

BOOYSENDAL PLATINUM MINE (PTY) LTD

SOCIAL AND LABOUR PLAN

2021 – 2025

MP30/1/2/5/2/127MR



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Acronyms and Definitions

AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
BEE	Black Economic Empowerment
BEE SPV	Black Economic Empowerment Special Purpose Vehicle
CMIP	Consolidated Municipal Infrastructure Programme
CSI	Corporate Social Investment
DMRE	Department of Minerals Resources and Energy
DoE	Department of Education
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EE	Employment Equity
EIA	Environmental Impact Assessment
EMP	Environmental Management Program
FTLM	Fetakgomo Tubatse Local Municipality
GGP	Gross Geographic Product
HDPs	Historically Disadvantaged Persons
HR	Human Resources
HRD	Human Resources Development
IDP	Integrated Development Plan
IDP	Individual Development Plan
JV	Joint Venture
Ktpm	A thousand tonnes per month
LED	Local Economic Development
LOM	Life of Mine
LP	Limpopo Province
LRA	Labour Relations Act
Mamsl	Metres above mean sea level
Micawber	Micawber 278 (Pty) Ltd
MP	Mpumalanga Province
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
MRC	Murray and Roberts Cementation
NGO	Non-Governmental Organisation
Northam	Northam Platinum Limited
NPI	National Productivity Institute
NQF	National Qualifications Framework
OEM	Original Equipment Manufacturer
PGDS	Provincial Growth and Development Strategy
PGEs	Platinum Group Elements
PGMs	Platinum Group Metals
RDP	Reconstruction and Development Programme
RFQ	Request for Quotation
RPM	Rustenburg Platinum Mines Ltd

SAMPPF	The South African Mining Preferential Procurement Forum
SAQA	South African Qualifications Authority
SDM	Sekhukhune District Municipality
SEIA	Socio-economic Impact Assessment
SLP	Social and Labour Plan
SMMEs	Small, Micro and Medium Enterprises
SPF	Steelpoort Producers Forum
VAT	Value-added Tax
WSP	Workplace Skills Plan

1. INTRODUCTION

The purpose of the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) is amongst others to transform the mining and production industries in South Africa. To ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights. The Social and Labour Plan requires applicants for mining and production rights to develop and implement comprehensive Human Resources Development Programmes, Mine Community Development Plan, Housing and Living Conditions Plan, Employment Equity Plan, and Processes to save jobs and manage downscaling and/or closure.

The above programmes are aimed at promoting employment and advancement of the social and economic welfare of all South Africans whilst ensuring economic growth and socio-economic development. The management of downscaling and/or closure is aimed at minimizing the impact of commodity cyclical volatility, economic turbulence and physical depletion of the mineral or production resources on individuals, regions, and local economies. To this effect the Department of Mineral Resources (DMRE) deemed it appropriate to provide the relevant guidelines for the development and implementation of the Social and Labour Plan in tandem with the MPRDA and the National Social Plan.

1.1 Location of the Mine

The Booyensdal Platinum (PTY) Ltd is located on the border of the Limpopo and Mpumalanga Provinces and within the geographical area of two municipalities, Fetakgomo Tubatse Local Municipality (FTLM) under Sekhukhune District Municipality in Limpopo and Thaba Chweu Local Municipality (TCLM) under Ehlanzeni District Municipality in Mpumalanga. The northern border of the Mine abuts against Anglo Platinum's Der Brochen Project. The nearest railway station is at Steelpoort, located approximately 43km by road to the north-east.

The BS4 mine is in Mpumalanga province in the geographical area of the Thaba Chweu Local Municipality. The western border of the mine abuts against Booyensdal South's BS3 Mine. The nearest railway station is at Lydenburg, located approximately 39km by road to the west. Access to the mine is from the R577 between Lydenburg and Roosenekal via a tarred road.

The mine can also be reached from the North via a private road constructed across the De Brochen mine area and the newly constructed tar road from Booyse dal North main offices.

Figure 1: Locality Map – Regional Setting

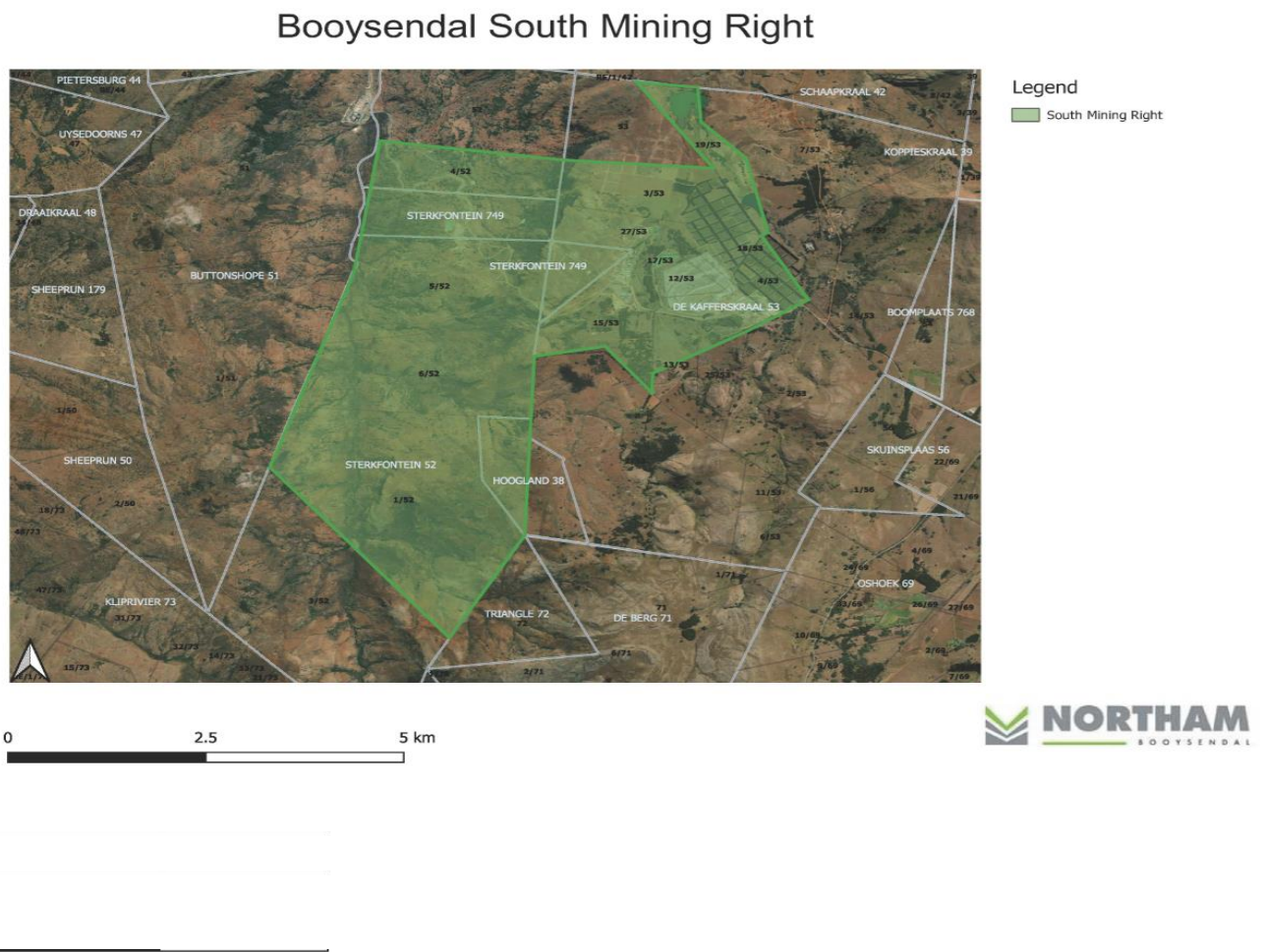
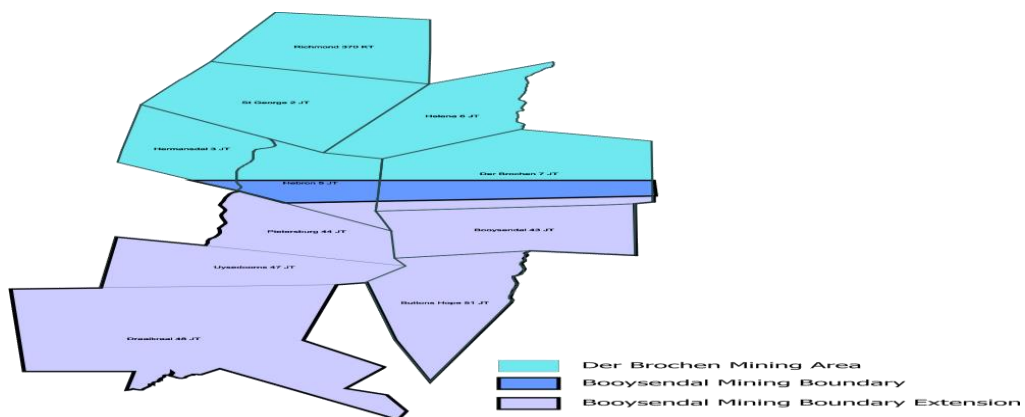


Figure 2: Booyse dal Locality Map - Mining Boundaries



1.2 Ownership of the Mine

In 2011, Afripalm Resources (Afripalm) and Mvelaphanda Holdings (Mvela) were Northam’s major direct BEE shareholders, holding 26% of the company’s equity. As a result of a collapse in the share price of platinum producers, including Northam, both Afripalm and Mvela found themselves in breach of covenants under their respective BEE financing arrangements. Consequently, Afripalm and Mvela were required to dispose of their Northam shares in order to address the breach of covenants, resulting in Northam’s BEE shareholding being eroded.

Northam continued to engage with potential empowerment partners and with the DMRE to re-establish its BEE shareholding structure. To this end the company has concluded a transaction which will secure a sustainable 35.4% HDP interest in Northam.

HDP’s will acquire 31.4% of Northam’s issued share capital through the subscription of new ordinary and the acquisition of existing ordinary shares thereby increasing the company’s total effective HDP shareholding to 35.4% including the 4% direct participation in profits by Northam employees through the Toro Trust.

A special purpose vehicle (BEE SPV) will house the combined economic interests of the HDP beneficiaries who participate in the transaction. The subscription for new shares and the acquisition of existing shares will be funded by a preference share structure issued by the BEE SPV. The following figures, 3 and 4 illustrate the Booyesendal Division’s shareholding structure following the implementation of the new BEE transaction.

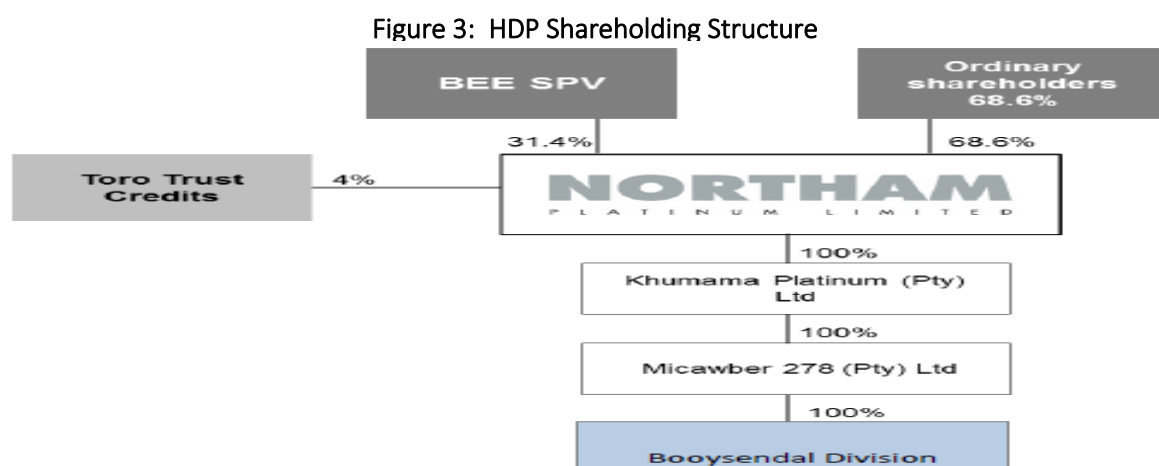
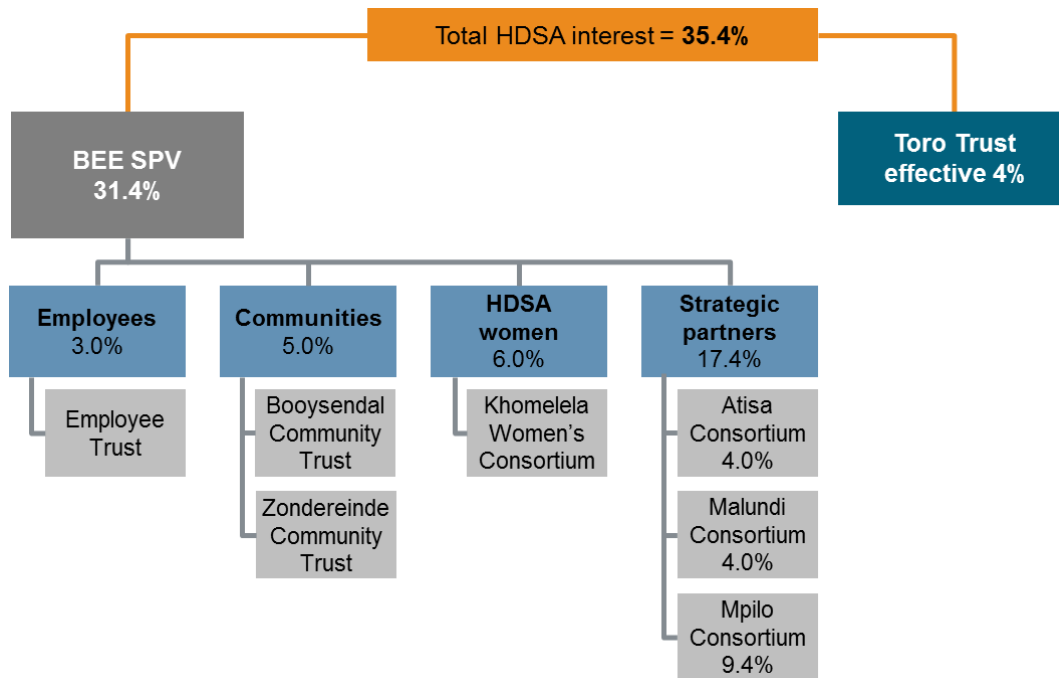


Figure 4: HDP Participants in BEE SPV



1.3 The Mining Operation

Booyensdal Platinum (PTY) Ltd Proprietary Limited “Booyensdal Platinum (PTY) Ltd” (Micawber 278 Proprietary Limited), a wholly owned subsidiary of Northam is the holder a mining right (LP127MR), converted in terms of Item 7 of Schedule II of the Mineral and Petroleum Resources Development Act 2002 “MPRDA” (Act No. 28 of 2002). The consolidated mining right was executed on 15 December 2010 and remains in force until 22 November 2021.

The Booyensdal Platinum (PTY) Ltd will have two mining sections, i.e. North site (Module 1-UG2 & Merensky) and South site (Module 2 - UG2 & Merensky) sections. The parting between the two is sufficiently wide to allow the two reefs to be mined simultaneously on two different levels and using similar mine access infrastructure. Both mine sections will be accessed via cluster decline portals.

The development of the third Merensky mine and the first in the Booyensdal South, commenced in 2019, with steady state (35ktpm) being planned to be attained by 2023.

The mining method considered for the exploitation of the Merensky Reef is a duplicate of that currently employed on the Northern Merensky mining operation mechanised room and pillar.

The Merensky ore will be processed through the existing BS Plant, with the ore transported by the RopeCon.

Table 1 below is indicative of a shift cycle. To maintain this roster three full crews are employed, i.e., while two crews are working day and night shift, the third crew are on days off.

Table 1: Typical Shift Cycle

Booyesendal Platinum (PTY) Ltd – Typical Shift Cycle			
Shift Schedule	Start Time	End Time	Duration (hours)
Day Shift	07H00	16H00	9
Afternoon Shift	16H00	01H00	9
Night Shift	23H00	08H00	9
Blast and Re-entry	16H00	17H00	1
Plant Shift	07h00	16h00	9
Total Operating Time/ day			24:00:00

Day and night shifts can each run to a permissible 09:00 hours and are dedicated to the full cycle of cleaning, drilling of support, drilling of the face, and blasting. Drill rigs will undergo routine maintenance during the day shift and hence swing (spare) units are provided for. Blasting will take place each day at the end of the day shift. The average time for a complete mining cycle for a production panel is 3 days.

The ore from the two mine sections will be processed in separate concentrator plants. The ore in both is crushed and milled prior to flotation processing. The concentrate from both plants will be sent to an external smelter and from the point of view of Booyesendal Platinum (PTY) Ltd the point of sale is the concentrate being dispatched.

SECTION 1: PREAMBLE

a	Name of Company	Booyesendal Platinum (PTY) Ltd (This SLP refers to Northam as “the Company”)
b	Mining Right Numbers	LP30/5/1/2/3/1(127) MR
c	Name of Mine	Booyesendal Platinum (PTY) Ltd (hereafter referred to as Booyesendal)
d	Physical Address	Farm Booyesendal 43 JT Greater Tubatse
e	Postal Address	Post net Suite #199 Private Bag x20097 Lydenburg 1120
f	Contact Person	Mr Wonderboy Kekana
g	Email	Wonderboy.kekana@norplats.co.za
h	Telephone Number	087 158 7000
i	Number of Employees	1245
j	Location of Mine	Mpumalanga Province Thaba Chweu Municipality Ehlanzeni District Municipality
k	Commodity	Platinum, palladium, rhodium, gold, iridium, ruthenium, silver, cobalt, nickel & copper
l	Estimated Life of Mine	14 Years
m	Financial Year-end	30 June

SECTION 2: HUMAN RESOURCE DEVELOPMENT

Booyesendal Platinum (PTY) Ltd is committed to ensuring that its employees are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operational objectives.

The National Qualifications Framework (NQF), the Mining Qualifications Authority (MQA), the Department of Minerals Resources and Energy (DMRE) and the Quality Council for Trades and Occupation (QCTO) will be used to assess these programmes. Other training interventions include AET, life skills and portable skills.

Progress on training and development will be measured on a regular basis. The Company submits an Annual Training Report in line with the Workplace Skills Development Plan and the Employment Equity Plan. Booyesendal Skills Development Plan will cover programmes based on the Workplace Skills Plan (WSP).

The HRD programme comprises action plans to formulate, develop and implement an HRD and EE plan. HRD consists of skills development plan, career progression plan, mentorship plan, internship, and bursary plan.

2.1 Skills Development Plan

Skills training in mining and other technical skills that allows employees to upgrade their competencies and qualifications, will be offered to employees. Given the challenges of Safety Management and related issues associated with hard rock mining, Health and Safety skills has been identified as one of the key skills priorities followed by technical, supervisory, education and environmental management skills.

The following broad category of skills will be offered at Booyesendal:

- Basic Mining Training.
- Competency A and B Training.
- Leadership and Supervisory Training.

- Geology and Rock Engineering Training.
- Financial Training.
- Health and Safety Training.

2.1.1 Size and Composition of Workforce

The total planned complement for Booyensdal is estimated at 2470 employees in 2025 and 1245 employees in 2021. The labour will include development, production, shaft, management, and technical services which will be recruited and drawn from the local labour sourcing communities and South Africa at large.

Table 2: Occupational Profile of Booyensdal Division's entire workforce Forecast to 2025

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	9	0	0	0	0	0	0	0	9	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
		Grade2/ Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/ Std1/ABET 1	0	0	0	0	0	0	0	0	0	0
		Grade4/ Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3/ ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6/ Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7/Std 5/ABET 3	0	0	0	0	0	0	0	0	0	0
		Grade 8/ Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9 /Std 7/ ABET 4	5	0	0	0	0	0	0	5	0	
Further Education and Training	2	Grade 10/ Std 8/ N1	182	0	0	13	30	0	0	0	195	30
	3	Grade 11/ Std 9/ N2	229	0	0	9	38	0	0	0	238	38
	4	Grade 12/ Std 10/ N3	458	3	0	49	85	1	0	2	510	88
	5	Diplomas / Certificates	63	0	0	3	25	0	0	0	67	25

Higher Education and Training (HET)	6	First Degrees / Higher Degrees	17	0	0	1	11	0	0	1	20	13
	7	Honors / Master's degrees	4	0	0	0	6	0	0	0	4	6
	8	Doctorates	0	0	0	1	0	0	0	0	1	0
TOTAL			967	3	0	76	195	1	0	3	1049	200

2.1.2 Recruitment and Sourcing of labour

One of the major challenges of the mine is the attraction of suitable skills to ensure operational effectiveness. Recruitment of labour will be guided by the Company's recruitment policies which stipulate preference to the employment of local labour by the mine as well as by any appointed contractors. A local employment policy and recruitment process is developed to give effect of the latter. Booyensdal will ensure that a transparent process of employment is followed (contractors included) to limit opportunities for conflict that may arise between affected communities.

Table 3: Number and Educational Level of Employees - Form Q – Booyensdal (2536)

Table 3: AET Budget and Targets

AET Levels	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
AET 1	3	3	3	3	3
AET 2	3	3	3	3	3
AET 3	3	3	3	3	3
AET 4 / NQF Lev 1	3	3	3	3	3
TOTAL	12	12	12	12	12
Budget	R 200 000	R 212 000	R224 720	R238 203	R252 495

2.1.3 Adult Education and Training (AET)

At Booyensdal all employees have completed Grade 9 / Standard 7 / AET 4 on appointment, therefore Booyensdal AET programme will focus on the community. The Booyensdal approach assuming 100% pass rate, would be to have the AET level 1 intake group more annually to exit at AET level 4.

The following action plan provide actions steps and deliverables to implement AET at Booyensdal.

Table 4: AET Action Plan

Action step	Target date
Booyensdal will share information through established Structures on a suitable centre that is near to the community and appointment of service provider	Within 6 months of SLP approval
Advertise a call for interested people	Commence with classes

2.1.4 Learnership

Recognising that a major focus of the National Skills Development Strategy is the training of unemployed learners and Booyensdal is committed to present nationally recognised learner ships that will be quality assured by the MQA and DMRE. Learnership programmes are based on three years with combinations of theoretical and practical training and Booyensdal should be influenced by the scarce skill concept when prioritising learner ships to focus on.

Table 5: Learnership Targets 18.2

Category 18.2	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining Learner ships	10	0	10	0	0	5	5	0	0	5
Engineering Learner ships	49	7	10	7	0	8	15	0	0	8
Process Learner ships			0	5	0	5	0	5	0	5
Total	59	7	20	12	0	18	20	5	0	18
	66		32		18		25		18	
Budget	R 2 195 871		R 1 707 385		R 1 017 969		R 1 498 676		R 1 143 879	

Table 6: Learnership Targets 18.1

Category 18.1	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining Learner ships	0	0	0	0	0	0	0	0	0	0
Engineering Learner ships	9	21	21	18	39	0	18	21	21	18
Process Learner ships	0	0	0	5	0	5	0	5	0	5
Total	9	21	21	23	39	5	18	26	21	23
	30		44		44		44		44	
Budget	R 1 509 981		R 2 347 518		R 2 488 369		R 2 637 671		R 2 795 931	

2.1.5 Workplace Skills Plan and Annual Training Report

Workplace Skills Plans and Annual Training Reports will be updated, completed, and submitted on the appropriate annual submission dates. The requisite skills levy payments will be made to the South African Revenue Services and grants for learner ships and skills programmes will be accessed.

The following (but not limited) broad category skills will be offered at Booyendal:

- Basic Mining Training
- Competency A and B Training

- Leadership and Supervisory Training
- Geology and Rock Engineering Training

Table 7: Process Based Competency Development (WSP)

Training Category	Targets				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Mining	1255	1550	1693	1741	1779
Engineering	675	790	842	846	846
Process / Concentrator	235	238	238	238	238
Services	305	242	242	242	242
TOTAL	2470	2820	3015	3067	3105
Budget	2,800,000	2,968,000	3,146,080	3,334,845	3,534,935

2.1.6 Portable Skills Training

The aim of providing portable skills is to provide employees with skills that they can apply outside of the mining environment, considering their age profile and the area from which they originate. Maximum duration of the courses is three months. Accredited service providers will be enlisted to run these training programs.

Table 8: Portable Skills Targets

	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Basic Artisanal Skills					
	4	4	4	4	4
	4	4	4	4	4
	4	4	4	4	4
Sub-total	12	12	12	12	12
Basic Entrepreneurship Skills					
	4	4	4	4	4
	4	4	4	4	4
	2	2	2	2	2
	14	14	14	14	14
Sub-total	24	24	24	24	24
Total	36	36	36	36	36
Budget	R 188 858	R 200 189	R 212 200	R 224 932	R 238 427

2.1.7 Hard to fill vacancies

Booyse dal has analysed the human resource requirements per discipline to determine scarce skills and developed relevant action plans such as learnership programmes and bursaries. Instrumentations Technicians, Rock Engineers, Ventilation Staff, Mining Draughtsperson, and operators are among skills we still need to develop.

Table 9: Expected Hard-to-fill Vacancies – Form R

Occupational level	Job title of vacancy	Main reason for inability to fill the vacancy
Top management	None	
Senior management	None	
Professionally qualified and experienced specialists and mid-management, academically qualified workers, junior management, and supervisors	<ol style="list-style-type: none"> 1. Instrumentation Technicians 2. Rock Engineers 3. Electrical and Mechanical Engineers 	Scarce skills
Skilled technically and academically qualified workers, foremen and superintendents	<ol style="list-style-type: none"> 1. Mining Draughtsperson 2. Riggers 3. Ventilation / Survey 	Scarce skills
Semi-skilled and discretionary decision-making	Operators	
Unskilled and defined decision-making	None	

2.1.8 Actions for addressing scarce skills vacancies:

- Sourcing and the development of Engineering students for instrumentation and rigger trades – see Learner Ship Targets (Table 6)
- Identify persons in the survey department and develop them to a draught person according to a development plan
- Sourcing and development of bursary students from the first year up to 3rd year in the rock engineering field.

2.2 Career Progression Plan

2.2.1 Introduction

BooySendal aims to effectively manage its talent pool to optimise the human resources deployed in a manner that will meet the requirements of the Company's business plan. This section describes BooySendal Career Progression approach, its implementation in line with the Skills Development Plan and a Career Progression Plan. The career progression of individual employees will be managed via Individual Development Plans in conjunction with the Skills Development Plan.

2.2.2 Career Progression Targets

In light of the general scarcity of skills and relevant experience and in order to meet the HDP management targets BooySendal will identify an HDP Talent Pool together with detailed skills development requirements for identified individuals.

In addition to the formal mentorship programme, BooySendal will identify candidates for fast tracking and mentoring, through their Individual Development plans. This will include specific training requirements for their current jobs and identifying their future jobs and stipulating the related training requirements.

HR, together with line-management, will be responsible for their mentorship and monitoring. The mentoring and fast-tracking programme will be further derived from the employment equity plan and will be linked to the mine's skills development plan and the succession planning system. It will comprise mentoring by various line managers to protégés, with a formal contract between both parties, linked to the performance management system.

Additional initiatives to develop and fast-track HDPs will include:

- Career pathing and skills development programmes not only for talent pool highflyers but also for lower levels employees.
- Mentoring processes for HDPs.
- Succession planning.
- Employee Development Programmes in departments.

- Management Development programmes.
- Considering selected employees for secondment opportunities and accelerated learning programmes.
- Awarding bursaries to promising young people to study for a commercial or technical degree, with a view to working in the mining industry; and
- Measuring the success of initiatives introduced to develop HDP candidates in the talent pool through the Performance Management System.

Table 10: Career Progression Targets (accelerated development programme)

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
No of HDPs in Talent Pool/ people with potential	9	9	10	10	10

2.2.3 Career Pathing Process

Booyensdal has developed career path charts for all related disciplines which exist on the Mine. The career path charts show the educational, skills and experience to progress.

Table 11: Career Progression Plan

CAREER FIELD	2020/2021			2021/2022			2022/2023			2023/2024			2024/2025			TOTAL
	BP	Act	Var	BP	Act	Var	BP	Act	Var	BP	Act	Var	BP	Act	Var	
Engineering	675			790			842			846			846			
Mine Tech Services	64			65			65			65			65			
SHEQ	34			34			34			34			34			
Finance	72			72			72			72			72			
HR	135			71			71			71			71			
Mining	1255			1550			1693			1741			1779			
Process	235			238			238			238			238			

Figure 5: Career Path Flow Chart: Mining – Miner Career Path

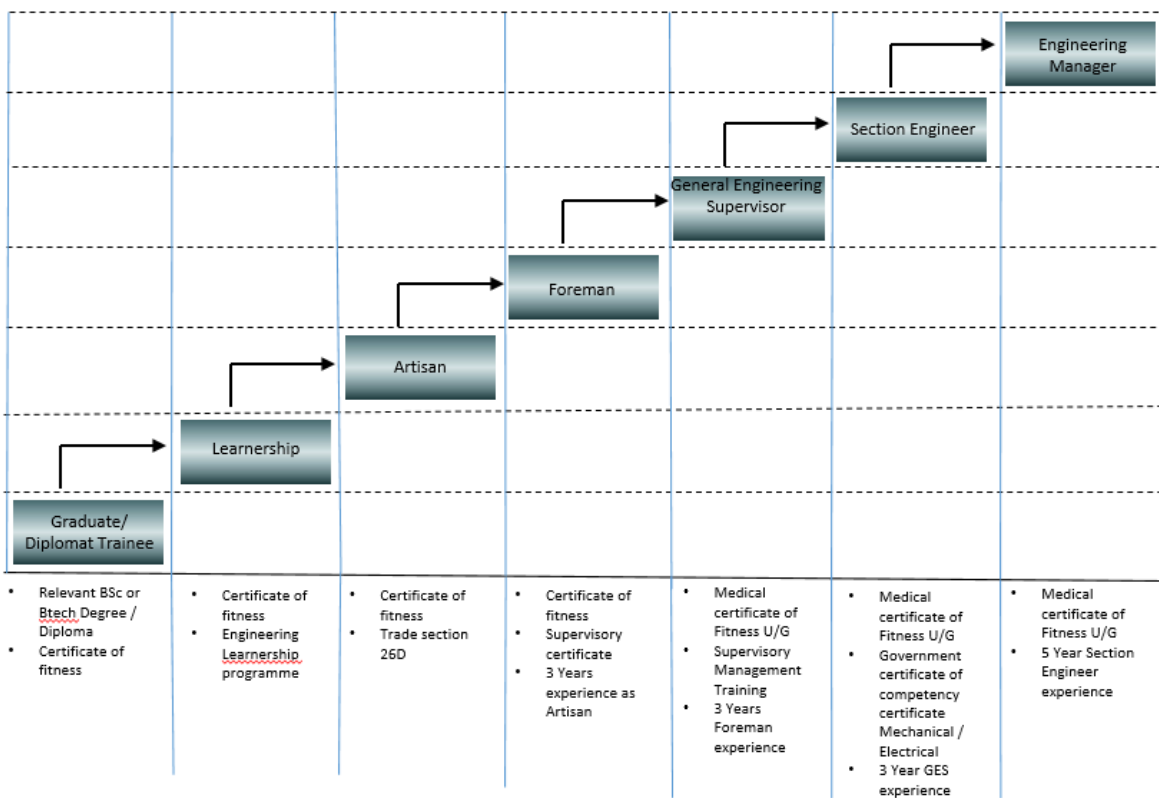
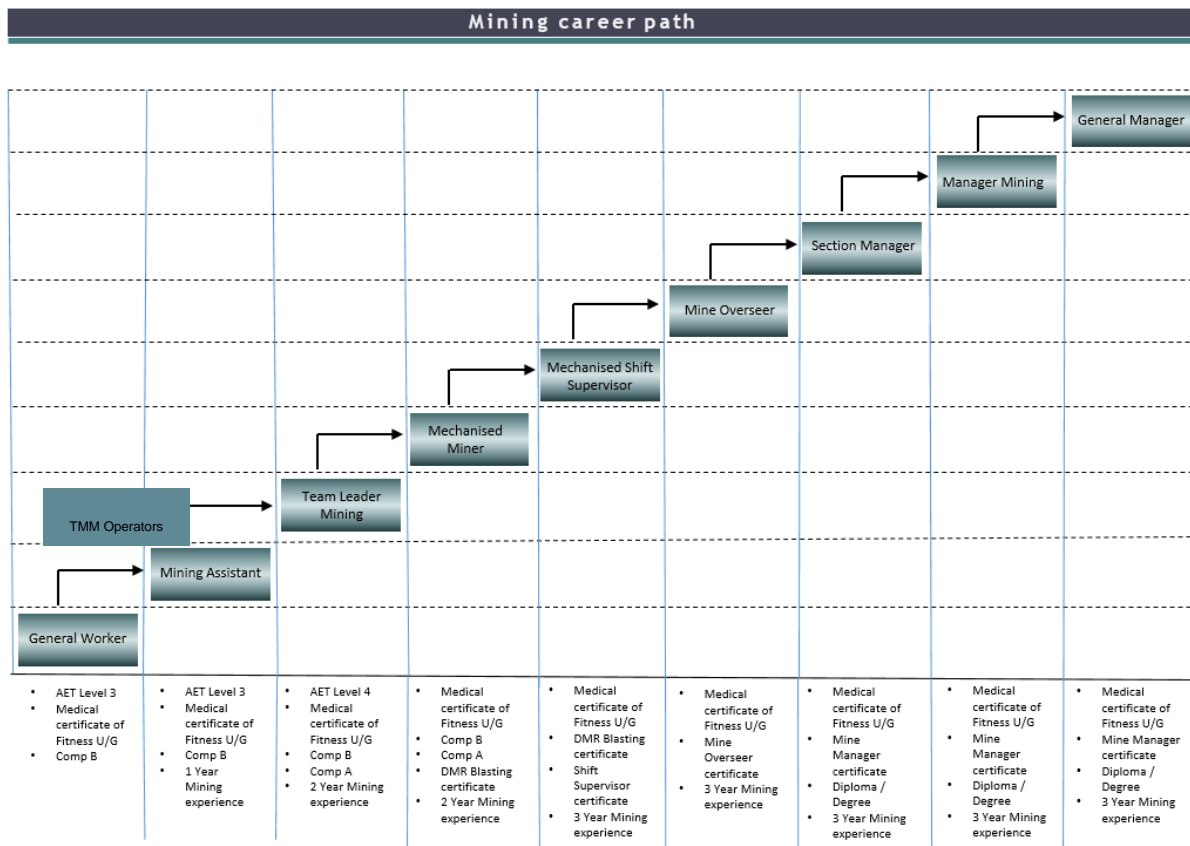


Figure 7: Career Path Flow Chart: MTS – Geology Career Path

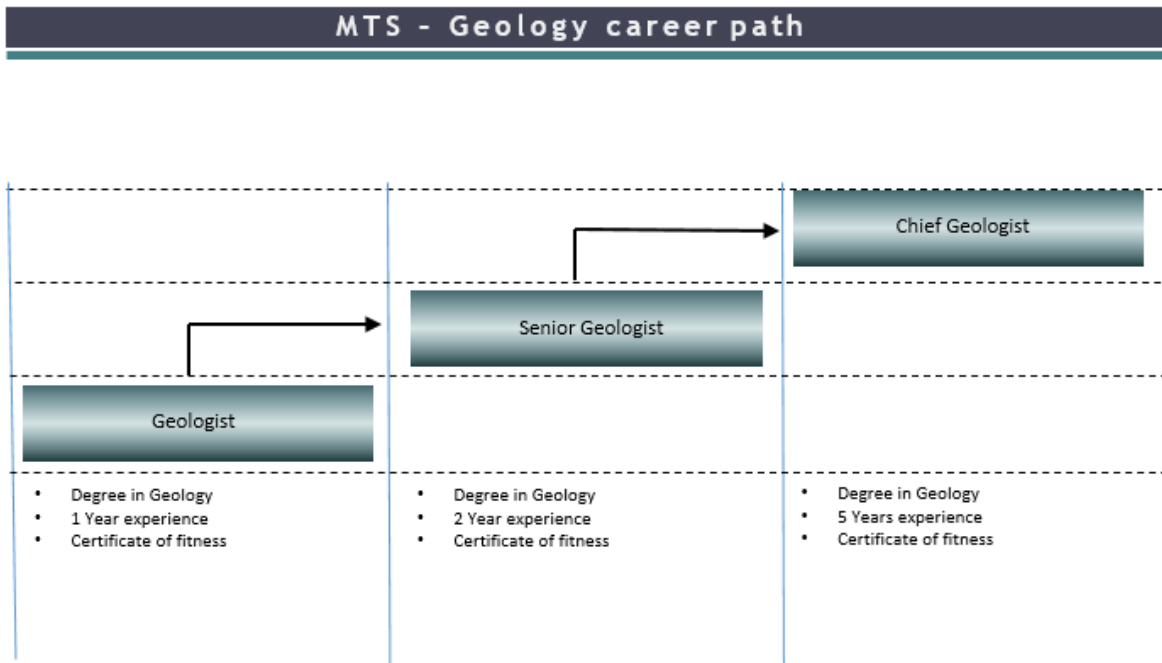


Figure 8: Career Path Flow Chart: MTS – Ventilation Career Path

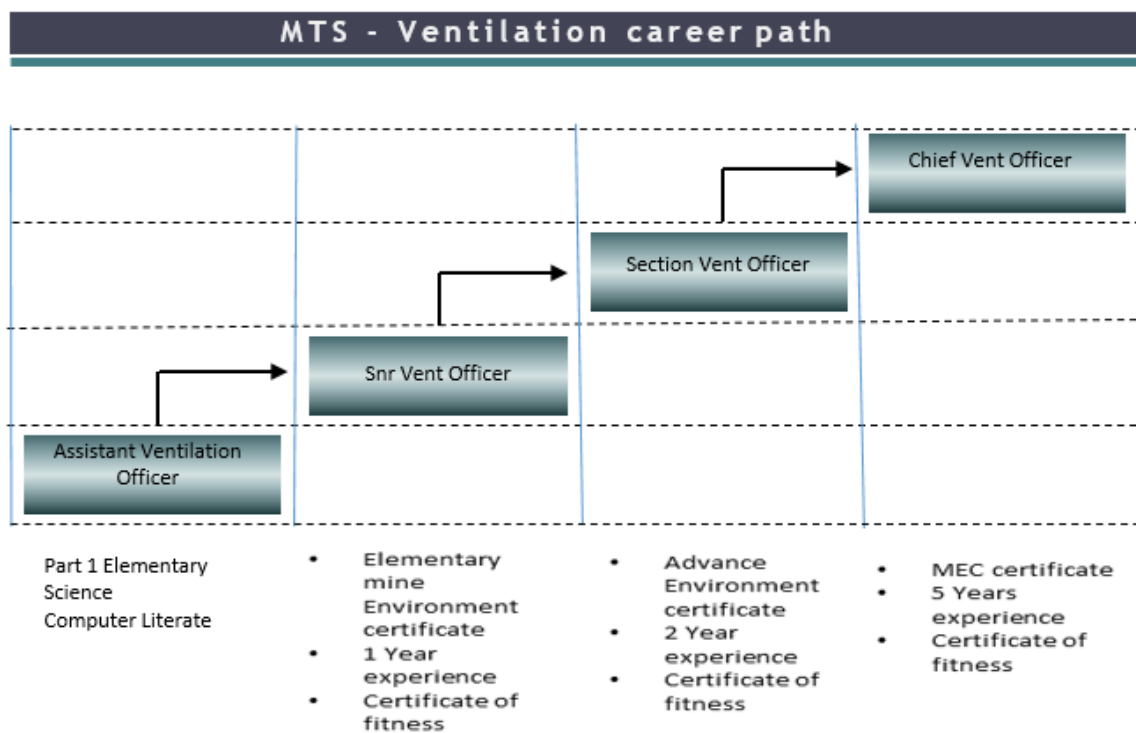
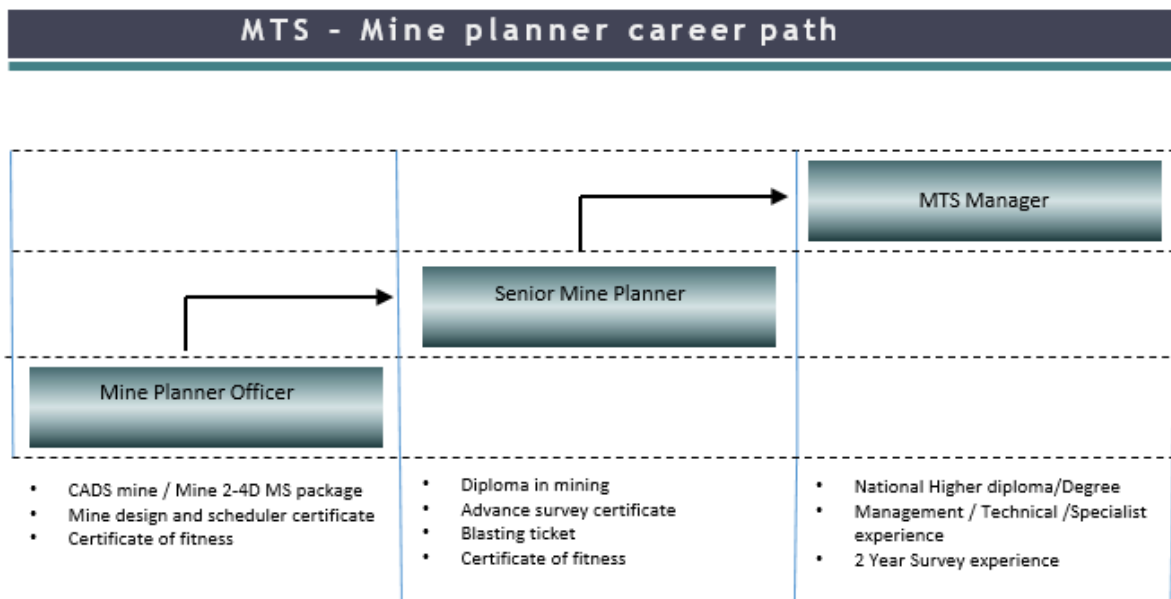


Figure 9: Career Path Flow Chart: MTS – Mine Planner Career Path



2.3 Mentorship Plan

2.3.1 Introduction

Mentoring is a process that Booyesendal will use as far as possible to nurture and grow its employees and its empowerment partners from whom it procures services and products. Mentoring will be done on an informal and formal basis. Mentorship will be used to ensure proper transfer of knowledge, skills and experiences that underpin the Company’s focus on people and supplier development as well as equity, career, and succession management systems.

2.3.2 Employee Mentorship Programmes

Booyesendal mentorship programme will be based on objective criteria as decided by management. These criteria will include fast tracking of high potential (especially HDPs) employees. Mentees will be identified through the succession planning process and will also include individuals whose performance needs improvement. The proposed mentorship programme will consist of guidelines, or common principles to help guide the development of employees.

The following preliminary targets will apply to the talent pool.

Table 13: Mentorship Targets

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Mentees in mentorship relationship	36	38	34	40	34

2.4 Internship and Bursary Plan

2.4.1 Introduction

This section covers Booysendal internships, study assistance and bursary plan and its implementation in line with the Skills Development Plan. All employees are encouraged to upgrade their qualifications or obtain new qualifications. Booysendal will embrace the study assistance scheme as approved by the Company, which is available to all employees studying towards an appropriate school qualification or a recognized, job-related undergraduate tertiary qualification.

2.4.2 Bursary Scheme

The objective of the Booysendal Bursary Scheme is to ensure the recruitment, development, and retention of high-quality human capital. The emphasis of this scheme will be to identify high-potential young HDP candidates within the local community schools as well as the development of the mine's own development professionals who can fill critical skills gaps now and in the future. Each department will determine human resource requirements through a process of HR planning. This will be linked to strategic and operational plans and take cognisance of Employment Equity requirements and current diplomats or graduates in the system. The approved plans will determine the number of graduates / diplomats to be appointed and the number of bursaries to be granted.

Table 12: Bursary Target

Bursary category	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining engineering	3	4	5	1	5	1	6	0	2	4
Metallurgical engineering	2	1	3		1	2	3	0	2	1
Electrical and mechanical engineering	2	4	5	1	5	1	6	0	2	4
Geology	1	1	2		1	1	2	0	1	1
Rock engineering		1	1	1	2		2	0	1	1
Finance and accountancy		0		1	1		1	0	1	0
HR		1	1		1		1	0	0	1
Mine surveying	1	1	1		1		1	0	0	1
Total	9	13	18	4	17	5	22	0	9	13
	22		22		22		22		22	
Budget	R3 415 459		R3 620 386		R3 837 609		R4 067 865		R4 311 936	

2.4.3 Internship Program

Booyendal internship strategy consists of two approaches:

1. That which is aimed at ensuring a steady supply of suitable qualified professionals. Newly graduated professionals / University of Technology students' practical's are taken through a structured development programme, which operates as an internship, for at least 24 months, ensuring proper training and development in the respective fields of study. During this period the young professionals are properly mentored and coached; and
2. That which is aimed at making internships available to bursars and / or graduates from the local community who need work experience and exposure to the mining industry in order to complete their degrees / diplomas. These targets also would be aligned to the scarce skills. Therefore, preference shall be given to geology, survey, rock engineering and engineering. The following preliminary targets apply.

Table 13: Internship Targets

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Internships	53	53	53	53	53
Budget	R1 911 000	R2 025 660	R2 147 199	R2 276 030	R2 412 591

2.4.4 Scholar Awareness

Booyendal is aware that the Company can create awareness of mine related opportunities at scholar level within its communities. Students that show an interest and potential will be incorporated into the bursary system or exposed to different career progression or opportunity options within the mine. This will form part of the long-term upliftment intervention for the mine's local and rural communities.

2.5 Employment Equity

Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations:

Table 14: Form S for Booyendal employees

Occupational Levels	Male				Female				Foreign Nationals		Disabled		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	-	-	-	-	-	-	-	-	-	-	-	-	0
Senior management	3	-	-	2	1	-	-	-	-	-	-	-	6
Middle Management	10	1	-	5	2	-	-	1	-	-	-	-	19
Junior Management	186	1	-	53	31	-	-	2	5	-	-	-	278
Semi-skilled	765	1	-	13	162	1	-	-	-	-	-	-	942
Unskilled	4	-	-	-	-	-	-	-	-	-	-	-	4
TOTAL PERMANENT	968	3	0	73	196	1	0	3	5	0	0	0	1249

2.5.1 HDP's in Management

Booyensdal Employment Equity policy will be an integral part of the Company's commitment to building an effective and representative workforce, to ensure equality for all employees and it also forms an essential element of the Company's Human Resources Strategy.

The Company will enhance its Employment Equity vision through attracting high-calibre staff. Particular effort will be directed at identifying HDPs with talent and providing accelerated training and development initiatives to assist their progression.

The New Mining Charter requires specific targets HDPs participation in management levels and therefore this document provides strategies to ensure that the mine maintains the current compliance level and up and grow HDP participation in management as per business plan.

2.5.2 Strategy and Objectives

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

- Develop HDPs employees with potential.
- Fast-track HDPs highflyers.
- Recruit HDPs externally for qualified staff, trainees, and bursars; and
- Retention of existing staff.

Developing and fast-tracking of HDPs candidates in order to reach HDPs targets in more senior management positions, HDPs candidates need to be developed and fast-tracked to ensure they are suitably qualified for the positions into which they will be appointed. The scarcity of skills in the mining industry means that Employment Equity targets for Booyensdal will be achievable through creative ways, over and above the headcount in the normal operating structures.

Table 15: Targets for Female Participation in Mining at Booyssendal

Booyssendal Platinum (Pty) Ltd		WIM Forecast									
Occupational Level	Grade	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
		%	No	%	No	%	No	%	No	%	No
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	20.6	7	21.6	8	21.6	8	21.1	8	21.1	8
Junior management	C	21.6	104	21.0	113	21.5	123	21.5	124	21.6	126
Semi-skilled	B	17.4	199	14.9	211	14.6	223	14.7	231	15.2	244
Unskilled	A	14.1	84	14.2	82	14.2	86	14.6	89	14.3	87
Women In Mining		17.5	394	16.1	414	16.0	440	16.1	452	16.4	465

Table 16: Targets for HDP's Participation in Management

Booyssendal Division		HDPS Forecast									
Occupational Level	Grade	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
		%	No	%	No	%	No	%	No	%	No
Top management	F	0	0	0	0	0	0	0	0	0	0
Senior management	E	66.7	4	66.7	4	71.4	5	71.4	5	71.4	5
Middle management	D	52.3	34	54.4	37	54.4	37	55.1	38	55.1	38
Junior management	C	73.7	482	72.7	539	73.0	573	73.0	577	73.2	583
Semi-skilled	B	99.2	1141	99.0	1413	98.8	1530	98.7	1571	98.7	1603
Unskilled	A	100	595	100	578	100	607	100	610	100	609
Total HDPS's in Management		53.5	38	55.4	41	56.0	42	56.6	43	56.6	43
Total Mine Management		71		74		75		76		76	
Total Employees		2470		2820		3015		3067		3105	

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

SECTION 3: MINE COMMUNITY ECONOMIC DEVELOPMENT

3.1. Social and economic background information

3.1.1 Thaba Chweu Local Municipality (TCLM)

Regional Context Map



Some of the socio-economic background and key economic activities in the region of Mpumalanga surrounding the operations. The graph below depicts the trend of unemployment in general in the years 1996, 2001 and 2011. TCLM was sitting at 18,64 percent in 1996 whereas in 2001 it was at its highest at a percentage of 25,12 and 20,49 percent in the year 2011. An analysis proves a decrease in unemployment rate i.e. there was an increase of 6,48 percent from 1996 to 2001 and between 2001 and 2011 the graph shows that there has been a constant decrease of 4,63 percent. In 2011 TCLM sat at an overall percentage of 20,49 which is not that bad compared to the figure in 2001. In general unemployment remains high in TCLM and in order to combat this, the LED strategy must be strengthened.

The general unemployment of TCLM population comprises of classified persons i.e. People with disabilities, Women and Youth. Persons with disabilities contributes a percentage of 20,12 percentages in the classified category of disabled persons in the year 2001 which has risen by 1,28 percent from 1996 (See figure 10). Women unemployment contribute 28,04 percent which is a decrease compared to the figure in 1996 (See figure 11) whereas youth unemployment was rife in 2001 and decreased in 2011. TCLM sat at 26,56 percent in the year

2011 (See figure 12) [Note the percentages are in terms of the total population of each classified person's category and not in terms of the total population of TCLM].

3.1.2 Household Profile

3.1.2.1 Household Number

The household number stands at 33 352 according to the 2011 census. It shows a constant increase compared to the previous years, in 1996 it was at 20 132 and in 2001 it was at 26 818. This is caused by several pull economic pull factors in region. The figure below presents the trend in household number.

3.1.2.2 Annual Household growth

The graph below presents the rate of annual growth of households between the years 1996 to 2001 and 2007 and 2011.

3.1.2.3 Annual Household Income

In terms of the figure presented below on TCLM about 7500 households is having an annual income that ranges from R 19000 to R 38000, a minor portion of about 10000 household have an average annual income that ranges from R 1 to 4800, with at least 32000 households with an annual average income of R 76400 to 153 000 and a very minority group of households having annual income of above million which is about 77

3.1.2.4 Health Status

Health services are currently the responsibility of the provincial Department of Health. The role of local municipality is availing the demand and align such demand with the population growth and its sector plans particularly spatial planning policy tools. The provincial department has a responsibility to deliver and render health services in as far as they needed per the aforesaid statements within the municipal area of jurisdiction. Therefore, services like clinics and mobile clinics can safely be coordinated within relevant departments and structures of TCLM.

Currently there are three (03) Hospitals in TCLM: one in Sabie, one in Lydenburg and one Matibidi and three clinics in Matibidi, Mashishing and Sabie. The total number of mobile clinics that operate in the municipal area are not adequate to satisfy the community demand. These are often found in farm and rural areas and villages but there are some areas that are still in serious need of mobile clinics.

3.1.2.5 Causes of Deaths

To clearly understand this causes of death it is important to first review related information that often contribute to such e.g. HIV/AIDS prevalence, access to health care as well as the state of socio-economic within TCLM as these have a direct implication on the factors contributing to causes of deaths e.g. the most ranked cause is tuberculosis, this has a direct link to access to health services like hospitals and clinic, another is the nature of settlement and their access to public transport is linked to socio-economic levels particularly in rural and farm areas because most people in those areas are living below poverty levels and are finding it difficult to access public transport in order to access the health service centres.

The TCLM is aware of these challenges and will be addressed during reviewal process of the municipal spatial development (SDF) which will also address the spatial integration. Other policies important to address the challenges include the Housing Chapter plan/policy as well as the interim satellite mobile health services. TCLM in partnership with the province (Dept. of Health) is making a huge difference in all affected rural and farm areas of the municipality. The following table presents the top ten (10) causes of deaths in TCLM

Table 17: Causes of Death by Ranking

No. (Ranking)	Causes	Number of Deaths
1	Tuberculosis (A15 – A19)	188
2	Influenza and pneumonia (J09 – J18)	140
3	Intestinal infectious diseases (A00 – A09)	99
4	Other external causes of accidental injury (W00 – X59)	98

5	Other forms of heart disease (I30 – I52)	59
6	Diabetes mellitus (E10 – E14)	55
7	Cerebrovascular diseases (I60 – I69)	54
8	Hypertensive diseases (I10 – I15)	47
9	Certain disorders involving the immune mechanism (D80 – D89)	35
10	Ischaemic heart diseases (I20 – I25)	25

*Source: Stats SA 2011

3.1.2.6 The prevalence of HIV amongst pregnant women aged between 15 – 49

The graph below presents anti-natal prevalence trend in TLCM.

HIV infection leads to AIDS. Without treatment, average survival from the time of infection is about nine years. Access to treatment becomes very important to combat the epidemic. The table above presents the HIV prevalence amongst women aged between 15-49 years. According to the figure above in 2009 the prevalence was at 30,20 percent and 2010 it was at 39,70 percent; the figure shows an increase of the epidemic in TCLM. In generalized epidemics (with prevalence consistently at more than 1 percent among pregnant women), the infection rate for pregnant women is like the overall rate for the adult population. Therefore, the indicator is a measure of the spread of the epidemic. In low-level and concentrated epidemics, HIV prevalence is monitored in groups with high-risk on such areas.

3.1.2.7 Programmes and Project Directives

There are five main KPAs in which local municipalities are required to perform on:

- Good Governance and Public Participation
- Municipal Transformation and Organisational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management
- Spatial Planning and Rational.

All sector or master plans of the municipality and other stakeholders must be aligned to and/or informed by the following factors:

- Community Participation and their Priority Needs,
- Areas characterized by poverty concentration as evident by CENSUS report of 2011 for TCLM,
- National, Provincial and District Plans and Programmes,
- State of the Nation Address & State of the Province Address,
- The 12 outcomes of government (each department must find its KPAs within these outcomes),
- The nine (09) KPAs of the National Planning Commission (National Vision 2030)

3.1.2.8 Key Economic Activities at Provincial Level

Mpumalanga has the fourth largest provincial economy in South Africa, based largely on rich natural resources of the area. The main industrial and manufacturing activities in Mpumalanga include iron, steel, stainless steel, petrochemicals and chemical products, agricultural products, tourism, mining, power generation, timber and wood products and food processing.

3.1.2.9 LED Projects and Budget

A comprehensive LED budget has been finalised based on the findings of the socio-economic baseline study within the confines of the project financial feasibility. The Company commits to the required financial provision as per Regulation 46 (e) ii in Section 5. Table 8 provides an indication of the Company's planned contribution towards LED with a total commitment of R 16 million over five years, but now within two years till end of 2020.

3.2 KEY ECONOMIC ACTIVITIES

3.2.1 Stakeholder Engagement

Sustainability of mining activities depends on the ability of the mine management and staff on how they interact with the community and all relevant and affected stakeholders living close to the mine proximity. In the case of Booyendal, the company has conducted a broad stakeholder consultations and engagement was done as part of the development of this Social and Labour

Plan see Annexure 2 as proof of community consultations. This is to improve relations with stakeholders and the company's reputation. Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights and responsive to stakeholder concerns in the communities in which we operate and from where our labour comes from. This is one of the key elements of Economic activities as better engagement with stakeholders leads to stability environment where mining can take place productively.

3.2.2 SMME Economic Enhancement

The community members will benefit through community development opportunities that are being implemented and through job opportunities during the implementation of the LED projects in the next two years and through human resources development and skills training. Small, micro, and medium enterprise (SMME) development around the mining operation is generally a natural result of the primary mining activity. SMME activity cannot be predicted with accuracy, but experience has shown that activities such as childcare, transport, the provision of food and supplies and retailing can be expected to occur. It may ring true in this case as the mine will construct a road within Lydenburg, refurbish two schools and build a clinic in partnership with Mpumalanga Department of Health.

3.3 Negative Impact of the Mining Operations in the area

Potential impacts include population influx and informal settlement development. In addition, the potential exists for partial collapse in the economy of the surrounding area at closure.

Booyendal Platinum (PTY) Ltd has established a Stakeholder Engagement Forum at which issues of informal settlements are discussed and discouraged. The mine also has a housing strategy that promotes house ownership. Booyendal Platinum (PTY) Ltd participates in Mine Crime Prevention Forum with the SAPS. In this forum issues regarding informal settlements are discussed.

Road disturbances and road traffic, public exposure to heavy vehicle traffic on poorly maintained roads can be hazardous. Booyendal Platinum (PTY) Ltd donates money into a

Road Maintenance Fund that has been established by the local mines for maintaining the roads. This will be maintained as it is of strategic importance to the mine.

Graves and environment disturbances could occur as a result of the mining activities. Booyesdal Platinum (PTY) Ltd fenced off all the graves on site and through EMP maintains all disturbed land. An environmental maintenance contractor has been appointed dedicated to maintain the environment and this will continue.

3.3.1 Comparative and Competitive Advantages of the Local Economy

Further reduction in the unemployment rate will depend on effective intervention by public sector institutions to facilitate economic sector diversification through competitive cluster value-chain development. This implies upstream development in the manufacturing and trade sector to provide essential items in the mining supply chain by local entrepreneurs. It also implies side-stream development in the form of construction and urban renewal. This approach is consistent with the Mpumalanga Employment Growth and Development Plan.

General challenges facing economic development:

- Brain drains.
- High level of illiteracy.
- Lack of infrastructure for agriculture and tourism development.
- Migration and immigration.
- High level of HIV/AIDS.

3.3.2 Key Development and Strategies of the Thaba Chweu local municipality- IDP

3.3.2.1 Economic Growth, Development and Job Creation

- Envisaged outputs:

Development should be people-centred and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective, it is thus critical that people

participate in the mainstream economy of the district and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents.

- Key programmes:

Among programmes to be engaged in this exercise are:

- Enterprise and Supplier Development.
- Agricultural Development.
- Tourism Development.
- Mining Development.
- Marketing.
- Investment Attraction.
- Expanded Public Works Programmes.
- People's Skills Development.

3.3.2.2 Access to Basic Services and Infrastructure

- Envisaged outputs:

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterized by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development.

The municipality is therefore faced with two challenges in this area:

- First is the issue of extending access to basic municipal services (water, sanitation, electricity, and solid waste removal) to communities with access.
- The second issue relate to the general provisioning and maintenance of infrastructure and services over the municipal area.

- Key programmes:

In terms of this priority the municipality will develop the following programmes:

- Free basic services programme.
- Access to municipal services to areas.
- Water services provisioning and maintenance.

- Solid Waste Removal.
- Electricity provisioning.
- Transport.
- Roads.
- Storm-water management

3.3.2.3 Community Development and Social Cohesion

- Envisaged outputs:

Community development is a critical challenge facing the municipality in an attempt to create a stable and cohesive community.

3.3.3 Labour Sending Areas from Province

Table 18: Host Towns

Town/Settlement	District Municipality	Local Municipality	Province
Immediate Focus Areas			
Mashishing	Ehlanzeni	Thaba Chweu	Mpumalanga
Broader Focus Areas			
Jane Furse	Sekhukhune	Makhuduthamaga	Limpopo
Roosenekal	Sekhukhune	Elias Motsoaledi	Limpopo
Ngwaabe/steelpoort	Sekhukhune	Fetakgomo-Tubatse	Limpopo
Labour Sending Areas			
Ngwaabe/steelpoort	Sekhukhune	Fetakgomo-Tubatse	Limpopo
Roosenekal	Sekhukhune	Elias Motsoaledi	Limpopo
Mashishing	Ehlanzeni	Thaba Chweu	Mpumalanga

3.3.4 Labour Sending Areas

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

3.3.5 The Socio-economic Impact of Booyendal Platinum (Pty) LTD

Apart from the permanent, directly created job opportunities there will be scope for other entrepreneurial jobs. During the life of the mine, contractors and service industries in the region will benefit from the mining activities. This will have a knock-on effect on suppliers of goods and services in other areas of the country.

While wage flow itself is the key indicator of economic benefit to the community, it is the retention of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to the local town or village, the money is spent in larger commercial centres a further distance away or even outside the mine community. It is also presumed that the higher income earners at Booyendal live in the larger commercial centres which, in turn will benefit from a greater wage spend. The broader economic impacts (or multipliers) are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

Our operation is located near communities with low levels of socio-economic development. Therefore, our presence there means that we have a special responsibility to uplift and bring prosperity to host communities. One of the key objectives of the Mining Charter is to promote the social and economic welfare of communities living close to mines or in labour-sending areas. Of relevance to Booyendal community engagement and development function is the formulation, through cooperation, of integrated development plans for these communities. This includes support in the provision of infrastructure, training and skills development, enterprise development and preferential procurement.

3.3.7 Local Economic Development Programmes

The community and local economic initiatives of Booyendal Platinum (PTY) Ltd are mainly focused on provision of income generation through employment, supply chain initiatives, basic infrastructure, education, and health related initiatives. Booyendal Platinum (PTY) Ltd also

believes that the projects it supports should have an impact to a sizeable number of community members.

3.3.8 Participation in integrated development planning

Booyseendal Platinum (PTY) Ltd participates in the Local Economic & Development Forum of the Thaba Chweu Local Municipality, Integrated Development Plan Meeting of the Municipality.

3.4 Infrastructure and Poverty eradication projects

A comprehensive LED budget has been finalised based on the findings of the socio-economic baseline study within the confines of the project financial feasibility. The Company commits to the required financial provision as per Regulation 46 (e) ii in Section 5 and below provides an indication of the Company's planned contribution towards LED with a total commitment of R 47 000 000 over five years.

3.4.1 Key Economic Activities and Stakeholder Engagement

Sustainability of mining activities depends on the ability of the mine management and staff on how they interact with the community and all relevant and affected stakeholders living close to the mine proximity. In the case of Booyseendal, the company has conducted a broad stakeholder consultations and engagement was done as part of the development of this Social and Labour Plan. This is to improve relations with stakeholders and the company's reputation. Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights and responsive to stakeholder concerns in the communities in which we operate and from where our labour comes from. This is one of the key elements of Economic activities as better engagement with stakeholders leads to stable environment where mining can take place productively.

3.4.2 SMME Economic Enhancement

The community members will benefit through community development opportunities that will be initiated and through job opportunities during the implementation of the LED projects in the next five years and through human resources development and skills training. Small, micro, and medium enterprise (SMME) development around the mining operation is generally a

natural result of the primary mining activity. SMME activity cannot be predicted with accuracy, but experience has shown that activities such as farming, upgrading of infrastructure, provision of safe community environment can be expected to occur.

3.4.3 Community Development Projects

Table 19: LED/Community Development Projects

#	PROJECT NAME	2021	2022	2023	2024	2025	TOTAL
1	Reconstruction of Second street (going to Mashishing High School)	R 0	R0	R 10 000 000	R 5 000 000	R 0	R 15 000 000
2	Refurbishment of main sewer plant	R 0	R 0	R7 000 000	R 4 000 000	R 1 000 000	R 12 000 000
3	Farm Community SMME Development	R 0	R 3 000 000	R 1 000 000	R 0	R 0	R 4 000 000
4	Tarring of Berg Street	R 6 000 000	R 0	R 0	R 0	R 0	R 6 000 000
5	Tarring of De Clerc Street		R 5 000 000	R5 000 000			R 10 000 000
	Total	R 6 000 000	R 8 000 000	R 23 000 000	R 9 000 000	R1 000 000	R 47 000 000

NB: Above Table represents all the projects to be undertaken by Booyseendal for the next five years (2021 – 2025) as per the commitments made by the mine. The total budget for the projects is R 47 million.

Table 20: Community Development Project 1

Project Name:	Reconstruction of Second Street in Mashishing		Infrastructure Project (Roads)				
Background	Following a lengthy consultation process with Thaba Chweu Local Municipality Officials from the Local Economic Development (LED) and Integrated Development Plan Department (IDP), the municipality requested the mine to assist in rebuilding/reconstructing one of the access roads in Mashishing township. The condition of the road has deteriorated and needs urgent attention. Mashishing and Lydenburg has aged infrastructure including roads, and this is one of a few which needs attention. The project will greatly improve access to the school and help the Mashishing community at large.						
Geographic Location of Project	District Municipality: Ehlanzeni	Local Municipality: Thaba Chweu Local Municipality	Village name: Mashishing	Project Start date: July 2023		Project End date: December 2024	
Output	Key Performance Area: Design, construction, completion, and hand over to TCLM	Key Performance Indicator: Completion and handover of the project to TCLM	Responsible entity (inclusive of all role players): Booyesendal in partnership with the Municipality	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Budget: R 15 000 000
Classification of jobs	No of jobs to be created:	Male Adults:	Female Adults:	Male Youth:	Female Youth:	Total:	Comments:
Short-Term	30	20	10	30	10	30	
Medium-Term							
Long-Term							
The beneficiary of this project will be Mashishing residents and the schools Upon completion the mine will officially hand over the project to the Thaba Chweu local Municipality							

Table 21: Community Development Project 2

Project Name:	Refurbishment of main sewer plant			SMME Development project			
Background	<p>The main sewer plant in Lydenburg/Mashishing has been in a worsened state for a few years now and it poses a serious threat to the wellbeing of the entire community. The sewer plan is not in a working condition as it currently discharges directly into the nearest river. This has a detrimental impact on the environment, wildlife, and humans as well. Given the magnitude of the project, the municipality is in consultation with other neighbouring mines to come on board and assist as well. The municipality has already received several findings due to the condition of the sewer plant as such it needs urgent assistance. Pending the engagements with other mines by the municipality, this is most likely to be a joint project.</p>						
Geographic Location of Project	District Municipality: Ehlanzeni	Local Municipality: Thaba Chweu Local Municipality	Village name: Mashishing	Project Start date: July 2023		Project End date: December 2025	
Output	Key Performance Area: Refurbishment of the existing sewer plant	Key Performance Indicator: Completion and handover of the project to TCLM	Responsible entity (inclusive of all role players): Booyensdal in partnership with the Municipality	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Budget: R 12 000 000
Classification of jobs	No of jobs to be created:	Male Adults:	Female Adults:	Male Youth:	Female Youth:	Total:	Comments:
Short-Term							The total number of jobs will be determined by the support of other mines and the intervention thereof.
Medium-Term							
Long-Term							
The beneficiary of this project will be all the residence of Lydenburg/Mashishing							

Table 22: SMME Development Project 3

Project Name	Farm Community SMME Development						
Background	Fam communities have become dependent on the mine for employment opportunities and unfortunately not all will be employed by the mine. Booyesdal intends to create alternative opportunities to also address the issue of unemployment. The mine will Identify and provide financial and technical support of an emerging or an existing job-creating entrepreneurship project. This will provide an opportunity to own and manage the business in more sustainable manner.						
Geographic Location of Project	District Municipality: Ehlanzeni	Local Municipality: Thaba Chweu Local Municipality	Village name Ga-Choma	Project Start date: 2022		Project End date: 2023	
Output	Key Performance Area: Fund new and existing SMMES	Key Performance Indicator: Successful initiative to start and mentor five SMMES who can run their businesses with success.	Responsible entity (inclusive of all role players) Booyesdal	Quarterly timelines and year Identification of a beneficiary	Quarterly timelines and year Signing of MOA	Quarterly timelines and year Implementation	Budget: R4 000 000
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short-Term							
Medium-Term	5	0	0	5	5	5	
Long-Term	20	0	0	15	5	20	
Upon completion the mine will officially hand over to the identified beneficiaries							

Table 23: Community Development Project 4

Project Name	Tarring of Berg Street			Roads Infrastructure Project			
Background	Upgrading of the road named Berg Street in Mashishing has become a need in Thaba Chweu Municipality, this is after the condition of roads in Mashishing has deteriorated over the years and an intervention is required. The commencement of this project will be in the first quarter of 2021, and it is expected that 50 local people, including women and youth, will be employed temporarily during the construction of this project. The completion of this project will ensure that communities have access to proper roads and businesses will also benefit from the construction of the road, as traffic flow will improve in the area.						
Geographic Location of Project	District Municipality: Ehlanzeni	Local Municipality: Thaba Chweu Local Municipality	Village name: Lydenburg	Project Start date: June 2021		Project End date: November 2021	
Output	Key Performance Area: Construction of Berg Street to its completion and hand over to TCLM. Design road drawings, get approval of design from relevant stakeholders	Key Performance Indicator: Completion and handover of the project to Thaba Chweu Local Municipality	Responsible entity (inclusive of all role players) Booysendal in partnership with the Municipality	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Budget: R6 000 000
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short-Term							
Medium-Term	30	0	0	20	10	30	
Long-Term							
Upon completion the project will be handed over to the TCLM							

Table 24: Community Development Project 5

Project Name	Tarring of De Clerc Street			Roads Infrastructure Project			
Background	Upgrading of the road named De Clercq Street in Mashishing has become a need in Thaba Chweu Municipality, this is after the condition of roads in Mashishing has deteriorated over the years and an intervention is required. The commencement of this project will be in the first quarter of 2022, and it is expected that 30 local people, including women and youth, will be employed temporarily during the construction of this project. The completion of this project will ensure that communities have access to proper roads and businesses will also benefit from the construction of the road, as traffic flow will improve in the area.						
Geographic Location of Project	District Municipality: Ehlanzeni	Local Municipality: Thaba Chweu Local Municipality	Village name: Lydenburg	Project Start date: June 2022		Project End date: December 2023	
Output	Key Performance Area Construction of De Clerc Street to its completion and hand over to TCLM in. Design road drawings, get approval of design from relevant stakeholders	Key Performance Indicator Completion and handover of the project to Thaba Chweu Local Municipal	Responsible entity (inclusive of all role players) Booyensdal in partnership with the Municipality	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Quarterly timelines and year Ongoing monitoring and evaluation	Budget: R10 000 000
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short-Term		10	10	10	10	40	
Medium-Term							
Long-Term							
The beneficiary of this project will be all the residence of Mashishing and surrounding areas. Upon completion the mine will officially hand over the project to the Thaba Chweu local Municipality							

3.5 Measures to Address the Housing and Living Conditions

3.5.1 Introduction

The mining industry is facing enormous challenges to reverse the widely acknowledged historical problem of housing and to provide reasonable and affordable accommodation to all employees.

Booyesendal housing practice is aimed at enhancing the quality of life of all employees through provision of improved housing opportunities, infrastructure, and basic services projects. In essence Booyesendal and its core contractors provide a range of sustainable accommodation options to employees that are aimed at promoting secure tenure through home ownership scheme and rental option that are financially assisted by the company.

External issues which will be considered in the development of a housing strategy for the Booyesendal Platinum (PTY) Ltd include tribal lands, informal settlements, housing demands and the housing market. Furthermore, Booyesendal will engage with local, provincial and national government to improve the quality and effectiveness of local Integrated Development Plans.

3.5.2 Strategy and Objectives

Booyesendal overall approach and philosophy with regards to facilitating home ownership and decent housing and living conditions aimed to:

- Ensure that all employees have the opportunity to access available accommodation that meets certain minimum standards and criteria.
- Assist in affordable housing.
- Promote home ownership as the accommodation solution of choice.
- Further promote access to secure tenure through rental options.
- Discourage the growth of informal settlements.

The strategic intent for Booyesendal is “to provide, by 2020, to every employee, in a financially responsible and commercially appropriate manner, the opportunity to avail him/herself of secure and decent tenure which promotes their workplace contribution to Booyesendal.”

3.5.3 Implementation Plan for Employee Housing

The salient features of the Booysendal home ownership and rental programme will be as follows:

- Phased and flexible build approach to match employee demand and growth of the mining operation.
- Company will act as the developer and facilitator.
- The Company will provide financial assistance to assist with affordability.
- The mix of home ownership and rental will reflect the preference of tenure.

The Company commenced with the acquisition of land in 2015. Thereafter municipal and other legislative approvals were secured.

The following matters relating to implementation of the accommodation programme are raised:

- The Booysendal Platinum (PTY) Ltd is within a 65 km radius from Jane Furse, Steelpoort / Burgersfort and Lydenburg areas. Houses and housing-related subsidies will be available to the employees. All management employees preferably are living in Lydenburg, whilst the majority of the employees are living in the Greater Sekhukhune area.
- A system is in place for the bussing of employees to and from their residential areas. Transporting of employees have created an opportunity for BEE entrepreneurs to provide shift-time related transport on assigned routes which are promoted by the Company.
- Therefore, Booysendal's housing programme is flexible, allowing for a variety of solutions based on the affordability levels of employees, the availability of land, and the availability of municipal services.
- A critical issue is that people are generally not willing or do not have adequate funding to invest in the areas surrounding the mines. The Company will continue to consider all affordability options to develop and structure viable end user financing options to the benefit of the employees, but that are financially sustainable to the Company.

SECTION 4: DOWNSCALING AND RETRENCHMENT PROGRAMME

An unavoidable outcome of Mine closure is the loss of employment opportunities on the Mine. Consequently, a key consideration for the mine is to have mine closure management programme that aims:

- To minimise as far as possible job losses.
- Facilitate as far as possible access to alternative employment.
- Facilitate as far as possible training programmes to facilitate access to alternative employment outside the Mine or within mining industry.
- Mitigate social and economic impacts on local and regional economies and labour sending areas.
- To communicate with key stakeholders on retrenchment pending.

4.1 The Establishment of the Future Forum

4.1.1 Introduction

Regulation 46 (d) (i) of the MPRDA requires the establishment of a Future Forum. A Future Forum is a joint labour-management committee established at mine-site level that will focus on the implementation and monitoring of the Social and Labour Plan.

Booyssendal has established a structured Future Forum consisting of management, the workers and / or their representatives. The mandate of this forum will be to “look ahead into the future, at problems facing Booyssendal that may result in job losses and / or decline of the Company and come up with possible solutions to address potential job losses or organisation decline”.

4.1.2 Strategy and Objectives

The operational purpose of the Future Forum is to:

- Promote ongoing discussions between worker representatives and employers about the future of the mine.
- Look ahead to identify problems, challenges, and possible solutions with regard to productivity and employment.
- Identify production and employment turnaround strategies; and

- Implement strategies agreed upon by both employer and worker parties.

The Forum will also be responsible for:

- Notifying the Minerals and Mining Development Board (as required by section 52 of the MPRDA), where retrenchment of 500 employees or 10 percent of the labour force, whichever is the lesser, is to take place in any 12-month period; and
- Notifying the Minister of Labour if retrenchment of 500 employees or ten percent of the workforce, whichever is the greater in this case, is contemplated.

Furthermore, the Future Forum liaises between the Department of Labour and other affected parties. The Forum will meet bi-annually or as regularly as its members decide. When the closure of the mine is imminent, the Forum will meet at least monthly.

4.2 Mechanisms to save jobs and avoid a decline in employment

Organisations have to retrench workers from time to time for economic reasons and to remain globally competitive. This is one of the worst things that can happen to a worker that affects his or her whole life. It is therefore important that employers should first make sure that no other viable options to achieve operational requirements are available before considering downscaling of workers.

(SLP guidelines for the mining and production industries).

If challenges arise that may lead to downscaling or retrenchment, the mine will develop and implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling. This will be done through the following measures:

- Seeking to prevent retrenchments from taking place, where possible
- Utilising the FF to identify strategies to prolong the life of mine or avoid retrenchments and downscaling
- Consulting with the DoL, the DMRE and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure

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

- Consultations – the consultation process in terms of section 52(1) of the act
- Implementing section 189 of the Labour Relations Act, 1995
- Notification to the Minerals and Mining Development Board; following the notification process to the board in terms of section 52(1)(a) of the act
- Complying with ministerial directive – compliance with the Minister’s directive and confirming how corrective measures will be taken

4.2.1 Consultation processes

The consultation process on saving jobs, avoiding job losses and a decline in employment will be managed by the mine in accordance with the provisions of sections 189 and 189A of the Labour Relations Act, 1995 (as amended).

4.2.1.1 Implementing section 189 of the Labour Relations Act, 1995 (as amended)

Any downscaling or retrenchment will be done in accordance with sections 189 and 189(A) of the Labour Relations Act. In this regard the following will apply:

1. The Labour Relations Act prescribes a 60-day consultation process.
2. In terms of the section 189 and 189(A) requirements, the mine needs to enter into an agreement with unions representing the workforce. This agreement should specifically address the following:
 - a. Prevention of forced retrenchments
 - b. Voluntary separations (early retirement and voluntary retrenchment packages)
 - c. Redeployment of employees
3. Company assistance to alleviate the negative effects of retrenchment includes the following:
 - a. Pursuing alternative employment opportunities

- b. Financial advice
- c. Counselling services
- d. Provision of entrepreneurial skills
- e. Training opportunities including re-skilling
- f. Assistance with continuing medical care
- g. Recall of retrenched employees, if required by the mine.

4.2.2 Notification to government authorities

As planning for the Social and Labour Plan and its associated job loss and retrenchment management programmes commences, the DoL and the DMRE (specifically the Minerals and Mining Development Board, in accordance with section 52(1)(a) of the act) will be notified.

The government authorities will be given notice of the time frame for the closure process, as well as the ongoing consultation and social plan, through the FF structure. Regular progress reports will subsequently be distributed to the relevant departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be ensured in order to meet the corrective measures as stipulated by the board.

4.2.3 Strategic plan for providing job security

The mine's strategy for providing job security is as follows:

- Ensuring that the business remains viable by keeping the cost structure as low and competitive as possible
- Ensuring a productive workforce through training and motivation
- Making continuing adjustments to production methods to remain competitive
- Seeking ways of growing and extending the business to ensure enhanced future sustainability

4.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

If it becomes evident that downscaling and retrenchment is inevitable, after considering all other alternatives for prolonging the life of the mine, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised four months before this eventuality, where appropriate, except in the event that unforeseen circumstances arise. This phase will be implemented in partnership with the DoL and the representative unions. At this stage, affected employees will be helped to maximise their chances of re-employment.

During this phase, the mine will regularly communicate with the Unions to direct the retrenchment process and identify a job advice centre, which will provide counselling and support to employees in locating alternative employment, for example, through formulating employee CVs, interaction mechanisms with potential employers, and interview strategies. The names of employees whose positions become redundant (the “affected employees”) will be placed on the Human Resources database for 12 months, calculated from the date of redundancy. The main purpose of the database of affected employees is to ensure that when opportunities arise, people on the list will be considered for permanent positions before the employment of external candidates.

Additional measures the mine may take include the following:

- Assistance prior to the retrenchment date, with retraining, portable skills training and other courses to enhance further employment practices
- Assistance in accessing available and suitable jobs with other local mines or companies
- Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence
- Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community
- Assistance with completing job applications and other relevant forms
- Financial planning advice, as well as advice and support on accessing pension or provident fund pay-outs and UIF claims, or other state assistance

- Personal counselling for individuals and groups to help them deal with the trauma associated with retrenchment (this will be extended to retrenched employees and those left behind)

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

4.4.1 Introduction

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

Booyensdal has made financial provision for its envisaged downscaling and subsequent retrenchment processes. This amount, which will be reviewed annually, and the budget is estimated at R25 million by 2025 as per table 36.

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

- The mine will provide R3 000 per employee. This is exclusive of any Department of Labour grants that may be available for re-skilling. Note that this figure will be revised on an annual basis;
- Two (2) Weeks per one (1) year service with Booyensdal.
- One (1) month notice pay; and
- Leave provision equivalent to 30 days.

The above provision will be consistent with Booyensdal Retrenchment Policy and may be altered in terms of applicable legislation and / or collective agreement with stakeholders.

4.4.2 Strategy and Objectives

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

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

4.4.3 Assessment and Counselling Services

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

4.4.4 Self-employment training and re-employment programmes

Booyesendal recognises that its proposed mining operation has a limited life span and that the demands of the business could require a reduction in human resources in the future. Booyesendal intends to offer retrenched and/or affected employees with portable skills that will benefit the individuals concerned.

These initiatives will be aligned to the Mpumalanga Province's Provincial Growth and Development Strategy as well as the skills needs within labour sending areas. To realise this commitment, Booyesendal will offer portable skills training once retrenchment or mine closure is known.

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

4.4.5 Portable Skills

The approach to skills development throughout the life of mine should also be focused on the eventual need to manage the social and economic impact of mine closure and or retrenchment. Therefore, Booyesendal Platinum (PTY) LTD is committed to skills development

that has an impact beyond the organisation and industry and provides basis for sustained employability through the provision of portable skills development.

Booyesendal will use skills audit to determine which portable skills are currently available in the workforce and which areas are of particular interest to the employees. Based on this assessment Booyesendal intends to constitute portable skills training.

4.5.6 Closure Planning

Booyesendal in consultation with the DMR, will determine a Closure Liability Cost, including a Rehabilitation Schedule for Booyesendal, to provide funding for the rehabilitation of infrastructure. It is recommended that infrastructure with good potential for alternative use after closure of the Mine would be costed but excluded from the rehabilitation cost to determine the Mine's ongoing closure fund contributions.

SECTION 5: FINANCIAL PROVISION

Table 26: Financial Provision for the Social and Labour Plan

SLP BUDGET						
Years	2021	2022	2023	2024	2025	TOTAL
Human Resource Development	R12 421 169	R13 281 138	R13 274 146	R14 478 222	R14 890 194	R68 344 869
Local Economic Development	R6 000 000	R8 000 000	R23 000 000	R9 000 000	R1 000 000	R47 000 000
Downscaling and Retrenchment	R5 000 000	R5 000 000	R5 000 000	R5 000 000	R5 000 000	R25 000 000
TOTAL	R23 421 169	R26 281 138	R41 247 146	R28 478 222	R20 890 194	R140 344 869

SECTION 6: UNDERTAKING

AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES

We, the undersigned and duly authorised thereto by MICAWBER 278 (PTY) LIMITED, on behalf of Booyseindal Platinum (PTY) Ltd, for the revision of the Social and Labour Plan, undertake to adhere to the information, requirements, commitments, and conditions as set out in the Social and Labour plan and make it known to our employees.

Signed at _____ on this _____ day of _____ 20____

(1)

Name of responsible person _____

Designation _____

Signature of responsible person _____

(2)

Name of responsible person _____

Designation _____

Signature of responsible person _____

Approved

Signed at _____ on this _____ day of _____ 20____

Signature: _____

Designation: _____.