



TWICKENHAM PLATINUM MINE SOCIAL AND LABOUR PLAN

**JULY
2010**

Version 2010.07.06

Organising Structure of this Document

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

Contents

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

List of Tables	v
List of Figures	vii
Abbreviations and Acronyms	viii
SECTION 1	1
1 REGULATION 46 (A): PREAMBLE AND BACKGROUND INFORMATION OF THE MINE 1	
1.1 Introduction	1
1.2 Location of the project.....	2
1.3 Project overview.....	3
SECTION 2	10
2 HUMAN RESOURCES DEVELOPMENT PROGRAMME	10
Skills Development plan.....	10
2.2 ADULT BASIC EDUCATION AND TRAINING (ABET)	19
2.3 LEARNESHIPS	21
2.4 TECHNICAL TRAINING AND DEVELOPMENT AND DEVELOPMENT FOR LOWER LEVEL EMPLOYEES.....	22
2.5 SERVICES TRAINING AND DEVELOPMENT.....	25
2.6 MANAGEMENT AND LEADERSHIP DEVELOPMENT	25
2.7 PORTABLE SKILLS TRAINING	27
2.8 TRAINING FACILITIES.....	28
3. Regulation 46 (b) (i) (bb): The number of vacancies that Twickenham has been unable to fill	29
4. REGULATION 46 (B) (II): CAREER PROGRESSION PLANNING	30
4.1 CAREER PROGRESSION PLAN FOR TWICKENHAM	30
5. REGULATION 46 (B) (III): THE MENTORSHIP PLAN AND ITS IMPLEMENTATION IN LINE WITH THE SKILLS DEVELOPMENT PLAN AND THE NEEDS OF EMPOWERMENT GROUPS.....	34
5.1 EMPLOYEE MENTORSHIP PROGRAMMES.....	34
6. regulation 46 (b) (iv): the internship and bursary plan.....	37
6.1 EXTERNALLY BURSARY SCHEME.....	37
6.2 EDUCATIONAL ASSISTANCE.....	38
6.3 INTERNSHIP	39
7. REGULATION 46 (B) (V) EMPLOYMENT EQUITY.....	42
7.1 EMPLOYMENT EQUITY STATUS: FORM S: PERMANENT EMPLOYEES...	42
7.2 WOMEN IN MINING	44
7.3 HDSA participation in management.....	47

7.4	Understanding the effect that the spread of HIV/AIDS among existing staff could have on meeting targets	52
SECTION 3		56
8.	REGULATION 46 (C) (I) AnD (II) (A): THE SOCIAL AND ECONOMIC BACKGROUND TO AND KEY ECONOMIC ACTIVITIES IN THE AREAS IN WHICH TPM OPERATES ...	56
8.1	The social and economic background of the area in which TPM operates	56
8.2	The key economic activities of the area in which TPM operates	70
9.	Regulation 46 (c) (ii) (b): THE socio-economic impact of TPM on mine and rural labour-sending communities	71
9.1	Introduction	71
10.	Regulation 46 (c) (iii) INFRASTRUCTURE and poverty eradication project.....	74
10.1	socio – economic development	74
11.	REGULATION 46 (C) (IV):THE MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS OF THE MINE EMPLOYEES.....	102
11.1	Preamble.....	102
11.2	Strategy and objectives.....	102
11.3	Implementation plan for employee housing	102
12.	REGULATION 46 (C) (V): THE MEASURES TO ADDRESS THE NUTRITION OF MINE EMPLOYEES	106
12.1	Preamble.....	106
13.	REGULATION 46 (C) (VI): THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES.....	107
13.1	Introduction	107
13.2	The supply of goods and services to tpm	107
13.3	local procurement	108
13.4	Strategy and objectives.....	109
13.5	Action plans.....	109
13.6	Preferential procurement policy	110
13.7	Contractor Compliance	111
13.8	Enterprise Development Initiative	113
13.9	Business Funding	114
13.10	Breakdown of Mine Procurement – Form T	114
SECTION 4		122
14.	REGULATION 46 (D) (I): THE ESTABLISHMENT OF THE FUTURE FORUM.....	122
14.1	Preamble.....	122
14.2	Strategies and objectives	122
15.	REGULATION 46 (D) (II): MECHANISMS TO SAVE JOBS AND AVOID LOSSES AND A DECLINE IN EMPLOYMENT	123
15.1	Preamble.....	123
15.2	Strategy and objectives.....	124
15.3	Internal transfers to other Anglo Platinum mines.....	124
15.4	Providing training for proxy earners.....	124
15.5	Reskilling of employees for internal and external employment opportunities.	125

16. REGULATION 46 (D) (III): MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED.....	126
16.1 Preamble.....	126
16.2 Strategy and objectives.....	126
16.3 Alternative solutions for creating job security	127
17. REGULATION 46 (D) (IV): MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN.....	129
17.1 Preamble.....	129
17.2 Strategy and objectives.....	129
SECTION 5	134
18. REGULATION 46 (E) (II): TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE HUMAN RESOURCES DEVELOPMENT PROGRAMME.....	134
19. REGULATION 46 (E) (III): TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT PROGRAMMES.....	135
20. Regulation 46 (e) (i): TO provide financially for the implementation of the Social and Labour Plan in terms of the implementation of the processes to manage downscaling and retrenchment	136
21. REGULATION 46 (F): AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES	138
SECTION 6	139
22. APPENDICES	139
Appendix 1: TPM HDSAs IN MANAGEMENT	140
Appendix 2: Leadership's commitment to Employment Equity.....	141
Appendix 3: Glossary	142
Appendix 4: Career Path Matrices.....	146

List of Tables

Table 1 Mine Development Schedule	5
Table 2 Proposed Workforce Profile at 2015	11
Table 3 Proposed Workforce Build-up Scenario	13
Table 4 Training Action Plan	16
Table 5 Educational Levels of TPM Permanent Employees.....	17
Table 6 Educational Levels of TPM Contractor Employees	18
Table 7 Literacy and Numeracy Status Permanent and Contractor Employees	19
Table 8 ABET Targets Own Time.....	20
Table 9 Learnership Targets	21
Table 10 Competent A & B Training	23

Table 11 RDO Cadetship	23.
Table 12 Engineering Targets for Lower level employees.....	26
Table 13 Service Department Talent Pool	28
Table 14 Management and Leadership	26
Table 15 Portable skills	28
Table 16 Vacancies that TPN has been unable to fill	29
Table 17 Career Progression: Mining.....	30
Table 18 Career Progression: Engineering.....	32
Table 19 Mentorship	34
Table 20 External Bursary targets	37
Table 21 Educational Assistance Scheme.....	38
Table 22 Internship	39
Table 23 Graduate Development Scheme.....	40
Table 24 Form S Permanent Employees.....	42
Table 25 Form S Contractor Employees.....	43
Table 26 Female participation at TPM	44
Table 27 Female participation in core disciplines	45
Table 28 Training and development of women.....	46
Table 29 HDSA participation in Management.....	47
Table 30 HDSA in Management breakdown by race and gender	49
Table 31 Labour sending areas	57
Table 32 Population statistics.....	57
Table 33 GGP Comparison	57
Table 34 Demographic Profile of Labour sending areas	58
Table 35 Educational Profile of Labour sending areas.....	59
Table 36 Economic Profile of labour sending areas	59
Table 37 Employment Profile	60
Table 38 Service Delivery	61
Table 39 LED Budget Summary	76
Table 40 TPM's CED projects.....	79
Table 41 Housing and Living Conditions Action Plan.....	103
Table 42 Home Ownership Allowance	105
Table 43 Procurement Progression Plan.....	108
Table 44 Breakdown of Mine Procurement, Form T	115
Table 45 Financial Provision for the implementation of HRD Programme	134
Table 46 Financial Provision for the implementation of LED Programme	135

T

List of Figures

Figure 1 Locality Map – Regional Setting	2
Figure 2 Locality Map – Local Setting	3
Figure 3 Labour sending areas	56
Figure 4 Schematic diagram of the Structure of Anglo Platinum CED.....	75
Figure 5 Future Forum Structure.....	123

Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BBSEE	Broad-based Socio-economic Empowerment
BDO	Business Development Officer
BEE	Black Economic Empowerment
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DME	Department of Minerals and Energy
DoH	Department of Housing
DoT	Department of Transport
EMPR	Environmental Management Programme Report
HACCP	Hazard Analysis and Critical Control Point
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRSS	Home Rent Subsidy Scheme
IDC	Individual Development Charter
IDP	Integrated Development Plan
JWG	Joint Working Group
LBD	Local Business Development
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-Governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGM	Platinum Group Metals
RLM	Rustenburg Local Municipality
SADC	Southern African Development Community
SED	Socio-economic Development
SIMRAC	Safety in Mines Research Advisory Committee
SMME	Small, Micro and Medium Enterprise
SPTSF	Social Plan Technical Support Facility
STI	Sexually Transmitted Infection
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value-added Tax
WSP	Workplace Skills Plan

Executive Summary

BACKGROUND

The Twickenham Platinum Mine (TPM), 100% owned by Anglo Platinum, will exploit the Twickenham and Hackney areas, initially mining the UG2 Reef. The mine lies approximately 35 kilometres northwest from the town of Burgersfort. A mining authorization for these farms was granted in December 2002. Capital expenditure for the 250 000 tons per month project will be in the order of R3.4 billion (2004 terms). The project is expected to produce 160 000 ounces of refined platinum and 176 000 ounces of refined palladium at steady-state production.

The development of portals and initial decline-sinking commenced in 2003 at the Hackney and Twickenham shafts. Mine infrastructure, as well as permanent electricity and water supplies were commissioned. Access roads to the shafts were established and the relocation of affected villagers on the mining footprint was successfully completed in 2003.

With the significant drop in the palladium price late in 2002, a review of the project was conducted under the new metal prices which resulted in the project development being slowed down in the last quarter of 2003 due to economic factors.

For job preservation, the operations were continued at a reduced level whilst the project was re-evaluated against the revised scope and new project schedule. In 2004 it was resolved to continue with a small mine on the Hackney Shaft at a production rate of 13 000 tons per month as opposed to stopping the mine and project totally. The mine continued with a pre-feasibility study to expand the operation to 125 000 tons per month from Hackney Shaft and 130 000 tons per month from Twickenham Shaft.

After review, funds were made available to increase the production in 2006, as the early mining proved favourable with better-than-expected stoping widths and grades. This laid the foundation to improve the confidence levels on the proposed mining method as well as the geological model. As a direct result of this, a 20 000 ton per month trial operation was established as part of the reworked feasibility study, which started in 2006. In Quarter 1 2008, the project was given full go ahead on the new scope and design to develop to a 250 000 ton per month mine.

Of the two shafts, developments are sooner expected from the Twickenham shaft.

Anglo Platinum will be responsible for the completion, implementation and reporting of this Social and Labour Plan. As a requirement of regulation 46 of the MPRDA, Anglo Platinum has developed and will implement a Human Resources Development Programme, a Local Social and Economic Development Programme and processes to save jobs and manage downscaling and/or closure. Anglo Platinum will support infrastructure development, community upliftment and poverty eradication through its Local Economic Development Programme in line with the Integrated Development Plans of the Fetakgomo Local Municipality and the Greater Sekhukhune District Municipality.

This Social and Labour Plan has been compiled as a commitment to assist in addressing the social and economic impacts that the proposed operation could have on the surrounding communities, as well as on rural communities from which migrant labour tend to be drawn. This plan recognizes that

minerals are non-renewable and focus on managing the impacts of eventual downscaling and closure as part of strategic business planning. This Social and Labour Plan further make provision for the development of management, scientific, engineering and a variety of other skills of the historically disadvantaged members of the community through learnerships, ABET training, portable skills and bursaries.

COMMUNITY CONSULTATION

Anglo Platinum continues to play a very meaningful role in contributing to the betterment of society around all its operations. Guided by the mining charter, its Social and Labour Plans and corporate citizenship principles, Anglo Platinum has ensured that its corporate social investment policy and strategy formulation is heavily influenced and directed by input from all relevant stakeholders, namely government, community-based organisations, labour unions and other business partners, pursuing the same goal. Underpinning the identification of priority areas are the integrated development plans of local municipalities, provincial growth strategies, Anglo Platinum's long-term business strategy and the national development strategic framework.

SOCIAL AND LABOUR PLAN

This Social and Labour Plan represents a workable document for TPM with specific action plans, targets where applicable and will be updated on an annual basis to reflect changes in the workforce and progress in implementing the Social and Labour Plan actions.

A comprehensive Social and Labour Plan Readiness State and Project Plan is presented in Appendix 1.

The principal interventions contained in this Social and Labour Plan form part of Anglo Platinum's broader strategy for the development in and around its two new mining projects on the Eastern Limb namely Twickenham and Der Brochen:

- R283 million has been invested for a new Mining Training Centre (MTC) at Twickenham Mine in support of the new Eastern Limb mining projects. Up to 2 000 new mining employees will be trained per annum once these mining projects have been fully implemented. Primary focus will be on practical underground training in a working environment; however, supervisory, infrastructure development and maintenance skills training are also included.
- A total of 35 mining and 56 engineering learnerships will be awarded over a five year period from 2011 to 2015 at Twickenham Platinum Mine.
- Anglo Platinum will award 20 bursaries to members of the two affected communities as well as external candidates over the next five years to develop suitably qualified and competent people who, upon graduation, will be afforded professional career paths in the Company - a commitment of 80% HDSAs to be selected for these bursaries, with 20% of HDSA bursaries to be reserved for women.
- To identify small business development opportunities and suppliers at the local level and to enable Anglo Platinum to reach its preferential procurement targets at its new operations, the local procurement strategy will be build on the model and success of Anglo Zimele. The model is based on the creation of decentralised business hubs (one-stop enterprise

development and empowerment structures) with the support from Anglo Platinum business units.

- Anglo Platinum's social impact on the communities surrounding its operations is increasing through the expansion and development of new mines and associated infrastructure, particularly on the eastern limb of the Bushveld Complex. Detailed social and environmental impact assessments, which include extensive community engagement processes and socio-economic development plans, have been completed for all existing operations and major developmental projects.
- Finally, the achievement of all targets and performance requirements discussed in this Social and Labour Plan are integral to the annual performance review of the operational unit manager, as well as those managers and personnel directly responsible for these achievements in each operational and departmental area.

Regulation 46 (a)

Preamble and background information on the mine

SECTION 1

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

1.1 INTRODUCTION

This document outlines the location of the current Project, as well as key data on the proposed mining operation, its proposed workforce and its socio-economic impact.

Name of Company	Rustenburg Platinum Mines Ltd
• Contact person	Rahab Mphahlele (Senior HR Manager: Transformation)
• Physical address	55 Marshall Street Johannesburg 2001
• Postal address	PO Box 62179 Marshalltown 2107
• Telephone:	(011) 373 6111
• Facsimile	(011) 373 5111
Name of mine	Twickenham Platinum Mine (hereafter referred to as TPM)
• Contact person	General Manager: Mr Francois Uys
• Postal address	PO Box 62179 Marshalltown 2107
• Telephone: Reception	(013) 231 9115
• Facsimile	(013) 231 9151
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
Location	Local Municipality: Greater Tubatse District Municipality: Greater Sekhukhune Province: Limpopo
Breakdown of employees per labour sending area	No employees as yet.
Life of mine	60 years
Financial year-end	31 December

1.2 LOCATION OF THE PROJECT

TPM is located on the North Eastern Limb of the Bushveld Complex, approximately 35 km north-northwest of the town of Burgersfort and approximately 2.5 kilometres to the west of the R37, which links Polokwane to Burgersfort – see Figure 1.

The area comprises of four farms: Twickenham, Hackney, Forest Hill and Balmoral. The topography of the area is generally rugged and is marked by a centrally located low lying valley.

Figure 1 Locality Map – Regional Setting

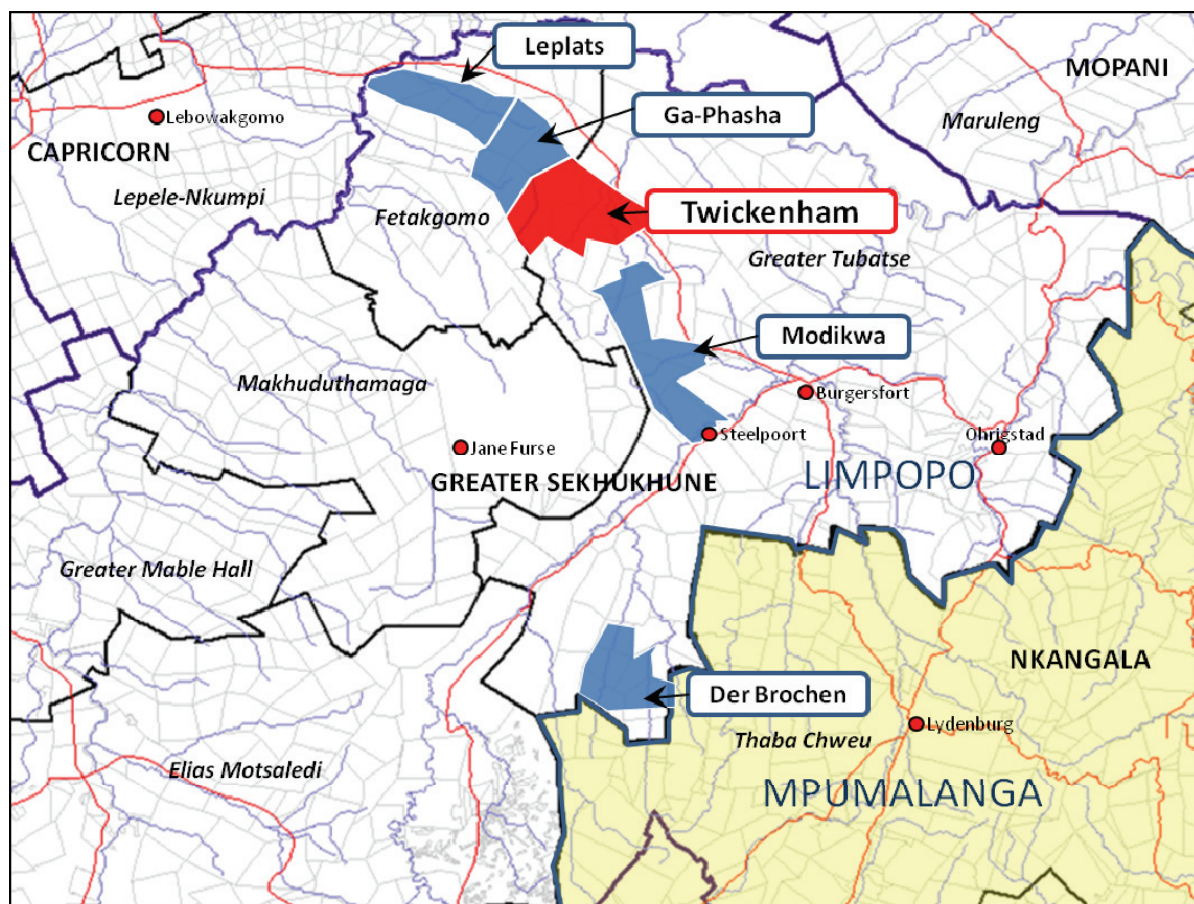
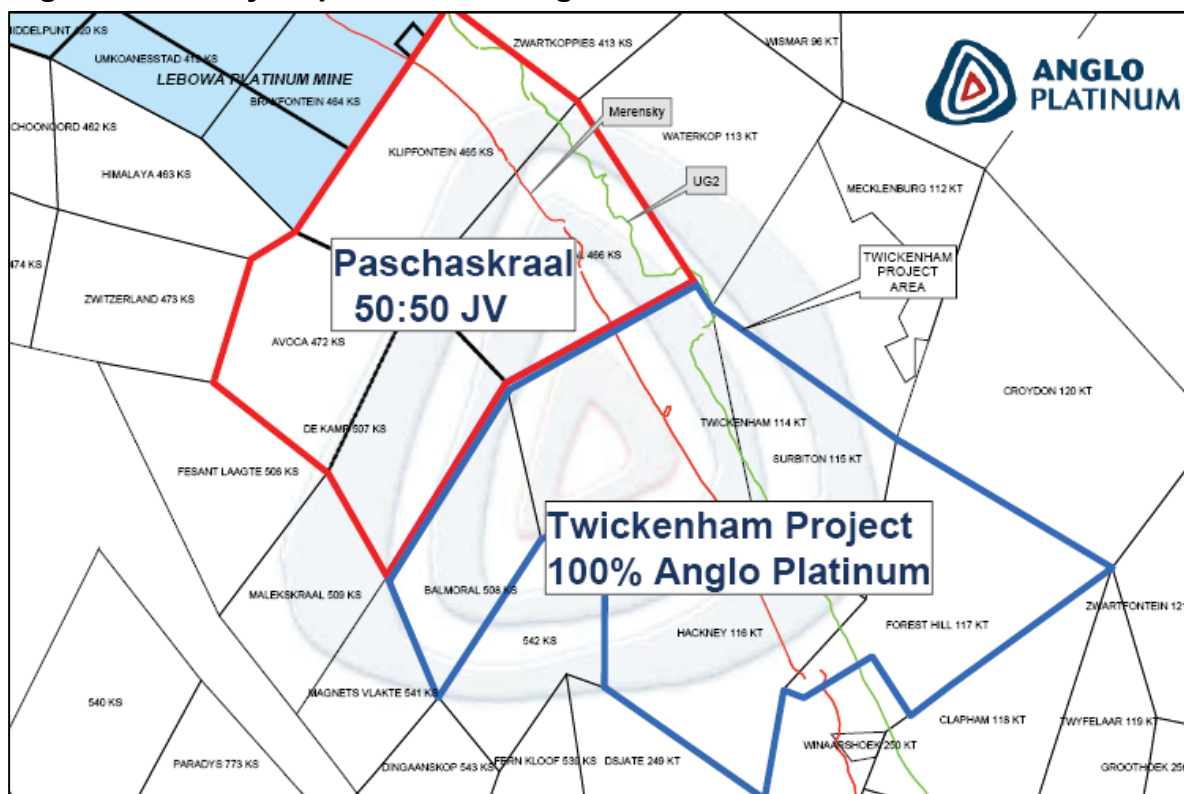


Figure 2 Locality Map – Local Setting



1.3 PROJECT OVERVIEW

1.3.1 Project background

Originally the Twickenham, Hackney, Paschaskraal (THP) project was approved in August 2001 as part of Anglo Platinum's expansion plans to produce 3.5 Moz of refined platinum by the end of 2006. The project was one of a number of expansion projects identified to exploit the forecast platinum market supply / demand gap. The Twickenham project would contribute some 160koz of platinum and 176 koz of palladium by 2005.

Various changes between 2001 and 2003, including a considerable strengthening of the SA Rand against the US\$, weakening of metal prices (notably palladium), new geological information (the original project was approved without a structure plan) and the transfer of Paschaskraal and De Kamp farms into the Ga-Phasha Platinum Mine JV (GPM) culminated in a Change of Scope at the end of 2003. This indicated that the project no longer met the hurdle rate, and work was "slowed down" to the extent of a 10ktpm operation at Hackney.

In the years 2007 and 2008 Anglo platinum will have completed both Feasibility and an internal review process for the Twickenham project. The project is then scheduled to be presented to AAPlc board for approval in 2008. Two decline shaft systems are planned for the Twickenham project: The Hackney Shaft (already in use) and the Twickenham Shaft. Each shaft system will consist of three barrels located 30m in the footwall (Trackless access; Conveyor belt for ore removal; Chairlift for people transport). Approximately 5000 people will be employed once Twickenham is in full production.

1.3.2 Mining strategy

TPM currently consists of two decline clusters (Twickenham and Hackney), each comprising of a material, conveyor and chairlift decline. The current mining layout is based on the hybrid principle, namely a conventional narrow reef mining method with trackless loading and tramming of ore onto a decline conveyor for removal to surface. The decline conveyor tips the ore onto a stockpile on surface, from where it is transported to the LPM concentrator by on-highway trucks.

It is the intention of the project to replace the current 20ktpm operation and build-up to an underground production capacity of 250ktpm from both declines. Key features of the project scope are as follows:

- a) Extend both Hackney and Twickenham declines to 7 Level over the life of mine (LOM) (approximately 650mbs, the depth at which refrigeration will be required);
- b) Development of footwall infrastructure and on-reef excavations to open 250ktpm stoping reserves for 18 months on ten operating half levels;
- c) Establish the required surface and underground engineering infrastructure to support a production rate of 252ktpm from the two declines; and
- d) LOM footprint extends down to 9 Level, with a total of 11.6km on strike.

Stoping of the reef will use the well proven methods of breast mining with face scraping as currently used by Anglo Platinum's Bokoni Platinum Mine (BPM) which is located nearby. Manpower productivity estimates are based on 21m² per in stope employee per month, this is currently being achieved on UG2 operations at BPM.

Battery powered locomotives and hoppers will collect the broken ore on each level and deliver it to the station tips from where it will be transferred to the conveyor in the decline below for transport to surface. Five levels are planned to be operated simultaneously at steady state and, as each level is mined out, the next deepest level will be brought into production down to 7 levels.

Hydropowered drilling and loading equipment will be used for primary off-reef development, and drilling for "drop razing" will also be performed by hydro powered rigs. A range of utility vehicles (UVs) will be used to transport materials and stores into the mine.

Sinking of the Material, Conveyor and Chairlift Declines is scheduled to commence in 2008. Stoping operations from this shaft will commence in 2009, with a build-up to 250ktpm of UG2 Reef ore in approximately 2019 – 2020 (LTP 2011 is currently underway). During the build-up period, the ore mined from TPM will be stockpiled on site. The completion of the concentrator plant is scheduled for 2012. The capacity of the concentrator will be 250ktpm.

Should the authorities approve the proposed project, key dates for implementation are expected to be as per Table 1.

Table 1 Mine Development Schedule

Activity	Years											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019-2020
Feasibility Study												
Construction												
Production (Project)												
Production (Concentrate)												

A labour complement of 5200 is estimated for mining at steady state in 2019 - 2020 at TPM, including concentrator labour and Central Management. The permanent employee numbers are based on requirements for similar operations in the area and the typical range of professions needed on a platinum mine of this nature. More detail is provided in the Human Resources Development section of this document.

1.3.3 Mine infrastructure

At present limited surface infrastructure has been established such as:

- a) Access roads;
- b) Electrical power distribution;
- c) Offices at Hackney Shaft;
- d) Conveyor installed in decline up to RAW level at Hackney Shaft;
- e) Decline portals established and declines advanced to:
 - a. Hackney Shaft (Approx 1 800m);
 - b. Twickenham Shaft (Approx 1 500m);
- f) Development of Mining Training Centre East at Twickenham Shaft.

A number of secondary gravel roads service the area, but there is only limited access to most of the area, the nearest railheads are located at Burgersfort and Steelpoort.

Housing

Accommodation will be a major challenge for the mine especially if it has to attract scarce skills. Two categories of housing schemes have been proposed to address housing needs within the area. These are strategic and social houses.

1. Strategic houses are houses owned or rented by Anglo Platinum for employees with skills (imported skills) that cannot be found in the mining area. Employees qualifying for such housing should fall within the C1 (Patterson grading) and above salary bands. Strategic houses will be built either in Polokwane or the Burgersfort area. It has been estimated that

394 houses will be required to ensure that strategic accommodation needs are met. The total package approach encourages employees to find their own way to work from their chosen accommodation, and if employees choose to live in the surrounding areas off mine, they should be responsible for their own transport arrangements. Management should be careful not to provide transport to site, as this goes against the total package approach.

2. Social housing will be facilitated through the Sunflower Housing Company to employees already living in the mining area. The qualifying criteria are as follows:
 - a) Employees must be South Africa citizens
 - b) Employees must fall within the A – C2 job grade bands
 - c) Employees must not yet have benefited from any form of Government Funding
 - d) Employees must be first time home owner

Capital expenditure to bring the mine into full production is approximately R 4.5 billion.

1.3.4 Contractor compliance

In terms of contractor compliance, Anglo Platinum will include the MPRDA and Mining Charter as specific requirements in any tender process and contract documents for all contractors. Each contractual tender will include certain criteria as listed in the Charter and it will be expected that signatories will attach the Charter's provisions to specifications and it will be enforceable through contract compliance.

Anglo Platinum is committed not only to enforce regulatory requirements but also to assist contractors in the development of their employees so as to comply with contractual requirements.

Anglo Platinum has a specific procedure in order to enable correct tendering of a project specific Contractor Social and Labour Plan. The procedure covers the requirements / specifications in terms of documentation and procedures to ensure that equal opportunities, non-discriminatory practices and a safe and healthy working environment are maintained for all employees. The following documentation and commitments therein must be provided with the tender submittal in order to assist with the evaluation in terms of compliance to the Social and Labour Plan and Mining Charter, which in turn will assist with the selection of contractors.

1. Details of the labour force and management organogram.
2. Provide a list of the different job categories for the project as well as competency requirements per job category. Also provide a plan regarding how all outstanding competency requirements will be met.
3. Provide an overview of the selection process that will be followed, when subcontractors and labour-hire contractors are selected and indicate which factors will be considered to be most critical when selection is made.
4. BEE and SMME documentation to be submitted with the tender:
 - a. The Company policy regarding support of small and/or medium enterprises;
 - b. Supply a list of SMME companies that the contractor is currently supporting in terms of its policy;

- c. Brief overview of how the contractor intends giving effect to its SMME policy if awarded the contract.
- d. The Company policy regarding black economic empowerment;
- e. The Company objectives and targets for black economic empowerment;
- f. Provide a brief overview of the system used to monitor achievement in terms of BEE objectives and targets; and
- g. Brief overview of how the contractor intends giving effect to its BEE policy if awarded the contract.

It is acknowledged by Anglo Platinum that contractors have their own employment procedures. However, it is expected that contractors should adhere to the project's broad employment framework as contained in this Social and Labour Plan and in the Mining Charter. It is of utmost importance that all contractors operating on the project have a very clear understanding of the requirements regarding employment on this project.

The following procedures will apply to all contractor personnel working on and employed by TPM:

Human Resources

1. Preference will be given to the employment of local residents in the project area.
2. No recruitment "at the gate" will be allowed.
3. The contractor will provide details of seconded labour to be employed to the Project.
4. The contractor will provide a record of each individual on site, amongst others and including:
 - a. Recruitment/home address;
 - b. Nationality and Language;
 - c. Race and Gender; and
 - d. Educational level/Qualifications.
5. The contractor shall ensure that local residents are trained to competently perform their required tasks and will be required to provide full details of training interventions, which will be implemented.
6. Contractors will supply complete labour build-up schedules immediately when information becomes available.
7. Anglo Platinum will audit all employment practices.
8. The contractor will be obliged to submit monthly Employment Equity statistics and provide plans firstly, to ensure that women are employed and secondly, to ensure that Historically Disadvantaged South Africans (HDSAs) are employed in management levels.

Housing and living conditions

1. The contractor will be responsible for transport of all employees to and from the construction site, and the contractor shall comply with the Anglo Platinum Policies and Procedures. Locally recruited labour should ideally not be accommodated, fed or transported, but it is recognised that there could be circumstances where this may become necessary.
2. Contractor housing will have to comply with Anglo Platinum Standards.
3. In terms of feeding, an outsourced catering Company (preferably BEE compliant) should provide feeding and will have to comply with Anglo Platinum Standards.

Downscaling and retrenchment

1. The contractor shall provide an undertaking to establish a Future Forum as per Regulation 46 (d) (i) within two years after the new mining right has been granted. The Future Forum should comprise of contractor representatives, Anglo Platinum management and workers or their representatives.
2. The contractor shall provide retrenchment, redundancy and relocation policies and procedures.

Should the contractor engage the services of a subcontractor, service provider or any other form of contractor in order to attend to certain work on TPM, on its behalf, the conditions and the implementation of the procedures mentioned above shall automatically apply to, and be binding on all such subcontractors. It will be the duty of the contractor to ensure that its subcontractors observe the provision hereof.

Regular monitoring of compliance will be conducted by the project management personnel, whether by a team or an individual. The contractor must ensure that all findings made during such monitoring are “actioned” according to a formal action plan and within an acceptable timeframe.

The overall objective of the all contractors on TPM must be to develop the capabilities of local communities and use them productively. To this end, contractors must demonstrate their commitment to this objective by making maximum use of local Small and Medium Enterprises, and Black Economic Empowerment Companies.

Regulation 46 (b)

Human resources development programmes

SECTION 2

2 HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 SKILLS DEVELOPMENT PLAN

Having established a potential labour scenario of Twickenham's future workforce, the Social and Labour Plan uses this information to provide the frame of reference within which to coherently address the regulatory requirements for the Human Resources Development (HRD) of the workforce.

The labour strategy for the planned operation during production is based on the employment of enrolled employees instead of contract labour. The proposed structures and labour complement are based on an analysis of the following information sources:

- a) Existing Fit For Future organizational structure templates;
- b) Latest work done on the Twickenham/ Hackney design, due to similarities;
- c) Mining design criteria based on the AP half model templates;
- d) Annual Production profile;
- e) Approved Anglo Platinum Conditions of Employment Policy;
- f) Anglo Platinum Job Grade Catalogue (2006); and
- g) Anglo Platinum Rate Schedule (2007).

The following section deals with the information required under Regulation 46 (b) with regard to HRD. This, in turn, is informed by the Broad-based Socio-economic Empowerment Charter for the South African Mining Industry (hereafter referred to as the Mining Charter) which is reviewed below to place this section of the Social and Labour Plan in context. Of particular importance in this section is the need to develop and transform the South African mining industry, with the specific requirement being to fast-track the development of Historically Disadvantaged South Africans (HDSAs). In terms of the Mining Charter, provisions must be made by mining companies for this group to be empowered to participate fully at higher levels within the industry.

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

Regulation 46 (b) (i)	Skills Development Plan
Regulation 46 (b) (ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46 (b) (iv)	A Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	Employment Equity statistics and the mine's plan to achieve 10% women's participation in mining and 40% HDSA participation in management within five years of the granting of the mining right or the conversion of the old –

	order right. As the submission of this plan is done after the 2009 deadline of the Mining Charter, Twickenham Mine will strive to ensure compliance with the Employment Equity Act whose targets is equitable representation of HDSA in all categories.
--	---

2.1.1 Proposed workforce

Based on the mine design criteria and basic mining equation obtained, these proposed declines will produce at full production 252 ktpm. Stopping of the reef will use the well proven methods of breast mining with face scraping as currently used by Anglo Platinum at other operations. Manpower productivity estimates are based on 25m² per in stope employee per month, this is currently being achieved on UG2 operations at LPM. The labour complement for under ground production crews, as well as Concentrator labour and Central Management until 2015 is as below in Table 2

Table 3 shows how the total complement builds up from 588 employees (baseline as at end May 2010) to 1613 employees in 2015. The labour will include development, production, shaft, management and technical services which will be recruited and drawn from the local labour sourcing communities. The operation is planned as a Conventional Mine with mechanized development using trackless equipment and conveyors.

Table 2 Proposed Workforce Profile at 2015

Job Category	Grade	2015 Compliment
General Manager	EU	1
Functional Heads	E3	2
Functional Heads	E2	2
Technical Heads	E1	5
Sub-Ordinate Manager	D4	2
Technical Specialist	D3	5
Overseers / Co-ordinators	D2	8
Mining Supervisors / Officers and Planners	D1	9
Engineering Supervisors / Officers	C5	44
Draughts person/ Supervisors / Officers	C4	14
Technologists	C3	0
Artisans / Miners	C2	124
Crew Captains / Assistants	C1	63
Multi-skilled Operators	B7	13
Team Leaders	B6	128
Operators / Clerks / Team Supervisor	B5	38
Drivers / Admin Assistants/ Patrolmen	B4	22
Eng Assistants / Dog Handlers / Multi Task Team	B3	324
Attendants / Underground Crews	B2	542

PTV's / Assistants	B1	67
Crews	A	200
Total Labour at 2015*		1613

**Including unavailables*

Table 3 Proposed Workforce Build-up Scenario

Occupational Level	Grade	Forecast					
			2011	2012	2013	2014	2015
Senior management	E	6	10	10	10	10	10
Professionally qualified and experienced specialists and mid-management	D	18	24	24	24	24	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	88	135	146	178	214	245
Semi-skilled and discretionary decision-making	B	370	386	439	692	937	1134
Unskilled and defined decision-making	A	103	143	155	169	184	200
Total permanent employees (Anglo Platinum)		585	585	774	1073	1369	1613
<i>Outsourced (Contractors)</i>		29	29	29	29	29	29
GRAND TOTAL		614	614	803	1102	1398	1642

**Excluding Concentrator Management*

2.1.2 Recruitment at TPM

Attracting suitable skills to ensure operational readiness of the planned operations, would be one of the major challenges of the project, and will be investigated in further detail by means of a skills audit during the feasibility study phase of the project. Recruitment of labour will be guided by Anglo Platinum recruitment policies which stipulate the employment of local labour by the mine as well as by any appointed contractors. A local employment policy and recruitment process will be developed in consultation with local authorities and representatives. Anglo Platinum will ensure that a transparent process of employment will be followed to limit opportunities for conflict that may arise between affected communities.

Recruitment of un-skilled and semi-skilled labour will be conducted in conjunction with the sub committee on recruitment, as part of the sustainable development plan for the area. There will have to be recruitment of short-term contractors to support the construction of the project. All contracting companies will, as far as possible, recruit labour from the local communities through the existing unemployment forum and comply with Anglo Platinum contracts and policies as stipulated in Section 0. Recruitment will be done off-site but in close proximity of the project sites in order to minimise squatting.

The labour and recruitment plan in this Social and Labour Plan provides for Employment Equity and Mining Charter requirements to ensure sustainable development of the local communities in the area. In Sections 7.2 and 7.3 provisions are made for a minimum of 10% women and a minimum of 40% HDSA in the management structures through the allocation of specific positions to such candidates and the application of strict recruitment criteria. In terms of qualification to minimum recruitment criteria, the Anglo Platinum Group strategy is to move to an educated skilled workforce with the business language being English. This has led to the Group policy that restricts recruitment to a minimum criterion of Grade 10 (NQF 2) with English literacy for all employees. The local community however, has a low level of literacy and a history of inadequate schooling. The gap in qualifications is likely to be one of the major challenges for the project.

A recruitment action plan will be implemented while a training and development process as described in this document, in line with Anglo Platinum Policy, will be applied during the implementation phase of the project.

2.1.3 Conditions of employment

It is assumed that remuneration will be based on the Total Package/ cost to the company concept, for skilled employees (C1 and above as per the Patterson Grading system). The total package would include payments such as but not limited to travel, accommodation, medical cover and insurances. A Regional Retention Allowance for C1 and higher positions will be included in the indicated labour rates, as per the Anglo Platinum Conditions of Employment policy.

Payments on top of Total Package would be made for:

- a) Performance bonuses;

- b) Agreed overtime;
- c) Travel payments will be made for site call outs outside the recognised normal visits to site; and
- d) Agreed expenses.

The annual leave in the Total Package approach would be based on between 21 and 35 days per annum.

The conditions of employment for un-skilled labour will be based on a benefits package and is inclusive of a Housing Rent Subsidy and a Home Ownership Allowance Scheme, as well as company contributions to the provident fund, medical aid and a 13th cheque.

2.1.4 Skills development at TPM

Proactive training will be provided in the use of new equipment as well as mechanised development. Anglo Platinum will ensure that the original equipment manufacturer (OEM) will be involved with the training of the operational personnel in the safe and efficient operation of the equipment provided.

The Mining Training Centre East (MTC East) to be established at Twickenham Platinum Mine will also be utilized to provide the requisite conventional & mechanized mining training.

The contractor workforce, who is mainly involved in construction activities since 2008, will be guided by a SPESSE document and procedures as per the CONTRACTOR COMPLIANCE SECTION in this Social and Labour Plan. Anglo Platinum's policies and procedures will be adopted to ensure an integrative fit with coherent administration systems and governance.

Anglo Platinum is committed to ensuring that all its employees are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operational and Local Economic Development (LED) objectives. This Skills Development Plan provide action plans and targets how Twickenham intends to offer its future employees opportunities to become functionally literate and numerate; to participate in learnerships, skills development programmes and various other training initiatives; and to acquire portable skills.

The purpose of the Skills Development Plan will be to assess and formally record the levels of skills and education of all incumbent employees and to use the results as a base for future Skills Development Plans. These plans will address the skills and competency gaps on the mine and also provide for the training needs of HDSAs, the fast-tracking of individuals within the talent pool, and the various career paths and mentoring programmes.

Twickenham will also participate in various Group capacity building initiatives to address operational skills needs:

- a) Mining Development – Refer to Sections 2.3 and 4.1
Shift Supervisory Training, Mining Learnerships, Mine Overseer, Section Manager and Mine Manager Development Programme
- b) Engineering Development – Refer to Sections 4.1.1

Learnerships, Foreman and Junior Engineer Development Scheme

- c) Fast Tracking – Refer to Section 4.1.1
Fast tracking programme for individuals on D Upper and E Band
- d) Bursaries & Graduates – Refer to Section 6.1 and 6.4
± 400 bursaries currently in Anglo Platinum Group - employment opportunities to Graduates
- e) Woman in Mining – Refer to Section 7.2 Mining and Engineering Learnerships

New employees at Twickenham will have the opportunity to participate in a range of training programmes, depending on their individual competencies assessments and development charters.

The following **action steps** will be taken once approval has been obtained to commence with construction of a mining operation:

Table 4 Training Action Plan

Action step	Target date
Develop and align skills and competency requirements for proposed operation with Anglo Platinum Standards	Done
Conduct skills assessments amongst employees and contractors once people have been employed	Done
Appoint Skills Development Facilitator	Done
Provide technical, management and leadership training and education in line with Anglo Platinum guidelines, skills gaps and in line with HDSA in management targets.	Done

Table 5 The Number and Education Level of all Employees at Twickenham Mine, as per Form Q, Annexure II of the MPRDA Regulations

Date: 2019 Baseline			MALE				FEMALE				TOTAL	
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
		No qualifications	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	1	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3 / ABET 2	1	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	1	0	0	0	0	0	0	0	1	0
General Education and Training (GET)		Grade 7 / Std 5 / ABET 3	2	0	0	0	0	0	0	0	2	0
		Grade 8 / Std 6	4	0	0	0	0	0	0	0	4	0
	1	Grade 9 / Std 7 / ABET 4	14	0	0	0	0	0	0	0	14	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	63	0	0	0	5	0	0	0	12	0
	3	Grade 11/ Std 9 / N2	96	0	0	0	8	0	0	0	47	3
	4	Grade 12 / Std 10 / N3	276	0	0	8	38	0	0	1	184	30
	5	Diplomas / Certificates	39	0	0	8	8	0	0	3	47	11
Higher Education and Training (HET)	6	First degrees / Higher diplomas	3	0	0	2	1	0	0	0	5	1
	7	Honours / Masters degrees	1	0	0	0	1	0	0	1	1	2
	8	Doctorates	0	0	0	0	0	0	0	0	0	0
		Total enrolled employees	501	0	0	18	61	0	0	5	519	66

Table 6 The Number and Education Level of all Twickenham's Contractor Employees, as per Form Q, Annexure II of the MPRDA Regulations

Date: 2010 Baseline			MALE				FEMALE				TOTAL	
BAND	NQF	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
		No qualifications	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	1	0	0	0	0	0	0	0	1	0
		Grade 3 / Std 1 / ABET 1	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	1	0	0	0	0	0	0	0	1	0
		Grade 5/ Std 3 / ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	4	0	0	0	0	0	0	0	4	0
General Education and Training (GET)		Grade 7 / Std 5 / ABET 3	2	0	0	0	0	0	0	0	2	0
		Grade 8 / Std 6	2	0	0	0	0	0	0	0	2	0
	1	Grade 9 / Std 7 / ABET 4	61	0	0	0	11	0	0	0	61	11
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	69	0	0	20	11	0	0	2	89	13
	3	Grade 11/ Std 9 / N2	139	0	0	18	21	0	0	1	157	22
	4	Grade 12 / Std 10 / N3	288	0	0	70	36	0	0	3	358	39
Higher Education and Training (HET)	5	Diplomas / Certificates	16	0	0	9	2	0	0	0	25	2
	6	First degrees / Higher diplomas	0	0	0	0	0	0	0	0	0	0
	7	Honours / Masters degrees	0	0	0	0	0	0	0	0	0	0
	8	Doctorates	0	0	0	0	0	0	0	0	0	0
		Total enrolled employees	583	0	0	117	81	0	0	6	700	87

2.2 ADULT BASIC EDUCATION AND TRAINING (ABET)

The scorecard requirement is to offer every employee the training opportunity to become functionally literate and numerate. Functional literacy and numeracy has been defined by the Department of Minerals Resources as ABET Level 4 or higher. This means that TPM will offer all functionally illiterate employees the opportunity to attend ABET classes and achieve sufficient levels of functional literacy and numeracy.

Although Twickenham Platinum Mine will aim to employ literate employees it can be assumed that due to skills shortages a significant number of employees may be illiterate and therefore require ABET training. Twickenham Platinum Mine will use a standard assessment tool, RPL (recognition of prior learning), to identify functionally illiterate and innumerate employees, to assess the current level of literacy and numeracy at the mine more accurately and to monitor and track the levels of literacy and numeracy. This tool will include the delivery of a literacy and numeracy competency performance test that will be administered to employees at the end of each leave cycle. In conjunction with these tests, a cognitive test will be carried out with each employee and the results will be used for the purposes of career planning, and for determining potential employees for mentorship and fast-tracking programmes. Those employees who are identified as being below ABET Level 4 will be offered the opportunity of attending ABET courses on an own-time basis. During these tests employees will be informed on the personal and career advantages of improving their educational levels. All assessments and examinations will undergo a stringent quality assurance process by legislative bodies such as the MQA.

The number of employees that do not have ABET 4 (NQF 1) qualifications as per Form Q including those of contractors amounts to 105.

Table 7 below summarizes the literacy and numeracy status of the workforce at Twickenham Platinum Mine. The overall education level for mine workforce is provided in Form Q (Table 5 & 6).

Table 7 Literacy and numeracy status

ABET Level	Permanent Employees	Contractor Employees	See Table (Form Q)
BTL + PRE ABET		1	No qualifications
Level 1	1		Grade 0/Pre + Grade 1 / Sub A + Grade 2 / Sub B
Level 2	1	1	Grade 3 / Std1 / ABET 1 + Grade 4 / Std 2
Level 3	3	6	Grade 5 / Std 3 / ABET 2 + Grade 6 / Std 4
Level 4 (NQF Level 1)	18	74	Grade 7 / Std 5 / ABET 3 + Grade 8 Std 6
TOTAL	23	82	

Twickenham Platinum Mine acknowledges its obligation to uplift the literacy levels of all those employees who have not achieved an NQF 1 qualification, and has offered the opportunity to obtain such a qualification to the majority of the functionally illiterate employees **for as long as the qualification is valid. Should the Department of Education introduce a qualification to replace the NQF 1, such qualification will then be considered as our highest level and exit point for ABET.** Twickenham Platinum Mine is committed to improving the self – image of all employees, as well as developing their full potential toward a safer and more efficient work practices. On returning from leave all employees are informed about the personal and career advantages of furthering their educational levels. At the same time, their current levels of qualification are confirmed and captured. All employees who register for ABET training are then assessed through a process of RPL (recognition of prior learning) and the most appropriate placement level from which to begin further studies is recorded.

2.2.1 TPM ABET targets

Twickenham Platinum Mine will be offering 52 (50%) illiterate employees, inclusive of contractors the opportunity to be functionally literate and numerate by 2015. Twickenham Platinum Mine commits to reassess the workforce educational profile annually to formulate a plan to offer the same opportunity to all illiterate employees still employed.

Table 8 shows the ABET targets projected for own - time for permanent and contractor employees over a five year period.

Table 8 ABET – Own Time targets

ABET Level						
	2010 Actual	2011	2012	2013	2014	2015
PRE ABET & BTL	2	0	0	0	0	0
ABET 1	34	2	0	0	0	0
ABET 2	16	34	2	0	0	0
ABET 3	0	16	34	2	0	0
NQF 1	0	0	16	0	0	0
Total	52	52	52	2	0	0
Budget	R 150 000	R 150 000	R 200 000	R 5 769	R 0	R 0

TPM intends creating a greater interest among its future workforce to attend ABET by:

- Introducing marketing and recruitment drives in consultations with the unions and associations to encourage learners to enrol for ABET;
- Incentivising ABET attendance;
- Implementing flexible schedules and timetables for ABET classes to avoid the courses clashing with working schedules;

- d) Present ABET classes at the mining training centre East during and after hours;
- e) Inviting prospective ABET learners to the ABET graduation ceremonies. This will hopefully motivate them to enrol for ABET courses in the future;
- f) Introducing computer-based ABET. Anglo Platinum invested in the purchase of an ABET learning program which provides a blended approach to ABET learning in that it is both computer based and teacher facilitated; and
- g) Offering all employees the opportunity to become literate by providing a brief to all employees reporting for assessment. The brief will explain the ABET process and the employee will then be expected to accept or reject the opportunity. Documented proof of this offer and the response will be kept by the mine.

2.3 LEARNESHIPS

Twickenham will send its artisans and technicians to the Engineering Skills Training Centre which is based in Randfontein. In addition to engineering learnerships, Anglo Platinum offers mining learnerships in line with MQA registered qualifications. These mining learnerships are provided internally and delivery complies with the MQA quality assurance requirements. Table 9 shows an indication of the number of learnerships that will be awarded over the next five years.

Table 9 Learnership Targets

Category	2011	2012	2013	2014	2015
Mining Learnership (Level 2)	0	4	2	2	2
Mining Learnership (Level 3)	0	0	4	4	4
TOTAL	0	4	6	6	6
Electrical (Metalliferous) Level 4	0	2	2	2	2
Fitting (Including Machining Hard rock Metalliferous (Level 3)	0	2	2	2	2
Platter Boilermaker (Metalliferous) Level 3	0	2	2	2	2
Diesel Mechanic (Metalliferous) Level 3	0	2	2	2	2
Rigging Ropesman (Generalist) Level 3	0	2	2	2	2
Instrumentation Mechanical Level 4	0	2	2	2	2
Engineering Maintenance for Underground Hard Rock (Metalliferous) – Stoping and Developing Level 2	0	2	2	2	2
Total	0	14	14	14	14
GRAND TOTAL	0	18	20	20	20

Budget	R 0	R 1 440 000	R 1 680 000	R 1 764 000	R 1852 200
--------	-----	-------------	-------------	-------------	------------

**A pool of mining employees will be employed at entry level and once competent may qualify for further development through a mining learnership programme (level 2 & 3) towards team leader and miner qualifications.*

***Engineering learnerships will comprise of service men and artisan learnerships.*

Twickenham will also ensure that its learnership strategy is inline with Anglo Platinum standards and Mining Charter commitments as set out below:

- a) Commitment of 80% HDSAs to be selected for these programmes;
- b) 20% of these HDSA learnerships will be reserved for women (see table 17); and
- c) The remaining 20% will be allocated to Non - HDSAs.

2.4 TECHNICAL TRAINING AND DEVELOPMENT AND DEVELOPMENT FOR LOWER LEVEL EMPLOYEES

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

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

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

2.4.1 Mining

Competent A and Competent B being a legislative requirement, is fully outcomes based, unit standards driven, adding to credits and building qualifications. These unit standards also feature very clearly within the career path matrix indicating a requirement for NQF Level 2 in mining. Table 10 below indicate targets for Competent A and B training at Twickenham Platinum Mine.

Table 10 Competent A and B Training

Category	2010 Actual	2011	2012	2013	2014	2015
Competent A	17	22	9	52	45	37
Competent B	12	29	24	199	215	160
Blasting Assistant	26	16	44	108	125	198
Total	55	67	77	359	385	395

Notes:

- *The above targets are annual targets*

Anglo Platinum introduced the Rock Drill Operator (RDO) Cadetship Academy during 2006. This programme is meant for novices from the surrounding communities. A placement rate of more than 80% has been achieved which will be used as a benchmark for future training efforts. Twickenham Platinum Mine plans to train 76 cadetships over a five year period as per Table 9 below.

Table 11 RDO Cadetship Academy

Category	Actual	Intake per annum				
	2010	2011	2012	2013	2014	2015
Rock Drill Operator (RDO) Cadetships	0	7	8	14	21	26

Notes

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

2.4.2 Engineering

In terms of training and development of lower level employees in the Engineering discipline, the Company introduced various developmental programmes such as the Level 1 Training Programme to develop Engineering Assistants, an Engineering Service Men Training programme as well as Learnership / Apprenticeship programmes which are discussed in the Learnership Section of this document (Section 2.3).

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

Employees, who have a minimum qualification, can apply for the Engineering Servicemen programme (Level 2 programme). The programme is specifically designed for the Development of Lower Level employees in terms of their Career Progression Paths.

Table 12 Engineering Training Targets for lower level employees

Category	Actual	In programme per annum				
Category	2010	2011	2012	2013	2014	2015
Level 1 Training Programme (A - B7)	8	0	4	6	6	8
Engineering Service Men Training (C1)	1	0	4	6	8	10
Total	9	0	8	12	14	18

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

2.4.3 Coaching for lower level employees

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

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

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

2.5 SERVICES TRAINING AND DEVELOPMENT

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

Table 13 Service Department Talent Pool

Department	Actual	In programme per annum				
	2010	2011	2012	2013	2014	2015
Mining Technical Service	3	0	3	4	4	4
Ventilation	1	0	2	3	3	3
Finance	2	2	3	8	8	8
Human Resources	2	3	6	6	6	6

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

Notes:

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

2.6 MANAGEMENT AND LEADERSHIP DEVELOPMENT

To enhance performance at supervisory level, an appropriate development programme has been initiated, covering areas such as personal and professional mastery, performance management, employee relations, safety and employee communications. In addition, the Anglo Platinum Development Centre continues to provide further leadership programmes for selected managers at various levels in conjunction with a leading South African business school. The interventions fall into various categories, detailed below:

- a) The junior management programme, which caters for less experienced managers; and
- b) The management development programme caters for middle-management development.

Table 14 Management Development targets

Development Programme		Forecast				
		2011	2012	2013	2014	2015
Supervisory Development						
1	Mining Supervisory Scheme	1	1	1	2	2
2	Engineering Supervisory Scheme	1	1	1	1	2
3	Other (Personal & Professional Leadership)	1	1	1	1	2
TOTAL		3	3	3	5	6
Management Development						
1	Junior Management Programme	1	1	1	1	1
2	Management Development Programme	1	1	1	1	1
TOTAL		2	2	2	2	2
GRAND TOTAL		5	5	5		8
BUDGET		R310 000	R510 000	R565 000	R770 000	R870 000

Notes:

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

The following **action steps** will enable Twickenham Platinum Mine to achieve the above targets:

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

2.7 PORTABLE SKILLS TRAINING

Anglo Platinum recognises that its operations have a limited life span and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, Anglo Platinum intends to equip the future Twickenham Mine work force – as well as members of the community – with portable skills that will benefit the individuals concerned. These initiatives will be aligned to the Limpopo Province's Provincial Growth and Development Strategy.

The Sekhukhune District recorded 69.4% unemployed and 60% poverty rate in 2003 – the highest in Limpopo Province. 27.8% do not have formal education, 23.5% with matric or higher qualification. The District has very low skills level and as such access to job opportunities is very limited.

In order for the Company to contribute to the fight against poverty it is crucial that we pay attention to skills development in the area which will facilitate and improve access to job opportunities either by the mines or any other economic sector within the area. To this effect Twickenham Platinum Mine will work in partnership with the Sekhukhune Municipality and the FET College to build the skills base of our communities in the skills relevant to mining and in those outside mining because not everyone will be employed by the mine.

The Portable skills programme will be implemented targeting the youth in the community and relevant industrial players will be engaged to facilitate access to job opportunities after completion of the training. Twickenham Platinum Mine will also share in the annual central budget for Education and Skill Development.

Table 15 below highlights the targets set for permanent and community portable skills for Twickenham Platinum Mine.

Table 15 Portable Skills training targets inclusive of permanent and community members

Category	2011	2012	2013	2014	2015
Bricklaying,	10	10	10	10	10
Plumbing	10	10	10	10	10
Welding	10	10	10	10	10
Electrical	10	10	10	10	10
Boiler making	15	15	15	15	15
Painting,	10	10	10	10	10
Tiling	10	10	10	10	10
Tourism	5	5	5	5	5
Catering and events management	10	10	10	10	10
Sewing	10	10	10	10	10
Total	100	100	100	100	100

Notes: Targets to be reviewed annually

2.8 TRAINING FACILITIES

The majority of Twickenham Mine's core training requirements will be undertaken at the Mining Training Centre East (MTC East) at Twickenham Mine. The primary focus will be on practical underground training in a working environment; however, supervisory, infrastructure development and maintenance skills training will also be included.

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

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

Table 16 Vacancies that TPM has been Unable to Fill, as per Form R in Annexure II of the MPRDA Regulations

Occupational level	Job title of vacancy	Main reason for inability to fill the vacancy
Top management	None	
Senior management	None	
Professionally qualified and experienced specialists and mid-management	<ul style="list-style-type: none"> ▪ Mechanical Engineer ▪ Geologist ▪ Accountants ▪ Metallurgist ▪ Rock Engineer 	Refer to Section 6.1 (Table 20) for Bursary targets.
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	<ul style="list-style-type: none"> ▪ Foreman Electrical ▪ Foreman Fitter ▪ Survey Assistant ▪ Ventilation Technician ▪ Fitters ▪ Diesel Mechanics 	Refer to Section 2.3 (Table 9 for Learnership targets.
Semi-skilled and discretionary decision-making	None	
Unskilled and defined decision-making	None	

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

4.1 CAREER PROGRESSION PLAN FOR TWICKENHAM

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


Anglo Platinum has developed generic competency matrices per job and career path matrices (flow charts) for every discipline within its operations. The flow charts 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 are met (see Appendix - 3). Role descriptions will be outlined with respect to minimum job entry requirements, desirable qualifications, relevant courses and the required duration to complete each step in the recommended career path for each position. Consideration will be given to complexity, qualifications, previous experience and competence.

4.1.1 Fast – tracking and Talent Management: Mining and Engineering

Twickenham Mine will implement discipline-specific HDSA training and development programmes for HDSA talent pool employees to fast track them in line with career paths. Table 18 below shows Twickenham Mine's career progression process for talent pool employees specifically to the core mining and engineering disciplines. Similar career progression plans for the other disciplines have been introduced in accordance with the career paths as illustrated in Appendix 3.

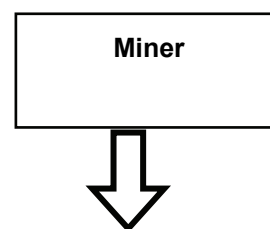
Table 17 Career Progression Plan – Mining

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

Level 2 programme	Number of HDSAs with Potential (Talent Pool)								Team Leader 
	2010 Actual			2011	2012	2013	2014	2015	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
	A - Band	23	0	0	23	28	54	79	

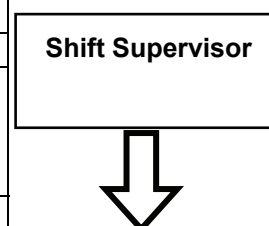
The next requirement to be promoted to the next level as a miner is a blasting certificate. These candidates are on full-time programmes to obtain the blasting certificate as well as the accompanying skills and exposure to be appointed as a miner (see below).

Mining Learnerships	Number of HDSAs with Potential (Talent Pool)							
	2010 Actual			2011	2012	2013	2014	2015
	- in prog	- with IDCs	- in Mentor ship	- in programme in annum				
B – Band	10	0	0	19	23	43	64	80



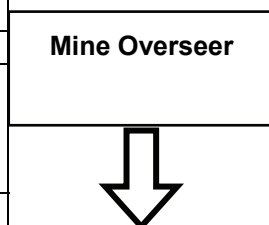
To be appointed as a shift supervisor, a miner must obtain a shift supervisor certificate. This requires a special development programme and exposure to stoping, development, night shift cleaning, construction and other special projects. There are currently 6 employees in the programme (see below).

Shift Supervisor Programme	Number of HDSAs with Potential (Talent Pool)							
	2010 Actual			2011	2012	2013	2014	2015
	- in prog	- with IDCs	- in Mentor ship	- in programme in annum				
C – Band	6	0	0	8	9	14	21	27



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

MANAGEMENT	Mine Overseer Certificate	Number of HDSAs with Potential (Talent Pool)							
		2010 Actual			2011	2012	2013	2014	2015
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
	D – Band	1	1	0	2	2	2	2	2



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

MANAGEMENT	Mine Manager Certificate	Number of HDSAs with Potential (Talent Pool)							
		2010 Actual			2011	2012	2013	2014	2015
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
	E – Band	1	1	0	1	1	1	1	1
	E – Band	0	0	0	1	1	1	1	1

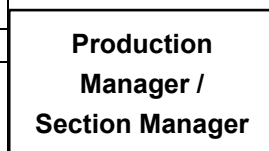

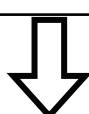


Table 58 Career Progression Plan – Engineering

The entry level into the engineering discipline is an artisan assistant. The Level 1 training programme aims to develop engineering employees as artisan assistants. There are currently 31 employees in the programme, each having an IDC and an assigned mentor. The plan is to train 348 candidates for the Level 1 Programme over a five year period (see below).

Level 1 programme	Number of HDSAs with Potential (Talent Pool)								Artisan Assistant 
	2010 Actual			2011	2012	2013	2014	2015	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
	A - Band	31	31	0	57	63	69	76	


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

Level 2 programme	Number of HDSAs with Potential (Talent Pool)								Engineering Serviceman 
	2010 Actual			2011	2012	2013	2014	2015	
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum					
C1 - Band	6	0	0	9	10	11	12	13	

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

Engineering Learnerships	Number of HDSAs with Potential (Talent Pool)							
	2010 Actual			2011	2012	2013	2014	2015
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
C2/3 - Band	25	0	0	43	47	52	57	62


Artisan



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

Engineering Foreman Certificate	Number of HDSAs with Potential (Talent Pool)							
	2010 Actual			2011	2012	2013	2014	2015
	- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
C - Band	3	1	1	4	4	5	5	6

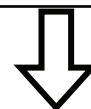
Foreman



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

MANAGEMENT	Junior Engineering Programme	Number of HDSAs with Potential (Talent Pool)							
		2010 Actual			2011	2012	2013	2014	2015
		- in prog	- with IDCs	- in Mentor ship	- in programme per annum				
	D - Band	0	0	0	0	0	0	0	0

Junior Engineer



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

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

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

5.1 EMPLOYEE MENTORSHIP PROGRAMMES

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

Table 19 provides current and future targets to establish mentorship relationships for all employees in the various training and development programmes aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The key steps will include the assigning and recording of mentee/mentor relationships, the training of mentees and mentors, and the monitoring of the number of mentoring sessions – including Individual Development Charter (IDC) reviews.

Table 19 Mentorship Targets

Mentorship Category	Actual	In programme per annum				
	2010	2011	2012	2013	2014	2015
Management (total complement)						
Senior management (E)	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (D)	0	1	2	2	3	4
Learnerships						
Mining	0	0	0	4	6	4
Engineering	2	0	0	14	14	14
Fast-tracking candidates						
Mining Overseer Certificate	0	0	0	1	3	6
Mine Manager Certificate	0	0	0	0	1	0

<i>Junior Engineering Programme</i>	0	0	0	0	0	1	2
Graduate Development scheme	0	0	0	0	2	2	2
Women in development programmes	0	0	0	1	2	4	6

***Refer to Sections 2.3 (Learnerships), Section 6.4 (Graduate Development), Section 4.1.1 (Mining and Engineering Fast-tracking and Section 7.2.3 (Black Women in training programmes)**

Notes:

- *The targets in Table 19 only indicate the number of mentees not mentors. The targets indicate the number of mentees which are focused to be in programme for the respective year.*

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

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

5.2 EXTERNAL MENTORSHIP

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

Suppliers of goods and services

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

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

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

Small business and local economic development

Twickenham Mine will appoint a Business Development Officer (BDO) by 2015 to mentor small, local businesses wishing to solicit trade from the mine. The BDO will ensure their access to opportunities and will mentor them in general business practice.

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

6.1 EXTERNALLY BURSARY SCHEME

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

Bursary needs have been determined for Twickenham Mine and the following table provides an indication of the type and number of external bursaries that will be made available over the next five years.

Table 20 External Bursary Targets

Discipline of bursary	Actual	Forecast				
	2010	2011	2012	2013	2014	2015
Bursaries for 'hard to fill vacancies'						
Mining engineering	1	0	2	2	3	4
Metallurgical engineering	0	0	0	0	1	1
Geology	1	0	0	0		0
Mine surveying	1	0	0	1	1	1
Mechanical engineering	1	0	0	0	0	1
Analytical chemistry	0	0	0	0	0	0
Rock Engineering	1	0	0	0	0	0
Ventilation	0	0	0	0	0	1
Pipeline Bursaries						
Finance and accountancy	0	0	0	0	0	0
Other	0	0	0	0	0	0
TOTAL	5	0	2	3	5	8
BUDGET	R 375 000	R 0	R 150 000	R 225 000	R 375 000	R 600 000

Twickenham Mine will also ensure that its bursary strategy is inline with Anglo Platinum standards and Mining Charter commitments as set out below:

- a) Commitment of 80% HDSAs to be selected for bursaries;

- b) 20% of these HDSA bursaries will be reserved for women (see Table 28);
- c) The highest calibre of young professionals will be attracted to meet Anglo Platinum's staffing and Employment Equity requirements. This area is regarded as one of the Group's strategic priorities, particularly in light of the chronic skills shortages in the South African mining industry;
- d) The minimum selection requirement for Grade 12 learners will be a D or C in mathematics and science; and
- e) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene.

6.2 EDUCATIONAL ASSISTANCE

The educational assistance scheme is available to all employees, where individuals commit themselves to career development and the company supports the initiatives (see **Error! Reference source not found.**). It is important to mention that the educational assistance scheme is done on an own-time basis and is normally through correspondence learning. The process will be implemented in line with the Company policy. The educational assistance scheme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

Table 21 Educational Assistance Scheme targets

Discipline	Actual	Forecast				
	2010	2011	2012	2013	2014	2015
Mining engineering	0	0	1	1	3	3
Mine surveying	0	0	2	2	2	2
Mechanical engineering	0	0	1	1	1	1
Electrical engineering	0	0	0	0	1	1
Chemical engineering	0	0	0	0	0	0
Human resources	2	2	3	3	3	3
Finance and accounting	1	0	3	3	3	3
Materials management	0	0	0	0	0	1
Protection services	0	0	1	1	1	1
Safety	0	0	1	1	1	1
Management	0	0	1	1	1	1
Administration	0	0	1	1	1	1
TOTAL	3	2	14	14	17	18
Budget	R 150 000	R 100 000	R 700 000	R 700 000	R 850 000	R 900 000

Notes:

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

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

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

6.3 INTERNSHIP

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

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.

Table 22 Internship targets

Programme Type	Actual	Intake per annum				
	2010	2011	2012	2013	2014	2015
Cadetship	0	7	8	14	21	26
External bursary candidates	5	0	2	3	5	8
Vacation students	1	1	1	1	1	1
Total	6	8	11	18	27	35
Budget	R 390 200	R 46 600	R 200 400	R 543 200	R 869 800	R 718 800

Notes

- The targets indicated in the Table above are annual targets

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

- a) As part of the Anglo Platinum Adopted School Programme, school learners will be afforded the opportunity to visit the operations with the objective to learn about the various careers available in the mining industry;
- b) The company's cadet programmes (such as the Rock Drill Operator Cadetship) are aimed at developing talent amongst unemployed members of the surrounding communities, to be engaged as and when required;
- c) In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year¹ or be channelled into full-time tertiary study; and
- d) Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.
- e) Internships will be offered to unemployed partially qualified students as per the JIPSA Initiative.

6.4 GRADUATE DEVELOPMENT SCHEME

The Graduate Development Scheme, which forms part of the Young Professional Scheme, is aimed at filling critical skills gaps in Anglo Platinum's core activities. Anglo Platinum runs a number of graduate development programmes, for example the metallurgy graduate development programme, the mining graduate development programme, the human resources management graduate development programme and others.

These programmes are well structured that allows graduates upon completion to be appointed into substantive positions at the various operations. Graduate trainees are developed by means of the discipline specific Graduate Development Program for on average 18 months.

During the Program, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by Anglo Platinum. Every Graduate has an Individual Development Charter and an appointed mentor and is given bi-annual appraisals.

Table 23 Graduate Development Scheme targets

Discipline		Actual	In programme per annum				
		2010	2011	2012	2013	2014	2015
1	Mining engineering	0	0	1	0	0	2
2	Metallurgical engineering	0	0	0	0	0	0
3	Geology	0	0	0	0	0	0
4	Mine surveying	0	0	0	0	0	0

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

5	Mechanical/Electrical/Chemical engineering	0	0	0	0	0	0
6	Analytical chemistry	0	0	0	0	0	0
7	Human resources	0	0	0	0	0	0
8	Finance and accountancy	0	0	0	0	0	0
9	Rock engineering	0	0	0	0	0	0
10	Ventilation	0	0	0	0	0	0
	Total	0	0	1	0	0	2

Notes:

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

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

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

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

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

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

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

7.1 EMPLOYMENT EQUITY STATUS: FORM S: PERMANENT EMPLOYEES

Table 24 Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations – 2010 baseline

Occupational Level	Paterson Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	F	0	0	0	0	0	0	0	0	0	0	0
Senior management	E	1	0	0	5	0	0	0	0	6	0	0
Professionally qualified and experienced specialists and mid-management	D	10	0	0	5	1	0	0	2	18	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	72	0	0	8	5	0	0	3	88	0	0
Semi-skilled and discretionary decision-making	B	340	0	0	0	30	0	0	0	370	0	0
Unskilled and defined decision-making	A	78	0	0	0	25	0	0	0	103	0	0
Total enrolled employees		501	0	0	18	61	0	0	5	585	0	0
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		501	0	0	18	61	0	0	5	585	0	0

Table 25 Employment Equity Statistics for Contractors, as per Form S in Annexure II of the MPRDA Regulations – 2010 baseline

Occupational Level	Paterson Band	Male				Female				Total	Disabled	
		African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management	F	0	0	0	0	0	0	0	0	0	0	0
Senior management	E	1	0	0	2	0	0	0	0	3	0	0
Professionally qualified and experienced specialists and mid-management	D	19	0	0	22	6	0	0	1	48	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	68	0	0	71	6	0	0	2	147	0	0
Semi-skilled and discretionary decision-making	B	303	0	0	15	45	0	0	3	366	0	0
Unskilled and defined decision-making	A	192	0	0	7	24	0	0	0	223	0	0
Total enrolled employees		583	0	0	117	81	0	0	6	787	0	0
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		583	0	0	117	81	0	0	6	787	0	0

7.2 WOMEN IN MINING

7.2.1 TWICKENHAM PLATINUM MINE WOMEN IN MINING TARGETS

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

The women participation targets from 2011 to 2015 are reflected below in Table 26. Table 27 reflects women in core disciplines, which are Mining, Engineering and Metallurgical disciplines.

Table 26 Targets for Females enrolled at Twickenham Mine

Employment Level	Forecast											
	2010		2011		2012		2013		2014		2015	
	%	No	%	No	%	No	%	No	%	No	%	No
E Senior management	0	0	10.0	1	10.0	1	10.0	1	10.0	1	10.0	1
D Middle management	5.6	1	10.0	2	10.0	2	10.0	2	10.0	2	10.0	2
C Junior management	1.1	1	10.4	14	10.3	15	10.1	18	10.0	21	10.2	25
B Semi-skilled	6.2	23	10.1	39	10.0	44	10.0	69	10.0	94	10.0	113
A Unskilled	23.1	24	10.0	14	10.3	16	10.1	17	10.0	18	10.0	20
Women in mining	8.3	49	10.0	70	10.1	78	10.0	107	10.0	136	10.0	161
Total employees	588		697		774		1073		1369		1613	

Table 27 Twickenham Mine Targets for Females enrolled in Core Disciplines (Mining, Engineering and Mineral Resource Management)

Employment Level		Forecast											
		2010 Actual		2011		2012		2013		2014		2015	
		%	No	%	No	%	No	%	No	%	No	%	No
E	Senior management	0.0	0	10.0	1	10.0	1	10.0	1	10.0	1	10.0	1
D	Middle management	16.7	3	10.0	2	8.3	2	8.3	2	8.3	2	8.3	2
C	Junior management	9.1	8	10.4	14	10.3	15	10.1	18	10.0	21	10.2	25
B	Semi-skilled	8.1	30	10.1	39	10.0	44	10.0	69	10.0	94	10.0	113
A	Unskilled	24.0	25	10.0	14	10.3	16	10.1	17	10.0	18	10.0	20
Women in mining		11.2	66	10.0	70	10.1	78	10.0	107	10.0	136	10.0	161
Total employees		588		697		774		1073		1369		1613	

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

7.2.2 Strategies and objectives

TPM will implement the following Anglo Platinum Mining Charter strategies to enhance female representation and to achieve the targets as per the table above. These strategies include:

- Reserved positions in mining that women could fill (plan to recruit 20% women of all new recruit based on a 10% annual attrition rate);
- Recruit 20% women in all learnerships, graduate trainees and bursars
- Programs for female employees with potential (plan to enrol 20% female candidates in supervisory and management development programmes);
- Measures to sustain an enabling environment for empowering women; and

- e) Women committees to evaluate the quantity and quality of the necessary facilities such as change houses and female-only ablution facilities on surface and underground

7.2.3 Implementation plan

Table 28 below indicates the planned number of women to be trained and developed to meet the targets set by TPM.

Table 28 Training and Development of Women

Specific interventions for women	Number of women				
	2011	2012	2013	2014	2015
Learnerships	2	2	2	3	3
External Bursaries	0	1	1	2	3
Total	2	3	3	5	6

7.2.4 Challenges and action steps

The challenges in achieving and sustaining the targets outlined in Table 28 are outlined below:

- a) Dominance of male employees provides an intimidating environment for women coupled with fears of sexual harassment;
- b) Availability of women with mining skills remains a challenge;
- c) Heat-tolerance tests for women return less favourable feedback during medical assessments and limit the number of women qualifying to work underground; and
- d) Overall, positions suitable for women, considering the inherent requirements of the job, still need to be clearly identified, understood and explained to all stakeholders in the business.

7.3 HD SA PARTICIPATION IN MANAGEMENT

7.3.1 HD SA in Management targets

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

Error! Reference source not found. illustrates the HD SA Participation in Management targets of Twickenham Platinum Mine. Table 30 provides a further breakdown to illustrate the targets per gender and race.

Refer to Appendix 1 for a complete list of all HD SA employees in management (D1 and above) at Twickenham Platinum Mine.

Table 29 Targets for HD SA Participation in Management

Employment Level	Forecast											
	2010 Actual		2011		2012		2013		2014		2015	
	%	No	%	No	%	No	%	No	%	No	%	No
E Senior management	14.3	1	40.0	4	40.0	4	40.0	4	40.0	4	40.0	4
D Middle management	72.2	13	41.7	10	41.7	10	41.7	10	41.7	10	41.7	10
Total HD SAs in management	42.3	14	41.2	14	41.2	14	41.2	14	41.2	14	41.2	14
Total mine management		26		34		34		34		34		34
C Junior management	90.9	80	40	54	39.7	58	39.9	71	40.1	86	40.0	98

B	Semi-skilled	99.7	370	39.9	154	40.1	176	40.0	277	40.0	375	40.0	454
A	Unskilled	99.0	103	39.9	57	40.0	62	40.2	68	40.2	74	40.0	80
Total HDSAs at operation		38.3	225	38.0	265	38.2	296	38.8	416	39.1	535	39.2	632
Total employees		588	697	774	1073	1369	1613						

**Percentages per Level (Paterson Band) represent the percentage of women or HDSAs of the total number of employees within that specific Level.*

**Rounding in tables where percentages are reflected may result in computational discrepancies.*

Table 30 Targets for HDSA Participation in Management: Percentage Breakdown by Race and Gender

Employment Level		2010 Actual						2011						
		Male			Female			Male			Female			
		African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	White
E	Senior Management	14.3	0.0	0.0	0.0	0.0	0.0	20.0	10.0	0.0	10.0	0.0	0.0	0.0
D	Middle Management	55.6	0.0	0.0	5.6	0.0	0.0	41.7	8.3	4.2	12.5	4.2	0.0	8.3
C	Junior Management	81.8	0.0	0.0	5.7	0.0	0.0	53.3	2.9	0.7	6.7	0.7	0.7	2.2
B	Semi-skilled	91.6	0.0	0.0	8.1	0.0	0.0	88.0	0.5	0.5	8.8	0.5	0.3	0.5
A	Unskilled	75.0	0.0	0.0	24.0	0.0	0.0	54.5	4.8	0.6	17.4	2.7	0.6	6.2
Total HDSA in management		44.0	0.0	0.0	4.0	0.0	0.0	35.2	8.8	2.9	11.7	2.9	0.0	5.8

Employment Level		2012						2013						
		Male			Female			Male			Female			
		African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	White
E	Senior Management	14.3	0.0	0.0	0.0	0.0	0.0	20.0	10.0	0.0	10.0	0.0	0.0	0.0
D	Middle Management	55.6	0.0	0.0	5.6	0.0	11.1	41.7	8.3	4.2	12.5	4.2	0.0	8.3
C	Junior Management	49.3	2.7	0.6	6.1	1.3	2.0	41.6	3.4	1.7	5.6	2.2	0.6	2.2
B	Semi-skilled	77.4	0.4	0.4	8.6	0.4	0.6	59.9	3.6	0.2	7.9	0.7	0.4	0.9
A	Unskilled	50.3	4.5	0.6	16.1	2.5	5.8	46.2	4.1	0.6	14.8	2.4	0.6	5.3
Total HDSA in management		35.2	8.8	2.9	11.7	2.9	5.8	35.2	8.8	2.9	11.7	2.9	0.0	5.8

7.3.2 Strategy and objectives

TPM will implement four main strategies to ensure that its Employment Equity targets are realistic and achievable. These will be to:

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

7.3.3 Implementation plan

7.3.3.1 Providing training and development for HDSA candidates

Anglo Platinum will implement the following initiatives at TPM to train and develop HDSA candidates for management positions:

- a) Filling vacancies on a contract/temporary basis until suitable, qualified candidates are developed;
- b) Providing experiential training through coaching and mentoring;
- c) Building management capacity through targeted in-house training and development programmes from executive development through to technical training;
- d) Pre-employment training;
- e) Giving HDSA employees operational exposure through an initiative which is practical in orientation. The learning is further enhanced by the current acting-position system where talented subordinates occupy positions for their superiors during the superiors' absence. The approach is being used in learning initiatives such as shift supervisor, mine overseer and apprentice learnerships, LOTCs (graduates), pre-employment training, blasting certificate training, mission-directed work teams, Individual Performance Agreements (IPAs) and performance reviews;
- f) Consulting with the MQA and training service providers to accelerate and enhance training programmes for HDSAs;
- g) Appointing HDSA candidates into vacancies on a contract/temporary basis so that they can gain experience until such time as they, or other suitably qualified candidates, are competent enough to be permanently appointed to the positions in question; and
- h) Providing *ad hoc* vacation work for graduates/diplomates to gain experiential training.

7.3.3.2 Developing and fast-tracking of HDSA candidates

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

A comprehensive education, training and development strategy is one of the critical success factors for achieving the objectives of any HDSA fast-tracking training plan. The interventions will focus on building

skills and competencies that have been implemented to fast-track the required number of HDSA candidates in the core disciplines of mining and engineering.

7.3.3.3 Creating additional employment opportunities

One of the major challenges facing TPM is to ensure that opportunities are in place for the career advancement of HDSAs. As various factors impact on the viability of the mine – including the value of the South African Rand, fluctuating commodity prices, housing availability and increased costs – the mine's employment figures correspondingly contract and expand. The potential for opportunities, therefore, is often unpredictable and sometimes limited.

The Recruitment, Assessment and Selection Policies address gender and HDSA equality in the recruitment process. TPM is committed to follow the procedures in support of meeting its targets.

7.3.3.4 External recruitment strategy

As TPM will be a new mining operation it will force the Company to aggressively recruit staff to meet the objectives of the regulations promulgated in the MPRDA. An achievable HDSA recruitment strategy with measurable targets will be developed by TPM.

External recruitment will target qualified staff on the one hand, and graduate trainees and bursars on the other. The remote location of TPM may be a deterrent to experienced, suitably qualified HDSA candidates. Support will be given to infrastructure development through Local Economic Development (LED) programmes in the mine community.

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

HIV/AIDS in the mining industry has reached epidemic proportions. Anglo Platinum will consider the implications of HIV/AIDS on the future workforce at Twickenham, with the intention of integrating an HIV/AIDS component into its recruitment and policy practices. The mine will pursue the following interventions to address this challenge:

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

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

The seven trade unions and staff associations, which represent 83% of the Group's workforce, signed an historic HIV/AIDS agreement with Anglo Platinum in November 2002. It was reviewed and revised in 2006. The negotiated agreement encourages a partnership between Anglo Platinum and its

stakeholders in developing and maintaining responsible and effective programmes that minimise the impact of HIV/AIDS in the workplace.

Since the signing of this Partnership Agreement, the HIV/AIDS Joint Working Group (JWG) has met monthly to give substance to the clauses in the Agreement. JWG members are representative of all stakeholders and revert to their constituencies before any item is ratified in the JWG meetings. All recommendations, once finalised by the JWG, are referred to the Central Partnership Forum (CPF), after which they will be distributed through the usual employee-relations channels for implementation. TPM's future HIV/AIDS Committee will serve as a forum and working group to enhance involvement and participation at all levels in the implementation and roll-out process.

7.4.2 Providing information and education in the workplace

Information and education, in various media (one-on-one, print, electronic, groups) is the foundation of preventive, promotive, curative and rehabilitative care. Accordingly, it is provided on an ongoing basis, and according to the strategic requirements, to all job categories to ensure adequate understanding of the complexities of HIV/AIDS and of working with colleagues who are infected and/or affected.

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

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

7.4.3 Providing a comprehensive care and support programme

Anglo Platinum will provide workers with access to a comprehensive care, management and treatment support programme for HIV/AIDS as well as related infections, particularly tuberculosis and sexually-transmitted infections. The mine will provide:

- a) Accelerated prevention of new infections and re-infections in TPM, including post-exposure prophylaxis for employees involved in mine accidents, rape survivors and healthcare workers;
- b) Treatment for opportunistic infections and re-infection, which includes counselling and voluntary testing; tuberculosis prophylaxis; STI management; monitoring of HIV disease progression; a continuum of counselling, education and psycho-social support; provision of nutritional support;

and specialised care and referral, including ART medication when clinically indicated. Traditional health practitioner services will be incorporated once a policy directive is received; and

- c) Rehabilitative care and support, including referrals. Where ART fails or the employee becomes incapacitated due to another serious medical condition, support will be provided to facilitate home-based care and follow-up support. The agreed medical incapacitation procedures will apply. Support will be provided including:
 - i. Access to step-down facilities that work closely with the hospital;
 - ii. Referral to care centres such as LifeLine, Hospice, home-based care NGOs etc; and
 - iii. Utilisation of services outside the Company's healthcare programmes, e.g. social services, community clinics, pastoral services and legal aid.

Regulation 46 (c)

Local economic development programmes

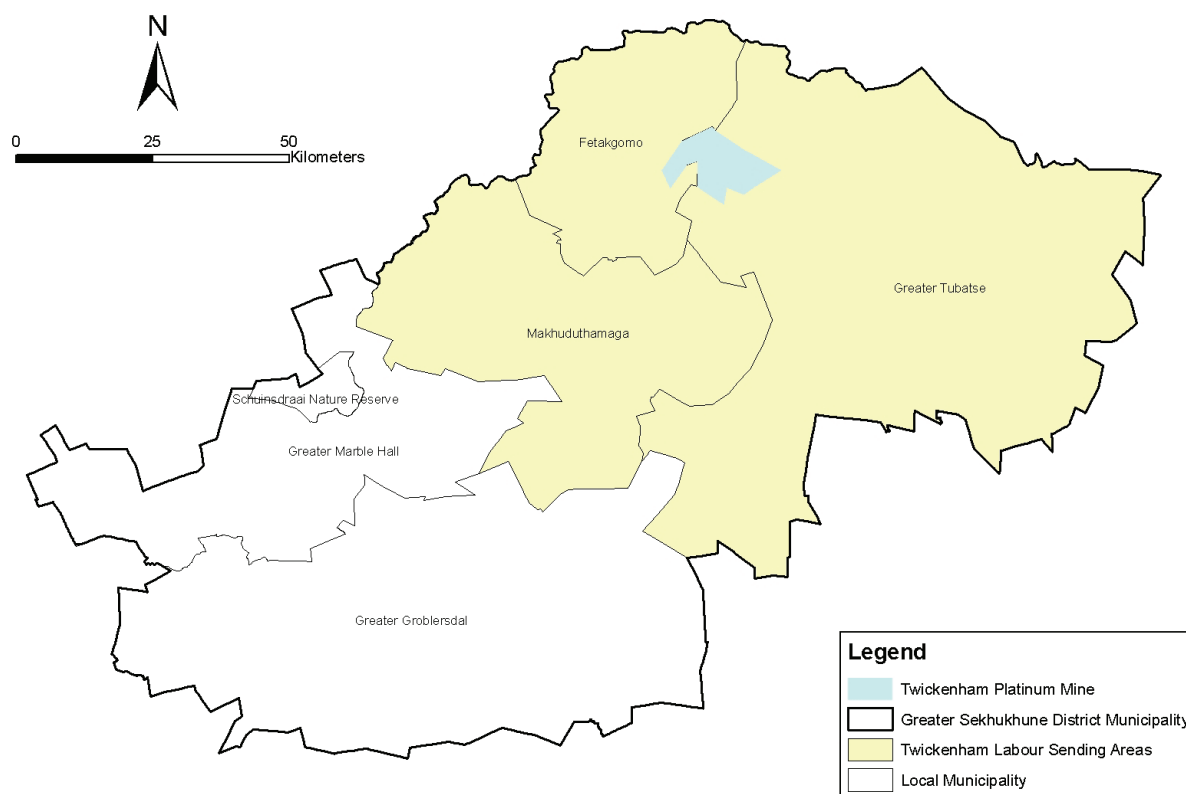
SECTION 3

8. REGULATION 46 (C) (I) AND (II) (A): THE SOCIAL AND ECONOMIC BACKGROUND TO AND KEY ECONOMIC ACTIVITIES IN THE AREAS IN WHICH TPM OPERATES

8.1 THE SOCIAL AND ECONOMIC BACKGROUND OF THE AREA IN WHICH TPM OPERATES

The Twickenham Platinum Mine is located within Limpopo province of South Africa and falls under the Greater Sekhukhune District Municipality. The Local Municipalities from which the mine will draw it labour are the Greater Tubatse, Fetakgomo and Makhuduthamaga Local Municipalities. See Figure 1 below for a plan showing Twickenham's location in relation to both the District Municipality and the surrounding local municipalities.

Figure 3 Labour sending areas



8.1.1 Socio-economic profile of the Limpopo Province

Limpopo Province² is geographically the fourth largest province of South Africa and has the fifth largest population (4.9 million people). Approximately 89% of the population live in rural areas and the province has an unemployment rate of 46%. Limpopo Province is rich in minerals such as copper,

² Source: www.limpopo.gov.za

asbestos, coal, iron-ore, platinum, chrome, diamonds and phosphates. The provincial economy is growing, with primary products and manufactured goods being marketed both locally and for export.

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

8.1.2 Socio-economic comparison of labour sending areas

The following labour sending areas will be described in terms of their socio-economic statistics as they may act as sources for recruitment.

Table 31 Labour sending areas

District Municipality	Local Municipality	Province
Focus Areas		
Sekhukhune (Cross Border)	Greater Tubatse	Limpopo
Sekhukhune (Cross Border)	Fetakgomo	Limpopo
Sekhukhune (Cross Border)	Makhuduthamaga	Limpopo

A key characteristic of the labour areas is that they have relatively small economies which means that any mining development will have massive impacts on the economy; but also that a subsistence economy is largely in place, corroborating the strong migration out of the area.

Table 32 Population Statistics

Region	Population 2001	
South Africa	44 000 000	100.0%
Limpopo	4 994 326	11.4%
Sekhukhune District Municipality	967 172	2.2%
Greater Tubatse Local Municipality	270 120	0.6%
Fetakgomo Local Municipality	92 080	0.2%
Makhuduthamaga Local Municipality	17 960	0.04%

Table 33 GGP Comparisons

Region	GDP/GGP (Rbn) (2005)	% to total
South Africa	1 417 369	100.0%
Limpopo	59 356	4.2%
Sekhukhuneland	3 229	0.2%

A stark statistical comparison shows that Sekhukhuneland contributes 0.2% to SA's economy and has 2.2% of the population. This simply means a low GGP per capita and high levels of poverty.

Table 34 Demographic Profile of Labour Sending Areas

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
Total Population	92 080	270 120	17 960	967 172
GENDER				
Female	56%	55%	56%	55%
Male	44%	45%	44%	45%
RACE				
Black African	99%	99%	70%	99%
Coloured	0%	0%	5%	0%
Indian or Asian	0%	0%	17%	0%
White	1%	1%	8%	1%
LANGUAGE				
Sepedi	97%	90%	97%	83%
Afrikaans	1%	1%	0%	1%
Xitsonga	1%	2%	0%	2%
SiSwati	0%	4%	1%	2%
IsiZulu	0%	1%	1%	3%
Sesotho	0%	1%	0%	1%
Other	0%	0%	1%	7%
AGE				
0 - 9	26%	27%	26%	26%
10 - 19	29%	29%	30%	29%
20 - 29	14%	15%	14%	15%
30 - 39	9%	10%	8%	9%
40 - 49	7%	7%	7%	7%
50 - 59	5%	5%	6%	5%
60 - 69	5%	4%	5%	4%
>70	5%	3%	5%	4%

A demographic analysis of the labour sending areas shows that women make up for more than 50% of the population and that the area is a predominantly black African area (with most of the local municipalities excluding Makhuduthamaga being 99% black Africa). The principle language spoken in the area is Sepedi with approximately 90% of the population citing this as their first language. Over 50% of the local municipality's population is under the age of 20 years old (an indication that migrant labour occurs in the surrounding areas).

Table 35 Educational Profile of Labour Sending Areas

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
No schooling	45%	40%	44%	43%
Some primary	12%	13%	11%	12%
Complete primary	4%	5%	4%	5%
Some secondary	23%	28%	24%	25%
Std 10 /Grade 12	10%	10%	11%	11%
Higher	6%	4%	5%	5%

Just under half of the population from the Twickenham surrounding areas have not receives any sort of formal schooling, with approximately only 10% of the population acquiring a Grade 12 or Matric qualification. This implies that the majority of the population will not have ABET level 4 and that many will be illiterate and innumerate.

Table 36 Economic Profile of Labour Sending Areas

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
EMPLOYMENT				
% Employed	10.0%	13.3%	7.9%	13.7%
% Unemployed	21.5%	21.2%	23.7%	21.4%
% Not economically active	68.6%	65.5%	68.4%	64.9%
HOUSEHOLD INCOME				
No income	37%	43%	42%	39%
R1 - R9 600	35%	30%	35%	34%
R9 601 - R 38 400	21%	20%	17%	20%
R38 401 - R 153 600	7%	7%	6%	6%
R153 601 - R614 400	0%	1%	0%	1%
> R614 401	0%	0%	0%	0%

The overall profile of the immediate labour areas of Twickenham in Limpopo indicates that these are extremely impoverished. The above profile can be summarised in the following points:

- As has been pointed out, the first striking point is the low personal income of Greater Tubatse and Sekhukhuneland as a result of low levels of economic activity and high populations;
- These low personal incomes are amongst others caused by a high proportion of the population having no schooling in these areas (over 40%) and low qualification levels as a whole;
- More than 70% of the households in Sekhukhune live on or below the poverty line, although this may have improved since 2001 due to more welfare income received by poor households; and

- d) The statistics translate to a dependency ratio of 14 people for every one formal job. Undoubtedly one of the highest dependency ratios in SA.

Table 37 Employment Profile

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
Agriculture/Forestry/Fishing	0%	1%	0%	1%
Community/Social/Personal	2%	2%	2%	3%
Construction	0%	0%	0%	0%
Electricity/Gas/Water	0%	0%	0%	0%
Financial/Insurance/Real Estate/Business	0%	0%	0%	0%
Manufacturing	0%	0%	0%	0%
Mining/Quarrying	2%	1%	0%	1%
Transport/Storage/Communication	0%	0%	0%	0%
Undetermined	95%	93%	96%	93%
Wholesale/Retail	0%	1%	1%	1%

Although it is unclear from the 2001 statistics, a recent study of the employment profile shows a large proportion of its workforce in the mining sector (up to 17%). Typical small economies have high proportions of its workforces in the Community (Government) sector and this is evident in both Greater Tubatse and Sekhukhune. A further characteristic is the low proportion of the workforce in the manufacturing sector (a needed propulsive sector for most economic development). The GGP per sector in Limpopo represents that of an undiversified economy, depending on the Government and Mining sectors for much of its economic activities (over 50%). The mining sector is a significant growth industry for this province and the Bushveld complex. This industry will play an increasingly important role in this development. Turning to the Mpumalanga economy, it is clear that this province has a more diversified economy with Manufacturing, Mining, Government and Utilities making up a large portion of its production. These sectors make up more than 70% of the region's economic profile and hence have a far more sustainable economy than Limpopo.

Table 38 Service Delivery

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
REFUSE REMOVAL				
Removed once week	2%	7%	1%	5%
Removed less often	1%	1%	0%	1%
Communal dump	1%	0%	1%	1%
Own refuse dump	77%	65%	88%	75%
No Disposal	20%	26%	10%	18%

Category	Fetakgomo	Greater Tubatse	Makhudu-thamaga	Sekhukhune District Municipality
SANITATION				
Flush toilet sewer	3%	5%	2%	5%
Flush toilet tank	1%	1%	1%	1%
Chemical toilet	1%	3%	2%	2%
Pit latrine	69%	65%	79%	74%
Bucket latrine	1%	1%	1%	1%
None	26%	26%	16%	17%
WATER PROVISION				
No Access to Pipe	21%	18%	27%	21%
Pipe water (inside dwelling)	1%	2%	1%	2%
Pipe water (inside yard)	6%	8%	5%	10%
Pipe water (outside yard)	23%	22%	17%	18%
Regional Local Scheme	17%	17%	16%	20%
Borehole, spring, river, dam	31%	30%	32%	28%
Other	2%	3%	2%	2%
ENERGY PROVISION				
Electricity	25%	28%	37%	35%
Gas	1%	1%	1%	1%
Paraffin	9%	8%	8%	8%
Wood	49%	47%	42%	36%
Candles	16%	16%	12%	10%
Other	2%	3%	13%	10%

It is obvious from the statistics that service delivery within the surrounding areas of Twickenham Mine is poor. On average 76 % of the population uses own refuse dumps and up to 20% of the population having no access to refuse disposal whatsoever. Only 4% of the population has flush toilets while 50% of the area has no access to pipe water and are required to find water from other sources (i.e. boreholes, springs, rivers and dams). In the region of 25% of local households have access to electricity but communities are predominantly using wood and candles as an energy source.

8. Socio-economic profile of the Sekhukhune District Municipality

The Sekhukhune District Municipality was a cross boundary municipality in Mpumalanga and Limpopo provinces, but has been incorporated into Limpopo in November 2005. It comprises five local municipalities. Those are the Greater Tubatse, Greater Marble Hall, Elias Motsoaledi, Fetakgomo and Makhuduthamaga. All these Local Municipality's today falls under the jurisdiction on the Limpopo Province. Given that the mine is located in Greater Tubatse, the Greater Sekhukhune District Municipality is an important stakeholder for Twickenham. Insight into the socio-economic baseline of the district is given in a number of key indicators below:

- a) Sekhukhune has 94.2% of its population in rural areas with the remaining 5.8% in urban areas;
- b) Only 35% of the total population has access to electricity, 53% to water, and 79% to sanitation;
- c) Limpopo province is regarded as one of the poorest provinces in the country. Sekhukhune can be regarded as the 'poorest of the poor.' Average household monthly incomes in this District Municipality are less than R1 000;
- d) Currently only 39% of the potentially economically active population within the district are employed. The majority of the employed workforce is employed in the formal sector. The formal workforce is predominantly male, whilst the informal workforce consists mainly of women. This may indicate severe gender prejudice towards women;
- e) The illiteracy rate within the district is very high. 31% of the population does not have any formal education. The yearly matriculation pass rate, although increasing, must still be improved. Low pass rates, may well be the situation resulting from inadequate educators as well as low levels of delivery of classrooms and equipment to schools. It may also result from a poor motivation for children to attend schools due to the dire poverty that many find themselves in. Emphasis is placed on daily survival rather than spending hours in a classroom;
- f) There are massive backlogs in water and sanitation provision;
- g) The majority of local municipalities lack sufficient staff and equipment to carry out their responsibilities. In addition some municipal facilities are not functioning due to staff shortages and structural problems;
- h) There is uncertainty as to what municipal functions are when regarding municipal health services which are performed as a subset of environmental health functions; and
- i) Some functions, such as mobile health clinics, have been suspended in some areas due to hijackings and non replacement of those vehicles.

Key development objectives and strategies of the Greater Sekhukhune District Municipality

Development objective	Development strategy
Infrastructure	<ul style="list-style-type: none"> • Provide bulk infrastructure service to all municipalities through funding and development. • Develop and maintain all public district infrastructures at a usable level through a maintenance programme. • Provide bulk infrastructure to areas of regional economic importance by liaising with provinces and local municipalities on economic nodes and projects.
Land	<ul style="list-style-type: none"> • Provide guidelines for economic and sustainable utilisation of land by initiating a good land use management system and by finalising land use management policy with inputs from all relevant stakeholders.
Planning and related	<ul style="list-style-type: none"> • Develop and support public private partnership (PPP) programmes through identification of projects for partnership investment and by identifying services that could be provided by private sector, or outsourced.
Transport	<ul style="list-style-type: none"> • Prepare a public transportation plan and co-ordinate and regulate it.
Safety and protection	<ul style="list-style-type: none"> • Reduce crime, in all categories, by 50% by supporting the establishment of a community policing forum and by developing emerging programmes.
Health services	<ul style="list-style-type: none"> • Implement primary health to all through cooperative arrangements with the Department of Health (DoH) to finalise their primary health programme, co-ordinate with the DoH on HIV/AIDS programme.
Environmental health	<ul style="list-style-type: none"> • Reduce environmental degradation and pollution to acceptable levels by establishing an environmental health unit that will monitor pollution, and by coordinating with other role players so that a common vision is developed. • Minimise environmental disasters through development of an environmental management plan; promote environmental education to all sectors of society from 2002 through and environmental awareness campaign coordinated with that of the local municipalities.
Social services	<ul style="list-style-type: none"> • Establish a library service and educational programmes.
Local economic development	<ul style="list-style-type: none"> • Attract investment and have growth of at least 10% per annum starting in 2003, by developing an investment scheme through promotion and marketing campaigns and by provision of infrastructure. • Reduce unemployment by 5% annually by repackaging the land reform programme and by providing investment opportunities. • Increase the proportion of people earning above subsistence level by 10% by active support to municipalities in their economic development plans. • Prepare and finalise empowerment plans that favour women, youth and small emerging contractors. • Empower and integrate informal economy through sub contracting through formal economy and policy development that favours informal businesses.
Institutional development	<ul style="list-style-type: none"> • Develop the capacities of local municipalities by setting up training programmes and funding for them. • Finalise cross-boundary arrangements by motivating provinces to adopt one option of Section 90 of the Structures Act. • Increase internal revenue by 10% per annum starting in 2003, through reclaiming of commercial sectors on bulk services (water, sanitation, electricity) and improving levy collection.

In brief, the Greater Sekhukhune IDP (2005-2008), reveals that its strategic priorities include the following:

- a) Development of institutional capacity geared towards efficient delivery of services;
- b) Development of an effective and efficient financial management system that ensures financial sustainability;
- c) Facilitation of access to land to ensure development;
- d) Development of a framework for sustainable land use management for the entire district;

- e) Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
- f) Development of integrated infrastructure that support social and economic development;
- g) Development of effective communications framework to inform internal and external clients;
- h) Fostering of community participation and ownership of municipal programmes; and
- i) Development of a framework of co-ordinating governance structures and facilitation of sound intergovernmental relations.

The Sekhukhune draft district IDP (2005-2008) reports that 49 127 families have moved in a five year period until 2001. This figure represents 22.6% of households within Sekhukhune. Most of the movement took place in the local municipalities of Tubatse, followed by Groblersdal and Makhuduthamaga. It is assumed that this migration may be as a result of employment opportunities in the mining sector. Overall, most migrations may be as a result of the movement of people from remote rural settlements to large and densely populated nodal points that are situated close to transport arteries. During holiday periods it is estimated that the number of men that migrate for employment purposes is approximately 42 000.

The stark reality of access to services within the district shows in the following pie chart. The statistics shown result from the recording of only those services with the highest figures. The only service to which there is a greater percentage than others stands out as electricity (27%). The fact that 22% of people dispose of their refuse themselves, and that 23% use pit latrines, shows an obvious lack of access to some basic services.

17.2.1 Socio-economic profile of the Local Municipalities

The Greater Tubatse Local Municipality

The towns within the Greater Tubatse Local Municipality boundaries include Branddraai, Burgersfort, Ga-Maepa, Kennedy's Vale, Kokwaneng, Kromellenboog, Kromkloof, Mmaphoko, Morone, Ohrigstad, Penge, Rusplaas and Steelpoort. The municipality's area of jurisdiction is known as the Middleveld. It is a cross border municipality with the southern part forming part of the Mpumalanga province. It is more developed, diversified and advanced than the northern Limpopo portion. The Mpumalanga portion has a dispersed pattern of small urban centres, with an economic base heavily reliant on sectors such as agriculture and mining. The north (Limpopo portion), has a more scattered pattern of small rural villages and is essentially subsistence based. The area is very underdeveloped in terms of infrastructure and services. The vast majority of people are unemployed.

The climate of the Steelpoort, Ohrigstad and Burgersfort region is sub tropical and conducive to agricultural production. The most fertile soils are in the low lying areas of Burgersfort and Steelpoort. The northern area has virtually no economic base and is mostly dependent on welfare pay-outs and migrant labour remittances. Agriculture is important. The produce includes fruit, vegetables, grain, cotton, tobacco and meat. The lack of water resources limits expansion, especially in the traditional areas. The Tswelopele Agricultural Scheme in the Bothashoek region has been launched but by 2002, no production had taken place. The greatest job creation and economic upliftment is with the expanding mining sector. Tourism is underdeveloped. The area is well connected by means of provincial arterial routes, which include the R37, R36 and R555, however are deteriorating rapidly due

to a lack of maintenance and rehabilitation. The rail infrastructure with stations at Steelpoort, Ohrigstad and Burgersfort does not provide public transport, but carries goods and minerals.

The key socio-economics of the area are as follows:

- a) Greater Tubatse Local Municipality holds a total of 53 850 households, with a population of 270 120;
- b) Only 28% of households have access to electricity and 65% use their own dumps to discard of refuse;
- c) There are 247 schools. Many students leave school as soon as they can to find employment and help support families;
- d) Impala and Anglo Platinum mining companies are developing training centres at Praktiseer and Burgersfort;
- e) Medical facilities in the area consist of four hospitals, with several regional and mobile clinics; and
- f) There are no government emergency services provided in the region.

Key Development objectives and strategies

Development objective	Development strategy
Water and sanitation	<ul style="list-style-type: none"> • Provide an economical, sustainable water supply and user-friendly sanitation system by identifying end users (houses, clinics, etc) and their needs.
Electricity	<ul style="list-style-type: none"> • Provide a reliable, economical and sustainable electricity supply by identifying end users (houses, clinics, etc). • Transfer skills and funds from Eskom to rural distributor. • Investigate feasibility of solar power.
Housing	<ul style="list-style-type: none"> • Improve traditional huts to withstand heavy rains and storms. • Develop a local tenure reform programmes by compiling a detailed plan of the area showing housing type and quality. • Enforce regulations regarding illegal settlements.
Roads and storm water	<ul style="list-style-type: none"> • Provide safe roads and bridges to facilitate economic development through road safety awareness campaigns and scholar safety training. • Law enforcement. • Manage storm water. • Introduce a reliable pavement management system.
Refuse	<ul style="list-style-type: none"> • Provide dumping sites and bins. • Introduce solid waste management and recycling programmes. • Provide equipment for compacting and covering waste.
Safety and protection	<ul style="list-style-type: none"> • Establish clearer operational jurisdictions. • Introduce police reservists.
Education	<ul style="list-style-type: none"> • Address the backlog of classrooms and schools (including institutions for the disabled and mentally challenged) by finding external funding.
Health services	<ul style="list-style-type: none"> • Facilitate an overall decrease in the number of HIV/AIDS related illnesses through continuous voluntary testing. • Launch a strong region-specific awareness campaign and create a database. • Facilitate job opportunities for those living with AIDS.
Social services	<ul style="list-style-type: none"> • Improve information dissemination system by providing improved multi-purpose community information centres with Internet, email and billing. • Provide improved communication infrastructure. • Strengthen support for women, e.g., crèches, counselling for victims of abuse • Ensure that conditions at existing institutions are improved through maintenance and renovation. • Upgrade pay-points.

Development objective	Development strategy
	<ul style="list-style-type: none"> Facilitate the establishment of day care centres and protective workshops for the disabled and ensure that public buildings are acceptable to them. Ensure a rationalised use of sports facilities by developing centralised sporting facilities.
Local economic development	<ul style="list-style-type: none"> Create sustainable jobs for women and youth in SMMEs. Promote the primary economic sector with its labour intensive practices by encouraging mining activities and support industries. Make subsistence farming more productive by equipping the local economy with farming skills. Identify areas that have potential for intensive farming. Increase the benefit from the mines by encouraging the mines to invest locally.
Tourism	<ul style="list-style-type: none"> Create and develop tourist destinations by encouraging local participation and improving road access.
Administration and personnel	<ul style="list-style-type: none"> Develop a trained competent workforce and leadership corps through the financial benefits available through the Skills Development Act and by appointing skills development facilitators. Establish and effective two way communication / participation process by circulating the ward committee rules, capacitating ward committee members and providing incentives for good performance by ward committees. Accounting for the operational and equipment needs of the municipality and its staff.
Finance	<ul style="list-style-type: none"> Establish and effective, sustainable, transparent and accountable financial management system by ensuring that only competent staff are appointed to key positions. Increase the revenue base and institute proper debt collection and control measures. Apply for government funds to enable project implementation through tapping into the financial resources of the District Municipality, Mpumalanga province, Limpopo province and the national government.

The Makhuduthamaga Local Municipality

Makhuduthamaga is a rural local municipality with a history of lack of access to basic services, a situation created by apartheid policies. Since the establishment of the municipality in December 2000, a number of improvements have been recorded in the delivery of basic infrastructure for water, sanitation and electricity. Social services are still handled by the tribal authorities in the region, but the process of aligning activities is being addressed

The Sekhukhune area is considered to be the most economically depressed in the province. The agricultural sector has not grown to an extent that it can offer an economic role in terms of stabilising the local economy. Economic prospects for the area depend on recent plans for the expansion of the mining sector within the district. The main economic constraint is the lack of a viable economic base. Other constraints are lack of capital for economic investment and skills and low levels of education. The municipality has identified four nodes where development should be focused: Jane Furse, Schoonoord, Nebo/ Pbokoane and Masemola/Apel Cross. LED projects include stone crushing, bakery, arts and craft centres, as well as multi-purpose centres

The majority of communities are very poor, with income constrained by a rural economy that is unable to provide them with remunerative jobs or self-employment opportunities. This implies that there are generally low levels of disposable income within the municipality and thus little business investment. The informal sector plays a significant part in supporting a household survival strategy.

The key socio-economics of the area are as follows:

- a) There are 146 settlements, with an average household size of 5.41 and an average of 2006 people per settlement;
- b) The area has many Traditional Authorities with a 100% African population. Small groups of other races are concentrated around mining areas, hospitals and business nodes such as Jane Furse and Nebo;
- c) Access to health facilities in the district is poor. There is one clinic for every 17 000 people. The municipality has three hospitals: St Ritas, Jane Furse and New Jane Furse;
- d) The municipality has two magistrate courts, at Nebo and Schoonoord settlement, and three main police stations. Financial management and budgetary functions of the municipality are currently shared with Sekhukhune District Municipality because of a lack of institutional capacity locally;
- e) Makhuduthamaga utilises three types of water sources: surface water and borehole schemes for bulk distribution and reticulation, and natural streams which provide untreated water. Four dams provide domestic water: Vergelegen, Nkadimeng, Piet Gouws and Flag Boshielo;
- f) Water provision stands at only 15% of residents at RDP level, 46% with some access but below RDP level, and 27% without water; and
- g) There is no formal refuse removal service by the municipality. The majority of the population utilise their own dumps for this purpose. These are usually located within the individual household property.

Key Development objectives and strategies

Development objective	Development strategy
Water and sanitation	<ul style="list-style-type: none"> • Provide an economical, sustainable water supply and user-friendly sanitation system by identifying end users (houses, clinics, etc) and their needs.
Electricity	<ul style="list-style-type: none"> • Provide a reliable, economical and sustainable electricity supply by identifying end users (houses, clinics, etc). • Transfer skills and funds from Eskom to rural distributor. • Investigate feasibility of solar power.
Housing	<ul style="list-style-type: none"> • Improve traditional huts to withstand heavy rains and storms. • Develop a local tenure reform programmes by compiling a detailed plan of the area showing housing type and quality. • Enforce regulations regarding illegal settlements.
Roads and storm water	<ul style="list-style-type: none"> • Provide safe roads and bridges to facilitate economic development through road safety awareness campaigns and scholar safety training. • Law enforcement. • Manage storm water. • Introduce a reliable pavement management system.
Refuse	<ul style="list-style-type: none"> • Provide dumping sites and bins. • Introduce solid waste management and recycling programmes. • Provide equipment for compacting and covering waste.
Safety and protection	<ul style="list-style-type: none"> • Establish clearer operational jurisdictions. • Introduce police reservists.
Education	<ul style="list-style-type: none"> • Address the backlog of classrooms and schools (including institutions for the disabled and mentally challenged) by finding external funding.

Development objective	Development strategy
Health services	<ul style="list-style-type: none"> Facilitate an overall decrease in the number of HIV/AIDS related illnesses through continuous voluntary testing. Launch a strong region-specific awareness campaign and create a database. Facilitate job opportunities for those living with AIDS.
Social services	<ul style="list-style-type: none"> Improve information dissemination system by providing improved multi-purpose community information centres with Internet, email and billing. Provide improved communication infrastructure. Strengthen support for women, e.g., crèches, counselling for victims of abuse. Ensure that conditions at existing institutions are improved through maintenance and renovation. Upgrade pay-points. Facilitate the establishment of day care centres and protective workshops for the disabled and ensure that public buildings are acceptable to them. Ensure a rationalised use of sports facilities by developing centralised sporting facilities.
Local economic development	<ul style="list-style-type: none"> Create sustainable jobs for women and youth in SMMEs. Promote the primary economic sector with its labour intensive practices by encouraging mining activities and support industries. Make subsistence farming more productive by equipping the local economy with farming skills. Identify areas that have potential for intensive farming. Increase the benefit from the mines by encouraging the mines to invest locally.
Tourism	<ul style="list-style-type: none"> Create and develop tourist destinations by encouraging local participation and improving road access.
Administration and personnel	<ul style="list-style-type: none"> Develop a trained competent workforce and leadership corps through the financial benefits available through the Skills Development Act and by appointing skills development facilitators. Establish and effective two way communication / participation process by circulating the ward committee rules, capacitating ward committee members and providing incentives for good performance by ward committees. Accounting for the operational and equipment needs of the municipality and its staff.
Finance	<ul style="list-style-type: none"> Establish and effective, sustainable, transparent and accountable financial management system by ensuring that only competent staff are appointed to key positions. Increase the revenue base and institute proper debt collection and control measures. Apply for government funds to enable project implementation through tapping into the financial resources of the District Municipality, Mpumalanga province, Limpopo province and the national government.

Fetakgomo Local Municipality

The Fetakgomo Local Municipality is situated in the Limpopo Provinces. The northern part of the Province is more scattered in terms of its settlement pattern which reveals the establishment of small rural community villages such as Praktiseer and GaMapodile. In contrast, more urban settlements and towns such as Burgersfort, Steelpoort and Ohrigstad characterize the southern region. Growth and residential expansion are possible in these areas. The northern part of the municipality is economically the most marginal region of the Limpopo Province and, with virtually no economic base, the area is solely dependent on government handouts and migrant labour income for survival. The southern part of the area is more developed, diversified and advanced compared to the northern part. The urban areas of Steelpoort, Burgersfort and Ohrigstad are the main economic centres.

The economic base of the municipality is mainly in the sectors of mining and agriculture, although not many people are employed in the agriculture or farming sector. A combination of good soil, a sub-tropical climate and the availability of reasonable quantities of water results in a strong and prosperous farming industry which consists of fruit (citrus and grapes), vegetables (tomatoes, sweet potatoes, cabbage, peppers, beans and pumpkins), grain (wheat and maize), cotton and tobacco.

There is limited manufacturing and industrial activity within the municipality, although mining constitutes a significant component of activity in the area. The southern area is characterized by several residential townships, and the prospect of increased mining activity boosts the prospect of residential expansion and growth in these townships.

In the southern region infrastructure is well developed in terms of roads, electricity supply, water and sanitation. A railway line exists in the southern region with stations at Steelpoort, Ohrigstad and Burgersfort. It is primarily used for the transportation of goods and minerals. The northern region has limited social and engineering infrastructure which negatively affects the longer-term stability of the economy. In terms of health facilities, the municipality under-performs on a number of levels. A water pipeline, that could benefit many rural villages, is currently under construction linking the Olifants River to the three developing platinum mines.

The key socio-economics of the area are as follows:

- a) According to the 2001 census, a population figure of 920 080 has been recorded with 99% of the population being black Africans;
- b) The gender profile of the municipality comprises 44% males and 56% females. Twenty-five percent of the economically active population is unemployed;
- c) The Fetakgomo Local Municipality has an adult literacy rate of 20%. There are 247 primary and secondary schools situated in the municipality and these are generally in a good order, while those in rural areas lack most necessary facilities; and
- d) There are also two satellite technikon facilities in the municipality which are situated in Steelpoort and Burgersfort.

Key Development objectives and strategies

Development objective	Development strategy
Water and sanitation	<ul style="list-style-type: none"> Put Monitoring and Evaluation mechanisms in place. Cost recovery where there is sufficient water supply including places where yard connection exists. The Greater Sekhukhune District Municipality officially commenced with the implementation of the Free Basic Water Policy (FBWP) through its Indigent Policy in 2003. According to the FBWP all people with a total household income of less than R1100 a month qualify for 6Kl of water per month free of charge.
Electricity	<ul style="list-style-type: none"> Finalisation of integrated indigent policies and the updating of indigent registers, as well as communicating the system for free basic electricity to households. Updating of information management systems by Eskom to allow for easy identification and management of poor households, as well as improving easy access of the service through extensions of vending machines (reducing the transaction costs). Increasing the funding for electrification as there are still ten villages without electricity and post connection.
Housing	<ul style="list-style-type: none"> All wards within the municipal area have benefited from construction of adequate houses as per requirement of the Department of Local Government and Housing. However it must be noted that the provision of the house has been faced with challenges that range from the following issues: <ul style="list-style-type: none"> Unacceptable quality of the existing infrastructure None completion of projects by Developers
Refuse	<ul style="list-style-type: none"> The municipality undertook a feasibility study for a possible landfill site

Development objective	Development strategy
	especially in the Apel Nodal point with the advent of township establishment in the area. The Department of Economic Development, Environment and Tourism are in the process to assess the findings/proposals of the study.
Safety and protection	<ul style="list-style-type: none"> One police station is located at Hoeraroep/Apel. The facility need to be upgraded into a fully-fledged station capable of serving most areas within the municipality.
Education	<ul style="list-style-type: none"> Eradication of schools under trees. Eradication of schools under state of collapse. Construction of new schools where there is over subscribing (Primary 900 and secondary 1 200).
Health services	<ul style="list-style-type: none"> Selective health care provision for Fetakgomo residence in two nearest hospitals (Lebowakgomo and Mecklenburg) poses a threat of accessibility Skewed spatial location of clinics in most areas. Some of the clinics are not located at the most accessible points within settlements. Poor mobile services without adequate infrastructure. None completion and staffing of health services (Phahlamanoge,Mphanama clinics). Poor road infrastructure and lack of public transport affects access to most of the facilities. Lack of an Integrated HIV/AIDS Programme for the Municipality.
Local economic development	<ul style="list-style-type: none"> A total of five strategic thrusts will contribute to economic growth: <ul style="list-style-type: none"> Leverage Opportunities from Mining Growth Remove key Constraints to Economic growth Establish Commercial Farming Promote Fetakgomo Start Tourism initiatives

8.2 THE KEY ECONOMIC ACTIVITIES OF THE AREA IN WHICH TPM OPERATES

The main economic activities in Sekhukhune are mining and irrigated agriculture. Platinum, Chrome, Gold and Palladium mines are situated in the eastern part of the district which hold some of the highest concentrations of Platinum Group Metals in the world. This has led to an enormous growth in the mining sector that will provide increased economic opportunity in the district.

There are commercial irrigated farms near Groblersdal and Marble Hall in the south west and Zebediela in the north, however only 30% of the land area of the district is under commercial farming. Water scarcity hampers the growth of the agricultural sector as sparse rainfall and high evaporation rates limit the success of subsistence farming activities.

It is estimated that the economy in Sekhukhune needs to grow in such a way so as to create 2 800 new jobs per year if the unemployment rate is to be reduced by 1% per year (Greater Sekhukhune District Municipality, 2005). Many people who have no formal income rely on government grants and remittances from family members working in other areas, while others engage in activities in the informal economic sector with varying degrees of success.

According to the IDP, there is a total of 14 growth points in the Sekhukhune District. These include:

- a) Provincial growth points situated around Burgersfort, Groblersdal and Marble Hall;

- a) 2 District growth points namely Steelpoort and Jane Furse; and
- b) 9 Municipal growth points including Atok, Monsterlus, Motetema, Phokwane, Van Der Merweskraal, Elandskraal, Kgwete, Driekop and Ohrigstad.

The majority of these growth points are situated in the Greater Tubatse Local Municipality followed by Greater Groblersdal and Marble Hall.

The challenge for Sekhukhune is to support the growth in the mining, agriculture and tourism sectors in such a way that it maximises the development impact and addresses the high levels of poverty in the district municipality.

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

9.1 INTRODUCTION

In South Africa the vast majority of poor people live in rural areas that are characterised by a highly unbalanced and uneven distribution of people, services and opportunities. Furthermore, while access to employment, infrastructure and general social services is limited, barriers to improving productivity in the rural areas are overwhelming.

Against this backdrop, the proposed TPM mine development will make a significant positive contribution at both the macro- and micro-economic level. This contribution to the national and local economy includes a substantial boost to the Gross Geographical and Domestic Product through the creation of around 4 466 new jobs and the associated improvement in the annual per capita and household income of these workers and their families.

In addition, the anticipated multiplier effect of the proposed mining project, through new business opportunities and the provision of improved physical infrastructure and social services, underline the significant long-term and cumulative positive impact that the proposed project will have on the local and regional socio-economic structure in particular and the regional economy in general.

Possible benefits accruing from the proposed mining development include the supply of electricity, water and related infrastructure, such as roads, as well as both temporary and permanent employment opportunities. Temporary demand for goods and services by the construction team could also supplement local income sources. However, creating a short-term boost to the local economy (through a temporary demand for accommodation, as well as increased buying power during the construction phase) could increase local levels of dependence. This requires a coordinated effort between the mine, Government and local stakeholders to promote business and retail development in the area.

If unmanaged, the proposed project may have a negative impact on regional economic growth as a result of the inevitable increase of the use of available water and energy sources. This type of immediate negative impact, coupled with possible long-term benefits for the local and sub-regional

economy, will largely depend on the dynamic and sustained integration of the proposed development with the planning activities of existing economic and institutional structures in the region.

Some temporary social disruption is to be expected during the construction phase, due to the presence of a possible non-local workforce, an influx of job seekers, increased traffic and temporary disturbance of access roads. General physical disruption could be further aggravated by a perceived threat by the local community to existing safety and security levels.

9.1.1 Mine community benefit from TPM wage flows

This section examines the economic impact of potential labour employed from the mine community regarding:

- a) Earnings by these workers;
- b) Disposable income and its geographic distribution; and
- c) Economic impact of these wage flows on beneficiary communities relative to the overall aggregated household incomes.

Direct employment

TPM plans to employ 4 260 people by 2015. The assessment of wage flows will be of key importance to determining the economic impact that wages from mine employees will have on the labour-sending areas within the mine community. The projected total net wages, after deductions and tax, earned by workers from these municipalities could be millions of Rands per annum.

TPM will generate employment in four different ways:

- a) Direct employment on the payroll;
- b) Indirect employment through contractors;
- c) Indirect employment through social investments and initiatives; and
- d) Induced employment through the spending of direct and indirect employers on local goods and services.

Apart from the permanent, directly created job opportunities there will be scope for other entrepreneurial jobs. The labour contingent during construction will also add to the economy of the area. During construction and during the life of the mine, contractors and service industries in the region will benefit from the mining activities. This will have a knock-on effect on suppliers of goods and services in other areas of the country. Considering an employment multiplier of 3 (average used in mining industry) people being directly dependent on every worker, the influence becomes of great importance.

Direct wages

While wage flow itself is the key indicator of economic benefit to the community, it is the retention of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to the local town or village, the money is spent in larger commercial centres a further distance away or even outside the mine community. It is also presumed that the higher income earners at TPM will live in the larger commercial centres which, in turn will benefit from a greater

wage spend. The broader economic impacts (or multipliers) are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

9.1.2 The economic impact of procurement by TPM

The economic dependence of a mine community on the mine's operations is often attributed to the purchasing capacity of the mine. Procurement primarily benefits industrialized, metropolitan areas remote from the mine and therefore TPM community would be primarily dependent on the wage flows of its employees. To assess the benefits of the demography of procurement, a detailed analysis of Lebowa Platinum mine's procurement spend was used, considering both the geographic areas from which purchases were made as well as the other economic sectors benefiting from these purchases.

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

9.1.3 The demographics of suppliers of goods and services to TPM

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

According to the Leplats procurement spread, the host province attracts a mere 5% of the total procurement spend. In the case of TPM, a significant proportion could be allocated to the Witbank industrial area (Emalahleni Local Municipality) that supplies 6% of the Leplats total spend.

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

Note that during construction phase the local economy may benefit significantly more from infrastructure projects as building material will be sourced locally.

9.1.4 Fiscal benefit

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

For purposes of economic support of Government institutions, as opposed to macro-economic contribution to the fiscus and other Government agencies, payment for utilities provided by the Government should be included here.

The overall economic impact of the mine's expenditure on labour and intermediate inputs on various levels of the economy could amount to millions of Rands per annum. At Leplats, for instance, local benefit amounts to 23% while net regional benefit is a mere 3%. The bulk of the benefit (74%) reports to the national economy and there are no benefits to neighbouring countries.

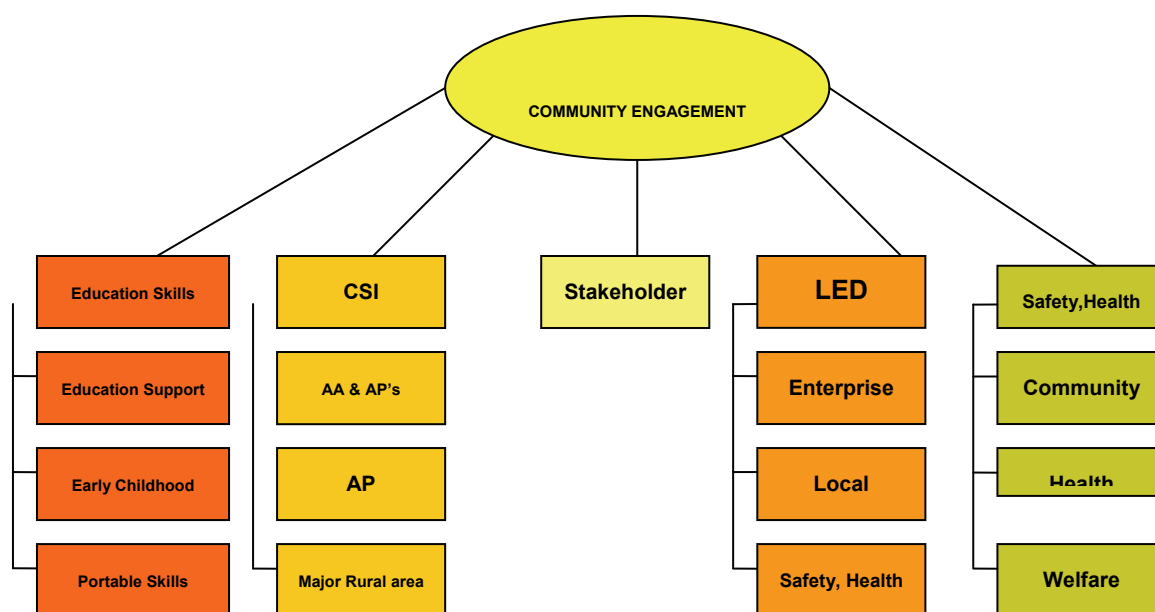
10. REGULATION 46 (C) (III) INFRASTRUCTURE AND POVERTY ERADICATION PROJECT

10.1 SOCIO – ECONOMIC DEVELOPMENT

Anglo Platinum will undertake its Socio-economic Development (SED) at two levels:

- a) Local Economic Development (LED): Mine projects will be managed by CED Officials based in Corporate Office until such time that Twickenham Platinum Mine starts the recruitment processes and coordinated by Anglo Platinum's CED function. These programmes will be primarily focused on mine community and will be aligned with the IDPs of local municipalities; and

Figure 4 Schematic Diagram of the Structure of the Anglo Platinum CED



TPM's CED programme's statutory interaction is with the Greater Tubatse LM and the Greater Sekhukhune District for the Integrated Development Plans (IDPs).

10.2TPM's LED programme

Anglo Platinum continues to play a meaningful role in Local Economic Development (LED) by enhancing the quality of life of communities surrounding its operations. Anglo Platinum's Local Economic Development Programme includes projects and plans to stimulate local economic development, eradicate poverty, diversity the local economy and uplift communities in the areas affected by mining. The LED programmes include sustainable projects that will be initiated, implemented and supported financially as indicated in Table 25. Anglo Platinum continues to focus most of its Local Economic Development activities in the following areas:

- a) Poverty alleviation and enterprise development: supporting programmes intended to promote entrepreneurship and create jobs in mine communities and labour-sending areas. To promote broad based economic empowerment, the company will also support cooperatives on the basis of broadened participation by local communities in the economic mainstream. Emphasis is placed on sustainable projects including those initiated by or in support of women or the youth;
- b) Education and skills development: supporting and contributing to the development of scarce skills, specifically in alignment to the government's priority of encouraging learners to participate and improve mathematics, science and English-language results as well as where there is a need contribute towards creating an environment conducive for learning by supporting the infrastructural needs of the education sectors. Furthermore Anglo Platinum will support initiatives to develop the skills of community members and community based

organisations. While the development of community skills will specifically focus in areas that are directed by the economic sectors identified to have growth potential ;

- c) Safety, health and welfare development: supporting initiatives geared at enhancing government's delivery of primary healthcare and other social aspects of community development, specifically focusing on community health and wellness. Special attention has been given to the need to build the capacity of community-based organisations working to improve the quality of services they provide in their constituencies and strengthen their ability to mobilise resources; and
- d) Community settlements: in support of the United Nations Millennium Development Goals which have been incorporated into the Greater Tubatse Local Municipality's IDP Anglo Platinum will where feasible contribute towards the eradication of informal settlements.
- e) Community engagement: as a way of ensuring that the community is involved and empowered to deal with issues that pertain to the impacts that Anglo Platinum's mines activities have in the surrounding areas, community engagement structures will be established in support of the tenets of sustainable development.

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

Twickenham Platinum Mine will contribute 118,870,000 million towards infrastructure provision and poverty eradication within the mine community within the next five years as per Table 39 below.

Detailed information per project per focus area for the LED projects is provided followed by a summary in Table 39 and Table 40.

Table 39 LED Budget Summary

FOCUS AREAS	Forecast					TOTAL
	2010	2011	2012	2013	2014	
1. Community Infrastructure	11670000	22100000	42600000	34500000	5000000	117170000
2. Community Education & Skills Development	Share in the central budget for education and skills development					
3. Community Safety Health & Welfare	800000	300000	200000	200000	200000	1700000
4. Job Creation and Poverty Alleviation	3000000	25000	2000000	8500000	4500000	20000000
TOTAL	15470000	22425000	44800000	43200000	9700000	138870000

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

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

- a) Greater Tubatse Local Municipality;
- b) Sekhukhune District Municipality;
- c) Tribal Authorities;
- d) Community structures; and
- e) Other government departments

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

Reference has also been made to the Provincial Growth and Development Strategy (PGDS), Integrated Sustainable Rural Development Programme (ISRDP) and the National Spatial Development Programme (NSDP). This is to ensure that any interventions or investments made integrate with the broad socio-economic development agenda of the country. Of critical importance was the acknowledgement that private-public partnerships are an imperative to ensure an improved socio-economic impact.

10.2.1 Strategic objectives of Anglo Platinum 's LED Programme

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

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

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

Prior to and during implementation, all projects will be guided by project charters and the relevant municipal or district authorities responsible for the implementation of the IDPs, as well as with all other affected stakeholders who will be represented in the Community Engagement Forum will be involved. This principle is in line with the MPRDA requirement that mine sponsored LED projects are co-ordinated with government development projects, and are commissioned in consultation with the appropriate authorities at various levels of government.

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

10.2.2 Twickenham's LED projects and expenditure

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

Table 40 focuses on projects within the Greater Tubatse Local Municipality,

Table 40 Twickenham's LED projects and expenditure

FOCUS AREA 1: COMMUNITY INFRASTRUCTURE					
1.1 SUSTAINABLE WATER SUPPLY TO MINE COMMUNITIES:					
BACKGROUND Shortage of water is evident in the communities where Twickenham mine is operating. As such water is prioritized within the Greater Tubatse IDP. The Socio-economic Assessment process was carried out to inform Twickenham Mine of the socio-economic needs of the communities and many other community issues. According to the SEAT report, there is severe water shortage in the area largely due to the variable rainfall pattern and the areas' susceptibility to El Niño and La Niña phenomena. 42% of households surrounding Twickenham Mine receive water below minimum RDP standards 9th worst district/metro in South Africa in terms of households with access to piped water. 65% of the populations don't have piped water as compared to the national average of 28% without piped water. 31% of schools lack access to water whilst 98% of households receive sanitation at levels below minimum RDP standards. 53% of schools receive sanitation at levels below minimum RDP standards This places serious constraints on economic and social development initiatives. In order to ameliorate the above situation, our approach is to contribute towards the development of a water purification and reticulation plant. The stakeholders in the development of this project are the Sekhukhune District municipality, Feta-Kgomo, Greater Tubatse municipalities, and other mines in the vicinity. The actual cost of the plant has yet to be established and Twickenham mine will review the contribution accordingly. Once the plant is finalized the mine will then continue to construct pipeline that will take water towards the villages.	OBJECTIVES <ul style="list-style-type: none">• To improve access to clean quality piped water by 2014• To increase the number of households with access to clean piped water thereby contributing towards reducing the 65% of the population without clean water in the long term• To reduce mobile water supplies thus contributing effectively towards reducing the associated costs (to Government)• To educate and improve sanitation and hygiene levels in the designated communities• To educate communities on proper use and conservation of water		VALUE ADDED <ul style="list-style-type: none">• Sustainable access to good quality water• Reduction of stale-borne diseases• Improvement of health• Contribution to agricultural initiatives• Employment of local people e.g. water purification plant		
	PERFORMANCE INDICATORS <ul style="list-style-type: none">• Budget proposal• Report on current water infrastructure• Completed water purification plant• Creation of temporary jobs	TARGET GROUPS (beneficiaries) <ul style="list-style-type: none">Ga-Mashabela;Ga-Kgoete;Ga-Mashishi,Ga- Makgopa;Magobading;Ga-Mampa;Phasha- Makgalanoto			LOCATION Communities Surrounding Twickenham Mine within the greater Sekhukhune district.

FOCUS AREA 1: COMMUNITY INFRASTRUCTURE				
1.2 TEMPORARY WATER SUPPLY TO MINE COMMUNITIES:				
BACKGROUND <p>The Socio-economic Assessment Toolbox (SEAT) process was carried out to inform Twickenham Mine's decision-making in respect of socio-economic and community issues and in regards the implementation of socio-economic development initiatives. According to the SEAT report, there is severe water shortage in the area largely due to the variable rainfall pattern and the areas' susceptibility to El Niño and La Niña phenomena. 42% of households surrounding Twickenham Mine receive water below minimum RDP standards 9th worst district/metro in South Africa in terms of households with access to piped water. 65% of the populations don't have piped water as compared to the national average of 28% without piped water. 31% of schools lack access to water whilst 98% of households receive sanitation at levels below minimum RDP standards. 53% of schools receive sanitation at levels below minimum RDP standards. This places serious constraints on economic and social development initiatives. It is against this background that the following project has been initiated</p> <p>Project : Short Term- the resuscitation of boreholes in seven villages</p>	OBJECTIVES <ul style="list-style-type: none"> To improve overall borehole water quality and reliability 			
	PERFORMANCE INDICATORS <ul style="list-style-type: none"> Report on current borehole infrastructure Approved drawings and project scope Service provider/s procured Construction progress reports Project launch (on site) 	TARGET GROUPS (beneficiaries) Ga-Mashishi; H12; 2655 Ga-Kgwete; H12; 1824 Dithabaneng; H12; 1323 Dithabaneng; H12; 2153 Mantjakane; H12; 1126 Marapong; H12; 2577 Modimolle; H12; 1200	LOCATION Communities Surrounding Twickenham Mine within the greater Sekhukhune district.	VALUE ADDED <ul style="list-style-type: none"> Reduction of contaminated water and diseases Improvement of health amongst community members

PROJECT	RESPONSIBILITY	TIMEFRAME					TOTAL
		2010	2011	2012	2013	2014	
Provision and resuscitation of Boreholes	CED Manager	R6 400 000					R 6 400 000
Deliverables:							
• Analysis of current water borehole infrastructure in six villages		Q2					
• Consolidation of a plan and budget approval		Q3					
• Procurement of service provider/s		Q3					
• Engagement of relevant stakeholders and role players (Selling of drawings)		Q3					
• Construction		Q3					
• Project Hand-Over		Q4					

FOCUS AREA 1: INFRASTRUCTURE DEVELOPMENT			
1.3 INSTALLATION OF ELECTRICITY TO HOUSEHOLDS:			
BACKGROUND Providing our communities with basic services such as electricity is a priority for the Government in line with their plan to create sustainable human settlements. For ages rural communities have not been having access to these services and it is important for the Mine to partner with Government in bringing these services to all. The Socio-economic Assessment Toolbox (SEAT) process that was carried out to confirmed that many of our villages still do not have access to water and electricity. The following villages do not have electricity; - Ga-Mampa, Magadimana Ntweng, and Makgopa whilst in the following villages some households have been electrified; - Kgwete, Swazi-Mnyamane, Modimolle. As at 2005 the number of households without electricity was at 59 337. Twickenham mine has committed to partner with Government to address the backlog in our host communities of Makgalanoto and Mampa. These projects were not completed in the 2009 Budget because Twickenham Mine was waiting for the commissioning of the Selepe station that was scheduled to be completed end 2009.	OBJECTIVES <ul style="list-style-type: none"> To provide access to basic electricity to some of the households To increase the number of households with access to electricity To indirectly contribute towards municipal revenue To introduce alternative energy sources to community members To educate community members on efficient energy use and conservation 		VALUE ADDED <ul style="list-style-type: none"> Access to clean energy Reduction of diseases Reduced deforestation Reduced Air pollution Improvement of health Employment of local people e.g. Electrification
	PERFORMANCE INDICATORS <ul style="list-style-type: none"> Budget approval Report on current energy demand and usage in villages surrounding the mines Service provider/s procured Project launch (on site) Construction progress reports 	TARGET GROUPS (beneficiaries) Ga-Mampa- 200 Houses Makgalanoto-540 Houses	
	LOCATION Communities Surrounding Twickenham Mine within the greater Sekhukhune district.		

PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Electrification	CED Manager	R3,700 000	R4,000, 000	R5,000,000			R12,700 000
Deliverables:							
• Analysis of current electricity demand in the Sekhukhune area		Q3					
• Consolidation of a plan and budget approval		Q3					
• Procurement of service provider/s		Q3					
• Engagement of relevant stakeholders and role players		Q3					
• Construction Begins		Q4	Q1-Q4	Q1-Q4			
• Project Hand-Over				Q4			
• Efficient energy use education programme					Q1		

FOCUS AREA 1: INFRASTRUCTURE DEVELOPMENT						
1.5 Construction of Community Access Bridges 2:						
BACKGROUND		OBJECTIVES				
With the lack of proper infrastructure facilities in the villages surrounding the mine, community members have a serious difficulty with accessing transportation, going to the shops during the rainy season. The current river crossings become full and there is no place for people including vehicles to cross-over. It was recommended by the local communities that small access bridges would be the solution for this challenge. These roads are used by all of Twickenham community. These include mine employees, service providers, employees of other companies and government, contractors and school children. It is worth noting that being a company that talks and walks safety, this message must be translated to communities as practices as well.		• To build access bridges				
PERFORMANCE INDICATORS		LOCATION		VALUE ADDED		
<ul style="list-style-type: none">Approval of preliminary budgetService provider/s procuredConstructionProject launch		Communities Surrounding Twickenham Mine within the Greater Sekhukhune district.		<ul style="list-style-type: none">Twickenham and all can travel safely to work in times of high rainfall		
PROJECT		RESPONSIBILITY		TIMEFRAME		
Access Bridge 1 & 2		CED Manager		2010	2011	2012
Deliverables:				2013	2014	TOTAL
• Budget approval		Q2		Q2	1 500 000	R2, 470 000
• Consolidation of a plan and approvals		Q2		Q2		
• Procurement of service provider/s		Q2		Q2		
• Construction		Q2		Q2		
• Project Hand-Over		Q3		Q3		

FOCUS AREA 1: INFRASTRUCTURE DEVELOPMENT			
1.6 Construction of 20km Road			
BACKGROUND Greater Tubatse 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. These roads are used by all of Twickenham community. From mine employees to service providers and community in general. 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 the Government in the fight against.	OBJECTIVES <ul style="list-style-type: none"> To build access bridges 		
PERFORMANCE INDICATORS <ul style="list-style-type: none"> Approval of preliminary budget Stakeholders submit comments on proposed infrastructure and commit to support the project and process Prepare drawings and project scope Service provider/s procured Project launch (on site) Construction Project launch 	TARGET GROUPS (beneficiaries) Magadimana Ntweng; Swazi-Mnyamane Ga-Mashabela Magobading Ga-Magopa	LOCATION Communities Surrounding Twickenham Mine within the greater Sekhukhune district.	VALUE ADDED <ul style="list-style-type: none"> Twickenham and all can travel safely to work in times of high rainfall

PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Construction of 20km road	CED Manager, Tubatse Municipality & Dept of Roads and Transport.	R7,000 000		R13 000 000	13 500 000		R34, 000 000
Deliverables:							
• Budget approval		Q2		Q1			
• Consolidation of a plan and approvals		Q2		Q1			
• Procurement of service provider/s		Q3		Q2			
• Construction		Q4	Q1	Q2-Q4	Q1-Q3		
• Project Hand-Over					Q4		

FOCUS AREA 1: COMMUNITY INFRASTRUCTURE DEVELOPMENT				
1.4 EDUCATION 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. Anglo Platinum 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 Tubatse Municipality. The Company has been partnering wit the Limpopo Education Trust in building of school infrastructure in our host communities. The partnership is such that the Department will match rand for rand to the amount that the company will be contributing. Anglo Platinum has been a member of the Trust and will continue to include the Twickenham Mine's projects in this partnership. According to the SEAT report, 28% of inhabitants do not have access to formal education whilst only 24% have passed matric. Although SEAT does no adequately evaluate the infrastructure requirements of schools, a consistent number of schools have approached Anglo Platinum to request either a classroom or two or even an administration building.		OBJECTIVES <ul style="list-style-type: none">• To improve the infrastructure of local schools thereby contributing towards better resourced schools.• To reduce the burden on local schools` s infrastructure requirements• To indirectly instill a culture of education and lifelong education• To showcase our interest and role towards the development of the local community.		
1 Moseki S. School: Admin Block, with offices and Library 2. Mpetlji Primary School: Admin Block and block of classrooms.		TARGET GROUPS (beneficiaries) Moseki Secondary School Ga- Makgopa- Mpetlje Primary School Maotisi-	LOCATION Schools surrounding Twickenham Mine within the greater Sekhukhune district.	VALUE ADDED <ul style="list-style-type: none">• Improved schools infrastructure• Improved administration of schools• Better equipped/ resourced schools that facilitate learning• Short term employment of local people e.g. construction
PERFORMANCE INDICATORS <ul style="list-style-type: none">• Budget proposal• Report on current schools infrastructure requirements• Service provider/s procured• Construction progress reports				

PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Schools Infrastructure Development	CED Manager, DOE & SGB		R2 200 000	2 600,000			R5, 600 000
Deliverables:							
• Engagement of relevant stakeholders and role players (Selling of drawings)			Q1	Q1			
• Finalized MOU with DOE			Q2	Q2			
• Consolidation of a plan and budget approval			Q2	Q2			
• Procurement of service provider/s			Q2	Q2			
• Construction			Q3	Q3			
• Project Hand-Over			Q3	Q3			

FOCUS AREA 1: COMMUNITY INFRASTRUCTURE DEVELOPMENT			
1.5 CONSTRUCTION OF COMMUNITY CENTRE			
<p>Community infrastructure is a challenge that we have to address as a country as part of creating sustainable human settlement in line with our Government strategy. The backlog is very much so in rural communities where our people are still unable to access government services such as social grants, home affairs services etc. In addition the youth do not have recreational facilities and even those critical ones such as libraries and information centers. The centre will comprise of a computer centre, library, a heritage center and a community hall that will be utilized for different cultural and recreational and youth activities. A community gym will also be part of the centre. This will ensure that communities have access to better facilities that will improve their quality of life. The centre will be used also as information centre where communities can access developmental information such as procurement and job opportunities.</p> <p>Preserving the culture and heritage of our communities is also very important and such a heritage center will be established where the history of the Sekhukhune nations will be displayed and new generation will learn about the culture and heritage of the Bapedi nation.</p>		<p>OBJECTIVES</p> <ul style="list-style-type: none"> • Provide a working centers for locals that will bring service closer to people • Make service cheaper for Government • Provides facilities that promote good health 	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Budget proposal and approval • A community facility that caters for various social needs of the local community • A community facility that accommodates various social needs from functions, to weddings, to funerals, to educational and health and wellness needs of the Mine community 		<p>TARGET GROUPS (beneficiaries)</p> <p>Surrounding Communities</p>	<p>LOCATION</p> <p>Greater Tubatse Municipality of Greater Sekhukhune</p>
		<p>VALUE ADDED</p> <ul style="list-style-type: none"> • A one stop multi-purpose centre for various community and business needs • A sports and recreation facility • Improving socio-infrastructure profile of the Mine community 	

		RESPONSIBILITY	TIMEFRAME				
			2011	2012	2013	2014	TOTAL
Community Centre		CED Manager		R14 000 000	R14 000 000		R28 000 000
Deliverables:							
• Budget approval				Q1	Q1	Q1	Q1
• Engagement of relevant stakeholders and role players				Q1	Q1	Q1	Q1
• Consolidation of a plan and budget approval				Q2	Q2	Q2	Q2
• Procurement of service provider/s and implementation and equipping				Q2	Q2	Q2	Q2
• Launch of project				Q4	Q4	Q4	Q4

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT										
2.1 EDUCATION SUPPORT PROGRAMME (ESP): EARLY DEVELOPMENT AND GENERAL EDUCATION AND TRAINING (GET)										
BACKGROUND							OBJECTIVES			
It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Anglo Platinum plans to implement Education interventions with numerous schools and ECD Centres in Limpopo. The initiative will start at the early development stage and build that capacity from the foundation phase. It is clear that focusing only at Further Education will not yield the required results as it might already be too late as such building such skills from day 1 at ECD level and General Education and Training Level is critical to the company. The programme include:		<ul style="list-style-type: none">Supply of additional/ alternative study material and educational equipments and toys that will facilitate easy learning for children;Training of teachers in the use of the materialsAssisting teachers with alternative teaching methods that facilitate effective learning and teaching for both learners and teachers; including lesson planningOn the job assistance and support by the provider to the teachers (in the classroom)Monitoring and rewarding good performance for both learners and teachers.					Increase the number of learners studying maths and science; Create interest in maths and science by making leaning fun for young learners; Increase the pass rate achieved in the areas of maths and science Support the provision of environment conducive for learning			
PERFORMANCE INDICATORS		TARGET GROUPS	LOCATION			VALUE ADDED				
Increase pass rate in Maths and Science Sustain the results		(beneficiaries) Grade R- 7 learners	Greater Tubatse Local Municipality Fetakgomo Municipality			Pipeline development Labour pool Poverty alleviation				
PROJECT 1		RESPONSIBILITY	TIMEFRAME							
			2010	2011	2012	2013	2014	TOTAL BUDGET		
Early Childhood Development & General Education and Training		CED Manager, Schools Management, DOE	Budget allocated for all operations therefore is a centrally managed							
								IMPACT		

Deliverable			Q1	Q1	Q1	
Appointment of service provider			Q1	Q1	Q1	Mahlo
Identification of beneficiary schools			Q1	Q1	Q1	Matsiri
Commence with learners support			Q1-Q3	Q1-Q3	Q1-Q3	Sefufule
Provide infrastructure and equipments in partnership with the Department of Education where there is need			Q1-Q4	Q1-Q4	Q1-Q4	Thokwane
Monitor and evaluate project t against expected outputs			Q1-Q4	Q1-Q4	Q1-Q4	Monampane
Review programme.					Q4	Ramoko
						Djate
						Mashishi
						Seoke
						Moroke

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT															
2.2 EDUCATION SUPPORT PROGRAMME (ESP): FURTHER EDUCATION AND TRAINING (FET) PHASE															
BACKGROUND There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Anglo Platinum plans to implement Education and Skills Development interventions and further education institutions in Limpopo and the Northwest provinces. The targeted schools and learners will also be given priority when applying for the Anglo Bursary for tertiary studies in line with the requirements. The Company insist that the provider appointed utilizes the teachers already in the system for the additional support to improve their capacity and at the same time ensuring sustainability beyond the company's involvement: The FET Maths and Science programme will include; <ul style="list-style-type: none">• Providing additional learning material to the learners;• On-line support in terms of study tips and dealing with difficult learning areas.• Additional Saturday classes for the learners;• Exam preparation support to the learners.			OBJECTIVES Increase the number of learners studying Maths and Science Increase the pass rate achieved in the areas of Maths and Science Develop the capacity of Maths and Science educators Support the provision of environment conducive for learning												
PERFORMANCE INDICATORS Increase pass rate in Maths and science Sustain the results Building capacity within local schools No of learners accessing Anglo bursary		TARGET GROUPS (beneficiaries) Grade 10-12 learners Maths and Science Educators Department of Education		LOCATION Greater Tubatse Local Municipality		VALUE ADDED Pipeline development Labour pool Poverty alleviation									
PROJECT 2		RESPONSIBILITY		TIMEFRAME											
				2010		2011		2012		2013		2014		IMPACT	
Maths, Science and Technology at FET levels		CED Manager, Schools Management, DOE		Budget allocated for all operations therefore is a centrally managed											
Deliverable				Q1		Q1		Q1							
Appointment of service provider				Q1		Q1		Q1							
Identification of beneficiary schools				Q1		Q1		Q1							

Commence with learners support	Q1-Q3	Q1-Q3	Q1-Q3				
Provide infrastructure and required equipment/ material in partnership with the Department of Education where there is need.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			
Monitor and evaluate project against expected outputs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			
Review programme				Q4			

FOCUS AREA 3: COMMUNITY SAFETY HEALTH AND WELFARE			
3.1: CONSTRUCTION OF A PLACE OF SAFETY			
<p>When the Mine started operating, families and household were relocated to Magobading and a need has arisen where vulnerable children are exposed to various social challenges. Mecklenburg hospital is forever a recipient of abandoned and abused children who have to be kept in a safe place. Developing a place of safety has become a critical public strategic need for the whole Eastern Limb. Greater Tubatse has neither drop-in centre nor an OVC. the sub- district has no place of safety for urgent referral when there is a need, instead the social workers have to wait for days in order to refer to Polokwane which is a frustrating process for both the client and the health provider; the two houses at Magobading serves as the appropriate centre to be developed into a fully fledged Place of Safety Centre for this need. The project shall have two phases of development over 3 years. The first phase will be the renovation of the two houses and the second phase will be the constructions of a block of room that will be utilized as a dining hall, and classrooms.</p>		<p>OBJECTIVES</p> <ul style="list-style-type: none"> To provide relief to the to the orphans and vulnerable children locally Facility that will provide education and other social needs of vulnerable children. 	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Budget proposal and approval Renovation of the two houses into usable facility Completing a day centre for learning purposes Furnish and equip the facilities in conjunction with Health and Department of Social Development (Mecklenburg Hospital) and local government A centre fully registered with an MOU <p>A safe centre for vulnerable children and abused children.</p>		<p>TARGET GROUPS (beneficiaries)</p> <ul style="list-style-type: none"> Children between 0-17 years Eastern Limb victims of domestic abuse Abandoned children A hygienic facility for the hospital's Health Alliance to support vulnerable children 	<p>LOCATION</p> <p>Magobading is North East of Twickenham Mine</p>
		<p>VALUE ADDED</p> <ul style="list-style-type: none"> Relief to SAPS as they will know where to drop children that have to be removed immediately from abusive relationship Relief to local Social Workers 	

PROJECT	RESPONSIBILITY	TIMEFRAME				
		2010	2011	2012	2013	2014
Renovation and Construction of OVC	CED Manager, Dept Social Development	R 800 000	R3 00 000	R2 00 000	R200 000	R200 000
Deliverables:						
• Role-players and stakeholder engagement		Q1				
• Budget approval		Q1				
• Phase 1 upgrading and equipping of the centre		Q2				
• Preparation of MOU and project implementation		Q3				
• Project launch		Q4	Q4			
• Ongoing Support and Monitoring			Q4	Q1-Q4	Q1-Q4	Q1-Q4
						R1,700 000

FOCUS AREA 4: JOB CREATION AND POVERTY ALLEVIATION			
4.1: Farmer Support			
<p>From a geographic perspective, the district municipality is comprised of local municipalities, in this case the Greater Tubatse and Fetakgomo local municipalities. It is one of the most severely impoverished areas in South Africa with a predominantly rural population (97%). In addition, the dispersed settlement pattern makes infrastructure provision and service delivery costly. Our surrounding communities are mostly underdeveloped and impoverished. Given the fact that 89% of the population of Limpopo Province can be classified as rural, agriculture plays a major role in the economic growth and development of the province. Twickenham mine in partnership with the Department of Agriculture will establish vegetable farms around our communities and produce for the local market around Sekhukhune and other neighbouring Districts. Organic farming is labour intensive on the one side – but all organic produce attracts an up-charge of between 10 and 50% on the world market. The organic industry worldwide has grown at more than 20% per year over the past 20 years. Convention produce has not achieved 5% per year over the same time frame. There is a shortage of organic supply worldwide. SEAT report encourages “Organic farming” for the area” as part of poverty alleviation.</p> <p>The mine will establish 3 farms around the area in GaMashabela, GaMashishi nad Magobading Construct a pack house which will be serving the above mentioned farms and others around the area. The Communities will have ownership of the Pack house.</p>		<p>OBJECTIVES</p> <ul style="list-style-type: none"> To contribute to local food security while improving local economic profile of the Mine community To develop an economic hub for economic participation thus reducing dependency on the Mine To reduce the level of poverty 	
<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Budget proposal and approval Report on feasibility studies, business planning and EIA Business registration Capacity building Infrastructure development Cultivation and growing programme Processing & Selling 		<p>TARGET GROUPS (beneficiaries)</p> <ul style="list-style-type: none"> Ga-Mashabela Community Ga-Mashishi Magobading 	<p>LOCATION</p> <p>Phase 1 Ga Mashabela (2010-12) Ward 03, Greater Tubatse Municipality, under Kgoshi NW Mashabela</p> <p>Phase 2 Ga-Mashishi Phase 3 Magobading</p>
		<p>VALUE ADDED</p> <ul style="list-style-type: none"> Food security These initiatives will create 100-200 jobs in the five years. Reduced dependency on the mine for jobs Dependency on government social grants will decrease Businesses skills transfer 	

PROJECT 1	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Farmer support (3 Farms)	CED Manager, Dept of Agriculture	R3 000 000	R2 5000	R2 000 000	R3 000 000	R2 500 000	R13 000 000
Deliverables:							
• Report on feasibility studies, business planning and EIA		Q3					
• Budget proposal and approval		Q4					
• Infrastructure Development			Q1	Q1	Q1	Q1	
• Registration of the Cooperative			Q1	Q1	Q1	Q1	
• Capacity building			Q2	Q2	Q2	Q2	
• Cultivation			Q3	Q3	Q3	Q3	
• Processing & Selling			Q4	Q4	Q4	Q4	

PROJECT	RESPONSIBILITY	TIMEFRAME					
		2010	2011	2012	2013	2014	TOTAL
Construction of Pack House	CED Manager,				R5 500 000	2 000 000	R7,000 000
Deliverables:							
• Land acquisition and approvals				Q1			
• Scope, Designs and Drawings				Q2			
• Budget proposal and approval				Q3-Q4			
• Appointment of contractor					Q1		
• Infrastructure Development					Q1-Q4		
• Registration of the Cooperative				Q4			

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

11.1 PREAMBLE

Anglo Platinum has implemented a housing strategy that aggressively tackles the pressing accommodation issue in a focused and strategic way. The strategy was developed in close partnership with labour. The strategy takes into account factors such as the proximity of the mine to the nearest town, the economic sustainability of that town, various accommodation options, and housing requirements of informal settlement communities located near to the mine. Twickenham Platinum Mine (TPM) will provide a range of accommodation options to employees and will promote home ownership through various mine-sponsored initiatives. External issues which were considered in the development of the housing policy include tribal lands, informal settlements, housing demand and the housing market.

TPM, will engage with local, provincial and national Government to participate in the local IDPs process.

11.2 STRATEGY AND OBJECTIVES

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

- a) Sustainable communities: From the perspective of mine community development planning, Anglo Platinum believes that the provision of facilitated housing is a preventative measure to combat the formation of informal settlements. By focusing the development in Burgersfort and surrounding areas, the Company will encourage the sustainability of this town. Anglo Platinum will work with all levels of Government in planning its housing requirements around the identified municipal economic development nodes.
- b) Employee housing: Improved choice for options for accommodation will result in a more motivated, productive and healthy workforce and enhance retention of staff. In addition to the provision of various home-ownership options, this strategy will also be directed at recruiting employees from the mine community. The intention here will be to improve the quality of life for those living in the mine community. This will also serve to boost the income levels of households in the mine community.

11.3 IMPLEMENTATION PLAN FOR EMPLOYEE HOUSING

The Company has identified the nearby town of Burgersfort for the building of houses for mine employees. As all employees will live in their own accommodation off-site, these houses will not form part of the conditions of employment, but will rather be a matter of choice and assistance. It is expected that employees from C level and above will probably live in this town, although the total package concept allows employees to live where they choose.

17.2.2 Action plan

The following actions plans will be undertaken at TPM:

Table 41 Housing and Living Conditions Action Plan

Action step	Target date
Source land in Burgersfort for development	2011
Prepare the land for bulk infrastructure	2011
Install bulk infrastructure	2012
Assess and plan for the prevailing housing need	2013
Install internal services	2013
Top-structure development	2013

17.2.3 Encouraging sustainable communities through home ownership

Anglo Platinum's housing policy has schemes that make owning a home an attractive investment opportunity. Home ownership can represent a sound investment opportunity for mine employees and the provision of permanent housing contributes to sustainable communities. Anglo Platinum considered these factors to promote and encourage home ownership.

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

These schemes will be implemented at TPM for three primary reasons:

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

Education on the Housing Policy will be the responsibility of the Group Housing Department. The housing education strategy will consist of two phases. First, an initial awareness campaign will be launched through internal mass media communication channels such as newsletters and videos. The second phase will be conducted through group sessions for employees signed up for the Employer Assisted Housing Scheme (EAHS).

Subsidies that will be available are the Home Ownership (HOA), Home Rent Subsidy Scheme (HRSS), Employer Assisted Housing Scheme (EAHS) and a Total Package (TP) approach.

Home Rent Subsidy Scheme (HRSS)

Housing Rental Subsidy Scheme is a housing benefit towards rental accommodation in the operators and supervisory bargaining units across Anglo Platinum. The current HRSS figure is R1458 as per the 2009 – 2011 Wage Agreement.

Home Ownership Allowance (HOA)

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

TABLE 42: HOA 2010 - 2011

Employee Level	On basic salary structure
D1	R4000.00
C5	R3250.00
C4	R2850.00
C3	R2600.00
C2	R2370.00
C1	R2150.00
A1 to B7	R1850.00

Employees can also secure building loans to construct houses if they have appropriate stands for housing development.

Employer Assisted Housing Scheme

Anglo Platinum subsidises cost of land and services based on employee salary. Employees will be encouraged to build their own houses on the allocated serviced stands. Anglo Platinum will facilitate housing developments using private developers to provide housing units for ownership and rental for those employees who cannot build their own houses.

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

The units will vary from approximately 50m² to 70m² and associated cost of approximately R200 000 to R3000 000, Anglo Platinum's subsidy will be towards the securing of the land and the servicing of the stands.

The four house layout types to be constructed are:

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

Local Property Developers

When the need arises, Anglo Platinum will be encouraging the local property developers to provide short to medium term bulk infrastructure solution to enable the creation of a housing market that will be suitable for TPM employees. The company will facilitate home ownership through the Home Ownership allowance scheme between TPM employees, property developers, financial institutions and subsidies provided by the Limpopo Department of Housing.

17.2.4 Reducing dependence on mine-owned housing

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

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

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

12.1 PREAMBLE

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

At its existing operations Anglo Platinum is committed to contributing to a healthy, productive and motivated workforce through its dietary food programmes. At TPM, no hostels are planned, the provision of food to employees is not envisaged and therefore Regulation 46 (c) (v) does not apply to this Social and Labour Plan

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

13.1 INTRODUCTION

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

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

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

13.2 THE SUPPLY OF GOODS AND SERVICES TO TPM

Procurement at the TPM will fall into these categories:

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

Of these categories, the bulk of both capital expenditure and working cost expenditure items will be purchased centrally through the Anglo Platinum Supply Chain, which will be managed through group-wide contracts from large suppliers.

1. Capital Expenditure will be managed by the projects department which defines the scope of work for such projects and then either negotiates these projects with preferred suppliers or put them out to tender.
2. Large-scale supply/service contracts for consumables/services will be managed by the Group Supply Chain function at the Anglo Platinum corporate head office

3. Small volume orders for equipment, consumables and services (Procurement that falls outside of group contracts and targeted in the future to be approximately 15% by value) will be managed at mine level, to target small and medium-sized HDSA companies and companies in which HDSA's have a stake³, and are situated within the Limpopo Province.

The following targets below in 43 apply to total discretionary spend placed with HDSA vendors:

Table 43 Procurement Progression Plan

Year		2011	2012	2013	2014	2015
Anglo Platinum Targets		37.00%	40.00%	41.00%	42.00%	43.00%
Target breakdown	HDSA Status					
Total (%)	> 25,1%	25.00%	27.00%	27.50%	28.00%	28.50%
	> 50,1%	12.00%	13.00%	13.50%	14.00%	14.50%
	Regional	14.00%	15.00%	16.00%	17.00%	18.00%
Consumables	> 25,1%	29.50	31	31.50	32.00	32.50
	> 50,1%	9.50	11	11.50	12.00	12.50
	Regional	19.5	21	21.5	22.5	23.5
Capital Goods	> 25,1%	26.50	28	28.50	29.00	29.50
	> 50,1%	7.00	8	8.10	8.50	9.00
	Regional	7.00	8	9.00	10.00	11.00
Services	> 25,1%	19.00	22	22.50	23.00	23.50
	> 50,1%	19.50	20.5	21.00	21.50	22.00
	Regional*	15.50	16.5	17.50	18.50	19.50

Local* means procuring from those HDSA vendors with business addresses within the Limpopo Province.

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

13.3 LOCAL PROCUREMENT

TPM has shown good progress in its procurement spend with HDSA vendors over the last three years. In an effort to maximize job creation and the economic benefit of the mining operation at the mine community level, TPM strategy going forward is to shift the balance of the mine expenditures where it is possible, from large, urban businesses to smaller, developing businesses located near or in the mine communities, by

- a) Procuring goods and services from HDSA vendors around its operations.
- b) Identifying opportunities for small business suppliers at the local level
- c) Proactively assisting the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mine.
- d) Large vendors engaged at Group level will be encouraged to make use of local labour in their local operations where possible.
- e) Service providers will be requested to provide a breakdown of their labour composition, particularly with reference to their commitment to employing members of the mine community.

³ HDSA-owned means a minimum of 50,1% ownership. HDSA-empowered means a minimum of 25.1% HDSA ownership.

13.4 STRATEGY AND OBJECTIVES

The overall objective is to promote and enhance the constructive participation of HDSA vendors in the mine's upstream value chain and to ensure that HDSA suppliers have access to TPM's supply chain and to actively contribute to the Anglo Platinum group-wide objectives.

This is expected to catalyse an increase in the levels of benefits from the secondary and tertiary aspects of the mine's value chain to HDSA owned companies within the Limpopo Province.

Specific objectives for TPM is to:

- a) Secure awareness of and buy-in to the set targets and strategies by all heads of departments and other decision-makers in the procurement value chain;
- b) Undertake a communication strategy that will ensure that all TPM employees are aware of the targets;
- c) Draft specific HDSA plans and identify specific procurement opportunities at departmental level to ensure that the targets are reached and exceeded.
- d) Ensure that the e-procurement systems used by the mine provide easy access to tenders and do not inadvertently discriminate against the HDSA or SMME vendors;
- e) Establish long-term, mutually beneficial relationships with HDSA vendors that can contribute to total cost of ownership reductions;
- f) Develop and maintain an auditable and accurate database of small HDSA, businesses located near or in the mine communities.

13.5 ACTION PLANS

The following action steps will enable TPM to achieve the above objectives and targets as per **Error! Reference source not found.**:

- a) A change to the way in which the high-volume/low-value contracts are being done. To target local HDSA vendors in this environment thus giving them an opportunity to be sustainable over a longer period due to the commitment of a contract;
- b) Identification of contracts that will be only for local vendors;
- c) Provide easy access to local vendors on the electronic tendering system
- d) Introduce a points system in assessing potential suppliers of goods and services, based on the following criteria:
 - i. Local community involvement;
 - ii. HDSA status;
 - iii. Pricing; and
 - iv. Gate system (safety/technical).
- e) Increase the single source motivation;

- f) Implement a system of monitoring the extent at which first tier suppliers are making use of HDSA owned vendors and employees/labour that are located near or in the mine communities in the capital expenditure projects
(Although Anglo Platinum and its TPM only claim HDSA procurement spend on the first tier vendor, there are contractual clauses in place that request the main contractor to make use of HDSA companies and labour located and or residing in the mine communities)
- g) Create a vendor data base that clearly identifies local vendors, commodities and services and their capacity;
- h) Effectively integrate the Enterprise Development Initiatives into operational management.
- i) Closer integration with social development initiatives out in the regions;
 - i. LIBSA (Limpopo Business Support Agency); and
 - ii. Training and development programs.
- j) Support the supplier/Enterprise development initiatives through supply chain procurement opportunities;
- k) Encouragement of existing non-HDSA suppliers to form partnerships/joint ventures with HDSA companies in circumstances where no HDSA Company tenders to supply goods or services; and
- l) Utilisation of existing HDSA vendors.

13.6 PREFERENTIAL PROCUREMENT POLICY

Criteria

Competent and competitive HDSA suppliers to TPM and companies in which black woman has at least 30% ownership will be given preference on a scale that reflects the extent of HDSA equity which may vary from >25% to 100%.

This preference will be ranked in terms of:

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

In all instances gender-influenced companies will be ranked a notch higher than their HDSA ranking would be if they were not gender-influenced.

This ranking is subject to the condition that all transactions are based on sound commercial processes and conform to all of Anglo Platinum's general procurement policies.

The following purchasing criteria will be applied to bids:

- a) Where there are equal bids from different vendors, the contract will be awarded to the HDSA vendor in preference to a non-HDSA vendor;

- b) In the event that no HDSA organisations tender for the work, those suppliers tendering are to be encouraged to form partnerships with HDSA companies where possible; and
- c) Non-HDSA vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

13.7 CONTRACTOR COMPLIANCE

All contractors and subcontractors, especially during construction of the mine will have to submit their BEE and SMME documentation with the tender:

- a) The company policy regarding support of small and/or medium enterprises;
- b) Supply a list of SMME companies that the contractor is currently supporting in terms of its policy;
- c) Brief overview of how the contractor intends giving effect to its SMME policy if awarded the contract.
- d) The company policy regarding black economic empowerment;
- e) The company objectives and targets for black economic empowerment;
- f) Provide a brief overview of the system used to monitor achievement in terms of BEE objectives and targets; and
- g) Brief overview of how the contractor intends giving effect to its BEE policy if awarded the contract.

Guiding principles

The preferential status is only given to competent and competitive HDSA suppliers

All procurement processes will be transparent and subject to audit in accordance with sound business principles and practices.

In addition, the current Anglo Platinum general procurement policy and procedures will apply. All potential vendors will compete through the same process and on equal platforms.

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

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

- h) Vendor companies' compliance towards the BEE Codes of Good Practice will be taken into account and scores will be ranked for selection purposes.

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

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

Within these procedures, all transactions are expected to be:

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

Procedures

TPM's procurement policy and procedure will be controlled by the Anglo Platinum Supply Chain and will be consistent with Anglo Platinum standards. The procedure will not compromise the basic elements surrounding the procurement principles.

All vendors to Anglo Platinum are required to supply their HDSA credentials and these details will be stored on the Anglo Platinum HDSA database⁴. These credentials must be accompanied by independent certification

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

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

- a) Appraisal of capacity and capability;
- b) Registration with Registrar of Companies (where applicable), South African Revenue Service, Workmen's Compensation, Unemployment Insurance Fund, and Regional Services Council / Skills Levies;
- c) Tax and VAT clearance certificates;
- d) Certificate of Incorporation (where applicable);
- e) Certificate to Commence Business (where applicable);

⁴ A central database of HDSA suppliers is kept by the Group Supply Chain and will represent the sole source of HDSA supplier status organisations. The listing will be continuously updated and will be audited annually by Internal Audit.

- f) Business profile (including Employment Equity, affirmative procurement and social development activities);
- g) Signed Share Certificates verifying a minimum of 25% HDSA ownership;
- h) CVs of owners and managers;
- i) Verifying bank account details;
- j) Credit checks (for example ITC);
- k) References and referrals;
- l) Interviews with management and HDSA partners to determine level of HDSA participation in the management and operations of the Company;
- m) Inspection of premises, machinery and equipment;
- n) Demonstration of sound financial standing and track record, for example, audited financial statements, bank references, customer and supplier references;
- o) Assessment of technical capability where required;
- p) Compliance with all Anglo Platinum's relevant policies;
- q) Audits will be conducted from time to time to verify the status quo of suppliers;
- r) Approved scope of supply;
- s) Indication of performance track record; and
- t) Compliance with BEE Codes of Good Practice.

Preferential payments

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

Performance review

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

13.8 ENTERPRISE DEVELOPMENT INITIATIVE

Anglo Platinum Enterprise Development Programme main aim is to:

1. Increase the number of sustainable HDSA/BEE enterprises within host communities
2. Increase economic participation of host communities and labour sending areas
3. Create employment opportunities within host communities
4. Reduce dependency on the mining operation within host communities

The Programme is divided into the following categories

- a) Businesses Funding
- b) Business Development

c) Enterprise Support

13.9 BUSINESS FUNDING

Businesses are funded through the Anglo Zimele Enterprise Development Initiative, which aims to grow and capitalize mining enterprises through its various funds:

- i. Enterprise development fund;
- ii. Junior mining fund and;
- iii. Sustainable development fund;

Anglo Zimele supports start-up or expanding businesses which exhibit commercial viability and growth prospects. Many of these companies find it very difficult to raise loans from commercial banks. Through the minority equity stake which it acquires, Anglo Zimele is able to work with the small or medium-sized enterprise's board of directors and provide strategic guidance and skills transfer, including advice on business principles, corporate governance, and strategy as well as provides loan finance.

13.10 BREAKDOWN OF MINE PROCUREMENT – FORM T

Table 44 Breakdown of Mine Procurement, as per Form T in Annexure II of the MPRDA Regulations

Table 44 Breakdown of Mine Procurement, as per Form T in Annexure II of the MPRDA Regulations

Supplier	Supplier Address	HDSA Status			Capita l	Consu mables	Services
CONSOLIDATED POWER PROJECTS	97 RICHARDS DRIVE	HALFWAY HOUSE	1685	HDSA Empowered > 25.1%	6.26%	0.00%	0.00%
G4 CIVILS PTY LTD	INDUSTRY ROAD	BURGERSFORT	1150	HDSA Empowered > 25.1%	5.75%	0.00%	0.00%
STEFANUTTI STOCKS CIVILS PTY LTD	CNR ZUURFONTEIN AND ORANJE RIVIER D	KEMPTON PARK	1619	HDSA Empowered > 25.1%	5.22%	0.00%	1.98%
GROUP FIVE CONSTRUCTION PTY LTD	MAXWELL DRIVE	WOODMEAD	2191	HDSA Empowered > 25.1%	5.00%	0.00%	0.00%
SKELTON AND PLUMMER PROJECTS	MUSKET ROAD	KEMPTON PARK	1619	HDSA Empowered > 25.1%	4.10%	0.00%	0.03%
PLATINUM ELECTRICAL PTY LTD	20 MANGAAN STREET	RUSTENBURG	0299	HDSA Owned > 50.1%	3.41%	0.00%	0.00%
GLOBAL CIVIL SOLUTIONS PTY LTD	60 TULBACH STREET	KEMPTON PARK	1630	HDSA Empowered > 25.1%	1.86%	0.00%	0.00%
SEMANE CONSULTING ENGINEERS	SAMANCOR HSE 88 MARSHALL STR	JOHANNESBURG	2001	HDSA Empowered > 25.1%	1.47%	0.00%	0.00%
ABERDARE CABLES PTY LTD	42 MAIN ROAD	EASTLEIGH	1609	HDSA Empowered > 25.1%	1.45%	0.01%	0.00%
NEWTON BALOYI PTY LTD	CNR MONUMENT & KERK STREET	KEMPTON PARK	1620	HDSA Owned > 50.1%	1.32%	0.00%	0.00%
AKHANANI ELECTROMECHANICAL	CHROOM STREET	STEELPOORT	1150	HDSA Empowered > 25.1%	0.89%	0.08%	0.00%
BARLOWORLD EQUIPMENT DIV OF	22ND STREET	INDUSTRIA	0699	HDSA Empowered > 25.1%	0.84%	0.00%	0.00%
FISHOF 1349 CC	SHAW ROAD	POLOKWANE	0700	HDSA Owned > 50.1%	0.72%	0.00%	0.00%
MH MOTORS CC	DIRK WINTERBACH ROAD	BURGERSFORT	1150	HDSA Owned > 50.1%	0.67%	0.00%	0.01%
SEW EURODRIVE PTY LTD	INGRAM RD	AEROTON	2013	HDSA Empowered > 25.1%	0.65%	0.00%	0.00%
SIEMENS LTD	300 JANADEL AVENUE	HALFWAY HOUSE	1685	HDSA Empowered > 25.1%	0.64%	0.00%	0.14%
ALSTOM SWITCHGEAR A DIVISION OF	2 MAGNET ROAD	USE VENDOR 123686	1413	HDSA Owned > 50.1%	0.64%	0.00%	0.00%
DENWA ENGINEERING PTY LTD	CNR MAIN REEF AND TURF ROADS	BOKSBURG NORTH	1508	HDSA Empowered > 25.1%	0.64%	0.01%	0.00%
LETAB PROJECTS PTY LTD	5 SKEEN BOULEVARD	BEDFORDVIEW	2008	HDSA Empowered > 25.1%	0.58%	0.00%	0.00%
CAPACITY OUTSOURCING A DIV OF	4 PINELANDS ROAD	MODDERFONTEIN	1645	HDSA Empowered > 25.1%	0.49%	0.00%	0.00%
SAN CONTRACTING SERVICES CC	28 BERG STREET	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.42%	0.00%	23.50%
BULELANI PROJECTS MANAGEMENT	GROSSKOPF STREET	ROODEPOORT	1724	HDSA Empowered > 25.1%	0.41%	0.00%	0.00%
PD NAIDOO AND ASSOCIATES PTY LTD	39 EMPIRE ROAD SOUTH WEST BUILDING	PARKTOWN WEST	2193	HDSA Owned > 50.1%	0.38%	0.00%	0.00%
ACTOM MECHANICAL EQUIPMENT	CNR BRANCH AND ALPHA ROADS	DRIEHOEK	1401	HDSA Empowered > 25.1%	0.37%	0.00%	0.00%
COMPASS GROUP SOUTHERN AFRICA	5 THE CRESCENT	WESTVILLE	3630	HDSA Empowered > 25.1%	0.35%	0.01%	1.83%
REEF SWITCHBOARD	12 LEA ROAD	ANDERBOLT	1459	HDSA Empowered > 25.1%	0.31%	0.12%	0.00%
EDDCOR E AND I PROJECTS PTY LTD	5 MUSKET ROAD	CHLOORKOP EXT 5	1619	HDSA Empowered > 25.1%	0.27%	0.00%	0.00%
TURNER AND TOWNSEND PTY LTD	21 CNR FRICKER & CHAPLIN	ILLOVO	2196	HDSA Empowered > 25.1%	0.27%	0.00%	0.00%

	ROADS		HALFWAY HOUSE	1685	HDSA Empowered > 25.1%	0.27%	0.01%	0.01%
BUSINESS CONNEXION PTY LTD	PRIVATE BAG X48		PHALABORWA	1390	HDSA Empowered > 25.1%	0.26%	0.04%	0.00%
WEIR MINERALS AFRICA PTY LTD	7 6TH AVENUE		RUSTENBURG	0300	HDSA Empowered > 25.1%	0.21%	0.00%	0.00%
LEBOLA MINING AND ENGINEERING	POSTNET SUITE 3029		GERMISTON SOUTH	1401	HDSA Owned > 50.1%	0.20%	0.00%	0.00%
TRANSFORMER MANUFACTURERS	14 SIMON BEKKER ROAD		STRIJDOMPARK EXT 2	2194	HDSA Owned > 50.1%	0.10%	0.00%	0.00%
PROCESS AUTOMATION PTY LTD	15 NAAF STREET		SELBY	2001	HDSA Owned > 50.1%	0.10%	0.02%	0.00%
BRELKO CONVEYOR PRODUCTS PTY LTD	3 INVENTION STREET		SESHEGO	0742	HDSA Owned > 50.1%	0.09%	0.05%	0.23%
MESONG FIRE AND SAFETY EQUIPMENT	FREEDOM DRIVE		RANDBURG	2194	HDSA Empowered > 25.1%	0.06%	0.00%	0.00%
DQS GERMAN ASS FOR CERTIFICATION	279 KENT AVENUE		WADEVILLE	1407	HDSA Empowered > 25.1%	0.05%	0.00%	0.00%
MEISSNER A DIV OF ACTOM PTY LTD	CNR OSBORN AND ESANDAR ROADS		RUSTENBURG	0299	HDSA Empowered > 25.1%	0.05%	0.00%	0.00%
JC VERKOEING PTY LTD	PLOT 305 WATERKLOOF		WINTERFIELD	1133	HDSA Owned > 50.1%	0.05%	0.00%	2.12%
HELEWANE PROPERTY MANAGEMENT	8 OUTCROP		WOODMEAD PARK	2128	HDSA Empowered > 25.1%	0.04%	0.00%	0.00%
COMPASS GROUP SA PTY LTD	12 STIRRUP LANE		CITY DEEP	2049	HDSA Empowered > 25.1%	0.03%	0.00%	0.00%
RAM FASTENERS PTY LTD	FORTUNE STREET		BRYANSTON	2021	HDSA Empowered > 25.1%	0.02%	0.02%	0.00%
DIMENSION DATA PTY LTD	57 SLOANE STREET		PARKTOWN	2193	HDSA Empowered > 25.1%	-	0.00%	0.00%
TPS SIYAKHA ARCHITECTS PTY LTD	5 ANERLEY ROAD		MODDERFONTEIN	1645	HDSA Empowered > 25.1%	0.66%	0.08%	0.00%
AFRICAN EXPLOSIVES LTD	1 PLATINUM DRIVE		RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
WALTONS STATIONERY CO PTY LTD	108 ZENDELING STREET		AUREUS EXT 12	1759	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
MAN DIRK PTY LTD	14 BUSSING ROAD		ROSEBANK	2196	HDSA Empowered > 25.1%	0.00%	4.42%	0.00%
SHELL SA MARKETING PTY LTD	33 BAKER STREET		KEMPTON PARK	1620	HDSA Empowered > 25.1%	0.00%	0.00%	0.03%
CROSSROADS DISTRIBUTION PTY LTD	20 FOREMAN STREET		LINBRO BUSINESS PARK	2146	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
ZEST ELECTRIC MOTORS PTY LTD	47 GALAXY AVENUE		RUSTENBURG	0300	HDSA Empowered > 25.1%	0.00%	0.15%	0.00%
AFRICAN EXPLOSIVES LIMITED	NO PHYSICAL ADDRESS		KROONDAL	0350	HDSA Empowered > 25.1%	0.00%	0.06%	0.00%
NEW CONCEPT MINING PTY LTD	NO PHYSICAL ADDRESS		INDUSTRIAL SITES EXT3	0699	HDSA Empowered > 25.1%	0.00%	0.05%	0.00%
AFRICAN OXYGEN LIMITED	33 19TH STREET		INDUSTRIA	9500	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
OCTA ENGINEERING KROONSTAD CC	31 7TH STREET		MOKOPANE	0600	HDSA Owned > 50.1%	0.00%	0.01%	0.00%
ARONS HARDWARE CC	65 PRETORIUS STREET		NELSPRUIT	1200	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
WALTONS STATIONERY CO PTY LTD	4 RAPID STREET		POLOKWANE	0700	HDSA Empowered > 25.1%	0.00%	0.02%	0.00%
VOLTEX PTY LTD	29 19TH STREET							

WALTONS STATIONERY CO PTY LTD	34 SKIRVING STREET	TZANEEN	0850	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
BECKER ENGINEERING PTY LTD	6 BOSCH STREET	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.05%	0.02%
REGMA S A PTY LTD	PLOT 549 HERITAGE VIEW DRIVE	MULDERSDRIFT	1747	HDSA Empowered > 25.1%	0.00%	0.02%	0.00%
SOLLYS DISCOUNT WORLD	CNR HOSPITAL AND HANS VAN RENSBURG	PIETERSBURG	0699	HDSA Owned > 50.1%	0.00%	0.05%	0.00%
MAN DIRK PTY LTD	38 INDUSTRIAL CRESCENT	WITBANK	1034	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
GRAPHIC MINING SOLUTIONS	CNR LIMA AND OLIVE STREETS	OLIVEDALE	2158	HDSA Empowered > 25.1%	0.00%	0.00%	0.02%
FIELDS WEAR CC	STAND 17 HEYSTEKRAND	MOGWASE	0314	HDSA Owned > 50.1%	0.00%	0.00%	0.01%
BECKER ELECTRONICS PTY LTD	POSTNET SUITE 55	FERNDALE	2160	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
BECKER MINING AFRICA PTY LTD	4 CLARKE STREET NORTH	ALBERTON	1449	HDSA Empowered > 25.1%	0.00%	0.10%	0.00%
CONSTRUCTION 2YK CC	MAIN STREET	BURGERSFORT	1150	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
G AND R HYDRAULICS PTY LTD	121 TERRACE ROAD	SEBENZA	1610	HDSA Owned > 50.1%	0.00%	0.02%	0.00%
FERMEL MINING EQUIPMENT AND	CNR BERGVLEI AND STELLENBERG ROADS	USE VENDOR 122311	1428	HDSA Empowered > 25.1%	0.00%	0.00%	0.11%
LETSGAPHULONG TRANSPORT	STAND NUMBER 15	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.60%
PRO DRILLING AND MINING PTY LTD	CARLETONVILLE DISTRICT	OBERHOLZER	2499	HDSA Empowered > 25.1%	0.00%	0.03%	0.90%
MASOLE A TLHAGO ENVIRONMENTAL	NO PHYSICAL ADDRESS	VORNA VALLEY	1686	HDSA Owned > 50.1%	0.00%	0.00%	0.04%
GO AWASTE MANAGEMENT SERVICES	CNR 16RH ROAD AND GEORGE STREET	MIDRAND	1685	HDSA Empowered > 25.1%	0.00%	0.00%	0.43%
MPSIKA ACCOMMODATION AND CATERING	NO PHYSICAL ADDRESS	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.01%	0.01%
STEELPOORT DELIVERY SERVICES	EERSTEGELUK VILLAGE	STEELPOORT	1133	HDSA Owned > 50.1%	0.00%	0.00%	0.03%
AFRICAN EXPLOSIVES LTD	NO PHYSICAL ADDRESS	STEELPOORT	1133	HDSA Empowered > 25.1%	0.00%	2.22%	0.00%
LUMCOR CC	26 SIMAN DU TOIT STREET	BURGERSFORT	1150	HDSA Empowered > 25.1%	0.00%	0.02%	0.01%
THIBA KOTSI TRADING CC	375-10 UNIT C, CHROME PARK	STEELPOORT	1133	HDSA Owned > 50.1%	0.00%	0.01%	0.00%
VOLTEX NELSPRUIT	34 KANTOOR STREET	LYDENBURG	1120	HDSA Empowered > 25.1%	0.00%	0.14%	0.00%
ZIKHALI GENERAL CONSTRUCTION CC	5 HAULAGE STREET	CARLETONVILLE	2499	HDSA Owned > 50.1%	0.00%	0.01%	0.09%
GIJIMA AST HOLDINGS PTY LTD	47 LANDMARK AVENUE	KOSMOSDAL SAMRAND	1685	HDSA Empowered > 25.1%	0.00%	0.00%	0.11%
TRI COR SIGNS SA PTY LTD	176 BEYERS NAUDE STREET	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.16%	0.03%
PRECRETE NOZALA PTY LTD	252 LLEJD STREET	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
CEM ENGINEERING PRODUCTS PTY LTD	3 POTGIETER STREET	ALRODE	1451	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
BEDROCK MINING SUPPORT PTY LTD	AIRPORT HANGER 1	VRYHEID	3100	HDSA Empowered > 25.1%	0.00%	0.09%	0.00%
MARTHINUSEN AND COUTTS CLEVELAND	53 HOSPITAL STREET	CLEVELAND	2094	HDSA Empowered > 25.1%	0.00%	0.00%	0.01%

SEAHAWK TRADERS 12 PTY LTD	PLOT 239 WATERKLOOF	KROONDAL	0350	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
MOROKE TECHNOLOGIES AND SUPPLY	161 STAND	DRIEKOP	1154	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
ODEN ZIN MINE ENGINEERING PTY LTD	17 PIETERSEN STREET	POTCH INDUSTRIA	2520	HDSA Owned > 50.1%	0.00%	0.00%	0.03%
STEINER HYGIENE PTY LTD	41 19TH AVENUE	PIETERSBURG INDUSTRIA	0699	HDSA Empowered > 25.1%	0.00%	0.00%	0.02%
SELECT PERSONAL PROTECTIVE	83 HEIDELBERG ROAD	CITY DEEP	2197	HDSA Empowered > 25.1%	0.00%	0.14%	0.69%
RIO PLATS MINING SERVICES CC	192 BERGSEING STREET	STEELPOORT	1133	HDSA Empowered > 25.1%	0.00%	0.03%	0.16%
HIGHVELD PFS A DIVISION OF	BUFFELSDRIFT STREET	USE VENDOR 124258	0181	HDSA Empowered > 25.1%	0.00%	0.00%	0.25%
ZEST ELECTRIC MOTORS PTY LTD	OLD PRETORIA ROAD	WATERFALL EAST EXT 4	0299	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
BESEPOJADI CONTRACTING	STAND 58 GA KGWETE VILLAGE	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.01%	0.01%
AMAZWI OTEX PTY LTD	RIVERVIEW DRIVE	STEELPOORT	1133	HDSA Empowered > 25.1%	0.00%	0.01%	0.04%
MACSTEEL VRN A DIV OF MACSTEEL	PORTION 5 TWEEFONTEIN	TWEEFONTEIN	1022	HDSA Empowered > 25.1%	0.00%	0.09%	0.00%
PIRTEK STEELPOORT PTY LTD	1 WINTERBACH STREET	STEELPOORT	1133	HDSA Empowered > 25.1%	0.00%	0.15%	0.57%
WEIR MINERALS SERVICES AFRICA	31 ISANDO ROAD	USE VENDOR 111025 effective 30.03.2	1609	HDSA Empowered > 25.1%	0.00%	0.00%	0.02%
WEIR MINERALS SERVICES AFRICA	102 DAWES STREET	USE VENDOR 102946 effective 30.03.2	0299	HDSA Empowered > 25.1%	0.00%	0.00%	0.01%
SHOKIE AND D TRANSPORT AND MINING	010864 MOROKE VILLAGE	SEKHUKHUNE	1151	HDSA Owned > 50.1%	0.00%	0.00%	0.30%
IN THE VAULT 33 CC	RODIUM DRIVE	MPUMALANGA	1133	HDSA Empowered > 25.1%	0.00%	0.04%	0.13%
ECSAL TRANSPORT CC	DE GROOTBOOM	LIMPOPO	0902	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
PW TERBLANCHE CC	167 BERGSEING STREET	STEELPOORT	1133	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
MAMOSEDI IT AND GSP CC	GA KGOETE VILLAGE	LIMPOPO	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.02%
MOYOSINA DEVELOPERS CC	530 EERSTE GELUK	STEELPOORT	1133	HDSA Owned > 50.1%	0.00%	0.00%	3.60%
SOHLANGANA TRADING 68 CC	6 EHMEKE STREET	NELSPRUIT	1200	HDSA Owned > 50.1%	0.00%	0.01%	0.11%
MOTLOKWA TRANSPORT AND	2427 PRAKTISEER	BURGERSFORT	1150	HDSA Owned > 50.1%	0.00%	0.00%	0.01%
BAKGOKATHABAFI PROJECTS CC	STAND NO 20	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	1.75%
WACO AFRICA PTY LTD	181 BARBARA ROAD	GERMISTON	1600	HDSA Empowered > 25.1%	0.00%	0.07%	0.00%
ROYAL ANTHEM INVESTMENTS 5	BOSFONTEIN PLOT 19	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.01%	0.05%
MOKWENA CIVILS AND PROJECTS CC	3 MOHLALANG VILLAGE	BURGERSFORT	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.01%
LESUFI TRADING CC	STAND NO 2	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
SEALAFATLOU HOLDINGS CC	BADIKILA ROAD HOUSE	BURGERSFORT	1150	HDSA Owned > 50.1%	0.00%	0.00%	0.20%

S SPANN	106 SHAW ROAD	IVYDALE	0699	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
CPRD CONSULTING SERVICES PTY LTD	132 MONUMENT ROAD	ASTON MANOR	1619	HDSA Owned > 50.1%	0.00%	0.00%	0.05%
MAAMELAS CATERING AND PROJECTS	STAND NO 355	MOROKO	1154	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
MALCOM EZINDALENI HYDRAULIC	15 WICHT STREET	MIDDELBURG	1050	HDSA Owned > 50.1%	0.00%	0.00%	0.12%
DPI PLASTICS PTY LTD	CNR CAVALERROSS & BARLOW DRIVE	JUPITER	2094	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
KULUNGILE METALS GROUP PTY LTD	16 QUALITY ROAD	ISANDO	1600	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
THABITHA 'N MODIPADI TRADING	SEKODIBENG VILLAGE	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.06%
MEGA PROPSHAFT CC	69 JEPPE STREET	MIDDELBURG	1050	HDSA Empowered > 25.1%	0.00%	0.00%	0.07%
BELL EQUIPMENT SALES SA LTD	9 TSWLOPELE STREET	MIDDELBURG	1050	HDSA Empowered > 25.1%	0.00%	0.00%	0.04%
BIGEN AFRICA SERVICES PTY LTD	ALLAN CORMACK STREET	PRETORIA	0087	HDSA Empowered > 25.1%	0.00%	0.00%	0.05%
McCARTHY LTD	494 WRENCH ROAD	ISANDO	1609	HDSA Empowered > 25.1%	0.00%	0.00%	0.29%
JJ PLANNED MAINTENANCE SERVICES	13 VAN DER BOSCH STREET	OOS GEDULD	1568	HDSA Owned > 50.1%	0.00%	0.19%	0.63%
NNAYENA GENERAL CONSTRUCTION CC	STAND NO 139 TWICKENHAM	BURGERSFORT	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.01%
MMABANENG TRANSPORT AND	NO 10 GA MASHABELA	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
MASHUDU HOME AND OFFICE FURNITURES	82 BICCARD STREET	POLOKWANE	0700	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
ENKWANATI 92 CC	65 RETIEF STREET	MOKOPANE	0601	HDSA Owned > 50.1%	0.00%	0.02%	0.00%
MPISI TRADING 102 PTY LTD TRADING	12 MACPHERSON STREET	BARBERTON	1300	HDSA Empowered > 25.1%	0.00%	0.00%	0.22%
TUNNELMAN PTY LTD	19 NATRIUM STREET	POLOKWANE	0699	HDSA Owned > 50.1%	0.00%	0.03%	0.00%
OB SIGN AND DESIGN CC	JAN STREET	OVERHOLZER	2499	HDSA Owned > 50.1%	0.00%	0.07%	0.00%
FOXCON CC	FARM C33	OHREIGSTAD	1122	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
AFRIPOWER PTY LTD TRADING AS HYTEC	34 INDUSTRIAL CRESCENT	WITBANK	1038	HDSA Empowered > 25.1%	0.00%	0.00%	0.10%
HIGH POINT TRADING 663 CC	159 KLOPPER STREET	RUSTENBURG	0300	HDSA Empowered > 25.1%	0.00%	0.00%	0.08%
LA FANCY KAY CC	MATHIPA VILLAGE MTOLOLO	DRIEKOP	1129	HDSA Owned > 50.1%	0.00%	0.00%	0.89%
SEA SPIRIT TRADING 115 CC	MAIN ROAD	BURGERSFORT	1150	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
STEINER ENVIRONMENTAL SOLU	19 ALBRERCHT STREET	ANNLIN	0182	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
BEDROCK MINING SUPPORT PTY LTD	BLESKOP SHAFT	RUSTENBURG	0299	HDSA Empowered > 25.1%	0.00%	0.18%	0.00%
ACTOM ELECTRICAL PRODUCTS A DIV OF	RUBY SANDS ROAD	RUSTENBURG EXT 3	0299	HDSA Empowered > 25.1%	0.00%	0.02%	0.00%
ACTOM ELECTRICAL PRODUCTS A DIV OF	TWEEFONTEIN FARM	STEELPOORT EXT 10	1130	HDSA Empowered > 25.1%	0.00%	0.05%	0.00%
STATIC POWER A DIV OF	53 RUDO NELL STREET	HUGHES EXT 10	1459	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%

TLAPENG LA BALE TRADING AND	STAND 211 TUKAKUMO VILLAGE	STEELPOORT	1133	HDSA Owned > 50.1%	0.00%	0.06%	0.09%
MAOTSI STONE CRUSHERS PTY LTD	1 ENA MURRAY STREET	ORKNEY	2620	HDSA Empowered > 25.1%	0.00%	0.10%	0.27%
MOGWELE TRADING 395 PTY LTD	1 CHROME STREET	LYDENBURG	1120	HDSA Empowered > 25.1%	0.00%	0.00%	0.46%
L AND L TECHNICAL SUPPLIES CC	CNR MANDELA AND SOAR STREET	WITBANK EXT 10	1034	HDSA Empowered > 25.1%	0.00%	0.00%	0.00%
CAS-A-RIA REWIND CC	8 PLANTATION STREET	TZANEEN	0850	HDSA Owned > 50.1%	0.00%	0.00%	0.00%
EOH ABANTU PTY LTD	BUFFELSDRIFT STREET	ERASMUSRAND	0181	HDSA Empowered > 25.1%	0.00%	0.00%	0.44%
BJP MINING SUPPLIES CC	4 KERK STREET, UNIT 1	LYDENBURG	1120	HDSA Empowered > 25.1%	0.00%	0.01%	0.00%
MOSABANENG TRADING ENTERPRISE CC	2406 TUBATSE TOWN	BURGERSFORT	1150	HDSA Owned > 50.1%	0.00%	0.00%	0.01%
ESCAPE 2000 DIGITAL SYSTEMS CC	4 HONEYBIRD AVENUE	HELIKONPARK	1759	HDSA Owned > 50.1%	0.00%	0.00%	0.04%
KAPETENA CONSTRUCTION AND	STAND NO 251 A	PHALABORWA	1391	HDSA Owned > 50.1%	0.00%	0.00%	0.03%

Regulation 46 (d)

Process pertaining to management of downscaling
and retrenchment

SECTION 4

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

14.1 PREAMBLE

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

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

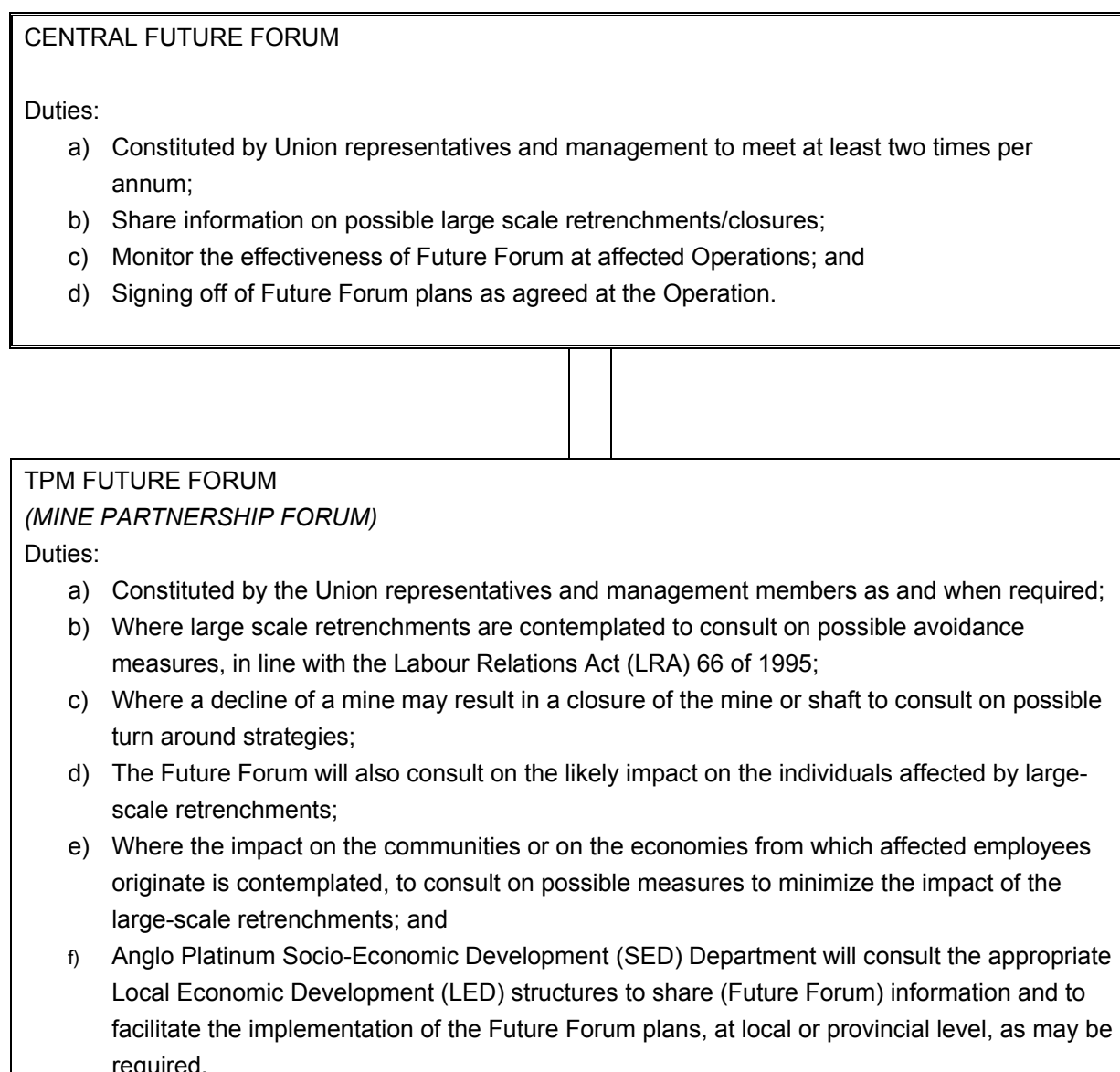
The establishment of a Future Forum is required under Regulation 46 (d) (i) of the MPRDA. A Future Forum is a site-specific labour-management body that will focus on the implementation and monitoring of the Social and Labour Plan

14.2 STRATEGIES AND OBJECTIVES

For TPM to address the above three objectives, it will establish a structured Forum consisting of management, the workers and / or their representatives. The mandate of this forum will be to “look ahead into the future, at problems facing Anglo Platinum and TPM that may result in job losses and / or decline of the Company, and come up with possible solutions to address potential job losses or Organization decline”.

This Future Forum will have the following specific objectives:

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

Figure 5 Future Forum Structure

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

15.1 PREAMBLE

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

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

15.2 STRATEGY AND OBJECTIVES

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

The most direct and appropriate intervention is for TPM to assist employees who could be retrenched in securing alternative employment. TPM has, in co-operation with Anglo Platinum and its other mining operations, put a number of mechanisms in place to mitigate the impact of job losses in the event of downscaling or closure of the mine. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of TPM to drop below 6% on average for a continuous period of 12 months. These processes will include:

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

15.3 INTERNAL TRANSFERS TO OTHER ANGLO PLATINUM MINES

TPM will support multi-skilling of employees. Where applicable, the mine will ensure that employees understand that jobs and duties, subject to individual skills and capabilities, are flexible within Anglo Platinum departments and mines such as TPM. Consequently, as part of the strategy to broaden the skills base, TPM will provide training and retraining in the employee's existing career path as well as in new technological developments.

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

15.4 PROVIDING TRAINING FOR PROXY EARNERS

TPM will develop policies to ensure that a proxy income earner⁵ is equipped to replace the income generated by the ex-mineworker. In line with the community skills development programme covered

⁵ Proxy income earners are relatives of an ex-mineworker who must support the family when the ex-mineworker's wages have ceased, for whatever reason.

under poverty eradication in Regulation 46 (c) (iii), TPM will introduce programmes for reskilling workers and skills training for workers' families. This strategy is a pre-emptive measure against the loss of employment and is aimed at diversifying the source of household income before mine retrenchment takes place. Initiatives of this nature will continue to be developed in conjunction with labour representatives.

15.5 RESKILLING OF EMPLOYEES FOR INTERNAL AND EXTERNAL EMPLOYMENT OPPORTUNITIES

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment either in a different occupation on the mine or in a job outside the mining sector. In pursuit of this aim, TPM will provide alternative skills training to workers to enable them to be in a better position to seek work in a greater variety of positions or occupations. The focus of this training is on subsistence, life skills and entrepreneurial activities. In addition TPM intends to:

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

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

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

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

16.1 PREAMBLE

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

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

16.2 STRATEGY AND OBJECTIVES

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

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

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

- a) Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002;
- b) Implementing Section 189 of the Labour Relations Act, which will deal with possible retrenchment details;
- c) Notification to the Minerals and Mining Development Board in terms of Section 52 (1) (b) of the MPRDA; and
- d) Communicating possible retrenchments – an effective communication strategy will be followed:
 - i. Informing employees of possible retrenchments at the mine;

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

16.3 ALTERNATIVE SOLUTIONS FOR CREATING JOB SECURITY

16.3.1 Support for SMMEs

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

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

16.3.2 Retrenchment and redundancy compensation

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

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

TPM will request statutory facilitation at the start of any consultation process with relevant stakeholders. Mine management would approach the Department of Labour for the utilisation of its resources and support services, such as counselling services, and placement services offered by its Labour Centres. The consultation process calls for effective communication between the prospective retrenchees, who could be affected by the large-scale retrenchment, and mine management. An

important aspect that would receive consideration is the impact that such retrenchments would have on those employees who remain at the workplace and are not retrenched.

TPM plans to offer prospective retrenchees:

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

16.3.4 Retirement policy

In its Conditions of Employment, TPM will make provision for pension plans for each of its employees.

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

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

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

16.3.5 Medical repatriation compensation

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

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

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

17.1 PREAMBLE

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

17.2 STRATEGY AND OBJECTIVES

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

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

17.2.1 Assessment and counselling services

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

17.2.2 Self-employment training and re-employment programmes

TPM recognises that its proposed mining operation has a limited life span and that the demands of the business could require a reduction in human resources in the future. TPM intends to equip the future work force – as well as members of the community – with portable skills that will benefit the individuals concerned.

These initiatives will be aligned to the Limpopo Province's Provincial Growth and Development Strategy. To realise this commitment, TPM will offer the following portable skills:

- a) Torch Cutting and Welding;
- b) Security Gate Manufacturing;
- c) Fence Making;
- d) Bread Baking;
- e) Computer Skills Training; and
- f) Basic Business Skills.

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

17.2.3 Closure Planning

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

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

- a) Land holdings by the mine;
- b) Physical infrastructure;
- c) Social infrastructure⁶;
- d) Commercial and industrial infrastructure⁷; and
- e) Administrative infrastructure⁸.

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

Land and infrastructure for food production enterprises on mine land

A principal issue in the reduction of risk exposure of mine communities is their lack of food security. More specifically, the loss of wage income as a consequence of retrenchment eliminates or reduces the capacity of the urban resident⁹ to purchase food. In a rural environment, residents can often undertake subsistence farming as a substitute for purchased food. Inevitably, due to space constraints and the competition for formal sector employment in an urban environment, lower-income groups will have the greatest difficulty in gaining alternative employment. They will also be the most restricted in their access to land to grow alternative subsistence sources of food.

For this reason, TPM will examine the potential of using the surface rights area and elements of its infrastructure (electricity and run-of-mine pumped water) for food-production enterprises in which mineworkers, their families and mine communities can participate. This initiative could provide for the development of alternative sources of food for the dependent mine community during the course of the mine's operation that will be sustainable after mine closure.

⁶ On-site clinics, hospitals, crèches, schools, etc.

⁷ Industrial facilities, workshops, shops, offices, etc.

⁸ Offices, training centres, auditoriums, etc.

⁹ In the context of the Social and Labour Plan, an urban resident is generally considered to be living within the mine community.

At the same time, proxy income streams¹⁰ will be created when a surplus of food products is available to sell commercially. These proxy income streams will partially replace household income lost with retrenchments associated with mine downscaling and closure, thus ameliorating the effects of the mine closure on families and communities.

Other enterprises on mine property

TPM will consider the option of outsourcing jobs that could be performed on a contractual basis by existing mineworkers. This is an issue that must be discussed and agreed to by local union representatives. The suggested model is the voluntary retrenchment of certain employees who would then be assisted in the establishment of businesses through a supplier assistance programme. These employees could be allocated premises from which to operate on mine property.

These premises could be:

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

Transfer of ownership and responsibility of some infrastructure and services

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

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

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

Post-closure use of mine infrastructure

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

¹⁰ Proxy income is income generated by a relative of a mineworker and is most commonly referenced when the mineworker is no longer able to work and a family "proxy" must become the primary or secondary breadwinner.

considered. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes dams. However, TPM will examine each component of its land and infrastructure, and assess the extent to which post-mining use is possible.

These options will include the following:

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

Training and mentorship of community members

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

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

More details regarding Mine Closure objectives will be contained in the Environmental Management Plan Report.

Regulation 46 (e)

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

SECTION 5

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

Table 45 Financial Provision for the Implementation of the Human Resources Development Programme

Category	Forecast				
	2011	2012	2013	2014	2015
ABET	150000	200000	5769	0	0
LEARNERSHIP	0	1440000	1680000	1764000	18520200
MANAGEMENT & LEADERSHIP DEVELOPMENT	310000	510000	565000	770000	870000
BURSARIES	0	150000	225000	375000	600000
EDUCATIONAL ASSISTANCE	100000	700000	700000	850000	900000
INTERNSHIP	46600	200400	543200	869800	718800
TOTAL	606600	3000400	3718969	4628800	21609000

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

Table 46 Financial provision for the Local Economic Development Programmes

FOCUS AREAS	Forecast					TOTAL
	2010	2011	2012	2013	2014	
1. Community Infrastructure	11670000	22100000	42600000	34500000	5000000	117170000
2. Community Education & Skills Development	Share in the central budget for education and skills development					
3. Community Safety Health & Welfare	800000	300000	200000	200000	200000	1700000
4. Job Creation and Poverty Alleviation	3000000	25000	2000000	8500000	4500000	20000000
TOTAL	15470000	22425000	44800000	43200000	9700000	138870000

A comprehensive LED budget will be finalised based on the findings of the socio-economic baseline study within the confines of the project financial feasibility. The Company commits to the required financial provision as per Regulation 46 (e) ii.

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

The provision for retrenchment will be based on the following model and the severance packages will be calculated using the formula as detailed below:

- a) 2 weeks per one year service with Anglo Platinum;
- b) 1 month notice pay; and
- c) Leave provision equivalent to 30 days.

The above provision will be consistent with Anglo Platinum Retrenchment Policy and may be altered in terms of applicable legislation and or collective agreements with stakeholders.

Regulation 46 (f)

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

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

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

Signed at Twickenham on this 18th day of July 2010

(1)

Name of responsible person F.A. UYS

Designation GENERAL MANAGER

Signature of responsible person 

(2)

Name of responsible person K. P.J. VENTER

Designation SNR. HUMAN RESOURCES MANAGER

Signature of responsible person 

Approved

Signed at _____ on this _____ day of _____ 20____

Signature: _____

Designation: _____

SECTION 6

22. APPENDICES

APPENDIX 1: TPM HDSAs IN MANAGEMENT

List of HDSAs in Management at TPM as at 30 May 2010

PERSAL NUMBER	LAST NAME	INITIALS	GENDER KEY	RACE	PATTERSON
99002564	Maepa	T.P	Male	African	D 1
99002920	Mc Donald	I	Female	White	D 1
99009539	Mangwale	H	Male	African	D 3
80039476	Mphago	Phuti	Male	African	D 1
80040765	DUBE	K.A	Male	African	D 1
80043014	Pule	Grace	Female	African	D 1
80051927	Mpheng	O.J	Male	African	D 1
80067407	Tyeni	M.A	Male	African	D 1
80069218	Segapela	T.J	Male	African	D 1
99002794	Mishiye	M.M	Male	African	D 2
99002831	Jarman	A	Female	White	D 3
99003491	Mnguni	S	Male	African	D 4
99002420	Masondo	T.I	Male	African	D 2

APPENDIX 2:

LEADERSHIP'S COMMITMENT TO EMPLOYMENT EQUITY



Anglo American Platinum Corporation Limited

EMPLOYMENT EQUITY POLICY STATEMENT

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

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

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

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

R Havenstein
Chief Executive Officer
 ANGLO AMERICAN PLATINUM CORPORATION LIMITED

25 November 2003.
 DATE:



APPENDIX 3: GLOSSARY

Broad-based Socio-economic Empowerment (BBSEE)	<p>Refers to 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	<p>A coherent social group of persons with interests in or rights on a particular area of land. The members hold or exercise these interests or rights communally in terms of an agreement, custom or law.</p>
Contractors	<p>Contractors are defined as those workers with which the mine has a strategic relationship and who are in jobs that potentially could be performed by the mine's own employees such as stoping, development, cleaning and sweeping. The definition excludes short-term contracts of less than 12 months and once-off specialist and service providers such as those involved in housing projects and capital expansion.</p>
Employee	<p>An employee is defined as any full-time person who directly works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical co-operation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above-mentioned rights.</p>
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.

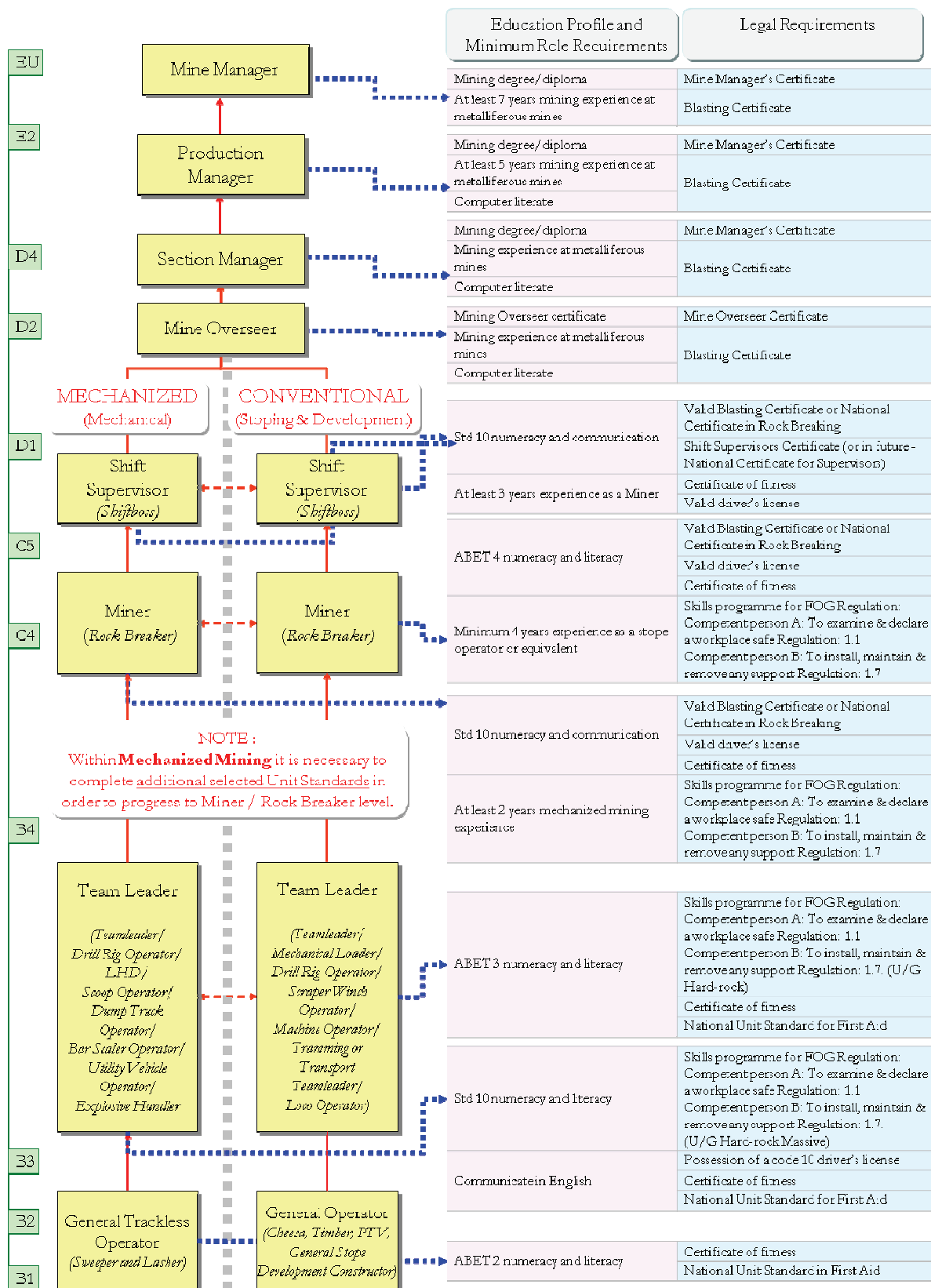
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan HDSA refer to Black, Coloured, and Indian male and female and white female.
HDSA management participation %	The number of HDSAs in management divided by the total number of management positions.
Integrated Development Plan (IDP)	<ul style="list-style-type: none"> a) A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act 117 of 1998); and b) For the purposes of this Social and Labour Plan, IDP is taken to mean the IDP for all those municipalities falling within the determined mine community from which more than 10% (the significance factor) of the mine's labour is sourced.
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally from within the mine community.
Major labour-sending area (see also Labour-sending areas)	<ul style="list-style-type: none"> a) In the context of the mine community, a major labour-sending area is a municipality from which more than 10% of the mine's workforce is sourced; and b) In the context of rural areas outside the mine community, a major labour-sending area is a municipality from which more than 5% of the mine's workforce is sourced. Special consideration is given to the municipalities hosting such communities because of: <ul style="list-style-type: none"> i) The scattered nature of rural labour-sending areas and the need to focus the effort of the mine's rural development strategy and its programmes; ii) The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the mine's efforts; and iii) The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.
Management	All employees within the Paterson D, E, and F Bands.

Migrant labour	<p>Migrant labour refers to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this Social and Labour Plan:</p> <ul style="list-style-type: none"> a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; b) South African migrant workers are those who come from other South African provinces; and c) Foreign migrant workers are those who come from neighbouring SADC states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.
Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within a 50 km radius (or greater radius, if appropriate) of the mine.</p> <p>As far as the Social and Labour Plan is concerned, only the municipality (or municipalities) within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are:</p> <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 Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.

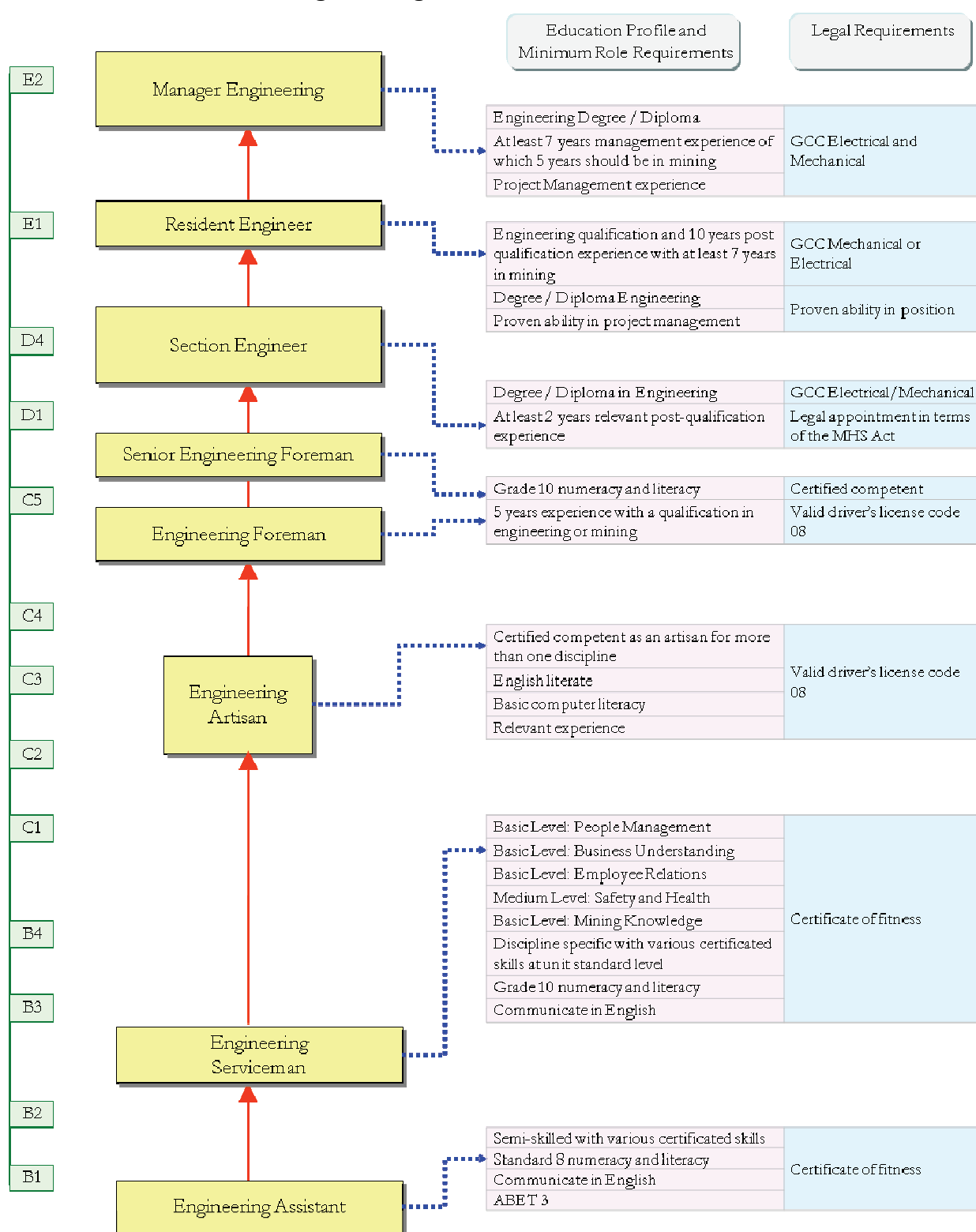
Municipality	A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.
Rural labour-sending area (see also Major labour-sending 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 MPRDA regulations to be addressed in this Social and Labour Plan:</p> <ol style="list-style-type: none"> Patterns of labour sourcing for the mine; Areas of traditional rural communities; Existing and proposed functional boundaries, including magisterial districts; Wage remittances to such areas; Existing and expected land use, transport modes and routes; The need for coordinated social development programmes and services, including the need for housing, nutrition and healthcare; and The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Total discretionary spend	<p>Total discretionary spend is that portion of mine capital and working cost component which comprises of expenditure over which the mine management has discretion. The working cost component is made up of the mine's total ongoing operating expenditure less that money paid to:</p> <ol style="list-style-type: none"> Government: <ul style="list-style-type: none"> Central Government departments; Parastatal companies; Provincial Government; and Municipalities and other local authorities. Imported proprietary technology; Key raw materials; and 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.

APPENDIX 4: CAREER PATH MATRICES

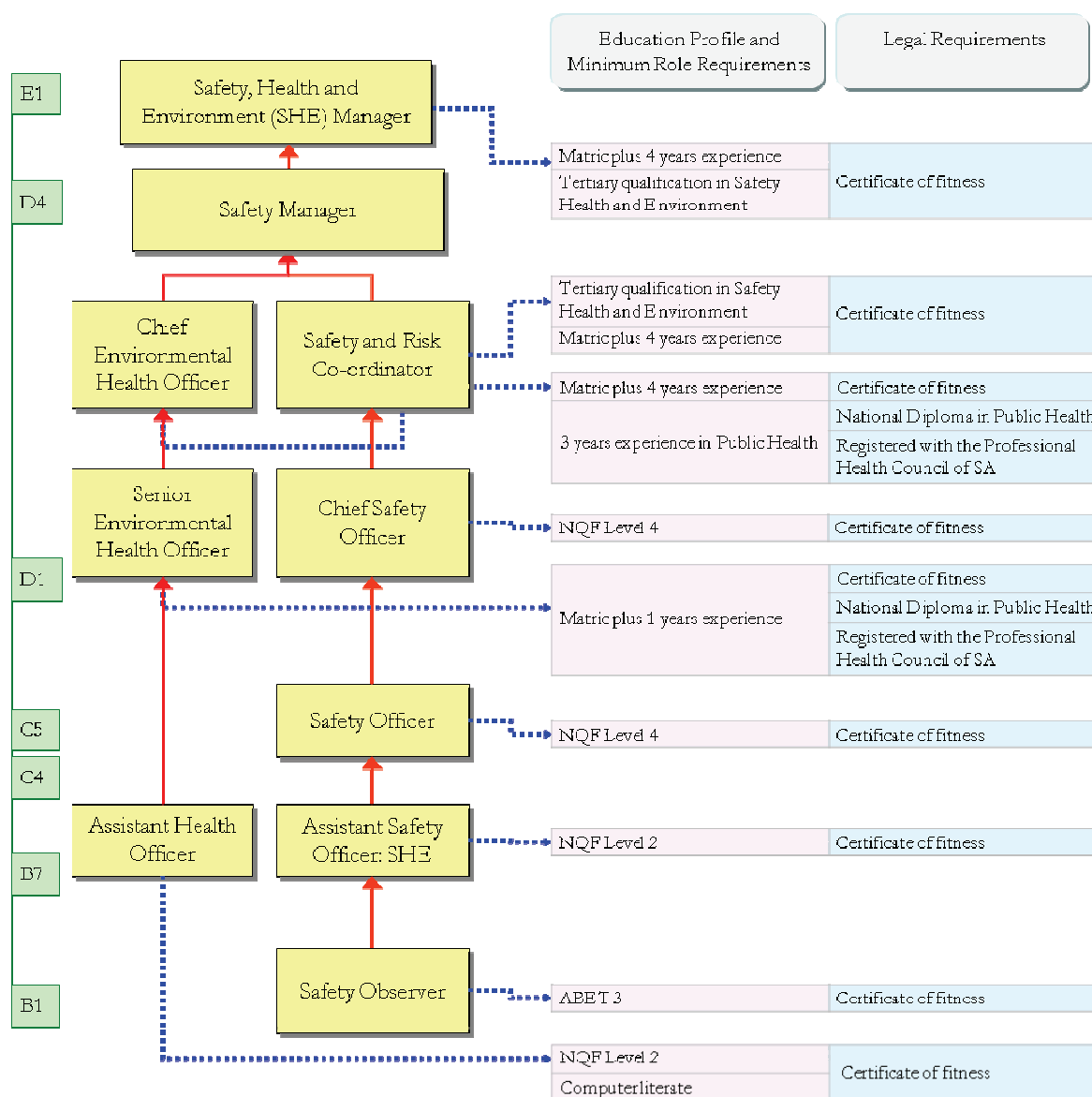
Career Path Matrix – Mining



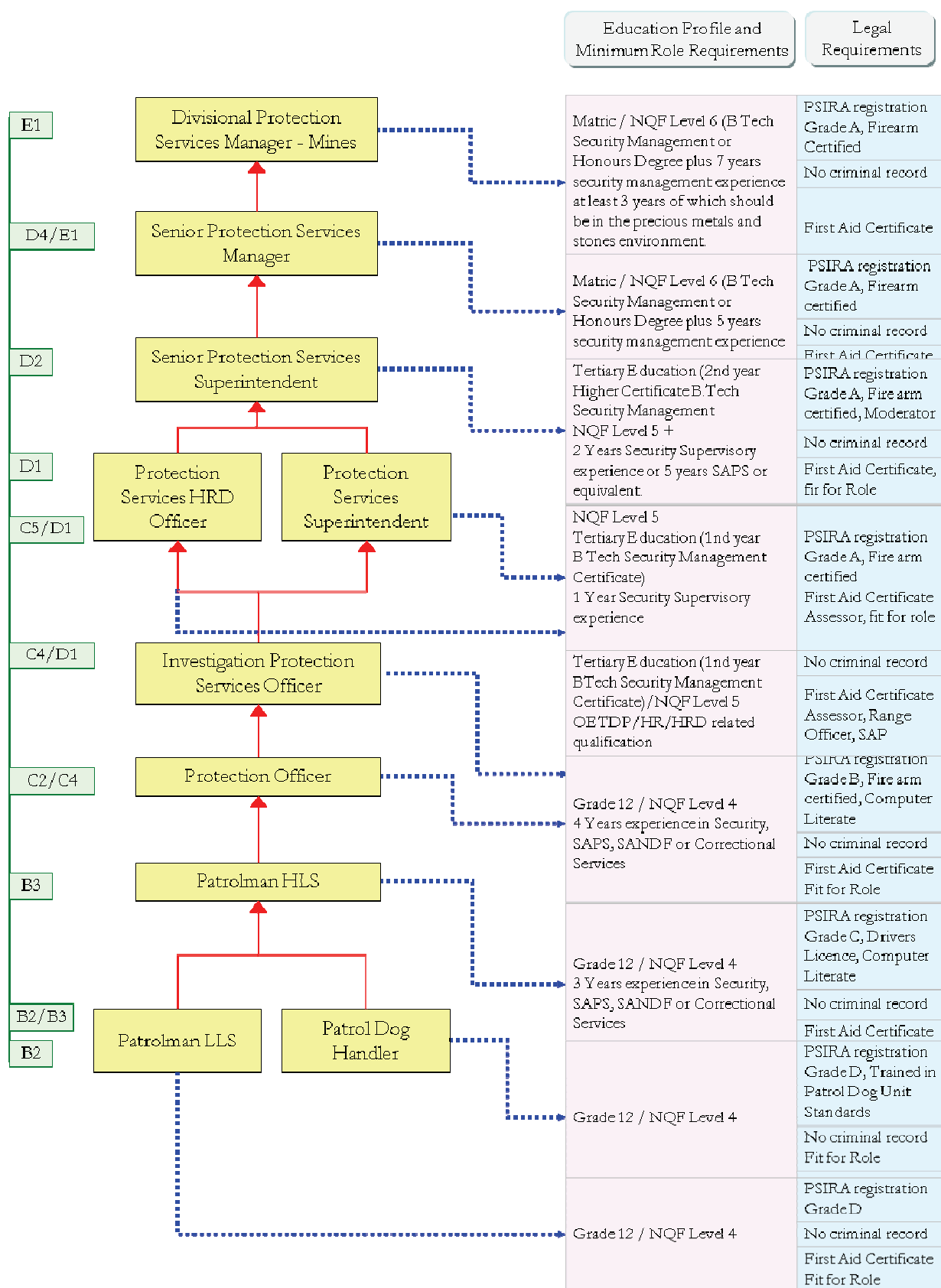
Career Path Matrix – Engineering



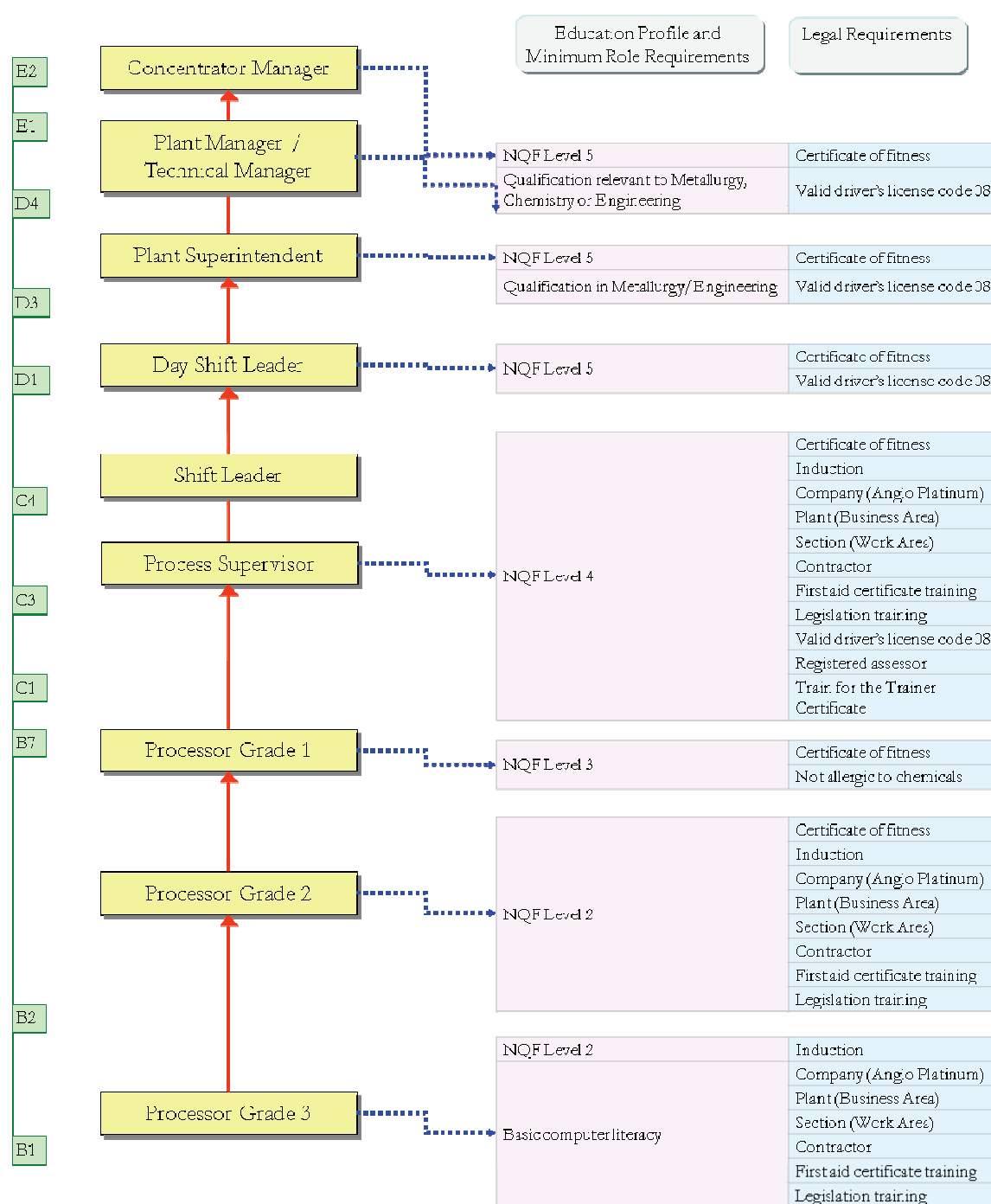
Career Path Matrix – Safety, Health and Environment



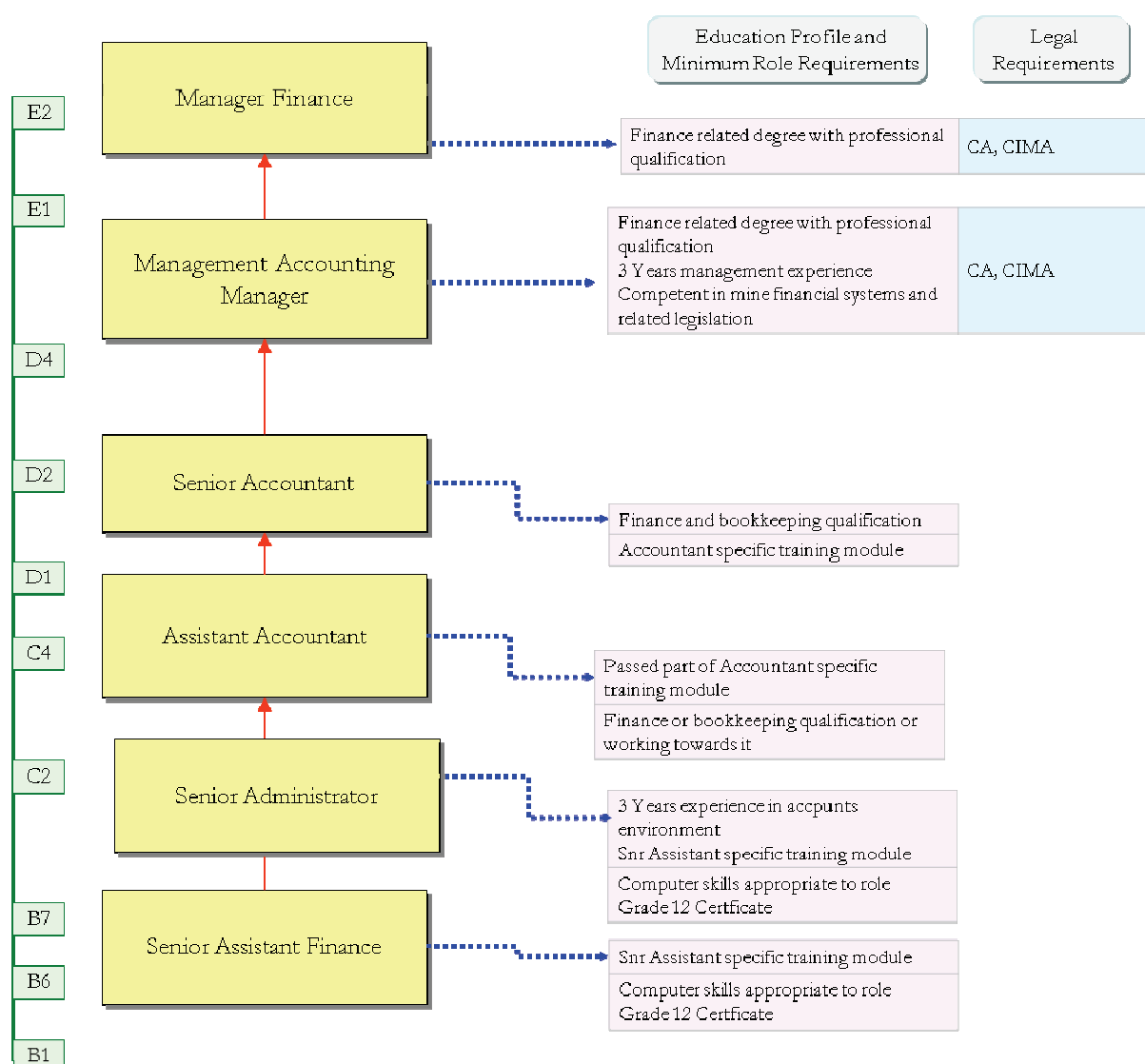
Career Path Matrix – Protection Services



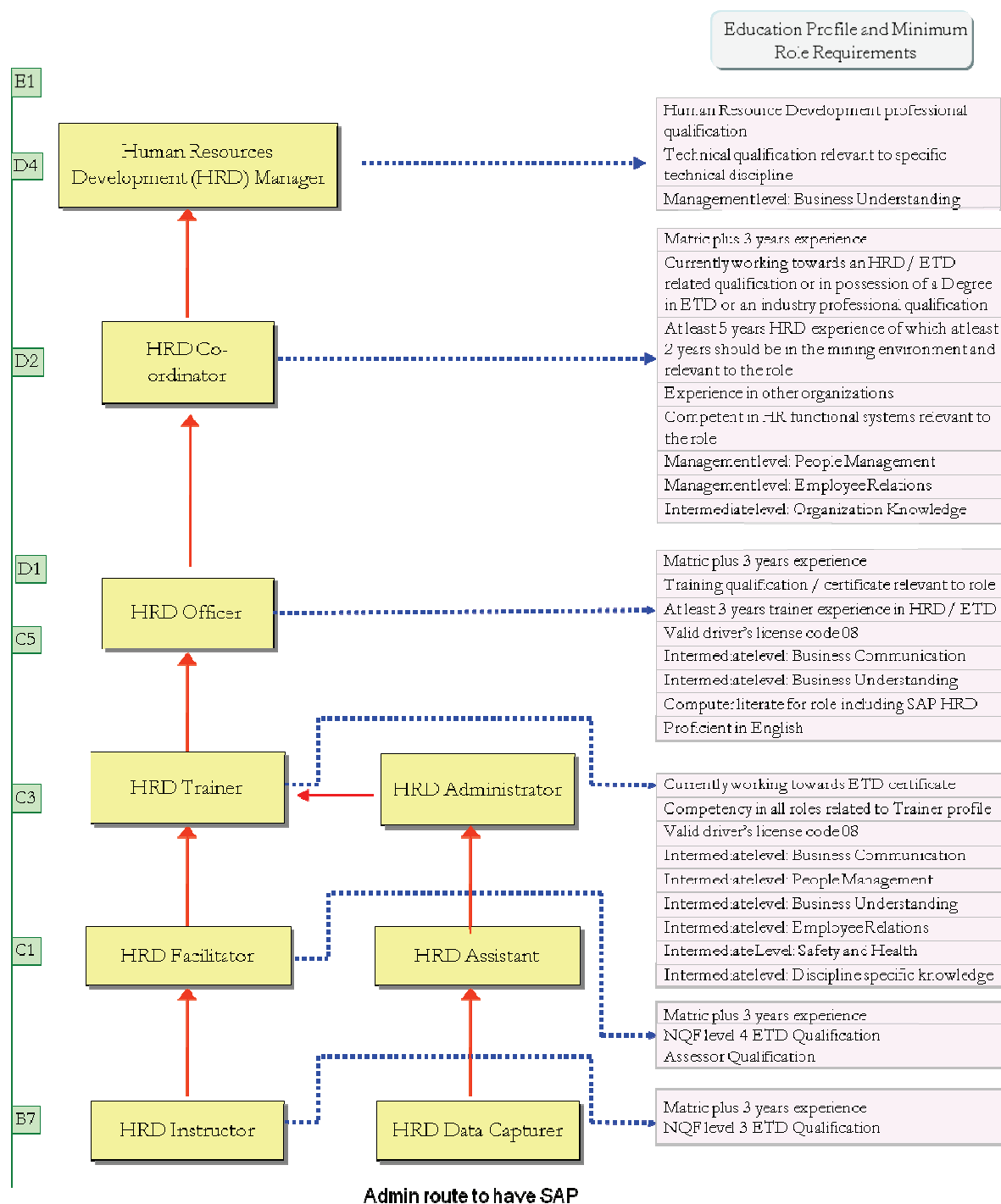
Career Path Matrix – Metallurgy



Career Path Matrix – Finance and Information



Career Path Matrix – Human Resources Development



Career Path Matrix – Human Resources

