

SOCIAL AND LABOUR PLAN

RUSTENBURG SECTION

EXCLUDING PSA



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ABBREVIATIONS AND ACRONYMS

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
BBSEE	Broad-Based Socio-economic Empowerment
BEE	Black Economic Empowerment
CED	Community Engagement and Development
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DSD	Department of Social Development
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HRD	Human Resources Development
IDC	Individual Development Charter
IDP	Integrated Development Plan
IPA	Individual Performance Agreement
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
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
PGMs	Platinum Group Metals
SADC	Southern African Development Community
SED	Socio-economic Development
SEDA	Small Entrepreneurial Development Agency
SMME	Small, Micro and Medium Enterprise
SLP	Social and Labour Plan
TLM	Thabazimbi Local Municipality
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan

Glossary

Black women	African, Indian and Coloured women
Broad-Based Socio-economic Empowerment (BBSEE)	<p>A social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <ul style="list-style-type: none"> a) 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 b) Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ul style="list-style-type: none"> i) Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; ii) Participation in or control of management of such operations; iii) Development of management, scientific, engineering or other skills of HDSAs; iv) Involvement or participation in the procurement chains of operations; and v) Integrated Socio-economic Development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.
Community	A coherent, social group of persons with interests or rights in a particular area of land which the members have or exercise communally in terms of agreement, custom or law.
Employee	An employee is defined as any full-time person who directly works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical cooperation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above-mentioned rights, including any person working for an independent contractor.
Historically Disadvantaged Person (HDP)	<ul style="list-style-type: none"> a) Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect; b) Any association, a majority of whose members are persons contemplated in Paragraph (a); and 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 refers to Black, Coloured, Indian male and all females (incl. white females)

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

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within the area surrounding the mine.</p> <p>As far as the SLP 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 SLP are:</p> <ul style="list-style-type: none"> a) Existing and expected patterns of human settlements and villages within this community; b) Patterns of labour sourcing for the mine; c) Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work; d) Spending patterns of the mine's employees; e) The use of social amenities, recreational facilities and infrastructure; f) Commercial and industrial linkages; g) Provincial and municipal boundaries; h) Existing and proposed functional boundaries, including magisterial districts; i) Existing and expected land use, transport modes and routes; j) The need for coordinated social development programmes and services including the need for housing, nutrition and healthcare; and k) The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this SLP, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Municipality	<p>A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.</p>

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

SECTION 1

Preamble (Regulation 46 a)

1. Company Details

This preamble reflects the details of Rustenburg Section. It is followed by a preamble for each of the following Operations that form part of Rustenburg Section:

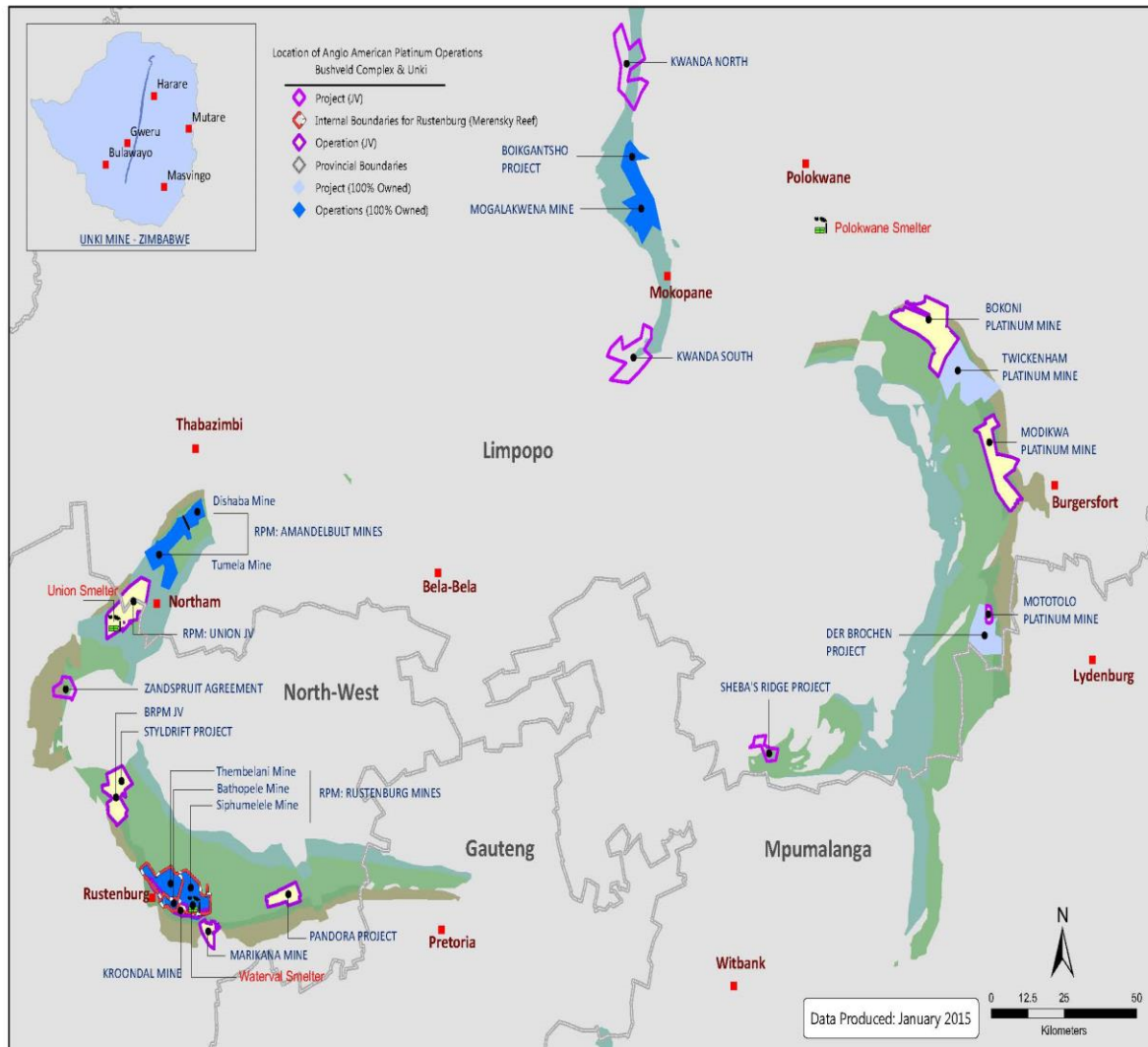
- Bathopele Mine
- Thembelani (Khuseleka Shaft & Thembelani Shaft)
- Siphumelele Mine
- Rustenburg Concentrator (Retrofit and UG2)

1.1 Name of the company/applicant	Rustenburg Platinum Mines Ltd
1.2 Name of mine/ production operation	Rustenburg Section
1.3 Physical address	55 Marshall Street, Johannesburg, 2001
1.4 Postal address	P.O. Box 62179, Marshalltown, 2107
1.5 Telephone number	011 373 6358
1.6 Fax number	086 760 1542
1.7 Location of mine or production operation	Local Municipality: Rustenburg Local Municipality District Municipality: Bojanala District Municipality Province: North West
1.8 Commodity	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
1.9 Life of mine	
1.10 Financial year	January - December
1.11 Reporting year	2015
1.12 Responsible person	Rudi Rudolph
1.13 Geographic origin of employees (mine community and labour-sending areas).	
a) Mine Community	b) Labour-Sending Area (see table on page 3 to 6 of this SLP)
Province	Province
North West	Eastern Cape, Gauteng, North West, Free State, SADC
District Municipality	District Municipality
Bojanala District Municipality	(see table on page 3 to 6 of this SLP)
Local Municipality	Local Municipality
Rustenburg Local Municipality	(see table on page 3 to 6 of this SLP)

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. The mines are situated close to the main Rustenburg-Marikina road and the Rustenburg-Thabazimbi road.

The figure below is a locality map.



1.2 Ownership

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

The demographics of the Rustenburg Mines workforce

Mine community

The mine community is defined as those towns, villages and settlements that fall within the municipality where the mine operates.

Areas where the mine procures its labour from:

The table below shows labour distribution according to local municipalities.

Local Municipality	Province	Total number of employees	%
Mafube Local Municipality	Free State	1	0.01%
Aganang Local Municipality	Limpopo	1	0.01%
Bergvriervier Local Municipality	Western Cape	1	0.01%
Blue Crane Route Local Municipality	Eastern Cape	1	0.01%
Breede Valley Local Municipality	Western Cape	1	0.01%
Camdeboo Local Municipality	Eastern Cape	1	0.01%
Dannhauser Local Municipality	Kwazulu Natal	2	0.01%
Dikgatlong Local Municipality	Northern Cape	2	0.01%
Dr JS Moroka Local Municipality	Mpumalanga	1	0.01%
Drakenstein Local Municipality	Western Cape	1	0.01%
Emthanjeni Local Municipality	Northern Cape	2	0.01%
Ephraim Mogale Local Municipality	Limpopo	2	0.01%
Gamagara Local Municipality	Northern Cape	2	0.01%
Greater Giyani Local Municipality	Limpopo	1	0.01%
KwaDukuza Local Municipality	Kwazulu Natal	1	0.01%
Letsemeng Local Municipality	Free State	1	0.01%
Lukhanji Local Municipality	Eastern Cape	16	0.01%
Makana Local Municipality	Eastern Cape	1	0.01%
Mandeni Local Municipality	Kwazulu Natal	2	0.01%
Midvaal Local Municipality	Gauteng	1	0.01%
Mookgophong Local Municipality	Limpopo	2	0.01%
Msinga Local Municipality	Kwazulu Natal	1	0.01%
Mthonjaneni Local Municipality	Kwazulu Natal	1	0.01%
Mutale Local Municipality	Limpopo	1	0.01%
Ndlambe Local Municipality	Eastern Cape	2	0.01%
Nketoana Local Municipality	Free State	1	0.01%
Okhahlamba Local Municipality	Kwazulu Natal	1	0.01%
Phumelela Local Municipality	Free State	1	0.01%
Prince Albert Local Municipality	Western Cape	1	0.01%
Renosterberg Local Municipality	Northern Cape	1	0.01%
Stellenbosch Local Municipality	Western Cape	1	0.01%
Theewaterskloof Local Municipality	Western Cape	1	0.01%
Tokologo Local Municipality	Free State	1	0.01%
Ubuhlebezwe Local Municipality	Kwazulu Natal	2	0.01%
Ulundi Local Municipality	Kwazulu Natal	2	0.01%
uMdoni Local Municipality	Kwazulu Natal	1	0.01%
uMhlabuyalingana Local Municipality	Kwazulu Natal	2	0.01%
Victor Khanye Local Municipality	Mpumalanga	1	0.01%
eDumbe Local Municipality	Kwazulu Natal	3	0.02%

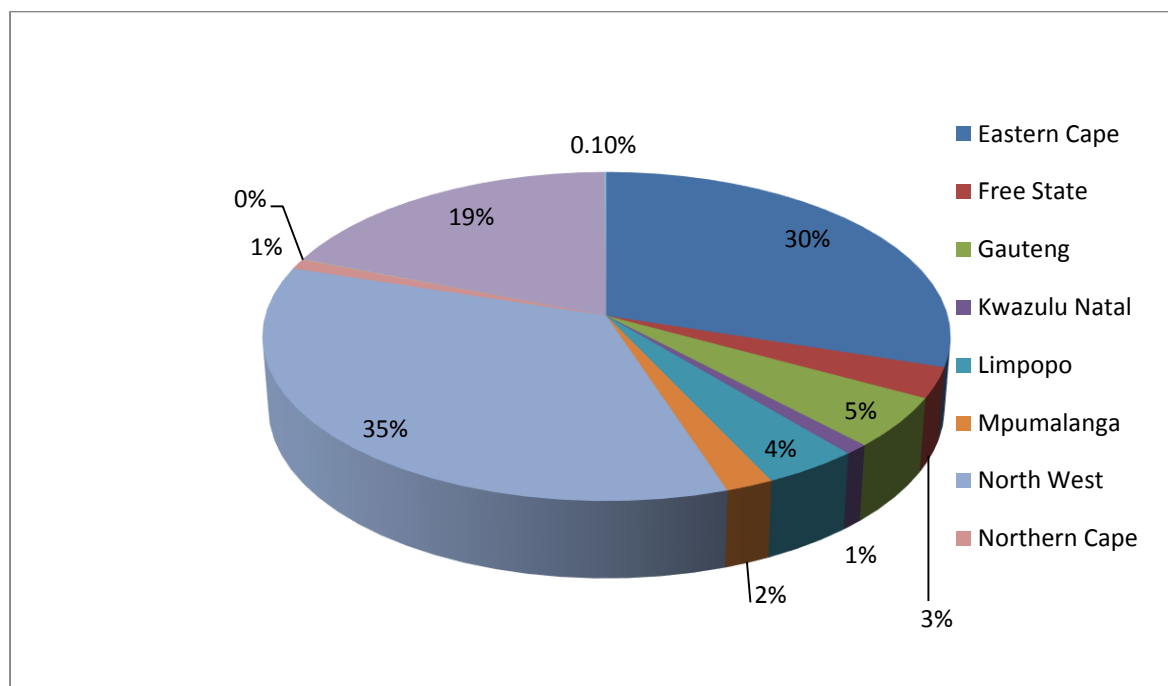
Local Municipality	Province	Total number of employees	%
Emakhazeni Local Municipality	Mpumalanga	3	0.02%
Ingwe Local Municipality	Kwazulu Natal	3	0.02%
Kai Garib Local Municipality	Northern Cape	3	0.02%
Kopanong Local Municipality	Free State	3	0.02%
Magareng Local Municipality	Northern Cape	3	0.02%
Metsimaholo Local Municipality	Free State	3	0.02%
Musina Local Municipality	Limpopo	3	0.02%
uMlalazi Local Municipality	Kwazulu Natal	3	0.02%
Dr Pixley Ka Isaka Seme Local Municipality	Mpumalanga	4	0.03%
Ezingoleni Local Municipality	Kwazulu Natal	5	0.03%
Greater Kokstad Local Municipality	Kwazulu Natal	4	0.03%
Hibiscus Coast Local Municipality	Kwazulu Natal	4	0.03%
Joe Morolong Local Municipality	Northern Cape	5	0.03%
Kwa Sani Local Municipality	Kwazulu Natal	4	0.03%
Mier Local Municipality	Northern Cape	5	0.03%
Mkhondo Local Municipality	Mpumalanga	5	0.03%
Molemole Local Municipality	Limpopo	4	0.03%
Msukaligwa Local Municipality	Mpumalanga	4	0.03%
Msunduzi Local Municipality	Kwazulu Natal	5	0.03%
Nama Khoi Local Municipality	Northern Cape	4	0.03%
Ngquza Hill Local Municipality	Eastern Cape	4	0.03%
Nquthu Local Municipality	Kwazulu Natal	4	0.03%
Thaba Chweu Local Municipality	Mpumalanga	5	0.03%
Thembisile Hani Local Municipality	Mpumalanga	4	0.03%
Tsantsabane Local Municipality	Northern Cape	4	0.03%
Umjindi Local Municipality	Mpumalanga	5	0.03%
Albert Luthuli Local Municipality	Mpumalanga	6	0.04%
Blouberg Local Municipality	Limpopo	6	0.04%
Great Kei Local Municipality	Eastern Cape	6	0.04%
Lekwa Local Municipality	Mpumalanga	6	0.04%
Ngqushwa Local Municipality	Eastern Cape	6	0.04%
uPhongolo Local Municipality	Kwazulu Natal	6	0.04%
Bela-Bela Local Municipality	Limpopo	7	0.05%
Emalahleni Local Municipality, Mpumalanga	Mpumalanga	8	0.05%
Emnambithi-Ladysmith Local Municipality	Kwazulu Natal	8	0.05%
Fetakgomo Local Municipality	Limpopo	8	0.05%
Greater Letaba Local Municipality	Limpopo	8	0.05%
Makhuduthamaga Local Municipality	Limpopo	8	0.05%
Maletswai Local Municipality	Eastern Cape	7	0.05%
Naledi Local Municipality, Free State	Free State	8	0.05%
Ngwathe Local Municipality	Free State	7	0.05%
Nkonkobe Local Municipality	Eastern Cape	7	0.05%
Other Foreign Countries	Other Foreign Countries	7	0.05%
Tswelopele Local Municipality	Free State	7	0.05%

Local Municipality	Province	Total number of employees	%
uMhlathuze Local Municipality	Kwazulu Natal	8	0.05%
uMuziwabantu Local Municipality	Kwazulu Natal	8	0.05%
Lephalale Local Municipality	Limpopo	9	0.06%
Mbizana Local Municipality	Eastern Cape	9	0.06%
Moretele Local Municipality	North West	9	0.06%
Mbombela Local Municipality	Mpumalanga	72	0.07%
Newcastle Local Municipality	Kwazulu Natal	10	0.07%
Abaqulusi Local Municipality	Kwazulu Natal	11	0.08%
Lekwa-Teemane Local Municipality	North West	12	0.08%
Mtubatuba Local Municipality	Kwazulu Natal	12	0.08%
Mantsopa Local Municipality	Free State	13	0.09%
Mohokare Local Municipality	Free State	13	0.09%
Amahlathi Local Municipality	Eastern Cape	14	0.10%
Elias Motsoaledi Local Municipality	Limpopo	15	0.10%
Govan Mbeki Local Municipality	Mpumalanga	15	0.10%
Nongoma Local Municipality	Kwazulu Natal	15	0.10%
Umzimkhulu Local Municipality	Kwazulu Natal	15	0.10%
Masilonyana Local Municipality	Free State	16	0.11%
Steve Tshwete Local Municipality	Mpumalanga	16	0.11%
City of Cape Town Metropolitan Municipality	Western Cape	17	0.12%
Emalahleni Engcobo Local municipality	Eastern Cape	18	0.12%
Maluti-a-Phofung Local Municipality	Free State	17	0.12%
Moqhaka Local Municipality	Free State	17	0.12%
Nelson Mandela Bay Metropolitan Municipality	Eastern Cape	18	0.12%
Phokwane Local Municipality	Northern Cape	18	0.12%
Westonaria Local Municipality	Gauteng	19	0.12%
Kgetlengrivier Local Municipality	North West	19	0.13%
Makhado Local Municipality	Limpopo	19	0.13%
Ba-Phalaborwa Local Municipality	Limpopo	20	0.14%
Nala Local Municipality	Free State	22	0.15%
Dihlabeng Local Municipality	Free State	24	0.16%
Elundini Local Municipality	Eastern Cape	24	0.16%
eThekweni Metropolitan Municipality	Kwazulu Natal	24	0.16%
Sol Plaatje Local Municipality	Northern Cape	23	0.16%
Greater Tzaneen Local Municipality	Limpopo	28	0.19%
Mogalakwena Local Municipality	Limpopo	28	0.19%
Thabazimbi Local Municipality	Limpopo	28	0.19%
Lepelle-Nkumpi Local Municipality	Limpopo	31	0.21%
Mamusa Local Municipality	North West	31	0.21%
Randfontein Local Municipality	Gauteng	33	0.23%
Senqu Local Municipality	Eastern Cape	176	0.23%
Setsoto Local Municipality	Free State	33	0.23%
Greater Tubatse Local Municipality	Limpopo	35	0.24%
Nkomazi Local Municipality	Mpumalanga	36	0.25%

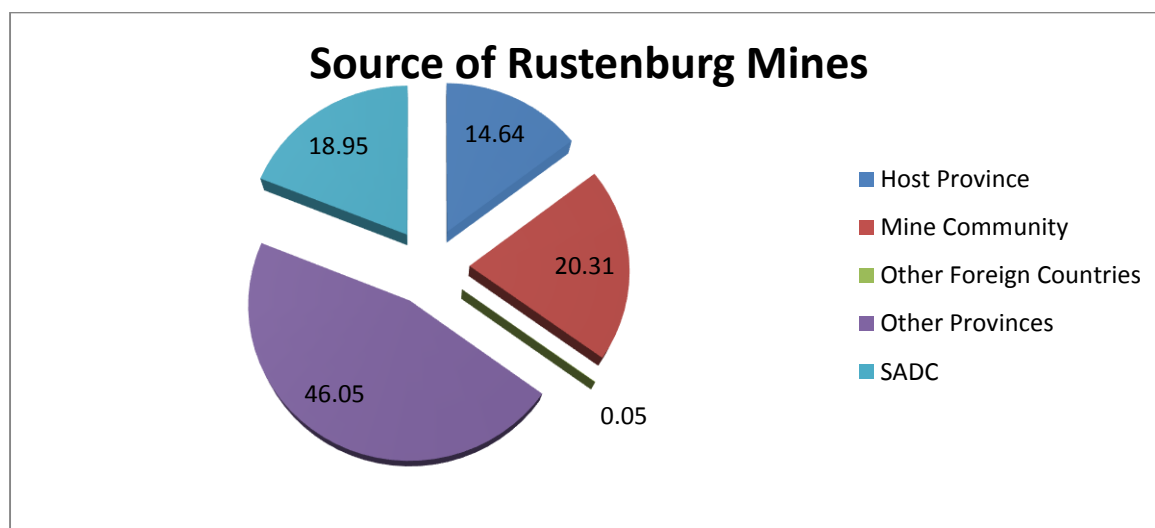
Local Municipality	Province	Total number of employees	%
Jozini Local Municipality	Kwazulu Natal	41	0.28%
Intsika Yethu Local Municipality	Eastern Cape	42	0.29%
Modimolle Local Municipality	Limpopo	43	0.29%
Tswaing Local Municipality	North West	43	0.29%
Mogale City Local Municipality	Gauteng	61	0.42%
Ratlou Local Municipality	North West	63	0.43%
Mnquma Local Municipality	Eastern Cape	71	0.48%
Ditsobotla Local Municipality	North West	71	0.48%
Emfuleni Local Municipality	Gauteng	72	0.49%
Engcobo Local Municipality	Eastern Cape	77	0.53%
Bushbuckridge Local Municipality	Mpumalanga	81	0.55%
Polokwane Local Municipality	Limpopo	82	0.56%
Merafong City Local Municipality	Gauteng	87	0.60%
Thulamela Local Municipality	Limpopo	88	0.60%
Matatiele Local Municipality	Eastern Cape	98	0.67%
Geater Giyani Local Municipality	Limpopo	108	0.74%
Mangaung Metropolitan Municipality	Free State	113	0.77%
Ekurhuleni Metropolitan Municipality	Gauteng	119	0.81%
Mhlontlo local municipality	Eastern Cape	122	0.83%
Ga-Segonyana Local Municipality	Northern Cape	125	0.85%
Local Municipality of Madibeng	North West	126	0.86%
Naledi Local Municipality, North West	North West	127	0.87%
City of Tshwane Metropolitan Municipality	Gauteng	146	1%
Karoo Hoogland Local Municipality	North West	1	0.01
Matjhabeng Local Municipality	Free State	148	1.01%
Buffalo City Metropolitan Municipality	Eastern Cape	151	1.03%
Sakhisizwe Local Municipality	Eastern Cape	17	1.20%
Umzimvubu Local Municipality	Eastern Cape	178	1.21%
City of Johannesburg Metropolitan Municipality	Gauteng	188	1.28%
Port St. Johns Local Municipality	Eastern Cape	207	1.41%
City of Matlosana Local Municipality	North West	212	1.45%
Kagisano-Molopo Local Municipality	North West	213	1.45%
Ntabankulu Local Municipality	Eastern Cape	212	1.45%
Greater Taung Local Municipality	North West	270	1.84%
Ingquza Hill Local Municipality	Eastern Cape	337	2.30%
Mahikeng Local Municipality	North West	425	2.90%
Mbashe Local Municipality	Eastern Cape	524	3.58%
Ramotshagare Moiloa Local Municipality	North West	668	4.56%
Moses Kotane Local Municipality	North West	961	6.56%
King Sabata Dalindyebo Local Municipality	Eastern Cape	989	6.75%
Nyandeni Local Municipality	Eastern Cape	1015	6.93%
Rustenburg Local Municipality	North West	1810	12.35%
SADC	SADC	2778	18.95%
Grand Total		14656	

Rustenburg Local Municipality, which is the host Municipality, has a higher number of employees followed by Nyandeni Local Municipality.

Note: Data drawn at end March 2015.



The highest number (35%) of employees comes from the North West Province, which is the host province. This is followed by the Eastern Cape (30%), which is historical as in the past many of the mine workers came from a specific area in the Eastern Cape Province.



The mine procures most of its labour from within South African borders and almost a third (46.05%) from other provinces and SADC.

SECTION 2

Human Resource Development Programme (Regulation 46 b)

2. HRD Executive Summary

This SLP for Rustenburg Platinum Mines Limited, referred to as the Rustenburg Section, is the second submission following after the one covering 2010-2015 which was approved in July 2010. This SLP covers the following Production areas and Plant:

Bathopele Mine
Thembelani Mine (Khuseleka Shaft & Thembelani Shaft)
Siphumelele Mine, and,
Rustenburg Concentrators (Retrofit and UG2)

This plan covers all the areas which were previously covered in the first Social and Labour Plan, but excludes part of the Pooling Sharing Area with Aquarius which will be covered in another plan.

Rustenburg Section is in the process of being craft out from Rustenburg Platinum Mines Limited and therefore may need to amend the SLP after the process has been finalised.

The SLP has been compiled as a commitment to contribute towards the advancement of Socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on the surrounding communities, as well as rural communities from which migrant labour tends to be drawn. This Company recognises that minerals are non-renewable, hence the SLP also focuses on managing the impact of eventual downscaling and closure as part of strategic business planning. The SLP makes further provision for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through various different training interventions.

This plan has been developed in terms MPRDA Regulation 46 (a-f) of the MPRDA.

Under normal circumstances this SLP should be making reference to the Mining Charter applicable at the time. The 2010-2014 Mining Charter has not yet been developed and as such this SLP seeks to improve on the targets which were set in the previous SLP. Should a new Mining Charter be developed, this SLP will be duly amended to comply with the new targets.

In alignment with the spirit of the Mining Charter and the previous SLP, this SLP will cover pillars the Human Resources Development, Employment Equity, Procurement, Housing, Local Economic Development, Management of Downscaling and Retrenchments.

This document is divided into six sections.

Human Resource Development Programme (HRD) (REGULATION 46 (b))

The HRD strategy takes cognisance of the skills demand and supply for skills in the mining industry in Rustenburg with specific reference to scarce and critical skills. The development of HDSA leadership, including creating an ongoing pipeline of HDSA leadership, is a key strategic focus area.

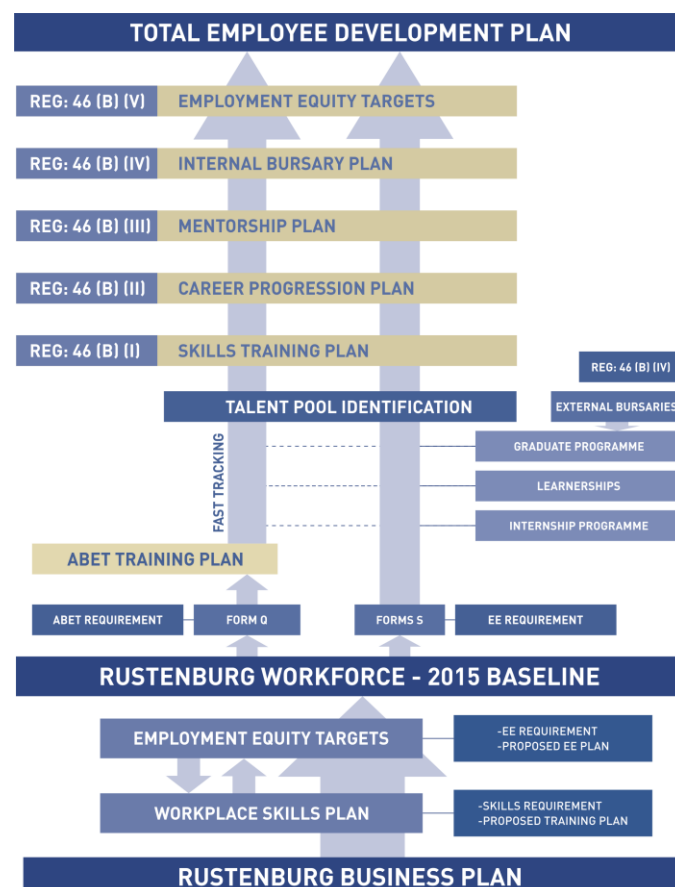
HRD is managed across all levels of employment and is also considered a critical component for achieving

the mine's employment equity targets. Consequently, the mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements.

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

HRD Framework

The mine's HRD plans are aligned to the mine's business plan. The development of future HDSA leadership is very key and strategic to the survival of the mine.



The above figure shows how the mine's business plan, its projected labour requirements, its WSP and its employment equity targets are superimposed on each other to create a skills development framework. The date in Form Q and Form S indicate the areas whereby identified talent pool employees are trained and fast tracked.

2.1 Skills Development

Rustenburg Section complies with the Skills Development Act and Skills Development Levies Act.

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L690713724
Has your company appointed a Skills Development Facilitator? If yes provide name	Gavin Brink
To which institution have you submitted your workplace skills plan?	MQA
Proof of submission of Workplace Skills Plan	Attached Annexure A

The Skills Development Plan outlines how employees will be offered the opportunity to:

- i. Become functionally literate and numerate;
- ii. Participate in learnerships;
- iii. Participate in skills programmes;
- iv. Acquire portable skills; and
- v. Participate in various other training initiatives.

The plan includes a range of initiatives from the 'Breakthrough to Literacy' programme through to postgraduate 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 this as a base for future skills development plans. These plans address the current skills and competency gaps on the mine and also have a special focus on 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 Rustenburg Section takes place at the various Company-wide training centres such as the Anglo American Platinum Development Centre (ADC) in Rustenburg and Engineering Skills Training Centre (ESTC) in Randfontein, as well as at each of the specific operations. All training centres employ development practitioners and training staff and each of the centres has both ISO certification and MQA accreditation ensuring that the training provided meets national requirements.

The Skills Development Plan complies with skills development legislation, and includes the regular submission of the Workplace Skills Plan (WSP) and Annual Training Report (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 are a key element to the mining operation's long-term success. The ongoing shortage of certain critical skills in the mining industry in South Africa combined with mine's need for this has highlighted the importance of proper talent management and people development.

The figure (Form Q) below provides an indication of the number and educational levels of both the Rustenburg Section employees and contractor employees.

Number and Education Level of all Rustenburg Section, Employees as per Form Q (Regulation 46 (b) (i))

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	4,325	5	0	27	150	1	0	6	4,357	157
		Grade 0 / Pre	646	0	0	0	9	0	0	0	646	9
		Grade 1 / Sub A	757	1	0	0	7	0	0	0	758	7
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	1,221	5	0	0	25	0	0	1	1,226	26
		Grade 4 / Std 2	155	0	0	0	0	0	0	0	155	0
		Grade 5 / Std 3 / ABET 2	416	4	0	1	31	0	0	0	421	31
		Grade 6 / Std 4	245	0	0	0	0	0	0	0	245	0
		Grade 7 / Std 5 / ABET 3	363	0	0	0	2	0	0	0	363	2
		Grade 8 / Std 6	212	0	0	1	0	0	0	0	213	0
		Grade 9 / Std 7 / ABET 4	310	0	0	3	5	0	0	0	313	5
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	597	0	0	10	97	0	0	2	607	99
	3	Grade 11 / Std 9 / N2	1,044	2	2	202	222	1	0	4	1,250	227
	4	Grade 12 / Std 10 / N3	1,907	15	2	186	760	3	0	43	2,110	806
Higher Education and Training (HET)	5	Higher Certificates and Advanced	185	2	0	123	99	1	0	11	310	111
	6	Diploma and Advanced Certificates	46	1	0	14	20	0	0	2	61	22
	7	Bachelor's Degree and Advanced Diplomas	46	0	0	17	17	0	1	1	63	19
	8	Honours degree, Postgraduate Diploma and Professional Qualifications	14	0	1	10	7	0	0	1	25	8
	9	Master's degree	1	0	0	3	0	0	0	0	4	0
	10	Doctoral degree	0	0	0	0	0	0	0	0	0	0
		Total	12,490	35	5	597	1,451	6	1	71	13,127	1,529

Number and Education Level of all Rustenburg Section, Contractor Employees as per Form Q

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	1,611	8	1	171	144	3	0	34	1,791	181
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	5	0	0	0	0	0	0	0	5	0
		Grade 2 / Sub B	1	0	0	0	0	0	0	0	1	0
		Grade 3 / Std 1 / ABET 1	4	0	0	0	0	0	0	0	4	0
		Grade 4 / Std 2	2	0	0	0	0	0	0	0	2	0
		Grade 5 / Std 3 / ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / ABET 3	6	0	0	1	0	0	0	0	7	0
		Grade 8 / Std 6	5	0	0	1	0	0	0	0	6	0
		Grade 9 / Std 7 / ABET 4	3	0	0	1	0	0	0	0	4	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	8	0	0	2	0	0	0	0	10	0
	3	Grade 11 / Std 9 / N2	136	3	1	91	5	0	0	0	231	5
	4	Grade 12 / Std 10 / N3	99	1	0	39	19	0	0	5	139	24
Higher Education and Training (HET)	5	Higher Certificates and Advanced	17	1	0	10	1	0	0	0	28	1
	6	Diploma and Advanced Certificates	2	0	0	0	0	0	0	0	2	0
	7	Bachelor's Degree and Advanced Diplomas	1	0	0	0	0	0	0	0	1	0
	8	Honours degree, Postgraduate Diploma and Professional Qualifications	0	0	0	0	0	0	0	0	0	0
	9	Master's degree	0	0	0	0	0	0	0	0	0	0
	10	Doctoral degree	0	0	0	0	0	0	0	0	0	0
		Total	1,900	13	2	316	169	3	0	39	2,231	211

2.2 Illiteracy Level and ABET Needs

Literacy is a key component for all employees in enabling them to have the opportunity to acquire skills and knowledge and with the current high levels of illiteracy, employees and contractors are afforded opportunities to participate in ABET to increase their level of literacy.

The number of employees that do not have an ABET 3 qualification inclusive of contractor employees amounts to **8,194**.

The table below summarises the literacy and numeracy status of the permanent and contractor workforce as at 31 May 2015.

ABET Level	Permanent Employees	Contractor Employees	Total Need
No Schooling	4,514	1,972	160
ABET 1	1,252	4	495
ABET 2	452	0	385
ABET 3	365	7	331
ABET 4	318	4	

The operation acknowledges the obligation to uplift the literacy levels of all those employees who have not achieved an ABET Level 3 qualification or above, and have offered the opportunity to obtain such a qualification to the majority of functionally illiterate employees. There is a commitment to improve 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) processes and the most appropriate placement level from which to begin further studies is recorded.

Definition: Adult Basic Education and Training

ABET is broken down into the following levels:

- Basic Oral;
- ABET level 1 (literacy and numeracy at Standard 1/Grade 3);
- ABET level 2 (literacy and numeracy at Standard 3/Grade 5);
- ABET level 3 (literacy and numeracy at Standard 5/Grade 7); and
- NQF level 1 (ABET Level 4) (equivalent of Standard 7/Grade 9) (see note below).

In terms of the ABET 4 or NQF Level 1 category, the NQF Level 1 qualification provided for under the auspices of the Mining Qualifications Authority has been phased out and hence there are no targets for this level. In respect of this there are some learners still completing the NQF Level 1 qualification (teach-out period) and these would be reported on without reflecting targets for the future.

In addition to the above, a key principle of the SLP is to show potential learning progression on a continuum for illiterate employees towards literacy and entrance into further qualifications. As such, if we have and plan to have employees enrolled on Foundational Learning Competence (FLC) training, they will be reflected in the targets and progression towards achieving the targets for FLC, as this is a progression towards entrance to further qualifications.

2.2.1 ABET Training Planned

Out of the overall workforce of 17,098 employees including the contractors, the mine will be offering 1,553 illiterate employees and contractors the opportunity to be functionally literate and numerate by 2020. The mine commits to continuously reassessing the workforce educational profile and to formulating a plan to offer the same opportunity to all illiterate employees.

2.2.1.1 Training Planned – ABET Full-Time Enrolled Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
ABET 1	13	18	18	18	18	85
ABET 2	16	18	18	18	18	88
ABET 3	15	14	14	14	14	71
ABET 4	13					13

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence (FLC)	4	15	21	20	20	80
Total number	4	15	21	20	21	80

2.2.1.2 Training Planned – ABET Own-Time Enrolled Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
ABET 1	130	70	70	70	70	410
ABET 2	102	38	38	39	35	252
ABET 3	87	32	32	32	32	215
ABET 4	26					26
Total number	345	140	140	141	137	903

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence (FLC)	3	55	55	20	20	153
Total Number	3	55	55	20	20	153

2.2.1.3 Training Planned – ABET Full-Time Contractor Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
ABET 1	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence (FLC)	0	0	0	0	0	0
Total Number	0	0	0	0	0	0

2.2.1.4 Training Planned – ABET Own-Time Contractor Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
ABET 1	5	10	10	10	10	45
ABET 2	5	10	10	10	10	45
ABET 3	5	10	10	10	10	45
ABET 4	5					5

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence (FLC)	0	5	5	5	5	20
Total Number	0	5	5	5	5	20

2.2.1.5 Training Planned – ABET Full-time Community

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
ABET 1	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence(FLC)	0	0	0	0	0	0
Total Number	0	0	0	0	0	0

2.2.1.6 Training Planned – ABET Own-Time Community

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015	2016	2017	2018	2019	5-year target
ABET 1	17	17	17	17	17	85
ABET 2	17	17	17	17	17	85
ABET 3	17	17	17	17	17	85
ABET 4	15					15

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Foundational Learning Competence (FLC)	0	17	17	17	17	68
Total Number	0	17	17	17	17	68

ABET Implementation Plan

Besides offering ABET classes to employees, the operation 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, with **338** community members who will be admitted to own-time ABET classes for the duration of this SLP, of which a large proportion will be women from the immediate surrounding communities.

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 Section** to achieve the ABET full-time targets:

- A commitment has been made by management to offer an average of **67** 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;
- All production areas have been tasked with nominating potential learners. These employees first go
 - through the RPL (recognition of prior learning) assessment before being placed into full-time ABET;
- Employees that are highly trainable will, together with 'high flyers', 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.

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 Section to achieve the ABET own-time targets:

- Provide fully equipped and furnished ABET centres.
- ABET centres have the capacity to provide three training sessions per day for own-time training.
- Budgets will be prepared and aligned to meet the mines' own-time targets.
- There are computers at each ABET centre for use by learners.
- All ABET centres have formal assessment rooms.

Infrastructure and capacity

The operation will operate full-time and own-time courses as a way of addressing the illiteracy challenge. Suitably qualified facilitators will be sourced to ensure that quality teaching and learning take place in ABET classes with a facilitator-learner ratio of 1:25. Teaching materials will be supplied by a service provider

accredited by the Mining Qualifications Authority (MQA). Due to budgetary constraints and limited ABET resources, community and contractor ABET opportunities will only be for own-time classes.

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 department, 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 on 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) Practical initiatives (in progress):
 - i. Recruitment drives will be carried out to increase own-time attendance.
 - 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 various internal magazines.
 - iv. Roadshows at operational levels to promote ABET.
 - v. ABET banners displayed in strategic areas with benefits of ABET.

2.3 Core Business Training (Mining, Engineering, MRM)

Core business training is defined in respect of legislation as that which relates to mining, engineering and process (excluding learnerships). It is imperative that the operation focuses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Mining	493	403	383	383	384	2,046
Engineering	109	81	83	82	82	437
MRM	31	8	8	4	4	55
Total Number	633	492	474	469	470	2,538

Apart from core business training, there are specific training interventions that support core business offered per discipline, i.e. HR, HRD, Safety, Health and Environment, Protection Services and Concentrators.

2.3.1 Core Business Training (Support Services)

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5 year target
HR	38	3	3	3	3	50
HRD	6	2	2	1	1	12
Safety	320	298	306	286	297	1,507
Protection Services	22	15	15	14	14	80
Concentrator	40	42	34	46	34	196
Total Number	426	360	360	350	349	1,845

2.4 Learnerships

2.4.1 Learnerships (Internal Mining)

Learnerships (internal) – a learnership is a structured learning programme that is registered with the Department of Labour in which a learner obtains practical work experience of a specified nature and duration which leads to a qualification registered on the NQF that can be related to an occupation. Internal refers to learners that are employees of Anglo American Platinum (**S18.1**). Also included in this category are all **internal** learners that embark on a registered apprenticeship as defined in the Skills Development legislation.

Field/Area of Training	Targets and Timelines									
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines									
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020		
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	
National Certificate Mining Operations UG Hard Rock Conventional NQF 2	27	0	0	0	0	0	0	0	0	
National Certificate Rock Breaking Mining NQF 3 Conventional	14	0	0	0	0	0	0	0	0	
National Certificate Mining Operations UG Hard Rock Mechanised NQF 2	0	0	0	0	0	0	0	0	0	
National Certificate Rock Breaking Mining NQF 3 Mechanised	6	0	0	0	0	0	0	0	0	
DMR Blasting Certificate		25	0	25	0	25	0	25	0	
Total Number	41	25	0	25	0	25	0	25	0	

The above table (Internal Mining Learnership 18.1) reflects only targets for the DMR Blasting Certificate (this is a one-year programme) which starts from 2016 onwards. To this effect, the following programmes – National Certificate Mining Operations UG Hard Rock Conventional NQF 2, National Certificate Rock Breaking Mining NQF 3 Conventional and National Certificate Mining Operations UG Hard Rock Mechanised NQF 2 – will be discontinued and are thus not planned for.

2.5 Learnerships

2.5.1 Learnerships (Internal Engineering)

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
NCert: Engineering Fitter and Turner LS	8	8	8	6	16	6	6	8	4
NCert: Engineering Rigger LS	5	3	5	3	8	3	1	4	3
NCert: Engineering Electrician LS	5	4	5	4	9	3	3	4	3
NCert: Engineering Diesel Mechanic LS									
NCert: Engineering Auto Electrician LS	0	0	0	1	0	0	1	0	1
NCert: Engineering Boilermaker LS	4	3	4	3	7	3	2	3	3
NCert: Engineering Motor, Control and Instrumentation LS	1	0	1	0	1	1	0	0	1
Total Number	23	18	23	17	41	16	12	19	15

The above table (Internal Engineering Learnership 18.1) depicts Engineering learner targets for a programme that runs for three years. To this effect, the learners who enter the programme in year one (e.g. 2015) will be on the programme for two more years, i.e. 2016 and 2017, to complete the programme. The same will apply to the 2016 intake going forward.

2.5.2 Learnerships (External Engineering)

External refers to learners that are not employees of the Company (**S18.2**). Also included in this category are all **external** learners that embark on a registered apprenticeship as defined by the Skills Development legislation.

Field/Area of Training	Target and timeline								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
NCert: Engineering Fitter and Turner LS	4	4	4	4	8	4	4	4	4
NCert: Engineering Rigger LS	1	1	1	1	2	1	1	1	1
NCert: Engineering Electrician LS	4	4	4	4	8	4	4	4	4
NCert: Engineering Diesel Mechanic LS	0	0	0	0	0	0	0	0	0
NCert: Engineering Auto Electrician LS	0	0	0	0	0	0	0	0	0
NCert: Engineering Boilermaker LS	3	3	3	3	6	3	3	3	3
NCert: Engineering Motor, Control and Instrumentation LS	1	1	1	1	2	1	1	1	1
Total Number	13	13	13	13	26	13	13	13	13

The above (External Engineering Learnership 18.2) depicts Engineering learner targets for a programme that runs for three years. To this effect, the learners who enter the programme in year one (e.g. 2015) will be on the programme for two more years, i.e. 2016 and 2017, to complete the programme. The same will apply to the 2016 intake going forward.

Learnership Implementation Plan

2.6 School Support and Post-Matric Programmes

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Post-Matric	This deliverable is covered in detail under Section 3, 3.5.2 Education and Skills Development								
Engineering Learnerships	15	10		10		10		10	
Hospitality Learnerships	12	10		10		10		10	
Learner Development	This deliverable is covered in detail under Section 3, 3.5.2 Education and Skills Development								
Educator Development									
School Leader & Management Development									
School Safety, Environment & Welfare									
Learning and Teaching Support Material									
Total Number	27	20		20		20		20	

School Support and Post-Matric Programmes Implementation Plan:

The main objective of these programmes is:

To build content and pedagogical knowledge/capacity of teachers, content knowledge of learners and management capability of school leadership (75 trainees/year X 5 years = 375 trainees).

- Extension of 2015 teacher, learner and leadership development.
- To build teacher content and pedagogical gaps (gateway subjects) with minimal impact on contact time.
- Supplement Grade 12 - 2015 learners' content gaps (Mathematics, English, Physical Science, etc.) with access to 'extra education digital support'.

- Supplement GET and FET learning and teaching.
- Supplement LTSM Shortages.
- Facilitate curriculum advisor and peer support and collaboration (24/7/365).
- Provide access to supplementary education digital resources.
- School, circuit and district leadership and management training.

All these programmes will be run in full consultation with stakeholders.

2.7 Portable Skills

Portable skills can be referred to as those skills that relate to industries outside of the mining industry that can be used to improve earning capacity during the life of mine and in the event that downscaling and retrenchments might occur. It also assists the affected employees with alternative forms of employment or sustainable livelihood opportunities.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Portable Skills Training Interventions	45	45	45	45	45	225
Total Number	45	45	45	45	45	225

The operation recognises that mining has a limited lifespan 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.

Portable skills training strategy will be applied at two levels:

1. The portable skill will firstly be implemented by providing the skills which are functional and important during the life of mine. The skills should be supplementary to the core business of the operation. The programmes identified should be determined by the needs and interests of the employees and the delivery capacity of the operation.
2. Secondly, the organisation will make provision to train employees on non-mining-related skills at times of potential retrenchment, downsizing or mine closure. In the event of changes in the market conditions which necessitate potential retrenchment, downsizing or closure, the Company will create a portable skills fund to cater for the training of those identified or affected by such conditions.

The following **action steps** will be taken.

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. These skills will be catered for as part of the workplace skills plan.
- iii. These training interventions may be offered to employees approaching retirement age.

2.8 Form R: Hard-to-fill vacancies

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy		
Top management	N/A	N/A		
Senior management				
Professionally qualified and experienced specialists and mid-management				
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Electricians, Fitters, Instrumentation Technicians, Stopers, Boilermakers, Winding Engine Drivers	Employment benefits and Industry competition & Lack of experienced candidates		
Semi-skilled and discretionary decision making				
Unskilled and defined decision making				

For the five-year SLP period under review, the Company has not experienced any difficulty in sourcing for senior and middle management positions. The assumption is that the trend of retention and status quo on turnover will remain. With regard to semi-skilled and unskilled labour, we have experienced a relatively low turnover and have managed, through our in-house recruitment and development programmes, to maintain stability in this area. The challenge is, however, in the following skills – technical and academically qualified workers, junior management, supervisors, foremen and superintendents. Plans are in place, through our learnership and management development programmes over the next five years, to stabilise the needs in this area.

2.9. Career Progression (Path) Plan (Regulation 46 (b) (ii))

2.9.1 Provide career development matrices of each discipline (as per annexure 2.9.1)

2.9.2 Comprehensive Career Progression Plan

The intent of this section is to illustrate how, through upward career mobility of talent/capacity pool employees through the various occupational levels, the operation will achieve its Business Plan requirements and reach Employment Equity Targets by 2020 and beyond.

Career Progression Planning reflects a pool of employees that have been identified (from the talent pool and capacity pool) and developed, not only for their current roles, but for future potential roles that they can occupy. The purpose is to create readiness so that identified individuals can be able to occupy future potential roles.

There are developed generic competency matrices per job and career path matrices (flow charts) for all disciplines. The flowcharts for each occupation will guide the mine and its employees on a desirable path for career progression and the expected time frames necessary for achieving the various job levels after the qualification criteria have been met.

Role descriptions are outlined with respect to minimum job entry requirements, desirable qualifications and relevant courses aligned to national requirements, and the required duration to complete each step in the recommended career path for each position. Consideration is given to complexity, qualifications, previous experience and competence.

2.9.2.1 Career Progression Plan – Mining (Excluding Learnerships/Internal Bursars: Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Shift Supervisor	Mine Overseer Certificate A & B	Mine Overseer Certificate	7	0	6	0	6	0	6	0	6	0
Mine Overseer	Mine Managers Part A, B & C	Mine Manager Certificate	3	0	3	0	3	0	3	0	3	0
Miner	Shift Supervisor Certificate	Shift Supervisor Certificate	18	0	18	0	18	0	18	0	18	0

2.9.2.2 Career Progression Plan – Engineering (Excluding Learnerships/Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Artisan	Planned Maintenance Officer Development Programme	Planned Maintenance Qualification	3	0	2	3	3	5	2	5	2	2
Artisan/ Foreman	Engineering Foreman Certificate	Engineering Foreman Certificate	8	0	6	8	4	14	6	10	4	16
Foreman/ Artisan	Junior Engineering Programme	Government Certificate of Competence (GCC)	1	0	1	1	1	2	1	2	1	1
Junior Engineer	Government Certificate of Competence (GCC)	Government Certificate of Competence (GCC)	1	0	1	1	1	2	1	2	1	1
Instrument Mechanician	Measurement Control and Instrumentation Program	MC & I Certificate	3	0	1	3	0	4	1	5	0	1

2.9.2.3 Career Progression Plan – HRD (ODETDP)

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
HRD Officer	FET Certificate in OD ETDP NQF 4	FET Certificate in OD ETDP NQF 4	2	0	3	0	3	0	3	0	3	0
HRD Officer	National Certificate in OD ETDP NQF 5	National Certificate in OD ETDP NQF 5	0	0	0	0	0	0	0	0	0	0
HRD Officer	Diploma in OD ETDP NQF 5	Diploma in OD ETDP NQF 5	0	0	0	0	0	0	0	0	0	0

2.9.2.4 Career Progression Plan – MRM

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Survey; Rock Engineering; Ventilation	Chamber of Mines Certificate of Competence – all disciplines Elementary	Chamber of Mines Certificate of Competence – all disciplines Elementary	5	0	5	0	5	0	5	0	5	0
Survey; Rock Engineering; Ventilation	Chamber of Mines Certificate of Competence – all disciplines Advanced	Chamber of Mines Certificate of Competence – all disciplines Advanced	5	0	5	0	5	0	5	0	5	0

2.9.2.5 Career Progression Plan - Management and Leadership Development

Management and leadership development is training that is undertaken for employees to enhance their supervisory, managerial and leadership competence. There are various different interventions that focus primarily on employees within the talent pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Junior Management	Junior Management Programme (Capacity Pool – D1)	Junior Management Programme (Capacity Pool – D1)	8	0	8	0	8	0	8	0	8	0
Middle Management	Programme for Management Excellence (Talent Pool – Band 6)	Programme for Management Excellence (Talent Pool – Band 6)	7	0	6	0	6	0	6	0	6	0
Skilled (C1-C3)	Situational Leadership (Capacity Pool – Band 7)	Situational Leadership (Capacity Pool – Band 7)	7	0	6	0	6	0	6	0	6	0

The following **action steps** will enable the achievement of the above targets:

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

- c) Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo American Platinum Development Centre covering areas such as personal and professional mastery, performance management, employee relations and employee communications.

2.9.2.6 Career Progression Plan – Safety

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Safety Officer/ Full-Time Safety Rep	COMSOC 1 & 2	COMSOC 1 & 2	9	0	6	0	4	0	4	0	5	0
Safety Officer/ Full-Time Safety Rep	Intro to SAMTRAC	Intro to SAMTRAC	8	0	5	0	2	0	5	0	2	0
Safety Officer/ Full-Time Safety Rep	SAMTRAC for Mining	SAMTRAC for Mining	8	0	3	0	2	0	5	0	4	0

2.9.2.7 Career Progression Plan – Protection Services

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Senior Manager (Band 6)	PSIRA Grade A, Firearm certified	PSIRA Certificate	1	0	0	0	0	0	0	0	0	0
Middle Management	PSIRA Grade A, Firearm certified PSIRA Grade A & First AID, Assessor	PSIRA Certificate, First Aid Certificate, Assessor Certificate	1	0	0	0	0	0	0	0	0	0
Skilled (C1-C5 roles)	PSIRA grade B, Firearm, Assessor	PSIRA Grade B Certificate	3	0	3	0	3	0	2	0	2	0

2.9.2.8 Career Progression Plan – Finance

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Band 6 and above	Finance Leadership Academy	Finance Certificate	30	0	0	0	0	0	0	0	0	0
Band 5	Finance Leadership Enhanced Development Course	Finance Certificate	10	0	10	0	0	0	0	0	0	0
Band 6	Finance Leadership for Talent Population	Finance Certificate	10	0	0	0	0	0	0	0	0	0

2.9.2.9 Career Progression Plan – Process Operations

Current Position	Training Intervention	Qualification to be Achieved	2015/2016		2016/2017		2017/2018		2018/2019		2019/2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Processors Grade 2	Ore Reception Course L2	Ore Reception Skills Programme	0	0	10	0	0	0	0	0	0	0
Processors Grade 2	Crushing Course L2	Crushing Skills Programme	0	0	10	0	0	0	0	0	0	0
Processors Grade 2	Milling Course L2	Milling Skills Programme	0	0	10	0	10	0	0	0	10	0
Processors Grade 2	Flotation Course L2	Flotation Skills Programme	10	0	0	0	10	0	10	0	10	0
Processors Grade 2	Concentrate Handling Course L2	Thickening of Slurry Skills Programme	10	0	0	0	10	0	10	0	10	0
Processors Grade 2	Tailings Handling Course L2	Water Reticulation Skills Programme	10	0	0	0	0	0	10	0	0	0
Processors Grade 1/ Process Supervisors	Process Supervisory Development Programme	Process Supervisory Development Programme Certificate	0	0	8	0	0	0	8	0	0	0
Process Supervisors/ Shift Leaders	Shift Leader Development Programme	Shift Leader Development Programme Certificate	0	0	2	0	0	0	2	0	0	0

During all the formal training programmes listed per each discipline above, which are 12 months in duration or longer, the operation will ensure that mentoring and coaching takes place. Learners will be assigned to coaches 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 processes have been introduced in Mining, Engineering and MRM to continuously evaluate and coach lower level employees within their real working environment. The methodology that is 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.

2.10 Mentorship Plan (Regulation 46 (b) (iii))

Mentorship is a key process and tool in support of people development, Employment Equity, HR planning and performance management at Anglo American Platinum. In addition, mentorship and coaching support Anglo American 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.

2.10.1 Mentorship Plan with HDSA and Gender Breakdown

YEAR	MENTORING PROGRAMMES	TARGET				GENDER	
		CAREER DELIVERABLES	DURATION	HDSA	NON-HDSA	MALE	FEMALE
2015-2019	Learnerships		3 years	178	44	151	71
2015-2019	Bursars		3 years	124	31	105	50
2015-2019	Graduates		3 years	136	34	116	54
2015-2019	Fast-tracking		2 years	20	0	10	10
2015-2019	Capacity Pool (D1 and below)			38	26	47	17
2015-2019	Talent Pool (Band 6 and above)			37	25	46	17

2.10.1.1 Mentorship Targets

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Learnerships	60	43	40	40	39	222
Bursars	31	31	31	31	31	155
Graduates	34	34	34	34	34	170
Fast-tracking	4	4	4	4	4	20
Capacity Pool (D1 and below)	13	12	13	13	13	64
Talent Pool (Band 6 and above)	13	13	12	12	13	63
Total Number	155	137	134	134	134	694

The table above provides the current and future targets for establishing mentorship relationships for all employees in the various training and development programmes, i.e. learnerships, bursars, graduates, fast-tracking and capacity talent pool candidates, which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are in development programmes will be in mentorship programmes.

The following **action steps** will enable the achievement of the above targets:

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

2.11 Bursary and Internship Plan

The Anglo American Platinum internal and external bursary schemes have, as their main aim, to provide both employees and external people with the opportunity to further their education, thereby either rendering them eligible for further development in line with their career progression route, or allowing them to join the graduate scheme.

2.11.1 Bursaries to be awarded (Internal – Educational Assistance)

Internal bursaries are available to all employees. Individuals must commit themselves to career development and the Company supports the initiatives. It is important to mention that studies within the educational assistance scheme are conducted on an own-time basis, normally through correspondence learning. The process will be implemented in line with the Company Educational Assistance Policy.

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Mining	6	7	0	6	0	6	0	6	
Engineering	7	6	0	7	0	7	0	7	0
MRM	8	10	0	8	0	8	0	8	0
HR	8	5	0	4	0	4	0	4	0
SHE	5	3	0	3	0	3	0	3	0
Finance	3	2	0	2	0	2	0	2	0
Protection Services	0	0	0	0	0	0	0	0	0
Processing	0	0	0	0	0	0	0	0	0
Total Number	37	33	0	30	0	30	0	30	0

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.

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

- To encourage current employees to progress their careers, internal bursaries will be available for qualifying employees;
- These will be granted on condition 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 succession planning and career management processes per discipline;
- The final approval of internal bursaries for identified employees and/or employees who apply will be given by their immediate supervisors and heads of department in consultation with the HRD Manager and any other relevant subject matter experts; and
- Such studies are to be undertaken through institutions recognised by the Company.

2.11.2 Bursary to be awarded (external)

External bursaries are awarded to people that are not currently employees of the Company. Anglo American 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 American Platinum will

develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates.

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2015/2016	2016/2017		2017/2018		2018/2019		2019/2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Mining Engineering	10	10	0	10	0	10	0	10	0
Metallurgical Engineering	0	0	0	0	0	0	0	0	0
Chemical Engineering	0	0	0	0	0	0	0	0	0
Geology	5	5	5	5	10	5	10	5	10
Mine Surveying	6	6	6	6	12	6	6	6	12
Rock Engineering	2	2	2	2	4	2	4	2	4
Mechanical/Electrical Engineering	11	11	11	11	22	11	22	11	22
Ventilation	1	1	1	1	2	1	2	1	2
Finance & Accountancy	4	4	4	4	8	4	8	4	8
Human Resources	0	0	0	0	0	0	0	0	0
Total Number	39	39	39	39	78	39	78	39	78

The Young Professionals Scheme, which consists of the Bursary Scheme and the Graduate Development Scheme, is aimed at filling critical skills gaps in core activities in line with critical skills shortages as identified in the hard-to-fill vacancies component (Form R). Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The following **action steps** will enable the achievement of the above targets;

- Bursaries will be advertised both internally as well as through national recruitment programmes annually.
- Commitment to 80% HDSAs being selected for these bursaries; 25% of these HDSA bursaries will be reserved for black women. The highest calibre of young professionals will be attracted to meet staffing and Employment Equity requirements. This area is regarded as one of the mining operations' strategic priorities, particularly in light of the 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 60% in Mathematics and Science.
- 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. In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year or be channelled into full-time tertiary study.

- f) 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.

2.11.3 Internships

The Internship Programme provides people from the surrounding communities with experiential learning in fulfilment of tertiary qualifications and also those that have a tertiary qualification so that they can be eligible to seek substantive employment.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Partial fulfilment in terms of qualification (P1 & P2)	0	0	0	0	0	0
Workplace experience	0	0	0	0	0	0
JIPSA/NSA (RPM)	10	10	10	10	10	50
Total Number	10	10	10	10	10	50

Internship Implementation Plan

All identified interns will be provided with on the job training. They will be assigned with a coach and responsible manager. Logbooks will be kept and maintained in line with the requirements of the qualification.

2.11.4 Graduate Development Scheme

The Graduate Development Scheme, which forms part of the Young Professionals function, is aimed at filling critical skills gaps and HDSA targets in core activities at the professional level.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	5-year target
Mining Engineering	8	8	8	8	8	40
Metallurgical Engineering	0	0	0	0	0	0
Chemical Engineering	0	0	0	0	0	0
Geology	2	2	2	2	2	10
Mine Surveying	5	5	5	5	5	25
Rock Engineering	1	1	1	1	1	5
Mechanical/Electrical Engineering	13	13	13	13	13	65
Ventilation	1	1	1	1	1	5
Finance & Accountancy	1	1	1	1	1	5
Human Resources	0	0	0	0	0	0
Total Number	31	31	31	31	31	155

The following **action steps** will enable achievement of the above targets:

- The number of graduate trainees per discipline to be engaged based on the staffing and HDSA targets for the next five years is assessed annually;
- Following a special national recruitment drive, the Company engages the successful applicants at the Anglo American Platinum Company Development Centre;
- These graduate trainees are then further developed by means of the discipline-specific Graduate Development Programmes for an average of 18 months;
- During the programme, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by the operation; and
- Every graduate has an Individual Development Charter and an appointed mentor of whom appraisals are conducted biannually.

2.12 Employment Equity Plan

The two tables above reflect the workforce profile for permanent as well as contractor employees as at the end of March 2015 and it is reflected in terms of race and gender as required in the Employment Equity Regulations and the Mining Charter guidelines. The occupational levels used are as per the Employment Equity Act and the Mining Charter (2010-2014) Scorecard templates.

2.12.1 Form S, Permanent Employees

Occupational levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Senior Management	24	0	0	26	2	0	0	0	0	0	0	0	52
Middle Management	151	3	2	165	38	1	1	18	1	0	5	1	386
Junior Management	210	3	0	153	36	0	0	13	2	0	17	0	434
Core Skills	9,462	27	3	246	1,293	3	0	18	9	1	2,491	3	13,556
TOTAL PERMANENT	9,847	33	5	590	1,369	4	1	49	12	1	2,513	4	14,428
Non-permanent Employees	0	0	0	0	0	0	0	0	0	0		0	0
Grand Total	9,847	33	5	590	1,369	4	1	49	12	1	2,513	4	14,428

2.12.2 Form S, Contractor Employees

Occupational levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Senior Management	8	0	0	19	0	0	0	0	0	0	0	0	27
Middle Management	16	0	0	49	3	1	0	2	0	0	2	0	54
Junior Management	23	0	0	37	0	0	0	2	0	0	3	0	65
Core Skills	1,717	13	1	225	165	2	0	35	0	0	137	1	2,296
TOTAL PERMANENT	1,764	13	1	311	168	3	0	39	0	0	142	1	2,442
Non-permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1,764	13	1	311	168	3	0	39	0	0	142	1	2,442

2.12.3 Annual HDSA Progressive Targets, Permanent Employees

The targets have been developed in compliance with the Employment Act Regulations which expects employees to set progressive annual Employment Equity targets until the EAP (Employees Active Population) demographics' equivalent of each race and gender is reached. The Mining Charter, which was released in 2010, has since expired in December 2014, but the operation has ensured that targets set are not lower than those.

Occupational Levels	Targets				
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Executive Management (Board)	0	0	0	0	0
Senior Management	50%	51%	51.3%	51.9%	52.6%
Middle Management	55.7%	56.5%	57%	57%	58%
Junior Management	60.8%	61.3%	61.9%	62%	63%
Core Skills	79.8%	78%	76%	73%	70%

Implementation for Employment Equity targets

1. Identify positions which will become vacant during the five years of the plan, using retirement age as a stepping stone.
2. Replace positions vacated by HDSAs with HDSAs, with more focus on the group with a high percentage of underrepresentation when compared to the EAP demographics.
3. Target positions left vacant by Non-HDSAs, who are overrepresented, and fill them with HDSAs accordingly.
4. Identify HDSAs with potential and develop them to become suitably qualified for positions which might become vacant.
5. Put more emphasis in the development of HDSAs in core and critical skills

6. Develop Employment Equity Plan in terms of the Employment Equity Act and accompanying Regulations.
7. Develop an Employment Equity and Skills Development Committee to be consulted on development of targets, implementation of the plan and reporting to the Department of labour
8. Remove all barriers which may be identified in the process of consultations in order to attract and retain HDSAs
9. Include attainment of the set targets in the managers' performance agreements

SECTION 3

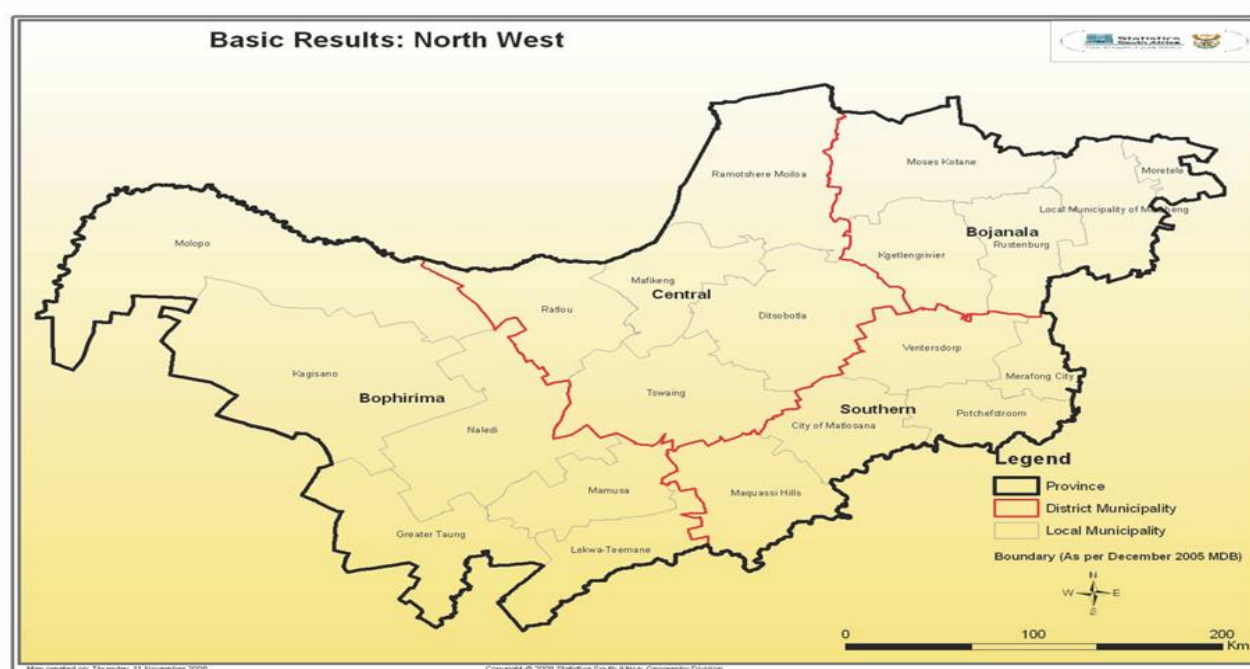
MINE COMMUNITY ECONOMIC DEVELOPMENT

3.1 Social and Economic Background Information of North West Province and Rustenburg Municipality (Regulation 46 (c) (i))

3.1.1 Overview of North West Province

North West Province is divided into four district municipalities, namely Bojanala, Dr Kenneth Kaunda, Dr Ruth Mompati and Taung. These district municipalities are made up of 21 local municipalities. The province recorded a total population of 3,271,948 and 911,120 households in Census 2007, making it the second smallest province in terms of population size. This compares with a total population of 3,193,676 and 816,643 households recorded in Census 2001.

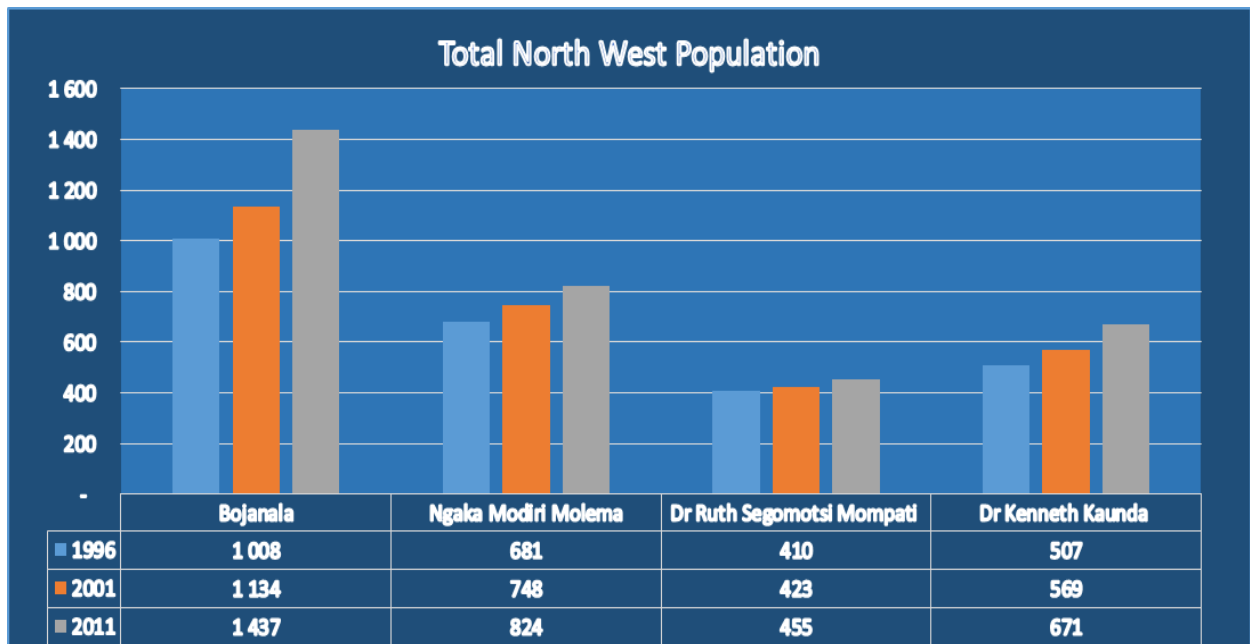
Figure 1: Map 1 North West Province and its neighbours



Source: North West Government: Department of Finance and Economic Development (cited by LGDS 2005:1).

TOTAL NORTH WEST POPULATION

According to Census 2011, the population size of the North West had grown to 3,509,953 and 1,062,015 households recorded in 2011.

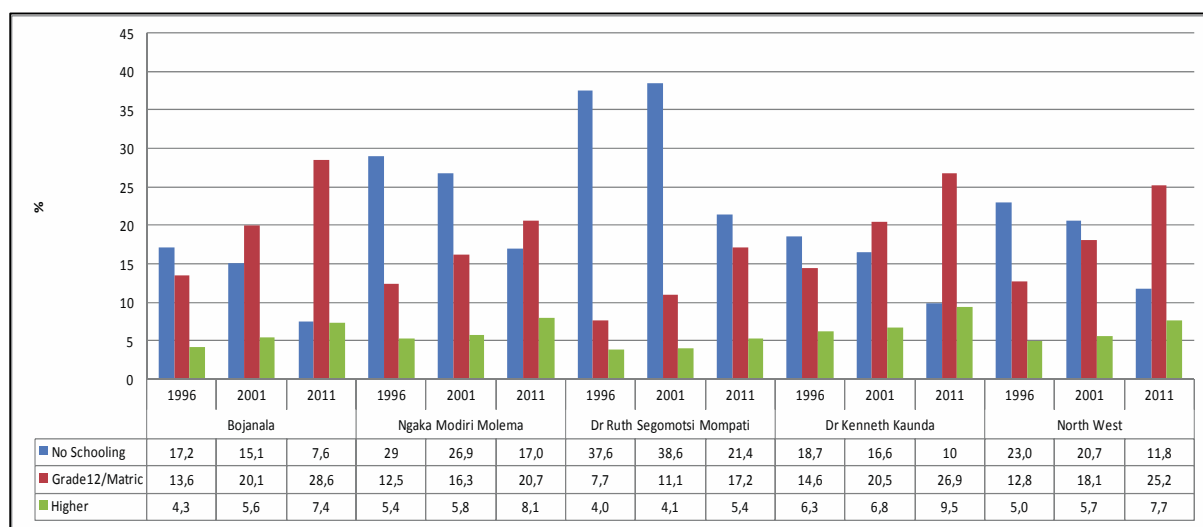


Education

The Department of Education has set strategic objectives in response to some of the systematic issues and pressing needs that are articulated in Action Plan 2014, which include the following:

1. The funding of special schools;
2. The need for greater access to special needs services for poor learners;
3. The need for a fundamental mindset shift in the way the schooling system regards special needs and disability;
4. The need to track the networking between special schools and full-service schools;
5. The capacity of districts to support ordinary schools with respect to specialist services and the loan of costly equipment;
6. The provision of responsive training to FET learners in order to increase access.

Below is the representation of the education profile of the province in numbers as sourced from Census 2011:



Health

The Department of Health's strategic plan sets out the following objectives for the province:

1. Ensure effective management of the district's finances and assets;
2. Ensure the provision of quality healthcare services in districts;
3. Facilitate the process of continuous quality improvement (CQI);
4. Facilitate the appropriate appointment and development of human resources to ensure competent and performance-focused employees;
5. Ensure effective and appropriate organisational systems within districts;
6. Ensure the availability of suitable facilities in all districts;
7. Develop and maintain an appropriate referral system;
8. Establish and maintain appropriate governance structures at all health facilities; and
9. Facilitate decentralised management of districts.

Key Focus Areas

1. The promotion, protection and support of breastfeeding.
2. Micronutrient malnutrition control.
3. Disease-specific nutrition support, treatment, and counselling.
4. Growth monitoring and promotion.
5. Contribution to household food security.
6. Nutrition promotion, education and advocacy.
7. Human resource plan to strengthen institutional capacity and capabilities.

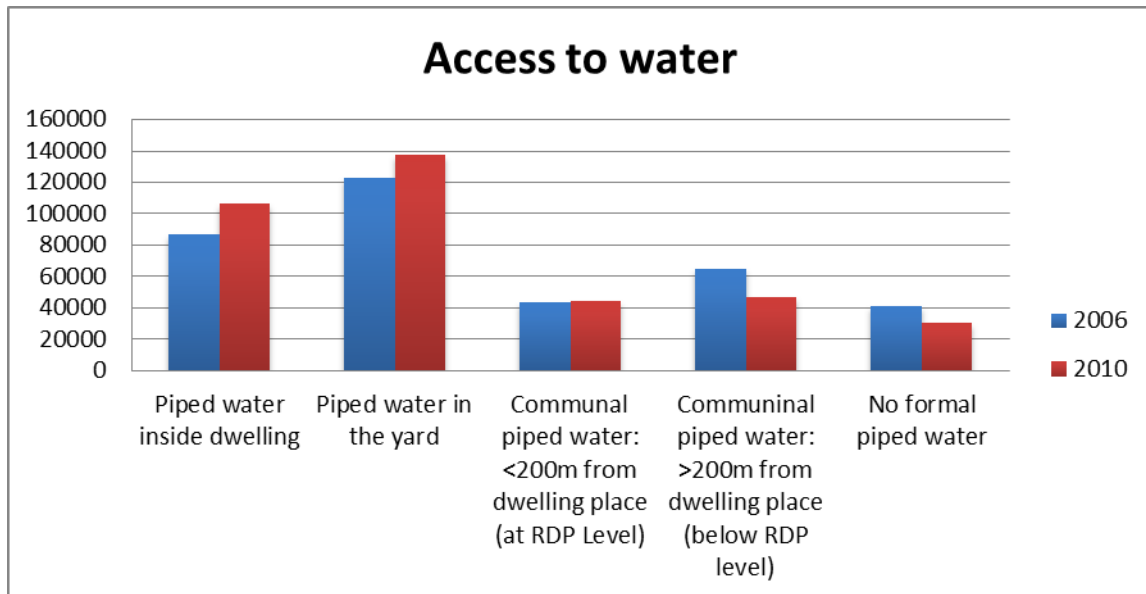
3.1.2 Overview of Rustenburg Local Municipality

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 River 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.

Below is the table illustrating the profile of the Rustenburg Municipality and the adjacent Moses Kotane Municipality.

PROFILE	MOSES KOTANE	RUSTENBURG
POPULATION	In 2001, the population size of Moses Kotane was 237,175, growing to 242,554 in the 2011 census, with the economically active population growing from 60.7% to 63.1%.	In 2001, the population size of Rustenburg was 387,096, growing to 549,575 in the 2011 census, with the economically active population growing from 71% to 72.5%.
GENDER	For every 100 males, there are 1.012 females, translating into a higher male population in the area.	For every 100 males, there are 0.821 females, translating into a lower male population in the area.
EDUCATION	In 2001, the population size with no schooling was 18.9%, dropping to 9.3% in 2011, while those with Matric increased from 18.4% in 2001 to 27.6% in 2011. The population with higher education dropped from 5.7% to 5.1% from 2001 to 2011.	In 2001, the population size with no schooling was 11.8%, dropping to 5.4% in 2011, while those with Matric increased from 22.3% in 2001 to 31.4% in 2011. The population with higher education increased from 6.3% to 8.4% from 2001 to 2011.
UNEMPLOYMENT	The official unemployment rate in 2011 was 37.9%, with 47.4% of that population being the youth.	The official unemployment rate in 2011 was 26.4%, with 11.8% of that population being the youth.
HOUSING	In 2001, households were 61,759 and increased to 75,193 in Census 2011.	In 2001, households were 113,394 and increased to 199,044 in Census 2011.
INFRASTRUCTURE	Education: <ul style="list-style-type: none"> 349 Primary Schools 	

PROFILE	MOSES KOTANE	RUSTENBURG
	<ul style="list-style-type: none"> • 127 Intermediary Schools • 116 Secondary Schools • 20 Combined Schools • 2 Technical Colleges • 1 University 	



3.2 Key Economic Activities (Regulation 46 (c) (ii))

3.2.1 Provide the Key Economic Activities of North West and Rustenburg Municipality

NORTH WEST PROVINCE

The North West Province is a medium-sized province in relation to the others in the country. The economy is small, with a 4.9% contribution to the national Gross Domestic Product (GDP). The province is characterised by high levels of poverty and unemployment as well as low literacy levels. These are some of the challenges that the province is faced with from an economic perspective.

Mining, tourism and agriculture have been identified as the main driving forces of economic development and prosperity together with associated manufacturing industries; however, job creation, diversification and poverty eradication still need to be improved. Second only to mining, agriculture is the most important economic activity in the North West Province.

Outside of the mining and minerals sector, private sector production activity is mostly limited to agriculture, food production and food security, industrial development and tourism. Water is a scarce natural resource and is often a limiting factor for development.

The PGDS activities, along with the general improved conditions of the national economy, have assisted in

maintaining positive trends with regard to the economic growth. The province has set an ambitious but achievable target of growing the economy from its current sluggish 2% to at least 6% in the next five years. In line with the National Development Plan, the long-term vision for the North West is to be the second largest economy in the country by 2030. The Premier has indicated that for the foreseeable future, mining shall continue to play an important part as a sector in the economy of the province.

RUSTENBURG



The official unemployment rate in 2011 was 14.6%, with 47.4% of that population being the youth.

3.2.2 Provide names of other mining companies that operate around your area of operation

There are a number of operators in the Bojanala District, which are mainly platinum mines.

Name of Mining Company	Commodity
Samancor	
Northam Mine	Platinum
Tharisa Mining	Platinum
Aquarius	Platinum
Lonmin	Platinum
Impala	Platinum
Glencor	
Royal Bafokeng Platinum	Platinum

3.3 Negative Impact of the Mining Operation

	Yes	No	If yes, how will you address it?
Relocation of people		No	
Exhumation of graves		No	
Influx of people		No	
Other	Yes. Downscaling of operations and possible exit from the Rustenburg area.		

3.4 Provide the Needs of the Area in Order of Priority

North West's Strategic Objectives and Key Focus Areas

STRATEGIC OBJECTIVES	PRIORITIES
<p>The challenges to fight poverty and unemployment, and improve the low level of expertise and skills, are both immediate and long-term, and require primary goals for sustained growth and economic development as follows:</p> <ol style="list-style-type: none"> 1. The Economic Goal requires an average economic growth rate of 6.6% per annum, to halve unemployment over a 10-year period. 2. The Poverty Eradication Goal to wipe out the 'basic needs' backlog in accordance with the provisions of the Constitution and prepare the poor for future growth and development. 	<p>Transversal priorities that must be promoted at all levels of interaction in the province to support the two macro goals are:</p> <ol style="list-style-type: none"> 1. Growth and Investment: Physical infrastructure and technical support. 2. Agricultural and Rural Development: Capacitate, empower cooperatives, emerging farmers and facilitate market access. 3. Mining and Energy: Work with the DMR to achieve the Mining Charter and beneficiate. 4. Manufacturing: Beneficiation in jewellery making, etc. 5. Tourism: Promote industry through cultural tourism, entertainment and hospitality industries as well as build human capacity. 6. Construction and Infrastructure: Use the state as a resource to drive transformation in the sector. 7. SMME: Promote small businesses with the objective of providing jobs. 8. Training and Skills Development: Invest largely in SMMEs and ED in the province.

Key Focus Areas	Challenges
<ol style="list-style-type: none"> 1. Financial health of the province through targeted debt collection, specifically from provincial and national state departments. 2. Building institutional capacity and accelerating provincial human capital to stimulate economic growth and development. 3. Brand North West has suffered major reputational damage due to the bad conditions of most of our roads. 4. Good governance through effective implementation of the Clean Audit targets and Auditor General's recommendations. 	<p>The province faces the following socio-economic strategic issues that need to be addressed:</p> <ol style="list-style-type: none"> 1. Unemployment 2. Poverty 3. Economic growth 4. HIV/AIDS prevalence 5. Food security 6. Physical infrastructure 7. Illiteracy 8. Rapid population growth 9. Urbanisation and migration

Rustenburg Municipality Strategic Objectives and Key Focus Areas

STRATEGIC OBJECTIVES	PRIORITIES
<ol style="list-style-type: none"> 1. To ensure the good health of the community by providing comprehensive primary healthcare and ensuring the implementation of HIV/AIDS programmes. 2. To promote safety and security. 3. To create an integrated ICT platform. 4. To promote, attract and retain investors through maximising private sector investment, forging partnerships and creating conditions conducive to entrepreneurial activity and investment. 5. To promote capacity building through skills development. 6. To maximise investment in social infrastructure. 7. To encourage a diverse economic landscape and promote job creation for locals. 8. To ensure sustainable environment management and protection. 	<ol style="list-style-type: none"> 1. Efficient provision of quality basic services and infrastructure within a well-planned spatial structure. 2. Drive diversified economic growth and job creation. 3. Ensure municipal financial viability and management. 4. Maintain a clean, green, safe and healthy municipal environment for all. 5. Transform and maintain a vibrant and sustained rural development. 6. Uphold good governance and public participation principles. 7. Drive optimal municipal institutional development, transformation and capacity building.
CHALLENGES	
<ol style="list-style-type: none"> 1. High unemployment levels, lack of job opportunities and long-term dependency on government grants. 2. Non-payment of municipal services. 3. Dependency on mining and lack of diversification into other economic areas. 4. Poor city image – the entrance to the town has a negative impact on FDI and national investors. 5. Imported skills used by mines and misunderstanding of the concept of LED versus poverty alleviation. 	

3.5 Rustenburg Platinum Local Economic Development Plan

Background and Context

The sustainability of our mining activities depends on our ability to contribute to the well-being and prosperity of our host communities. The challenging social context in South Africa highlights the need for sustainable community development as both a commercial and a social imperative. Anglo American Platinum remains committed to the transformation and economic empowerment of the host communities of its operations. The empowerment is executed in partnership with the relevant stakeholders, particularly the members of the host communities. Broad stakeholder consultation and engagement was done as part of the development of this SLP.

Our strategic approach to community development

Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights, and responsive to stakeholder aspirations and concerns in the communities in which we operate and from where we source labour. We are building durable relationships with these communities and delivering developmental benefits and opportunities aimed at increasing their capacity now and in the future.

Our strategic intent is:

- To create and deliver sustainable value to our stakeholders;
- To improve relations with stakeholders and the Company's reputation; and
- To create a sustainable business, communities and environments around our operations for the benefit of all stakeholders.

Most of our operations are located in rural areas characterised by low levels of formal economic activity, inadequate provision of infrastructure and poor levels of service delivery. Our mines represent a centre of socio-economic activity and an important source of welfare. Our approach to community development is based on understanding local contexts and using our core business to promote development. These activities typically involve:

- Developing local procurement and local suppliers;
- Building local capacity;
- Providing access to infrastructure, education and health facilities; and
- Investing in enterprise and skills development.

Many of these programmes will be undertaken in partnership with non-governmental organisations (NGOs), communities and local governments.

Our Social Performance department works closely with our Sustainability, Supply Chain and Local Procurement departments to promote socio-economic upliftment in communities close to our operations and in the areas from which we draw our labour (Lesotho, Mozambique and South Africa's Eastern Cape Province). We seek to align our social and infrastructure investment projects with South Africa's National Development Plan (NDP). All our operations have functioning community engagement forums that meet at least quarterly. We continuously monitor the quality of our engagement and the structures and communication channels in place, especially at community level, to ensure that these are effective.

Our Stakeholders

Our approach to engaging stakeholders is based on:

- Understanding and being responsive to the interests and concerns of our stakeholders is one of our principal priorities and challenges.
- Maintaining effective stakeholder relations.

Our ability to create a sustainable business is inextricably linked to our stakeholders – most directly with our employees and the communities surrounding our operations, but equally with the stakeholders who indirectly affect, or are affected by, what we do, including governments, shareholders, partners and suppliers. We are committed to working with our stakeholders in government, business and civil society to promote good governance and the responsible use of mineral wealth, and to prevent corruption.

We believe that establishing relationships built on trust and respect is fundamental to our ability to create value. The need to invest in building mutually beneficial relationships is of increasing importance given the fact that many stakeholders currently have low levels of trust in business generally. The five-month strike in the first half of 2014 deepened the already low levels of trust between mining companies, workers and their unions, and government. Our focus has been on re-establishing relationships and building and maintaining trust. Some of the key issues we have been addressing include:

- Job security and the limited opportunities for local recruitment as a result of skills gaps.
- Reputational and relationship damage to the industry as a result of strike-related violence and conflict.
- Industry-wide issues such as migrant labour and employee housing and accommodation.
- Communicating with government, employees, unions and communities regarding our intended sale of non-core assets.

Our stakeholder engagement processes are underpinned by the following strategic intents:

- To become a partner of choice in promoting integrated, sustainable local economic development in the provinces where we operate.
- To build a reputation for consistent and reliable delivery – whether on production or on social or environmental commitments made to stakeholders.
- To effectively engage stakeholders in obtaining the right to, and support for, safe and profitable PGM mining.

The following initiatives were identified through rigorous consultations and engagement with community, municipalities and relevant government departments.

3.5.1 Infrastructure Projects

PROJECT NO 1										
PROJECT NAME	Boikagong Primary School Renovation, Mfidikoe Primary and Tlhabane West extentions (admin Block, 5 Classrooms)			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Creating an environment conducive for learning and teaching is one of the major priorities for our Government in their quest to improve the education system of the Country. Union Mine is committed to partnering with Government to facilitate and contribute towards schools infrastructure and whole school development in our host communities. Overcrowding is a challenge in most of the schools around the e Municipality. The Company has been partnering with the Department of Education in building additional classrooms renovating the abovementioned Schools. The construction will improve the infrastructure of these schools thereby contribute to the goal of making the School a more functional school. This improvements in the infrastructure, we believe, will ultimately translate to the increase pass rate at the school. The improvements will make it easier for the teachers and learners to conduct their work effectively. Beneficiaries of this project will be the learners, teachers, and the community at large.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	Boikagong, Mfidikoe,	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1,000,000	3,500,000	5,000,000	5,500,000	2,000,000	17,000,000
Renovations and extentions of Boikagong and Mfidikoe Primary and Tlhabane West extentions schools in accordance with applicable specifications and standards	1.Pre-stage initiation of the project		Project charter, stakeholder mapping and approvals		Q1					
	2. Pre stage planning and design of the project		Project scoping and approvals		Q2 - Q3					
	3. Compile procurement documentation and procure a construction service provider for the		Bid documentation & appointment of construction service provider		Q4					
	4. Manage the construction process		Project construction progress reports			Q1 - Q4	Q1 - Q4			
	5. Project close out and handover		report				Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			30	15	45	10 jobs may be created during construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to DoE									

PROJECT NO 2										
PROJECT NAME	WATER BORNE SANITATION - MFIDIKOE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Rustenburg has a backlog on water and sanitation mainly in areas that has more shacks as a means of accommodation. People are exposed to health risks as the conditions are not conducive. This project will provide the community of Mfidikoe with running sewer line connected to waste water treatment plant. This will improve the quality of lives in this community and reduce the occurrence of communicable diseases and ultimately restore the dignity of communities in and around our operation. This project involves planning, procurement & design, and execution and commissioning and close-out. Ultimately, this project will be handed over to the municipality for operation & maintenance.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	RLM	Mfidikoe	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		4,000,000	3,500,000	7,500,000			15,000,000
To install water borne sanitation infrastructure in Mfidikoe in line with national standards.	1.Review the existing status quo in the area		Status quo report		Q1 - Q3					
	2. Design the required sewerage facility in accordance with analysis		Design report		Q4					
Procurement opportunities for local contractors	3. Compile procurement documentation and procure a construction service provider for the required construction processes;		Bid documentation & appointment of construction service provider			Q1 - Q4				
	4. Manage the construction process		Project progress reports				Q1 - Q4	Q1 - Q4	Q1 -Q4	
100% of labour will be sourced from host communities.	5. Project commissioning, close out and		Project commissioning , close-out and handover report						Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			20	10	30	30 jobs can be created during the construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover to municipality									

PROJECT NO 3										
PROJECT NAME	ACCESS ROAD TO TLAPA			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Rustenburg Municipality is experiencing a serious backlog with regard to infrastructure in general. Road infrastructure is important to unlock economic activities in the area. With the lack of proper infrastructure facilities in the villages surrounding the mine, there is a need to comprehensively develop bridges and roads. Ultimately as a company that has identified safety as the first and most important value, there is a need to ensure that we walk, transport our goods and people in proper roads and contribute to Government strategy of creating sustainable economy for rural communities. Access road to the village of Tlapa will form part of the AAP SLP 2015/20. This project will provide the community with a road which create mode and means of mobility for the community. This road will be a graded gravel road in accordance with the municipal specifications. This will improve accessibility and quality of lives in this community. This project involves planning, procurement & design, and execuution and close-out. Ultimatetly, this project will be handed over to the municipality for operation & maintenance. The beneficiaries will be the community of Tlapa village.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	RLM	Tlapa	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		4,000,000	1,000,000				5,000,000
Construction of an access road to Tlapa which will be a graded gravel road in accordance with the municipal speciffications.	1.Pre-stage initiation of the project		Project charter, stakeholder mapping and approvals		Q1					
	2. Pre stage planning of the project		Project scoping and approvals		Q2 - Q3					
	3. Compile procurement documentation and procure a construction service provider for the required construction processes;		Bid documentation & appointment of constrcution service provider		Q4					
Procurement opportunities for local contractors	4. Manage the construction process		Project progress reports (site clearing, excavations, construction			Q1 - Q4				
100% of labour will be sourced from host communities.	5. Project close out and handover		Project close-out and handover report			Q4				
CLASSIFICATION OF JOBS	MALE ADULTLS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			10	6	16					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover to municipality									

PROJECT NO 5										
PROJECT NAME	CONSTRUCTION OF A WALKWAY BRIDGE BETWEEN SUNRISE PARKE AND POPO MOLEFE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Sunrise Park is situated about 7 km from Rustenburg. It is a cosmopolitan town with a combination of mostly bonded or credit-linked houses, backyard dwellings, RDP houses and informal settlements termed “Dikhibidung” in Tswana vernacular with a population size of at list 8000 people. Popo Molefe on the other hand is predominantly informal with an average population of 2500 people residing on the eastern part of the stream. Infrastructure development in both these areas is a major challenge; particularly in Popo Molefe with no basic amenities such as sanitation, portable water supply, roads and electricity. These communities fall under RLM ward 22.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager and Rustenburg Municipality	Bojanala	Rustenburg	Sunrise Park and Popo Molefe	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1,500,000	500,000				2,000,000
Construction of a walkaway Bridge between Popo Molefe & Sunrise Parke in accordance with applicable specifications and standards	1.Pre-stage initiation of the project		Project charter, stakeholder mapping and approvals		Q1					
	2. Pre stage planning and design of the project		Project scoping and approvals		Q2					
	3. Compile procurement documentation and procure a		Bid documentation & appointment of constrction service provider		Q3 - Q4					
Procurement opportunities for local contractors	4. Manage the construction process		Project construction progress reports			Q1 - Q4				
100% of labour will be sourced from host communities.	5. Project close out and handover		Project close-out and handover report			Q4				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			10	6	16					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to local municipality									

PROJECT NO 6									
Improving of health infrastructure (Mfidikoe and Thekwana Clinics)			FOCUS AREA	Health					
<p>The North West Department of Health faces significant challenges in health infrastructure given significant budget constraints. Maintaining and improving existing infrastrure is a particular problem. This impacts the ability of the Department to meet the National Core Standards as well as specific legislation (as in the the case of phamaceutical and medical stores). The outcome is a negative impact on service delivery, which is further compounded by the influx of people into the area and higher patient loads.</p> <p>While such challenges may be a national phenomenon, North West is ranked fourth as the poorest performing province nationally in the 2012 health facility auit. Of the six major indicators, none of the provinces scores were above 55% compliance. These indicators include staff attitudes and care, safety of patients, infection control and cleanliness (Health Systems Trust, 2012).</p> <p>This project will partner with the North West Department of Health to imporve infrastructure at Mfidikoe and Thekwana Clinics. In addition, the district will be further supported to ensure National Core Standards can be met in these facilities, which an emphasis on pharamceutrical supply chain to avoid stockouts and wasteful practices.</p>									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager	Bojanala	Rustenburg	Mfidikoe, Thekwana	2016	2017	2018	2019	2020	
KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 2,600,000	R 1,000,000				R 3,600,000
Signing of a specific agreement		The North West Department of Health and Mine agree on joint funding model for the identified clinics.		Q1	-	-	-	-	
Project planning and management		Infrastructure and project managers develop specific project plans.		Q2-4	Q1		-	-	
Supply rrequired equipments and other health material		Developed infrastructures equipped with required health equipments			Q2		-	-	
North West Departments of Health supported to obtain the Ideal Clinic status in additional facilities.		District and sub-district management teams skilled to support capacity development in additional facilities.			Q3		-	-	
Project impact		Conduct an independent assessment of the final outcomes		-	Q4	-		-	
MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
10	5	5	5	25	projects				
0	0		0	0					
0	0	0	0	0					

3.5.2 Education and Skills Development

Project 1										
PROJECT NAME	Support to Learner Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo American 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, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support',Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala office of DoE	Bojanala	Rustenburg	All Rustenburg areas	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		90,000	90,000	90,000	90,000	90,000	450,000
Improvement in learner performance (numeracy & literacy) in three consecutive years (2018-2020) over 5 years in ANA and NSC	and other business partners		Education for the partnership		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
	Supplement and enrich learners' learning		Procurement and provision of required services and equipment		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Improved learner performance through improved teacher content and pedagogical knowledge, improved learner access to digital education resources and strengthening of curriculum delivery		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the village/host community				
LONG TERM			765 beneficiaries	765 beneficiaries	1530	23.5% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									
	RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENGVILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNIIVILLE									

Project 2										
PROJECT NAME	Support to Teacher Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo American 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, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Extension of 2015 Teacher, Learner & Leadership Development. Teacher Content and Pedagogical Gaps (Gateway Subjects) with minimal impact on contact time, Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support', Supplement GET and FET Learning and Teaching, Supplement LTSM Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources, School, Circuit and District leadership & management training.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	Bojanala Office of the DoE	Bojanala	Rustenburg	All areas in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		360,000	360,000	360,000	360,000	360,000	1,800,000
Improved teachers' content and pedagogical knowledge to improve learner performance above	Support the development of teachers' Content and Pedagogical Knowledge to improve teacher performance		Signed MOU with the Department of Education for the partnership		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Appoitment of training providers in agreement with the Department		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			45 Teachers trained per year in DoE approved courses per year to improve content and pedagogical knowledge		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the				
LONG TERM			3487 beneficiaries	3487	3487	25% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENGVILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNIIVILLE									

Project 3										
PROJECT NAME	School Leadership Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo American 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, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Extension of 2015 Teacher, Learner & Leadership Development. Teacher Content and Pedagogical Gaps (Gateway Subjects) with minimal impact on contact time, Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support', Supplement GET and FET Learning and Teaching, Supplement LTSM Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources, School, Circuit and District leadership & management training.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala Office of the DoE	Bojanala	Rustenburg	RANKELENYANE, TLHABANI, RUSTENBURG,	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		90,000	90,000	90,000	90,000	90,000	450,000
Improved management knowledge competency to improve learner performance above	Development school management competencies		Gap analysis and developmental needs reports		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Appointment of the agreed training provider and implement the identified training.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Up to 22 school managers trained per year to improve management of curriculum delivery and implementation		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the village/host community				
LONG TERM			765	765	1530	23.5% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									
	RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENG VILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNI AVILLE									

Project 4										
PROJECT NAME	Supply of Supplemental, Learning and Teaching Support Material			FOCUS AREA	Education					
BACKGROUND	Efficient and effective access to supplementary learning and teaching support platforms and material (prioritizing gateway subjects including Math, English FAL, and Physical Science etc.) in primary and high schools in the vicinity of the mining operation. This includes DoE approved content (digital textbooks, workbooks, study guides, reading material, past exam papers, video exemplar lessons etc.) The objective is to support improved learner performance, continuous teacher professional development improved management of curriculum delivery with scalable 24/7/365 access to supplementary education teaching, learning and management resources. This is an extension of 2015 the programme which supplemented LTSM and education resources to address the Content, Pedagogical, Management, communication and collaboration gaps in order to improve learner performance.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala Municipality and DoE	Bojanala	Rustenburg	All areas in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	6,300,000
Improvement in learner performance (numeracy & literacy) in three consecutive years (2018-2020) over 5 years in ANA and NSC	Supplement and enrich learners' learning		Agreement on the material to be provided							
			Provision of the material agreed upon							
			Improved learner performance through improved learner, teacher, and school management access to supplementary learning, teaching		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the				
LONG TERM			0	0	0	Zero budget to supplement Learning and Teaching Support Material in MKE & MKW				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									

3.5.3 Income Generating Projects (Enterprise Development)

PROJECT NO 1										
PROJECT NAME	ED Support - Tlapa Bricklaying Support Program			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum District Municipality	Rustenburg	Royal Bafokeng, Tlapa Village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		500,000	200,000	100,000	100,000	100,000	1,000,000
Provide training and support for local bricklayers to increase their competence and establish a viable SMME business	Identify potential applicants for inclusion into Support Program		Successful candidates selected		Q1	Q1	Q1	Q1	Q1	
Training and skills development	Skills Needs assessment		Technical Skills Report		Q1	Q4	Q4	Q4	Q4	
100% Ownership of the assets and business	Provision of specific and intended training and capacity development		Targeted individuals enrolled and completing training interventions		Q2	Q1	Q1	Q1	Q1	
	requirements		equipment, and other related		Q3	Q1				
	evaluation (Capacity Building		permanent jobs created, Revenue		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM			3	3	6	Support on the targeted at the newly created business in				
MEDIUM TERM		2	4	4	10	supported through ED Support over a medium term period of				
0	2	3	6	5	16	supported through ED Support over a medium term period of				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 3										
PROJECT NAME	ED Support - Boschfontein Sewing Project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. Through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service and products. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Boschfontein Village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		200,000	100,000	100,000			400,000
Support the growth of an existing women owned sowing business operation in order to enhance its revenue and sustainability	Skills and Operational Needs Assessment		Business Requirements and Technical Skills Report		Q1	Q1				
	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q1	Q4	Q4	Q4		
Training and skills development	Provide support capital for Business requirements		Procure equipment (sowing machines, tables, cutters, and other		Q2					
100% Ownership of the assets and business	Selection and Training of employees in both Technical and management skills		Trained employees, quality knowledgeable employees		Q3	Q1	Q1	Q1		
	Establishment of required operational systems		Accounting system established, business records (production, sales, expenditure, etc),		Q2-Q4					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market access linkages		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of permanent jobs created		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM		2		3	5	Support on the targeted at the supported sowing business				
MEDIUM TERM		3		4	7	supported through ED Support over a medium term period of				
LONG TERM		6		8	14	supported through ED Support over a medium term period of				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 4										
PROJECT NAME	ED Support - Thekwane Poultry Project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. Through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service and products. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Royal Bafokeng, Thekwane Village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		200,000	150,000	100,000	50,000		500,000
existing poultry cooperative in	Assessment		Skills Report		Q1	Q1				
Training and skills development	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q1	Q4	Q4	Q4		
100% Ownership of the assets and business	Provide support capital for Business requirements		Procure equipment (Feeding troughs, shelter nets, lighting and		Q2	Q1				
	Selection and Training of employees in both Technical and management		Trained employees, quality knowledgeable employees		Q3	Q1	Q1	Q1		
	Establishment of required operational systems		Accounting system established, business records (production, sales, expenditure, etc),		Q2-Q4					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM		2	1	2	5	Support on the targeted at the supported poultry business				
MEDIUM TERM		1	2	3	6	supported through ED Support over a medium term period of				
LONG TERM	2	2	3	4	11	supported through ED Support over a medium term period of				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 5										
PROJECT NAME	ED Support - Boitekong Piggery Project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. Through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service and products. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	RICT MUNICIPA OCAAL MUNICIPALIT'		VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Boitekong	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1,000,000	500,000				1,500,000
Support the growth of an existing poultry cooperative in order to enhance its revenue and sustainability	Skills and Operational Needs Assessment		Business Requirements and Technical Skills Report		Q1	Q1				
Training and skills development	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q1	Q4	Q4	Q4		
100% Ownership of the assets and business	Provide support capital for Business requirements		troughs, shelter nets, lighting and other equipment)		Q2	Q1				
	Selection and Training of employees in both Technical and management skills		Trained employees, quality knowledgeable employees		Q3	Q1	Q1	Q1		
	Establishment of required operational systems		Accounting system established, business records (production, sales, expenditure, etc),		Q2-Q4					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM	1	1	3	2	7	Support on the targeted at the supported poultry business				
MEDIUM TERM	3	2	3	2	10	supported through ED Support over a medium term period of				
LONG TERM	5	6	6	5	22	supported through ED Support over a medium term period of				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 6										
PROJECT NAME	ED Support and Linkages : Glass beads, SPI, Phatsima, telemarketing and Ikemeleng Youth			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Boitekong, Ikemeleng, Phatsima and telemarketing centre	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		3,000,000	3,000,000	2,000,000	6,000,000	4,000,000	18,000,000
Develop an integrated Enterprise Development Support Program that enables existing businesses to grow and be sustainable	Develop specific programs of support and accelerate identified existing		Revenue enhancement		Q1	Q1	Q1	Q1	Q1	
	Skills Needs assessment		Business Skills Report and Market analysis report		Q1	Q4	Q4	Q4	Q4	
	Provision of specific and intended training and capacity development		Targeted businesses enrolled and completing training interventions		Q2	Q1	Q1	Q1	Q1	
	Support with access to markets and development		Additional customer bases created		Q3	Q1	Q1	Q1	Q1	
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions)		Dashboard maintenance: on Profitable Business; Jobs created		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q5	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM	3	5	8	18	34	existing businesses in Glass Beads marketing; Jewellery manufacturing; farming support				
MEDIUM TERM	5	10	15	24	54	over a medium term period of 3 years				
LONG TERM	30	40	70	85	225	over a medium term period of 5 years				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									
Provide a report on Beneficiaries and how they will benefit in pdf format as Appendix 3.5										
The support for local emerging enterprises as well as the training provision for the owners and employees of these targeted businesses will create viable businesses with growth prospects that will assist and support job creation										

3.5.4 Health and Social Welfare

PROJECT NO 1										
PROJECT NAME	Support the expansion of health promotion and disease prevention			FOCUS AREA	Health					
BACKGROUND	Since first launched in 2010 to address HIV Counselling and Testing (HCT), mass campaigns based on a screen, test, treat and maintain health strategy has become as cornerstone to address HIV and AIDS, TB and non-communicable diseases such as hypertension and diabetes. These campaigns are typically been organised as public and private sectors partnerships to ensure high coverage and maximal impact. The current TB campaign for mine workers and mining communities is a good example of this call for partnerships.									
	While the initial focus may have appeared to be on screening and testing, the importance of ensuring people access treatment and maintain their health has become increasingly important.									
	Under The Presidency's Operation Phakisa, the National Department of Health has assessed the challenges around accessing the health systems at clinics. In particular, patients on chronic treatment such as anti-retro virals, anti-hypertensive and diabetic medication face significant challenges in receiving their medication in addition to making the required lifestyle changes to optimise their health. To this end, the National Department of Health has as part of its re-engineering of Primary Health Care introduced a chronic care model that includes an initiative to supply medication directly to patients in the community using Community Health Workers. This will reduce clinics visits from a minimum of 12 visits per year to only 3, which represents a major cost saving for patients accessing care while also helping to decongest facilities.									
	This project will in collaboration with the North West Department of Health expand existing community-based services to support health screening and testing as well as the new initiatives in chronic care in areas such as TB, hypertension and diabetes.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg		2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 378,000	R 378,000	R 378,000	R 378,000	R 378,000	R 1,890,000
Specific agreement with North West Department of Health	Signing of a specific agreement with department		The North West Department of Health and Mine to support its		Q1	-	-	-	-	
Specific agreement with implementing partner	Signing of a specific agreement with implementing partner		In collaboration with the North West Department of Health the mine		Q2	-	-	-	-	
People screen and tested for HIV, TB and priority chronic diseases	Community-based outreach services provided		Implementing partner provides mobile outreach services in designated communities in line with		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
Patients on chronic medication supported	Community-based provision of chronic medication supported		Implementing partner supports outreach services in designated		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
Health data collected	Maintaining health information systems		Providing the North West Department of Health with quality		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	0	0	0					
MEDIUM TERM	0	0		0	0					
LONG TERM	0	0	0	0	0					
COMPLETION AND EXIT STRATEGY										

PROJECT NO 2										
PROJECT NAME	Supply of Emergency patient transport for Maternal and Obstetrics Units			FOCUS AREA	Health					
BACKGROUND	North West Province has the highest Maternal Mortality Ratio in South Africa at 185 deaths per 100 000 live births (Health Systems Trust, 2015). This is well above the Millennium Development Goal of 4/100 000 and the national average of 133/ 100 000. One of the contributing causes of this significant health is the availability and timely transport of mothers requiring emergency care which cannot be offered at a primary care level. Similarly generic emergency care vehicles are not adequately equipped to provide sufficient care on route, therefore, there Department of Health has specialised vehicles which are stationed at clinic with Maternal and Obstetric Units.									
	In the Rustenburg Cluster, only one of the four Maternal and Obstetric Units has an obsteric ambulance. With the transport of other medical emergencies between facilities, this ambulance in significantly insufficient to meet the transport needs of these four facilities. This results in a severely delayed repsonse time for both osteric and medical emergencies which results in poor treatement outcomes and even preventable deaths.									
	This project will ensure that the four Maternal and Obstetric Units meet the National Core Standards in addition to suffieint coverage in the area for other medical emergency transfers.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	All villages in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 1,250,000	R 1,250,000				R 2,500,000
Specific agreement	Signing of a specific agreement		The North West Department of		Q1	-	-	-	-	
2 Obstetric Ambulances	Maternal health and emergency medic		Procure amubances based on		Q3-4	-	-	-	-	
			Deliver the Ambulaces to the		Q4					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	0	0	0					
MEDIUM TERM	0	0		0	0					
LONG TERM	0	0	0	0	0					
COMPLETION AND EXIT STRATEGY										

PROJECT NO 3										
PROJECT NAME	Support to 2 food banks in Tlapa and Bobuantswa			FOCUS AREA	Health					
BACKGROUND	It is reality that in South Africa, there is a substantial number of families who go to bed hungry. The plight of the hungry was highlighted in 2011 when four children, aged between two and nine, died in a farmer's field as they began an 18km walk in search of their mother and food in Verdwaal, North West. It was later discovered that they had not eaten for more than a week. The Royal Bafokeng Administration and Department of Social development have established food banks around Rustenburg to assist in this regard. These banks are non-profit, charitable organization that distributes food to those who have difficulty purchasing enough to avoid hunger. They act as food storage and distribution depots. After the food is collected, sorted, and reviewed for quality, these food banks distribute to soup kitchens, orphans and indigent families. Donors include big business and other organisations. Tlapa and Bobuantswa are small villages outside Rustenburg in the Royal Bafokeng area. The rate of unemployment in those areas is very high and most families are indigent. The objective of this intervention is to assist with the running of the banks for a period of five years in partnership with other partners. Small groups will be identified from the beneficiary list and link them to the enterprise development program of Anglo American Platinum for sustainability purposes. A total of 160 families are benefiting from the support by these banks.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	Tlapa, Bobuantswa	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 200,000	R 200,000	R 200,000	R 200,000	R 200,000	R 1,000,000
Specific agreements with the Royal Bafokeng (health Directorate) and the Department of Social Development	Signing of a specific agreement with department and Royal Bafokeng		All parties undertakes to support the food banks while assisting them with sustainability strategies		Q1	-	-	-	-	
Specific agreement with food banks on what funding will be used for and ways of accounting as well as tracking impact	Signing of a specific agreement with implementing partner		Banks undertakes to support beneficiaries and account as agreed.		Q1	-	-	-	-	
Funding and food security support interventions to the banks	Community-based outreach services provided		Implementing partners provides food support to beneficiaries in line with agreements above		Q1-4	Q1-4	Q1-4	Q1-4	Q1-4	
Exit agreement at the end of five years	Support the food banks to sustain themselves		AAP exit a sustainable program at the end of 5 years						Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	0	0	0	will be strengthened.				
MEDIUM TERM	0	0		0	0					
LONG TERM	0	0	0	0	0					
COMPLETION AND EXIT STRATEGY	This program is currently run by Royal Bafokeng and the Department of Social development and they will continue to do so at the end of the five year support period. Small groups will be identified from the beneficiary list and linked to Anglo enterprise development program for sustainability purposes.									

3.6 Measures to address housing and living conditions Regulations 46 (c) (iv))

3.6.1 Anglo American Platinum's housing strategy

Anglo American Platinum's housing strategy is premised on five strategic pillars, with the main objective of the strategy being to afford all employees the means to stay in adequate, decent and sustainable accommodation by the year 2025.

This will be achieved by:

- Building sufficient strategic stock to attract and retain critical and/or scarce skills to the operations.
- Promoting a home ownership programme and provision of decent rental tenure option amongst all employees.
- Converting the Living-Out Allowance (LOA) into Rental Allowance which will ultimately ensure that all employees stay in decent accommodation and there is natural attrition from informal settlements.
- Phasing out the Single Accommodation Villages (SAVs) through the natural attrition and also the provision of decent rental accommodation in close proximity to the mines.
- Conducting a financial literacy and debt rehabilitation programme, so that our employees are able to access credit and home loans from commercial banks.

3.6.2 Home ownership scheme

Anglo American Platinum has a range of housing benefits for its employees and these benefits come in different forms, ranges etc. However, one of the most popular housing benefits is the Employer-Assisted Housing Scheme (EAHS).

The main objective of the EAHS is to promote and facilitate home ownership amongst all employees. This scheme provides assistance to qualifying employees to acquire home loans for residential properties in locations within close proximity to the mines and be integrated into the existing communities.

With this scheme, Anglo American Platinum buys well-located residential land and then installs bulk infrastructure in these stands at its own cost. Employees are then allocated these stands where they can build their own houses. The building process is facilitated by the Group Housing Unit with the assistance of construction firms. The employees fund the building of the houses through their acquisition of credit in the form of mortgage loans with commercial banks.

Hereafter, employees qualify to apply for and are granted a Home Ownership Allowance (HOA) on a monthly basis by the Company. The HOA assists employees in paying off their mortgage loans.

On the other hand, the Group Housing Unit may assist qualifying employees in applying for a government housing subsidy. Employees whose salaries range from R3,500 to R1,500 a month are assisted with an application for acquiring a Finance-Linked Individual Subsidy Programme (FLISP) grant from the provincial governments of both Limpopo and North West.

3.6.3 Interaction with local municipalities

The Group Housing unit interacts with various local municipalities where the mining operations are located, inter alia Thabazimbi, Mogalakwena, Polokwane, Fetakgomo and Sekhukhune municipalities, in pursuance of the employees' home ownership programme.

The Company participates in the development of the Spatial Development Frames (SDFs) of these municipalities. Eventually, this ensures that all the Company planned housing projects and developments are included in the municipalities' Integrated Development Plans (IDPs) going forward.

Anglo American Platinum, in collaboration with its recognised unions, has established a Housing Forum. This is a permanent structure which comprises both management and the employees. The employees are represented by their union leadership. This structure is enterprise wide and meets on a monthly basis.

The main aim of the Housing Forum is to provide a platform on which both management and employees can engage, deliberate and discuss, openly and transparently, all matters pertaining to employees' housing and accommodation.

The Housing Forum also monitors all the housing initiatives of the Company with a view to ensuring that the Company complies with both mining and housing legislation in this regard.

3.6.5 Key challenges in housing delivery to the mine workers

Most of the housing developments and programmes in other locations have been delayed and derailed. Key challenges in this regard are:

- The instability caused by the labour unrest and strikes which have an impact on all the housing projects.
- The union rivalry and turf wars have also had huge consequences on the programmes as some employees stayed away fearing for their lives.
- There was also reluctance from all the major commercial banks to advance home loans to employees after the protracted strike.
- Employee indebtedness and the scourge of garnishee orders have also added woes to the housing project.
- In most locations where mines are located, the Company is faced with huge backlogs and lack of basic infrastructure.

3.6.6 Plans for Rustenburg Platinum Mine

The two projects for Rustenburg home ownership, Seraleng and East End, have been stopped. There are no housing plans for Rustenburg Mines in this SLP.

3.7 Procurement

Anglo American Platinum recognises the need to participate meaningfully in the socio-economic development of South Africa. To remain relevant and compliant with our core values, legislation and our communities, we have identified certain procurement principles and policies at the forefront whose implementation will address economic transformation imperatives.

A strategy has been developed to demonstrate the commitment to increasing local participation by aspiring entrepreneurs in our areas of operation. The unbundling process has been designed to help fast-track the empowerment of locals without placing any additional strain on the mining processes and compliance with our safety standards and technical requirements.

The process (unbundling) entails identifying, on a continuous basis, opportunities that can be allocated to local suppliers in areas where they would otherwise not be able to access such opportunities due to:

- Existing service provider with a contract;
- No relevant skills available locally; or
- Lack of capital and equipment needed by local suppliers.

The success of the programme also requires that the following requirements be met:

- Availability of a willing and readily available local supplier;
- Willingness of the local supplier to undergo a training programme; and
- Agreeing to a mentorship agreement with the existing service provider to receive such mentorship.

The process will be conducted annually where new opportunities are identified for local supplier participation.

The process will be handled in collaboration with the Supplier Development programme to ensure that local supplier gaps identified are addressed through a dedicated training programme by external service providers.

The existing service provider, who will be providing mentorship, will ensure that the local suppliers are assisted technically to meet the requirements to perform in the area where they are appointed to supply or provide services.

A dedicated effort is also underway through unbundling interviews involving local supplier identification and classification. Women- and youth-owned companies are identified through this process and linked to opportunities at the mine.

Rustenburg Platinum Mine Procurement Targets

Procurement					
	Targets				
Categories	2015	2016	2017	2018	2019
2.1.1 Procurement of capital goods	55%	57%	59%	62%	65%
2.1.2 Procurement of services	70%	72%	74%	74%	75%
2.1.3 Procurement of consumables	65%	67%	70%	70%	70%

Procurement Spend is calculated as Total Available Spend less Non-discretionary Spend.

Rustenburg Platinum Mine Supplier Development Targets

Supplier Development	Targets and timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2015	2016	2017	2018	2019	5-year target
Local supplier gap analysis	220	0	200	0	0	420
Number of courses for local suppliers	2	2	3	3	2	12
Supplier development partners	3	3	3	3	4	16
Role models created	5	10	10	15	20	60
New contract to local HDSA	10	10	10	15	15	60
Unbundling of opportunities	5	10	15	20	25	75
Training of local suppliers	60	120	40	100	100	420
Youth-owned companies	5	5	5	5	5	25
Women-owned companies	5	5	5	5	5	25
Total Number	315	165	291	166	176	1,113

SECTION 4

PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

4 Downscaling and Retrenchment

4.1 Establishment of future forum

Date of Establishment	27/01/2015
Number of planned meetings per annum	12

Two years prior to the planned closure at end of life of mine or anticipated downscaling which may lead to retrenchment, the mine will enter into consultations with all the recognised unions and affected employees to implement the processes outlined below.

This process will specifically include:

- A downscaling strategic plan and alternatives to avoid job losses and a decline in employment.
- Skills audit to determine skills within the workforce which may be most vulnerable or difficult to be reabsorbed into the employment market and employees who may require upskilling or retraining for self-employment and re-employment.

4.2 Mechanisms to save jobs, providing alternative solutions and procedures for creating job security where job losses cannot be avoided

- Self-employment training and re-employment programmes.
- The CED unit will coordinate the provision of the above self-employment training and re-employment programmes for all employees affected by retrenchments. The CED unit will give feedback to the Future Forum.
- Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment.
- Identify the creation of opportunities for SMMEs to supply the mine with goods and services.

4.3 Management of retrenchments (Attach a copy in line with the terms of Section 52 (i) of the MPRDA and Section 189 of the LRA)

- Implementing Section 189 of the Labour Relations Act;
- Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002; and Section 189;
- Notification to the Minerals and Mining Development Board – the notification process in terms of Section 52 (1) (a) of the MPRDA;
- Complying with the Minister's directive and confirming how corrective measures will be taken;

- Internal transfers to other Anglo American Platinum mines;
- Applying for technical assistance and support from the National Productivity Institute (NPI); and
- Applying to the MQA, the mining sector's education and training authority, for applicable grants.

4.4 Mechanism to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

- Facilitate links with a Local Business Service Centre and other appropriate support institutions;
- Provide business support services to workers while they are still at work and can explore their options;
- Provide assistance and mentoring in feasibility studies and the development of business plans;
- Include business and technical training for self-employment;
- Provide time off so that workers can undergo such training before they leave;
- 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;
- Skills assessments and written recognition of their prior learning, experience and qualifications;
- Referrals to accredited training providers;
- Consideration for bursary initiatives;
- Step-by-step guidelines on starting their own businesses;
- Job hunting tips;
- Assistance in identifying labour market opportunities;
- Collection of mine pensions;
- Access to state benefits for pensioners;
- Financial planning for retirement;
- Possibilities for supplementing pension income;
- Assessment and counselling services for affected individuals; and
- Personal financial planning.

SECTION 5

FINANCIAL PROVISION (Regulation 46 € (i), (ii), (iii))

5 Five-year financial provision

Financial provision for a five-year period						
ITEM	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	TOTAL
HRD	229,168,441	104,890,667	111,184,118	117,855,165	124,926,475	688,024,866
LED	27,828,000	20,178,000	20,078,000	14,078,000	8,528,000	90,690,000
TOTAL	256,996,441	125,068,667	131,262,118	131,933,165	133,454,475	778,714,866

SECTION 6

UNDERTAKING

I, _____ the undersigned and duly authorised thereto by
_____ Company undertake to adhere to the information, requirements,
commitments and conditions as set out in the Social and Labour Plan.

Signed at _____ on this _____ day _____ 20_____

Signature of responsible person

Designation

Approved

Signed at _____ on this _____ day of _____ 20_____

Signature:

Designation:
