

SOCIAL AND LABOUR PLAN



MINING RIGHT APPLICATION

Submitted as Annexure G, as contemplated in Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002 (Act number 28 of 2008)

Social and Labour Plan Regulation 46 (a) to (f)

Revised April 2014

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ABBREVIATIONS	
Abbreviation	Meaning
ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ATR	Annual Training Report
BBSEE	Broad-based Socio-economic Empowerment
BEE	Black Economic Empowerment
CBOs	Community Based Organisations
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoL	Department of Labour
EE	Employment Equity
FET	Further Education and Training (Institutions of)
FF	Future Forum
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HDSAs	Historically Disadvantaged South Africans
HET	Higher Education and Training (Institutions of)
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRSS	Home Rent Subsidy Scheme
IDP	Integrated Development Plan
JWG	Joint Working Group
LED	Local Economic Development
MPRDA	Minerals and Petroleum Resources Development Act (28 of
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGMs	Platinum Group Metals
SAQA	South African Qualifications Authority
SDF	Spatial Development Framework
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
TEBA	"The Employment Bureau of Africa" – Mine employee
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WiM	Women in Mining
WSP	Workplace Skills Plan

DEFINITIONS:	
Term	Meaning
Career Path	A set of promotions for an individual requiring increased experience, training or education for promotion into the next step.
Charter the, Charter	The Broad Based Socio Economic Empowerment Charter For the South African Mining and Minerals Industry. (Notice 1639/2004) (as amended September 2010)
The Community	The communities where mining takes place and the labour sending areas.
Contractors	Companies whose services are required by the Mine to do specialised work which is not in the core areas of the mining operation and whose provision of services are considered temporary.
Core Employment, Core skills	These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This includes artisans, rock engineers, professionals (i.e. recognised by a professional body), specialist (e.g. surveyor, safety, geologist, metallurgist, winding engine driver, environmental etc.) technologists, technicians, and persons with mining specific qualifications or licences.
Employees, Labour, Staff, Mineworkers	People employed by the Mine and those of its contractors
Mine The, Mine	Platreef Resources (Pty) Ltd, the production from the Mine which will be operated in the area designated in the Mining Right Application.
Paterson, Paterson Band	A job grading system; common in the South African Mining Industry which uses decision-making as criteria for dividing jobs into "Bands". "A Band" positions being the most Junior with "E Band" positions being the most senior on the Mine site.
Regulations	Regulations of the Mineral and Petroleum Resources Development Act (28 of 2002). Regulations different to the above will be indicated.
Scorecard	The annual reporting matrix submitted by the Mine in respect of the Charter
Sending Area	Areas from which the majority of mineworkers have been secured.
Stakeholders	A person , group, organisation, or system which affects or can be effected by an organisations actions which may relate to the policies intended to allow the aforementioned to participate in decision making in which it may have a stake,
Talent Pool	Employees who have been selected as a result of their work performance or educational abilities; to be placed on a career plan which requires accelerated training into vacancies or positions which lack the representation of the racial profile of the community or to the core or scarce skills on the Mine.

PART ONE

1 Preamble

1.1 About Platreef Resources (Pty) Ltd

Platreef Resources (Pty) Ltd (Platreef) is the holder of Prospecting Right (PR) No MTR 55/2006 (PR) over the Farms Turfspruit 241 KR and Macalacaskop 243, Registration Division KR, Province of Limpopo, which right expires on 31 May 2014 (DMR Ref: LP 30/5/1/1/2/872 PR). The area is under the Prospecting Right is referred to as the "Platreef Project". The Platreef Project is situated 10 km north of Mokopane in Mogalakwena Local Municipality (MLM) in the Greater Waterberg District of Limpopo Province of South Africa.

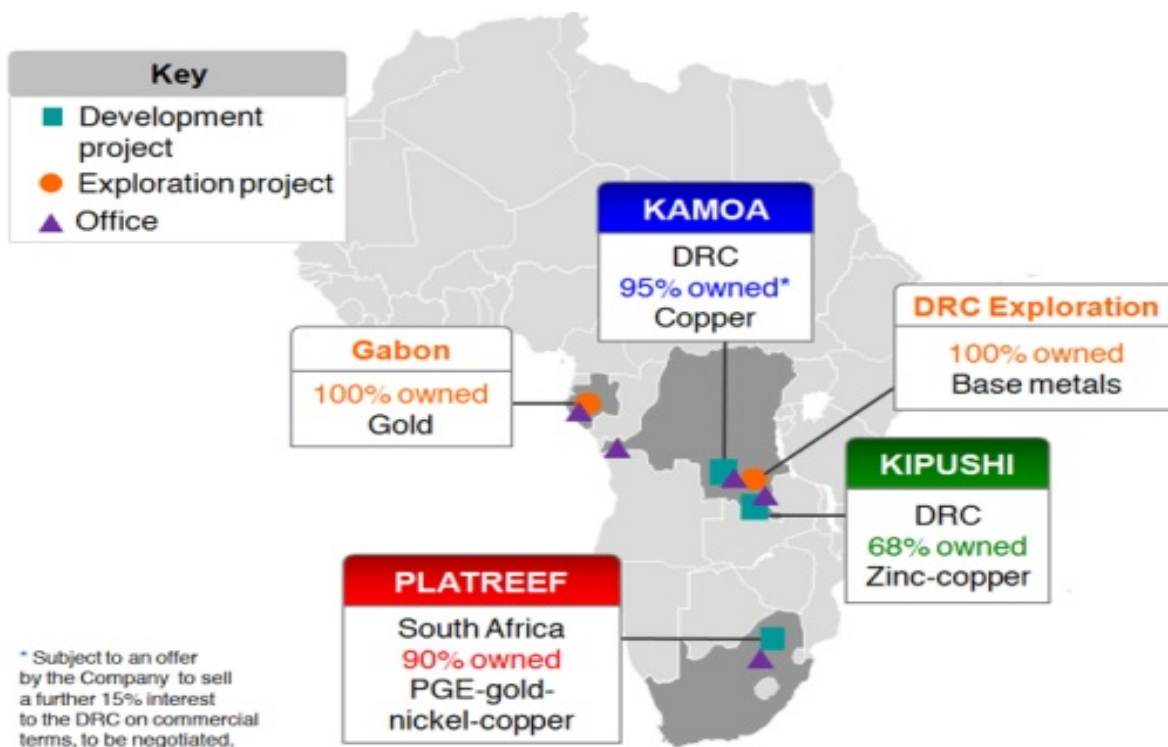
The total surface area of the above mentioned farms, except areas of the villages with permanent dwelling structures, will be utilised by mining activities infrastructure and will not be available for traditional economic activities such as communal grazing and ploughing. Platreef envisages that a Surface Lease Agreement will be concluded with the Communities directly affected by the mine development, and will also look at alternatives to the customary use of the surface that will be occupied by the mine development and infrastructure.

The Platreef Project, is 90%-owned by Ivanhoe Mines Limited (previously known as Ivanplats Limited), a company listed on the Toronto Stock Exchange (TSX) and 10%-owned by a Japanese consortium of Itochu Corporation; Japan Oil, Gas and Metals National Corporation (JOGMEC) and JGC Corporation. The Japanese consortiums' 10% interest in the Platreef Project was acquired in two tranches for a total investment of \$290 million. Ivanhoe Mines Limited is a global company which also holds mining interests outside South Africa (See Figure 1 below).

The Platreef Project includes a recently discovered underground deposit of thick, PGE-nickel-copper mineralization in the Northern Limb of the Bushveld Complex, approximately 280 kilometres northeast of Johannesburg.

PGE-nickel-copper mineralization in the Northern Limb primarily is hosted within the Platreef, a mineralized sequence that is traced more than 30 kilometres along strike. The Platreef Project hosts the southern sector of the Platreef on two contiguous properties namely Turfspruit and Macalacaskop. The northernmost property, Turfspruit, is contiguous with, and along strike from the adjacent Anglo Platinum's Mogalakwena Mine.

Figure 1: Ivanhoe Mines Ltd Project Map



1.2 Submission of a Social and Labour Plan

A Social and Labour Plan (SLP), which is a requirement in support of a mining right in terms of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA), is a prescribed plan of the social and labour programmes to be in place for the duration of every mining right. The objectives of the SLP (Regulation 41 of the Regulations of the MPRDA) are to:

- ◆ Promote employment and advance the social and economic welfare of all South Africans;
- ◆ Contribute to the transformation of the mining industry; and
- ◆ Ensure that holders of the mining rights contribute towards the socio-economic development of the areas in which they operate.

Progress with regards to the programmes outlined within the SLP in respect of human resources development, local economic development and the management of downscaling and retrenchment must be reported in annual SLP reports and submitted to the relevant regional Department of Minerals and Resources (DMR).¹

1.3. Mine and Ownership

This SLP supports the Mining Right Application by Platreef over the Platreef Project (the Mine) – an entity which will operate as an underground platinum mine in the areas delineated on the maps in Figure 4 and Figure 5 below.

The ownership of the Mine represents an array of Japanese and Canadian interests. Local Historically Disadvantaged South African (HDSA) ownership occurs in the form of a partnership with the local

¹ All references to specific year periods in the document is subject to the date of approval of the mining right and spending will commence from approval date.

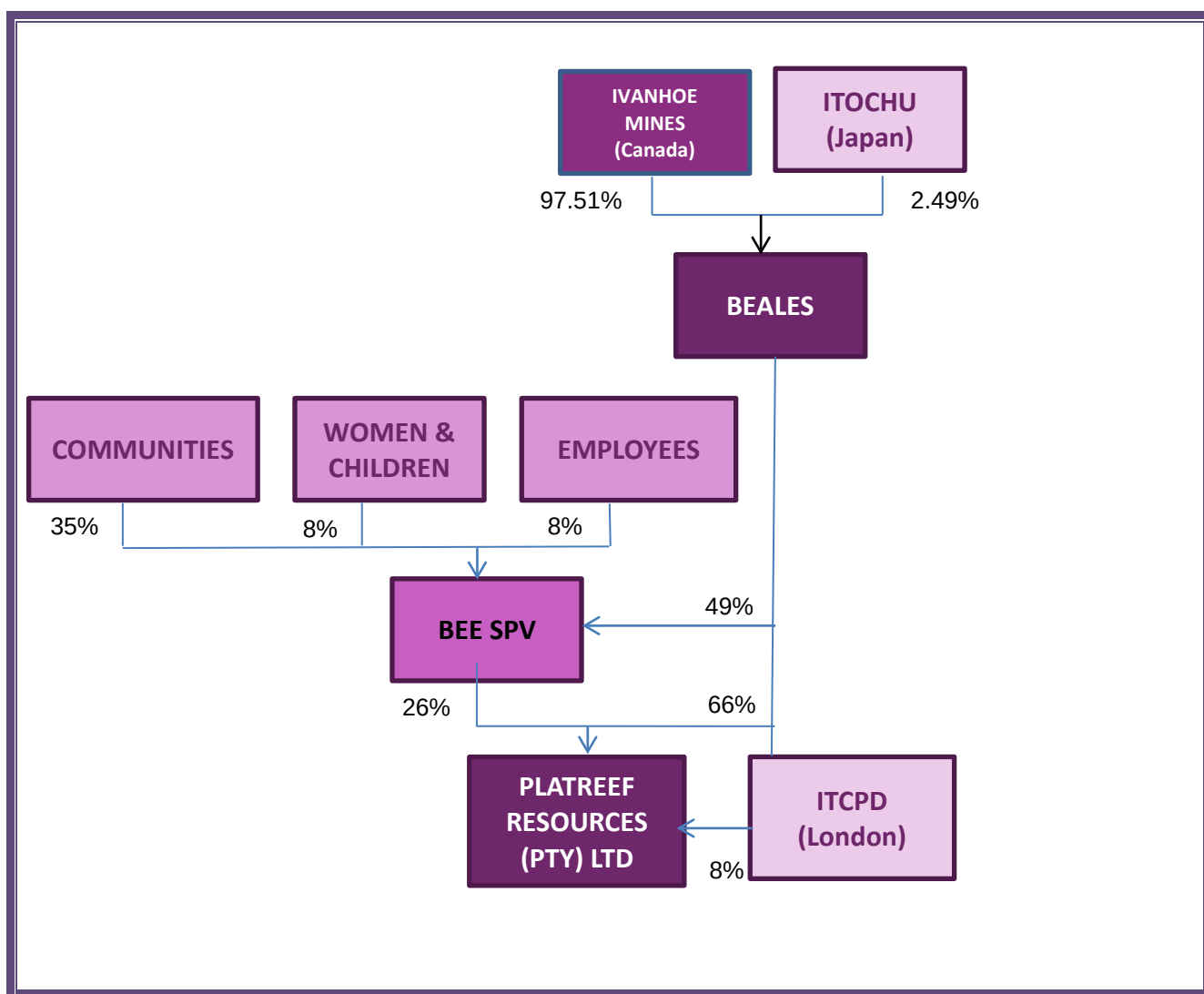
Communities, Women and Children and Employees. The ownership model of the Mine is depicted in Figure 2 below.

Communities will be the key beneficiaries of the transaction, with Ivanhoe Mines Limited acting as a capital partner.

Ivanhoe Mines Limited will provide 100% vendor financing to facilitate Black Economic Empowerment (BEE).

In addition, Ivanhoe Mines will provide a 100% funding facility, to ensure that BEE is not diluted by future funding requirements to develop the Mine.

Figure 2: Ownership model of the Mine



1.4 Particulars of Platreef Resources (Pty) Ltd:

ITEM	DETAILS
Company	Platreef Resources (Pty) Ltd
Registration Number	1988/000334/07
Contact Person	Gerick Mouton
Tel no	+27 11 088 4300
Fax no	+27 86 675 1836
Cellular no	+27 83 708 0999
E-mail address	gerickm@ivanplats.com
Postal Address	P.O. Box 782078 Sandton 2146
Physical Address	82 on Maude 2 nd Floor 82 Maude Street Sandton 2146
Location of mine	The Mine is located in the Limpopo Province. The nearest town is Mokopane, located 10km south of the Mine area.
Commodities	Platinum Group Metals (PGM's) consisting of Platinum, Palladium, Rhodium, Iridium, Ruthenium and Osmium and all other associated metals and minerals including but not limited to Gold, Silver, Nickel, Copper, Cobalt and Chrome
Life of mine	30 years
Breakdown of employees per sending area	This Social and Labour Plan (SLP) refers to a proposed new Mine. It is expected that the Mine will employ approximately 2116 people at steady state production in 2020. The main sending area will be the communities directly surrounding the mine area
Financial year	1 January – 31 December

1.5 Size and composition of the current workforce:

Currently there are 157 employees at Platreef. We also have 361 directly employed contractor employees. Platreef and its contractors have a 60.1% local footprint. All of these employees have

been employed during the exploration phase of the Mine. The Mine will not significantly increase this workforce during the first 5 (five) years of the SLP. During this period (2014 – 2018) the sinking of the production and ventilation shafts will take place, as well as, the construction of the infrastructure of the Mine and the concentrator plant. Appointed contractors will be responsible for the construction phase. The composition of the current employees is reflected in Table 1 below:

Table 1: Occupations of the current workforce as on 10 March 2014

Occupation	Amount	Occupation	Amount
Admin Officer	1	Human Resource Administration Officer	1
Admin/Business Manager	1	Intermediate Life Support	1
Admin/Hospitality Officer	1	IT Support Technician I	1
Administration Officer II	1	IT Technician II	1
Basic Life Support	1	Junior Geologist	4
Bookkeeper	2	LED Manager	1
Chief Safety Officer	1	Maintenance Assistant	2
Cleaner	3	Maintenance Supervisor	1
Community Liaison Officer	10	Operator	1
Community Relations Clerk	1	Procurement Coordinator	1
Community Relations Manager	1	Project Control Manager	1
Community Relations Manager (Traditional Authorities)	1	Project Director	1
Construction Manager	1	Project Engineer	1
CSR Coordinator	1	Project Office Administrator	1
Data Capture Clerk I	2	QA/QC Assistant	1
Driver I	3	QA/QC Coordinator	1
Emergency Services Coordinator	1	Receptionist /Cleaner	1
Enterprise Development Manager	1	Safety Clerk	1
Environmental Manager	1	Safety Officer	1
Environmental Compliance Officer	1	Safety Officer in Training	1
Environmental Officer	1	Security Controller	1
Exploration Assistant	14	SED Support Services	1
Exploration Assistant	9	SED System Administrator	1
Exploration Supervisor	1	Senior CR Assistant	2
Farm Manager	2	Senior CR Assistant (Tshamahansi)	1
General Farmworker	30	Senior Exploration Geologist	1
General Manager	1	Senior Geologist	1
Geologist	2	Senior Geotech Engineer	1
Geologist II	1	Senior GIS Technician	1
Geologist III	1	Senior Process Engineer	1
Geology Manager	1	Skills Development Facilitator	1
Geotechnical Engineer	2	Stakeholder Relations Manager	1
Government Relations Manager	1	Storeman	1

Housekeeper	3	Team Leader	1
HR Assistant	2	Tractor Driver	4
HR Operations Manager	1	Training Manager I	1
HR Superintendent	1	Transport Clerk	1
HRD Administrator	1	VP: CGR	1
HRD Manager	1	Support Services Coordinator	1

Table 2: Form S: Current Workforce Profile of Platreef Resources (Pty) Ltd

Occupational Levels											Total
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Senior management	1	0	0	2	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	9	0	0	11	2	0	0	2	0	0	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	5	10	1	0	4	0	0	25
Semi-skilled and discretionary decision making	4	0	0	0	3	0	0	0	0	0	7
Unskilled and defined decision making	43	0	0	0	16	0	0	0	0	0	59
TOTAL PERMANENT	62	0	0	18	32	1	0	6	0	0	119
Temporary employees	21	0	0	1	15	0	0	1	0	0	38
GRAND TOTAL	83	0	0	19	47	1	0	7	0	0	157

1.6 Labour sending areas of current employees

The demographic analysis of the current Mine workforce employed by the Mine shows the major labour sending areas as depicted in Figure 3 below:

Figure 3: Labour sending areas of current employees

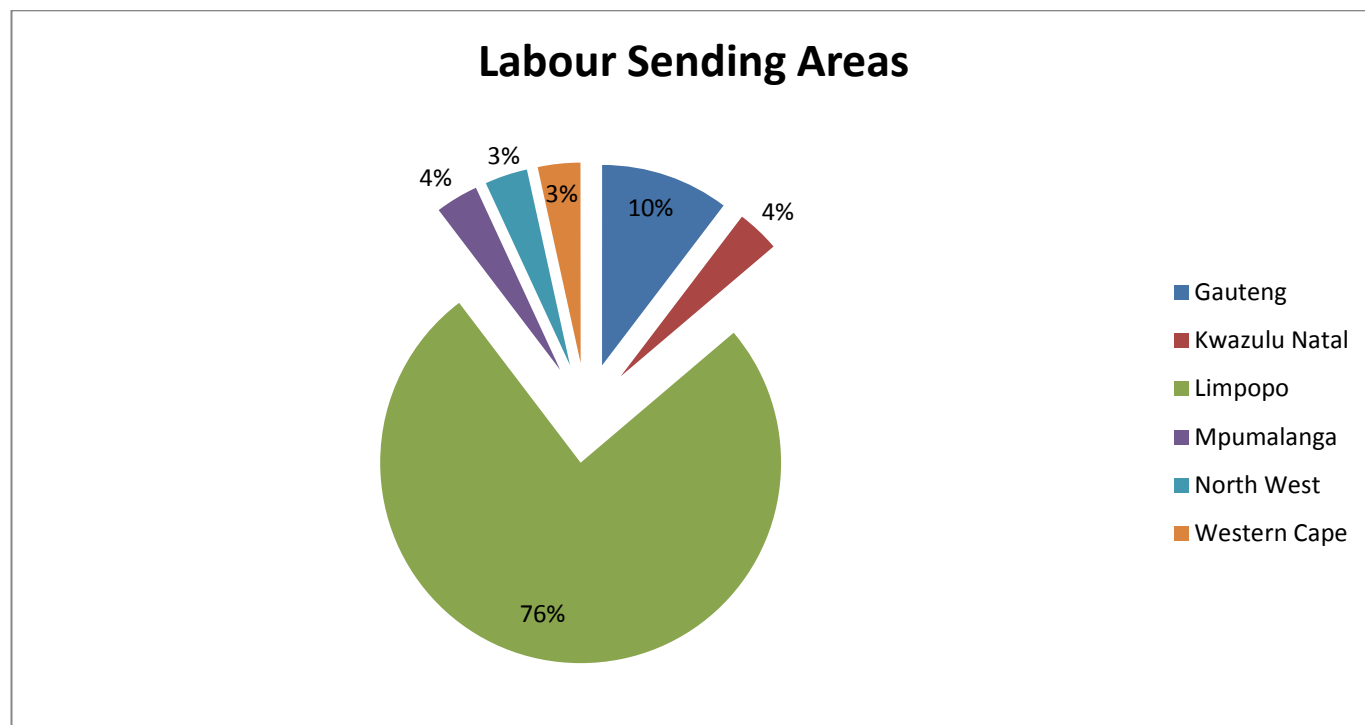


Figure 4: Location of the Platreef Resources Mine: Regional setting

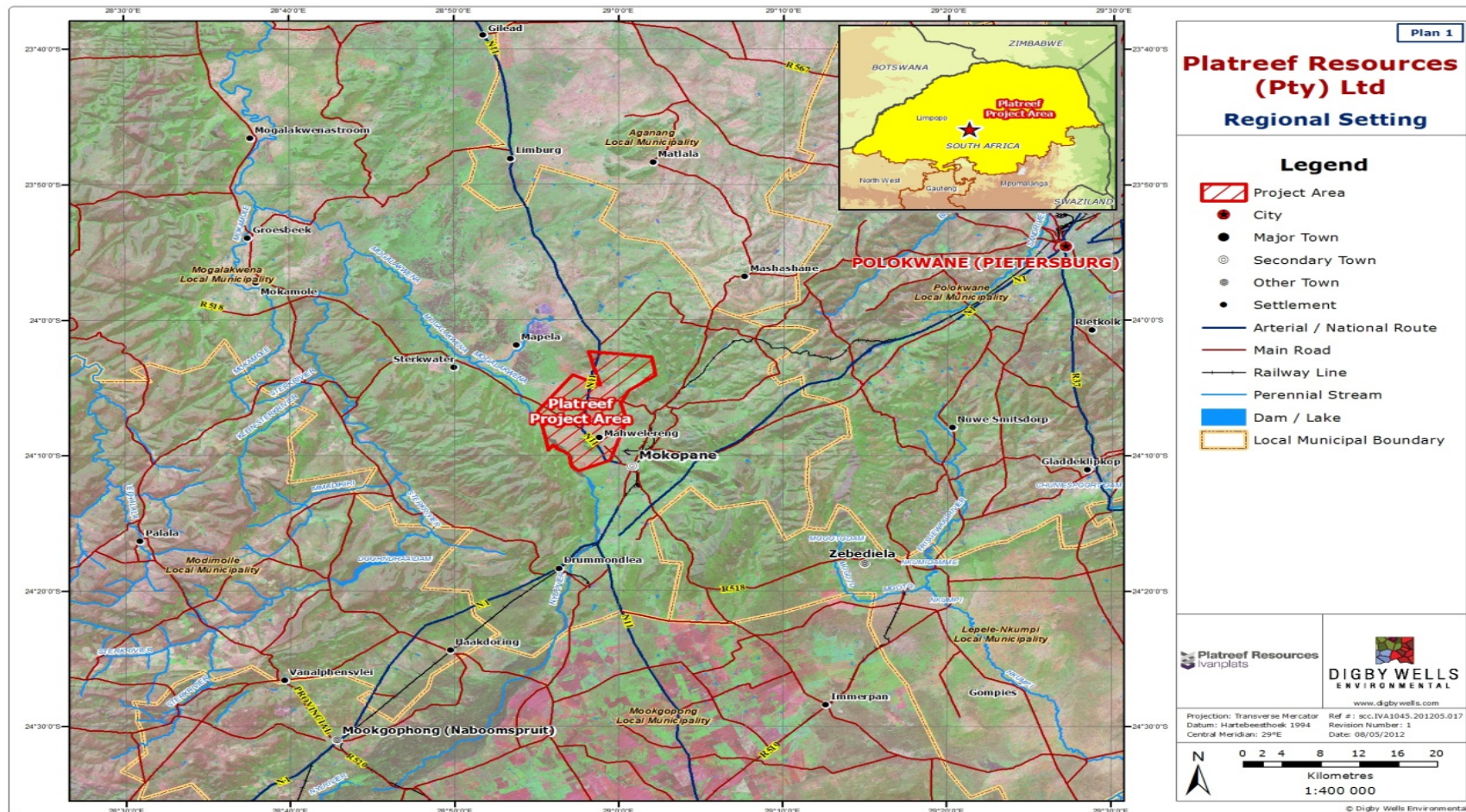
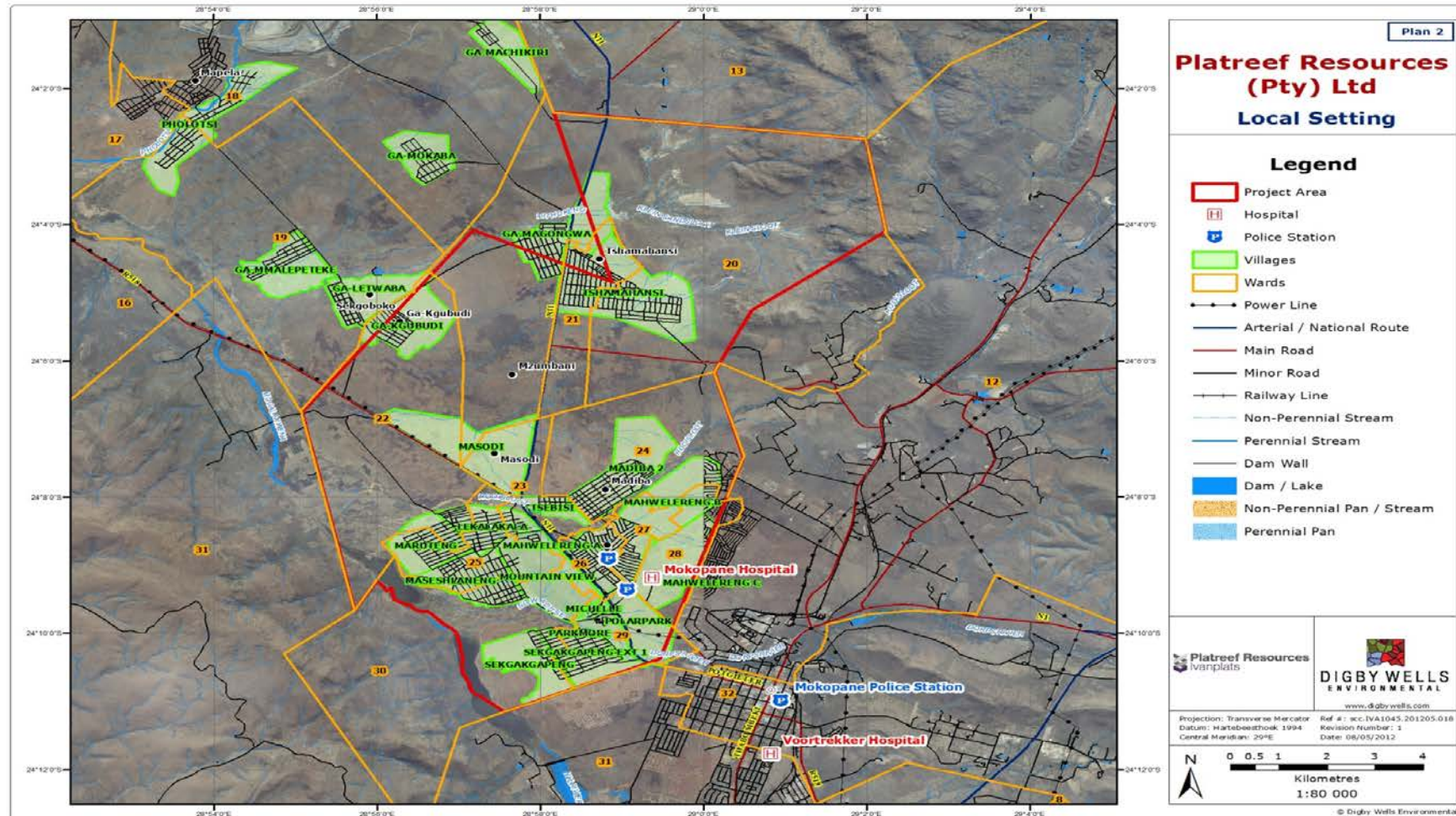


Figure 5: Location of the Platreef Resources Mine: Local Setting

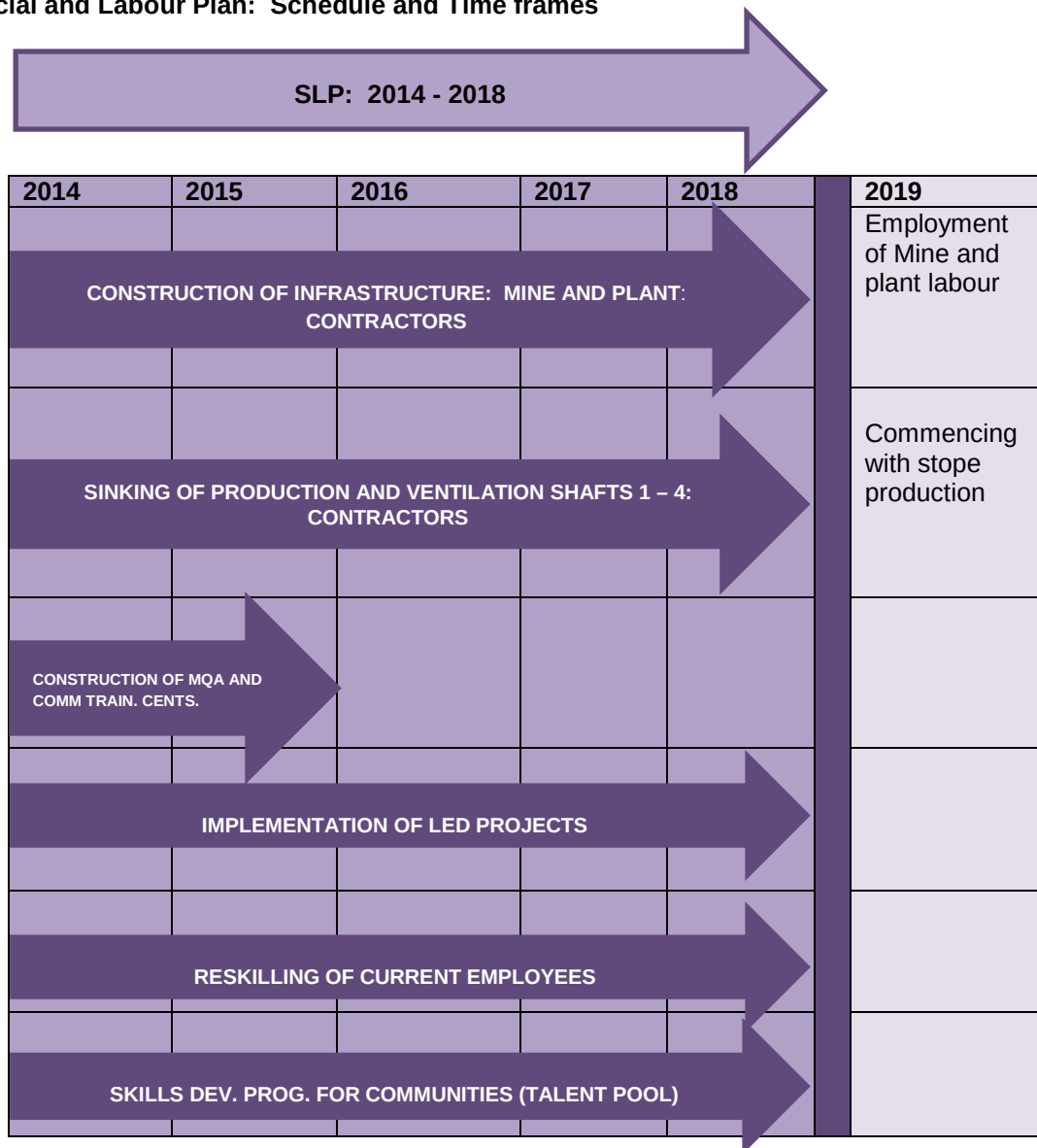


1.7 Social and Labour Plan: Schedule and Time frames

Table 3 represents an overview of the proposed time frames and schedule of the activities to be implemented over the period of this Social and Labour Plan (2014 – 2018).

The schedules and cost related assumptions in this document are based on an assumed May 2014 approval of the Platreef Mining Right Application, which is now being processed. Changes to that approval date, earlier or later, will change these assumptions on a month for month basis.

Table 3: Social and Labour Plan: Schedule and Time frames



1.8 Investments of Platreef Resources (Pty) Ltd

Platreef is one of the mine fraternity members partaking in the Olifants River Water Resource Development Project (ORWRDP) to secure water for the mine operations as well as for the communities.

The total value of this project is R1.9 billion. The Mine's investment is in excess of R300 million and this water project will ensure an additional 24 Mℓ of water per day for the communities, which represents a major contribution to the

community.

The total budget allocation for the implementation of the SLP of the Mine is R160 million for the 5 (five) year period from date of granting of the mining right.

PART TWO

2. Regulation 46 (b): Human Resources and Skills Development Programme

2.1 Introduction:

The structure of the section is based on the underlying Human Resources Development methodology that is used by Platreef Resources (Pty) Limited, showing how:

- ◆ Operational requirements are converted into a labour plan;
- ◆ The Labour Plan reflects position profiles and career paths;
- ◆ Local recruitment requirements;
- ◆ Employment Equity (EE) planning regarding historically disadvantaged South Africans (HDSA's) in management and women in mining is incorporated into the Labour Plan;
- ◆ Skills audits and Individual Development Plans are used to measure the skills gap and feed into the Skills Development Plan (SDP);
- ◆ The SDP incorporates the use of bursaries, internships, scholarships, learnerships, and extensive core skills training to meet the requirements of the Labour Plan; and
- ◆ Mentorship and coaching are also utilised to support the SDP.

All contractors will be incorporated into this methodology to ensure that the appropriate implementation and reporting mechanisms are in place to fulfil the requirements of the MPRDA.

It must be noted that during the time of writing the SLP, all tenders for the construction of the production and ventilation shafts and construction of the infrastructure of the Mine and the plant, have not yet been awarded.

Contractor labour figures presented in this SLP are therefore proposed figures based on similar projects conducted for other mines.

2.2 Integrated Human Resources Development Programmes

Figure 6 provides a diagrammatic representation of the Integrated Human Resources Development Programme and that is used as a framework for the process of human resources, development planning and implementation. This business process provides the guiding principles and framework within which the Mine will operate in respect of human resources development.

A Site Future Forum will be established in order to facilitate on-going communication between the Mine management and contracting companies to be able to track the implementation of the Human Resources Development Programmes. This Site Future Forum will also represent the SLP Forum and will meet on a monthly basis to discuss matters associated with Human Resources policies and practices. The objectives of the Site Future Forum/SLP Forum are to:

- ◆ Share appropriate best practices amongst human resources managers from the different contracting companies;
- ◆ Share new initiatives prior to implementation;
- ◆ Discuss progress in terms of implementing the requirements of the Mining Charter and the Social and Labour

Plan; and

- ◆ Review key human resources measures

The development of the Labour Plan is fundamental to the entire strategic approach regarding human resources development. It is a tool to identify those positions that can be earmarked as appropriate for women in mining.

The Labour Plan also sets the parameters for the downscaling and closure process. Through timeous identification of the potential for reduced labour requirements, the Mine is able to plan appropriate strategies to minimise job losses, and where this is not possible, to provide additional portable skills.

In order to meet the Mine's commitment to achieving 40 % HDSA's in management positions, the Labour Plan is used to identify where and when HDSA's are to be placed and to identify the skills and competencies that these employees will need in order to take up management positions and to successfully undertake the role required for them once they attain these levels.

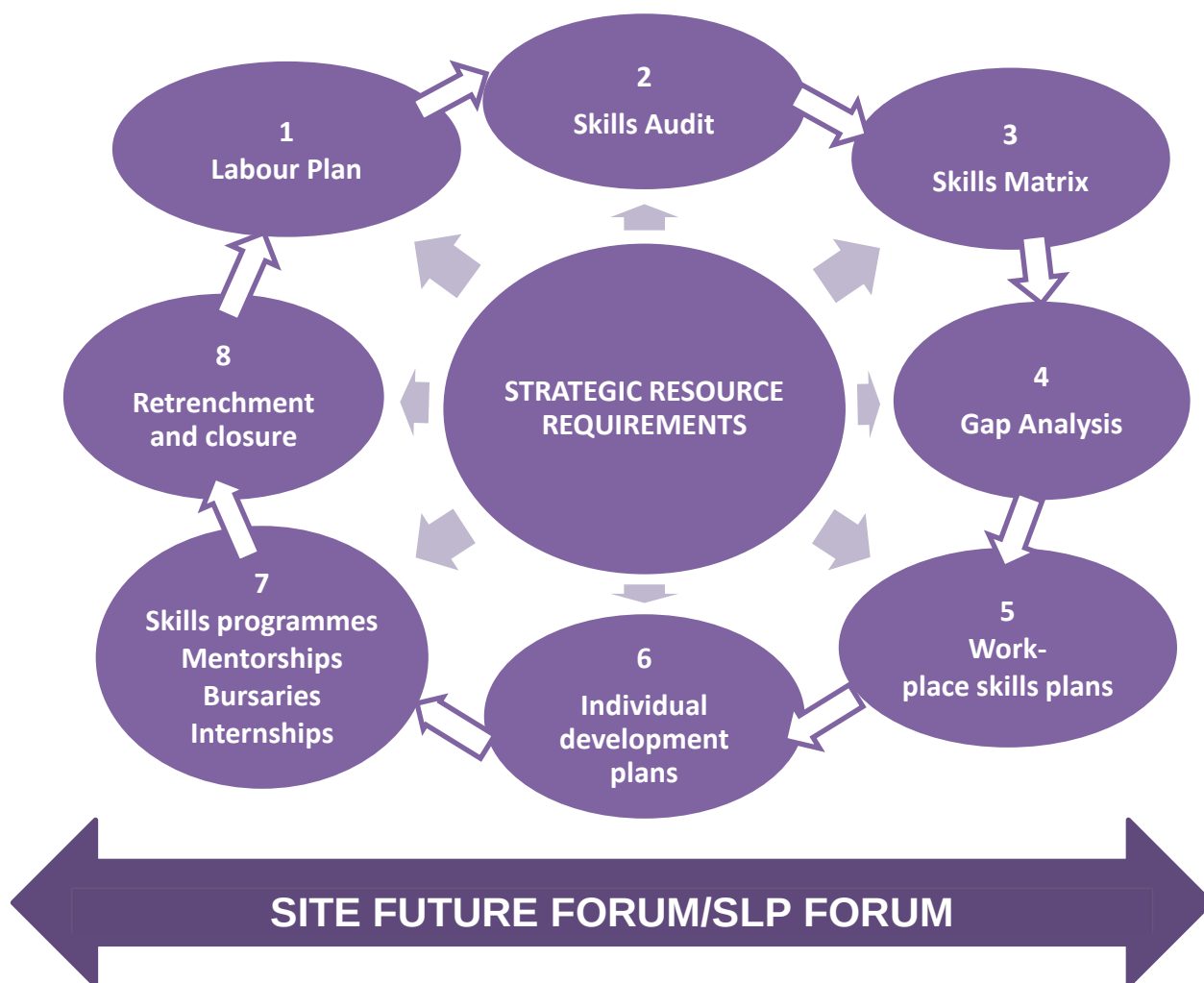
Platreef and all contractors will be expected to source 100% of their unskilled labour requirements and 30% of their skilled (semi-skilled) labour requirements from the broader Mokopane community in support of this SLP by recruiting as far as possible inside the following criteria:

- ◆ First attempt to employ from the ten affected communities (51%);
- ◆ Then from Mokopane (Villages within the Chieftaincy of Kgoshi LV Kekana including Mahwelereng) (30%);
- ◆ Then from the entire Mogalakwena and Waterberg district (19%); and
- ◆ If after exhausting the above process no candidate can be found the search will go nationally.

In order to obtain employment at Platreef, community members need to register on the Department of Labour Database ESSA (Employment Services South Africa). Platreef has additional criteria for recruitment which includes providing proof that the applicant is a local candidate. Platreef is currently working with Stakeholders to determine the definition of local labour, as well as, the level of proof required. Platreef is committed to employing the existing local community members and plans to implement an auditable process in respect of this administration.

It must further be noted that there will not be a significant increase in the Mine's labour force during the construction and development phases of the Mine (within the first 5 (five) years of the SLP). The focus will rather be in developing the current labour force by implementing the Individual Development Plans to fill positions within the Mine and the concentrator plant in 2019. It must further be noted that the Mine will probably not employ people within the Top Management Level (Board Level) at the Mine as this function is catered for at the head office in Sandton.

Figure 6: Integrated Human Resources Development Programmes



2.3 Labour Planning

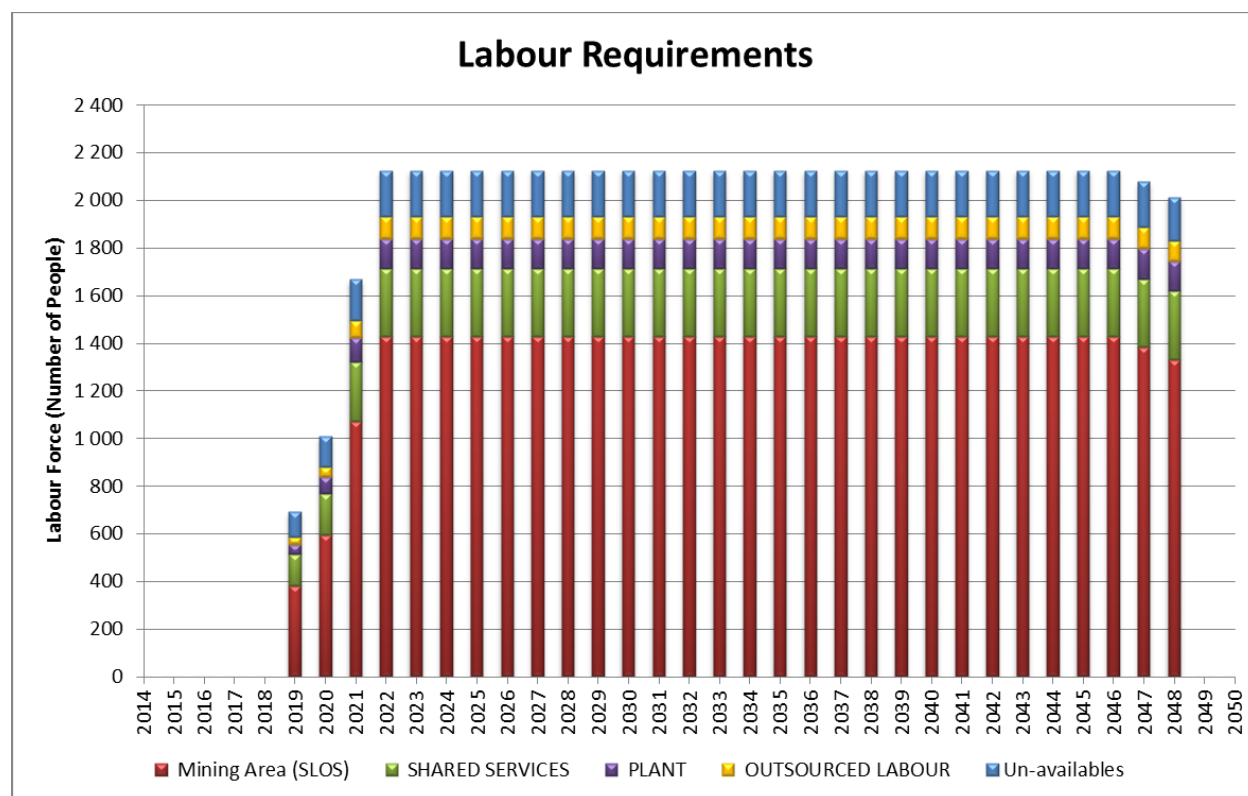
The Mine will use a process of labour planning that provides the basis for the implementation of the SLP. Labour Planning is a fully integrated organisational process that involves proactively planning ahead to determine future organisational human resources needs and to avoid talent surpluses and shortages within the organisation.

The Mining Works Programme (MWP) has been the basis from which the Labour Plan has been developed.

Although the Mine is not going to employ a significant number of new people to its operations during the first 5 (five) years of the SLP, the labour planning for the duration of the production phase has been completed in line with the MWP.

Figure 7 gives an overview of the labour complement needed from the start of the mining and production schedule until the end of the 30 years of the projected life span of the Mine.

Figure 7: Labour Requirements of the Mine: 2019 – 2048



2.4 Operations

The current MWP assumes that the deposit will be mined using the sublevel blast hole stoping method. The ore zones are divided into individual stopes. Access drifts are driven through the ore zone at the top and bottom of each stope from the mining sublevels. At the bottom of the stope, a number of draw points are mined and equipped to extract the ore. The ore is drilled and blasted from the access drifts and the ore is removed from the stope using a diesel-powered load haul dumper (LHD) and dumped in an ore pass located nearby.

After mining of each stope is completed, it is backfilled with cemented fill. Initial studies have assumed the use of cemented rock fill, but both paste fill and hydraulic fill options will be evaluated in future studies.

It will use a highly mechanised model of mining yielding at steady state production, 3 million tonnes annually. The run-off-mine will be treated at an on-site concentrator with the concentrated product being removed for final refinement into platinum group metals at refineries in Polokwane, Rustenburg or the Witwatersrand.

The human resource skills-set required in order to operate the Mine will therefore be that of a mechanised hard rock underground mine and surface concentration plant.

2.5 Implementation of the Social and Labour Plan

Formal implementation of the SLP will commence upon the award of the mining right. This SLP assumes approval and commencement thereof in 2014, but will be adjusted accordingly. However, the Mine as part of Corporate Social Responsibility (CSR) spend, has already begun implementing certain interventions – a step that was taken due to the profile of the social impact and awareness of the local community with regard to prospecting, shaft sinking and development operations. The CSR interventions for which implementation has already commenced, include the establishment of structures to engage the communities in consultation, liaison and the formulation of local community

economic development initiatives.

The skills audit of the current employees at the Mine, the design of individual development plans for these employees and training and hiring of local employees will also commence as required to support on-going work before the implementation of the elements contained in this SLP, to be ready for implementation.

2.6 Social and Labour Plan Budget

A decision by the Executive Management Team of Ivanhoe Mines Limited to allocate 2% of the Capital budget² to the SLP for the first 5 (five) years had a substantial impact on the scale of the Local Economic Development (LED) Projects and the Skills Development initiatives for the communities. The total budget allocated to the Social and Labour Plan is R160 million over a 5 (five) year period. The financial provision made for the Human Resources and Skills Development component in this SLP is R67million.

2.7 Mining Charter and Scorecard

The Mine has a current work force of 157 employees. These employees have primarily been involved in the exploration phase of the Mine. The Mine has therefore established a Human Resource Development (HRD) Department and has implemented various Skills Development and Employment Equity (EE) programmes in accordance with the Broad Based Socio Economic Empowerment Charter for the Mining Industry. The reporting process is taking place on an annual basis with reference to the “scorecard”. This SLP will be used as a vehicle and base reference policy document in the setting and expenditure to achieve these goals. Where possible and where appropriate throughout the SLP, reference will be made to this scorecard.

2.8 Registration and compliance with the Skills Development Act (No. 97 of 1998)

The Mine is currently contributing a skills levy via SARS to the Mining Qualifications Authority (MQA). The Mine has already drafted a Workplace Skills Plan (WSP) for the current employees as some of these employees need to be reskilled and retrained to be employed in the Mine or processing plant.

The focus of the SLP within the first 5 (five) years will be on the implementation of skills development and training initiatives to the communities and the current employees of the Mine. Contractors will be used for the construction of the production and ventilation shafts and the construction of the Mine and concentrator plant.

The objectives of the skills development programmes will be to:

- ◆ Create a talent pool for the Mine and plant within the first five (5) years of the SLP;
- ◆ Equip people with portable skills to become self-employed or employed in sectors other than mining, e.g. construction and agriculture; and
- ◆ Equip people with the specific skills required to operate a highly mechanised mine.

Some of these training interventions will take place at the MQA accredited training academy which the Mine intends to build after approval of the MRA.

² The CAPEX is scoped at R1.5b

2.9 Details of Sector Education and Training Authority (SETA) Registration

NAME OF SETA:	MINING QUALIFICATIONS AUTHORITY (MQA)
Registration number with relevant SETA	L230738892
Skills Development Facilitator:	Irene Tliana
To which institution have you submitted your workplace skills plan?	A Training Report and Workplace Skills Plan are submitted annually to the Mining Qualifications Authority.

2.10 Contractor Personnel of Platreef Resources (Pty) Ltd

From the schedule and time frames of the SLP presented in Table 3 in Part One, it is evident that a large number of contractor personnel are going to be employed to construct the production and ventilation shafts as well as the building of the infrastructure of the Mine and the concentrator plant.

To ensure that the contractors comply with the Mine's human resources strategies, the following aspects will be included in all tender conditions:

- ◆ One hundred percent (100%) of the un-skilled labour must be sourced from the local communities;
- ◆ A minimum of thirty percent (30%) of the skilled and semi-skilled labour must be sourced from the local communities following a process that identifies those local candidates to be established with our Stakeholders;
- ◆ The qualifications of all contractor personnel will be verified by the Human Resources Department of the Mine to minimise the risk of misplaced labour and injuries and to ensure compliance with HDSA targets;
- ◆ The training records of all contractor personnel will be kept by the Human Resources Department of the Mine;
- ◆ All contractors will be managed by a Platreef contracts manager to ensure compliance to all Health, Safety and Environmental legislations; and
- ◆ All contractor personnel will undergo medical tests and attend the Platreef induction programme to ensure the protection of all contract workers and compliance to procedures and policies.

Table 4 gives a breakdown of the contractor personnel required for the construction of the service concentrator plant over the period of the SLP. The Mine will ensure that all personnel of its contractors are qualified for the positions in which they have been appointed by scrutinizing all qualifications and training records.

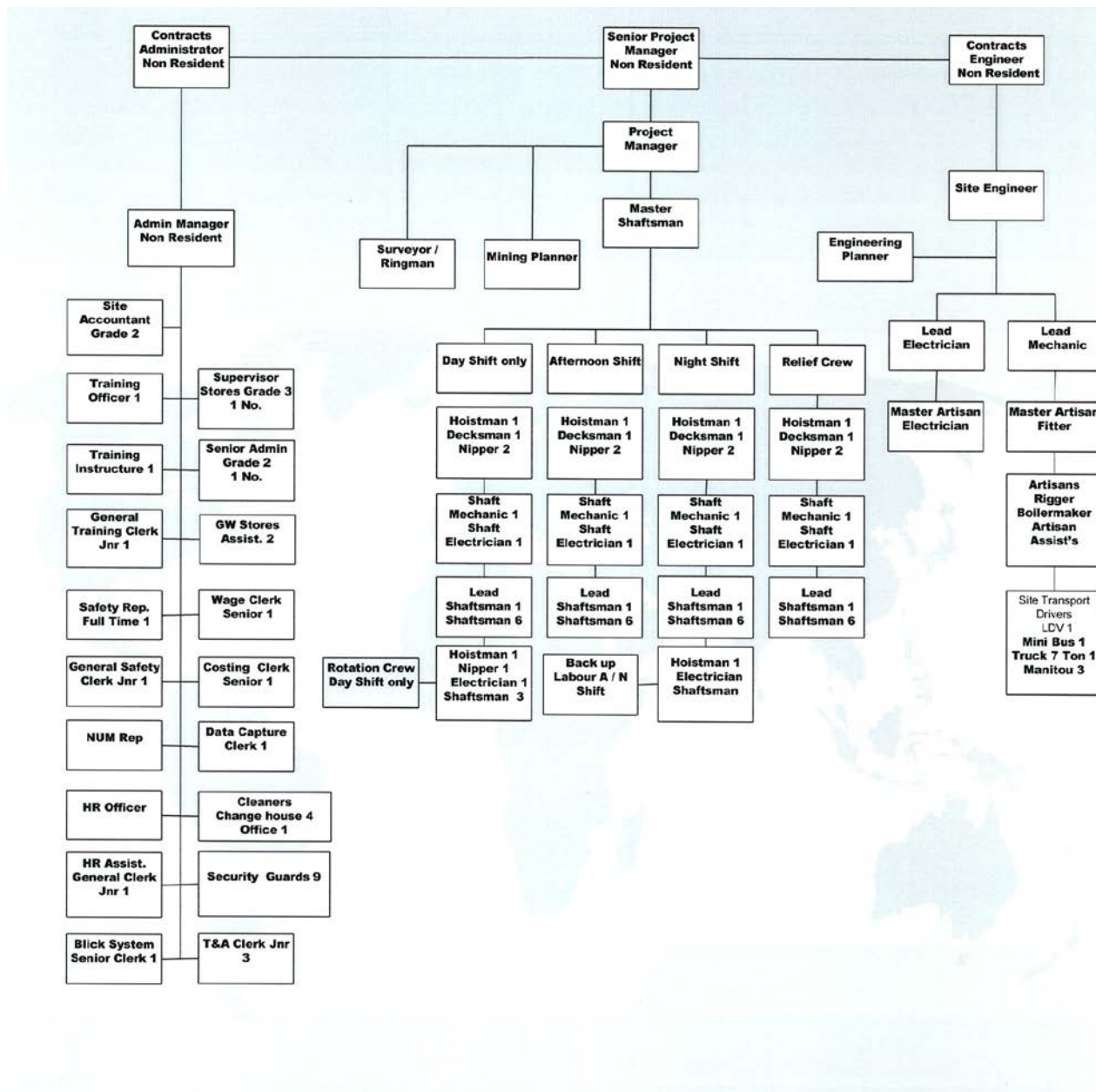
This contractor will also require several other services such as transport, catering, security and waste removal which will be sourced as far as possible from local suppliers.

Table 4: Contractor Personnel required for construction of the Concentrator Plant

POSITION/TYPE OF WORK	AREA	SKILL LEVEL	NUMBER REQUIRED
Breaker Operator	Construction	Semi-Skilled	3
Construction Workers	Construction	Unskilled	129
Construction Workers	Surface Civil work	Semi-Skilled	80
Conveyor Clean-up	Development	Unskilled	2
Conveyor Operators	Development	Semi-Skilled	6
Crusher Operators	Construction	Semi-Skilled	3
Development Workers	Construction	Unskilled	20
Driller/Blaster Workers	Secondary Development	Skilled	4
Earthmoving Workers	Waste Rock Removal	Semi-Skilled	8
Electricians	Support	Skilled	59
Hoist Man	Development	Skilled	3
LHD Operators	Production	Semi-Skilled	9
Mechanics	Support	Skilled	102
Paste Plant	Support	Skilled	13
Production Drilling workers	Construction	Skilled	18
Production Loading	Construction	Semi-Skilled	4
Skip Tender	Development	Semi-Skilled	3
Supervision Staff	Construction	Skilled	73
Support Personnel	Support	Skilled	72
Truck Operators	Production	Semi-Skilled	9
Truck Operators	Waste	Semi-Skilled	3
Truck Operators	Cement	Semi-Skilled	2
TOTAL LABOUR REQUIRED			625

Organogram 1: Proposed Contractor: Production and Ventilation Shafts: Occupations required ³
(Total 625)

³ Organogram 1 refers to the contractor personnel required for the construction of the production and ventilation shafts.



2.11 Skills Development Plan of the Mine

The skills development plan for the entire mine will be based on the following principles:

- ◆ The mine works plan is used to identify the number of people and job titles that are required for each of the departments and production sections for the mine;
- ◆ Using the above information, a labour plan is designed which gives a consolidated matrix of the number of employees and the job titles with Paterson⁴ levels required by each department on an annual (or more frequent) basis;
- ◆ The job titles indicate the training profile that would be required for each position;

⁴ The Paterson Job Grading System is method where jobs are evaluated based on predefined criteria; this system is mainly used in South Africa. It analyses decision-making in job tasks, and categorises jobs into six groups that are graded and grouped into two to three sub-grades. These factors include stress, individual tolerance, length of job and number of responsibilities. These all correspond to organisational levels. The six grades, also called bands, define pay scales.

- ◆ The labour plan informs the Human Resource function on the mine of the numbers of people to be recruited at each skills level, as well as of the timeframes for the recruitment drive;
- ◆ The actual skills of the employees that are recruited are measured and the gap between the required skills profile and the actual skills profile then determines how many people require what training;
- ◆ Specific training interventions are identified to ensure efficient production on the mine;
- ◆ A training plan and budget is developed for this required training; and
- ◆ Training occurs to correct the gap between the required and actual skills profiles for the mine's workforce.

The above general planning process for skills development is, however, constrained by a number of factors:

- ◆ Skills are not freely available in the market: relative and actual scarcities require that private enterprise has to expend more resources in recruiting or training these individuals;
- ◆ Appropriately skilled applicants are sometimes not representative of the overall population profile of the area in which the mine works;
- ◆ Historical factors require that certain portions of the population – in South Africa's case Historically Disadvantaged South Africans (HDSA's) – require special attention in order to acquire skills so that the efficiency of the mining operation does not suffer. (Affirmative Action to achieve Employment Equity).

The training and skills facilitation actions that the Mine will undertake occurs against the backdrop of legislation and regulations which require that a mine registers with a Sector Education and Training Authority. The Mine pays a statutory amount in terms of a fixed percentage of payroll and undertakes training that is acceptable in respect of national training standards. Each of these actions will be undertaken by the Mine and in terms of the skills facilitation legislation applicable at the time.

The Mining Charter and the Department of Mineral Resources (DMR) require that the Mine submits to annual audits or engages in acceptable self-auditing in order to ensure that requirements in terms of Human Resource Development (HRD) and employment equity are met. In Sections 5 and 6 of the charter special mention is made in terms of how HDSA employment equity development is being dealt with in the Mine, and how the Mine is extending its efforts in community capacity building. The regulations of the MPRDA also specifically indicate the disciplines in which a mining operation intends to deal with the HDSA members of its staff in developing solutions to the aforementioned skills development constraints. It is to these regulations that this SLP now turns in defining its actions for the five (5) years once the mining right has been awarded.

2.12 Skills Development Plan of the current employees at the Mine

Due to the highly mechanised mining methodology to be used, the minimum entry requirement for any new employees to the Mine and the concentrator plant has been set at Grade 12/N3 (NQF4).

There are currently 15 employees at the Mine without this minimum entry requirement and they will be placed on ABET programmes and other appropriated courses in order to obtain their Grade 12/N3 qualification within the next five years.

A skills audit will be conducted on the current employees at the Mine to determine what qualifications they currently hold and compare it to the occupations required on the Labour Plan (refer to Table 8) for the Mine in 2019. The gaps identified in this process will be addressed in the Workplace Skills Plan (WSP) of the Mine. Assessments on all the current employees will also be conducted in order to determine what their abilities and interests are before developing assigning them to relevant training and skills programmes.

An Individual Development Plan (IDP) for each employee will also be designed in order to map the individual's career path and this will form the basis of the Skills Development Plan (SDP) for the Mine for the next five (5) years.

A skills and ability audit will also be conducted within the sending communities of the Mine. This skills audit will consist of identifying the skills currently available in the area as well as assessing the abilities and interests of the

community members in order to place the community members on the correct level and correct skills programme. This will ensure that the training programmes implemented have a higher success rate for the Mine as well as the community members.

All of these processes will take place in 2013/4 in order to commence with the implementation of the Skills Development Plans of the Mine in 2014 when the mining right is awarded.

2.12.1 Conducting the Skills Audit

2.12.1.1 Objectives

The Skills Audit is the process of matching and comparing the knowledge and skills that are available within the current workforce and communities in order to:

- ♦ Assess ABET levels;
- ♦ Determine portable skills and interest in specific areas;
- ♦ Determine whether the individuals have any previous experience which should be assessed through the recognition of prior knowledge (RPL) process;
- ♦ Determine learning ability;
- ♦ Determine interest;
- ♦ Evaluate current job assignments;
- ♦ Identify where the gaps may be.

2.12.1.2 Assessment tool

The assessment tool to be selected for this process is required to meet certain criteria. It must:

- ♦ Be culturally non-biased;
- ♦ Assess learning ability;
- ♦ Assess fundamental levels, i.e. the basic knowledge people need to have in order to do their work including reading, writing and numeracy skills;
- ♦ Be accessible to both literate and illiterate employees;
- ♦ Be easy to interpret;
- ♦ Identify portable skills already available within the workforce; and
- ♦ Support and provide easily accessible information to be used in the Individual Development Planning process.

2.12.1.3 Implementation Plan

A formal skills audit process was planned for and took place during 2013 in order to enable formatting of the results of the audit in the WSP for 2014/2015 for the employees and to formalise the training plan for community training interventions. As the skills audit was conducted in 2013, the budget allocation does not form part of the budget allocation of this SLP.

Table 5: Action plan for the implementation of the Skills Audit

ITEMS	ACTION	OBJECTIVE	TARGET TIMEFRAME
1	Scope project and source service provider	Ensure that assessment tools used by the provider are abiding to the objectives as mentioned in 2.12.1.2 Ensure that the service provider has the capacity and competence to undertake the Skills Audit	Completed June 2013

2	Consultation with workforce and other relevant stakeholders and preparation for the audit	Ensure that all stakeholders understand the process and its objects Communicate role of skills audit in roll-out of SLP at the Mine and within the affected communities	Completed February 2014
3	Roll-out of audit	Methodology of skills audit will include: ◆ Scrutinizing of CV's ◆ Scrutinizing of certificates/qualifications ◆ Conducting interviews with candidates ◆ Scrutinizing of work records	Completed March 2104
4	Report on findings	Service provider to submit a report on every employee and community member to determine what training interventions to implement for future employment possibilities in the Mine or the plant as well as portable and other technical skills	Completed April 2014

2.12.2 Individual Development Plans (Career Progression Plans)

After the skills audit has been completed an Individual Development Plan (IDP) will be designed for each employee to be reskilled.

The design of Individual Development Plans is a two-way process through discussions between the employee and his/her manager. Career progression is fundamentally about a facilitating experience.

Individual employees will be encouraged to take responsibility for career planning and development by assisting in establishing and meeting objectives and performance requirements of their current and future job.

The career paths within the Mine and the plant will also be communicated to these employees in order to determine their progression plan.

Table 6: Action plan to implement Individual Development Plans amongst the current workforce at the Mine:

ACTION	OBJECTIVE	TARGET TIMEFRAME
Communicate the career paths and career management plan to all employees	Ensure that all stakeholders understand the process and its objectives Communicate role of IDP's in the development of staff and the roll-out of the SLP at the Mine Communication to take place simultaneously with communication for skills audit Managers and supervisors to be responsible for communicating with their teams	Completion: October 2013
Identify career streams, career paths and minimum job requirements	Identify proposed progression through the company to more senior levels (according to the Labour Plan)	Completion: April 2014
Identify career progression candidates, HDSA's targeted for promotion and women in mining	Identify specific individuals based on the Labour Plan	Completion: June 2014

Develop IDP format and train managers and supervisors in handling IDP discussions	Develop IDP format that is user-friendly and provides the information required Develop and set up training for managers and supervisors in: ✓ IDP process ✓ Handling the IDP discussion ✓ Completing the IDP form ✓ Planning training and development based on IDP	Completion: October 2014
Develop IDP record keeping system	IDP's to be developed in parallel with skills audit	Completion: October 2014
Monitor and report	Monthly, quarterly and annual tracking of the Mine's labour planning process	Starting November 2014

2.12.3 Career paths

Career paths are specific to the discipline and operational area for which they are determined and different career streams can be defined. The career path for underground mining for example will be mining, engineering and shared services.

A career path shows how people can advance from one position to another within the career stream through the development of further skills and competencies. Career paths further outline the minimum requirements for each position as well as the minimum training/experience required and therefore serve as a planning framework to determine how people should be trained and developed to be promoted into positions within the Labour Plan.

All contractors will be required to develop their own generic career paths for their employees and submit it to the Mine.

Table 7: Career streams at the Mine

	CAREER STREAM	OPERATIONAL ACTIVITIES
THE MINE	Mining	Underground and surface mining-related activities ranging from underground labourers at the entry level to general manager
	Engineering	Underground and surface mining-related engineering activities which are largely maintenance based, ranging from belt attendants at the entry level through to engineering manager
	Shared Services	Technical, financial, safety, administration and human resources support services.
THE PLANT	Process Plant	Plant process and metallurgical activities ranging from production assistants at entry level to production manager
	Engineering	Metallurgical plant engineering activities that are largely maintenance based ranging from engineering assistant/aide to plant engineer.
	Administration	Administration activities ranging from driver/clerk/storeman at the entry level to financial administrator

2.13 Labour Plan of the Mine

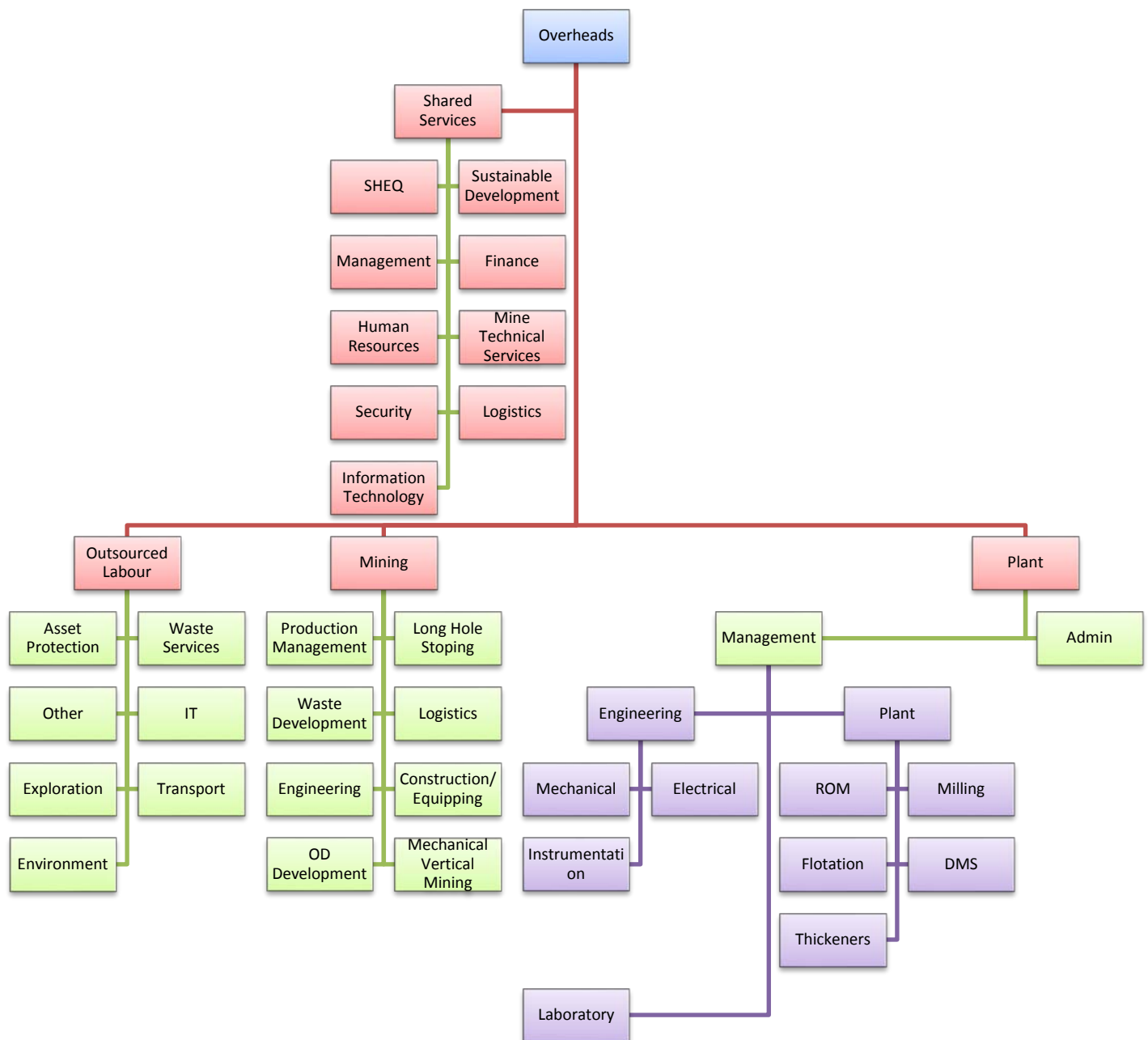
The Labour Plan for the Mine has been designed for the life of the Mine. The construction and development phase of the Mine and plant will take place within the first five (5) years of the SLP. Increased employment of workers at the Mine and the plant will commence closer to the first year of the next SLP

period (2019).

The following organogram represents the projected organogram of Platreef Resources as at the height of production of the Mine and the plant in 2021.

It must be noted that these are only projected occupations and the up to date labour complement will be submitted when available.

Organogram 2: Departmental Organogram: Platreef Resources (Pty) Ltd: Height of production - 2021



2.14 Type of skills programmes: Current employees (18.1) and Communities (18.2)

CURRENT EMPLOYEES: 18.1 (2014 – 2018)	COMMUNITIES: 18.2 (2014 – 2019)
Focus: Reskilling and Retraining	Focus: Building a talent pool for future employment
Adult Basic Education and Training (ABET) for +-15 employees	Adult Basic Education and Training (ABET)
Core Skills Training – 'hard-to-fill' vacancies	Learnerships – 'hard-to-fill' vacancies
Core Non-Technical Skills (Portable Skills)	Portable Skills (other than Mining Skills)
Core Technical Skills Training Programmes (Mine and Plant)	Core Technical Skills Training Programmes (Mine and Plant)
Bursary programmes	Bursary programmes
Internships	Internships
Mentorship Programmes	Scholarships

The selection of the candidates for the skills development plan of the Mine will take into consideration the HDSA targets of the Mine as well as the women in mining targets.

2.15 Skills Development Programmes: Employees (18.1)

The Skills Development Programmes for the current employees will be designed beginning 2014 when the results of the Skills Audit conducted in 2013/14 and the Individual Development Plans of the employees have been designed. Although employment in the Mine and plant is only going to be implemented in 2019 (outside the timeframe of this SLP), the skills development plans of the current employees will be implemented during the first five 5 (years) of this SLP. It is imperative to take the Labour Plan into consideration when designing the Individual Development Plans of the current employees of the Mine. The occupations available for these employees in 2019 on the Labour Plan are reflected in Table 8 below:

Table 8: Platreef Resources (Pty) Ltd: Projected Labour Model: 2019

PRODUCTION PROFILE:	TOTAL 691
Waste Development	270 000
OD Development	72 000
Raising	-
Ledging	-
Stoping	288 000
Total Mined Tonnes	630 000
Total ROM Tonnes	360 000

MINING (SLOS)	TOTAL 469
Production area management	4
Long hole stoping	33
Mechanised vertical mining	13
Ore drive development	68
Development	93
Construction / equipping	16
Logistics	61
Engineering	181

SHARED SERVICES	TOTAL 134
Management	8
SHEQ	18
Shaft technical services	25
Socio economic development	13
Surface logistics	3
Finance	38
Human resources	29

PLANT	TOTAL 58
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2.15.1 Occupations of the current employees at the Mine

The occupations of the current employees are reflected in Table 9 below. After the results of the Skills Audit is will become clear which of these employees will be retrained and reskilled in order to become employable in the occupations set out in Table 8 above. From the results of the Skills Audit, an Individual Development Plan will be designed for each of these employees. Training for the new occupations will commence in the first year of the SLP (2014). These training interventions will be reflected in the Workplace Skills Plan of the Mine for 2014/2015.

Table 9: Occupations of the current employees at the Mine

Occupation	Amount	Occupation	Amount
Admin Officer	1	Human Resource Administration Officer	1
Admin/Business Manager	1	Intermediate Life Support	1
Admin/Hospitality Officer	1	IT Support Technician I	1
Administration Officer II	1	IT Technician II	1
Basic Life Support	1	Junior Geologist	4
Bookkeeper	2	LED Manager	1
Chief Safety Officer	1	Maintenance Assistant	2
Cleaner	3	Maintenance Supervisor	1
Community Liaison Officer	10	Operator	1
Community Relations Clerk	1	Procurement Coordinator	1
Community Relations Manager	1	Project Control Manager	1

Community Relations Manager (Traditional Authorities)	1	Project Director	1
Construction Manager	1	Project Engineer	1
CSR Coordinator	1	Project Office Administrator	1
Data Capture Clerk I	2	QA/QC Assistant	1
Driver I	3	QA/QC Coordinator	1
Emergency Services Coordinator	1	Receptionist /Cleaner	1
Enterprise Development Manager	1	Safety Clerk	1
Environmental Manager	1	Safety Officer	1
Environmental Compliance Officer	1	Safety Officer in Training	1
Environmental Officer	1	Security Controller	1
Exploration Assistant	14	SED Support Services	1
Exploration Assistant	9	SED System Administrator	1
Exploration Supervisor	1	Senior CR Assistant	2
Farm Manager	2	Senior CR Assistant (Tshamahansi)	1
General Farmworker	30	Senior Exploration Geologist	1
General Manager	1	Senior Geologist	1
Geologist	2	Senior Geotech Engineer	1
Geologist II	1	Senior GIS Technician	1
Geologist III	1	Senior Process Engineer	1
Geology Manager	1	Skills Development Facilitator	1
Geotechnical Engineer	2	Stakeholder Relations Manager	1
Government Relations Manager	1	Storeman	1
Housekeeper	3	Team Leader	1
HR Assistant	2	Tractor Driver	4
HR Operations Manager	1	Training Manager I	1
HR Superintendent	1	Transport Clerk	1
HRD Administrator	1	VP: CGR	1
HRD Manager	1	Support Services Coordinator	1

2.16 Regulation 46 (b) (i) (bb): Scarce Skills

As reflected in the Labour Plan for the Mine in Table 8 the Mine and concentrator plant is going to employ several people within the Engineering sector. The Mine will strive to provide training and development opportunities to address the critical skills shortage in South Africa of this sector.

The following positions are regarded as hard-to-fill within Platreef Resources, although the data in the IDP of MLM indicates that there are a number of professional qualified people within the communities who are unemployed. Once the recruitment process commences it will become more evident whether these categories should be regarded as hard to fill:

- ◆ Electrical engineers
- ◆ Mechanical engineers
- ◆ Metallurgists

♦ Artisans

Hard-to-fill vacancies will be addressed through allocation of bursaries, study assistance schemes and the provision of learnerships and skills programmes. Employees will be encouraged to study in fields where there is a scarcity of skills.

The actual scarcity of skills will be recorded and submitted with annual reports.

The following table, as required by **regulation 46 (b)(i) (bb) of the MPRDA**, reflects the scarce skills which are anticipated by the Mine once production starts and after the first year of mine operation:

Table 10: Form R: Scarce Skills and Hard-to-fill vacancies anticipated by the Mine

OCCUPATION LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top Management	None	None
Senior Management	None	None
Professionally qualified and experienced specialists and mid-management	Electrical and Mechanical Engineers Metallurgists	Women with these qualifications within the local communities
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans (Mechanics)	Mechanics with experience in large machinery
Semi-skilled and discretionary decision making	Drill Rig Operators; Load Haul Dumper Operators; Utility Vehicle Operators	The mine methodology is highly mechanised with specialised machines. These skills will be delivered by the Mine on these specific machines.
Unskilled and defined decision making	None	None

2.17 Regulation 46 (b) (ii): Career Progression Plan

The following career paths have been designed for those employees who need to be retrained and re-skilled:

Table 11: Career path: Mining Production⁵

CAREER PATH – MINING ENGINEERING			
Grade: Peterson	Occupation	Minimum Requirements	Legal Requirements
E2 - E3	Mine Manager	- Diploma/Degree Mining Engineering - 10 Years' experience - PC Literate	- Mine Managers Certificate of Competency (MMC) - Blasting Certificate
D4 - E1	Operations Manager	- Diploma/Degree Mining Engineering - 5 (five) years' experience - PC Literate	- Mine Managers Certificate of Competency (MMC) - Blasting Certificate
D2 - D3	Mine Overseer	- Grade 12 Math and Science - Blasting Certificate - 5 (five) years' Experience as Production Mine Overseer (Conventional or Mechanized Mining) - PC Literate	- Mine Overseer Certificate of Competency - Blasting Certificate
C5 - D1	Operations Supervisor (Shift Supervisor)	- Grade 12 Math and Science - Shift Supervisor Qualification - 5 (five) years' Experience as Shift Supervisor in production (Conventional or Mechanized Mining)	- Blasting Certificate - Shift Supervisor Qualification
C2 -C4	Miner	- Grade 12 Math and Science - 5 (five) years' Experience as Miner in production (Conventional or Mechanized Mining)	- Blasting Certificate or - Certificate in Rock Breaking Operation - Level 3 <u>Conventional Mining</u> - Fitness Certificate - First Aid Certificate <u>Mechanized Mining</u> - Drivers' License - Code 10 - Fitness Certificate - First Aid Certificate

⁵ Tables should be read progression from bottom upwards

B5 - C1	Crew Captain (Team Supervisor)	- Grade 10 Maths and Science - 4 years Minimum Experience as Team Supervisor Grade 12	Certificate in Rock Breaking Operations - Level 2 <u>Conventional Mining FOG Skills Programmes</u> - Competent A - Competent B - Blasting Assistance - Fitness Certificate - First Aid Certificate <u>Mechanized Mining</u> - Drivers' License - Fitness Certificate - First Aid Certificate - FOG Skills Programmes - Competent A - Competent B - Blasting Assistance
B4	Multi-skilled Operator <u>Conventional</u> and <u>Mechanized</u> Mining	- ABET 4 Numeracy and Literacy - Communication in English Grade 12	<u>Conventional Mining FOG Skills Programmes</u> - Competent A - Competent B - Blasting Assistance - Fitness Certificate - First Aid Certificate <u>Mechanized Mining</u> - Drivers License - Code 10 - Fitness Certificate - First Aid Certificate - FOG Skills Programmes - Competent A - Competent B - Blasting Assistance
B1 - B3	General Operator	- ABET 4 Numeracy and Literacy - Communication in English Grade 12	- Fitness Certificate - National Unit Standards

Table 12: Career Path: Engineering

CAREER PATH - ENGINEERING			
Grade: Peterson	Occupation	Minimum Requirements	Legal Requirements
E3	General Mine Manager		
E1	Engineering Manager	- Engineering Diploma/Degree - 7 Years experience in Engineering management, of which 5 (five) years should have been in the Mining Industry - Proven Project Management Experience	- Government Certificate of Competency - Mechanical/Mechanical appointment as an Engineer in terms of MHS Act
D4	Section Engineer Horizontal/Vertical/ Projects/Logistics	- Diploma/Degree in Engineering - 5 (five) years post qualification experience in Engineering, of which 3 years should have been in the Mining Industry.	- Government Certificate of Competency - Mechanical/Mechanical appointment in terms of MHS Act
C5 - D1	Engineering Foreman Horizontal/Vertical/ Maintenance /Construction/ Material Logistics	- Grade 12 with Maths and Science - 5 (five) years experience in Mining Engineering - Certificate in Engineering/Artisan	- Certified Competence - Valid Drivers License
C3 - C4	Single-skilled Artisan (Multi-skilled Artisan and Logistic Supervisor)	- Certified Artisan competent in more than one discipline. - Proven experience in artisan competencies	- Fitness Certificate - Drivers License - Government Certificate of Competency (GCC)
B3 - B4	Multi-task Maintenance Serviceman	Grade 12 with Maths and Science Basic level in: - Business Understanding - People Management - Employee Relations - Health and Safety - Multi-skilled in various certificates at unit standard level	- Fitness Certificate

B1 - B2	Trainee Maintenance Serviceman	- ABET Level 4 with Communication and Numeracy - Training towards service maintenance of underground equipment -Health and Safety Grade 12	- Fitness Certificate
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Table 13: Career Path: Safety, Health and Environment

CAREER PATH - SAFETY, HEALTH AND ENVIRONMENT			
Grade: Peterson	Occupation	Minimum Requirements	Legal Requirements
E3	General Mine Manager		
D4	Safety, Health and Environment Manager	<u>Chief Environmental and Health Officer</u> - Grade 12 - 5 (five) years Experience in Safety, Health and Environment as Chief Safety Officer - Tertiary qualification in Safety, Health and Environment	- Fitness Certificate - Appointment in terms of MHS Act
D2	Chief Environmental and Health Officer	<u>Chief Environmental and Health Officer</u> - Grade 12 - 4 Years Experience - Tertiary qualification - Experience in Public Health <u>Chief Safety and Risk Officer</u> - Grade 12 - Tertiary qualification in SHE Safety/Health and Environment - 4 Years Experience	<u>Chief Environmental and Health Officer</u> - Fitness Certificate - Diploma in Public Health - Registration with the Professional Health Council of SA <u>Chief Safety and Risk Officer</u> - Fitness Certificate - Appointment in terms of MHS Act

D1	Senior Environmental and Health Officer AND Senior Safety and Risk Officer	<u>Senior Environmental and Health Officer</u> - Grade 12 - 4 Years Experience - Experience in Public Health <u>Senior Safety and Risk Officer</u> - Grade 12 - Tertiary qualification in Safety/Health and Environment - 4 Years Experience	<u>Senior Environmental and Health Officer</u> - Fitness Certificate - Diploma in Public Health - Registration with the Professional Health Council of SA <u>Senior Safety and Risk Officer</u> - Fitness Certificate - Appointment in terms of MHS Act
C4 - C5	Safety Officer	- Grade 12 - PC Literate - 2 Years experience in Health and Safety	- Fitness Certificate
C3	Assistant Health Officer and Assistant Safety Officer	- Grade 12 - PC Literate	- Fitness Certificate
B1 - B2	Safety Observer	- ABET Level 4 (NQF 1) Grade 12	- Fitness Certificate

Table 14: Career Path: Metallurgy

CAREER PATH - METALLURGY			
Grade: Peterson	Occupation	Minimum Requirements	Legal Requirements
E3			
E1	Plant Manager	- NQF Level 5 Qualification in Metallurgy/Chemistry/Engineering - 10 Years experience of which 7 should have been as Plant Supervisor or equivalent	- Fitness Certificate - Drivers License Code 8
D1 - D3	Plant Superintendent	- NQF Level 5 Qualification in Metallurgy/Chemistry/Engineering - 10 Years experience of which 2 should have been as Plant Supervisor or equivalent	- Fitness Certificate - Drivers License Code 8
C4 - C5	Plant Shift Supervisor	- NQF Level 5 Qualification - Employee Relation - People Management	- Fitness Certificate - Drivers License Code 8
C2 - C3	Process Supervisor	- Grade 12 - PC Literate - People Management	- Fitness Certificate
B7	Team Leader	- Grade 12 - PC Literate - Basic First Aid Certificate - Legislation training on OHS and MHS Act	- Fitness Certificate
B3 - B4	Control Room Operator	- Grade 12 - PC Literate - Second Level Health and Safety	- Fitness Certificate
B1 - B2	Process Operator	- ABET Level 4 (NQF 1) - Communication and Numeracy - First Level knowledge of Health and Safety - Grade 12	- Fitness Certificate

Table 15: Career path: Laboratory

CAREER PATH - LABORATORY			
Grade: Peterson	Occupation	Minimum Requirements	Legal Requirements
E1	Metallurgical Manager		
D4	Laboratory Manager	- Degree/Diploma in Chemistry or NQF Equivalent - 3 Years experience in mineral processing	- Drivers License Code 8 - Medical Fitness
D1	Chemist	- Degree/Diploma in Chemistry or NQF Equivalent - 3 Years experience in mineral processing	- Drivers License Code 8 - Medical Fitness
B7 - C2	Lab Supervisor	- NQF Chemistry Certificate - PC Literacy - 3 Years experience in a Lab.	- Fitness Certificate
B3 - B7	Laboratory Process Operations	- Grade 12 with Maths and Science - Basic PC Literacy - Processor training for operation of Lab.	- Fitness Certificate
B1	Lab Trainee	- Grade 12 with Maths and Science - Basic PC Literacy - C8Training courses on Lab process, Lab equipment	- Fitness Certificate

2.18 Functional Literacy and Numeracy: Employees (18.1)

Functional literacy can be defined as the ability to read, write and speak with understanding at a level that enables one to participate effectively in the community and the workplace.

The objective of functional literacy and numeracy programmes at the Mine is to make these skills available to all of those employees who do not have the minimum entry level of Grade 12/N3 in order to become employable within the Mine and the plant in 2019.

A supportive and motivating environment will be created where these employees are encouraged to enter into and complete the ABET programmes. These ABET classes will be provided on a full-time basis. Where employees are unable to complete the ABET level 4 training programmes, they will be encouraged to partake in the technical core

skills training programmes for the communities in order to obtain a recognisable qualification outside the mining sector. The employees will not lose their jobs.

ABET training is a stepping stone to further skills development and leads to employees being able to participate in further accredited skills programmes with the ultimate view of being able to gain skills and qualifications that are both core to the business and are portable.

Table 16: Form Q: Functional literacy amongst Mine employees – as at 25 February 2013:

			Male				Female				Total		Grand Total
Band	NQF Level	Planned	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
General Education and Training (GET)	1	No schooling	3				1				3	1	4
		Grade 0/Pre											
		Grade 1/Sub A											
		Grade 2/Sub B											
		Grade 3/ Std 1/ ABET 1											
		Grade 4/ Std 2/ ABET 1											
		Grade 5/ Std 3/ ABET 2											
		Grade 6/ Std 4/ ABET 2	4				2				4	2	6
		Grade 7/ Std 5/ ABET 3											
		Grade 8/ Std 6/ ABET 3	4				2				4	2	6
		Grade 9/ Std 7/ ABET 4											
Further Education and Training (FET)	2	Grade 10/ Std 8/ N1											
	3	Grade 11/ Std 9/ N2											
	4	Grade 12/ Std 10/ N3	7				2			2	7	4	11
	5	diplomas/ Certificates	12			3	10			3	15	13	28
Higher Education and Training (HET)	6	First Degrees/ Higher Diplomas	5			4				1	9	1	10
	7	Honours/ Masters Degrees	1			3	2				4	2	6
	8	Doctorates				1					1	0	1
	Total		36	0	0	11	19	0	0	6	47	25	72

2.19 ABET Implementation Plan: Employees (18.1)

An assessment has already been done on the 15 employees who need to complete their ABET training programmes. According to the assessment results, 3 employees need to complete their ABET level 1 training programmes, 6 employees need to complete their ABET level 2 training programmes and 6 need to complete their level 3 ABET training programmes.

In order to ensure the highest participation possible, a comprehensive communication programme linked to the career path and career management will be implemented to inform and motivate the learners to enrol and remain on the programme.

The Mine commenced with accredited ABET training in 2013.

Table 17: Action plan for the implementation of ABET for the employees

ACTION	OBJECTIVE	TARGET TIMEFRAME
Communicate the plan to implement ABET to the 15 employees	Ensure that all stakeholders understand the process and objectives	Completed: Jan 2013
Identify accredited service providers	Ensure these providers do have necessary accreditation and scope	Completed: Jan 2013
Integrate these ABET training programmes into Workplace Skills Plan of the Mine	Ensure reporting on the implementation of skills development initiatives of the Mine	Completed: Feb 2013
Implement ABET training programmes at identified levels 3 and 4	Ensure that service provider issue a roll-out programme for the duration of the ABET training programmes	Completed: Feb 2013
Monitor progress of programmes and learners	Monitoring to take place on a monthly, quarterly and annual basis. Success stories to be communicated	From inception continuously

Table 18: ABET progression of employees (18.1)

ABET LEVEL	2013	HDSA %	2014	2015	2016
Level 1	3	100 %	0	0	0
Level 2	6	100 %	3	0	0
Level 3	6	100%	6	3	0
Level 4	0	100%	6	6	3
TOTAL	15		15	9	34

Table 19: Budget: ABET – Employees (18.1)

ABET LEVEL	2014	2015	2016	TOTAL BUDGET
Level 1	0	0	0	0
Level 2	20 000	0	0	20 000
Level 3	30 000	20 000	0	50 000
Level 4	30 000	30 000	20 000	80 000
TOTAL	80 000	50 000	20 000	150 000

2.20 Core Non-Technical Skills: Employees (Portable skills) (18.1)

The core non-technical skills training of employees of the Mine will be done on an as-required basis and the results of the skills audit assessments will be taken into account. It is noted that management training is required in order for the incumbent to maintain knowledge of the professional body to which they may belong as well as to keep abreast of developments in their profession. Management training will be customised training prepared by a recognised tertiary institution.

Management training will be made available for all members of staff at a senior level (Paterson C5 upwards) as part of a retention strategy. The Individual Development Plans (IDPs) of these employees will form the basis on the selection of these managers to attend these courses. The courses below are thus training interventions that would be needed by the Mine and the plant in 2019 and must thus be seen as guidelines. The results of the skills audit will give a clear indication as to which of these employees will need to attend these courses and will be able to succeed.

As far as possible these training programmes will be aligned with the National Qualifications Framework (NQF) and unit standard based. This will ensure that the training programme is recognised nationally and is, therefore portable.

Table 20: Core Non-Technical Skills: Employees (18.1)

TRAINING PROGRAMME	2014	2015	2016	2017	2018	TOTAL
Assessor Training	1	1	1	0	0	3
Facilitation Skills	1	1	1	1	1	5
Project Management	1	1	1	1	1	5
Computer skills	2	2	2	2	2	10
Finance for non-financial managers	1	1	1	1	1	5
Supervisory programme	3	3	3	3	3	15
Certificate in Management Development	3	3	3	3	3	15
Advanced Diploma in Management	0	1	1	1	1	4
MBA/MBL	0	0	1	1	0	2
TOTAL	12	13	14	13	12	64

Table 21: Budget: Core Non-Technical Skills: Employees (18.1)

TRAINING PROGRAMME	2014	2015	2016	2017	2018	TOTAL
Assessor Training	5 000	5 000	5 000	0	0	15 000
Facilitation Skills	5 000	5 000	5 000	5 000	5 000	25 000
Project Management	5 000	5 000	5 000	5 000	5 000	25 000
Computer skills	5 000	5 000	5 000	5 000	5 000	25 000
Finance for non-financial managers	7 000	7 000	7 000	7 000	7 000	35 000
Supervisory programme	36 000	36 000	36 000	36 000	36 000	180 000
Certificate in Management Development	120 000	120 000	120 000	120 000	120 000	600 000
Advanced Diploma in Management	0	80 000	80 000	80 000	80 000	320 000
MBA/MBL	0	0	150 000	150 000	0	300 000
TOTAL	183 000	263 000	413 000	413 000	258 000	1 530 000

2.21 Core Technical Skills: Employees (18.1)

2.21.1 Construction of Community Training Facility

The Mine intends to build a MQA accredited training facility on the premises of the Mine to deliver accredited mining and engineering skills programmes, full qualifications and learnerships.

The training centre will be used for core technical training interventions for employees of the Mine and the plants as well as to develop the talent pool for the Mine and plant by delivering core technical training programmes to the people from the community.

Core skills for the Mine are defined as skills in underground mining and production sections, some sections of the engineering department and some sections of the concentration plant.

Training in core skills for the Mine will take place at the Mine's training centre and mock-up facilities. The Mine will consider using the facilities at the other mines in the area for specialised technical training – especially training in mechanised mining. The numbers and budgets for core training defined in Table 17 below are provisional and will be confirmed once the results of the skills audit are made available. The specialised training will be based on Individual Development Plans (IDPs) of the employees as well as the requirements of the Labour Plan for 2019. This training facility will be part of early works.

The mine also plans to build a community training facility accommodating all the non-core training and portable skill training for the communities. This training centre will double as a development centre from which other development, such as for example youth development, can be facilitated. There will also be focus on training to support Platreef's enterprise development and supply chain management processes.

Table 22: Budget: MQA Accredited and Community Training Centre

Item	Details	Costs
1	Mine Training Centre: Compiling of Quality Management System	500 000
2	Mine Training Centre: Accreditation with Mining Qualifications Authority (MQA)	100 000
3	Mine Training Centre: MoU with MERSETA	50 000
4	Mine Training Centre: Construction of Mock-ups (practical training)	2 500 000
5	Community Training Centre: Construction and running of development programmes	23 052 168
	TOTAL COSTS	26 202 168

Table 23: Core Technical Skills training for the Mine and plant: Employees (18.1)

SKILLS PROGRAMME	2014	2015	2016	2017	2018	TOTAL
Competency A	0	5	5	5	5	20
Competency B	5	5	5	5	5	25
Competency C	0	5	5	5	5	20
Incident/Accident Investigation	5	5	5	5	10	30
First Aid Level 1 and Level 2	20	20	20	10	2	72
Occupational Health and Safety Rep.	5	5	5	5	5	25
Gas Detecting Instrument	0	0	5	5	5	15
Basic Engineering	5	5	5	5	5	25
Basic Mineral Processing	5	5	5	5	5	25
Basic Fire Fighting	10	10	10	10	10	50

Maintenance Planning	3	3	3	3	3	15
Dover Testing	5	5	5	5	5	25
Conducting Risk Assessments	5	5	5	5	5	25
UV Operator	0	0	5	5	5	15
LHD Operator	0	0	5	5	5	15
Forklift Training	0	0	2	2	2	6
Control Room Operator	0	0	2	2	3	7
TOTAL	68	78	97	87	85	415

Table 24: Budget: Core Technical Skills Training: Employees (18.1)

SKILLS PROGRAMME	2014	2015	2016	2017	2018	COSTS
Competency a	0	25 000	25 000	25 000	25 000	100 000
Competency b	25 000	25 000	25 000	25 000	25 000	125 000
Competency c	0	50 000	50 000	50 000	50 000	200 000
Incident/accident investigation	15 000	15 000	15 000	15 000	30 000	90 000
First aid level 1 and level 2	20 000	20 000	20 000	10 000	2 000	72 000
Occupational health and safety rep.	25 000	25 000	25 000	25 000	25 000	125 000
Gas detecting instrument	0	0	30 000	30 000	30 000	90 000
Basic engineering	50 000	50 000	50 000	50 000	50 000	250 000
Basic mineral processing	25 000	25 000	25 000	25 000	25 000	125 000
Basic fire fighting	30 000	30 000	30 000	30 000	30 000	150 000
Maintenance planning	15 000	15 000	15 000	15 000	15 000	75 000
Dover testing	10 000	10 000	10 000	10 000	10 000	50 000
Conducting risk assessments	50 000	50 000	50 000	50 000	50 000	250 000
UV operator	0	0	25 000	25 000	25 000	75 000
LHD operator	0	0	25 000	25 000	25 000	75 000
Forklift operator	0	0	10 000	10 000	10 000	30 000
Control room operator	0	0	40 000	40 000	60 000	140 000
TOTAL COSTS	265 000	340 000	470 000	460 000	487 000	2 022 000

2.22 Regulation 46 (b) (iii): Mentorship

The concept of providing mentors to junior or less experienced management staff (protégés) is a well-known method of ensuring a successful induction to the position.

The formal mentorship for the employees of the Mine will be linked to the Individual Development Plans (IDPs) of the employees. A formal, specific, mentorship plan can therefore only be designed once the skills audit results and the IDP's has been completed. The numbers and figures presented in this SLP are thus preliminary and will be finalised once the information is available.

2.22.1 Selection of mentors and protégés

Mentoring resources would become extremely scarce when it is considered that every junior staff member should ideally have a mentor. Critical decisions as to the application of mentors have to be made on the Mine: It is expected that all HDSA staff who are assigned a career path which leads to a senior management position get appointed a

mentor. In addition employees who have received substantial Mine resources in training (such as the learners in the mining, metallurgical and engineering fields and the bursars who will work as interns) should also receive mentoring support.

The baseline approach to mentoring is that employees who occupy positions at C4 level and above (Foreman/mine overseer's level) should receive mentorship skills training and capacity building from the Mine to enhance their ability to mentor more junior staff. Capacity is built at this level to mentor talent pool employees and provide guidance to staff who are graduates or who are undergoing experiential training for their degrees or diplomas. Employees who are protégés will receive a half-day training course designed to explain the mentoring process and what they can expect from the mentoring system.

Mentoring will be a formalised session between the mentor and the protégé. This session will take place twice a month on the time and date as agreed upon by the two parties.

Mentoring at the Mine will become a natural part of the manager's accepted work and will become a second-nature aspect of their job performance.

The concept of mentoring does not end at the Mine gate. The Mine is aware that small businesses which are selected as suppliers; as well as businesses which could utilise the skills of individuals who are undergoing community learnerships could require partnering or mentoring skills by Mine management.

Table 20 below outlines the budgets for the mentoring process at the Mine and are only preliminary.

Table 25: Budget: Training of Mentors

FIELD/ AREA OF TRAINING	TARGETS AND TIMELINES						
	2014	2015	2016	2017	2018	Total number of employees	Total Budget
Mentoring for managers: 2 day course	1	1	1	1	1	5	50 000
Mentoring for Protégés 1/2 day program	1	1	1	1	1	5	50 000
Refresher and follow up	0	0	0	0	10	10	50 000
Total Number	2	2	2	2	12	20	
Total Budget	20 000	20 000	20 000	20 000	70 000		150 000

Table 26: Mentorship: Employees (18.1)

Mentoring Category	2014	2015	2016	2017	2018
Bursary Students	11	8	9	0	0
Learnerships students	0	17	13	17	13
TOTAL	11	25	22	17	13

2.22.2 Mentoring of Small Medium Micro Enterprises (SMME)

The Mine will embark on a mentorship programme to SMME's by assisting local business owners within the Mine community, through a formal mechanism in line with its LED Plans. One of the LED projects identified by the Mine and presented in this SLP is to assist SMME's with capacity building programmes in order to become suppliers to the Mine. After the formal capacity building programmes the Mine will also mentor these SMME's in order to grow their businesses.

2.23 Regulation 46 (b) (iv): Educational Assistance and Internships: Employees (18.1)

2.23.1 Educational Assistance

It is the intention of the Mine to allocate Educational Assistance to candidates who want to improve their Engineering, Geology, Health and Safety Environmental and Commerce qualifications.

Educational Assistance will cover entry and tuition an allowance for books as well as accommodation at the institution. Educational Assistance expenditure will be administered by the Mine Training Centre and will be paid, as far as possible, directly to the educational institution. A basic average amount of R100 000 per student per year is budgeted for the purpose of this SLP.

The Mine further intends to approve Educational Assistance in a timeous manner so as to be as proactive as possible in addressing its skills needs. Preliminary forecasts foretell of skills shortages in the mine engineering, mechanical and electrical engineering, metallurgical and plant operator fields.

Artisan shortages are endemic in most industries in South Africa and the Mine will be no exception. These artisan shortages will be managed by the processes described in other sections of this report under the heading of Learnerships.

Amongst others, Educational Assistance will be awarded to those interested in studying the following disciplines:

- ♦ Mining Engineering
- ♦ Geology
- ♦ Metallurgical and Chemical Engineering
- ♦ Electrical and Mechanical Engineering
- ♦ Rock Engineering
- ♦ Health and Safety
- ♦ Environmental
- ♦ Commerce

Table 27: Bursary allocation: Employees (18.1)

TRAINING DISCIPLINE	2014	2015	2016	2017	2018	% HDSA TARGETS PER DISCIPLINE
Metallurgy Engineering	1		1			100%
Electrical Engineering	1		1			100%
Mechanical Engineering	1		1			100%
Total: Technical	3	0	3	0	0	
Environmental Management	1				0	100%
Commerce: Finance and Payroll	1	1				100%
Health and Safety Management	1	1				100%
Total: Non-Technical	2	2	0	0	0	
TOTAL: ALL	6	2	3	0	0	

Table 28: Budget: Bursaries: Employees (18.1)

TRAINING DISCIPLINE	Dura tion	2014		2015		2016		2017		2018	
		New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Metallurgy Engineering	3 yrs.	1	0	0	1	1	1	0	1	0	1
Electrical Engineering	3 yrs.	1	0	0	1	1	1	0	1	0	1
Mechanical Engineering	3 yrs.	1	0	0	1	1	1	0	1	0	1
Total: Technical		3	0	0	3	3	3	0	3	0	3
Environmental Management	3 yrs.	1	0	0	1	0	1	0	0	0	0
Commerce: Finance and Payroll	1 yr.	1	0	1	0	0	0	0	0	0	0
Health and Safety Management	1 yr.	1	0	1	0	0	0	0	0	0	0
Total: Non-Tech.		3	0	2	1	0	1	0	0	0	0
TOTAL PER YEAR		6		6		7		3		3	
BUDGET PER YEAR		600 000		600 000		700 000		300 000		300 000	
TOTAL BUDGET		2 500 000									

2.23.2 Internships

The Mine will also offer experiential learning to a number of students, which will not only affords them an opportunity to complete the practical component of their studies, but will also provide the Mine with a pipeline of students who could be offered permanent employment within the company.

It is the intention of the Mine to allocate Internships to candidates who completed their fields of study and need to get experience.

Interns will be allocated either internally or externally in the following fields:

- ♦ Mining Engineering
- ♦ Geology
- ♦ Rock Engineering
- ♦ Health and Safety
- ♦ Environmental
- ♦ Human Resources
- ♦ Administration
- ♦ Agricultural

Costs will vary according to the positions and field the intern will be employed in will need to be escalated according to the future need of the company.

Table 28a: Internship Allocation

DISCIPLINE OF INTERNSHIP	FORECAST					
	2014	2015	2016	2017	2018	Total
Mining Engineering	0	0	2	2	2	6
Metallurgical Engineering	0	0	1	2	2	5
Geology	2	2	2	2	3	11
Engineering (Elect/Mech)	2	2	2	2	2	10
Human Resources	1	1	1	1	1	5
Finance and Accountancy	1	1	1	1	1	5
Health and Safety	1	1	1	1	1	5
TOTAL	7	7	10	11	12	47

Table 28b: Budget: Internships

DISCIPLINE OF INTERNSHIP	OF	FORECASTED BUDGET						
		Duration	2014	2015	2016	2017	2018	Total
Mining Engineering		1y	0	0	84 000	84 000	84 000	252 000
Metallurgical Engineering		1y	0	0	42000	84000	84000	210 000
Geology		1y	84 000	84 000	84 000	84 000	126 000	462 000
Engineering (Elect/Mech)		1y	84 000	84 000	84 000	84 000	84 000	420 000
Human Resources		1y	42 000	42 000	42 000	42 000	42 000	210 000
Finance and Accountancy		1y	42 000	42 000	42 000	42 000	42 000	210 000
Health and Safety		1y	42 000	42 000	42 000	42 000	42 000	210 000
TOTAL			294 000	294 000	420 000	462 000	504 000	1 974 000

2.24 Skills Development Programmes: Communities (18.2)

2.24.1 ABET Training

According to the Integrated Development Plan (2012 – 2016) a community survey has been conducted in 2007 and the following information has been compiled from the survey information:

Table 29: ABET levels in Mogalakwena Community

PERCENTAGE OF POPULATION	EDUCATIONAL LEVEL	ABET AND NQF LEVEL	NQF LEVEL
12.9 %	No schooling	ABET Level 1	-
38.2 %	Grade 7	ABET Level 3	-
46.5%	Grade 9	ABET Level 4	NQF 1
25.5 %	Grade 12 and Tertiary qualifications	-	NQF 4 - 8

The abovementioned percentages imply that 72% of the population already obtained an ABET Level 4 qualification (NQF1).

The focus of the ABET training will therefore be on those community members who have no schooling and those whose highest qualification is grade 7 (ABET Level 3).

ABET training for the community will be undertaken by an EDTP SETA accredited training provider in order for the learners to qualify with a recognised, portable qualification. The training will be conducted in the training facilities to be provided by the Mine.

ABET will be conducted on a full-time stream basis. This implies that community members will be enrolled for a particular level of ABET and attend classes on a full-time basis.

Classes will be conducted at the training facilities within the community centres to ensure that all community members are within easy walking distance from a training centre.

All prospective ABET learners will undergo a pre-assessment to determine the ABET level the learner must commence with. These pre-assessments will be conducted by the appointed accredited provider.

The table below indicates expected ABET uptake and required budgets for community members. This table indicates an estimated training given to community members following discussion and consultation with community organisations and after a scanning of the skills survey database.

ABET will be delivered to community members to develop the unskilled labour population in the area during year 1 – 5 of the SLP (2014 – 2018).

It must be noted that the results of the Skills Audit to be conducted during 2013 will give an updated status of the actual ABET needs within the labour sending areas of the Mine.

Table 30: Action plan for the implementation of ABET for the community: (18.2)

ACTION	OBJECTIVE	TARGET TIMEFRAME
Market the ABET training initiatives to the communities via the Corporate Social Investment offices of the Mine	Ensure that all stakeholders understand the process and objectives	Completed: February 2014
Identify accredited service providers	Ensure these providers do have necessary accreditation and scope	Completed: February 2014
Prospective ABET learners to register for the ABET classes	Ensure that all stakeholders understand the training intervention process and commitments	Completed: March 2014

Conduct ABET pre-assessments to determine levels of competency	Ensure that all stakeholders understand the reasoning behind the assessments and placement levels	Completed: April 2014
Implement ABET training programmes at identified levels as per pre-assessments	Ensure that service provider issue a roll-out programme for the duration of the ABET training programmes	Commence: May 2014
Monitor progress of programmes and learners	Monitoring to take place on a monthly, quarterly and annual basis. Success stories to be communicated	Commence: May 2014

Table 31: Budget: ABET Training: Community (18.2)

ABET level	Targets and timelines - Community members					
	2014	2015	2016	2017	2018	Total Budget
ABET 1	20	20	20	10	10	80
ABET 2	20	20	20	10	10	80
ABET 3	30	30	30	20	20	130
ABET 4	30	30	30	35	35	160
Total Number	100	100	100	75	75	450
Budget	800 000	800 000	800 000	600 000	600 000	3 600 000

2.25 Learnerships: Community (18.2)

The Mine intends to erect a training centre and obtain accreditation from the MQA to deliver registered skills programmes, full qualifications and learnerships. The focus of the learnerships will be on the Engineering disciplines.

Learnerships will only be granted to unemployed (18.2) learners from the local communities to enhance the talent pool of the Mine and the concentrator plant.

Learners will be required to meet the needs of the Mine in disciplines which are provisionally outlined below and which will arise from future requirements determined by the provisional labour plan. It must be noted that the numbers and the disciplines listed in the table below will be subject to change based on the labour market availability of skills, the build-up demands of the Mine and the policies of management.

Individuals undergoing learnerships will only be appointed to the Mine permanent staff after their learnerships have been completed, and then only if vacancies exist and the learner is able to pass the in-house selection process for vacant positions.

The Mine management is mindful that the stock of skills within the community requires maintenance and improvement. Establishing a pool of skilled persons in the local community will offer several benefits. First, it will facilitate recruitment to fill vacancies that arise due to the natural attrition of the Mine employees; second, it will help to ease local recruitment efforts by surrounding mines; and third, it will assist in building goodwill and positive community relations.

Table 32: Learnerships: Community (18.2)

LEARNERSHIPS	FORECAST					TOTAL NUMBER
	2014	2015	2016	2017	2018	
Engineering Maintenance for Underground Hard Rock - Stopping and Developing Level 2	0	3		3		6
Millwright Level 4	0		3		3	6
Plater Boilermakers Level 3	0		3		3	6
National Certificate in Mechanical Engineering (Fitting & Machining) Level 3			3	3		6
National Certificate in Mechanical Engineering (Fitting & Machining) Level 4	0			3		3
TOTAL	0	3	9	9	6	27

Table 33: Budget: Learnerships: Community (18.2)

LEARNERSHIPS	FORECAST					TOTAL
	2014	2015	2016	2017	2018	
Learnerships programmes: MQA	0	378 000	1 134 000	1 134 000	756 000	1 134 000
TOTAL	0	378 000	1 134 000	1 134 000	756 000	1 134 000

2.26 Non-Core Technical Skills training (Portable skills)

Non-core Technical Skills training will be made available through the Mine's community training facilities within the communities or, where facilities are unavailable at the Mine, the training will be conducted at accredited training providers within the area.

Skills training of this nature will be implemented as part of the Mine's commitment to the transfer of skills and capacity building of the Mine communities throughout the life of the Mine but especially when employees may be facing the possibility of losing their employment due to downscaling and closure.

The mine will also train community members for non-core skills focussed on employment in the identified Supply Chain Management (SCM) projects supporting enterprise development, poverty alleviation and job creation.

Within the first five 5 (five) years of the SLP the emphasis of the portable skills training will be placed on construction skills as these skills will be needed for the construction projects during the construction phase of the Mine.

The results of the skills audits will be used to determine which of the community members need to be trained on non-

core technical skills and which need to be trained on core technical skills.

2.26.1 Selection for community portable skills training

It is likely that the expectations of the Mine communities will be high with regard to full-time employment at the Mine. Selection into full-time positions, learnerships, participation in bursaries and scholarships, and participation in experiential training as interns at the Mine will be handled carefully and will only be available for those persons who have the capacity to be trained and who meet the criteria for mine employment. It is anticipated that many applicants for employment will be disappointed. These disappointed applicants will, however, serve as pool for selection into the portable skills program provided by the Mine. This will support the Mine's policy of spreading capacity to members of the community.

2.26.2 Community consultation

The range and number of vacancies for portable skills training will be dictated by the budget allocations within the SLP for community training. The Mine will want to make sure that this investment reaches the highest level of acceptance amongst members of the community and gives the maximum amount of exposure to community members. The Mine will also give preference to those skills development programmes which can lead to self-employment.

Consultations with representatives of the community forum will take place as to the range of skill development and the venues for development to occur. At the appropriate time the Future Forum will enter into consultations regarding portable skills required for those employees who might be retrenched.

Training will be conducted under the SCM projects to ensure that the jobs created will be sustainable.

Table 34 below gives provisional targets for portable skills training during the first five (5) years of the SLP.

Table 34: Non-Core Technical Skills Training: Community (18.2)

PORTABLE SKILLS COURSES	COMMUNITY MEMBERS					TOTAL
	2014	2015	2016	2017	2018	
Welding	6	6	6	6	6	30
Bricklaying	12	12	12	12	12	60
Carpentry (roofs & tiles)	12	12	12	12	12	60
Plumbing	12	12	12	12	12	60
Plastering	12	12	12	12	12	60
Tiling	12	12	12	12	12	60
Household Electrical Installation	12	12	12	12	12	60
Total	78	78	78	78	78	390

Table 35: Budget: Non-core Technical Skills Training: Community (18.2)

PORTABLE SKILLS COURSES	COMMUNITY MEMBERS					TOTAL
	2014	2015	2016	2017	2018	
Welding	30 000	30 000	30 000	30 000	30 000	150 000
Bricklaying	168 000	168 000	168 000	168 000	168 000	840 000
Carpentry (roofs & tiles)	168 000	168 000	168 000	168 000	168 000	840 000
Plumbing	168 000	168 000	168 000	168 000	168 000	840 000
Plastering	144 000	144 000	144 000	144 000	144 000	720 000
Tiling	144 000	144 000	144 000	144 000	144 000	720 000
Household Elec Installation	144 000	144 000	144 000	144 000	144 000	720 000
Total	966 000	966 000	966 000	966 000	966 000	4 830 000

2.27 Core Technical Skills Training: Community (18.2)

The Mine intends to employ 2116 people at height of production in 2021. This number includes the employees working within the Mine and the concentrator plant. The results of the skills audit will be used to determine which of the community members will be trained on non-core technical skills and which will be trained on core technical skills of the Mine and the plant.

Due to the number of community members that need to be trained, and the need to benefit as many community members as possible, it must be noted that each community member will generally only be selected to partake in either the ABET programme, bursary programme, scholarship programme, learnerships programme, core technical skills programme or non-core technical skills training programmes, however, that those who were unable to obtain employment at the Mine, could possibly be considered for an additional programme if the circumstances warrant it. These training programmes will be implemented with the training of the current employees in order to save costs. All these training programmes will take place at the mine's training centre during the first five (5) years of the SLP.

Table 36: Core Technical Skills training for the Mine and plant: Community (18.2)

SKILLS PROGRAMME	2014	2015	2016	2017	2018	TOTAL
Competency A	25	25	25	25	25	125
Competency B	50	50	50	50	50	250
Competency C	20	20	20	20	20	100
First Aid Level 1 and Level 2	100	100	100	100	100	500
Occupational Health and Safety Rep.	50	50	50	50	50	250
Gas Detecting Instrument	50	50	50	50	50	250
Basic Engineering	20	20	20	20	20	100
Basic Mineral Processing	20	20	20	20	20	100
Basic Fire Fighting	50	50	50	50	50	250
Dover Testing	50	50	50	50	50	250
UV Operator	20	20	20	20	20	100
LHD Operator	20	20	20	20	20	100
Forklift Training	10	10	10	10	10	50
TOTAL	485	485	485	485	485	2425

Table 37: Budget: Core Technical Skills Training: Community (18.2)

SKILLS PROGRAMME	2014	2015	2016	2017	2018	COSTS
Competency A	25 000	25 000	25 000	25 000	25 000	125 000
Competency B	50 000	50 000	50 000	50 000	50 000	250 000
Competency C	20 000	20 000	20 000	20 000	20 000	100 000
First Aid Level 1 and Level 2	100 000	100 000	100 000	100 000	100 000	500 000
Occupational Health and Safety Rep.	150 000	150 000	150 000	150 000	150 000	750 000
Gas Detecting Instrument	25 000	25 000	25 000	25 000	25 000	125 000
Basic Engineering	40 000	40 000	40 000	40 000	40 000	200 000
Basic Mineral Processing	40 000	40 000	40 000	40 000	40 000	200 000
Basic Fire Fighting	50 000	50 000	50 000	50 000	50 000	250 000
Dover Testing	25 000	25 000	25 000	25 000	25 000	125 000
UV Operator	60 000	60 000	60 000	60 000	60 000	300 000
LHD Operator	60 000	60 000	60 000	60 000	60 000	300 000
Forklift Operator	10 000	10 000	10 000	10 000	10 000	50 000
TOTAL COSTS	655 000	655 000	655 000	655 000	655 000	3 275 000

Table 38: Bursary allocation: Community (18.2)

TRAINING DISCIPLINE	2014	2015	2016	2017	2018	% HDSA TARGETS PER DISCIPLINE
Chemical Engineering	0	1	0	0	0	100%
Rock engineering	0	0	1	0	0	100%
Geology	1	0	0	0	0	100%
Metallurgy Engineering	1	0	1	0	0	100%
Electrical Engineering	0	0	1	1	1	100%
Mechanical Engineering	0	1	1	0	0	100%
Total: Technical	2	2	4	1	1	
Environmental Management	0	1	0	0	0	100%
Commerce: Finance and Payroll	0	1	1	0	1	100%
Health and Safety Management	1	1	0	0	1	100%
Total: Non-Technical	1	3	1	0	2	
TOTAL: ALL	3	5	5	1	3	

Table 39: Budget: Bursaries Community (18.2)

TRAINING DISCIPLINE	DURATION	2014		2015		2016		2017		2018	
		New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Chemical Engineering	4yr	0	0	1	0	0	1	0	1	0	1
Rock engineering	4yr					1	0	0	1	0	1
Geology	4yr	1	0	0	1	0	1	0	1	0	0
Metallurgy Engineering	3yr	1	0	0	1	1	1	0	1	0	1
Electrical Engineering	3yr	0	0	0	0	1	0	1	1	1	2
Mechanical Engineering	3yr	0	0	1	0	1	1	0	2	0	1
Total: Technical		2	0	2	2	4	4	1	7	1	6

Environmental Management	3 yr.	0	0	1	0	0	1	0	1	0	0
Commerce: Finance and Payroll	1 yr.	0	0	1	0	1	0	0	0	1	0
Health and Safety Management	1 yr.	1	0	1	0	0	0	0	0	1	0
Total: Non-Technical		1	0	3	0	1	1	0	1	2	0
TOTAL PER YEAR		3		7		10		9		9	
TOTAL BUDGET PER YEAR		300 000		700 000		1 000 000		900 000		900 000	
TOTAL	R3 800 000										

2.28 Scholarships: General and Further Education and Training: Community (18.2)

Concurrently with its bursary program, the Mine will provide scholarships at High School level. The Mine will compile a list of the high schools and the established colleges in the community and together with the Department of Education prioritise those who have gained consistently good results in the production and level of Grade 12 or N3 pass rates.

The scholarships will be allocated to selected individuals from Year 1 of the SLP to ensure that these individuals become employable within the Mine or the processing plant after the developing phase.

Individual consultations will be done with each of the principals so prioritised and requests made for interviews with students in Grade 9 and 10 who have shown the most disciplined and consistent approach toward the learning of their subjects. Preference will be given to math and science students when awarding scholarships. In addition to the principals' recommendations, the Mine will consider an appropriate advertising process with clear criteria for scholarship application. The Mine might consider psychometric or other type of scholastic tests in order to assist with selection.

Scholarships will be awarded to those selected by the Mine for entry into Grade 11 and on to Grade 12.

The scholarships awarded to students will be for all educational costs normally paid by the parents to the school, an allowance for books and stationery and a small monthly stipend to be paid to the students' parents or benefactor in order for the student to be able to commute to school without financial implications.

Scholarships will also be extended to younger pupils at primary school level. Support for children in the 10 to 12 year old age group offer opportunities for specialised tuition at levels which could excite interests in business, maths and science. Support for scholars at this level could be a sound investment in long term labour market skills

The budgets for the bursary and scholarship support are estimates for budget purposes and found in Table 35 below:

Suggest we do not use scholarships for anything except our potential future employees.

Table 40: Budged Scholarships: Community (18.2)

BURSARIES	FORECAST									TO T.	BUDGET TOTAL
	2014	2015		2016		2017		2018			
	New	Cont	New	Cont	New	Cont	New	Cont	New		
General Education and Training (Grades 5 – 7)	10	10	10	20	10	30	10	40	10	150	1 500 000
Further Education and Training (Grades 8 - Grade 12)	20	20	15	35	15	45	15	60	15	240	2 400 000
TOTAL	30	30	25	55	25	75	25	100	25	390	3 900 000
TOTAL BUDGET	300 000	550 000		800 000		1 000 000		1 250 000			3 900 000

2.29 School Support Programs

As part of the company's CSR, schools in the labour sending areas of the Mine have been identified and various support programmes have been developed for them. Infrastructure development and other school support programs have been included in the Local Economic Development programs which are included in detail in the LED section of this SLP.

Schools within the sending area will be supported with infrastructure, sporting equipment, books, furniture and equipment which will enhance the learning of the children on the sports field as well as in the classroom. Refer LED Project 2.

Under CSR the Mine has already commenced with the school support programmes by donating furniture and books to various schools within the community.

Picture 1: Tables and chairs donated to Chumana Primary School in Tshamahansi Village 2



Picture 2: Tables and chairs donated to Lekwa High School in Kgobudi Village



2.30 Regulation 46 (b) (v): Employment Equity: HDSA participation in management

2.30.1 Employment Equity (EE Plan/WSP/Labour plan)

The Mine has 157 workers employed at the Mine as on 10 March 2014. The following table gives a clear indication of the variances within the occupational levels at the Mine.

Table: 41: Occupational Levels: HDSA participation in management (Form S)

Occupational Levels											Total
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Senior management	1	0	0	2	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	9	0	0	11	2	0	0	2	0	0	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	5	10	1	0	4	0	0	25
Semi-skilled and discretionary decision making	4	0	0	0	3	0	0	0	0	0	7
Unskilled and defined decision making	43	0	0	0	16	0	0	0	0	0	59
TOTAL PERMANENT	62	0	0	18	32	1	0	6	0	0	119
Temporary employees	21	0	0	1	15	0	0	1	0	0	38
GRAND TOTAL	83	0	0	19	47	1	0	7	0	0	157

Table 42: Employment Equity Status: Employees at the Mine as on 10 March 2014

OCCUPATION	MALE				FEMALE				TOT	DISABLED		WAM	WAM
LEVELS	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female	TOTAL	%
Senior Management (E-Band)	1	0	0	3	1	0	0	1	6	0	0	6	50%
Middle Management (D-Band)	9	0	0	15	3	1	0	2	30	0	0	30	50%

Junior Management (C-Band)	4	0	0	2	9	0	0	3	18	0	0	18	89%
Core Skills	69	0	0	0	34	0	0	1	104	0	1	105	100%

2.30.2 Projected Employment Profile of the Mine

Recruitment and employment of new employees to the Mine will only occur in the second to last year of this SLP period. The HDSA progressive targets will thus remain fairly unchanged for the period of this SLP as only a few new employees will be employed to take charge of the construction phase of the Mine. Recruitment will be focussed in maintaining the HDSA levels as it is currently compliant.

Suitable candidates to fill vacancies within this and next SLP reporting period will be selected from the talent pool which will be created by implementing the various training interventions as discussed in this section.

Table 43: Form “S”: Projected Employment profile of the Mine

ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET	PROGRESS ACHIEVED BY				
				2014	2015	2016	2017	2018
EMPLOYMENT EQUITY	Diversification of the workplace to reflect the countries demographics to attain competitiveness	Top Management	40%	40%	40%	40%	40%	40%
		Senior Management	40%	40%	40%	40%	40%	40%
		Middle Management	40%	40%	40%	40%	40%	40%
		Junior Management	40%	40%	40%	40%	40%	40%
		Core Skills	40%	75%	75%	75%	75%	75%

2.31 Regulation 46 (b) (v): Employment Equity Plan – Participation of Women

The current percentage of “women at mining” (WAM) at the Platreef Resources is 52.4%. The Mine is not yet in operation therefore the percentage for “women in mining” (WIM) is 0%. Gender equality is one of the important elements in establishing a representative organisation; the Mine will offer women an equal opportunity to participate in its operations at all levels of responsibility. The mine will aspire to employ in line with the charter regarding minimum WIM levels to be maintained at the mine.

2.32 Skills Development Project - The University of Limpopo Partnership collaborative approach initiated by Ivanhoe Mines

The University of Limpopo has the vision to be a leading African university epitomising excellence and global competitiveness, addressing the needs of rural communities through innovative ideas.

The University of Limpopo is the result of a merger between the former Medical University of Southern Africa and the University of the North, which occurred on 01 January 2005. The Medical University of Southern Africa (MEDUNSA) was established in 1976 to provide tertiary education and training facilities to the educationally disadvantaged in the fields of Medicine, Allied Health and Nursing Sciences, and Dentistry intended to meet the health needs of the country. The Campus is situated to the north-west of Pretoria. Its grounds extend over some 350 ha adjoining the Ga-Rankuwa Township and are easily accessible by roads and rail. The extension of University Education Act of 1959 made provision for the establishment of racially exclusive universities for black South Africans. Under the provisions of the Act, the University College of the North was established about thirty kilometres from the Limpopo Province town of Polokwane on 01 August 1959. The College was placed under the academic trusteeship of the University of South Africa. This formative relationship was maintained until the South African Parliament promulgated the University of the North Act (Act No. 47 of 1969) thus bringing to an end the College status as of January 1, 1970. The University nestles in the foothills of the Hwiti (Wolkberg range) in Mankweng, midway between Polokwane and the spectacular splendour of Magoebaskloof.

The University of Limpopo currently has four faculties; The Faculty of Health Sciences, the Faculty of Humanities, the Faculty of Science and Agriculture, and the Faculty of Management and Law.

Student Enrolment:

- ◆ 22,520 students enrolled for 2013
- ◆ 6,317 students in the Faculty of Humanities
- ◆ 5,701 students in the Faculty of Health Sciences
- ◆ 5,359 students in the Faculty of Management and Law and
- ◆ 5,143 students enrolled in the Faculty of Science and Agriculture

The introduction of the BSc Geology course and the new Geology Honours programmes at the University of Limpopo is recognition of the regional need for the skilled earth scientists to develop mining, and mineral resources in the province. The Development of these qualifications and the formation of the Centre of Expertise in Geosciences require the creation of a dedicated unit that can pursue teaching, research and innovation with the aim of optimising mining efficiency and mineral beneficiation for the betterment of Limpopo Province and South Africa. The successful development of such a facility requires a major investment in terms of human resources, equipment and infrastructure. Therefore, realistic evaluation of the needs and extensive planning based on fundamental principles is necessary.

At present, geology exists as a division of the Department of Physics and Geology within the School of Physical and Mineral Sciences, Faculty of Science and Agriculture.

Since its inception in 2008, the student enrolment figures in geology have shown a steep increase. In the past two years class sizes had to be restricted due to equipment and venue constraints. Many requests and enquiries to undertake Honours and MSc programmes were received – but refused due to lack of equipment, facilities and suitable supervisors.

Table 44: Teaching Staff: UL Geology Division

Rank	Qualification	Employment	Up-grade Plan	Up-grade Plan
			(1-3 years)	(4-10 years)
1xProfessor	PhD	Permanent	No Action	PD Modules
1x Senior Lecturer	PhD	Permanent	No action	PD Modules
1x Lecturer	Honours	Permanent	M.Sc.1	Ph.D.
1x Lecturer	Honours	Contract	M.Sc.1	Ph.D.
2x Junior Lecturers	Honours	Contract	2	M.Sc.
1x Technician	Honours	Permanent	2	PD seminars
1x Laboratory Assistant	Honours	Contract	2	PD seminars

The project is focussed to develop the Geology Department in terms of Equipment and Capacity in the area of staffing, facilities and equipment. It is proposed as a partnership model over an estimated period of 10 years.

It must be recognised that successful implementation of the proposed partnership and academic plan will require sustained funding over the estimated period of 10 years on the part of Ivanhoe Mines Limited to assure the success of the Research Chair in Economic Geology and host Geology Department. The following general actions will be taken to implement the above:

- ♦ Women identified as having potential will be fast tracked in their careers. Supporting this will be the provision of coaching and mentorship opportunities;
- ♦ Employees will be informed and educated to reduce negative stereotyping and preconceptions toward women. A policy for the employment and advancement of women in mining will be included in the Employment Equity (EE) Policies.
- ♦ The career progression plan for the Mine will include a women-specific element to ensure that females with potential for progress are considered fully alongside their male counterparts and that they are not inadvertently passed over in the promotion process (the potential of these women will be ascertained from the skills audited to be carried out in the latter part of 2013).
- ♦ The Mine will outline the number of positions and job descriptions that could be made available to women to achieve the 10% WIM as per the Charter. The required skills levels to fill these positions will also be determined and explained to female candidates. In this way, women with the potential to fill such positions can be appropriately sourced and trained.

SD Project 1: Limpopo- University – Geology Upgrade:

Project Name	Establishment of a Partnership between The University of Limpopo University and Ivanhoe Mines				Focus Area: Establishing a Research Chair in economic geology at University of Limpopo
Background	In early October 2013, Robert Friedland, Chairman of Ivanhoe Mines proposed the corporate funding of a Research Chair in economic geology at University of Limpopo. The Research Chair was viewed as an integral part of a collaboration involving student exchanges between Laurentian University's Earth Science and the University of Limpopo's Geology Department. The proposal was viewed as a corner-stone of Ivanhoe's Corporate Social Responsibility platform for the development of Ivanhoe's "Flatreef Discovery" in the northern limb of the Bushveld Complex, South Africa. Ivanhoe's mining venture would benefit not only the socio-economic fabric of local communities in terms of job-training, job opportunities and business development but help to create an incubator at the University of Limpopo for geology students trained at the undergraduate and graduate levels. These students would be available for work locally, nationally and internationally. Partnering with Laurentian University's Goodman School of Mines was considered as key to the success of the collaboration due to the international acclaim enjoyed by the University's Earth Science department and graduates.				
	Upon reflection, building teaching and infrastructure capacity at an early stage at the University of Limpopo were considered key to the success of the collaboration, particularly the hiring of a Research Chair, which forms the basis for this multi-term proposal.				
	The proposed collaboration between the two universities – including the upgrading of the University of Limpopo's facilities – is expected to span 10 years through to 2024. The budget for this programme will, subject to on-going consultations with the two universities, likely exceed the R12.202m allocated over five years in this SLP.				
Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date
University Of Limpopo	Waterberg District	MLM/Waterberg Regional Municipality	NA	2014	Long Term10years

Link to IDP: Job creation; Business skills training; Entrepreneurial training

Output	Key Performance Area	Key Performance Indicator	Responsible Entity	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Total Budget
University of Limpopo: School of Physical and Mineral Sciences, Geology and Mining Development Plan – Acquiring of Equipment	Purchasing of the following : Teaching materials, Thin Section Laboratory, Polished Section Laboratory, Microscope Laboratory, Field Vehicle Field Equipment, Geophysical Equipment, Sedimentology Laboratory Equipment	Rock, mineral and fossils samples, Grinding lap with sample holder, Polishing lap with accessories, Five (5) reflected light ore microscopes, 4x4 double cab with canopy, bull bar & tow bar, Compasses, GPS units, tents and camping equipment, Magnetometer and Electrical Resistivity equipment, Sieves, balance, shaker and riffler	University Of Limpopo, Ivanhoe, Platreef	1 472 000	0	0	0	0	1 472 000
	Purchase and get in place: Teaching materials; Mineral Separation Laboratory, Atomic Absorption Spectrometer, Scanning Electron Microscope with EDS system, Field Equipment, Vehicle 14/16 seater minibus, Computer Laboratory - 24 stations @ R20000	Rock, mineral and fossils samples, Shaker Table and "Carpco" type roll magnetic separator, AA for samples and elements problematic with XRF, SEM equipment for surface and mineral grain micro-analysis, Compasses and GPS units, Vehicle for student transport, Equipment and software for GIS, data handling and mine planning	University Of Limpopo, Ivanhoe, Platreef		3 390 000	0	0	0	3 390 000

	Purchasing and putting in place; Teaching materials, Upgrade X-Ray laboratory, Upgrade Microscope Laboratory, Mineral Processing laboratory, Upgrade Thin & Polished Section Laboratory, Field Equipment, Software & software upgrades	Rock, mineral and fossils samples, Existing equipment will require replacement and / or upgrading, Existing petrographic microscope will require replacement and / or upgrading, Froth floatation and electrostatic separation equipment, Upgrade equipment and expand production of laboratory, Compasses and GPS unit, GIS and geophysics processing software and data bases	University Of Limpopo, Ivanhoe, Platreef	0	0	2 780 000	0	0	2 780 000
	Purchasing and putting in place; Teaching materials, Upgrade Sample Preparation Laboratory, Isotope Laboratory, Mineral Processing Geophysical Field Equipment, Software and computer Laboratory upgrades	Rock, mineral and fossils samples, Crushing and milling equipment will require replacement and / or upgrading, Stable isotope laboratory for C, O and S studies, WHIMS and Whiffley Spiral concentrators, Gravimeter, Compasses and GPS unit, Hardware and software upgrades for GIS and Geophysics	University Of Limpopo, Ivanhoe, Platreef	0	0	0	3 295 000	0	3 295 000

Teaching and Training	Capacity assessment at University of Limpopo: staff, facilities, equipment Establish Ivanhoe Scholarships for UL undergraduate and graduate students (includes, travel, tuition, residence and meals, books, subsistence allowance) a. H.B.Sc. Students – one semester for advanced Ore Deposits training (Ore Deposits II) plus two other courses Teaching Staff Up-grade: one semester for advanced Ore Deposits (Ore Deposits II) training plus two other courses H.B.Sc. Students: enrol in 4 year H.B.Sc M.Sc. Students: enrol in M.Sc. Geology program including thesis Applied M.Sc. in Mineral Exploration: includes 4 x 2 week modular courses and 2 field schools; no enrolment restrictions, available to H.B.Sc., UL lectures and industry Development and delivery of short courses and professional development courses at UL according to needs of nearby mining operations	Training Interventions as part of long-term support is rolled out	University Of Limpopo, Ivanhoe, Platreef		0	0	0	1 265 320	1 265 320
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	Joint supervision of UL graduate students where UL teaching capacity exists Develop Applied M.Sc. Mineral Exploration degree at UL (through MERC - Mineral Exploration Research Centre)								
TOTAL BUDGET				1 472 000	3 390 000	2 780 000	3 295 000	1 265 320	12 202 320

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	0	0	4	0	0	0	-
Semi-skilled	0	0	0	0	0	0	-
Skilled	16	4	12	0	0	16	Geologists
Management	25	10	15	0	0	25	Geology Professionals (MSc)(PHD)
Total	41	14	27	0	0	41	

Note: These number of jobs do not include the number of jobs that will be created by the establishment of successful SMME's as it cannot be determined before the capacity building programmes had been implemented.

Short Term Actions	Capacity assessment at LU and UL, Begin purchase of equipment up-grades at UL. Construction. Student interventions started.
Medium Term Actions	Complete purchase of equipment up-grades at UL, complete construction, and interventions continued.
Long Term Actions	All activities developed during Mid-Term period are continued to end of 2023.
Completion date and exit strategy NB: Beneficiaries should be outlined.	The UL will have full-fledged new geology wing and is utilised in partnership with LU to develop Geology students.

PART THREE

3 Regulation 46 (c) Local Economic Development Programme

3.1 Introduction

The Local Economic Development (LED) plan has been based on a detailed study of the IDP documents from the Mogalakwena Local Municipality (MLM) and the Waterberg District Municipality (WDM), and developed in consultation with the municipal authorities

According to the MPRDA an SLP should contribute to the LED of the labour sending areas and communities surrounding the Mine, depending on the predicted impact of the Mine.

In ensuring that the Mine's LED Plan contributes as required by the MPRDA, the Mine intends to:

- ♦ Co-operate with the local and district municipalities in the design and implementation of Integrated Development Programmes (IDPs);
- ♦ Contribute meaningfully to the socio-economic development of their operational and labour sending areas;
- ♦ Liaise with relevant government departments, agencies and communities regarding their development programs;
- ♦ Allocate financial and human resources to facilitate the implementation of LED projects effectively;
- ♦ Keep records of schedules and funds which will be spent on communities; and
- ♦ Ensure on-going consultation and engagement with communities.

3.2 Regulation 46 (c) (i): Socio-Economic Background Information

In addition to information from the MLM and WDM IDP documents, this section also draws on socio-economic information obtained from Statistic South Africa (www.statssa.gov.za).

During the recruitment process a detailed questionnaire will be completed which will inform the Mine management of the social and welfare background of each employee. This information will provide details of the labour force and present a clear and systematic profile of the local social and economic conditions of the people directly involved with the Mine.

Information on the socio-economic circumstances of the workforce will supplement the information presented in this section, and will assist the Mine's management in the formulation of policies on skills development, community and employee welfare and the like.

3.2.1. Waterberg District Municipality

The WDM is situated within the western portion of Limpopo Province. The Waterberg is about to be one of the biggest conservation areas in the country with a large population of big game, important prehistoric and historic sites and large areas of unspoilt wilderness. The total area of the WDM covers approximately 4, 951 882 km², and consists mainly of commercial farms, game farms, rural settlements and small towns.

Approximately 0, 43% of the total area is used for settlement of which 69% of all the settlements in the WDM area are located within the MLM. The largest settlement consists of 5 000 people, whilst the smallest has less than 1 000 people.

The WDM consists of six local municipalities; Mogalakwena, Lephalale, Bela-Bela, Modimolle, Thabazimbi and Mookgopong. This project is situated in the Mogalakwena Local Municipality (MLM), which will also be the main labour sending area. This document will therefore focus on the MLM.

3.2.2 Mogalakwena Local Municipality

The MLM is situated in the western quadrant of the Limpopo Province, within the WDM and borders Aganang Local Municipality to the East, Mookgophong Local Municipality to the South, Lephalale Local Municipality to the West and Blouberg Local Municipality to the North. The MLM covers an area of approximately 616 607.40ha.

There are three proclaimed townships and 178 villages within the MLM. The majority of the townships are located within the Mokopane/ Mahwelereng area. Rebone is the largest township outside the urban core. The rest of the settlements are distributed in the area between the N11 and the R518.

The municipal area also covers a range of smaller settlements in the area between Mokopane and Rebone about 100 km to the north along the N11 and Marken along the R518. The N1, N11, and R518, together with the Mogalakwena River and mountains provide strong structural elements that have shaped development within this municipal area.

The area is steeped in rich history and cultural diversity; the landscape is mostly dominated by agricultural and mining activities.

3.2.2.1 Population Demographics

Population

During the 2001 Census, the population for the MLM was estimated to be 298 429 people with 18% having a household of 1 and 14% being a household size of four. The MLM's IDP has estimated the population to be 330 644 according to a 2007 Community Survey. The 2001 Census shows the population composition for the MLM to be 285 278 Black Africans, followed by 11 947 Whites, 945 Indians/Asians and Coloured groups being in a minority totalling 259.

Figure 8: Population composition

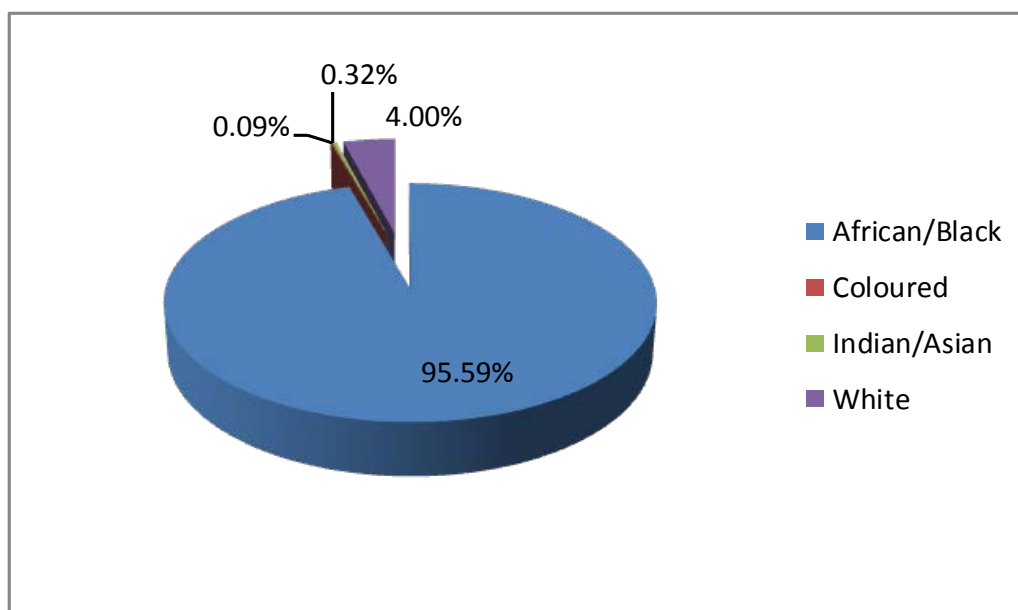


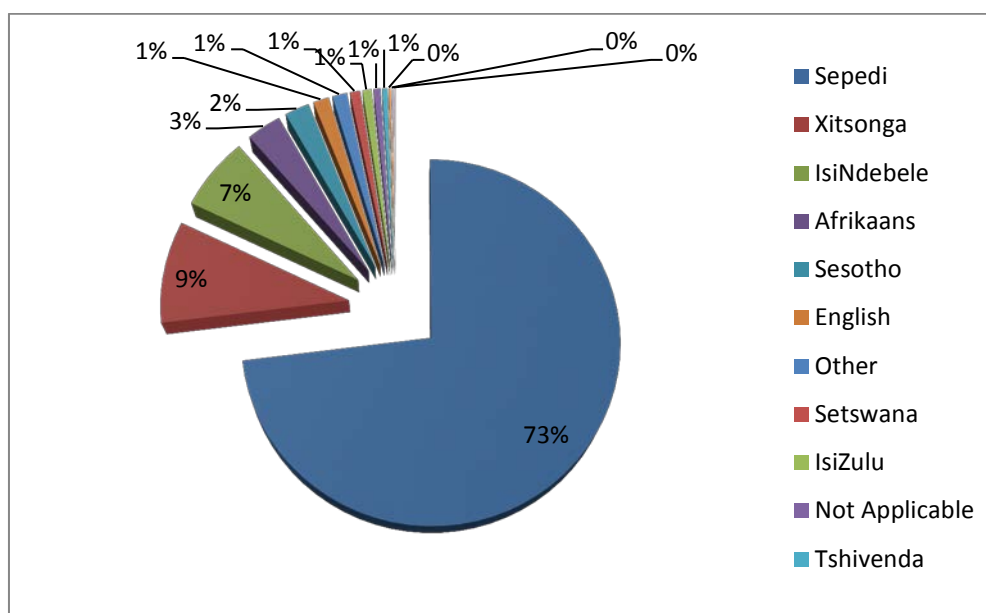
Table 45: Household size and population group

HOUSE HOLD SIZE	AFRICAN/ BLACK	COLOURED	INDIAN/ASIAN	WHITE	% OF TOTAL HOUSEHOLDS
1	12 134	23	7	525	18%
2	8 589	14	28	1 066	14%
3	8 547	9	25	571	13%
4	9 203	8	44	690	14%
5	8 425	8	34	310	13%
6	6 579	8	22	110	10%
7	4 749	3	10	40	7%
8	3 167	2	4	24	5%
9	2 102	0	3	4	3%
10	2 983	2	2	1	4%
Total	66 478	77	179	3 341	

3.2.2.2 Languages Spoken

According to the 2011 Census the most spoken languages in the municipality are SePedi (73.1% of the population) and Xitsonga 9.1% - the detailed percentages are found in the Figure 9 below:

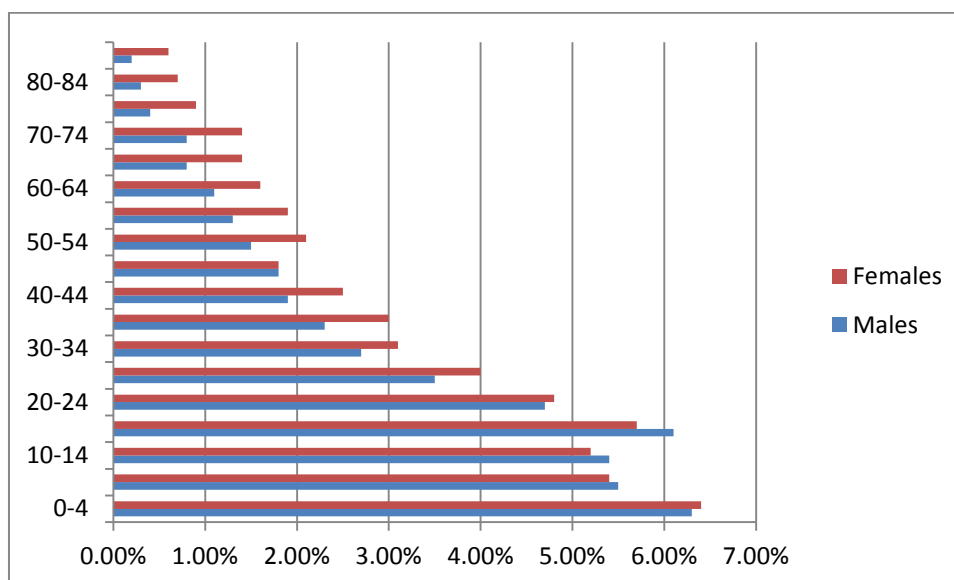
Figure 9: Languages spoken in the Mogalakwena Municipality



3.2.2.3 Age and Gender

According to the 2011 Census 58.3% of the population are between 15 and 64 (working age). Twenty five point two percent (34,3%) of the population are between the ages of 0 and 14 years and 7,4% are older than 65 (five) years. (Figure 10).

Figure 10: Age distribution between male and females

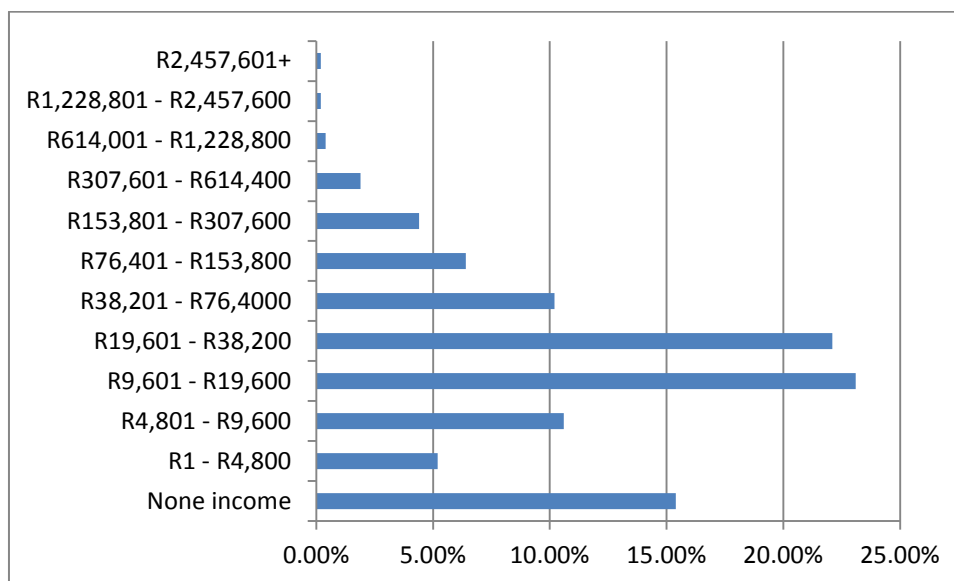


It says forty six point seven percent 46.7% of the population is made up of males and 53.3% are females.

3.2.2.4 Income

According to Census 2011, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40,2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years. Of the 39 515 economically active youth (15–35 (five) years) in the area, 51,7% are unemployed, which is also the highest in the district. Agricultural activities include farming of cattle, poultry, game and citrus. Mining activities include platinum, clay (for bricks), granite, limestone, fluorspar, tin, and coal. Incomes and population levels are graphically illustrated in Figure 11 below.

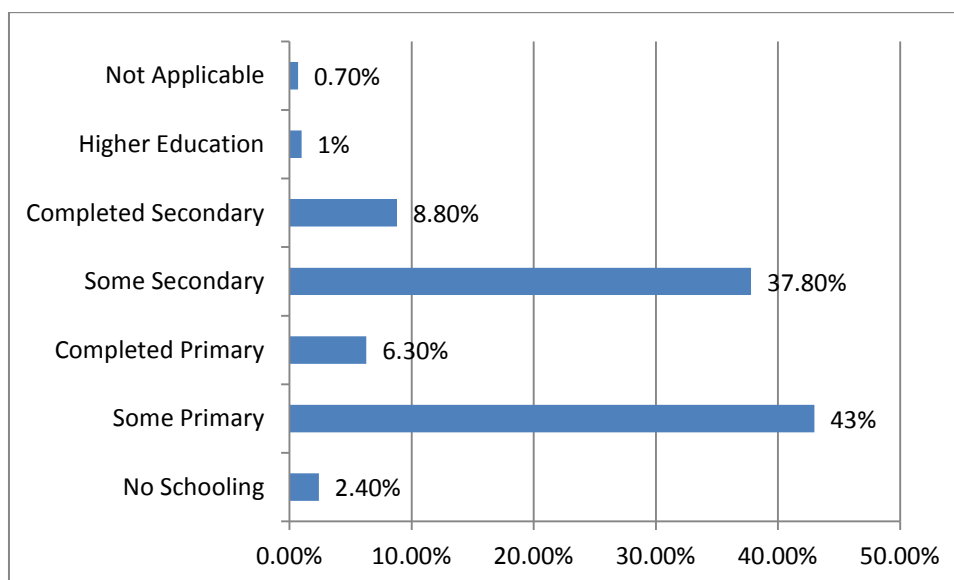
Figure 11: Percentage of the population rated against income level



3.2.2.5 Education

Of the 307 682 residents of MLM, 96,1% are black African, 3% are white, with the other population groups making up the remaining 0,9%. Of those aged 20 years and above, 18,2% completed/have some primary education, 35,6% have secondary education, 21,7% have completed matric, 8,5% have some form of higher education, and 16% have no form of schooling.

Figure 12: Education levels



3.2.3 Services

3.2.3.1 Health

According to the MLM IDP 2010/11 document, there are three provincial hospitals located within the MLM; they are Voortrekker and Mokopane Hospitals, which are situated within the Mahwelereng area, and George Masebe Hospital, located within the Bakenberg area. There are no private hospitals within the MLM's jurisdiction. The MLM has clinics and mobile clinics in the locations shown in Table 46.

The MLM's HIV prevalence has increased from 9.6% in 1996 to 10.3% in 2000. The high occurrence of HIV may have an impact on economic development in the future.

These statistics reinforce the importance of effective and sustained HIV/AIDS awareness and prevention programs for the Mine's workforce, as well as the implementation of measures to mitigate the impact of the disease on the workforce and surrounding communities.

Table 46: Mogalakwena clinics and mobile clinics

LOCATION	POPULATION	CLINIC	MOBILE CLINIC
Mahwelereng	126081	Mahwelereng Clinic 1	Greater Potgietersrus
		Mahwelereng Clinic 2	Sekgakgapeng
		Mahwelereng Zone 2	Potgietersrus Mobile
		Bokwalakwala Clinic	
		Mogalakwena Clinic	
Bakenberg	64573	Bakenberg Clinic	Bakenberg Mobile 1
		Paulos Clinic	Bakenberg Mobile 2
		Mokamole Clinic	Bakenberg Mobile 3
		Tiberius Clinic	
		Jakkelskuil Clinic	
Mapela	61482	Mapela Clinic	Sterkrivier Mobile
		Tshamahansi Clinic	Mapela Mobile 1
		Pholotjie Clinic	Mapela Mobile 2
		Phafola Clinic	Gillemburg Mobile
		Masaselela Clinic	
		Mosesetjane Clinic	
		Sterkwater Clinic	
		Vaalkop Clinic	
Rebone	52325	Bavaria Clinic	
		Lekhureng Clinic	
		Mankuwe Clinic	
		Mattanau Clinic	
		Rebone Clinic	
		Segole Clinic	
		Wetevreden Clinic	

Source: Department of Health and 2010/11 IDP

3.2.3.2 Libraries

The MLM's 2010/11 IDP document states that there are eight libraries within the municipal area. They are situated in:

- ◆ Setupulane;
- ◆ Breda;
- ◆ Thabaleshoba;
- ◆ Ga-Molekoa;
- ◆ Hlongoane;
- ◆ Extension 19;
- ◆ Mahwelereng; and
- ◆ Makobe.

The MLM intends building a community library in Bakgoma, Makobe by the end of 2011.

3.2.3.3 Water

According to the MLM's IDP 2010/11, the municipality's main water sources within the urban areas are derived from the Doorindraai Water Resources System. Water is also obtained from Uitloop Farm and Planknek.

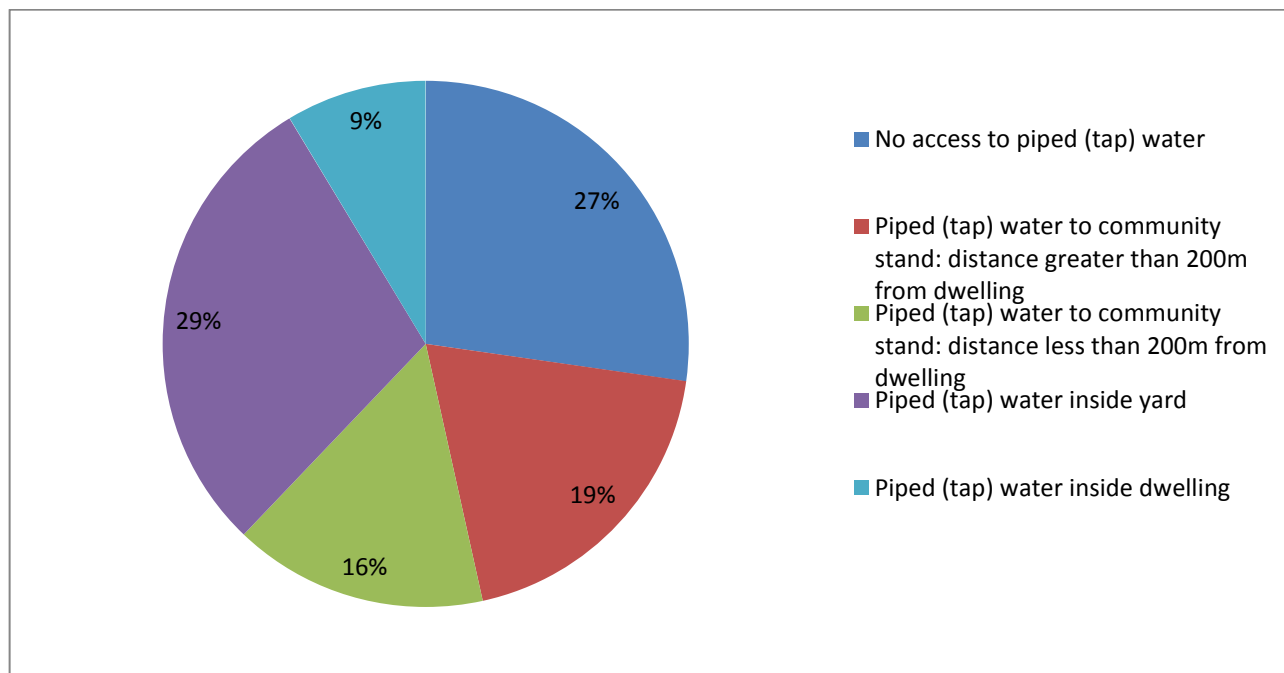
Schemes which supply villages are all in need of refurbishment or upgrading in design, or due to the increase in population capacity as the villages have outgrown the schemes. The following schemes supply water to villages:

- ◆ Sefakaola Water Supply Scheme;
- ◆ Glen Alpine Water Supply Scheme;
- ◆ Mapela Regional Water Scheme (25 boreholes);
- ◆ Bakenberg Regional Water scheme (40 boreholes);
- ◆ Inkidikitlana Regional Water Scheme (15 boreholes); and
- ◆ Salem Regional Water Scheme (12 boreholes).

The MLM does not own a water treatment works for potable water production, which causes the area to be under a constant threat of water shortages as a result of conveyance bottlenecks.

The infrastructure has deteriorated due to ageing corrosion and is prone to bursts and leaks, which results in water being lost. The incidence of bursts has increased over the past few years. The Municipality will have to consider a systematic replacement program to ensure that the infrastructure continues to function economically.

Figure 13: Population and water availability.



Twenty nine point two percent 29.2% of the population have a tap inside their yard while 27.3% of households (the majority of them Black Africans) have no access to piped water.

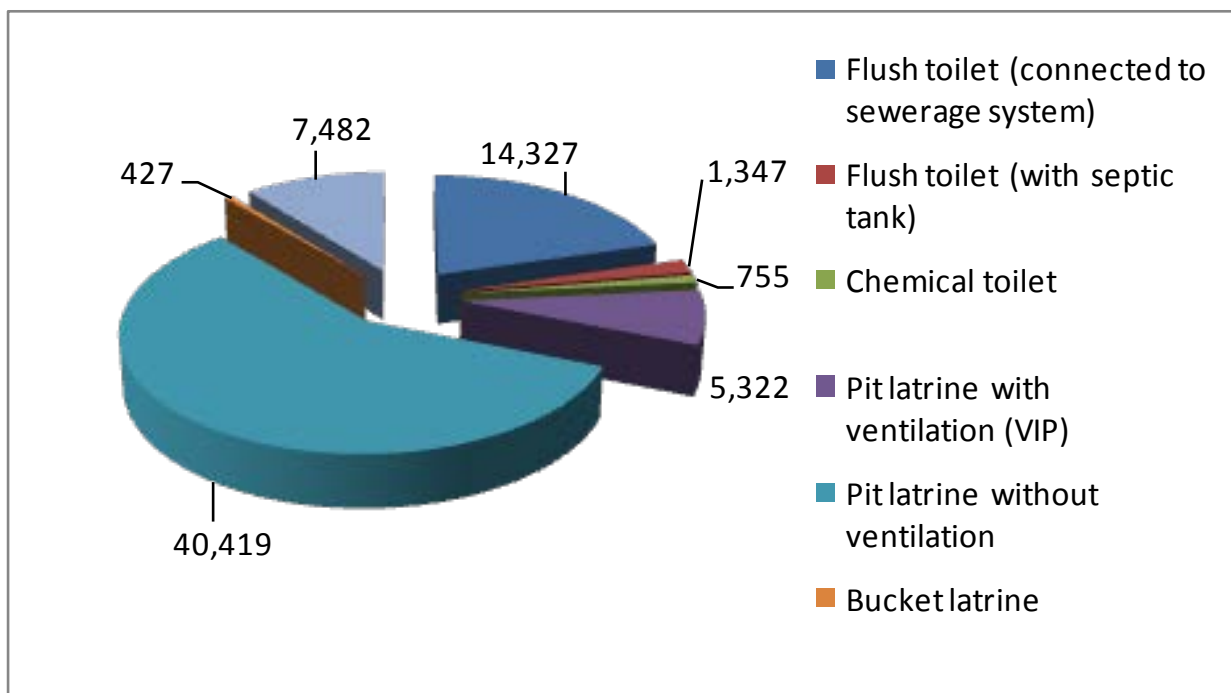
3.2.3.4 Sanitation

The 2001 Census states that within the MLM, 10.7% of households have no access to sanitation services, 65.3% make use of pit latrines, while 22.3% have flush toilets. (Figure 14)

According to the 2011 Census information, twenty five point eight percent (25.8%) of households had access to flush latrines (connected to sewerage system), fifty five point eight percent (55.8%) make use of pit latrines without ventilation and eleven percent (11%) use pit latrines with ventilation.

The MLM IDP 2012 - 2016 acknowledges that prioritization should be given to sanitation as proper sanitation systems are imperative for dignity and health.

Figure 14: Sanitation

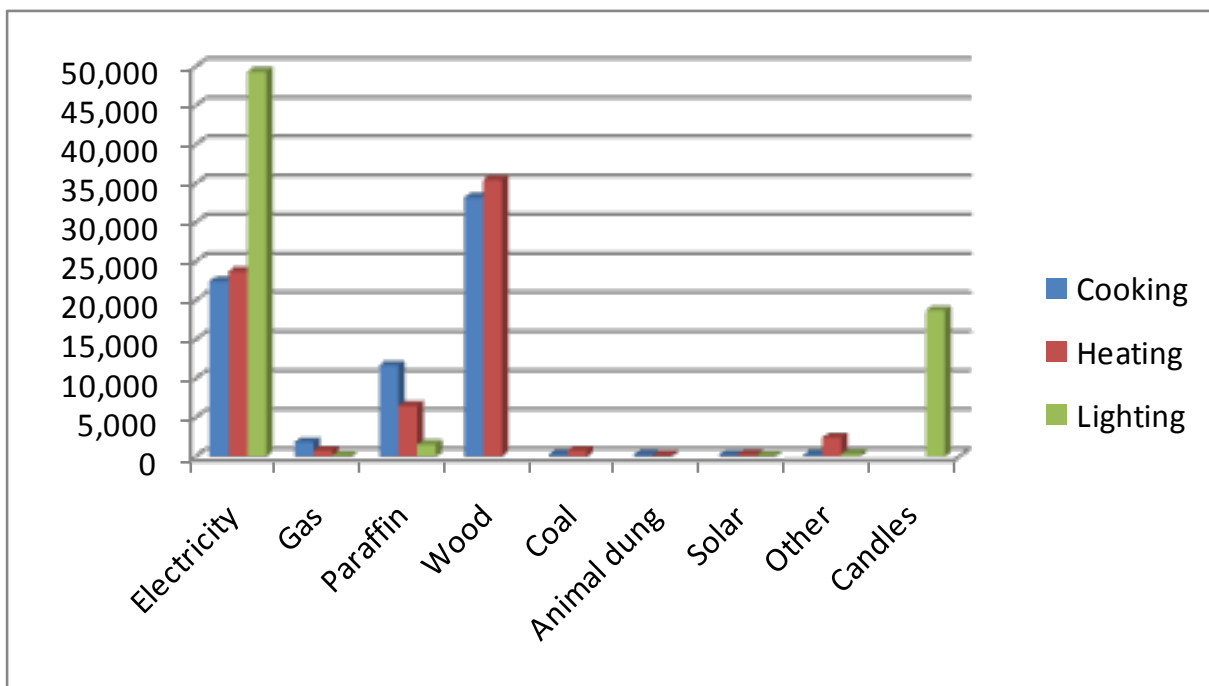


There is only one waste water treatment works located within the MLM, known as the Mokopane Waste Water Treatment works.

3.2.3.5 Energy and fuels used for cooking, heating and lighting

According to Census 2001 almost 45.4% of the population have access to electricity. Twenty three point five percent (23.5%) use electricity for cooking, 24.8% use electricity for heating and 51.6% used electricity for lighting. Households in the rural areas do not have access to electricity. A high percentage of households (33%) still use wood for heating and cooking. Figure 20 illustrates the fuels utilised for cooking, heating and lighting. A high percentage of households (33%) still use wood for heating and cooking. Figure 15 illustrates the fuels utilised for cooking, heating and lighting.

Figure 15: Energy and fuels utilised for cooking, heating and lighting

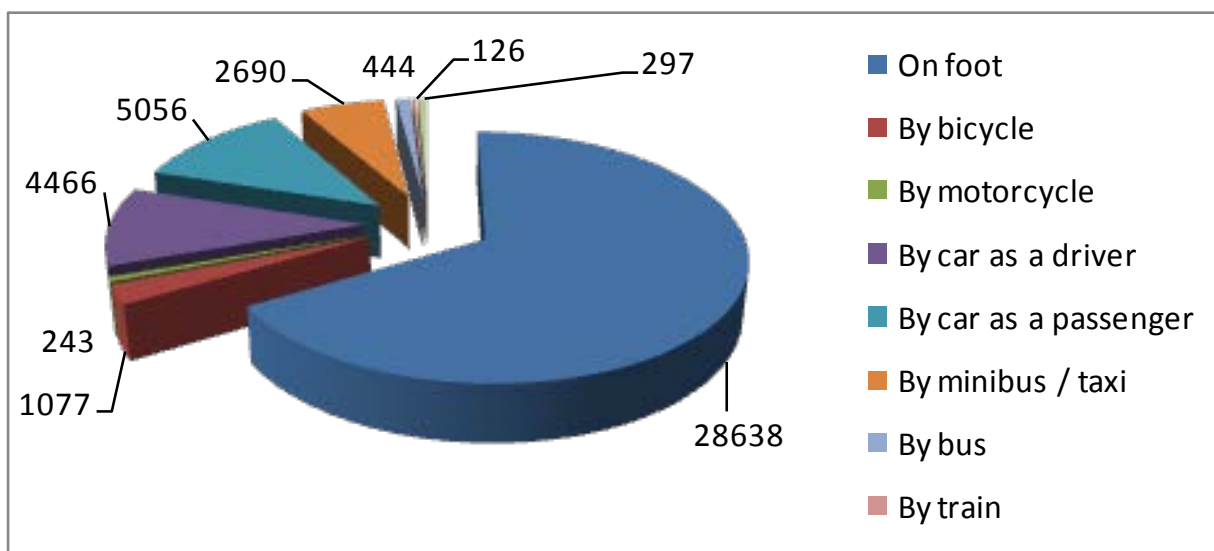


3.2.3.6 Transport

Very few people are financially able to own a car within the MLM area. The majority of commuters depend on public transport (bus and taxi operations). Donkey carts are mainly used in most parts of the rural villages and villages surrounding Mokopane Town (Madiba, Sekgakgapeng, Masodi, and Vaaltyn).

Sixty six point five percent (66.5%) of the population travel on foot, which is a further indication of the rural and low income of people in the municipality. Figure 16 describes the different modes of transport used by the population.

Figure 16: Modes of transport

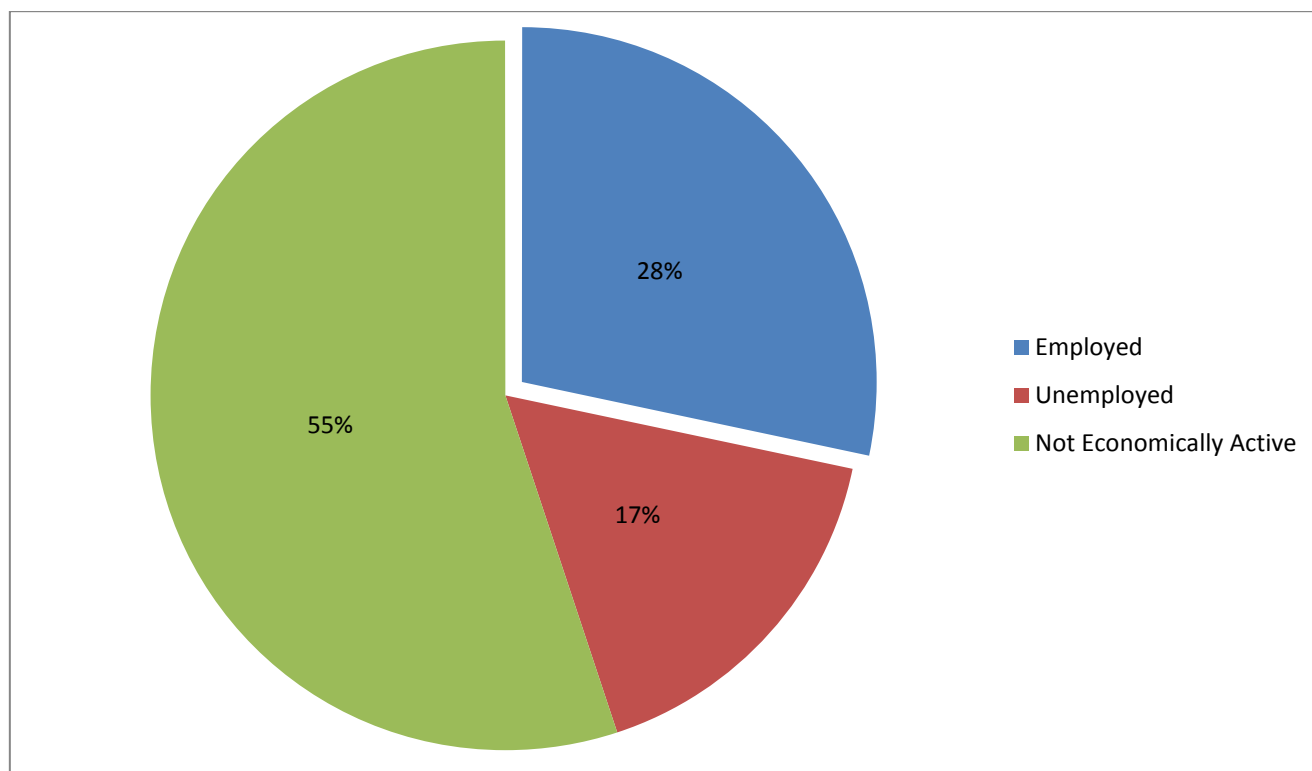


3.3 Regulation 46 (c) (ii): Key Economic Activities

3.3.1 Economic overview

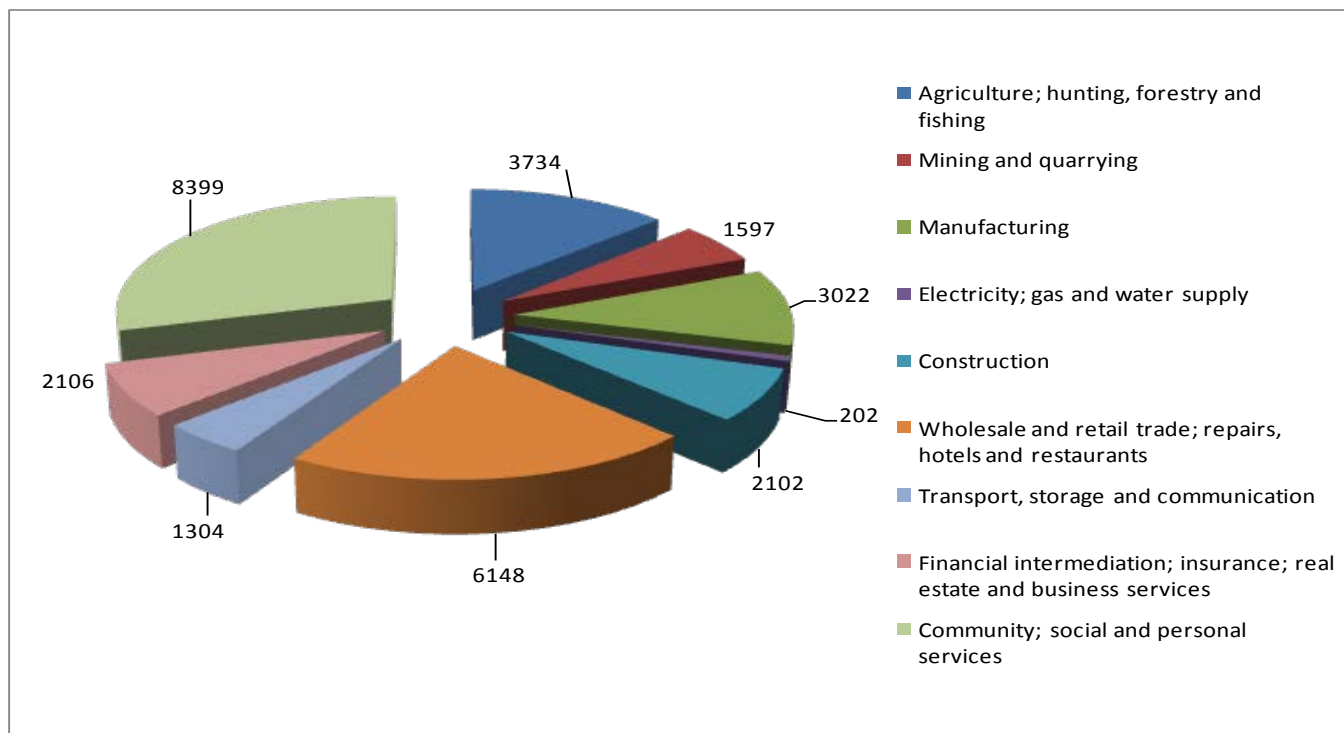
According to the MLM IDP 2011/12 one of the key social problems facing the MLM is poverty. This is reflected by the unemployment rate which, depending on one's definition of unemployment is estimated to be between 45% and 70% of the economically active population. The majority of this population group are rural women. The Census 2001 and Community Survey 2007 referred in the IDP document shows that the unemployment rate is estimated to be 77.5% (unemployed and not economically active), of this, 40.1% are males and 59.1% are females. Refer to Figure 17 below.

Figure 17: Employment status



According to Census 2001 the MLM's employment is dominated by the community sector (29.3% of jobs) and the wholesale, retail, repairs, hotels and restaurants sector (21.6%). Agriculture is the third largest employer sector with 13.5% and manufacturing fourth with 10.6%, mining only contributes 5.6% to the total employment within MLM as shown in the Figure 18 below:

Figure 18: Economic sector employee contribution



3.3.2 Mining

The MLM's 2010/11 IDP document states that the mining industry has contributed towards the economic development of the district, province and nationally. Mogalakwena is the largest platinum producing area in the Northern Province. Platinum reserves have been proven to be 280 million tonnes and the current extraction rate is 57 million tonnes per annum. Additional projects that will contribute to this sector will be the Volspruit opencast and the Platreef Projects.

3.3.3 Agriculture

According to the MLM's 2010/11 IDP the agricultural production capacities of the area includes a number of variables such as, soil types, climate, and access to service infrastructure, distance to markets, and access to suitable water. It is important to identify various agricultural production areas as they impact upon land use patterns (e.g. irrigation regions and extensive cattle production). There is a gradual movement away from cattle farming towards game farming. A survey done by the Mara Research Station has indicated that there are about 2 400 game ranches in the province (1997), totalling an area of about 4.1 million ha. About 40% of these game ranches are owned by persons that reside outside the province. Table 47 contains a list of agricultural crops, fruit, vegetables and livestock being produced in the municipal area.

Table 47: Crops and livestock produced

CROPS	FRUIT	VEGETABLES	LIVESTOCK
Peanuts Maize Sorghum and Babala Sunflower Wheat Cotton Tobacco	Citrus (oranges)	Potatoes Onions Tomatoes Melons Pumpkin Beet Carrot Beetroot	The most dominant breed is the Bonsmara. In this area. The capacity for Game and goat farming has been identified

3.3.4 Tourism

The MLM's 2010/11 IDP document states that the area of Mogalakwena has a rich history and cultural heritage resource, which has potential for tourism. The Mogalakwena tourism sites include:

Waterberg Biosphere Reserve received its international status in March 2001 and now forms part of the World Network of biosphere reserves, registered with the United Nations Educational, Scientific and Cultural Organization (UNESCO). The Waterberg Biosphere Reserve is the first "savannah" biosphere reserve registered in Southern Africa; and

The Makapan World Heritage Site has been a site for paleo- anthropological discoveries as well as the conflict between Boer and Pedi in 1854. The Makapan Valley was declared as one of the first World Heritage Sites of the United Nations.

3.4 Regulation 46 (c) (ii): Impact of the Operation on Local and Sending Communities

It is possible to predict potential issues and impacts of the operation before its commissioning. These potential impacts cannot be viewed in isolation from the regional impact of other mining operations and economic activities. Positive impacts relate to effects on the economy, the local skills base, physical infrastructure and social services.

There are several potential negative impacts that can be identified by the mining operation, including:

- ◆ Local employment will be limited due to many construction companies bringing the majority of their Semi and Skilled work force with them and will hire a percentage of workers locally, only;
- ◆ The proposed Mine will need to procure a wide variety of goods and services and the majority of these goods will be highly specialised mining equipment. It is unlikely that these goods will be locally or regionally available;
- ◆ The operation can cause an influx of unemployed job seekers into the area. This influx could negatively influence the incidence of social ills in the area such as crime, prostitution and substance abuse;
- ◆ The perception that the Mine will employ a large number of people could encourage the immigration of people from neighbouring countries such as Zimbabwe;
- ◆ The housing demand in the area will be increased by individuals earning stable incomes from the Mine. It is not certain if sufficient housing will be available or that the MLM will be able to plan for the densification of housing with the concurrent increase in services. The value of the present housing stock could create artificially high housing prices;
- ◆ Should there still be a demand for additional housing stock, this will place extra pressure on the municipality to make land available for housing developments and infrastructure; and
- ◆ The quality of road surfaces could deteriorate due to increased traffic, especially heavy vehicles, which will place additional pressure on road surfaces that are unlikely to have been constructed to withstand heavy

vehicles.

This list is by no means exhaustive, but represents the most important impacts that will affect people in the MLM as a result of the development of the proposed Mine.

It should be noted, however, that these impacts will not occur in isolation, but will combine with the current and expected future impacts of other mines that operate within the Mokopane area. These mines include:

- ◆ Mogalakwena Platinum Mine (Anglo Platinum);
- ◆ Platreef Project;
- ◆ Volspruit Project
- ◆ Vanadis Project;
- ◆ Haaspan Granite; and
- ◆ Matlala Stone Crushers

3.4.1 Economic Impact

The Mine will contribute to the local economy through the employment of approximately 2116 people. If a rule-of-thumb multiplier effect of 1:6 is considered, this will positively influence the quality of life of approximately 12 000 people in a direct manner.

Although the Mine will only employ this relatively small number of permanent employees due to its highly mechanised mining methodology the economic impact within the community will be substantial due to the R160 million to be invested through the implementation of the Social and Labour Plan over the first five 5 (years). R87.7 million of the total budget of R160 million will be used for the implementation of the LED Projects.

The projected monthly wage bill will result in a substantial injection of cash into the economy of the MLM for both the formal and informal retail and service sectors and downstream secondary industries.

The Mine will also have a positive impact on development in the district and, thanks to the company's procurement transformation strategy and procurement capacity building programmes, there will be a further increase in opportunities for local HDSA suppliers of goods and services to the operation.

Platreef is also one of the Mines in the mining fraternity who will contribute in excess of R300m towards the cost of the Olifants River Water Resource Development Project (ORWRDP). The mining fraternity will contribute over R1.5b towards this project which will in turn create an additional 24Mℓ of water per day to the communities of Mogalakwena.

3.4.2 Social Impact: Community Representation

Recent developments recommended by the Department of Rural Development and Land Reform (DRDLR) and the DMR have supported the Mine in its efforts to establish representation models free from financial expectation, corruption and personal benefit. The SLP had also been presented to the Executive Committee as well as the Councillors of the MLM.

3.4.3 Labour Sending Areas

The MPRDA legislation for SLPs requires that consideration be given to labour sending areas for projects and investment, and not only to the direct vicinity of the Mine, as part of socio-economic profile of the mining area.

The Mine will endeavour to employ a majority of the projected labour force from the MLM and surrounding areas. As part of the tender conditions of the contractors who will be responsible for the infrastructural development phase of the Mine, they have to employ 100% of the unskilled labour required and a minimum of 30% of the semi-skilled labour

required, from the local sending areas. Some highly skilled jobs will require that these employees be recruited from areas outside the MLM; these will, however, be limited as far as possible.

3.5 Regulation 46 (c) (iii): Infrastructure and poverty eradication projects

3.5.1 Involvement in Integrated Development Plans

The IDP is the overarching development framework of a given district; the Mine's SLP and sustainable development initiatives will therefore conform to the district and local IDPs, which will form the basis of all projects. By building on the development strategies existing at local government level, a partnership will be formed between the Mine and local government, which can work together to build community sustainability. Although agreement has been reached between the Mine and the MLM regarding the LED projects to be implemented, the Mine awaits the Department of Mineral Resources (DMR) approval, and therefore no formal Memorandums of Understanding(s) (MOUs) can be signed.

3.5.2 Local Economic Development Projects

Expectations of stakeholders and communities often become unrealistic when potential livelihood project investigations are undertaken. People are likely to develop the expectation that the company will pay for, or sponsor, development projects and basic services indefinitely. There may be perceptions by employees and local communities that they will receive substantial benefits from the Mine. Outside stakeholders may also try to capitalise on projects, to the disadvantage of local stakeholders.

The role of the Mine and its commitments in terms of the SLP needs to be clearly communicated to key stakeholders, communities, local government and other organisations during any livelihood investigations to avoid future misunderstandings. This should be achieved through the implementation of a clear and comprehensive communication strategy. Communication should be open and transparent and delivered in a language that is understandable to stakeholders.

Community liaison officers have already been employed under the CSR Department of the Mine, and information offices established within several of the communities, to ensure effective communication channels between the Mine and the affected communities.

The Mine had been in consultation with the MLM about the LED projects. Four projects had been identified which will promote sustainable economic development within the surrounding communities. These projects amount to R87 million over the next 5 (five) years.

Table 48: Strategic interventions to facilitate local economic development in the MLM area as identified through the IDP:

	STRATEGIC INTERVENTION	DEVELOPMENT PROGRAMMES AND PROJECTS
1	Good governance and capacitation	◆ Economic Infrastructure maintenance ◆ Inter-governmental communication and capacitation ◆ Regulatory reform ◆ Institutional framework

2	Human resource and community development	◆ Tertiary institutions ◆ Internal business skills ◆ Early Childhood Development training ◆ Construction training ◆ Business skills ◆ ABET programmes
3	Industrial and big business development	◆ Business retention and expansion ◆ Marketing
4	SMME development and support	◆ Establishing services ◆ Expansion of existing SMMEs ◆ Linkages with large businesses ◆ Small business support and procurement centre
5	Agricultural development	◆ Emerging farmer support ◆ Commercial farming ◆ Agricultural training
6	Rural development	◆ Income augmentation ◆ Rural infrastructure and community centre

3.5.3 Detailed Project Plans

The summarised LED table below outlines the most important sustainable development initiatives for the following 5 (five) years after the award of the mining right and beyond.

Projects will be updated and where necessary added or amended to reflect shifting local priorities and to accommodate the findings of feasibility studies undertaken during this period. Projects will be supported with skills training as outlined in the Training sections.

The following tables represent action plans for the LED projects which will be implemented by the Mine. The Mine will issue annual progress reports regarding the success and amendments, if required, for these initiatives.

The provincial Departments of Agriculture and Education, respectively, will be approached with a view to establishing memorandums of understanding relating to the LED projects focussed on the agricultural college and the school for mentally and physically disabled students.

The consolidated budgets for these projects are found in the Table 49 below:

Table 49: Consolidated LED project totals

PROPOSED LED PROJECTS						
Project Title	2014	2015	2016	2017	2018	Total
Sanitation for Schools and Community Clusters						R18.3m
Special projects for the schools in the sending area						R14.4m
SMMEs Development and Poverty Alleviation						R31.5m
Lesedi Early Childhood Development and Business Centre						R12.0m
Construction of Multi-Purpose Community Centre at high density community cluster						R11.5m
Total						R87.7mil

Detailed Project Plans

Project 1: Sanitation for Schools and Community Clusters

Project Name:	Sanitation at School and communities	Focus area: Infrastructure and Development
Background	The Mine intends to provide toilets to schools within affected communities as part of the sanitation initiative. The initiative was triggered by the current state of affairs and sanitation status within the Republic of South Africa, and specifically within the Limpopo Province, also considering the of tragedy 6-year-old boy, who had started Grade 1 at Mahlodumela Primary School in Chebeng village outside Polokwane, Limpopo, and drowned inside the school's pit latrine a week later. This Project is in line with the needs expressed in the MLM Final IDP 2012 – 2016, which recognizes inadequate sanitation as an environmental challenge and states that providing communities with sanitation is necessary for the following reasons: • to ensure that there is no pollution of underground water, as underground water is a key environmental issue that has to be protected; • to improve the dignity of people, and also promote health since areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhoea, typhoid; and • There is a massive rural sanitation backlog as identified in the Mogalakwena Municipality Quality of Life Study which indicates that 79% of people in traditional areas and 18% of people in informal settlements have access only to basic pit latrines. The attempt to address the current state of affairs will be mitigated through provision of toilets to the schools within affected communities and other areas to be identified through Mogalakwena Local Municipality. The initiative will be coupled with sanitation campaigns and awareness programmes that are aimed at positively impacting the lives of the people of Mogalakwena and further changing the status quo. For the period within which the Mine will be involved in this Project, a continuous support will be provided by means of setting up an advisory committee comprised of the Mine representatives and representatives from across all relevant government departments to ensure sustainability and smooth running of the Initiative.	

	The allocated budget for this project is R18 300 794.00				
Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date
Area identified by MLM	Waterberg District	MLM	TBC	Year 1	Year 5

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET
Establishment of Project Advisory Committee (PAC)	Investment Committee	Establishment completed	Mine, MLM	100000	0	0	0	0	100000
Define Scope of Work	Professional Services	Set of scope and business Plan	Mine, PAC, External subject matter specialists	1200000	500000	0	0	0	1700000
Intake Processes	Submission of Applications	Evaluation of Applications completed	Mine, PAC	300000	0	0	0	0	300000
Screening and Selection Processes	Identification of suitable applicants	Communication of Identified suitable applicants	Mine, PAC	100000	70000	0	0	0	170000
Due Diligence	Vetting processes	Confirmation of Scope and viability report	Mine, PAC	100000	80000	0	0	0	180000
TOTAL				1800000	650000	0	0	0	2450000
IMPLEMENTATION									
Procurement of Ventilated Improved Pit toilets	Installation of Ventilated Improved Pit toilets	Delivery	Mine, PAC	0	5350000	5350000	5350000	0	16050000
Sanitation Campaign and awareness Programmes	Capacity Building/ Training	Completion per Delivery area	Mine, PAC	0	3283598	3283598	3283598	0	9850794
Procurement of sanitary products	Provision of suitable sanitary products	Delivery	Mine, PAC	0		1000000	1000000	1000000	3000000
Administration	All Administration support regarding the project	Continuous on delivery	PAC, External Auditors		306250	306250	306250	306250	1225000
TOTAL				0	4181514	5181515	5181515	1306250	15850794
TOTAL BUDGET									
GRAND TOTAL				R1 800 000	R4 831 514	R5 181 515	R5 181 515	R1 306 250	R18 300 794

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	300	50	50	100	100	300	Construction workers
Semi-skilled	20	0	0	10	10	20	Clerks, Admin
Skilled	10	0	0	5	5	10	General assistant
Management	6	0	0	3	3	6	Management team
Total	336	50	50	118	118	336	

Short Term	Liaise with Education Department and Municipality for implementation of project
Medium Term	Installation of toilets in the schools and communities
Long Term	To ensure positive impact and major shift on the status quo
Exit Strategy	Signing of the Owning Entity Agreement and the Official hand-over to the respective owning entity

Project 2: School Support and Development Programme

Table 50: The eight (8) Schools in the sending areas with the interventions planned:

EIGHT (8) IDENTIFIED SCHOOLS IN LABOUR SENDING AREA			
No	Village	Name of Educational Institution	Intervention
1	Kgobudi	Lekwa Secondary School	Capacity building and Infrastructure development.
2	Masehlaneng	Motshitshi Primary School	Upgrading and Equipping of Laboratory (Y1-2) and Training (Y2-5)
3	Madiba	Thobela Centre	Capacity building, Nutrition and Infrastructure development
4	Tshamahansi	Ben Hlongwane High School	Saturday Classes (focus on Maths and Science) and infrastructure development
5	Mzombane	Legae Labana Day Care Centre - Early Learning Centre	Capacity building, furniture and Infrastructure development
6	Magongoa	Gobela High School	School Development Programme
7	Sekgoboko	Alfred B. Makapane High School	School Development Programme
8	Masodi	Masodi High School	School Development Programme

Project name	Project 2: School Infrastructure Support and Development Programme	Focus Area: School infrastructure and development
Background	The MLM Final IDP 2012 – 2016 lists education as one of the strategic objectives of the Limpopo Employment Growth Development Plan and highlights the challenge in that general education levels are low, resulting in lower or no income and poverty within the area. The Mine has as one of its local economic development objectives, the improvement of education within the Communities, and therefore intends to install the teaching support and material assistance for eight schools which have been or will be identified in the sending area. Specific assistance could be arranged in the following: • Installation of Mine sponsored teachers in identified positions to conduct the activities of the project. These teachers' salaries will be eventually assumed under the budget of the Department of Education. • Assistance in education and play care for mentally and physically disabled children; • Secure primary-school aftercare facilities and feeding; • Instruction in HIV/ AIDS prevention for pre-teens; • Vocational guidance in technical skills; • Pre-primary and junior primary school support for science and technical education; • Reading and book support facilities for schools; and • Infrastructure and material support for school and teacher administration. The management of these initiatives will be done by members of the Mine staff who will report to the Manager-CSR of the Platreef Project. The initiative will be in the overall management of the project not in the piecemeal erection of classrooms or libraries. It is the intention therefore to create a centre for each element (or more) of the Mine support at the schools identified. This is designed to create a meaningful impact at each school for particular community needs. Parents of children using these facilities will be required to support their children in transport and other costs in the use of these facilities. The Mine intends introducing the project by supporting the Thobela school in the Madiba village. The reason this centre has been selected by the Mine is that children living with disability congregate there on a daily basis to be looked after by voluntary teachers. These schools were selected on the basis that their communities are bordering our proposed surface lease area. The Mine support will not be exclusive of each school, for example it has been noted that community requirements for a secure aftercare facility with educational support for children doing their homework are needed at most schools. This consideration will be taken in to account when allocating resources. The involvement by the Department of Education will need to be gained in that after each intervention the Mine will require an exit strategy such that the project will be able to be self-sustaining. The allocated budget for this project is R14 400 000.00.	

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET
Establishment of Project Advisory Committee (PAC)	Investment Committee	Establishment completed	Mine, DOE, MLM	25000	25000	25000	25000	0	100000
Define Scope of Work	Professional Services	Set of scope and business Plan	Mine, PAC, External subject matter specialists	250000	250000	250000	250000	0	1000000
Intake Processes	Submission of Applications	Evaluation of Applications completed	Mine, PAC	25000	25000	25000	25000	0	100000
Screening and Selection Processes	Identification of suitable applicants	Communication of Identified suitable applicants	Mine, PAC	18750	18750	18750	18750	0	75000
Due Diligence	Vetting processes	Confirmation of Scope and viability report	Mine, PAC, External subject matter specialists	31250	31250	31250	31250	0	125000
Identification of Suitable Service Provider	Appointment	Appointment Confirmed with SLA	Mine, PAC	12500	12500	12500	12500	0	50000
TOTAL				362500	362500	362500	362500	0	1450000
IMPLEMENTATION									
Village: Kgubudi, Lekwa Secondary school	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	1540625	0	0	0	1540625
Village: Masehlaneng, Motshitshi Primary School	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	1540625	0	0	0	1540625
Village: Madiba, Thobela Centre	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	1540625	0	0	1540625
Village: Tshamahansi, Ben Hlongwane High School	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	1540625	0	0	1540625
Village: Mzombane, Legae Labana Day Care Centre	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	0	1540625	0	1540625
Village: Magongoa, Gobela High School	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	0	1540625	0	1540625

Village: Sekgoboko, Alfred B Makapane High School	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	0	0	1540625	1540625
Village: Masodi, Masodi High School	Infrastructural Development and Capacity building	Delivery and Hand Over	Mine, PAC, Subject Matter Specialist	0	0	0	0	1540625	1540625
Administration	All Administration support regarding the project	Continuous on delivery	PAC, Mine	0	156250	156250	156250	156250	625000
TOTAL				0	3237500	3237500	3237500	3237500	12950000
TOTAL BUDGET									
GRAND TOTAL				R362 500	R3 600 000	R3 600 000	R3 600 000	R3 237 500	R14 400 000

Link to the IDP: Early childhood development centres and training; Computer training; Educational assistance; Infrastructural support

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	20	5	5	5	5	20	Cleaners, Helpers
Semi-skilled	80	20	30	10	20	80	Construction learners
Skilled	26	5	8	5	8	26	Construction workers
Management	2	1	1			2	Site Supervisor; Project Manager
Total	128	31	44	20	33	128	

Short Term Actions	Liaise with Limpopo Department of Education to obtain permission to implement projects in schools.
Medium Term Actions	Implement Infrastructure and other support programmes in the eight identified schools
Long Term Actions	To ensure the needs of the eight identified schools are met and that the support programmes lead to higher standards of education
Completion date and exit strategy NB: Beneficiaries should be outlined	Signing off Owning Entity agreement and Official hand-Over of the project to the respective Owning Entities per intervention.

Project 3: SMME's Development and Poverty Alleviation

Project of SMME's Development and Poverty Alleviation						
Project Name	Establishment and implementation of an Supply Chain Management Programme				Focus Area: Development of local HDSA-owned enterprises	
INTRODUCTION TO LOCAL PROCUREMENT	The MLM Final IDP 2012 – 2016 lists Enterprise Development: SMMEs as one of the strategic objectives of the Limpopo Employment Growth Development Plan. Platreef is committed to support the MLM IDP and the National Development Plan through emerging small and local entrepreneurs who are situated within the 50km radius of the Mine.					
	The Skills Development focus is twofold, namely, the internal technical skills and community development, followed by the establishment and support for the Enterprise Development, which then links to the Supply Chain Management (SCM).					
	Targets will be set to achieve the above in accordance with the MPRDA, and procedures, policies and processes will be amended to support the achievement of the above statement.					
	Platreef will identify SMME Development opportunities and suppliers at the local level to address the past in-equalities and assist with poverty alleviation in the area.					
	Funding opportunities will be done with support and consultation with establish and recognised service providers, e.g. government institutions, banks and other industry role players.					
	Engagement process with larger established suppliers will be undertaken to assist with transfer of skills and Joint Venture (JV) with local SMME.					
	A specific objective for Platreef is to develop a Database of HDSA Suppliers, and this to be classified with respect to Local, Narrow and Broad BEE Status. This process will be accurate and auditable to act as enabler for Procurement Activities.					
	Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date
Communities in Mogalakwena Local Municipality	Waterberg District	MLM	To be determined	Year 1 (2014)	Year 5 (2018)	

Link to IDP: Poverty eradication; Job creation; Business skills training; Development of SMME's; Entrepreneurial training

Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Total Budget
A	Scrap Metal	See Detail Project	See Detail Project	R0	R240 000	R3 810 795	R1 719 571	R751 542	R6 521 908
B	Crusher and Aggregates	See Detail Project	See Detail Project	R 8 621 254	R 1 710 890	R 885 234	R 215 473	R 129 648	R 11 562 499
C	Sewing and Laundry	See Detail Project	See Detail Project	R 6 590 135	R 4 017 625	R 2 079 439	R 739 491	R 58 019	R 13 484 709
TOTAL BUDGET				R 15 211 389	R 5 968 515	R 6 775 468	R 2 674 535	R 939 209	R 31 569 116

Note: This financial scope would not be sustainable and further investigation with JV with larger established companies would be required

Direct jobs created

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	95	21	21	5	48	95	See detail Projects
Semi-skilled	53	6	13	19	15	53	See detail Projects
Skilled	25	0	11	8	6	25	See detail Projects
Management	11	2	4	3	2	11	See detail Projects
Total	184	29	49	35	71	184	

Sub-Project 3a: SMME: Scrap Metal

Project name	SMME: SCRAP METAL	Focus Area: The development of SMME's focussed infrastructure development, recycling by creating employment.
Background	The mine intends to set up a co-operative for the management of the scrap metal project with intention to benefit people regarding ownership and job creation. The targeted segments in the community will be focussed on women, youth and people with disabilities. Mining operation is producing a volume of scrap metal and will need a company to manage the collection and removal of the scrap from the mine property. The amount of scrap the mining operation is perceived to produce will possibly not be enough to sustain a SMME thus it deemed to be developed further as a depot for general scrap management in the community. The Mine is further focussed so that the co-op is not dependent on the mine supply alone but to market and assist the co-op, linked with the local municipality recycling initiatives, to ensure an expanding market and future sustainability. The mine will make this viable by providing the co-op with necessary assets, skills, and resources for sustainability. It will also set up a project advisory committee to steer and advise the co-op for the duration of the project, inclusive of financial and business advice. The committee will be ensuring that the project is implemented and managed according to the set business plan. The mine will require an undertaking from the SMME that it shall, once it becomes profitable, commit to CSI spend based on annual profit level of the business according to advice from the PAC, which should be directly on and for the benefit of social, economic and enterprise development programmes and initiatives located in the MLM. The project budget is: R 6 521 908.00.	

PLANNING										
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET	COMMENT
Set Up Co-operative	Identify Suitable Beneficiaries	Confirmation of Registration	Mine, MLM	0	0	0	0	0	0	
	Briefing on Co-op			0	10000	0			10000	
	Application (Expression of interest)			0	0	0	0	0	0	
	Screening and Selection Processes			0	0	0	0	0	0	
	Registration Process (Compliance)			0	10000	0	0	0	10000	
Establishment of Project Advisory Committee (PAC)	Investment Committee	Commitment Letter/ Terms of Reference	Mine	0	50000	53000	56180	59551	159180	Inflation 6%
	Composition (Mine, Members co-op, MLM, BMF)			0	0	0	0	0	0	
Define Scope of Work	Plan signed off by members and Advisory committee	Plan signed off by members and Advisory committee	Mine, Professional Services, PAC	0	170000	0	0	0	170000	
	Set Detail Business plan									
TOTAL				0	240000	53000	56180	59551	408731	
IMPLEMENTATION										
Capacity Programmes	Capacity Building and Training	Competency received	Mine, PAC, Subject Matter Experts (SME)	0	0	0	0	0	0	
	Management Skills (4)			0	0	40000	44000	48400	132400	10%
	Financial Skills (4)			0	0	40000	44000	48400	132400	10%
	Business Skills (5)			0	0	50000	55000	60500	165500	10%
	Health and Safety Skills (24)			0	0	91600	100760	110836	303196	10%
	Core Technical Training (20)			0	0	0	0	0	0	10%
	Material Handling			0	0	18000	19800	21780	59580	10%
	First Aid			0	0	18000	19800	21780	59580	10%
	Basic Fire Fighting			0	0	18000	19800	21780	59580	10%
	Driver Training			0	0	2700	2970	3267	8937	10%
	Weighbridge Operator Trg			0	0	1800	1980	2178	5958	10%
	Crusher Operator Trg			0	0	1800	1980	2178	5958	10%
Administration	Stipend and other Administration	Initial assistance (2years)	Mine	0	0	50100	53106	56292	159498	6%
Procurement of Assets	Fleet	Delivery on site	Mine	0	0	0	0	0	0	
	LDVs (2)			0	0	219995	241995	0	461990	10%
	Trucks/Crane (1)			0	0	0	599000	0	599000	
	Land (Space) (1000m2)			0	0	900000	0	0	900000	

	Offices (25m2)			0	0	500000	0	0	500000	
	Office Equipment			0	0	30000	0	0	30000	
	IT (1 PC, Printer, Wi-Fi)			0	0	15000	0	0	15000	
	Crusher			0	0	1000000	0	0	1000000	
	Weigh Bridge			0	0	250000	0	0	250000	
	Security (1 x 24h)			0	0	55800	223200	111600	390600	Security Yr. 3 will be only last Quarter at delivery of assets
	Services Connection (Electricity/Water)			0	0	150000	36000	26000	212000	Yr. 3 Installation, rest Maintenance and Overheads
Market and Distribution Accessibility	Promotion/ Marketing	Orders completed	Mine, PAC	0	0	0	0	0	0	
	Newspaper			0	0	13500	0	0	13500	
	Broachers/Flyers			0	0	45000	0	0	45000	
	Radio (local)			0	0	22500	0	0	22500	
	Webpage			0	0	20000	6000	6000	32000	Yr. 4/5 Maintenance
	Distribution/Sales			0	0	0	0	0	0	
	Business Networking	Delivery of product (continuous)	PAC, Mine	0	0	50000	30000	30000	110000	Not escalated less involvement
Business Development Support	Continuous Marketing	Orders completed	Mine, PAC	0	0	54000	54000	0	108000	
	Audit (Performance)	Annually When completed	Independent Auditor	0	0	100000	110000	121000	331000	10%
TOTAL				0	0	3757795	1663391	691991	6113177	
TOTAL BUDGET										
GRAND TOTAL				0	R240 000	R3 810 795	R1 719 571	R751 542	R6 521 908	

Link to the IDP: Poverty eradication; Job creation; Business skills training; Development of SMME's; Entrepreneurial training

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	15	5	2		8	15	General Steel Workers, General Construction Workers, General Workers
Semi-skilled	18	2	3	8	5	18	Operators, vehicles, machinery
Skilled	9		3	4	2	9	Office Personnel, Admin Personnel
Management	4	1	1	2		4	Site Supervisors, Manager
Total	46	8	9	14	15	46	

Note: Job opportunities (direct and indirect) indicated above is 1st year indicated with ramp up of 5% per annum projected as the business grows.

Short Term Actions	The mine to set up scrap metal co-operative, establishment of Project Advisory Committee (PAC) and define Scope of Work. Set up and execution of Capacity Programmes and Administration support. Procurement of Assets. Marketing and Distribution. Set up of Accessibility and assisting Business Development Support.
Medium Term Actions	Continuous Administration support and Capacity building Programmes. Support in Marketing and Distribution and Business Development.
Long Term Actions	Progressive Scaling-down on financial and other support. Administration, Marketing and Distribution, Business Development Support will be till end of year four of the project (year one of SLP 2)
Exit Strategy	The annual audits will assist in determining the financial position and handover strategy which is planned end year four of the project (year one of SLP 2) as under: • Compliance with legal and financial regulations (e.g. proper accounting records are maintained) • Sustainable revenue growth • Financial stability e.g. healthy cash-flow and debt ratio • Market demand for goods and services provided/ secured contracts and a health pipeline of business/customers • Management capability • Employees capability • Other recommended interventions are implemented Sighing off the owning entity memorandum of agreement.

Sub-Project 3b: SMME: Crusher and Aggregates

Project name	SMME: CRUSHER AND AGGREGATES	Focus Area: The development of SMME's focussed infrastructure development and poverty alleviation by creating employment.
Background	The mine intends to set up a consortium for the management of the Crusher and Aggregate project with intention to benefit people regarding ownership, skills transfer and job creation. Mining operation will produce waste rock utilised for backfilling and surface development. The volumes produced by the mining activity will not be initially sufficient to sustain the need thus additional aggregate will need to be acquired from third parties. The mine will set up a consortium with strategic partners to operate a crusher, cement and aggregate plant to supplement the shortfall. The consortium will include a local company as a partner supplying the above named shortfall. The consortium will supply Platreef with Crusher and Aggregate and also market demand, for example construction development, future mining projects, local business and community needs. The consortium will also be opened for future opportunities by increasing the production capacity to meet the broader developmental needs of Mogalakwena, Waterberg and the Province at large. The mine will make this viable by providing the consortium with necessary assets, skills and resources for sustainability. It will also set up a project Board of Directors to steer and advise the consortium for the duration of the project, inclusive of financial and business advice. The Board will be ensuring that the project is implemented and managed according to the set business plan. The project budget is: R11 562 499.00.	

PLANNING										
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET	COMMENT
Set Up Consortium	Identify Suitable Beneficiaries	Confirmation of Registration	Mine, Start Partner, Independent Facilitator	0	0	0	0	0	0	
	Briefing on Consortium			10000					10000	
	Application (Expression of interest)			0	0	0	0	0	0	
	Screening and Selection Processes			0	0	0	0	0	0	
	Registration Process (Compliance)			100000	0	0	0	0	100000	
Establishment	Investment Committee	Commitment	Mine	92000	97520	103371	109573	116148	518613	Inflation 6%

of Project Board Directors (PBD)	Composition (Mine, Members Consortium, MLM, BMF)	Letter/ Terms of Reference		0	0	0	0	0	0	
Define Scope of Work	Set Detail Business plan	Plan signed off by members and Advisory committee	Mine, Professional Services, PBD	170000	0	0	0	0	170000	
TOTAL				372000	97520	103371	109573	116148	798613	
IMPLEMENTATION										
Capacity Programmes	Capacity Building and Training	Competency received	Mine, PBD, Subject Matter Experts (SME)	0	0	0	0	0	0	
	Management Skills (5)			50000	55000	60500	0	0	165500	10%
	Financial Skills (5)			50000	55000	60500	0	0	165500	10%
	Business Skills (6)			60000	66000	72600	0	0	198600	10%
	Health and Safety Skills (21)			80150	88165	96982	0	0	265297	10%
	Core Technical Training (15)			0	0	0	0	0	0	10%
	Material Handling			13500	14850	16335	0	0	44685	10%
	Cement Mixing and Handling			13500	14850	16335	0	0	44685	10%
	First Aid			13500	14850	16335	0	0	44685	10%
	Basic Fire Fighting			13500	14850	16335	0	0	44685	10%
	Driver Training (2)			9000	9900	10890	0	0	29790	10%
	Crusher Plant Operator Trg			8100	8910	9801	0	0	26811	10%
Administration	Salaries and other Administration	Initial assistance (3 years)	Mine	394500	789000	197250	78900	0	1459650	Not fully staffed in Yr. 1, 50% of payroll subsidised to alleviate overheads
Procurement of Assets	Fleet	Delivery on site	Mine	0	0	0	0	0	0	
	LDVs (2)			219995	241995	0	0	0	461990	10%
	Trucks Tipper (1)			528000	0	0	0	0	528000	
	Trucks Crane (1)			599000	0	0	0	0	599000	
	Mobile Offices (25m2)			120000	0	0	0	0	120000	
	Office Equipment			30000	0	0	0	0	30000	
	IT (1 PC, Printer, Wi-Fi)			15000	0	0	0	0	15000	
	Crusher (1)			5330509	0	0	0	0	5330509	
	Front end Loader (1)			400000	0	0	0	0	400000	
Market and Distribution Accessibility	Promotion/ Marketing	Orders completed	Mine, PBD	0	0	0	0	0	0	
	Newspaper			13500	0	0	0	0	13500	
	Broachers/Flyers			45000	0	0	0	0	45000	
	Radio (local)			22500	0	0	0	0	22500	

	Webpage			20000	6000	4000	0		30000	Yr. 1 Establish, rest maintenance
	Distribution/Sales			0	0	0	0	0	0	
	Business Networking	Delivery of product (continuous)	PBD, Mine	50000	30000	0	0	0	80000	Not escalated less involvement
Business Development Support	Continuous Marketing	Orders completed	Mine, PBD	0	54000	54000	27000	13500	148500	
	Audit (Performance)	Annually When completed	Independent Auditor	150000	150000	150000	0		450000	
TOTAL				8249254	1613370	781863	105900	13500	10763886	
TOTAL BUDGET										
GRAND TOTAL				R8 621 254	R1 710 890	R885 234	R215 473	R129 648	R11 562 499	

Link to the IDP: Poverty eradication; Job creation; Business skills training; Development of SMME's; Entrepreneurial training

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	19	6	3		10	19	General Workers
Semi-skilled	22	2	3	10	7	22	Operators
Skilled	9		3	4	2	9	Office Personnel
Management	4	1	1	1	1	4	Site Supervisor
Total	54	9	10	15	20	54	

Note: Job opportunities (direct and indirect) indicated above is 1st year indicated with ramp up of 5% per annum projected as the business grows.

Short Term Actions	The mine to set up Crusher and Aggregate Consortium, establishment of Board and define Scope of Work. Set up and execution of Capacity Programmes and Administration support. Procurement of Assets. Marketing and Distribution. Set up of Accessibility and assisting Business Development Support.
Medium Term Actions	Continuous Administration support and Capacity building Programmes. Support in Marketing and Distribution and Business Development.
Long Term Actions	Progressive Scaling-down on financial and other support. Administration, Marketing and Distribution, Business Development Support will be till end of year three.
Exit Strategy	The annual audits will assist in determining the financial position and handover strategy which is planned end year four as under: • Compliance with legal and financial regulations (e.g. proper accounting records are maintained) • Sustainable revenue growth • Financial stability e.g. healthy cash-flow and debt ratio • Market demand for goods and services provided/ secured contracts and a health pipeline of business/customers • Management capability • Employees capability • Other recommended interventions are implemented Sighing off the owning entity memorandum of agreement.

Sub-Project 3c: SMME: Sewing and Laundry

Project name	SMME: LAUNDRY AND SEWING	Focus Area: The development of SMME's focussed infrastructure development and poverty alleviation by creating employment.
Background	The mine intends to set up a co-op for a sewing and laundry project with the intention to benefit people regarding ownership, skills transfer and job creation. The mining operation will require a number of garments, such as PPE equipment, company shirts and jackets, linen, curtains and soft furnishings for operations and guesthouses, and other items like kids soccer shirts which may be required for CSI. The mining operation will also require that the PPE and linen be laundered on a daily basis. A sewing and laundry co-op will be set up from the local communities to supply these goods and services. The mine will make this viable by providing the co-op with necessary assets, skills and resources for sustainability. It will also set up a Project Advisory Committee (PAC) to steer and advise the co-op for the duration of the project, inclusive of financial and business advice. The PAC will ensure that the project is implemented and managed according to the set business plan. It is planned to create a link between the co-op and other industry role players in order to grow both the sewing and laundry side of the business. In respect of the sewing, partners such as schools, local hospitals / hotels / guesthouses can be considered for the supply of uniforms and linen & curtains respectively, as well as market demand for clothing items such as, traditional African garments and wedding dresses. In respect of the laundry, partners such as local hospitals / hotels / guesthouses can be considered. Plans will include local business and community needs. The co-op will also be grown for future opportunities by increasing the production capacity to meet the broader developmental needs of Mogalakwena, Waterberg and the Province at large. This project can benefit a significant number of people and will be aimed at empowering women, youth and people with disabilities. The project budget is: R 13 484 709.00.	

PLANNING										
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET	
Set Up Co-operative	Identify Suitable Beneficiaries	Confirmation of Registration	Mine, Start Partner, Independent Facilitator	0	0	0	0	0	0	
	Briefing on Co-operative Application (Expression of interest)			10000					10000	
	Screening and Selection Processes			0	0	0	0	0	0	
	Registration Process (Compliance)			0	0	0	0	0	0	
	Investment Committee			50000	0	0	0	0	50000	
Establishment of Project Board Directors (PBD)	Composition (Mine, Members Consortium, MLM, BMF)	Commitment Letter/ Terms of Reference	Mine	72000	76320	80899	85753	58019	372992	Inflation 6%
				0	0	0	0	0	0	
Define Scope of Work	Set Detail Business plan	Plan signed off by members and Advisory committee	Mine, Professional Services, PBD	90000	0	0	0	0	90000	
TOTAL				222000	76320	80899	85753	58019	522992	
IMPLEMENTATION										
Capacity Programmes	Capacity Building and Training	Competency received	Mine, PBD, Subject Matter Experts (SME)	0	0	0	0	0	0	
	Management Skills (2)			10000	10000	22000	24200	0	66200	10%
	Financial Skills (2)			10000	10000	22000	24200	0	66200	10%
	Business Skills (4)			20000	20000	44000	48400	0	132400	10%
	Health and Safety Skills (63)			46350	46350	56700	62370	0	211770	10%
	First Aid (5)			3375	3375	0	17969	0	24719	10%
	Driver Training (2)			9000	0	0	11979	0	20979	10%

Administration	Stipent and other Administration	Initial assistance (3 years)	Mine	261000	722000	361000	130500	0	1474500	Not fully staffed in Yr. 1, 50% of payroll subsidised to alleviate overheads
Procurement of assets	Office Equipment			30000	0	0	0	0	30000	
	Material Startup			2000000	1000000	500000	0	0	3500000	
	Services Connection (Electricity/Water)			14000	1316480	658240	329120	0	2317840	
	Security (1 x 24h)			55800	223200	111600	0	0	390600	
	IT (1 PC, Printer, Wi-Fi)			15000	0	0	0	0	15000	
	Direct drive flat machine (8)			28800	0	0	0	0	28800	
	Safety over lock(direct drive) (8)			39200	0	0	0	0	39200	
	Buttonhole machine (1)			18000	0	0	0	0	18000	
	Button sew-on machine (1)			9500	0	0	0	0	9500	
	Bartack machine(1)			14500	0	0	0	0	14500	
	Feed off arm(2)			29000	0	0	0	0	29000	
	3 KW boiler +2 iron(1)			5500	0	0	0	0	5500	
	Vacuum Table with light and chimney(2)			18400	0	0	0	0	18400	
	Round knife cutting machine (1)			1300	0	0	0	0	1300	
	8" cutting machine (1)			3600	0	0	0	0	3600	
	12" needle elasticator(1)			14000	0	0	0	0	14000	
	Cover seam direct drive flat bed (2)			8500	0	0	0	0	8500	
	Cutting table(1)			11000	0	0	0	0	11000	
	Van (2)			339900	339900	0	0	0	679800	
	Building (Procure)			2700000	0	0	0	0	2700000	
	Washing machine (3)			200400	0	0	0	0	200400	
	Hydro extractor (1)			26830	0	0	0	0	26830	
	Tumble dryer (3)			131970	0	0	0	0	131970	
	Stainless Steel Table (1)			5200	0	0	0	0	5200	
	Industrial ironing board (3)			4440	0	0	0	0	4440	
	Scale (1)			4770	0	0	0	0	4770	
	Steam Iron (2)			8300	0	0	0	0	8300	

	Steam Press (1)			20000	0	0	0	0	20000	
Market and Distribution Accessibility	Promotion/ Marketing	Orders completed	Mine, PBD	0	0	0	0	0	0	
	Signage			30000	0	0	0	0	30000	
	Branding and Corporate Identity			0	20000	15000	5000	0	40000	
	Radio (local)	Delivery of product (continuous)	PBD, Mine	15500	0	0	0	0	15500	
	Website			20000	6000	4000	0	0	30000	
	Distribution/Sales			0	0	0	0	0	0	
	Business Networking			35000	20000	0	0	0	55000	
Business Development Support	Continuous Marketing	Orders completed	Mine, PBD	0	54000	54000	0	0	108000	
	Audit (Performance)	Annually When completed	Independent Auditor	150000	150000	150000	0		450000	
TOTAL				6368135	3941305	1998540	653738	0	12961718	
TOTAL BUDGET										
GRAND TOTAL				R6 590 135	R4 017 625	R2 079 439	R739 491	R58 019	R13 484 709	

Link to the IDP: Poverty eradication; Job creation; Business skills training; Development of SMME's; Entrepreneurial training

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	61	10	16	5	30	61	Laundry Semi skilled worker, Sewing Cutting Helper, Sewing Helper (machine operator), Sewing Clippers, Sewing Stain remover, Sewing Packing staff, Sewing Iron Presser and cutter, Sewing Machine operators
Semi-skilled	13	2	7	1	3	13	Laundry Driver, Laundry Machine operator helper, Sewing Rowing Inspector, Sewing Final table inspector, Sewing Driver
Skilled	7		5		2	7	Laundry Technical Staff, Sewing Technical Supervisor, Sewing Technician/Electrician, Sewing Stitching Supervisor, Sewing Finishing Supervisor
Management	3		2		1	3	Business Admin Manager, Operational Manager
Total	84	12	30	6	36	84	

Project 4: Lesedi Early Childhood Development and Business Centre

Project Name:	Lesedi ECD and Business Centre			Focus area: Infrastructure and Development	
Background	The Mine intends to establish Early Childhood Development and Business centre in the Kgobudi Village in Mosesetsane.				
	The investment is a commitment to ensuring that there are sustainable measures to care for childhood development, general home based care for the elderly people and programmes focusing on continuous support on orphaned and vulnerable children, reinforcing community infrastructure and community upliftment.				
	The Early Childhood Development and Business Centre and its associated programmes will be managed by the management of Lesedi Early Childhood Development and Business Centre with involvement of Mine and various and relevant government departments for advisory purposes.				
	For the period within which the Mine will be involved in this project a continuous support will be provided by means of collectively setting up an advisory committee comprises of the Mine representatives and representatives from across all relevant government department to ensure sustainability and smooth running of the centre.				
	Capacity building programmes will be provided to capacitated management of the centre, management of the centre will be responsible for submission of reports on monthly basis and Quarterly progress review meetings will be held continuously as monitoring tool and discussion in relation progress in general.				
	The allocated budget for this project is R 12 000 000.00 .				
Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date
Area identified by MLM	Waterberg District	MLM	Kgobudi	Year 1	Year 5

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET
Establishment of Project Advisory Committee (PAC)	Investment Committee	Establishment completed	Mine, DOE, MLM	100000	0	0	0	0	100000
Define Scope of Work	Professional Services	Set of scope and business Plan	Mine, PAC, External subject matter specialists	500000	250000	0	0	0	750000
Intake Processes	Submission of Applications	Evaluation of Applications completed	Mine, PAC	100000	0	0	0	0	100000
Screening and Selection Processes	Identification of suitable applicants	Communication of Identified suitable applicants	Mine, PAC	50000	25000	0	0	0	75000
Due Diligence	Vetting processes	Confirmation of Scope and viability report	Mine, PAC, External subject matter specialists	80000	45000	0	0	0	125000
Identification of Suitable Service Provider	Appointment	Appointment Confirmed with SLA	Mine, PAC	50000	0	0	0	0	50000
TOTAL				880000	320000	0	0	0	1200000
IMPLEMENTATION									
Establishment of the Early Childhood Development and Business Centre	Registration Process and Civil Construction	Registration Granted	PAC, Mine	0	3000000	2000000	0	0	5000000
Development of the Management for the centre	Capacity Building	Completion per Delivery area	Mine, PAC	0	200000	100000	100000	100000	500000
Early childhood Development	Early childhood Development programmes	Continuous on delivery	Mine, PAC, External subject matter specialists	0	500000	500000	500000	500000	2000000
Home based care	Developmental programmes for the elderly and orphaned children	Continuous on delivery	Mine, PAC, External subject matter specialists	0	300000	300000	300000	300000	1200000
Administration	All Administration support regarding the project	Continuous on delivery	PAC		0	150000	300000	150000	600000

Business centre	Development and implementation of business concept for the centre	Continuous on delivery	PAC, Mine	0	400000	400000	400000	300000	1500000
TOTAL				0	4400000	3450000	1600000	1350000	10800000
TOTAL BUDGET									
GRAND TOTAL				R880 000	R4 720 000	R3 450 000	R1 600 000	R1 350 000	R12 000 000

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	41	1	0	20	20	41	Gardener, Construction workers
Semi-skilled	5	0	0	2	3	5	Clerks, Admin
Skilled	2	0	0	1	1	2	General Assistant
Management	4	2	2	0	0	4	Management team
Total	52	3	2	23	24	52	

Short Term	Liaise with Social development and Municipality for registration of the Centre
Medium Term	Construction of the Early Childhood Development and Business Centre
Long Term	To ensure successful and sustainable running of the centre.
Exit Strategy	Signing of the Owning Entity Agreement and the Official hand-over to the respective owning entity after the 1 st SLP period.

Project 5: Construction of Multi-Purpose Community Centre at high density community cluster

Project Name	Construction of four community centres				Focus Area: Infrastructure Development	
Background	According to the IDP of MLM the majority of communities identified more clinics, police stations and other community services as a need. There are already established high density economical hubs at various areas within the local municipal area e.g. at taxi ranks. The Mine therefor intends erecting a community centre at each of these economical hubs to assist various Government Departments with the necessary infrastructure to expand their services to the local community. The Mine will also have a labour desk and communication office, a procurement information office as well as possible training facility at the community centre. The training facility will be used to deliver capacity building programmes for SMME's in order to create a business hub to increase the HDSA procurement complement of the Mine. After a mutual agreement had been reached the centre will be erected and the various role-players will rent their space at a minimal rate from the Mine. The Mine will also assist with the equipment needed for these offices. The Mine intends to donate this building to the various Government Departments when economically sustainable. Competent community learners who completed their construction skills development programmes will assist with the construction of these centres to gain practical experience.					
	The allocated budget for this project is R11 460 600.00 .					
Geographical location of project	District Municipality	Local Municipality	Village name	Project start date	Project end date	
Mokopane town and identified community locations	Waterberg District	MLM	To be determined	Year 1	Year 3	

Link to IDP: Infrastructure Development: Clinics; Police stations; Labour Centres

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL BUDGET
Establishment of Project Advisory Committee	Investment Committee	Establishment completed	Mine, DOE, MLM	100000	0	0	0	0	100000
Define Scope of Work	Professional Services	Set of scope and business Plan	Mine, PAC, External subject matter specialists	400000	150000	0	0	0	550000
Intake Processes	Submission of Applications	Evaluation of Applications completed	Mine, PAC	80000	0	0	0	0	80000
Screening and Selection Processes	Identification of suitable applicants	Communication of Identified suitable applicants	Mine, PAC	50000	25000	0	0	0	75000
Due Diligence	Vetting processes	Confirmation of Scope and viability report	Mine, PAC, External subject matter specialists	90000	55000	0	0	0	145000
Identification of Suitable Service Provider	Appointment	Appointment Confirmed with SLA	Mine, PAC	50000	0	0	0	0	50000
TOTAL				770000	230000	0	0	0	1000000
IMPLEMENTATION									
Development of the Multi-Purpose centre	Civil Construction	Completed and delivered	Mine, PAC, External subject matter specialists	0	5000000	2460600	1400000	0	8860600
Procurement of Assets	Provision of necessary equipment	Delivery	Mine, PAC, External subject matter specialists	0	500000	500000	500000	0	1500000
Administration	All Administration support regarding the project	Continuous on delivery	PAC, Mine	0	0	0	50000	50000	100000
TOTAL				0	5500000	2960600	1950000	50000	10460600
TOTAL BUDGET									
GRAND TOTAL				R770 000	R5 730 000	R2 960 600	R1 950 000	R50 000	R11 460 600

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	30	10	15	2	3	30	Assistants, Cleaners
Semi-skilled	40	10	15	5	10	40	Construction learners
Skilled	50	15	20	5	10	50	Construction workers
Management	2	1	1			2	Site Manager; Project Manager
Total	122	36	51	12	23	122	

Short Term Actions	Liaise with Government Departments and local municipality to determine infrastructural needs for more offices
Medium Term Actions	Construction of four community centres in identified areas
Long Term Actions	To handover the offices to these Government Departments
Completion date and exit strategy NB: Beneficiaries should be outlined	Handing over to MLM in year 3. Year 4 to 5 monitor and support.

3.6 Regulation 46 (c) (iv): Housing and Living Conditions of Employees

3.6.1 Housing

3.6.1.1 Background: Housing in the Mogalakwena District

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right.

Housing is the competency of National government. All housing challenges and programmes are governed by the Housing Act 1997 (Act No.107 of 1997). The Housing Act is the supreme housing law in the country, repealing all other housing legislation that come before it. The National Housing Code is developed in line with the Housing Act. According to the code for the municipality to take part in the national housing programme, it must be firstly be accredited.

With an established town and townships within the municipal area, there are sprawling informal settlements that are found adjacent to the nodes, especially where there are mining economic activities. The existence of the informal settlements within the municipal area extends the service delivery backlogs in the municipality.

The distribution and density of households is usually a good indication of development activities and more importantly development potential.

Settlements are dispersed across the municipal area. Settlements are relatively small with an average 506 stands per village. The only clear deviation from this pattern is in the urban core where the settlements are large & clustered. The functional urban density in 2001 was 22.73% persons per hectare which represent a decrease of 35% in functional urban densities since 1996.

The majority of houses in the municipal area are good quality brick structures. They are uniformly distributed across the municipal area.

The period of residence of households in the area highlights two very important issues:

- ◆ The population in the municipal area is very stable, and
- ◆ Growth (shorter period of residence) occurred in very specific places. The only detectable growth was around the mines and in Mokopane itself.

Tenure and ownership is very difficult to assess. In rural areas, mainly tribal land, the households indicated that they have free occupation. This is in line with the fact that land ownership issues in tribal areas are sensitive and complicated.

The Mine has no intention of building hostels as an average of 70% of the labour force will be recruited from the local communities. The Mine supports the concept of home ownership and upgrading of existing dwellings. The housing strategy of Platreef Resources will be communicated once the labour force for the Mine and the concentrator plant had been recruited in 2019.

3.6.1.2 Housing Development Plans: Mogalakwena Municipality

In the IDP of Mogalakwena Municipality the following projects have been identified by other Sector Departments with a budget allocation for 2012/2013:

Table 51: Planned housing developments

PROJECT DESCRIPTION	UNITS TO BE BUILT	TOTAL PROJECT ITEM COST	BUDGET: 2012/2013
Department: Co-operative Governance, Human Settlements & Traditional Affairs			
Housing:			
Thabaleshoba	Units		
Makapane			
Rooiwal and Malokong	13		
Hans, Chokoe, Leleka, Seema, Danisane & Mashahleng	3		
Vergenoeg	20		
Kgotso			
Thabaleshoba	18		
Hans, Chokoe, Leleka, Seema, Danisane & Mashahleng	30		
Dipere/Nong	20		
Mosetjane(Kgobudi)	12		
Masodi & Maroteng	10		
Ham No. 1	40		
Hlogo Ya Nku & Scierrapies	20	2 039 135 415	2 039 135 415
Kgopeng	30		
Bokwidi	60		
Lusaka	40		
Kabeane	60		
Marulaneng	40		
Pudiyakgopa	40		
Goodhope & Taolome	40		
Matebeleng	40		
Setupulane & Sodoma	30		
Tshamahansi	45		
	45		
	30		
	30		

3.6.1.3 The Mine's perspective: Living Conditions

The Mine has no intention to build hostels. Home ownership will be the focus of the housing strategy of the Mine. It will conduct a housing survey to evaluate availability of sufficient housing.

The Mine's housing strategy will focus on the assisting of access to funding for own home ownership and specifically home improvement schemes as the Mines' recruitment is committed to 70% average local hire.

The Mine restructured the unionised labour's wages to include a Living out Allowance as seen as part of the early steps towards the ultimate housing solution.

The Mine will discourage the development of unsustainable settlements by employees surrounding the Mine by means of:

- ◆ Ensuring that contractor labour accommodation complies with the mine's standards;
- ◆ Facilitating access to improved accommodation, or residential housing for employees in the towns;
- ◆ As per recruitment policy the mine will employ individuals from established settlements with access

- to purchase their own accommodation or improve their current dwelling; and
- ◆ Assist employees in arranging accommodation in urban areas.

As indicated in Part one of this SLP the first 5 (five) years of the SLP will consist of contractors building the production and ventilation shafts and the infrastructure of the Mine and the plant. The Mine fully accepts its responsibility, as the mining right holder in line with the new mining legislation, with regard to facilitating adequate quality housing amongst the Mine's workforce. The following principles and policies have therefore been put in place with which the appointed contractors have to comply on appointment by the Mine:

- ◆ Establishing of appropriate monitoring, evaluation and reporting mechanisms, by the time the contractors are on site, enabling the status of contractor's employees' housing and living conditions to be monitored in order to facilitate compliance with the letter and ethos of the MPRDA Act in this regard.
- ◆ The Mine's Key Principles:
 - o Core business should remain that of mining and not the provision of housing for its workforce.
 - o Every employee has the right to live with his/her family within a private dwelling and this should be encouraged as a contribution to employee well-being.
 - o The Mine and the contractors will work together with regards to housing to achieve common practice and economies of scale at the operation.

3.7 Regulation 46 (c) (v): Nutrition of Employees

The Mine will be required to create a job grading and salary system that pays a competitive rate compared with the mines in the region and with the regional labour market.

One of the key employment strategies at the Mine will be the creation of a safe and healthy working environment. The emphasis on a healthy lifestyle after work hours will be supported by the following initiatives to be undertaken by the Mine:

- ◆ Create awareness among employees' dependants as to the use of primary health care facilities established by local government in the area;
- ◆ Promote home-based care to employees who have to cease employment because of medical reasons;
- ◆ Include an education program on nutrition in induction programs at the Mine.

The greatest future health threat to the workforce will continue to be the threat of HIV/AIDS. The Mine will implement a comprehensive AIDS awareness program by means of:

- ◆ Workforce education and training;
- ◆ A HIV Voluntary Counselling and Testing (VCT) campaigns;
- ◆ Primary care wellness programs; and (Clinic on Mine premises/medical funds for employees)
- ◆ Assist employees in accessing government sponsored expert treatment programs.

The mine will establish a Canteen for the utilisation of all employees. Through the canteen the Mine will provide one cost subsidised balanced meal per person per shift. The menus will be developed by qualified dieticians to ensure compliance with the need of the average employee to ensure that nutrition will not contribute to fatigue at the workstation.

3.8 Regulation 46 (C) (vi): The Procurement Progression Plan and its implementation for HDSA Companies in terms of Capital Goods, Services and Consumables

3.8.1 Overview

The Minerals and Petroleum Resources Development Act (MPRDA) was passed by parliament in May 2004, in which it referred to the Mining Charter;

The Mining Charter (as amended 2010) put forward a range of empowerment issues, including Procurement that has been agreed to by Government, Mining Companies and Unions.

The specific reference to procurement was: “A commitment to a progression of procurement from HDSA companies over a timeframe”, in addition, the adoption of a “preferred HDSA supplier policy”; Consistent with this, the mine will implement targets with increased HDSA spend over a specified period, broken down into the 3 required categories of Capital, Services and Consumables.

The Mine has recognised that to effectively participate in the transformation on the South African economy, it has to institute preferential procurement practices across its entire supplier base. The Mine has drafted a preferential procurement policy to maximise opportunities for HDSA's to supply goods and services to the Mine and will support skills development in this area as outlined in our Training and Enterprise Development plans.

3.8.2 Strategic Plan

The Mine recognises the fact that a number of HDSA providers would like to supply consumable goods, services and capital goods to the Mine. The Mine has therefore identified the capacitating of SMME's in the area as one of the LED projects.

With this project the Mine aims to:

- ◆ Ensure that SMME's obtain the necessary resources to be able to provide services, goods and capital goods to the Mine by delivering training programmes for these SMME's, through the Mine's capacitating programmes.
- ◆ Encourage current and future suppliers to form partnerships, joint ventures, or consortia with HDSA supplier companies where there is no HDSA company tendering to supply the required goods or services;
 - Communicate with the DTI to identify HDSA companies with the necessary capability wishing to operate in the minerals industry;
 - Ensure that tender requirements are comprehensively communicated to HDSA companies;
 - Assist aspiring HDSA's in the formulation of appropriate business plans; and
 - Assist HDSA's in identifying external markets, outside of the company, with a view to becoming more self-sufficient and less dependent on mining for income opportunities.
- ◆ Negotiate favourable commercial terms with HDSA and SMME's;
- ◆ Setting and measuring targets for all procurement management on a regular basis;
- ◆ Communicate the procurement needs of the Mine to the SMME's via the CSI offices within the communities;
- ◆ Provide a complete list of capital goods, consumable goods and services, which are required by the Mine and that could be supplied by HDSA suppliers;
- ◆ Establish structures to partner with other entities or with government to develop HDSA procurement capacity; and
- ◆ A selection checklist will be developed to discourage subjectivity and “fronting” with regard to

supplier selections. Policy and procedure will be communicated to relevant stakeholders, including current suppliers at all times.

According to the Mining Charter local procurement is attributable to competitiveness and transformation, captures economic value, presents opportunities to expand economic growth that allows for creation of decent jobs and widens scope for market access of South African capital goods and services. In order to achieve this, the mining industry must procure from BBBEE entities in accordance with the following criteria (scorecard),

- ◆ Procure a minimum of 40% of capital goods from BEE entities by 2014;
- ◆ Ensure that multinational suppliers of capital goods annually contribute a minimum of 0.5% of annual income generated from local mining companies towards socio-economic development of local communities into a social development fund from 2010;
- ◆ Procure 70% of services and 50% of consumer goods from BEE entities by 2014.⁶

The Mine will continually seek to adhere to the annual expenditure in services and consumer goods as prescribed in the charter.

Platreef has already procured from a number of suppliers during the Exploration Phase of the Mine. A supplier database is therefore available and is displayed in Form T below.

This Form T reflects the procurement and relevant percentages of procurement at the date of initial writing this SLP (February 2013). The data has been obtained from the suppliers used in 2013.

Table 52: Preferential Procurement Targets at the Mine

Year	Services: (Target = 70 %)	Capital Goods (Target = 40 %)	Consumable Goods (Target = 50 %)
2013	76.2 %	62.2 %	65.4 %
2014	77 %	64 %	66 %
2015	78 %	65%	67 %
2016	79 %	66 %	68 %
2017	80 %	67 %	69 %
2018	80 %	68 %	70 %

The scores in Table 52 (Form T) have been calculated using the following format: The score under Preferential Procurement is dependent on the BEE scores of the suppliers. This means that the higher a supplier's BEE Score, the more they will count towards the Preferential Procurement score. The amount of contribution is illustrated in the table below:⁷

⁶ The targets are exclusive of non-discretionary procurement expenditure (Mining Charter as amended: Sep 2010)

⁷ Added explaining Table 52 (Form T)

Table 53: Preferential Procurement Targets at the Mine

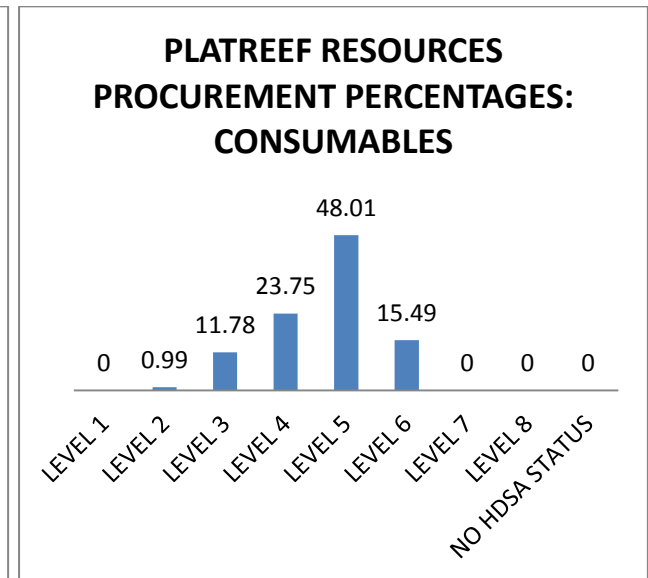
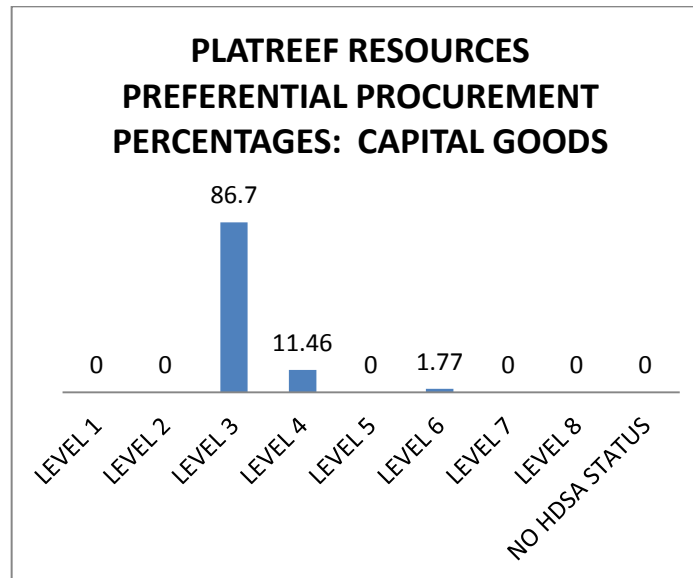
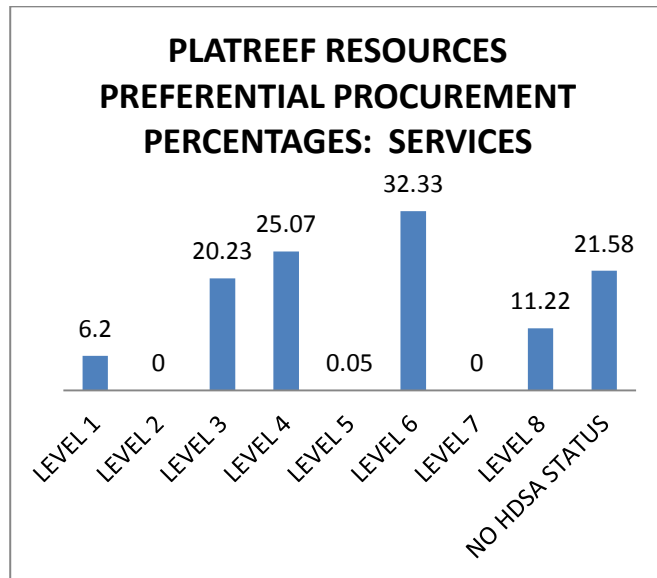
BEE SCORE	BEE STATUS	RECOGNITION LEVEL
100+	Level 1	135%
85 – 100	Level 2	125%
75 – 85	Level 3	110%
65 – 75	Level 4	100%
55 – 65	Level 5	80%
45 – 55	Level 6	60%
40 – 45	Level 7	50%
30 – 40	Level 8	10%
< 30	Non-compliant	0%

Table 54: Form T: Procurement at Platreef Resources (Pty) Ltd

SERVICES			CAPITAL GOODS			CONSUMABLES		
Provider	Percentage of total services procured	HDSA Level	Provider and Address	Percentage of total capital goods procured	HDSA Level	Provider and Address	Percentage of total consumables procured	HDSA Level
AMC Consultants, Australia	3.9%	-	B&F Electrical Mokopane	1.59%	6	Arons Hardware Platreef Mokopane	0.99%	2
X-Strata Johannesburg	0.6%	-	Speedy Office Mokopane	0.18%	6	Barbarian Clothing Mokopane	0.49%	4
AMEC Consultants, Johannesburg	10.2%	8	Betafence SA Johannesburg	11.46%	4	Brian Pienaar North (PTY) Ltd Potchefstroom	3.7%	5
Dr. V Els Mokopane	0.03%	8	CSA Fencing Limpopo	86.7%	3	Fire Quip	0.46%	4
DHL Mokopane	0.05%	5				Gasarc Doloriet Street Polokwane	0.08%	4
Shikwana Catering Mokopane	0.07%	1				JCR Radiators Mokopane	2.4%	6
DRA Sunninghill	12.6%	6				Koty Pompe Mokopane	5.6%	6
Digby Wells Pretoria Avenue Randburg	3.5%	6				Mohamedeys Mokopane	5.0%	3
Mmanku Investements Mokopane	0.14%	1				Miracle Medical Johannesburg	5.3%	4
Elecpro Mokopane	0.003%	6				Office Made Easy Mokopane	6.2%	6
First Technologies Johannesburg	0.38%	-				P&J Ondernemings Mokopane	0.35%	4

Golders Associates Africa Halfway House Johannesburg	8.8%	6				Sandvik Mining Johannesburg	15.0%	4
Genalysis Laboratory Services Mokopane	4.5%	6				Robica Distributors Mookgophong	1.29%	6
Lisimone Mokopane	0.45%	1				Rugby World Dist.CC Pretoria	2.07%	4
Quicklog Mokopane	2.28%	1				Sweet Orr & Lybro Cape Town	6.2%	5
Geo Tail Pretoria	1.26%	1				Tau Industries Johannesburg	1.13%	3
Internet Solutions Mokopane	0.97%	3				Tony's Groceries Mokopane	4.14%	3
Jotan Services Mokopane	0.78%	8				Tri-Cor Signs SA Johannesburg	2.41%	5
KPMG Polokwane	0.68%	6				Woodworx Trading & Hardware Polokwane	1.01%	3
LEXIS Nexis Morningside Durban	0.07%	6				Stat Teakeni Medical Northriding Johannesburg	35.7%	5
Lymae CC, Irene, Pretoria	0.07%	1						
Global Prospectus, Johannesburg	0.17%	3						
Metallicon Consulting, Ifafi Hartbeespoort	0.97%	6						
Mintek, Randburg, Johannesburg	7.02%	4						
PJP Security, Mokopane	9.1%	4						
Oil Separation Services Mokopane	0.01%	6						
Ranch Hotel, Mokopane	0.18%	6						
Matsebewe Catering, Mokopane	0.17%	1						
Maureen Bus Enterprise Mokopane	0.17%	1						
SRK Consulting SA, Rondebosch Cape Town	18.4%	3						
Media Works, Pretoria	0.17%	4						
The Park Hotel, Mokopane	0.03%	4						

Royal Tents, Mokopane	0.92%	4						
Oaks Catering, Mokopane	0.17%	3						
NOSA (Pty) Ltd, Polokwane	0.21%	8						
RWD Printers, Mokopane	1.08%	1						
Sebakanyana Catering Mokopane	0.06%	1						
Set Point Lab, Isando Johannesburg	0.13%	4						
Datamine, Johannesburg	1.02%	6						
SOS Guard & Security, Mokopane	7.7%	4						
Stantec, Canada	13.3%	-						
Sure Move Trading, Mokopane	0.52%	3						
Ultra Trace, Australia	3.4%	-						



PART FOUR

4 Regulation 46 (d): Downscaling and Closure

The life of the Mine is in excess of 30 years; however, the establishment of the Future Forum will not be left until the last remaining years of the Mine's life. Consultative bodies from within the Mine representing employees, as well as bodies such as the community forum, will be considered legitimate vehicles for communication on the topics which are outlined in the regulations of the MPRDA relating to future forums.

4.1 Regulation 46 (d) (i) Establishment of the Future Forum

During its project phase, the Mine has been required to engage in consultations with representatives of the community and labour force over a variety of matters relating to contractor retrenchments and other sensitive community issues. The experience of the project management team in dealing with these issues has given experience in the agendas of communities, the levels of commitments required by community representatives and the legal implications of the correct composition and process behind the establishment of these forums. This informal mine management experience external to the SLP gives vital ideas and methods for the establishment of a formal future forum which will be undertaken when appropriate to the closure of the Mine.

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 consult on general issues relating to the social and labour plan as well as specific issues relating to the economic future and job security of employees.

4.2 Strategies and objectives

This Future Forum has the following specific objectives:

- ◆ To assess the future threats to job security, to identify problems and challenges facing the Mine that may contribute to future job losses or the economic decline of the Mine, and to propose possible solutions;
- ◆ To assist in the development of turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- ◆ To assist in the structuring and implementation of proposals on which topics have been consulted; and
- ◆ To assist in the necessary regulatory notifications by the relevant government departments should the need for downscaling and/or closure become evident.

4.3 Regulation 46 (d) (ii) and (iii): Mechanisms to save jobs and avoid job losses and a decline in employment

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

4.3.1 Processes for creating job security

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

- ◆ The consultation process in terms of Section 52 (1) of the MPRDA;
- ◆ Implementing Section 189 of the Labour Relations Act;
- ◆ Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the MPRDA;
- ◆ Complying with the Minister's directive and confirming how corrective measures will be taken;
- ◆ Internal transfers to other South African operations; and
- ◆ Reskilling of workers for other jobs on the Mine or for jobs outside the mining sector.

4.3.2 Internal transfers to other mines

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 the mining industry. In the event of possible downscaling and closure, the Mine will publicise to mines in the industry that excess skills are available and seek to place these employees on transfer.

4.3.3 Reskilling of employees for internal and external employment opportunities

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment, either in a different occupation on the Mine or in a job outside the mining sector. In pursuit of this aim, the Mine will provide alternative skills training to workers to put them in a better position to seek work in a greater variety of positions or occupations. The focus of this training will be on subsistence, life skills and entrepreneurial activities but more specifically on skills that will be required for proposed socio-economic projects upon mine closure or large scale retrenchments. In addition, the Mine will:

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

In the life skills education program, the Mine will address critical retrenchment and retirement planning issues such as:

- ◆ Collection of mine pensions;
- ◆ Access to state benefits for pensioners;
- ◆ Financial planning for retirement; and
- ◆ Possibilities for supplementing pension income.

4.4 Regulation 46 (d) (iii): Mechanisms that provide alternative solutions for creating job security where job losses cannot be avoided

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

unavoidable.

4.4.1 Measures when job loss is unavoidable

Under these circumstances, the key issues that need to be considered are the degree of dependence of the Mine community and labour-sending areas on the mine operations, and the policies and procedures in place at the Mine to provide financial security for individual employees.

When the 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:

- ◆ Consultations in terms of Section 52 (1) of the MPRDA;
- ◆ Implementing Section 189 of the Labour Relations Act, which will deal with possible retrenchment details;
- ◆ Notification to the Minerals and Mining Development Board in terms of Section 52 (1) (b) of the MPRDA Act;
- ◆ Communicating possible retrenchments by means of an effective communication strategy;
- ◆ Informing employees of possible retrenchments at the Mine;
- ◆ Informing other affected parties (such as sending areas and their municipalities) of the possible retrenchments; and
- ◆ Informing outside parties (such as the media) of the possible retrenchments.

4.4.2 Alternative solutions for creating job security

4.4.2.1 Support for SMME's

In this context, the Mine will consider the following options, suggested by the Department of Labour:

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

4.4.2.2 Retrenchment and redundancy compensation

There is a range of circumstances in which retrenchment of workers will eventually become the only appropriate solution to the economic viability of the Mine. Retrenchment of employees generally arises out of changing operational requirements and will only be pursued after all other avenues of alternative employment within the Mine have been investigated.

On retrenchment or redundancy, employees will receive benefits from either the Retirement or Provident fund to which they belong.

Mine management will approach the Department of Labour for the utilisation of its resources and support services, such as counselling services, and placement services offered by its Labour Centres. The

consultation process calls for effective communication between the prospective retrenchees and Mine management. An important aspect that will receive consideration is the impact of such retrenchments on those employees who remain at the workplace and are not retrenched.

The Mine will offer prospective retrenchees:

- ◆ Skills assessments and written recognition of their prior learning, experience and qualifications;
- ◆ Assessment of potential and actual career planning;
- ◆ Referrals to accredited training providers;
- ◆ Consideration for bursary initiatives; and
- ◆ Step-by-step guidelines on starting their own business.

The mine will provide job-hunting tips and assistance in identifying labour market opportunities, local economic development initiatives and any other employment opportunities.

4.5 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

4.5.1 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. The Mine intends to ensure that the livelihoods of its workforce, residents and families are sustained despite downsizing or closure.

4.5.2 Strategy and objectives

The Mine will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure is certain.

4.5.3 Self-employment training and re-employment programs

The 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 SLP commitments the Mine intends to equip the affected employees as well as members of the community – with portable skills that will benefit the individuals concerned. The Mine has identified the following portable skills as useful for gainful self-employment and self-maintenance for employees who might leave the service of the company due to downscaling and closure:

- ◆ Welding
- ◆ Bricklaying
- ◆ Plumbing
- ◆ Tiling
- ◆ Plastering
- ◆ Carpentry
- ◆ Household Electricity installation
- ◆ Sewing

- ◆ Torch cutting

The Mine Management will coordinate the provision of the above self-employment training and re-employment programs after consultation with the Future Forum for all employees affected by retrenchments.

4.5.4 Closure Planning

The Mine will develop a closure plan that will consider 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 the Local Economic Development (LED) strategy to diversify the economy and will take into account the potential social benefits of utilising existing land and infrastructure. Of importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an inclusion to the Environmental Management Plan Reports (EMPRs) in consultation with the Department of Minerals and Energy.

The SLP is geared towards mitigating the impact of mine-closure on Mine communities and labour-sending areas, specific planning is required regarding the post-mining use of the physical assets of the Mine for potential community development purposes. These physical assets include:

- ◆ Land holdings by the Mine;
- ◆ Physical infrastructure;
- ◆ Social infrastructure;
- ◆ Commercial and industrial infrastructure; and
- ◆ Administrative infrastructure.

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

4.5.5 Other enterprises on Mine property

The Mine will consider the option of outsourcing current jobs that could be performed on a contractual basis by existing mineworkers. A suggestion that will be considered involves the voluntary retrenchment of certain employees, who would then be assisted in the establishment of businesses through a supplier assistance program. When the Mine closes, such businesses could remain operational by supplying their services to other mines or commercial enterprises in the area.

- ◆ Fledgling businesses could be allocated premises on Mine property from which to operate. These premises could be:
 - o Buildings, workshops or land no longer used by the Mine and that are essentially redundant;
 - o Facilities currently used for functions considered for outsourcing that could be sub-let to the former employee; or
 - o 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 future Mine LED projects.

4.5.6 Post-closure use of Mine infrastructure

Once the possibilities for concurrent use of Mine land and infrastructure have been exhausted, the future of the remaining land and infrastructure belonging to or managed by the Mine will be considered. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes dams. However, the Mine will examine each component of its land and infrastructure and assess the extent to which post-mining use is possible.

These options will include the following:

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

4.5.7 Training and mentorship of community members

The 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 program. Other capacity initiatives would include:

- ◆ Training and educating community leaders and owners to manage the resources in a sustainable manner;
- ◆ Understanding the post-mining use potential of the mining infrastructure, land and natural resources;
- ◆ Paying for essential skills such as water and power after mining;
- ◆ Communication skills;
- ◆ 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.

Table 55: Budget: Downscaling and Retrenchment

	2014	2015	2016	2017	2018	Total
Future Forum Meetings and provision for reskilling and retraining	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
Total	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000

PART FIVE

5 Regulation 46 (e): Financial Provision

5.1 Financial Summary

The consolidated budget for the Social and Labour Plan is found in the table 52 below:

Table 56: Consolidated Budget: SLP

SOCIAL AND LABOUR PLAN ITEM	2014	2015	2016	2017	2018	Total
HR & SKILLS DEVELOPMENT	1 279 903	15 144 915	11 203 450	11 188 450	8 452 770	67 269 488
LED PROJECTS	28 477 170	20 816 865	14 186 808	12 277 390	11 972 279	87 730 512
DOWNSCALING AND CLOSURE	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
Total	50 757 073	36 961 780	26 390 258	24 465 840	21 425 049	160 000 000

5.2 Human Resource Development

The budget for the Human Resource Development for the Mine is outlined in the Table 53 below:

Table 57: Human Resource Development: Budget

HRD Process	Tab	2014	2015	2016	2017	2018	Total
ABET: Employees	14	80 000	50 000	20 000	0	0	150 000
Core Non-Technical Skills: Employees	16	183 000	263 000	413 000	413 000	258 000	1 530 000
Facilitation of establishing of MQA Accredited Trg Centre. Construction of Community Training Centre and running development Programmes	17	14 891 000	9 780 084	510 361	510 361	510 361	26 202 168
Core Technical Skills Training: Employees	19	265 000	340 000	470 000	460 000	487 000	2 022 000

Mentorship Training	20	20 000	20 000	20 000	20 000	70 000	150 000
Bursaries: Employees	23	600 000	600 000	700 000	300 000	300 000	2 500 000
Internships	23a	294 000	294 000	420 000	462 000	504 000	1 974 000
ABET: Community	26	800 000	800 000	800 000	600 000	600 000	3 600 000
Learnerships: Community	28	0	378 000	1 134 000	1 134 000	756 000	1 134 000
Non-Core Technical Skills: Community	30	966 000	966 000	966 000	966 000	966 000	4 830 000
Core Technical Skills: Community	32	655 000	655 000	655 000	655 000	655 000	3 275 000
Bursaries: Community	34	300 000	700 000	1 000 000	900 000	900 000	3 800 000
Scholarships: Community	35	300 000	550 000	800 000	1 000 000	1 250 000	3 900 000
Limpopo-University – Geology Upgrade	Project 8	1 472 000	3 390 000	2 780 000	3 295 000	1 265 320	12 202 320
Total		20 826 000	18 786 084	9 554 361	9 581 361	8 521 681	67 269 488

5.3 Local Economic Development

The total planned expenditure for the LED programmes is found in Table 54 below.

Table 58: LED Consolidated Budget

No	Project Title	2014	2015	2016	2017	2018	Total
1	Sanitation for Schools and Community Clusters	1 800 000	4831514	5 181 515	5 181 515	1 306 250	18 300 794
2	Special projects for the schools in the sending area	362 500	3 600 000	3 600 000	3 600 000	3 237 500	14 400 000
3	SMMEs Development and Poverty Alleviation	15 211 389	5 968 515	6 775 468	2 674 535	939 209	31 569 116
4	Lesedi Early Childhood Development and Business Centre	880 000	4 720 000	3 450 000	1 600 000	1 350 000	12 000 000

5	Construction of Multi-Purpose Community Centre at high density community cluster	770 000	5 730 000	2 960 600	1 950 000	50 000	11 460 600
	Total	19 023 889	24 850 029	21967583	15006050	6882959	87 730 510

5.4 Downscaling and Closure

Table 59: Downscaling and Closure Budget

SOCIAL AND LABOUR PLAN ITEM	2014	2015	2016	2017	2018	TOTAL
Future Forum Meetings and provision for reskilling and retraining	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
Total	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000

PART SIX

UNDERTAKING

I, _____ the undersigned and duly authorised thereto by Platreef Resources (Pty) Ltd undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at _____ on this _____ day of _____ 2014

Signature of person responsible: _____

Designation: _____

Contact details: _____

Approved:

Signed at _____ on this _____ day of _____ 2014

Signature of person responsible: _____

Contact details: _____