development of IDPs, LED sector plans of local municipalities and the Royal Bafokeng Masterplan.

The process to arrive at specific projects to support the transformation and economic growth of the area where Rustenburg Mine operates and source labour, entails consultations with various stakeholders who will be constituted into a Community Engagement Forum as follows:

- a) Rustenburg Local Municipality;
- b) Bojanala District Municipality;
- c) Tribal Authorities;
- d) Community structures; and
- e) Other government departments

The issues raised in these meetings which include the IDP representative forum meetings were used to guide and inform development.

Reference has also been made to the Provincial Growth and Development Strategy (PGDS), Integrated Sustainable Rural Development Programme (ISRDP) and the National Spatial Development Programme (NSDP). This is to ensure that any interventions or investments made integrate with the broad socio-economic development agenda of the country. Of critical importance was the acknowledgement that private-public partnerships are an imperative to ensure an improved socio-economic impact. The mine also participates in the Joint Development Forum which is led by the Rustenburg Local Municipality and represents local government, business and the Royal Bafokeng Administration.

10.2.1. Strategic objectives of Rustenburg Mine 's LED Programme

The project identification process took into consideration the unique circumstances at Rustenburg town, the vision firstly of the local municipality, as articulated in the IDP of the municipality and secondly the region or district and the resources required for each project, and the issues raised by communities in our consultation processes.

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

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

Rustenburg Mine participates in the local IDP process of the Rustenburg Local Municipality to ensure that the mine's interventions directed towards LED initiatives is linked to the government's development priorities. Hence, the objectives of this Social and Labour Plan, and the accompanying strategies and plans, are guided by the IDP priorities. To the extent possible, all projects that the mine sponsors are relevant, to the context and priorities of government's development objectives. In addition Rustenburg Mine also participates in planning requirements with the Royal Bafokeng Administration for intergration and alignment purposes.

Prior to and during implementation, all projects will be guided by project charters and the relevant municipal or district authorities responsible for the implementation of the IDPs, as well as with all other affected stakeholders who will be represented in the Community Engagement Forum will be involved. This

principle is in line with the MPRDA requirement that mine sponsored LED projects are co-ordinated with government development projects, and are commissioned in consultation with the appropriate authorities at various levels of government.

Rustenburg Mines' LED programme incorporates an established principle of developing relationships and partnerships with stakeholders in close proximity to the mine's operations. Rustenburg Mine will through the Community Engagement Forum develop plans with government and local communities to address development issues in an integrated manner.

10.2.2. Rustenburg Mine 's LED projects and expenditure

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

Table 48 focuses on projects within the Rustenburg Local Municipality, while Table 49 focuses on the major labour-sending Oliver Tambo District Municipality that includes the King Sabata and Nyandeni Local Municipalities.

FOCUS AREA 1: JOB CREATION AND POVERTY ALLEVIATION	
1.1 AGRICULTURE AND RURAL DEVELOPMENT	
<p>BACKGROUND</p> <p>Research reveals the agriculture sector as one sector that is able to create long term jobs when it comes to Small Medium and Micro Enterprises (SMME). Same has been prioritised for SMME support by the Rustenburg Local Municipality, focusing on high value crops like vegetables, essential oils, herbs and stock farming. Both the IDP of the RLM as well as in the Bojanala Platinum District Municipality's LED plan prioritised agriculture as key economic sector to propel growth and local economic development. In support of this development objective Anglo Platinum is establishing a piggery. The project was identified from the IDP and will be located on Farm Paardekraal 279 JQ, on a property that belongs to Anglo Platinum. The property will be leased to the beneficiaries for the establishment of out grower piggery business with the prospects of breeding as a backward linkage in the future. The backward linkages will be established through the income that the project will generate over time. The option to lease the land is informed by the need to dissuade the beneficiaries from the culture of depending on hand outs. The enterprise will be linked to the South African Pork Producers Organisation for support and mentorship. The services provided by SAPPO include business support to assist the farmers with financial management and product development. A business case has been developed for the project by consulting company appointed by SAPPO. The First Piggery is currently operating as subsistence framing initiative and this venture will establish them into a commercial farm.</p> <p>Anglo Platinum will over and above availing the land also capitalise the project by providing funding for the authorisation process, infrastructure and start up stock. Once set up the project will be able to generate own cash flow once the first consignment is delivered to the market (see attached business case). A grower farmer has been identified through SAPPO (the mandate of SAPPO is to provide business and market development support to emerging farmers), to supply the business with weaners which once developed will be supplied to the abattoirs. SAPPO is in the process of negotiating with Pick and Pay for the off take of emerging farmers supplies (in the North West this will be the fifth business supported by SAPPO using the same grower).</p>	<p>OBJECTIVES</p> <p>Contribute towards development of growth sectors as identified by RLM</p> <p>Accelerate economic growth by identifying unrecognised business opportunities</p> <p>Facilitate job creation among the local community</p> <p>Facilitate skills development</p>

PERFORMANCE INDICATORS	TARGET (beneficiaries)	GROUPS	LOCATION	VALUE ADDED			
Training and mentorship programme to capacitate beneficiaries in technical and business aspects Financial and business support systems to ensure sustainability of the business include off take agreements An outgrower piggery with finishing units Optimise the utilisation of arable surface	Paardekraal subsistence farmers (Currently there are 6 subsistence farmers, however there is room for growth)		Rustenburg Local Municipality in Paardekraal	Demand driven approach to establishing the projects- market off take Direct jobs for the beneficiaries Indirect jobs for SMMEs that will construct the infrastructure Indirect job opportunities for the additional capacity that will be required from: <ul style="list-style-type: none">• Feed suppliers• Abattoir that will slaughter the pigs• Distribution – transportation of the product• The beneficiaries of adjacent vegetable gardens which will be supplied with free manure• Increase in per capita income for communities			
PROJECT	RESPONSIBILITY	TIMEFRAME				IMPACT/ OUTCOME	
		2010	2011	2012	2013		2014
Establishment of a Paardekraal Piggery Outgrower	CED Manager	R3,000,000					At least 10-40 job opportunities
Deliverables:							
Extend arable land to the community for food security		Q1-Q2					
Identify and solicit professional services		Q1					
Authorisation of the business operation		Q1-Q2					
Mobilisation of additional resources		Q1-Q2					
Construction of facilities		Q2-Q4					
Institutionalisation of the business		Q2					
Training and mentorship		Q2-Q4	Q1-Q4	Q1-Q4			
Commence with production		Q3_Q4					
Business and financial systems		Q2-Q4					
Deliver first consignment of pigs to the market		Q4					

At least 10-40 job opportunities

FOCUS AREA 1: JOB CREATION AND POVERTY				
1.2 AGRICULTURE AND RURAL DEVELOPMENT				
BACKGROUND <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). The project entails the establishment of an agriculture project at Mimosa farm (a property that is 350hectares in extent and owned by the municipality) in Phatsima... The project is spearheaded by Rustenburg Local Municipality, which is contributing the land to the project.. The project seeks to resuscitate and strengthen agriculture activities to simulate economic growth. It will be implemented in partnership with the municipality (land owner), other companies and Sun City who will be pursued for an off take agreement.. The institutional mechanism of the project includes establishing the workers into a worker's trust that will be funded 100% by the Industrial Development Cooperation. The capital outlay that will be contributed by Anglo Platinum, the Rustenburg Local Municipality (land), other mining companies and other investors will be vested in the broader community through a community trust set up to ensure that the community at large benefits from the proceeds of the project.</p> <p>Alongside the project is the establishment of downstream opportunities which will be centred around a fresh produce market in partnership with the municipality and other companies with interest in diversifying the economy towards agriculture development. Therefore a feasibility study and a business case for the establishment of a fresh produce market will be conducted parallel to initiating the project.. The proposed location of the fresh produce market (Mabitse) augurs well with the need to establish a farmer's market in Tsitsing as purported in the Royal Bafokeng' masterplan. The fresh produce market will service the entire area of Bojanala. However, if the fresh produce market feasibility study points to the contrary, a pack-house will be established. The pack-house will pull the production of this project and the vegetable projects currently implemented by Bafokeng Rasimone Platinum Mines for value addition.</p>	OBJECTIVES <ul style="list-style-type: none"> Establish commercial farming Job creation and broad based empowerment Training of beneficiaries and building their capacity to grow and sustain the farm Develop upstream opportunities 			
	PERFORMANCE INDICATORS <ul style="list-style-type: none"> A business model Commercial farm Employment and training of local communities Fresh produce market and/or packaging house 	TARGET (beneficiaries) Unemployed women and youth from Phatsima and surrounding areas	LOCATION Rustenburg Local Municipality at Mimosa Farm	VALUE ADDED <ul style="list-style-type: none"> Increase agriculture's contribution to the Gross Domestic Product of the area Skills transfer High labour absorption associated with agriculture will create full time and seasonal jobs Job opportunities in value adding activities (fresh produce market/packaging house)
PROJECT	RESPONSIBILITY		TIMEFRAME IN QUARTERS	

		2010	2011	2012	2013	2014	IMPACT / OUTCOME
Phatsima farming	CED Manager and RLM	R550 000	R2,000, 000	R15,550,000	R2,0000		
Confirmation of crops to be planted as informed by the market (Sun City) and other off takers as well as MoU		Q1-Q3					
Preliminary production plan		Q3					
Site set up including installation of irrigation scheme which will be deployed in phases			Q1-Q2				
Beneficiaries identified to be absorbed in phases		Q4	Q2-Q3	Q1-Q2			
Beneficiaries trained		Q2-Q4	Q2-Q4	Q2-Q4			
Planting commenced		Q3	Q3	Q3			
First and subsequent consignment delivered to the market		Q4	Q4	Q4			
Land identified and acquired for fresh produce market			Q2-Q4				
Designs and construction of fresh produce market or pack house				Q1-Q4			

Create 30-70 job opportunities in the next three years

FOCUS AREA 1: JOB CREATION AND POVERTY		
1.3 ESTABLISHMENT ARTS, CRAFT AND JEWELLRY HUB (Recycling of glass and beneficiation)		
BACKGROUND <p>Establishment of craft and jewellery hub as a wheel and spokes model to grow the craft industry, particularly in bead work and jewellery making. The project entails initially establishing a business which will manufacture, sell and make a variety of jewellery craft from glass beads made out of recycled glass for retail and the tourism industry. The project will be linked to other similar projects in the area including the craft project which will be implemented by Anglo Platinum's Amandabult Mines to constitute a conglomeration of initiatives to ensure that the projects benefit from the economies of scale offered through the market shared. Anglo Platinum is in the process of identifying other similar initiatives that could be linked to the market to create a critical mass.</p> <p>The project which will be owned by Lebone Women Empowerment which constitutes 20 beneficiaries that are currently involved with bead work to sustain their homebased care service activities. The project is in support of Rustenburg Local Municipality and Royal Bafokeng's priorities of developing and supporting crafters in view of the 2010 and the tourism growth trajectory envisaged in the municipality area subsequent to the world cup. The project is also linked to reduction of waste that goes to the waste landfill sites, specifically the planned Waterval landfill site. As a result it supports the authorities (RLM and Royal Bafokeng Nation) in their waste recycling endeavours by creating income streams in waste for impoverished communities that will be self employed in the project. The waste stream analysis conducted by the municipality revealed that there is 120 tons of waste that goes to the waste disposal site. 17% of this waste constitutes glass and only 1.7% of the glass is recycled. Therefore there will be sufficient inputs for the group and other recycling initiatives that will emerge from the waste recovery plant (new project added to the list of projects). In the long run the beneficiaries will be able to apply the technique of producing clear glass to produce high value glass product, which are sold at premier at exclusive stores.</p> <p>The project is linked to SEDTA Platinum' incubator in Rustenburg which was initiated by Anglo Platinum in partnership with the Department of Trade and Industry. It will utilise the expertise that have been developed through the training of individuals in jewellery making. The SEDTA Platinum incubator will assist with product development, specifically focusing on trends and designs that could incorporate the handmade glass beads to precious metals and visa versa. The SEDTA Platinum incubator, which is a jewellery manufacturing intervention, is currently faced with business development and marketing constraints. Against this background Anglo Platinum is assisting eighteen companies in identifying and securing markets for the beneficiaries. The beneficiaries are self employed and in the past were incubated, however it has been established that they cannot sustain beyond incubation, as a result Anglo Platinum will provide business development support.</p>		OBJECTIVES <p>Empower unemployed women</p> <p>Empower and build the capacity of the beneficiaries to grow the enterprise</p> <p>Establish an enterprise that will provide sustainable income for the beneficiaries</p> <p>Create new job opportunities</p>

The ensuing phases of the project will establish Arts & Crafts Markets along the Sun City Road in the villages of Tsitsising, Maile, Diepkuil and Rodekraalspruit Road, this areas has been identified as suitable for display and sale of arts, crafts and artefacts in the Masterplan of Royal Bafokeng of our host community currently involved in the industry..								
PERFORMANCE INDICATORS	TARGET (beneficiaries)	GROUPS	LOCATION	VALUE ADDED				
A business model linked to the tourism value chain (spokes) A production facility Market of take agreements Market facilities	Local unemployed women and youth from Rustenburg (Royal Bafokeng villages, and Boitekong)		Rustenburg Local Municipality	<ul style="list-style-type: none">Venture creationSkills transferMarket accessNew tourism product offeringOpportunity to develop critical mass for mass production by establishing and linking e enterprise to mass marketsMarket place				
PROJECT	RESPONSIBILITY			TIMEFRAME IN QUARTERS				
			2010	2011	2012	2013	2014	IMPACT / OUTCOME
1.3.1 Manufacturing of glass beads and jewellery making	CEID Manager		R700 000	R800, 000	R4,000,000	R4,000,000		Create 30-70 job opportunities through self employment in the next three years
Deliverables				Q1	Q1			
Identify and solicit professional services								
Assessment of infrastructure needs				Q1-Q2				
Develop a business model and institutionalisation of the project				Q1-Q2				
Implement business model				Q1-Q4	Q1-Q4	Q1-Q4		
Site set up enterprise(s)				Q1-Q3	Q1-Q3	Q1-Q3		
Training and capacity building of beneficiaries				Q2-Q4	Q2-Q4	Q2-Q4		
Acquisition of equipment				Q1-Q3	Q1	Q1		

Commission and commence production	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4					
Deliver first and subsequent consignments to the market	Q2	Q2	Q2	Q2					
Drawings and designs		Q1							
Construction of facility		Q2-Q3	Q1-Q2	Q1-Q2	Q1-Q2				
Hand over of facilities		Q4	Q3	Q3	Q3				
1.3.2 Support to the SEDA Platinum incubator beads and jewellery making	CED Manager	Central Budget							
Appoint service provider		Q3							
Market research (demand and supply analysis)		Q4							
Brand development including developing web sites for the companies		Q4							
Business linkages – linking the companies to the jewellery industry		Q4							
18 self employed individuals									

FOCUS AREA 1: JOB CRATION AND PORVERTY ALLEVIATION															
1.4 RECYCLING OF WASTE ROCK TO PRODUCE CRUSHER STONE AND CONCRETE															
BACKGROUND		OBJECTIVES				VALUE ADDED									
<p>In pursuit of reducing the environmental impacts resulting from mining activities, Anglo Platinum has identified an opportunity to create an income stream from waste management for the local community. The project entails the reduction the mining footprint by allocating one of the waste rock sites to the community for the crashing of rock to produce crushed stone and aggregate for sale to the construction industry as well as mine consumption. The project will be pursued in partnership with an established company for management support and skills transfer, with the intention that the established company will exit after 5 years and sell their stake in the company to the beneficiaries. It is envisaged that the beneficiaries will be established into a company that will distribute 10% of its profits to a Trust fund to ensure that benefits of the project accrue to the community of Thekwana, Mfidikoe and Photsaneng communities at large.</p> <p>All the infrastructure projects implemented by Anglo Platinum will source crushed stones and premix from the business and these includes amongst others: Serelang township where Anglo Platinum is building of 1000 units for employees, Bokamoso township (1250 units for employees) and all CED infrastructure projects.</p>		TARGET GROUPS (beneficiaries)		LOCATION		TIMEFRAME									
		Local community from Thekwana		Thekwana		2010		2011		2012		2013		2014	
Establishing of a crusher plant		CED Manager		R4,000,000										15 to 30 jobs	
Request for proposals that will enable community empowerment				Q2-Q3											

Identification of community beneficiaries	Q3								
Authorisation process	Q3-Q4								
Mobilise additional funding to capitalise the enterprise		Q1							
Site establishment		Q2-Q4							
Acquisition of plant and equipment		Q4							
Training of beneficiaries				Q1-Q3					
Commission plant and commence production				Q2					
Deliver first consignment to the market				Q4					

FOCUS AREA 1: JOB CREATION AND POVERTY				
1.5 Establishment of a material recovery plant				
BACKGROUND Anglo Platinum is availing 411 hectares of land for the establishment of a waste disposal site to the Rustenburg Local Municipality (RLM). The proposed project will therefore be implemented in partnership with the RLM. The RLM has completed a business plan to access Municipal Infrastructure Grant for the development of the bulk infrastructure for the site. The landfill site is linked to four Material Recovery Facility (MRF)one of these facilities will be situated at the entrance of the waste disposal site. A MRF is a controlled way of recovering material from the general waste streams prior to disposal. The business will generate income by selling the recovered recyclable waste to reclaimers. This MRF will service Thekwana, Mfidikwe, Rustenburg, Tlhabane West, Boitekong and Paardekraal.. To date the municipality has secured funding for one of the MRF's. The four facilities will be operated by the community as secondary cooperatives that will contribute their surpluses into a primary cooperative which will in turn use the proceeds to beget social amenities. The community of Thekwana, Mfidikwe and Photsaneng had in the recent submission made through the ward councillors registered a need for the municipality to address unemployment by ensuring that the community is employed in all the projects that take place in the area. Therefore same and adjacent communities will be targeted for employment in the project.		OBJECTIVES Empower unemployed women and youth To create a pool of funds that will beget other community projects Contribution towards sustainable development Create new job opportunities		
PERFORMANCE INDICATORS Minimise waste that goes to the disposal site Waste recovery plan Market of take agreements		TARGET (beneficiaries) Local unemployed women and youth from Photsaneng, Mfidikwe, Thekwana, Boitekong and communities that will be serviced by the plant	LOCATION Rustenburg Local Municipality	VALUE ADDED <ul style="list-style-type: none"> Venture creation Skills transfer Market access New tourism product offering Generate income stream from waste
PROJECT	RESPONSIBILITY		TIMEFRAME IN QUARTERS	

		2010	2011	2012	2013	2014	IMPACT/ OUTCOME
Establishment of a Materials Recovery Plant	CED Manager		R25,000,000				240 permanent jobs Reduction of waste that goes to the landfill sites
Deliverables							
Finalise lease agreement		Q3					
Authorisation process		Q3-Q4					
Site set up and construction of the plant							
Commissioning of the plant			Q1-Q3				
Site set up community enterprise to run the plant			Q3				
Training and capacity building of beneficiaries			Q3				
Commence operations			Q4				

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT							
2.1 EDUCATION SUPPORT PROGRAMME (ESP)							
BACKGROUND	<p>It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Anglo Platinum plans implements education and skills development interventions with numerous schools and further education institutions in Limpopo and the Northwest provinces in the following sectors or fields:</p> <ul style="list-style-type: none">• Early Childhood Development• Special Needs Development• Learner Development at General Education and Training (GET) and Further Education and Training (FET) Phase• Teacher Development at the GET and FET Phase. <p>The upgrading of the skills of the educators will ensure that the company's exit from the intervention.</p>			OBJECTIVES	<p>Increase the number of learners studying maths and science</p> <p>Increase the pass rate achieved in the areas of maths and science</p> <p>Develop the capacity of maths and science educators</p> <p>Support the provision of environment conducive for learning</p>		
PERFORMANCE INDICATORS	TARGET GROUPS (beneficiaries)	LOCATION	VALUE ADDED				
Increase pass rate in maths and science	Grade 10-12 learners	Rustenburg Local Municipality	<ul style="list-style-type: none">• Pipeline development				
Sustain the results	Maths and Science Educators		<ul style="list-style-type: none">• Labour pool				
	Grade R teachers		<ul style="list-style-type: none">• Poverty alleviation				
	School governing bodies						
	Department of Education						
PROJECT 1	RESPONSIBILITY		TIMEFRAME		IMPACT		
	2010	2011	2012	2013	2014		

Early Childhood Development & General Education and Training	CED Manager, Schools Management, DOE	Budget allocated for all operations therefore is a centrally managed					The following primary schools including early childhood development will be reached through the programme: Rutanang Primary Kloofview Primary Karlienpark Motladisoadi Dikgoadi BF Morake Kloofview Boikagong Rutanang Retlakgona Marikana The following schools will receive training only: Banapele, Paardekraal, Letsibogo, Lekwakwa, Tlaga, Abana, Platinum, Photosaneng, Lefaragatla, Mofidikwe, Tserelogang 3 science/computer laboratories will be established to support the programme therefore benefiting 2400 learners per annum
		Q1	Q1	Q1	Q1	Q1	
Deliverable Appointment of service provider		Q1	Q1	Q1	Q1	Q1	
Identification of beneficiary schools		Q1	Q1	Q1	Q1	Q1	
Commence with learners support		Q1-Q3	Q1-Q3	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	Q1-Q4	Q1-Q4	
Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
Review programme.			Q4	Q4	Q4	Q4	

PROJECT 2	RESPONSIBILITY	TIMEFRAME					IMPACT
		2010	2011	2012	2013	2014	
Maths, Science and Technology	CED Manager, Schools Management, DOE	Budget allocated for all operations therefore is a centrally managed					In the next 3yrs the following schools will benefit:
Deliverable Appointment of service provider		Q1	Q1	Q1	Q1		Boikagong Secondary Boitekong Secondary Meriti Secondary Freedom Park Secondary Tshukudu High School Marikana Secondary Tirelong Secondary
Identification of beneficiary schools		Q1	Q1	Q1	Q1		President Mangope Secondary Geelhout park Secondary Rauwne Sepeng High School Lerothodi High School
Commence with learners support		Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3		Bakwena Secondary school Mojagedi Secondary Matetenene High School
Provide infrastructure and required equipment/ material in partnership with the Department of Education where there is need		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		Sekete High Schools Mmanape High School Naauwpoort Secondary Lesele Secondary
Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		80 learners from the previous years programme will participate in extra tutorial classes on Saturdays
Review programme				Q4	Q4		

PROJECT 3	RESPONSIBILITY	TIMEFRAME					IMPACT
		2010	2011	2012	2013	2014	
Educator Development	CED Manager, Schools Management, DOE	Budget allocated for all operations therefore is a centrally managed					140 educators per annum from the abovementioned schools
Deliverable Appointment of service provider		Q1	Q1	Q1			
Identification of beneficiary schools		Q1	Q1	Q1			
Commence with educator support		Q1-Q3	Q1-Q3	Q1-Q3			
Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4			
Review programme				Q4			

PROJECT 4	RESPONSIBILITY	TIMEFRAME					IMPACT
		2010	2011	2012	2013	2014	
Support to schools with Special Needs	CED Manager, Schools Management, DOE	Budget allocated for all operations therefore is a centrally managed					200 learners from Iteko and Oom Paul Special Needs Schools will be reached
Deliverable Appointment of service provider		Q1	Q1	Q1	Q1	Q1	
Identification of beneficiary schools		Q1	Q1	Q1	Q1	Q1	
Commence with educator support		Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3	
Monitor and evaluate project against expected outputs		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	

Review programme					Q4				

FOCUS AREA 3: COMMUNITY SAFEY, HEALTH AND WELFARE									
3.3 SUPPORT THE PROVISION OF PRIMARY HEALTH CARE IN INFORMAL SETTLEMENTS AND BOKAMOSO									
BACKGROUND				OBJECTIVES					
Rustenburg Mine is surrounded by informal settlements with low levels of health care provision. Primary Health Care is critical for a community's health and therefore Anglo Platinum has been providing mobile health care services in the four informal settlements, a traditional village and a formal settlement. Anglo Platinum purchased two mobile facilities to provide primary health care services. As much as the Anglo Platinum would like to provide a sustainable and permanent solution to the matter such as building clinics, it is difficult to do such until decisions have been taken on the future of these informal settlements. It is however envisaged that such proclamation will be done and as and when concluded a 3 clinic will be built in the next 5 years. In addition to primary health care RPM provides Voluntary Counselling and Testing mobile services to the community through Lifeline. The project is implemented in partnership with a subsidiary business of Anglo Platinum, Platinum Health who provide in kind contribution by supplying the medical supplies and providing a professional and a nursing assistant. Furthermore the Department of Health provides a professional and a nursing assistant.				Facilitate the provide primary health and VCT services to communities residing in informal settlements and villages surrounding Rustenburg Platinum Mine					
PERFORMANCE INDICATORS		TARGET (beneficiaries)	GROUPS	LOCATION	VALUE ADDED				
Weekly primary health services to benefit the informal settlement and villages		Sondela, Nkaneng, Delcla,		Rustenburg	Manage outbreak of diseases in the area				
Provide primary health services to underserviced communities around Rustenburg Platinum Mine		Zakhele, Bokamoso,			Partnership with the Department of Health in the provision of primary health care services				
Provision of VCT services		Rietfontein and Tlapa Village communities			Delivery of efficient primary health care services				
Service level/memorandum of agreement with the Department of Health									
PROJECTS		RESPONSIBILITY		TIMEFRAME				IMPACT	
				2010	2011	2012	2013	2014	
Mobile clinic service and Construction of new facilities		Rustenburg Mine		R 600 000	R 500,000	R 500,00	R3,000,000	R4,000,000	Reach at 1000 community members per annum
Deliverables:				Q1-Q4					
Maintain the mobile clinic in remote areas				Q1-Q4					
Coordinate provision of primary health services				Q1-Q4					
Establish trends for the design of new programmes and interventions				Q1-Q4					
Build permanent clinic infrastructure in partnership with government					Q1-Q4	Q1	Q2-Q4	Q1-Q4	

FOCUS AREA 4: INFRASTRUCTURE DEVELOPMENT															
4.1 COMMUNITY INFRASTRUCTURE															
BACKGROUND				OBJECTIVES											
<p>The Rustenburg Local Municipality in its 2008/9 IDP prioritised community facilities to address backlogs in areas that lack such facilities. It is against this background that Anglo Plat is supporting the implementation of the IDP priorities by building a community hall in Paardekraal. The hall which will be owned by the Rustenburg Local Municipality will be used by the community for the social functions and gatherings.</p> <p>In addition Anglo Platinum’s approach to education and training is premised on a whole school development model, which seeks to encourage investments in a holistic manner. This model entails looking at all the aspects of education support to sustain our interventions, which among other include providing an environment conducive for learning by supporting infrastructure development, where there is a need. In this regard Anglo Platinum is supporting the Regional Department of Education by building a school in Tlhabane West..</p> <p>Furthermore Anglo Platinum in line with the maths and science project has made provision for the construction of science and information technology facilities to ensure continuity and sustainability in the interventions.</p>				LOCATION		2011		2012		2013		2014		IMPACT	
				Rustenburg Mines										The following companies have been subcontracted: 4 local companies were subcontracted A total of 43 people are employed in the project	
				Rustenburg Platinum Mine		R 12,000,000									
				Q1-Q2											
Q1-Q2															
PROJECT 1				RESPONSIBILITY		Rustenburg Mine									
Construction of Paardekraal Multipurpose Centre															
Deliverables: Sourcing of local contractor and labour															
Construction															

Project hand over	Q1-Q2								
-------------------	-------	--	--	--	--	--	--	--	--

PROJECT 2		RESPONSIBILITY	TIMEFRAME					IMPACT
			2010	2011	2012	2013	2014	
Construction of Thabane Primary		Rustenburg Mine	R 15,000,000					
Sourcing of local SMMEs and labour for the project			Q1-Q2					
Construction			Q1-Q2					
Hand over the project to the Department of Education			Q1-Q4					
PROJECT 3		RESPONSIBILITY	TIMEFRAME					
			2010	2011	2012	2013	2014	
Science and computer laboratories		Rustenburg Mines	2,000,000	1,200,000	10,000,000	10,000,000	10,000,000	
Identify need for science and computer laboratories in line with the maths and science programme underway			Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
Request for quotations			Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
Construction of new facilities /upgrading of classrooms to establish facilities			Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
Hand over of facilities to the Department of Education			Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	

LABOUR SENDING AREAS										
Background				OBJECTIVES Provide environment conducive for learning for major labour sending areas						
<p>The labour sending areas are beset with infrastructure challenges. The infrastructural needs of these areas include lack of adequate schools. Against this background Anglo Platinum has prioritised basic school infrastructure to support labour sending areas. The proposed projects seeks to support to socio economic development priorities of Anglo Platinum's labour sending areas by providing an environment conducive for learning in the labour sending areas.</p> <p>Taung is one of the areas that are in dire need for infrastructure including adequate school facilities. The project responds to the infrastructure needs experienced by rural communities in the North West Province .</p> <p>In addition to the above project Anglo Platinum has established the need to relocate Elridge Combined School from its current location because the current premises are dilapidated and cannot accommodate additional facilities e.g. library, science laboratory etc. Furthermore the safety of the learners has been compromised because of the close proximity of the school to the main road..</p>										
PROJECT 4		RESPONSIBILITY		TIMEFRAME				IMPACT		
				2010	2011	2012	2013	2014		
Construction of Taung School		Labour sending- community	Taung		R15,000,000				20-30 short term job opportunities	
Drawing and designs					Q1					
Tender process and packaging of opportunities for local contractors					Q2					
Site establishment and sourcing of local labour					Q2					
Construction					Q3-Q4					
Site hand over						Q1				
PROJECT 5		RESPONSIBILITY		TIMEFRAME				IMPACT		

		2010	2011	2012	2013	2014	
Elridge Combined School	Rustenburg Mines	R15m					
Deliverables:							800 learners will benefit from:
• Tender process for the appointment of consulting engineers		Q3-Q4					• 25-30 classroom and ablution block (staff and learners)
• Designs and drawings		Q4					• 1 computer
• Tender process for the appointment of contractors		Q4					• 1 laboratory
• Site layout		Q4					• Library
• Commence construction			Q1-Q3				• Hall
• Hand over of the completed school to the Department of Education and community			Q4				• 2 storerooms
							• Sports facilities
							• Assembly pavilion
							Employment for approximately 50 local labour
							Benefits to local construction companies employed in the project

FOCUS AREA 5: HUMAN SETTLEMENTS													
5.1 FORMALISATION OF INFORMAL SETTLEMENTS													
BACKGROUND		<p>Rustenburg Local Municipality has in line with national government’s imperatives, adopted the adopted United Nations Millennium Development Goal which among other include the eradication informal settlements by 2014. Anglo Platinum in the same vain subscribes to global and country specific frameworks on corporate social responsibility and therefore thought it prudent to partner with RLM in the eradication of informal settlements in the area. As a result a budget will be allocated towards supporting infrastructure needs of relocating and establishing new settlement. The projects will be implemented in partnership with the RLM.</p> <p>Anglo Platinum is in the process of building affordable housing to accommodate communities in the waiting list, which includes relocation of the residents of Zakhele informal settlement to the new housing development underway at Bokamoso. In addition Anglo Platinum pursues integrated development and is currently building 1000 housing units for its employees in Serelang where the municipality has already provided 2,971 RDP for the accommodation of Thabo Mbeki and Plot 14 informal settlements residents. Anglo Platinum has in partnership with the Rustenburg Local Municipality already constructed a 4km of access roads in Serelang. The municipality had planned to construct paved sidewalks in the same area, however due to unavailability of funds has been unable to do so. Anglo Platinum will therefore in pursuit of habitable and safe human settlements consider suitable infrastructure that could be funded in line with eradication of informal settlement..</p>					OBJECTIVES		<p>Contribute towards eradication of informal settlements</p> <p>Contribute towards infrastructure development in the new Bokamoso settlement</p> <p>Contribute towards infrastructure development within Sondela settlement</p>				
PERFORMANCE INDICATORS		TARGET (beneficiaries)	GROUPS	LOCATION	VALUE ADDED								
Structured approach towards dealing with informal settlements		Sondela, Delela, Nkaneng and Zakhele informal settlements		Rustenburg	Stability in the area								
Linkages with residential development		Bokamoso and Serelang community			Alleviate Infrastructure carrying capacity of the municipality								
Contained growth of informal settlement					Enhanced road safety								
PROJECTS		RESPONSIBILITY	TIMEFRAME										
			2010	2011	2012	2013	2014	IMPACT/ OUTCOME					
1. Support to formalisation of informal settlement		Rustenburg	R 4,800,000	R1,425,000	R 5,000,000	R 5,000,000	R 5,000,000						
Deliverables:			Q1										
• Provide support to the municipality with regards to managing the project of control, management and monitoring informal settlement on mine leased areas			Q1-Q4										
• Facilitate the process of commencing with control, management and control of the informal settlement including conducting baseline studies			Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	30 community members will employed for a period of 3 months					
• Upgrading and relocation of informal settlements to formal settlements by paving roads in Serelang				Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4						
• Support and partner with municipality in providing economic infrastructure to ensure sustainable livelihood in upgraded and new settlements.				Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4						

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

11.1. Preamble

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

As far as formal employee housing is concerned, mines in South Africa have typically provided housing of some form to their employees. Under the Apartheid system, mines were confined in their provision of married quarters to all but their most senior employees because of the Company 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 Rustenburg Mines 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. Rustenburg Mines has provided a range of accommodation options to employees and will promote home ownership through various mine-sponsored initiatives. External issues which were considered in the development of the housing strategy include tribal lands, informal settlements, housing demands and the housing market.

11.2. Statement of intent

Housing and living conditions issues in the South African context are complex. This is particularly due to historical problems related to poor planning, uncontrolled urbanisation, tribal and land issues, and views on property ownership. Rustenburg Mines will enhance the quality of life of all employees through providing improved housing, infrastructure and basic services. Rustenburg Mines will ensure that all its employees have access to reasonable accommodation in line with its Company'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.

Rustenburg Mines, through the Company Housing Unit, will engage with local, provincial and national government to improve the quality and effectiveness of local IDPs.

11.3. Strategy and objectives

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

- a) Sustainable communities: From the perspective of rural development planning, Rustenburg Mine believes that the provision of facilitated housing forms a preventative measure for encouraging the growth of informal settlements. Housing is a major factor in the creation and maintenance of sustainable communities. Rustenburg Mines 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 mines will strive to recruit employees from local communities. This should reduce the pressure for mine-facilitated housing. It would also serve to boost the income levels of households living near the mine;
- c) Hostels: Of extreme importance in Rustenburg Mine's housing strategy is the conversion of hostels to accommodate two persons per room; and
- d) Family units: To mitigate the fact that hostels may not be converted to family units for social reasons, family units will be provided through Home Ownership Allowance (HOA) and the Employer Assisted Housing Scheme (EAHS)

11.4. Implementation plan for employee housing

Rustenburg Mines is situated in Northwest and enjoys an urban setting. The majority of employees reside in an around the Rustenburg Local Municipality's jurisdiction while a few commute from neighbouring towns including bigger cities like Johannesburg and Pretoria. Mine accommodation is available on mine property and additional accommodation is within various locations in the Rustenburg town. Mine accommodation includes hostels where 83% of hostel residents are from rural labour-sending areas. A large proportion of the current employees originate from the Eastern Cape, and about 8% originate from Mozambique, Lesotho, Swaziland and Botswana. Rustenburg town has got a buoyant housing market primarily driven by the mining houses expansions within the area.

11.4.1. Upgrading hostels to alleviate overcrowding and to improve living conditions

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

The project has since been completed in 2008 in Rustenburg Mines effectively converting all the Hostels to Single Accommodation Villages (SAV's). This achievement was in line with the overall Company's intention of converting all Hostels before the beginning of 2009. This resulted in Anglo Platinum spending some R370 million thus becoming amongst the first (if not the first) mining company to successfully complete such a symbolic project.

Rustenburg Mines spent a total of R172 million effectively creating thousands of beds in an improved living environment for Rustenburg Mines employees who chose to reside in these facilities. Below is a table depicting the number of beds per facility.

Table 34 : New Beds per SAV/Hostel

Hostel / SAV	Number of New Beds Per Facility
Phula	1,440
Bleskop	1,120
Phuthadichaba	874
Protection Service	306
Entabeni	800
Kanana	1,680
Jabula	1,443

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

11.4.2. Encouraging sustainable communities through home ownership

Rustenburg Mines 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. Rustenburg Mines 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 Rustenburg Mine.

In addition to the hostels, Rustenburg Mines 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 Rustenburg Mines 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 Rustenburg Mines-provided or facilitated housing and accommodation; and
- c) To discourage the growth of informal settlements.

11.5 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 Rustenburg Mines.

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 Rustenburg Mines. 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 35 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

11.6 Employer Assisted Housing Scheme (EAHS)

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

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

The units will vary from approximately 50m² to 70 m² and associated cost of approximately R190 000 to R250 000, Anglo Platinum's subsidy will be towards the securing of the land and the servicing of the stands.

The four house layout types to be constructed are:

- The 50m² Stand alone units : 2 Bedrooms/1 Bathroom
- The 55m² Stand alone units : 3 Bedrooms/2 Bathroom
- The 60m² Stand alone units : 3 Bedrooms/2 Bathroom
- The 70 m² Stand alone units : 2 Bedrooms/2 Bathroom (1 en-suite)

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

Figure 11 Floor Plan of 70 m²

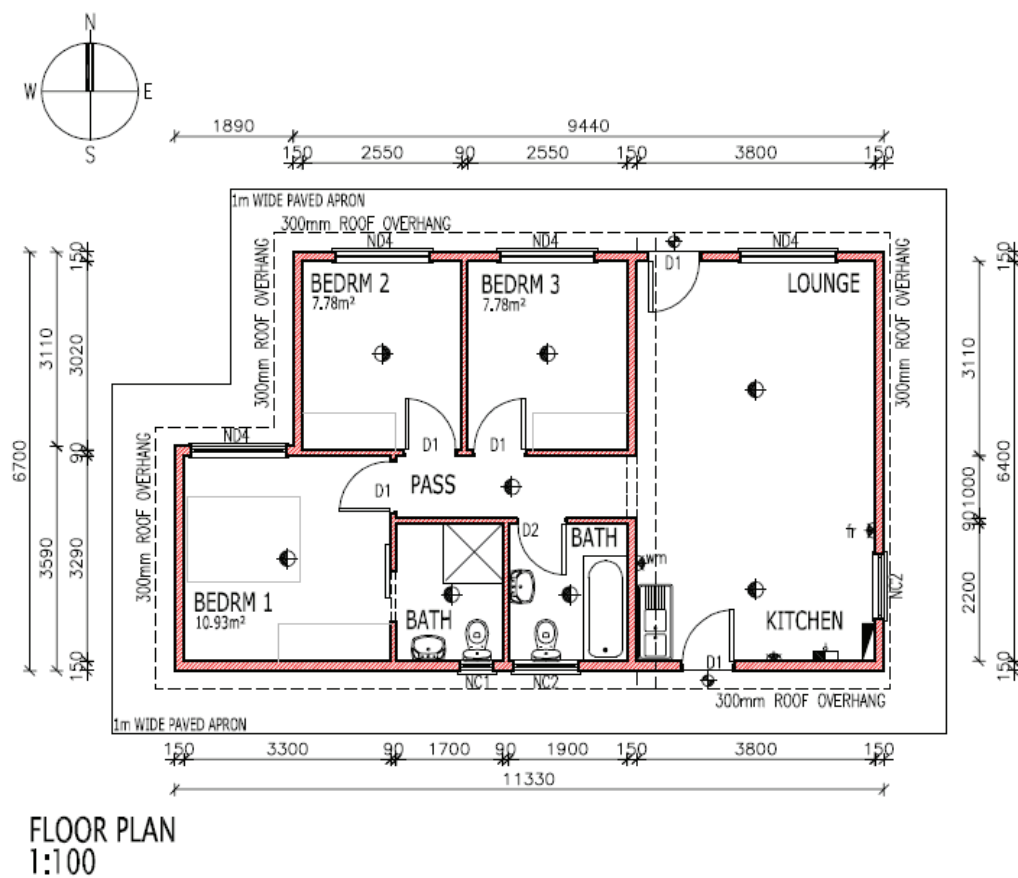


Figure 12 House view of 55 m²

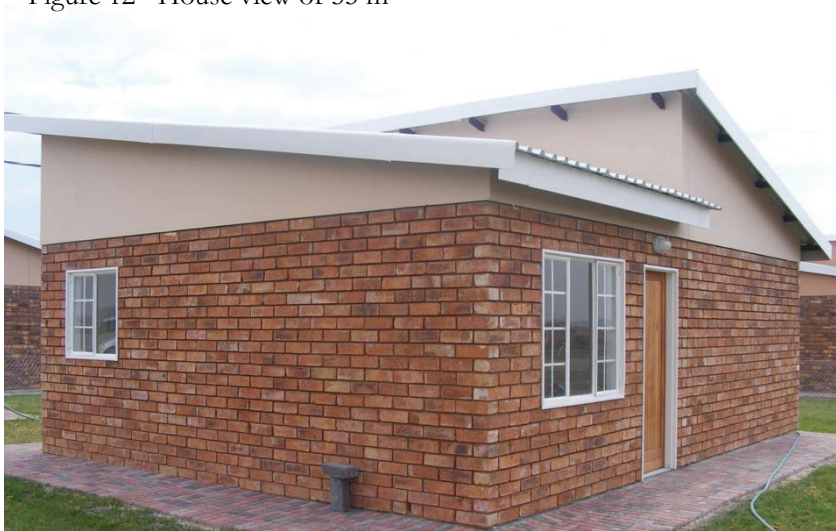
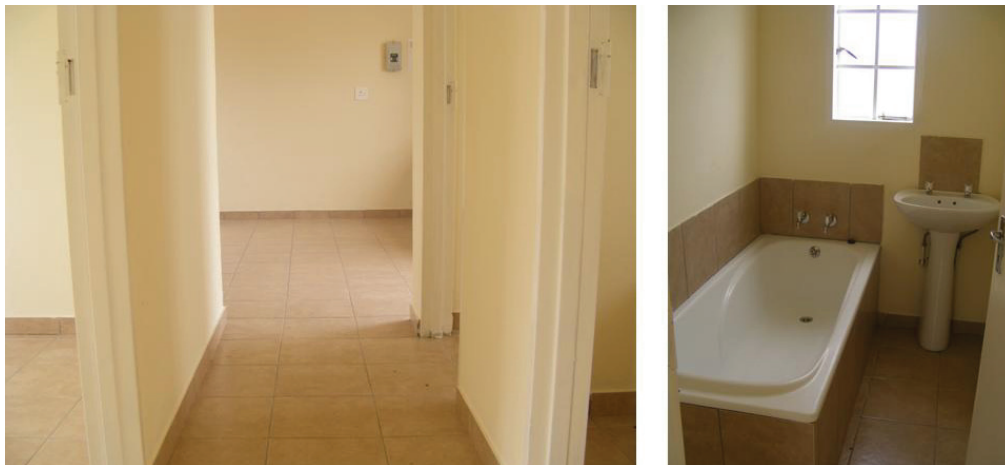


Figure 13 House view inside the 55 m²

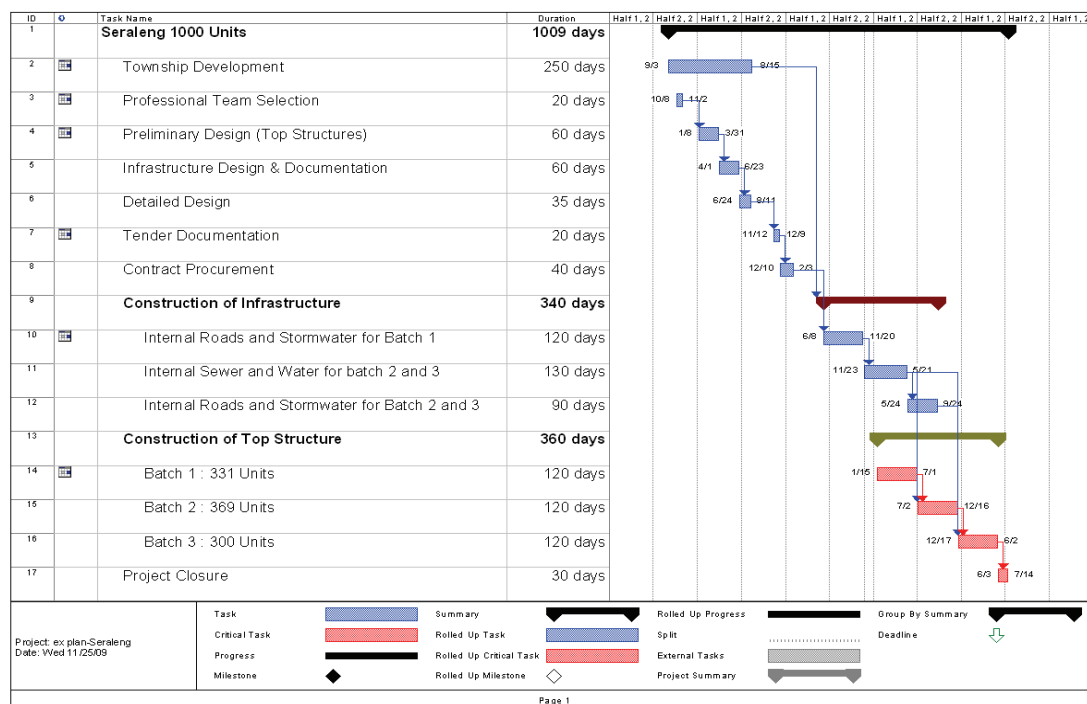


11.7 The Housing Projects

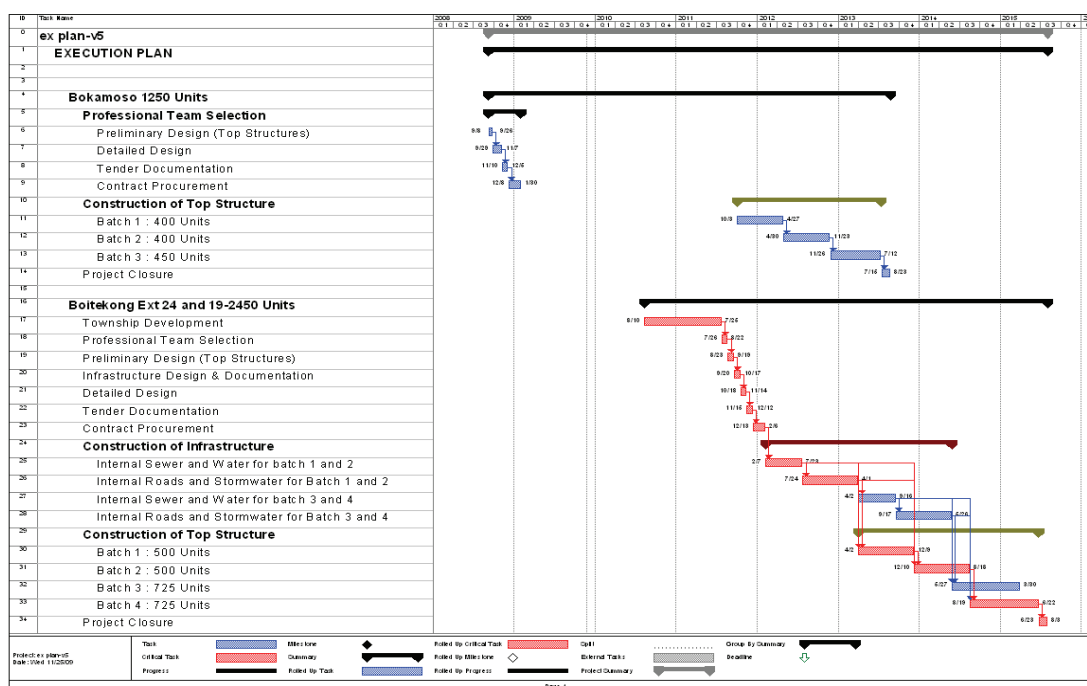
Three housing developments are planned for the Rustenburg Mines to cater for the current employee housing need. These include:-

1000 Units	:	Seraleng
1250 Units	:	Bokamoso
1892 Units	:	Boitekong Ext 24 Portion 50 of the farm Paardekraal 279 JQ
558 Units	:	Boitekong Ext 19 + 20 Portion 44, farm Paardekraal 279 JQ

Below is the Seraleng 1000 project plan as the first housing development in Rustenburg.



The project has commenced with the infrastructure scheduled for completion during 2010. Top structure construction is scheduled to commence during the first quarter of 2010. Thus the first batch of houses will be delivered to Rustenburg mines employees during the last quarter of 2010.



11.8 Local Property Developers

Anglo Platinum will be encouraging the local property developers to provide additional units as and when the need is determined. This will also enhance the already buoyant housing market in the Rustenburg area. The company will facilitate home ownership through the Home Ownership allowance scheme between Rustenburg employees, property developers, financial institutions and subsidies provided by the Northwest Department of Housing.

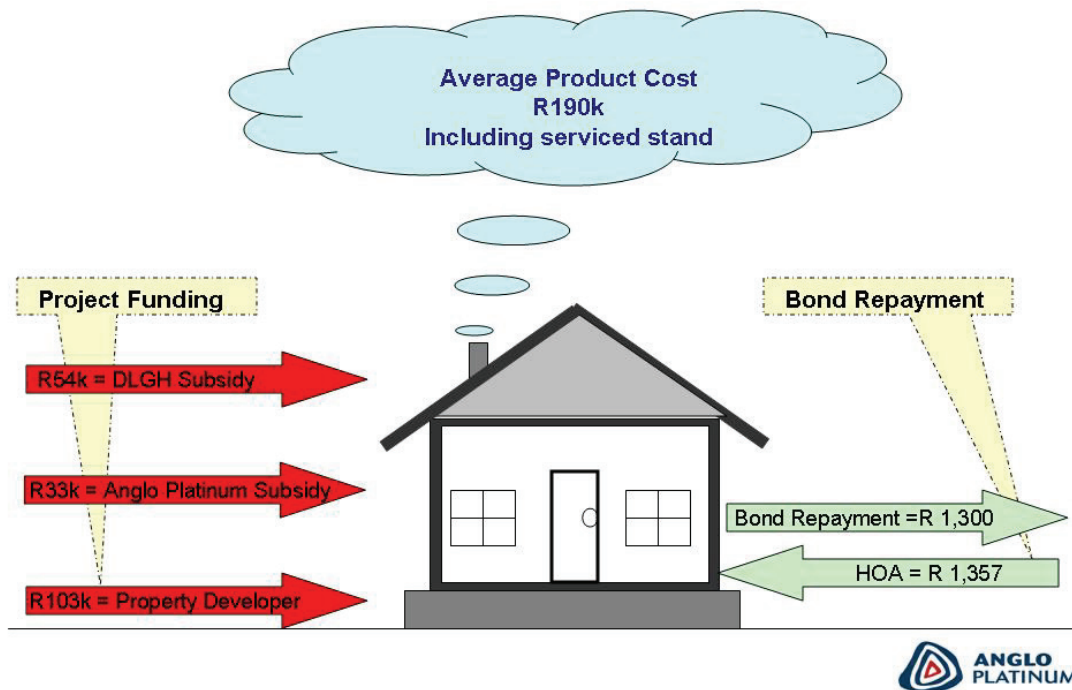
11.9 The Funding Model

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

- d) Government Housing Subsidy
- e) Anglo Platinum Housing Subsidy (excluding Land Costs in this case)
- f) 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.

11.10 Total Package (TP)

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

Implementation plan for reducing dependence on mine housing

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

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

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

12.1. Preamble

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

Since the termination of the Bantu Labour Legislation, gazetted in 1975, each mining company is responsible for developing its own dietary food programme. Three meals are provided per day, with the first meal (or breakfast) starting at 04h00 and the last meal (dinner) ending at 23h00. This ensures meals available to workers throughout the day. Due to the logistics governing the mining operations such as the time an employee is required to be at the shaft, the time needed to get to the workplace and the duration of the shift, it is not possible to provide three meals a day to the workers.

Rustenburg East and West are therefore providing three balanced meals will provide two well balanced meals per 24-hour cycle. These will be prepared at Single Accommodation Food Service Units and served to residents at the dining rooms. All eating utensils will be provided. These meals will be served on a site-specific basis, and will consist of a pre-shift meal or breakfast served from as early as 03h00 to 09h00 depending on the site. A site-specific, post-shift or main meal will be served from 11h00 to 18h00. A third (dinner) will be served from 18h30 -23h00. A sustenance feed will be provided to all underground workers at the shafts and, although the site is selected by the local branch committees, certain criteria are non-negotiable such as food safety and other safety aspects.

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

Waterval Mine is currently not providing any meals to its employees but provides sustenance feeding of mageu, a traditional drink enriched with Vitamin C. This sustenance will also be provided to contractors and living out employees. Strict control measures and frequent audits are in place to ensure adherence to health and nutritional guidelines.

12.2. Statement of intent

Rustenburg East and West are committed to contributing to a healthy, productive and motivated workforce through their dietary food programmes. Rustenburg East and West will provide all workers with access to sufficient information to enable them to make informed food choices. This will ensure that workers receive adequate nutritional intake. The meeting of nutritional requirements contribute to satisfactory job performance and attendant job satisfaction.

12.3. Strategy and objectives

Rustenburg East and West's primary strategy in the provision of nutrition to mineworkers is to ensure that the food served to the workforce represents a balanced meal plan according to nationally determined standards. In addition, consumables will be fresh and free from contamination, and the meals must be considered by the workers to be of high standard.

12.4. Implementation plan

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

12.5. Compliance to national standards

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

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

A number of national standards govern the selection of food products that comprise the daily meal plans at Rustenburg East and West. The consulting dietician and food preparation managers in charge of this area strictly adhere to the following required compliance categories:

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

Where South African information on Industrial Feeding is not available, international best practice is used.

a. Energy Requirement:

The diet plan is drawn up using the COMRO reference report 91/11 as basis to establish the energy requirement of workers. (Ref. Guideline for the Compilation of a Mandatory Code of Practice for an

b. Macro-nutrient requirement:

The macro-nutrient requirements are established using Dietary Reference Intakes (DRI's), which is a collective term and refers to a set of at least four nutrient based values. This represents a shift from "avoiding deficiency states" as determined by clinical manifestation and status to "maximising health and promoting quality of life"

This is part of the report on Dietary Reference intakes for energy, carbohydrate, fibre, fat, fatty acids, cholesterol, protein, and amino acids (2002) by the Food and Nutrition Board of the United States Nutrition Board of the Institute of Medicine, National Academy of Sciences, Washington, USA.

c. Micro-Nutrient Requirement:

The DRI is used as reference for all micro-nutrients except Vitamin C, where a South African reference exists.

There are three micro-nutrients, which are directly influenced by the industry:

- a) **Vitamin C:** It is required for normal body temperature regulation and assist with the body's ability to adjust to underground environmental conditions. The recommendation as per the Mining Industry is 250mg per person per day.
- b) **Vitamin A:** It is required for normal dark adaptation time. There are no industry specific requirements and the DRI is used as a reference. (900 micrograms per day)
- c) **Vitamin D:** The intake of vitamin D is affected, as the primary source of Vitamin D is from the photochemical action of ultraviolet sunlight on the 7-dehydroxycholesterol produced in the skin. Because of the limited exposure to sunlight, it is necessary to ensure adequate Vitamin D intake. It was however not possible to assess the menu content as the database is limited in its Vitamin D information. This is a problem with most of the data bases used for nutritional analysis.

Where food only does not meet with the requirement, the enrichment of food products is considered.

- Mageu is enriched with 200mg Vitamin C per 1000ml and 150mg Calcium per 1000ml.

Purchasing:

Food products are purchased according to the ordering standards for the unit. This includes approved suppliers and food specifications.

Receiving:

Products are received according to the receiving procedures for the unit, which includes temperature, packaging, weight and quality control according to the food specification.

Storage:

Products are stored according to the storage and best practice procedures for the unit as well as for the product.

Food preparation:

Food is prepared according to the standard recipes and best practice procedures. This includes a variation in cooking methods, as well as a variation in spices used. Cooking methods is chosen to ensure optimal utilisation of cooking equipment. Batch cooking is encouraged.

Serving:

Food is served according to the standard procedures as well as best practice incorporating all relevant food safety issues. Holding time is kept to a minimum, not more than 90 minutes. Serving temperatures is adhered to.

Reporting:

Total food consumption is reported monthly together with a monthly report of meal participation.

12.6. Provision of food that has been tested for safety

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

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

The purpose of applying HACCP principles is to control contamination and cross-contamination of bacteria in food systems in terms of Act 54 of 1972 R908 of 2003, the HACCP principles also apply to all food suppliers.

12.7. Promotion of food that controls bacteria growth

Rustenburg East and West will continue to promote an increase in consumption of food containing lactobacillus strains, which are beneficial intestinal organisms that produce organic acids. These organisms retard the growth of pathogenic bacteria and employees are actively encouraged to consume greater quantities of these products. Two products, mageu and cultured milk such as amasi, which have high lactobacillus content are popular items on the menu.

12.8. Special dietary requirements

Special dietary requirements for employees who are halaal, kosher or vegetarian will be addressed on a one-to-one request basis. Serving of food such as egg, soya products or legumes will be included on the menu every day. The strategy for meeting the nutritional needs of people living with a disease such as HIV/AIDS is the same as the general nutritional strategy, which complies with the Food Based Dietary Guidelines.

12.9. Awareness programme

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

12.10. Increased provision of fresh fruit and vegetables

At present, fresh fruit is served four times a week. In addition, a cooked vegetable is served twice a day. A fresh vegetable salad is served four times a week. Rustenburg East and West acknowledge that intake of Vitamin C is of utmost importance and efforts will be made to increase the intake.

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

13.1. Introduction

Rustenburg Mine 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 North West Province. There will be three distinct areas of intervention:

Local economic development through local procurement in the North West Province;

Active support of emerging HDSA entrepreneurs in the provincial and national mining supply sector; and

Committed support at a national level for established HDSA interests by ensuring that HDSA-owned or HDSA-empowered vendors are given preferential access to supply opportunities.

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

During 2006, Rustenburg Mine procured R91 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 R395 million. It can be assumed therefore that a 15% local procurement target in 2012 could benefit the Province with approximate R595 million.

13.2. The supply of goods and services to Rustenburg Mine

Procurement at the Rustenburg Mine will fall into two categories:

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

Of these categories, the bulk of both capital expenditure and working cost expenditure items will be purchased centrally through the Anglo Platinum Supply Chain, which will be managed through Company-wide contracts. A certain amount of local expenditure (procurement that falls outside of Company contracts and targeted in the future to be less than 15% by value) will be commissioned by the mine, typically from small and medium-sized companies within the North West 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 Company 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 Rustenburg Mine 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 North West Province and secondly, companies in which HDSAs have a stake¹¹.

The following targets below in Table 37 apply to total discretionary spend placed with HDSA vendors:

Table 36 Procurement Progression Plan

		2009	2010	2011	2012	2013	2014	2015	2016	2017
	Target as a % of Discretionary spend									
	HDSA Status	33.0%	35.0%	37.0%	40.0%	41.0%	42.0%	43.0%	44.0%	45.0%
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%
	> 25,1%	26.50	28.00	29.50	31.00	31.50	32.00	32.50	33.00	33.50
Consumables	> 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

Local means procuring from those HDSA vendors with business addresses within the North West Province*

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

13.3. Local procurement

Rustenburg Mine 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 North West Province. As can be seen in Table 37, the target for local HDSA procurement has been adjusted to 15% by 2012.

In line with Anglo Platinum policy, Rustenburg Mine 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

¹¹ HDSA-owned means a minimum of 50,1% ownership. HDSA-empowered means a minimum of 26% HDSA ownership.

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 endeavors 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 Company level will be encouraged to make use of local labour in their local operations where possible. Service providers will be requested to provide a breakdown of their labour composition, particularly with reference to their commitment to employing members of the mine community.

13.4. HDSA Mentoring

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

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

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

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

The Company will conduct an audit during the final quarter of 2008 among its local HDSA suppliers as well as its national HDSA suppliers to determine the need for mentoring. The offer of mentorship will be issued in writing to those vendors that have been identified with a need to be mentored, and a written response to the offer will be a condition of registration as a supplier to the Company. The ultimate aim is to capacitate existing HDSA vendors through mentoring as well as identifying HDSA suppliers who can participate within the mine’s supply chain.

13.5. Objectives and action plans

13.5.1. Objectives

The overall objective here is to promote and enhance the constructive participation of HDSA vendors in the mine's upstream value chain and to ensure that HDSA suppliers have access to Rustenburg Mines' 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. Rustenburg Mine must also actively contribute to the Anglo Platinum Company-wide objectives.

Specific objectives for Rustenburg Mine 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 Rustenburg Mine employees are aware of the targets;
- e) Secure awareness of and buy-in to the set targets and strategies by all heads of departments and other procurement-related decision-makers;
- f) Establish long-term, mutually beneficial relationships with HDSA vendors that can contribute to total cost of ownership reductions;
- g) Ensure that the e-procurement systems used by the mine provide easy access to tenders and do not inadvertently discriminate against the HDSA or Small, Micro and Medium Enterprise (SMME) vendors;
- h) Establish links with Quadrem; and
- i) Enhance tender capabilities via Quest.

13.5.2. Action plans

The following action steps will enable Rustenburg Mine to achieve the above objectives and targets as per Table 37:

- 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 Rustenburg Mine 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. Rustenburg Entrepreneurial Support Centre; and
 - ii. Training and development programs.

13.6. Preferential procurement policy

13.6.1. Criteria

Suppliers to Rustenburg Mine 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 will also be taken into account. Preferential opportunities for discretionary procurement in both capital and operating expenditure will be afforded to HDSA-owned or HDSA-empowered companies¹². This preference will be ranked in terms of:

- a) HDSA-owned companies > 50,1%;
- b) HDSA-empowered companies > 25,0%;
- c) HDSA-influenced companies 5,0% to 25,0%; and
- d) Companies without HDSA participation

In all instances engendered companies are ranked a notch higher than their HDSA ranking would be if they were not engendered. 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 will be encouraged to form partnerships with HDSA companies where possible; and
- c) Non-HDSA vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

13.6.2. Guiding principles

The allocation of preferential status to HDSA suppliers presupposes that these are competent and competitive suppliers. All procurement processes will be transparent and subject to audit in accordance

¹² Such expenditure will exclude employee wages and salaries but will include contractors.

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 Rustenburg Mine will therefore be subject to the following guiding principles:

- a) Commercial and financial viability;
- b) Added value to strategic commodity initiatives;
- c) Maintenance of ethical values;
- d) Maintenance of quality, health and safety standards;
- e) HDSA-preferential procurement procedures will not compromise the basic elements surrounding the procurement principles. These include integrity, technical competencies 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 Rustenburg Mine empowerment imperative:

- a) The Preferential Procurement Framework Act (No. 5 of 2002);
- b) The Employment Equity Act (No. 55 of 1998);
- c) The Competition Act (No. 89 of 1998);
- d) The Skills Development Act (No. 97 of 1998); and
- e) BEE Codes of Good Practice.

Strategic processes will be developed around the following key areas:

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

Within these procedures, all transactions are expected to be:

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

13.6.3. Procedures

Rustenburg Mines' 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 are required during these phases and will be the responsibility of the Business Development Officers (BDOs) together with the HDSA/SMME Manager when appointed.

The procedures to be adopted could include the following:

- a) Procurement Teams will identify potential services and commodities required from the current database. This list will be forwarded to the Rustenburg Mine BDO to identify HDSA vendors that can tender;
- b) The candidates appearing on this list will already have been accredited and their 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 the Rustenburg Mine 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) Rustenburg Mine will also participate in various complementary mining industry initiatives such as the South African Mining Preferential Procurement Forum;
- e) Preferential procurement status will be given to HDSA vendors in accordance with the ranking guidelines as presented above; and
- f) The Procurement Teams may also request from vendors their HDSA development policy at request-for-quotation stage.

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

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

13.6.4. Validation of HDSA Status

All vendors to Anglo Platinum are required to supply their HDSA credentials and these details will be stored on the Anglo Platinum HDSA database¹³. These credentials must be accompanied by independent

¹³ A central database of HDSA suppliers is kept by the Company Supply Chain and will represent the sole source of HDSA supplier status organisations. The listing is to be continuously updated and is to be audited annually by Internal Audit.

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.

13.6.5. Preferential payments

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

1.6.6. Performance review

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

Table 46 Breakdown of Mine Procurement as per Form T from Annexure II of the MPRDA Regulations

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
ABERDARE CABLES PTY LTD	42 MAIN ROAD EASTLEIGH 1609	25,1% - 50 %	0,82%	0,00%	0,19%
AFRICAN EXPLOSIVES LIMITED	1 PLATINUM DRIVE MODDERFONTEIN 1645	25,1% - 50 %	0,08%	0,71%	1,12%
AFRICAN NATIONAL CRANES CC	56 DETROIT STREET APEX INDUSTRIAL SITES 1501	50,1% to 100%	0,00%	0,02%	0,00%
ALLIED PUTZIGER PTY LTD T/A TOOLQUI	PRESS AVE & MAIN REEF ROAD CROWN MINES 2092	50,1% to 100%	0,00%	0,00%	0,00%
ALSTOM INDUSTRIAL DIVISION OF ALSTOM	29 11TH ROAD KEW 2090	25,1% - 50 %	0,07%	0,04%	0,10%
ALSTOM MECHANICAL EQUIPMENT	CNR BRANCH & ALPHA ROADS DRIEHOEK 1401	25,1% - 50 %	0,17%	0,00%	0,02%
ALSTOM SWITCHGEAR A DIVISION OF ALS	2 MAGNET ROAD KNIGHT'S 1413	25,1% - 50 %	0,00%	0,01%	0,02%
ANCHOR SUPPORT & MINING PTY LTD	67 SOLOMON STREET RIEBEECKSTAD 9460	50,1% to 100%	0,00%	0,00%	0,07%
BAYMONT POWER PROJECTS PTY LTD	26 BOSWORTH STREET ALRODE 1454	50,1% to 100%	0,00%	0,01%	0,00%
BELLAMBBIE MINING AND INDUSTRIAL	4 CLARKE STREET NORTH ALRODE 1449	25,1% - 50 %	0,01%	0,03%	0,00%
BELLAMBBIE MINING AND INDUSTRIAL	6 BOSCH STREET RUSTENBURG 0301	25,1% - 50 %	0,01%	0,00%	0,01%
BENNON PROJECTS	6 THROME STREET EXT 9 INDUSTRIAL RUSTENBURG 0300	50,1% to 100%	0,03%	0,08%	0,00%
BRELKO ENGINEERING CC	3 INVENTION STREET MARSHALL TOWN 2001	50,1% to 100%	0,01%	0,10%	0,02%
CHICANE REFURBISHMENT AND SALVAGE	CENTRAL DEEP ROAD, RPM RUSTENBURG 0299	25,1% - 50 %	0,17%	0,32%	0,09%
CONSTANTIA DIAMOND DRILLING PTY LTD	143 ONTDEKKERS ROAD ROODEPOORT 1724	25,1% - 50 %	0,03%	0,26%	0,00%
CONTROL SYSTEMS RUSTENBURG	305 WATERKLOOF RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,02%
COPALCOR TRADING	UNIT F8 OLD MUTUAL INDUSTRIAL PARK HERMANSTAD EXT 2 0082	50,1% to 100%	0,00%	0,00%	0,00%
COSIRA INTERNATIONAL SA PTY LTD	CNR LOWER GERMISTON AND WRIGGLE HERIOTDALE 2088	25,1% - 50 %	0,11%	0,00%	0,00%
CROSSROADS DISTRIBUTION PTY LTD T/A	20 FOREMAN STREET SPARTAN EXT 7 1620	25,1% - 50 %	0,09%	0,09%	0,00%
CROWNE PLAZA SANDTON	NO PHYSICAL ADDRESS SANDTON 2146	50,1% to 100%	0,00%	0,00%	0,00%
DESTA POWER MATLA PTY LTD	56 THIRD STREET BOOYSEN RESERVE 2091	25,1% - 50 %	0,20%	0,00%	0,00%
DEWIL MECHANICAL AND ELECTRICAL	CNR COBALT AND MANGAAN ROAD ZINNIAVILLE 0299	25,1% - 50 %	0,00%	0,00%	0,00%
DISCOUNT MIDAS PARTS CENTRE	6 OLIVER TAMBO DRIVE RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,00%
DOLLBEE COMPUTERS	182 BEYERS NAUDE DRIVE RISIDALE 2195	50,1% to 100%	0,00%	0,00%	0,32%
ECDA ENTERPRISES CC T/A STANDARD CY	ZINNIAVILLE SHOPPING CENTRE RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,00%
ECLIPSE FOUNDRIES EAST PLANT	15 BIRMINGHAM ROAD INDUSTRIAL SITES 1502	25,1% - 50 %	0,00%	0,00%	0,42%
ELECTRO EXCELLENCE INNOVATIONS AND	14 COBALT STREET ZINNIAVILLE 0305	50,1% to 100%	0,00%	0,05%	0,00%
EVRIGARD (PTY)LTD	1 MAKRO STREET OBERHOLZER 2502	25,1% - 50 %	0,00%	0,00%	0,00%
F&F OFFICE & TEXT BOOK SUPP CC T/A	52 LOOP STREET RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,02%
FIELDS WEAR CC	NO PHYSICAL ADDRESS RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,42%
FILTAFO PTY LTD	FRANS DU TOIT STREET ROSSLYN 0200	50,1% to 100%	0,00%	0,00%	0,00%
FNB INDUSTRIAL PTY LTD	23 WATERVAL AVENUE EXTENSION 10 0300	25,1% - 50 %	0,03%	0,00%	0,15%
FNB INDUSTRIAL PTY LTD	LIVERPOOL RD INDUSTRIAL SITES 1502	25,1% - 50 %	0,00%	0,00%	0,01%
FORKLIFT SPARES SPECIALISTS CC	462 TALJAARD STREET HERMANSTAD 0082	50,1% to 100%	0,00%	0,00%	0,00%
G AND R HYDRAULICS PTY LTD	121 TERRACE ROAD SEBENZA 1610	50,1% to 100%	0,00%	0,00%	0,02%
GLASSWORLD & CHEMICAL SUPPLIERS	100 MAIN REEF ROAD ROBERTVILLE X2 2112	50,1% to 100%	0,00%	0,00%	0,03%
GOODYEAR S A PTY LTD	12 RENAISSANCE DRIVE CROWN MINES 2092	25,1% - 50 %	0,57%	0,00%	0,29%
H&D TRDG STORE PTY LTD T/A STANDARD	122 PLEIN STREET RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,00%
HERTZ TECHNOLOGIES PTY LTD	11 FLAMINK STREET ALRODE EXT 1451	50,1% to 100%	0,00%	0,00%	0,00%
HOXIES PTY LTD	2 VON WIELLIGH STREET PRETORIA 0183	50,1% to 100%	0,00%	0,00%	0,90%

Provider	Address	HDSA composition	Capital Goods Percentage of total capital goods procured	Services Percentage of total services procured	Consumables Percentage of total consumables procured
HYDRAMOTIVE PTY LTD	28 MAIN REEF ROAD ANZAC BRAKPAN 1540	50,1% to 100%	0,00%	0,00%	0,00%
INTERNATIONAL TRADE AND COMMODITIES	14 PARK STREET RANDFONTEIN 1760	50,1% to 100%	0,00%	0,01%	0,01%
INTERNATIONAL TRADE AND COMMODITIES	MASTIVE ROAD COMMERCIA 1686	50,1% to 100%	0,00%	0,00%	0,00%
JOOSUBS INTERIORS PTY LTD T/A	NO PHYSICAL ADDRESS RUSTENBURG 0299	50,1% to 100%	0,00%	0,00%	0,00%
KEENS ELECTRICAL	98 SMT STREET RUSTENBURG 0300	25,1% - 50 %	0,12%	0,00%	0,84%
KEENS ELECTRICAL INC	77 MARLBOROUGH ROAD SPRINGFIELD 2197	25,1% - 50 %	0,00%	0,00%	0,00%
KIMBERLY-CLARK S A PTY LTD	LEICESTER ROAD BEDFORDVIEW 2047	25,1% - 50 %	0,00%	0,00%	0,06%
KUTHTSON SYSTEMS CC T/A VANTECH	12 KLEIN STREET CARLETONVILLE 2500	50,1% to 100%	0,01%	0,00%	0,00%
LESAKA CRUSHERS PTY LTD	THABAZIMBI ROAD RUSTENBURG 0299	25,1% - 50 %	0,02%	0,01%	0,03%
LESEDI TRACKS PTY LTD	53 NELSON MANDELA DRIVE RUSTENBURG 0299	25,1% - 50 %	0,02%	0,25%	0,00%
MAN DIRK PTY LTD	14 BUSSING ROAD AUREUS EXT 12 RANDFONTEIN 1760	25,1% - 50 %	0,00%	0,00%	0,00%
MAN DIRK PTY LTD	127 MANUKA AVENUE GEELHOOT PARK 0299	25,1% - 50 %	0,04%	0,00%	0,31%
MANDLAKAZI-PULLENS ENGINEERING	BELL STREET NEW ERA 1559	50,1% to 100%	0,60%	0,00%	0,00%
MARTHINUSEN AND COUTTS PTY LTD	53 HOSPITAL STREET CLEVELAND 2094	25,1% - 50 %	0,09%	0,15%	0,01%
MEISSNER A DIV OF ALSTOM PTY LTD	CNR OSBORN AND ESANDAR ROADS WADEVILLE 1422	25,1% - 50 %	0,02%	0,00%	0,00%
MERCURY ELECTRICAL WHOLESALERS	56 6TH AVENUE ALBERTON NORTH 1456	25,1% - 50 %	0,00%	0,00%	0,00%
MERPAK ENVELOPES PTY LTD	239 3RD STREET WYNBERG 2146	50,1% to 100%	0,00%	0,00%	0,00%
MIDWAY TWO CONTRACTORS PTY LTD	CNR KELLY AND YSTERHOUT AVE RANDBURG 2125	50,1% to 100%	0,00%	0,01%	0,00%
MILLENIUM MINING CO PTY LTD	147A LEYDS STREET RUSTENBURG 0299	25,1% - 50 %	0,46%	0,04%	0,00%
MINECORP INDUSTRIAL CLEANING	7 CITRUS STREET ROODEPOORT 1724	25,1% - 50 %	0,00%	0,01%	0,02%
MOGGACH RUSTENBURG ON LINE CC	171 WOLMARANS STREET RUSTENBURG 0299	50,1% to 100%	0,00%	0,07%	0,01%
NUGVILLE INVESTMENT'S PTY LTD	3482 KWENA STREET THLABANE 0300	50,1% to 100%	0,00%	0,00%	0,02%
NYLOCOMP DISTRIBUTORS PTY LTD	PRIVATE BAG X7260 WITBANK 1035	50,1% to 100%	0,00%	0,00%	0,00%
ODEN MINING ENGINEERING SERVICES	17 PIETERSEN STREET POTCHINDUSTRIA 2531	50,1% to 100%	0,00%	0,00%	0,01%
PAULS PUMP SERVICES PTY LTD	No Physical Address FLORIDA 1710	50,1% to 100%	0,02%	0,04%	0,02%
PHOKA PETROLEUM PTY LTD	34 BAFOKENG PLAZA PHOKENG 0335	50,1% to 100%	0,00%	0,00%	0,01%
PICM RANDFONTEIN PTY LTD	3 STEYER STREET AUREUS 1760	25,1% - 50 %	0,37%	0,06%	0,00%
PORTABUILD PTY LTD	34 LOURENS STREET HALFWAY HOUSE 1685	50,1% to 100%	0,00%	0,01%	0,00%
PRESTIGE CLEANING SERVICES PTY LTD	102 DAWES STREET RUSTENBURG 0299	25,1% - 50 %	0,00%	0,36%	0,00%
PRO-DRILLING AND MINING PTY LTD	63 CHARL CELLIERS STREET ALBERTON 1450	25,1% - 50 %	0,05%	0,00%	0,00%
R.M. FASHION CENTRE PTY LTD T/A	136 PLEIN STREET RUSTENBURG 0300	50,1% to 100%	0,00%	0,00%	0,00%
RECIFAB ENTERPRISE PTY LTD	47C LESLIE STREET VEREENIGING 1930	25,1% - 50 %	0,00%	0,00%	0,00%
REMA TIP TOP INDUSTRIAL PTY LTD	83 WRIGGLE ROAD HERIOTDALE 2094	25,1% - 50 %	0,00%	0,02%	0,03%
RONDO GLOVE MANUFACTURERS CC	51 RIETONTJEN ROAD PRIMROSE 1401	25,1% - 50 %	0,00%	0,00%	0,08%
RUSTMIN PTY LTD T/A JHJ MINING &	56A VON WILLIGH STREET RUSTENBURG 0305	25,1% - 50 %	0,00%	1,65%	0,00%
SA MINING & ENGINEERING SUPPLIES CC	20 LAMMERMOOR DRIVE LAMMERMOOR 1747	25,1% - 50 %	0,03%	0,69%	0,00%
SEDIBA WATER AND SEWAGE	16 DUSSELDORF STREET APEX 1500	50,1% to 100%	0,00%	0,38%	0,00%
SEMANE CONSULTING ENGINEERS PTY LTD	SAMANCOR HSE 88 MARSHALL STR JOHANNESBURG 2001	25,1% - 50 %	0,00%	0,00%	0,00%
SEMARCH PTY LTD	88 MARSHALL STREET JOHANNESBURG 2107	50,1% to 100%	0,00%	0,00%	0,00%
SHAW CONTROLS PTY LTD	22 JASPER ROAD BOOYSENS 2091	25,1% - 50 %	0,03%	0,00%	0,00%
SHELL SOUTH AFRICA (PTY) LTD	NO PHYSICAL ADDRESS RUSTENBURG 0299	25,1% - 50 %	0,26%	0,00%	3,20%

Provider	Address	HDSA composition	Capital Goods Percentage of total capital goods procured	Services Percentage of total services procured	Consumables Percentage of total consumables procured
SHELL SOUTH AFRICA PTY LIMITED	SHELL HOUSE 9 RIEBECK STREET CAPE TOWN 8001	25,1% - 50 %	0,38%	0,00%	0,00%
SHUTTERLOCK MINING SUPPLIES CC	CNR FIAT & HARRED RANDFONTEIN 1767	25,1% - 50 %	0,00%	0,00%	0,00%
SIEMENS LTD	NO PHYSICAL ADDRESS HALFWAY HOUSE 1685	25,1% - 50 %	0,03%	0,05%	0,20%
SPECTRO INDUSTRIES CC	PLOT 322 RIETHONTEIN HARTBEESPOORT 0216	25,1% - 50 %	0,00%	0,00%	0,00%
STOCK STORIES #7 CC	2 JOHNSON ROAD RUTERHOF 2194	50,1% to 100%	0,00%	0,00%	0,02%
SWEET-ORR AND LYBRO PTY LTD	15 SUSAN STREET STRIJDOM PARK 2194	50,1% to 100%	0,01%	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%	0,03%
THUSANANG GAST PTY LTD	154 EDWARD STREET CENTURION 0046	50,1% to 100%	0,00%	0,04%	0,00%
TRANSFORMER MANUFACTURERS PTY LTD	4 PROF/AB CRESENT DELVILLE 1413	25,1% - 50 %	0,09%	0,00%	0,00%
TRI-COR SIGNS PTY LTD	93 CLUCKOO AVENUE SAFARI GARDENS X8 0299	25,1% - 50 %	0,02%	0,00%	0,14%
TWIN POUCH PRODUCTS CC	CENTRAL KITCHENS CARLETONVILLE 2499	25,1% - 50 %	0,00%	0,00%	0,08%
ULTRALOY PTY LTD	24 STAAL STREET KYA SAND 2194	50,1% to 100%	0,00%	0,00%	0,00%
VALARD BEARINGS 63/01661/07	53 KELLY ROAD JET PARK 1500	25,1% - 50 %	0,00%	0,01%	0,01%
WALTONS STATIONERY CO PTY LTD	108 ZENDELING STREET RUSTENBURG 0299	25,1% - 50 %	0,00%	0,00%	0,18%
WALTONS STATIONERY CO PTY LTD	CNR SMITH AND EENDRAGHT STR USE VENDOR 98248 2001	25,1% - 50 %	0,00%	0,00%	0,00%
ZENZELENI CLOTHING PTY LTD	127 GALE STREET DURBAN 4001	50,1% to 100%	0,00%	0,00%	0,00%
ZEST ELECTRIC MOTORS PTY LTD	PRIVATE BAG X10011 SANDTON 2146	25,1% - 50 %	0,46%	0,00%	0,21%
Total			5,47%	5,58%	9,82%

This data

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

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

14. REGULATION 46 (D): PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

14.1. Preamble

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

To prevent retrenchments taking place;

Where retrenchments are unavoidable, they are managed humanely; and

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. The 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 Company Business Plans and implications, the Rustenburg Mine Future Forum will address mine specific implications. See structure in Figure 11.

14.2. Strategies and objectives

For Rustenburg Mine to address the above three objectives, it has established a structure known as the Operational Unit 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 Rustenburg Mine 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 will be constituted by management and representatives of the Operational Partnership forum which are currently operational at the mine-site level. The specific objectives of the Future Forum shall be:

To promote ongoing discussions/consultation between workers or their representatives and employers about the future of the mine and industry/sector;

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;

To develop turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;

To structure and implement proposals agreed on by both Rustenburg Mines and worker parties; and

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.

In terms of downscaling and retrenchments (i.e. section 189), provision has been made under section 2.9 (Portable skills training) to re-skill employees in programmes stipulated under table 16. The portable skills training with the identified programmes will be utilised as a vehicle to address and enhance competences required after downscaling. The skills identified will enable these employees to apply externally to be financially self sustainable.

Figure 14 Future Forum Structure

RUSTENBURG MINE FUTURE FORUM

Duties:

Constituted by the Union representatives and management

Where large scale retrenchments are contemplated to consult on possible avoidance measures, in line with the Labour Relations Act (LRA) 66 of 1995

Where a decline of a mine may result in a closure of the mine or shaft to consult on possible turn around strategies

The Future Forum will also consult on the likely impact on the individuals affected by large- scale retrenchments

Where the impact on the communities or on the economies from which affected employees originate is contemplated, to consult on possible measures to minimize the impact of the large-scale retrenchments

Anglo Platinum Community-Engagement Development (CED) Department will consult the appropriate Local Economic Development (LED) structures to share (Future Forum) information and to facilitate the implementation of the Future Forum plans, at local or provincial level, as may be required

Share information on possible large scale retrenchments/closures

Monitor the effectiveness of the activities of the Future Forum

Signing off of Future Forum plans as agreed upon with the affected Operation

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

15.1. Preamble

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Rustenburg Mine 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), Rustenburg Mine will develop turnaround or redeployment strategies to attempt to reduce job losses and to improve business sustainability.

15.2. Strategy and objectives

Rustenburg Mine will develop strategies that will enable mine management to introduce appropriate measures in an attempt to prevent job loss in the event of circumstances threatening guaranteed employment.

15.3. Measures to prevent job losses

The most direct and appropriate intervention is for Rustenburg Mine to assist employees who could be retrenched in securing alternative employment. Rustenburg Mine 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 a downscaling or closure of the mine.

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

Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002;

Implementing Section 189 of the Labour Relations Act;

Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the MPRDA; and

Complying with the Minister's directive and confirming how corrective measures will be taken.

15.3.1. Internal transfers to other Anglo Platinum mines

Rustenburg Mine 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, its divisions, departments, sections and separate business units such as Rustenburg Mine. Consequently, as part of the strategy to broaden the skills base, Rustenburg Mine 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, Rustenburg Mine 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 accomplished after consultation and reasonable notice to the employee.

15.3.2. Re-skilling of employees for internal and external employment opportunities

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment, either in a different occupation on the mine or in a job outside the mining sector. In pursuit of this aim, Rustenburg Mine will provide alternative skills training to workers to place them 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. In addition, Rustenburg Mine will:

- a) Apply for technical assistance and support from the National Productivity Institute (NPI), through which access is given to the Department of Labour's Advice Centres and Social Plan Centres;
- a) Apply to the MQA, 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
- b) Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment.

In the life skills education programme, Rustenburg Mine will 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.

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

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

16.1. Preamble

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

16.2. Strategy and objectives

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

16.3. Measures when job loss is unavoidable

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

Under these circumstances, the key issues that need to be considered are the degree of dependence of the mine community and the labour-sending areas on Rustenburg Mine 's operations, and the policies and procedures in place at Rustenburg Mine to help provide financial security for individual employees. On a more formal HR policy level, the Anglo Platinum Retrenchment Policy, Retirement Policy and Medical Repatriation Policy provide compensation in line with South African labour legislation for job loss or retirement funding. When Rustenburg Mine is to be scaled down (with the possible effect of job losses) or when mining and production are to cease, the following processes will be followed:

- a) Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002;
- 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 MPRDA; 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.
 - iv. Alternative solutions for creating job security

16.4. Support for SMMEs

There may be people affected by downscaling operations who are keen to start their own enterprises. In this context, Rustenburg Mine will consider the following options, which have been suggested by the Department of Labour:

- a) Facilitate links with a Local Business Service Centre and other appropriate support institutions;

- b) Provide business support services to workers while they are still at work and can explore their 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 so that workers can undergo such training before they leave their workplace;
- f) Identify opportunities for SMMEs to supply Rustenburg Mine with goods or services; and
- g) Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans.

16.4.1. Retrenchment and redundancy compensation

There are a diverse range of circumstances in which retrenchment of workers will eventually become the only appropriate solution to the economic viability of Rustenburg Mine. Retrenchment of employees generally arises out of changing operational requirements and will only be pursued after all other avenues of alternative employment within Anglo Platinum have been investigated. Before any measures are taken, Rustenburg Mine 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.

Rustenburg Mine will request statutory facilitation at the start of any consultation process with relevant stakeholders. Mine management will 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 mine management and those workers who could be affected by the large-scale retrenchment. An important aspect that will also receive attention is the impact of the retrenchments on those workers who remain employed.

Rustenburg Mine will offer prospective retrenchees:

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

16.4.2. Retrenchment and redundancy compensation

In its Conditions of Employment, Rustenburg Mine 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 Anglo Platinum Company Provident Fund was established in 1980 and provides benefits for contributing employees (members) and their dependents 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 the MRR Retirement Fund and the Rustenburg Mine Retirement Fund. On retiring at normal retirement age, the member receives a benefit equal to their contributions. A maximum of one third of the benefit at retirement may be taken in cash. The balance is then used to purchase a pension annuity from a registered insurance company of the employee's choice.

16.4.3. Medical repatriation compensation

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

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

17.1. Preamble

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

17.2. Strategy and objectives

Rustenburg Mines 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:

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

17.2.1. Assessment and counselling services

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

17.2.2. Self-employment training and re-employment programmes

Rustenburg Mines 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. Rustenburg Mine intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. These initiatives will be aligned to the North West Province's Provincial Growth and Development Strategy. To realise this commitment, Rustenburg Mine will offer the following portable skills:

- a) Cutting torch;
- b) Welding;
- c) Carpentry; and
- d) Bricklaying.

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

17.2.3. Closure Planning

Rustenburg Mines have developed a closure plan that considers the optimum 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 Rustenburg Mines' 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 the mine community and labour-sending areas, specific planning is required for the current and post-mining use of the physical assets of Rustenburg Mines for community development purposes. These physical assets include:

- a) Land owned by the mine;
- b) Physical infrastructure;
- c) Social infrastructure¹⁴;
- d) Commercial and industrial infrastructure¹⁵; and
- e) Administrative infrastructure¹⁶.

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

Land and infrastructure for food production enterprises on mine land

A principal issue in the 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 resident¹⁷ 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 Companies 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, Rustenburg Mines will examine 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.

Other enterprises on mine property

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

These premises could be:

- a) Buildings, workshops or land no longer used by the mine and that are essentially redundant;
- b) Facilities currently used for the functions to be outsourced could be sub-let to the former employee; or
- c) Specially constructed facilities on mine land, which could be financed with funding from SMME assistance schemes offered by government or development agencies, or possibly as a Rustenburg Mines' LED project.

¹⁴ On-site clinics, hospitals, crèches, schools, etc.

¹⁵ Industrial facilities, workshops, shops, offices, etc.

¹⁶ Offices, training centres, auditoriums, etc.

¹⁷ In the context of the Social and Labour Plan, an urban resident is generally considered to be living within the mine community.

Transfer of ownership and responsibility of some infrastructure and services

Planning will be undertaken at the operational stage for the rationalisation of physical and social infrastructure owned, managed or subsidised by the mine. The most obvious transfer of ownership will relate to 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:
 - i. Primary and responsive healthcare;
 - ii. Education and training; and
 - iii. Security services.

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

Post-closure use of mine infrastructure

Once the possibilities for concurrent use of mine land and infrastructure have been exhausted, the future of the remaining land and infrastructure belonging to or managed by the mine 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, Rustenburg Mine 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:

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 and technical areas;

Sale of land and infrastructure to private individuals;

Transfer of land and associated infrastructure to government or state agencies; and

Rehabilitation of the land or demolition and removal of the infrastructure.

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

8 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 37 Financial Provision for the Implementation of the HRD Programme (RANDS)

Intervention	2010	2011	2012	2013	2014	TOTAL
ABET training	19,103,557	21,948,055	24,828,141	27,743,815	31,403,326	125.026,094
Learnerships	9,104,349	11,561,085	6,720,672	8,506,483	8,837,848	44,730,437
Supervisory and Management Development	1,5875,313	11, 214 308	10,421,308	1,280,942	8,967,942	169,757,331
Internal Bursaries	1,694,495	1,866,191	1,578,522	1,428,860	1,384,759	7952827
Portable skills	1,148,168	1,319,114	1,319,114	1,319,114	1,319,114	6424624
TOTAL	31,335,916	36,709,291	34,513,982	39,028,188	43,033,473	184,620,850

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

19. 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

Table 38 Financial Provision for the Implementation of the LED Programme

FOCUS AREAS	Forecast					Total
	2010	2011	2012	2013	2014	
1. Enterprise Development	4,200,000.00	31,800,000.00	19,500,000.00	6,000,000.00	0.00	61,500,000.00
2. Education, training and skills development	Central budget					
3. Safety, health and welfare	600,000.00	500,000.00	500,000.00	3,000,000.00	4,000,000.00	8,600,000.00
4. Community infrastructure	29,000,000.00	1,200,000.00	10,000,000.00	10,000,000.00	10,000,000.00	60,200,000.00
4. Community settlements	4,800,000.00	1,425,000.00	5,000,000.00	5,000,000.00	5,000,000.00	21,225,000.00
Rustenburg Local Municipality	34,400,000.00	3,125,000.00	15,500,000.00	18,000,000.00	19,000,000.00	90,025,000.00
Oliver Tambo District Municipality	15,000,000	15,000,000				30,000,000
GRAND TOTAL	49,400,000.00	18,125,000.00	15,500,000.00	18,000,000.00	19,000,000.00	120,025,000.00

20. REGULATION 46 (E) (III) : 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 39 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.

RUSTENBURG PLATINUM MINES -RUSTENBURG SECTION					
Item	Cost per employee	No of employees	Employees needing training		Total cost year one
			Patterson A-C		
				A-C band	
Re-skilling	R 3,406	23932	23297		R 81,512,392
Labour costs - based on the average of two weeks for two years	R 233	R 167,471,546			R 167,471,546
TOTAL FINANCIAL ALLOCATION	2010	2011	2012	2013	2014
TOTAL	R 248,983,938	R 273,882,331	R 301,270,564	R 331,397,621	R 364,537,383

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

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

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

Signed at RUSTENBURG on this 03rd day of July 2010

(1)

Name of responsible person DR M.G. NKAGISANG

Designation HRD MANAGER

Signature of responsible person 

(2)

Name of responsible person J. J. GROISHEL

Designation HR MANAGER

Signature of responsible person 

Approved

Signed at Rustenburg on this 03rd day of July 2010

Signature: 

Designation: Act. General Manager

22. APPENDIX 1:

Names of HDSAs in Management

Table 39: List of HDSAs in Management at Rustenburg Mines as at 31 October 2009

Number	Last name	Initials	Gender	Race	Paterson Grade
80060135	Letshela	NE	Female	African	D1
80057823	Lebele	ME	Female	African	D1
80042209	Kekana	NS	Female	African	D1
80041674	Moreku	SR	Female	African	D1
80037049	Mankga	MM	Female	African	D1
80031808	Masemola	SF	Female	African	D1
80016246	Kgaswe	K	Female	African	D1
80000241	Mokgopa	NNE	Female	African	D1
50020889	Seetsi	MA	Male	African	D1
50021087	Tau	BJ	Male	African	D1
50021834	Segakweng	AM	Male	African	D1
50030795	Mokati	CK	Male	African	D1
80069609	Bantsha	PM	Male	African	D1
80067628	Mosito	PER	Male	African	D1
80067420	Motlhamme	LI	Male	African	D1
80066980	Malaza	J	Male	African	D1
80065482	Mabaso	AN	Male	African	D1
80062565	Moshakgomo	ME	Male	African	D1
80062385	Maleka	NJ	Male	African	D1
80060357	Mekgwe	MI	Male	African	D1
80056726	Tsoku	TJ	Male	African	D1
80055183	Mashale	NJ	Male	African	D1
80052963	Madalane	WD	Male	African	D1
80051582	Thobejane	GM	Male	African	D1
80050659	Lebakeng	MS	Male	African	D1
80050604	Tleane	MW	Male	African	D1
80050383	Lesejane	NP	Male	African	D1
80050370	Shabalala	W	Male	African	D1
80049901	Moleele	MM	Male	African	D1
80049817	Gaonamang	MP	Male	African	D1
80049284	Ngongoma	M	Male	African	D1
80048836	Muthavhine	MI	Male	African	D1
80048567	Nke	FI	Male	African	D1
80048491	Phirisi	TE	Male	African	D1
80041693	Makamu	TE	Male	African	D1
80039434	Tshelane	J P	Male	African	D1
80033158	Ramatsella	LN	Male	African	D1
80030297	Mojaki	MA	Male	African	D1
80028362	Selebalo	OS	Male	African	D1
80027464	Sedumedi	BRT	Male	African	D1
80015658	Legoete	ER	Male	African	D1
80011165	Sebetlele	P	Male	African	D1
80011147	Senosi	M	Male	African	D1
80010057	Modise	MM	Male	African	D1
80008042	Lobeko	OW	Male	African	D1

80007775	Modungwa	AK	Male	African	D1
80006983	Machele	AT	Male	African	D1
Number	Last name	Initials	Gender	Race	Paterson Grade
80003860	Gqeba	ZT	Male	African	D1
80002167	Mokoena	TD	Male	African	D1
80002145	Phiri	CG	Male	African	D1
80000906	Seleka	S	Male	African	D1
51002345	Maloisane	RA	Male	African	D1
50996711	Moyo	WS	Male	African	D1
50874144	Mosito	HM	Male	African	D1
50872370	Ntoyabo	S	Male	African	D1
50871900	Pilane	M	Male	African	D1
50870548	Modimoeng	DT	Male	African	D1
50862952	Mokgele	S	Male	African	D1
50825186	Modise	MJ	Male	African	D1
50822934	Nkuna	NE	Male	African	D1
50820982	Nameng	RT	Male	African	D1
50817248	Molefe	KL	Male	African	D1
50816659	Ramagogodi	ES	Male	African	D1
50812408	Mogapi	BH	Male	African	D1
50811991	Mahlangu	HM	Male	African	D1
50806882	Kgokong	CZ	Male	African	D1
50781146	Setuke	PHG	Male	African	D1
50781138	Lebethe	TJ	Male	African	D1
50775634	Basjan	MF	Male	African	D1
50750690	Khupari	ME	Male	African	D1
50750232	Motlhamme	AM	Male	African	D1
50714228	Rakoo	RM	Male	African	D1
50615289	Tsheole	RA	Male	African	D1
50597558	Semele	RW	Male	African	D1
50591568	Matsemela	BP	Male	African	D1
50483099	Moremi	BS	Male	African	D1
50475215	Khumalo	BSM	Male	African	D1
50438247	Lesabe	EMC	Male	African	D1
50203061	Modisaemang	N	Male	African	D1
80031472	Samson	CA	Female	Coloured	D1
80052156	Nero	CB	Male	Coloured	D1
80016904	Nell	BC	Male	Coloured	D1
80015588	Lottering	AJ	Male	Coloured	D1
80015327	Woodroffe	CB	Male	Coloured	D1
80064116	Sheik	SB	Female	Indian	D1
80065403	Britz	ACM	Female	White	D1
80055388	Senekal	A	Female	White	D1
80053744	Duvenhage	MMM	Female	White	D1
50069322	Steenkamp	AH	Female	White	D1
80050846	Van Der Merwe	MJ	Female	White	D1
80049630	Roos	S	Female	White	D1
80029696	Joubert	V	Female	White	D1
80025670	Watt	LS	Female	White	D1
80019207	Van Wyk	MA	Female	White	D1
80012213	Pickering	E	Female	White	D1
80010471	Muller	HJ	Female	White	D1

80005991	Mew	RCG	Female	White	D1
80005091	Viljoen	A	Female	White	D1
80002842	Venter	IM	Female	White	D1
Number	Last name	Initials	Gender	Race	Paterson Grade
51079518	Venter	JHS	Female	White	D1
51002329	Oosthuysen	ME	Female	White	D1
50923501	Pretorius	IJR	Female	White	D1
50869760	Janssen	LJ	Female	White	D1
50867520	Atherstone	E	Female	White	D1
50464744	Combrink	AC	Female	White	D1
50007351	Large	CA	Male	White	D1
99003523	Rabotolo	KS	Female	African	D2
99003401	Kgampe	L	Female	African	D2
99003392	Chochoe	I	Female	African	D2
99002800	Makutu	BMA	Female	African	D2
99002618	Nyandeni	SB	Female	African	D2
99003502	Ralepoma	TJ	Male	African	D2
99003496	Ngolisa	TM	Male	African	D2
99003388	Mothabi	DM	Male	African	D2
99003309	Modise	DN	Male	African	D2
99003304	Lerumo	JM	Male	African	D2
99003300	Bhengu	MI	Male	African	D2
99003277	Letsatsi	GP	Male	African	D2
99003267	Sefike	MD	Male	African	D2
99003129	Motau	LP	Male	African	D2
99003086	Majoe	DM	Male	African	D2
99003082	Moloko	JH	Male	African	D2
99003066	Phiri	KD	Male	African	D2
99003010	Komba	J	Male	African	D2
99002932	Van Rhyn	GL	Male	African	D2
99002826	Masuku	IS	Male	African	D2
99002755	Molapo	MP	Male	African	D2
99002724	Mathibe	IR	Male	African	D2
99002682	Hlungwane	V	Male	African	D2
99002503	Ntiro	IR	Male	African	D2
99002464	Ndlovu	JM	Male	African	D2
99002459	Ramatshoele	KS	Male	African	D2
99002188	Mongwaketse	SA	Male	African	D2
99001946	Sithole	SV	Male	African	D2
99001906	Gaseemelwe	L B	Male	African	D2
99001726	Mantsho	HJM	Male	African	D2
99002654	Omarjee	LC	Female	Coloured	D2
99003227	Nell	SJ	Male	Coloured	D2
99003003	Louw	BN	Male	Coloured	D2
99002925	Bock	DDJ	Male	Coloured	D2
99001835	Robertson	FM	Male	Coloured	D2
99002823	Darbar	AH	Male	Indian	D2
99003358	Lategan	J	Female	White	D2
99003315	Marais	AA	Female	White	D2
99003283	Wiid	J	Female	White	D2
99003008	Swanepoel	JE	Female	White	D2
99002884	Marais	AV	Female	White	D2

99002697	Joubert	E	Female	White	D2
99002685	Lubbe	A	Female	White	D2
99002102	Van Heerden	S	Female	White	D2
99002096	Badenhorst	DC	Female	White	D2
Number	Last name	Initials	Gender	Race	Paterson Grade
99001753	Horn	R E	Female	White	D2
99001567	Van Den Bergh	S	Female	White	D2
99000496	Cornelius	M	Female	White	D2
99000462	Badenhorst	M	Male	White	D2
99003312	Matolo	TG	Female	African	D3
99003284	Machaba	TP	Female	African	D3
99003395	Khumalo	SNT	Male	African	D3
99003331	Molefe	GS	Male	African	D3
99003317	Makgato	MR	Male	African	D3
99003216	Mosimane	K	Male	African	D3
99003127	Phashe	KS	Male	African	D3
99003094	Molokoane	JW	Male	African	D3
99002974	Legodi	PC	Male	African	D3
99002914	Ramafoko	BD	Male	African	D3
99002833	Hlapho	TJ	Male	African	D3
99002729	Mampa	SH	Male	African	D3
99002084	Kelebonye	NGG	Male	African	D3
99001842	Ramphore	RP	Male	African	D3
99001719	Vetshe	L I	Male	African	D3
99002154	Pienaar	ACS	Male	Coloured	D3
99002423	Otto	A	Female	White	D3
99002155	Van Der Bank	C J H	Female	White	D3
99002105	Vets	AM	Female	White	D3
99001612	Rossouw	M M	Female	White	D3
99001666	Jobson	G G	Female	African	D4
99003470	Makobane	LR	Male	African	D4
99003305	Nkagisang	MG	Male	African	D4
99003162	Sefika	JMB	Male	African	D4
99003131	Boshielo	J	Male	African	D4
99002768	Mabuya	ET	Male	African	D4
99002501	Mahlangu	SG	Male	African	D4
99002054	Motlhageng	M M	Male	African	D4
99002001	Sefatsa	NK	Male	African	D4
99001836	Mnisi	LC	Male	African	D4
99001641	Khandela	TM	Male	African	D4
99002936	Moodley	P	Male	Indian	D4
99001958	Govender	S	Male	Indian	D4
99003548	Ratshefola	HD	Female	African	E1
99002355	Pheto	SL	Male	African	E1
99002122	Choabi	GG	Male	African	E1
99000705	Sarila	ARN	Male	African	E1
99000318	Letlape	N B	Male	African	E1
99002320	Mc Gregor	J R	Male	Coloured	E1
99001868	Singh	S	Male	Indian	E1
99002447	Tose	KI	Male	African	E2
99002390	Sekano	BN	Male	African	E2
99001882	Seboni	OOV	Male	African	E2

99001317	Maseko	L S	Male	African	E2
99000074	Thompson	R B	Male	White	E2
99002885	Mthembu	BJ	Male	African	E3
99002879	Chilliba	S D	Male	African	E3
99002838	Seloane	MG	Male	African	E3
Number	Last name	Initials	Gender	Race	Paterson Grade
99002778	Ndlovu	T	Male	African	E3
99001812	Ngakane	GD	Male	African	E3
99001054	Van Rooyen	J P	Male	Coloured	E3
99003468	Tobias	VP	Male	African	EU

26. 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.


Chief Executive Officer

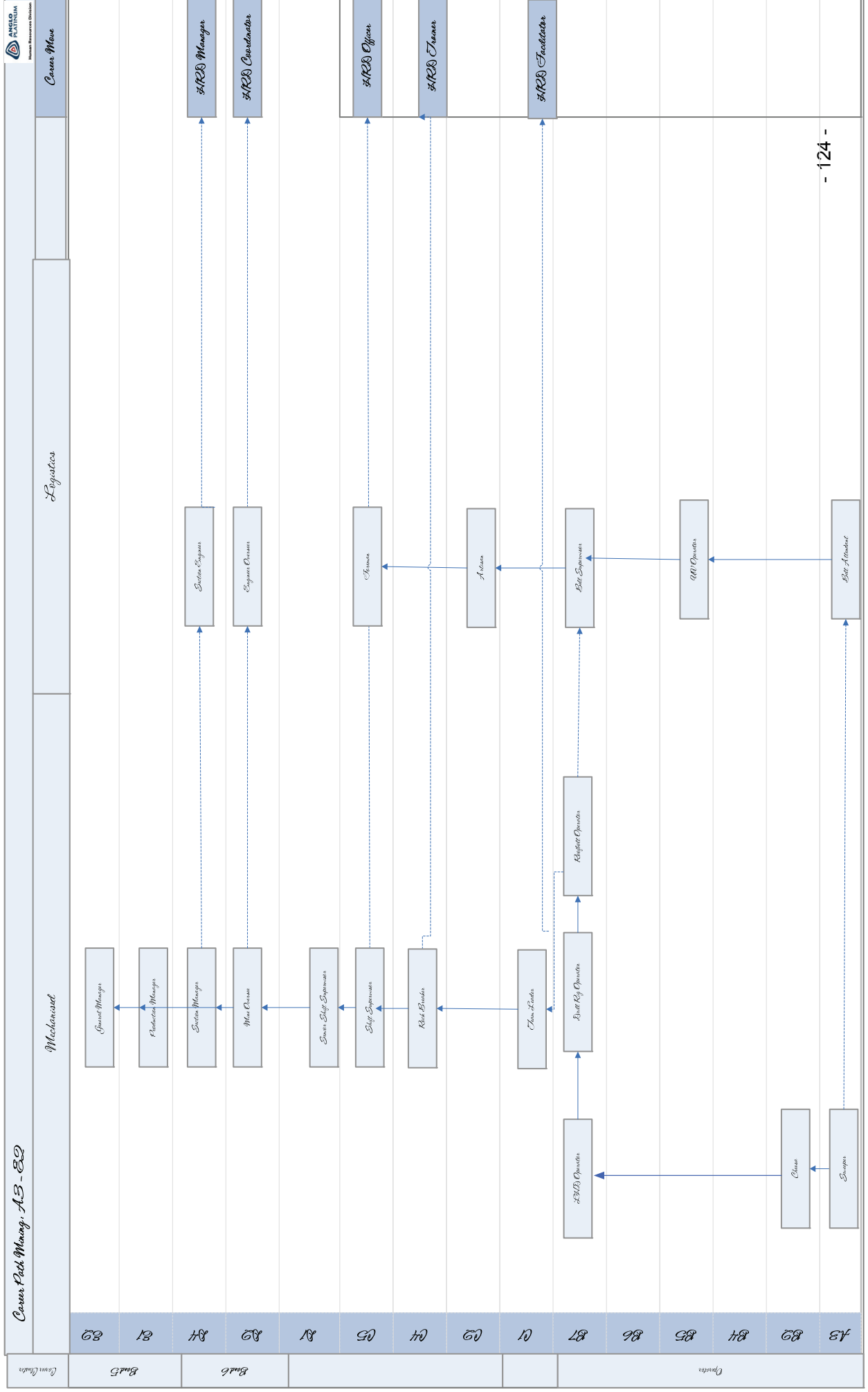
Date: 13/8/08

ANGLO AMERICAN PLATINUM CORPORATION LIMITED

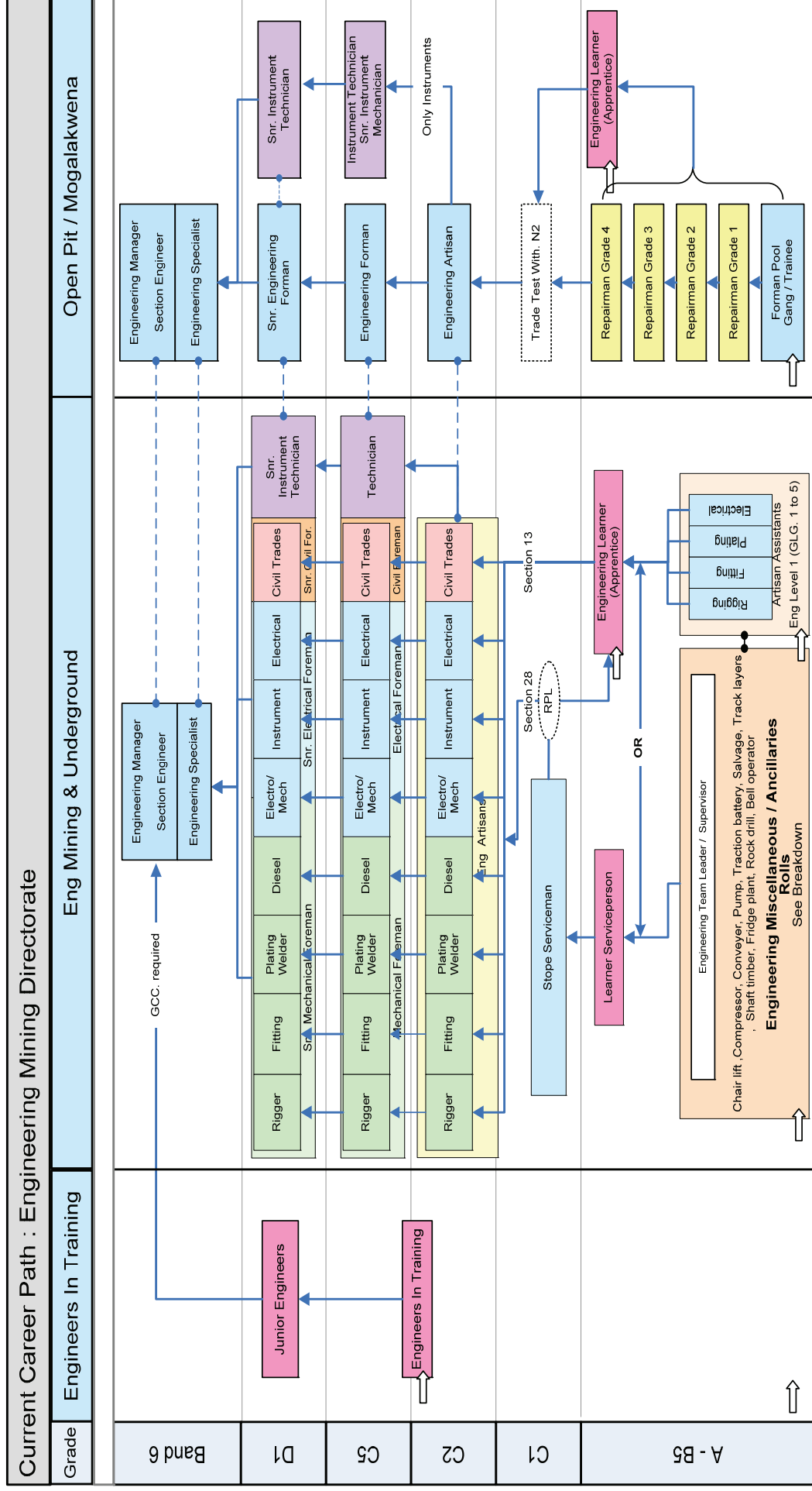
Career Path Matrices

Career Path Mining : A3 – D1		Current	
Family – Mining Underground Conventional			
3 rd Line Supervisors	D1	<p>Snr. Shift Supervisor Mining , Non Prod , Ns. , Min Logistics 162</p> <p>Shift Supervisor Mining , Non Prod , Ns. , Min Logistics 628</p> <p>Practical Route Shift Sup 18.1 & 18.2</p>	<p>Safety Officer / HRD Officer Mining C5/D1</p>
2 nd Line Supervisors	C2	<p>Winch Erector Coordinator 0</p> <p>Developer 264, Stoper 407 671</p>	HRD Trainer Mining C3/C4
	C1	<p>Crew Captain, Afternoon Shift Cleaner 2, General Miner 235, Ns.- Cleaner 300 537</p>	
	B7	<p>Team Leader</p> <p>Developing 328, Stoper 729, MO 25, Shift 1082</p>	Artisan
1 st Line Supervisors	B6	<p>Team Supervisor</p> <p>Dev 466, Ns.- Cleaning Dev 157, Stope Ns. Cleaners 387, Stoper 1259</p>	
	B5	<p>Winch Erector/ Trantit Team Sup. 229</p>	
	B4	<p>PTS</p> <p>Team Sup. 43</p>	
Operators	B3	<p>Scrapler Winch</p> <p>Slope 5894 6608</p> <p>Dev 714</p> <p>Cheesa</p> <p>Slope 2888</p> <p>Winch Erector 23</p>	
Skilled Labour	B2	<p>Stope Lash 6</p> <p>Development Lash 39</p> <p>Pipe Track & Salvage 3408</p> <p>Winch Driver Surface 6</p> <p>Main Tips 110</p> <p>Construction 193</p>	HRD Facilitator Mining
Semi Skilled	A4		Mech Mining Sweeper
Notes	A3	<p>- Integrate development Lash, Stope lash and Main tips into General worker</p> <p>- Recruit cadets for General Workers, Construction and PTS</p> <p>- Delimit Winch Driver Surface position due to no significance</p> <p>- Blue line – Normal Employees/ Green line – High Potential Employees</p> <p>- All figures - In-service as at middle June</p>	

CAREER PATH –MECHANISED MINING



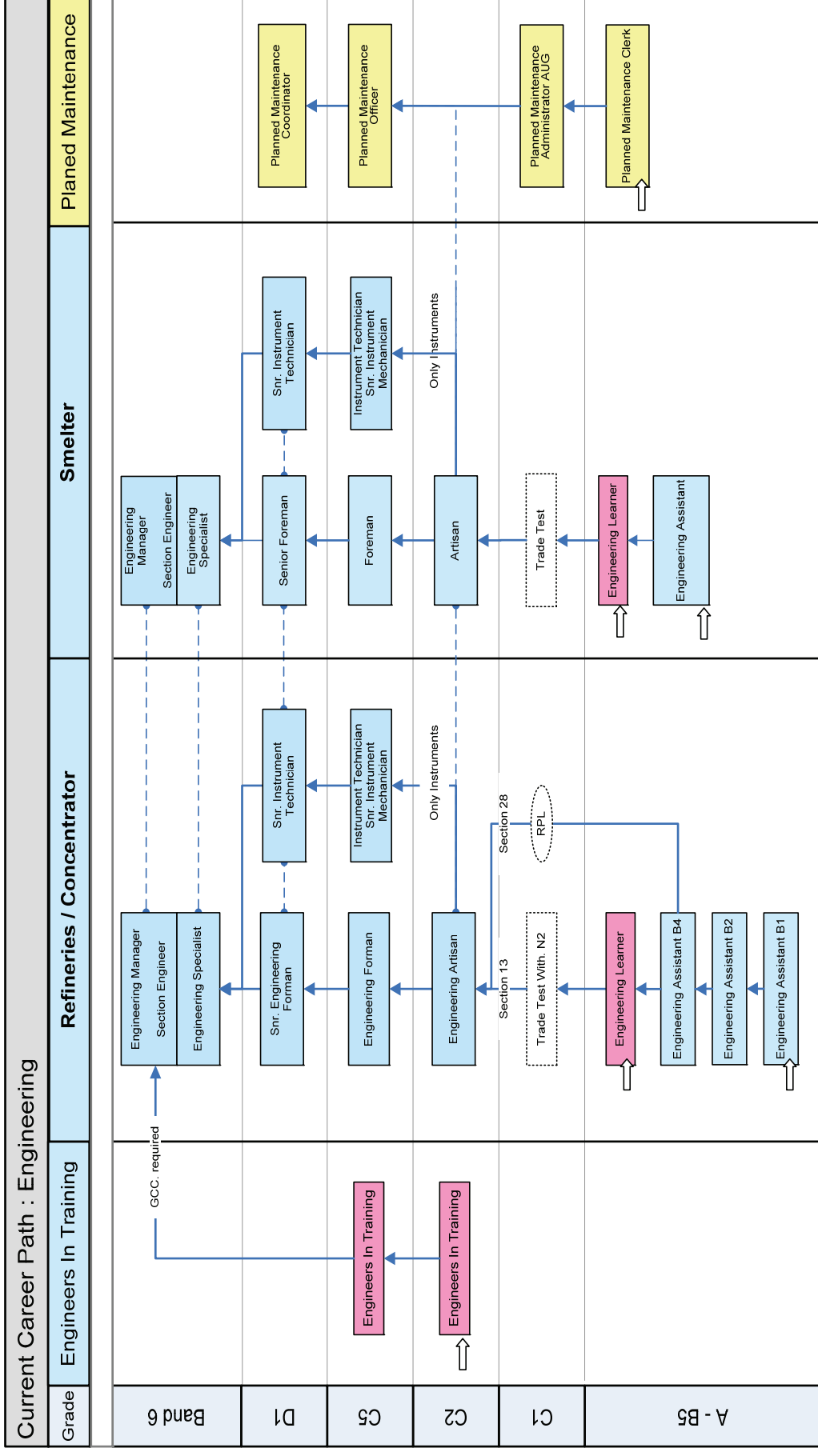
CAREER PATH – ENGINEERING



Entry level for Engineering

23 June 2009 - Rev 001

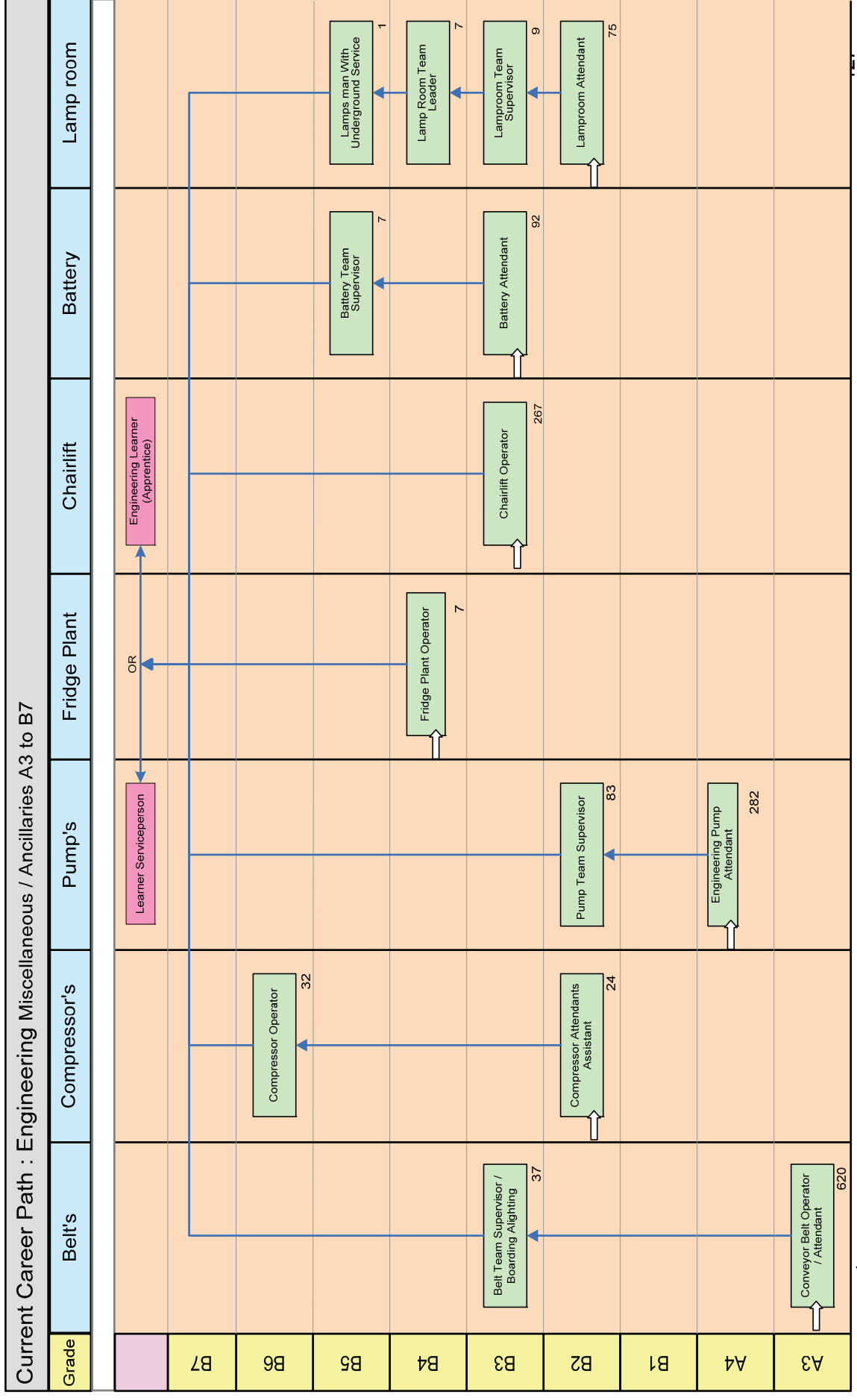
CAREER PATH – ENGINEERING



↑ Entry level for Engineering

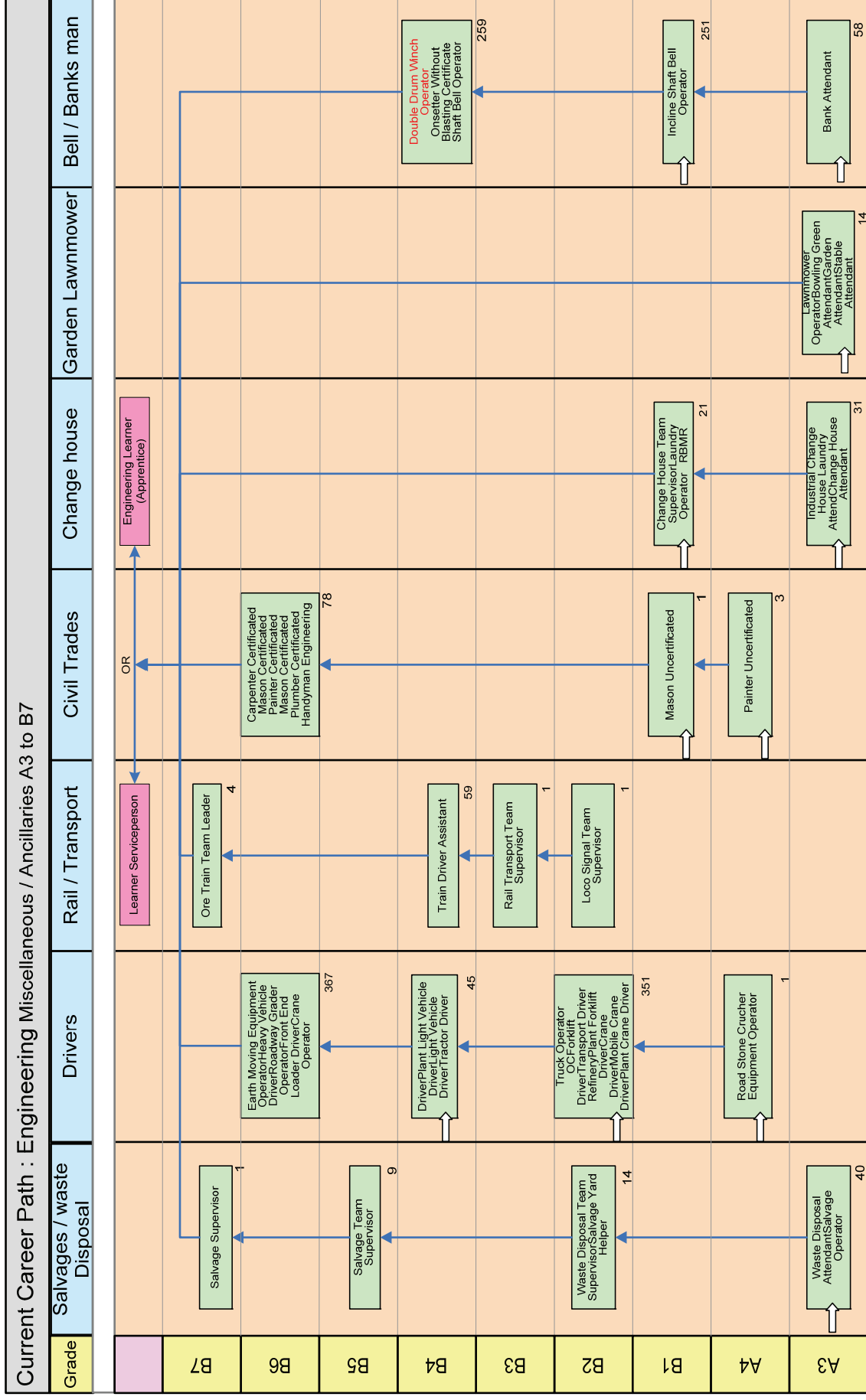
23 June 2009 - Rev 001

CAREER PATH – ENGINEERING

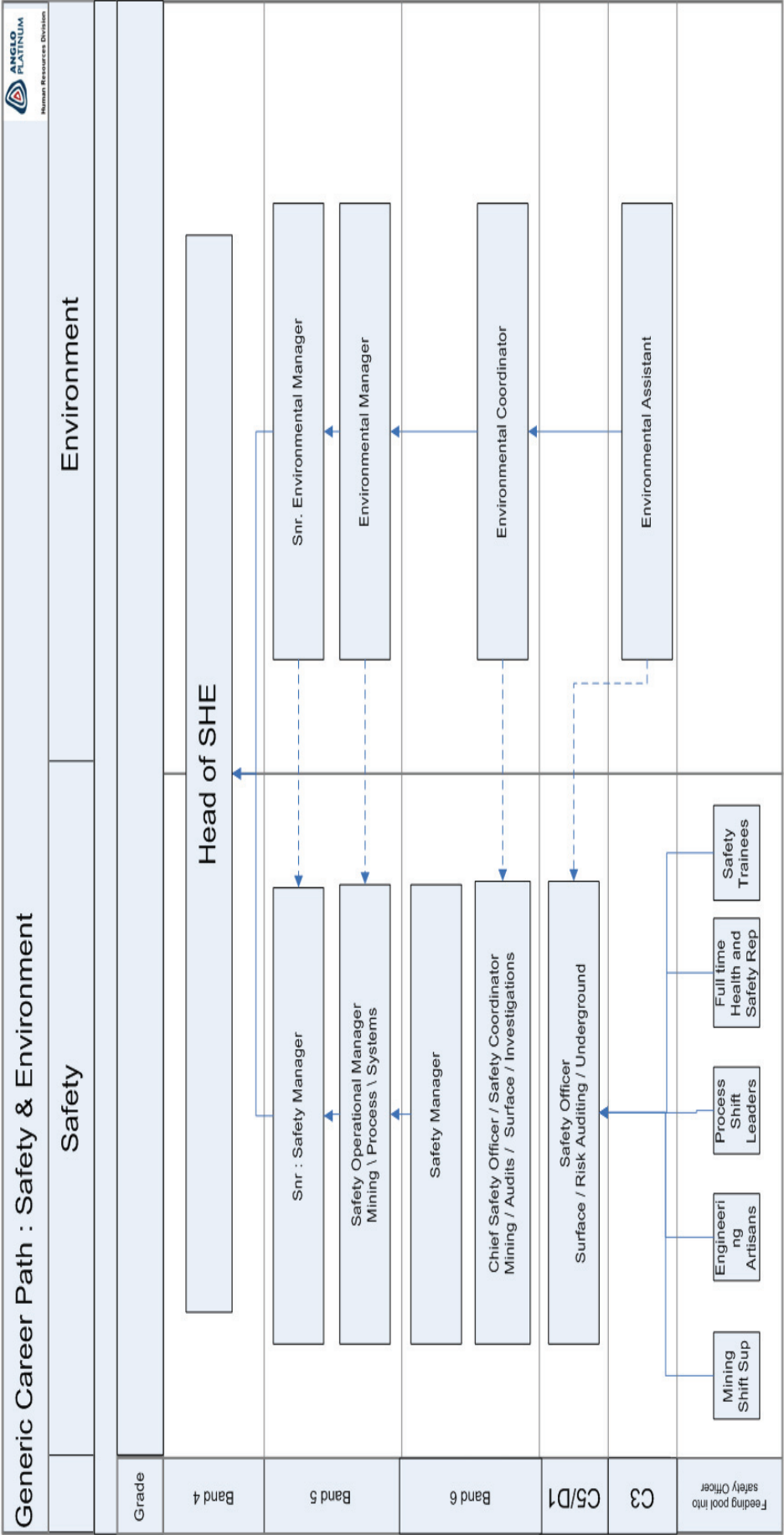


Entry level for Engineering

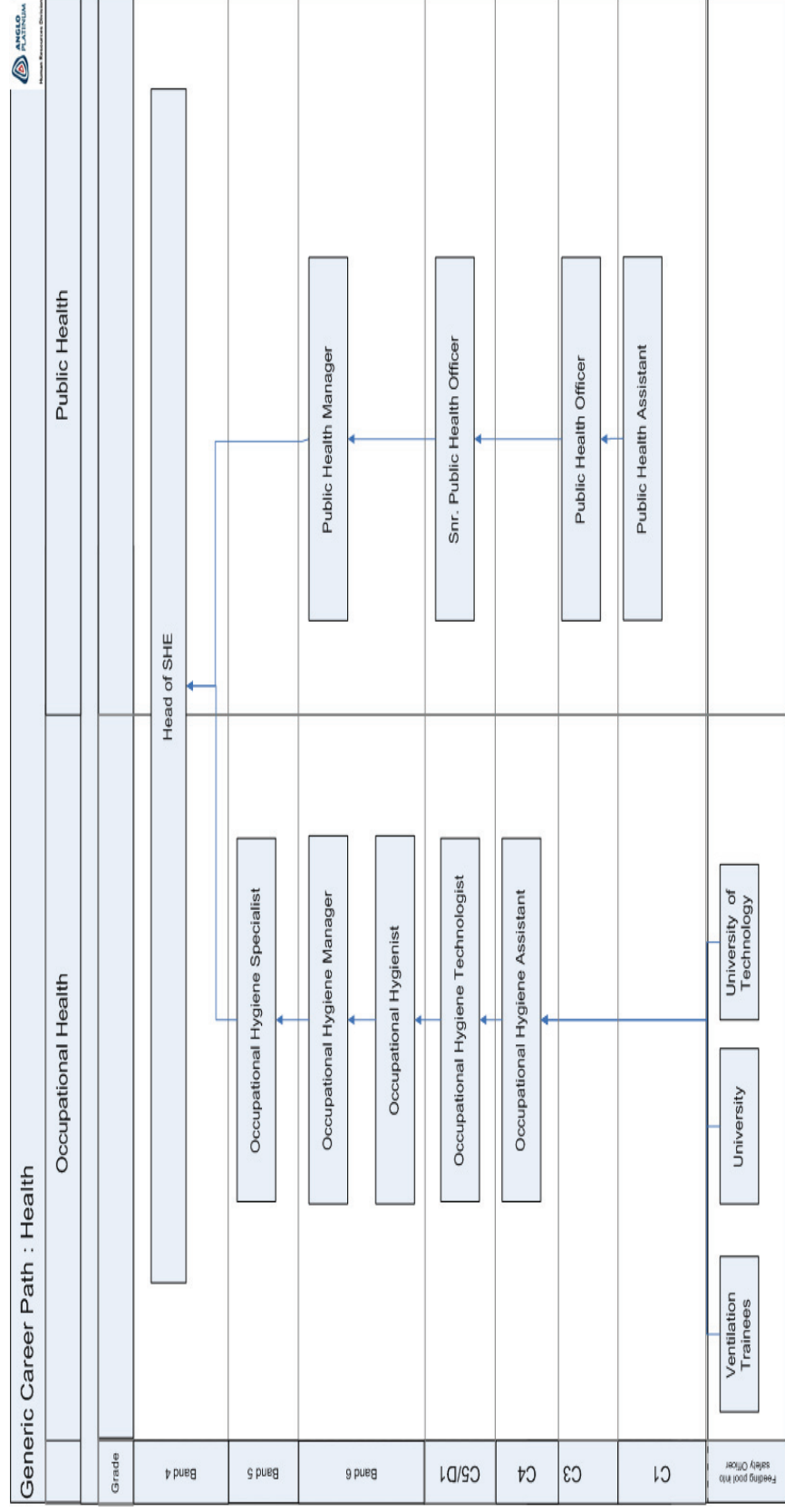
CAREER PATH – ENGINEERING



CAREER PATH – SAFETY, HEALTH AND ENVIRONMENT



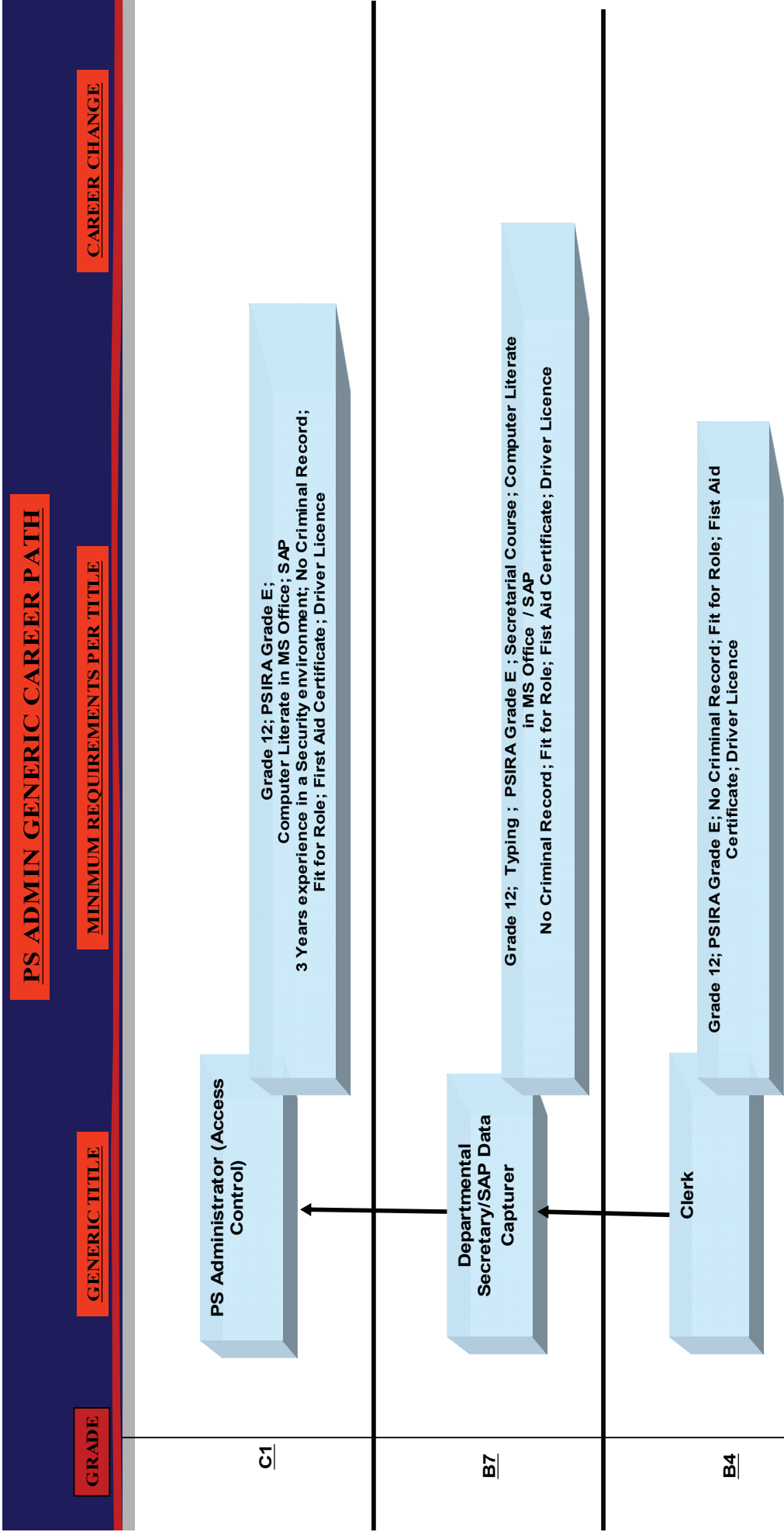
CAREER PATH- SAFETY, HEALTH AND ENVIRONMENT



CAREER PATH – PROTECTION SERVICES



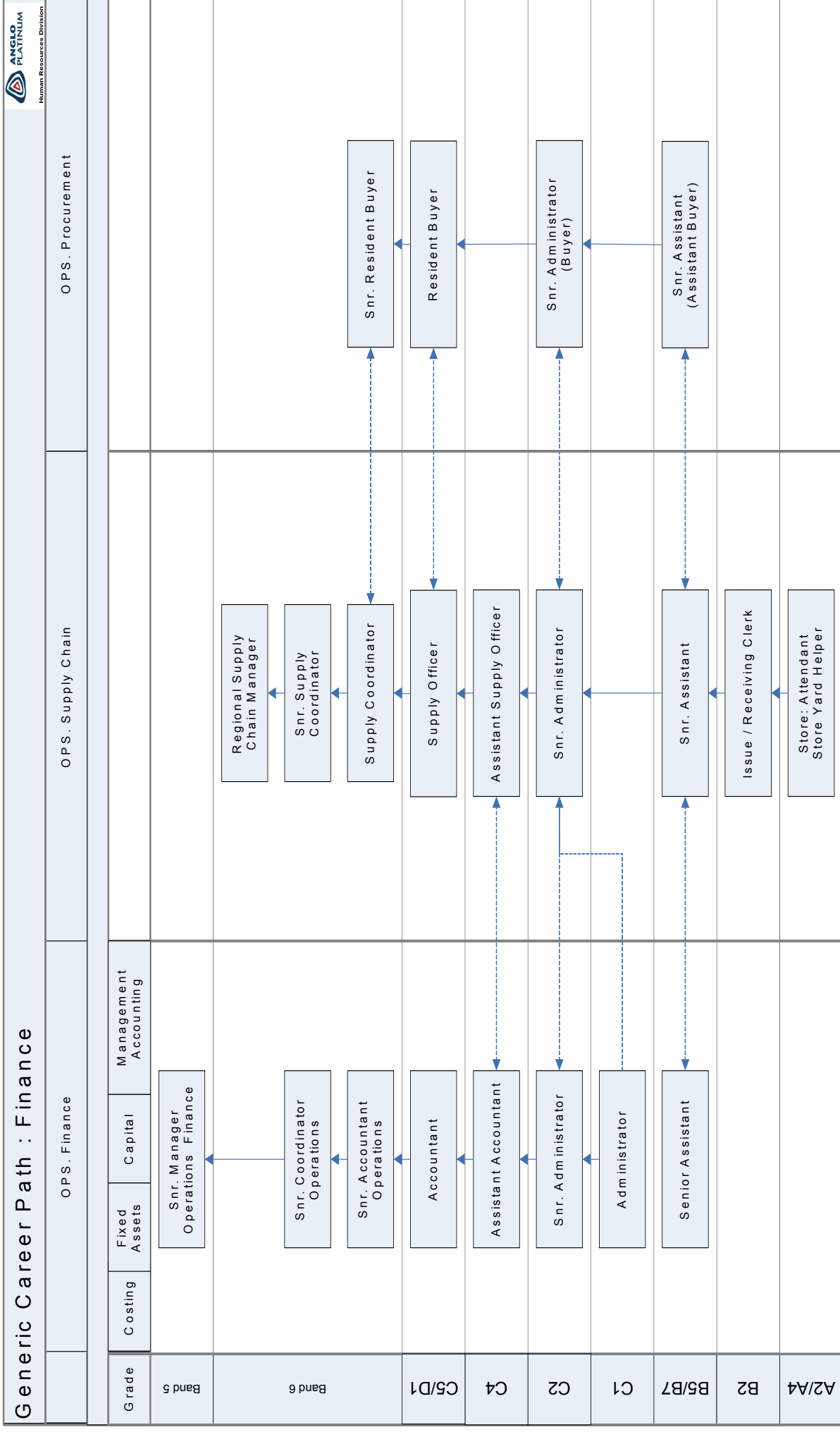
CAREER PATH – PROTECTION SERVICES



CAREER PATH MATRIX – CORPORATE AFFAIRS

Generic Career Path : Corporate Affairs									
Corporate Communication			Community Engagements						
Grade	Projects	Information Management	Internal Communication	Education Skills Development	HIV/AIDS	Projects	Safety Health & Welfare	Community Engagements	
Band 3									Executive head Corporate Affairs
Band 5	Head of Corp Communications								Head of Community Engagements Corp CED Manager
Band 6	Corporate Communications Manager Corporate Communication Coordinator								Operations CED Manager Coordinator
C5/D1	Communication Officer Communication Assistant								Officer

CAREER PATH MATRIX – FINANCE



CAREER PATH MATRIX – HUMAN RESOURCES AND HUMAN RESOURCES DEVELOPMENT

Generic Career Path : HR & HRD											
	Human Resource					Human Resource Development				Employee Relations	
Grade	REM	OPS HR	HR Projects	Transformation	Performance Management	People Development	Organizational Effectiveness	Operational Skills Development	Litigation	Relationship	GR Functions
Band 3							HR Executive				
Band 4							HEAD : HRD and Transformation			HEAD : ER	
Band 5			Snr : HR Manager Operations				Snr HRD Manager			Snr. ER Manager	
Band 6			HR Manager				HRD Manager			ER Manager	
			HR Coordinator				HRD Coordinator			ER Coordinator	
C5/D1			HR Officer				HRD Officer			ER Officer	
C3/C4							HRD Trainer				
C1/C2			HR Assistant / Administrator				HRD Assistant			ER Assistant	
B			Administrative Clerk					HRD Instructor (Currently Employed by to be faced out)			