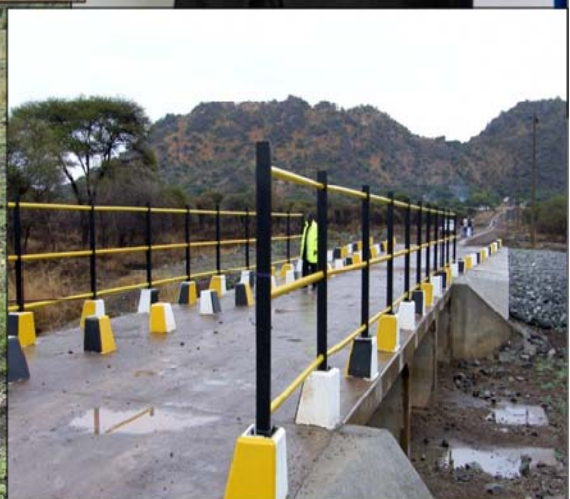




Rustenburg Platinum Mines – Union Mine

SOCIAL AND LABOUR PLAN

NOVEMBER 2009



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

DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
Human Resource Development					
<ul style="list-style-type: none"> Has the company offered every employee the opportunity to be functionally literate and numerate by the year 2014 and are employees being trained? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company implemented career paths for HDSA employees including skills development plans? 	Yes ✓		No	46 (b) (ii)	5
<ul style="list-style-type: none"> Has the company developed systems through which empowerment Companies can be mentored? 	Yes ✓		No	46 (b) (iii)	6
Employment Equity					
<ul style="list-style-type: none"> Has the company published its employment equity plan and reported on its annual progress in meeting that plan? 	Yes ✓		No	46 (b) (v)	8
<ul style="list-style-type: none"> Has the company established a plan to achieve a target for HDSA participation in management of 40% within five years and is implementing the plan? 	Yes ✓		No	46 (b) (v)	10
<ul style="list-style-type: none"> Has the company identified a capacity pool and is it fast-tracking it? 	Yes ✓		No	46 (b) (i)	2
<ul style="list-style-type: none"> Has the company established a plan to achieve the target for women's participation at the mine of 10% within the five years and is implementing the plan? 	Yes ✓		No	46 (b) (v)	9
Migrant Labour					
<ul style="list-style-type: none"> Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour? 	Yes ✓		No	46 (a)	1
Mine Community and Rural Development					
<ul style="list-style-type: none"> Has the company co-operated in the formulation of integrated development plans and is the company co-operating with government in the implementation of these plans for communities where mining takes place and for communities in major labour-sending areas? 	Yes ✓		No	46 (c) (iii)	13
<ul style="list-style-type: none"> Has there been an effort on the side of the company to engage the local mine community and major labour-sending area communities? Companies will be required to cite a pattern of consultation, indicate money expenditures and show a plan. 	Yes ✓		No	46 (c) (iii)	13

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

Organising Structure of this Document

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

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Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BBSEE	Broad-based Socio-economic Empowerment
BDO	Business Development Officer
BEE	Black Economic Empowerment
CED	Community Engagement and Development
CPF	Central Partnership Forum
CSI	Corporate Social Investment
DME	Department of Minerals Regulations
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 Company
LBD	Local Business Development
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
MKLM	Moses Kotane Local Municipality
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGM	Platinum Company Metals
RLM	Rustenburg Local Municipality
SADC	Southern African Development Community
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

Glossary

Black women	Refer to African, Indian and Coloured women
Broad-based Socio-economic Empowerment (BBSEE)	<p>Refers to a social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <ul style="list-style-type: none"> a) Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and b) Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ul style="list-style-type: none"> i) Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; ii) Participation in or control of management of such operations; iii) Development of management, scientific, engineering or other skills of HDSAs; iv) Involvement or participation in the procurement chains of operations; and v) Integrated Socio-economic Development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.
Community	A coherent social Company of persons with interests in or rights on a particular area of land. The members hold or exercise these interests or rights communally in terms of an agreement, custom or law.
Employee	An employee is defined as any full-time person who directly works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical co-operation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above-mentioned rights, including any person working for a independent contractor
Historically Disadvantaged Person (HDP)	<ul style="list-style-type: none"> a) Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect; b) Any association, a majority of whose members are persons contemplated in Paragraph (a); and c) Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members' interest and are able to control a majority of the members' votes.
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan HDSA 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.</p> <p>Three types of migrant labour are referred to in this Social and Labour Plan:</p> <ul style="list-style-type: none"> a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; b) South African migrant workers are those who come from other South African provinces; and c) Foreign migrant workers are those who come from neighbouring 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	<p>A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.</p>

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

Executive summary

Union Mine is owned by Rustenburg Platinum Mines Ltd (a wholly owned subsidiary of Anglo Platinum Corporation Ltd [Anglo Platinum]) is the holder of two old order mining rights as defined in Item 7 Schedule II of the MPRDA (Numbers 12/2002 and 83/2003). Although there are two old order mining rights these two areas are adjacent to each other and so inextricably linked that Union Mine is operated as one mining operation (entity) sharing infrastructure, employees etc. This Social and Labour Plan supports and covers both old order mining right areas.

Rustenburg Platinum Mines Ltd (RPM) has concluded an empowerment transaction with the Bakgatla-Ba-Kgafela community to acquire a 15 percent interest in the company's Rustenburg Platinum Mines Ltd's Union Mine.

The Bakgatla community has borrowed R420-million from Rand Merchant Bank to purchase its 15 percent stake. The community has also agreed to convert its royalty entitlement into equity. Anglo Platinum and the Bakgatla have also established an exploration joint venture to further develop the Magazynskraal property. The Bakgatla's initial stake in the exploration joint venture will be 26% which can be increased to 80% through funding a feasibility study. At Roodepoort, Anglo Platinum has ceded a 55 percent interest in the prospecting rights to the Bakgatla community. Anglo Platinum has made a R45 million loan to the Bakgatla, part of which has been used to repay land debt and the balance will be used to fund community projects.

The Bakgatla community comprises some 350 000 resident in the greater Pilansberg area and members make up approximately 47% of Union Mine's workforce. The deal represents a sustainable transaction with a truly broad-based and strategically-placed empowerment partner that is integral to the company's mining operations in the region.

The objectives of this Broad Based Socio-Economic Empowerment transaction and the principles of the Union Mine Social and Labour Plan underline Anglo Platinum's commitment to transforming the mining industry by providing ownership and participation in existing and future mining activities. Although Union Mine management will accept responsibility for the day to day management of the Union Mine, both the Bakgatla and mine management will be represented at Exco where issues of a strategic nature will be concluded. The Social and Labour Plan specifically makes provisions for the development of management, scientific, engineering and a variety of other skills of the historically disadvantaged members of the community through Learnerships, ABET training, portable skills and bursaries. Mentoring will also be provided to empowerment groups such as the Bakgatla to ensure the sufficient transfer of knowledge especially at Exco level.

Anglo Platinum's Social and Labour Plans have been compiled for each business unit (mine) as a commitment by the Company to assist in addressing the social and economic impacts that its operations have on the surrounding communities, as well as on rural communities from which migrant labour tends to be drawn. These plans recognize that minerals are non-renewable and focus on managing the impacts of eventual downscaling and closure as part of strategic business planning.

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

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

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

- Union Mine currently employs 9564 employees of which 2463 permanent and 1102 contractor employees, were functionally illiterate in 2009. The plan is to offer 865 of these employees the opportunity to achieve ABET level 4 (NQF level 1) by 2014.
- Union Mine commits to reassess the workforce educational profile during 2014 to formulate a plan to offer the same opportunity to all illiterate employees still employed.
- There will be 12 classrooms at 3 centres with a total seating capacity of 210, 30 computers, 7 assessors, 3 full-time and 4 part-time facilitators and a budget commitment of R30 million over five years to achieve Union Mine's objectives.
- In terms of learnerships Union Mine will have an average of 36 learners per annum in the programme on a continuous basis, progressing towards qualifications within the 5-year period as stipulated in this Social and Labour Plan.

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

- At Union Mine 67 external bursars will benefit from the Anglo Platinum Bursary Programme.
- 27 employees will benefit from educational assistance programme per year for the duration of this Social and Labour Plan..

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

- Union Mine's Employment Equity status shows that, for the number of HDSAs in management, the operation achieved 41.2% and 10.3% women at the mine by 31 October 2009.
- Union Mine has set targets for HDSA and women at the mine for the next 5 years using 2009 as a baseline.
- Therefore the mine will rigorously implement the following strategies:
 - Maintaining a fast-tracking programme for women at the mine and HDSA management representation;
 - Recruiting women on a progressive scale of all new recruit based on a 10% annual attrition rate;

- e) Local economic development, through the Company's procurement policy and its BDO and SED programmes, as well as the provision of business skills training programmes to community members;
- f) During 2008, Union Mine procured R172 million from local HDSA vendors within a 50km radius of the Mine. A new target of 9% will be implemented with the local boundaries being amended to be Provincial based and based on 2014 projected expenditure, this has a monetary value of R190 million
- g) Housing, through a range of schemes designed to encourage Company-subsidized or -supported home ownership and to reduce the dependence on mine-provided accommodation;

All four Single Accommodation Villages (SAV) at Union Mine were de-densified by the end of November 2009.

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

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

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

Union Mine's R63 million five-year LED programme, comprising of 14 projects, will be directed towards the identified community development initiatives in line with the Municipal IDP as well as the CED strategic focus areas:

- Job creation and Poverty alleviation
- Basic infrastructure
- Education and community skills development
- Safety, Health and social development

The Local Roads Project is Union Mine flagship project. This is in support of the Moses Kotane Municipality's IDP, which prioritise Roads projects as their main focus area for the current financial year.

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

Regulation 46 (a)

Preamble and background information on the mine

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

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

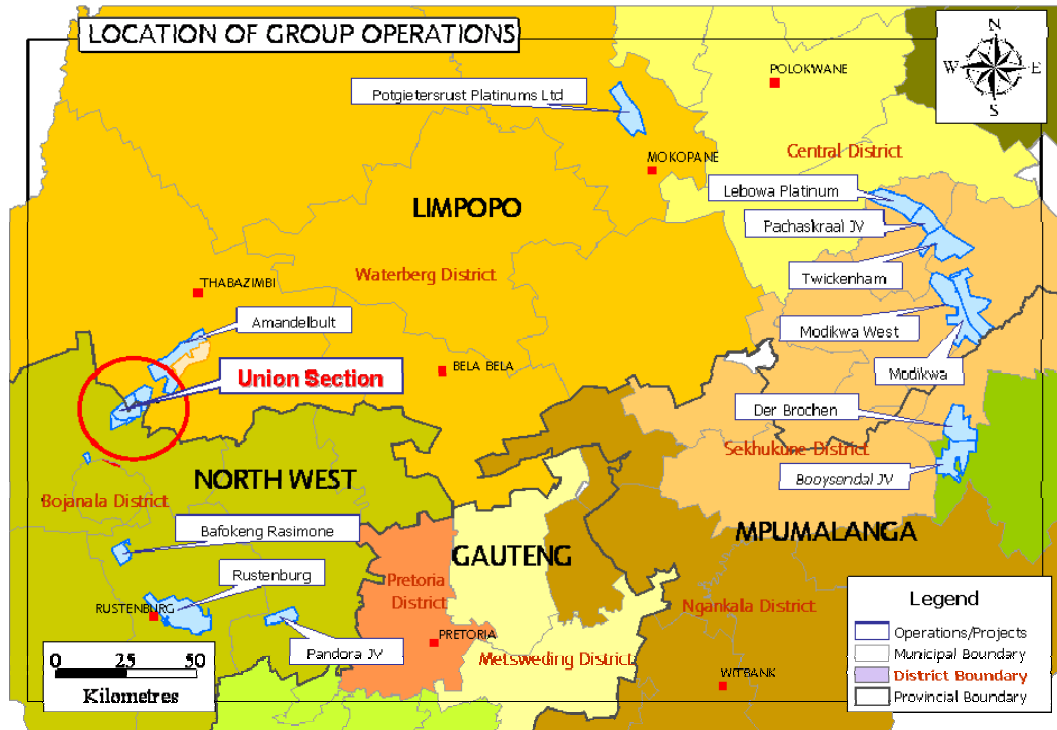
This section outlines the location of Union Mine, as well as key data on the mine's operations, its spending, its workforce and its socio-economic impact. The demographics of the workforce are explained, as well as the geographic distribution of the mines labour sources (by municipality), giving a basis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

Name of company	Rustenburg Platinum Mines Limited
• Contact person	Rahab Mphahlele (Snr HR Manager – Transformation & OE)
• Physical address	55 Marshall Street Johannesburg 2001
• Postal address	PO Box 62179 Marshalltown 2107
• Telephone:	(011) 373 6594
• Facsimile	(011) 373 5594
Name of mine	Union Mine
• Contact person	William Taylor (General Manager)
• Physical address	Union Mine Swartklip
• Postal address	Mine Office Private Bag X351 Swartklip 0370
• Telephone: Reception	(014) 786 1108
• Facsimile	(014) 786 0467
Commodities mined	Platinum, palladium, rhodium, iridium, ruthenium, gold, chrome, silver, cobalt, nickel and copper
Location	Local Municipality: Straddles two i.e. Thabazimbi Local Municipality / Moses Kotane Local Municipality District Municipality: Waterberg District Municipality / Bojanala District Municipality Province: Straddles two i.e. Limpopo and North West Provinces. <i>See also Section 1.4</i>
Breakdown of employees per labour sending area	See section 1.3
Life of mine	30+ years
Financial year-end	31 December

1.1 Location of the mine

Union Mine is operating platinum mine situated on the border of the Limpopo and North West Provinces, approximately 16 km west of Northam and 50 km south of Thabazimbi (Figure 1). The mine is located on the north-western limb of the Bushveld Complex. Access roads are tarred and the Kilkenny siding connects the mine to the Lephalale-Rustenburg railway line.

Table 1 Locality Map



1.2 Ownership

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

1.3 The demographics of Union Mine's workforce

Mine community

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

Rural labour-sending area

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

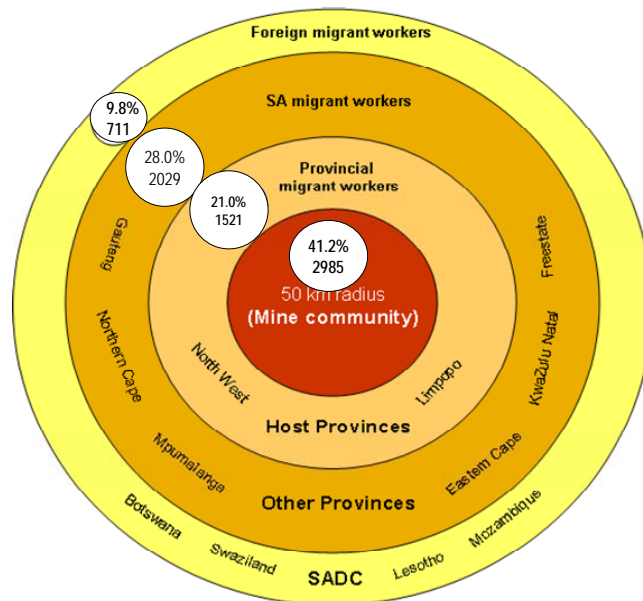
Mine labour

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

- a) **Local employees** are those who originate from the mine community;
- b) **Migrant workers** refer to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this Social and Labour Plan (see Figure 2):
 - i) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community;
 - ii) South African migrant workers are those who come from other South African provinces; and
 - iii) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.
- c) **Transitional workers** are those who bridge the definition of local and migrant workers by falling into both categories. Generally they are migrant workers with long service histories on the mine, who have become involved in relationships with local people and have established urban (second) families locally.

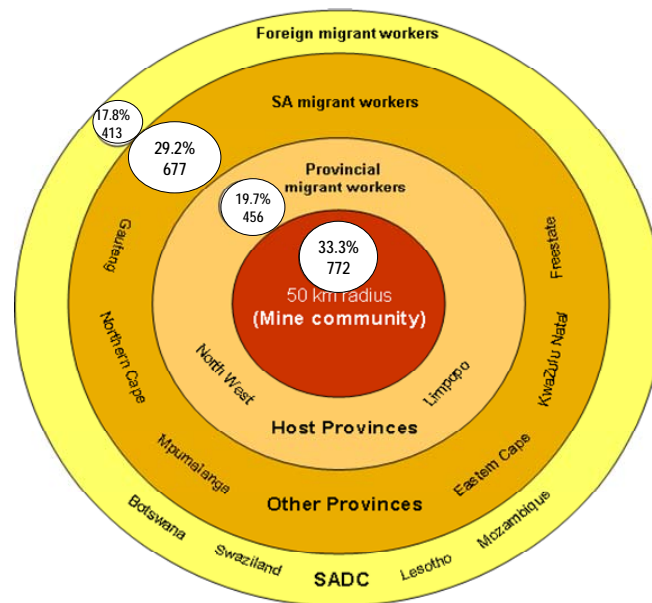
The geographical sourcing of Union Mine's workforce is shown in Figure 2 and indicates that 41.2% of the employees originate from the mine community.

Figure 1a Source of Union Mine's Permanent Employees



**Source: As per Union Mine Personnel Files*

Figure 2b Source of Union Mine's Contractor Employees

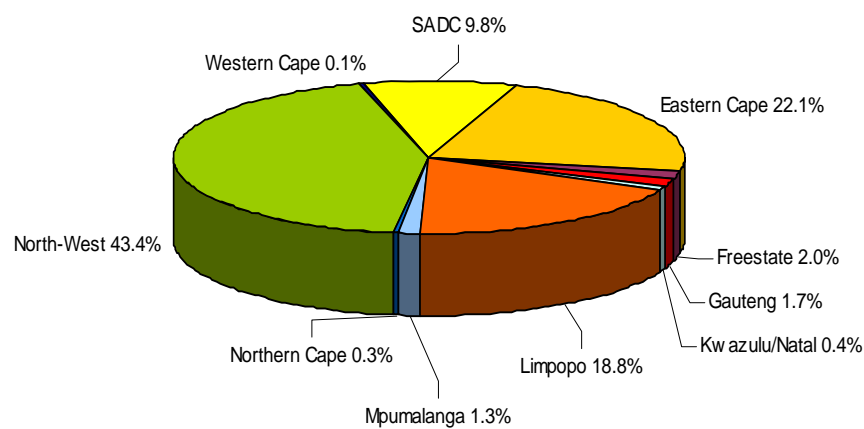


Geographical distribution of Union Mine's sources of labour

Provincial distribution for permanent employees

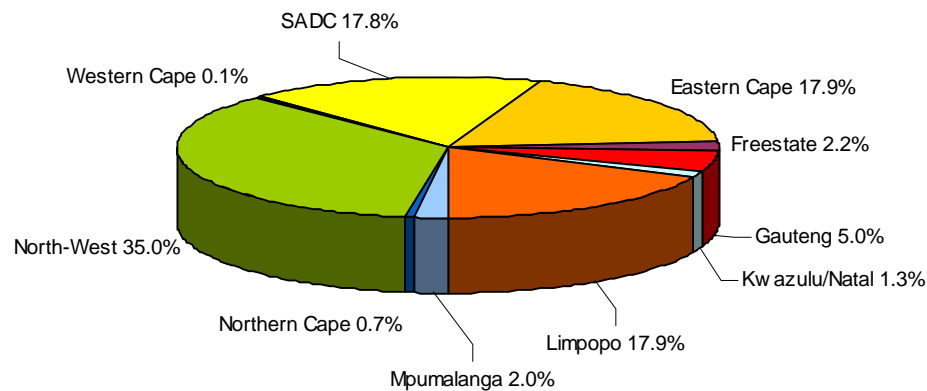
The demographic analysis of the mine's permanent workforce (see Figure 2a) shows that (43.4%) of the workforce come from the North West Province, followed by Limpopo Province (18.8%) and the Eastern Cape Province (22.1%).

Figure 3a Provincial Sources of Union Mine's Labour (permanent employees)



The demographic analysis of the mine's contractor workforce (see Figure 2b) shows that (35%) of the workforce come from the North West Province, followed by Limpopo Province (17.9%) and the Eastern Cape Province (17.9%).

Figure 4b Provincial Sources of Union Mine's Labour (Contractors)



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

Municipal distribution

Union Mine's labour complement of 9564 employees, inclusive of 2318 contractor employees (2009 baseline) is sourced mostly from some 114 local municipalities across the country's nine provinces. Of these local municipalities, only 11 contribute more than 1% (see Table 1a (permanent employees) and Table 1b (contractors)). As discussed above, there are two definitions of significance regarding labour-sending areas:

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

This means that the following four municipalities deserve detailed consideration for the purposes of this Social and Labour Plan for both permanent and contractor labour

Within the mine community:

Moses Kotane Local Municipality (29.7%) for permanent and (22.4%) for contractor labour and

In major rural labour-sending areas:

Thabazimbi Local Municipality (11, 5%) for permanent and (10.9%) for contractor labour.

King Sabata Dalindyebo Local Municipality (6.8%) permanent and (6.9%) contractor labour.

Nyandeni Local Municipality (8.2%) permanent and (5.9%) contractor labour.

Due to practical reasons Union Mine will participate in the Integrated Development Plan (IDP) of the Moses Kotane Local Municipality, while RPM's Amandelbult Section will participate in the Integrated Development Plan (IDP) of Thabazimbi Local Municipality.

The company also recognizes that a broad based approach needs to be followed to ensure that critical socio-economic needs are addressed in all employee communities as indicated in Table 1(a) & (b) below.

Table 1a Labour-sending Areas: Permanent Employees

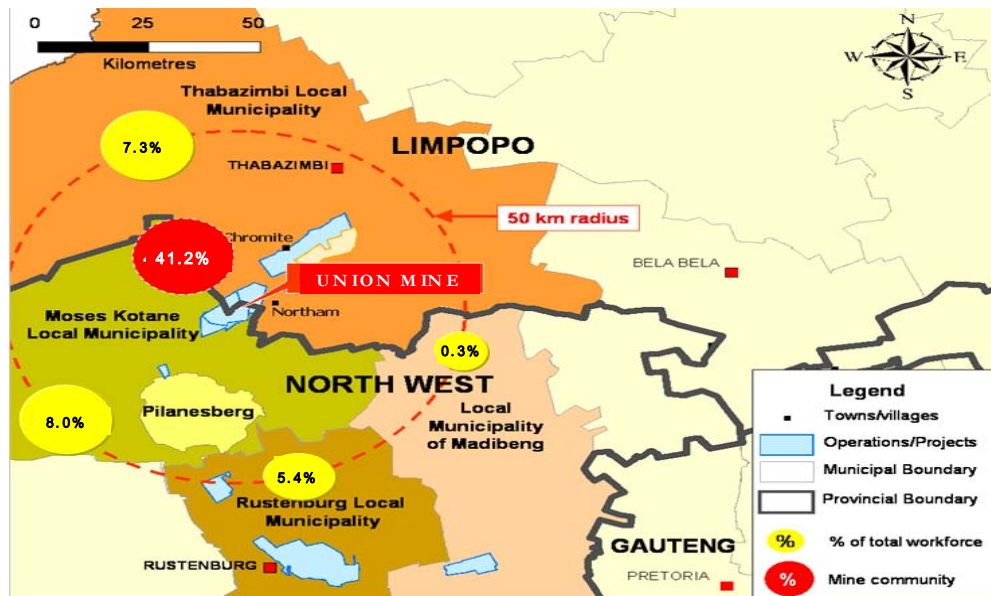
Municipalities from which over 1% of employees originate	Province	Number of employees	% of total workforce
Moses Kotane Local Municipality	North West	2153	29,7%
Thabazimbi Local Municipality	Limpopo	832	11.5%
King Sabata Dalindyebo Local Municipality	Eastern Cape	493	6,8%
Rustenburg Local Municipality	North West	390	5.4%
Nyandeni Local Municipality	Eastern Cape	594	8.2%
Mbhashe Local Municipality	Eastern Cape	572	7.8%
Ramotshere Moiloa Local Municipality	North West	191	2,6%
Greater Giyani Local Municipality	Limpopo	165	2,3%
Ntabankulu Local Municipality	Eastern Cape	318	1,8%
Mafikeng Local Municipality	North West	136	4.4%
Senqu Local Municipality	Eastern Cape	119	1,6%

Table 2b Labour-sending Areas: Contractor Employees

Municipalities from which over 1% of employees originate	Province	Number of employees	% of total workforce
Moses Kotane Local Municipality	North West	520	22.4%
Thabazimbi Local Municipality	Limpopo	252	10.9%
King Sabata Dalindyebo Local Municipality	Eastern Cape	159	6.9%
Rustenburg Local Municipality	North West	75	3.2%
Nyandeni Local Municipality	Eastern Cape	136	5.9%
Mbhashe Local Municipality	Eastern Cape	79	3.4%
Ramotshere Moiloa Local Municipality	North West	34	1.2%
Greater Giyani Local Municipality	Limpopo	93	4.0%
Ntabankulu Local Municipality	Eastern Cape	89	3.8%
Mafikeng Local Municipality	North West	19	0.8%
Senqu Local Municipality	Eastern Cape	31	1.3%

The statistics in Table 1 are further portrayed in the form of a map (Figure 4) indicating the mine community's 50 km radius straddling the main labour-sending areas.

Figure 5a. Labour-sending Areas within the Mine Community (Permanent Employees)



The number in the red circle indicates the percentage of the permanent workforce resident in municipalities falling within the mine community.

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

Figure 6 b Labour-sending Areas within the Mine Community (Contractor Employees)



Table 3 Demography of the Mine Community for Permanent Employees

Local Municipality	Towns within 50 km radius	Number of employees
Thabazimbi Local Municipality	Swartklip	674
	Northam	126
	Thabazimbi	20
	Regorogile	9
	Chromite	3
	Witfontein	0
<i>Subtotal</i>		832
Moses Kotane Local Municipality	Saulspoort	592
	Mogwase	122
	Ramokokastad	128
	Kraalhoek	166
	Rhenosterkraal	69
	Modderkuil	277
	Mabeskraal	24
	Kameelboom	15
	Mononono	68
	Mokgalwana	187
	Mantserre	191
	Mopyane	77
	Sefikele/Spitskop	190
	Molatedi	4
	Lesetlheng	36
	Molorwe	7
<i>Subtotal</i>		2153
Mine community total		2985

Table 4b Demography of the Mine Community for Contractors

Local Municipality	Towns within 50 km radius	Number of employees
Thabazimbi Local Municipality	Swartklip	110
	Northam	107
	Thabazimbi	24
	Regorogile	11
	Chromite	0
	Witfontein	0
<i>Subtotal</i>		252
Moses Kotane Local Municipality	Saulspoort	20
	Mogwase	69
	Ramokokastad	16

	Kraalhoek	42
	Rhenosterkraal	2
	Modderkuil	98
	Mabeskraal	12
	Kameelboom	0
	Mononono	10
	Mokgalwana	59
	Mantserre	83
	Mopyane	24
	Sefikele/Spitskop	85
	Molatedi	0
	Lesetlheng	0
	Molorwe	0
<i>Subtotal</i>		<i>520</i>
Mine community total		772

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

2 REGULATION 46 (B): HUMAN RESOURCES DEVELOPMENT PROGRAMMES

2.1 Introduction

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 (HDSA's). In terms of the Mining Charter, provisions must be made by mining companies for this Company 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 Union Mine'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 the 10% women's participation in mining and 40% HDSA participation in management targets within five years of the granting of the mining right or the conversion of the old-order right. Since this is submitted after 2009 Mining Charter deadline, the company will indicate how it plans to increase HDSA participation beyond 2009 in compliance with the Employment Equity Act.

2.2 human resources development framework

The Anglo Platinum HRD strategy takes cognisance of the growing shortage of critical skills in the mining industry in South Africa. Development of future HDSA leadership is a key strategic focus area. HRD is managed across all levels of employment at Union Mine and is seen as a critical component of achieving the mine's Employment Equity and Gender Equity targets. Consequently, the mine's HRD plans are being continuously aligned with the Workplace Skills Plans (WSP) and integrated with the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements as illustrated in Figure 5 below

Figure 7 Human Resources Development Framework

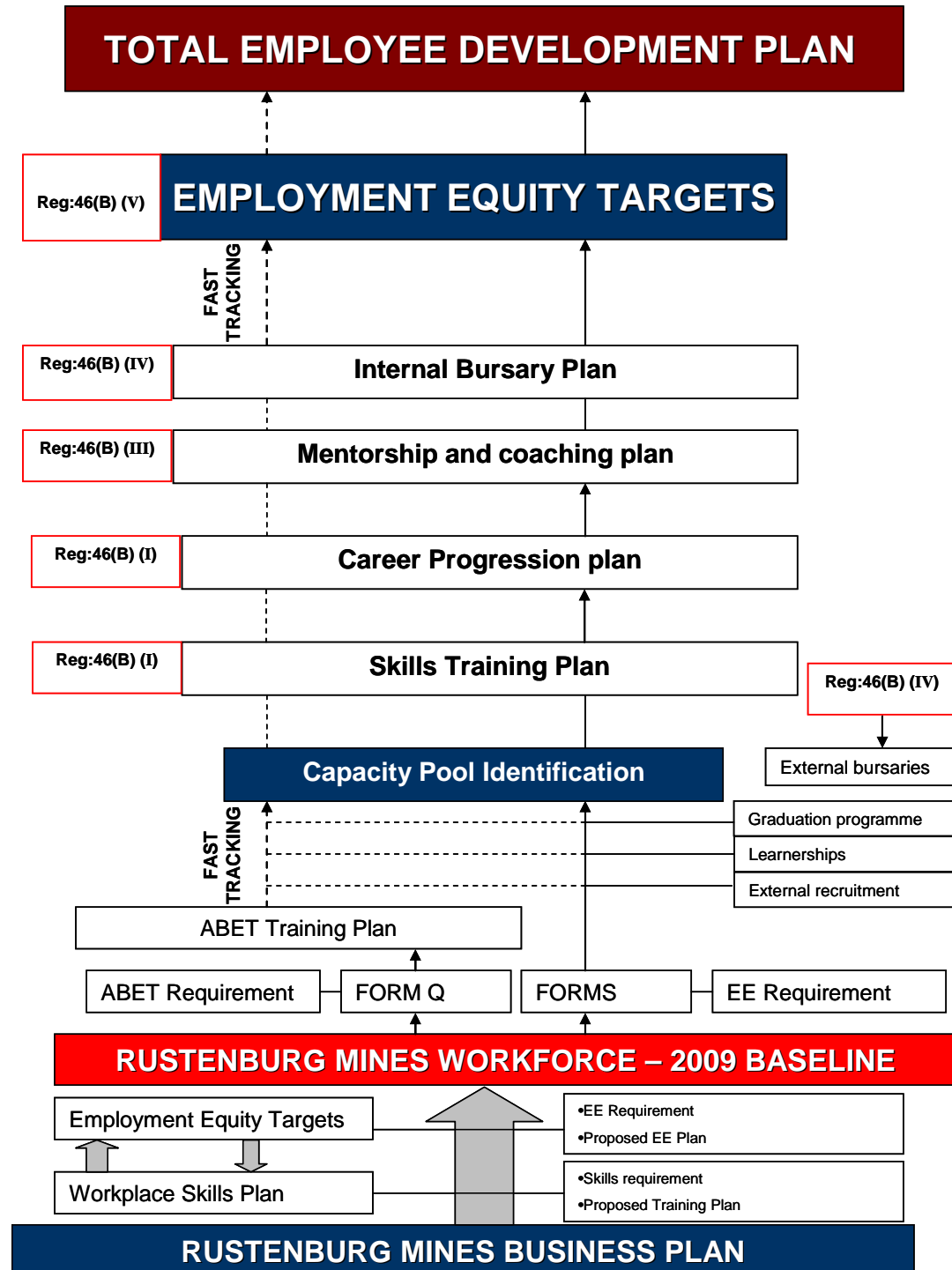


Figure 5 clearly illustrates how the driving forces – the Business Plan with projected labour requirements, the Workplace Skills Plan and the Employment Equity targets – superimpose each other to establish a base case-scenario for 2009 Form Q and Form S provide the gaps whereby identified capacity pool employees are trained and fast-tracked along various channels depending on their required training interventions and career plans

2.3 Skills development

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

Union Mine's Skills Development Plan will cover a continuum from the "Breakthrough to Literacy" programme through to post-graduate education. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF) and the MQA. The purpose of the Skills Development Plan will be to assess and formally record the current levels of skills and education of all incumbent employees and to use the results as a base for future Skills Development Plans. These plans address the current skills and competency gaps on the mine and also provide for the training needs of HDSAs, the fast-tracking of individuals within the capacity pool, and the various career paths and mentoring programmes.

Skills development at Union Mine takes place at the Union Development Centre (UDC) in Swartklip. The centre offers a wide range of training courses to employees and employs 79 employee development practitioners and training staff. UDC has retained its ISO 9001 listing and remains one of the few accredited training providers in the mining industry.

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

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

Table 3 Number and Education Level of Union Mine Employees, as per Form Q in Annexure II of the MPRDA Regulations – 2009 baseline

Date: 2009 Baseline		Male						Female				Total	
Band	NQF	Old system	A	C	I	W	A	C	I	W	Male	Female	
		No schooling/Unknown	74	0	0	2	3	0	0	0	76	3	
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0	
		Grade 1 / Sub A	296	0	0	0	2	0	0	0	296	2	
		Grade 2 / Sub B	28	0	0	0	0	0	0	0	28	0	
		Grade 3 / Std 1 / ABET 1	165	0	0	0	2	0	0	0	165	2	
		Grade 4 / Std 2	217	0	0	0	0	0	0	0	217	0	
General Education and Training (GET)		Grade 5/ Std 3 / ABET 2	248	0	0	1	1	0	0	0	249	1	
		Grade 6 / Std 4	332	0	0	0	3	0	0	0	332	3	
		Grade 7 / Std 5 / ABET 3	418	0	0	0	1	0	0	0	418	1	
		Grade 8 / Std 6	663	0	0	3	4	0	0	0	666	4	
	1	Grade 9 / Std 7 / ABET 4	462	1	0	3	2	0	0	0	466	2	
	2	Grade 10 / Std 8 / N1	675	1	0	63	52	0	0	4	739	56	
Further Education and Training (FET)	3	Grade 11/ Std 9 / N2	714	2	0	59	118	0	0	0	775	118	
	4	Grade 12 / Std 10 / N3	1679	5	0	255	419	0	1	69	1939	489	
	5	Certificates / Diplomas	70	1	1	31	33	0	1	9	103	43	
Higher Education and Training (HE/T)	6	First Degrees / Higer Diplomas	13	1	0	14	10	0	0	6	28	16	
	7	Honours / Master's degrees	2	0	0	4	1	0	0	2	6	3	
	8	Doctorates	0	0	0	0	0	0	0	0	0	0	
Total enrolled employees			6056	11	1	435	651	0	2	90	6503	743	

Table 4 Number and Education Level of Union Mine Contractor Employees, as per Form Q in Annexure II of the MPRDA Regulations – 2009 baseline

Date: 2009 Baseline			Male						Female				Total	
Band	NQF	Old system	A	C	I	W	A	C	I	W	Male	Female		
		No schooling/Unknown	83	0	0	12	6	0	0	4	95	10		
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0		
		Grade 1 / Sub A	241	0	0	10	13	0	0	1	251	14		
		Grade 2 / Sub B	4	0	0	1	0	0	0	0	5	0		
		Grade 3 / Std 1 / ABET 1	65	0	0	3	4	0	0	0	68	4		
		Grade 4 / Std 2	62	0	0	3	1	0	0	0	65	1		
		Grade 5/ Std 3 / ABET 2	79	0	0	1	2	0	0	0	80	2		
		Grade 6 / Std 4	132	0	0	1	1	0	0	0	133	1		
		Grade 7 / Std 5 / ABET 3	188	0	0	6	11	0	0	0	194	11		
		Grade 8 / Std 6	152	0	0	6	9	0	0	1	158	10		
General Education and Training (GET)	1	Grade 9 / Std 7 / ABET 4	185	0	0	12	10	0	0	0	197	10		
	2	Grade 10 / Std 8 / N1	198	2	0	41	33	0	0	1	241	34		
	3	Grade 11/ Std 9 / N2	232	0	0	21	36	0	0	2	253	38		
	4	Grade 12 / Std 10 / N3	295	3	0	61	61	3	0	14	359	78		
Higher Education and Training (HET)	5	Certificates / Diplomas	2	0	0	0	1	0	0	0	2	1		
	6	First Degrees / Higher Diplomas	2	0	0	1	0	0	0	0	3	0		
	7	Honours / Master's 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			1920	5	0	179	188	3	0	23	2104	214		

2.4 Basic Education and Training (ABET)

2.4.1 Union Mine ABET need

The overall education level as at 31 October 2009 for the Union Mine workforce is given in Form Q for permanent employees and that of contractors.(Table 3 and 4) respectively. The number of illiterate employees with qualification which are lower than ABET level four is 3565 of which 1102 are contract employees. Table 5 below summarizes the literacy and numeracy status of the workforce.

Table 5 Literacy and Numeracy Status as per 2009 baseline

ABET Level	Permanent	Contractors	Total	See tables 3 (a) and (b) as percentage of workforce
Level 1	405	375	780	8.2%
Level 2	384	138	522	5.5%
Level 3	585	216	801	8.3%
Level 4	1089	373	1462	15%
TOTAL	2463	1102	3565	37.3%

Union Mine has realised it has an obligation to decrease the illiteracy levels of its employees. All illiterate employees who do not have a NQF 1 qualification have been offered the opportunity to obtain such a qualification. Union Mine is committed to improving the self-image of all employees as well as to developing their full potential towards safer and more efficient work practices.

All illiterate employees are given instruction during RPL (recognition of prior learning) sessions, on the personal and career advantages of improving their educational levels. At the same time, their current qualifications are confirmed and captured. All employees who register for ABET training are then assessed through a process of RPL (recognition of prior learning) and their most appropriate placement level to commence with further studies is recorded.

2.4.2 Union Mine ABET targets

Union Mine will be offering illiterate employees the opportunity to be functionally literate and numerate as indicated in Table 6 and Table7. A total of 865 employees will be given the opportunity to progress from Pre-ABET to ABET level 4 (NQF level 1) by 2014.

Union Mine commits to reassess the workforce educational profile during 2014 to formulate a plan to offer the same opportunity to all illiterate employees still employed.

Table 6 ABET Plan (Full-time)

ABET Level	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Pre-ABET	0	25	0	13	12	0
Level 1	2	13	12	0	25	0
Level 2	9	0	25	0	25	0
Level 3	26	0	25	0	13	12
Level 4	55	37	13	62	0	63
TOTAL	92	75	75	75	75	75

Table 7 ABET Plan (Own-time)

ABET Level	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Pre-ABET	11	40	40	40	40	40
Level 1	19	20	20	20	20	20
Level 2	19	20	20	20	20	20
Level 3	7	10	20	20	20	20
Level 4	0	0	0	0	0	0
TOTAL	56	90	100	100	100	100

Assumptions:

- The Union Mine ABET plan takes into account that positions left vacant through natural attrition will, in terms of the mine's recruitment plan, be filled with literate applicants (NQF 1 and above).
- Experience to date has shown that $\pm 20\%$ of illiterate employees who enrol for both own-time and full-time ABET classes do not pass their final assessments and a further $\pm 20\%$ of successful candidates decide for various reasons not to continue with the next level of studies.
- Learners to achieve 60% in a particular unit standard assessment to be declared competent.

2.4.3 ABET plan

Full-time attendance is when the employee is relieved from his or her normal work duties and attends ABET classes on a full-time basis. In support of the Anglo Platinum Company's commitment to accelerate the ABET Development Programme, a limited number of employees will be selected to attend full-time ABET classes in order to fast-track their development opportunities into supervisory positions.

Own-time attendance is when the learner attends ABET classes in his or her own time outside normal working hours. The majority of the employees who need ABET training work rotation shifts, which makes regular attendance problematic. Union Mine will address this issue by building flexibility into the ABET timetable and scheduling the classes to suit the shift cycles. Contractor employees have the opportunity to attend Own-time ABET and are included in the plan above.

The following action steps will enable Union Mine to achieve the ABET targets:

- Union Mine intends to employ 3 full-time facilitators and 4 part-time facilitators to teach the ABET courses;

- b) The courses will be offered at the Bokamoso ABET Centre and at the Etafeni and Hlatini SAV's if required;
- c) There are a total of 12 classrooms available to accommodate the learners;
- d) These classrooms are equipped with adequate numbers of desks and chairs;
- e) Relevant tutorial materials such as learning and teaching aids will be provided and all existing curricula will be accredited through the MQA; and
- f) The Bokamoso ABET Centre has been upgraded and now has a computer centre which can provide computer based ABET courses. This should enhance and accelerate the learning process.

2.4.4 Marketing and enrolment

Union Mine intends creating a greater interest among workers to attend ABET by:

- a) Introducing marketing and recruitment drives in consultations with the unions and associations to encourage learners to enrol for ABET. Measures include road shows, an "ABET Week" campaign and on-site ABET exhibitions;
- b) Incentivising ABET attendance. A system which will utilise MQA grants as a draw card to incentivise learners both at enrolment and completion of appropriate ABET courses is currently being finalised;
- c) Implementing flexible schedules and timetables for ABET classes to avoid the courses clashing with working schedules;
- d) Investigating possible transport solutions. Rescheduling some public transport options will ensure that employees are able to attend classes;
- e) Continuing to present ABET classes at the learning centres close to areas where learners reside and to provide transport where distance is a challenge;
- f) Introducing full-time ABET courses in addition to the part-time mode of delivery. At the same time, cognisance will be taken of the operational impact and costs associated with full-time delivery;
- g) Inviting prospective ABET learners to the ABET graduation ceremonies. This will hopefully motivate them to enrol for ABET courses in the future;
- h) Introducing computer-based ABET instruction. 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
- i) 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.

2.4.5 ABET budget

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

Table 8 ABET Budget

Full-time & Own-time ABET	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Total costs	R 4 718 437	R 6 337 601	R 6 191 014	R 5 150 831	R 5 562 897	R6 007 929

2.5 Learnerships

The Human Resources Development Framework (Figure 5) indicates how Union Mine plans to train and develop all employees and to achieve its HDSA targets. ABET programmes foremost are aimed at achieving entry-level qualifications for Learnership Programmes that will feed into Supervisory Development Programmes and ultimately into the Management Development Programme

Union Mine sends its artisans and technicians to the Engineering Skills Training Centre which is based in Randfontein. In addition to engineering learnerships, Anglo Platinum also offers mining learnerships in line with MQA registered qualifications. These mining learnerships are provided internally and delivery complies with the MQA quality assurance requirements. A total of 330 learners (Mining 150 and Engineering 130) which includes 5% of qualifying contractor employees will be accommodated for the five year period as per the table below. There is no Level 1 Mining Learnership registered. Entry requirements are met by completing the NQF level 1 Entry into the Mining Industry or ABET level 4 Qualification as a minimum entry qualification.

Table 9 Learnership Targets

Learnership Type		Actual	Forecast				
		2009	2010	2011	2012	2013	2014
Mining Learnerships							
1	Mining Operations Level 2	5	14	15	15	15	15
2	Rock Breaking Level 3	23	16	15	15	15	15
TOTAL		28	30	30	30	30	30
Engineering Learnerships							
1	Plater/Boilermakers	14	0	3	0	3	0
2	Fitter	13	0	5	0	5	0
3	Electrician	20	0	4	0	4	0
4	Instrumentation	7	0	1	0	1	0
5	Rigging	2	0	1	0	1	0
6	Diesel Mechanic	3	0	1	0	1	0
7	Millwright	2	0	0	0	0	0
8	Carpenter	1	0	0	0	0	0
9	Plumber	1	0	0	0	0	0
10	Mason	1	0	0	0	0	0
TOTAL		64	0	15	0	15	0
GRAND TOTAL		92	30	45	30	45	30

Note: Refer to Table 16 (Form R) for hard to fill vacancies specifically for artisans (learnerships). All these targets are aimed at ensuring a steady pipeline supply of learnerships and to address the current shortages as indicated in Form R.

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

- a) These learnerships will be advertised both internally as well as through national recruitment programmes annually;
- b) Commitment of 80% HDSA's to be selected for these programmes;
- c) 25% of these HDSA learnerships will be reserved for black women (see Table 33);
- d) The remaining 20% will be allocated to Non-HDSA's; and
- e) Mentorship programmes will be implemented for all learnerships candidates (see Table 26).

2.6 Training and Development for lower level employees

2.6.1 Annual Training Plan

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.

across the operation that will attend training by occupational category. The 5 year Training Plan from 2010 to 2014 is provided below specifically for the lower level categories. Note that all targets provided are based on the current labour force complement in the context of the current business environment.

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

2.6.2 Mining

Although "Competent A and "Competent B" being a legislative requirement, it is imperative to note that this training is fully outcomes based, unit standards driven, adding to credits and build qualifications. These unit standards also feature very clearly within the career path matrix indicating a requirement for NQF Level 2 in mining. Table 20 below indicate targets for Competent A, B and Blasting Assistant training for Union Mine. The plan is to train enough employees, including contractors, to sustain natural attrition at 6% of total labour requiring these skills.

Table 10 Competent A and B Training

Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Competent A	120	25	25	25	25	25
Competent B	558	125	125	125	125	125
Blasting Assistant	294	50	50	50	50	50
Total	972	200	200	200	200	200

Anglo Platinum introduced the Rock Drill Operator (RDO) Cadetship Academy during 2006 and its recruitment strategy was based on community development, such as utilizing towns and municipalities. A placement rate of more than 80% has been achieved which will be used as a benchmark for future training efforts. To maintain a constant supply of RDO's for Union Mine, the plan is to train enough employees to sustain natural attrition at 6% of total RDO labour. Training will be conducted as per Table (including contractors).

The Company also introduced a Cadetship for Mechanized Mining in 2008 that recruits from the surrounding communities. To maintain a constant supply of Mechanised mining operators for Union Mine, the plan is to train enough employees to sustain natural attrition at 6% of total mechanised mining operators labour. Training will be conducted as per Table 21 below.

Table 11 RDO and Mechanised Cadetship Academy

Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Entry Level Cadets (Mining)	0	20	20	20	20	20
Rock Drill Operator (RDO) Cadetships	7	50	50	50	50	50
Mechanized Mining Cadetships	0	5	5	5	5	5
Total	7	75	75	75	75	75

2.6.3 Engineering

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

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

Employees, who have a minimum qualification, can apply for the Engineering Servicemen programme (Level 2 programme). The programme is specifically designed for the development of lower level employees in terms of their career progression paths.

Union Mine has increased its compliment of learnerships to cater for the scarcity of engineering skills in the Company – see hard to fill vacancies in Section 4. There is also an acceleration program to get current employees with sufficient experience qualified as artisans.

Table 12 Engineering Training Targets for lower level employees

Category	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Engineering Level 1 Training Programme (A - B7)	50	20	20	20	20	20
Engineering Level 2 Training Programme (C1)	20	20	20	20	20	20
Pump Attendants	0	5	5	5	5	5
Belt Attendants	0	10	10	10	10	10
Total	70	55	55	55	55	55

2.6.4 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.

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

2.7 Services training and Development

Table 13 Service Department Capacity Pool

Department	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Mine Technical Services	2	5	5	5	5	5
Protection Services	6	3	3	3	3	3
Safety Health & Environment	0	2	2	2	2	2
Finance	4	3	3	3	3	3
Human Resources	6	3	3	3	3	3

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

2.8 Management and Leadership Development

The following interventions in Table 14 focus exclusively on the capacity pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

Table 14 Management and Leadership Development Targets

Development Programme		Actual	Forecast				
		2009	2010	2011	2012	2013	2014
Supervisory Development Programme							
1	Mining Supervisory Scheme	18	15	15	15	15	15
2	Engineering Supervisory Scheme	7	10	10	10	10	10
TOTAL		25	25	25	25	25	25
Management Development Programmes							
1	Junior Management Development	0	0	4	4	4	4
2	Programme for Management Excellence	0	0	4	4	4	4
TOTAL		0	0	8	8	8	8
GRAND TOTAL		25	25	33	33	33	33

Note: Refer to Tab13 16 (Form R) that indicates a shortage in shift supervisors.

The following **action steps** will enable Union 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 (JMP) and Programme for Management Excellence (PME) in conjunction with a leading South African business school; and
- Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo Platinum Development Centre covering areas such as personal and professional mastery, performance management, employee relations and employee communications.

2.9 Portable skills training

Union Mine 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, Union Mine intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned. These initiatives will be aligned to the North West Province's Provincial Growth and Development Strategy. Table indicates the employees targeted to obtain portable skills during the period 2009– 2014. Union Mine will endeavour to provide portable skills for employees so that when they exit the mining industry they can enter other sectors such as Engineering, and manufacturing.

Table 15 Portable Skills Training Targets

Type of skill	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Torch Cutting and Welding	56	65	65	65	65	65
Security Gate Manufacturing	53	65	65	65	65	65
Fence Making	25	45	45	45	45	45
Catering	0	45	45	45	45	45
Computer Skills Training	54	65	65	65	65	65
Basic Business Skills	25	45	45	45	45	45
Total	213	330	330	330	330	330

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

- a) Targeted employees will receive a letter indicating the various opportunities to develop portable skills;
- b) Delivery of the above mentioned portable skills training will be done primarily after working hours, i.e. own-time;
- c) Fence making and catering will be conducted in conjunction with similar Corporate Social Investment (CSI) projects offered by Union Mine; and
- d) Computer skills training will be conducted with all other employees who require computer skills development on an ongoing basis.

2.10 Training facilities

Most of Union Mine's core training requirements will be undertaken on-site, using their own facilities on the mine. This core training will be complemented through the training functions of the Anglo Platinum Development Centre (ADC) that is situated in Rustenburg. People-development interventions aimed at attracting and retaining staff with the required competencies will remain a key focus area.

3. THE NUMBER OF VACANCIES THAT UNION MINE HAS BEEN UNABLE TO FILL

Union 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 Union Mine has been unable to fill, as per Form R in Annexure II of the MPRDA Regulations

Occupational Level	Job Title of Vacancy	Main Reason for being unable to fill the vacancy*	
Top management			Refer to Section c) (Table) for Graduate Development Scheme targets that cover all vacancy titles.
Senior management			
Professionally qualified and experienced specialists and mid-management	<ul style="list-style-type: none"> - Surveyors - Rock Engineers - Accountants - Engineers - Geologists - Mine Overseers 	1, 2, 3 1, 2, 3 2, 3 1, 2, 3 2, 3 1, 2, 3	Refer to Section 7 (Table 27) for Bursary targets aimed at filling hard to fill vacancies as well as ensuring steady supply of future skills requirement.
Skilled technical and academically qualified workers; junior management; supervisors; foremen; and superintendents	<ul style="list-style-type: none"> - Engineering Foreman - Instrument Mechanics - Artisans - Mining Shift Supervisors 	2, 3 1, 2, 3 2, 3 1, 2, 3	Union Mine JV will target on average 50 learnerships per annum in the fields of Mining and Engineering – see Table 9
			Also refer to Table 13 for specific training targets for Skilled Workers, Craft and Related Trades in terms of external new recruits (Including 18(2) learners at this level and above)
			See Section 2.6.2 Table 14 for Supervisory Training Targets as well as Section 5.2.1 for Shift Supervisor and Engineering Foreman fast-tracking programmes.
Semi-skilled and discretionary decision making	<ul style="list-style-type: none"> - Miner's Assistant (Cheesa) - Stope Timberman - Rockdrill Operator - Shaft Timberman 	3 3 3 3	See Table for Annual Training Targets specifically for lower level employees. Competent A and B targets Table 10 as well as Mining Cadetships in Table 11 address these skills shortages
Unskilled and defined decision making	There are no vacancies within this level that have been unable to be filled		

* **1** - Suitably qualified people from designated Companies not available; **2** - Geographical area not attractive to candidates; **3** - Not enough suitably qualified people available; **4** - Other (please specify)

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

CAREER PROGRESSION PLANNING

3.1 Career Progression Plan for Union Mine

This section describes an intended throughput and upward career mobility of capacity pool employees through the various job levels with the aim to staff the Business Plan requirement and reach Employment Equity Targets by 2009 and beyond.

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 - Career Path Matrices). 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.

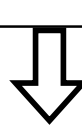
Fast-tracking and Talent Management

Fast-tracking: Mining and Engineering

Union Mine has set up discipline-specific HDSA training and development programmes for HDSA capacity pool employees to fast track them in line with career paths. Table(s) 17 and Table(s) 18 below show Union Mine's career progression plan for the capacity pool employees specifically to the core mining and engineering disciplines as it comprises more than 80% of the workforce. Similar career progression plans for the other disciplines have been introduced in accordance with the career paths.

Table(s) 17 Career Progression Plan - Mining

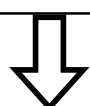
The first level of supervision in the mining career path is that of a team leader. The Level 2 Programme aims to develop all the required knowledge and skills as per the daily mining cycle. Successful candidates will be appointed as team leaders. The plan is to have 15 candidates per year in the programme each with an Individual Development Charter (IDC) and with an assigned mentor (see below).

	Level 2 programme	Number of HDSAs with Potential (Capacity Pool)								Team Leader
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	A - Band	6	6	6	15	15	15	15	15	

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).

Table(s) 18 Career Progression Plan – Engineering

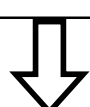
The entry level into the engineering discipline is an artisan assistant. The Level 1 training programme aims to develop engineering employees as artisan assistance. There are currently 50 employees in the programme, each having an IDC and an assigned mentor (see below).

	Level 1 programme	Number of HDSAs with Potential (Capacity Pool)								Artisan Assistant
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	A - Band	50	50	50	20	20	20	20	20	

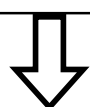
The Company acknowledges the scarcity of engineering skills in South Africa and has increased the number of engineering learnerships drastically across the Company.

Engineering Learnerships	Number of HDSAs with Potential (Capacity Pool)									Artisan
	2009 Actual			2010	2011	2012	2013	2014		
	- in prog	- with IDCs	- in Mentor ship	- in programme						
C2/3 - Band	20	20	20	20	20	20	20	20		

Artisans require a foreman certificate to be appointed as a foreman. The Company has embarked on a special engineering foreman certificate training programme at all operations (see below).

	Engineering Foreman Certificate	Number of HDSAs with Potential (Capacity Pool)								Foreman
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	C – Band	7	7	7	4	4	4	4	4	

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

MANAGEMENT	Junior Engineering Programme	Number of HDSAs with Potential (Capacity Pool)								Junior Engineer
		2009 Actual			2010	2011	2012	2013	2014	
		- in prog	- with IDCs	- in Mentor ship	- in programme					
	D - Band	5	5	5	2	2	2	2	2	

In support of the above plan Union 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-track plan and the following section provides details of Union Mine's mentorship plan.

4. MENTORSHIP PLAN AND ITS IMPLEMENTATION IN LINE WITH THE SKILLS DEVELOPMENT PLAN AND THE NEEDS OF EMPOWERMENT GROUPS

4.1 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	Forecast				
	2009	2010	2011	2012	2013	2014
Management (total compliment)						
Senior management (E)	1	1	1	1	1	1
Professionally qualified and experienced specialists and mid-management (D)	10	10	10	10	10	10
Learnerships						
<i>Mining</i>	28	30	30	30	30	30
<i>Engineering</i>	64	40	15	15	15	15
Fast-tracking candidates						
<i>Mining Overseer Certificate</i>	5	5	5	5	5	5
<i>Mine Manager Certificate</i>	1	1	1	1	1	1
<i>Junior Engineering Programme</i>	2	2	2	2	2	2
Graduate Development Scheme	14	14	14	14	14	14
Women in development programmes	10	10	10	10	10	10
Total	135	113	88	88	88	88

The following **action steps** will enable Union 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, Union Mine 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.

4.2 External mentorship programmes

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

Equity or joint venture (JV) partners

Union Mine acknowledges the broad-based goal of the Mining Charter with regards to the equity ownership as well as the importance of such ventures to be sustainable.

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

- a) Letters are sent to all equity and joint venture (JV) empowerment partners, offering mentorship programmes for directors and senior executives. The letters request acknowledgement of the offer and an indication of acceptance or refusal;
- b) Once the need is established a structured programme is developed jointly by Union Mine and the prospective partner for its orientation and mentorship; and
- c) Applicable governance structures will be implemented to initially monitor the progress of such mentorship programmes and later the implementation of the agreed business plans.

5 THE INTERNSHIP AND BURSARY PLAN

5.1 External bursary scheme

Anglo Platinum has a well-established bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, will be afforded professional career paths in the company. Through this comprehensive and attractive bursary scheme, Anglo Platinum will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates. The Young Professional Schemes, which will consist of the Bursary Scheme (Table 20) and

the Graduate Development Schemes (Table 23), are aimed at filling critical skills gaps in Anglo Platinum's core activities (see Hard-to-fill vacancies in Section Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The Company will employ very specific marketing initiatives within the communities and endeavour to award 50% of all bursaries to applicants from mine communities.

The Company held a Career Expo in Limpopo and the North West Provinces in 2009 in an effort to disseminate information about mining and related careers in that region to attract more candidates from this specific labour sending area.

Table 20 provides targets for external bursaries for the next five years per discipline. The targets also indicate a distinction between those bursaries that are required for future skills requirements namely 'pipeline bursaries' and those bursaries that are required to fill critical skills shortages - bursaries for 'hard to fill vacancies' – that are given in Form R in Section 4.

Table 20 External Bursary Targets

Discipline of bursary	Actual	In programme per annum				
	2009	2010	2011	2012	2013	2014
Pipeline Bursaries as well as Bursaries for 'hard to fill vacancies'						
Mining engineering	11	11	11	11	11	11
Metallurgical engineering	15	15	15	15	15	15
Electrical and mechanical engineering	8	8	8	8	8	8
Geology	9	9	9	9	9	9
Rock engineering	8	8	8	8	8	8
Finance and accountancy	3	3	3	3	3	3
Mine ventilation	2	2	2	2	2	2
Mine surveying	11	11	11	11	11	1
TOTAL	67	67	67	67	67	67

Notes:

- 'Pipeline Bursaries' refer to those bursaries that will be awarded to ensure a sustainable pipeline of graduates to satisfy the future skills requirements of the mines.
- 'Bursaries for hard to fill vacancies' refer to those disciplines where vacancies are hard to fill due to skills shortages and therefore targeted specifically for new bursaries – refer to Section 3 (Form R) for hard to fill vacancies. These bursaries are also intended for pipeline purposes as future skills will be needed in these disciplines.
- The budget for external bursaries is provided for centrally at Anglo Platinum Development Centre.

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

- These bursaries will be advertised both internally as well as through national recruitment programmes annually;
- Commitment of 80% HDSAs to be selected for these bursaries;
- 25% of these HDSA bursaries will be reserved for black women.
- The highest calibre of young professionals will be attracted to meet Anglo Platinum's staffing and Employment Equity requirements. This area is regarded as one of the Company's strategic priorities, particularly in light of the chronic skills shortages in the South African mining industry;

- e) The bursary scheme will be open to the broader public as well as employees' children and relatives;
- f) The minimum selection requirement for Grade 12 learners will be a D or C in mathematics and science; and
- g) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene.

5.2 Educational Assistance Scheme

Union Mine recognises the importance of developing its most important resource, viz. its workforce. In addition to skills development, Union Mine also recognises that tertiary development contributes to having a well-educated workforce. It therefore provides employees with bursaries to give them the opportunity to obtain recognised tertiary qualifications in line with their occupations.

The internal bursary programme (Table 21) 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 of bursary	Actual	In programme per annum				
	2009	2010	2011	2012	2013	2014
Mining engineering	3	5	5	5	5	5
Geology	0	2	2	2	2	2
Mine surveying	0	2	2	2	2	2
Protection services	0	2	2	2	2	2
Mechanical engineering	0	3	3	3	3	3
Electrical engineering	0	3	3	3	3	3
Mineral Resource Mgt	2	3	3	3	3	3
Safety	6	3	3	3	3	3
Human resources	4	2	2	2	2	2
Finance and accountancy	4	2	2	2	2	2
TOTAL	19	27	27	27	27	27
Budget	R135 000	R189 000	R189 000	R189 000	R189 000	R189 000

Education assistance will be given to Union Mine employees on an annual basis as the requests are received.

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

- a) To encourage current employees to progress their careers, internal bursaries will be offered to all Anglo Platinum employees;
- b) Union Mine will grant such internal bursaries 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 internal bursaries for identified employees and/or employees who apply will be done by their immediate supervisor and head of department in consultation with the HRD manager and any other relevant subject matter expert; and
- e) Such studies are to be undertaken through institutions recognised by the Company.

5.3 Internship programme

The Internship Programme consists of different programmes aimed at giving learners accelerated exposure as part of their development programmes (see Table 22). Such programmes vary from giving exposure to prospective employees, to students requiring practical experience towards their qualifications. Some of the experiential programmes are aimed at the development of potential employees.

Table 22 Internship Targets

Programme Type	Actual	In programme per annum				
	2009	2010	2011	2012	2013	2014
Exposure to social and sustainable requests from communities (Edumap)	6	6	6	6	6	6
Vacation students	0	5	5	5	5	5
External bursary candidates	67	67	67	67	67	67
TOTAL	73	78	78	78	78	78

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

- As part of the Anglo Platinum Adopted School Programme, school learners will be afforded the opportunity to visit the operations with the objective to learn about the various careers available in the mining industry;
- In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year¹ or be channelled into full-time tertiary study; and
- Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with the experience required to translate their previous development into top-class performance in the workplace.

5.4 Graduate Development Scheme

The Graduate Development Scheme, which forms part of the Young Professional Scheme, is aimed at filling critical skills gaps in Anglo Platinum's core activities. Table 23 presents Union Mine's five-year plan for young graduates per discipline.

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

Table 23 Graduate Development Scheme Targets

Discipline		Actual	Forecast				
		2009	2010	2011	2012	2013	2014
1	Mining engineering	5	5	5	5	5	5
2	Metallurgical engineering	4	4	4	4	4	4
3	Elect. and mech. engineering	6	6	6	6	6	6
4	Geology	2	2	2	2	2	2
5	Rock engineering	1	1	1	1	1	1
6	Finance and accountancy	1	1	1	1	1	1
7	Mine ventilation (trainees)	1	1	1	1	1	1
8	Mine surveying (trainees)	2	2	2	2	2	2
9	HR	1	1	1	1	1	1
	TOTAL	23	23	23	23	23	23

Note: Refer to Section 4 (Form R) for hard to fill vacancies. The targets above intend not only to provide a steady pipeline supply of skills but also to address hard to fill vacancies.

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

- a) Every year Union Mine plans the number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years;
- b) Following a special national recruitment drive, the Company engage the successful applicants at the Anglo Platinum Company Development Centre;
- c) These graduate trainees are then further developed by means of the discipline specific Graduate Development Program for on average 18 months;
- d) 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
- e) Every Graduate has an Individual Development Charter and an appointed mentor and is given bi-annual appraisals.

6 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 its employees. The company will enhance its employment equity vision through attracting high-calibre staff, encouraging development through the provision of education of high standard and retaining talent. Particular effort will be directed at identifying HDSAs with talent and providing training and development initiatives to assist in their progression.

6.1 Employment Equity: Statistics

Table 24 (a) Employment Equity Statistics for Union Mine, as per Form S in Annexure II of the MPRDA Regulations –2009 Baseline

Occupational Level	Paterson Band	Male				Female				Foreigners	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	0
Senior management	E	2	0	0	8	0	0	0	0	0	10	0	0
Professionally qualified and experienced specialists and mid-management	D	55	4	1	106	5	0	1	14	3	189	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	287	3	0	279	41	0	0	36	17	663	1	0
Semi-skilled and discretionary decision-making	B	4308	0	0	41	243	0	1	38	707	5338	14	1
Unskilled and defined decision-making	A	652	2	0	1	362	0	0	2	27	1046	7	0
Total enrolled employees		5304	9	1	435	652	0	2	90	754	7246	22	1
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		5304	9	1	435	651	0	2	90	754	7246	22	1

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

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

Table 24 (B) Employment Equity Statistics for the Contractors on Union Mine, as per Form S in Annexure II of the MPRDA Regulations –2009 Baseline

Occupational Level	Paterson Band	Male				Female				Foreigners	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	0
Senior management	E	0	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	D	16	1	0	47	1	0	0	2	3	70	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	C	70	2	0	67	7	1	0	7	21	175	0	0
Semi-skilled and discretionary decision-making	B	688	0	0	29	30	1	0	10	333	1091	0	0
Unskilled and defined decision-making	A	745	2	0	34	148	1	0	4	48	982	0	0
Total contractors		1519	5	0	177	186	3	0	23	405	2318	0	0
Non-permanent employees		0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL		1519	5	0	177	186	3	0	23	405	2318	0	0

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

6.2 Women participation in mining

6.2.1 Targets for all women and women in core respectively

Table 25 shows aggregate Gender Equity targets for Union Mine in terms of Paterson Bands for all women enrolled at the mine. Table 26 indicate targets specifically for women in mining which include all positions in the mining, engineering, mineral resources management and metallurgical disciplines.

Table 25 Targets for Females enrolled at the Mine

Employment Level	2009 Actual		2010		2011		2012		2013		2014	
	%	No	%	No	%	No	%	No	%	No	%	No
E Senior management	0	0	0,0	0	0	0	0	0	5	1	10,0	2
D Middle management	10.6	20	11	26	12	29	13	31	14	34	15	36
C Junior management	11.6	77	13,4	103	15,9	120	18	134	20	149	20	149
B Semi-skilled	5.3	283	5,9	356	7,0	390	8,3	446	9,4	490	10,4	542
A Unskilled	34.8	364	35,6	420	34,8	381	33,8	353	32,7	341	34	358
<i>Women in mining</i>	<i>10,3</i>	<i>744</i>	<i>11</i>	<i>905</i>	<i>12</i>	<i>920</i>	<i>13</i>	<i>964</i>	<i>14</i>	<i>1015</i>	<i>15</i>	<i>1087</i>
Total employees at the mine	7246		8230		7668		7413		7251		7251	

Table 26 Targets for Females enrolled in Core Disciplines (mining, engineering, mineral resources management and metallurgy)

Employment Level	2009 Actual		2010		2011		2012		2013		2014	
	%	No	%	No	%	No	%	No	%	No	%	No
E Senior management	0	0	0.0	0	0	0	0.0	0	5.0	1	5.0	1
D Middle management	4.8	6	5.2	8	5.9	9	7.0	10	8.0	11	8.0	11
C Junior management	4.2	23	3.7	20	4.9	31	6.0	37	7.0	44	8.0	49
B Semi-skilled	3.3	161	3.5	187	5.0	246	6.3	298	7.6	348	8.0	369
A Unskilled	33.9	331	29	373	28	334	27.5	320	27.0	310	27.0	310
Women in mining	7.9	521	7.9	588	9	620	10	665	11	714	11.5	740
Total employees in mining	6590		7455		6899		6658		6496		6496	

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

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

7.2.2 Strategies and objectives to increase women participation

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

- a) Reserved positions in mining that black women could fill (plan to recruit progressively black women of all new recruit based on a 10% annual attrition rate);
- b) Providing preference to community training programmes, which focus on developing capacity of black women from the local and labour sending communities, to fill skilled and managerial positions;
- c) Recruit 25% black women in all learnerships, graduate trainees and bursars;
- d) Providing preference to black women for skilled and management positions, should they meet the job requirements of that position (programs for current female employees with potential - enrol 25% black female candidates in supervisory and management development programmes);
- e) Measures to sustain an enabling environment for empowering women.

6.2.3 Implementation plan

Table 27 below indicates the planned number of women to be trained and developed to meet the targets set by Union Mine.

Table 27 Training and Development of Black Women

Specific interventions for women	Actual	Forecast				
	2009	2010	2011	2012	2013	2014
Learnerships	14	6	6	6	6	6
Supervisory Development Programme	0	1	1	1	1	1
Management Development Programmes	0	0	1	1	1	1
External Bursaries	8	8	8	8	8	8
Graduate Development Scheme	4	4	4	4	4	4

The above interventions for women are aimed at narrowing the gaps within the semi-skilled, supervisory and management occupations as per the targets in Table 27. The balance will be recruited as per Table 28 below.

Table 28 Recruitment Plan

Specific recruitment targets for women		Forecast				
	2009	2010	2011	2012	2013	2014
Total number of employees	7246	8183	7668	7413	7251	7249
Natural attrition @ 10%	725	818	767	741	725	725
Women to be recruited		81	92	96	101	108

* Recruitment of women is based on a progressive plan as per Table 31.

6.2.4 Challenges and action steps

The challenges in achieving and sustaining the targets outlined in Table 31 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.

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

- a) Identify potential black female employees who have demonstrated an interest and ability to further their careers in mining;
- b) Place selected, high-performing black female employees on job rotation/fast-track career development;
- c) Identify the training and technical needs of women miners and organise the resources required to meet these needs;
- d) Widen the career-path opportunities for female employees through the use of the Anglo Platinum talent pool; and
- a) Investigate the possibility of creating bursaries for promising young black women students to study for a technical degree, with a view to making a career in mining.

6.3 HDSA participation in management

6.3.1 HDSA in Management targets at Union Mine

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

Anglo Platinum will develop a demographically representative capacity pool that will ensure effective career and succession planning to retain talent. It will also implement a sound mentorship programme to create a workplace that will support and respect all employees' values and cultures. The Mining Charter require a target of 40% HDSA participation in management levels by the year 2009, this document provides strategies to ensure that this target is exceeded and that the workforce becomes a mirror of the Economically Active Population demographics of South Africa.

Table illustrates the Employment Equity targets of Union Mine. Table 29 provides a further breakdown to illustrate the targets per gender and race.

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

Table 29 Targets for HD SA Participation in Management for 2009-2014 (Black, Coloured & Indians only)

Employment Level	2009 Actual			2010			2011			2012			2013			2014	
	%	No		%	No		%	No		%	No		%	No		%	No
E Senior management	20.0	2		20.0	2		35.0	3		35	3		45	4		45	5
D Middle management	35	66		36	87		38	91		40	96		42	101		44	106
C Junior management	50.0	331		51.5	375		53	406		55	417		57	432		58	509
Total employees		7246			8183			7668			7413			7251			7249

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

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

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

Employment Level	2009 Actual						2010						2011					
	Male			Female			Male			Female			Male			Female		
	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured
E Senior management	20	0	0	0	0	0	20	0	0	0	0	0				0	0	
D Middle management	29.1	0.5	2.1	0.5	0		29.5	1.0	2	3.0	0.5	0	30.5	1.0	2	3.5	0.5	0.5
C Junior management	43.2	0	0.5	0	0		44	0	0.5	6.5	0	0.5	44.5	0.5	0.5	7	0	0.5

Employment Level		2012						2013						2014					
		Male			Female			Male			Female			Male			Female		
		African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured	African	Indian	Coloured
E	Senior management	35	0	0	0	0	0	35	0	0	10	0	0	35	0	0	10	0	0
D	Middle management	31	1.0	2.5	4.5	1	0.5	31	1.0	2.5	5.5	1.0	1.0	31.5	1.0	2.5	7	1	1
C	Junior management	45	05	05	8	0.5	0.5	46	0.5	0.5	9	0.5	0.5	46	1	0.5	9.5	0.5	0.5

6.3.2 Strategy and objectives

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

- a) Develop existing 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.

6.3.3 Implementation plan

6.3.3.1 Providing training and development for HDSA candidates

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

- a) Considering offering early retirement packages to employees between 50 and 59 and then utilising them in a coaching capacity to transfer skills and experience;
- b) Filling vacancies on a contract/temporary basis until suitable, qualified candidates are developed;
- c) Providing experiential training through coaching and mentoring;
- d) Building management capacity through targeted in-house training and development programmes from executive development through to technical training;
- e) Pre-employment training;
- f) 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;
- g) Consulting with the MQA and training service providers to accelerate and enhance training programmes for HDSA's;
- h) 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
- i) Providing *ad hoc* vacation work for graduates/diplomats to gain experiential training.

6.3.3.2 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. 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.

Table 31 Training and Development of HDSAs

Specific interventions for HDSA in Management	Actual	Number of candidates				
	2009	2010	2011	2012	2013	2014
Mine Manager Certificate /Engineering Certificate	1	1	1	1	1	1
Mine Overseer Certificate/ Junior Engineering Programme	13	7	7	7	7	7
Shift Supervisor Programme/ Engineering Foreman Certificate	15	12	12	12	12	12

6.3.3.3 Creating additional employment opportunities

One of the major challenges facing Union Mine is to ensure that opportunities are in place for the career advancement of HDSA's. 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. Union Mine is committed to follow the procedures in support of meeting its targets.

6.3.3.4 External recruitment strategy

The limit of internal talent within Union Mine will force the company to aggressively recruit external staff to meet the objectives of the regulations promulgated in the MPRDA. An achievable HDSA recruitment strategy with measurable targets will be developed by Union Mine.

External recruitment will target qualified staff on the one hand, and graduate trainees and bursars on the other. The remote location of Union Mine 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.

6.4 Understanding the effect that the spread of HIV/AIDS among existing staff could have on meeting targets

6.4.1 Background

HIV/AIDS in the mining industry has reached epidemic proportions. The continued prevalence of single-sex hostels remains a contributing factor to the spread of HIV/AIDS among miners and their families. Union Mine is considering the implications of HIV/AIDS on the existing and future workforce, with the intention of integrating an HIV/AIDS component into its recruitment and policy practices. The mine will continue to pursue the following interventions which are already in place to address this challenge:

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

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

The company signed an historic HIV/AIDS agreement with representative trade unions 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 Company (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. Union Mine's HIV/AIDS Committee Serves as a forum and working Company to enhance involvement and participation at all levels in the implementation and roll-out process.

6.4.3 Providing information and education in the workplace

Information and education, in various media (one-on-one, print, electronic, Companies) 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.

6.4.4 Providing a comprehensive care and support programme

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

- a) Accelerated prevention of new infections and re-infections in Union Mine, 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 Life Line, 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

7. REGULATION 46 (C) (I) AND (II) (A): THE SOCIAL AND ECONOMIC BACKGROUND IN, AND KEY ECONOMIC ACTIVITIES IN, THE AREA IN WHICH UNION MINE OPERATES

7.1 Socio-economic profile of Limpopo Province²

Limpopo Province 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, 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.

Thabazimbi Local Municipality³

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

Demographics

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

Infrastructure

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

Key economic activities

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

² Source: www.limpopo.gov.za

³ Source : Thabazimbi Local Municipality IDP and www.limpopo.gov.za

Profiles of towns and villages where labour is sourced from within the Thabazimbi Local Municipality

Northam

The town of Northam is situated 16 km from the Union Mine and has 4 000 residents and 233 are employees of the mine.

Social infrastructure includes:

- a) Two primary schools and one secondary school;
- b) A clinic;
- c) Electricity to households;
- d) Waste disposal services; and
- e) Water-borne sewerage.

Swartklip

A major labour-sending area in the mine community is Swartklip, which is located around the Union Mine and 1228 employees are living in this area.

7.2 Socio-economic profile of North West Province⁴

North West Province is one of the smaller provinces of South Africa, with a population of 3, 4 million people in an area of 116 320 km². The province has strong economic links with Gauteng Province. The provincial capital is Mafikeng, and the larger towns are Klerksdorp, Orkney, Potchefstroom, Rustenburg and Brits. Mining plays a dominant role in the economy of North West Province, employing a quarter of the labour force and contributing some 55% of its Gross Geographic Product (GGP). A wide variety of minerals are mined, including:

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

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

Moses Kotane Local Municipality⁵

Moses Kotane Local Municipality comprises of mainly isolated and dispersed settlements, which are characterised by poor accessibility and low density. Madikwe and Mogwase are the only two towns in the municipality. Both are residential in nature and provide some services to local communities.

The population of the municipality was estimated at 236 845 by 2001 Census - statistics, and present community survey 2007 project rate at 227 426. The Municipality has a predominantly African population with fewer Indian, Coloured, and white Companies who are mostly residing in Sun City residence and

⁴ Source: www.nwpg.org.za

⁵ Source: Moses Kotane Integrated Development Plan

Mogwase Unit 2. The Municipality is comprised of 30 wards and is led by the Council, Speaker, Mayor, and the Executive Committee. The mayor is the Head of the Executive Committee which comprises of 10 Councillors who are Head of various departments and serve in portfolios.

Infrastructure

Moses Kotane is relatively underdeveloped in terms of roads, health facilities and the supply of water and electricity. The conditions of the roads can be generally described as being good particularly in and around the main employment centres. The major challenge has to do with gravel roads that provide access from the main roads into the rural settlements. These access roads are generally badly maintained, making the largely impassable particularly during the wet seasons. This problem has resulted in taxi operators avoiding these roads, thereby leaving buses at the main mode of transport for associated rural villages.

Economic activity

The total economic output from the mining sector in the Moses Kotane Local Municipality increases significantly from approximately R146 million in 1996 to R464 million by 2005. This strong growth could be associated with the significant growth of platinum Company of minerals in the Bojanala Platinum District. The known mineral deposits are mostly concentrated in the central parts of the MKLM, specifically in the areas west of the Pilanesberg National Park. The most notable and well known deposits within these areas include chromium and platinum. Other known mineral deposits include manganese, nickel, uranium, magnasite and vanadium.

Industrial activities include heavy, light and service industries, and the area still holds potential for further industrial development. Gold, chrome and diamonds are mined mainly around the Pilanesberg Mountains, while Platinum Group Metals are mined in the vicinity of Sefikile by Rustenburg Platinum Mines. Farming activity in Moses Kotane Local Municipality is primarily of a subsistence nature. Maize, sorghum and sunflowers are the predominant crops, while cattle and goats are the major livestock.

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

Profiles of towns and villages where labour is sourced from within the Moses Kotane Local Municipality

Saulspoort

The Village of Saulspoort, estimated at 23 km from Union Mine has 19 000 residents. It is the main labour-sending village in the mine community with Union Mine employing 1271 of the residents.

Social infrastructure includes:

- a) Primary , Middle and High schools;
- b) Clinics;
- c) Electricity to households; and
- d) No waste disposal services or waterborne sewerage is provided. The community uses pit latrines.
- e) Hospital

Mogwase

The town of Mogwase, 32 km from Union Mine has approximately 2 100 residents. 122 residents are employed by Union Mine.

Social infrastructure includes:

- a) Six schools;
- b) A health centre;
- c) Electricity to households;
- d) Waste disposal services; and
- e) Waterborne sewerage systems.

8. REGULATION 46 (C) (II) (B): THE SOCIO-ECONOMIC IMPACT OF UNION MINE ON MINE AND RURAL LABOUR-SENDING AREAS

8.1 Mine community benefit from Union MINE WAGE flows

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

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

Direct employment

The mine currently employs 9954 people (2009 baseline). The assessment of wage flows is of key importance to determining the economic impact that wages from mine employees have on the labour-sending areas within the mine community. The net wages, after deductions and tax, which are earned by workers that originate from these municipalities, are scheduled in Table 38.

Table 38 Local Economic Benefit from Mine Wage Flows

Local economic benefit	Number of employees	Net annual earnings (millions)
Moses Kotane Local Municipality	2153	R 271,28
Thabazimbi Local Municipality	832	R 104,83
Rustenburg Local Municipality	390	R 49,14
Total net wages reporting to local economy (a)	3375	R 425,25
Total employees and mine wage bill (R million) per annum	7246	R 912,99
Workers resident outside mine community	3871	R 487,74
Retained for discretionary spending in local economy by workers that reside outside mine community (b)		R 307,27
Total discretionary income reporting to local economy (a) + (b)		R 732,52
Retained in local area (12,3%)		R 90,10
Regional benefit (8,6%)		R 63,00
National benefit (79,1%)		R 579,42

**Refer to (b): It's estimated that 10% of an employee's wages are remitted back to the rural homestead. It is also estimated that around 70% of the employee's wages, that is resident outside the mine community, are spend within the mine community.*

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

Table 38 shows that disposable earnings of some R471 million per annum are being earned by workers in the Thabazimbi, Moses Kotane and Rustenburg Local Municipalities. In assessing the net economic benefit from this sum, it is important to understand that expenditure by mineworkers drives both the formal and informal sectors in the area, and the curtailment of these revenues would fundamentally impact on the secondary and tertiary sectors in these municipalities.

The ratios provided in Table 39, derived from the Amandelbult Household Survey, uses cost of sale percentages based on empirical estimates to provide the geographic benefit split shown in Table 38. The geographic end-destination of the cost of sales is similarly an empirical estimate.

While wage flow itself is the key indicator of economic benefit to the community, it is the retention of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to Swartklip, the money is primarily spent in Rustenburg or in Thabazimbi. The broader economic impacts or multipliers are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

Table 39 Synthesis of the Household Expenditure Survey⁶

Areas of expenditure	Local	Regional	National	Total
Insurance	3,6%	0,3%	4,1%	8,0%
Transport	3,1%	8,1%	5,7%	16,9%
Repayments on borrowings	2,2%	0,1%	19,6%	21,9%
Savings	0,0%	0,0%	9,7%	9,7%
Education	0,0%	0,0%	6,0%	6,0%

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

Living expenses	0,0%	0,0%	31,4%	31,4%
Entertainment	3,4%	0,1%	2,6%	6,1%
Total	12,3%	8,6%	79,1%	100,0%

**Note: rounding in table where numbers and percentages are reflected may result in computational discrepancies. No current statistics available for Union Mine employee.*

This distribution in Table 39 is calculated here by purely empirical means, and it must be emphasised that the methods used here make no pretence at being econometrically robust. They merely demonstrate the principle of wider geographic benefit from mine wage payments. This distribution is relevant when planning for the broader loss of economic benefit from household expenditure that accompanies mine downscaling or closure. This means that when the mine closes, it is not just the mine employees and their local community who suffer economic loss, but those in other sectors and in other areas. The above example of a worker living in Swartklip and spending money in Rustenburg applies here. It is consequently as important to estimate the economic impact on Rustenburg as it is to understand that on Swartklip.

The reason this assessment of economic impact is being made is to be able to assess the approximate degree to which alternative economic development in the local municipalities is necessary to offset the impact of mine closure. A further rider to this analysis is that the change in demographics that would take place upon mine closure also needs to be understood, but is not taken into account here⁷.

Mitigating mine community dependence on Union Mine wages

Annual wage flows into the mine community amounts to R471 million (Table 38). Extrapolation from the Household Survey commissioned by Anglo Platinum of Amandelbult Section workers has also been used for Union Mine as the workforce shows a similar profile. The expenditure patterns of these workers reveal that approximately 40% of the average wage package can be considered to be critical to the household. This defines an effective potential critical economic loss of R92 million for mineworker-dependent households (direct dependence) that would transpire in the event of mine closure. This does not take into account the secondary and tertiary sectors because of a lack of empirical data on which to make such an assessment.

No statistics or data with which to determine the level of indirect employment generated by a mining operation⁸ exist. To estimate the levels of indirect employment flowing out of Union Mine in both the formal and informal sectors⁹, an empirical multiplier of 5,0 have been used.

Indirect employment is calculated to be:

⁷ The factors that should be taken into account in this respect should be that:

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

⁸ In the gold mining industry an employment multiplier of 2, 5 are often quoted. However, the source of this ratio is unclear, and it is also very dated. This will have been made on the formal sector only. The differential multiplier of 1,1 for the informal sector used here is therefore reasonable, if not conservative.

⁹ Most econometric data consider only the formal sector multipliers, while at the local level of economic benefit, the informal sector is often as, or more, important.

Formal sector	12 559 workers
Informal sector	6 279 workers
Total indirect employment	18 839 workers

Total employment in the mine community (Moses Kotane and Thabazimbi) and Rustenburg Local Municipality generated by Union Mine

Aggregating these figures, one derives an estimate of total impact of Union Mine on employment in the municipalities of Thabazimbi, Moses Kotane and Rustenburg:

Direct employment	9954 workers (including contractors)
Indirect employment	18 839 workers
Total employment	28 793 workers

Mine community livelihoods supported by Union Mine

The number of livelihoods in all labour-sending areas has been calculated on the basis of the above employment estimates. For direct livelihoods, dependence data has been taken from mine personnel records. Statistical data for the calculation of indirect livelihoods was taken from Census 2001.

8.2 Broader economic impact of Union Mine's operations

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

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

The economic impact of procurement by Union Mine

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

An important aspect of procurement from the mine is the catalytic impact that this has on secondary and tertiary sectors at various levels of the economy, and these also need to be understood. The dependence of the mine community on procurement from the mine is relatively low in relation to that of mine wages. The figures presented in Figure 8 show that more than 67.9% of mine intermediate inputs report to Gauteng Province, while the local economy derives little direct benefit.

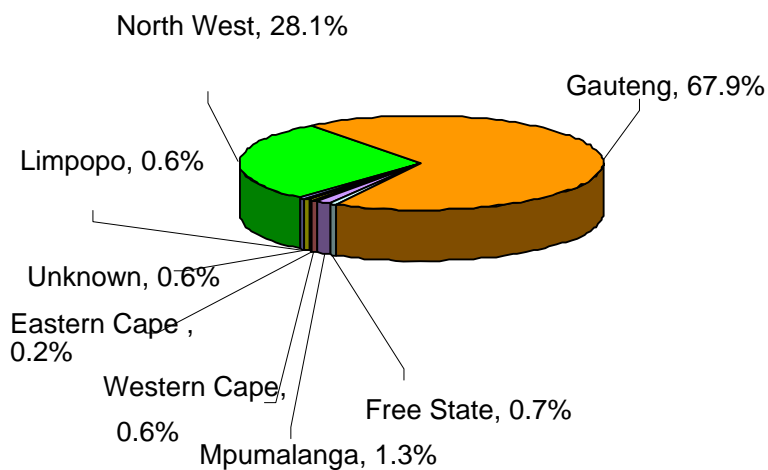
The demographics of suppliers of goods and services to Union Mine

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 Union Mine's procurement activity.

The spread of purchases by Union Mine across the South African provinces is shown in Figure 8. As can be seen, the Limpopo Province attracts a mere 0.6% (see Figure 8) of the total procurement spend while North West Province, in which the commercial centre of Rustenburg is located, receives 28.1% of the spend. Perhaps unsurprisingly, most of the spend reports to Gauteng Province.

It has been calculated that the mine community wage bill constitutes 10,0% of the total mine expenditure, compared to local purchases by the mine, which represents an almost equal 9,9% of total mine expenditure. This indicates that the mine community economy is equally dependent on wages and local procurement. The dependence on local procurement is encouraging as the 9,9% of total expenditure shows Union Mine's strategy of increasing the proportion of procurement spend in the mine community is making headway.

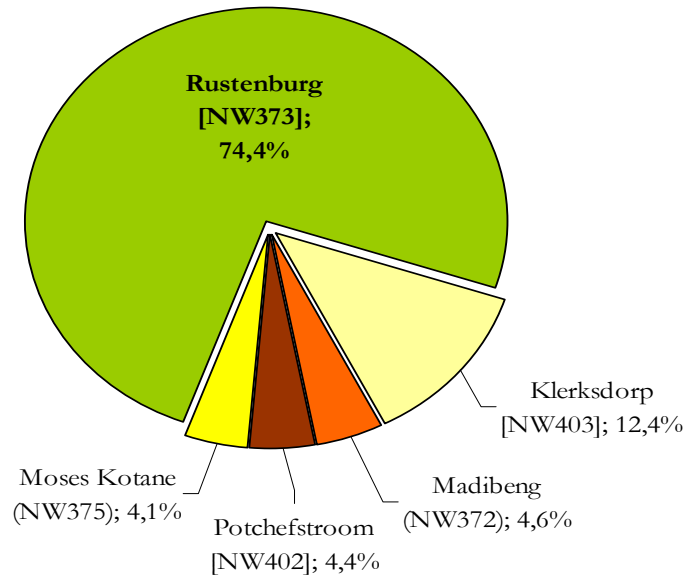
Figure 8 Provincial Spread of Purchases by Union Mine



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

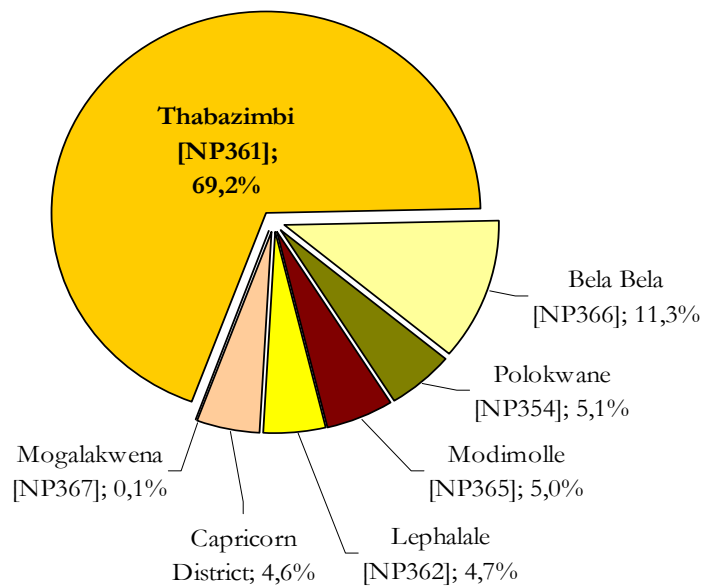
Figure 9 and Figure 10 below show Union Mine's purchases within the North West and Limpopo province respectively.

Figure 9 Union Mine Purchases within North West Province (15,3%)



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

Figure 10 Union Mine Purchases within Limpopo Province (4,5%)



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

Cross-sectoral impacts of Union Mine purchases

An important component of the economic impact of a mining operation is the cross-sectoral economic benefit of the purchases of goods and services, as this often provides the enabling environment for other economic sectors to take root and develop. This in turn serves to diversify the economy, reduce the

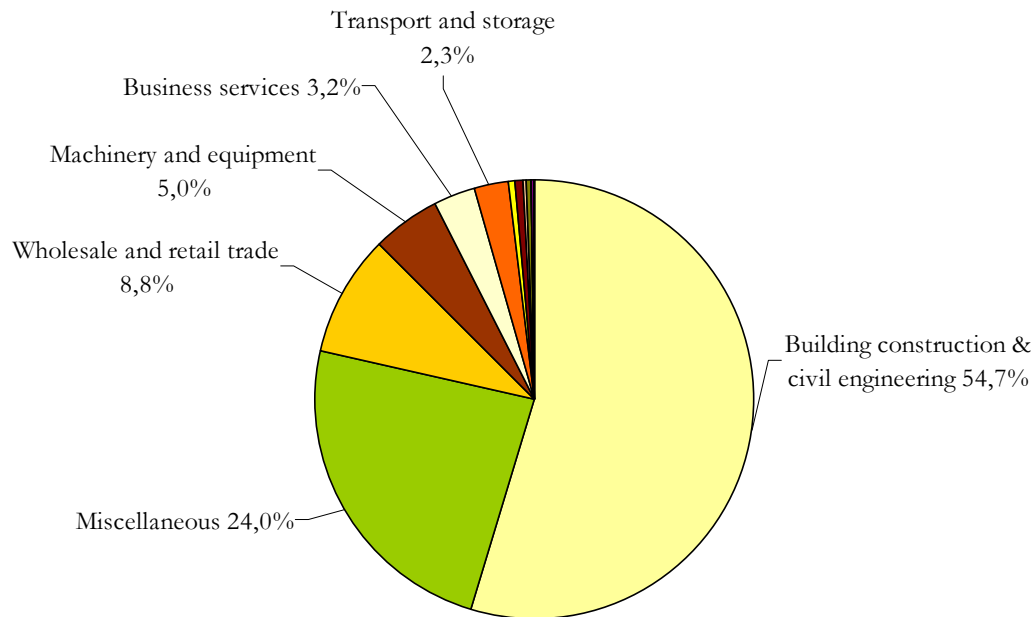
dependence on mining and, in so doing, reduce the vulnerability of dependent communities to mine closure.

The analysis indicates that 19,7% of the spend is wholesale and retail trade. Outside of this sector the only three major beneficiary sectors are building, construction and civil engineering (17,8%), business services (16,3%), and machinery and equipment (14,8%). Other primary industries such as agriculture and tourism derive little benefit from the mine's activities.

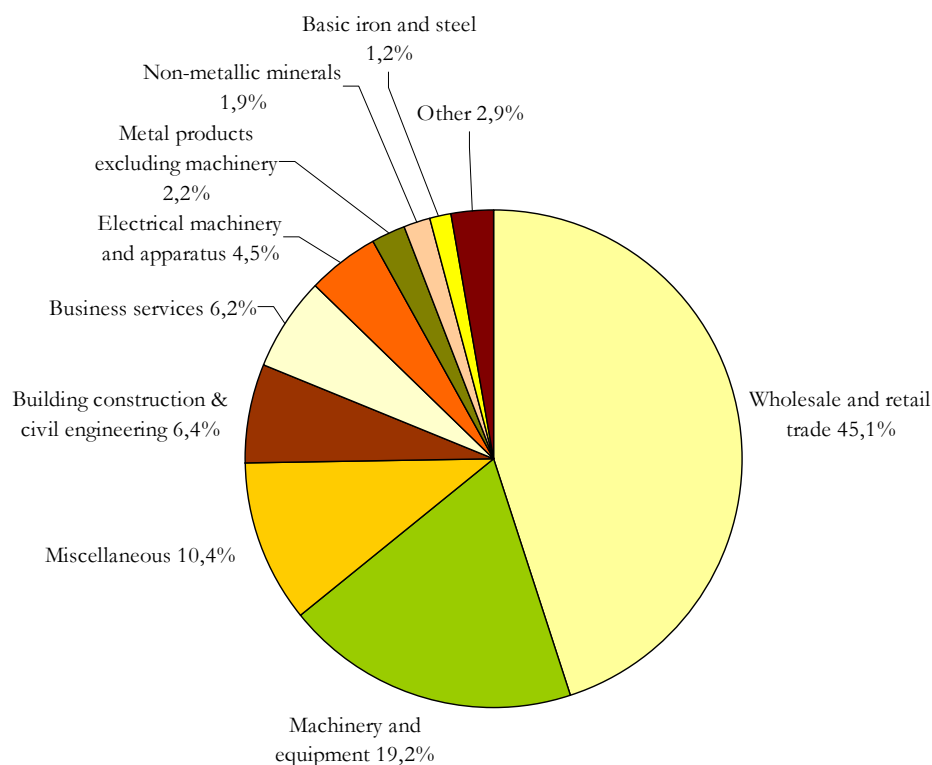
Procurement within the mine community

Local purchases within North West Province and Limpopo Province are concentrated in Thabazimbi Local Municipality in North West Province. As can be seen in Figure 11, most of the expenditure in Thabazimbi Local Municipality is directed towards the building and construction industry (54,7%). The pattern of purchasing in Rustenburg is entirely different with the greatest proportion of Union Mine spend still going to wholesale and retail (45,1%).

Figure 11 Nature of Purchases from Thabazimbi Local Municipality



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

Figure 12 Nature of Purchases from Rustenburg Local Municipality

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

Fiscal benefit

The analyses of economic flows to Government (Table 40) 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 Integrated Development Plans (IDPs) are a direct benefit. The role that the mine plays in assisting local authorities to develop the capacity to plan and implement IDP projects is critical.

For purposes of economic support of government institutions, as opposed to macro-economic contribution to the fiscus and other government agencies, payment for utilities provided by Government are included here. It is this support that is significant, as it provides for economies of scale, that allow for other economic sectoral development. These contributions are scheduled in Table 40.

Table 40 Union Mine Contribution to Government Expenditure

Category	R million	%
National	R 215,46	99,7%
Fiscal flows direct	R 28,66	13,3%
<i>Corporate Tax</i>	R 0,00	0,0%
<i>STC</i>	R 24,10	11,2%
<i>Skills levies</i>	R 1,66	0,8%
<i>UIF</i>	R 2,90	1,3%
Fiscal flows indirect	R 105,47	48,8%
<i>VAT company</i>	R 0,00	0,0%
<i>Personal income tax</i>	R 78,89	36,5%
<i>VAT personal</i>	R 26,58	12,3%
Utilities	R 81,34	37,6%
<i>Power</i>	R 72,32	33,5%
<i>Water</i>	R 6,52	3,0%
<i>Telecommunications</i>	R 2,50	1,2%
Provincial	R 0,65	0,3%
<i>RSC Levies</i>	R 0,65	0,3%
Local	R 0,00	0,0%
<i>Rates and taxes</i>	R 0,00	0,0%
Total	R 216,11	100,0%

The figures in Table 40 show the contribution to Government and government institutions to be R216 million. Of this, utilities account for R81 million compared to the central government benefit of R133 million (R28 million in direct flows and R105 million in indirect taxes). It is notable that the provincial government benefit is a mere R0,65 million and is entirely made of Regional Service Levies.

General economic benefit

Table 41 demonstrates the overall economic impact of the mine's expenditure on labour and intermediate inputs on various levels of the economy. As can be seen, local benefit amounts to only R246,87 million (16,1%) while net regional benefit is lower at R190,10 million (12,4%). The bulk of the benefit R1 073,31 million (69,8%) reports to the national economy while a very minor R26,39 million (1,7%) benefits neighbouring countries.

The geographic distribution (Table 42) shows that at a provincial level Gauteng Province, R918,01 million (59,7%) derives considerably more benefit than either Limpopo Province at R162,85 million (10,6%) or North West Province R274,76 million (17,9%).

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

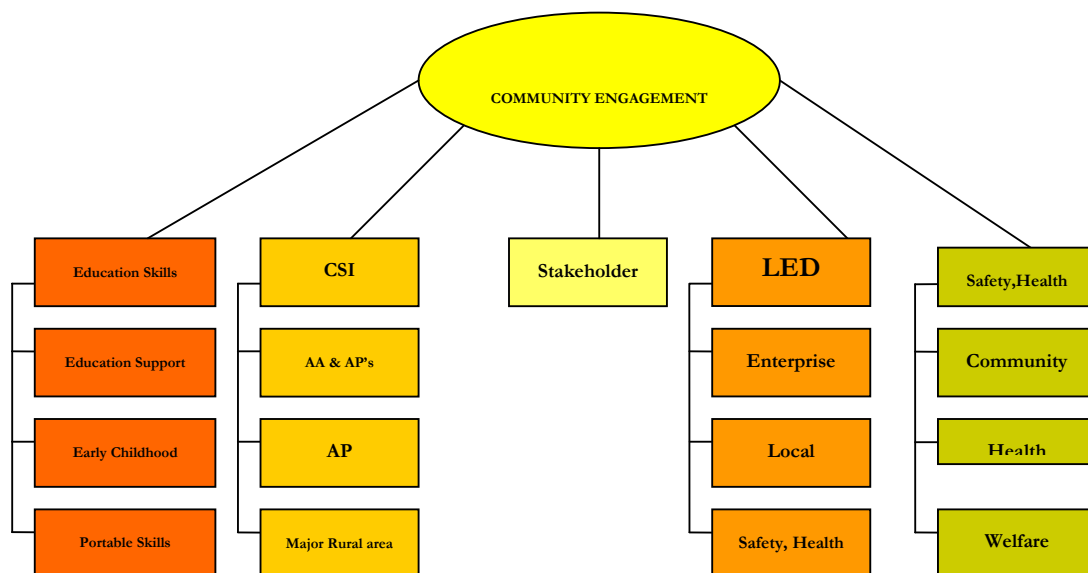
9.1 Socio-economic Development

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

- a) **Local Economic Development (LED):** Mine projects will be managed by mine-based CED Managers and co-ordinated by Anglo Platinum's CED function. These programmes will primarily focus on Community Engagement and development(CED) in host and major labour-sending areas and will be aligned with the IDPs of the relevant local municipalities; and
- b) **Corporate Social Investment (CSI):** Corporate programmes at a district and regional level will be directed through either Anglo Platinum's CED function or the Anglo American Chairman's Fund. The corporate level programmes will focus on major rural labour-sending area and will also deal with the more general requests for assistance through the Anglo American Group. Figure 10 below shows how Anglo Platinum's CED function is structured in terms of CSI and LED imperatives.

Each of Anglo Platinum's mines will support the corporate CED effort through contributions to the activity of the LED officers or the Chairman's Fund. This results in a shared credit for these programmes. Figure 13 shows how Anglo Platinum's CED function is structured in terms of CSI and LED imperatives.

Figure 13 Schematic Diagram of the Structure of the Anglo Platinum CED



The Anglo Platinum CED function will be directed towards the major rural labour-sending area of Oliver Tambo District Municipality. The mine's CED programme's statutory interaction is with the Moses Kotane Local Municipality for the Integrated Development Plans (IDPs).

9.2 Union Mine'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, as well as some regions from which members of the workforce are sourced such as the Oliver Tambo District Municipality in the Eastern Cape.

Anglo Platinum's Local Economic Development Programme includes projects and plans to stimulate local economic development, to eradicate poverty and uplift communities in the areas affected by mining. The LED programmes include sustainable projects that will be initiated, implemented and supported financially as indicated in 43.

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

- a) **Poverty eradication:** supporting programmes intended to promote entrepreneurship and create jobs in mine communities and labour-sending areas. The Company support forming cooperative-type businesses to broaden participation by local communities in economic development. Emphasis has been on the establishment and promotion of women-owned cooperatives;
- b) **Infrastructure:** contributing to the sustained improvement of physical infrastructure in underdeveloped areas. The backlog in providing basic needs to previously disadvantaged sectors of South African society has prompted Anglo Platinum to support the development of infrastructure, education, health and welfare projects;
- c) **Community Education and Skills Development:** supporting the development of quality education centres and improvements in mathematics, science and English-language teaching and learning at primary and secondary schools; supporting initiatives to improve the skills of community members and their organisations to enable them to take advantage of economic opportunities available in their areas.
- d) **Community Safety, Health and Welfare:** supporting initiatives geared at enhancing government's delivery of primary healthcare and community support to the underprivileged sector; and
- e) **Community capacity-building:** supporting initiatives to improve the skills of community members and their organisations. Special attention has been given to the need to build the capacity of community-based organisations working to improve the quality of services they provide in their constituencies and strengthen their ability to mobilise resources; and

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

Union Mine will contribute R 63 million towards infrastructure provision and poverty eradication within the mine community as per Table 43 below within the next five years.

Detailed information per project per focus area for the 14 LED projects is provided followed by a summary in Table 44 and Table 45.

Table 43 LED Budget Summary

FOCUS AREA	Forecast						TOTAL
	2009	2010	2011	2012	2013	2014	
1. Poverty alleviation	R 584 000	R 9 250 000	R 3 750 000	R 2 750 000	R 1 250 000	R 1 250 000	R 18 834 000
2. Basic infrastructure	R 31 400 000	R 22 000 000	R 6 000 000	R 4 000 000	R 0	R 0	R 63 400 000
3. Community Education and / Skills Development	Operations share in the central budget of R 25 000 000 per annum						
4. Safety, Health and Welfare	R 982 000	R 0	R 500 000	R 500 000	R 0	R 0	R1 982 000
Moses Kotane Local	R 33 986 967	R 32 000	R 12 485 000	R 11 355 000	R 3000 000	R 2000 000	R 94 826 967
Oliver Tambo District	R 0	R 1 000 000	R 940 000	R 0	R 0	R 0	R 1 940 000
TOTAL	R 33 986 967	R 33 000 000	R 13 425 000	R 11 355 000	R 3 000 000	R 2000 000	R 96 766 967

In response to the Mining Charter obligations related to the mining and rural community development, Union Mine chartered a process that would enable the company to make informed decisions on what and how should the mine direct its social investment strategy. The critical component of this process is stakeholder engagement.

They key stakeholders are government, labour, community-based organizations, non-governmental organizations/non-profit organizations, communities within a 50 kilometre radius of Union Mine and local and district municipalities. Underpinning such engagement has been adherence to the provisions of the MPRDA and the Municipal Systems Act as they relate to the importance of business participation in the development of IDPs and LED plans of local municipalities.

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

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

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

and represents local government and business. It is through this Forum that the Moses Kotane Local Municipality's Integrated Development Plan (IDP) is implemented.

Strategic objectives of Union Mine's LED Programme

The project identification process took into consideration the unique circumstances in the community, the vision firstly of the local municipality and secondly the region or district and the resources required for each project. The majority of projects and programmes presented by the Moses Kotane Local Municipality easily fall within Union Mine's strategic focus areas, namely local economic development, community development and social habitat/informal settlements. The commitment to sustainable development will be to use the mine's revenues, expertise and business skills to:

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

Co-operation with municipal IDP programmes

Union Mine is participating in the local IDP process at various levels of Government to ensure that the mine's selection and sponsorship of LED initiatives is linked to the government's development priorities. Hence, the objectives of this Social and Labour Plan, and the accompanying strategies and plans, are guided by the IDP priorities. To the extent possible, all projects that the mine sponsors will be relevant, defensible and auditable, and be within the context of defined government development objectives.

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

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

Union Mine's LED expenditure

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

The following information sheets provide details of Union Mine'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.

Tables 44 and Table 45 provide summaries of the proposed LED 14 projects in terms of budget expenditure, responsibilities and partners for the period 2009 to 2014. Table 44 focuses on projects within the Moses Kotane Local Municipality, while Table 45 focuses on the major labour-sending Oliver Tambo District Municipality that includes the King Sabata and Nyandeni Local Municipalities.

FOCUS AREA 1: POVERTY ALLEVIATION									
1.1 AGRICULTURE AND RURAL DEVELOPMENT									
BACKGROUND			OBJECTIVES						
<p>PROJECT 1. Mango Farming</p> <p>Sitwell mango is a mango producing project situated at Bojating village, 40 km south of Mogwase township. The owner started the initiative in 2002 and has extensive experience in the production of mangoes Tribal Authority has allocated him 8ha for mango production. Mango trees can be grown successfully in variety of soil types therefore this project has been situated on suitable soil. The project has been registered as a legal entity and currently there are 250 trees that are producing mangoes on a small scale. The project is IDP aligned. Although the farm is owned by individual we have identified an opportunity to expand the initiative to include a processing plant that will be owned by the community. Sitwell Mango will be the main supplier to the plant but also community members that have mango trees in their yards will have the opportunity to supply the factory with mangoes. The processing plant will include the following:</p> <ul style="list-style-type: none">• Production of Mango Juice• Dried mango fruits;• Atchaar• Mango seedlings			<p>The main focus of the business is to produce quality Mango fruits, 100% Mango juice, Mango atchaar and Mango seedlings</p> <ul style="list-style-type: none">• Acquiring knowledge and skills that will improve the business image and enhance the standard of living.• Create jobs within the communities						
PERFORMANCE INDICATORS		TARGET COMPANYS (beneficiaries)	LOCATION	VALUE ADDED					
<p>1. 'A fully operational mango project</p> <ul style="list-style-type: none">• Training programme in place for production of mango product• 22 job opportunities envisaged for phase 1 and 200 job opportunities after completion. <p>New business being set up and operational</p>		Communities of Bojating, Morogong, Pylkop and Ramokokastad	Bojating, 40 km south of Mogwase	<ul style="list-style-type: none">• To set-up a processing unit for value adding• There is no competition at proximity, it is the only project of its kind in the whole of Moses Kotane Local Municipality <p>The whole value chain will be harvesting, washing, and grading, processing mango juice, drying (dried fruit), canning, packaging, and storing.</p>					
PROJECTS 1		RESPONSIBILITY	TIMEFRAME						
Mango Farming Project		Ops CED Manager, Moses Kotane Municipality, Dept Agriculture	2010	2011	2012	2013	2014	TOTAL	
			R 2 500 000	R 500 000	R 500 000			R 3 500 000	
Deliverables			Q1					IMPACT	
• Engagement with all stakeholders			Q1					22 Jobs to be created during phase 1 and up to 200 jobs after completion.	
• Appointment of Service Providers			Q1						
• Training to be provided to the community members			Q2						
• Construction of the required infrastructure			Q2-Q4						
• Provision of required machinery			Q4						
• Project launch				Q1					
• Provision of mentorship and support			Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		

FOCUS AREA 1: POVERTY ALLEVIATION AND JOB CREATION									
1.1 AGRICULTURE AND RURAL DEVELOPMENT									
BACKGROUND								OBJECTIVES	
PROJECT 3. Poultry Farming								<ul style="list-style-type: none">• Acquiring knowledge and skills that will improve the business and enhance the standard of living in the communities• To support the socio-economic development in the communities.• To create jobs for the local communities• To contribute to the Millennium Development Goals of reducing poverty.	

FOCUS AREA 1: POVERTY ALLEVIATION																
1.3 Salvage Yard/Steel Reclamation																
BACKGROUND Union Mine Management has taken a decision to outsource the Salvage yard and give the business to our host community. The material used by the mine will be reclaimed, repaired and sold back to the mine by the identified community. Sefikile which is 3 km outside the mine. Sefikile has been identified as a community that is poverty stricken, and there are no business development/opportunities in the village. As such they will benefit from this initiative. Retired employees from the community will be utilising to transfer the skills to other beneficiaries. The business will be to conduct the salvaging of all unserviceable items from the mine as far as possible and dependant on the Skills requirement in association with the Community. This project will be owned by the community. The market for the salvage yard will be the mines in the surrounding areas, such as Tumela and Dishaba Mines, Northam Platinum Mine, and Union Mine.			OBJECTIVES <ul style="list-style-type: none">• To create an environment conducive to economic development• To contribute to the establishment of new businesses within the community• To create job opportunities and ultimately reduce poverty.													
PERFORMANCE INDICATORS <ul style="list-style-type: none">1. 'A fully operational steel reclamation project<ul style="list-style-type: none">• Training programme will be developed for the communities• Business will be 100% owned by the community			TARGET COMPANYS (beneficiaries) Sefikile Community		LOCATION Sefikile, 3 km outside Union Mine		VALUE ADDED <ul style="list-style-type: none">• To set-up a processing unit for value adding• Sustainable business growth, people employed, production and profit levels• Market identified									
PROJECTS			RESPONSIBILITY		TIMEFRAME											
4. Salvage Yard Project			Ops CED Manager		2010		2011		2012		2013		2014		TOTAL R4 000 000 IMPACT	
Deliverables <ul style="list-style-type: none">• Engagement with all stakeholders• Transfer the equipments over to the community• Training to be provided to the community members• Project launch• Monitor of project					Q1										Business and job opportunities for the Community of Sefikile	
					Q2											
					Q2-Q3											
					Q4											
					Q1-Q4		Q1-Q4		Q1-Q4		Q1-Q4		Q1-Q4		Q1-Q4	

FOCUS AREA 1: POVERTY ALLEVIATION

1.4 WASTE SEPARATION											
BACKGROUND			Union Mine’s waste dump is situated within the borders of the Mine, with an informal settlement almost 800m from that border. This waste dump is current undergoing a compliance process, and at the same time crowded by scavengers who salvage usable material for a living. The Mine has thus, from a safety, health and hygiene point of view decided to formalise this reclamation of waste by the community into a business which will be controlled and managed by the selected people. The mine will provide with the training programme for the re-claimers to address issues such as health, safety and basic waste management. The training will enhance the safety and economic viability of the waste reclamation activities. The mine will also provide protective clothing (PPE) to the re-claimers. The Mine will engage with the transporters and recycling companies and negotiate contracts on behalf of the waste collectors. The contractor will be granted access to collect materials from within the mine complex instead of in the transit stations. The mine, as part of the initiative will provide start up funds in the form of platform scale, PPE, and some carts to move the materials from the disposal site to the transfer station. Consultants have been roped in to assist with the legal process towards compliance and business establishment.						OBJECTIVES		
			<ul style="list-style-type: none">Reducing the risk of land waste fillingCommunity members to earn a livingFormalised businessTo determine the nature of waste recovery activities being undertaken at the waste disposal site.To identify the community safety challenges arising from the waste recovery activities								
PERFORMANCE INDICATORS			LOCATION			VALUE ADDED					
1. ‘A fully operational Businesses			Union Mine Waste Dump			<ul style="list-style-type: none">To set-up a waste separation management plan for value addingContract with the scrap dealersMarket identified					
• Training on waste separation will be provided											
• PPE will be provided											
PROJECTS			RESPONSIBILITY			TIMEFRAME					
5. Waste Separation Project			Ops CED Manager			2010	2011	2012	2013	2014	TOTAL
						R 2 000 000	R 500 000				R 2 500 000
						Q1					IMPACT
Deliverables						Q1-Q3					
• Engagement with all stakeholders						Q3-Q4					
• Appointment of Service Providers							Q1-Q2				
• Training to be provided to the community members							Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
• Project launch											
• Monitor of project and support											

FOCUS AREA 2: COMMUNITY INFRASTRUCTURE				
2.1	SEFIKILE COMMUNITY CENTRE			
BACKGROUND 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 centres. The Sefikile community is one such rural community and have identified a number of needs for their development including the Community Centre. The centre will comprise of a computer centre and a community hall that will be utilised for different cultural activities, youth activities and as a pay point for the pensioners within the area. 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.		BACKGROUND The Sefikile community have identified a number of needs for their development including the Community Centre. The centre will comprise of, a computer centre and a hall that will be utilised for different cultural activities, youth activities and as a pay point for the pensioners within the area. A community library and a gym will also be part of the centre.		
PERFORMANCE INDICATORS <ul style="list-style-type: none"> • Construction of the Community Centre • Fully functional computer centre • Fully functional library • Gym Operational 		TARGET COMPANYS (beneficiaries) Sefikile Community Mainly Youth.	LOCATION Sefikile, 3 km outside Union Mine	VALUE ADDED <ul style="list-style-type: none"> • Tangible infrastructure for the benefit of the community as whole • Short terms jobs • Use of local enterprises in the construction • Community assets

PROJECTS		RESPONSIBILITY	TIMEFRAME					TOTAL
			2010	2011	2012	2013	2014	
Sefikile Community Centre				R 8 000 000	R7 000 000	R 0	R 0	R 15 000 000
								IMPACT
Deliverables								Entire Community will benefit, mainly the youth in the area
• Engagement with stakeholders (MOU with all relevant stakeholders)			Q1					
• Secure land for the project			Q1					
• Finalise scope of work, designs and drawings			Q2					
• Appoint the service provider			Q2					
• Construction of the centre			Q3	Q1				
• Equipping the centre				Q2				
• Hand over to the Municipality					Q2			

FOCUS AREA 2: COMMUNITY INFRASTRUCTURE						
2.2 SEFIKILE ROAD PROJECT						
BACKGROUND		OBJECTIVES				
The Local Road Project, which is a connection road between local villages and Union Mine and is a very critical road that is used by both Mine employees and local community members. It was a gravel road which is in need of continuous grading, which the public works does not maintain regularly, leading to a deterioration of the state of the road, especially in the rainy season. This road project will link the villages from Moruleng, Welgevaal, Segakwana, Dikweipi, Manamakgotheng, Mononono, Sefikile, Swartklip, Mantserre, Mopyane, Kraalhoek, Disake, Mokgalwana and Matlametlong. The project started in 2009 by the Mine and is estimated to be completed in 2010. This project is a joint venture agreement between Anglo Platinum, Moses Kotane Local Municipality, Bakgatla-Ba-Kgafela traditional Authority and Department of Public Works, Roads and Transport. The implementation is in 3 phases, Department of Public Works funding Phase A, from Kraalhoek to Swartklip, to the value of R44 million, Anglo Platinum funding phase B, to the value of R46 million, and Bakgatla-Ba-Kgafela and Moses Kotane Local Municipality funding phase C, to the value of R21 million . Currently, Anglo Platinum has spend R24 million and on the project and the progress is at 70%. This road will unlock economic activities as access to the Mine and other neighbouring towns will be easier.		<ul style="list-style-type: none">To upgrade roads to acceptable surface standardCreate short term jobs in line with Government strategyEmpower local SMME				
PERFORMANCE INDICATORS	TARGET COMPANY'S (beneficiaries)	LOCATION	VALUE ADDED			
<ul style="list-style-type: none">Upgrading of all prioritised roadsNumber of Short Term jobs created.Number of SMME that have accessed the opportunities	<ul style="list-style-type: none">Employees of Union Mine,Local community	Moses Kotane Local Municipality Montserre Mononono Thabazimbi Kraalhoek	<ul style="list-style-type: none">Upgrading of local roadsUnlocking other economic activities in the area			
PROJECTS		TIMEFRAME				
RESPONSIBILITY		2010	2011	2012	2013	2014
Sefikile /Mantserre Road		R 22 000 000	R 0	R 0	R 0	R 0
			TOTAL			
			R 22 000 000			

PROJECTS	RESPONSIBILITY	TIMEFRAME					TOTAL
		2010	2011	2012	2013	2014	
1. Mokgalwana Primary School	Ops CED Manager; DOE; SGB	R 0	R 0	R 600 000	R 1 000 000	R 0	R 1 600 000 IMPACT
Deliverables:				Q1			Whole School
• Engagement with relevant stakeholders				Q2-Q3			
• Appointment of Service Provider				Q3			
• Approval of scope of work					Q1-Q4		
• Renovation of the whole school and Launch							
2. Segale Middle School	Ops CED Manager; DOE; SGB	R 0	R 600 000	R 1 200 000	R 0	R 0	R 1 800 000 IMPACT
Deliverables:			Q1				Whole School
• Engagement with relevant stakeholders			Q2				
• Approval of Scope of Work			Q2-Q3				
• Appointment of Service Provider				Q1-Q4			
• Renovation of the whole school and Launch							
Phadi High School	Ops CED Manager; DOE; SGB	R 0	R 400 000	R 300 000	R 0	R 0	R 700 000 IMPACT
Deliverables:			Q1				Whole School
• Engagement with relevant stakeholders			Q2				
• Approval of Scope of Work			Q2-Q3				
• Appointment of Service Provider				Q1-Q4			
• Renovation of the whole school and Launch							

• Three Science Laboratories at High Schools	Ops CED Manager; DOE, SGB	R 0	R 485 000	R 1 455 000	R 0	R 0	R 1 940 000 IMPACT	
Deliverables:							Kgabutle High School in Lesetheng Makuka High School in Sefikile Gaopotlake High School in Mookgalwana	
• Engagement with relevant stakeholders			Q1					
• Appointment of Service Provider			Q2-Q3					
• Approval of Designs and Drawings								
• Construction of Science laboratories & Launch				Q1-Q4				
• Project Launch				Q4				

FOCUS AREA 2: COMMUNITY INFRASTRUCTURE : HEALTH AND WELFARE

2.4. UPGRADING AND EQUIPING OF SEFIKILE CLINIC

BACKGROUND

Provision of primary Health care is a priority of any municipality and the service must be as closer to the people as possible. The Sefikile clinic is situated in the Sefikile village, adjacent to the Mine. The village is fast growing, with an informal settlement situated next to the village. The current clinic is small and not properly equipped and cannot keep up with the growing demand for services with the area. The need to expand the clinic and equip it with modern and required equipments and been identified as the priority within the municipality and community. Anglo Platinum will construct additional rooms to cater for the growing numbers at the clinic.

OBJECTIVES

To offer care and support to local communities who cannot travel to the government hospitals.

- To assist Government to deliver quality health care to the community.
- To empower local SMME in the construction arena
- Create short term jobs in line with the Government Strategy on job creation.

PERFORMANCE INDICATORS

- Completion of the infrastructure
- An increase in the number of cases that are referred by local hospitals, clinics and doctors
- Improvement in the lives of community members of Sefikile

TARGET COMPANYS (beneficiaries)

- Patients from the following areas:
- Sefikile Community

LOCATION

Moses Kotane Local Municipality (Sefikile)

VALUE ADDED.

- Contribute positively to the welfare of the Sefikile community
- Provide community infrastructure in line with the Government Strategy.
- Community Empowerment
- Short Term job creation.

PROJECTS

RESPONSIBILITY

Sefikile Clinic

Ops CED Manager

Deliverables:

Engagement with Traditional Authority, DOH and Municipality

- Appointment of Contractors
- Designs and Drawings
- Construction of the Clinic and supply of Equipment
- Project Launch and hand over to the DOH

TIMEFRAME

	2010	2011	2012	2013	2014	TOTAL
	R 0	R 500 000	R 500 000	R 0	R 0	R 1 000 000
		Q1				
		Q1				
		Q2				
		Q2-Q4	Q1			
			Q1			

FOCUS AREA 2: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT						
3.2 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 utilises 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		VALUE ADDED Pipeline development Labour pool Poverty alleviation			
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 Moses Kotane Local Municipality	TIMEFRAME		
				2010	2011	2012
PROJECT 2		RESPONSIBILITY		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 Appointment of service provider		Q1	Q1	Q1	Q1		
Identification of beneficiary schools		Q1	Q1	Q1	Q1		
Commence with learners support		Q1-Q3	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	Q4		

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT															
3.3 EDUCATION SUPPORT PROGRAMME (ESP): TEACHER DEVELOPMENT															
BACKGROUND		Building the capacity and skills of the Maths and Science Teachers is critical in ensuring the sustainability of the results will be achieved and the programme in general that are as a result of this Anglo initiative. As such the main focus of development will be on the educators, to provide them with additional teaching aids, alternative teaching methods and creating a network of support for teachers to communicate and share the knowledge and information in this field. The teacher will be offered workshops and be provided with support throughout the implementation of the programme. The focus will be on educators in the very schools were we will be intervening from ECD level to FET level. The programme is implemented in consultation and in partnership with the Department of Education at both the provincial and district levels.			OBJECTIVES		Increase the pass rate achieved in the areas of maths and science Develop the capacity of maths and science educators Support the provision of environment conducive for learning								
PERFORMANCE INDICATORS		Increase pass rate in maths and science Sustain the results		TARGET GROUPS (beneficiaries)		Maths and Science Educators from grade; Grade R to FET levels Department of Education		LOCATION		Moses Kotane Local Municipality					
VALUE ADDED		Pipeline development Labour pool Poverty alleviation													
PROJECT 3		RESPONSIBILITY		TIMEFRAME						TOTAL					
Educator Development		Union Mine, School Management & DOE		2010		2011		2012		2013		2014		IMPACT	
Deliverable		Appointment of service provider		Budget allocated for all operations therefore is a centrally managed				Q1		Q1		Q1		40 educators per annum from all the above mentioned schools and ECD centres.	
Identification and confirmation of beneficiary schools				Q3-Q4		Q1		Q1		Q1-Q4		Q1-Q4			
Commence with educator support						Q1-Q4		Q1-Q4		Q1-Q4		Q1-Q4			
Monitor and evaluate project against expected outputs						Q1-Q4		Q1-Q4		Q1-Q4		Q1-Q4			

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILLS DEVELOPMENT									
3.4 EDUCATION SUPPORT PROGRAMME (ESP): TEACHER DEVELOPMENT									
BACKGROUND Building the capacity and skills of the Maths and Science Teachers is critical in ensuring the sustainability of the results will be achieved and the programme in general that are as a result of this Anglo initiative. As such the main focus of development will be on the educators, to provide them with additional teaching aids, alternative teaching methods and creating a network of support for teachers to communicate and share the knowledge and information in this field. The teacher will be offered workshops and be provided with support throughout the implementation of the programme. The focus will be on educators in the very schools were we will be intervening from ECD level to FET level. The programme is implemented in consultation and in partnership with the Department of Education at both the provincial and district levels.		OBJECTIVES Increase the pass rate achieved in the areas of maths and science Develop the capacity of maths and science educators Support the provision of environment conducive for learning			VALUE ADDED Pipeline development Labour pool Poverty alleviation				
PERFORMANCE INDICATORS Increase pass rate in maths and science Sustain the results		TARGET GROUPS (beneficiaries) Maths and Science Educators from grade; Grade R to FET levels Department of Education		LOCATION Moses Kotane Local Municipality		TIME FRAMES			
Support to schools with Special Needs		RESPONSIBILITY		2010	2011	2012	2013	2014	TOTAL
Deliverable Appointment of service provider		CED Manager, Schools Management, DOE		Budget allocated for all operations therefore is a centrally managed					
Identification of beneficiary schools				Q1					
Commence with educator support				Q1	Q1	Q1			
Monitor and evaluate project against expected outputs				Q1-Q3	Q1-Q3	Q1			
Review programme				Q1-Q4	Q1-Q4	Q1-Q3			
						Q1-Q4			

List of schools supported by Union

	SCHOOLS	SECTION/MINE	TEL NO	CONTACT/PRINCIPAL	LEARNER TOTAL GET	LEARNER TOTAL ECD
1	DIKWEIPI	UNION	073 267 7592	R A SEHUNOE	199	33
2	ISANG	UNION	072 234 1333	J M MATLALA	359	62
3	MATUANA	UNION	014 556 1014	R P MOTLHAGA	327	48
4	MELOTONG	UNION	072 987 7897	G N PETELELE	175	37
5	MADIMA	UNION	014 556 1852	K A NONG	305	49
6	MAMODIMAKWANA	UNION	083 477 4100	L M MOSELAKGOMO	174	38
7	MANTSERRE	UNION	078 550 8514	P A MADIBENG	173	35
8	MATLAMETLO	UNION	082 796 1533	M M DELEKOA	133	21
9	MOKGALWANA	UNION	072 657 6908	K D SENOELO	230	31
10	MONONONO	UNION	014 522 0003	G O MOTITSWE	229	19
11	OKOMELANG	UNION	014 559 0050	K V MALAU	336	69
12	RANKAE	UNION	082 387 4601	K S PILANE	201	34
13	SEFIKILE	UNION	014 556 1006	M L MATLHAFUNA	624	87
14	SEGAKWANA	UNION	014 556 2083	T T TAPALA	160	25
15	TLHAALAPITSE	UNION	082 718 9020	M R MPANE	354	25
					3979	614

FOCUS AREA 3: COMMUNITY EDUCATION AND SKILL PROGRAMMES									
3.5. COMMUNITY PORTABLE SKILLS									
BACKGROUND						OBJECTIVES			
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 Union Mine will work in partnership with the Department of Education 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 engage to facilitate access to job opportunities after completion of the training. The Mine will also share in the annual central budget for Education and Skill Development. In addition a cadet program was also put in place to address the need for mining related training for local communities As part of the HRD Skills Training Program within the SLP. In addition to opportunities presented by the mine, the focus is also on empowering SMME within the communities and ensuring that communities are skilled to take advantage of any other job opportunities presented to them. This include trades such as Bricklaying, Tiling, Plumbing, Welding, Electrical, boiler making etc. After completion the people will be provided with support to form SMMEs, access procurement opportunities on the mine and Specifically our future LED projects and also to access other opportunities through Government initiatives such as EPWP.						<ul style="list-style-type: none">To offer training to local unemployed peopleTo contribute to the establishment of a trained pool of unemployed from where companies and Government Departments can source labour.Link the beneficiaries with job opportunities.Create feeder for the enterprise development.			
PERFORMANCE INDICATORS		TARGET COMPANYS (beneficiaries)		LOCATION		VALUE ADDED			
<ul style="list-style-type: none">Training programme in place to train local unemployed locals.An active pool of trained job seekers.No of placement opportunities created.		Unemployed local people from communities		Moses Kotane		<ul style="list-style-type: none">Skills transferReduction unemployment in the areaPreparedness of local community to access job opportunities at the mine and in other sectors.			
PROJECT		RESPONSIBILITY		TIMEFRAME					
Portable skills programme		Union Mine		2010	2011	2012	2013	2014	TOTAL
				R750 000	R750 000	R750 000	R750 000	R750 000	R 3 750 000
Deliverables				Q1	Q1	Q1	Q1	Q1	
<ul style="list-style-type: none">Identify beneficiariesIdentify growth sectors in the economy in line with IDPEnrol learners into relevant programmeTraining of youth and other community membersPlacement of trainees				Q1	Q1	Q1	Q1	Q1-Q4	Q4

FOCUS AREA 4: LABOUR SENDING AREA											
Health Care facilities at Mqanduli											
BACKGROUND Anglo Platinum has through the Anglo Chairman’s Fund constructed a clinic in Mqanduli in the O.R Tambo Municipality. Due to lack of skills within the village, the Health Department has to source the clinic staff from far way places such as Mtata. However due to the lack of road infrastructure, the conditions and even transport the service delivery in the clinic is affected. As such the need for facilities for nurses accommodation is very critical in order for the clinic to functions effectively since it has an over night facility. As the Union Mine contributed towards the construction of the clinic, it is the fore necessary for the mine to finalise and make provision for the nurses’ accommodation facility.			OBJECTIVES <ul style="list-style-type: none">Contribute positively to the welfare of the Mqanduli communityProvide community infrastructure in line with the Government Strategy.Community EmpowermentShort Term job creation.								
PERFORMANCE INDICATORS <ul style="list-style-type: none">Completed Facilities by end 2011Number of short term jobs createdNumber of sustainable jobs created			TARGET COMPANYS (beneficiaries) 1.1.Local communities			LOCATION <ul style="list-style-type: none">Oliver Tambo District Municipality		VALUE ADDED <ul style="list-style-type: none">Contribute towards improving the welfare of affected community membersCreate short term employment for the SMME and Local Labour			
PROJECTS			RESPONSIBILITY			TIMEFRAME					
1. Nurses Accommodation at Mqanduli			Union Mine			2010	2011	2012	2013	2014	TOTAL
Deliverables: <ul style="list-style-type: none">Stakeholder Engagement: Finalised MOUAppointment of ContractorApproval of the Design and DrawingsConstruction of facilitiesLaunch and hand over of the Project						R 1 000 000		R 0	R 0	R 0	R 1 940 000
						Q1					
						Q2					
						Q2					
						Q2-Q4					
							Q1				

FOCUS AREA 4: LABOUR SENDING AREA									
Renovation of Old School to a skills centre in Bizana									
BACKGROUND Skills Development is a priority for Government and all South Africans in order for the country to win the fight against poverty. The O.R Tambo 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 in the area the old Elridge School that will be relocated by the Rustenburg Mines will be converted into a skills development centre where different skills will be offered to communities which will stimulate other job opportunities in the area. To this effect Union Mine will work in partnership with the Department of Education, the Bizana Local Municipality to build the skills base of our communities in the area. The skills programme will be integrated with the community portable skills programme that he Company is implementing (project 3.5 above)			OBJECTIVES <ul style="list-style-type: none">Contribute positively towards the fight against povertyProvide community infrastructure in line with the Government Strategy.Community Empowerment (skills development and SMME support)Short Term job creation.						
PERFORMANCE INDICATORS <ul style="list-style-type: none">Completed Facilities by end 2011Number of short term jobs createdNumber of sustainable jobs created			TARGET COMPANYS (beneficiaries) 1. Local communities	LOCATION <ul style="list-style-type: none">Oliver Tambo District Municipality	VALUE ADDED <ul style="list-style-type: none">Contribute towards improving the welfare of affected community membersCreate short term employment for the SMME and Local LabourImprove the skills base and access to job opportunities.				
PROJECTS			RESPONSIBILITY	TIMEFRAME					
1. Skill Development Centre			Union Mine	2010	2011	2012	2013	2014	TOTAL
Deliverables: <ul style="list-style-type: none">Stakeholder EngagementSecure the landAppointment of ContractorApproval of the Design and DrawingsConstruction of facilitiesLaunch and hand over of the Project				R 2000 000		R 0	R 0	R 0	R 2 000 000

Table 44 Union Mine LED Projects in the Moses Kotane Local Municipality

No	Project description	Department responsible for implementation	Forecast				Total	Partners
			2010	2011	2012	2013		
1. ENTREPRENEURSHIP FOR JOB CREATION/POVERTY ALLEVIATION								
1.1	BUSINESS INFRASTRUCTURE AND CAPACITY DEVELOPMENT							
1	Enterprise Development	CED	R 750 000	R 750 000	R 750 000	R 750 000	R 750 000	Union Mine / MKLM
2	Mango Farming Project	CED	R 2 500 000	R 500 000	R 500 000	R 0	R 0	Union Mine / MKLM
3	Poultry Farming Project	CED;	R 2 500 000	R 1 500 000	R 500 000	R 0	R 0	Union Mine / MKLM/ Dept of Agriculture
4	Salvage Yard Project	CED	R 2 500 000	R 500 000	R 500 000	R 250 000	R 250 000	Union Mine / MKLM
5	Waste Separation Project	CED	R 1 000 000	R 500 000	R 500 000	R 250 000	R 250 000	Union Mine / MKLM
	TOTAL		R 9 250 000	R 3 750 000	R 2 750 000	R 1 250 000	R 1 250 000	Union Mine / MKLM
2. BASIC INFRASTRUCTURE								
1	Sefikile/Mantserre Road	CED;	R 22 000 000	R 0	R 0	R 0	R 0	Union Mine /Amandelbult/Dept of Roads and Transport
2	Sefikile Community Centre	CED	R 0	R 6 000 000	R 4 000 000	R 0	R 0	Union Mine / MKLM
	TOTAL		R 22 000 000	R 6 000 000	R 4 000 000	R 0	R 0	

No	Project description	Department responsible for implementation	Forecast					Total	Partners	
			2010	2011	2012	2013	2014			
3. EDUCATION										
3.1 BUILDING AND CONSTRUCTION OF SCHOOLS AND RELATED INFRASTRUCTURE										
1	1. Mokgalwana Primary School	CED ; DOE	R 0	R 0	R 600 000	R 1 000 000	R 0	R 1 600 000	Union Mine / MKLM/DoE	
2	Segale Middle School	CED ; DOE	R 0	R 600 000	R 1 000 000	R 0	R 0	R 1 600 000	Union Mine / MKLM/DoE	
3	Segale Middle School	CED ; DOE	R 0	R 400 000	R 300 000	R 0	R 0	R 700 000	Union Mine / MKLM/DoE	
4	Three Science Laboratories at High Schools	CED ; DOE	R 0	R 485 000	R 1 455 000	R 0	R 0	R 1 940 000	Union Mine / MKLM/DoE	
	TOTAL		R 0	R 1 485 000	R 3 355 000	R 1 000 000	R 0	R 5 840 000	Union Mine / MKLM/DoE	
4.1 HEALTH SERVICES AND SUPPORT										
1	Sefikile Clinic	CED; DOH	R 0	R 500 000	R 500 000	R 0	R 0	R 1 000 000	Union Mine / DoH	
5.1 SKILLS TRAINING PROGRAMMES										
5.1 COMMUNITY PORTABLE SKILLS PROGRAMME										
1	Portable skills programme	CED; DOL;	R750 000	R750 000	R750 000	R750 000	R750 000	R 3 750 000	Union Mine	

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

10.1 Preamble

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

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

Anglo Platinum and Union Mine have taken a forward-thinking stance to address many of these problems. They have implemented a housing strategy which was created in partnership with labour that aggressively tackles the pressing accommodation issue in a focused and strategic way. The strategy was developed taking into account factors such as the proximity of the mine to the nearest town, the economic sustainability of that town, various accommodation options, and housing requirements of informal settlement communities located near to the mine. Union Mine has provided a range of accommodation options to employees and will promote home ownership through various mine-sponsored initiatives.

External issues which were considered in the development of the housing policy include tribal lands, informal settlements, housing demand and the housing market.

10.2 Statement of intent

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

Union Mine, through Anglo Platinum's Shared Services Unit (ASSU) Company Housing will engage with local, provincial and national government to improve the quality and effectiveness of local IDPs.

10.3 Strategy and objectives

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

- a) Sustainable communities: From the perspective of mine community development planning, Union Mine believes that the provision of facilitated social housing is a preventative measure to reduce the growth of informal settlements. By focusing the development in Northam, Union Mine will encourage the sustainability of this town. Union Mine will work with all levels of government in planning its housing requirements around the identified municipal economic development nodes. In addition, support will be given to relocating informal settlements to sustainable formalised sites;
- 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;
- c) Hostels: Union Mine completed the de-densification of hostels to two persons per room in an effort to uplift accommodation standards, and
- d) To mitigate the fact that hostels may not be converted to family units for social reasons, family units will be provided through the facilitated social housing programme. A block at Etafeni SAV has been fenced out for single ladies accommodation.

10.4 Implementation plan for employee housing

Union Mine is situated in both Limpopo Province and the North West Province. Some 42% of the workforce is currently accommodated in mine hostels. There is a demand for housing in the surrounding areas but the availability of housing stock close to the mine is limited.

De-densifying hostels to alleviate overcrowding and to improve living conditions

Historically, mines have not provided sufficient space for hostel residents. Current hostel residents and new employees require hostel accommodation. Hostel residents are mainly migrant workers who come from the Eastern Cape Province.

Union Mine has completed its conversion programme for hostel rooms from 8-bed units to 6-bed units which have 2 beds per sub-divided room. The targets have been reached to increase the amount of space available to each resident to 8,7m². Ongoing maintenance will be required to ensure the standard of the accommodation will not decrease. Recreation facilities will be upgraded at all SAV's.

Table 46 Hostel Conversion Targets

	Hostels			
	Etafeni	Hlatini	Numine	Protection Services
Total Blocks	13	24	8	1
Blocks Converted	13	24	8	1
Percentage Completed (2009)	100%	100%	100%	100%

Other general hostel improvements

Other general hostel improvements that have been completed include the installation of palisade and electric fencing for added security and the upgrading of flats available for visitors (employees spouses). The taxi ranks will also be upgraded as will the parking areas, liquor outlet and recreation facilities.

Encouraging sustainable communities through home ownership

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

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

These schemes are being implemented by Union Mine for three primary reasons:

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

Education on the Company's Housing Policy will be the responsibility of the corporate HRD 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 Company sessions for employees signed up for the Facilitated Housing Benefit.

Subsidies that will be available are the Home Bond Subsidy Scheme (HBSS), Home Rent Subsidy Scheme (HRSS), Facilitated Housing and a Total Package (TP) approach.

Home Bond Subsidy Scheme (HBSS)

The HBSS is a subsidy to employees who purchase a dwelling within a 50 km radius of the mine, in an area which falls within the definition of the mine community. The subsidy will allow employees access to a 6% interest bond for accommodation up to a maximum value of R450 000. The minimum subsidy is equal to the current rent subsidy of R1458 per month. With the conversion of the Total Package (TP), it was agreed that current TP employees would retain the HBSS subsidy until their bonds are settled.

Home Rent Subsidy Scheme (HRSS)

The HRSS is a subsidy to employees who reside in their own accommodation and to those employees who live with their spouses in Union Mine's accommodation.

Facilitated Social Housing

Facilitated social housing will provide rental stock for employees by facilitating government institutional subsidies combined with top-up funding from a commercial source with a loan from Anglo Platinum to create a sustainable house in a formal housing area which should appreciate in value over time. Two tenureships will be available:

- a) Rental;
- b) Instalment sale; and

Total Package (TP)

Union Mine employees in the management bands are placed on a total package-based remuneration scheme. In terms of this package, the mine offers employees the option of either staying in company-owned housing on-mine or to source alternative accommodation.

Improving existing housing infrastructure

The infrastructure on Union Mine is deteriorating and refurbishments will be undertaken over the next five years. Strategies are in place for upgrading houses, sewage transfer pumps, township water reticulation, road refurbishment and change houses.

Union Mine has made provision for the following interventions:

- a) Housing renovations: Union Mine acknowledges that capital needs to be invested because of the age and conditions of the houses in Swartklip. The renovations will enhance the living conditions of employees;
- b) Sewerage transfer pumps: At present sewage is transferred from different areas of the mine to the sewage plants. The pumps have been replaced and ongoing maintenance is required to ensure the efficiency of the pumps.
- c) Road refurbishment: The roads in the Swartklip area need to be repaired;
- d) Township water reticulation: Old steel pipes are in a poor condition and can no longer cope with the pressure. These pipes need to be replaced to ensure adequate supply of water to the surrounding areas and leaks must be fixed to reduce water wastage. The replacement of water pipes is taking place according to the schedule.
- e) Change house upgrades: Change Houses has been built to accommodate the female employees' at all three shafts. Daily maintenance is required to ensure the efficiency of the change houses.

10.5 Implementation plan for reducing dependence on mine-owned housing

The creation of sustainable mine communities is central to mitigating the impact of mine downscaling and closure on those communities that become dependent on wage flows and the other social benefits of mining projects. One of the key elements of providing for sustainable communities 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.

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

11.1 Preamble

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

Since the termination of the Bantu Labour Legislation, gazetted in 1975, each mining company is responsible for developing its own dietary food programme. Due to the logistics governing the mining operations such as the time an employee is required to be at the shaft, the time needed to get to the workplace and the duration of the shift, it is not possible to provide three meals per day to the workers, however possible "so called" third meal is under investigation in that the kitchen hours will be prolonged with additional protein.

Union Mine will provide three well balanced meals per 24-hour cycle. These will be prepared at hostel kitchens and served to hostel residents at the dining rooms. All eating utensils will be provided. These meals will be served on a site-specific basis, and will consist of a pre-shift meal or breakfast served from as early as 03h00 to 08h00 depending on the site. A site-specific, post-shift or main meal will be served from 11h30 to 18h00. The third meal will be from 19h00 to 23h00. A sustenance feed will be provided to all underground workers at the shafts and, although the site is selected by the local branch committees, certain criteria are non-negotiable such as food safety and other safety aspects.

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

11.2 Statement of intent

Union Mine is committed to contributing to a healthy, productive and motivated workforce through its dietary food programmes. Union Mine will provide all workers with access to sufficient information to

enable them to make informed food choices. This will ensure that workers receive adequate nutritional intake. The meeting of nutritional requirements will contribute to satisfactory job performance and attendant job satisfaction.

11.3 Strategy and objectives

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

11.4 Implementation plan

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

Compliance to national standards

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

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

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

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

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

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

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

- a) Energy: 12 500 kJ of which at least 4 000 kJ will be available at the first meal. Effort will be made to ensure that protein, carbohydrate and starch are available at this meal. Also, carbohydrates with a lower glycaemic index will be included in the menu. This results in a slower rate of absorption of food through the body's system;
- b) Protein: 140 g of which at least 25 g will be available at the first meal. Products of animal origin will be served every day. However, effort will be made to also include protein from plant origin as this type of protein lowers the glycaemic index of a meal, which, as noted above, benefits the worker;
- c) Carbohydrate: 490 g per day of which at least 150 g will be served during the first meal; and
- d) Fat: 90 g of which 30 g will be given during the first meal.

Provision of micro-nutrients

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

Special consideration is and will continue to be given to:

- a) Vitamin A, which affects vision and influences the potential for night blindness. If mineworkers are deficient in Vitamin A, it will take them longer to adapt to the darkness of the underground working conditions;
- b) Vitamin D where daylight exposure is needed for the nutrient to function optimally; and
- c) Vitamin C where dosages of 250 g per day, as recommended by SIMRAC, are given to workers.

Provision of food that has been tested for safety

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

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

The purpose of applying HACCP principles is to control contamination or cross contamination of bacteria in food systems in terms of Act 54 of 1972 R908 of 2003. The HACCP principles also apply to all food suppliers. The Public Health Committee will be charged with the task of implementing HACCP within 18 months. An Anglo Platinum initiative, this committee consists of the Safety, Health and Environment Manager, the Public Health Consultant, Public Health Officers who represent all the business units in Anglo Platinum, HR personnel, the consulting Dietician and occupational hygienists.

Promotion of food that controls bacteria growth

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

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

Special dietary requirements

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

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

Awareness programme

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

Increased provision of fresh fruit and vegetables

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

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

12.1 Introduction

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

- a) Local economic development through local procurement in the North West/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.

A new target of 9% will be implemented with the local boundaries being amended to be Provincial based and based. This is an increase from R172 million to R190 million in 2014.

12.2 The supply of goods and services to Union Mine

Procurement at the Union Mine 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 Company-wide contracts from large suppliers. A certain amount of local expenditure (procurement that falls outside of Company contracts and targeted in the future to be approximately 15% by value) will be commissioned by the mine, typically from small and medium-sized companies within the North West/Limpopo Provinces.

Because of the differing nature of these categories of suppliers, the approach to HDSA preferential procurement interventions must of necessity differ. Within the company, different structures will deal with different aspects of procurement. For example, capital works will typically be managed by a projects department which defines the scope of work for such projects and then either negotiates these projects with preferred suppliers or puts them put out to tender. Large-scale supply/service contracts for consumables/services will be managed by the Company Supply Chain function at the Anglo Platinum

corporate head office and a small volume of orders for equipment, consumables and services will be managed at mine level. Each of these arenas will require a different approach.

However, the overriding philosophy at Union Mine is that, irrespective of the nature of the procurement, preferential status will be granted where possible and economically justifiable to procurement from firstly, HDSA companies in the North West/Limpopo Province and secondly, companies in which HDSA's have a stake¹⁰.

The following targets below in Table 47 apply to total discretionary spend placed with HDSA vendors:

Table 47 Procurement Progression Plan

Year		2009	2010	2011	2012	2013	2014
Union Mine Targets		33,0%	35,0%	37,0%	40,0%	41,0%	42,0%
Target breakdown	HDSA Status						
Total (%)	> 25,1%	23,0%	24,0%	25,0%	27,0%	27,50%	28,0%
	> 50,1%	10,0%	11,0%	12,0%	13,0%	13,5%	14,0%
	Regional	12,0%	13,0%	14,0%	15,0%	16,0%	17,0%
	Local*	4,0%	5,0%	6,0%	7,0%	8,0%	9,0%
Consumables	> 25,1%	26,5%	28,0%	29,5%	31,0%	31,5%	32,0%
	> 50,1%	8,0%	8,6%	9,5%	11,0%	11,5%	12,0%
	Regional	17,5%	18,5%	19,5%	21,0%	21,5%	22,5%
Capital Goods	> 25,1%	25,0%	26,0%	26,5%	28,0%	28,5%	29,0%
	> 50,1%	5,5%	6,3%	7,0%	8,0%	8,1%	8,5%
	Regional	6,0%	6,5%	7,0%	8,0%	9,0%	10,0%
Services	> 25,1%	17,0%	18,0%	19,0%	22,0%	22,5%	23,0%
	> 50,1%	17,0%	18,5%	19,5%	20,5%	21,0%	21,5%
	Regional	13,0%	14,0%	15,5%	16,5%	17,5%	18,5%

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

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

12.3 Local Procurement

Union Mine has shown good progress in its procurement spend with HDSA vendors over the last three years. The strategy now has focused to procurement spend with local HDSA vendors. Local means procuring from those HDSA vendors with business addresses within the North West/Limpopo Province. As can be seen in Table 47, the target for local HDSA procurement has been adjusted to 9% by 2014

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

¹⁰ HDSA-owned means a minimum of 50,1% ownership. HDSA-empowered means a minimum of 26% HDSA ownership.

Integral to this strategy is the need for the mine to be proactive and assist the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mine. This initiative will be administered through a variety of programmes such as the Addicted to Business programme managed by the mine-based BDOs together with the HDSA/SMME Manager. All suppliers will be subject to the Anglo Platinum procurement policies described in this section.

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

12.4 HDSA Mentoring

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

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

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

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

The Company conducted an audit during the final quarter of 2009 among its local HDSA suppliers as well as its national HDSA suppliers to determine the need for mentoring. The offer of mentorship will be issued in writing to those vendors that have been identified with a need to be mentored, and a written response to the offer will be a condition of registration as a supplier to the Company. The ultimate aim is to capacitate existing HDSA vendors through mentoring as well as identifying HDSA suppliers who can participate within the mine’s supply chain.

12.5 Objectives and action plans

Objectives

The overall objective here is to promote and enhance the constructive participation of HDSA vendors in the mine’s upstream value chain and to ensure that HDSA suppliers have access to Union Mine’s supply chain. This is expected to catalyse an increase in the levels of benefits to HDSAs from the secondary and

tertiary aspects of the mine's value chain within the North West/Limpopo Province. Union Mine must also actively contribute to the Anglo Platinum Company-wide objectives.

Specific objectives for Union Mine will be to:

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

Action plans

The following **action steps** will enable Union Mine to achieve the above objectives and targets as per Table 47:

- a) The appointment of a HDSA/SMME Manager who will operate in the regions and in this way creating linkages into the Supply Chain processes;
- b) A change to the way in which the high-volume/low-value contracts are being done. To target local HDSA vendors in this environment thus giving them an opportunity to be sustainable over a longer period due to the commitment of a contract;
- c) With the assistance of Quadrem, provide easy access to local vendors on the electronic tendering system referred to as Quest;
 - i. Other local business opportunities in this area could be the implementation of Internet type cafes; and
 - ii. Providing access to other Mining Operations that also make use of Quest.
- d) The introduction of a points system which will be based on the following criteria:
 - i. Local community involvement;
 - ii. HDSA status;
 - iii. Pricing; and
 - iv. Gate system (safety/technical).
- e) Increase the single source motivation;
- f) Identification of contracts that will be only for local vendors;
- g) Standardize procurement processes in all areas of Anglo Platinum and its operations;
- h) When it comes to specific capital projects, there are contractual clauses in place that request the main contractor to make use of local vendors and labour as well. Although Anglo Platinum and its Union Mine only claim HDSA procurement spend on the first tier vendor, systems will be implemented to monitor the extend at which this transpires;
- i) The creation of a vendor data base that clearly identifies local vendors, commodities and services and their capacity;
- j) Closer interaction with the Anglo Zimele Enterprise Development Initiative, especially with the various funding options:

- i. Enterprise development fund;
 - ii. Junior mining fund;
 - iii. Sustainable development fund;
 - iv. Identify deal flows and engineer deal flow;
 - v. Capitalize enterprises;
 - vi. Grow winning enterprises; and
 - vii. Support enterprises.
- k) Closer integration with social development initiatives out in the regions;
 - i. LIBSA (Limpopo Business Support Agency); and
 - ii. Training and development programs.
- l) Anglo Platinum will provide a mentorship programme for all HDSA vendors. The offer of mentorship will be issued in writing to accredited vendors, and a written response to the offer will be a condition of registration as a supplier to the company.

12.6 Preferential procurement policy

Criteria

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

Preferential opportunities for discretionary procurement^{11, 12} in both capital and operating expenditure will be afforded to HDSA-owned or HDSA-empowered companies¹³.

This preference will be ranked in terms of:

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

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

- a) Where there are equal bids from different vendors, the contract will be awarded to the HDSA vendor in preference to a non-HDSA vendor;
- b) In the event that no HDSA organisations tender for the work, those suppliers tendering are to be encouraged to form partnerships with HDSA companies where possible; and

¹¹ Total discretionary spend is calculated by the sum of total procurement spend on capital, consumables and services less spend on:

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

¹² See definitions in glossary under total discretionary spend and procurement spend.

¹³ Such expenditure will exclude employee wages and salaries but will include contractors.

- c) Non-HDSA vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

Guiding principles

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

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

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

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

Strategic processes will be developed around the following key areas:

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

Within these procedures, all transactions are expected to be:

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

Procedures

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

The following procedures will be investigated for possible adaption:

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

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

- a) Appraisal of capacity and capability;
- b) Registration with Registrar of Companies (where applicable), South African Revenue Service, Workmen's Compensation, Unemployment Insurance Fund, and Regional Services Council / Skills Levies;
- c) Tax and VAT clearance certificates;
- d) Certificate of Incorporation (where applicable);
- e) Certificate to Commence Business (where applicable);
- f) Business profile (including Employment Equity, affirmative procurement and social development activities);
- g) Signed Share Certificates verifying 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.

Validation of HDSA status

All vendors to Anglo Platinum are required to supply their HDSA credentials and these details will be stored on the Anglo Platinum HDSA database¹⁴. These credentials must be accompanied by independent certification either by the vendor's auditor or by a company-approved accreditation agency such as Eezidex, Empowerdex or the South African Mining Preferential Procurement Forum.

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

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

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

¹⁴ A central database of HDSA suppliers is kept by the Company Supply Chain and will represent the sole source of HDSA supplier status organisations. The listing will be continuously updated and will be audited annually by Internal Audit.

Table 48 Breakdown of Mine Procurement, as per Form T from Annexure II of the MPRDA Regulations

Provider	Address	HDSA composition	Capital Goods	Services	Consumables
Aberdare Cables Pty Ltd	42 Main Road Eastleigh	HE	2,32%	0,00%	0,25%
Abeyla Contractors Pty Ltd	160 Galjoen Street Wadeville	HO	0,04%	0,00%	0,53%
Alstom Industry Division Of Alstom	29 11th Road Kew	HE	0,49%	0,01%	0,00%
Bc Marketing Cc T/A Splash	19 De Wet Street Krugersdorp North	HO	0,00%	0,00%	0,00%
Becker Electronics (Pty) Ltd	4 Clarke Street North Alrode	HE	0,00%	0,01%	0,00%
Belchris Pty Ltd	3 Eskom Street Rustenburg	HE	0,00%	0,05%	0,02%
Bird Machines Pty Ltd	No Physical Address Nelspruit	HE	0,00%	0,02%	0,00%
Bophirima Print Cc T/A Bopprint	Site 3472 Unit No 1 Tlhabane	HO	0,00%	0,00%	0,01%
Boss Engineering Services Cc	28 Cobalt Street Rustenburg	HE	0,00%	0,01%	0,03%
Brelko Engineering Cc	3 Invention Street Selby	HO	0,00%	0,12%	0,06%
Busicor 0030 Cc T/A Hydraulic &	312 Stormvoel Road Silverton	HO	0,00%	0,00%	0,00%
Business Connexion Pty Ltd	3 Third Avenue Use Vendor 72581	HE	0,00%	0,00%	0,00%
Capital Tabacco Co	No Physical Address Use Vendor 120164	HE	0,00%	0,00%	0,05%
Channel M-Teto Cc	27 Park Street Extension 5	HO	0,00%	0,00%	0,01%
Clear Mandate Properties 175 Cc	28 Ruby Street Northam	HE	0,00%	0,00%	0,01%
Constantia Diamond Drilling &	143 Ontdekkers Road In Liquidations	HE	0,00%	0,39%	0,00%
Continental Conveyors & Systems	47 Paul Smit Street Boksburg North	HE	1,40%	1,11%	0,00%
Control Systems Rustenburg Cc	305 Waterkloof Rustenburg	HO	0,00%	0,04%	0,17%
Corlenrade Two Cc	Van Den Heever Street Theunissen	HO	0,00%	0,01%	0,02%
Crossroads Distribution Pty Ltd T/A	20 Foreman Street Spartan Ext 7	HE	0,00%	0,52%	0,26%
Dd Science Cc	34 Lark Crescent Greenhills	HE	0,00%	0,00%	0,05%
Desta Power Matla Pty Ltd	56 Third Street Booysen Reserve	HE	0,02%	0,00%	0,00%
Dollbee Technologies Pty Ltd	182 Beyers Naude Drive Risidale	HO	0,00%	0,00%	0,13%
Ernest H Johnson Pty Ltd	No Physical Address Use Vendor 119562	HO	0,01%	0,00%	0,07%
Fields Wear Cc	Stand 17 Heystekrand Mogwase	HO	0,00%	0,00%	0,00%
Fw Services Holdings Pty Ltd	Durban Roodepoort Deep Road Roodepoort	HE	0,43%	0,00%	0,00%

Hoxies Pty Ltd	2 Von Welligh Street Pretoria	HO	0,00%	0,00%	0,34%
Hydramotive Pty Ltd	2b Main Reef Riad Anzac	HO	0,00%	0,02%	0,01%
Incedon-Dpi Pty Ltd	Cnr Heidelberg And Piet Streets City Deep	HO	0,00%	0,00%	0,00%
Industrial Water Cooling Pty Ltd	104 Main Road Kyalami	HE	0,00%	0,00%	0,00%
Jic Mining Services Pty Ltd	28 Visagie Steet Use Vendor 120519	HO	0,60%	5,23%	1,03%
Jonet 1000 Cc T/A Camperdown	25 Marais Street Rustenburg	HE	0,00%	0,60%	0,00%
Joosubs Interiors Pty Ltd T/A	No Physical Address Rustenburg	HO	0,00%	0,00%	0,00%
Keens Rustenburg	98 President Thabo Mbeki Drive Rustenburg	HE	0,04%	0,02%	0,52%
Kemklean Pty Ltd	Cnr Shaft And Spokeshave Rds Stormill	HE	0,00%	0,00%	0,02%
Kimberly-Clark of S A Pty Ltd	Leicester Road Bedfordview	HE	0,00%	0,00%	0,04%
Klinger Mzanzi Pty Ltd	247 Davidson Road Wadeville	HE	0,00%	0,00%	0,01%
Macdonalds Transport Upington	12 Swakara Street Upington	HE	0,00%	0,45%	0,00%
Maci Projects Cc	Private Bag X09 Weltevreden Park	HE	0,04%	0,00%	0,00%
Magnate Mining & Engineering	3a Vanadium Street Rustenburg Industrial Sites	HO	0,02%	0,00%	0,00%
Man Dirk Pty Ltd	127 Manuka Avenue Geelhout Park	HE	0,00%	0,05%	0,22%
Marentia 0289 Cc	20 Gladiola Street Karlienpark	HO	0,00%	0,03%	0,00%
Masakhane Transmissions Cc	18 Jansen Street Jet Park	HO	0,00%	0,04%	0,01%
Millennium Waste Management Pty Ltd	Brickfield Road Rietfontein Germiston	HO	0,00%	0,93%	0,00%
Mining Pressure Systems Pty Ltd	Cnr Paul Smit And Skew Road Dunswart	HE	0,43%	0,00%	0,00%
Modi Power Transmissions Cc	35 Cleveland Road Cleveland	HE	0,00%	0,02%	0,00%
Moggach Rustenburg On Line Cc	171 Wolmarans Street Rustenburg	HO	0,00%	0,00%	0,00%
Natro Freight Pty Ltd	Denne Road Boksburg	HE	0,00%	1,20%	0,00%
New Concept Mining Pty Ltd	No Physical Address Kroondal	HE	0,01%	0,03%	0,45%
Newco Instruments Cc	782 Rainbow Crescent Little Falls Ext 1	HE	0,00%	0,00%	0,02%
Nylocomp Distributors Pty Ltd	Private Bag X7260 Witbank	HO	0,00%	0,00%	0,00%
Office Mania Cc	36 Prinsloo Street Brits	HO	0,00%	0,01%	0,15%
Pauls Pump Services Pty Ltd	6 Davies Street Chamdor	HO	0,00%	0,01%	0,01%
Picm Randfontein Pty Ltd	3 Steyer Street Aureus	HE	0,73%	0,06%	0,08%
Pirtek Northam Pty Ltd	267 Botha Street Northam	HE	0,00%	0,20%	0,04%
Process Automation Pty Ltd	15 Naaf Street Strijdompark Ext 2	HO	0,00%	0,00%	0,01%
Propshaft Reconditioners	Cnr Strauss Crescent & Crocker Wadeville Ext 6	HO	0,00%	0,00%	0,00%

Rina & Johan's Take Away Cc T/A Rin	12 Hospital Street Swartklip	HO	0,00%	0,00%	0,00%
Riplog Pumps Pty Ltd	11 Watt Street Middelburg	HE	0,00%	0,02%	0,03%
Rm Fashion Centre Pty Ltd T/A	136 Fatima Bhayat Drive Rustenburg	HO	0,03%	0,00%	0,01%
Sa Mine Supplies Cc	Plot 13 Vaalbank	HE	0,09%	0,00%	0,00%
Safspec International Services Cc	959 Dali Street Moreleta Park	HO	0,00%	0,00%	0,01%
Shaw Controls Pty Ltd	22 Jasper Road Robertsham	HE	0,04%	0,00%	0,00%
Shutterlock Mining Supplies Cc	Cnr Fiat & Harred Randfontein	HE	0,00%	0,00%	0,00%
Siemens Limited Automation and Drive	Private Bag X71 Use Vendor 113748	HE	0,01%	0,00%	0,00%
Siemens Ltd	Private Bag X 71 Halfway House	HE	0,02%	0,00%	0,00%
Solotrade 1088 Cc T/A Sky	32 Van Deventer Street Witbank	HO	0,81%	0,37%	0,33%
Spectro Industries Cc	Plot 322 Rietfontein Hartbeespoort	HO	0,00%	0,00%	0,02%
SRK Consulting Sa Pty Ltd	265 Oxford Road Illovo Johannesburg	HE	0,25%	0,00%	0,03%
Stock Stories #7 Cc	2 Johnson Road Ruitershof	HO	0,00%	0,29%	0,01%
Sweet-Orr And Lybro Pty Ltd	15 Susan Street Strijdom Park	HO	0,00%	0,00%	0,04%
Tech Sales Cc	100 Dawes Street Rustenburg	HO	0,00%	0,05%	0,24%
The Rare Company Pty Ltd	35 Potgieter Street Alrode	HE	0,09%	0,00%	0,06%
Transformer Manufacturers Pty Ltd	4 Profab Crescent Delville	HE	0,02%	0,00%	0,00%
Tri-Cor Signs Pty Ltd	93 Cuckoo Avenue Use Vendor 119786	HE	0,01%	0,01%	0,02%
Triple M Mining Pty Ltd	34 Menitjies Street Schoemansville	HO	0,00%	3,39%	0,69%
Tsunami Stationers Cc	12 Gunther Street Birchleigh North	HO	0,00%	0,00%	0,01%
Valard Bearings 63/01661/07	53 Kelly Road Jet Park	HE	0,00%	0,00%	0,03%
Total			11,46%	16,96%	26,50%

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

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

* HE: HDSA empowered

* HO: HDSA owned

Regulation 46 (d)

Process pertaining to management of downscaling and
retrenchment

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

13.1 Preamble

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

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

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

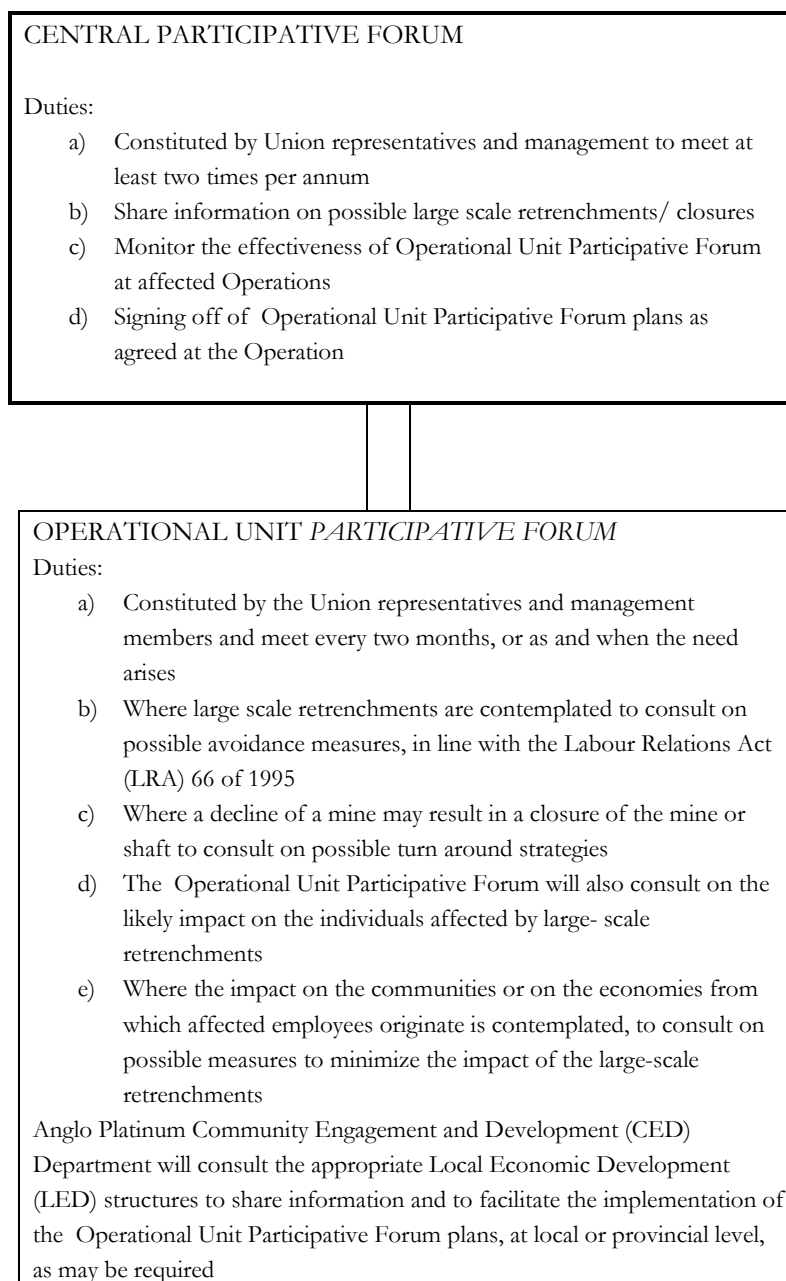
13.2 Strategies and objectives

For Union Mine to address the above three objectives, it has established a structure known as the Operational Unit Participative Forum consisting of management, the workers and / or their representatives. The mandate of this forum is to “look ahead into the future, at problems facing Anglo Platinum and Union Mine that may result in job losses and / or decline of the Company, and come up with possible solutions to address potential job losses or Organization decline”.

This joint labour-management committee, at the mine-site level, will be utilised as Union Mine ’s Future Forum and has the following specific objectives:

- a) To promote ongoing discussions / consultation between workers or their representatives and employers about the future of the mine and industry / sector;
- b) To look ahead / into the future to identify problems, challenges facing the mine and the industry or sector that may contribute to future job losses or decline of the mine and industry / sector, and to agree and propose possible solutions;
- c) To develop turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- d) To structure and implement proposals agreed on by both Union Mine 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 14 Future Forum Structure



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

14.1 Preamble

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

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

14.2 Strategy and objectives

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

14.3 Measures to prevent job losses

The most direct and appropriate intervention is for Union Mine to assist employees who could be retrenched in securing alternative employment. Union Mine has, in co-operation with Anglo Platinum and its other mining operations put a number of mechanisms in place to mitigate the impact of job losses in the event of downscaling or closure of the mine. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Union Mine 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) Re-skilling of workers for other jobs on the mine or for jobs outside the mining sector

Internal transfers to other Anglo Platinum mines

Union Mine supports multi-skilling of employees. Where applicable, one of the mine's strategies encompasses an understanding by employees that jobs and duties, subject to individual skills and capabilities, are flexible within Anglo Platinum departments and mines such as Union Mine .

Consequently, as part of the strategy to broaden the skills base, Union Mine provides training and retraining in the employee's existing career path as well as in new technological developments.

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

Providing training for proxy earners

Union Mine will develop policies to ensure that a proxy income earner¹⁵ is equipped to replace the income generated by the ex-mineworker. In line with the community skills development programme covered under poverty eradication in Regulation 46 (c) (iii), Union Mine will introduce programmes for re-skilling workers and skills training for communities. 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.

Re-killing 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, Union Mine provides 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 Union Mine 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, Union Mine intends to address critical retrenchment and retirement planning issues such as:

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

¹⁵ 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.

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

15.1 Preamble

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

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

15.2 Strategy and objectives

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

15.3 Measures when job loss is unavoidable

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

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

15.4 Alternative solutions for creating job security

Support for SMMEs

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

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

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 Union Mine. 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, Union Mine 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.

Union Mine 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.

Union Mine 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.

Retirement policy

In its Conditions of Employment, Union Mine makes 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 bargaining unit into which the employee falls and, if applicable..

The Amplats Company 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.

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

Medical repatriation compensation

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

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

16. 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

16.1 Preamble

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

16.2 Strategy and objectives

Union Mine 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.

Assessment and counselling services

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

Self-employment training and re-employment programmes

Union Mine 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. Union Mine intends to equip the current work force – as well as members of the community – with portable skills that will benefit the individuals concerned.

These initiatives will be aligned to the North West Province's Provincial Growth and Development Strategy. To realise this commitment, Union Mine 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.

Closure Planning

Union Mine has developed a closure plan that considers the optimal use of mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle. This plan will be a focus area of Union Mine'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 Union Mine for potential community development purposes. These physical assets include:

- a) Land holdings by the mine;
- b) Physical infrastructure;
- c) Social infrastructure¹⁶;
- d) Commercial and industrial infrastructure¹⁷; and
- e) Administrative infrastructure¹⁸.

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 resident¹⁹ to purchase food. In a rural environment, residents can often undertake subsistence farming as a substitute for purchased food. Inevitably, due to space constraints and the competition for formal sector employment in an urban environment, lower-income Companies will have the greatest difficulty in gaining alternative employment. They will also be the most restricted in their access to land to grow alternative subsistence sources of food.

For this reason, Union Mine is examining 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 will provide for the development of alternative sources of food for the dependent mine community during the course of the mine's operation that will be sustainable after mine closure.

At the same time, proxy income streams²⁰ 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.

¹⁶ On-site clinics, hospitals, crèches, schools, etc.

¹⁷ Industrial facilities, workshops, shops, offices, etc.

¹⁸ Offices, training centres, auditoriums, etc.

¹⁹ In the context of the Social and Labour Plan, an urban resident is generally considered to be living within the mine community.

²⁰ 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.

Other enterprises on mine property

Union Mine has considered the option of outsourcing current 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 Union Mine 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 Union Mine 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 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, Union Mine will examine each component of its land and infrastructure, and assess the extent to which post-mining use is possible.

These options will include the following:

- 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

Union Mine 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) Communication skills;
- d) Negotiations in terms of the economic aspects after closure; and

Ensuring that the non-renewable mineral resources can be replaced by the enhancement of biologically renewable resources

Regulation 46 (e)

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

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

Table 49 Financial Provision for the Implementation of the Human Resources Development Programme

HRD BUDGET	Forecast					
	2010	2011	2012	2013	2014	Total
ABET training	4,718,437	6,337,601	6,191,014	5,150,831	5,562,897	27,960,780
Learnerships	9,959,464	8,301,420	5,287,140	5,287,140	5,287,140	34,122,304
Supervisory and Management Development	330,000	352,980	374,158	396,608	240,404	1,694,150
Portable skills	185,000	176,000	186,560	19,753	209,618	776,931
Fast Tracking/Capacity Management	168,756	178,881	189,614	202,991	213,050	953,292
Internal Bursaries	189,000	189,000	189,000	189,000	189,000	945,000
Experiential learning/ Internships	154,000	163,240	173,344	183,416	194,421	868,421
Women in Mining	991,664	1,095,425	1,095,425	1,095,425	1,103,093	5,381,032
HDSA in Management	1,151,903	809,946	809,946	809,946	815,616	4,397,357
STOTAL	17,848,224	17,604,493	14,496,201	13,335,110	13,815,239	77,099,267

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

Table 50 Financial Provision for the Implementation of the Local Economic Development Programmes

FOCUS AREA	Forecast				
	2010	2011	2012	2013	2014
1. Poverty alleviation	R 9 250 000	R 3 750 000	R 2 750 000	R 1 250 000	R 1 250 000
2. Basic infrastructure	R 22 000 000	R 6 000 000	R 4 000 000	R 0	R 0
3. Education / Skills Training	R750 000	R 2 235 000	R 4 105 000	R 1 750 000	R 750 000
4. Health and social development	R 0	R 500 000	R 500 000	R 0	R 0
Moses Kotane Local Municipality	R 32 000 000	R 12 485 000	R 11 355 000	R 3000 000	R 2000 000
Oliver Tambo District Municipality	R 1 000 000	R 940 000	R 0	R 0	R 0
TOTAL	R 33 000 000	R 13 425 000	R 11 355 000	R 3 000 000	R 2 000 000

9. REGULATION 46 (E) (III) : TO PROVIDE FINANCIALLY FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN IN TERMS OF THE IMPLEMENTATION OF THE PROCESSES TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

The table 51 below is a provision for the downscaling and retrenchment. The provision is divided into re-skilling and payouts in case of retrenchments and covers employees at Patterson levels A-C, inclusive of contractors.

UNION SECTION					
Item	Cost per employee	No of employees	Employees needing training Levels A-C	Total cost year one	
Reskilling	R 3,406	9564	9295	R 32,574,984	
Labour costs- based on the average of two weeks for two years	R 233	R 66,927,038		R 66,927,038	
TOTAL COST PER YEAR	2010	2011	2012	2013	2014
	R 99,502,022	R 109,452,224	R 120,397,446	R 132,437,191	R 145,680,910

Regulation 46 (f)

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

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

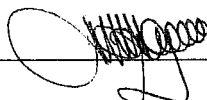
We, the undersigned and duly authorised thereto by RUSTENBURG PLATINUM MINES LIMITED, on behalf of Union Mine, for the conversion of an old order mining right to a new order, undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour plan and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

Signed at UNION MINE on this 2nd day of JULY 2010

(1)

Name of responsible person S.A. KGASWANE

Designation SENIOR HR MANAGER

Signature of responsible person 

(2)


Name of responsible person _____

Designation _____

Signature of responsible person _____

Approved

Signed at UNION MINE on this 2nd day of JULY 2010

Signature: 

Designation: GENERAL MANAGER

APPENDIX 1

Union Mine HDSAs in Management

Table 51 List of HDSAs in Management at Union Mine as at 31 October 2009

PERS. NR	SURNAME	INITIALS	FIRST NAME	RACE	GENDER	PATT
50075551	Saka	ET	Essau	African	Male	D1
50374575	Motsepe	LM	Lepetu Mathews	African	Male	D1
50580205	Tiro	GR	Gaolatlhwe Rejoice	African	Male	D1
50598678	Ntshabele	TC	Tshite Clement	African	Male	D1
50760971	Senne	JN	Johannes Nteseng	African	Male	D1
50847279	Matlou	PM	Pule Middad	African	Male	D1
50904450	Masilo	TT	Thomas Tshegofatso	African	Male	D1
51020424	Loock	M	Michelle	White	Female	D1
51020750	Mothatlhedi	RJ	Rakubuesele Jan	African	Male	D1
51021811	Beharrie	AM	Alistair Michael	Indian	Male	D1
51026082	Khumanego	MM	Michael	African	Male	D1
51034905	Baloi	PO	Peter	African	Male	D1
51035898	Chaoke	EP	Erasmus	African	Male	D1
80002325	Ramfate	OR	Odirile	African	Male	D1
80003454	Sylvanus	P	Padmini	Indian	Female	D1
80005581	Selomo	TV	Tsokolo Victor	African	Male	D1
80007185	Herbst	N	Naomi	White	Female	D1
80007221	Swanepoel	EJ	Elsie Johanna	White	Female	D1
80011053	Dube	TS	Tshepho Stephen	African	Male	D1
80016500	Maasberg	BJ	Barbara Jachomina	White	Female	D1
80025006	Matlhoko	LDE	Letshela Daniel Ephraim	African	Male	D1
80025083	Manyeli	JV	Jonathan	African	Male	D1
80025545	Masiangwako	IK	Israel Ketlogetswe	African	Male	D1
80028893	Mashele	ZS	Zava Shema	African	Male	D1
80029328	Tole	P	President	African	Male	D1
80029769	Mokubung	RS	Rapula Shadrack	African	Male	D1
80031005	Nyathela	RW	Rasisinyana William	African	Male	D1
80033650	Mogotlane	SV	Sekopa Victor	African	Male	D1
80036852	Dibakwane	RM	Rally	African	Female	D1
80038460	Semela	PA	Pule	African	Male	D1
80049056	Molatseli	HE	Hlomphe	African	Male	D1
80050968	Mphahlele	M	Matuku	African	Male	D1
80059067	Buchwane	MR	Mosimaneotsile	African	Male	D1
80061089	Makhuvha	M	Mashudu	African	Female	D1
80067645	Fortuin	I	Isaac	Coloured	Male	D1
80069391	Medupe	MA	Mogotsi	African	Male	D1
80070917	Matlala	KK	Kotole	African	Male	D1
99001783	Setshwane	I M	Isaac Mpoa	African	Male	D2
99002286	Robbertze	S	Somaria	White	Female	D2
99002299	Swanepoel	L	Liza	White	Female	D2
99002301	Van Staden	C	Christine	White	Female	D2

99002434	De Jager	Y	Yolande	White	Female	D2
99002482	Strydom	M	Mari	White	Female	D2
99002510	Hoffmann	M	Magdalena	White	Female	D2
99002753	Bezuidenhout	EC	Elsje	White	Female	D2
99002990	Mashilo	TJ	Tsietsi Joel	African	Male	D2
99003043	Swartz	NA	Nicholaas Andreas	Coloured	Male	D2
99003261	Dladla	T	Thandi	African	Female	D2
99003398	Moila	CG	Choene	African	Male	D2
99003448	Mpiko	KF	Khongotelani Frank	African	Male	D2
99003452	Bogosi	MJ	Moisakame Johnson	African	Male	D2
99003453	Swartz	LRI	Leon Reggie Ian	Coloured	Male	D2
99003538	Memela	M	Mthetho	African	Male	D2
99000319	Mabotja	M A	Mmanare Abram	African	Male	D3
99001910	Sam	L K	Lusanda Khanyiso	African	Male	D3
99002435	Van Rooyen	LL	Lizelle Lydia	White	Female	D3
99002519	Dondolo	SV	Sipho	African	Male	D3
99002521	Msiza	SJ	Seabelo Jacob	African	Male	D3
99002540	Makgopo	G	Grace	African	Female	D3
99002620	Winter	EJS	Elizabeth	White	Female	D3
99003058	Khumalo	NC	Nthethe Cosolmon	African	Male	D3
99003103	Masibigiri	KR	Richard Khorommbi	African	Male	D3
99003114	Nkosi	AT	Anthony Thembinkosi	African	Male	D3
99003161	Masinge	DB	Damdram	African	Male	D3
99003191	Sephaphathi	MJ	Morotuli Jackie	African	Male	D3
99003228	Lentsoane	MP	Mpipi Peter	African	Male	D3
99003319	Selowa	Z	Zakaria	African	Male	D3
99003436	Maseko	N	Noziga	African	Female	D3
99003501	Ngwenya	A	Adrian	African	Male	D3
99001735	Morutlwa	S P D	Sello Patrick Dan	African	Male	D4
99001859	Kekana	W O	Wonderboy Orchard	African	Male	D4
99002307	Mtsetwa	B C	Bongile Clifford	African	Male	D4
99003047	Thorne	J	Jason	Coloured	Male	D4
99003225	Sennanye	LE	Lesang	African	Male	D4
99003334	Nkosi	SS	Samuel	African	Male	D4
99003469	Molapisi	TR	Tshepo	African	Male	D4
99000274	Sithole	SM	Sydney Molefi	African	Male	E1
99000419	Mahlangu	V F	Vusumuzi Freddy	African	Male	E1
99002068	De Wit	H	Hester	White	Female	E1
99002422	Mokoka	BB	Boitumelo Benjamin	African	Male	E1
99001884	Martin	C R	Charles Riaz	African	Male	E2
99001977	Kgaswane	SA	Seloko Abram	African	Male	E3

MANAGEMENT ROLES AND RESPONSIBILITIES MATRIX

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

APPENDIX 2

Leadership's commitment to Employment Equity



Anglo American Platinum Corporation LTD

Employment Equity policy statement

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

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

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

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


Chief Executive Officer

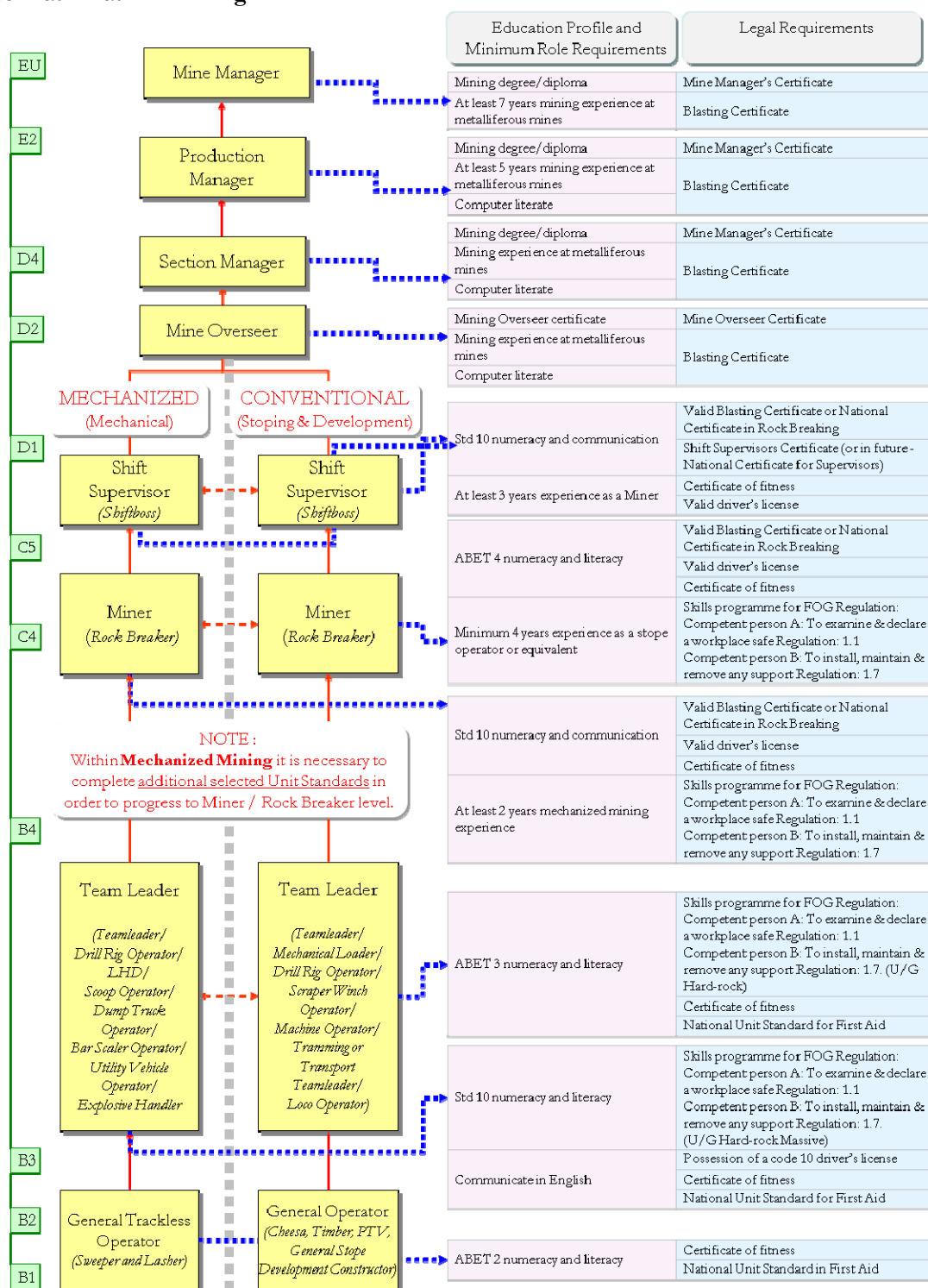
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ANGLO AMERICAN PLATINUM CORPORATION LIMITED

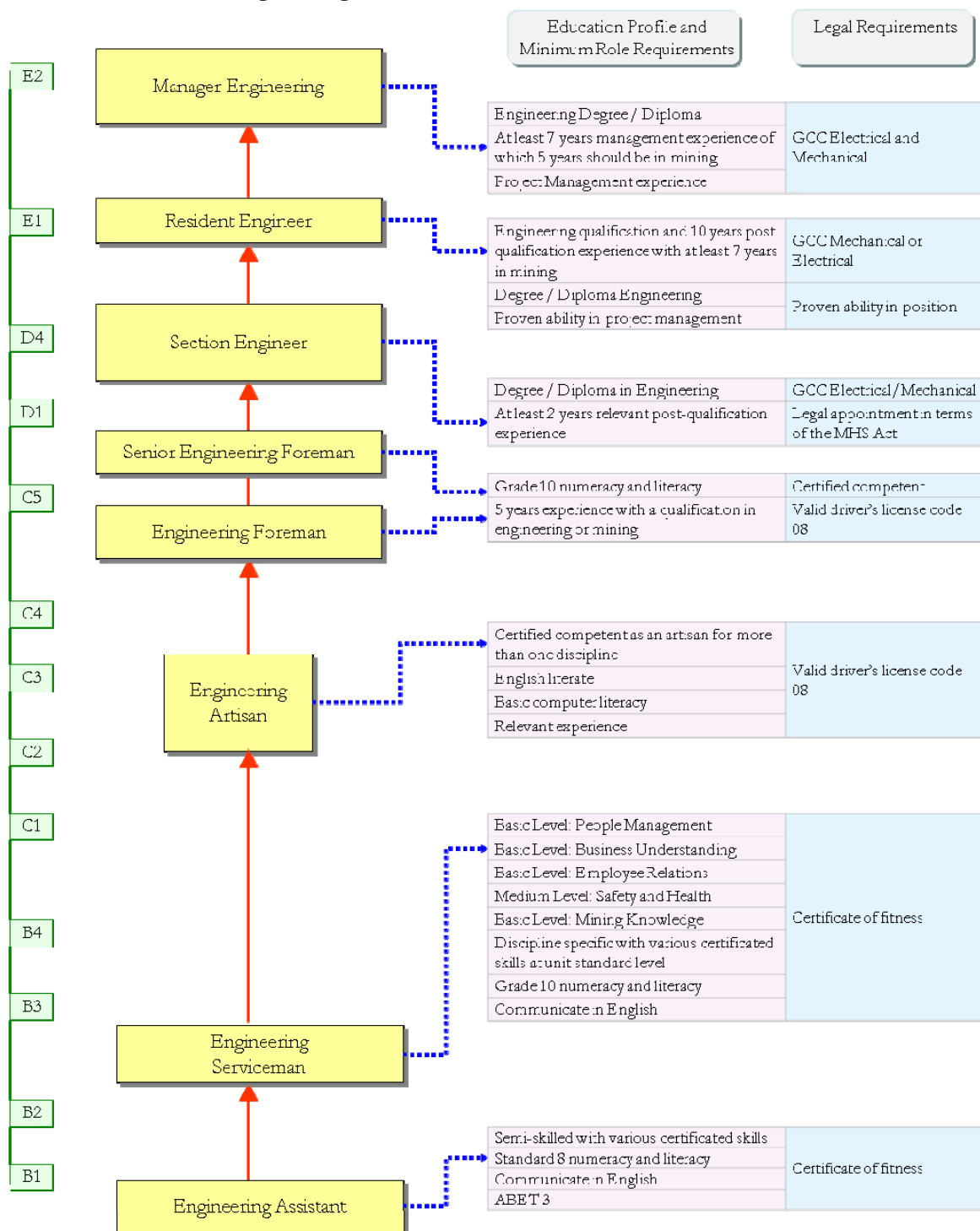
APPENDIX 3

Career Path Matrices

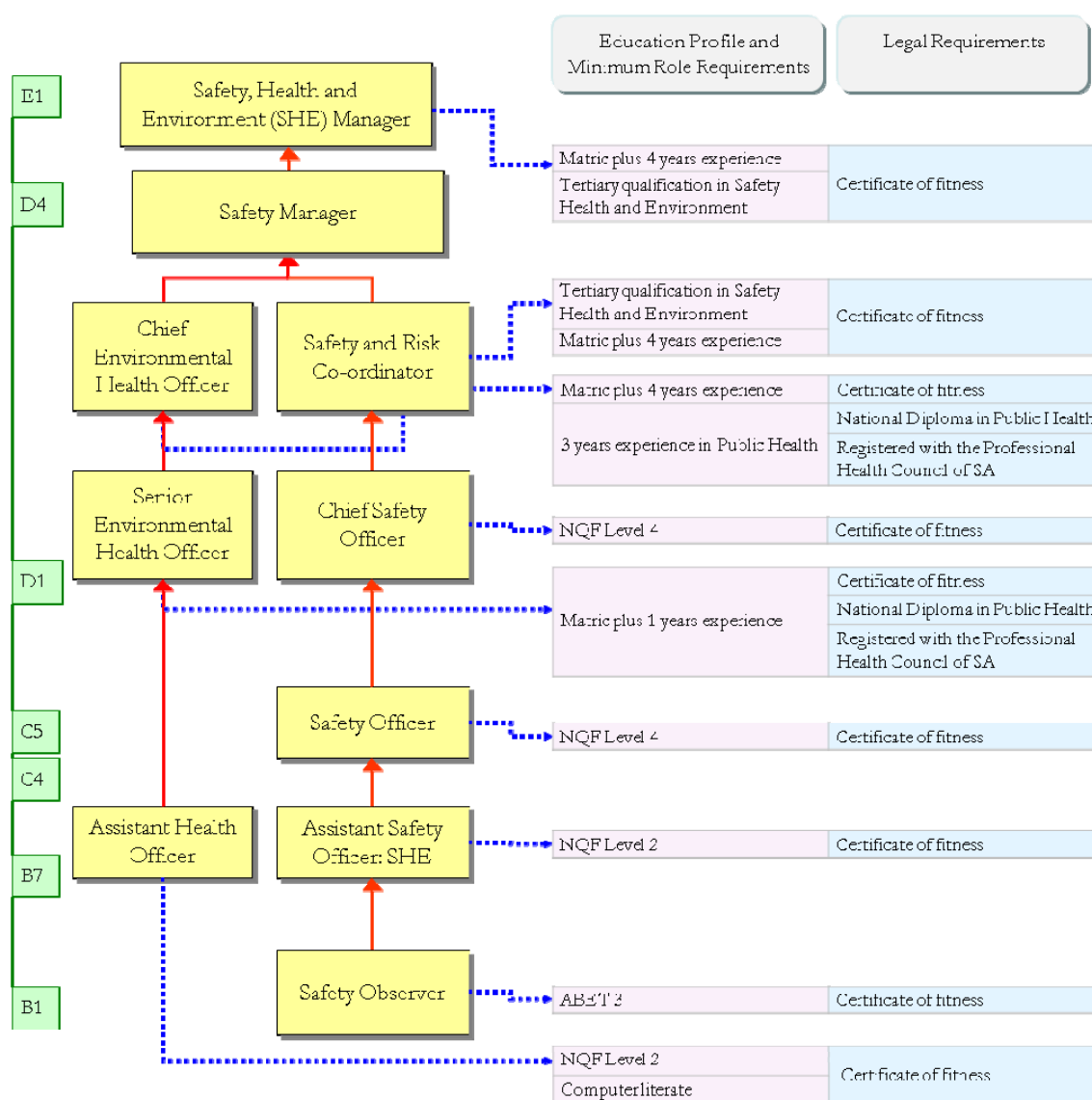
Career Path Matrix – Mining



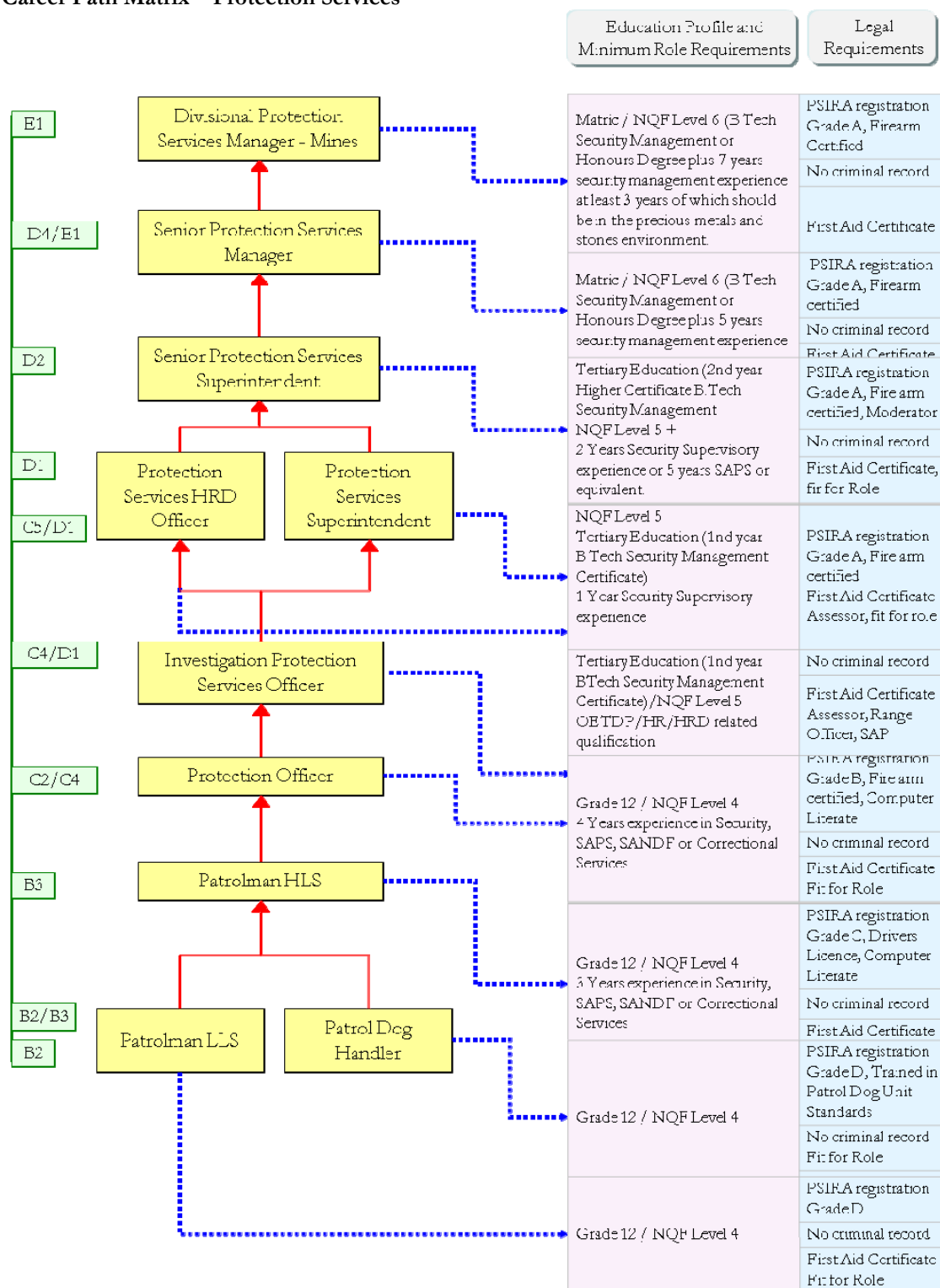
Career Path Matrix – Engineering



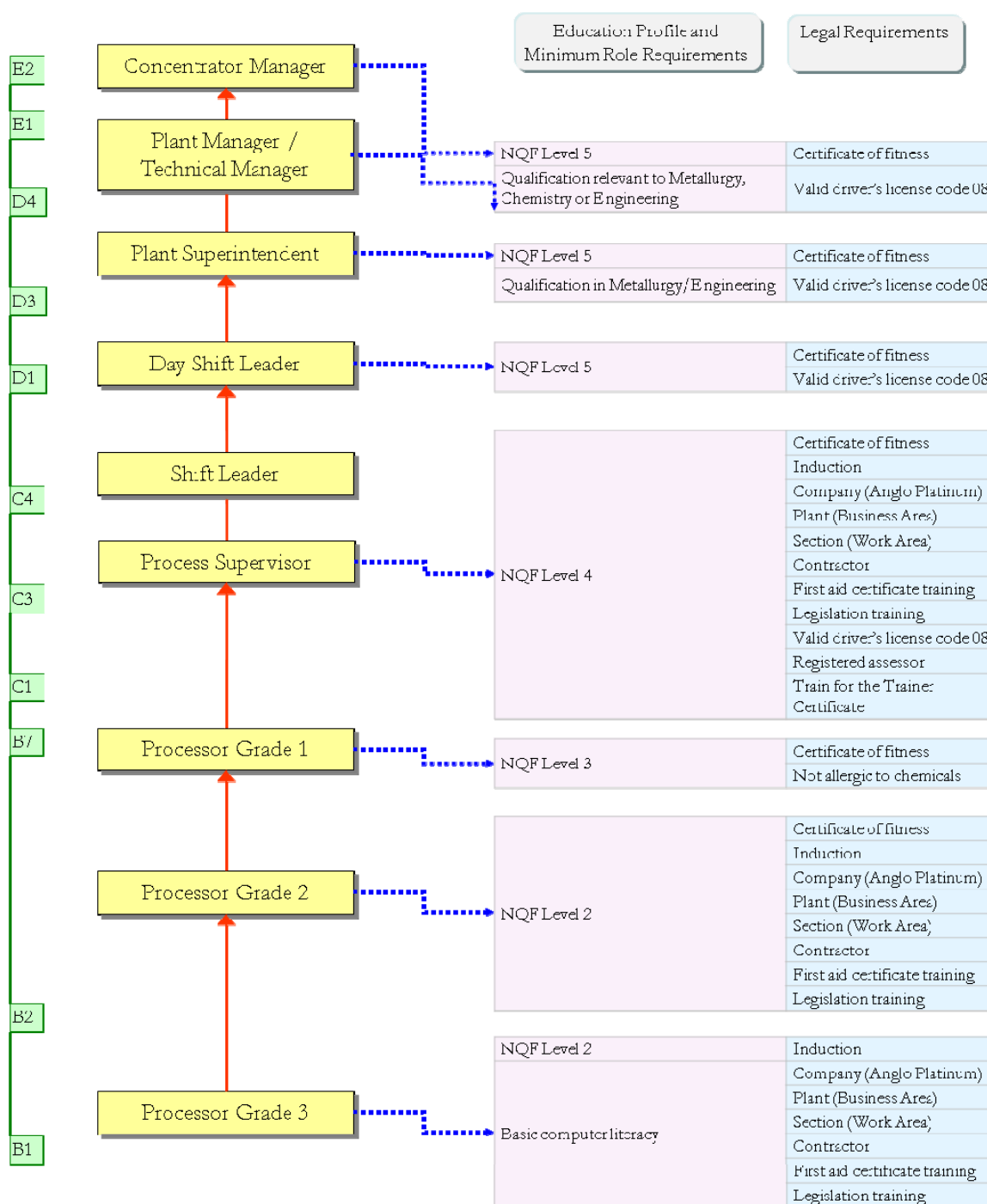
Career Path Matrix – Safety, Health and Environment



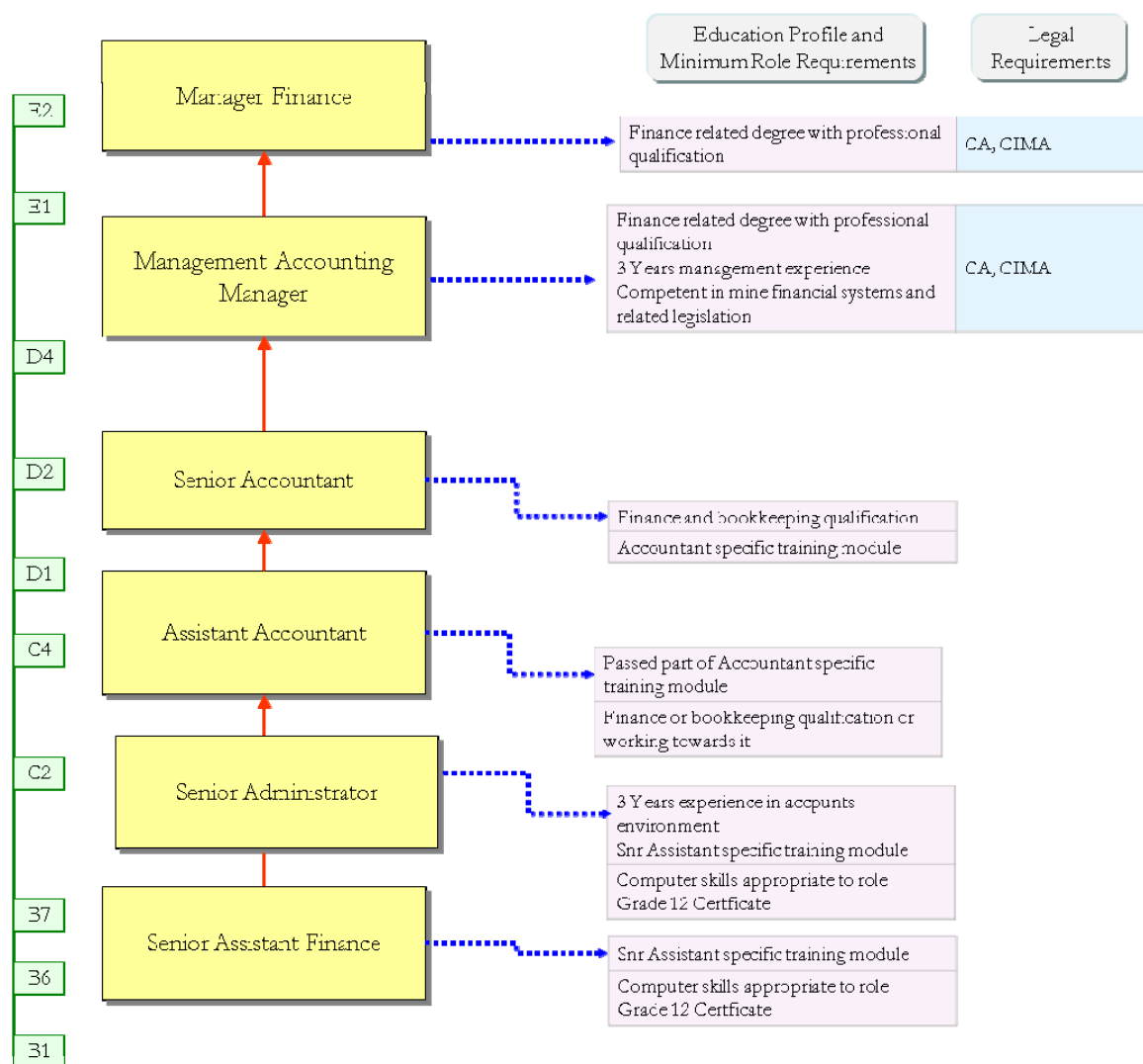
Career Path Matrix – Protection Services



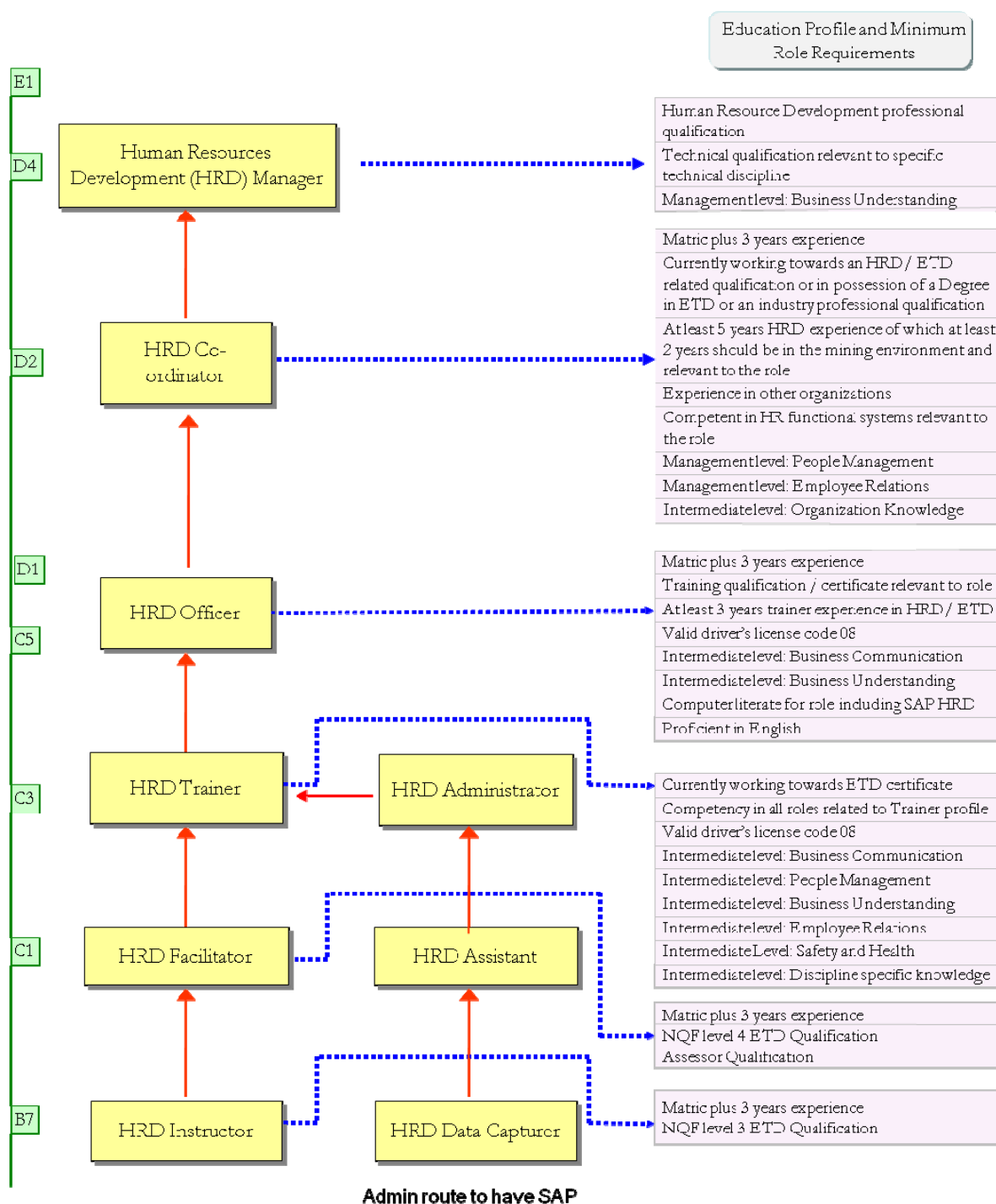
Career Path Matrix – Metallurgy



Career Path Matrix – Finance and Information



Career Path Matrix – Human Resources Development



Career Path Matrix – Human Resources

