



HIGHVELD

STEEL AND VANADIUM CORPORATION LIMITED

Registration No. 1960/001900/06

Incorporated in the Republic of South Africa



SOCIAL AND LABOUR PLAN
FOR
MAPOCHS RESOURCES (PTY) LTD

First Generation SLP
(2011-2015)

Amended Version

2026-07-10

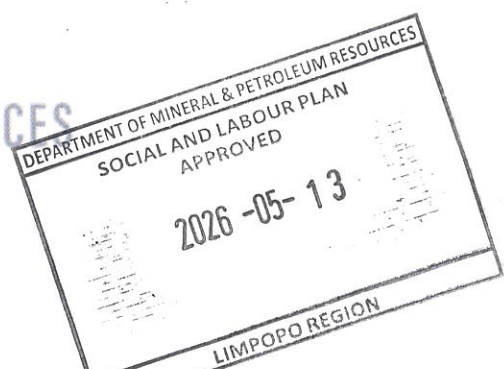
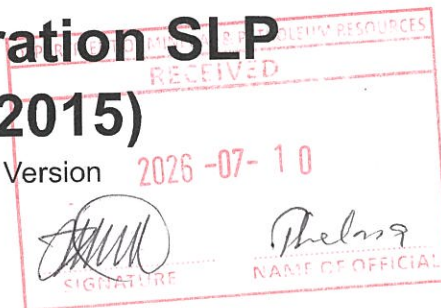
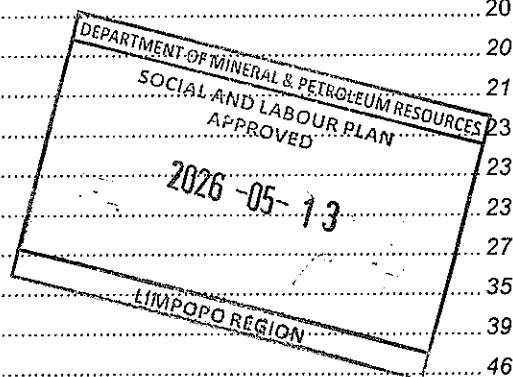


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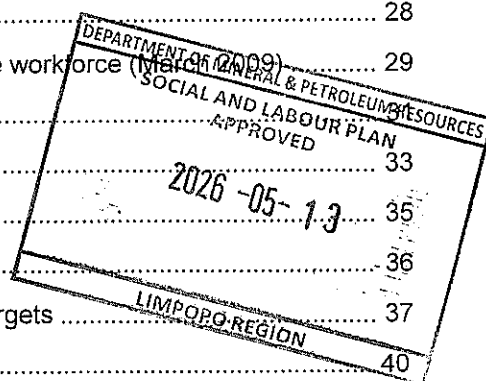
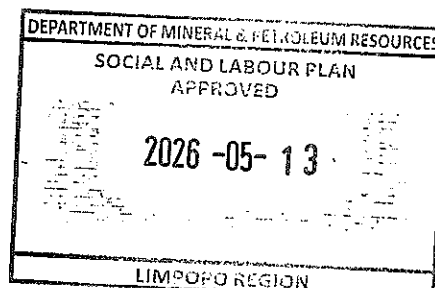


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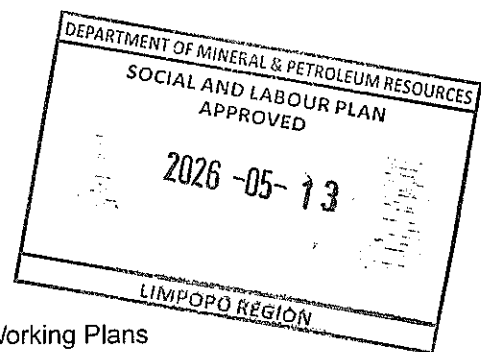
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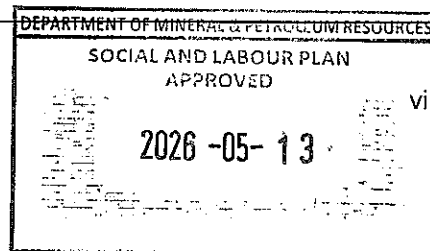
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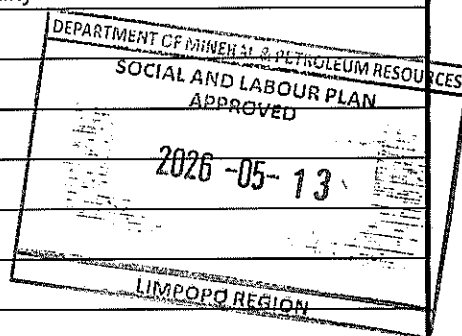


LIST OF ACRONYMS

ABBREVIATION	DESCRIPTION
ABET:	Adult Basic Education and Training
AFS:	Automatic Full System Group
B&E:	Blasting and Excavating
BEE:	Black Economic Empowerment
BSESS:	Baseline Socio-Economic Study Survey
CBOs:	Community Based Organisations
CEO:	Chief Executive Officer
CSR:	Corporate Social Responsibility
DME:	Department of Minerals and Energy
DoE:	Department of Education
DoH:	Department of Health
DoL:	Department of Labour
DTI:	Department of Trade and Industry
DWAF:	Department of Water and Forestry
EMEM:	Earth Moving Equipment Mechanician
EMLM:	Elias Motsoaledi Local Municipality
FET:	Further Education and Training
FF:	Future Forum
GET:	General Education and Training
GSDM:	Greater Sekhukhune District Municipality
GTLM:	Greater Tubatse Local Municipality
HDSAs:	Historically Disadvantaged South Africans
HET:	Higher Education and Training
HLC:	Housing and Living Conditions
HRD:	Human Resources Development
HRDP:	Human Resources Development Programme
IDPs:	Integrated Development Plans
LED:	Local Economic Development
LEDP:	Local Economic Development Programme
LIPSA:	Limpopo Support Agency

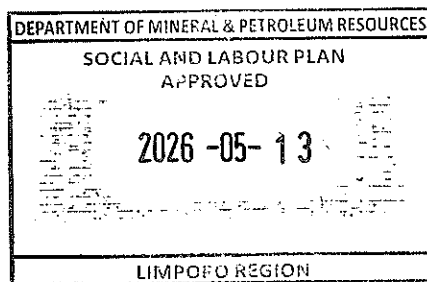


ABBREVIATION	DESCRIPTION
MERSETA:	Manufacturing Engineering and Related Services SETA
MGS:	Marthinus Gerhardus Steyn
MPRDA:	Mineral and Petroleum Resources Development Act
MQA:	Mining Qualifications Authority
NGOs:	Non-Governmental Organisations
NQF:	National Qualifications Framework
PPP:	Public Private Partnership
RDP:	Reconstruction and Development Programme
SABS:	South African Bureau of Standards
SETA:	Sector Education and Training Authority
SHEQ:	Safety, Health, Environment, and Quality
SLP:	Social and Labour Plan
SMMEs:	Small, Medium and Micro Enterprises
UIF:	Unemployment Insurance Fund
VAT:	Value Added Tax
VCT:	Voluntary Counselling and Testing
VVP:	Vanchem Vanadium Products
WIM:	Women in Mining
WSP:	Workplace Skills Plan



DEFINITIONS

TERM	MEANING
Core contractor	Refer to contractors which are involved in the core mining business and beneficiation of the mine
Employees	Mapochs Mine employees and core contractor employees
Highveld	Refers to Highveld Steel and Vanadium Corporation Limited
Mapochs	Refers to Mapochs Mine
Mapochs Mine	Refers to both the mine and plant
Mining Charter	Refers to the Broad Based Socio-Economic Empowerment Charter for the SA Mining Industry
Permanent employee	Refers to people employed by Mapochs on a permanent basis

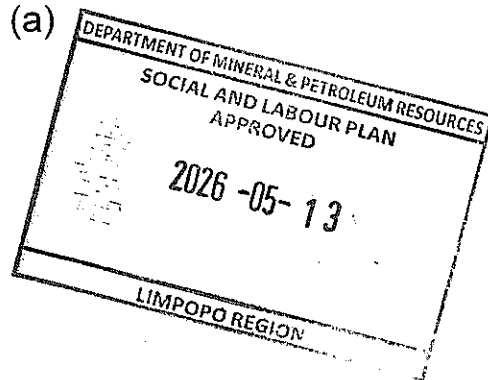


SECTION 1

PREAMBLE:

Introduction to and background information on the operation

Regulation 46 (a)



1. INTRODUCTION TO AND BACKGROUND INFORMATION ON THE OPERATION

Regulation 46 (a)

Note:

- This Social and Labour Plan (SLP) document is supported by "Supporting Plans", which represent "Working Documents" to enable the practical implementation of the SLP and progress-reporting on a continuous basis. Refer to Section 1.15.
- Due to the fact that the programmes of this SLP apply specifically to the context of Mapochs Mine, for reference purposes, the acronym "Mapochs" will be used from Section 2 onwards. However, the use of the term Mapochs is taken to imply "*the Highveld Steel & Vanadium Corporation Limited Social and Labour Plan for Mapochs Mine*" and does not seek to separate Highveld from Mapochs, or to detract from Highveld's responsibilities, in any way whatsoever.
- Highveld is the holder of an old order mining right constituted by rights to minerals, mining licence ML1/1998 and the actual conduct of mining operations. Highveld intends converting its old order mining right to a mining right. Upon conversion it will transfer the Mapochs business together with certain immovable properties to its subsidiary, Mapochs Mine (Proprietary) Limited ("**Mapochs Mine (Pty) Ltd**"), subject to the granting of Ministerial consent to the transfer of the converted mining right in terms of section 11 of the MPRDA.

1.1 Name of the company

Highveld Steel and Vanadium Corporation Limited (Highveld)

1.2 Name of the mine

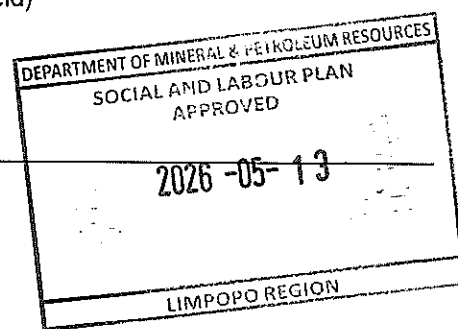
Mapochs Mine (Mapochs)

1.3 Name of core contractors

The following provides a breakdown of the core contractors of Mapochs and their employees:

Core contractors:

Marthinus Gerhardus Steyn (MGS); Blasting and Excavating (B&E); Autumn Storm Investments 134 (Proprietary) Limited ("**Autumn Storm**"); Raul's Business Enterprises CC ("**Raul's Business Enterprises**"); Itireleng Ore Reclamation (Proprietary) Limited ("**Itireleng Ore Reclamation**").



Secondary contractors:

Eugene Pretorius and Associates (Proprietary) Limited (Eugene Pretorius); Komatsu ("Komatsu"); Automatic Full System Group (AFS); Earthmoving Mechanics ("Earthmoving Mechanics"); Gijima AST Holdings (Proprietary) Limited ("Gijima AST"); Life Occupational Health (Proprietary) Limited ("Life Occupational Health"); Magnum Metals and Plastics CC ("Magnum Metals"); Paul's Laundry Electrical and Property Holdings (Proprietary) Limited ("Paul's Laundry"); Thorburn Security Solutions (Proprietary) Limited ("Thorburn"); Trentyre (Proprietary) Limited ("Trentyre"); Hire Engineering and Construction ("Hire Engineering").

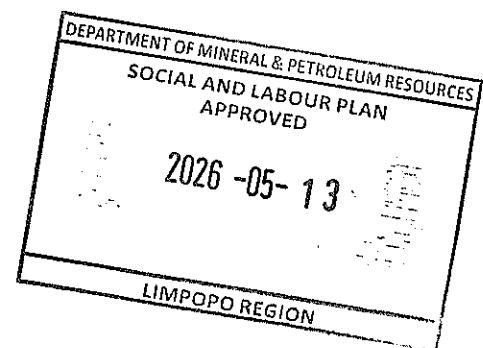
1.4 Physical address

Highveld Head Office:

Old Pretoria Road
Portion 93 of the farm Schoongezicht 308 JS eMalahleni
(Witbank)
Mpumalanga
South Africa

Mapochs Mine:

Portion 129 of the farm Mapochsgronde 500 JS
Roosenekal
Elias Motsoaledi Local Municipality Limpopo.



1.5 Postal Address

Private Bag X1
Roosenekal
1066

1.6 Telephone number

(013) 273 5000

1.7 Fax number

(013) 273 5033

1.8 Location of the mine

Mapochs is situated approximately 90 km north-east of Middelburg, 75 km south of Steelpoort, 75 km west of Mashishing (formerly Lydenburg) and 5 km north of Roossenekal. Mapochs includes:

- various portions of the farm Mapochsgronde 500, Registration Division JS;
- various other farm numbers under the name Mapochsgronde, Registration Division JS;
- the Remaining Extent of the farm Vlaklaagte 146, Registration Division JS;
- the Remaining Extent of the farm Zwartkop 142, Registration Division JS;
- Portion 1 of the farm Zwartkop 142, Registration Division JS; and
- Portion 5 of the farm Steelpoortpark 366, Registration Division KT.

Refer to **Figure 1** for a regional setting of the Mapochs operation.



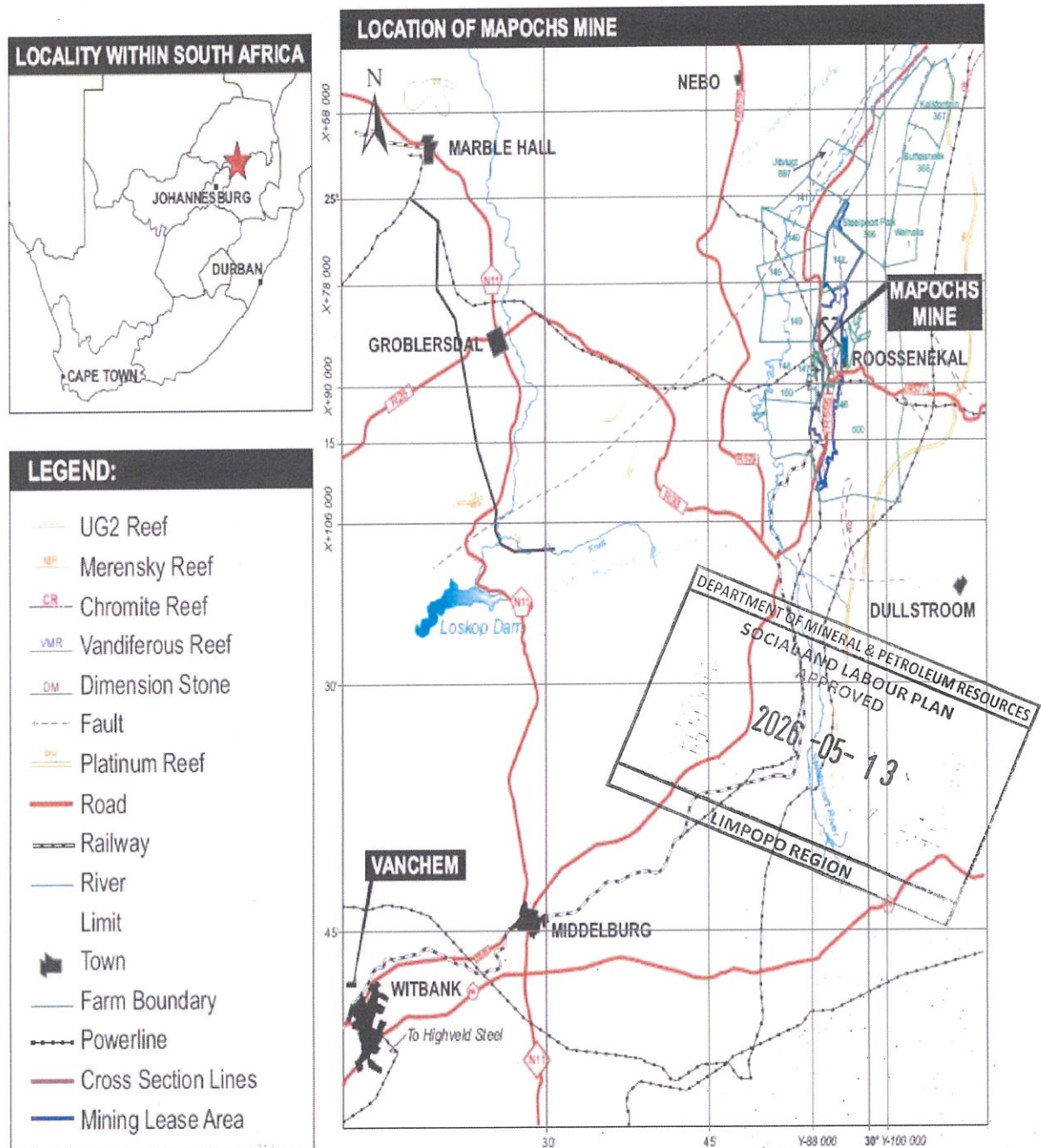


Figure 1: Location of Mapochs Mine

1.9 Commodity

Vanadium-bearing titaniferous magnetite ore is mined and produced at Mapochs under the Highveld licence number ML1/1998. The mine produces lumpy ore and fines ore. The lumpy ore is delivered to Highveld's steelworks situated within the eMalahleni Local Municipality. The fines ore is delivered to a company, Vanchem Vanadium Products (Proprietary) Limited ("VVP"),

also situated within the eMalahleni Local Municipality. VVP is a former division of Highveld called Vanchem. Highveld sold the Vanchem business during 2008 upon which Vanchem's new owner continued the business as VVP. Mapochs continues to supply VVP with fines ore.

1.10 Life of the mine

The life of the mine, and the conversion lodgement for a mining right, is for 30 years.

1.11 Breakdown of employees and labour-sending areas

The total number of employment positions (permanent, contractors) as at March 2009 at Mapochs is 406. There are three groups of employees engaged in the primary act of mining at Mapochs:

1. Mapochs permanent employees: 185 employees
2. Mapochs core contractor employees: 158 employees
3. Mapochs secondary contractors employees: 63 employees

The following definition was applied in the identification of core contractors that require full integration into the SLP:

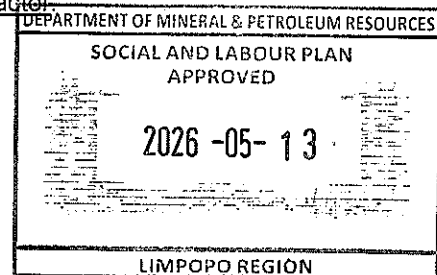
"Core contractors represent all those contractors at a given mine, in terms of the Section 1 and Section 101 definitions in the Mineral and Petroleum Resources Development Act (MPRDA), which are involved in the core mining business and beneficiation of the mine e.g. the Plant, the Mining, Tailings disposal and Management. This definition of core contractors can be further expanded to include those contractors that supply a significant portion of labour to the mine in positions that substitute the use of permanent employee. Their core functions are of no less value and no less permanent than that of a permanent employee, and where that employee would suffer substantial negative impacts to his/her income were the mine to close at that point in time."

The following is a breakdown of employees, per core contractor:

- MGS: 15 employees
- B&E: 109 employees
- Autumn Storm: 14 employees
- Raul's Business Enterprises: 9 employees
- Itireleng Ore Reclamation: 11 employees

The following is a breakdown of employees per secondary contractor:

- Eugene Pretorius: 6 employees
- Komatsu: 3 employees
- AFS: 1 employee
- Earthmoving Mechanics: 6 employees
- Gijima AST: 2 employees



- Life Occupational Health: 1 employee
- Magnum Metals: 2 employees
- Paul's Laundry: 2 employees
- Thorburn: 16 employees
- Trentyre: 3 employees
- Hire Engineering: 21 employees



Note that Highveld may change the company's choice of core contractors at Mapochs in the future. However, the total number of employment opportunities (permanent and contractor positions) at Mapochs is expected to remain more or less the same. Highveld plans to ultimately expand the Mapochs mining operation to involve underground activities in the future. Should this take place, the number of employees at Mapochs will increase and the SLP programmes, administered through supporting plans, are intended to be upgraded to incorporate this expansion.

The breakdown of Mapochs employees per labour sending area is provided in **Table 1**.

Appendix 1.1 provides employees per labour sending area as per the Baseline SocioEconomic Study-Survey ("BSESS") findings, which is based on a 98% sample of all permanent employees and a 70% sample of contractor employees.

Table 1: Mapochs employees per labour sending area

Province	Municipality	Number	Percentage
Free State	Metsimaholo Local Municipality	1	0
Gauteng	City of Johannesburg Metropolitan Municipality	2	0
	City of Tshwane Municipality	6	1
	Ekurhuleni Metropolitan Municipality	2	0
Limpopo	Ba-Phalaborwa Local Municipality	2	0
	Blouberg Local Municipality	1	0
	Elias Motsoaledi Local Municipality	125	31
	Fetakgomo Local Municipality	5	1
Province	Municipality	Number	Percentage
	Greater Marbel Hall Local Municipality	1	0
	Greater Tubatse Local Municipality	64	16
	Makhuduthamaga Local Municipality	7	2
	Modimolle Local Municipality	1	0
	Polokwane Local Municipality	3	1
	Thulamela Local Municipality	1	0

Mpumalanga	Albert Luthuli Local Municipality	2	0
	Emalahleni Local Municipality	9	2
	Mbombela Local Municipality	7	2
	Msukwaligwa Local Municipality	2	0
	Nkomazi Local Municipality	1	0
	Steve Tshwete Local Municipality	16	4
	Thaba Chweu Local Municipality	9	2
	Thembisile Local Municipality	1	0
North West	Rustenburg Local Municipality	1	0
Zimbabwe	Zimbabwe	11	3
India	India	1	0
Swaziland	Palale	1	0
Unknown		124	31
Total		406	100

Denotes the major labour-sending area requiring Mapochs' involvement in terms of LED and integration with the IDP of that area.

1.12 Background

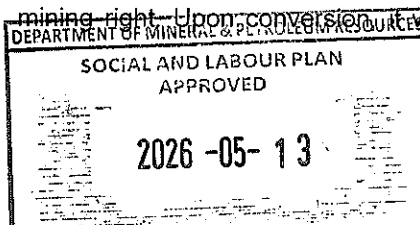
1.12.1 Company

Mapochs was established by Highveld Steel and Vanadium Corporation Limited ("**Highveld**") in 1968 with the purpose of supplying ore to Highveld's steelworks and to Vanchem, a former Highveld division.

Highveld was established on 19 May 1960 at eMalahleni (the former Witbank), Mpumalanga. Highveld processes vanadium-bearing titaniferous magnetite ore for the production of steel and vanadium-bearing slag. Highveld is a manufacturer of steel, which includes a steel plant, universal structural mill, plate mill and hot reversing strip mill. Part of the steel produced is sold for re-rolling. The steelworks produces vanadium slag as a by-product. VVP, which became a Mapochs customer upon buying the Vanchem division in 2008, produces ferrovanadium, vanadium pentoxide and various vanadium chemicals.

The ore required for input into the steelworks and VPP is sourced from Mapochs near Roossenekal in Limpopo. The lumpy ore produced by Mapochs is sold to Highveld for beneficiation at its steelworks. The fines ore sourced from Mapochs is sold to VVP for the production of ferro-vanadium.

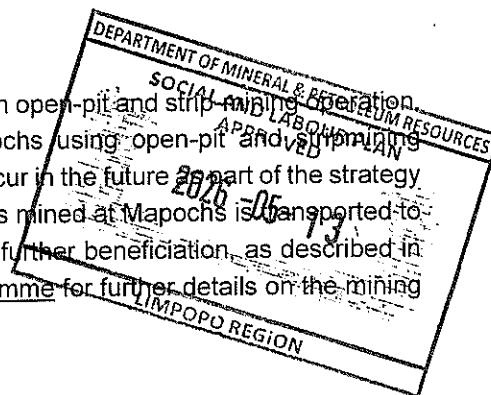
Mapochs was for many years a division of Highveld. During 2008, Highveld entered into an agreement to sell Mapochs into a subsidiary called Mapochs Mine (Pty) Ltd. . Highveld is the holder of an old order mining right constituted by, a.o., mining licence ML1/1998. Highveld intends converting its old order mining right into a mining right. Upon conversion, it will transfer the



Mapochs business together with certain immovable properties to its subsidiary, Mapochs Mine (Pty) Ltd, subject to the granting of Ministerial consent to the transfer of the converted mining right in terms of section 11 of the MPRDA. Mapochs Mine (Pty) Ltd disposed of certain "A" ordinary shares in Mapochs Mine (Pty) Ltd to VVP, the object of which disposal was to give VVP rights to secure the supply of fines ore to it.

1.12.2 Mining Work Programme

The operation consists of a mine and a plant. Mapochs is an open-pit and strip-mining operation. Although surface mining is currently conducted at Mapochs using open-pit and strip-mining methods, it is contemplated that underground mining will occur in the future as part of the strategy to enhance the mineral reserve at Mapochs. The ore that is mined at Mapochs is transported to Highveld and VVP in the eMalahleni Local Municipality for further beneficiation, as described in Section 1.12.1. Refer to the Mapochs Mining Work Programme for further details on the mining process.



1.13 Baseline Socio-Economic Study-Survey ("BSESS")

In order to effectively compile and implement the Highveld SLP for Mapochs, relevant and up-to-date socio-economic information on the characteristics of Mapochs employees, including their dependents, and affected communities was gathered. The BSESS was undertaken from 25 to 28 September 2007.

The purpose of the BSESS was to: (1) determine the background socio-economic details and dynamics of the Mapochs workforce; (2) determine the socio-economic characteristics of the environments surrounding the mine, and primary labour-sending areas; and (3) establish an accurate baseline from which to develop and implement a meaningful SLP.

The BSESS primarily consisted of:

1. one-on-one socio-economic questionnaire interviews with most employees (permanent and core contractor) at the operation, which formed part of a broad socio-economic survey of Mapochs' internal environment (mine);
2. an analysis of LED strategies, plans and initiatives in the Limpopo Province, EMLM, GTLM and GSDM¹;
3. an analysis of the communities affected by Mapochs; and
4. a detailed consultation process with stakeholders from Mapochs, Roossenekal, EMLM and GSDM.

¹ Please note that consultations with GTLM were conducted telephonically and through direct contact with GSDM. They have indicated which LED projects Mapochs could be involved in. See Section 3.4.3.

The bulk of the information was gathered by means of a questionnaire survey of employees at Mapochs and a regional socio-economic analysis of the communities affected by Mapochs. The questionnaire survey covered the following aspects:

- *demographic background information of employees;*
- *socio-economic background information;*
- *skills training and experience;*
- *employee household details;*
- *housing and accommodation;*
- *perceptions and concerns;*
- *external socio-economic environment;*
- *surrounding and labour sending communities; and*
- *LED activities and the IDPs.*

The survey data was captured into a customised electronic database which has been set up in a user-friendly manner so that the personal and socio-economic information could be easily accessed for further assessments, project implementation, skills training, LED initiatives, etc.

Highveld has assessed and analysed the findings of the BSESS and developed detailed SLP action plans and projects for Mapochs. The results of the BSESS will be made available to the Department of Minerals and Energy ("DME") and to the EMLM and GSDM for integration into their IDPs. The data from the BSESS has been used to compile each section of the SLP and the formulation of detailed action plans for its implementation, i.e. the formulation and implementation of this SLP was based on the factual findings and socio-economic information from the BSESS. The BSESS is described further in the later sections of this report [see BSESS report in **Appendix 1.2**].

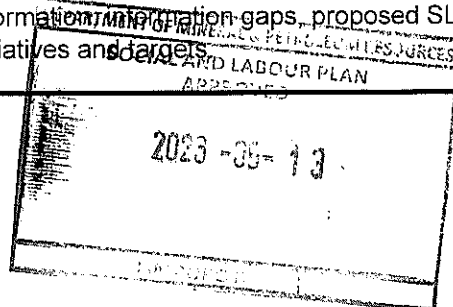
A detailed consultation process was undertaken for the compilation of the SLP, as indicated in **Table 2** below. The **minutes** of some of these meetings are contained in **Appendix 1.3**. Note that a detailed **Gap-Analysis** was also undertaken to identify the major compliance gaps for Highveld's SLP for Mapochs in terms of the MPRDA, Mining Charter and areas where information is greatly lacking (refer to **Table 2**).

Table 2: Summary of the consultation process for compiling the SLP

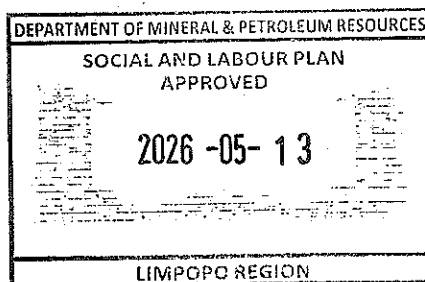
DATE	MEETING	PURPOSE
23 August 2007	SLP meeting with Mapochs management. <i>No minutes were compiled.</i>	To capacitate management in understanding the background of the SLP and what is required.
17 September	Meeting with Mapochs	To capacitate the Unions on the purpose of

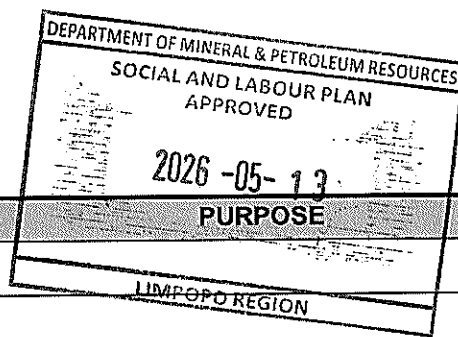


DATE	MEETING	PURPOSE
2007	management and Union representatives. Appendix 1.3.1	the SLP and BSESS. To obtain the cooperation of the Unions for implementing the BSESS.
25 to 28 September 2007	BSESS interviews with employees and management. Appendix 1.2 (see BSESS report).	To collect baseline socio-economic information on the workforce and their households. To retrieve baseline socio-economic information on the mine. To obtain the perceptions of employees regarding various development programmes within the SLP. To provide employees with a basic capacitation in the SLP.
02 October 2007	Meeting with Mapochs and Highveld management representatives. <i>No minutes were compiled.</i>	To build the capacity of the Mapochs and Highveld management team for purposes of executing the SLP.
10 October 2007	Workshop with Highveld and Mapochs management and project team. <i>No minutes were compiled.</i>	To capacitate the Highveld and Mapochs team in the SLP. To undertake a gap-analysis. To provide the strategy for the formulation of the SLP, the Supporting Plans, and the BSESS.
18 October 2007	Meeting with the LED Managers of the EMLM and GSDM. Appendix 1.3.2	To inform the LED managers of the Mapochs SLP process and to assess the LED opportunities for Mapochs' involvement. To establish a communication relationship with the government officials.
14 November 2007	Workshop with Highveld and Mapochs management team. <i>No minutes were compiled.</i>	To workshop the required baseline information, information gaps, proposed SLP initiatives and targets.



DATE	MEETING	PURPOSE
14 November 2007	Meeting with Community Based Organisations (CBOs). Appendix 1.3.3	To inform CBOs about the Mapochs SLP and to explore opportunities to cooperate with stakeholders in implementing the SLP. Also conducted a brief survey with the CBOs about the perception and concerns about opportunities at Mapochs.
14 December 2007	Workshop with the Union representatives. Appendix 1.3.4	To capacitate the mass members of the Unions in the SLP process for Mapochs and the BSESS. To discuss the draft SLP and BSESS, which were submitted to the Unions for comment in December 2007. To obtain the Unions' comments on the SLP and BSESS.
14 December 2007	Workshop with core contractors. Appendix 1.3.5	To provide a background understanding of the Mapochs' SLP to core contractors and to explain the need for their integration into SLP.
28 January 2008	Meeting with Mining Rights Conversion (MCR) Board. Appendix 1.3.6	To discuss the MCR application.
04 February 2008	Workshop with core contractors. <i>No minutes were compiled.</i>	To further capacitate core contractors in the process of the Mapochs SLP, and to outline their responsibilities and integration into the SLP.
11 February 2008	Meeting with MCR Board. Appendix 1.3.7	To discuss the MCR application.
19 February 2008	Meeting with the Unions. Appendix 1.3.8	To present the initial findings of the SLP and BSESS to date. To discuss the potential LED opportunities and projects of Mapochs, in line with the IDPs, and align these with the plans of EMLM and GSDM. To receive comments from the Unions on SLP related documentation.
19 February 2008	Meeting with the EMLM. Appendix 1.3.9	To discuss the proposed list of LED projects.
25 February 2008	Meeting with MCR Board.	To discuss the MCR application.





DATE	MEETING	PURPOSE
	Appendix 1.3.10	
28 February 2008	Liaison with Unions. Comments received on SLP and related documentation. Appendix 1.3.11	Progress meetings; SLP liaison meetings; LED discussion meetings.
17 March 2008	Meeting with MCR Board. Appendix 1.3.12	To discuss the MCR application.
25 March 2008	Correspondence from Highveld. Appendix 1.3.13	Proposed list of LED projects to be implemented for the SLP.
September 2007 to March 2008	Various project meetings and liaison with Highveld and Mapochs team.	Transparency in the formulation of the SLP.
04 April 2008	Correspondence from EMLM. Appendix 1.3.14	Acknowledging Mapochs proposal on LED projects.
07 April 2008	Correspondence from Highveld. Appendix 1.3.15	Proposed list of LED projects to be implemented for the SLP.
17 April 2008	Correspondence from EMLM. Appendix 1.3.16	Acknowledging Mapochs proposal on LED projects.
24 April 2008	Correspondence from Highveld. Appendix 1.3.17	Reconfirming Mapochs commitment to implementing LED projects.
25 April 2008	Meeting with MCR Board. Appendix 1.3.18	To discuss the MCR application.
15 May 2008	Workshop with core contractors. Appendix 1.3.19	To discuss their integration into Mapochs SLP.
15 May 2008	Meeting with the EMLM. Appendix 1.3.20	Finalize LED projects as part of the Mapochs SLP. Discuss the appointment of Town Planners by Mapochs to assist EMLM.
13 June 2008	Meeting with the EMLM. Appendix 1.3.21	To finalise LED projects.
17 June 2008	Meeting with MCR Board. Appendix 1.3.22	To discuss the MCR application.

10 July 2008	Meeting with the EMLM stakeholders. Appendix 1.3.23	Introduce the Mapochs SLP project that is being conducted by Highveld Steel to other stakeholders involved in development within Roossenekal.
17 July 2008	Strategic SLP meeting	To give the progress report on the Mapochs

DATE	MEETING	PURPOSE
	Appendix 1.3.24	SLP. To give feed back on the progress of the Mapochs LED projects.
15 August 2008	Meeting with other developers in the Roossenekal area. Appendix 1.3.25	To discuss an integrated approach to development in Roossenekal.
19 August 2008	Meeting with GTLM. Appendix 1.3.26	To discuss the electrification project as part of the LED projects for the Mapochs SLP.
17 September 2008	GTLM Meeting. See attached Memo. Appendix 1.3.27	To discuss replacing the electrification project with the agricultural project, as part of LED projects for the Mapochs SLP.
14 October 2008	Strategic SLP meeting. <i>No minutes were compiled.</i>	To give the progress report on the Mapochs SLP. To give feed back on the progress of the Mapochs LED projects.
27 October 2008	Meeting with community based stakeholders (NGOs, CBOs, religious leaders, local businessmen, etc.). Appendix 1.3.28	To discuss the possibility of implementing LED projects in the Roossenekal area and to formulate a Community Development Forum.
28 October 2008 onwards	Ongoing consultation with stakeholders.	To keep all stakeholders updated on the Mapochs SLP.

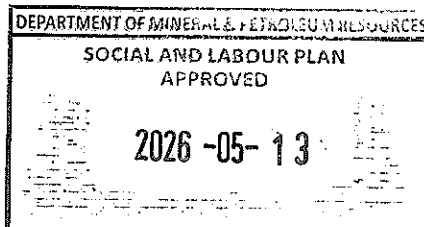
1.14 Financial year end

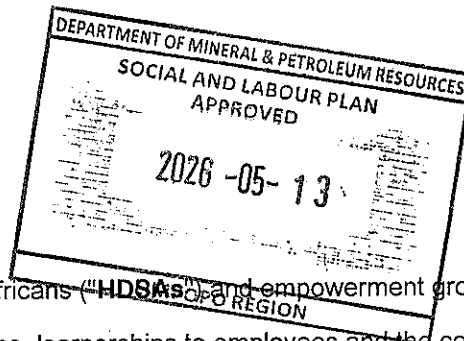
31 December

1.15 Primary SLP Focus areas

The SLP action plans are applicable to the permanent employees, and core contractor employees, of Mapochs. The primary focus areas of the SLP are:

- increasing literacy / numeracy;





- implementing career development;
- providing skills development opportunities;
- mentoring Historical Disadvantaged South Africans ("HDSAs") and empowerment groups;
- providing study grants, bursaries, scholarships, learnerships to employees and the community;
- increasing HDSA participation in management;
- increasing women's participation in mining;
- fostering enterprise development;
- alignment with the IDPs of EMLM and GSDM;
- implementing LED projects, which focus on welfare creation and poverty eradication;
- improving Housing and Living Conditions ("HLC");
- providing access to primary health care;
- ensuring healthy nutrition;
- increasing the participation of HDSAs and communities in procurement opportunities;
- continuing HIV/AIDS awareness programmes and Voluntarily Counselling and Testing ("VCT");
- transforming Mapochs in line with the Mining Charter;
- establishing of training centres;
- initiating a Future Forum ("FF") with management and employees;
- committing adequate funds for the SLP initiatives;
- putting systems and performance indicators in place;
- implementing and reporting on the progress of SLP initiatives;
- measuring the sustainability and effectiveness of the SLP on employees and communities;
- engaging with stakeholders;
- discharging Corporate Social Responsibilities ("CSR"); and
- integrating core contractors.

1.16 Structure of the SLP

The Highveld SLP for Mapochs forms the over-arching framework for the Human Resources Development Programme ("HRDP"), Local Economic Development Programme ("LEDP") and CSR activities at Mapochs. Contracting companies involved in core mining activities at Mapochs will be required to conduct their activities within the ambit of the Highveld SLP for Mapochs. In order to facilitate the appropriate management and execution of plans, Highveld has compiled a set of "Supporting Working Plans", also referred to as "Sub-Plans", to facilitate Mapochs in implementing the SLP. These plans contain the policies, procedures and action plans relevant to each functional area of the SLP.

The relevant SLP Supporting Working Plans are as follows:

- Supporting Human Resources Development Programme Working Plans (**Appendix 2**):
 - Human Resources Development Programme Policy (**Appendix 2.1**);
 - Skills Development Sub-Plan (**Appendix 2.2**);
 - Career Progression Sub-Plan (**Appendix 2.3**);
 - Mentorship and Coaching Sub-Plan (**Appendix 2.4**);
 - Internship and Bursary Sub-Plan (**Appendix 2.5**);
 - Employment Equity Sub-Plan (**Appendix 2.6**).
- Supporting Local Economic Development Working Plan (**Appendix 3**):
 - Local Economic Development Sub-Plan (**Appendix 3.1**);
 - Housing and Living Conditions Sub-Plan (**Appendix 3.2**);
 - Procurement Sub-Plan (**Appendix 3.3**).
- Supporting Downscaling and Retrenchment Working Plan (**Appendix 4**).

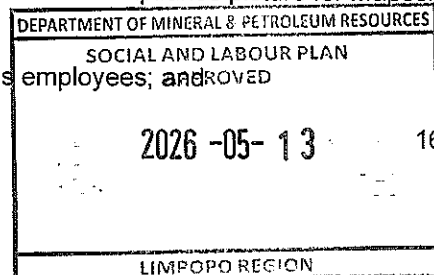
These sub-plans have been put in place to comply with the requirements of the Mining Charter and to facilitate the implementation of the Highveld SLP for Mapochs. The Highveld sub-plans have been designed as *working documents* for Mapochs, which will constantly change to reflect progress in implementing the SLP. Mapochs, together with its core contractors, will work within these documents on a daily basis to successfully implement the SLP. Therefore, where presently there may appear to be lacking in information, these will be addressed according to the action plans and timeframes described in the SLP.

As the SLP cannot be amended save with the consent of the Minister of Minerals and Energy as contemplated in regulation 44 of the regulations promulgated under the MPRDA, the subplans have been designed specifically for implementation purposes of the Highveld SLP for Mapochs, and will be used for reporting purposes by Highveld. The sub-plans will be updated on an ongoing basis and submitted to the DME at the end of each reporting cycle to reflect progress in the implementation of the SLP.

The sub-plans are attached in **Appendices 2, 3 and 4**. Highveld is the current holder of the old order mining right. Mapochs is intended to become the holder of the converted mining right once ministerial consent in terms of section 11 of the MPRDA has been obtained for the transfer of the converted mining right to it by Highveld. Highveld is responsible for ensuring the compliance of Mapochs core contractors within the Highveld SLP in terms of the section 1 and section 101 definitions of the MPRDA.

The Highveld sub-plans for the SLP have been set up as management plans containing:

1. targets and action plans for the mine overall, including permanent and core contractor employees, i.e. which can also be referred to as the "total compliance picture for Mapochs as a whole";
2. individual targets and action plans for the Mapochs employees; and



3. individual targets for the core contractors' employees.

It is important to note the following with regard to the required core contractor information:

- as a core contractor employee is viewed in the same light as a permanent employee in terms of the Highveld SLP for Mapochs, action-plans and targets have been established for these employee groupings; and
- the information relevant to core contractors are contained in the appropriate sections of the sub-plans relevant to core contractors' employees.

Figure 2 provides an illustration of the Highveld SLP for Mapochs and the relevant employee groupings for which sub-targets and sub-functional areas have been formulated.

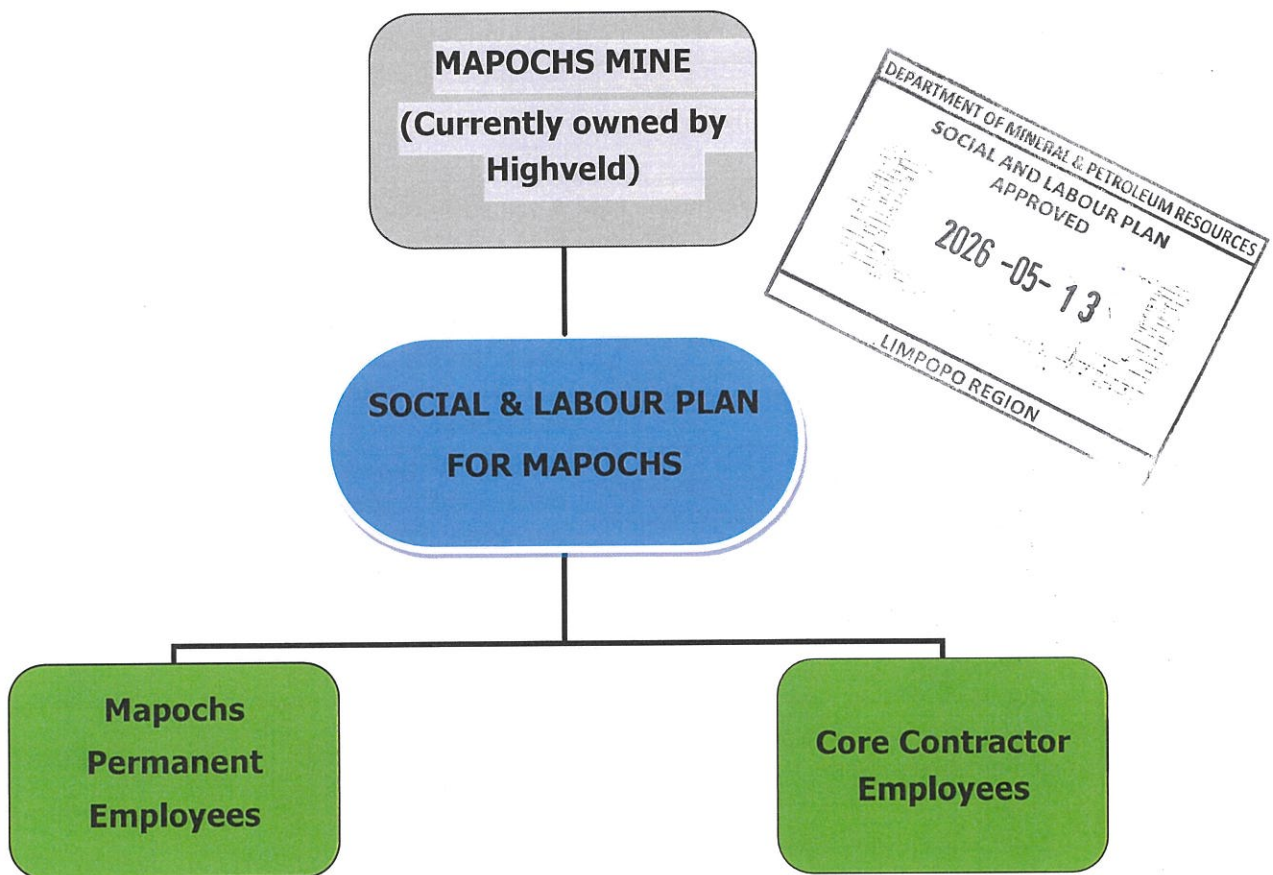


Figure 2: Structure of the Highveld SLP

Table 3 contains an action plan for the continuous updating of the above-mentioned and attached sub-plans, the integration of Mapochs core contractors into the SLP and the establishment of overall targets.

Table 3: Action plan for updating the SLP sub-plans and integration of core contractors

ACTION	DELIVERABLES	TARGET DATE
Identification and assessment of the most critical issues regarding the integration of core contractors into the Highveld SLP for	Discussion on the conceptual strategy to identifying and resolving such issues.	March 2010
ACTION	DELIVERABLES	TARGET DATE
Mapochs.		
Development of a draft policy on the role of core contractors at Mapochs and their integration into the SLP, with a view to long term development of employees. Develop a draft Plan for the integration of Mapochs core contractors into the Highveld SLP for Mapochs.	Draft Policy and Integration Plan for core contractors.	May 2010
Review, comment and agreement on the policy and integration plan between Mapochs and core contractors.	A signed Policy and Integration Plan between core contractors and Mapochs.	June 2010
Implementation of detailed plans and systems by Mapochs core contractors to align with the Highveld SLP for Mapochs.	Development of detailed action steps, targets and timeframes specific to core contractor employees.	August 2010
Updating of the SLP supporting plans with detailed information from the Mapochs core contractors.	Update SLP supporting working plans with Mapochs core contractor figures and total figures for the mine.	August 2010
Implementation of core contractor compliance.	Implementation of Highveld SLP by Mapochs core contractors.	November 2010
Regular review and monitoring of implementation of SLP.	Review and monitoring.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

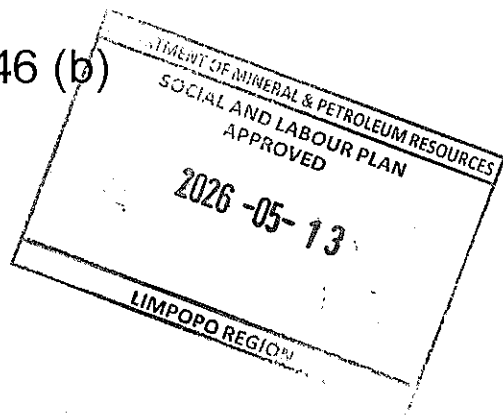
Note: Due to the fact that the programmes of this SLP apply specifically to the context of Mapochs Mine, for reference purposes, the acronym "Mapochs" will be used from Section 2 onwards. However, the use of the term Mapochs is taken to imply "the Highveld Steel and Vanadium Corporation Limited Social and Labour Plan for Mapochs Mine" and does not seek to separate Highveld from Mapochs, or to detract from Highveld's responsibilities, in any way whatsoever.



SECTION 2

HUMAN RESOURCES DEVELOPMENT PROGRAMME

Regulation 46 (b)



2 HUMAN RESOURCES DEVELOPMENT PROGRAMME (HRDP)

Regulation 46 (b)

The following sections contain the strategic activities, which form the basis for the Mapochs HRDP.

2.1 Background and Approach

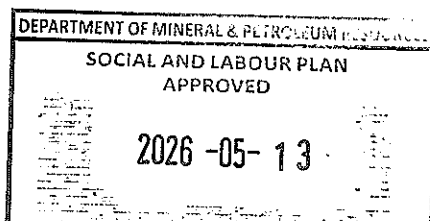
Appendix 2.1: HRDP Policy

2.1.1 Background

The Mining Charter requires mines to formulate and implement a HRDP to enable transformation and the empowerment of the workforce to progress to higher levels in the organisation and to exploit alternative income opportunities outside the organisation. In order to achieve compliance with the Mining Charter, Mapochs is already implementing a strategy that focuses on the following outcomes:

- the achievement of technical skills by miners and artisans through learnerships (Apprenticeships);
- the development of the technical skills of miners and technicians by providing employees with access to experiential learning opportunities to University of Technology Diploma's/Degrees (Sponsorships);
- the continuous improvement of skills (for Mapochs and portable) of the workforce through skills programmes that add to the repertoire of skills of team members and reward them for additional skills employed (Skills Training Programmes);
- the development of graduate Mining, Geology and Engineering skills through a University Bursary Scheme (Bursaries);
- the development of professional Mining, Geology and Engineering skills through a graduate Engineer-In-Training programme for community members and potential students who qualify for such a programme (Internships);
- the achievement of management excellence through the use of the Management Development Programme, Leadership Training Programme, personal development and mentorship initiatives, and through talent management initiatives (Mentoring and career progression); and
- the implementation of a casual wage labour system for the community, where these nonpermanent employees are seen as a talent pool and those employees showing potential are promoted into permanent employment within Mapochs.

Apart from the Mapochs training centre at the mine, Mapochs will also utilise the Highveld training centre in eMalahleni for more specialised and technical skills training, in line with fostering a close relationship between the two mines.

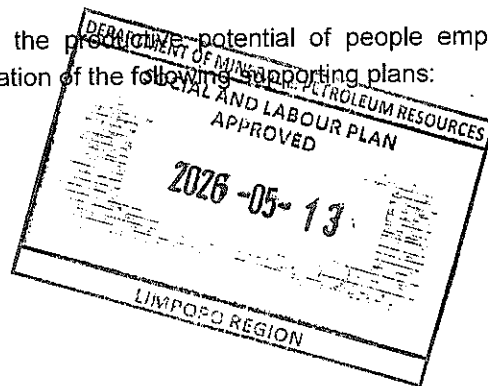


Highveld has an accredited training centre with an excellent technical training reputation. Highveld has made a significant contribution in the areas of its operations in terms of technical training over the years. It has a well equipped Engineering Training Unit which is self-reliant in the provision of technical skills. This training unit is accredited by the Manufacturing Engineering and Related Services SETA (MERSETA). The training unit trains people as part of its commitment to addressing the skills shortages in its areas of operation. Mapochs contributes to this initiative by sending its employees for training courses to the training centre and sponsoring other training programmes for skills development in communities affected by the mine. Mapochs' training centre, based at the mine, provides more basic skills programmes.

2.1.2 Approach

The integrated HRDP will seek to maximise the productivity potential of people employed at or contracted to Mapochs, through the implementation of the following supporting plans:

- a skills development plan;
- a mentorship and coaching plan;
- an internship and bursary plan;
- a career progression plan; and
- an Employment Equity plan.



The following section is supported by *Supporting HRDP Working Plans (sub-plans)* in **Appendix 2**. These sub-plans represent the working documents for Mapochs (permanent and core contractors' employees) and will be updated on an annual basis to reflect changes in the workforce and progress in implementing the SLP activities. A **HRDP policy** has been compiled and is attached in **Appendix 2.1**.

The HRDP for 2010 – 2014 focuses on providing employees with adequate opportunities for ABET, skills development, progression at Mapochs and the transformation of Mapochs in line with the Mining Charter requirements. During 2014, the success of the HRDP will be assessed and a new five- (5) year HRDP will be established. This will take place every five (5) years thereafter.

The HRDP for Mapochs has been guided by results contained in the BSESS and the consultation process described in Section 1.13. The following strategic actions in **Table 4** will be implemented by Mapochs with regard to implementing the HRDP.

Table 4: Action plan for implementing the HRDP

ACTION	DELIVERABLES	TARGET DATE
Allocating resources for implementation of a comprehensive sustainable HRDP and the coordination of HRDP initiatives for Mapochs.	Assigning specific responsibilities to persons; Building HRDP plans into the line functions; Establishing performance management mechanisms.	April 2010
Implementation of HRDP initiatives by Mapochs champions.	Regular reporting on progress in implementing HRDP initiatives.	April 2010 onwards
Implementation of action plans for Core contractors in Table 3 .	According to Table 3 .	October 2010
Ongoing monitoring, progress and reporting on the implementation of the HRDP.	Monthly reporting.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011



2.2 Skills Development Plan

Regulation 46 (b) (i)



Appendix 2.2: Skills Development Sub-Plan

2.2.1 Introduction

Mapochs is implementing a Skills Development Plan that focuses on equipping employees with skills to enhance their progression in the mining industry and their development in respect of other sectors. Refer to the **Skills Development Sub-Plan** for Mapochs in **Appendix 2.2** of the *Supporting Human Resources Development Programme Working Plan*. This Skills Development Sub-Plan will be used to inform the process of setting up and implementing detailed initiatives.

The objectives for skills development at Mapochs are:

- to improve the quality of life of employees;
- to improve the prospects of work and labour mobility;
- to improve productivity and the competitiveness of the employee;
- to provide opportunities for self employment;
- to improve the levels of investment in education and training;
- to encourage the use of the workplace as an active learning environment;
- to allow new entrants into the labour market to gain relevant work experience; and
- to improve the employment prospects of HDSAs through education and training.

The Mapochs Skills Development Plan links with skills development legislation, and includes the regular submitting of a Workplace Skills Plan (WSP) and annual training reports. This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the Mining Qualifications Authority (MQA). In the past this was done by Highveld as a whole.

2.2.2 Baseline Situation

The current employment structure and positions of Mapochs are indicated in the organogram on page 24, **Figure 3**. **Table 5** provides a summary list of occupational categories relevant to these positions, including the current number of people per category by race and gender. **Table 6** provides a summary list of the numbers of permanent employees per racial-gender categories according to the Paterson band level.

The following systems have been put in place by Mapochs:

- job profiles for each position;
- training structures for each position; and

- job matrices.

The following components of the Skills Development Plan for Mapochs are described in the ensuing sections:

1. education and training, including ABET;
2. learnerships (also known as apprenticeships);
3. skills programmes;
4. portable skills programmes; and
5. hard-to-fill vacancies.

NOTE: Core contractors' organogram and breakdown of the workforce per band level are not available and will be ascertained and integrated during the next reporting cycle. Also, core contractors baseline data reflect the situation as at April 2008. The core contractors' data will be updated and integrated during the next reporting cycle.

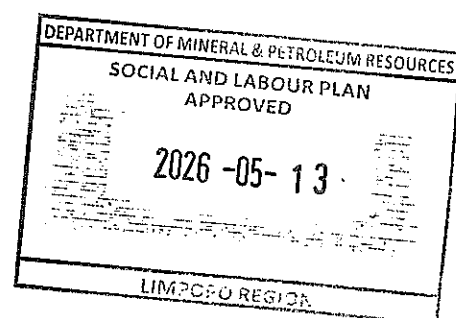


Table 5: Summary of the occupational categories of the total workforce from the WSP (March 2009)

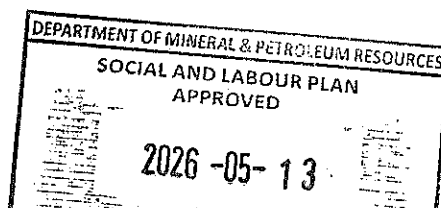
Occupation Categories	African			Coloured			Asian			White			Foreign			Total
	M	F	D	M	F	D	M	F	D	M	F	D	M	F	D	
Legislators, Senior Officials, Managers and Owner Managers	4	1	0	0	0	0	0	0	0	2	1	0	2	0	0	10
Professionals	1	0	0	0	0	0	0	0	0	3	0	0	0	0	0	4
Technicians and Associated Professionals	14	0	0	0	0	0	0	0	0	1	1	0	0	0	0	16
Clerks and Administrative Workers	4	4	0	0	0	0	0	0	0	0	4	0	0	0	0	12
Service and Sales Workers	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	3
Skilled Agricultural and Fishery Workers	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Skilled Workers, Craft and Related Trades	30	0	0	1	0	0	0	0	0	1	0	0	11	0	0	43
Plant and Machine Operators and Assemblers	181	14	0	0	0	0	0	0	0	9	0	0	0	0	0	204
Labourers and Elementary Occupations	25	7	0	0	0	0	0	0	0	0	0	0	0	0	0	32
Apprentices	5	1	0	0	0	0	0	0	0	1	0	0	0	0	0	7
Section 18 Learners	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Total	268	27	0	1	0	0	0	0	0	19	6	0	13	0	0	334

M = Male; F = Female; D = Disabled

Table 6: Breakdown of the workforce per band level from the WSP (March 2009)

Bands/Grades	African			Coloured			Foreign			White			Total
	M	F	D	M	F	D	M	F	D	M	F	D	
D-bands	3	0	0	0	0	0	2	0	0	0	1	0	6
C-bands	28	1	0	0	0	0	11	0	0	2	1	0	43
B-bands	111	15	0	1	0	0	0	0	0	2	1	0	130
A-bands	5	1	0	0	0	0	0	0	0	0	0	0	6
Total	147	17	0	1	0	0	13	0	0	4	3	0	185

M = Male; F = Female; D = Disabled



The Mapochs' core contractors workforce per band level and organogram breakdowns are unknown, but will be ascertained and then integrated into the supporting working plans of the SLP during the next reporting cycle. The following action plan in **Table 7** has been put in place to ensure the integration of baseline information from core contractors into the Mapochs SLP implementation process.

Table 7: Action plan for integration of baseline information of Core contractors

ACTION	DELIVERABLES	TARGET DATE
Guide core contractors with the compilation and submission of a WSP, where this is not in existence.	Submission of a WSP to Mapochs.	June 2010
Guide core contractors with the formulation of organograms and occupational categories.	Submission of organograms and occupation categories to Mapochs.	June 2010
Continue integrating of baseline information from core contractors into Mapochs' SLP planning.	Updating the five- (5) year plans and targets for skills development for the mine as a whole.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011	January 2011

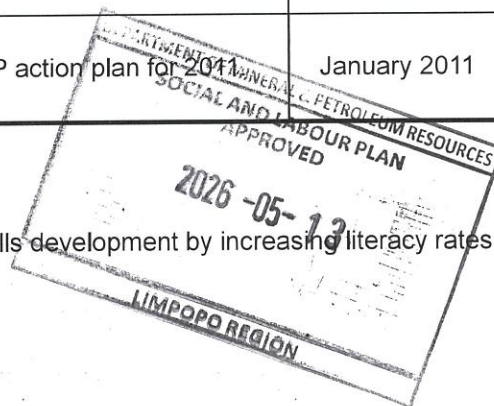
2.2.3 Education and training

Mapochs will assist in improving the foundations for skills development by increasing literacy rates and participation in ABET.

2.2.3.1 The baseline situation

Mapochs has an established training centre where the operation has conducted its ABET training in the past. Mapochs has undertaken ABET in a limited manner in the past. From the educational statistics in **Table 9**, it is clear that the workforce of Mapochs has a reasonably high level of literacy, i.e. there are very few illiterate people employed at the mine. To date, approximately 59 people have successfully completed the ABET programme at Mapochs as indicated in **Table 8**. At present, 60 people have enrolled for the ABET classes and the programme has been redesigned to be more effective and target more permanent and contractors' employees as well as community members wanting to increase their levels of literacy. Mapochs offers some of their training and assessment in Sepedi as the majority of employees uses this language to communicate both at home and work.

However, according to the results of the BSESS report (February 2008), approximately 50% of the Mapochs workforce has not obtained any form of formal education. This implies that a high number of Mapochs employees are illiterate, which constitutes a significant need for ABET programmes.



Consequently, the Mapochs HRDP will need to focus on providing reasonable opportunities to employees at the mine, for enrolling in ABET and furthering their education.

The perception of the Unions is that the ABET programme at Mapochs is unsuccessful and has a very low enrolment rate when compared to the actual need that exists for ABET amongst the workforce. According to the Unions, the low number of people who attend ABET is not due to the lack of interest or motivation by employees, but the difficulties/obstacles in attending classes at their own time and lack of transport. They claim that employees attend ABET classes after working hours when they are tired and there is no transport provided after lessons to take them home. It was also stated that many employees have to walk long distances to get home, sometimes at night, which acts as a deterrent to attending ABET classes.

The educational levels of Mapochs' workforce per gender and race have been recorded in **Form Q** contained in **Table 9** on the next page.

Table 8: ABET programmes to date (March 2009)

ABET level	African		Coloured		Asian		White		Total
	M	F	M	F	M	F	M	F	
ABET 1	37	0	0	0	0	0	0	0	37
ABET 2	22	0	0	0	0	0	0	0	22
ABET 3	0	0	0	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0	0	0	0
Total	59	0	0	0	0	0	0	0	59

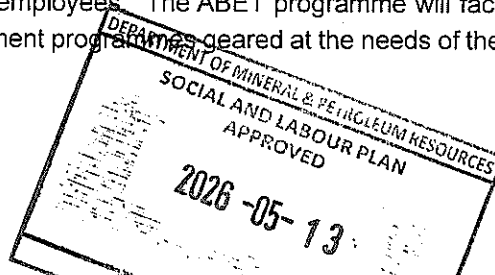
M = Male; F = Female

Numbers provided above represent ABET courses successfully completed according to Mapochs statistics. Note that these figures include both Mapochs and core contractors' employees as well as community members.

2.2.3.2 Action plan

Ongoing ABET will form an integral part of Mapochs' business strategy and Mapochs believes that an educated workforce is essential for its future success. Form Q will be updated at the end of each Reporting Cycle of the mine and submitted to the DME. Details of the ABET programmes provided for the ensuing years, and the beneficiaries thereof, will be contained in the WSP, which will be compiled and then submitted annually to the Department of Labour (DoL) and integrated into the annual SLP audits.

Mapochs has used 2008 to re-design and implement an appropriate ABET programme registered with the MQA. The **Skills Development Sub-Plan** contained in **Appendix 2.2** has been used to guide this process in which a new detailed ABET programme has been formulated and reinvigorated by mid 2008. Once employees, who acted upon the ABET opportunities, have been educated to a level where they are regarded as functionally literate (Grade 9/ABET 4), an additional development programme will be established to focus on promoting Further Education and Training (FET) opportunities among qualifying employees. The ABET programme will facilitate a suitable foundation to undertake skills development programmes geared at the needs of the workforce, and



the needs within the EMLM. Should the mine extend its operation to underground mining, employees' skills programmes will be used to equip employees to acquire skills relating to underground mining.

Mapochs has also extended it's ABET programme to the community members who have an interest in furthering their formal education around Roossenekal. The programme involved upgrading current training facilities, formulating a joint venture with the High School, designing appropriate programmes and providing adequate learning resources. The purpose of the initiative is to enhance the skills of surrounding communities and employee households in and around Roossenekal. The project will strive to significantly increase the rate of enrolled learners in these programmes. By increasing the levels of education and skills amongst the Roossenekal population, people will have greater access to more specialised training programmes and institutions. This will also increase their marketability and enable them to find employment.

Table 9: Form Q – The number and educational levels of the workforce (March 2009)
Regulation 46 (b) (i) (aa)

Band	NQF level	Classification system	Male					Female					Total	
			A	C	I	F	W	A	C	I	F	W	Male	Female
General Education and Training (GET)		No schooling/Unknown	52	0	0	0	1	0	0	0	0	0	53	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	10	0	0	0	0	0	0	0	0	0	10	0
		Grade 3/Std 1/ABET 1	25	0	0	0	0	0	0	0	0	0	25	0
		Grade 4/Std 2	3	0	0	0	0	1	0	0	0	0	3	1
		Grade 5/Std 3/ABET 2	19	0	0	0	0	0	0	0	0	0	19	0
		Grade 6/Std 4	10	0	0	0	0	0	0	0	0	0	10	0
		Grade 7/Std 5/ABET 3	18	0	0	0	0	0	0	0	0	0	18	0
		Grade 8/Std 6	11	0	0	0	0	0	0	0	0	0	11	0
Further Education and Training (FET)	1	Grade 9/Std 7/ABET 4	17	0	0	0	2	0	0	0	0	0	19	4
	2	Grade 10/Std 8/N1	31	0	0	0	4	7	0	0	0	0	35	11
	3	Grade 11/Std 9/N2	19	1	0	0	3	1	0	0	0	0	23	0
	4	Grade 12/Std 10/N3	48	0	0	11	3	5	0	0	0	6	62	11
Higher Education and Training (HET)	5	Certificates	2	0	0	0	2	1	0	0	0	0	4	1
	6	First degrees/Diplomas	3	0	0	2	4	0	0	0	0	0	9	0
	7	Honours/Higher diplomas	0	0	0	0	0	0	0	0	0	0	0	0
	8	Masters/Doctorates	0	0	0	0	0	0	0	0	0	0	0	0
Total			268	1	0	13	19	27	0	0	0	6	301	33

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

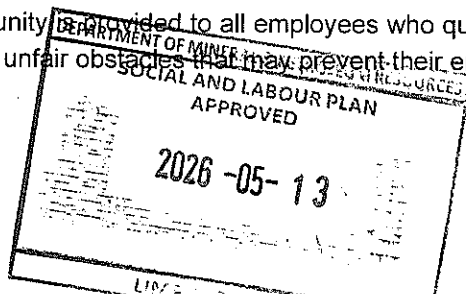
The primary action plans for ABET are provided in **Table 10**, while the targets that have been set for the enrolment of employees in ABET programmes, are provided in **Table 11**.

A new ABET programme will be formulated and based on:

- expanding the current ABET facilities, programme and resources at the mine to cater for the ABET need, as identified in the BSESS;
- creating mechanisms to increase the participation in ABET for both permanent and contractors employees as well as community members;
- initiating an ABET programme that runs partially during working hours, and partially after hours;
- fast-tracking employees who show good potential for further empowerment and career progression;
- implementing courses, which can run both full time and part time, depending on the needs of Mapochs and the potential of an employee;
- allowing groups of employees (per crew) to attend classes for extended sessions, whereby either:
 - the remainder of the employee working unit, or team, cover for the person/s attending the course; or
 - Mapochs creates a multi-skilled workforce that will stand in for individuals that attend ABET classes on a full-time basis, which will also lead to the creation of a talent pool which is able to supply the future employment needs of Mapochs;
- establishing incentives for employees that pass their ABET exams;
- establishing an awareness programme to capacitate employees in understanding the benefits for their personal career development and progression should they pass the ABET courses and enrol in further development programmes;
- giving employees two (2) opportunities to pass a particular course, where after failing twice, no further opportunities will be provided – the reason behind this ruling is to prevent employees from enrolling in ABET programmes merely to avoid work; and
- capacitating supervisors and shift bosses in the importance and value of ABET programmes to their staff.

Refining ABET selection criteria to target and prioritise participation of appropriate employees in the ABET programmes, i.e. identifying and encouraging those employees who require ABET and not offering ABET to those employees who have a sufficient level of literacy by:

- ensuring that the opportunity is provided to all employees who qualify for ABET enrolment and the elimination of all unfair obstacles that may prevent their enrolment;



- conducting individual assessments with each employee in order to determine their current and aspired levels of education and training;
- employing accredited ABET providers to facilitate programmes with employees and community members who have an interest in furthering their formal education;
- providing transport to learners / employees who need access to ABET facilities at the mine;
- facilitating access to training programmes which equip employees with literacy and life orientation skills;
- offering ABET courses based on the standards set by the MQA, running from Level 1 to Level 4;
- assessing and examining ABET according to a strict quality assurance process through the MQA and will comply with the standards set by the Limpopo Department of Education (DoE);
- earmarking employees that show potential for ABET programmes for development so that they may eventually fill employment positions at a higher level and
- aspiring to extend the capacity of the ABET programme, training centre and facilitators, on an annual basis.

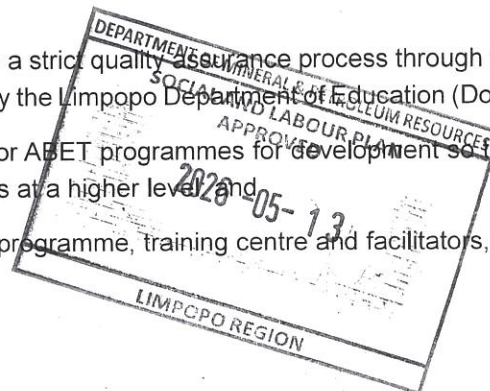


Table 10: ABET Action Plan

ACTION	DELIVERABLES	TARGET DATE
Review and assess the findings of the BSESS pertaining to ABET for core contractor employees.	Verification of educational levels and illiteracy rate.	April 2010
Implementation of detailed plans by core contractors to align with Mapochs SLP.	Implementation of SLP programmes and initiatives.	May 2010
Discussion with the Unions about their perceptions of the success or failure of the current ABET programme, and recording their suggestions.	Meetings with the Unions and recording their perceptions and suggestions.	Ongoing
Continuously monitor the successes of ABET and based on the outcomes, redesign or fine-tune the current ABET programme to be more effective in meeting the ABET needs of Mapochs employees. Develop a detailed action plan containing: enrolment criteria, facilitators, facilities, course structure, resources, capacity, targets and action steps.	New ABET programme, based on the outcome of the findings report and guided by the SLP. Include core contractors.	Ongoing
Secure commitment and buy-in from employees, management and core	Employee representatives, management and core	Ongoing

ACTION	DELIVERABLES	TARGET DATE
contractors through open consultation.	contractors committed and comfortable with proposed training programme.	
Review and update skills and competency requirements for Mapochs. Update workforce profiles and job requirements. Based on the revised ABET programme and Supporting Skills Development Working Plan of the SLP (Appendix 2.2), develop a specific procedure for implementing the ABET programme at Mapochs.	Updated training matrices tabled at Human Resource Development Committee meeting.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

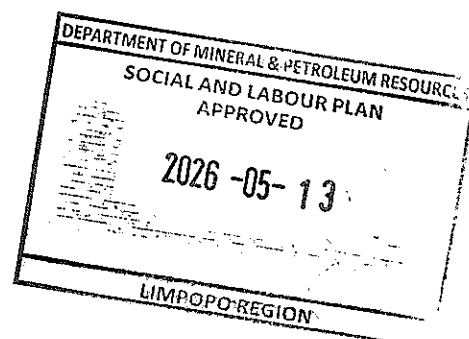


Table 11: Five-year plan for ABET programme and targets

Category	2010												T	2011												T	2012												T	
	Permanent				Contractor				Community					Permanent				Contractor				Community					Permanent				Contractor				Community					
	Male		Female		Male		Female		Male		Female			Male		Female		Male		Female		Male		Female			Male		Female		Male		Female							
	H	O	H	O	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O						
ABET 1	5	0	0	0	5	0	10	0	0	0	20	0	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
ABET 2	5	0	0	0	5	0	10	0	0	0	20	0	40	5	0	0	0	5	0	10	0	0	0	20	0	40	0	0	0	0	0	0	0	0	0	0				
ABET 3	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	5	0	10	0	0	0	20	0	40	5	0	0	0	5	0	10	0	0	0	20	0	40	
ABET 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	5	0	10	0	0	0	20	0	40
NQF 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
NQF 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
NQF 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Number per year	10	0	0	0	10	0	20	0	0	0	40	0	80	10	0	0	0	10	0	20	0	0	0	40	0	80	10	0	0	0	10	0	20	0	0	0	40	0	80	

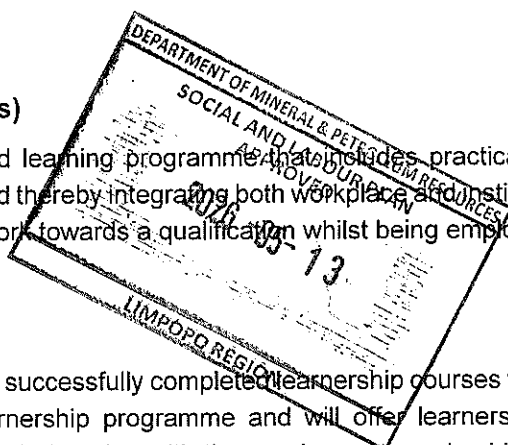
Category	2013														2014																Grand Total
	Permanent				Contractor				Community						Permanent				Contractor				Community				T				
	Male		Female		Male		Female		Male		Female				Male		Female		Male		Female		Male		Female						
	H	O	H	O	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O	H	O	H	O						
ABET 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40				
ABET 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	80				
ABET 3	5	0	0	0	5	0	10	0	0	0	20	0	40	5	0	0	0	5	0	0	10	0	0	20	0	40	160				
ABET 4	5	0	0	0	5	0	10	0	0	0	20	0	40	5	0	0	0	5	0	0	10	0	0	20	0	40	120				
NQF 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
NQF 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
NQF 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Number per year	10	0	0	0	10	0	20	0	0	0	40	0	80	10	0	0	0	10	0	0	20	0	0	40	0	80	400				

H = HDSA; O = Other (White and Foreign employees); T = Total. *Note that each year a new set of targets will be compiled and submitted to the DME.



2.2.4 Learnerships (or Apprenticeships)

A learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, and thereby integrating both workplace and institutional learning. Learnership enables learners to work towards a qualification whilst being employed.



2.2.4.1 The baseline situation

As indicated in **Table 12**, 20 employees have successfully completed learnership courses to date. The mine will continue to increase its learnership programme and will offer learnerships in disciplines that are relevant to its operation. In keeping with the requirements and spirit of the Mining Charter, Mapochs will implement a programme whereby it develops skilled people for the Mapochs operation. Mapochs is now in the process of recruiting two (2) black females to do an internship in Geology / Mining.

The BSESS results show that about 53% of employees reported that they are not aware that Mapochs offers internships. This confirms the low number of people who to date have undergone learnership courses at Mapochs. Mechanisms need to be put in place to communicate learnership opportunities, enrolment processes and selection criteria for these programmes.

Table 12: Mapochs completed learnerships (March 2009)

Categories	African		Coloured		Asian		White		Total
	M	F	M	F	M	F	M	F	
Fitters	4	0	0	0	0	0	0	0	4
Earth Moving Equipment Mechanician (EMEM)	9	0	0	0	0	0	0	0	9
Riggers	1	0	0	0	0	0	0	0	1
Boilermakers	5	0	0	0	0	0	0	0	5
Millwright	1	0	0	0	0	0	0	0	1
Total	20	0	0	0	0	0	0	0	20

M = Male; F = Female

2.2.4.2 Action plan

Mapochs will continue to provide learnerships to employees and selected people from surrounding communities, as well as to students enrolled at various tertiary educational institutions. Mapochs' learnership programme will be informed by the WSP and **Skills Development Sub-Plan** included in **Appendix 2.2**. The purpose of the learnerships will be to equip employees with skills to assist them in undertaking their responsibilities more efficiently and which may allow their progression into other positions at Mapochs, where a need exists. Should the mine extend its operation to underground mining, employees' skills programmes will be used to skill up employees to acquire skills relating to underground mining. **Table 13** provides an action plan for the development of a learnership strategy and finalisation of the procedure.

Table 13: Learnership Action Plan

ACTION	DELIVERABLES	TARGET DATE
Review and assess the current apprenticeship programme, focussing on Mapochs' needs and setting targets and enrolment criteria.	Review report and recommendations.	May 2010
Assess whether offering apprenticeships through the Highveld Training Programme is the best option. Evaluate the current service provider in terms of the needs of Mapochs and ability to meet these needs.	Report on linking Mapochs employees to training programmes at Highveld and ability of the service provider to meet the future learnership needs of Mapochs.	June 2010
Evaluate the future skills needs of Mapochs and the current workforce for potential candidates to be enrolled in apprentice programmes.	Advertisement listing possible future positions, inviting candidates to apply. List of candidates to be offered the opportunity to be enrolled in apprenticeship programme.	August 2010
Implementation of detailed plans by core contractors to align with the Mapochs SLP.	Implementation of SLP programmes and initiatives.	September 2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

Table 14 depicts the targets for the participation of employees in learnerships that are applicable to Mapochs, over the following five (5) years. Please note that the learnership needs and programmes will be assessed on an annual basis, and are therefore likely to change from the figures reflected in Table 14. The facilities that are used for the theoretical component of the learnerships will be the Mapochs Training Centre. Other learnership programmes, which comprise a more technical and specialised component, will be done through the Training Centre of Highveld at eMalahleni.





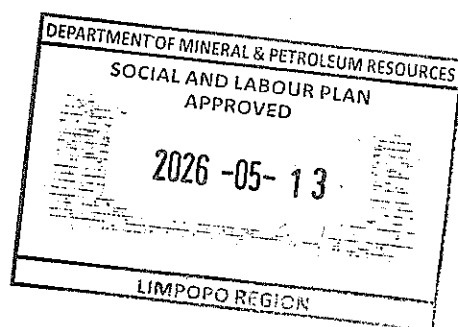
Table 14: Five-year plan for learnership programmes and targets

Category	2010											2011											2012										
	Permanent					Contractor						Permanent					Contractor						Permanent					Contractor					
	Male		Female		Male	Female	Male		Female			Male	Female	Male		Female		Male	Female	Male			Female		Male	Female							
	H	O	H	O			H	O	H	O				H	O	H	O			H	O		H	O			H	O	H	O			
Fitting	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0						
Electrical	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1						
EMEM	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	2	0	0	0	0	0	0	0	0						
Mining and blasting	2	0	0	0	1	0	0	0	0	3	0	0	0	0	0	0	0	0	0	2	0	0	0	0	1	0	0	3					
Millwrights	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	2					
Boilermaker	1	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Auto Electrician	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1					
Number per year	5	0	1	0	2	0	0	0	0	8	2	0	0	0	1	0	0	0	3	5	0	0	0	0	2	0	0	0	7				

Category	2013									T	2014									T	Grand Total
	Permanent				Contractor				Permanent				Contractor								
	Male		Female		Male		Female		Male		Female		Male		Female						
	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O				
Fitting	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	3		
Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2		
EMEM	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	4		
Mining and blasting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6		
Millwrights	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3		
Boilermaker	1	0	0	0	1	0	0	0	2	1	0	0	0	1	0	0	0	2	6		
Auto Electrician	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2		
Number per year	3	0	0	0	1	0	0	0	4	3	0	0	0	1	0	0	0	4	26		

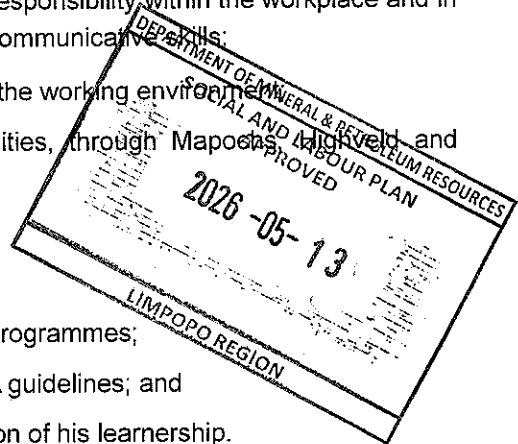
H = HDSA; O = Other (White and Foreign employees); T = Total.

*Note that each year a new set of targets will be compiled and submitted to the DME.



The following should be taken into consideration when implementing learnership programmes:

- offering learnerships to employees and selected community members;
- offering learnerships, which are registered by the MQA in terms of the Skills Development Act. Learnership agreements with learners will be entered into in accordance with sections 16, 17 and 18;
- providing learners with the opportunity to achieve applied competencies and a basis for further learning;
- offering learnerships which will enable participants to become skilled Miners and Artisans, with prospects for further development in the Mining and Engineering field, depending on their performance and aspirations;
- providing vacation / experiential work for University or University of Technology students at Mapochs;
- initiating a sensitisation and awareness programme within the operation to ensure that employees are offered the opportunity to participate;
- enabling the learner to assume higher levels of responsibility within the workplace and in this way develop intellectual, interpersonal and communicative skills;
- providing the learner with appropriate training in the working environment;
- facilitating access to appropriate learning facilities, through Mapochs, Highveld and independent training providers;
- providing adequate learner supervision;
- conducting on-the-job assessment of learners;
- providing records of the success of learnership programmes;
- paying the learners an allowance based on MQA guidelines; and
- issuing a certificate to the learner upon completion of his learnership.



The relevant SETA will thereafter be responsible for issuing the learner with the correct qualification upon completion of the learnership.

2.2.5 Skills Training Programmes

The purpose of a skills training programme is to equip employees with the required skills and competencies to successfully implement their employment responsibilities. These programmes are also designed to equip employees with the required capacity and skills to progress to higher levels of employment at Mapochs, in line with mentorship programmes and HDSA participation. The "portable" element (described in Section 2.2.6) of skills programmes aims to equip employees with alternative skills to mining, which may enable them to find other employment opportunities within other sectors of the economy in the region.

2.2.5.1 The baseline situation

Mapochs contributed under Highveld's levy number as a MERSETA company. Registration with the MQA can only happen when Mapochs becomes an employer in its own right, with its own registration which will take place simultaneously with the conversion and transfer of the mining right. A trained and competent superintendent has been attending Skills Development Facilitator training.

According to the BSESS findings (February 2008), the majority of employees are aware of the skills development programme that Mapochs offers to equip employees with relevant skills. However, according to the Mapochs Unions, employees only receive basic and limited skills training, and require more detailed and intensive skills development training.

Each skills development programme that is implemented at Mapochs will be registered by the MQA and constitutes a credit towards a National Qualifications Framework (NQF) qualification. The skills development programmes that are provided by Mapochs have been recorded in **Table 15**. The primary focus of the skills programmes for Mapochs is on training individuals in skills required by the mines and to enable their progression at Mapochs over the next 10 years. Due to the extended life of mine at Mapochs, the mine will focus on equipping its employees with portable skills in a limited manner. Should the mine extend its operation to underground mining, employees' skills programmes will be used to skill up employees to acquire skills relating to underground mining.

There are two (2) training facilities that are used to conduct the Mapochs skills training programmes:

- the Highveld Training Centre; and
- the Mapochs Training Centre.

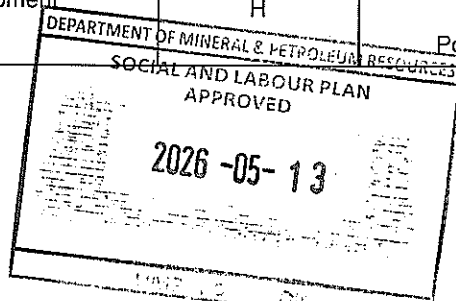
Programmes that are more technical and complex are offered at the Highveld Training Centre as described in **Table 15**.

Regional socio-economic data from the EMLM and GSDM IDPs have also been used to indicate the predominant economic needs and priorities of the area. Skills development programmes will be compatible with these development needs and employees will be assisted with skills so that they may be productively absorbed into the existing infrastructure.

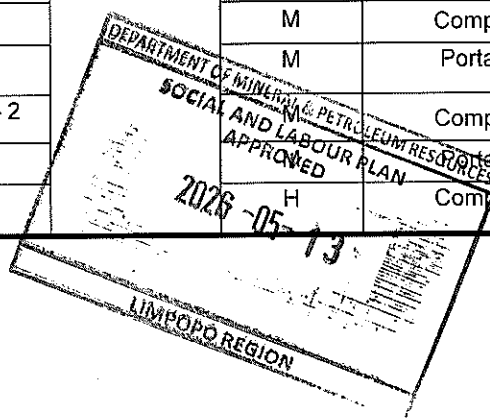
Table 15: Details of skills training programmes at Mapochs

Note: H stands for Highveld Training Centre; M stands for Mapochs Training Centre; Portable implies portable skill; Company implies for the needs of Mapochs.

Category		Presented at H or M	P or for C	Number of employees
Performance Management Training	Management and supervisory development	H	Company	32
Leadership / Management Skills Training		H	Portable	115



Category		Presented at H or M	P or for C	Number of employees
Legal Liability Course		H	Portable	4
Assessor Training		H	Company	31
Human Resources Disciplinary Code and Procedure Training.		H	Company	24
Environmental Awareness Training	Safety, health and environmental	H	Portable	18
HIV/AIDS Awareness		M	Portable	48
Fire Extinguisher Training		M	Company	613
First Aid and General Advanced Training		M	Portable	252
Outcome Based Safety Training Level 1-3		M	Company	181
Mapochs Mine Induction		M	Company	516
Safety, Health, Environment and Quality (SHEQ) Awareness Level 2		H	Company	112
SHEQ Awareness Level 3		H	Company	25
Visible Felt Leadership		M	Company	14
Employee Health and Safety Training		M	Company	108
Health and Safety Representative Training		H	Company	24
Incident / Accident Investigation Training		H	Company	33
QA Awareness / Auditing		H	Company	14
SHEQMAN		H	Company	20
TQM Awareness		H	Company	12
SAMTRAC		H	Company	6
Hearing and Eye Protection		M	Company	24
Hand Tools		M	Portable	80
Process Technology Training 1 – 2		M	Company	77
Introduction to Materials		M	Portable	13
Reliable Centered		H	Company	17



Category		Presented at H or M	P or for C	Number of employees
Maintenance				
Electrical / Instrumentation		H	Portable	20
Boilermaker Training Courses		H	Portable	77
Fitting Training Courses		H	Portable	57
Rigging Training Courses		H	Portable	27
Earth Moving Equipment Training		H	Portable	40
Operating Mobile Equipment	Specific job-related training	M	Portable	165
Attend / Operating the Plant		M	Portable	18
Area Process Knowledge Training		M	Company	71
Lubricant Bay		M	Portable	22
Microsoft Word / Excel Beginners / Advanced	Specific job related training	H	Portable	17
Overhead Crane Operator Training		M	Portable	46
Dover Testing Training		M	Company	28
Basic Business Understanding	Life skills and portable skills training programmes	M	Portable	144

2.2.5.2 Action plan

Mapochs will actively promote education and skills training opportunities among its employees and has used 2008 to reassess and refine the mine's Skills Development Programme. The **Skills Development Sub-Plan** in **Appendix 2.2** will be used to guide this process. **Table 16** provides a set of action plans for the skills programme.

Skills development programmes that are offered to employees at Mapochs will be implemented at the Mapochs Training Centre, Highveld Training Centre and other facilities of the mine's training providers. **Table 17** provides the Skills Development Programme and targets for Mapochs. The Skills Development Programme will link with the career progression plan, mentorship plan, internship and bursary plan and employment equity plan. The Mapochs Skills Development Programme is compiled for a five- (5) year period. At the end of each five- (5) year period, the skills programme will be reassessed and a new five- (5) year programme developed.



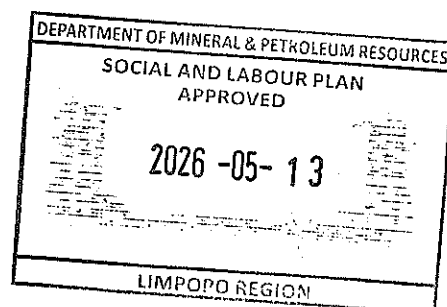
Table 16: Action plan for skills programmes

ACTION	DELIVERABLES	TARGET DATE
Assess and review current skills development programmes and effectiveness of established training facilities.	Minute in Human Resource Development Committee meeting reflecting suitability and effectiveness of current programs.	Ongoing
Assess employees in terms of skills and competency gaps, including employment equity requirements.	Documented results of employees competency profiles reflected in training matrices tabled at Human Resource development committee meetings.	Ongoing
Fine-tune the detailed skills development programme: <i>initiatives, targets, facilitators, facilities, resources, employees, career paths, timeframes, and budgets.</i>	Fine-tuned skills development programme.	June 2010
Integration of contractors into skills development programmes, with details on initiatives, targets and action plans for employees.	Integration of core contractors.	July 2010
Provide operational / management / leadership training and education in accordance with specified guidelines, skills gaps and in line with HDSA in management targets.	Enrolment of identified people in development programmes.	January 2011 - Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011



Table 17: Five-year plan for skills development programmes and targets

Category		2010								2011								2012								2013								2014								Total
		Permanent				Contractor				Permanent				Contractor				Permanent				Contractor				Permanent				Contractor												
		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female										
		H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O											
Performance Management Training	Management and supervisory development	3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	35								
Leadership / Management Skills Training		3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	3	2	0	0	1	1	0	0	35								
Assessor Training		2	2	0	0	1	1	0	0	2	2	0	0	1	1	0	0	2	2	0	0	1	1	0	0	2	2	0	0	1	1	0	0	30								
Human Resources Disciplinary Code and Procedure Training		4	2	0	0	2	1	0	0	4	2	0	0	2	1	0	0	4	2	0	0	2	1	0	0	4	2	0	0	2	1	0	0	45								
Environmental Awareness Training	Safety, Health and Environment	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
Fire Extinguisher Training		16	0	14	0	7	0	6	0	16	0	14	0	7	0	6	0	16	0	14	0	7	0	6	0	16	0	14	0	7	0	6	215									
First Aid General and Advance Training		74	0	6	0	34	0	3	0	70	0	10	0	32	0	5	0	76	2	4	0	35	1	2	0	78	1	1	0	35	0	0	78	2	0	0	587					
Outcome Based Safety Training Level 1 – 3		8	0	0	0	4	0	0	0	8	0	0	0	4	0	0	0	8	0	0	0	4	0	0	0	8	0	0	0	4	0	0	0	60								
Mapochs Mine Induction	Technical training	151	3	13	3	69	1	6	1	151	3	13	3	69	1	6	1	151	3	13	3	69	1	6	1	151	3	13	3	69	1	6	1	1235								
SHEQ Awareness Level 2		8	0	12	0	4	0	6	0	20	0	0	0	9	0	0	0	20	0	0	0	9	0	0	0	20	0	0	0	9	0	0	0	146								
Hand Tools		20	0	0	0	9	0	0	0	20	0	0	0	9	0	0	0	20	0	0	0	9	0	0	0	20	0	0	0	9	0	0	0	145								
Process Technology Training 1 & 2		24	6	0	0	11	3	0	0	30	0	0	0	14	0	0	0	30	0	0	0	14	0	0	0	30	0	0	0	14	0	0	0	220								
Introduction to Materials		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
Electrical / Instrumentation		2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
Boilermaker Training Courses		4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	30								
Fitting Training Courses *		4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	4	0	0	0	2	0	0	0	30								
Rigging Training Courses		2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								



Earth Moving Equipment Training	3	0	0	0	1	0	0	0	3	0	0	0	1	0	0	0	3	0	0	0	1	0	0	0	3	0	0	0	1	0	0	0	3	0	0	0	1	0	0	0	20
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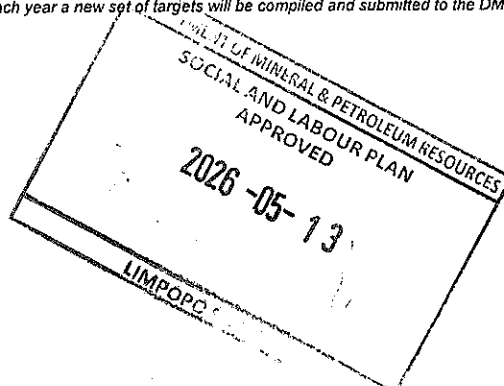
42

Category		2010								2011								2012								2013								2014								Total
		Permanent				Contractor				Permanent				Contractor				Permanent				Contractor				Permanent				Contractor												
		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female										
		H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O	H	O											
Operating Mobile Equipment	Specific job-related training	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
Attend / Operating the Plant		4	0	6	0	2	0	3	0	10	0	0	0	5	0	0	0	10	0	0	0	5	0	0	0	10	0	0	0	5	0	0	0	75								
Lubncant Bay		0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	5								
Health and Safety Representative Training		2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
Incident / Accident Investigation Training		2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
QA Awareness / Auditing		2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
SHEQMAN		1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0		0	0	0	5								
Hearing and Eye Protection	24	0	6	0	11	0	3	0	26	0	4	0	12	0	2	0	30	0	0	0	14	0	0	0	30	0	0	0	14	0	0	0	30	0	0	220						
Microsoft Word / Excel Beginners / Advanced	Specific job-related training	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	15								
Overhead Crane Operator Training		2	0	2	0	1	0	1	0	2	0	2	0	1	0	1	0	2	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	24								
Dover Testing Evaluation		3	0	0	0	1	0	0	0	3	0	3	0	1	0	1	0	3	0	0	0	1	0	0	0	3	0	0	0	1	0	0	0	24								
TOTAL SKILLS PROGRAMMES		374	17	60	3	171	6	28	1	396	11	47	3	181	5	21	1	406	13	34	3	186	6	15	1	408	12	29	3	187	5	12	1	408	13	28	3	187	6	12	1	3306

H = HDSA; O = Other (White and Foreign employees); T = Total

* Note that these skills training programmes are based on the list of registered skills programmes published by the MQA. **Note that skills which are indicated for the mine only can be converted into portable skills for other industries upon closure or downscaling. Therefore, where skills are currently used for the mine; this does not imply that they are limited to the mine only they will be applicable to other industries in the economy. ***Note that each year a new set of targets will be compiled and submitted to the DMR.

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Skills development programmes will be implemented by means of:

- overseeing of the implementation of the Skills Development Programme by the mine's training committee;
- providing training that is ISO 9001:2000 accredited and which is audited by the MQA. All skills programmes that are successfully completed by employees, and are registered with the relevant SETA, will result in a credit disbursement towards a qualification from the National Qualifications Framework ("NQF");
- providing skills development programmes that are compliant with section 20 of the Skills Development Act (Act No. 97 of 1998);
- providing skills development programmes that will build the capacity of employees to enable them to access higher job opportunities at Mapochs;
- providing skills development programmes that will focus not only on the development of workplace skills, but also on the improvement of general life skills, thereby allowing employees to have the right skills to meet changing work and life demands;
- initiating various awareness campaigns in an effort to enhance life skills. These campaigns will include topics such as HIV/AIDS, employment equity, gender equality, diversity etc; and
- offering educational training to employees that include learner support, monitoring, reporting and assessment.

2.2.6 Portable skills programmes

Portable skills programmes equip employees with skills that promote their absorption into alternative sectors of the economy outside the mining sector, i.e. skills in other economic sectors independent of mining. Portable skills programmes should align with the LED priorities and projects of the IDPs of the host or labour sending municipalities.

2.2.6.1 Baseline situation

Mapochs implemented a number of portable skills training programmes as reflected in **Table 15**. The current focus of the skills training programmes at Mapochs is in line with the operational and skills needs of the mine. However, when Mapochs approaches the decommissioning or closure phase, the focus of the skills programme will be on equipping employees with skills that can enable their progression within the mine. However, portable skills training programmes will be undertaken throughout the life of the mine in order to equip employees with alternative skills for unforeseen scenarios, i.e. unplanned retrenchment, decommissioning and closure. Should the mine extend its operation to underground mining, employees' skills programmes will be used to equip employees to acquire skills relating to underground mining.



2.2.6.2 Action plan

Due to the fact that all mining operations will one day come to an end, Mapochs will equip its employees with portable skills to enable them to find other livelihood opportunities in other sectors of the economy once mining activities ends. Mapochs' objective is that all employees should have the opportunity to be exposed to a portable skill by **2019**. The attached **Skills Development Sub-Plan** in **Appendix 2.2** has informed the portable skills development process.

Mapochs recognises that not all employees, specifically the 'older' illiterate employees, are willing to attend ABET classes. Therefore, Mapochs will offer those employees an alternative by providing short programmes in portable skills development and life-skills courses. Mapochs will provide the opportunity to all interested employees to be exposed to a range of portable skills still to be identified. The following action plan in **Table 18** indicates how Mapochs will develop a portable skills training programme. **Table 19** depicts the targets for the participation of employees in portable skills training programmes, over the following five (5) years.

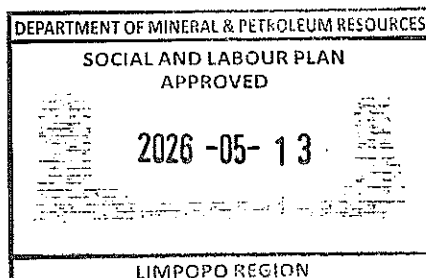
Table 18: Portable skills training programme action plan

ACTION	DELIVERABLES	TARGET DATE
Assess and review current portable skills development programmes and effectiveness of established training facilities.	Minute in Human Resource Development Committee meeting reflecting suitability and effectiveness of current programs.	Ongoing
Assess employees in terms of portable skills and competency gaps, including employment equity requirements.	Documented results of employees competency profiles reflected in training matrices tabled at Human Resource development committee meetings.	Ongoing
Integration of contractors into portable skills development programmes, with details on initiatives, targets and action plans for employees.	Integration of core contractors.	July 2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011



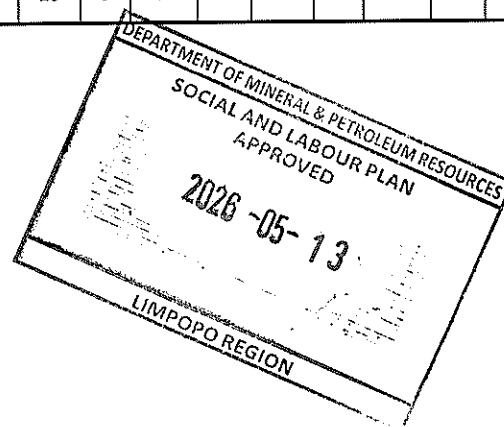
Table 19: Five-year plan for Mapochs portable skills training programmes and targets

Category	2010									2011									2012								
	Permanent				Contractor				Total	Permanent				Contractor				Total	Permanent				Contractor				Total
	Male		Female		Male		Female			Male		Female		Male		Female			Male		Female						
	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O		H	O	H	O					
Basic hand skills	2	0	4	0	0	0	0	0	6	2	0	4	0	0	0	0	0	6	4	0	2	0	0	0	0	0	6
Gas cutting	2	0	2	0	0	0	0	0	4	2	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2
Arc welding	2	0	2	0	0	0	0	0	4	2	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2
Workshop and portable power tools	2	0	2	0	0	0	0	0	4	2	0	0	0	0	0	0	0	2	4	0	0	0	0	0	0	0	4
Computer skills	2	0	2	0	0	0	0	0	4	2	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2
Life skills	0	0	0	0	0	0	0	0	0	6	0	4	0	0	0	0	0	10	4	0	0	0	0	0	0	0	4
Safety skills	4	0	4	2	0	0	0	0	10	4	0	4	0	2	0	0	0	10	4	0	4	0	2	0	0	0	10
Number per year	14	0	16	2	0	0	0	0	32	20	0	12	0	2	0	0	0	34	22	0	6	0	2	0	0	0	30



Category	2013									2014								Grand Total	
	Permanent				Contractor				Total	Permanent				Contractor					Total
	Male		Female		Male		Female			Male		Female		Male		Female			
	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O		
Basic hand skills	2	0	4	0	1	0	0	0	7	6	0	2	0	0	0	0	0	8	33
Gas cutting	2	0	0	0	0	0	0	0	2	4	0	0	0	0	0	0	0	4	14
Arc welding	2	0	0	0	0	0	0	0	2	4	0	0	0	0	0	0	0	4	14
Workshop and portable power tools	2	0	0	0	0	0	0	0	2	4	0	0	0	0	0	0	0	4	16
Computer skills	3	0	2	0	0	0	0	0	5	2	0	3	0	0	0	0	0	5	18
Life skills	4	0	4	0	0	0	0	0	8	4	0	4	2	0	0	0	0	10	32
Safety skills	4	0	4	0	2	0	0	0	10	4	0	4	2	0	0	0	0	10	50
Number per year	19	0	14	0	3	0	0	0	36	28	0	13	4	0	0	0	0	45	177

H = HDSA; O = Other (White and Foreign employees); T = Total



2.2.7 Hard-to-fill vacancies

Hard-to-fill vacancies represent both currently filled and vacant positions. Those positions are difficult to fill / replace due to limited availability of skills in the market for the specific positions. Those positions also represent positions where Mapochs is non-compliant in terms of its employment equity obligations in terms of the Mining Charter.

Hard-to-fill vacancies will be addressed at Mapochs through the implementation of the Skills Development Programmes and various learnerships, as described in the sections above. The hard-to-fill vacancies at Mapochs have been recorded in Form R in **Table 20**. Skills development, ABET and learnership programmes as well as Career Progression and Mentorship programmes will be used to build capacity in the areas where it is needed and will be based on the WSP for the operation. Designated groups will be given preference in filling vacancies.

Table 20: Hard-to-fill vacancies as per Form R in Annexure II of the MPRDA regulations Regulation 46 (b) (i) (bb)

Occupational level	Job title of vacancy	Job title of scarce and critical skill	Main reason for inability to fill the vacancy
Professionally qualified and experienced specialists and middle management	None	None	N/A
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	None	Auto Electrician. Millwright, Diesel Mechanician, and Electrician	Poor infrastructure, unattractive geographical location of the mine
Unskilled and defined decision making	None	None	N/A

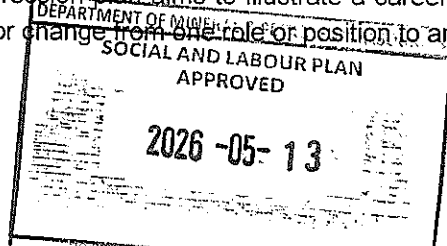
2.3 Career Progression Plan

Regulation 46 (b) (ii)

Appendix 2.3: Career Progression Sub-Plan

2.3.1 Introduction

The career progression plan aims to illustrate a career path for employees, indicating possible routes to move or change from one role or position to another within a specific discipline through



defining competencies, such as skills and experience required by the various job categories. The mine's training and development programmes then become a mechanism through which the required competencies are developed. The movement could either be to a position on the same level or a position on a higher level. The path of career progression could also be applied during selection and recruitment, training and development, as well as talent management.

2.3.2 The baseline situation

A detailed **Career Progression Sub-Plan** has been put in place for Mapochs in **Appendix 2.3**. Mapochs has established detailed job and educational requirements for each position within the organisation as indicated in the summary in **Table 21** below. Note that certain job grades do not appear since there are currently no positions on the mine associated with these grades. Please refer to the detailed job requirements in **Appendix 2.3**. The responsibilities and activities for each position are provided as well. Refer to the organogram in **Figure 3** (Section 2.2) for a detailed breakdown of the various positions. Detailed career paths and matrices have been established for each position within the operation. Refer to the core contractor compliance in Section 1.15.

Findings from the BSESS (February 2008) indicate that the employees in general are aware of a career progression programme at Mapochs. However, it seems that career progression opportunities are not offered to the majority of the workforce. According to results from the BSESS, the employees perceive that they will remain in the same employment level/position for the rest of their career at Mapochs, without any further potential progression opportunities. The Unions want more career progression opportunities, programmes and criteria to be communicated to the employees by the mine.

Table 21: Summary of the job requirements for the operation

NQF Levels	Job Grades	CATEGORY 1: Job titles	Educational requirement
Management, HR, SHEQ, Finance, Lab, Admin and (Head office if applicable)			
7	E1	Mine Manager	• Tertiary qualification in mining • Mine Overseers ticket • Blasting ticket
6	D Upper	Deputy Mine Manager	• Tertiary qualification in mining • Mine Overseers ticket • Blasting ticket
5	D Lower	Section Manager, Administration Stores Superintendent SHEQ Superintendent	• Tertiary qualification in finance / HR • Tertiary qualification in logistics • Tertiary qualification in quality management systems
	C Upper	Training Superintendent DPO Training Officer Stores Team Leader	• Tertiary qualifications in HR/ training • Matric with certificate in stores and stock control
4	C1	Secretary	• Matric with certificate in secretarial work
3	B4	Admin Assistant	• Matric typing and general office practice

Mining			
5	D Lower	Mining Superintendent	- Tertiary qualification in mining - Mine overseers certificate - Blasting ticket
	C Upper	Team Leaders	- Matric - Certificate in Team Leadership
3	B5	Team Member	Grade 12 with Code 10 drivers license
	B4	Team Member	
2	B3	Team Member	
	B2	Team Member	
	B1	Team Member	
1	A3	Team Member	None
Plant			
5	D2 D1	Plant Superintendent	Tertiary qualification in Production management
4	C Upper	Plant Foreman	Qualified Tradesman
3	C1	Assistant Foreman	Matric with Mathematics and Science
	B5	Team members	Matric with Mathematics and Science
	B4		
2	B3		
	B2		
NQF Levels	Job Grades	CATEGORY 1: Job titles	Educational requirement
	B1		
Engineering			
6	D Upper	Engineering Manager	- Tertiary Qualification in Engineering - Government Certificate of Competence
5	D Lower	Unit Engineer	- Tertiary Qualification in Engineering - Government Certificate of Competence
	C Upper	Engineering Foremen	- Qualified Tradesman - Certificate in Team Leadership
4	C2	Senior Mechanician	Qualified Tradesman • 135 hours flexibility training
3	C1	Mechanician	Qualified Tradesman
	B5	Utility men	Matric Mathematics and Science
	B4		
2	B3		
	B2		
	B1		



The number of people trained for career progression opportunities to date at Mapochs is provided in **Table 22**.

Table 22: Number of people trained for career progression opportunities (March 2009)

Training category	African		Coloured		Asian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Mining Supervisory	2	0	0	0	0	0	1	0	3
Engineering Supervisory	1	0	0	0	0	0	0	0	1
Plant Supervisory	3	0	0	0	0	0	1	0	4
Management Development	3	0	0	0	0	0	0	0	3
Leadership Development	5	0	0	0	0	0	0	0	5
Total	14	0	0	0	0	0	2	0	16

A talent pool of individuals comprising of exceptional performers, as well as potential management candidates with assessed potential at various levels, tracked and placed into a talent pool for succession and accelerated development, has been created. Five (5) people from this talent pool have recently been appointed into positions at the mine. Refer to Career Progression supporting working plan in **Appendix 2.3** and **Table 23** and **Table 24**.

The Employment Equity targets in Section 2.6 indicate that there are 165 permanent employees and 20 female employees. Currently, Mapochs has met the Employment Equity requirement (83% of the management at the mine is made up of HDSAs and 11% women). HDSAs currently occupy 15 of the 18 top-middle management positions (83%) with one (1) woman occupying a management position (11%). Currently, there are also 16 women in core mining at the mine. The Mining Charter states that mines must meet the requirement of 10% women in core mining and all other levels of the mine by May 2009. Mapochs will continue recruiting, training and integrating women into the core mining as well as in management positions at the mine in line with the Employment Equity requirement.

Progression into upper levels is determined by performance, aptitude and enthusiasm, as well as the availability of career opportunities within a given occupation.

Table 23: Talent pool per occupational level

Occupational levels	Male				Female				Total	Disabled	
	A	C	I	W	A	C	I	W		M	F
Professionally qualified and experienced specialists and midmanagement	0	0	0	0	0	0	0	0	0	0	0

Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	8	0	0	0	0	0	0	0	8	0	0
Semi-skilled and discretionary decision-making	12	0	0	0	1	0	0	0	13	0	0
Unskilled and defined decisionmaking	0	0	0	0	0	0	0	0	0	0	0
Total number of permanent employees	20	0	0	0	1	0	0	0	21	0	0
Non-permanent employees (casuals)	0	0	0	0	0	0	0	0	0	0	0
TOTAL EMPLOYEES	20	0	0	0	1	0	0	0	21	0	0

A = African; C = Coloured; I = Indian; W = White; M = Male; F = Female

Table 24: Talent pool per Department

Department	Male		Female		Total
	HDSA	White	HDSA	White	
Mining	6	0	1	0	7
Plant	7	0	0	0	7
Engineering	5	0	0	0	5
Management, HR, SHEQ, Finance, Laboratory, Administration	2	0	0	0	2
Total	20	0	1	0	21

2.3.3 Action plan

Mapochs will actively promote career progression and succession opportunities among its employees and has used 2008 to refine the current Career Progression Programme as indicated by the action plan in **Table 25**. The detailed **Career Progression Sub-Plan** in **Appendix 2.3** will be used to guide this process. A detailed career progression plan is provided in **Table 26**, where specific job titles of employees, relevant Paterson Grade, race, gender and envisaged future positions are illustrated. This plan will be updated as indicated in **Table 23**.

The Career Progression Programme will be implemented for a five- (5) year period, after which it will be reassessed every five (5) years. The Career Progression Programme will be linked to the Skills Development Programme, learnership programme, internship and bursary programme, mentorship programme and employment equity programme.

Mechanisms have been put 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. The career progression plan will ensure that the qualifications, aspirations, developmental needs, and potential capabilities of all employees are accounted for in line with the needs and capabilities of the mine. This information will be used to plan adequate career paths for employees to progress from lower skilled positions to higher skilled or managerial levels.

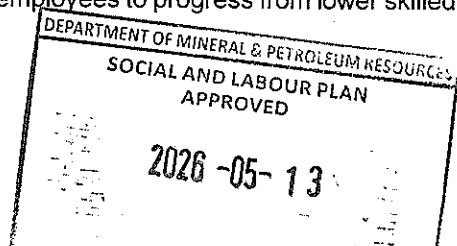




Table 25: Career progression action plan

ACTION	DELIVERABLES	TARGET DATE
Assess the findings from the BSESS, evaluate and identify potential employees to be included into a talent pool for potential career progression opportunities, and assess the awareness levels of employees on career progression opportunities.	Findings report on career progression.	April 2010
Re-assess the fast-tracking plans for succession of HDSAs, identified as having significant potential to progress to higher skilled and managerial roles within a short timeframe.	Fast-tracking plans for those identified to progress into management.	May 2010
Conduct individual assessments with identified employees, through interviews, to determine employees' aspirations and potential.	Document information on the potential and aspirations of employees.	June 2010
Refine the career progression plan for: <i>candidates, paths, employment positions, targets, mentors, skills development programmes, facilities, resources,</i>	Refined career progression plan.	July 2010
ACTION	DELIVERABLES	TARGET DATE
<i>timeframes, and budgets.</i>		
Develop, implement and communicate generic career paths and job profiles to all employees.	Communication programme with employees on career paths for every discipline as associated criteria.	August 2010
Implement formal career planning for those candidates identified to have potential through individual career progression plans.	Individual development plans for identified candidates.	September 2010
Continue to provide training and career advice to employees that have not been identified to have potential for further development or are not interested in further development.	Ongoing advice.	October 2010 onwards

Integration of contractors into career progression process, with details on initiatives, targets and action plans for employees.	Formulation of core contractor career progression plans.	October 2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

Table 26: Career Progression Plan

CURRENT POSITION					POSSIBLE FUTURE POSITION	
Department	Job Title	Grade	Ethnic	Gender	Job Title	Grade
Human Resources	Training Superintendent	Cu	B	M	HR Manager	D
Finance						
Laboratory						
Administration						
Mining	Hauler Driver	B	B	F	Foreman	Cu
	Team Member	B	B	M	Foreman	Cu
	Master Operators x 5	B	B	M	Foremen	Cu
Plant	Team member x 3	B	B	M	Master Operators x 3	Cl
	Team member x 3	B	B	M	Foremen	Cu
	Foreman	Cu	B	M	Unit Engineer	D
Engineering	Foreman	Cu	B	M	Unit Engineer	D
	Planner x 2	Cu	B	M	Unit Engineer	D
	Mechanician x 2	Cl	B	M	Foremen	Cu

A number of individuals in **Table 26** above require certain skills to facilitate their progression into management. **Table 27** illustrates the targets for the progression of HDSAs through supervisory, management and leadership development programmes over the next five (5) years.

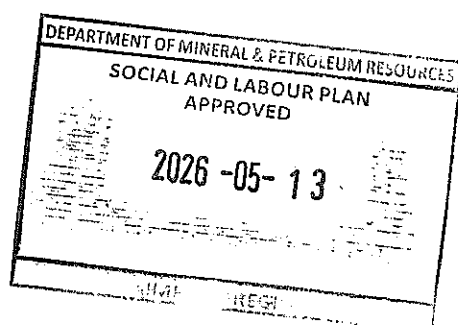




Table 27: Five-year plan for career progression activities and targets for HDSAs

Training Category	2010									T	2011									T	2012									T
	Permanent				Contractor				Permanent				Contractor				Permanent				Contractor									
	Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female							
	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O	H	O		H	O	H	O	H	O				
Mining Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Engineering Supervisory (Cu)	2	0	0	0	1	0	0	0	3	1	0	0	0	1	0	0	0	2	2	0	0	0	1	0	0	0	3			
Plant Supervisory (Cu)	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Administration Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Management (D – E)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1			
B-C Lower	2	0	1	0	0	0	0	0	3	3	0	2	0	0	0	0	0	5	4	0	2	0	0	0	0	0	6			
Total	5	0	1	0	1	0	0	0	7	5	0	2	0	1	0	0	0	8	7	0	2	0	1	0	0	0	10			

Training Category	2013									T	2014									T	Grand Total				
	Permanent				Contractor				Permanent				Contractor												
	Male		Female		Male		Female		Male		Female		Male		Female										
	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O								
Mining Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Engineering Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	
Plant Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
Administration Supervisory (Cu)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Management (D – E)	1	0	0	1	0	0	0	0	2	2	0	0	0	1	0	0	0	3	7						
B-C Lower	4	0	2	0	0	0	0	0	6	4	0	2	0	0	0	0	0	6	26						
Total	5	0	2	1	0	0	0	0	8	6	0	2	0	1	0	0	0	9	42						

H = HDSA; O = Other (White and Foreign employees); T = Total * Note: The numbers in brackets represent the number of HDSAs that will be added to the previous years' progression figures. **Note that each year a new set of targets will be compiled and submitted to the DME.

The following mechanisms will be implemented for the fast-tracking of employees identified as having significant potential, in order to promote the advancement of HDSAs into higher skilled and management levels within Mapochs:

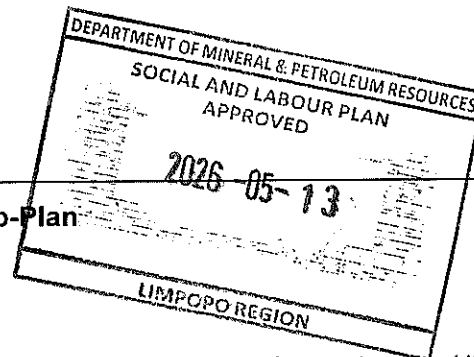
- conducting individual detailed assessments, through employee skills interviews, to determine employees' aspirations and potential;
- implementing career *planning* whereby employees' careers are planned according to their own aptitudes, skills, qualifications, interests and values;
- offering support and assistance to the employee for the achievement of his/her career planning goals;
- facilitating the administration of ABET courses and skills development programmes;
- encouraging participation in ABET programmes as a means to achieve succession pathing and possible learnership opportunities;
- compiling and implementing an integrated Human Resources Development (HRD) awareness generation programme with employees, including their career progress opportunities;
- hereafter, regularly informing employees about their career path planning opportunities via notice boards and induction training;
- providing career incentives for employees, rewarding those who are hard-working and show potential for handling more responsibility;
- describing and publishing minimum requirements for employment positions. These information campaigns will be directed firstly to existing employees;
- fast-tracking the career progression of the HDSAs identified as having significant potential and aspiration;
- facilitating the realisation of employees' personal developmental needs in line with the strategic objectives of Mapochs;
- ensuring that mentors are familiar with each employee's career aspirations;
- eliminating obstacles preventing the successful career progression of employees;
- ensuring that mentors and managers are kept up to date with all job training, and subsequent development opportunities that may be available to the employee; and
- monitoring progress through on-going performance management.

Specific succession programmes have been designed for the incorporation of women into core mining positions at Mapochs. This plan will aim to draw on the labour pool of women from the affected communities, and through a process of training programmes and mentorship to empower these women to be able to execute their responsibilities in their positions.



2.4 Mentorship and Coaching Plan

Regulation 46 (b) (iii)



Appendix 2.4: Mentorship and Coaching Sub-Plan

2.4.1 Introduction

Mentorship is a key process and tool in support of people development, employment equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee, and is established to enhance the mentee's career via building skills and knowledge. A mentorship programme is in essence a process to foster a continuous mentorship relationship between the mentor and the mentee. The objective is to ensure that the maximum potential of the mentee is unlocked that is mutually beneficial to the mentee, mentor and the mine.

Internal mentorship refers to "in-house" mentorship whereby lower level employees are paired with higher level employees in order that a transfer of skills may take place.

External mentorship refers to the coaching of outside BEE companies who have an interest in becoming involved in mining.

The Mapochs Mentorship Plan represents a carefully planned and professional intervention to facilitate a larger initiative to support employment equity and skills development within the operation.

2.4.2 The baseline situation

A **Mentorship and Coaching Sub-Plan** has been developed to guide the mentorship process for Mapochs, and is contained in **Appendix 2.4**. To date, there are six (6) people enrolled in the mentorship programme at Mapochs. Although a framework and methodology for mentoring is still in the process of being established and the mentorship still need to be determined, the following table (**Table 28**) provide details of possible mentee/mentor relationships for Mapochs. Refer to the mechanism for core contractor compliance in Section 1.15.

The BSESS findings (February 2008) reveal that most employees at Mapochs are interested in being involved in a mentorship programme, but have never been offered any opportunities. It is evident from the BSESS that mentorship programme opportunities and criteria at Mapochs will need to be more effectively brought to the attention of employees, so that they can make use of such opportunities for further personal development. Mapochs will also need to make a concerted effort to enrol employees that show high potential for progression into other positions, which are hard-to-fill.

Table 28: Proposed Mentee/Mentor Assignments

MENTEE	MENTOR
Deputy Mine Manager	General Manager
Training Superintendent	Highveld Skill Development Facilitator
Hauler Driver	Foreman
Team Members X 7	Head of Departments
Foreman	Engineering Manager
Master Operators X 5	Mining Superintendent
Planner X 2	Unit Engineer
Technician X 2	Unit Engineer

2.4.3 Action plan

Mapochs will actively promote mentorship opportunities among its current and future employees, and has used the 2008 period to establish and implement an appropriate Mentorship Programme linked to its Career Progression Programme. The attached Mentorship and Coaching Sub-Plan in **Appendix 2.4** will be used to guide this process. During this period, detailed action plans for the Mentorship Programme will be implemented over a five- (5) year period. At the end of each five- (5) year period, the mentorship plan will be reviewed and a new five- (5) year plan will be formulated. The Mentorship Programme will be linked to the skills development programme, learnership programme, career progression programme, internships and bursary programme, and employment equity programme. An action plan for mentorship is provided in **Table 29**.

Table 29: Mentorship action plan

ACTION	DELIVERABLES	TARGET DATE
Using the Mentorship and Coaching Sub-Plan, refine framework, policies and procedures for implementing mentorship.	Refined Mentorship and Coaching Sub-Plan.	April 2010
Assess line and senior management aptitude to be mentors.	Identified mentors that will participate in a formal mentorship programme.	May 2010
Determine mentorship need and individuals with potential to become mentors.	Identified mentors that will participate in a formal mentorship programme.	June 2010
Match mentor with mentee.	Matched mentor/mentee relationships.	August 2010

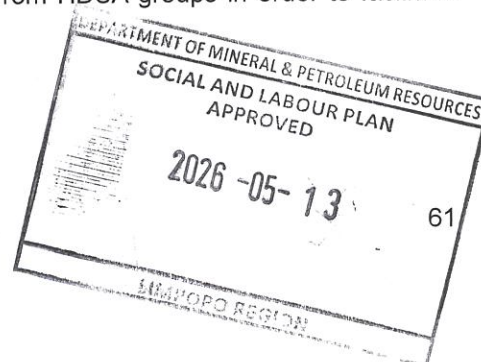


ACTION	DELIVERABLES	TARGET DATE
Identify service provider to supply formal training for those persons from the mine who become assigned as mentors.	Signed service level agreement with service provider. Mentors from Mapochs enrolled in training programmes with service provider.	July 2010
Implement the mentoring programme.	Regular monitoring and progress reports.	August 2010 onwards
	Successfully mentored individuals.	
Mentoring of core contractors in the formulation and implementation of SLP and HRDP.	Empowered core contractors who are fully willing to implement the SLP.	Throughout 2010
Integration of core contractors into mentorship process, with details on initiatives, targets and action plans for employees.	Formulation of core contractor mentorship plans.	October 2010
Formulation and implementation of a community mentorship programme for LED projects.	Community mentorship agreements for LED.	November 2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

With regard to internal mentorship with employees, Mapochs will implement the following mechanisms:

- create mentoring implementation structures within Mapochs;
- identify mentors / mentees;
- train mentors;
- match mentors with suitable mentees;
- set relationship goals and plans for learning programmes;
- implement and monitor mentee's progress; and
- evaluate and fine-tune the process.

The above process focuses specifically on individuals from HDSA groups in order to facilitate upward mobility and achieve transformation goals.



On an external level, Mapochs will provide mentorship to its BEE partner and other Joint Ventures or Equity relationships. Mapochs will implement an internal mentorship plan for mentoring its employees in line with the skills development plan, career progression plan and employment equity plan.

The mentorship plan will be implemented through the following steps:

- transferring skills from employees to identified HDSAs;
- guiding and building capacity amongst its BEE and procurement partners;
- mentoring and coaching employees with regard to learnership opportunities;
- ensuring that mentors are sufficiently trained and capacitated for their role;
- offering rewards for mentors who perform well and are successful;
- ensuring that mentees are matched with suitable mentors in terms of, for example, personality type; and
- providing accelerated individualised development programmes for those employees identified as having sufficient potential and aspiration.

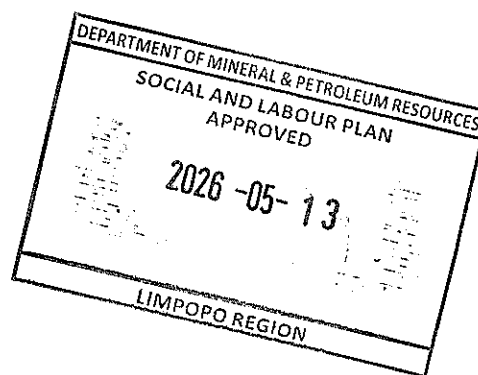
Table 30 below indicates the **targets (Mentees)** for the number of employees to be mentored per year until 2014. These individuals consist of talent pool members, all employees from Bband and above, as well as bursars, graduates-in-training and learners.

Mentorship co-ordinators (mentors) have to be trained to facilitate the mentorship process and provide guidance where required, i.e. the relevant people from Mapochs, who have been earmarked to be mentors, will need to be formally accredited as mentors. **Table 31** provides **targets (Mentors)** for training individuals over a five- (5) year period to fulfil their functions as a mentor.



Table 30: Five-year plan for employees to be mentored, i.e. Mentee assignments

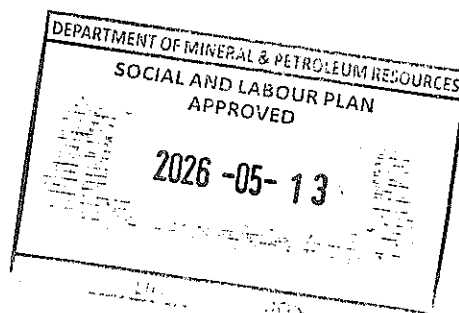
Department	2010									T	2011									T	2012								T
	Permanent				Contractor						Permanent				Contractor						Permanent				Contractor				
	Male		Female		Male		Female				Male		Female		Male		Female				Male		Female		Male		Female		
	H	O	H	O	H	O	H	O			H	O	H	O	H	O	H	O			H	O	H	O	H	O	H	O	
Management	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	1
SHEQ	1	0	0	0	1	0	0	0	0	2	1	0	0	0	1	0	0	0	2	1	0	0	0	0	0	0	0	0	1
Mining	1	0	1	0	0	0	0	0	0	2	1	0	1	0	0	0	1	0	3	2	0	1	0	1	0	0	0	0	4
Plant	2	0	0	0	1	0	0	0	0	3	2	0	0	0	1	0	0	0	3	3	0	0	0	2	0	0	0	0	5
Engineering	1	0	0	0	1	0	0	0	0	2	2	0	0	0	1	0	0	0	3	2	0	0	0	1	0	0	0	0	3
Other																													
Learnerships	2	0	2	0	1	0	1	0	0	6	1	0	1	0	1	0	0	0	3	2	0	1	0	1	0	0	0	0	4
Bursars	1	0	0	0	0	0	0	0	0	1	1	0	1	0	0	0	1	0	3	2	0	1	0	1	0	0	0	0	4
Graduates in training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Total	9	0	3	0	4	0	1	0	0	17	9	0	4	0	4	0	2	0	19	14	0	4	0	6	0	0	0	0	24



Department	2013								T	2014								T	Grand Total
	Permanent				Contractor					Permanent				Contractor					
	Male		Female		Male		Female			Male		Female		Male		Female			
	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O		
Management	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	5
Human Resources	0	0	1	0	0	0	1	0	2	0	0	1	0	0	0	1	0	2	6
SHEQ	1	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	2	8
Mining	3	0	2	0	2	0	1	0	8	5	0	2	0	2	0	1	0	10	27
Plant	5	0	0	0	2	0	0	0	7	7	0	0	0	3	0	0	0	10	28
Engineering	3	0	0	0	2	0	0	0	5	4	0	0	0	2	0	0	0	6	19
Other																			
Learnerships	2	0	1	0	1	0	0	0	4	3	0	0	0	2	0	0	0	5	22
Bursars	2	0	2	0	1	0	1	0	6	3	0	1	0	2	0	0	0	6	20
Graduates in training	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	3
Total	18	0	6	0	8	0	3	0	35	25	0	4	0	12	0	2	0	43	138

Table 31: Five-year plan for mentorship targets for assigning mentors per band

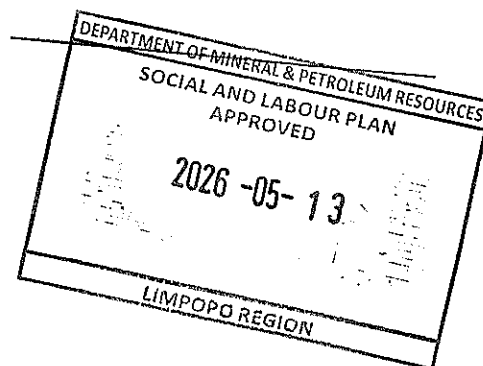
Mentorship coordinators	2010										T	2011										T	2012										T
	Permanent					Contractor						Permanent					Contractor						Permanent					Contractor					
	Male		Female			Male		Female				Male		Female			Male		Female				Male		Female			Male		Female			
	H	O	H	O		H	O	H	O			H	O	H	O		H	O	H	O			H	O	H	O		H	O	H	O		
E-band	1	0	0	0		1	0	0	0		2	1	0	0	0		1	0	0	0		2	1	0	0	0		1	0	0	0		2
D-band	5	0	0	0		2	0	0	0		7	5	0	0	0		2	0	0	0		7	5	0	0	0		2	0	0	0		7
C-band	6	0	0	0		3	0	0	0		9	6	0	0	0		3	0	0	0		9	6	0	0	0		3	0	0	0		9
B-band	1	0	1	0		2	0	0	0		4	1	0	1	0		2	0	0	0		4	1	0	1	0		2	0	0	0		4
Total	13	0	1	0		8	0	0	0		22	13	0	1	0		8	0	0	0		22	13	0	1	0		8	0	0	0		22



Mentorship coordinators	2013								T	2014								T	Grand Total
	Permanent				Contractor					Permanent				Contractor					
	Male		Female		Male		Female			Male		Female		Male		Female			
	H	O	H	O	H	O	H	O		H	O	H	O	H	O	H	O		
E- band	1	0	0	0	1	0	0	0	2	1	0	0	0	1	0	0	0	2	10
D-band	5	0	0	0	2	0	0	0	7	5	0	0	0	2	0	0	0	7	35
C-band	6	0	0	0	3	0	0	0	9	6	0	0	0	3	0	0	0	9	45
B-band	1	0	1	0	2	0	0	0	4	1	0	1	0	2	0	0	0	4	20
Total	13	0	1	0	8	0	0	0	22	13	0	1	0	8	0	0	0	22	110

H = HDSA; O = Other (White and Foreign employees); T = Total

*Note that each year a new set of targets will be compiled and submitted to the DME.



2.5 Internship and Bursary Plan

Regulation 46 (b) (iv)

Appendix 2.5: Internship and Bursary Sub-Plan

2.5.1 Introduction

Mapochs is well aware of the need not only to assist its own employees with development opportunities, but also to provide opportunities for members of the local community to access tertiary education opportunities (bursaries) and experiential work opportunities (internships). The bursary and internship plan links in with developing individuals to supply the operation with its required skilled people. Apart from business related qualifications, the mine is also aware of the need to develop qualified individuals from communities, affected by the mine, in other sectors of the economy. In line with Section 2.2.3.2, Mapochs will equip its employees with skills, which are portable to other sectors of the economy upon downscaling or closure.

2.5.2 The baseline situation

To date, no formal internships or bursary programmes have taken place at Mapochs as confirmed by the results of the BSESS. A number of informal internships have taken place, which have not been documented. To date, Mapochs is in the process of looking for two (2) black females for internships in Geology / Mining. A detailed **Internship and Bursary SubPlan** has been compiled for Mapochs in **Appendix 2.5** of the Supporting Human Resources Development Working Plan. This plan will be used to guide the process. Refer to the mechanism for core contractor compliance in Section 1.15.

2.5.3 Action plan

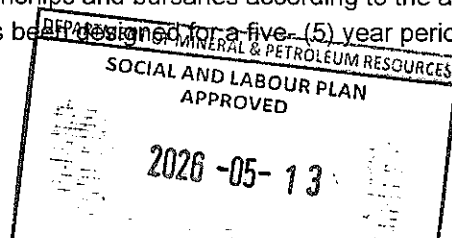
Mapochs' internship and bursary plan will focus on equipping HDSA's within the mine, who have an interest in becoming involved in the mining industry, with the necessary skills and abilities. Mapochs will actively promote internship and bursary opportunities, subject to the financial situation and employment need of the mine.

The mine is committed firstly to providing their future employees with the opportunity and means to develop their skills and abilities. The mine will encourage personal growth and development through a study assistance policy whereby employees and their children can apply for study assistance in a field that would be beneficial to Mapochs in the long term.

Secondly, the mine will award external bursaries to selected external candidates for full-time study at tertiary institutions in line with the mine's identified business needs. The families of employees in the labour sending communities will be given preference to internship and bursary opportunities where relevant.

Mapochs will implement internships and bursaries according to the attached sub-plan in

Appendix 2.5. This plan has been designed for a five (5) year period and will be updated at



the end of each period. An **action plan** was developed for internships and bursaries as indicated in **Table 32**.

Table 32: Internship and Bursary action plan

ACTION	DELIVERABLES	TARGET DATE
Assess the findings of the BSESS.	Assessment of the relevant information for the implementation of internships and bursaries.	March 2010
Determine business needs in terms of bursary requirements for the future.	List of needs in terms of labour requirements specifically those with higher education specifications.	April 2010
Determine enrolment and application criteria for bursaries, based on this SLP and Internship and Bursary Sub-Plan.	Enrolment and application criteria.	May 2010
Refine the Internship and Bursary SubPlan: <i>Candidates, enrolment criteria, mine needs, action plans, targets, timeframes and budgets.</i>	Refined five- (5) year plan.	June 2010
Develop and implement an awareness programme in the local communities for internship and bursary opportunities at Mapochs.	Formulation and implementation of an awareness and communication programme and implementation on an ongoing basis.	August 2010 onwards
Consult with the local Colleges to procure students for internships during their vacations.	List of interns from local Colleges and Universities of Technology for internships at Mapochs.	September 2010
Integration of contractors into the internship and bursary process, with details on initiatives, targets and action plans for their employees.	Formulation of core contractor internship and bursary plans.	October 2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

Table 33 depicts the **targets** for the participation of individuals in internships and bursaries at Mapochs. A detailed breakdown of the nature of the bursaries and internships, as well as the contract agreements with interns / bursars, will be available from the Human Resources Department of Mapochs.

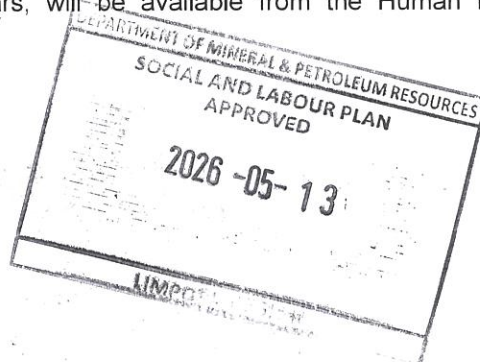


Table 33: Five-year plan for targets for internship and bursaries

Category	2010									T	2011									T	2012									T
	Permanent				Contractor				Permanent				Contractor				Permanent				Contractor									
	Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female							
	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O	H	O		H	O	H	O	H	O				
Internships / Experiential training	1	0	1	0	1	0	0	0	3	2	0	1	0	1	0	0	0	4	2	0	1	0	1	0	0	0	4			
Bursaries	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	2	0	0	0	1	0	0	0	3			
Number per year	2	0	1	0	1	0	0	0	4	3	0	1	0	1	0	0	0	5	4	0	1	0	2	0	0	0	7			

Category	2013									T	2014									T	Grand Total
	Permanent				Contractor						Permanent				Contractor						
	Male		Female		Male		Female				Male		Female		Male		Female				
	H	O	H	O	H	O	H	O	H		O	H	O	H	O	H	O	H	O		
Internships / Experiential training	3	0	1	0	1	0	0	0	5	3	0	1	0	1	0	0	0	5	21		
Bursaries	2	0	0	0	1	0	0	0	3	2	0	0	0	1	0	0	0	3	11		
Number per year	5	0	1	0	2	0	0	0	8	5	0	1	0	2	0	0	0	8	32		

H = HDSA; O = Other (White and Foreign employees); T = Total

*Note: Represents the number of interns or bursaries over a five- (5) year period. Internships usually take about 2 years to complete. The bursaries have been based on a three (3) year bursary per student.

**Note that each year a new set of targets will be compiled and submitted to the DME.

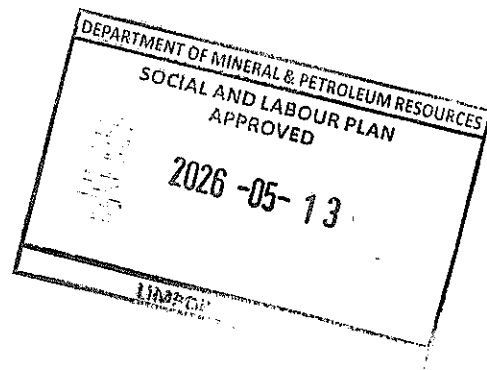


The Internships / Experiential Trainees will receive S4 diplomas from the Universities of Technology. Their programme will be prescribed by the University of Technology and will enable them to complete the P1 and P2 requirements of the National Diplomas in Mining or Geology. A monthly cash allowance is payable.

The bursaries will be in Mining Engineering, Geology or Mechanical Engineering. It will enable all tuition and residence fees at a residential university. A work-back period, commensurate to the length of the bursary from Mapochs, will apply.

Mapochs will implement the following specific mechanisms with regard to its internships and bursaries:

- giving preference firstly to employees to study with bursary and apprenticeship opportunities, then the families of employees and lastly people from surrounding and labour sending communities;
- ensuring that the internship and bursary programme focuses on the empowerment of HDSAs and women;
- allowing HDSAs to work as apprentices to become skilled employees on the mine;
- developing, enhancing and properly utilising the abilities of HDSAs;
- utilising the existing skills base to achieve the empowerment of HDSAs;
- promoting accelerated and equitable access to internship and bursary opportunities;
- integrating the intern or bursar as an operating member of the mine;
- providing internship and bursary supervisors to function as educators and overseers of the programmes;
- involving interns in diverse responsibilities and exposing them to a broad range of challenges;
- providing continuous evaluation of each internship and bursary;
- exposing interns and bursars to the network of industry professionals;
- providing a bursary scheme to cater for learners who wish to pursue undergraduate or post-graduate studies in mining related sectors;
- appropriately and nationally advertising internship / bursary opportunities within Mapochs, as well as the necessary selection criteria thereof;
- identifying selected learners at pre-tertiary level in order to nurture potential at an early stage. These learners will be provided with bursaries which are relevant to the current and future market needs of the mining sector and the company; and
- providing bursaries which cover fees for registration, tuition, accommodation, and learning materials.



2.6 Employment equity plan

Regulation 46 (b) (v)

Appendix 2.6: Employment Equity Sub-Plan

2.6.1 Introduction

Mapochs fully subscribes to the principles of the Mining Charter, and strives to achieve more than the minimum requirements. The mine believes that employment equity is an integral part of building an effective and representative workforce and to ensuring equality for all employees. Particular effort will be directed to identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression.

2.6.2 The baseline situation

A detailed **Employment Equity Sub-Plan** has been compiled for Mapochs and is attached in **Appendix 2.6** of the Supporting Human Resources Development Working Plan. Mapochs complies with the provisions contained in the Employment Equity Act, and a consolidated Employment Equity Report, i.e. for the Highveld group (including Mapochs), has been submitted as required. The most recent **Employment Equity Report** is contained in **Annexure 2.6.1** of the employment equity plan. The employment equity statistics for Mapochs' permanent employees are contained in **Form S** in **Table 34**. Refer to the mechanism for core contractor compliance in Section 1.15. Refer to **Table 35** and **Table 36** for the current percentages of HDSAs and women at the operation.

There are currently 165 permanent male employees and 20 female employees at Mapochs, of which 16 female employee are in a core mining function. A detailed breakdown is available from the Human Resources Department of Mapochs as to the exact positions these males and females fill. Currently, **83% of the management of the mine is made up of HDSAs and 11% of women.** The Mining Charter states that mines must meet the requirement of 10% women in core mining and all other levels of the mine by May 2009, therefore Mapochs is committed to exceeding the Mining Charter requirement. This implies that Mapochs will continue recruiting and training more employees to ensure that the current 16 women in core mining progress into a higher position in the company.

To date, Mapochs has recruited and trained 12 women to fill positions in the mine departments of the plant and as mining operators. A number of women had been employed at Mapochs in the past (before 2008). However, due to various physical constraints resulting from the mining operation, most of the women were transferred from their mining duties to non-mining duties at Highveld. According to the BSESS findings (February 2008), black employees are the dominant race group employed at Mapochs. In terms of gender composition, Mapochs is dominated by males as compared to females. From the BSESS and according to the perceptions of employees, it has been found that the Mapochs employment conditions are not conducive to employing and retaining women at the mine. An action plan has been put in place to attract women to Roossenekal and to alter the conditions at the mine to be conducive for the employment of women..



Table 34: Employment Equity statistics as per Form S in Annexure II of the MPRDA regulations (March 2009)

Occupational levels	Male					Female					Total	Disabled	
	A	C	I	F	W	A	C	I	F	W		Male	Female
Top management	2	0	0	0	0	0	0	0	0	0	2	0	0
Senior management	3	0	0	2	2	0	0	0	0	1	8	0	0
Professionally qualified and experienced specialists and midmanagement	10	0	0	0	2	2	0	0	0	0	14	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	34	1	0	11	3	0	0	0	0	0	49	0	0
Semi-skilled and discretionary decisionmaking	160	0	0	0	11	16	0	0	0	5	192	0	0
Unskilled and defined decision-making	59	0	0	0	1	9	0	0	0	0	69	0	0
Total number of permanent employees	268	1	0	13	19	27	0	0	0	6	334	0	0
Non-permanent employees (casuals)	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EMPLOYEES	268	1	0	13	19	27	0	0	0	6	334	0	0

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

2.6.3 Action plan

Mapochs has complied with the provisions of the Employment Equity Act (Act No. 55 of 1998), and submitted a report to the Director General as required by section 21 of the same Act. Note that Mapochs previously complied with this requirement through the Highveld process.

2.6.3.1 Participation of Historically Disadvantaged South Africans

Mapochs will ensure that a minimum of 40% of its management is composed of HDSAs by the year 2009. The mine is committed to exceeding this target. **Table 35** below depicts Mapochs' targets for increasing the participation of HDSA's over the next five (5) years.

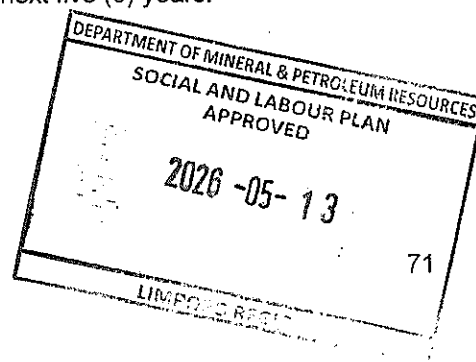


Table 35: Five-year plan and targets for HDSA participation at Mapochs

Category (Paterson grade)	Actual HDSA in Management			Planned HDSA in Management														
	2009			2010			2011			2012			2013			2014		
	% HDSA	No HDSA	Total No	% HDSA	No HDSA	Total No	% HDSA	No HDSA	Total No	% HDSA	No HDSA	Total No	% HDSA	No HDSA	Total No	% HDSA	No HDSA	Total No
Top management	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1
Senior management	67%	4	6	67%	4	6	67%	4	6	67%	4	6	67%	4	6	67%	4	6
Professionally qualified and experienced specialists and midmanagement	91%	10	11	91%	10	11	91%	10	11	91%	10	11	91%	10	11	91%	10	11
Total	83%	15	18	83%	15	18	83%	15	18	83%	15	18	83%	15	18	83%	15	18

HDSA = Historical Disadvantaged South African

*Note that each year a new set of targets will be compiled and submitted to the DME.



Mapochs has used 2008 to establish and implement an appropriate Employment Equity Programme according to the attached sub-plan in **Appendix 2.6**, which will be used to guide the process. During this period, detailed action plans for implementing an Employment Equity Programme will be refined, including: *HDSA progression programmes, career paths, employment equity positions, targets, mentorships, skills development programme, resources, timeframes, and budgets.*

The Employment Equity Programme will be implemented over a five- (5) year period, after which it will be reviewed and a new five-(5) year plan set for the following period. The Employment Equity Programme will be linked to the skills development programme, learnership programme, career progression programme, internships and bursary programme, and the mentorship programme. Mapochs will implement the following action plan in **Table 36** to create opportunities for the participation of HDSAs on a managerial level.

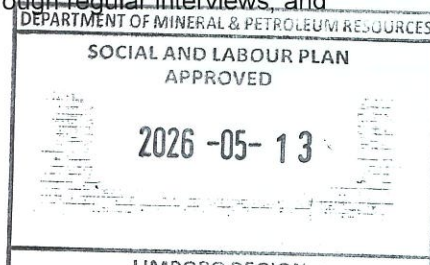
Table 36: Participation of HDSAs action plan

ACTION	DELIVERABLES	TARGET DATE
Assess the findings of the BSESS and recommendations in the SLP and Supporting Working Plans.	Integration of the findings into the Employment Equity Plan.	April 2010
Formulation of a separate Employment Equity Report for Mapochs.	Employment Equity report for Mapochs.	May 2010
Assess the potential and aspirations of employees, in line with the needs of the mine.	Documented information of employees' potential, aspirations and progression.	June 2010
Implement formal career planning for those candidates identified to have potential through individual career progression plans.	Individual development plans for identified candidates.	June 2010
Develop fast-tracking plans for those HDSA employees identified as having significant potential to progress to managerial roles within a short timeframe.	Fast-tracking plans for those identified to progress into management.	July 2010
Develop a community training programme for external candidates from local and surrounding communities to fill these positions, should internal employees not be suited for the management roles.	Community training / empowerment programme.	August 2010
Formulations of recruitment programme to recruit HDSAs and suitably qualified external candidates.	Recruitment plan.	August 2010

ACTION	DELIVERABLES	TARGET DATE
Integration of contractors into the employment equity process, with details on initiatives, targets and action plans for their employees.	Compliance of core contractors in terms of the employment equity requirements.	October 2010
Monitoring and implementation of employment equity plan.	Progress in terms of outlined targets.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

Mapochs is implementing the following mechanisms to encourage the participation of HDSAs in higher skills and managerial levels:

- using the BSESS to accurately determine the existing racial and gender mix at the mine;
- assessing the findings of the BSESS regarding the participation of HDSAs;
- utilising HDSA and gender participation mechanisms and procedures of Highveld to formulate the policies of Mapochs;
- providing preference to HDSAs for skilled and management positions, should they meet the job requirements;
- providing preference to community training programmes, which focus on developing capacity from the local and labour sending communities, to fill skilled and managerial positions;
- using recruitment strategies for importing suitably qualified HDSAs only as a last resort where the community training programmes are unable to meet the needs of the mine;
- setting up succession planning, career development, and performance management systems within the Human Resources system to ensure the entrance of HDSAs into management positions;
- timeously communicating job opportunities within the operation, especially to HDSAs;
- implementing shadow management programmes to develop and support employees specifically identified for managerial positions;
- sensitising and educating employees with regard to issues involving gender, race, and diversity in order to promote a non-discriminatory culture;
- conducting individual assessments of lower-level HDSA employees in order to identify individuals who may be suitable for managerial positions. These employees will be placed on individualised accelerated development programmes and their progress will be measured through regular interviews; and



- allocating specific mentors and coaches to HDSA individuals exhibiting potential and aspiration for higher skilled and management positions. In this way they will be sufficiently trained to become more likely candidates for promotion;

2.6.3.2 Participation of women

To address the historical issues of South Africa, which resulted in the majority of South Africans being excluded from participating in the mainstream economy, especially women, Mapochs has developed a Gender Equity Policy and Plan which is contained in the Employment Equity SubPlan (refer to **Appendix 2.6**). The Gender Equity Policy and Plan ensure that women are represented in positions that traditionally have been considered male only, i.e. to ensure that women are employed throughout various positions on the mine. Mapochs will comply with the 10% labour quota for women in mining by May 2009, as required by the MPRDA. The formulation and implementation of the Employment Equity Sub-Plan, as described in **Appendix 2.6**, will incorporate and define specific measures for the participation of women. The involvement of women in Mapochs is regarded as critically important.

Table 37 indicates the targets that have been set for the participation of women at Mapochs.

An **Action Plan** to increase the participation of women in mining is provided in **Table 38**. Section 2.6.3.1 and the action steps in **Table 35** are also relevant to increasing the participation of women at Mapochs. The employment equity plan for Mapochs, in order of priority, will focus on increasing the participation of (1) Black, (2) Coloured, (3) Indian and (4) White women.

Table 37: Five-year plan and targets for women participation at Mapochs

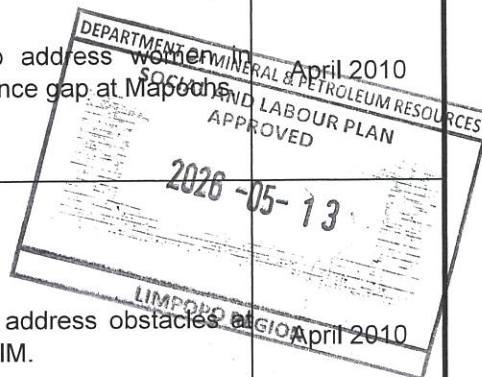
Category (Paterson grade)	Actual Women			Planned Women														
	2009			2010			2011			2012			2013			2014		
	%	No Women	Total No	%	No Women	Total No	%	No Women	Total No	%	No Women	Total No	%	No Women	Total No	%	No Women	Total No
Top management	0%	0	1	0%	0	1	0%	0	1	0%	0	1	0%	0	1	0%	0	1
Senior management	17%	1	6	17%	1	6	17%	1	6	17%	1	6	17%	1	6	17%	1	6
Professionally qualified and experienced specialists and midmanagement	0%	0	11	18%	2	11	18%	2	11	18%	2	11	18%	2	11	18%	2	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0%	0	38	10%	4	41	9%	4	43	11%	5	44	14%	6	44	14%	6	44
Semi-skilled and discretionary decision-making	15%	18	123	15%	19	126	16%	20	128	17%	22	130	17%	23	132	17%	23	132
Unskilled and defined decision-making	17%	1	6	17%	1	6	13%	1	8	22%	2	9	22%	2	9	22%	2	9
Total	11%	20	185	14%	27	191	14%	28	197	16%	32	201	17%	34	203	17%	34	203

*Note that each year a new set of targets will be compiled and submitted to the DME



Table 38: Action plan for the participation of women in mining

ACTION	DELIVERABLES	TARGET DATE
Discussion and brain-storming of the issues, problems and compliance gaps in terms of Women in Mining (WIM).	A strategy forward and action plan for bringing about meaningful change and solutions of the ground at Mapochs.	March 2010
Assess the findings and recommendations of WIM of the BSESS, SLP and Employment Equity Sub-Plan (Appendix 2.6). Define the baseline situation with regard to compliance with the MPRDA and the Mining Charter, i.e. quantify the compliance gap of women in mining and determine whether it will be possible to comply with by May 2009. Include the statistics of core contractors.	Determine the potential short fall in complying with the 10% quota for WIM at Mapochs. Report on the precise baseline of women in mining and quantification of compliance gap. Include core contractors.	March 2010
Based on the above, develop an action plan to address the WIM compliance gap at Mapochs. Include detailed measures for: HLC amenities and Recruitment plan for supplying immediate needs of Mapochs.	Action Plan to address women in mining compliance gap at Mapochs.	April 2010
As part of the above-mentioned action plan, develop measures to address the potential issues/obstacles preventing the successful integration and retention of WIM, i.e. devise measures to change the physical mining environment, adapting the technical equipment, and undertaking awareness programmes to sensitize the perceptions of men towards women.	Action Plan to address obstacles at Mapochs for WIM.	April 2010
Develop a Long-Term recruitment plan for WIM at Mapochs. The focus will be on recruiting and training suitable women from the Roossenekal and surrounding communities to fulfil the long term skills requirements for WIM. This will need to include a detailed training programme to start in 2008, as this will take about three (3) years to implement before it starts to yield results.	Long-Term recruitment and training plan for WIM from communities affected by Mapochs.	August 2010
Ongoing monitoring and implementation of the WIM project according to the Employment Equity Plan.	Ongoing monitoring of WIM project and above-mentioned targets.	Ongoing



ACTION	DELIVERABLES	TARGET DATE
Implement measures contained in Table 36 .	Deliverables contained in Table 36 .	As per Table 36
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

The following mechanisms will be implemented to ensure the participation of women in all levels of the operation:

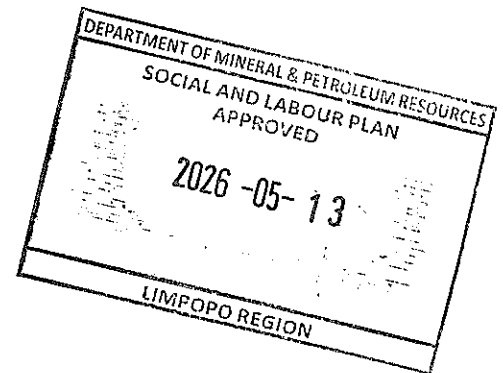
- using the BSESS to accurately determine the existing racial and gender mix at the mine;
- assessing the findings of the BSESS regarding the participation of women;
- preparing programmes to increase the participation of women based at Mapochs, and where possible, higher than the targets provided in **Table 36**;
- providing preference to black women for skilled and management positions, should they meet the job requirements;
- providing preference to community training programmes, which focus on developing capacity of black women from the local and labour sending communities, to fill skilled and managerial positions;
- using recruitment strategies for importing suitably qualified women only as a last resort where the community training programmes are unable to meet the needs of the company;
- informing and educating employees to reduce the stereotyping and preconceptions that revolve around women;
- giving female employees the opportunity to partake in responsibilities and challenges equal to those afforded to male employees. This will enable women to build experience in the industry, and thus make them more likely candidates for higher-skilled or managerial positions;
- ensuring that females with potential for progress are considered fully alongside their male counterparts, and are not inadvertently neglected in the promotion process, by including a women-specific element in the career progression plan for Mapochs; and
- providing equal opportunities, by way of mentorship programmes within the operation, similar to those provided to male candidates for the participation of female candidates.



2.6.4 Capacity building (talent pool development)

Mapochs will identify a talent pool of individuals who have the potential to be trained or equipped with skills that may service the needs of the mine. This talent pool will be constantly enlarged with further suitable candidates, and also refined, as candidates become successful in various progression programmes (Refer to Section 2.3).

A second community talent pool will be developed, comprising members of surrounding communities who have the potential for development in mining and other skills required by Mapochs. This talent pool will be provided with sufficient capacity to serve Mapochs and its employment needs.



SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

Regulation 46 (c)



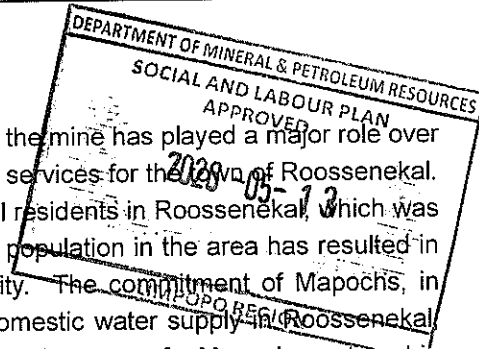
3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME (LEDP)

Regulation 46 (c)

3.1 Background and Approach

3.1.1 Background

Mapochs was officially open on 20 June 1968. Since then, the mine has played a major role over the past 40 years in the development of infrastructure and services for the town of Roossenekal. Mapochs has provided infrastructural development to local residents in Roossenekal, which was initially intended for the mine employees. The increasing population in the area has resulted in the demand for services exceeding the current availability. The commitment of Mapochs, in partnership with the EMLM, is to find a solution to the domestic water supply in Roossenekal, even though this responsibility falls under local government. The reason for Mapochs partnership in this regard is the mine's concern for ensuring that basic needs are provided to the community.



3.1.2 Approach

The following sections contain the strategic activities, which form the basis for the Mapochs LEDP. Please refer to the **Supporting LEDP Working Plan in Appendix 3**.

The LEDP will seek to promote Mapochs' alignment and involvement in the LED initiatives of the EMLM, GTLM and the GSDM IDPs. Refer to Sections 3.2.1 and 3.2.2 for the motivation of focusing on these municipalities. The following primary plans will form the basis of Mapochs' LEDP:

- a LED project Plan (Sub-Plan attached in **Appendix 3.1**);
- a Housing and Living Conditions Plan (Sub-Plan attached in **Appendix 3.2**); and
- a Procurement Plan (Sub-Plan attached in **Appendix 3.3**).

The Supporting LEDP Working Plans represent the working documents for Mapochs. These plans will be updated on a continual basis to reflect changes in the workforce and to reflect progress in implementing the SLP activities. Refer to Section 1.15 for a detailed explanation of how the supporting LEDP Working Plans, or Sub-Plans, work.

The focus of the Mapochs LEDP for 2010 – 2014 will be on:

- aligning Mapochs' CSR and sustainable development plans with the EMLM, GTLM; and GSDM IDPs;
- establishing LED projects that can assist in infrastructure development, welfare creation and poverty eradication;

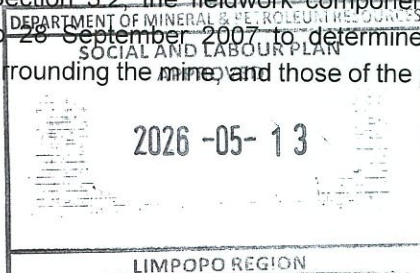
- increasing the levels of HDSA-based and community-based procurement levels to the mine; and
- promoting the establishment of entrepreneurs amongst the households members of employees.

Based on the success of the current LED plans, a new five- (5) year LEDP will be established during 2014, and every five (5) years thereafter until closure. A **General Action Plan** for implementing the LEDP is provided in **Table 39**.

Table 39: General Action Plan for the LEDP

ACTION	DELIVERABLES	TARGET DATE
Assessment of findings, recommendations and action plans from the BSESS. Refinement of action plans and conversion of feasible action plans into initiatives.	Continuous workshops and action plans for LED. Formulation of LED initiatives.	March 2010
Allocating resources for implementation of a comprehensive sustainable LED and the coordination of LED initiatives for Mapochs.	Assigning specific responsibilities to persons. Building LEDP into the line reporting functions, and establishing performance management mechanisms.	April 2010
Implementation of the LEDP.	Various initiatives established and funding committed.	May 2010
Refining of the five- (5) year LEDP, based on the attached Supporting LEDP Working Plan.	Refining of the IDP alignment indicators, LED projects, Entrepreneurial development plan, Nutrition plan, Living Conditions plan and Procurement plan.	July 2010
Implementation of action plans in Table 3 in Section 1.16 of this document, and integration of core contractors.	According to Table 3 . Integration of core contractors.	October 2010
Ongoing monitoring, progress and reporting on the implementation of the LEDP.	Monthly reporting.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

As described in Section 1.13 and Section 3.2, the fieldwork component of the BSESS was undertaken for Mapochs from 25 to 28 September 2007 to determine the Socio-Economic characteristics of the environments surrounding the mine, and those of the primary labour sending



areas, and to establish an accurate baseline from which to develop the SLP. Mapochs undertook an analysis of LED development strategies, plans and initiatives of South Africa, the Limpopo Province, EMLM and GSDM.

For the findings of the study, refer to the BSESS report attached in **Appendix 1.2**. The information contained in the BSESS refers to each section of the LEDP, i.e. the BSESS has provided logical factual information on the needs and Socio-Economic baseline, which has enabled the formulation of accurate LED plans.

3.2 Background Socio-Economic information

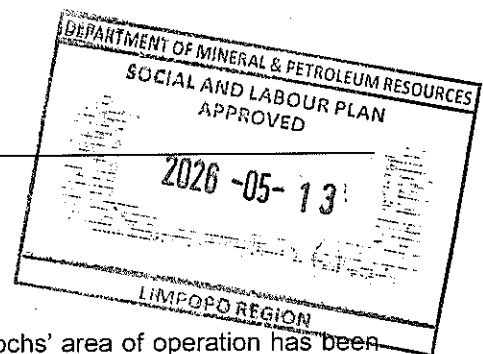
Regulation 46 (c) (i) and (ii) (a)

Appendix 1.2: BSESS Report

3.2.1 Introduction

The detailed background Socio-Economic information for Mapochs' area of operation has been provided in the **Regional Socio-Economic Analysis** report attached as part of the BSESS report contained in **Appendix 1.2**. The BSESS served to determine the existing Socio-Economic dynamics in the area of operation. The study also included the Mapochs employees and aimed to determine the nature of interaction of the mine with employees and communities. The BSESS report reveals the appropriate level of social responsibility and involvement required by Mapochs in surrounding and major labour sending communities. The following was undertaken as part of the BSESS:

- conducting a detailed consultation process with stakeholders from Mapochs, EMLM, GTLM, GSDM, and CBOs (refer to **Table 2**);
- conducting a desktop study of existing Socio-Economic information and development strategies contained in the governmental national, provincial, regional and local databases (i.e. Statistics South Africa, IDPs, Census data and the Municipal Demarcation Board);
- researching the EMLM, GTLM and GSDM IDP documents in order to identify contextual challenges and priorities;
- undertaking a needs analysis of surrounding communities;
- identifying the existing infrastructural and skills base impacting on the success of sustainable development projects; and
- identifying the potential impacts of Mapochs' activities on the surrounding SocioEconomic environment and major labour sending areas.



3.2.2 Area of operation

Mapochs is situated in the EMLM that falls within GSDM in the Limpopo Province. The only other municipality where the mine sources more than 10% of its employees is GTLM, hence Mapochs LED involvement in that municipality. The BSESS that was undertaken involved a comprehensive review of the Socio-Economic dynamics of this area. The results of this study now serve to facilitate the planning of appropriate and feasible livelihood projects and skills programmes for affected communities and employees (Refer to **Appendix 1.2**).

3.2.3 Labour sending areas

A detailed breakdown of the employee labour-sending areas for Mapochs in **Table 1**. In terms of the SLP, a major labour sending area requiring the mine's involvement in LED and the relevant IDP, is classified as a *local municipality where more than 10% of the mine's labour force permanently reside*.

According to the BSESS findings (September 2007), 47% (27% in Roossenekal, 18% in Groblersdal) of Mapochs' workforce (including core contractor employees), permanently reside in the EMLM. Approximately 23% (19% in Burgersfort) of the employees permanently reside in the GTLM.

Subsequently, and according to the requirements of the MPRDA, Mapochs will become involved in the LED activities of both these municipalities.

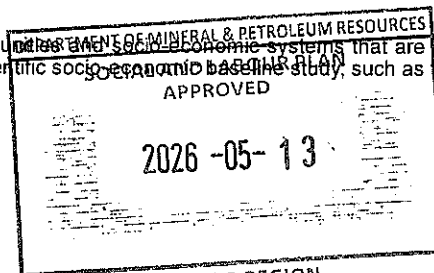
3.2.4 Action plan indicating the zone of focus of the Mapochs LEDP

The zone of impact[†] and focus areas of the Mapochs LEDP are described below, and motivated according to the findings of the BSESS.

Action Plan 1: The host municipal area of Mapochs is EMLM within GSDM and the primary labour-sending areas are EMLM and GTLM within GSDM. Subsequently, the Mapochs' LED will focus on these areas. This approach is further supported by the fact that the primary labour-sending area for Mapochs is the EMLM (47%) and GTLM (23%).

Action Plan 2: The remaining 45% of employee households from Mapochs are widely distributed among other municipalities outside of EMLM and GTLM (refer to **Table 1**). Therefore, the SLP initiatives will further seek to empower those employee households to engage in LED activities in the other affected local municipalities. This is opposed to engaging directly with the various IDP and LED activities of the EMLM and GTLM, which are far too numerous for practical purposes, and fall way below the minimum indicator for involvement of 10%. Mapochs has chosen this approach so that all households and micro-communities affected by its operation benefit from the Mapochs SLP and are not bypassed.

[†] Zone of Impact is defined as the areas, communities and Socio-Economic systems that are directly impacted by a certain operation, which is determined from a scientific socio-economic baseline study, such as the BSESS.



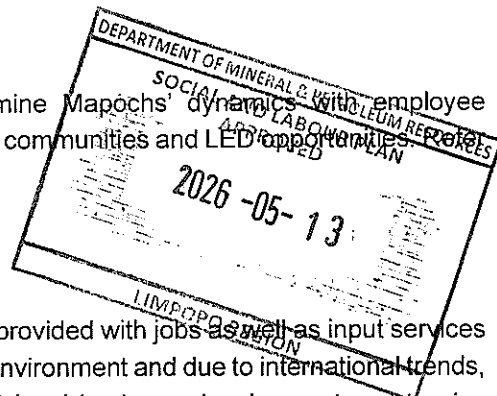
3.3 Socio-Economic impact of the operation on the mine community

Regulation 46 (c) (ii) (b)

Appendix 1.2: Regional Socio-Economic Analysis Report in the BSESS

3.3.1 The baseline situation

The BSESS that was undertaken served to determine Mapochs' dynamics with employee households, surrounding communities, labour-sending communities and LED opportunities. Refer to the BSESS report in **Appendix 1.2**.



3.3.2 The impact

During the operation of a mine, local communities are provided with jobs as well as input services to the mining operation. Within the current regulatory environment and due to international trends, mining companies are increasingly required to assist local business development and to give preference to local businesses for their procurement needs. Generally, mines contribute to poverty reduction and economic growth while several stakeholders benefit from mining.

Mapochs has a direct economic impact through its operational expenditures. The mine supports various industries through its supply chain processes by creating wealth, jobs and taxable income within the larger district municipality. The local communities, especially those of Roossenekal, Groblersdal and Burgersfort, benefit from employees' compensation and spending. The mine spends money on businesses and contractors in the EMLM, GTLM and GSDM, which in turn spend money on other businesses and contractors. Spending by Mapochs' employees and the mine's spending on businesses and contractors generates a strong economic multiplier effect in these communities.

Mapochs employs 185 permanent and 149 core contractor employees. Over 80% of employees come from the GSDM. To get an order of magnitude of the indirect employment and income effects of the mine, a multiplier of four (4) has been used because of the high dependency and impact of Mapochs on the local communities. This means that, if a total workforce of 344 people is taken, approximately 1 376 indirect jobs are generated based on the assumption that all of the income is spent in the municipality. In terms of dependents or beneficiaries, each employee supports five (5) people on average, bringing the total number of people's livelihoods linked to Mapochs in the GSDM to 6 880. This is further compounded by the fact that Highveld in eMalahleni is completely dependent on the ore from the mine for production. When considering that Highveld employs in excess of about 2 000 people, an additional 25 000 indirect jobs relate to Mapochs (taking a multiplier effect of three relevant to eMalahleni and a dependency ratio of five). This makes a total impact of 31 880 people's livelihoods who are linked to the operations of Mapochs and Highveld (who are dependent on Mapochs). As such, this mine has a highly significant Socio-Economic impact of high magnitude.

Annual wage flows into the GSDM economy amounts to almost R36 million. The money is primarily spent in the towns of Middelburg, Lydenburg and Groblersdal. As stated, the economic

dependence of a community on the mine's operations is often attributed to the purchasing capacity of the mine. Procurement primarily benefits industrialized, metropolitan areas remote from the mine and therefore communities, such as Roossenekal, are primarily dependent on the wage flows of its employees.

According to the Mapochs procurement spread for 2008, the GSDM attracted 1% of the total procurement spend. The economy of the mine community is therefore considerably more dependent on wage flows than it is on local procurement.

Finally, the mine's regulatory costs would provide the Government with the capacity to provide infrastructure and services. The following 2008 payments were made to Government:

- skills levies – R312 596.00,
- Unemployment Insurance Fund (UIF) – R227 991.00;
- power – R2 924 813.00;
- water – R27 309.00;
- telecommunications – R286 824.00; and
- rates and taxes - R18 003.00;

Note that the Value Added Tax (VAT) cost is uncertain as payment was made under Highveld.

3.3.3 Action plan

Based on the BSESS, a Sustainable Management framework has been compiled to address the Socio-Economic issues and impacts of the mine, and to facilitate LED and compliance with the pillars of the Mining Charter. A number of primary implications and recommendations have been made in **Table 40** from the BSESS, with specific relation to LED:

- migrant labour;
- housing and living conditions;
- procurement; and
- mine, rural and community development.

These recommendations are expanded on in the Supporting LEDP Working Plan in **Appendix 3**.

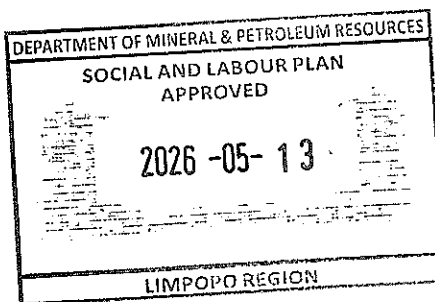
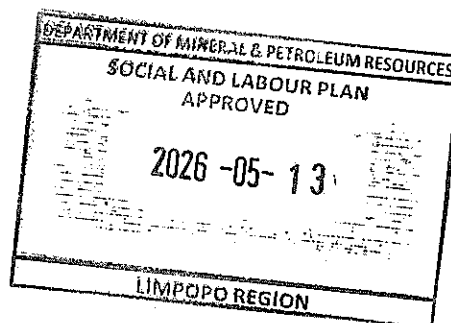


Table 40: Sustainable Development Framework

Focus Area	Implication	Recommendation	Implementation
HUMAN RESOURCES DEVELOPMENT			
Living arrangements linked with marital status of employees.	Need to address living arrangements of employees, especially those residing in shacks and mud huts (informal settlements).	See implementation mechanisms listed under HLC.	See implementation mechanisms listed under HLC.
Age and marital status of labour force.	Greater need for HRDP for employees that are in the prime of their working life and those who are illiterate. Labour force is more stable due to high rate of married employees. There is an opportunity to maintain and boost HDSA and gender quotas. There is a need for training and investment in younger employees and community members to compensate for potential skills loss, as and when the older generation of employees retires. There is opportunity to equip mining employees with portable skills from other sectors to enable them to find employment elsewhere after mine closure.	Allocate resources for implementation of a comprehensive sustainable HRDP and the integration/coordination of these programmes between Mapochs and the contractors. Ongoing monitoring and adjustment of the HRDP and implementation process (Mapochs must have mechanism to ensure that contractors comply). Identify talent pool amongst younger employees and implement skills training and career progression planning to fill vacancies created through retirement or resignations. Implement succession planning and proactively recruit unskilled labour from local community to complete the succession process. Identify candidates for progression to higher levels of employment within the operations. Invest in staff through HRD incentive schemes.	Use the survey database as a guideline to develop appropriate HRDP. Initiate ongoing awareness raising programmes on the benefits of long term skills development. Appoint or use existing skills development facilitator to guide employees and develop mentorship programmes. Link job profiles and career plans with mentorship and bursary programmes. Establish suitable mentorship teams. Set and allocate key performance areas and indicators for employees responsible for HRD functions. Provide incentives (i.e. bonuses/awards) to employees who complete courses/studies, e.g. certificates for staff. Produce bi-annual monitoring and progress reports.

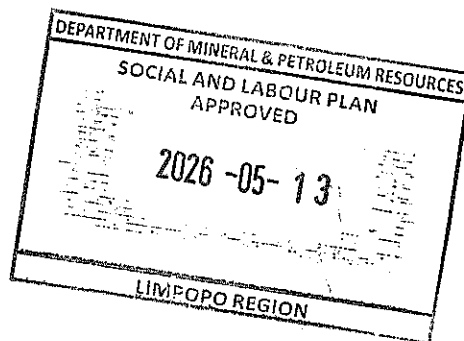


Focus Area	Implication	Recommendation	Implementation
	Potential cost factors due to large number of employees in high risk age groups for HIV/AIDS. Need to proactively address the potential prevalence of and actual HIV status.	Continue the AIDS Awareness Campaign. Continue the VCT programme. Initiate partnership in government's strategic HIV/AIDS intervention programme. Make financial provisions for potential future medical costs and employee support programmes.	Establish links with relevant government representatives. Disseminate information on the partnership and access to the programme amongst employees. Establish an HIV/AIDS programme at mine clinic and/or in conjunction with other mining houses in the region and appoint a social/health worker to address issues regarding family planning, marriage counselling, and related subjects.
Employment, educational levels and skills requirements.	Risks of not meeting numeracy and literacy targets (particularly amongst ABET candidates). Need to monitor the ABET implementation process to ensure that 'over qualified' employees do not register for ABET classes. Need to ensure that the appointed service provider has the required facilities, capacity and qualifications (mining orientated) and that the service provider is BEE compliant.	Increase the awareness in ABET programmes and establish mechanisms to facilitate easy access to ABET. Finalise ABET enrolment targets. Assess the approach and procedures to be adopted by ABET facilitator. Refine ABET selection criteria to target and prioritise participation of appropriate employees. Devise mechanisms to increase participation in ABET and skills development programmes.	Establish a task team/committee to design and develop an appropriate communication strategy (in terms of vernacular and literacy levels). Assess survey findings against preliminary targets set for ABET enrolment. Encourage and develop incentives to ensure enrolment and participation of employees. Develop a system to record programmes offered, training outcomes, participation levels, success and drop-out rates etc. This is particularly relevant for Mapochs to facilitate the monitoring of core contractors to ensure that SLP targets and commitments are met. Establish a Memorandum of Agreement between Mapochs and core contractors to resolve matters relating to noncompliance (e.g. where companies do not meet the targets agreed upon). Update survey database with training results to facilitate annual reporting to DME.



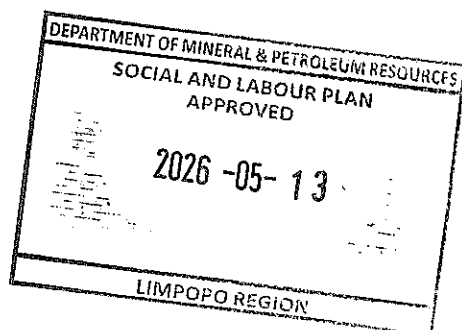
	The need for the establishment of comprehensive HRDP, and dissemination of the information about these programmes. The need to facilitate access to	Refine existing HRDP and information mechanisms. Increase awareness of bursary programmes offered at Mapochs (especially with regard to high levels of awareness	Appoint HR specialist to undertake a needs analysis, opportunity assessment, and detailed design of HRDP. Refine and structure bursary programme. Disseminate information on bursary programmes and facilitate access to these programmes.
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Focus Area	Implication	Recommendation	Implementation
	educational opportunities for employees with education levels higher than ABET who wish to study further. Provide incentives to interested ABET candidates who wish to study further. Risk of excluding employees with lower educational levels from career progression opportunities.	amongst Mapochs employees and those with a Grade 12 qualification wishing to study further). Align employee interests with company requirements, identify suitable candidates, and provide access to bursaries and/or internship. Establish reasons for lack of interest in ABET and skills development. Refine selection criteria for HRDP and entrepreneurial development initiatives to include all employees.	Link job profiles and career plans with bursary programmes. Consult with ABET candidates and other employees to determine cause of disinterest/de-motivation (where applicable) and: - Provide information on training and facilities. - Educate employees on the benefits of ABET, skills development and other opportunities offered at Mapochs. - Consult with employees on meaningful ways to assist them and identify alternate training programmes. - Clarify the inter-relationship between skills development and career progression.
	The need to equip employees with portable skills to enter other sectors of the economy. Need to ensure that the downscaling and retrenchment plan is linked with the skills development programmes.	Ensure that skills programmes encompass skills that are not mine related to broaden the skills base of the labour force and provide alternative livelihood opportunities. Build on the existing non-mining related skills and utilise these skills in the LED initiatives.	Investigate existing HRDP in order to accommodate multiskilling. Establish a parallel skills programme to build on existing non-mining skills. Link skills programmes with procurement, BEE support, and SMME development.



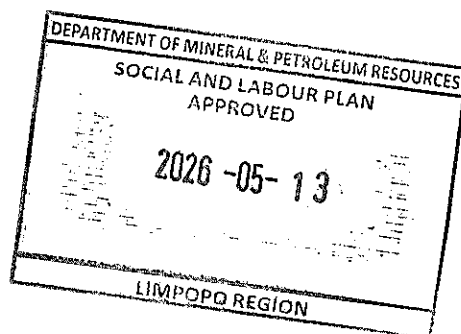
	Need to address the issues and concerns of the labour force to ensure that investment in skills development is not lost to other mining companies or other sectors of the economy.	Assess recruitment procedures adopted by Mapochs. Establish grievance procedure to address employee concerns/misconceptions regarding employment contracts.	Appoint an independent specialist to investigate possible shortcomings in recruitment procedure. Consult with employees to address concerns/misconceptions (essentially take time to explain the contracts to the employees)
	The need to evaluate the job titles and levels of employees for optimal placement within the operation (job	Classify past occupational categories against job profiling systems of respective employers to determine whether	Use survey database to undertake comparative analysis of past and current job levels. Identify suitable employees for promotion.

Focus Area	Implication	Recommendation	Implementation
	profiling).	employee experience is being well utilised at Mapochs or could be built on to fill future needs. Structure the individual job profiling systems to correspond with the reporting structure of Form S in the SLP document.	Allocate and provide financial and technical resources for development of the identified employees.
	Risk of not succeeding in HRD objectives.	Actively promote HRDP and facilitate access to these programmes.	Formulate a communication strategy to raise awareness and an incentive scheme to stimulate participation in HRDP.
	Potential cost factors in terms of retrenchment packages due to long service history of some members of the labour force.	Make financial provisions for potential future retrenchment packages and employee support programmes. Capacitate employees through provision of alternative livelihood opportunities. Assess potential amongst existing employees to become future service providers to Mapochs.	Monitor and assess Monthly Retrenchment Provisions to ensure adequate funding. Develop/finalise Downscaling and Retrenchment Procedure. Provide skills training to equip employees to access alternative income generating opportunities.



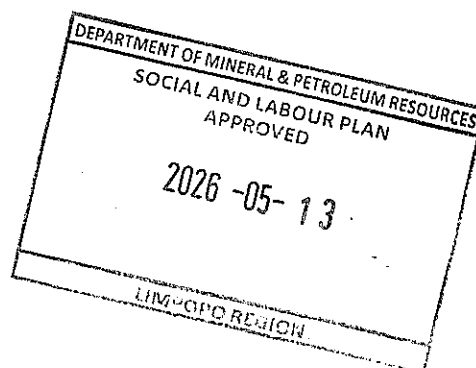
Communication Procedure.	Need to take into account the fact that Sepedi is the most dominant language amongst employees.	Ensure that Sepedi is reflected in the communication media without discriminating against other languages.	This can be achieved by having Sepedi reflected in the communication material used to communicate with employees, whenever possible.
Recruitment Procedure.	Risk of not complying with relevant labour legislation by not subjecting all employees (including contractor employees) to a formal recruitment process.	Ensure that all employees who are employed in future are employed through the formal recruitment procedures.	There should be a database of all future employees reflecting the manner in which a formal recruitment process was followed in their appointment (e.g. fill application forms, undergo an interview, obtain employment contract, etc.).
EMPLOYMENT EQUITY			
Race, gender	Need to verify that information	Assess existing HR database to establish	Update survey database with revised information.

Focus Area	Implication	Recommendation	Implementation
and disability.	contained in Form S of the SLP is an accurate reflection of employment equity status. Ensure that HDSA targets at management level are met.	job levels and employment equity quotas at individual companies. Prioritise skills development and training of the HDSA individuals earmarked for management positions. Address employee negative attitudes towards women working at Mapochs.	Identify critical requirements for lower level employees to reach management levels e.g. financial/management skills and provide the necessary resources and training to fill the gaps.
	Investment in gender sensitivity and a black empowerment policy is required.	Implement sensitivity programmes and change management workshops in terms of gender, race and cultural issues. Appoint females in strategic positions on worker and safety committees etc. Establish grievance procedure.	Arrange for in-house workshops to address race, gender and cultural issues related to the workplace. Reassess perceptions of discrimination at regular intervals and appoint change management consultant if required. See implementation mechanisms listed under HLC. Formulate a disciplinary procedure to address discrimination issues.



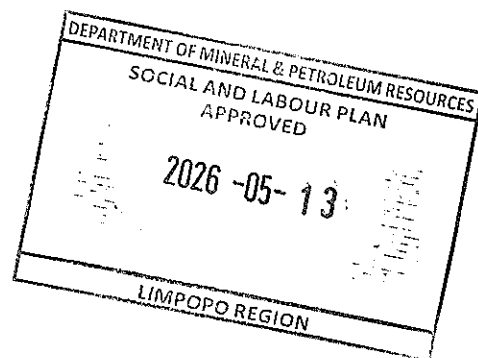
	Maintain and improve Employment Equity quotas in terms of gender. Plan for the cost of identifying, recruiting and training suitable female candidates from entry level through all levels of responsibility.	Change attitudes of both men and women toward women working at Mapochs. Reduce the barriers of entry for females by changing the perception that the mining industry is only for males. Launch a gender specific recruitment procedure.	Collaborate with other major stakeholders to promote gender sensitivity, e.g. awareness campaigns and roads shows. Commission a suitably qualified recruitment company to focus on the recruitment of local female candidates. Recruit females through local media and notices in the surrounding communities.
	The need for appropriate facilities that cater for females in the workplace.	Assess facilities required to accommodate a diversified labour force, including women.	Upgrade existing facilities (change house, ablutions etc) to ensure equality and accessibility in the workplace (e.g. cater for females, disabled, etc).
MIGRANT LABOUR			
Labour sourcing.	LED involvement in EMLM and GTLM	The continued and improved focus on	Formulate a recruitment procedure which defines the local

Focus Area	Implication	Recommendation	Implementation
	within the GSDM.	recruitment of local labour. Group minor labour-sending areas in clusters to include employee households that fall outside the major labour-sending areas (if possible). Assess compliance of core contractors to commitments made in the SLP in terms of preference to local labour. Utilise government and/or local labour recruitment services (DoL, etc).	community, utilises recruitment services available within EMLM, and that requires applicants to provide proof of residency. Review survey database to group the minor laboursending areas and link these with employee household needs. Appoint labour officer/labour desk to liaise with core contractors and recruitment services to ensure that required criteria are met (Employment equity, preference to local labour, etc).



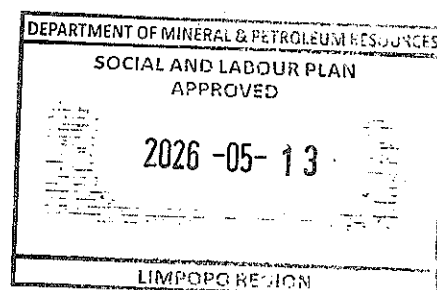
	Risk of appointing 'non-local' labour being employed at Mapochs. Risk of conflict between Mapochs and core contractors with regard to enforcing labour sourcing requirements.	Require completion of job application documentation prior to appointment. Amend the core contractors' agreements to address labour sourcing issues identified in the survey.	Review and refine recruitment procedures for contractors. Utilise public/mass media to publicise vacancies. Establish a uniform recruitment procedure which has overarching selection criteria (without limiting the specific requirements of the companies involved) to ensure future labour sourcing is not in conflict with SLP commitments.
	Risk of not meeting SLP requirement in terms of providing appropriate accommodation. Risk of growth of informal settlements.	Formulate a housing policy and facilitate access to improved accommodation and/or housing for all employees, with special emphasis on those employees who are married. Link remuneration with benefits such as housing allowances, etc.	Undertake educational programmes to demonstrate the benefits of investment in property and home ownership, cost recovery and user responsibility for maintenance etc. Negotiate with relevant financial institutions to improve access to home loans for employees. Provide housing subsidy or similar benefit to employees.
HOUSING AND LIVING CONDITIONS			
Housing services and household composition.	Increased financial expenditure to improve living conditions of employees (particularly settlers in	Rank levels of severity of living conditions of employees. Establish a housing policy and link with	Review survey database to identify employee households living below acceptable standards. Prioritise households in terms of severity of living

Focus Area	Implication	Recommendation	Implementation
	informal settlements). Need for social upliftment with a focus on welfare, livelihoods, HIV/AIDS awareness/support etc.	social upliftment initiatives and skills development.	conditions and consult with employees concerned on meaningful ways to assist them. Address needs in the following order of priority in line with survey findings: - GROUP 2 employees who are willing to relocate households to near the mine. - Classify GROUP 1 employees and remaining GROUP 2 employees in order of severity and levels of co-operation.

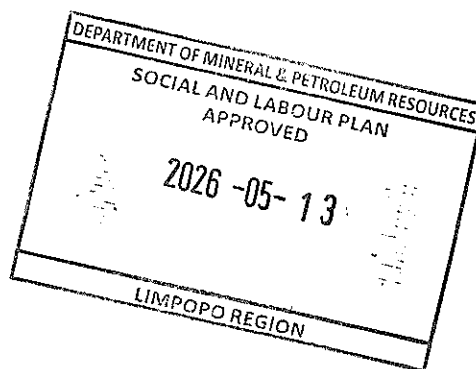


Risk of loss of productivity, absenteeism and staff turnover due to living arrangements and conditions.	Promote household stability by assisting with improving living arrangements. Improve access to transport to facilitate access to families and reduce commuting time.	Implement previous recommendations pertaining to housing. Assess possibility of mine provided transport and/or travelling allowance for all employees.
Actively discourage the establishment of informal settlements. Cost implications of addressing and removing informal settlements. Need to monitor contractor compliance.	See implementation measures pertaining to housing listed under the Migrant Labour section. Collaborate with surrounding land owners and mining houses to prevent and control informal settlements. Facilitate migration from informal to formal housing units either through relocation of informal settlers from shacks to mine provided accommodation (as an interim measure).	Upgrade and maintain fencing around mine property. Continue and increase patrolling of mine property. Implement previous recommendations pertaining to housing. Develop action plan on access to quality housing and connecting to basic services. Develop Public Private Partnerships with Government to meet demands for formal housing and infrastructure.
Need to provide housing assistance to employees so that they can obtain access to quality housing through ownership.	Identify employees who need and/or have requested housing assistance. See implementation mechanisms listed under household income.	Use housing policy to identify employees who qualify for housing assistance. Use survey database to identify employees who have requested assistance from Mapochs through the payment of home loans and/or subsidies.

Focus Area	Implication	Recommendation	Implementation
			Use survey database to identify employees who prefer relocating families provided that Mapochs assists with housing by consulting on meaningful ways in which to assist them.



Health and security.	Future potential cost implications due to HIV/AIDS vulnerability for awareness-raising, due to the high percentage of employees in the age groups vulnerable to HIV/AIDS.	See implementation measures listed under HRD in the SLP document.	See implementation measures listed under HRD in the SLP document.
	Responsibilities to ensure that services provided by mine clinic/doctor are of the best possible quality.	Assess the quality, cost and appropriateness of services and standard/effectiveness of medication provided at the mine clinic.	Commission independent medical specialist to evaluate services and medication provide to the labour force.
	Responsibility to ensure that required nutritional standards are met (the DME recommends at least one free meal a day be to provided to employees).	Assess the quality and nutritional standards of the existing canteen meals to ensure meals are nutritionally balanced. Gain feedback from labour force on the quality of the canteen provided meals.	Appoint independent specialist to assess existing nutritional value of canteen meals and develop/upgrade a nutrition plan. Undertake employee survey by way of a workshop to determine appropriateness of canteen meals according to worker needs.
	Address any issues related to safety and security.	Establish mechanisms for the anonymous registration of complaints and/or suggestions. Assess compliance with mine's SHEQ policy.	Formulate a disciplinary procedure to address known incidences of intimidation and/or harassment. Workshop ways to handle intimidation within the workplace so as to ensure that disciplinary actions do not exacerbate the situation. Educate employees through workshops on gender, racial and cultural issues. Investigate and address real and/or perceived situations pertaining to poor house-keeping in terms of SHEQ. Undertake/increase frequency of medial examinations of employees.



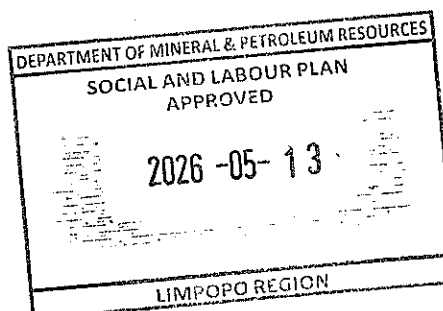
Focus Area	Implication	Recommendation	Implementation
	Assess current security measures.	Mapochs to ensure that contractors maintain acceptable standards with regard to facilities and equipment for employees.	Appoint independent specialist to assess the safety and working conditions.
Household income.	Need to create awareness of ABET courses offered by Mapochs.	Sensitise employees about financial management training in ABET.	Instruct ABET facilitator to present information session on the ABET programme.
	Need to assist with future planning for retirement.	Educate employees on the benefits of retirement planning.	Make provident fund available to all employees. Undertake capacity building with employees on concept, calculations and benefits of a pension/provident fund. Commission a financial advisor to educate employees about retirement options.
	Need to address situation of employees living below the poverty line. Need to establish a minimum standard in terms of salaries and benefits applicable to all employees.	Establish whether any employees are living below the poverty line. Involve spouse/partner in joint counselling with respect to financial management. Establish a basket of benefits (salary package) which meets the minimum standards but allows flexibility for employers (e.g. transport provided versus travel allowance, mine house versus housing subsidy).	Evaluate respective salary scale for low level employees against poverty indicators provided. Identify employees who may be at risk of living below the poverty line based on income. Use survey database to assess situation of identified employees to determine whether the living arrangements and household composition influence the vulnerability to poverty for these employees. Consult with employees on meaningful ways in which to assist them.
	Need to provide opportunities for alternative livelihood strategies.	Empower employees to realise opportunities to generate additional income.	See specific implementation measures listed under HRD in the SLP document.
PROCUREMENT			
Procurement levels.	Increased involvement of HDSA suppliers is required. Maintaining commitments made in the SLP.	Facilitate the establishment of black empowered companies. Address the priority needs expressed by employees through supporting local BEE	Identify suitable local businesses in conjunction with the DTI. Establish partnerships with other role players in the mining sector to formalise standards and criteria.



Focus Area	Implication	Recommendation	Implementation
	Risk that quality and efficiency could be compromised in order to increase BEE procurement levels.	companies to provide the required services i.e. out-source non-core services to BEE companies and facilitate the establishment of such companies. Set standards and criteria for appointment of BEE suppliers.	Facilitate access to resources and technical support for suitable candidates/existing suppliers for establishment of business enterprises and development of capacity. See implementation measures listed under mine community and rural development of this document.
MINE COMMUNITY AND RURAL DEVELOPMENT			
Local Economic Development.	Involvement required in the primary major labour-sending areas (EMLM and GTLM). Participation in LED forum, and integration with IDPs for EMLM and GTLM is required. Need to establish a Future Forum within Mapochs.	Address priority needs of employee households (basic services, housing, and road infrastructure) through increased assistance with access to credit, assets and empowerment of local black business. Actively support EMLM to expedite establishment of LED forum and effective functioning thereof. Partner with local government in the identification of LED initiatives. Ongoing consultation with local government to incorporate proposed LED projects into IDP priority list. Focus actions on the empowerment of household members as a first priority in providing non-core services at Mapochs.	See implementation measures listed under the HLC section of this document. Undertake an opportunity assessment to identify possible additional BEE options. Collaborate with other mining companies in the establishment of the LED forum. Actively participate in the annual review of IDP documentation and community consultation process. Identify a suitable representative within Mapochs to act as a community liaison officer on issues such as LED, procurement, community and SMME development. Define selection criteria for household participation and the nature and extent of participation. Task identified community liaison officer to promote and manage household participation in mine's LED initiative and to undertake a capacity assessment to determine the capability of potential entrepreneurs. Provide technical and financial resources where necessary.
OWNERSHIP AND VENTURES			
Equitable ownership.	Maintain or improve current levels.	Ensure that targets and timeframes for levels of ownership and Joint Ventures at Mapochs are met.	Partner with suitable HDSA companies from the EMLM area.



Focus Area	Implication	Recommendation	Implementation
BENEFICIATION			
Equitable redistribution of mining benefits.	Awaiting the enactment of the Royalties Bill. Requires involvement in community based development.	See implication mechanisms listed under mine community and rural development. Investigate the integration of corporate social responsibility with LED projects.	Establish a fund ear-marked for LED activities.
REPORTING			
Annual reporting requirements.	Detailed and specific annual reporting required by DME. Regular reporting and feedback to employees required.	Use the survey data as a planning tool to facilitate regular and accurate reporting. Update current HR data with information from the survey data and record details of changes in the education and training status of employees.	Empower a Mapochs employee to be responsible for the implementation and ensure regular reporting. Use media (e.g. newsletters, videos, email) to provide feedback to employees on advancement in implementation of SLP commitments.



3.4 Infrastructure development, poverty eradication and welfare creation projects

Regulation 46 (c) (iii)

Appendix 3.1: LED Projects Sub-Plan

3.4.1 Approach

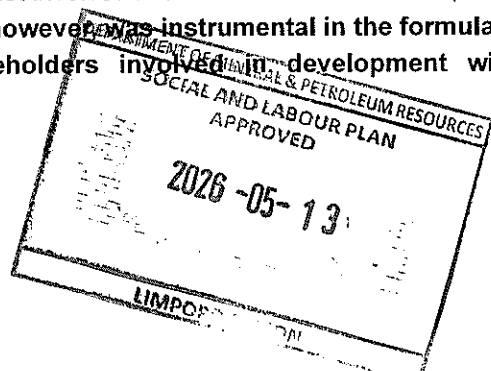
LED is an approach towards economic development which allows and encourages local communities, government and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improving the quality of life for all residents in any local municipal area. Mapochs aims to assist local government and community structures to implement their own development priorities and realise new economic opportunities through the profitable operation of Mapochs within EMLM.

3.4.2 Baseline situation

Mapochs will be involved in a significant infrastructure development and poverty eradication projects within the EMLM and GTLM. Mapochs has been involved in substantial Corporate Social Investment (CSI) activities to date in the surrounding communities. These CSI activities relate primarily to the following categories:

- providing a free clinic in Roossenekal;
- donations in kind to schools, charities, recreational and sports clubs, CBOs and NonGovernmental Organisations (NGOs);
- repair of infrastructure, e.g. at schools, water pipelines, grading of roads, services, etc;
- educational support in the form of learnerships to selected people in the surrounding communities and funding for various education programmes;
- supporting of orphanages, police, food schemes, government, recreational clubs and functions;
- donations to the EMLM, e.g. for recreational facilities, basic service provision and maintenance, or repair of infrastructure; and
- welfare support to CBOs in Roossenekal in terms of basic service provision.

A detailed record of the CSI activities of Mapochs is contained in **Appendix 3.1** of the LED projects Supporting Working Plan. Mapochs is not involved in the LED Forum of EMLM, as this forum has not yet been established. **Mapochs, however, was instrumental in the formulation of a community trust involving all stakeholders involved in development within Roossenekal, including EMLM.**



Mapochs has consulted in detail with the IDP and LED Managers of the EMLM and GTLM on the alignment of the Mapochs SLP with their IDPs and regarding infrastructure development and poverty eradication projects. LED projects proposals has been sent to EMLM for discussion. **Proof of consultation**, in the form of minutes of the meetings, is contained in **Appendix 1.3**.

3.4.3 Action plans and Projects

Appendix 3.1: LED Projects Sub-Plan

Mapochs will continually assess the current/projected IDP and LED projects/initiatives in EMLM and GTLM. A **Five- (5) Year LED Project Sub-Plan**, containing a list of community development projects to be implemented within areas affected by Mapochs, has been compiled in **Appendix 3.1**. At the end of each five- (5) year period, the LED Plan will be reviewed and a new five- (5) year plan compiled. An **Action Plan** for the implementation of LED projects is provided in **Table 41**.

Table 41: Action plan for the implementation of LED projects

ACTION	DELIVERABLES	TARGET DATE
Implementation of LED projects and business plans by Mapochs.	Implementation of LED projects.	January 2010 onwards
New measurable deliverables, targets and milestones to be set for the remainder of the year, and project implementation. These need to be integrated into the LED Supporting Plan to the SLP.	New dates, milestones and resources for remainder of 2010 and projects. Integration into LED Projects Sub-Plan (Appendix 3.1).	December 2010
Ongoing consultation with the Mapochs Unions, EMLM, GTLM, GSDM and CBOs on LED.	Minutes of meetings and progress reports on LED projects.	Ongoing
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	2011

The projects that have been identified for Mapochs are as follows and are described in more detail below:

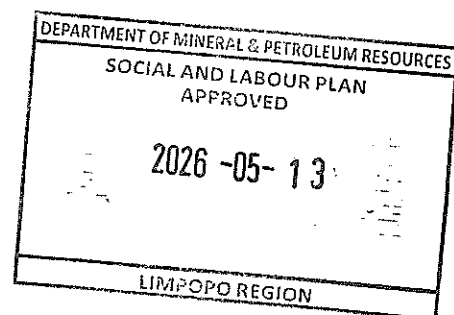
- sustainable housing and services project;
- integrated water provision and reservoir construction project;
- integrated township planning project;
- ambulance facilities and services project;
- horticultural and livelihoods project;
- chicken broiler and abattoir project; and



- road upgrade and maintenance project.

These projects will be updated continuously throughout the initial five- (5) year period. In terms of **Table 41**, detailed business plans have been compiled for these projects as part of the update process of the LED Projects Sub-Plan.

The detailed projects are as follows:



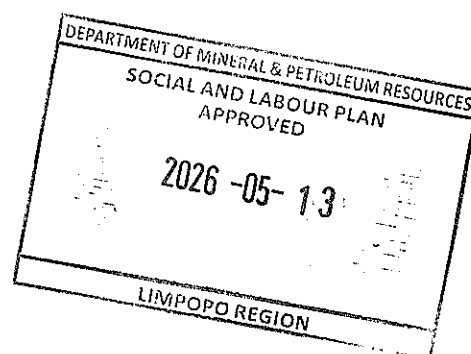
3.4.3.1 *Project 1: Sustainable housing and services project*

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 1: SUSTAINABLE HOUSING AND SERVICES PROJECT	
PROJECT BACKGROUND:		OBJECTIVES:	
This project is of much significance project as it will provide adequate and accessible housing to Mapochs employees and greatly improve their standard of living. The family units to be built, for example, will have basic infrastructure such as water, electricity and sewerage. This project will comply with the DME requirement of abolishing the hostel system in the mining industry, and government's programme of eradicating squatter settlements by 2014. In addition to assisting EMLM with alleviating the squatter problem, the project will also be beneficial to EMLM as it will contribute by paying for much needed rates and taxes that will be collected by the local municipality. The project involves housing construction for Mapochs employees as part of the housing plan for Mapochs. Mapochs plans to construct about 20 family units for employees within the Roossenekal area to cater for the shortage of housing in the area. Mapochs will also provide the land and basic services to the housing units. The houses will be sold or rented out to Mapochs employees and houses that are not bought or rented by the employees will be rented to community members.		- To provide adequate and accessible housing to Mapochs employees - To provide basic infrastructure such as water, electricity and sewerage that will improve their standard of living - To assist EMLM in alleviating the squatter problem - To contribute to the local municipality by paying rates and taxes.	
PERFORMANCE INDICATORS:		TARGET GROUPS:	LOCATION:
- Construction of about 20 family units for Mapochs employees and community members, preference to be given employees. - Access to basic infrastructure such as water, electricity and sewerage. - Improve standard of living.		Mapochs employees as well as the community members.	Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:		PROJECT RESPONSIBILITIES:
Time Periods 1: January 2010 - December 2010	- Consult with EMLM about the implementation of the project, including an engineering report. - Begin site preparation and sub-division or consolidation of stands. - Start construction activities for the project. - Complete Phase I of project (i.e. bulk of employee housing units).		Mapochs



Time Periods 2: January 2011 – December 2011	• Phase II of project (i.e. remainder of housing units for excess needs and core contractors' employees). • Complete construction activities for the project and then conduct and audit after completion.					
Time Periods 3: January 2012 – December 2014	• Monitoring and auditing.					
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011 – December 2011	January 2012 – December 2012	January 2013 – December 2013	January 2014 – December 2014	TOTAL
	R 10,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 30 million

DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
- Consult with EMLM about the implementation of the project, including an engineering report. - Begin site preparation and sub-division or consolidation of stands. - Servicing of stands. - Start construction activities for the project. Phase I of project (bulk of employee housing units).	Time Periods 1: January 2010 – December 2010	R 15,000,000
- Phase II of project (remainder of housing units for excess needs and core contractors' employees). - Complete construction activities for the project and then conduct and audit after completion.	Time Periods 2: January 2011 – December 2011	R 15,000,000
Monitoring and auditing.	Time Periods 3: January 2012 – December 2014	R 0



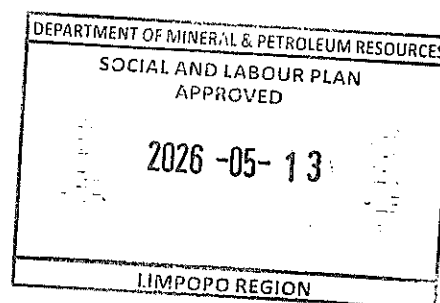
3.4.3.2 Project 2 – Integrated water provision and reservoir construction project

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 2: INTEGRATED WATER PROVISION AND RESERVOIR CONSTRUCTION PROJECT	
PROJECT BACKGROUND:		OBJECTIVES:	
This is an infrastructure development Joint Venture project between Highveld and the Department of Water Affairs and Forestry (DWAF) to improve domestic water supply within Roossenekal by funding and constructing a second reservoir. The Joint Venture project will include the construction of pipelines, boreholes and pumps for the distribution and supply of water to and from the reservoir to communities within the Roossenekal area. This project will vastly improve the supply of water within the Roossenekal area. One of the National Millennium goals for service delivery is the provision of water to all households by 2008. Only 13.4% of households in EMLM have access to piped water within the yard, while 19.6% have no access to piped water (EMLM IDP 2007/8). Mapochs will therefore assist the national government and EMLM to alleviate the lack of access to water by building a second reservoir in the Roossenekal area, in partnership with DWAF.		• Provide infrastructure to improve service delivery; and • Increase access to piped water supply.	
PERFORMANCE INDICATORS:		TARGET GROUPS:	LOCATION:
Construction of a second water reservoir in Roossenekal		Local communities within the Roossenekal area	Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:		PROJECT RESPONSIBILITIES:
Time Periods 1: January 2010 December 2010	• Liaison and planning with DWAF and EMLM. • Appointment of contractors. • Consultation with relevant stakeholders. • Site identification and pipeline route. • Undertake relevant project studies, planning and technical design. • Initiate construction of a second water reservoir in Roossenekal.		Mapochs, DWAF
Time Periods 2:	• Continue with construction of water reservoir.		



January 2011 – December 2011	• Construction of pipeline, boreholes and pumps. • Complete the construction of the reservoir.			
Time Periods 3: January 2012 – December 2012	• Implementation of a supply network to communities. • Auditing and monitoring of the work completed.			
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011 – December 2011	January 2012 – December 2012	TOTAL
	R 2,500,000	R 5,000,000	R 2,500,000	R10 million

DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
• Liaison and planning with DWAF and EMLM. • Appointment of contractors. • Consultation with relevant stakeholders. • Site identification and pipeline route. • Undertake relevant project studies, planning and technical design. • Initiate construction of a second water reservoir in Roossenekal.	Time Periods 1: January 2010 – December 2010	R 2,500,000
• Continue with construction of water reservoir. • Construction of pipeline, boreholes and pumps. • Complete the construction of the reservoir.	Time Periods 2: January 2011 – December 2011	R 5,000,000
• Implementation of a supply network to communities. Auditing and monitoring of the work completed.	Time Periods 3: January 2012 – December 2012	R 2,500,000



3.4.3.3 Project 3 – Integrated township planning project.

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 3: INTEGRATED TOWNSHIP PLANNING PROJECT	
PROJECT BACKGROUND:		OBJECTIVES:	
This project is in partnership with the EMLM. The project involves the management or monitoring of the township development plan to assess expansion in the town of Roossenekal and formulate a development plan for the needs of the town. This plan will be linked to an economic development plan to encourage the establishment of businesses and economic activities. The development in the town of Roossenekal currently takes place in an unplanned and unstructured manner putting unnecessary strain on infrastructure, i.e. water and electricity supply, roads and storm water drainage, etc. A proper plan would provide for the necessary structure within which development can take place to ensure sufficient infrastructure for the developments and to attract investment into the area. The project will involve the following: • a localised status quo assessment for Roossenekal; • a local land audit in respect of properties transferred from the Greater Sekhukhune District Municipality; • a local land audit in respect of properties transferred to Department of Water Affairs and Forestry (DWAF) and ESKOM for the proposed De Hoop Development; and • township establishment on the farm Mapochsgronde 911 J.S.		• To assess expansion in the town of Roossenekal and formulate a development plan for the needs of the town; • To encourage the establishment of businesses and economic activities; and • To ensure sufficient infrastructure for development activities and to attract investment into the area.	
PERFORMANCE INDICATORS:		TARGET GROUPS:	LOCATION:
Planned and structured development in Roossenekal.		Roossenekal area	Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:		PROJECT RESPONSIBILITIES:
Time Periods 1:	• Liaison and planning with the EMLM;		Mapochs

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DEPARTMENT OF MINERAL & PETROLEUM RESOURCES
SOCIAL AND LABOUR PLAN APPROVED
2026-05-13
LIMPOPO REGION

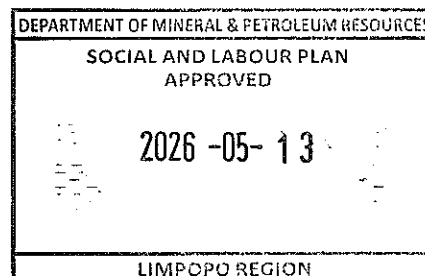
January 2010 – December 2010	• Development of a surveillance system and development plan; and • implementation of the township development plan.	
Time Periods 2: January 2011 – December 2011	• Continue to implement the township development plan; and • monitoring and evaluation.	
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011 – December 2011
	R 500,000	R 500,000
		TOTAL
		R 1,000,000

DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
• • Liaison and planning with the EMLM; • development of a surveillance system and development plan; and implementation of the township development plan.	Time Periods 1: January 2010 – December 2010	R 500,000
• Continue to implement the township development plan; and monitoring and evaluation.	Time Periods 2: January 2011 – December 2011	R 500,000

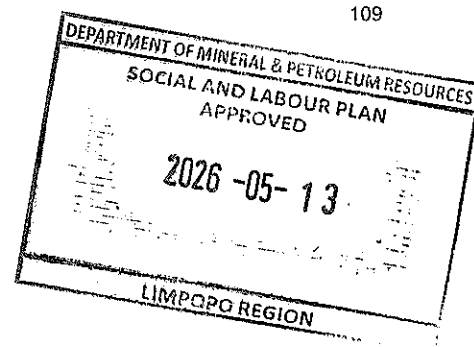


3.4.3.4 Project 4 – Ambulance facilities and services project

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 4: AMBULANCE FACILITIES AND SERVICES PROJECT	
PROJECT BACKGROUND:		OBJECTIVES:	
There are only two hospitals in the EMLM area and they are located in Groblersdal and Moutse (Philadelphia), with no hospital in Roossenekal. The ambulance support structure within the EMLM is also very underresourced and widely stretched over a vast area. The response time to get to accidents or threatening emergency health incidents throughout EMLM is much longer than what it should be, and has increased the incidence of deaths. It is especially difficult to get ambulance services to the Roossenekal area. Therefore, in line with the IDP priority for EMLM to improve ambulance services, Mapochs will initiate this project. It is hoped that through this project the response time and commitment of paramedic resources to threatening human life incidents will be greatly improved, and thereby save lives. The ambulance support structure project involves upgrading the emergency evacuation services in Roossenekal town. Accordingly, a facility to house the ambulances and related personnel offices will be constructed. Ambulances will be bought by EMLM and maintained at the facility as part of the project. The Department of Health (DoH) will provide ambulance drivers and paramedics. The following specifically will be constructed: • shelter for ambulances (Mercedes Sprinter); • offices x 3 (3m x 4m each); • store room x 1 (6m x 6m); • staff room x 1 (5m x 6m); • small Kitchen; • ablution facilities (8 people); and		• To improve the standard of health services and facilities with EMLM; and • To improve ambulance service delivery in order to decrease incidence of death caused by lack of emergency services;	

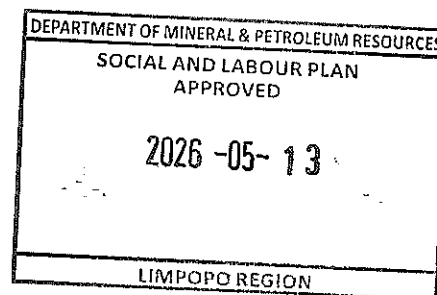


• washing bay for vehicles and equipment.				
PERFORMANCE INDICATORS:		TARGET GROUPS:		LOCATION:
Increased access to emergency services within the Roossenekal area.		Roossenekal community		Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:			PROJECT RESPONSIBILITIES:
Time Periods 1: January 2010 – December 2010	• Liaison with the DoH and the EMLM; • develop an appropriate design plan for the ambulance support structure facilities; and • initiate construction activities for ambulance facilities.			Mapochs, DoH and EMLM.
Time Periods 2: January 2011 – December 2011	• Complete the construction activities; and • provide other resources for the ambulance support structure.			
Time Periods 3: January 2012 – December 2012	• Monitoring and auditing of the work completed.			
	January 2010 – December 2010	January 2011 – December 2011	January 2012 – December 2012	TOTAL
	R 500, 000	R 500,000	R 0	R1 million



DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
• • Liaison with the DoH and the EMLM; develop an appropriate design plan for the ambulance support structure facilities; and initiate construction activities for ambulance facilities.	Time Periods 1: January 2010 – December 2010	R 500,000
• Complete the construction activities; and provide other resources for the ambulance support structure.	Time Periods 2: January 2011 – December 2011	R 500, 000
• Monitoring and auditing of the work completed.	Time Periods 3:	R 0
	January 2012 – December 2012	

Ambulance Facilities and Services: The approved project budget amounted to R1,000,000.00. It was subsequently established that the development and finalisation of the Memorandum of Understanding (MOU) required for the implementation of this project would necessitate extensive stakeholder engagement and consultation processes. These requirements are likely to result in significant delays, thereby affecting the Mine's ability to implement the project within the prescribed timeframe and maintain compliance with its SLP commitments. Consequently, a Section 102 amendment application was submitted and approved to replace the project with alternative initiatives that can be implemented within the required timeframes. Details of the replacement projects are provided on pages 119–124.

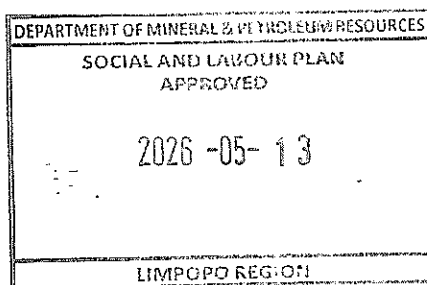


3.4.3.5 Project 5 – Horticultural and livelihoods project

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 5: HORTICULTURAL AND LIVELIHOODS PROJECT
PROJECT BACKGROUND:		OBJECTIVES:
Apart from Mapochs, the other major economic activity in Roossenekal is agriculture. Mapochs is initiating a small-scale horticultural venture with HDSAs, from the local community that will seek to reduce their dependence on the mine. The horticultural project will focus on empowering and training HDSA community members in and around the Roossenekal area. The project will provide HDSAs with the required skills and technical know-how on how to grow various vegetable products in the area. This programme will form part of a broader Public Private Partnership (PPP), between community members, EMLM and Mapochs. Mapochs has obtained a piece of land, and a full feasibility study will be undertaken with the assistance from staff from the Nkangala Further Education Training (FET) College to determine the potential, the preferred crops to be cultivated, the training programmes needed, agricultural resource requirements and implementation plans. Mapochs will recruit horticultural trainers from the community with relevant educational training or experience. These trainers will participate in a 10 week training programme at Nkangala FET College. The trainers will then be expected to transfer the acquired skills to community members in groups of 10 or 20, under supervision from College staff. Each trainee will be allocated a plot for the duration of their training, where a small crop will be established for training purposes. The duration of the training will be as long as it takes for the planted crop to reach maturity, and trainees will receive daily mentoring from the trainer. The number of learners that can be trained will depend on the size of the land.		• To provide realistic and alternative livelihood opportunities to learning a range of horticultural skills for employees and communities; • to supply the community with day-to-day nutrition needs, which has many members that live in poverty; • to promote the migration from subsistence farming, to commercial farming projects that can create jobs and generate income for the community; • to contribute towards the IDP objective of using agricultural farming initiatives for job creation; and • to provide skills to the unemployed to enable them to join the job market.



PERFORMANCE INDICATORS:			TARGET GROUPS:			LOCATION:
Number of skilled commercial produce growers that are the product of the project.			HDSAs communities in and around Roossenekal			Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:					PROJECT RESPONSIBILITIES:
Time Periods 1: January 2010 – December 2010	• Provide active partnership between community members, EMLM and Mapochs. • Nkangala FET College and other Fraser Alexander to undertake a feasibility study of the project. • Discussions with the EMLM, Department of Provincial and Local Government and communities. • Design a detailed project plan for implementing the project. • Acquisition of land and other resources. • Recruit horticultural trainers to undergo 10 weeks training at the FET College. • Consult with local communities and government on the beneficiaries of the project. • Train community members in groups of 10 to 20 at a time for horticultural programme.					Mapochs and Nkangala FET College and others.
Time Periods 2: January 2011 – December 2011	• Implementation of the PPP Horticultural Venture HDSA project; • • skills training; and • job creation.					
Time Periods 3: January 2012 – December 2012	• Ongoing skills training; and • establishment of commercial farming project.					
Time Periods 4: January 2013 – December 2013	• Ongoing skills training.					
Time Periods 5: January 2014 – December 2014	• Ongoing skills training; - and • monitoring and auditing.					
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011– December 2011	January 2012 – December 2012	January 2013 – December 2013	January 2014 – December 2014	TOTAL
	R 1 000 000	R 700 000	R 500 000	R 500 000	R 500 000	R 3.2 million



DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
• Undertake an agricultural feasibility study for the project; discussions with the EMLM, Department of Provincial and Local Government, • Commercial farmers and communities; • designed a detailed project plan to implement the project; acquire land resources, training resources and funding resources; recruited two horticultural trainers to undergo 10 weeks training; • consulted local communities and government on the beneficiaries of the project; and trained community members in groups of 10 to 20 at a time for horticultural programme.	Time Periods 1: January 2010 – December 2010	R 1 000 000
• Implementation of the PPP Horticultural Venture HDSA project; • skills training; establishment of commercial farming project; and job creation.	Time Periods 2: January 2011 – December 2011	R 700 000
• Ongoing skills training.	Time Periods 3: January 2012 – December 2012	R 500 000
• Ongoing skills training.	Time Periods 4: January 2013 – December 2013	R 500 000
• Ongoing skills training; and monitoring and auditing.	Time Periods 5: January 2014 – December 2014	R 500 000



3.4.3.6 Project 6 – Chicken broiler and abattoir project

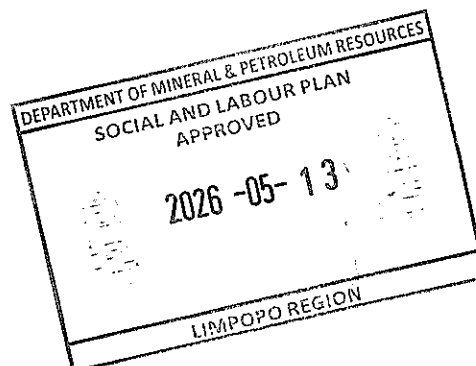
BASIC BUSINESS PLAN FOR PROJECT:	PROJECT 6: CHICKEN BROILER AND ABATTOIR PROJECT
PROJECT BACKGROUND: The Chicken broiler and abattoir job creation project in GTLM will be based on the establishment of a chicken abattoir to provide for the identified market demand in the Limpopo Province. The project will be conducted in partnership between Mapochs, GTLM, and the Department of Agriculture. The project will be based at Ga-Makua village in GTLM, which is about 65km from the town of Burgersfort in the Sekhukhune District of the Limpopo Province. Ratanang Makua poultry project was started in 1989 by a group of 10 women from the community. The local chief has allocated a piece of land of about ±5 hectares for the project. The main focus of the project will be on rearing day old chickens, feeding and selling them to local markets, households and hawkers. The project will have two phases, namely: • Phase One: Development of new chickens broiler houses, and increasing the capacity of the existing ones. Three poultry projects have been identified for assistance namely, Ratanang Makua project, Nkholeng Broiler project and Mmalekgetlane poultry project. The entrepreneurial small-scale farmers will be offered financial support that will afford them the opportunity to nurture and sustain themselves, their families and communities. • Phase Two: Chicken abattoir project feasibility study and implementation of the project. A feasibility study will be conducted by the Department of Agriculture and Limpopo Support Agency (LIPSA) on the establishment of the chicken abattoir project.	OBJECTIVES: The focus of the project is to offer assistance and empower identified small-scale farmers so that they can obtain economic independence. Objectives are: • To create jobs, alleviate poverty; generate income, while simultaneously improving the quality of life for identified small scale farmers. • To acquire skills and training in farming, and • To build capacity of the existing small-scale farmers through training such as broiler production, poultry management, and financial management. • To work in partnership with local communities in sustainable development projects to enable self reliance.

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PERFORMANCE INDICATORS:		TARGET GROUPS:		LOCATION:
Number of community members that benefit from the project.		• Small-scale farmers (Ratanang Makua project, Nkholeng Broiler project and Mmalekgetlane poultry project). • Community members.		Ga-Makua, Ga-Rantho and Mamuru in GTLM.
TIME PERIODS	PROJECT ACTIVITIES:			PROJECT RESPONSIBILITIES:
Time Periods 1: January 2010 – December 2010	• Consultation with GTLM, Department of Agriculture, and small-scale farmers. • <i>Phase one:</i> • development of new chickens broiler houses; • increasing the capacity of the existing ones; • skills training in broiler production, poultry management, and financial management; and • creation of jobs.			Mapochs, GTLM, Department of Agriculture, LIPSA, and small-scale farmers.
Time Periods 2: January 2011 – December 2011	• <i>Phase Two:</i> • undertaking a feasibility study for implementing the project; • design a detailed project business plan; and • implementation of the project.			
Time Periods 3: January 2012 – December 2012	• Skills training in broiler production, poultry management, and financial management; • capacity building and skills training; • monitoring and evaluation.			
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011 – December 2011	January 2012 – December 2012	TOTAL
	R 1,300,000	R 1,700,000	R 0	R 3 million

Chicken Broiler and Abattoir Project: The approved project budget amounted to R3,000,000.00. Through ongoing stakeholder engagement and community consultation processes, it was established that affected communities consistently prioritised the urgent need for access to basic services, particularly water and electricity, over other proposed development initiatives. Community members indicated that the provision of these essential resources should be prioritised to address immediate socio-economic challenges.



Furthermore, the implementation of the Chicken Broiler and Abattoir Project would require extensive feasibility assessments, technical research, regulatory approvals, and complex implementation processes, which would significantly extend the project timeline. It was also determined that there was no existing approval or support from the relevant Department of Agriculture authorities to facilitate the implementation of a project of this nature.

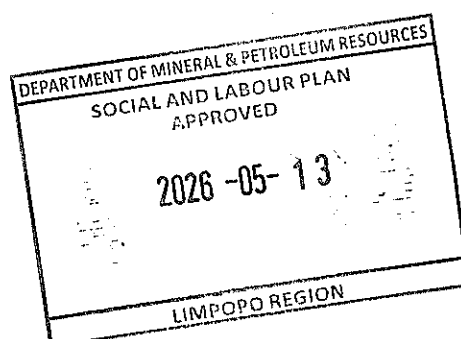
In light of these challenges and to ensure the effective utilisation of SLP funds within the prescribed implementation period, a Section 102 amendment application was submitted and approved to replace the project with alternative initiatives that better align with identified community priorities and can be implemented within the required timeframes. Details of the replacement projects are provided on pages 119–124.

DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
- Partnership between Mapochs, GTLM, Small-scale farmers, and the Department of Agriculture. - Development of new chickens broiler houses and increasing the capacity of the existing ones. - Skills training broiler production, poultry management, and financial management. - Job creation.	Time Periods 1: January 2010 – December 2010	R 1,300,000
- Partnership between GTLM, Government Departments and other stakeholder. - Findings of the feasibility study. - Implementation of the project based on findings. - Design a detailed project business plan. - Ongoing capacity building and skills training for existing farmers.	Time Periods 2: January 2011 – December 2011	R 1,700,000
Ongoing capacity building and skills training.	Time Periods 3: January 2012 – December 2012	R 0



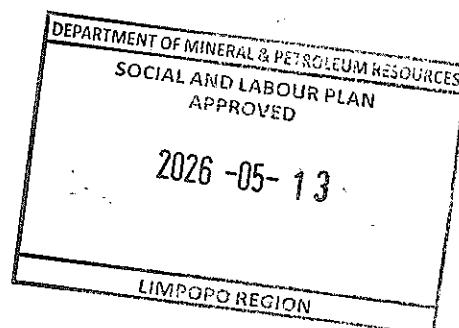
3.4.3.7 Project 7 - Road upgrade and maintenance project

BASIC BUSINESS PLAN FOR PROJECT:		PROJECT 7: ROAD UPGRADE AND MAINTENANCE PROJECT	
PROJECT BACKGROUND:		OBJECTIVES:	
This project complies with the desired outcome of the IDP of improving the road and public transport system as part of the infrastructure services strategic objective of compiling progressive policies to guide development planning and urban management (EMLM IDP, 2007/8). This is an infrastructure development project that involves the upgrading and maintenance of roads within Roossenekal. The rise in investment will be as a result of increased economic activity in the area. There will be increased economic activity within the local economy, for example, since the frequency of goods and people in and out of Roossenekal will increase. The upgrade and maintenance of these roads will also reduce the damage to vehicles caused by potholes and bad roads. This will also improve the storm water drainage system.		• To the improvement of roads within Roossenekal, which will result in local economic growth through enhance flow of goods, people and services. • Improving the road and public transport system as part of the infrastructure services. • Increasing road safety and lessening road accidents. • To provide jobs, training and skills development to the local community.	
PERFORMANCE INDICATORS:		TARGET GROUPS:	LOCATION:
Increased road safety and less road accidents		Roossenekal community	Roossenekal
TIME PERIODS	PROJECT ACTIVITIES:	PROJECT RESPONSIBILITIES:	
Time period 1:	• In consultation with EMLM, develop a project plan for upgrading and maintaining the roads;	Mapochs	
January 2010 – December 2010	• form a PPP to enhance the programme for road upgrade in maintenance in the Roossenekal area, and • initiate road upgrade and maintenance activities.		
Time period 2:	• Continue roads upgrade and maintenance activities.		
January 2011 – December 2011			
Time period 3: January 2012 – December 2012	• Continue roads upgrade and maintenance activities.		



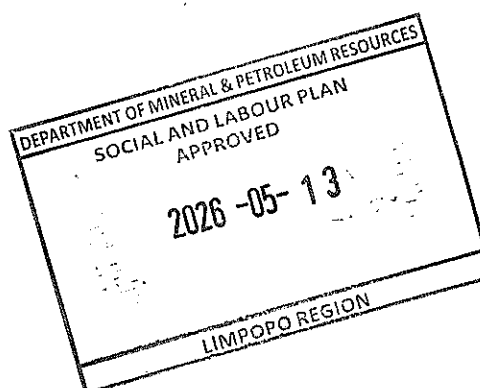
Time period 4: January 2013 – December 2013	• Continue roads upgrade and maintenance activities; and • auditing and monitoring of the work completed.				
FINANCIAL EXPENDITURE	January 2010 – December 2010	January 2011 – December 2011	January 2012 – December 2012	January 2013 – December 2013	TOTAL
	R 200,000	R 250,000	R 250,000	R 300,000	R 1 million

DETAILED BREAKDOWN OF MEASURABLE DELIVERABLES		
DELIVERABLE ACTIVITIES	DUE DATE	BUDGETARY AMOUNT
- In consultation with EMLM, develop a project plan for upgrading and maintaining the roads; - form a PPP to enhance the programme for road upgrade in maintenance in the Roossenekal area; and initiate road upgrade and maintenance activities.	Time period 1: January 2010 – December 2010	R 400,000
Continue roads upgrade and maintenance activities.	Time period 2: January 2011 – December 2011	R 250,000
Continue roads upgrade and maintenance activities.	Time period 3: January 2012 – December 2012	R 250,000
Continue roads upgrade and maintenance activities; and auditing and monitoring of the work completed.	Time period 4: January 2013 – December 2013	R 300,000

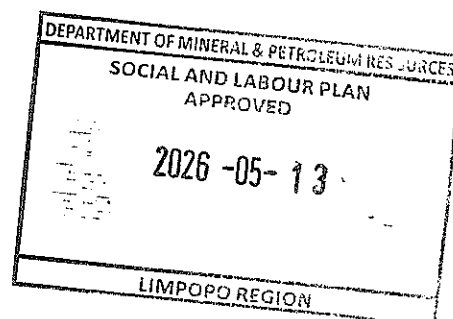


3.4.3.8 Section 102 Project 1 - Drilling Boreholes Project

Project name	Drilling Boreholes Project	Focus area	Water	Budget	R3 623 362.00
Project description	Provision of water infrastructure for all impacted communities through borehole drilling and water storage solutions (Schedule 1 water use in the case of boreholes).				
Background and Scope of Work	During the course of community consultation, the limited accessibility of water was common themes discussed. The surrounding villages face significant challenges with access to basic infrastructure. Majority of the affected households currently rely on natural sources of water such as rivers and springs. Approximately 76,7% of households do not have access to water on site based on the minimum service level standard of piped water on stand. The current water backlog is equivalent to 22 550 households. Hence the need for water project is emphasized. The scope of the project is to provide 13 boreholes in villages where legal occupation of land has been confirmed, together with the installation of 13 polyethylene water storage tanks for water storage and emergency supply. Each borehole will be fitted with one standpipe to enable community access to water. This intervention is intended to reduce the existing service backlog, improve the reliability of water supply, and ensure that households have access to water that meets the minimum basic service level standards.				
Responsible person	District Municipality	Local Municipality	Beneficiary of the Project		
HR/Mine manager	Greater Sekhukhune	Elias Motsoaledi Local Municipality	Marikana, Station, Roossenekal, Laerdrift, Tshehla Trust, Tigershoeek, Mhlabaneng, Makwana, Nkakabuleng, Nye Nye, Matokomane, Matamong and Buffelskloof		
Implementation time frame					
2024	2025	2026	2027	2028	
Engagement and planning	Engagement, planning & implementation	Implementation and closure			
Financial contribution					
2024	2025	2026	2027	2028	
	R1 000 000.00	R2 623 362.00			

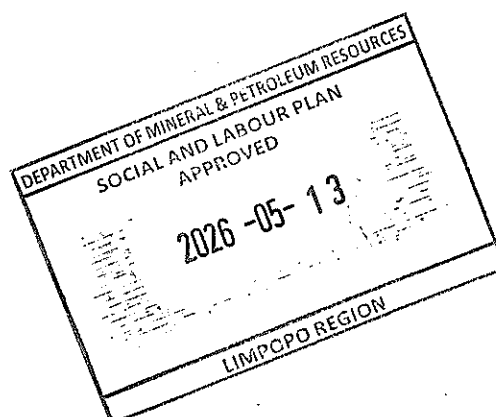


Project outputs	Project outcomes
1. Planning and approval 2. Sourcing of materials 3. Project execution 4. Project closure	1. Project scoping and approval 2. Purchase of necessary materials 3. Progress reports and annual reviews 4. Closure report
General comments There will be eight (8) temporary employment opportunities created through this project, with no potential for full-time job creation. These opportunities will be allocated to both youth and adults within the host community, ensuring fair representation of males and females. Of the eight positions, 5 will be reserved for youth and 3 for adults, with 4 allocated to males and 4 to females. Local community members will be prioritised for these opportunities, and local suppliers will be used where possible.	
Project completion and exit strategy Handover to impacted communities and Elias Motsoaledi Local Municipality.	



3.4.3.9 Section 102 Project 2 - Installing of Solar Panels

Project name	Installing of Solar Panels	Focus area	Solar Panel	Budget	R3 429 688,00
Project description	Provision of solar power systems for communities that have identified electricity as a primary concern, focusing on sustainable renewable energy solutions.				
Background and Scope of Work	Some households in the targeted areas are not connected to the national grid and rely on firewood, paraffin, and candles for daily use, which poses health, safety, and environmental risks. The lack of electricity also restricts opportunities for education, business, and household productivity. This project involves the installation of 48 standalone solar panel systems (each 4 kW) where legal occupation of land has been confirmed to provide Solar panels to five identified communities that currently have no grid-based power supply. The solar panels were allocated as follows: • Buffelskloof (4) • Matokomane (8) • Tshehla Trust (24) • Nye Nye (3) • Tigershoek (9) Each system is designed to serve a single household or a key community facility (such as a creche), depending on the needs and infrastructure readiness within each settlement. To ensure that the solar installations benefit the most vulnerable and deserving households, a transparent and equitable selection process will be implemented. The process will be guided by a scorecard system, which will help assess and prioritise households based on their level of need and socio-economic vulnerability. Priority will be given to households with persons living with disabilities, elderly residents, and families with children under the age of ten, as these groups are generally more vulnerable to the effects of limited energy access. Consideration will also be given to female-headed households and households with a high number of dependents, as larger families often face greater energy-related and financial challenges. The scorecard will allocate points according to these criteria to allow for an objective and transparent selection process. Community leaders and local representatives will participate in the evaluation to ensure that the process is fair and reflects the realities of the community. Verification visits will be conducted to confirm household information and eligibility before final approval. This approach will ensure that the solar project not only provides renewable energy but also addresses social equity and inclusivity, directly improving the quality of life for the most disadvantaged members of the community. Solar power was identified as the most sustainable and cost-effective alternative to grid expansion, considering the remoteness of the areas. The provision of reliable solar panel will improve living conditions, reduce energy-related hazards, and support socio-economic development in the beneficiary communities.				
Responsible person	District Municipality	Local Municipality	Beneficiary of the Project		



HR/Mine manager	Greater Sekhukhune	Elias Motsoaledi Local Municipality	Buffelskloof, Matokomane, Tshehla Trust, Nye Nye and Tigershoek	
Implementation time frame				
2024	2025	2026	2027	2028
Engagement and planning	Engagement, planning & implementation	Implementation and closure		
Financial contribution				
2024	2025	2026	2027	2028
		R1 429 638.00	R1 000 000.00	
Project outputs		Project outcomes		
5.	Planning and approval	5.	Project scoping and approval	
6.	Sourcing of materials	6.	Purchase of necessary materials	
7.	Project execution	7.	Progress reports and annual reviews	
8.	Project closure	8.	Closure report	
General comments				
There will be ten (10) temporary employment opportunities created through this project, with no potential for full-time job creation. These opportunities will be allocated to both youth and adults within the host community, ensuring fair representation of males and females. Of the eight positions, 6 will be reserved for youth and 4 for adults, with 5 allocated to males and 5 to females. Local community members will be prioritised for these opportunities, and local suppliers will be used where possible.				
Project completion and exit strategy				
Handover to impacted communities and Elias Motsoaledi Local Municipality.				



3.4.3.10 Section 102 Project 3 - Regrading Sport Fields

Project name	Regrading Sport Fields	Focus area	Sports Fields	Budget	R947 000.00
Project description	Upliftment and maintenance of pre-identified community facilities such as sports fields				
Background and Scope of Work	This project will be implemented within Elias Motsoaledi Local Municipality, which is characterised by a weak economic base, inadequate infrastructure, major service backlogs, dispersed human settlements, and high levels of poverty. The youth population is further affected by social challenges such as crime, substance abuse, social disorder, teenage pregnancy, and the prevalence of HIV/AIDS. In support of the Municipality's Integrated Development Plan (IDP), which recognises sport and recreation as tools for social development and youth upliftment, Mapochs Mine proposes to implement a Sports Field Regrading Project aimed at improving access to safe and functional recreational facilities. The project will be implemented across eight (8) communities, with one (1) sports field per community, resulting in a total of eight (8) sports fields to be upgraded. The scope of work will include the following: • Regrading and levelling of each identified sports field to ensure suitability for sporting activities. • Installation of two (2) ablution blocks per sports field to provide adequate sanitation facilities. • Construction and installation of one (1) pavilion per sports field, each accommodating approximately 20 people. • Installation of sixteen (16) pavilion sports field benches across the eight sports fields (two benches per field).				
Responsible person	District Municipality	Local Municipality	Beneficiary of the Project		
HR/Mine manager	Greater Sekhukhune	Elias Motsoaledi Local Municipality	Tshehla Trust, Marikana, Station, Makwana, Nkakabuleng, Laerdrikt, Roossenekal and Mhlabaneng.		
Implementation time frame					
2024	2025	2026	2027	2028	
Engagement and planning	Engagement and planning	Implementation and closure			
Financial contribution					
2024	2025	2026	2027	2028	
		R947 000.00			

Project outputs	Project outcomes
9. Planning and approval 10. Sourcing of materials 11. Project execution 12. Project closure	9. Project scoping and approval 10. Purchase of necessary materials 11. Progress reports and annual reviews 12. Closure report
General comments There will be three (3) temporary employment opportunities created through this project, with no potential for full-time job creation. These opportunities will be allocated to both youth and adults within the host community, ensuring fair representation of males and females. Of the eight positions, 1 will be reserved for youth and 2 for adults, with 1 allocated to males and 2 to females. Local community members will be prioritised for these opportunities, and local suppliers will be used where possible.	
Project completion and exit strategy Handover to impacted communities and Elias Motsoaledi Local Municipality	



The formulation and implementation of LED projects will be considered on an ongoing basis by Mapochs in consultation with EMLM, GTLM, they being the role-players in the region. The Mapochs LED project assessment process will take into consideration the needs and projects as reflected in the updated IDPs. New projects that satisfy the selection criteria of Mapochs will be added to the above-mentioned list.

The success of the Mapochs projects will be continually assessed. Where it becomes evident that projects are not successful in meeting their objectives, they will be stopped, revised and/or new ones added. Therefore, the Mapochs LED projects will be flexible.

3.4.4 Small, Medium and Micro Enterprises (SMMEs) creation

Refer to the Mapochs LED Plan contained in the Supporting LED Working Plan in **Appendix 3.1**.

A preliminary SMME creation strategy has been prepared by Mapochs to provide a framework for initiatives that promote the sustainability of employee households, as well as that of surrounding and major labour sending communities. This strategy will be upgraded into a plan to promote the development of formal business plans of viable SMME development initiatives from employee households.

The Mapochs SMME Development Strategy is based on the following principles:

- developing a framework which will promote the empowerment of employee household members in the surrounding and labour sending communities, so that they may actively take control of their future sustainability;
- focusing specifically on the creation of SMMEs in affected communities, which will in turn create employment opportunities;
- facilitating the development of various SMMEs within communities that are not reliant on work from the mining industry, and may act as an alternative to mining dependent livelihoods;
- providing household members that have their own business ideas and meet certain criteria, with access to technical and financial expertise, which may enable the development of a viable business plan and the initiation of an enterprise; and
- where possible, outsourcing various contracting projects to enterprises operating in surrounding communities.

The following steps in **Table 42** will be implemented to generate a Successful Enterprise Development Plan, which is applicable to the Socio-Economic development trends and needs of the area.

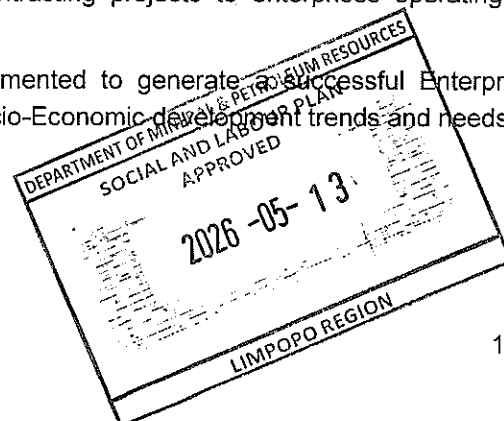


Table 42: Action Plan for SMME Creation

ACTION	DELIVERABLES	TARGET DATE
Assessment of the findings of the BSESS, and analysis of the IDP initiatives of EMLM and GTLM.	Information on needs for SMME development within EMLM, GTLM and GSDM.	April 2010
Make use of a business development analyst to design an appropriate Enterprise Creation Programme.	Identification and discussion with SMME development analyst.	April 2010
Design an appropriate SMME creation plan, using the supporting LED plan for guidance. This mechanism will be based on nurturing viable ideas from the community, converting them into business plans and implementing them.	SMME creation plan.	June 2010
Identifying other (not in current SLP) potential livelihood ideas and opportunities from households in the affected communities and needs analyses.	List of potential SMME ideas from the community.	July 2010
Assisting individuals in formulating business plans and packaging of a marketable business, that meets the minimum 'codes of good practices' for businesses.	Formulated business plans.	August 2010 onwards
Assisting communities with implementation of SMMEs and equipping them with the knowledge on how to access funding and technical resources from various institutions.	Successful establishment of SMMEs by community members.	August 2010 onwards
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	2011

In line with the above-mentioned, SMME creation supported by Mapochs will contribute towards supporting the MQA's SMME partnership project with local municipalities, by supporting SMME development within GSDM. The District Municipality Partnership project by the MQA is intended to support the LEDP within the district municipalities by providing skills development and support to ex-mine workers in South Africa. The aim is to provide economic growth, poverty reduction, and job creation through skills development. The training programmes are in line with SLP initiatives and linked to the district municipalities' LEDP. Existing and innovative strategies are

expanded to provide ex-mine workers with needs driven skills that include ABET and development of SMMEs.

The MQA has identified the provision of ABET programmes and business skills training and support to ex-mine workers as a priority in supporting SLPs, because of its direct link with the government's Integrated Rural Development Strategy and its wider reach across all provinces of South Africa. An awareness programme on HIV/AIDS is also integrated in the training programme.

3.5 Measures to address housing, living conditions and nutrition

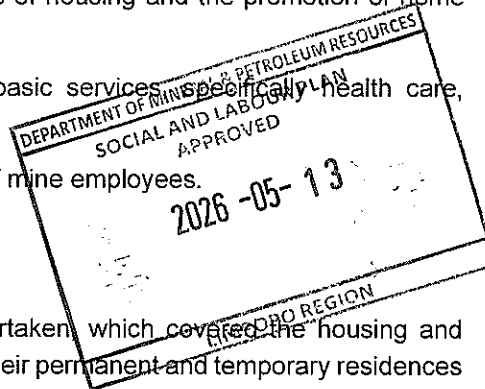
Regulation 46 (c) (iv)

Appendix 3.2: Housing and Living Conditions Sub-Plan

3.5.1 Introduction

South Africa has a legacy of discrimination in relation to gender, race and disability and this has denied certain people access to education, employment, promotion, housing and basic living standards. Mapochs HLC Sub-Plan is aimed at ensuring compliance with the requirements of the Mining Charter. Accordingly, the mine undertakes to:

- establish measures for improving the standards of housing and the promotion of home owner options for its employees;
- establish measures for improving access to basic services, specifically health care, sanitation and water supply; and
- establish measures for improving the nutrition of mine employees.



3.5.2 The baseline situation

A **Baseline Socio-Economic Assessment** was undertaken which covered the housing and living conditions of employees and their households at their permanent and temporary residences (where applicable). Refer to the findings of this assessment in the **BSESS report** in **Appendix 1.2**. The assessment covered the:

- location of employee households;
- living arrangements;
- household characteristics (i.e. household size, ages of dependents, economic activities, employment rates, etc.);
- household dwelling / structure types;
- home ownership;
- employee perceptions on reasons for residing in certain locations and willingness to move;

- access to basic services and infrastructure;
- perceptions on the greatest needs of the household concerning basic services;
- most common diseases;
- access to health care and related services; and
- health care issues.

Mapochs abolished the hostel system in 31 December 2002 to comply with government regulations, and employees were paid upset allowances in January 2003. Due to the lack of low - middle income housing for employees in the EMLM, the abolishment of the hostel system has led to a squatting problem. There is no other available housing in the area or the town of Mapochs or/and no interest was shown at this stage for buying or building of houses. The Unions have indicated that they are satisfied with the plans of building houses for employees to solve the housing problems and problems of living conditions.

Mapochs has a canteen and kitchen from which employees can purchase meals. The canteen is run by an HDSA contractor. However, employees choose to bring their own meals to work. The canteen meals are not subsidized or regular, as the mine does not currently have an underground operation or employees that work underground. According to the MPRDA, employees that work underground are entitled to one free meal per day.

From the BSESS (February 2008), the Unions stated that the mine does not have a dietician who monitors food hygiene, and that the price of food in the canteen is too high. The Unions have suggested that the mine offers one (1) meal per day, as this will assist with productivity and workplace safety. According to the Unions, many employees work on a daily basis without sufficient food, which is a safety risk.

3.5.3 Action Plan

Mapochs has developed a **Housing and Living Conditions Sub-Plan** contained in the Supporting LEDP Working Plan in **Appendix 3.2** for addressing the HLC of employees. An **Action Plan** was designed (represented in **Table 43**) to implement the measures described in this section and those contained in the Supporting Housing and Living Conditions Sub-Plan.

Mapochs is building an affordable and fully serviced family housing units in Roossenekal for its employees and the communities to rent, or to purchase at a later stage (**refer to 3.4.3.1 – Housing Project**). The purpose of this HLC project is to provide alternative and affordable accommodation to employees, which will increase their standards of living. Through this project it is hoped that employees will relocate from the squatter settlement to these housing units. The first phase houses have almost been completed and building process is ongoing.

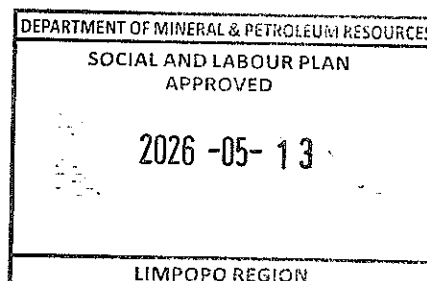
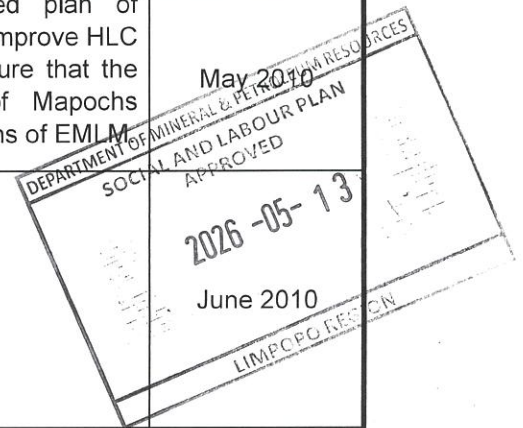


Table 43: Action plan to implement measures for addressing housing and living conditions.

ACTION	DELIVERABLES	TARGET DATE
Discussion and brain-storming of the issues, problems and compliance gaps in terms of HLC and the issues that were raised in the BSESS and undertake a detailed verification exercise on the ground of the housing need amongst Mapochs employees.	A strategy put forward for bringing about meaningful change and solutions on the ground at Mapochs. Defining the employees that are living below acceptable living standards. Determine the number of HLC needs that would need to be addressed in the future.	March 2010
Integration of core contractors' employee needs in terms of HLC and devised a plan to ensure their integration.	Integration of core contractors into the HLC strategy for Mapochs.	May 2010
Analysis of the HLC measures contained in the IDP initiatives of EMLM, GTLM and GSDM. Interaction with the relevant LED representatives.	Discuss the proposed plan of Highveld to build and improve HLC in Roossenekal. Ensure that the proposed strategy of Mapochs integrates with the plans of EMLM.	May 2010
Formulate a detailed design plan containing a description of construction of suitable housing units and services in Roossenekal, containing cost estimates, details of contractors and preliminary designs. Set detailed targets, timeframes, actions and resources.	HLC Business Plan.	June 2010
Refinement of the Mapochs HLC Sub-Plan to align with the plans of EMLM.	Alignment with EMLM IDP, and fine tuning of the Mapochs HLC Plan.	June 2010
Appointment of sub-contractors, attending to legalities, contracts, finalization of plan, consultation etc.	Finalize all logistics, legalities and contracts.	July 2010
Implementation of HLC Project at Mapochs site.	Project initiation.	August 2010
New measurable deliverables, targets and milestones to be set for the remainder of the year and project implementation. These need to be integrated into the HLC Supporting Plan to the SLP.	New dates, milestones and resources for remainder of 2008 and project. Integration into HLC Supporting Plan to the SLP (Appendix 3.2).	September 2010
Ongoing monitoring and implementation of the HLC project according to the HLC Plan.	Ongoing monitoring of HLC project and above-mentioned targets.	September 2010 onwards

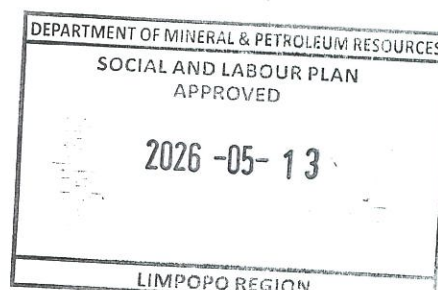


ACTION	DELIVERABLES	TARGET DATE
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

3.5.3.1 Accommodation

Mapochs will improve the awareness and accessibility of its employees to adequate accommodation, through the following measures:

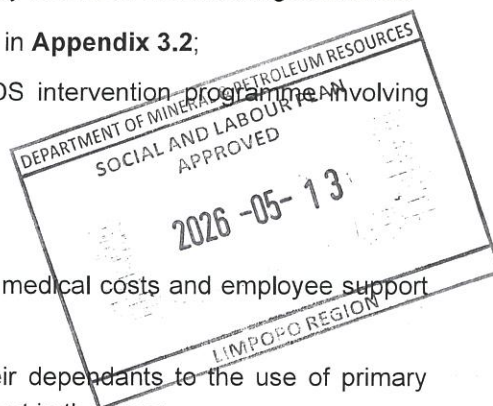
- refer to the housing and living conditions sub-plan in **Appendix 3.2**;
- providing access to suitable accommodation in the town of Roossenekal and surrounding communities;
- promoting home ownership among employees in sustainable settlements;
- facilitating applications for Reconstruction and Development Programme (RDP) housing subsidies on behalf of employees;
- devising mechanisms to avoid the creation of unsustainable settlements around Mapochs;
- providing programmes to educate employees with regard to home ownership, accessing government subsidies / home loans, formulating budgets, and what housing options are available in sustainable communities;
- ranking levels of severity of living conditions of employees in the form of an assessment to prioritise compiling a plan to address this issue;
- establishing a housing policy and linking it with social upliftment, training and skills development initiatives;
- identifying employees who need and/or have requested housing assistance, and assisting them in gaining access to suitable financial institutions for assistance;
- implementing a suitable housing solution for employees and their families in Roossenekal;
- improving access to adequate transportation amenities in order to improve the employees' accessibility to their families by improving transportation efficiency;
- collaborating with EMLM to prevent and control informal settlements on properties owned by the mine; and
- facilitating the migration of people from informal to formal housing units either through the relocation of informal settlers in the mine property, or, from shacks to mineprovided accommodation (as an interim measure or if preferred, an alternative).



3.5.3.2 Health care

Mapochs will address health care issues of its employees by means of the following measures:

- refer to the housing and living conditions sub-plan in **Appendix 3.2**;
- partnering in the government's strategic HIV/AIDS intervention programme involving communities and employees;
- continuing the HIV/AIDS Awareness Campaign;
- continuing the VCT programme;
- continuing financial provisions for potential future medical costs and employee support programmes;
- creating awareness amongst employees and their dependants to the use of primary health care facilities established by local government in the area;
- facilitating access to primary health care for all employees as well as their registered dependents, including those in major labour sending areas;
- regularly assessing the quality, cost and appropriateness of services and standard/effectiveness of medication provided at the mine clinic; and
- continuing the HIV/AIDS programme at the mine clinic and/or in conjunction with other mining houses in the region, and to appoint a social/health worker to address issues regarding family planning, marriage counselling and related subjects.



3.5.3.3 Measures to improve nutrition

Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well balanced diet and meals. With reference to the baseline situation at Mapochs, an **Action Plan** has been designed in **Table 44**, to implement the measures to address the nutrition of employees. Refer to the detailed **Housing and Living Conditions Sub-Plan** attached as **Appendix 3.2**.

Table 44: Action Plan to implement measures addressing employee nutrition Regulation 46 (c) (v)

ACTION	DELIVERABLES	TARGET DATE
Assessment of the findings of the BSESS regarding employees' perceptions of the nutrition offered by the mine.	Detailed action plan to address HLC of employees, based on the Supporting Housing and Living conditions Sub-Plan in Appendix 4.2 .	May 2010
Commissioning a dietician to undertake an assessment of the quality and nutritional standards of the existing canteen meals to ensure meals are	Assessment, findings and recommendation plan report. Nutrition plan.	August 2010

ACTION	DELIVERABLES	TARGET DATE
nutritionally balanced. Conduct a general assessment of the nutrition intake of employees from their own provided meals. Compile a nutrition plan.		
Implementation of recommendations and the compilation of an employee nutrition plan.	To be defined.	August 2010
Compile a nutrition awareness plan to educate employees and communities on the benefits of a healthy diet and what is constituted healthy and easily accessible food in EMLM	Nutrition awareness plan.	October 2010
Incorporation of core contractors.	Incorporation of core contractors into SLP programme.	November 2010
Implementation of the nutrition awareness plan.	Awareness workshops.	January 2011 onwards
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

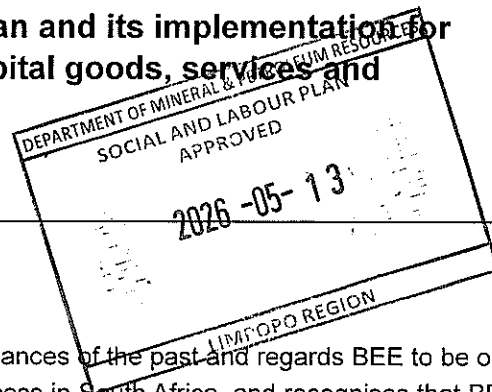
The following measures will be implemented with regard to nutrition:

- Mapochs is committed to improving the nutrition of its employees in accordance with the standards set out by the Chamber of Mines and the nationally accepted health standards, through ensuring that:
 - the food provided by the canteen is of a sufficient dietary requirement; ○ the food is provided at an affordable cost to all the employees of Mapochs; and
 - all employees have equitable access to food provision during working hours.
- educating employees and their families on the importance of adequate and proper nutrition, by means of a nutrition awareness plan;
- regularly assessing the quality of the meals and dietary intake of those employees who do not use the canteen; and
- giving preference to a suitably qualified BEE contractor to provide canteen services (note that the current contractor is BEE).



3.6 The Procurement Progression Plan and its implementation for HDSA companies in terms of capital goods, services and consumables

Regulation 46 (c) (vi)



Appendix 3.3: Procurement Sub-Plan

Mapochs recognises the need to redress the imbalances of the past and regards BEE to be one of the supporting pillars of the Transformation Process in South Africa, and recognises that BEE is vital towards meeting the expectations of the South African Mining Charter. The mine recognizes that procurement provides an ideal platform to launch a definitive drive towards economic empowerment of HDSAs. The mine intends to take advantage of this initiative.

3.6.1 Approach

A preferential procurement policy has been developed that clearly states Mapochs' commitment to BEE. Refer to the **Procurement Sub-Plan** attached in **Appendix 3.3**. In line with of the Mining Charter, the policy specifically focuses on procurement from HDSA vendors and promotes new opportunities for meaningful participation by HDSA companies in Mapochs procurement spend. The policy has made provision for the following methodology:

- Mapochs will implement measures to promote, affirm, prefer and advance procurement from persons who have been subjected to unfair discrimination in the past. The mine acknowledges the need to meaningfully expand opportunities for HDSAs to enter the mine industry, and to benefit from the exploitation of the country's resources;
- procurement will be used by Mapochs as one of the primary mechanisms to affect LED in the communities affected by its operation. Where preferred procurement is not possible due to a lack of capacity in local communities, local people will be provided with opportunities for empowerment as service providers to Mapochs;
- Mapochs' vision is to identify, develop and promote the creation and sustainability of businesses operated by HDSAs through the mechanism of procurement. The objective is to foster entrepreneurship in communities adjacent to its mining operations and by increasing the level of participation by HDSA suppliers in the mainstream of the resources and resources related industries;
- all suppliers will be required to disclose information regarding their ownership/control and internal BEE programmes;
- Mapochs will put measures in place to monitor and verify the current status of various suppliers and to ensure that such information is reliable;
- preference will be given to products supplied and services rendered by HDSA suppliers from local communities within EMLM, GTLM and GSDM;

- the mine will encourage suppliers to form partnerships or joint ventures with HDSA supplier companies where there is no HDSA vendor tendering to supply the required goods or services;
- tender requirements will be comprehensively communicated to HDSA vendors; and
- aspiring HDSA vendors will be assisted and mentored in the formulation of appropriate business plans.

3.6.2 The baseline situation

In line with the mine's procurement policy, Mapochs has compiled a **Procurement Sub-Plan** contained in **Appendix 3.3** of the *Supporting Working LEDP Plan*. The levels of HDSA procurement for Mapochs can be seen in **Form T** contained in **Appendix 3.3**. A summary of the total spend and HDSA spend for capital goods, consumables and services is indicated in **Table 45**. This form will be updated on an annual basis to reflect progress. It can be seen that the total spend by Mapochs on HDSA vendors is 77% in terms of the classification system given in the procurement plan in **Appendix 3.3**.

Procurement is used by Mapochs as one of the primary mechanisms to affect LED in the communities affected by its operation. Where preferential procurement is not possible due to a lack of capacity in local communities, local people will be provided with access to skills and SMME opportunities.

Table 45: Current level of spend by the Mapochs on BEE or HDSA vendors for the year 2008 (January to December)

Category spend	Total spend	HDSA / BEE spend	Percentage HDSA/ BEE spend of total
Capital goods	R 45,856.50	R 45,856.50	100%
Consumables	R 36,527,171.00	R 19,280,409.03	53%
Services	R 152,442,236.30	R 127,159,779.00	83%
Total HDSA	R 189,015,263.80	R 146,486,044.53	77%

3.6.3 Action Plan

Refer to the Procurement Sub-Plan in **Appendix 3.3**. Mapochs will provide HDSA and BEE companies and enterprises with a preferred supplier status in all three levels of procurement, which are: capital goods, consumables and services. This will be done as far as possible, given the potential lack of available services and necessary skills in the local area.

Table 46 below outlines specific targets that have been set by Mapochs in order to increase the participation of HDSA supplier companies. **Table 47** represents a concise action plan for implementing the Mapochs procurement plan and measures contained in this section.

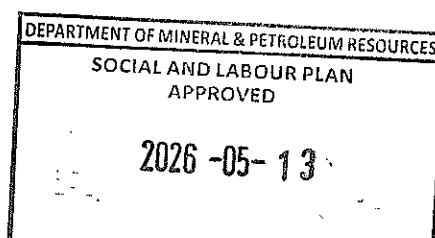


Table 46: Targets for increasing the spend to HDSA companies

Category spend %	2010	2011	2012	2013	2014
Capital goods	55%	56%	57%	58%	59%
Consumables	20%	21%	22%	23%	24%
Services	59%	60%	61%	62%	63%
Total HDSA	54%	55%	56%	57%	58%
Local Suppliers, i.e. GSDM	2%	3%	4%	5%	6%

**Note that each year a new set of targets will be compiled and submitted to the DME.*

The following is a breakdown of expenditures in the GSDM on various vendors:

Supplier	Area	Amount
Itireleng Ore Reclamation	Roosenekal	R 1,116,108.96
The U Joint and the CV Joint Centre	Burgersfort	R 83,108,14
Allecente 113 Trading Asswe	Stoffberg	R 349,376,90

Limpopo Area	Total Spend in Limpopo	Total Amount spend on Suppliers	Percentage
	R 189,015,263.80	R 1,199,217.10	1%

Table 47: Action plan for preferential procurement

ACTION	DELIVERABLES	TARGET DATE
Conducting a formal study to verify the HDSA status of existing suppliers.	all Verified HDSA status of suppliers, based on certificates.	March 2010
Compile a specific preferential procurement plan for Mapochs, i.e. based on the supporting working procurement plan.	Preferential procurement plan.	May 2010



Develop a Mapochs database that maintains information relevant to	Procurement database with	June 2010
ACTION	DELIVERABLES	TARGET DATE
procurement contracts.	accurate and up to date information.	
Liaison with those contractors who are not HDSA compliant, to indicate what plans they are putting in place to become HDSA compliant.	Contractor plans to become HDSA compliant.	June 2010
Assist in formulating and implementing an awareness and capacity building programme for noncompliant suppliers to Mapochs to increase the participation of HDSAs within their companies.	Awareness generation and capacity programme for contractors at Mapochs.	July 2010
Undertake market analysis to see in which areas Mapochs can increase its HDSA and community based company spend. Make a database of alternative BEE/community suppliers that can substitute noncompliant suppliers to Mapochs and still deliver the same quality service and price.	Assessment of potential service providers (HDSA and community) in the market who are suitable for Mapochs.	September 2010
Put measures in place to develop the capacity of potential vendors in the local communities, EMLM, GTLM, GSDM and Limpopo.	Capacity building programme for vendors	October 2010
Integration of core contractors into the Mapochs procurement process.	Integration of core contractors.	November 2010
Update the procurement plan of Mapochs with the outstanding information.	Updated procurement plan.	November 2010
Implement a community based programme to develop skills and organisation capacity to provide services and consumables to Mapochs in areas that are feasible.	Community-based procurement capacity building plan.	2010
Compile a new action plan of key SLP activities for 2011.	New SLP action plan for 2011.	January 2011

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The Procurement Plan has been implemented by means of the following measures to facilitate a preferred supplier status to HDSA based companies:

- implementing all measures contained in the procurement sub-plan for Mapochs in **Appendix 3.3**;
- applying this procurement plan to all "Vendors", which consist of contractors, service providers and suppliers;
- undertaking a study to verify the BEE status of existing suppliers, so that a baseline may be determined;
- encouraging suppliers to form partnerships, joint ventures, or consortiums with HDSA supplier companies where no HDSA company is tendering to supply the required goods or services;
- providing a complete list of products and services, which are required by Mapochs that could be supplied by HDSAs;
- communicating with the Department of Trade and Industry (DTI) to identify HDSA companies with the necessary capability wishing to operate in the mining industry;
- using the DTI's "codes of good practise" and the guidelines from the Mining Charter to guide the procurement process;
- ensuring that tender requirements are comprehensively communicated to vendors;
- assisting aspiring HDSAs in the formulation of appropriate business plans;
- assisting HDSAs in training programmes, which focus on meeting tender and South African Bureau of Standards (SABS) requirements, and on generating an understanding of basic financial control systems;
- assisting HDSAs in identifying external markets, outside of the mine, with a view to becoming more self sufficient and less dependent on Mapochs for income opportunities;
- a selection checklist will be developed to discourage subjectivity and "fronting" with regard to supplier selections;
- ascertaining the BEE/HDSA levels of the vendors supplying capital goods, consumables and services to the core contractors of Mapochs; and
- the classification applied to BEE/HDSA suppliers, as determined by Mapochs, will be an important consideration during the procurement process. BEE or HDSA vendors will be classified as indicated in **Table 48**.



Table 48: Classification of BEE vendors

BEE DESIGNATION	BEE CRITERIA			
	Owned	Managed	Female Owned	Female Managed
BEE/HDSA company	> 50 %	> 50 %	-	-
BEE/HDSA engendered company	-	-	> 30 %	> 30 %
BEE/HDSA empowered company	25 % - 50 %	25 % - 50 %	-	-
BEE/HDSA influenced company	5 % - 25 %	5 % - 25 %	-	-

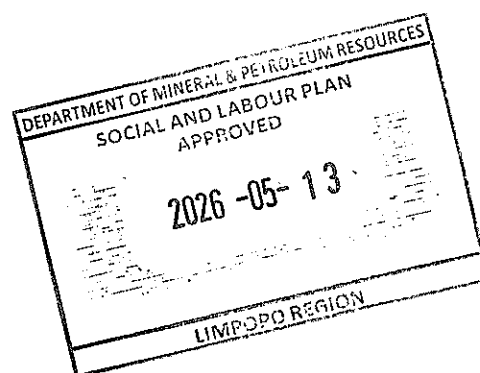
* Note that the level of BEE / HDSA ownership is provided under the column heading "BEE DESIGNATION". The criteria that a vendor must meet to qualify under a relevant "BEE designation" are provided under the column heading "BEE CRITERIA".

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SECTION 4

PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT

Regulation 46 (d)



4 PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT

Regulation 46 (d)

4.1 Approach

Appendix 4: Supporting Downscaling and Retrenchment Working Plan

The following sections contain the strategic activities applicable to the workforce, which form the basis for the Mapochs Downscaling and Retrenchment Plan. Please refer to the **Supporting Downscaling and Retrenchment Working Plan** for Mapochs, in **Appendix 4**.

The Downscaling and Retrenchment Plan will seek to implement measures, which may mitigate the adverse social impacts caused by eventual downscaling, retrenchment and mine closure. The following key strategies have been established and are focused on in the ensuing sections:

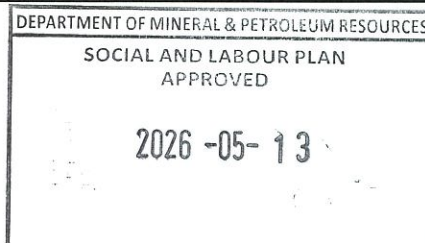
- establishing a Future Forum (FF);
- creating mechanisms to save jobs and avoid downscaling and retrenchment;
- implementing measures during downscaling and retrenchment;
- creating alternative livelihood opportunities and integration with the IDP; and
- integrating core contractors.

Mapochs' at current operation planning, including the proposed expansion to underground mining has a remaining life of 30 years. There are some other beneficiation projects and joint venture projects under consideration to extend the life of the mine.

A summary of the primary activities pertinent to Mapochs' Downscaling and Retrenchment Plan is provided in **Table 49**.

Table 49: Downscaling and retrenchment action plan

ACTION	DELIVERABLE	TARGET DATE
Initiation of FF with management and employee representatives according to the guideline constitution in Appendix 4 .	FF establishment.	June 2011
Formulation of measures and financial provisions for catering for unforeseen downscaling, large-scale retrenchment and closure.	Unforeseen downscaling and retrenchment plan.	September 2011

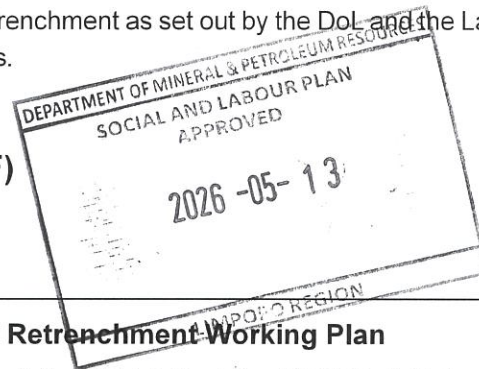


ACTION	DELIVERABLE	TARGET DATE
Compilation of a Social Closure Plan to identify alternative livelihood and economic activities for the workforce, including the undertaking of a Social Impact Assessment and Stakeholder consultation process.	Social closure plan.	6 years before planned closure.
Discussion of potential downscaling or closure in the scenario under 4.3.	Various meetings.	1.5 year before closure
Implementation of turn-around strategies for the mine.	Turn-around strategies.	1 year before closure
Implementation of alternative livelihood creation strategies.	Alternative livelihood creation strategies.	6 months before closure
Implementation of Downscaling and Retrenchment Plan.	Various – still to be defined.	4 months before closure
Compile a new action plan of key SLP activities for 2012.	New SLP action plan for 2012.	January 2012

Apart from the establishment of the FF, the remainder of the mechanisms, although they relate closely to the HRDP of Mapochs, will only be initiated when downscaling or large-scale retrenchments are foreseen, e.g. when the ongoing viability of the mine is threatened. Mapochs will follow the procedures for downscaling and retrenchment as set out by the DoL and the Labour Relations Act, referred to in the following sections.

4.2 Establishing a Future Forum (FF)

Regulation 46 (d) (i)



Appendix 4: Supporting Downscaling and Retrenchment Working Plan

The establishment of a FF is required under Regulation 46 (d) (i) of the MPRDA. A FF is a site specific labour management body that will focus on the implementation and monitoring of the SLP. The purpose is to provide a formal vehicle, where all affected parties can consult and discuss challenges and possible solutions to problems facing the mine that may have the potential of leading to possible retrenchments in the future.

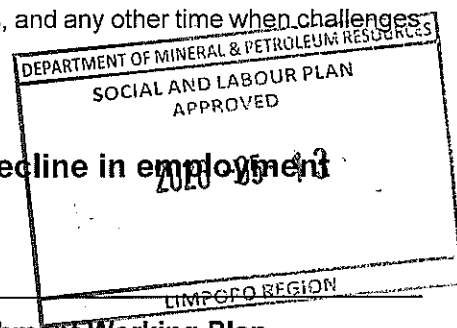
Mapochs will establish a FF by June 2011. This Forum will constitute representatives from Mapochs and employees and unions. The forum will serve to promote ongoing consultation between the mine and employees. The following will be the main objectives of the FF:

- to contribute to and monitor the implementation of the Mapochs SLP;
- to regularly discuss the progress and issues pertaining to the implementation of the SLP, and to propose new solutions and programmes for the SLP;
- to promote discussions between the mine and employees/contractors or their representatives and other relevant parties in respect of any problems and challenges experienced by either of the parties in respect of or relating to possible retrenchments or job losses by employees;
- to jointly debate potential solutions to job losses and retrenchments taking account of the viability and operational requirements of the mine;
- to jointly engage in strategic planning to avoid or minimise retrenchment and job losses, and to promote business sustainability and growth, thereby preventing and averting future retrenchments and job losses;
- to initiate turnaround and/or redeployment or other appropriate strategies to prevent job losses whilst promoting business competitiveness and viability;
- to jointly structure and implement solutions to prevent job losses and retrenchments; and
- to do all such other things which are incidental and conducive to the attainment of the afore-going objectives.

Mapochs has drawn up a **FF constitution**, contained in the Supporting Downscaling and Retrenchment Working Plan in **Appendix 4**, to govern and guide the operation of this forum. The FF will be called into operation on a quarterly basis during the operation of Mapochs, to update employees on productivity and the sustainability of Mapochs, and any other time when challenges arise that may lead to downscaling and retrenchment.

4.3 Mechanisms to save jobs and avoid a decline in employment

Regulation 46 (d) (ii) and (iii)



Appendix 4: Supporting Downscaling and Retrenchment Working Plan

"Organizations 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*.

Mapochs will develop strategies to introduce measures that could prevent job loss in the event of circumstances threatening guaranteed employment. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Mapochs to drop below 6% on average for a continuous period of 12 months, or where the scenarios indicated in **Box 1** occur.

NOTIFICATION TO THE CHAIRPERSON OF THE MINERAL AND MINING DEVELOPMENT BOARD.	NOTIFICATION TO THE MINISTER OF LABOUR
Where Mapochs foresees a physical depletion of the mineral being mined and/or becomes marginal where the mine becomes unprofitable.	Where Mapochs contemplates or intends large scale retrenchments (10% or more of the workforce)
Where Mapochs contemplates or intends large scale retrenchments (10% or more of the workforce) in a period of one (1) year.	

Box 1: Notification Process

If it becomes evident that the operation will be entering a downscaling or closure phase, alternatives to save jobs and avoid downscaling / closure will be discussed at the FF, 18 months before this eventuality. In the event of potential challenges which Mapochs might face and which may lead to downscaling or retrenchment, Mapochs will develop and implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling.

Highveld will compile a detailed plan and policy catering for retrenchment and unforeseen downscaling based on the sub-plan.

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

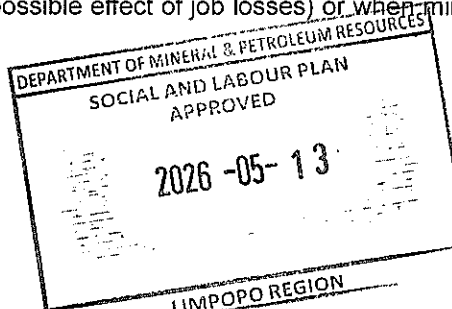
... Regulation 46 d (iii)

Appendix 4: Supporting Downscaling and Retrenchment Working Plan

If it becomes evident, and after considering all other alternatives for prolonging the life of the mine, that downscaling and retrenchment are inevitable, an appropriate retrenchment proposal will be formulated. This will be done in consultation with the relevant parties and finalised four (4) months before this eventuality, where appropriate, except during the event of unforeseen circumstances coming to fore. During this phase, Mapochs will regularly communicate with the FF to direct the retrenchment process and to provide job advice, counselling and support to employees.

Mapochs' most direct and appropriate intervention will be to assist employees who could be retrenched in securing alternative employment.

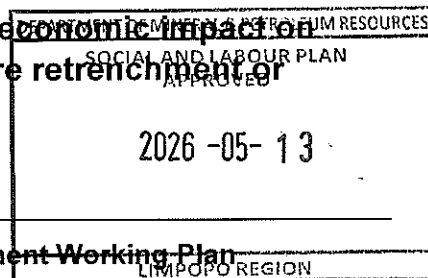
When the mine is to be scaled down (with the possible effect of job losses) or when mining is to cease, the following processes will be followed:



- consultations – the consultation process in terms of section 52 (1) of the Labour Relations Act;
- implementing measures of downscaling and retrenchment contained in section 189 of the Labour Relations Act;
- notification to the Minerals and Mining Development Board – the notification process to the Board in terms of section 52 (1) (a) of MPRDA;
- complying with ministerial directive – compliance with the Minister's directive and confirming how corrective measures will be taken; and
- communicating possible retrenchments – an effective communication strategy will be followed:
 - informing employees of possible retrenchments;
 - informing other affected parties (sending areas, municipalities, etc.) of the possible retrenchments at the operation; and
 - informing outside parties (media, etc.) of the possible retrenchments at the operation.

4.5 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain

Regulation 46 (d) (iv)



Appendix 4: Supporting Downscaling and Retrenchment Working Plan

A **Social Closure Plan** will be **formulated six (6) years before planned closure**, including the undertaking of a Social Impact Assessment and a detailed Stakeholder Consultation process, which will focus on the following:

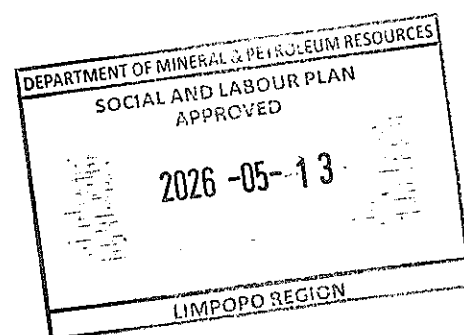
- predicting the likely Socio-Economic impact on employee households, communities and the region;
- identifying critical issues affecting the ongoing sustainability of employees and communities during closure, by means of a detailed consultation process;
- identification of alternative livelihood and Socio-Economic development opportunities and projects, which may become sustainable over the long term; and
- mitigating and managing the adverse impacts of closure.

Mapochs will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure of the mine are certain.

Should downscaling and retrenchment take place, Mapochs will assist affected employees in finding alternative employment or livelihood opportunities. This will be done where employees

cannot be integrated or redeployed to any of the other mining operations, and where they are not of retirement age.

The mine, in partnership with the Department of Provincial and Local Government, will jointly manage any process of this nature. The integration of the workforce into various LED projects, if required, will be done in collaboration with the district and local municipalities, and other stakeholders serving on the LED Forum. Where workers cannot be absorbed into LED initiatives, they will be furnished with skills training opportunities, which will enable them to find alternative employment after decommissioning or retrenchment. Other initiatives will focus on assessment and counselling services for affected individuals.



SECTION 5

IMPLEMENTING MECHANISM

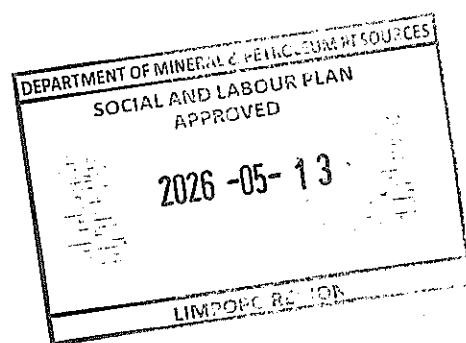


5 IMPLEMENTING MECHANISM

Highveld will implement the SLP in consultation with Mapochs key stakeholders in consultative forums and committees as described below. Highveld will establish and implement the following forums for Mapochs:

- *HR Team.* The primary implementing mechanism for Highveld SLP will be the Mapochs HR team. This team will report to Highveld..
- *Future Forum.* A FF will be established for Mapochs and will provide an opportunity for management and selected employee representatives to meet and discuss issues related to the SLP. The Forum will attempt to formulate solutions to challenges and issues that may arise..
- *LED Forum.* Representatives from Highveld will interact on the EMLM LED Forum. The purpose of this Forum will be to integrate all the SLPs into the IDP and promote the attainment of development objectives for the region. It will also attempt to diversify the regional economy in a manner that is independent of mining.

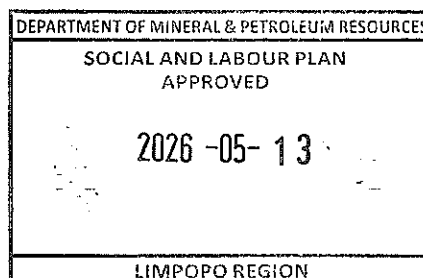
The Chief Executive Officer (CEO) of Highveld will be held accountable to the DME for the implementation of the SLP for Mapochs, while the Mine Manager of Mapochs will be held responsible, and will report to the CEO for the undertaking of company-specific programmes and initiatives.



SECTION 6

FINANCIAL PROVISION FOR IMPLEMENTING THE SOCIAL AND LABOUR PLAN

Regulation 46 (e)



6 FINANCIAL PROVISION FOR IMPLEMENTING THE SLP

Highveld will provide adequate finances for the implementation of the Mapochs SLP programmes and projects. Highveld will commit the amounts described in the **Cash Flow Forecast in Table 50** for funding its HRDP and the LEDP over a five- (5) year period. Funding for Downscaling and Retrenchment has been included in the operational cost of the mine, which falls under the funding arrangements and policies of Highveld. The following assumptions apply to the financial mechanism:

- the financial year end is December, and as such the SLP Cost Schedule has been structured from 1 January (month beginning after financial year end) until 31 December of each year, which will be initiated from 1 January 2010;
- the SLP amount will be increased every financial year to reflect increases in inflation as well as growth in the mine's size and economic sustainability;
- any SLP money that is not spent during the financial year will be added to the ensuing year's SLP budget, i.e. the money not spent will be accumulated;
- funds that are claimed back from the MQA in terms of the Skills Development Levy Claim Backs, will be added to the Highveld Mapochs SLP funding mechanism and used for the implementation of the HRDP;
- due to the capital investment nature of establishing LEDP projects and the costs involved in their initial sustainability period, Highveld may elect to spend money budgeted for future annual periods within an earlier, or later, annual period, e.g. SLP funds that may be allocated for the 2011 period of the mine may need to be spent in the 2010 period of the mine;
- Highveld reserves the right to exercise full decision making and discretionary powers for SLP spending, or amendment, as contemplated in this SLP according to the financial viability of its activities; and
- at the end of the five- (5) year forecast period (31 December 2014), a new SLP financial provision will be calculated.
- **a budget of R 54,606,000 will be spent on funding the Highveld SLP for Mapochs from 1 January 2010 – 31 December 2014.** Please refer to **Table 50**.
- the funds indicated under the "management of downscaling and retrenchment" will only be spent by Highveld in unforeseen scenarios, should this occur. As the sustainability and life of the mine are long term and good, this event is highly unlikely over the next five (5) years. Therefore, although an estimated cost appears and is included in the annual SLP budget, it does not mean that these funds will necessarily be spent by Highveld, i.e. these funds will only be spent in unforeseen scenarios of decommissioning and large-scale retrenchment.
- **note that Highveld began with the implementation of its SLP projects in 2008. A total of R 6,630,000 has been spent on the implementation of the SLP for Mapochs since the beginning of 2008 to date (refer to Table 51 for a breakdown of the expenditures)**

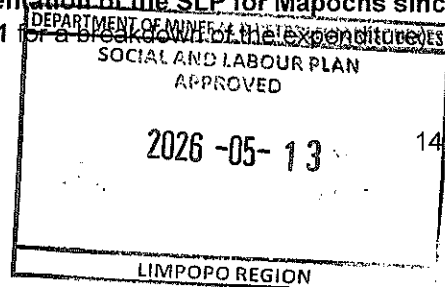
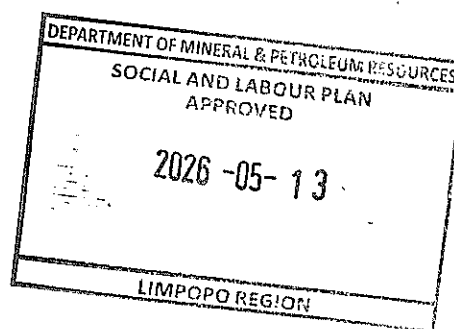


Table 50: Breakdown of the SLP financial provision from 1 January 2010 – 31 December 2014

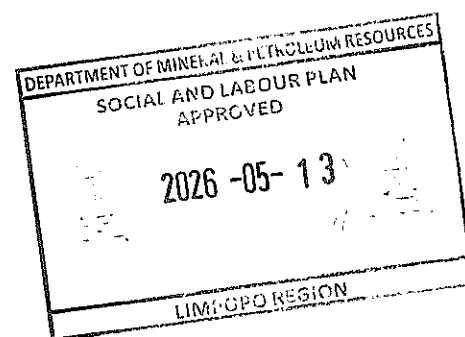
COMPONENT OF THE SLP	TIMEFRAMES					TOTAL	1 Jan 2015 - 31 Dec 2014
	1 Jan 2010 - 31 Dec 2010	1 Jan 2011 - 31 Dec 2011	1 Jan 2012 - 31 Dec 2012	1 Jan 2013 - 31 Dec 2013	1 Jan 2014 - 31 Dec 2014		
Human Resource Development Programme							
Upgrade and expansion of the capacity of training facilities	R 500,000	R 300,000	R 100,000	R 0	R 0	R 900,000	New five-year plan and HRDP to be developed
ABET programme	R 750,000	R 1,300,000	R 1,420,000	R 1,000,000	R 1,000,000	R 5,470,000	
Skills development programmes (including company skills training, learnerships and portable skills training)	R 250,000	R 350,000	R 500,000	R 600,000	R 800,000	R 2,500,000	
Career Progression programmes	R 100,000	R 150,000	R 150,000	R 160,000	R 176,000	R 736,000	
Mentorship programmes	R 100,000	R 100,000	R 100,000	R 120,000	R 120,000	R 540,000	
Internship and bursary programmes	R 100,000	R 110,000	R 130,000	R 200,000	R 220,000	R 760,000	
Employment equity programmes	R 200,000	R 100,000	R 0	R 0	R 0	R 300,000	
Sub-total	R 2,000,000	R 2,410,000	R 2,400,000	R 2,080,000	R 2,316,000	R 11,206,000	R 12,326,600
Local Economic Development Programme							
LED Projects							
Integrated water provision and reservoir construction project	R 2,500,000	R 5,000,000	R 2,500,000	R 0	R 0	R 10,000,000	New five-year plan and LEDP to be developed
Integrated township planning project	R 200,000	R 500,000	R 0	R 0	R 0	R 1,000,000	
Ambulance facilities and services project	R 500,000	R 500,000	R 0	R 0	R 0	R 1,000,000	
Horticultural and livelihood creation project	R 1,000,000	R 700,000	R 500,000	R 500,000	R 500,000	R 3,200,000	



Chicken Broiler and abattoir job creation project	R 1,300,000	R 1,700,000	R 0	R 0	R 0	R 3,000,000
Roads upgrade and maintenance project	R 150,000	R 150,000	R 100,000	R 100,000	R 0	R 500,000
Sub-total LED Projects	R 5,650,000	R 8,550,000	R 3,100,000	R 600,000	R 500,000	R 18,400,000

**** NOTE:** The Ambulance facilities and services project (R 1,000,000) and Chicken Broiler and abattoir job creation project (R 3,000,000) were not implemented. A Section 102 amendment was approved, introducing the following replacement projects: Drilling Boreholes Project (R 3,623,362.00), Installing of Solar Panels (R 3,429,638.00), and Regrading Sport Fields (R 947,000.00). Refer to Table 51 below for the amended LED Projects.

COMPONENT OF THE SLP	TIMEFRAMES					TOTAL	1 Jan 2015 - 31 Dec 2014
	1 Jan 2010 - 31 Dec 2010	1 Jan 2011 - 31 Dec 2011	1 Jan 2012 - 31 Dec 2012	1 Jan 2013 - 31 Dec 2013	1 Jan 2014 - 31 Dec 2014		
<i>Sustainable housing and services provision project</i>	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 25,000,000	
Sub-total	R 10,650,000	R 13,550,000	R 8,100,000	R 5,600,000	R 5,500,000	R 43,400,000	R 35,000,000
Management of downscaling and retrenchment	R 5,000,000	R 5,500,000	R 6,050,000	R 6,655,000	R 7,320,500	R 30,525,500	R 33,578,050
ANNUAL TOTAL SLP (excl. Management of downscaling and retrenchment)	R 12,650,000	R 15,960,000	R 10,500,000	R 7,680,000	R 7,816,000	R 54,606,000	R 47,326,600
ANNUAL TOTAL SLP (incl. Management of downscaling and retrenchment)	R 17,650,000	R 21,460,000	R 16,550,000	R 14,335,000	R 15,136,500	R 85,131,500	R 80,904,650



Notes:

* These are funds that will be spent by Highveld on management of unforeseen downscaling, closure and retrenchment, should this occur. As the sustainability of the mine is good, this event is highly unlikely in the next 5 years. Therefore, although an estimated cost appears and is included in the annual SLP budget, it does not necessarily mean that these funds will be spent. These funds will only be spent in the event of unforeseen decommissioning and large-scale retrenchment coming to the fore.

* The Ambulance facilities and services project (R 1,000,000) and the Chicken Broiler and abattoir job creation project (R 3,000,000) were not implemented. A Section 102 amendment to the SLP was subsequently approved by the Department of Mineral Resources, which introduced three replacement projects in lieu of the two unimplemented projects, namely: the Drilling Boreholes Project (R 3,623,362.00); Installing of Solar Panels (R 3,429,638.00); and Regrading Sport Fields (R 947,000.00). All three Section 102 replacement projects were implemented as approved.

- LEDP denotes Local Economic Development Programme.
- HRDP denotes Human Resource Development Programme.

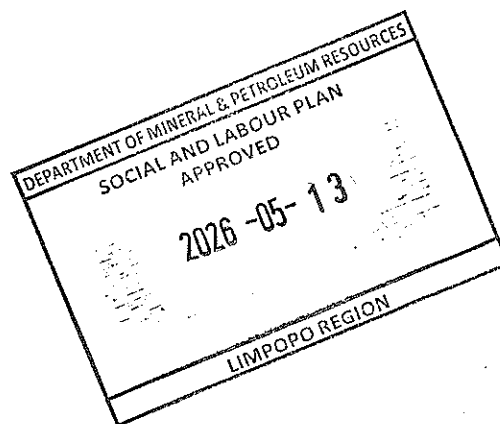


Table 51: Amended LED Projects – Original Projects and Section 102 Replacement Projects

The table below reflects the full LED project list, indicating original projects with their implementation status, and the three replacement projects introduced via the Section 102 amendment. Projects shown in red with strikethrough were not implemented and were replaced as described above.

PROJECT	IMPLEMENTATION STATUS	BUDGET ALLOCATED	NOTES
ORIGINAL LED PROJECTS (as per Table 50)			
<i>Integrated water provision and reservoir construction project</i>	<i>Implemented</i>	<i>R 10,000.00</i>	
<i>Integrated township planning project</i>	<i>Implemented</i>	<i>R 1,000,000.00</i>	
<i>Ambulance facilities and services project</i>	<i>Not Implemented</i>	<i>R 1,000,000.00</i>	Not implemented. Replaced via Section 102 amendment.
<i>Horticultural and livelihood creation project</i>	<i>Implemented</i>	<i>R 3,200,000.00</i>	
<i>Chicken Broiler and abattoir job creation project</i>	<i>Not Implemented</i>	<i>R 3,000,000.00</i>	Not implemented. Replaced via Section 102 amendment.
<i>Roads upgrade and maintenance project</i>	<i>Implemented</i>	<i>R 500,000.00</i>	
<i>Sustainable housing and services provision project</i>	<i>Implemented</i>	<i>R 25,000,000.00</i>	
REPLACEMENT PROJECTS – INTRODUCED VIA SECTION 102 AMENDMENT (replacing projects not implemented above)			
<i>Drilling Boreholes Project</i>	<i>To be Implemented</i>	<i>R 3,623,362.00</i>	New project introduced via Section 102 amendment
<i>Installing of Solar Panels</i>	<i>To be Implemented</i>	<i>R 3,429,638.00</i>	New project introduced via Section 102 amendment
<i>Regrading Sport Fields</i>	<i>To be Implemented</i>	<i>R 947,000.00</i>	New project introduced via Section 102 amendment
Total Section 102 Replacement Projects		R8,000,000.00	Combined budget of Ambulance (R 1,000,000) + Chicken Broiler (R 3,000,000) = R 4,000,000 original; total Section 102 replacement value: R 8,000,000.00



Highveld will further utilise the funding procedures put in place by the Skills Development Act and the payment of skills levies. Highveld will submit claim backs in this regard. Highveld will become a member of the MQA, and will be committed to implementing these standards.

In the **event of retrenchment**, the following costs will be paid by the mine:

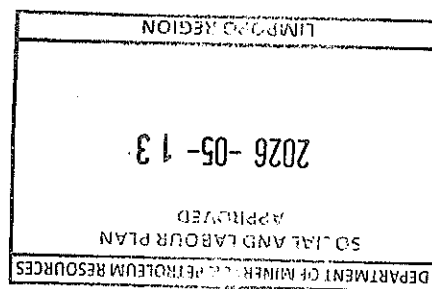
- a) severance pay of three week's pay for each completed year of service subject to a minimum of three month's pay;
- b) the cost of counselling for the retrenched employees; and
- c) a pre-determined amount per employee for training in a portable skill of the employee's choice.



SECTION 7

UNDERTAKING

Regulation 46 (f)



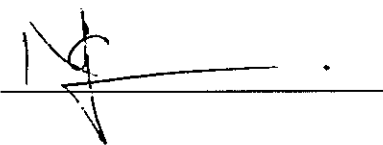
7 UNDERTAKING

Regulation 46 (f)

This represents an undertaking by the holder of the mining right to ensure compliance with the SLP and to make it known to employees.

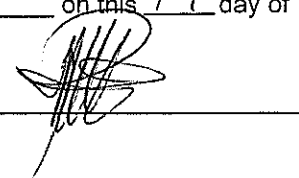
I, Nelson Taimo the undersigned and duly authorised thereto by **Mapochs Resources (Pty) Ltd** undertake to adhere to the information, requirements, commitments, and conditions as set out in the Highveld SLP for Mapochs.

Signed at Polokwane on this 17 day of December 2025 17.

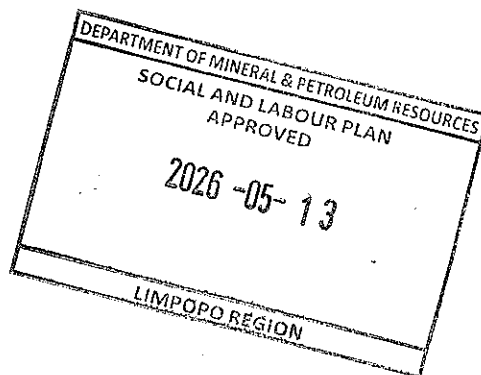
Signature of responsible person .

Designation Chief Executive Officer

Signed at Polokwane on this 17 day of December 2025 17.

Signature of co-signatory .

Designation CFO



APPENDIX 1.1

DETAILED LABOUR SENDING AREAS

APPENDIX 1.2

BASELINE SOCIO-ECONOMIC STUDY- SURVEY

APPENDIX 1.3

MINUTES OF MEETINGS FROM SLP CONSULTATION PROCESS WITH STAKEHOLDERS

APPENDIX 2

SUPPORTING HRDP WORKING PLANS

APPENDIX 3

SUPPORTING LED WORKING PLANS

APPENDIX 4

DOWNSCALING AND RETRENCHMENT SUPPORTING WORKING PLAN
