



NORTHAM
ELAND

Eland Platinum Mine

Social and Labour Plan July 2019 – June 2023

Eland Platinum Proprietary Limited

May 2021



**MR Reference Numbers: NW 30/5/1/2/2/280 MR; NW 30/5/1/2/2/341 MR;
NW 30/5/1/2/2/78; NW 30/5/1/2/2/151; NW 30/5/1/2/2/363**

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GLOSSARY OF TERMS

AET	Adult Education and Training	LRA	Labour Relations Act No 66 of 1995
ATR	Annual Training Reports		
BEE	Black Economic Empowerment	NORTHAM	Northam Platinum Limited
BDM	Bojanala Platinum District Municipality	MP	Mentorship Programme
		MLM	Madibeng Local Municipality
CPP__	Career Progression Plan	MPRDA	Minerals and Petroleum Resources Development Act (No. 28, 2002)
DMR	Department of Mineral Resources		
DOL	Department of Labour		
DTI	Department of Trade and Industry	MQA	Mining Qualifications Authority
EE	Employment Equity	NQF	National Qualifications Framework
EE Act	Employment Equity Act, No 55 of 1998	PGDS	Provincial Growth and Development Strategy
EE Plan	Employment Equity Plan		
EIA	Environmental Impact Assessment	PGM	Platinum Group Metal
EM	Eland Platinum Mine	PHP	People Housing Process
EP	Eland Platinum Proprietary Limited	PST	Portable Skills Training
		QSE	Qualifying Small Enterprise
FY	Financial Year	RSA	Republic of South Africa
GET	General Education and Training	S&ED	Supplier and Enterprise Development
HDSAs	Historically Disadvantaged South Africans	SDP	Skills Development Plan
HET	Higher Education and Training	SETA	Sector Education and Training Authority
HR	Human Resources	SLP	Social and Labour Plan
HRD	Human Resources Development	STP	Skills Training Programme
HRDP	Human Resources Development Programme	SMME	Small, Medium and Micro Enterprise
ICDP	Individual Career Development Plan	TBC	To be Confirmed
IDP	Integrated Development Plan	TBD	To be Determined
IRDP	Integrated Residential Development Programme	TMP	Talent Management Plan
		UIF	Unemployment Insurance Fund
JV	Joint Venture	VCT	Voluntary Counselling and Testing
LED	Local Economic Development	WIM	Women in Mining
LEDP	Local Economic Development Programme	WSP	Workplace Skills Plan

**Vision:**

Northam's vision is to grow the business into a long-life, major producer of PGMs; doing this safely and efficiently while continuously moving down the cost curve.

**How We Create Value:**

Northam creates value for shareholders, employees and communities in many ways, including increasing production and sales; and increasing earnings and growth, through taxes and royalties, transformation, salaries and wages, training and development, housing and accommodation and investing in the community.

**Our Commitment to Health and Safety:**

People are vital to our business, and a skilled, engaged and productive workforce is essential for the achievement of our strategic objectives. Programmes are in place to train and develop the skills and capabilities of our employees and to ensure a safe and healthy workforce.

SECTION 1

INTRODUCTION



1. INTRODUCTION

Eland Platinum Proprietary Limited (EP) is a wholly-owned subsidiary of Northam Platinum Limited (Northam). Northam is an independent, fully empowered, mid-tier and integrated PGM producer, listed on the Johannesburg Stock Exchange with a market capitalisation of some R59 billion (6 July 2020).

In February 2018, EP and Northam acquired the Eland Platinum Mine (EM) from Eland Platinum Mines (Proprietary) Limited (EPM) and Glencore Operations South Africa Proprietary Limited.

In addition to the recently acquired EM, Northam owns and operates two other platinum assets, namely the Zondereinde Mine and the Booyssendal Mine. The Booyssendal Mine is operated by Booyssendal Platinum Proprietary Limited, a wholly owned subsidiary of Northam and the Zondereinde Mine is operated by Northam.

Once operations at EM re-commence, EP will leverage off both the Zondereinde and Booyssendal Mines for technical competence and experience. All three of Northam's operations are platinum group metals (PGM) mines, located in the South African Bushveld Igneous Complex.

EM operates under two mining rights (resource estimated at 21.3 Moz 4E) with fully developed, world-class surface infrastructure. The DMR reference numbers in respect of the two mining rights are NW 30/5/1/2/2/341 MR and NW 30/5/1/2/2/280 MR.

The acquisition of Maroelabult will add three additional mining rights, namely; NW 30/5/1/2/2/151 MR, NW 30/5/1/2/2/78 MR, NW 30/5/1/2/2/363 MR

The EM is located on the south-eastern limit of the western limb of the Bushveld Igneous Complex. Having commenced initial operations in 2007, EPM placed the EM on care and maintenance in 2015. Following EP's acquisition in February 2018, substantial capital investment was invested in 2019 for the re-establishment of the EM as a PGM production unit with a 30-year life.

EPM operated the EM as a bord and pillar, fully mechanised mine. EP is currently changing the mining method to conventional hybrid mining and commenced with the early mining demonstration to optimise this mining method. This is expected to increase the previously forecasted life of the EM.

The EM's infrastructure includes two decline shaft systems (Kukama and Nyala), a concentrator plant, surface road infrastructure, a mine clinic, training centre, laboratory, workshops, tailings facility and other mining infrastructure (i.e. dumps and stockpiles).

Initial operations for the first five years will be conducted mainly at the Kukama Shaft, with plans to build up to a monthly average of 22 000 square meters of UG2 Reef. EP intends to complete an evaluation of the Merensky Reef and opencast sections of the UG2 Reef. A feasibility study is also underway on reopening the Nyala Shaft and newly acquired Maroelabult shaft to increase the overall production profile of the complex. Hence, this Social and Labour Plan (SLP) will focus on Kukama Shaft, and will be revised as other facilities become viable and the EM reaches steady state of operation – Steady state at Kukama will not occur within this SLP period.

EP has acquired Maroelabult from Eastplats. Since the shaft is adjacent to EP, the mine

has made provision for additional HRD targets and increased the financial provision for both HRD programmes and MCD projects. This will allow an increased impact on the identified MCD Projects instead of identifying additional projects.

EP's primary products are the three main PGMs: platinum, palladium and rhodium. The primary consumers of platinum, palladium and rhodium are the motor-manufacturing and jewellery industries. Other industrial uses range from chemical and electrical applications, to glass manufacture. In the automotive sector, PGMs are used in exhaust systems, specifically auto catalysts, helping to reduce noxious and greenhouse gases released into the atmosphere. Platinum jewellery has grown in popularity, specifically in parts of Asia.

This SLP will apply for the period of 2019 to 2023 and has been developed in collaboration with key stakeholders and is subsequently submitted by EP, in accordance of the requirements of the Mineral and Petroleum Resources Development Act No. 28 of 2002 (MPRDA).

The objectives of this SLP (Regulation 41 of the MPRDA Regulations) are to:

- *Promote economic growth and mineral and petroleum resources development in the Republic.*
- *Promote employment and advance the social and economic welfare of all South Africans.*
- *Contribute towards the socio-economic development of the MLM area.*
- *Utilise and expand the existing skills base for the empowerment of Historically*

Disadvantaged South Africans (HDSAs) and to serve the community

EP undertakes to, through regular consultation with its Future Forum, update key stakeholders in attendance on progress against the targets and commitments set out in this SLP. EP is committed to the transformation objectives of the Mining Charter and the industry at large.

This SLP has been prepared during EP's operational design phase. As such, the workforce responsible for undertaking core operational activities have yet to be identified; and only a limited direct workforce exists during the build-up phase. Moreover, during this development stage, there exists many challenges and opportunities as to the full potential of the operation at EP, as well as the time that will be required to reach steady state of all operations.

Cognisance has therefore been taken throughout the compilation of this SLP and should be maintained whilst reading the document. Nonetheless, this SLP has been drafted with an intent of driving as much positive socio-economic impact, sustainable employment, and skills growth in this early developmental stage as is feasibly possible.

Following ramp-up and achievement of greater clarity of the envisioned growth, and timelines to reaching a steady state of operation (impacting matters such as future workforce needs), amendments may be submitted pertaining to various components of the submitted SLP during this initial 5 years.

SECTION 2

PREAMBLE



2. PREAMBLE

Table 1. Mine Details

Name of the Company	Eland Platinum Proprietary Limited
Name of mine/production operation	Eland Platinum Mine
Physical address	Elandsfontein 440 JQ R566, Farm Zilkaatsnek, Madibeng Local Municipality, Outside Brits
Postal address	PO Box 412694 Craighall Johannesburg 2024 South Africa
Telephone number	+27 (0) 12 381 4099
Fax number	+27 (0) 86 411 8000
Location of mine or production operation	EM is located on several portions of the Farms Zilkaatsnek 439 JQ and Elandsfontein 440 JQ in the Bojanala Platinum District in the North-West Province, approximately 14 kilometres east of the town of Brits, within the Local Municipality of Madibeng (see figure 1)
Commodity	PGMs and all associated minerals
Life of mine	30 years or longer
Financial year	30 th June
Reporting year	By 30 th June each year
Responsible person	Jacques Pretorius
Geographic origin of employees (mine community and labour sending areas)	Limited workforce currently exists during build-up phase, but labour is expected to be sourced primarily from: • Province: North-West • District Municipality: Bojanala Platinum • Local Municipality: Madibeng

Table 2. Geographic Origin of Employees including core-contractors

CURRENT GEOGRAPHIC ORIGIN OF EMPLOYEES PER PROVINCE: ELAND AND CORE CONTRACTORS		
Name of Province	Town/City	No of employees
North West	Brits	87
	Mmakau	144
	Oukasie	76
	Damonsville	54
	Mothotlung	126
	De Kroon	3
	Elandsrand	10
	Letlhabile	16
	Maboloka	6
	Haartebeespoort	7
	Rustenburg	32
	Tlhabane	3
	Boitekong	16
	Mogwase	3
	Mabeskraal	1
	Mooiwoo	6
	Klerksdorp	1
	Modderspruit	7
	Broederstroom	3
	Baphalane	1
	Madibong	1
	Bareseba	1
	Other Madibeng	118
	Chaneng	2
	Foschville	1
	Kroondal	4
	Skeerpoort	1
	Boschdal	1
	Orkney	1
	Delareyville	1
Other North west areas		137
Gauteng		104
Limpopo		8
Free State		1
Mpumalanga		8
Kwazulu-Natal		1
Eastern Cape		3
Western cape		2
Total		997

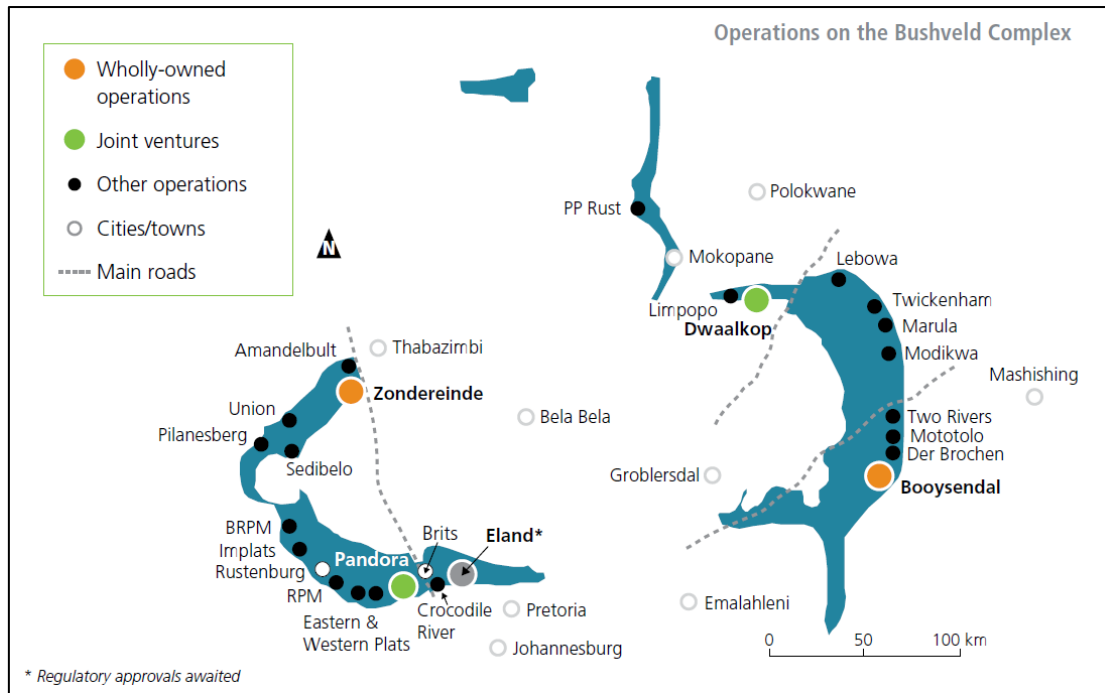


Figure 1. Locality of EM relative to other operations and communities

2.1. Breakdown of Employees

As the EM is in build-up phase and commenced operations in July 2019, only a care and maintenance team was at this time appointed. It is currently not possible to document the exact labour sending areas for the EM, nor its potential contractor personnel and workforce. Management's intention is to focus on labour sourcing from the immediate MLM area, as part of its commitment to provide employment and socio-economic wellbeing within the immediate community.

As part of the development of EP's Mine Works Plan, initial planning of the envisioned ramp-up workforce and labour requirements has been determined for the first five years of operation. All SLP planning around Human Resource Development (HRD) and

Employment Equity (EE) (Section 3), Housing and Living Conditions (Section 5), and SLP Financial Provisions (Section 7) have been conducted based on these early stage workforce projections. However, it is expected that these projections are likely to require adjustments as greater clarity is reached on the EM's growth potential; time to steady state; operational requirements; and the appointment of necessary contractors. As these details become clearer during the developmental stage, EP's management commit to formally amending the submitted SLP where appropriate.

2.2. Ownership Structure

Northam is a fully empowered PGM producer, which continues to exceed the ownership transformation targets set out in the Broad-Based Black Economic Empowerment Charter for the South African Mining and

Minerals Industry in force at the time that this SLP is submitted (Mining Charter). HDSA ownership levels in Northam are pegged at 31.4%, following the conclusion of a R6.6 billion black economic empowerment

(BEE) transaction, which included the successful raising of R4.6 billion in capital. The transaction was announced in October 2014 and approved by shareholders in March 2015. In terms of the deal, Northam issued 112 195 122 new shares (equivalent to 22% of Northam's issued share capital) to a special purpose BEE vehicle, known as Zambezi Platinum (RF) Limited (Zambezi Platinum). These shares were supplemented by 47 710 331 shares (equivalent to 9.4% of Northam's issued share capital), sold to Zambezi Platinum by the Public Investment Corporation SOC Limited, a long-standing Northam shareholder.

Zambezi Platinum comprises a range of HDSA stakeholders, including an employee trust, two community trusts, a women's group and a core of strategic partners. Together they hold a 31.4% stake in Northam, with a 10-year lock-in period for the participants from May 2015.

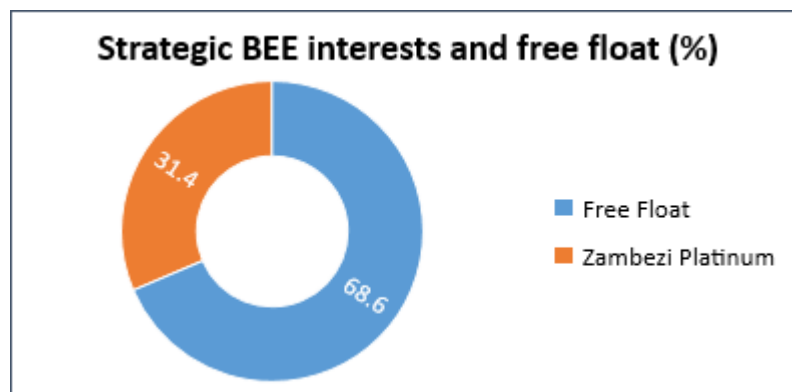


Figure 2. Strategic BEE interest

SECTION 3

HUMAN RESOURCE DEVELOPMENT



3. HUMAN RESOURCE DEVELOPMENT

3.1. Introduction

The MPRDA and the Mining Charter require mines to formulate and implement a Human Resource Development Programme (HRDP) to enable transformation and empowerment of the workforce; in particular, the empowering of HDSA employees to progress to higher levels of employment in the organisation, and to be able to exploit alternative income generating opportunities outside of the organisation.

This section will outline the EP's HRDP, as required by Regulation 46 of the MPRDA Regulations. EP takes full cognisance of the provisions of Section 101 of the MPRDA. As such, the provisions of the HRDP outlined in this section will apply to the EP's permanent employees and contractors.

The acquisition of Maroelabult has allowed EP to increase the targets and financial provision on HRD Programmes.

3.2. Compliance with Skills Development Legislation

The EM requires a skilled workforce for daily operations, and therefore, offers training support and career development opportunities to its employees, in particular to the HDSA employees from the local labour sending areas.

EP will comply with the requirements of the Skills Development Act (No 97 of 1998) and will submit Workplace Skills Plans and

Annual Training Reports to the Mining Qualifications Authority (MQA).

In order to ensure proper implementation of the HRDP, EP will utilise accredited providers, where necessary, for their training needs, in order to ensure the on-going facilitation of transferrable, accredited skills amongst employees.

Table 3. SETA Registration Details

Name of SETA	Mining Qualification Authority (MQA)
Registration number with the SETA	MQA/WSA/470/130319
Levy Number	L350713709
Confirmation of having appointed a Skills Development Facilitator	Fanie Slabbert
Proof of submission of WSP/ATR	Attached

3.3. Approach

The integrated HRDP will seek to maximise the productive potential of people employed at the EM, through the implementation of the following plans:

- a) Skills Development Plan (SDP);
- b) Career Progression Plan;
- c) Mentorship Plan;
- d) Internship and Bursary Plan; and
- e) EE Plan.

The HRDP for the next 5 years focuses on providing employees with adequate opportunities for skills development, progression at the EM, as well as the compliance with the Mining Charter requirements.

At the end of year 5, the success of the HRDP will be assessed and a new 5-year HRDP will be established. This will take place every 5 years thereafter.

3.4. Skills Development Plan

3.4.1. Introduction

EP recognises the importance of its employees in the achievement of its business objectives and that skills development is the foundation for developing competent and productive employees, who are able to participate in meeting EPM's business objectives.

EPM will implement a SDP that focuses on equipping employees with skills to enhance their progression and development at the EM.

The SDP provides action plans and targets on how EPM intends to offer its employees

opportunities to become functionally literate to participate in learnerships, the SDP, various other training initiatives, as well as to acquire portable skills.

The SDP links with Skills Development legislation and includes the regular submission of a Workplace Skills Plan (WSP), and annual training reports (ATR). This includes the paying of levies and claiming of grants with the relevant Sector Education and Training Authority (SETA), with which the operation is registered, i.e. the MQA.

3.5. Background Information on the Workforce

The EM's life of the mine is expected to be 30 (thirty) years based on production from Kukama shaft of 137 000 tonnes per month, with the steady state being achieved in the 9th

year of production at Kukama shaft. As at May 2021, there are a total of 997 employees employed at the EPM, of which 676 are permanent and 321 are core-contractors.

Table 4. Current Workforce Overview (permanent and core-contractors)

Race	Gender	Permanent (including learners and interns)	Core- contractor	Total Complement
African	Male	478	226	704
	Female	107	36	143
White	Male	60	54	114
	Female	13	4	17
Coloured	Male	12	1	13
	Female	4	0	4
Foreigner	Male	2	0	2
	Female	0	0	0
Total		676	321	997

From the EP business plan/case and staffing model, it is estimated that EPM will employ 1837 employees (incl. contractors) by the end of FY23. EPM will be applying a philosophy of an owner managed and operated model which means that the majority of the staff complement will be permanent EPM employees and the remaining portion will be brought-in core expertise (i.e. independent contractors).

EPM aims to source 80% of its employees from the North-West Province, with the intention to source the majority thereof from the Bojanala Platinum District Municipality (BDM) and the MLM areas. The aim is to recruit locally as far as possible and where the required skills are not available, sourcing

will be done accordingly. Legislative requirements are very clear in terms of the appointment of a contractor. Section 101 of the MPRDA states that, if the holder of a right or permission appoints any person or employs a contractor to perform any work within the boundaries of *inter alia* the mining or prospecting area, such holder remains responsible for compliance with the MPRDA. In this instance, since EPM will employ contractors at the EM, EP will ensure that the contractors comply with the relevant requirements of the MPRDA.

3.5.1. Adult Education and Training (AET)

3.5.1.1. Overview

The MPRDA requires that all mines must offer every employee the opportunity to be functionally literate. Functional literacy and numeracy is defined as having AET level 4 or higher. EPM is committed to developing the educational levels of its employees and Adult Education Training (AET) will be implemented based on the needs that may arise.

The minimum educational requirements for EP's new employees at the EM will be high-

school grade 10 qualification or equivalent, hence EPM will not be required to implement AET at this stage. This level has been confirmed as feasible from the MLM Integrated Development Plan (IDP) information and Stats SA for North-West Province and BDM area. It must however be emphasised that EPM commits to implementing AET should the need arise (i.e. from the annual skills audit to be conducted).

3.5.1.2. Form Q – Educational Levels of the Workforce

Tabled below is the information based on the total workforce (presented for both permanent and contractor employees) as at April 2021.

Table 5. Form Q - Permanent Employee Education Levels at the EM (Permanent Employees)

Eland Platinum Mine Permanent Employees Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	48	0	0	12	0	4	0	0	0	0	60	4
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	3	0	0	0	0	0	0	0	0	0	3	0
		Grade 8 / Std 6	1	0	0	0	0	0	0	0	0	0	1	0
		Grade 9 / Std 7 / AET 4	10	0	0	1	0	0	0	0	0	0	11	0
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	45	1	0	5	0	0	0	0	1	0	51	1
	3	Grade 11 / Std 9 / N2	70	0	0	1	0	6	1	0	0	0	71	7
	4	Grade 12 / Std 10 / N3	240	7	0	31	0	48	2	0	6	0	278	56
	5	Certificates	38	0	0	1	0	21	0	0	0	0	39	21
Higher Education & Training (HET)	6	First Degrees / Diplomas	32	0	0	5	0	21	0	0	5	0	37	26
	7	Honours / Higher Diplomas	0	0	0	3	0	2	0	0	1	0	3	3
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
Total			487	8	0	59	0	102	3	0	13	0	554	118

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 6. Form Q – Core-Contractor Employee Education Levels at the EM (Collissen Engineering)

Core-Contractors: Collissen Engineering Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	6	0	0	8	0	0	0	0	0	0	14	0
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	1	0	0	0	0	0	0	0	0	0	1	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	1	0	0	1	0	0	0	0	0	0	2	0
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	4	0	0	2	0	0	0	0	1	0	6	1
	3	Grade 11 / Std 9 / N2	9	0	0	3	0	1	0	0	0	0	12	1
	4	Grade 12 / Std 10 / N3	31	0	0	9	0	3	0	0	0	0	40	3
	5	Certificates	6	0	0	0	0	2	0	0	0	0	6	2
Higher Education & Training (HET)	6	First Degrees / Diplomas	1	0	0	0	0	0	0	0	0	0	1	0
	7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
Total			59	0	0	23	0	6	0	0	1	0	82	7

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 7. Form Q –Core- Contractor Employee Education Levels at the EM (Paragon)

Core-Contractors: Paragon Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	0	0	0	2	0	0	0	0	0	0	2	0
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	1	0	0	0	0	0	0	0	0	0	1	0
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	12	0	0	0	0	0	0	0	0	0	12	0
	3	Grade 11 / Std 9 / N2	12	0	0	0	0	0	0	0	0	0	12	0
	4	Grade 12 / Std 10 / N3	28	0	0	2	0	1	0	0	0	0	30	1
	5	Certificates	1	0	0	0	0	0	0	0	0	0	1	0
	6	First Degrees / Diplomas	2	0	0	0	0	0	0	0	0	0	2	0
Higher Education & Training (HET)	7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
	Total		56	0	0	4	0	1	0	0	0	0	60	1

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 8. Form Q – Core-Contractor Employee Education Levels at the EM (SGS)

Core-Contractors: SGS Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
Higher Education & Training (HET)	1	No schooling / Unknown	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	0	0	0	0	0	0	0	0	0	0	0	0
	2	Grade 10 / Std 8 / N1	0	0	0	0	0	1	0	0	0	0	0	1
	3	Grade 11 / Std 9 / N2	1	0	0	0	0	0	0	0	0	0	1	0
	4	Grade 12 / Std 10 / N3	13	0	0	0	0	6	0	0	0	0	13	6
	5	Certificates	0	0	0	0	0	0	0	0	0	0	0	0
	6	First Degrees / Diplomas	5	0	0	1	0	6	0	0	1	0	6	7
	7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
Total			19	0	0	1	0	13	0	0	1	0	20	14

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 9. Form Q – Core-Contractor Employee Education Levels at the EM (Chrome Traders)

Core-Contractors: Chrome Traders Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
Further Education & Training (FET)	1	No schooling / Unknown	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
Higher Education & Training (HET)	2	Grade 9 / Std 7 / AET 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 10 / Std 8 / N1	2	0	0	0	0	0	0	0	0	0	2	0
		Grade 11 / Std 9 / N2	1	0	0	0	0	1	0	0	0	0	1	1
		Grade 12 / Std 10 / N3	8	0	0	1	0	4	0	0	1	0	9	5
		Certificates	0	0	0	0	0	0	0	0	0	0	0	0
		First Degrees / Diplomas	2	0	0	0	0	0	0	0	0	0	2	0
		Honours / Higher Diplomas	0	0	0	1	0	0	0	0	0	0	1	0
		Master's / Doctorate's	0	0	0	1	0	0	0	0	0	0	1	0
Total			13	0	0	3	0	5	0	0	1	0	16	6

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 10. Form Q - Contractor Employee Education Levels at the EM (SMS)

Core-Contractors: SMS Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	11	0	0	6	0	1	0	0	0	0	17	1
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	2	0	0	0	0	0	0	0	0	0	2	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	1	0	0	0	0	0	0	0	0	0	1	0
		Grade 8 / Std 6	3	0	0	0	0	0	0	0	0	0	3	0
		Grade 9 / Std 7 / AET 4	2	0	0	0	0	0	0	0	0	0	2	0
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	19	0	0	5	0	0	0	0	0	0	24	0
	3	Grade 11 / Std 9 / N2	21	0	0	1	0	1	0	0	0	0	22	1
	4	Grade 12 / Std 10 / N3	17	1	0	8	0	1	0	0	1	0	26	2
	5	Certificates	1	0	0	0	0	0	0	0	0	0	1	0
	6	First Degrees / Diplomas	1	0	0	3	0	1	0	0	0	0	4	1
Higher Education & Training (HET)	7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
	Total		78	1	0	23	0	4	0	0	1	0	102	5

A = African; C = Coloured; I = Indian; W = White; F = Foreign

Table 11. Form Q – Core-Contractor Employee Education Levels at the EM (Schaunenberg)

Core-Contractors: Schaunenberg Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
Further Education & General Education and Training (GET)	1	No schooling / Unknown	0	0	0	1	0	2	0	0	0	0	1	2
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
Further Education & Training (FET)	2	Grade 9 / Std 7 / AET 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 10 / Std 8 / N1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 11 / Std 9 / N2	0	0	0	0	0	2	0	0	0	0	0	2
		Grade 12 / Std 10 / N3	4	0	0	1	0	0	0	0	0	0	5	0
		Certificates	1	0	0	0	0	1	0	0	0	0	1	1
Higher Education & Training (HET)	6	First Degrees / Diplomas	1	0	0	0	0	1	0	0	0	0	1	1
		7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0
		8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0
Total			6	0	0	2	0	6	0	0	0	0	8	6

A = African; C = Coloured; I = Indian; W = White; F = Foreigner

Table 12. Form Q – Core-Contractor Employee Education Levels at the EM (Platinum Health)

Core-Contractors: Platinum Health Form Q as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
Further Education & Training (FET)	1	No schooling / Unknown	0	0	0	0	0	1	0	0	0	0	0	1
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	0	0	0	0	0	0	0	0	0	0	0	0
	2	Grade 10 / Std 8 / N1	0	0	0	0	0	0	0	0	0	0	0	0
	3	Grade 11 / Std 9 / N2	0	0	0	0	0	0	0	0	0	0	0	0
	4	Grade 12 / Std 10 / N3	0	0	0	0	0	2	0	0	0	0	0	2
	5	Certificates	0	0	0	0	0	1	0	0	0	0	0	1
	6	First Degrees / Diplomas	2	0	0	0	0	1	0	0	0	0	2	1
	7	Honours / Higher Diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Master's / Doctorate's	0	0	0	0	0	0	0	0	0	0	0	0
Total			2	0	0	0	0	5	0	0	0	0	2	5

A = African; C = Coloured; I = Indian; W = White; F = Foreigner

Table 13. Form Q - EPM Combined Form Q (Permanent & Core-Contractors) as at 31 July 2019

EPM Combined Form Q (Permanent & Contractors) as at April 2021														
Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	W	F	A	C	I	W	F	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	65	0	0	29	0	8	0	0	0	0	94	8
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	3	0	0	0	0	0	0	0	0	0	3	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	4	0	0	0	0	0	0	0	0	0	4	0
		Grade 8 / Std 6	4	0	0	0	0	0	0	0	0	0	4	0
		Grade 9 / Std 7 / AET 4	14	0	0	2	0	0	0	0	0	0	16	0
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	82	1	0	12	0	1	0	0	2	0	95	3
	3	Grade 11 / Std 9 / N2	114	0	0	5	0	11	1	0	0	0	119	12
	4	Grade 12 / Std 10 / N3	341	8	0	52	0	65	2	0	8	0	401	75
	5	Certificates	47	0	0	1	0	25	0	0	0	0	48	25
Higher Education & Training (HET)	6	First Degrees / Diplomas	46	0	0	9	0	30	0	0	6	0	55	36
	7	Honours / Higher Diplomas	0	0	0	4	0	2	0	0	1	0	4	3
	8	Master's / Doctorate's	0	0	0	1	0	0	0	0	0	0	1	0
Total			720	9	0	115	0	142	3	0	17	0	844	162

A = African; C = Coloured; I = Indian; W = White; F = Foreigner

Table 14. Current AET Needs (Permanent and contractors)

AET levels	AET current needs (baseline for 2018)	2019 projected needs
AET 1	0	0
AET 2	0	0
AET 3	0	0
AET 4	0	0
Total AET needs	0	0

3.5.1.3. Targets

Table 15. AET Targets

AET Level	2017	2018	2019	2020	2021	Total budget
AET 1	0	0	0	0	0	R 0
AET 2	0	0	0	0	0	R 0
AET 3	0	0	0	0	0	R 0
AET 4	0	0	0	0	0	R 0
Total number	0	0	0	0	0	-
Budget	R 0	R 0	R 0	R 0	R 0	R 0

The reason for a lack of targets set out above is that EP does not foresee implementing an AET Programme in the first five years of operation because of the recruitment policy that requires EP to recruit a minimum of high-school grade 10 qualified people, however,

an annual skills audit will be conducted to determine the status, based on the ongoing recruitment of new employees. Once it has been established that there are AET needs, EP will implement the programme as required.

3.5.2. Learnerships

3.5.2.1. Overview

EP will implement active mining and engineering learnership programmes for employees at the EM. The learnership programme will be aimed at addressing

current and future skills and competency needs, both in terms of career path structure and the staff planning process. Learnerships will also be aimed at addressing hard-to-fill

vacancies, skills shortages and unemployment. This will support the objective to increase the pool of available labour, particularly in communities surrounding the EM.

Learnerships conducted at the EM will be accredited learning programmes that lead to a formal qualification; which includes institutional training through accredited training providers; and practical on-the-job training, thereby integrating both institutional and workplace learning.

3.5.2.2. Targets

An analysis will be conducted annually to determine the need to implement mining and engineering learnership programmes.

The targets set out in Tables 10 and 11 (see next page) are based on a 5-year learnership programme. Both mining and engineering learnership programmes have an estimated duration of thirty six (36) months. Due to the length of each learnership programme, this may result in annual overlaps of learners. The intake figures for learnerships will be low for the first 5 years, as the EM will be in a development and rump-up period over the next 5 years.

The target for the annual learnerships at the EM will focus on both the employees and community and preference will be given to HDSA individuals and females.

In terms of internal learnership programmes, EP identify potential deserving employees through their level of qualifications and through their interest according to their Performance Development Plans.

For external learnership programmes, EP will advertise, as required, and also ensure to advertise locally within strategic areas through newspapers where the local communities are able to access the information. Once the applications have been received, EP will conduct the relevant shortlisting and selection process and engage the final selected candidates in the programme. Learnership programmes will comprise of both theoretical and practical training as required.

Table 16.Five Year Plan for Learnership Enrolments at the EPM (Employees)

Type/area of training	2019 (new)	2020 (new)	Ongoing	2021(new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Engineering Learnership (Artisan Learnerships)	5	4	5	4	9	0	9	3	7	16
Mining Learnership (non - artisan learnerships)	0	4	0	0	4	4	4	4	4	12
Total intake	5	8	5	4	13	4	13	7	11	28
Budget	R1 249 476	R1 880 461	R1 249 476	R999 581	R1 404 000	R880 880	R1 404 000	R1 788 030	R1 188 000	R12 043 904

Table 17.Five Year Plan for Learnership Enrolments at the EPM (Community)

Type/area of training	2019	2020 (new)	Ongoing	2021(new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Engineering Learnership (Artisan Learnerships)	0	3	0	3	3	0	4	3	2	9
Mining Learnership (non - artisan learnerships)	0	4	0	0	4	4	8	2	6	10
Total	0	7	0	3	7	4	12	5	8	19
Budget	R0	R1 630 566	R0	R749 686	R756 000	R880 880	R1 296 000	R1 190 126	R864 000	R7 365 258

3.5.2.3. Action Plan

Table 18. Learnership Action Plan

Action needed	Anticipated completion
Planning for 2019 Learnership	March 2018
Advertise and appoint learners as per set targets and field of study	November 2019
Implement Learnerships	March 2020
Allocate learners to mentors	Annually
Evaluate learner performance	Monthly
Update IDP's and training matrix	Ongoing

3.5.3. Core Skills Training

3.5.3.1. Overview

Skills training programmes (STP) to be offered to EP's employees/core-contractors will be to ensure that they have the ability to perform their respective tasks, as per operational requirements. The STPs will consist of, amongst others, novice training, re-licencing of equipment/machine operators, etc.

The STPs are also intended to equip employees/core-contractors with the required capacity and skills to progress to possible higher levels of employment at the EM. Core skills training is for new employees as well as current employees/core-contractors. The training is both for novice and refresher trainees.

3.5.3.2. Targets

Please see Table 13, which indicates the projected STPs that employees/core-contractors will be subjected to.

Table 19. Core Skills Training Targets for Permanent Employees

Skills Programme	2018 (baseline)	2019	2020	2021	2022	2023	Duration of skills programme
Competency B	2	0	20	20	30	30	21 days
Competency A	2	5	5	5	10	10	53 days
Rock Drill Operator (RDO)	0	0	10	10	10	10	10 days
Scraper Winch	0	5	5	5	5	10	10 days
Blasting Assistant	0	2	5	5	10	10	25 days
Tip Attendant	0	3	5	5	5	10	10 days
TMM Training	22	5	10	15	20	25	10 days
First Aid	0	30	10	25	35	45	2 days
Safety Representative	3	20	30	30	30	30	10 days
Fire Extinguisher Training	5	150	350	550	650	700	1 day
Basic Engineering Skills Training	0	10	10	10	30	30	5 days
Conveyor Belt Training	0	5	20	20	25	25	5 days
GDI Training	4	10	15	15	30	35	1 day
Rescue Pack Training	0	150	200	300	450	450	1 day
Supervisory Training	0	5	10	10	15	15	5 days
Total	38	400	705	1025	1355	1435	
Budget	R181 800	R549 898	R1 121 823	R1 106 251	R1 768 508	R2 036 781	

Table 20. Core Skills Training Targets for Core-Contractors

Skills Programme	2018 (baseline)	2019	2020	2021	2022	2023	Duration of skills programme
Competency B	0	5	5	5	5	5	21 days
Competency A	0	2	2	2	2	2	53 days
Rock Drill Operator (RDO)	0	3	3	3	3	3	10 days
TMM Training	7	5	10	10	10	10	10 days
First Aid	0	5	5	5	5	5	2 days
Safety Representative	3	1	1	1	2	2	10 days
Fire Extinguisher Training	27	20	20	20	20	20	1 day
Basic Engineering Skills Training	0	10	10	10	10	15	5 days
GDI Training	1	10	15	15	20	20	1 day
Rescue Pack Training	0	50	100	100	100	100	1 day
Supervisory Training	0	5	10	10	10	10	5 days
Total	38	116	181	181	187	192	
Budget	R61 125	R339 678	R396 153	R370 427	R412 559	R479 548	

3.5.3.3. Action Plan

STPs offered will be provided during the employees working hours. The STPs will be in line with operational needs and individual

development plans. The STPs will link with the career progression plan and EE Plan.

Table 21.STP Action Plan

Action needed	Anticipated completion
Plan 2019 Skills training	December 2019
Communicate skills training	Ongoing
Implement skills training	Ongoing
Update Training matrix	Ongoing

3.5.4. Portable Skills Training

3.5.4.1. Overview

The objective of portable skills training (PST) will be to provide employees with skills that will assist with the smooth transition into other alternative industries. Considering the current life of mine expectancy of the EM, EP endeavours to make portable skills available to enable interested employees to find other forms of livelihood in other sectors of the economy. EP will continuously identify the major contributing industries, in order to align the intended PST to the demands of these industries.

EP intends to only start implementing PST for employees at the EM in the 4th year of operation. The reason behind this strategy is to enable EP to recruit and ensure a stable functional workforce.

Prior to the implementation of PST, an analysis will be conducted to determine the type of PST that is required. The needs analysis results will dictate the type of PST that will be implemented

As EP will be commencing operations at the EM during the period that this SLP will be in force, portable skills training will only take place during 2022 and 2023. 10 employees will be trained in Agricultural Skills, 5 in hospitality and 5 in basic engineering skills. The 20 employees trained on different portable skills will also be trained in Basic Business Management Skills.

3.5.4.2. Targets

Table 22. Portable Skills Training Targets

	2018 (baseline)	2019	2020	2021	2022	2023
Agriculture Skills	0	0	0	0	5	5
Business Management Skills	0	0	0	0	20	20
Basic Trade Skills	0	0	0	0	10	10
Hospitality Skills	0	0	0	0	0	5
Total	0	0	0	0	20	20
Financial contribution	R 0	R 0	R 0	R 0	R 332 500	R 490 000

3.5.4.3. Action Plan

Table 23. PST Action Plan

Action needed	Anticipated completion
Conduct needs analysis	2021
Source and appoint relevant service providers	2022
Implementation of training	2022
Updating of training reports	Ongoing

3.6. Hard-to-fill vacancies

EP will report annually on its hard-to-fill vacancies, through the submission of the prescribed Form R. Based on the MPRDA Regulations' definition of "hard-to-fill vacancies", EP will not have any at EM. However, the positions set out in Table 17 (see the next page) have been identified as possibly hard to fill.

Table 25. Hard-to-fill vacancies as per Form R in Annexure II of the MPRDA Regulations

Occupational level	Job title of scarce and critical skills	Main reason for inability to fill the vacancy	Intervention
Senior management	GCC Engineer (Electrical)	Scare Skill in the Industry	Graduate/Internship Development Program
	Rock Engineer	Scare Skill in the Industry	Graduate/Internship Development Program
Professionally qualified and experienced specialist and mid-management	Occupational Hygienist	Scare Skill in the Industry	Graduate/Internship Development Program
	Surveyor	Scare Skill in the Industry	Graduate/Internship Development Program
	Instrumentation Mechanician	Scare Skill in the Industry	Learnership Program
Skilled technical and academically qualified workers, junior management, supervisors	Artisan Rig Operator	Scare Skill in the Industry	Learnership Program
	Diesel Mechanic (OEM Technician)	Scare Skill in the Industry	Learnership Program
	Auto Electricians	Scare Skill in the Industry	Learnership Program
	Riggers	Scare Skill in the Industry	Learnership Program

3.7. Career Paths

EPM has developed a generic career path matrix for each discipline, and each of these career paths includes the minimum entry job requirements, required qualifications, experience and legal responsibilities.

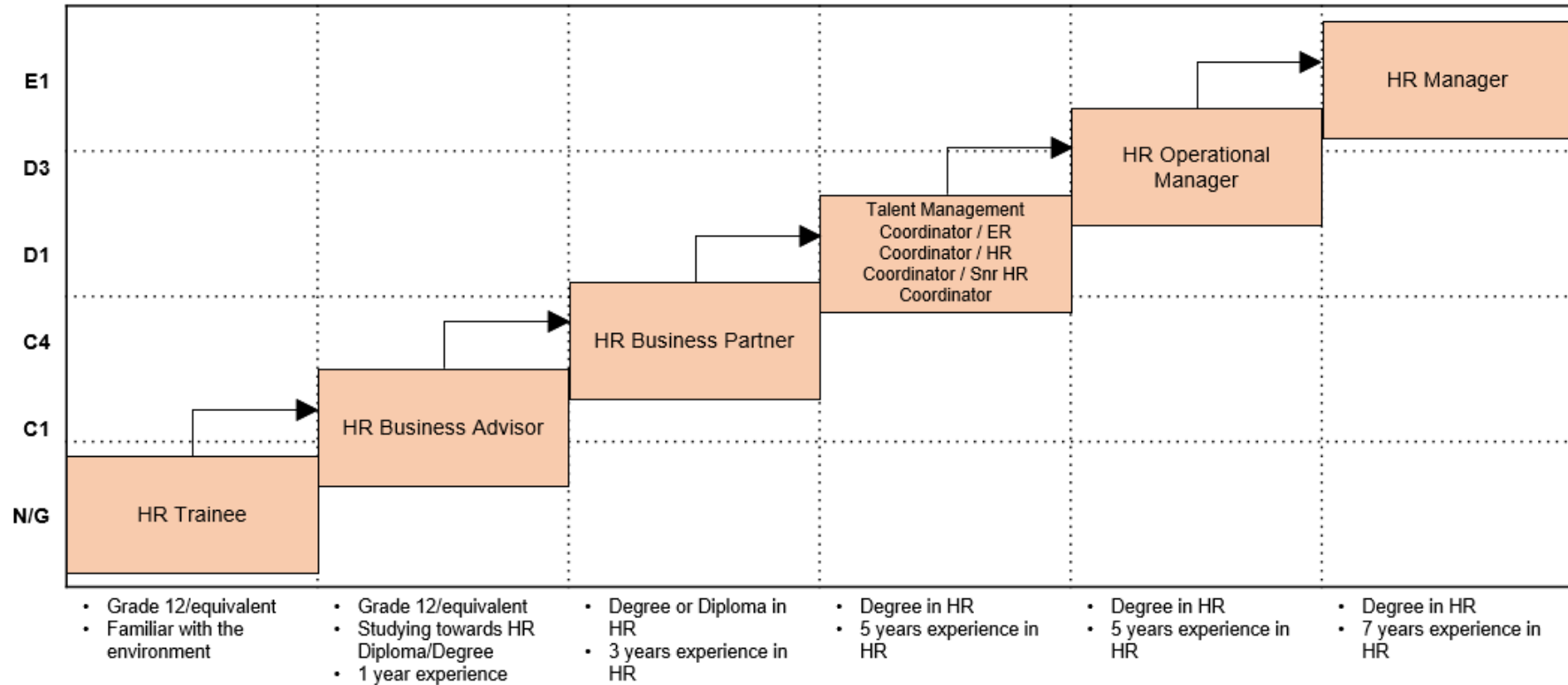
3.8. Career Progression Plan

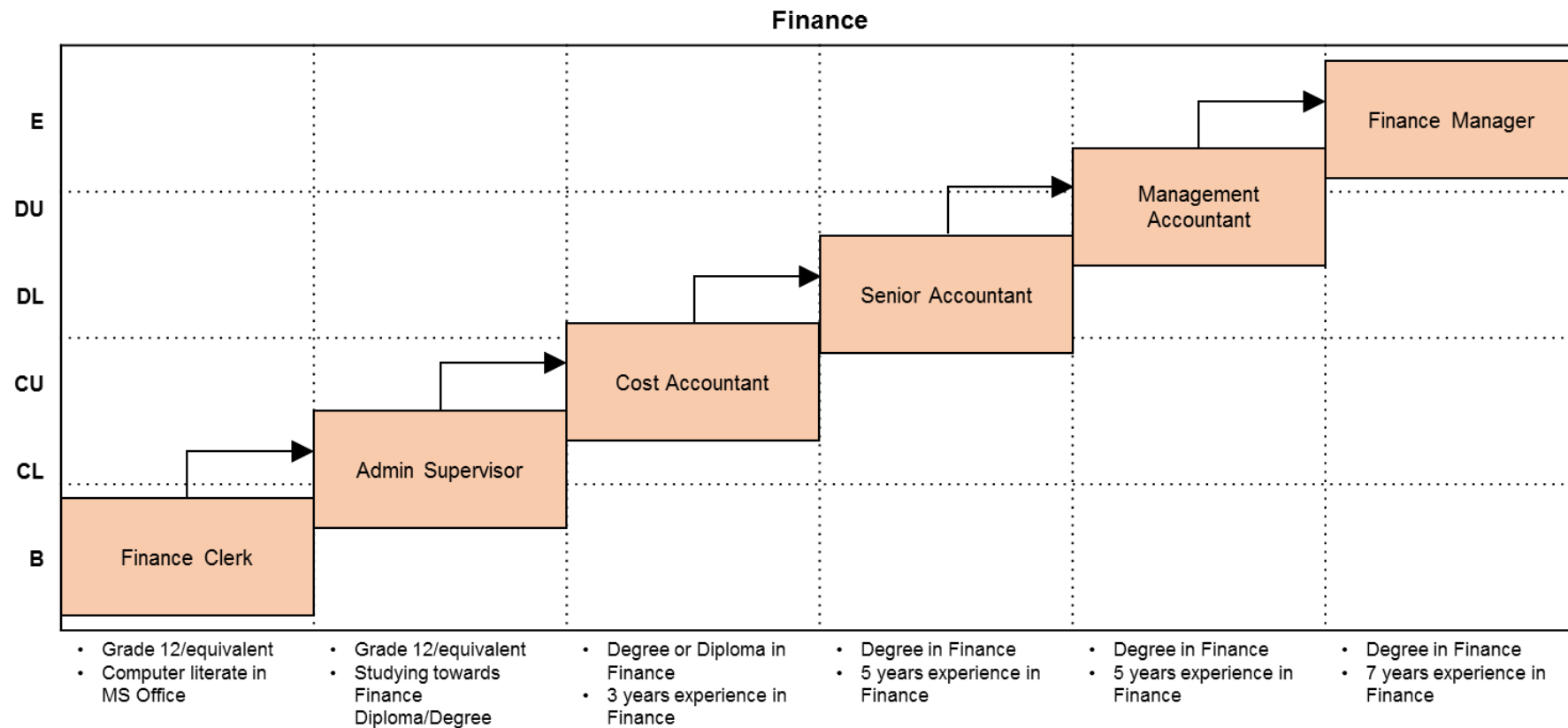
3.8.1. Overview

Career progression planning is the process that plans and shapes the progression of individuals in a company, in accordance with operational requirements. Individual development plans are compiled for employees in succession planning and are reviewed

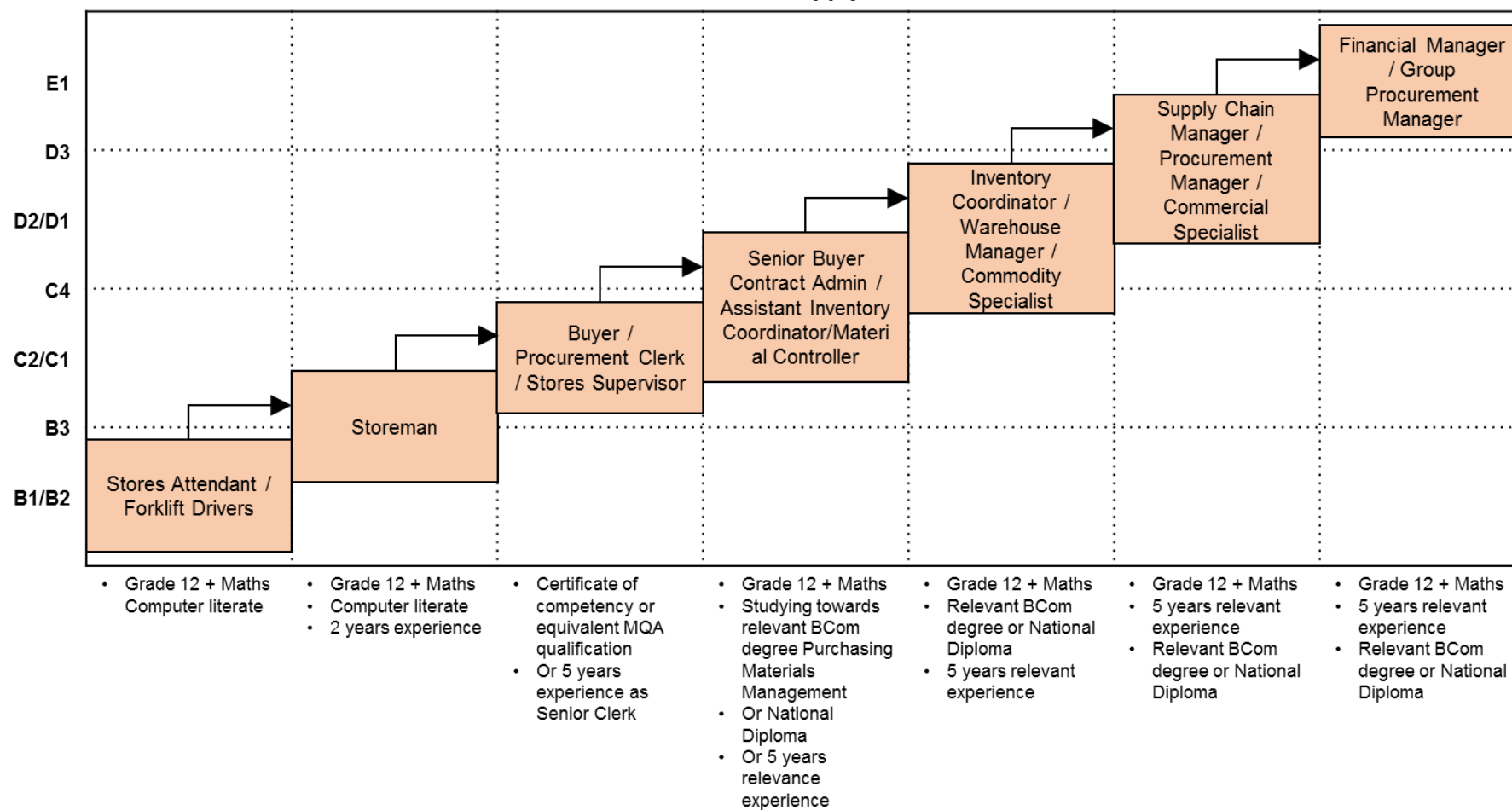
annually. The career progression plan (CPP) is a mechanism for identifying employees with the potential, qualifications and skills to possibly progress further, taking into account operational needs and requirements.

Human Resources

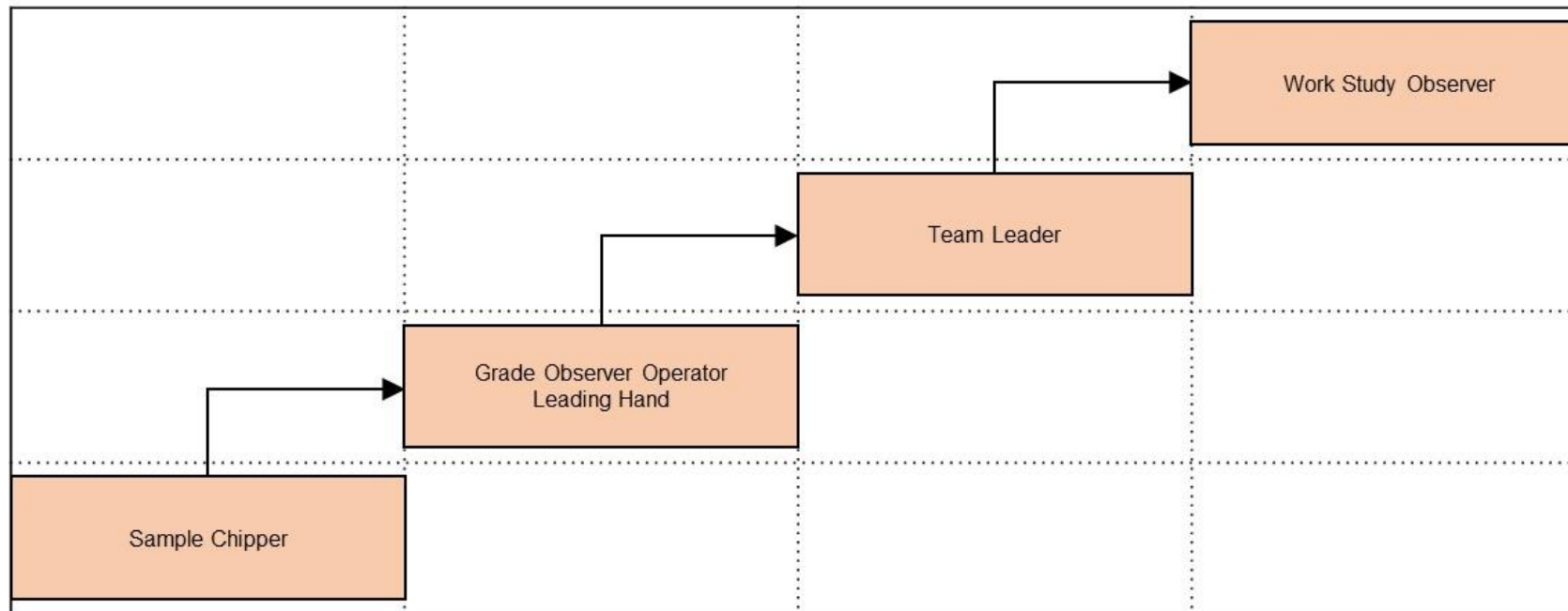




Finance: Supply Chain



Sampling 1

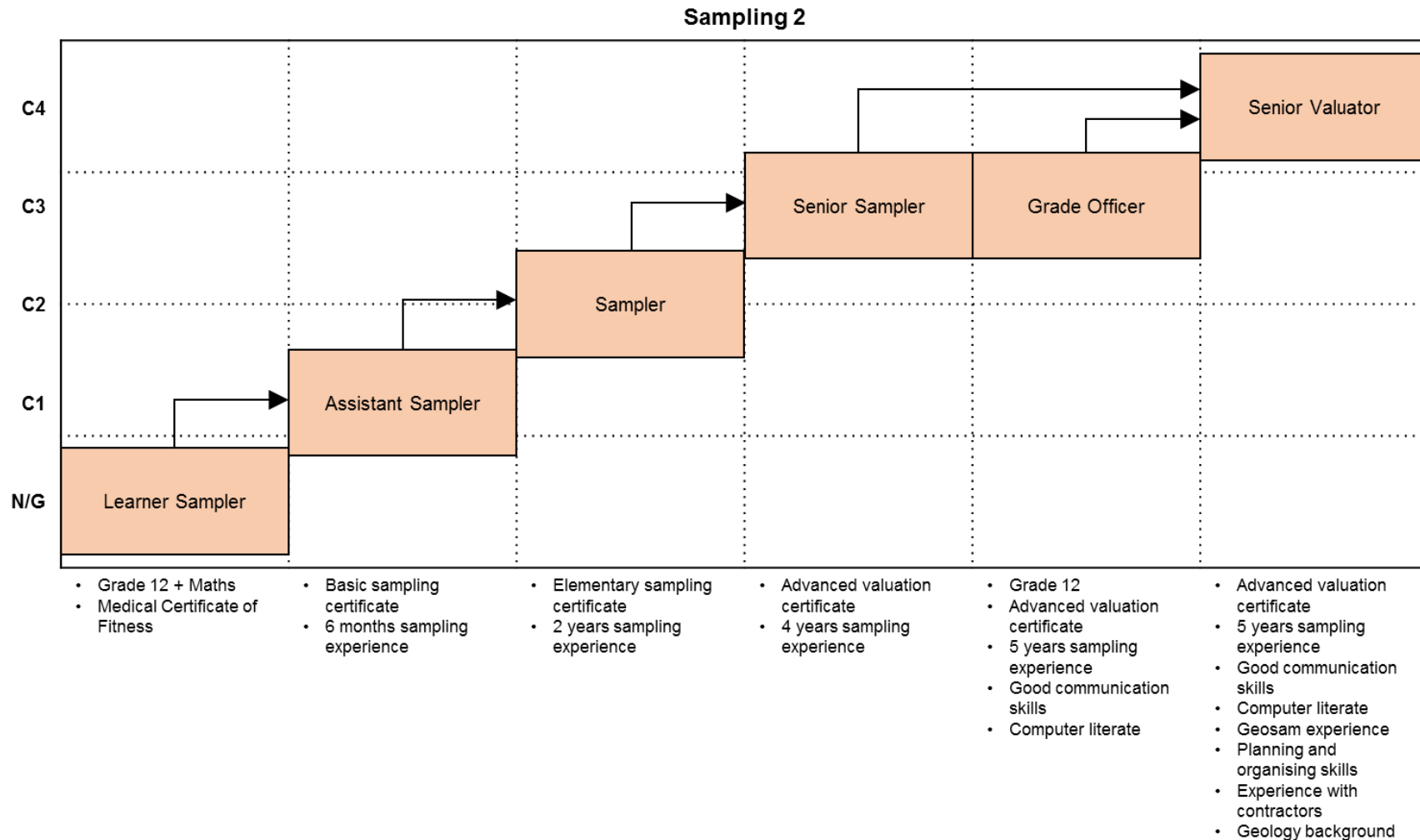


- Grade 12 + Maths & Science
- Medical Certificate of Fitness
- Packing and handling of samples
- Chipping samples

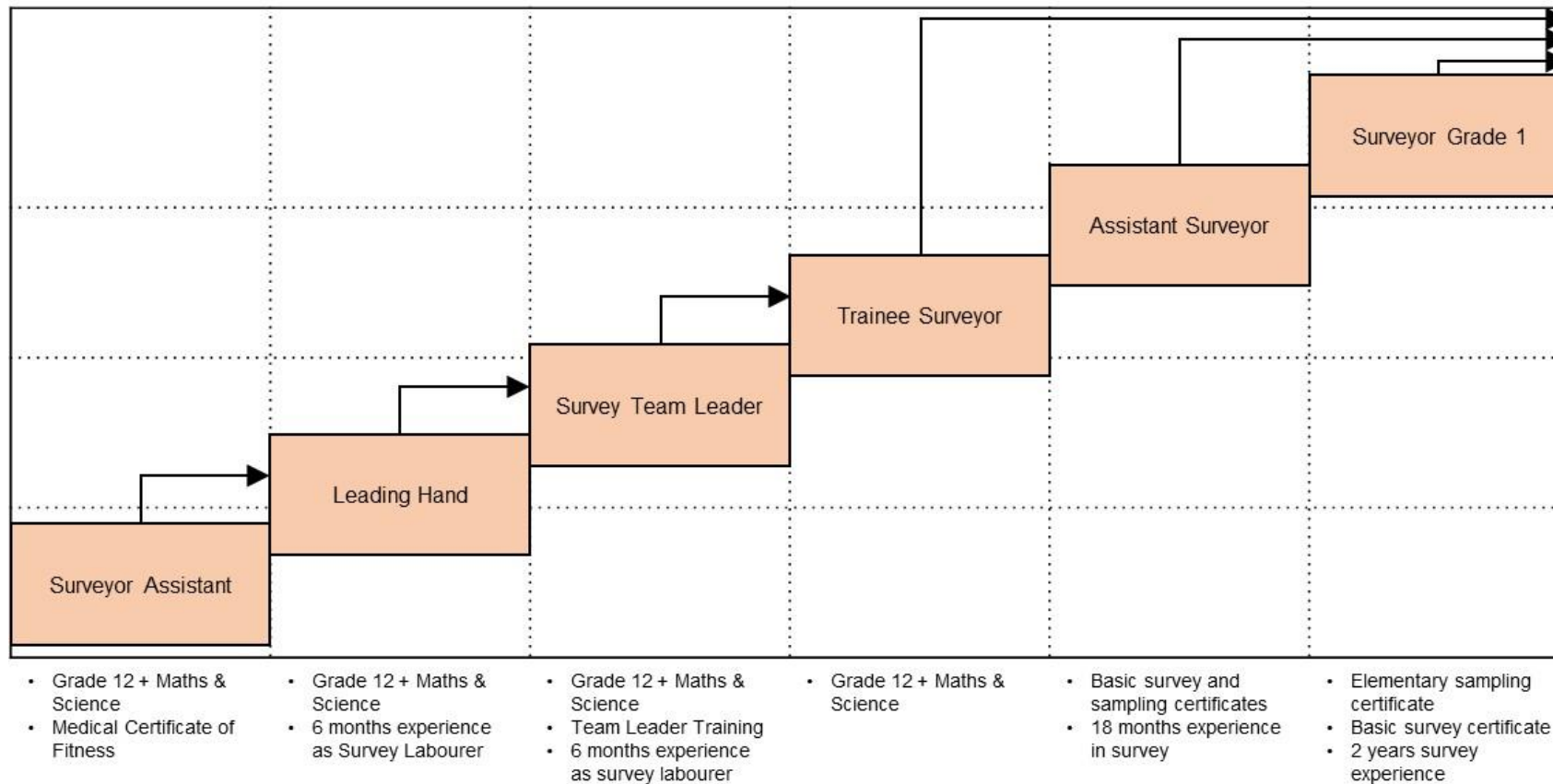
- Grade 12 + Maths & Science
- HPE training
- Cutting samples
- Packing and handling of samples
- Chipping samples
- AET Level 4/5
- Team Leader Training

- Grade 12 + Maths & Science
- 3 years generic experience

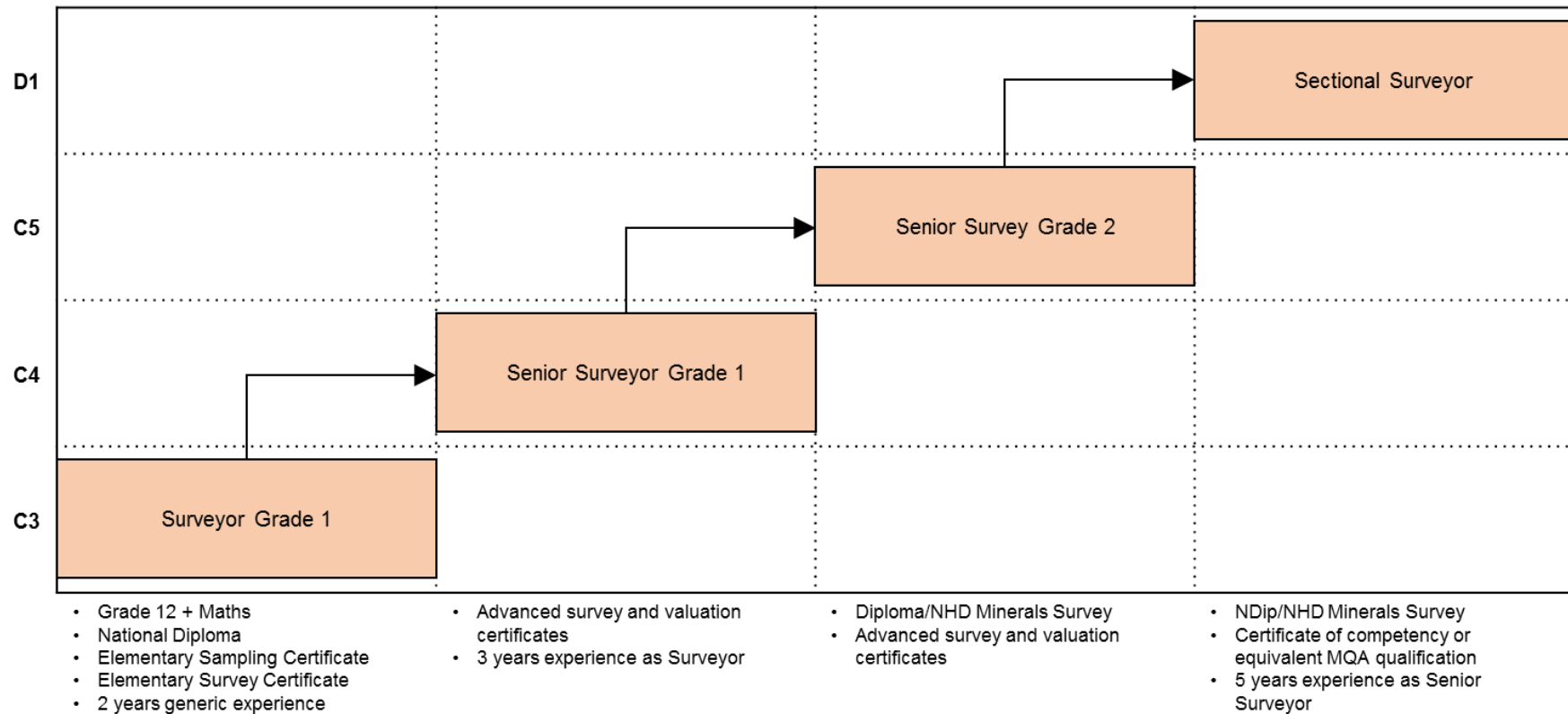
- Grade 12 + Maths & Science
- Basic Sampling



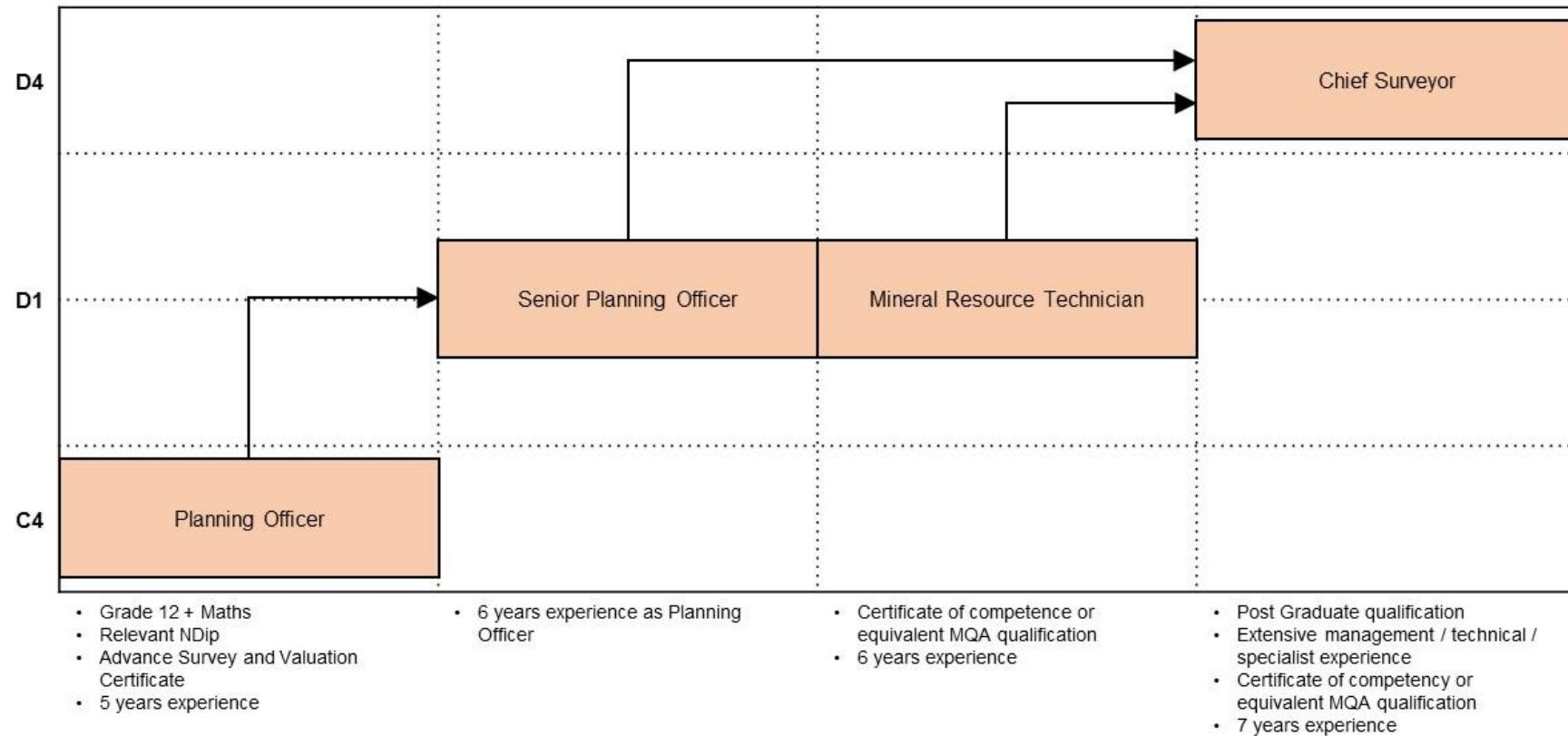
Survey 1



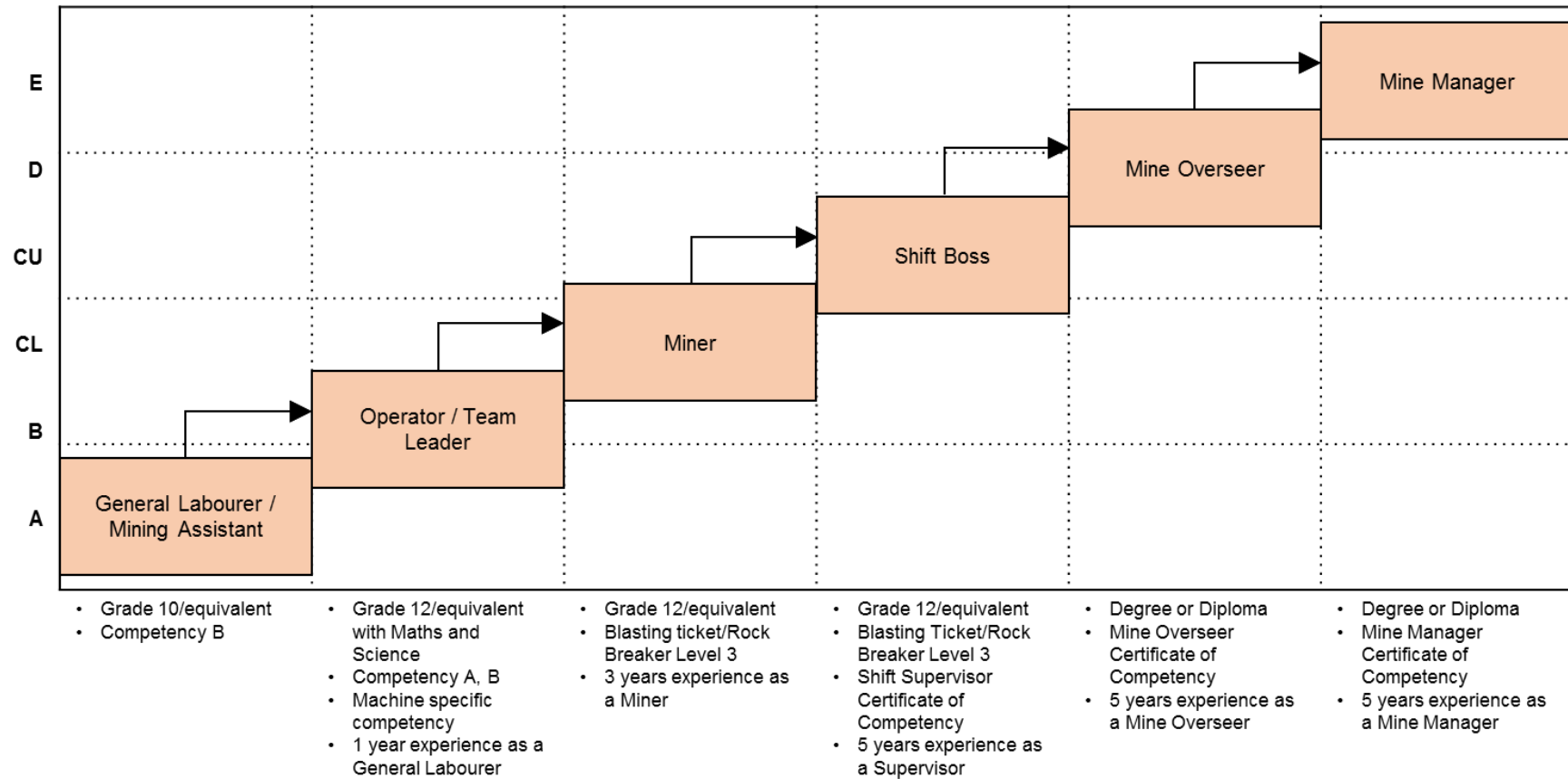
Survey 2.1



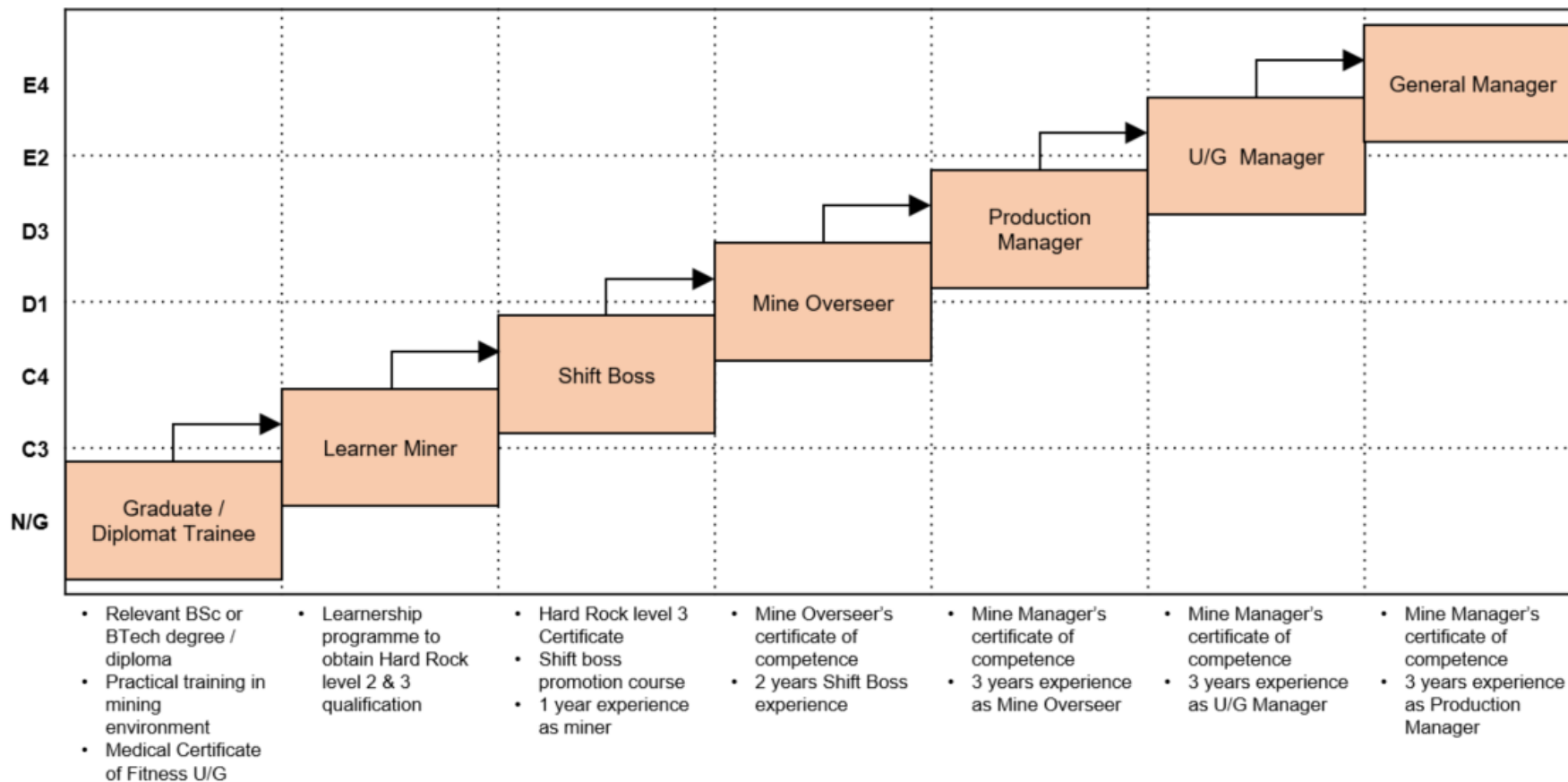
Survey 2.2



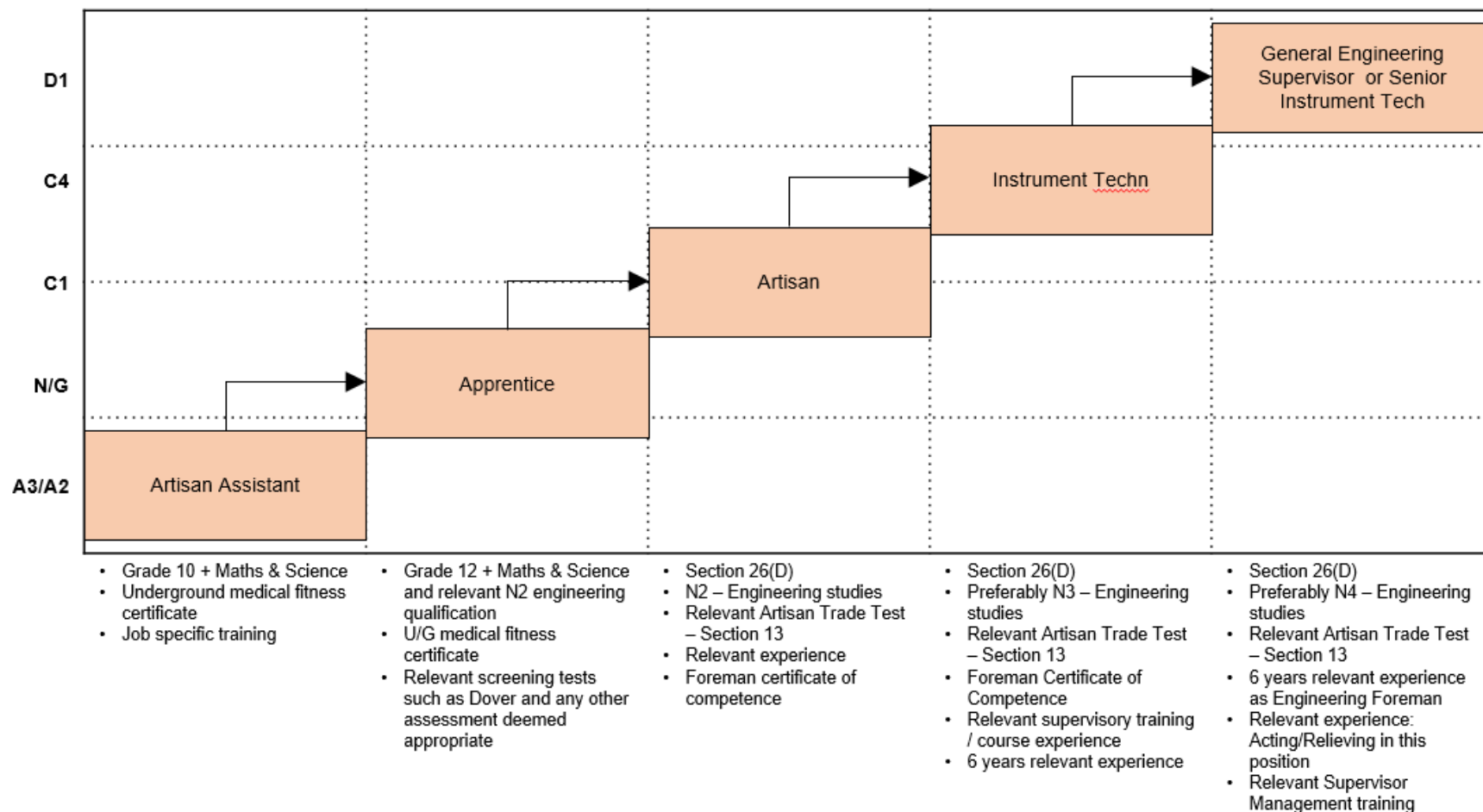
Mining: Miner



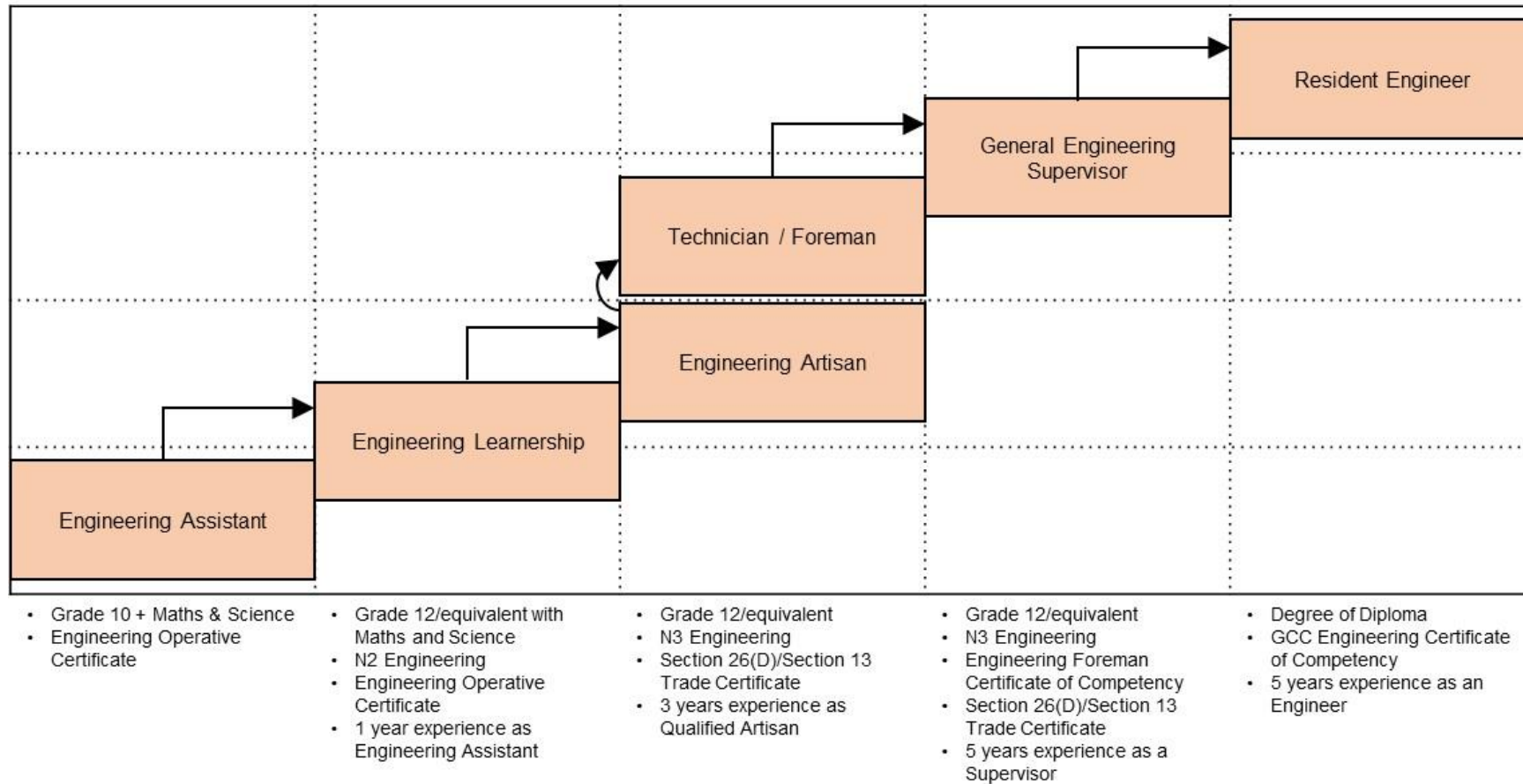
Mining: Graduate/Diplomat Career Path

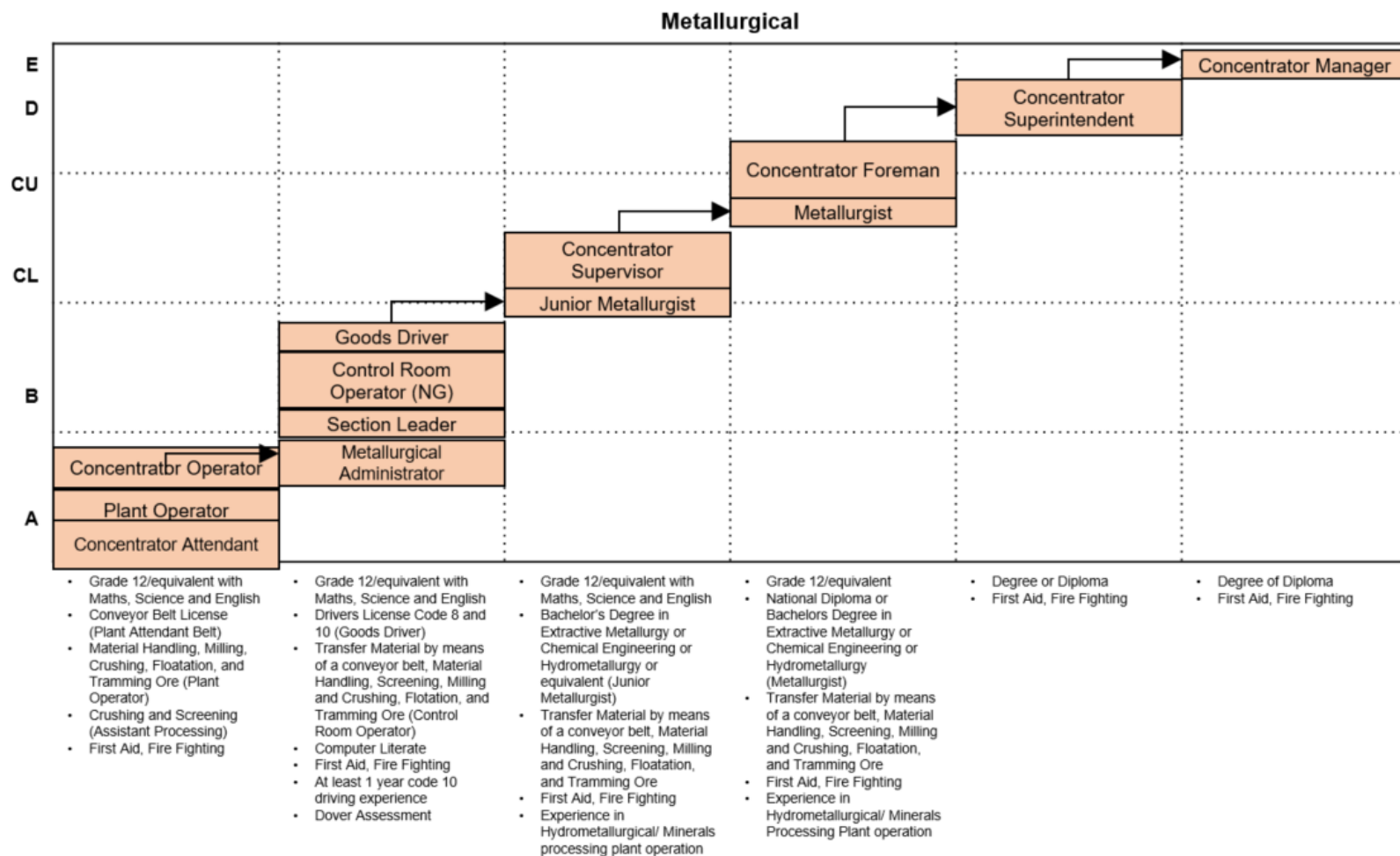


Engineering: Artisan Career Path

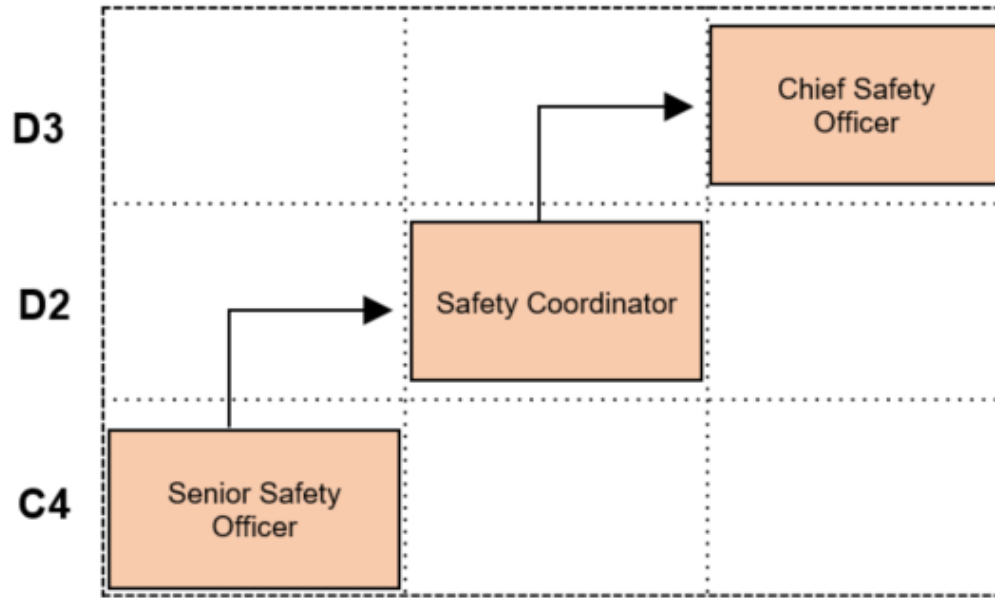


Engineering: Engineer





Best Practices: Safety Internal Development



Skills and experience as per previous level

- Programme Safety Management (UNISA)
- 3 – 5 years experience as Safety Officer
- SAMTRAC
- Moderator's course

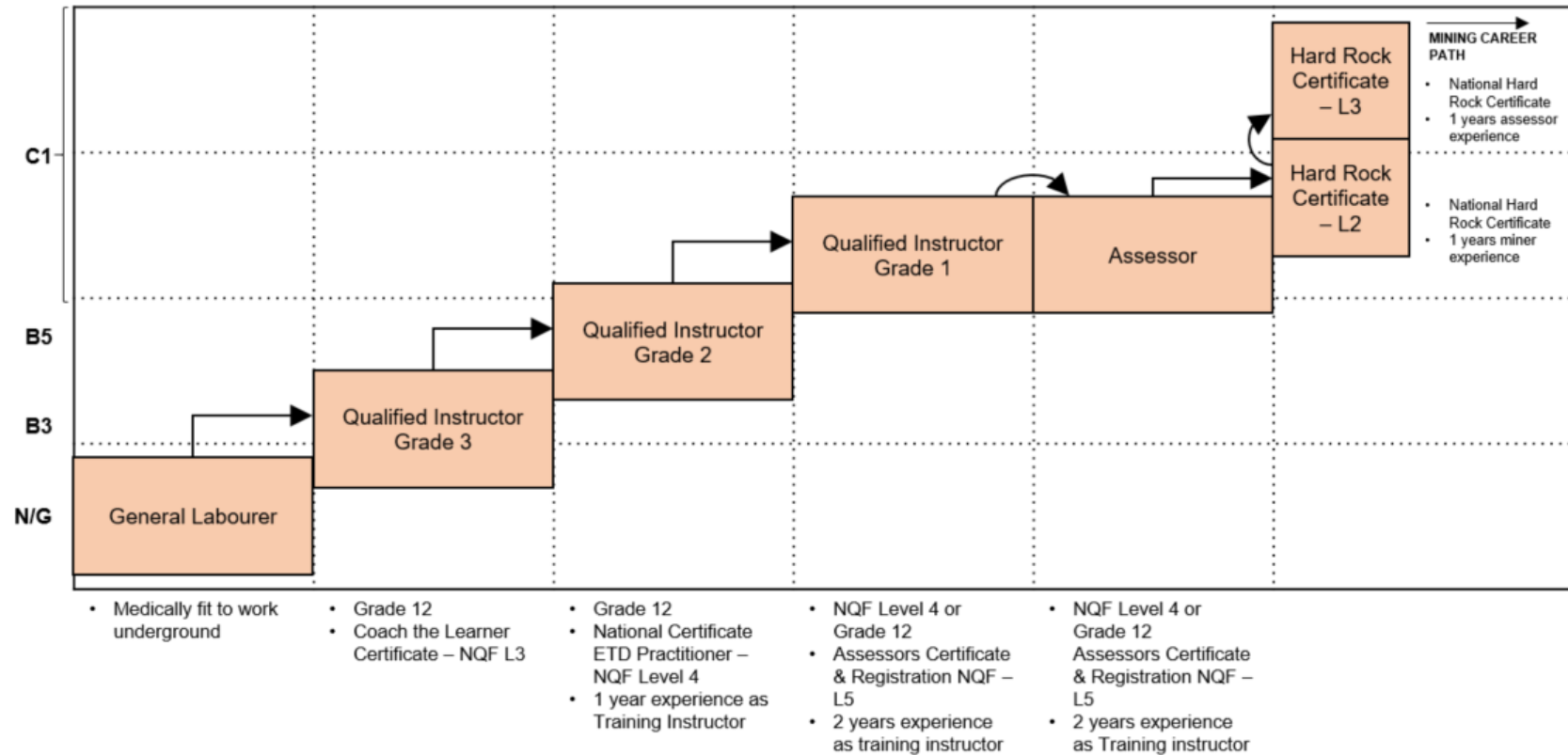
Skills and experience as per previous level

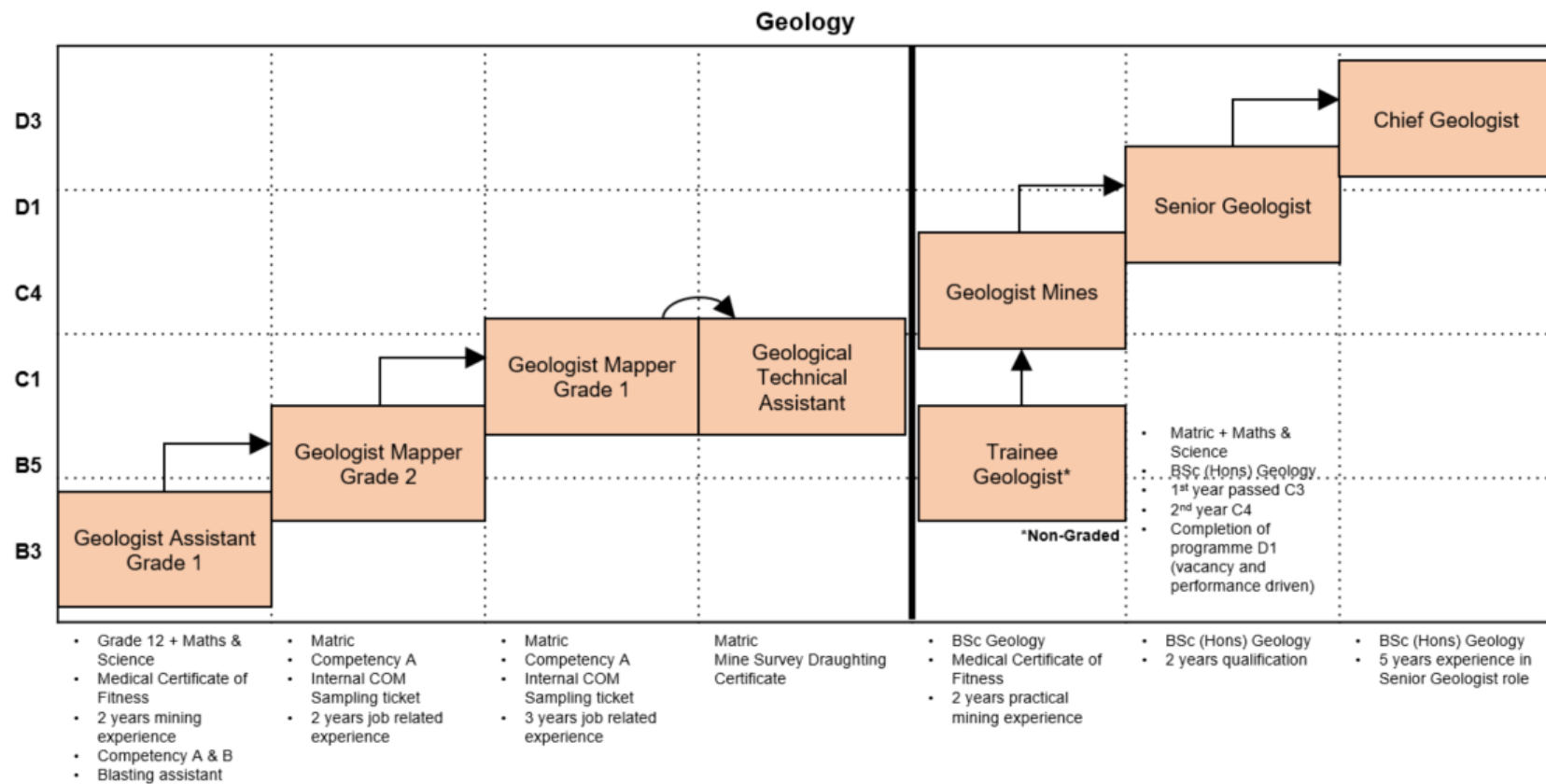
- NDSMN Diploma
- 3 – 5 years MO experience or 5 years as a Senior Safety Officer
- Strata Control Course
- ISO 9001
- ISO 14001

Skills and experience as per previous level

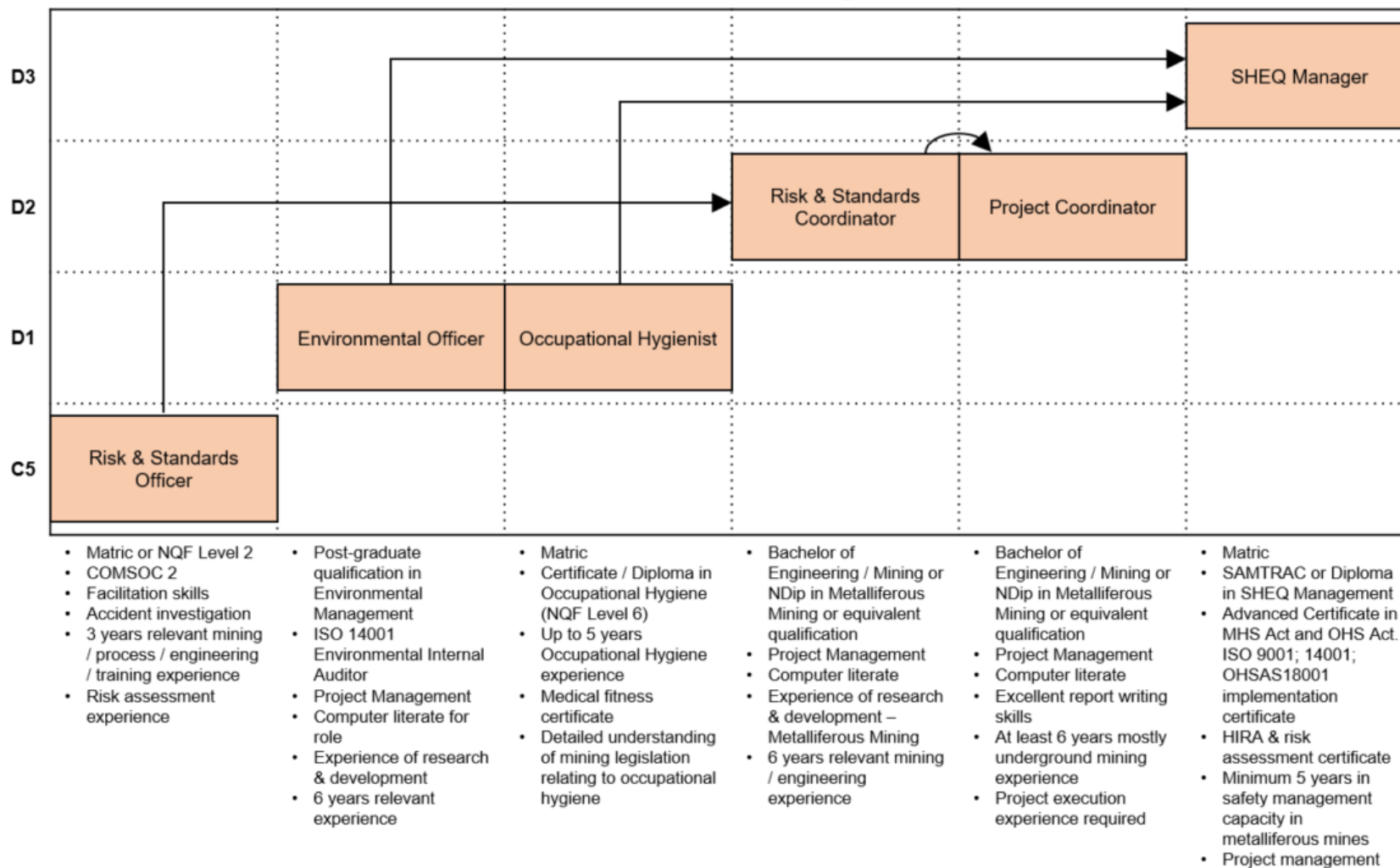
- MO certificate of competence or BTech degree – Safety Management
- 7 years experience as Chief Safety Officer
- Safety strategy development and implementation

Best Practices: Training Centre





Best Practices: SHEQ Management



3.8.2. Progression Plan

EP will promote career progression and succession opportunities among its employees at the EM and implement a talent management plan (TMP) on the following basis:

- a) A TMP that is relevant to the identification of talent pools, based on operational and EE requirements.
- b) A TMP implemented for a five-year period and reviewed annually.
- c) The TMP will be linked to the STP, learnership programmes, mentorship programme and EE Plan.
- d) These are closely aligned and linked to hard-to-fill vacancies, scarce skills needs, job-related skills and employee development and progression.
- e) Mechanisms will be in place for individuals to progress from lower-skilled working levels to higher-skilled working levels and management levels, should job opportunities arise and positions become vacant.
- f) The TMP ensures that the qualifications, aspirations, developmental needs, and potential capabilities of employees are accounted for, in line with the operational requirements of EP at the EM.

3.8.2.1. Establishing a Talent Pool

EP endeavours to identify HDSA candidates with the potential to accelerate their progression to the next level within a specific time frame. Individuals who excel are identified through (in order of importance) attitude, behaviour, capacity and performance.

From the talent pools, departmental succession plans will be developed and reviewed annually. These employees will have an individual development plan and training map that is updated bi-annually.

3.8.2.2. Action Plan

Table 24. Career Progression Action Plan

Action needed	Anticipated completion
Identify potential employees for talent pools	2020
Develop Individual Development Plans and training maps	2020
Engage with employees nominated for succession planning, to discuss further development requirements	Ongoing
Update training matrix and implement	Annually
Allocate employees in succession planning to mentors	Annually
Review mentorship relationships and development progress	Quarterly

3.8.3. Targets

Table 25. Career Progression Targets (Employees with Individual Development Plans in talent pool)

Current Position	Training Intervention	Qualification to be Achieved	2019		2020		2021		2022		2023	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Strata Control Officer	Study assistance	GCC Rock Engineering	2	0	0	2	0	2	0	2	0	0
General Workers	Learnership	Blasting Tickets/Mineral Process qualification	0	0	8	0	0	8	8	12	6	10
Engineering learners	Learnership	Trade Certificate	5	0	7	5	7	12	0	13	6	9
TOTAL			7	0	15	7	7	22	8	27	12	19

3.9. Mentorship Plan

3.9.1. Overview

Mentorship is a key process and tool in support of people development, EE, HRD planning, and performance management. It is a relationship between a mentor and a mentee, and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mine.

Mentees can request a specific mentor if they desire, but it is based on mentor capacity and

availability. Employees in succession planning will have a mentor assigned to them.

The mentorship programme (MP) entails the following:

- Training of mentors and mentees and formalising the MP
- Focusing on mentoring and coaching the identified employees to progress according to succession plans.
- Linking the MP to learnership programmes, development programmes as well as the EE Plan.

3.9.2. Targets

Table 26. Mentorship Targets *

Programme	2018 (baseline)	2019	2020	2021	2022	2023
Mining	2	3	6	6	5	5
Engineering	5	6	12	12	8	8
Support Services	0	1	1	1	2	2
Technical Services	0	0	0	0	2	2
Process	0	0	0	0	0	0
TOTAL	7	10	19	19	17	17

*Includes total amount of learners, internships, and bursars

During the ramp-up stage of the EM, and until there is a steady state workforce, mentorship will be formally provided specifically for employees in learnerships, internships and bursary programmes. Once steady-state

workforce begins to shape itself, a formal MP will be designed which will be fit-for-purpose for the EM and implemented progressively for the workforce as per the employee needs.

3.9.3. Action Plan

Table 27. Mentorship Action Plan

Action needed	Anticipated completion
Identify employees in succession planning	2020
Identify suitable mentors for mentees in various departments	2020
Conduct mentorship training and formalise relationship	Ongoing from 2020
Mentorship follow-ups	Ongoing from 2020

3.10. Internship and Bursary Plan

3.10.1. Overview

EP is well aware of the need to not only assist its own employees with development opportunities but also to help members of the local community to access tertiary education (bursaries) and internships.

The internship and bursary plan will help to develop the surrounding community, thus supplying the EM with its required skills.

EP's internship programme is considered to be an experiential training programme and focuses on providing exposure to students requiring practical experience towards their qualifications. Internships will also be considered for internal employees should they have the required tertiary qualification and require exposure in order to complete their studies. The identification of internal internships will be done as from 2022 going forward.

The objective of the EP bursary programme will be to support high-potential young students, those who completed matric and other learners during any stage of study at tertiary institutions to obtain a tertiary qualification through providing funding and also assistance in terms of exposure to the workplace. The bursary provision will cover tuition fees, study material, meals and accommodation.

Study assistance will be available for identified learners to complete their qualifications and employees identified for further development. Employees not on individual development plans may also apply for study assistance in line with EP's procedures at the EM.

3.10.2. Targets

The bursary and internship targets will be subject to the operational needs of the EM and the fields and types of bursaries might differ depending on requirements at the time. Tables 22, 23 and 24 on the next two pages set out the five-year plans for internship training targets, bursary targets, and employee study assistance targets.

Table 28.Five Year Plan for Internship Training Targets (External)

Field	2019 (new)	Ongoing	2020 (new)	Ongoing	2021 (new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Mining	1	0	0	1	1	0	2	1	0	2	3
Engineering	1	0	0	1	2	0	1	1	0	1	4
Support Services	1	0	0	1	1	0	1	1	0	1	3
Total Internships	3	0	0	3	4	0	3	0	0	4	10
Budget	R 30 000	0	0	R 30 000	R 45 332	R 0	R 45 332	R 45 332	R 0	R45 332	R 241 328

Table 29.Five Year Plan for Internship Training Targets (internal employees)

Field	2019 (new)	Ongoing	2020 (new)	Ongoing	2021 (new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Metallurgical	0	0	0	0	0	0	2	0	0	2	2
Total Internships	0	0	0	0	0	0	2	0	0	2	2
Budget	0	0	0	0	0	R 0	R 34 000	0	R 0	R36 000	R 70 000

Table 30.Five Year Plan for Bursary Targets (External)

Field	2019 (new)	Ongoing	2020 (new)	Ongoing	2021 (new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Mining	0	0	1	0	0	1	1	1	1	0	3
Engineering	0	0	0	0	1	0	1	1	1	1	3
Support Services	1	0	0	1	0	1	1	0	1	1	3
Technical Services	0	0	1	0	1	1	0	2	1	1	3
Total Bursary Holders	1	0	2	1	2	3	3	4	4	3	12
Budget	R68 577	0	R137 153	R70 500	R150 868	R205 730	R452 604	R274 306	R1 810 416	R205 730	R3 375 883

Table 31. Five Year Plan for Employee Study Assistance

Field	2018 (baseline)	2019 (new)	Ongoing	2020 (new)	Ongoing	2021 (new)	Ongoing	2022 (new)	Ongoing	2023 (new)	Ongoing	Period Total
Mining	0	0	0	0	0	0	0	0	0	0	0	0
Engineering	0	5	0	10	0	5	0	8	0	10	0	38
Support Services	0	0	0	1	0	0	1	0	1	1	0	2
Technical Services	0	0	0	0	0	0	0	1	0	0	1	1
Total	0	5	0	11	0	5	1	9	1	11	1	41
Budget	R 0	R 10 000	R 0	R 85 000	R 0	R 60 000	R 10 000	R 80 000	R 10 000	R 130 000	R 40 000	R 425 000

3.10.3. Action Plan

Table 32. Bursaries and Experiential Training Action Plan

Action needed	Anticipated completion
Identify and Recruit candidates from labour-sending areas according to targets	2019
Provide practical exposure according to various programmes	Ongoing
Provide regular updates and monitor students	Ongoing

3.10.4. School Educational Support Programme

EPM has consulted with the Department of Education to propose a suitable school educational support programme for the schools which are in the communities adjacent to the mine. The preferred school educational support programme is the additional Maths, Science, accounting and English classes for learners. This is supplementary teaching to assist learners with revision to improve their examination results. The intention is to engage with a Department of higher Education and Training Institution in order to roll out a robust program to the benefit of all stakeholders.

Table 33. Baseline information of the targeted schools to roll out the programme

Name of the School	Community	Name of Principal	Contact details	Current Number of learners per class per subject	Grd 10	Grd 11	Grd 12
1. Malatse Motsepe Primary	Mmakau	Ms Radipabe	072 876 2476 0837561490	Maths	178	45	40
				Science	178	45	40
				Accounting/Business Studies	87	30	20
2. Tsogo High School	Mmakau	Ms. Makgae	0796902908	Mathematics	51	29	38
				Science	51	29	38
				Accounting/Business Studies	75	54	33
3. Mothotlung High	Mothotlung	Mr. Ntsoseng	063 696 0985	Mathematics	30	72	82
				Science	30	72	82
				Accounting/Business Studies	42	29	20
4. Botlhabelo High School	Oukasie	Mr. Semenya	072 201 4073	Mathematics	147	27	49
				Science	103	24	36
				Accounting/Business Studies	42	22	06

Table 34.A 5 year implementation Plan

School Educational Support Programme 5 year Plan						
Number targeted learners	of Grade 10	Grade 11	Grade 12	Total of learners	no	Total Budget
2019	0	0	0	0		R0
2020	0	0	209	209		R 1 062 130
2021	0	200	215	415		R1 168 343
2022	442	200	215	857		R1 285 177
2023	442	200	215	857		R1 413 693
Total						R 4 929 343

Table 35.Action plan for implementation of the programme

Activity	Timeframe
1. Meeting with EPM, Dept. of Education, Schools Governing Body to present the programme and indicate the way forward	December 2019
2. Finalise logistics on the centre to accommodate classes, teachers, transport and meals as well as stationery and equipment for lessons	December 2019-January 2020
3. Finalise schedules for extra classes, winter school and career guidance workshops	January 2020
4. Commencement of pilot program for grade 12	February 2020
5. Monthly reporting	Monthly
6. Quarterly reviews for the programme	Quarterly
7. Certification and annual review	October 2020
8. The pilot program will commence in 2020, and roll out to grade 11 and 10 progressively	On-going

3.11. Employment Equity

3.11.1. Overview

EP fully subscribes to the principles of Mining Charter and will strive to improve on the minimum legislated requirements at the EM. It believes that EE is an integral part of building an effective and representative workforce, to ensure equality among its employees.

EPM will report to the Department of Labour (DoL) annually in respect of its EE progress

at EPM. At the same time, EPM will report progress in terms of HDSAs in management and women in mining to the DMR.

Tables 26 and 27 on the following pages set out the EE statistics for permanent employees and combined contractors at the EM respectively.

Table 36. Employment Equity Statistics for Permanent Employees

Occupational levels	Grade	Male				Female				Total	Disabled	
		A	C	I	W	A	C	I	W		Male	Female
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	2	0	0	2	0	0	0	0	4	0	0
Middle Management	D	1	0	0	10	1	0	0	2	15	1	0
Junior Management	C Upper	5	1	0	8	0	0	1	3	18	0	0
Skilled Non-managerial	C Lower	37	1	0	16	10	0	0	6	71	1	0
Semi-skilled	B	63	0	0	2	16	2	0	0	83	0	0
Non-skilled	A	48	1	0	1	6	0	0	0	56	0	0
Total Permanent Employees	-	156	3	0	40	34	2	1	11	247	0	0
Total Temporary Employees	-	0	0	0	0	0	0	0	0	0	0	0
Total Contractors	-	104	0	1	19	24	0	0	2	150	0	0
Total Employees	-	260	3	1	58	57	2	1	13	397	2	0

A = African; C = Coloured; I = Indian; W = White

Table 37. Employment Equity Statistics for Combined Core-Contractors

Occupational levels	Grade	Male				Female				Total	Disabled	
		A	C	I	W	A	C	I	W		Male	Female
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	0	0	0	0	0	0	0	0	0	0	0
Middle Management	D	2	0	0	6	1	0	0	1	10	0	0
Junior Management	C Upper	7	0	0	4	5	0	0	0	16	0	0
Skilled Non-manual	C Lower	6	0	0	5	5	0	0	0	16	0	0
Semi-skilled	B	10	0	1	1	3	0	0	1	16	0	0
Non-skilled	A	79	0	0	3	10	0	0	0	92	0	0
Total Employees	-	104	0	1	19	24	0	0	2	150	0	0

A = African; C = Coloured; I = Indian; W = White

3.11.2. HDSAs in Management Targets

EP commits to complying with the EE targets and requirements of the MPRDA, the Mining Charter and the Employment Equity Act, No 55 of 1998 (EE Act), and will strive to achieve and maintain these minimum requirements.

It believes that EE is an integral part of building an effective and representative workforce, as well as ensuring equality for all employees. Particular effort will be directed towards identifying HDSAs and women with talent, as well as providing accelerated

training and development initiatives to assist in their progression.

The EE Plan is a working document that will continue to be reviewed in accordance with EP's labour plan at the EM, the requirements of the EE Act and the Mining Charter. The objective of the EE Plan is to ensure the maintenance of EE throughout the EM.

The following information in Tables 28 - 33 depicts the EE targets at the EM for the next five years.

Table 38.Five Year Workforce Forecast

Occupational levels	Grade	2019	2020	2021	2022	2023
Top Management	F	0	0	0	0	0
Senior Management	E	4	4	4	4	6
Middle Management	D	25	25	25	25	46
Junior Management	C Upper	34	54	54	54	99
Skilled Non-managerial	C Lower	76	105	162	162	461
Semi-skilled	B	112	113	265	265	873
Non-skilled	A	147	147	311	311	812
Women in Mining	-	59	67	376	376	680
HDP	-	238	268	900	900	1600
People with disabilities	-	6	7	23	23	40
Total employees including core-contractors	-	398	448	1 497	1 497	2 650
Total permanent employees	-	248	298	821	821	2 297
Total contractor employees	-	150	150	676	676	353

Table 39.EE Plan (FY2019)

Occupational levels	Grade	Male				Female				Disabled		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	2	0	0	2	0	0	0	0	4	0	4
Middle Management	D	9	1	0	7	5	0	0	3	17	8	25
Junior Management	C Upper	12	0	0	7	9	0	0	6	19	15	34
Skilled Non-managerial	C Lower	21	3	1	13	29	2	0	7	38	38	76
Semi-skilled	B	38	8	0	18	33	7	0	8	64	48	112
Non-skilled	A	76	8	0	24	21	9	0	9	108	39	147
Total	All	158	20	1	71	97	18	0	33	250	148	398

A = African; C = Coloured; I = Indian; W = White

Table 40.EE Plan (FY2020)

Occupational levels	Grade	Male				Female				Disabled		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	2	0	0	2	0	0	0	0	4	0	4
Middle Management	D	9	1	0	7	5	0	0	3	17	8	25
Junior Management	C Upper	26	0	0	11	11	0	0	6	37	17	54
Skilled Non-managerial	C Lower	45	3	1	16	29	2	0	9	65	40	105
Semi-skilled	B	38	9	0	18	33	7	0	8	65	48	113
Non-skilled	A	76	8	0	24	21	9	0	9	108	39	147
Total	All	196	21	1	78	99	18	0	35	296	152	448

A = African; **C** = Coloured; **I** = Indian; **W** = White

Table 41.EE Plan (FY2021)

Occupational levels	Grade	Male				Female				Disabled		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	2	0	0	2	0	0	0	0	4	0	4
Middle Management	D	9	1	0	7	5	0	0	3	17	8	25
Junior Management	C Upper	26	0	0	11	11	0	0	6	37	17	54
Skilled Non-managerial	C Lower	67	11	1	22	38	2	0	21	101	61	162
Semi-skilled	B	138	13	0	31	59	11	0	13	182	83	265
Non-skilled	A	159	19	0	42	61	11	0	19	220	91	311
Total	All	401	44	1	115	174	24	0	62	561	260	821

A = African; C = Coloured; I = Indian; W = White

Table 42.EE Plan (FY2022)

Occupational levels	Grade	Male				Female				Disabled		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	2	0	0	2	0	0	0	0	4	0	4
Middle Management	D	9	1	0	7	5	0	0	3	17	8	25
Junior Management	C Upper	26	0	0	11	11	0	0	6	37	17	54
Skilled Non-managerial	C Lower	67	11	1	22	38	2	0	21	101	61	162
Semi-skilled	B	138	13	0	31	59	11	0	13	182	83	265
Non-skilled	A	159	19	0	42	61	11	0	19	220	91	311
Total	All	401	44	1	115	174	24	0	62	561	260	821

A = African; **C** = Coloured; **I** = Indian; **W** = White

Table 43.EE Plan (FY2023)

Occupational levels	Grade	Male				Female				Disabled		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top Management	F	0	0	0	0	0	0	0	0	0	0	0
Senior Management	E	3	0	0	2	1	0	0	0	5	1	6
Middle Management	D	15	1	0	9	12	0	0	9	25	21	46
Junior Management	C Upper	43	4	0	13	21	0	0	18	60	39	99
Skilled Non-managerial	C Lower	235	23	0	74	73	11	0	45	332	129	461
Semi-skilled	B	423	45	0	195	108	24	0	78	663	210	873
Non-skilled	A	389	41	0	187	95	23	0	77	617	195	812
Total	All	1108	114	0	480	310	58	0	227	1702	595	2297

A = African; C = Coloured; I = Indian; W = White

3.11.3. Participation of Women in Mining

In order to address the historical gender equality issues of South Africa, a gender equality policy and plan will be developed and used, to ensure that women are represented in positions that were traditionally considered “male only”.

Women in mining targets include African, coloured, Indian, and white female employees (as per the HDSA definition).

Table 44. Women in Mining Targets

Occupational levels	Grade	2019		2020		2021		2022		2023	
		%	#	%	#	%	#	%	#	%	#
Top Management	F	0%	0	0%	0	0%	0	0%	0	0%	0
Senior Management	E	0%	0	0%	0	0%	0	0%	0	0%	0
Middle Management	D	25%	8	25%	8	25%	8	25%	8	25%	10
Junior Management	C Upper	30%	13	30%	11	30%	17	30%	23	30%	25
Skilled Non-managerial	C Lower	30%	18	30%	18	30%	29	30%	43	30%	48
Semi-skilled	B	26%	20	25%	21	21%	41	23%	118	25%	156
Non-skilled	A	26%	18	25%	21	20%	35	23%	75	25%	97
Total Women	All	25%	70	25%	74	25%	127	25%	265	25%	332
Women in Mining (Core)	-	25%	59	25%	67	25%	114	25%	246	25%	312
Total Employees (including contractors)	-		397		447		760		1640		2082

Table 45: Financial provision for HRD

HRD Programme	2019	2020	2021	2022	2023	Total
Learnerships (employees)	R1 249 476	R3 129 937	R2 403 581	R2 284 880	R2 976 030	R12 043 904
Learnerships (external)	R0	R1 630 566	R1 505 686	R2 176 880	R2 054 126	R7 367 258
Core skills permanent	R549 898	R1 121 823	R1 106 251	R1 768 508	R2 036 781	R6 583 261
Core skills (core-contractors)	R339 678	R396 153	R370 427	R412 559	R479 548	R1 998 365
Portable skills training	R0	R0	R0	R332 500	R490 000	R822 500
Internships (external)	R30 000	R30 000	R45 332	R90 664	R45 332	R241 328
Internships (employees)	R0	R0	R0	R34 000	R36 000	R70 000
Bursaries (external)	R68 577	R207 653	R356 598	R726 910	R2 016 146	R3 375 884
Employee study assistance	R10 000	R85 000	R70 000	R90 000	R170 000	R425 000
School support programme	R0	R1 062 130	R1 168 343	R1 285 177	R1 413 693	R4 929 343
Total	R2 247 629	R7 663 262	R7 026 218	R9 202 078	R11 717 656	R37 856 843

SECTION 4

MINE COMMUNITY LOCAL ECONOMIC DEVELOPMENT



4. MINE COMMUNITY LOCAL ECONOMIC DEVELOPMENT



Madibeng Local Municipality



536 110 people

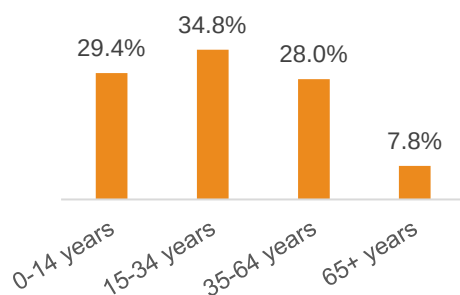


53.6% male

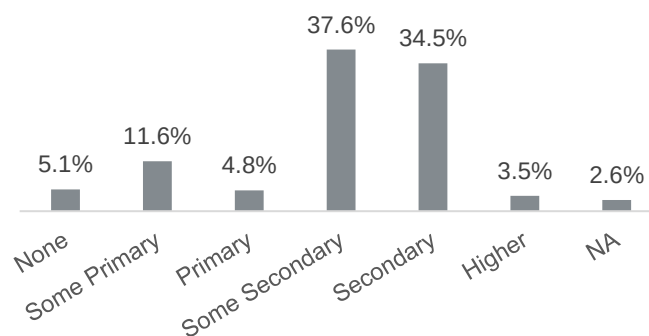


46.4% female

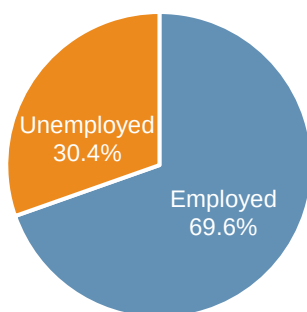
Age Distribution



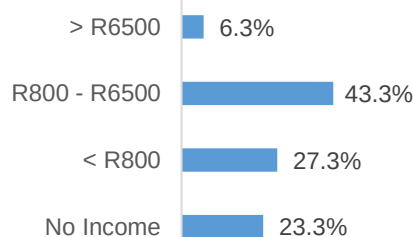
Highest Education (Age 20+)



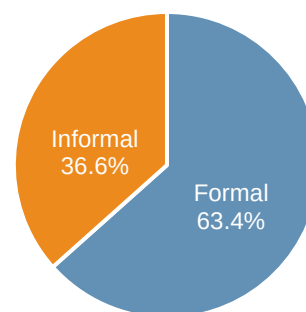
Employment Status



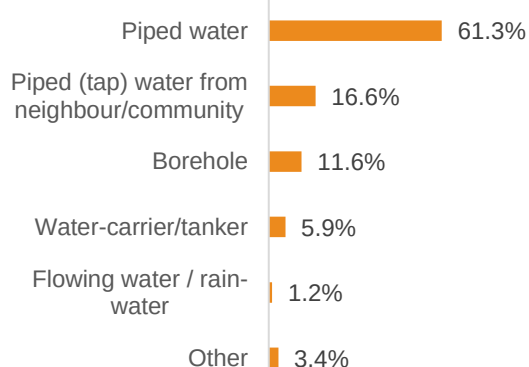
Monthly Household Income



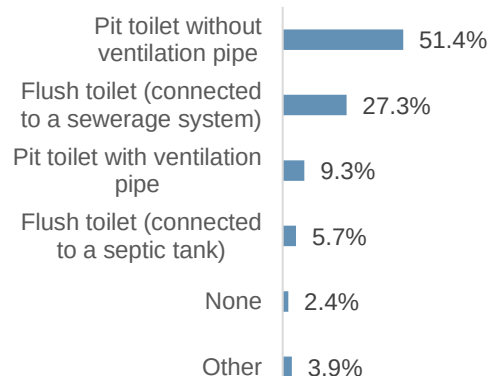
Dwelling Type



Main Source of Water



Sewage & Sanitation



Sources: StatsSA Community Survey 2016; Madibeng IDP Review 2016/2017

4.1. Social and Economic Background Information

The MLM area is centrally located within the North-West Province. It is one of the five Category B municipalities comprising the BDM. The MLM area consists of several urban and rural areas, villages, farm portions, and an industrial area. The two main economic hubs are Brits and the Hartbeespoortdam area, which are easily accessible from the bordering communities of Pretoria, Johannesburg, Rustenburg and Krugersdorp.

The MLM area has a diversified economy, primarily comprising of the agriculture, tourism, and mining sectors. This is supported by the number of dams and favourable soil conditions, with Brits known for its large variety and the quality of fruit and vegetables it produces. The MLM area also serves as the world's third largest chrome

producer, and includes additional PGM reserve on the Merensky Reef.

The populous in the MLM area consists of over half a million people, with a male to female ratio of 115 males to every 100 females. It is a young population, with over half of the population (64.2%) under the age of 34. Nearly a third of the population were unemployed during the 2011 National Census, with youth unemployment reaching 38.2%.

The MLM area has an HIV/Aids prevalence of 45.5%, compared to a North-West Province prevalence of 26.7%. According to the Madibeng 2016 IDP Report, this is likely due to the higher proportions of migrant workers in the MLM area, as well as the high poverty and unemployment rates.

4.2. Community Survey Needs Analysis

In the 2016 Community Survey, 40.7% of household respondents in the MLM area identified the lack of safe and reliable water supply as the main issue facing the MLM. This compared to 31.4% of respondents citing the same main issue in the North-West Province, and 17.7% nationally, indicating a particular problem concerning potable water in the MLM area, compared to the rest of the country (See Figure 3).

Two thirds of respondents strongly disagreed that the MLM was trying to resolve the problem, and 37% of households rated the overall quality of the water services provided to them as 'poor'. This was considered a significantly larger issue than the two next biggest issues of inadequate roads and lack of/inadequate employment opportunities

(15.5% and 7.3% of household respondents, respectively).

Water, sewage, and sanitation needs require attention throughout the area. Although 61.3% of residents have access to a tap (either within their home or yard), 16.6% rely on water from a neighbour or communal tap; and 11.6% use borehole for their potable water needs. In terms of sewage facilities, only 27.3% of homes have a flush toilet connected to a sewage system. The majority of homes (60.7%) still rely on outdoor pit toilets, 85% of which have no ventilation pipe. Handling of sewage is a concern in MLM area due to the impact it has had on dams within the area.

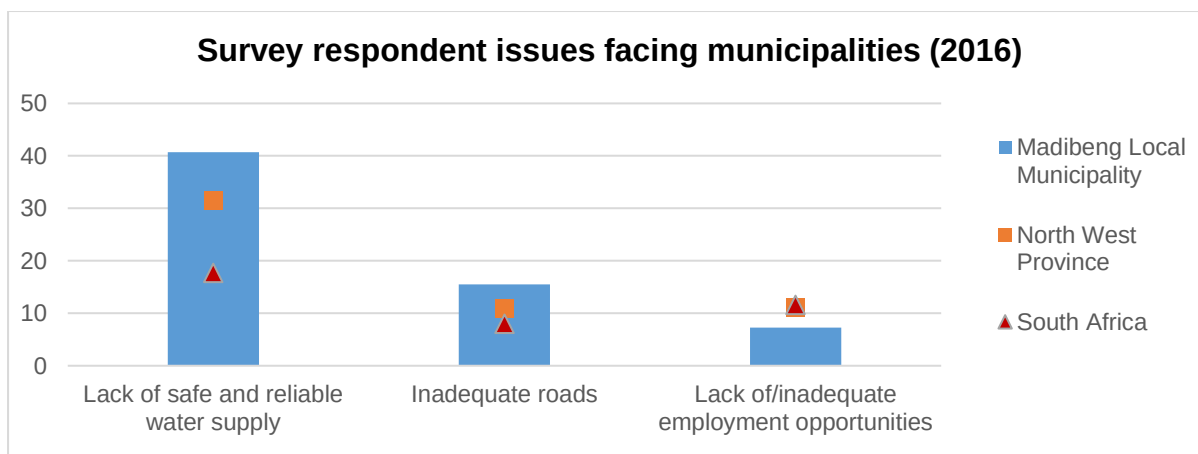


Figure 3. Top Three Issues facing municipalities based on community survey responses

4.3. Negative Impact of the Mining Operation

EP is aware of and is actively monitoring possible negative impacts of its mining operation at the EM. Potential environmental impacts are considered of utmost importance; and actions have been taken to identify these potential risks so that they may be prevented or mitigated. The five key identified areas are groundwater quality and quantity; alien invasive plants; structural impacts of blasting; noise levels; and traffic and road safety. As part of mitigation techniques, regular inspections and

maintenance of key equipment is conducted; coupled with ongoing monitoring exercises of all potentially impacted areas, using various techniques (led by specialists in the respective fields) to enable swift action if necessary. Additionally, continuous engagement with the community; a noise complaints register; and notifications of forthcoming procedures to applicable communities, such as blasting, will be utilised to mitigate any potential negative impacts.

4.4. Municipal Priorities

To have a better grasp on the primary needs of the MLM and its focal areas, EP assessed the latest IDP. The IDP identifies key initiatives with which the MLM aims to improve the quality of life for all the people living in the MLM area. The IDP was discussed at the IDP Representative Forum Meeting held on 08 December 2016. The MLM's wide needs and subsequent priority areas were determined as follows:

1. Water and Sanitation

Water and sanitation is the main priority in the IDP, corroborated by the household survey discussed above. The challenges are manifold, ranging from low water quality (specifically and starting from the dam) to the lack of infrastructure maintenance or simply the lack thereof. These challenges are planned to be addressed in the latest IDP as reflected in the MLM's FY2018 capital budget, which forecast 41% of spend on water projects. In Damonsville, an area near the EM, the IDP identifies two needed water and sanitation projects: the upgrading of

sewerage and the refurbishment of a leaking reservoir.

2. Roads and Storm Water

Similar to the water and sanitation problem, the IDP highlights the need to maintain and introduce road and storm water infrastructure. This is emphasised as the main need in the EM area, with a set of priority needs such as the re-gravelling of internal roads; the paving of main internal roads; the need for proper storm water drainage network in Mothutlung; and a stop sign in Damonsville. The capital budget reflects this category as a priority, with majority of the budget (44%) being allocated to roads and storm water in FY2018.

3. Electricity

Electrification remains a need in the MLM area. The MLM aims to drive rural electrification for homes, schools, clinics and small businesses, while simultaneously securing alternative fuel supplies such as wood and petroleum. Other policies are being explored to deal with the health and environmental impact of coal use; thermal efficiency of homes; and the energy end-use efficiency of domestic appliances, such as solar heaters. Solar geysers are recognised as such an option to households, which is identified as a need in Mothutlung.

4. Social Services

The MLM aims to address social challenges, such as poverty, crime and health care to improve the social quality of life. The MLM promotes collaboration with private sector and civil society to tackle these challenges. Existing partnerships include Brits and ODI Service Point that assists in restorative justice, social work, community development and social security. Some projects, either existing or planned, include Poverty Alleviation, Arts and Culture and Child Care Facilities developments.

Amongst broader MLM social service's needs, there are specific needs for the immediate areas surrounding the EM. In Damonsville for example, there is a need for a taxi rank and the upgrading of the library. Schools (primary and high), clinics and the instalment of CCTV cameras are the focal needs in Mothutlung.

5. Land and Housing

Although land and housing has become less of a priority for the MLM, several challenges remain especially around informal settlements. There is a high number of informal settlements: over 34 informal settlements, approximate 18532 households and 5000 backyard dwellers. Damonsville and Mothutlung, that surround the EM, is no different, with accommodation needs such as land and RDP housing.

6. Local Economic Development

The MLM focusses on four key areas of development, namely industrial, SMME, tourism and HRD. Industrial Cluster Development Programme mainly focusses on opportunities in the three primary economic sectors of the SMME, i.e. agriculture, mining and manufacturing. This forms part of the SMME development, which aims to focus on the efficient utilisation of government programmes; promoting networking and matchmaking; providing development assistance provision; channelling of information; and being a regional agriculture incubator, among others, for the identification of required agricultural skills, techniques and practices.

The ward in which the EM operates highlight some specific economic development needs. It includes local economic development (LED) priorities, such as the need for a Youth Skills Development Centre, Hawkers Facilities, Agricultural Development and Tourism Business Development in the area. The Agricultural Development needs, which

aligns to the MLM's overall agenda of skills development, in the areas has already been explored in previous IDPs, however the lack

of farming space has been an obstacle in the past.

4.5. Local Economic Developmental Projects to be implemented

The communities subject to the greatest impact by the mining operations at the EM are those in the MLM area, specifically Ward 21 near Mothutlung and Damonsville. Consequently, contributions towards more sustainable socio-economic climate will be primarily focused on these communities. Local households' needs mostly support the priority initiatives of the MLM, represented in the IDP. For those reasons and EP's capability to assist, EP will mostly focus on water development in Madibeng; other infrastructure; and poverty alleviation projects, i.e. local economic development for the local community.

EP strives to add sustainable value to its community and the greater MLM area. As the

EM is not the only operation in the vicinity addressing community needs, EP engaged the surrounding mines to ascertain their project commitments. This was done to limit redundancy and promote efficiency of project selection. This process was part of a greater stakeholder engagement: rigorous consultations and engagement with the surrounding community, municipalities and government stakeholders were held to ensure maximum value will be added. With the acquisition of Maroelabult, EP has provided additional financial provision towards the MCD projects to enhance the size and impact of the contributions. Based on the above listed priorities, the following four major initiatives were identified:

Table 46. Five Year Mine Community Development Commitment Plan

Project	Project	Budget					
	Description	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Project 1	Water supply for local communities	R669 603	R1 952 422	R401 762	R1 401 762	R1 933 479	R6 359 028
Project 2	Agri-school and LED Project	R753 303	R733 975	R338 986	R1 207 158	R1 207 158	R4 240 580
Project 3	Brits Small Town Regeneration Project	R101 321	R273 107	R493 590	R932 178	R0	R1 800 196
Project 4	Community Infrastructure Improvement Project (renovation of Mmakau clinic)	R301 321	R586 790	R521 890	R1 325 982	R464 213	R3 200 196
Project 5	Renovation of Oukasie Sports Complex	R0	R0	R239 000	R1 000 459	R0	R1 239 459
Project 6	Renovation of Elandsrand Community Hall	R0	R0	R120 000	R1 000 235	R0	R1 120 235
Project 7	Renovation of infrastructure in adjacent communities	R0	R0	R481 111	R1 420 000	R1 040 195	R2 941 306
Project 8	Hub of opportunity: additional support to the skills development centre	R0	R0	R327 550	R431 450	R0	R759 000
Total		R1 825 548	R3 546 294	R2 923 889	R8 719 314	R4 645 045	R21 660 000

Note- company financial years run from July to June

4.6. Project Plans

Eland Platinum Mine has revised the MCD projects to include the identified projects for Ward 22 and 39 namely Oukasie and Elandsrand communities. The MCD Projects also include the Glencore Operations South Africa (GOSA) budget for 2014-2018 SLP which amounts to R11 660 000. This emanates from the Section 93 instruction seeking to address the 2009-2013 GOSA SLP partial compliance. EP was able to submit records in a form of a close out report indicating that the 2009-2013 commitments were completed and the budget exhausted by GOSA. The current combined budgets for EP and GOSA amounts to R21 660 000 with the inclusion of additional R2 000 000 for the submitted Maroelabult SLP.

See projects Tables on pages that follow.

Project Name:	1. Water Supply for local communities			Classification of project: Infrastructure Development	
Background	- The Integrated Development Plan (IDP) and cluster documents of Madibeng Local Municipality (MLM) indicate that there is shortage of water around the local communities. There is no enough water for domestic use, commercial crop and livestock farming. The Local Madibeng Municipality has a serious challenge of supplying potable water to the communities. - Communities around the EM (which include Mmakau; Mothutlung; and Damonsville) depend on water from the local municipality. This is not enough to cater for all communities. A few individual households and farmers have boreholes in their properties. The MLM is looking at a major potable water supply project to increase its potable water supply capacity by approximately 0.6 Ml/day initially in this SLP period. EP is however committing to supplying MLM with 1.5Ml of water per day for distribution to the adjacent communities during subsequent years and for the Life of Mine. The closest reservoir/treatment plant in Damonsville is 5km from the mine. The additional supply will be determined for the next SLP submission. The water will be supplied from the depressurised boreholes of EM which will remain uncontaminated for the life of the mine. The pipelines will be installed to link up with the existing water network that links up with the reservoir at Damonsville. - Meetings were held with the Infrastructure and Technical Services, Water and Sanitation Department at MLM. The Municipality is supportive of the project that it will augment the current water supply for the local communities. EP will follow all the required legal processes in consultation with the MLM in planning and execution of the project. The mine will appoint a local company to install the required pipes from the source of the water at the mine to the reservoir. - EP will also ensure that local companies are contracted to implement the project, as part of Local Supplier and Enterprise Development (S&ED). - EP will take liability in terms of the cleanliness of the water, this will be tested on an ongoing basis and pumped directly to the existing system/plant/reservoir of the closest adjacent community, owned by the local municipality.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	Bojanala Platinum District Municipality	Madibeng Local Municipality	Damonsville Mmakau Mothotlung	January 2020	Installation of pipes to be completed at the end of December 2022 and water supply will be continuous for the life of the mine
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget
	Identify land space in consultation with the MLM and servitudes for laying the required pipes.	Confirm land authorisations, and permissions in writing, where the pipes must be installed.	MLM	1 st Quarter 2020	R 6 359 028
	Complete the EIA and water use licence	Confirm EA and WUL (if required)	EPM and MLM EPM	3 rd Quarter 2020	

	processes to obtain an environmental authorisations (EA) and water use licence (WUL) (if required).	• Qualified contractors and service providers identified	EP	4 th Quarter 2020			
	• Finalise scope and tender process • Execution in terms of installation of pipes from the EPM Source to the existing municipal reservoir	• Installed pipes and supply water to the existing MLM reservoir continuously through the life of the mine	EP and MLM	3rd th Quarter 2020			
				4 th Quarter 2022			
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	10	0	0	8	2	10	For project execution
Completion Date and Exit Strategy	EPM will continue to supply clean water into the mentioned MLM water network throughout the life of the mine. The project is aligned to the life of the mine. The feasibility of increasing the capacity of the reservoir and the water will be reviewed with the next social and labour plans. The long term strategy is to ultimately handover the water infrastructure of the mine to the MLM as a going concern when the life of the mine has been reached.						

Project Name:	2. Agri-Academy and LED Project	Classification of project: Training, Entrepreneurship Development and Employment Creation
Background	• The EP has an existing farm with approximately 150 hectares of arable land and a game farm of 290 hectares where EPM plans to implement an Agri-Academy and LED Project. EPM sees this available land as a valuable asset and resource to be utilised for agricultural skills and game farming skills transfer and entrepreneurship development for emerging farmers in the local communities. The project will also have both a skills development approach and a business approach in line with the Local Economic Development of the local municipality. The skills acquired from the project will contribute towards employment creation and food security. EPM conducted a pre-feasibility study for the project to determine the size and available resources on the existing farm land. A business case had also been developed to verify the viability of the project. EPM plans to implement a 2 fold project which will be both an accredited Agri-College as well as a livestock and crop farming business. The available land will be allocated for different agricultural activities and academy requirements as follows: ○ 20 hectares - winter and summer crops ○ 10 hectares - Lucerne (support to local farmers) ○ 40 hectares - livestock farming ○ 40 hectares - horse care ○ 290 hectares - game farming ○ 1 hectare - fish farming ○ Additional capital expenditure is required to achieve the set goals and will be funded by EPM in line with the feasibility study. These items include the building of an irrigation dam, the erecting of a centre pivot and the upgrade of current facilities. • In addition, EPM has identified an opportunity to utilise the accumulating weed (hyacinth) at Hartbeespoortdam to create compost and use in the farming activities. An existing local compost company could be identified for this initiative. Relevant training and support will be provided to ensure expansion of the project, which will lead to employment of additional people in the business. • EPM Plans to implement the project throughout the life of the mine, this means the project will be adopted in the 5 year SLPs until the end of the mine. The college will train the identified emerging farmers from the mining and local communities as well as accommodate requests from private clients who wish to train their learners through the college. The college will be sustained through payments from private clients as well as from the proceeds made from the livestock and crop farming which will be run as a business. The business during the life of the mine will be managed by a Mine appointed suitably qualified person and the model will be clearly drawn to demonstrate the running and managing of the business. • The college will be a linked entity to the business for practical training for learners. This model has been adopted by a local Brits school which has been operated successfully as both business and school for many years. • As an aftercare and support for the qualified emerging farmers during and after the training, those managing the Agri-Business and facilitators will visit the plots and farms of the farmers and provide the technical support required for the growth of their businesses. This will include linkages to the relevant Departments and institutions for funding for their existing and expanded activities as well as advice on how to manage their businesses. EPM will not provide capital or equipment to these emerging farmers, however, they will be provided with business and financial skills as additional training and technical assistance towards sustaining their businesses. • Further capital expenditure on infrastructure is required as per the feasibility study and will be funded by EPM during the initial 5 year period. • The mine will appoint a farm manager to commence with the farm and all the mentioned activities. Once the activities are in place, then the training of local emerging and small farmers will commence.	

	• EPM has held meetings with the Department of Agriculture and Rural Development to unpack the project and its objectives, the Department supports the project and will provide assistance with additional programmes and resources to make the project a success. • The Agri-Academy will be run in the same model as other existing Agri-academies in other district of the North West Province. One example is Kgora Farmer Training Centre in the Modiri- Molema District. • EPM will utilise a management structure to run the farm and the school over a 10 year period and ensure that it is sustainable. The Agri-academy will continue to be run and operated by the management structure while the farming activities will be handed over and registered under the identified beneficiaries. A clear contract will be entered into with the beneficiaries. The beneficiaries will be identified by EPM in line with the required criteria.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	BDM	MLM	Farm Elandsfontein 440 JQ	January 2020	December 2023 and beyond
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget
	• Registration with the relevant SETA and other authorities	• SETA Accreditation	EP	1st Quarter 2020	
	• Construct and install additional required structures for the different activities.	• All relevant facilities for training	EP	1st Quarter 2020	
	• Training of facilitators and arranging required material for training	• Training material and qualified facilitators	EP	3 rd and 4 th Quarter 2020	
	• Identification of qualifying emerging local	• Qualifying emerging farmers and private clients	EP and the MLM	1st Quarter 2021 and ongoing	R 4 240 580

	farmers for training • Implementation of the project	• Operational Agri-school and LED project	EP and the MLM	2nd Quarter 2021 and ongoing			
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	15	2	2	7	4	15	For construction and supplies
Medium Term	4	-	-	2	2	4	Working towards the establishment of relevant facilities
Long Term	6	2	1	2	1	6	Facilitators at the college and those managing the facility and the farm
Completion Date and Exit Strategy	The strategy of EPM is to have the Agri-Academy and farm running beyond the life of the mine. EPM will utilise a management structure to run the farm and the school over a 10 year period and ensure that it is sustainable. Only the farm and not the academy will then be can be handed over and registered under the ownership of beneficiaries as a going concern. It must be noted that the farm is on the land that belongs to the mine, therefore the farming activities will be handed over on a clear contract that excludes the surface land. The beneficiaries will be identified by EPM in line with the required criteria. The project is aligned to the life of the mine, meaning the future 5 year SLP plans will have the project as an ongoing project with possible additional activities to expand the sustainability of the project. EPM will hand over the farming project/business to identified beneficiaries once the farm is sustainable with the management structure continuing to ensure mentorship and support in the running of the project.						

Project Name:	3. Brits Small Town Regeneration Project			Classification of project: Infrastructure and SMME Development	
Background	- The South African Government has identified Brits as one of the distressed mining towns in the country. This means it is one of the towns where a lot of mining activities used to happen, which boosted the economic status of the area. Due to the reduction in mining or these mines closing down the socio-economic status of the town has declined. This is evident through the infrastructural decay of prominent buildings and roads and the relocation of major industrial and manufacturing companies. - The MLM seeks to restore the image of Brits and create an enabling environment, which will allow for investments into Brits. In assisting the MLM to achieve this, EP will do three (3) projects, which are linked to the Murray Road which is one the prominent roads in Brits. This is also part of the SPP (Special Presidential Package), a programme initiated by government to assist distressed towns. - EPM will utilise their internal staff such as engineers and technicians to confirm the drawings and technical requirements for the project. This will minimise the cost in terms of appointing a managing company to advice on the requirements of the project. The MLM will provide the mine with the scope or specifications for the project including the drawings and the mine will verify the details and get local contractors to implement the project.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	BDM	MLM	Brits Town Murray Road	April 2020	November 2022
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget
	Confirmation in writing by the MLM about available space in the Murray Street for installation of stalls, angled parking and greening.	Confirmation documents SANRAL and authorisations	MLM	2nd Quarter 2020	R 1 800 196
	- Finalisation of scope of work - Tender process - Completion of project	Clear scope for the projects (designs and drawings)	EPM and MLM	2nd Quarter 2023	
			EPM and MLM	3rd Quarter 2023	

	• Projects execution • Qualified local SMMEs and suppliers • Completed projects	EPM and MLM	1st Quarter 2024				
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	8	1	-	5	2	8	Employees from local SMMEs and suppliers/service providers
Medium Term	-	-	-	-	-	-	-
Long Term	10	2	2	2	4	10	People who will operate the stalls and generating proceeds from their produce/supplies identified and managed through Madibeng Local Municipality EDTA Office.
Completion Date and Exit Strategy	Once EPM has completed refurbishing the stalls; providing the angled parking; and greening of the road, the completed project will be handed over to the MLM to continue with the maintenance of the road and its infrastructure. MLM will take responsibility of identifying the long-term SMMEs to operate the stalls.						

Project Name:	4. Community Infrastructure Improvement Project: Refurbishment of Mmakau Clinic			Classification of project: Infrastructure development	
Background	The IDP document of the MLM indicates that areas/communities adjacent to Eland Mine are in serious need of improving their infrastructure. Roads, schools, health facilities and community facilities are poorly maintained, which lead to them being dilapidated. Eland Platinum commits to the refurbishment of Mmakau Clinic. The building is dilapidated and the structure needs to be restored. The clinic caters for all the communities in Mmakau. The clinic operates with 4 professional nurses, 3 assistant nurses and 1 outreach nurse and attends to almost 200 people/patients daily. Currently the clinic operates for 8 hours but it used to operate for 24 hours when the clinic and the nurses home were still in good condition and had a maternal ward. The overall refurbishment of the clinic will require ceilings, floors, wall painting, security guards house, carport, separate fridges for immunisation and medicine, medical equipment; paving and greening outside; office furniture. Eland Mine will ensure that local companies are contracted to do the job of implementing the projects as part of promoting and supporting Local Procurement and Enterprise Development.				
Geographical location of project	District Municipality	Local Municipality	Village name	Project Start Date	Project End date
	BDM	MLM	Mmakau	August 2020	February 2023
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget
	• Consultation with Department of Health for approvals/authorisations and legal requirements.	• Approvals and authorisations	Department of Health and Public Works	3 rd Quarter 2020	R 3 200 196
	• Compile scope of work for the identified projects	• Clear drawings, designs, specifications and scope of work	EPM, Health and Public Works	1 st Quarter 2021	
	• Tender process and execution	• Qualifying local SMMEs	EPM Health and Public Works	4 th Quarter 2021	
		• Restored/refurbished clinic		2 nd quarter 2022-4 th quarter 2023	

	• Projects execution	EPM Health and Public Works					
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	18	2	0	12	6	18	Short term workers from local SMMEs and service providers
Medium Term	-	-	-	-	-	-	-
Long Term	-	-	-	-	-	-	-
Completion Date and Exit Strategy	The refurbishment of the clinic will be completed in consultation with the relevant Departments of Health, Public Works and the MLM and will be handed over to the relevant Departments for further utilisation and maintenance.						

Project Name:	5. Community Infrastructure Improvement Project: Renovation of Oukaskie Sports Complex			Classification of project: Infrastructure development	
Background	The project was initiated after a series of meetings held with the Oukaskie and Elandsrand Community Forum, the DMRE and Madibeng Local Municipality. The Community representatives of Elandsrand and Oukaskie, i.e. Ward 22 and 39 were not included from the beginning of the consultations of the SLP and stakeholder engagement forum. Meetings that were held resolved that the two communities be included in the community stakeholder engagement forum and projects be identified for the two community wards. The SLP would then be revised to include the identified projects which would also be confirmed by the Madibeng Local Municipality in line with the Integrated Development Plan (IDP) of the local municipality. A project identified for Oukaskie is the renovation of the sports complex. A site visit was undertaken to the sports complex and the mine can confirm that the facility is vandalised and dilapidated and needs renovations.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	BDM	MLM	Oukaskie	July 2021	March 2023
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget

Project Name:	6. Community Infrastructure Improvement Project: Renovation of Elandsrand Community Hall			Classification of project: Infrastructure development			
Background	The project was initiated after a series of meetings held with the Oukasie and Elandsrand Community Forum, the DMRE and Madibeng Local Municipality. The Community representatives of Elandsrand and Oukasie, i.e. Ward 22 and 39 were not included from the beginning of the consultations of the SLP and stakeholder engagement forum. Meetings that were held resolved that the two communities be included in the community stakeholder engagement forum and projects be identified for the two community wards. The SLP would then be revised to include the identified projects which would also be confirmed by the Madibeng Local Municipality in line with the Integrated Development Plan (IDP) of the local municipality. A project identified for Elandsrand is the renovation of the community hall. A site visit was undertaken to the Elandsrand Community Hall and the mine can confirm that the facility is vandalised and dilapidated and needs renovations.						
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date		Project End date	
	BDM	MLM	Elandsrand	July 2021		March 2023	
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year			Budget
	• Consultation with the relevant Departments within the MLM regarding permissions and authorisations. • Finalisation of scope of work • Tender process • Completion of project • Projects execution	• Relevant permissions and authorisations • Clear drawings, designs, specifications and scope of work • Qualifying local SMMEs	EPM	3 rd Quarter 2021			R1 239 459
			MLM	1 st Quarter 2022			
			3 rd Quarter 2022				
			1 st Quarter 2023				
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	12	8	4	8	4	12	Short term workers from local SMMEs and service providers

Medium Term	-	-	-	-	-	-
Long Term	-	-	-	-	-	-
Completion Date and Exit Strategy	The refurbishment of the Elandsrand Community Hall will be completed in consultation with Madibeng Local Municipality and will be handed over to the Municipality and the relevant Community Ward for further utilisation and maintenance. The Municipality will take responsibility of securing the facility and further maintenance over the years once the mine has completed the renovations.					

Project Name:	7. Community Infrastructure Improvement Project: Renovation of infrastructure in adjacent communities			Classification of project: Infrastructure development	
Background	The IDP document of the MLM indicates that areas/communities adjacent to Eland Mine are in serious need of improving their infrastructure. Roads, schools, health facilities and community facilities are poorly maintained, which lead to them being dilapidated. EPM will in consultation with the Madibeng Local Municipality identify infrastructure/facility in the adjacent community that requires refurbishment.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	BDM	MLM	Adjacent communities	July 2021	March 2023
Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year	Budget
	- Identification of infrastructure/facility for renovation in consultation with the relevant authorities - Consultation with the relevant Departments within the MLM	- Specific project identified in line with the IDP of the local Municipality. - Relevant permissions and authorisations	EPM	4 th Quarter 2021	R 2 941 306
			MLM		
			1 st Quarter 2022		
			3 rd Quarter 2022		

	regarding permissions and authorisations. • Finalisation of scope of work • Tender process • Completion of project • Projects execution	1 st Quarter 2023 • Clear drawings, designs, specifications and scope of work • Qualifying local SMMEs					
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	12	8	4	8	4	12	Short term workers from local SMMEs and service providers
Medium Term	-	-	-	-	-	-	-
Long Term	-	-	-	-	-	-	-
Completion Date and Exit Strategy	The refurbishment of the identified facility will be completed in consultation with Madibeng Local Municipality and will be handed over to the Municipality and the relevant Community Ward for further utilisation and maintenance. The Municipality will take responsibility of securing the facility and further maintenance over the years once the mine has completed the renovations.						

Project Name:	8. Hub of opportunity: additional support to the skills development centre			Classification of project: Skills Development Centre	
Background	The skills development centre was previously supported by GOSA in the SLP for 2014-2018. A site visit was done to determine the extent of completion of support by GOSA and the centre is in place and operational. The current needs were tabled by the SGB for the mine to look into. The centre provides skills training in carpentry, upholstery, baking, computer studies and sewing. The workshops are available and spacious enough to accommodate fifteen learners per class. The workshops are equipped with a few equipment required for training but not fully equipped to cater for all the learners in all the workshops and classes.				
Geographical location of project	District Municipality	Local Municipality	Village Name	Project Start Date	Project End date
	BDM	MLM	Mmakau	July 2021	June 2023

Output	Key Performance Area	Key Performance Indicator	Responsible entity (incl. of all role players)	Quarterly timelines and year			Budget
	• Consultation with the relevant authorities at the skills development centre to determine the specific support required. • RFQs and POs for required items	• List of items for support, agreed upon by all relevant stakeholders • Relevant items and equipment in place for the skills centre	EPM SGB of Mmakau Community Learning Centre	4 th Quarter 2021			R759 000
				2 nd and 4 th Quarters 2022			
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	-	-	-	-	-	-	No jobs required for the supplies, SMMES to provide quotations for the required items
Medium Term	-	-	-	-	-	-	-
Long Term	-	-	-	-	-	-	-
Completion Date and Exit Strategy	The mine will support the skills development centre with the required items to operate the workshops, once the items are handed over the support will be completed. The skills development centre will continue with the maintenance and servicing of the equipment.						

4.7. Procurement

Local procurement is another way EPM will contribute to the socio-economic development of its surrounding communities. In compliance with the Mining Charter, EPM is committed to giving preference to local businesses in the communities surrounding its operations, in addition to giving local BEE companies preferred supplier status. Furthermore, EPM accords preferred-supplier status to HDSA suppliers subject to commercial competitiveness. EPM thus endeavours to promote local and BEE suppliers of goods and services in accordance with the Mining Charter. Northam Group has a policy framework in place on inclusive procurement, enterprise and supplier development for its operations. It outlines the mechanisms, and responsibilities for the implementation of the company's inclusive procurement policy and reporting thereof. The primary purpose of this Policy Framework is to formalise preferential procurement principles that encourage fair, equitable, transparent, and cost effective commercial processes, whilst facilitating inclusive procurement, enterprise and supplier development initiatives in order to level the economic field, thereby encouraging and promoting the use of HDP owned, and BEE compliant suppliers across all Northam South African operations.

4.8. Enterprise and Supplier Development

Enterprise development initiatives are aimed at companies which are owned by local Entrepreneurs, and are not yet registered as vendors on the company's Vendor databased. These may be prospective suppliers who, supply goods and services that may not necessarily be required by the company, but play an active role in the local economic space, or have potential to do so. The aim of the company in facilitating the

development of these companies is to assist them with their operational and financial capacity to increase chances of their survival. The development of these companies is facilitated through a third party company, which is tasked with coaching, and maintaining a database of these companies

On an annual basis, Northam identifies procurement opportunities through which the company can engage with these companies, with the aim of incorporating them into the official vendor database once they've been successfully linked with an opportunity, and have successfully delivered on the goods or/and services.

Supplier Development is aimed at companies who are registered on the Northam Vendor database, and are already supplying the company with goods and/or services. Procurement opportunities are also identified to engage with these companies, with the aim of increasing the company's spend with them, in order to leverage supplier development initiatives to enhance the company's preferential procurement spend.

Both the Enterprise, and Supplier Development companies are further assisted by settling their invoices within 14 days, or less, upon invoicing. This is done to improve their cash flow. The focus here is on companies that are regarded as Northam Operations Tier 1 and 2 companies. With Tier 1 being host community and adjacent to the mining operations, and Tier 2 being communities within the local municipality.

The new Mining Charter Procurement Scorecard - 5 year plan for EPM is attached.

Table 46: Supplier Development Plan

Programme intervention (Monthly mentorship)						
Marketing	Business Coaching			Compliance		
1. Logo Design 2. Business Profile Design 3. Website Design 4. Company Email Addresses 5. 12 Months Hosting 500x Business Cards	1. Monthly Mentorship Sessions 2. Business Performance 3. Business Growth 4. Financial Matters 5. Compliance Issues 6. Relationship Management 7. Other Matters 8. Matters Arising From Previous Sessions			1. Bookkeeping 2. Management Accounts 3. Financial Statements 4. Income Tax Returns 5. VAT Returns		
5 Year plan	2019	2020	2021	2022	2023	
Number of suppliers	2	3	4	5	6	
5 Year budget	R345 324	R366 043	R388 006	R411 286	R435 963	

Five year plan – Enterprise Development Programme

The priority Programme interventions are based on the survey that was conducted by Eland Platinum Mine by distributing questionnaires to local SMMEs and collecting data in terms of what business related skills they would like the mine to provide. Upon receiving feedback from the SMMEs, the information was analyzed and the top 6 business skills were prioritized. Eland Platinum Mine already commenced with introducing Enterprise Development programmes to the local SMMEs in 2018 with 75 SMMEs. The plan is to train 25 SMMEs quarterly. In addition to the 5-year plan tabulated below, Eland Platinum Mine identifies procurement opportunities with which to engage local SMMEs on an annual basis. Efforts are made to “Ring-fence” these procurement opportunities strictly for local SMMEs.

Table 4847: Enterprise Development Plan

Priority Programme intervention (modules)	5 Year plan	2018	2019	2020	2021	2022	2023
1. Pricing and tendering	Number of SMMEs	75	25	100	100	100	100
2. Business management							
3. Operations management	Budget						
4. Marketing							
5. Business finance and accounting		R 95 450	R198 910	R210 850	R223 495	R236 495	R251 119
6. Practical Business matters							

SECTION 5

MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS



5. MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

A stable housing environment in close proximity to the workplace, in which adequate housing and living conditions are met, are vital for various reasons. It creates greater labour stability; directly advances the wellbeing and human dignity of mineworkers; and improves productivity. This further has a positive direct impact on the relevant mining communities, most notably on their socio-economic wellbeing.

Public policy has subsequently set compliance levels to address employee housing and living conditions. Multiple policy documents, such as the Codes of Good Practice and the Housing and Living Conditions, enforce compliance. This includes section 2.7 of the Mining Charter, which states *“Human dignity and privacy of mine workers are still the hallmarks to enhance the productivity and expedite*

transformation in the mining industry in terms of housing and living conditions”.

Northam has actively addressed these conditions at its other existing operations and will apply the same ethics and endeavour to

5.1. Background Information

The mining industry has and continues to face great challenges in reversing historic concerns around the provision of reasonable, private and affordable accommodation to employees. Due to the historic socio-economic imbalances, many people have not previously had access to home ownership and adequate accommodation conditions. Suitable housing and living conditions, and the affordability thereof, continues to be a problem in South Africa. The North-West Province, in which the EM is situated, is no exception. In fact, the need on a local municipality level is even more severe, with informal dwellings in the MLM area outweighing that of the provincial and national level.

As such, housing and living conditions remain one of the MLM’s key priorities, partially driven by a continued increase in the number of households in the area. The housing market is mostly made up of informal settlements and Government-sponsored or privately traded houses. Over a third of

ensure that EP does the same at the EM. This section is divided into background on the housing and living conditions in the MLM area, EP’s intended housing strategies and concludes with nutrition.

households in the MLM area live in informal dwellings. The housing need backlog is therefore significant and accommodation improvement is imperative. Despite several housing programmes in place to support housing needs (e.g. PHP & Rural PHP, integrated residential Development Programme (IRDP) & IRDP Rural Project, Linked, Consolidation, Social Housing and Formalisation of Rural Areas) more needs to be done to address the growing informal settlements.

There are multiple factors contributing to the housing challenge: little diversity of property types; few affordable housing options; and poor facilities and/or service delivery. Affordability in particular has continuously been an area of concern, taking more than twice the average municipality income to afford the average house. This is partly due to residents incomes being lower than the average mining towns.



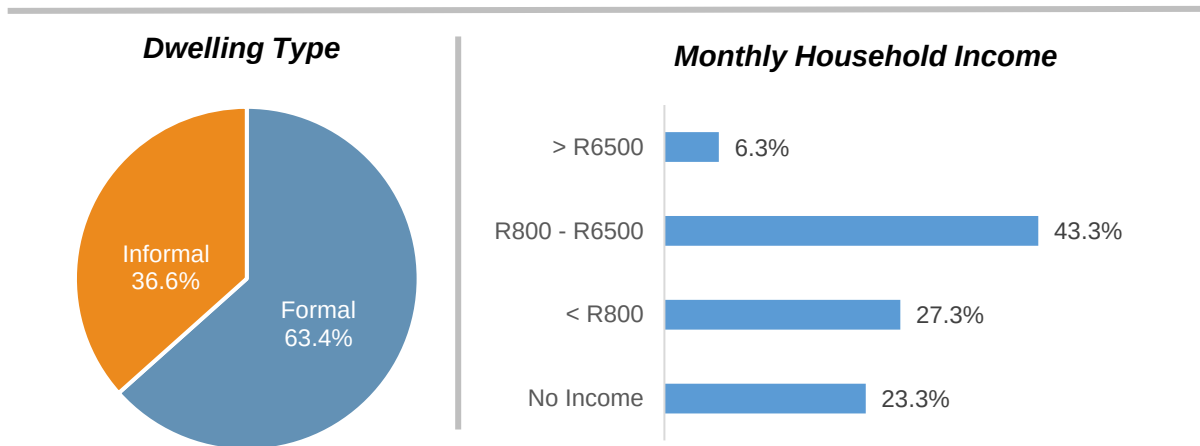
Madibeng Local Municipality



69% increase in the number of households (2001 to the latest census of 2011)

2.4 Madibeng’s affordability ratio

- indicates that it takes more than twice the average municipality income to afford the average house



Sources: StatsSA Census 2011; StatsSA Community Survey 2016; Madibeng IDP 2017-2021 and Housing Development Agency, Madibeng–North West, Housing Market Overview 2008-2013

All of this indicates the need for a mix of housing options, including affordable (and low-income) rental housing. The disparity between incomes and affordable housing highlights the need of financial inclusion. This means prioritising strategies and solutions that would reduce financial barriers and enable residents to afford housing or housing improvements (i.e. innovative financing tools and techniques). This could take multiple

forms (such as lowering the cost of financing, access to credit, assisted down payments, lower interest rates, low-cost acquisition loans and unlocking equity). All this could support access to affordable housing, feasibly assisting in increasing employees' disposable income - resulting in higher home-loan approval rates - while possibly also enticing lower to middle class housing development.

5.2. EP's Housing Strategy

Housing, alongside job creation and mine community development, is viewed as one of the three pillars of creating socio-economic impact. Given the nature of housing and living conditions in the MLM area, the need to address these challenges for the employees is vital to EPM. In particular, the aim is to give employees the opportunity to access formal housing arrangements, aligning with set legislative housing and living conditions. EP has to date not owned any hostels nor any other form of mine accommodation and does not intend to in the future. The EP is accessible from several surrounding wards,

whose land and housing potential removes the need for a mine housing development.

Therefore, EPM will strive to drive local recruitment, to increase the socio-economic environment of surrounding communities and discourage the growth of informal settlements. This supports the needs within the MLM area by promoting home ownership, especially with affordable housing schemes and financing tools.

The three legs to the accommodation strategy to be applied at the EP based on the market appetite are:

Table 48. Intended accommodation strategies at EM

Eland's Housing Strategy	Madibeng Needs Addressed
Home Ownership  • Support – services provided for accommodation needs • Home ownership options (e.g. soft loans) • Home owner bond cover • Facilitation of RDP and social housing jointly with Government	 Affordable Housing  Financial Assistance
Security of Usage  For critical skill employees, Eland could facilitate the security of tenure. This could include rental options for these employees and will be done on a case-by-case basis	 Affordable Housing
Accommodation Allowance  As there is no accommodation on the mine property, Eland aims to support employees by providing accommodation allowance. It is important to note that the aim of the allowance is to contribute towards Eland employees' accommodation	 Financial Assistance

The abovementioned policies aim to address the specific issues facing housing and living conditions in the MLM area, such as informal settlements, affordability and financial inclusion. This is done by: giving preference to local recruitment; facilitating access to affordable housing; and giving access to not only financial tools but also financial education. All these programmes will help increase disposable income levels of employees, leading to higher home loan approval rates. These programmes will be demand driven within the constraints of EP's financial position, taking the ability to viably to re-start the EP and reach sustainable ounce output having been taken into consideration. The strategy therefore takes account of the economic conditions prevailing in the industry and represents a commercially and financially prudent use of EP's resources, taking initial scale and ramp-up into account.

Moving forward, as per Northam's Accommodation Strategy, EP further commits to keep on developing strategies,

such as smart financing options, to ensure the wellbeing of its employees.

EP's homeownership promotion towards the employees is as follows:

- Currently Eland employees qualify for Living Out Allowance:
 - Cat 2-8 (A to BL - level) R3 515
 - Cat 9-10 (BU – C level) R5 323
- Home Ownership is also available to employees – Open market purchases:
 - A-C Patterson qualify for HOBC = Home Owners Bond Cover Allowance
 - Interest free home loan 30% of purchase price of a house (with a maximum purchase price of R1 million) over max 20 year repayable or max years until retirement.
 - This must be the employee's main residence in close proximity to the mine.

5.3. Nutrition

EPM does not have employee accommodation or hostels on the mine premises. A plan to improve nutrition for employees is not applicable in this regard, however, the mine will put a midshift plan in

place to address issues of balanced diet and fatigue for shift workers. There is also a canteen at the mine managed and run by a local company to allow employees to access whatever nutritional meals they prefer during working hours.

SECTION 6

PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS



6. PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

Organisations have to unfortunately retrench workers intermittently for economic reasons and to remain globally competitive. It is therefore important that employers should first ensure that no other viable options to achieve operational requirements are available before considering downscaling of workers. The Declaration of the Presidential Jobs Summit during October 1998 provided a framework for a Social Plan to prevent job losses, where possible, and guide the affected parties who have to deal with retrenchments. The framework included a broad proposal for implementation of the Social Plan.

EPM is dedicated to manage downscaling and retrenchments in a manner that accounts

for the value it places on its employees. This is in adherence of the requirements set upon EP by labour legislation, the MPRDA, and the Mining Charter. While managing downscaling and retrenchment, EP wishes to apply the utmost importance to the relationship between EP, its employees (inclusive of its employee representatives and the unions); and government stakeholders. Each of these stakeholders play an important role in times of assessment of possible downscaling and retrenchments; and amelioration of the impacts thereof.

In managing employee downscaling and retrenchments, EPM's approach entails:



6.1. Establishment of the Future Forum

In establishing the Future Forum, EP has started to engage with relevant stakeholders in the form of employees' representatives and management. The focus of these engagements are to determine the structure and develop relationships with key stakeholders of Future Forums that will take

place on a regular basis during the mine's operational period.

Due to the EP entering a re-start phase, which will require a progressive ramp up of the operations over a 9 year period, a full and comprehensive operating model with various functions and departments will not exist in the

course of this SLP period. Consequently, there will also be a reduced and steadily growing employee base. EP will therefore set up its internal structures (inclusive of restructuring plenary, joint central and business unit restructuring committees) to manage and give effect to Future Forums in the event of possible restructuring or downscaling only at an appropriate time in the future. It will communicate these structures and relevant representatives to the DMR accordingly. The Future Forum will be established by the end of June 2020 and it will have clear terms of references and schedule of meetings.

The key prescribed functions of the Future Forum are to:

- Promote ongoing discussions between worker representatives and employers about the future of the mine, especially in line with projected ramp-up and employment needs in the early stages;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Develop turnaround and redeployment strategies, where necessary, to help

reduce job losses and improve business sustainability; and

- Implement strategies agreed upon by employer, employees and employee representatives.

Should this become a concern or a consideration, and in order to appropriately manage downscaling and restructuring, regular meetings of the Internal Stakeholder Engagement Planning Committee (comprising of transformation and key training committees for example) is proposed to take place, to ensure optimal transparency and joint initiatives seeking to prevent unilaterally initiated downscaling and retrenchment.

The External Stakeholder Engagement Forum has been established with Madibeng Local Municipality, Ward Councillors and SMME representatives of the adjacent communities, the Land Claimants and the Tribal Council, to provide continuous information on the progress of the mine and implementation of the SLP.

6.2. Mechanisms to Save Jobs, Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses are Imminent/cannot be avoided

Due to the cyclical nature of the minerals and resources industry, which has witnessed a lengthened downturn, there are times and circumstances where job losses cannot be avoided. This said, EM is endeavouring to create an opportunity at the EP to re-start a currently 'mothballed' mine operation and to return it to a functional status, simultaneously creating jobs and delivering positive socio-economic impacts.

This effort comes with risks and challenges, many of which might not be certain prior to re-

start. As such, EP will always seek adequate ways to ameliorate the impact on affected employees should these challenges affect them.

A variety of alternatives to retrenchment will be considered by conducting a cost benefit analysis (CBA) prior to embarking on a retrenchment process. A CBA involves comparing the total expected direct and indirect cost / risk of retrenching employees against the commercial viability and practicality of implementing alternative

measures to termination of employment, to establish whether the benefits of other alternative measures outweigh the costs/risks of retrenchment and by how much.

Alternative measures that could be considered include:

Alternative	Description
Cessation of recruitment of new employees	EP will discontinue the recruitment of new employees while attempting to fill vacant positions with existing over-complement employees who are suitably qualified, skilled and experienced.
The termination of the services of temporary employees and re-employed pensioners	The services of these employees will be reconsidered where suitable qualifications, skills and experience exist amongst the over-complement employees, and where the presence of these employees causes permanent employees to be over-complement.
Normal retirement	Employees on/over retirement age, occupying positions that can reasonably be filled by redundant employees (with suitable qualifications, skills and experience) will leave EP on normal retirement.
Compulsory early retirement	Employees who are below normal retirement age in terms of pension fund rules at the date of the proposed retrenchment may be retired in terms of the rules of the employer's retirement fund.
Voluntary early retirement	Employees that qualify for early retirement age in terms of pension fund rules and who occupy positions that can reasonably be filled by redundant employees (with suitable qualification, skills and experience) could be invited to volunteer for early retirement.
Voluntary separation	Employees may be invited to apply for voluntary separation subject to the EP's management discretion.
Alternative employment with another operation within the group	EP will investigate opportunities for employment with other operations within the Northam group of companies.
Redeployment of misplaced labour to vacancies within Northam Eland	EP employees may be offered transfers where there are vacancies in lower job categories, provided they meets the inherent requirements of the vacant position and will, in such circumstances, receive the conditions of employment and salary applicable to the vacant position, alongside need for relocation. Reasonable training will, where necessary, be provided to the employee.

Implementing alternative work arrangements	Alternative work arrangements such as minimised working hours and different shift arrangements, will be considered if found to be viable, and subject to consultation with recognised trade union.
Working on / off-days	Employees could be approached from time to time to agree to work additional shifts on off-Saturdays and Public Holidays, in order to improve productivity and generate additional revenue.
Overtime	Reductions in overtime and the introduction of stringent controls, to avoid the escalation of controllable overtime is a possible consideration.
Layoffs	The temporary suspension of a contract of employment because of an employer deciding to reduce his or her operations as a result of a shortage of orders; a temporary decline in the market; or other factors over which the employees have no control.

6.3. Management of retrenchments

(Plan in line with the terms of the terms of Section 52 (i) of the MPRDA and Section 189 of the Labour Relations Act No 66 of 1995)

In the event of possible retrenchments, EP will follow the process set out in section 189 of the Labour Relations Act No 66 of 1995 (LRA) and the structures in place will be utilised.

Consultations

In the event that the employer contemplates the dismissal of any employee for reasons based on the employer's operational requirements, the employer must consult with representatives, as stated in section 189 of the LRA. This is in attempt to reach consensus on appropriate measures to: avoid dismissals; minimise the number of dismissals; change the timing of the dismissals; and mitigate the adverse effects of the dismissals.

The possibility of retrenchment will only be considered as a last resort, and if applied, EP is committed to the provision of fair packages. Constructive consultation with the following parties is necessary in any downscaling and retrenchment situation:

- All parties as required by employee representation/ trade unions;
- All affected employees; and
- Future Forum.

Notifications

Among others, the following notification will need to be implemented in any event of the retrenchment of EP employees at the EM:

- **Minerals and Mining Development Board:** retrenchment of more than 500 (five hundred) employees or 10 per cent of the staff complement, whichever complement is smaller; or if prevailing economic conditions cause the profit to revenue ratio of the mine to be less than six per cent for a continuous period of twelve months.

Complying with Ministerial Directive

In accordance with the LRA, the following legislative processes will be taken:

- When initiating a retrenchment process, the party will jointly notify the board of directors of EP;
- EP and all affected parties will comply with the legislation that may be issued in respect of this process; and
- Section 189 of the LRA will regulate the retrenchment processes to be followed.
- The employees concerned and their representatives;
- Municipalities in labour source and local areas; and
- The DMR and the DOL.

EP will also ensure the implementation of planned emotional, financial, employment and other forms of counselling, as and when required.

Communicating Possible Retrenchments

EP will communicate regarding the possibility of retrenchments, with the following parties:

Lastly, EP is obligated to comply with Basic Conditions of Employment Act No 75 of 1997.

6.4. Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of the Operation is certain

To ameliorate the impact of job losses, the following mechanisms will, *inter alia*, be included:

- Comprehensive self-employment training programmes
 - Identifying and considering training interventions to lessen the impact of unemployment and encourage self-employment, specifically through portable skills training
 - At this early stage of re-commencing operations at the EM, it is not yet possible to implement comprehensive self-employment training programmes, as training will be focused on re-skilling employees to operate the EM back to a steady state of operation. Once this is achieved, EP will begin training initiatives aimed at enabling self-employment
- Comprehensive training and re-employment programmes
- Comprehensive portable skills development plan
- Portable skills training could assist in creating self-employment and re-employment opportunities
- Projects earmarked for absorbing the retrenched
 - At a later stage of operation of the EM, further projects can be identified. However, at this stage, EP's primary concern is to create jobs
- Assisting employees with counselling to lessen the impact on affected employees and help facilitate understanding their future goals and establishing how to plan for their retirement and post life of mine
- Enabling and advising employees on registration with the DoL through the Employment Services of South Africa initiative

Those of the above plans that are relevant in this SLP period will be submitted to DMR 24 months prior to the commencement of the downscaling process.

6.5. The Role of the Department of Labour during retrenchments

Consultation will take place as soon as the employer contemplates retrenchment. Consultation must take place:

- with a workplace forum/Future Forum.
- with a registered trade union whose members are likely to be affected or
- with the representatives of employee/s likely to be affected

An attempt will be made to reach consensus on:

- avoiding the dismissals (examples could include adjusting working hours, eliminating temporary labour, eliminating overtime, offering early retirement);
- minimising the number of dismissals;
- the timing of dismissals;
- ways to lessen the effects of the retrenchment;
- the method for selecting the employees to be dismissed; and

Severance pay and Retrenchments only becomes a possible option if the job is truly redundant.

Retrenchment procedure that is aligned with labour law of South Africa requires that the

employer must fulfil its onus of proving that the retrenchment was fair in all respects. It is the employer who has the duty of proving that there was a genuine and valid reason for retrenching staff in the first place.

Furthermore, the employer must prove that the decision as to which employees will be retrenched and which will keep their jobs was arrived at fairly. The retrenchment procedure as laid down in the Labour Relations Act (LRA) will be followed properly and in good faith by the employer. The employer must also prove that he/she has shared with the targeted employees (or their representatives) all documentary and other information pertinent to the retrenchment. As a good-faith consultation is the core requirement of retrenchment procedure. The law of consultation provides that, as long as the employer can prove that it disclosed relevant information and tried thoroughly and in good faith to reach consensus.

Table 49. Financial provision towards management of downscaling and retrenchments

Downscaling and retrenchments	2019	2020	2021	2022	2023	Total
Budget	R1 256 467	R4 200 397	R6 971 572	R7 919 042	R8 230 976	R28 578 454

SECTION 7

FINANCIAL PROVISIONS

7. FINANCIAL PROVISIONS

Table 50. The financial provision for this SLP consist of budgeting towards

Item	2019	2020	2021	2022	2023	Period Total
Human Resource Development	R2 247 629	R7 663 262	R7 026 218	R9 202 078	R11 717 656	R37 856 843
Mine Community Development	R1 825 548	R3 546 294	R2 923 889	R8 719 314	R4 645 045	R21 660 090
Downscaling and retrenchments	R 1 256 467	R4 200 397	R 6 971 572	R 7 919 042	R 8 230 976	R 28 578 545
Total	R5 329 644	R15 410 317	R16 921 679	R25 840 434	R24 593 677	R88 095 751

SECTION 8

UNDERTAKING

8. UNDERTAKING

I, _____ the undersigned and duly authorized thereto by **ELAND PLATINUM PROPRIETARY LIMITED** undertake to adhere to the information, requirements, commitments and conditions as set out in the social labour plan.

Signed at _____ on this _____ day _____ 2021

Signature of responsible person

Designation _____

Approved

Signed at _____ on this _____ day _____ 20____

Signature of responsible person

Designation _____