

**MINING RIGHT NUMBERS: (GP) 30/5/1/2/2(173)
(GP) 30/5/1/2/2 (7)**

COMPANY REGISTRATION NO: 2007/007531/07

**SOCIAL AND LABOUR PLAN
2012 to 2016**

July 2014



GLOSSARY OF TERMS

ABBREVIATION	MEANING
ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ATR	Annual Training Report
BEE	Black Economic Empowerment
CETA	Construction Education and Training Authority
CPP	Career Progression Plan
CTFL	Clothing, Textiles, Footwear and Leather SETA
DMR	Department of Mineral Resources
DoL	Department of Labour
EE	Employment Equity
EEA	Employment Equity Act
EXCO	Executive Committee
FLC	Foundational Learning Competency
FY	Financial Year
HAART	Highly Active Anti-Retroviral Treatment
HDSAs	Historically Disadvantaged South Africans
HRD	Human Resource Development
HRDP	Human Resource Development Programme
HIV	Human Immune Deficiency Virus
ICVCT	Informed Consent Voluntary Counselling and Testing
IDP	Individual Development Plan
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Mineral and Petroleum Resources Development Act (No. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PWD	Person with Disability
QCTO	Quality Council for Trades and Occupations
SANPARKS	South African National Parks
SADC	Southern African Development Community
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
SGL	Sibanye Gold Limited
SLP	Social and Labour Plan
SMME	Small, Medium and Micro Enterprise
SDF	Skills Development Facilitator
SPCA	Society for the Prevention of Cruelty to Animals
SRM	Supplier Relationship Management
KPA	Key Performance Area
KPI	Key Performance Indicator
VCT	Voluntary Counselling and Testing
WIM	Women in Mining
WSP	Workplace Skills Plan

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1. Introduction and Preamble

1.1 Introduction

Cooke 1, 2 and 3 Mining Operations, hereinafter referred to as Cooke 1, 2 and 3, formerly Rand Uranium (Pty) Limited and licensed as such, forms part of Sibanye Gold Limited, situated in Randfontein and Westonaria Local Municipal areas, which both fall under the West Rand District Municipality. Cooke 1, 2 and 3 was incorporated into Sibanye Gold following a deal in which Sibanye Gold acquired Cooke Underground and Surface Operations. Sibanye Gold acquired these assets in exchange for the issue of approximately 150 million new shares in Sibanye Gold to Gold One. This is equivalent to a 17% shareholding in Sibanye Gold and introduces Newshelf 1114 Proprietary Limited and its major investors into the Sibanye Gold shareholder base. The deal was approved by the Competition Commission on 24 April 2014 and the operations were integrated into Sibanye Gold from 1 May 2014 following the Department of Mineral Resources' approval of a Section 11 application in terms of the Mineral and Petroleum Resources Development Act No. 28 of 2002 (the MPRDA).

This Social and Labour Plan (SLP) for the period January 2012 to December 2016 is being submitted to the Department of Mineral Resources (DMR) for Cooke 1, 2 and 3 in compliance with the MPRDA. The plan is aligned to the principles of relevant legislation, objectives and prescribed requirements of the MPRDA. However, given the recent Section 11 finalisation and the resultant review process that has since been initiated, this submission will seek to (i) align the current targets with the current production levels and associated levels of profitability of Cooke 1, 2 and 3 and (ii) align the SLP cycle of Cooke 1, 2 and 3 with that of Sibanye Gold Limited. This is expected to ensure full business alignment across all Sibanye Gold operations and simplify the auditing process going forward. This submission will therefore consider the past two years as being completed and will set out the targets for the next three years, as per the cycle that the rest of the Sibanye Gold operations are in. Backlogs in this regard will be considered in terms of mitigation relating to other targets as well as the increased focus on infrastructure in labour sending areas. See Annexure C for details of the backlog mitigation plan.

The primary purpose of the MPRDA is to transform the mining and minerals industries in South Africa. In order to ensure effective transformation, the MPRDA requires the submission of the SLP, the Mining Work Programme and the Environmental Management Plan as pre-requisites for the granting of mining or production rights. The SLP requires applicants for mining and production rights to develop and implement comprehensive Human Resource Development (HRD) Programmes, a Mine Community Development Plan, Housing and Living Conditions Plan, an Employment Equity Plan, Procurement and Enterprise Development Plan and a Downscaling and Retrenchment Management Plan. It should also be noted that the National Development Plan (2030) and the Millennium Development Goals have been acknowledged and form the premise upon which the plans and respective targets that follow, have been developed.

Elements of a decent standard of living have been included in the Figure below, which depicts the holistic approach needed by individuals in order to live the life they desire:



Figure 1: National Development Plan: Key elements of a decent standard of living

Courtesy of the National Development Plan 2030



Figure 2: Millennium Development Goals

Courtesy of: http://www.indexmundi.com/south_africa/millennium-development-goals.html

This SLP therefore sets out the social and labour programmes to be in place for the life of Cooke 1, 2 and 3's mining right. It further demonstrates the linkages of the plans and targets presented to the National Development Plan (2030), the Millennium Development Goals and the Local Municipalities' Integrated Development Plans.

The objectives of the Social and Labour Plan are to:

- Promote employment and advance the social and economic welfare of all South Africans - Section 2 (f) of the MPRDA;
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they operate as well as the areas from which the majority of the workforce is sourced - Section 2 (i) of the MPRDA, and the Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry (the Mining Charter); and
- Utilize and expand the existing skills base for the empowerment of HDSAs and to serve the community.

This consolidated SLP represents both the Cooke Underground Operations and Surface Operations. The collective term "Cooke 1, 2 and 3" is used to jointly refer to the two operations.

1.2 Preamble

Name of Company	Rand Uranium Proprietary Limited Registration Number: 2007/007531/07
Name of Mine	COOKE 1, 2 and 3 MINING OPERATIONS Mining Right Number: (GP) 30/5/1/2/2(173) Title No: 83/2011 MR (GP) 30/5/1/2/2 (7) Title No: 09/2008 MR
Physical Address	Libanon Business Park 1 Hospital Street (off Cedar avenue), Libanon, Westonaria 1780
Postal Address	Private Bag X5 Westonaria 1780 South Africa
Telephone Number	Mr O. O'Brien Vice President: Cooke Operations +27 11 278 7006 Alternative contact person: Ms RM Motlatle Manager: Corporate Affairs Telephone: +27 11 278 9636 Fax number: +27 86 626 0528
Fax Number	Vice President: +27 11 278 7026
Location of Mine	Cooke 1, 2 and 3 is situated in the magisterial district of Randfontein and Westonaria (45km southwest of Johannesburg) in the Gauteng Province. Access to the mine is by the road on the N12 or via the R28 (Randfontein / Westonaria). The nearest railway siding is at Westonaria. Consequently, the nearest towns would therefore be Randfontein, to the west and Carletonville to the south-east. The mine falls within the West Rand District Municipality, which is situated in the Gauteng Province.
Commodity	Gold and Uranium, together with any other mineral which must of necessity be mined with gold and uranium
Life of Mine	The life of mine at the current mining rate is valid for the period of 30 years, which started on 18 December 2007, ending 17 December 2037
Financial Year	The financial reporting year for Cooke 1, 2 and 3 runs from 1 January to 31 December of each year
Responsible person	Mr O. O'Brien (Vice President: Cooke Operations) E-mail Address: owen.o'brien@sibanyegold.co.za

1.3 Current Workforce for Cooke 1, 2 and 3 Mine

Table 1 below provides the summary of the current workforce as at **June 2014**.

Table 1: Summary of Current Workforce as at June 2014

Type of Employment	Number of Employees
Management	64
Officials	348
Union Members	320
Core and Critical Skills	2946
Temporary Employment	419
Total Permanent Employment	3678
Total Temporary Employment	419
Total	4097

1.4 Local Recruitment

Undertaking	The Mine is well aware of the socio-economic conditions prevailing in the host community. In order to limit the negative impact of the mining operation on the area, the Mine has a strong focus on the recruitment and development of previously disadvantaged and unemployed members of the affected communities.
Guidelines	The Mine's skills development programmes have been aligned in such a manner that unskilled employees (especially from the local areas) have the opportunities for career development.

Cooke 1, 2 and 3 provides employment to four thousand and ninety-seven (**4097**) people: i.e., permanent employment to three thousand six hundred and seventy eight (**3678**) people, and temporary employment to four hundred and nineteen (**419**) people, as at June 2014.

The employees are divided into one (1) of two (2) categories:

- Employees who are from and stay within the mine's host communities, the Westonaria and Randfontein Local Municipalities; and
- Migrant employees who are recruited from Labour Sending Communities such as rural provinces of South Africa and Southern African Development Community (SADC) countries such as Mozambique, Lesotho and Botswana.

The table below provides a breakdown of employees by provincial labour source area including the host area.

Table 2: Summary of Labour Sending Areas Workforce at Cooke 1, 2 and 3 Mine as at June 2014

Province	Number of Employees	Percentage
Eastern Cape	584	14%
Free State	96	2%
Gauteng	1457	36%
KwaZulu-Natal	343	8%
Limpopo	154	4%
Mpumalanga	89	2%
Northwest	121	3%
Northern Cape	24	1%
Western Cape	1	0%
Non South Africans	1228	30%
Total	4097	

As is evident from Table 2 above, the major labour source areas for Cooke 1, 2 and 3 are Gauteng, the Eastern Cape, and Kwa-Zulu Natal provinces. Currently the mine has well established Local Economic Development (LED) projects in the Eastern Cape, which are managed by a dedicated executive and project manager who co-ordinates progress reports and feedback from implementing agencies, as well as payments. The mine will continue to support socio-economic development initiatives in these poverty nodes. However, going forward, the mine will endeavour to increase the percentage of employees from the local host community to ensure that the sustainable economic and skills development of the local Municipal areas are supported through the mine's recruitment strategy below. The management of LED projects in the major labour sending areas will furthermore in future, be incorporated within the Sibanye Gold Corporate Affairs implementation and reporting structure.

Table 3: Local Recruitment Strategy at Cooke 1, 2 and 3 Mine

Responsible Position	Strategic Plan	Timeframe
Manager Human Resources	Advertise vacancies through local newspapers.	As and when new vacancies arise
Unit Manager: Human Resources/TEBA Limited	Local recruitment, which is in line with the Sibanye Gold Limited recruitment policies and practices, will be facilitated by TEBA Limited.	As and when new vacancies arise

2. Human Resource Development Plan

2.1 Introduction

The primary objective of the Sibanye Gold Human Resource Development (HRD) Model, is to ensure the development of requisite skills in respect of learnerships, internships, bursaries (core and critical skills), artisans, ABET training (Level I, II, III), ABET 4/NQF1/FLC and other training initiatives reflective of demographics as defined in the amended Broad-based Socio-economic Empowerment Charter for the South African Mining and Minerals Industry (the Mining Charter) and MPRDA. All efforts in this regard have been aligned with the National Development Plan and the Millennium Development Goals in relation to (i) Education (primary), (ii) Skills and Employment or Employability, and (iii) Gender Equality.

Cooke 1, 2 and 3 is fully accountable for the identification and fulfilment of its own Human Resource Development needs and has substantial discretion based on its own business needs according to the five year plan and circumstances in the context of the broader Sibanye Gold HRD Model. The 2014 to 2016 Employee Human Resource Development targets are based on business needs, following an analysis of training needs conducted during 2013. The new operating model and the reduced labour force had impacted on the Human Resource Development targets which were reduced or increased as per business needs as required.

Sibanye Gold Academy (SGA), a 100% owned subsidiary of Sibanye Gold Ltd., provides world class Human Resource Development services to Cooke 1, 2 and 3 and the rest of the Sibanye Gold Operations. SGA is also fully accredited by the Mining Qualifications Authority (MQA) and, has programme approval in a number of other Sectoral Education and Training Authorities (SETAs), giving it the ability to provide recognised and accredited education and training in a number of non-mining fields. The ability of Cooke 1, 2 and 3 to meet its undertakings in so far as they relate to Leadership Development, Adult Basic Education and Training (ABET), Technical Skills, Portable Skills and other training initiatives is therefore enhanced, as a fully operational satellite campus of the SGA operates from Cooke 1, 2 and 3.

The table below provides details regarding Cooke 1, 2 and 3's compliance with Skills Development legislation.

Table 4: Compliance with Skills Development Legislation

SETA Information Required	SETA Details
Name of SETA:	Mining Qualifications Authority (MQA)
Registration Number with relevant SETA:	L730767698
Skills Development Facilitator:	R Seripe
Proof of submission of Workplace Skills Plan and date of submission	30 June 2014

The table below shows Cooke 1, 2 and 3's commitment towards submission of the annual Workplace Skills Plan (WSP) and Annual Training Report (ATR).

Table 5: Workplace Skills Plan (WSP) and Annual Training Report (ATR) Strategic Plan

Action	Reporting	Submission Date
Cooke 1, 2 and 3 to submit a WSP and ATR to the MQA to qualify for Mandatory Grant Application for training facilitated at the Mine.	Annually	30 th June

2.2 Introduction to the Sibanye Gold Human Resource Development Model

The intention of this Social and Labour Plan is to reflect Cooke 1, 2 and 3's plans for the period between 2012 and 2016. However, a brief description of Cooke 1, 2 and 3's Human Resource Development (HRD) approaches, policies and strategies, within the context of the broader Sibanye Gold Human Resource Development Model is important for context and understanding. Catering, meals and transport cost have not been included in the financial provisions.

While Cooke 1, 2 and 3 is fully accountable for the identification and fulfilment of its own HRD needs and has substantial discretion based on its own business needs and

circumstances, it operates within the ambit of the Sibanye Gold HRD Model. This is an explicit and well-understood Model covering all aspects of Human Resource Development within Sibanye Gold Ltd. and specifically as it applies to each one of its subsidiaries, including Cooke 1, 2 and 3. Where relevant in this Plan, reference is made to those elements of Sibanye Gold HRD Model that have a direct bearing on the implementation of Cooke 1, 2 and 3's specific Human Resource Development Plan.

2.2.1 The Definition of Human Resource Development

HRD refers to the process of developing the knowledge, skills, attitudes and behaviours of individuals and teams to desired levels of performance in order to achieve organizational, personal and broader social objectives.

2.2.2 The Objectives of Human Resource Development

The primary objectives of HRD are to ensure:

- The availability, in terms of quality, quantity, and employment equity, of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis, inclusive of production, technical, support, administrative competencies and leadership development; and
- The skilling of employees in portable competencies, which relate to existence outside the mining environment and which can be applied to sustain individuals and communities once mining operations cease.

2.2.3 Skills Development Plan

Undertaking	The Mine will ensure the availability, in terms of the quality and quantity of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis as per business needs. This will include production, technical, support and administrative and leadership competencies. The Mine has appointed a Skills Development Facilitator and will continue to submit its Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA).
Guidelines	The technical, behavioural and social skills and competencies required by the Mine's employees are transferred within the comprehensive Sibanye Gold HRD Model. The Model is supported, at a practical level by Sibanye Gold Academy, funded on a proportional basis by each of the operations within the Sibanye Gold Group, including Cooke 1, 2 and 3. This comprises physical infrastructure, learning products and solutions, and adequate, skilled HRD practitioners who transfer the skills required to learners.

2.2.4 Sibanye Gold Human Resource Development Model and Initiatives



Human Capital Development Model

Key Principles

- Training requirements are based on business needs
- Training and development focus remains on our employees and the communities that we impact upon (direct and labour sending areas)
- Training interventions are advertised within the organisation, within communities (local and labour sending areas), and at learning institutions
- In cases where the business needs are lower than the target, communities are afforded the training and development opportunity
- Linkages between the different SLP/ Mining Charter requirements are accommodated
- ABET and Portable Skills
 - ABET - focus remains on reducing the illiteracy profile of the company
 - Employees are empowered with choice (employees 45-50+ who do not want to do ABET may opt for Portable Skills training)
 - Emphasis placed on Community ABET, and Community Portable Skills
 - We encourage our employees to improve their skills sets through our available learning interventions



Human Capital Development Initiatives

ABET & PORTABLE SKILLS	STUDY ASSISTANCE	INTERNS, LEARNERSHIPS & CORE SKILLS
• ABET Provision <ul style="list-style-type: none"> • ABET Levels 1-4 • Full-time, Part-time, Community • Media Work Curriculum, IEB assessments • To reduce illiteracy in the company • To make employees functionally literate and numerate • Incentives: <ul style="list-style-type: none"> • MQA grants and internal company incentive which learners receive after successful completion of level • Marketing: on mine, and through Local municipalities • Participation into ABET programme: • RPL and Placement assessments • Employees with potential identified to access further development to enter career pathway • Offer ABET to employees who volunteer • Portable Skills <ul style="list-style-type: none"> • Employees 45-50+ are not interested in ABET are encouraged to go to Portable Skills programme • Offered Full-time to community, • Offered Part-time to employees • Feeds LED projects • Offers life after mine skills to employees • Marketing: on mine, through Local Municipalities 	• Grants: <ul style="list-style-type: none"> • Employees with full-time employment are given an opportunity to study part-time • Bursaries offered to: <ul style="list-style-type: none"> • Local communities • Labour sending areas • Study on a full-time basis at Universities and Universities of Technology • Internal employees considered to study full-time, if approved by the Talent Council in line with business need • JB Marks bursaries: <ul style="list-style-type: none"> • NUM bursaries- Sibanye Gold pays salaries • Marketing: <ul style="list-style-type: none"> • Internal communication, and through and universities • Marketing: on mine, through Municipalities (Local and Labour Sending Areas) • Loans: <ul style="list-style-type: none"> • Affords an opportunity for career development as aligned to individual development plans- where employees choose pay for studies, and request the company to assist in the form of an interest free-loan (part-time or distance learning) • Marketing: on mine 	• Internship <ul style="list-style-type: none"> • All bursars are invited into our GDP & internship programmes, • 2-3 years in duration • Development in the section, acting opportunities, and thereafter be considered for appointed in the company • Marketing: on mine, through Local Municipalities • Learnership <ul style="list-style-type: none"> • 18.1 & 18.2 learnerships offered • Marketing: on mine, through Local Municipalities • Selection process <ul style="list-style-type: none"> • Interviews, employees with potential identified to access further development to enter career pathway/ progress in a career path • Learnership Placement • Core Skills & Leadership Development <ul style="list-style-type: none"> • Development to ensure that employee meets the requirement of the position • Build management and leadership capabilities and competencies • Opportunities for career development • Development is aligned to skills and competency gaps needs - nominations via Talent and Performance Review processes
Development is in line with Sibanye Gold business requirements/IDP needs/ Talent & Performance Review processes		

Table 6: Form Q - Functional Literacy amongst Cooke 1, 2 and 3 Mine Employees as at January 2014¹

NQF Level	Education Classification	African		Coloured		Indian		White		Grand Total	PWD		Non SA		AGE			
		Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	<35	35-45	>45-55	>55-75
Below NQF 1	No Schooling	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Below NQF 2	Pre-ABET	8	0	0	0	0	0	0	0	8	0	0	4	0	2	0	5	1
Below NQF 3	ABET 1	355	4	0	0	0	0	0	0	359	0	0	157	1	21	46	175	117
Below NQF 4	ABET 2/Std. 3 , Grade 5	508	3	0	0	0	0	0	0	511	0	0	278	0	40	111	249	111
Below NQF 5	ABET 3 / Std. 5, Grade 7	5	0	0	0	0	0	0	0	5	0	0	0	0	0	0	5	0
1	ABET 4 / Std. 7, Grade 9	872	43	1	1	3	0	49	11	980	0	0	375	5	262	266	336	116
2	Std. 8 / Grade 10, NATED 1 / NCV Level 1	283	45	3	0	0	0	45	3	379	0	0	62	2	198	83	70	28
3	Std. 9 / Grade 11, NATED 2 / NCV Level 2	393	96	4	0	1	0	60	0	554	0	0	97	1	261	144	116	33
4	Std. 10 / Grade 12, NATED 3 / NCV Level 3	495	314	9	1	2	3	149	30	1003	0	0	74	3	496	280	164	63
5	National/Higher Certificate	5	1	0	0	0	0	1	0	7	0	0	1	0	1	4	2	0
6	National Certificate/Diploma/Advanced Certificate/NATED 4 – 6	5	8	1	0	0	0	11	0	25	0	0	0	0	8	9	7	1
7	National Certificate/Advanced Diploma/ B Tech Degree/ Bachelor's Degree	5	1	0	0	0	0	3	2	11	0	0	1	0	4	2	5	0
8	Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree(480 credits)	1	1	0	0	0	0	3	0	5	0	0	2	0	1	1	1	2
9	National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0	2	0
10	Doctoral Degree and Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	Undefined	685	103	5	1	0	0	11	5	810	0	0	196	8	402	214	146	48
Grand Total		3620	619	23	3	6	3	333	52	4659	0	0	1247	20	1696	1160	1283	520

¹ Tables 1 and 2 are based on HR information at the time and Form Q's are based on the Form Q's that are compiled on an annual basis, therefore the difference in numbers

Table 7: Form Q - Functional Literacy amongst Cooke 1, 2 and 3 Mine Contract Workers as at January 2014²

NQF Level	Education Classification	African		Coloured		Indian		White		Grand Total	PWD		Non SA		AGE			
		Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	<35	35-45	>45-55	>55-75
Below NQF 1	No Schooling	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Below NQF 2	Pre-ABET	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Below NQF 3	ABET 1	2	0	0	0	0	0	0	0	2	0	0	0	0	1	0	0	1
Below NQF 4	ABET 2/ Std. 3 , Grade 5	2	0	0	0	0	0	0	0	2	0	0	2	0	0	2	0	0
Below NQF 5	ABET 3 / Std. 5, Grade 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	ABET 4 / Std. 7, Grade 9	49	4	1	1	1	0	12	2	70	0	0	6	0	34	23	8	5
2	Std. 8 / Grade 10, NATED 1 / NCV Level 1	6	0	1	0	0	0	3	0	10	0	0	0	0	9	0	0	1
3	Std. 9 / Grade 11, NATED 2 / NCV Level 2	14	0	0	0	0	0	17	0	31	0	0	0	0	9	13	5	4
4	Std. 10 / Grade 12, NATED 3 / NCV Level 3	2	1	0	1	0	0	2	1	7	0	0	0	0	3	3	1	0
5	National/Higher Certificate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	National Certificate/Diploma/Advanced Certificate/NATED 4 – 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	National Certificate/ Advanced Diploma/ B Tech Degree/ Bachelor's Degree	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0
8	Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree(480 credits)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Doctoral Degree and Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	Undefined	388	34	5	1	0	0	21	1	450	0	0	24	0	286	96	57	11
Grand Total		464	39	7	3	1	0	55	4	573	0	0	32	0	343	137	71	22

² Tables 1 and 2 are based on HR information at the time and Form Q's are based on the Form Q's that are compiled on an annual basis, therefore the difference in numbers

2.2.5 Definition of Functional Literacy and Numeracy

Sibanye Gold Ltd., including Cooke 1, 2 and 3, defines Functional Literacy and Numeracy as follows:

- ABET Level 3 with exit outcomes equivalent to seven (7) years of compulsory schooling and that will qualify the employee to register for occupationally directed qualifications registered within the NQF.

2.2.6 Adult Basic Education and Training (ABET)

Undertaking	<p>The Mine undertakes to afford employees and community members an opportunity to become functionally literate and numerate. This will continue to be done through the provision of ABET on a full-time and on a part-time basis. The following instruments will be used to achieve the numeracy and literacy objectives:</p> <ul style="list-style-type: none"> • Recognition of prior learning (RPL) (ABET assessments are used to determine RPL and placement); • Recruitment of employees will be based on the information on Form Q, age profile (employees below 45 years of age) and as per identified business needs; and • Recruitment of community members will be done in consultation with the Local Municipality.
Guidelines	<p>Adult Basic Education and Training will continue to be provided to both employees and qualifying local community members. This will be done equally on a full time (ABET Levels 1 to 3) and part time (Pre ABET to ABET Levels 3) basis for employees and community members. The setting of ABET targets annually for employees will be guided by the need identified through Form Q, age profile, literacy profile and as per the business requirements. With regards to community ABET, the targets will be informed through information sharing with the local municipality. Subsequently, employees and community members will be able to access further development opportunities.</p> <p>Either ABET 4/NQF1/FLC/Occupational ABET framework (as approved by QCTO and SAQA) to be offered, to bridge the gap between ABET Level 3 and Learnership Programme / relevant Skills Programmes. The Programme to be offered in this regard to be approved by Sibanye Gold Board.</p>

2.2.6.1 ABET Implementation Strategy at Cooke 1, 2 and 3 Mine

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Employees requiring ABET to be selected through company selection process to enable reaching of set ABET targets.	Ongoing
Unit Manager: HRD	2. Provide an accredited learning programme.	Ongoing
Unit Manager: HRD	3. Assessment to be provided by an accredited external assessment body.	Ongoing
Unit Manager: HRD	4. Qualified facilitators to provide quality training.	Ongoing
Unit Manager: HRD	5. Continuous development of facilitators to improve their required skills to be offered.	Ongoing
Unit Manager: HRD	6. Learning facilities to be conducive to learning.	Ongoing
Unit Manager: HRD	7. IDPs in place for ABET learners with potential and learners are made aware of career pathways in each discipline.	Ongoing
Unit Manager: HRD	8. A pool of mentors confirmed for ABET learners with potential.	Ongoing

The targets for Full Time, Part Time and Community ABET are shown in the tables below along with the budget provision for the proposed training. Budget provision for part-time ABET for employees and community excludes salaries.

Table 8: Functional Literacy and Numeracy - ABET Full Time

ABET Level	2012	2013	2014	2015	2016	Total Enrolments for 2012-2016
ABET Level 1	25	27	40	40	40	312
ABET Level 2	10	10	16	16	16	
ABET Level 3	15	15	14	14	14	
ABET Level 4/NQF1/FLC	10	20	5	5	5	45
Total No. of ABET Enrolments	60	72	75	75	75	357

Table 9: Functional Literacy and Numeracy - ABET Part Time

ABET Level	2012	2013	2014	2015	2016	Total Enrolments for 2012-2016
ABET Level 1	25	30	15	15	15	209
ABET Level 2	15	20	8	8	8	
ABET Level 3	15	20	5	5	5	
ABET Level 4/NQF1/FLC	0	0	5	5	5	15
Total No. of ABET Enrolments	55	70	33	33	33	224

Table 10: Functional Literacy and Numeracy - ABET Community

ABET Level	2012	2013	2014	2015	2016	Total Enrolments for 2012-2016
ABET Level 1	0	20	30	30	30	245
ABET Level 2	0	15	20	20	20	
ABET Level 3	0	15	15	15	15	
Total No. of ABET Enrolments	0	50	65	65	65	245

Table 11: Budgetary Provision for ABET

	2012	2013	2014	2015	2016	Total Budget Provision for 2012 - 2016
Total Budget	R 6 049 120	R 7 666 944	R 6 146 224	R 6 760 846	R 7 436 931	R 34 060 065

2.2.7 Community Mathematics and Science Programme

Undertaking	<p>Cooke 1, 2 and 3 undertakes to:</p> <ul style="list-style-type: none"> Assist local Grade 12 learners with additional Mathematical and Science Tuition
Guidelines	<p>The purpose of the programme is to offer enrichment classes to Grade 12 local learners in Mathematics and Science in order to improve Matric pass rate.</p>

2.2.7.1 Community Mathematics and Science Programme Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD Unit Manager: Sustainable Development	1. Secure a list of Grade 12 Mathematics and Science learners from the local municipal area through GDE District Office.	February
Unit Manager: HRD	2. Screening and selection to be done by the Education District Office, according to set selection procedure.	March
Unit Manager: HRD	3. Certified, qualified Grade 12 educators to be contracted to provide for Grade 12 enrichment/ catch-up in Mathematics and Science.	March-September
Unit Manager: HRD	4. Learning material/worksheets, pre-test, assignment(s) and mock prelim-examination will be developed by the contracted teachers.	Ongoing
Unit Manager: HRD	5. Transport to and from the community will be arranged by the company, and a lunch snack will be offered to	March-September

	learners.	
Unit Manager: HRD	6. Learners, with potential, interested in pursuing a career in mining, will be encouraged to apply for the company bursary.	October-December

Table 12: Community Mathematics and Science Programme Budget for 2016³

Number of Learners and Budget for 2016	
Number of Learners	15
Budget	R 108 900

The Community Mathematics and Science Programme was previously budgeted for as an LED project up to 2015. This programme will be phased out once the last group of Grade 12 learners have completed in 2015 and integrated with the SGA Community Mathematics and Science Programme.

The table below depicts the number of learners and budget for the mentioned LED project since 2012. It must be noted however, that the budget for this project is not included in the Financial Provision for HRD Programmes, but will be included in the LED section.

Table 13: Community Mathematics and Science Programme Budget for 2012 – 2015 (LED)

	2012	2013	2014	2015
Number of Learners	120	120	80	40
Budget	R500 000	R500 000	R 500 000	R 250 000

³ The Community Mathematics and Science Programme Budget does not reflect under the HRD Financial Provision Section in the 2015 Implementation Plan, but only in the LED Section. HRD only provides for this initiative from Cooke 1, 2 and 3 as from 2016.

2.2.8 Education and Training

<p>Undertaking</p>	<p>The Mine undertakes to:</p> <ul style="list-style-type: none"> • Identify employees with potential for further education, training and development; • Train core skills to ensure the availability of adequate skills to sustain business needs; • Award bursaries, internships, learnerships and mentorships to support business needs; and • Award study assistance opportunities to all employees to support business needs.
<p>Guidelines</p>	<p>The purpose of continuous education and training of employees, is to ensure a healthy pipeline of professional, technical and leadership skills. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> • Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and HDSAs in Management; • Legal (mandatory) training that ensures that the mine complies with all legislative requirements; • Both Sibanye Gold Academy and the mine's SGA Campus will be used to deliver on all HRD interventions.

2.2.8.1 Learnerships

<p>Undertaking</p>	<p>The Mine recognises the importance of learnerships as an integral component to fulfil the company's Employment Equity Strategy, and meeting both the business' and the country's skills development needs.</p>
<p>Guideline</p>	<p>Learnerships will be offered to employees and the community members. Learnerships will be allocated as per the business requirements and the employment strategy of the company. The local community learnerships will be in support of the economic development strategy.</p> <p>Community Commitments apply to both Local and Labour sending community. A challenge exists in terms of the accurate reporting of local/labour sending split due to learners not accurately reporting their origin on enrolment.</p>

2.2.8.2 Learnership Implementation Strategy at Cooke 1, 2 and 3 Mine

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Corporate Affairs	1. Advertise learnership opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local community	Ongoing
Unit Manager: HRD	2. Advertise learnership opportunities internally for employees	Ongoing
Unit Manager: HRD	3. Candidates for learnership opportunities will be selected according to the selection procedures of the company. Learnership targets are based on business needs of the company	Ongoing
Unit Manager: HRD	4. Accredited learning programmes as per SETA requirements	Ongoing
Unit Manager: HRD	5. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	6. Learning facilities to be conducive to learning	Ongoing
Unit Manager: HRD	7. IDPs in place for learners with potential. Learners are made aware of career pathways in the relevant disciplines	Ongoing
Unit Manager: HRD	8. A pool of mentors confirmed for learners with potential	Ongoing

Table 14: Internal Mining Learnerships (18.1)

Discipline	Length of Programme (e.g. 3 years, etc.)	2012	2013	2014	2015	2016
Learner Miner/Mine Rock Breaking Certificate	18 Months	8	6	12	12	12
Shift Boss/Production Supervisor Certificate	3 years	0	0	6	6	6
Total		8	6	18	18	18

Table 15: Community Mining Learnerships (18.2)⁴

Discipline	Length of Programme (e.g. 3 years, etc.)	2012	2013	2014	2015	2016
Learner Miner/Mine Rock Breaking Certificate	18 Months	2	2	25	25	25
Shift Boss/Production Supervisor Certificate	3 years	0	0	13	13	13
Total		2	2	38	38	38

Table 16: Internal Engineering Learnerships (18.1) Targets

Discipline	Length of Programme (e.g. 3 years, etc.)	2012	2013	2014	2015	2016
Electricians	3 years	20	20	2	2	2
Fitters	3 years			8	8	8
Boilermakers	3 years			5	5	5
Riggers	3 years			2	2	2
Motor Mechanic	3 years			4	4	4
Total		20	20	21	21	21

⁴ Community Learnership Targets include Local Community and Labour Sending Communities

Table 17: Community Engineering Learnerships (18.2) Targets ⁵

Discipline	Length of Programme (e.g. 3 years, etc.)	2012	2013	2014	2015	2016
Electricians	3 years	3	3	11	11	11
Fitters	3 years					
Boilermakers	3 years					
Riggers	3 years					
Motor Mechanic	3 years					
Total		3	3	11	11	11

Table 18: Internal and External Learnership Budget

Learnership Type	2012	2013	2014	2015	2016
Learnerships Engineering	R8 179 636	R8 173 161	R 1 622 112	R 1 784 323	R 1 962 755
Learnerships Mining	R3 556 363	R2 842 838	R 6 096 025	R 6 705 627	R 7 376 190
Total	R11 736 000	R11 016 000	R 7 718 137	R 8 489 950	R 9 338 945

2.2.9 Core Business Skills Programme

Core Business skills programmes include all legislative requirements specified in the company competency profiles, national registered skills programmes and relevant mining legislation. The programmes are occupationally directed technical skills interventions aimed at:

- Providing employees with the requisite knowledge and skills required to perform their work proficiently and in a safe manner; and
- Providing skills development towards career progression.

⁵Community Learnership Targets include Local Community and Labour Sending Communities

Undertaking	Core business skills training are provided to ensure that each employee meets the legal requirements of their position. The interventions satisfy the minimum requirements and experience for a position as per business needs.
Guidelines	<p>The purpose of core skills training of employees is to ensure that each individual is equipped to perform fully in his/her position. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> • Technical Skills Training; • Legal (mandatory) training that ensures that the mine and employee complies with all legislative requirements; • Leadership and Supervisory Training; • Team and mobilization interventions. <p>Both Sibanye Gold Academy and the mine's SGA Campus will be used to deliver on all HRD interventions and legislative requirements.</p>

2.2.9.1 Core Business Training Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Employees to be continuously assessed against job requirements	Ongoing
Unit Manager: HRD	2. Provide an accredited learning programme	Ongoing
Unit Manager: HRD	3. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	4. Learning facilities to be conducive to learning	Ongoing

Table 19: Core Business Training

Core Business Area	2012	2013	2014	2015	2016
Mining Skills Programme: Competent A	10	15	8	8	8
Mining Skills Programme: Competent B	10	15	107	107	107
Mining Skills Programme: Blasting Assistant	5	10	139	139	139
Safety Representative Training	2	3	52	52	52
Mining Rock Drill Operator	20	25	28	28	28
Mining Team Leader Training	2	3	9	9	9
Mining Licenced Equipment Operator (Inclusive of Loader, Loco, Winches and rigs)	35	40	78	78	78
Mining specialised skills (Inclusive of construction, mesh and lacing, Hydropower and loco guards)	0	0	125	125	125
Health and Safety Technical Training	50	30	1	1	1
Strata Control Technical Training	0	0	63	63	63
Mining: Mine Overseer certificate Training	1	0	3	3	3
Mining: Mine Managers Certificate Training	0	1	1	1	1
Supervisory Management and Leadership Training	0	0	35	35	35
New Engagement/Induction	0	0	324	324	324
Team Mobilisation/ Behaviour Change Training	0	0	80	80	80
First Aid Training	0	0	643	643	643
Total	135	142	1696	1696	1696

With reference to the training provided in the table above, the following:

- Refresher training and Team Mobilisation training are to be done on shafts;

- New employees and contractors go through Induction; and
- A First Aid Training Certificate is valid for 3 years. Therefore employees only need training once in 3 years.

Table 20: Core Business Training Budget

Core Business Skills Training Budget	2012	2013	2014	2015	2016
Total	R115 000	R105 000	R 3 677 983	R 4 045 782	R 4 450 360

2.2.10 Portable Skills Programme

Sibanye Gold, in partnership with Service Providers accredited through the MQA - CETA, CTFL Seta, and Agri Seta - offers 10 specially designed, portable skill programmes. These accredited programmes will equip exit and in-service employees, as well as members of the community with the ability and entrepreneurial skills to become self-reliant or pursue other career opportunities within mining and other sectors of the South African economy.

For SETA recognition, the entry requirement for community portable skills training is ABET 3 (English –speaking, writing and Mathematics literacy as required by the unit standards). Candidates nominated at a lower entry level will only receive a standard SGA Certificate. Programmes to be offered to members of the local community include:

- Electrical Domestic Installer;
- Welding and Cutting Skills;
- Mechanical Skills;
- Carpentry, Roofing and Ceilings;
- Masonry Building Skills;
- Plumbing Installations;

- Garment Making;
- Home Textile;
- Chicken Farming; and
- Vegetable Farming.

Undertaking	The Mine is dedicated to provide learning opportunities, thereby increasing employees and local community members' marketability and employability in the open labour market in the possible event of downscaling and/or mine closure.
Guidelines	<p>The Mine provides portable skills training to mine employees. These services have been extended to members of the surrounding community. The focus of these skills is to meet some or all of the following objectives:</p> <ul style="list-style-type: none"> • Enhance employee potential that will lead to marketability into alternative employment; • Support income generating activities beyond "Life of Mine"; and • Provide skills that can be utilised not only in the formal sector but also in the informal sector.

2.2.10.1 Portable Skills Training Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Corporate Affairs	1. Advertise portable skills opportunities externally through municipal councils and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	2. Advertise portable skills opportunities internally for employees	Ongoing
Unit Manager: HRD	3. Accredited learning programmes as per SETA requirements	Ongoing
Unit Manager: HRD	4. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	5. Learning facilities to be conducive to learning	Ongoing

Table 21: Portable Skills Training Employees (18.1)

Portable Skills Training	2012	2013	2014	2015	2016
Electrical Domestic Installer	20	15	10	10	10
Welding and cutting Techniques	0	0	10	10	10
Maintain, repair and assemble mechanical components	0	0	10	10	10
Carpentry (Roofing and ceiling installations)	12	14	10	10	10
Plumbing Installations	15	20	10	10	10
Masonry Building Techniques	15	17	10	10	10
Basic Computer Skills	23	19	45	45	45
Total	85	85	105	105	105
Budget:	R382 500	R382 500	R 1 903 999	R 2 094 398	R 2 303 838

Table 22: Portable Skills Training Local Communities (18.2)

Portable Skills Training	2012	2013	2014	2015	for 2016
Electrical Domestic Installer	3	2	21	21	21
Welding and Cutting Techniques	0	0	21	21	21
Maintain, repair and assemble mechanical components	0	0	21	21	21
Carpentry (Roofing and ceiling installations)	3	4	21	21	21
Plumbing Installations	2	3	22	22	22
Masonry Building Techniques	2	3	21	21	21
Broiler Production	0	0	21	21	21
Vegetable Production	0	0	21	21	21
Clothing Manufacturing Processes (NQF 1)	0	0	21	21	21
Home Textiles (NQF 2) (Curtaining)	0	0	21	21	21
Basic Computer Skills	3	3	0	0	0
Total	13	15	211	211	211
Budget	R58 500	R67 500	R2 869 600	R3 156 560	R3 472 216

2.2.11 Hard - To - Fill Vacancies

Undertaking	Cooke 1, 2 and 3 will endeavour to find suitable internal candidates to fill hard-to-fill vacancies as per business needs.
Guidelines	Hard-to-fill vacancies that have been identified as per the business requirements will be addressed through various Human Resource Development interventions.

2.2.11.1 Hard - To - Fill Vacancies Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
Unit Manager: HRD	<ol style="list-style-type: none"> 1. Provide a list of business needed hard to fill designations in Supervisory/Middle Management levels 2. Provide list of employees acting /promoted into the vacant positions 3. Provide for relevant training programmes afforded, including mentoring 4. Secure IDPs 5. Confirm mentorship 	Ongoing

The table below depicts vacancies that Cooke 1, 2 and 3 was unable to fill for a period exceeding twelve (12) months.

Table 23: Hard – To – Fill Vacancies

Occupational Level	Job Title Vacancy	Reason for being unable to fill the vacancy	Action to fill vacancy	Appointment Plan
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Underground Electrician Supervisor Engineering Shafts Supervisor Engineering Rigger Underground Plater Underground Electrician Underground Fitter	Skills shortage and certification	Advertise Screening Shortlisting Interviews Appointment	Appointment to be made within 24 months of vacancy

Table 24: Hard – To – Fill Vacancy Plan

Occupational Level	Job Title Vacancy	Target 2014-2016	Appointment Plan
Skilled technical and academically qualified workers, junior management, supervisors, foreman	Underground Electrician Supervisor Engineering Shafts Supervisor Engineering Rigger Underground Plater Underground Electrician Underground Fitter	As per mine vacancy/business need	As per mine vacancy/business need

2.2.12 Career Progression Plan

Undertaking	The Mine is committed to providing its workforce with the opportunity to grow in knowledge and skills. Inherent in this is the opportunity to progress in a career path that is aligned to the Mine's business needs and suits each employee's skill sets and personal goals. Cooke 1, 2 and 3 has adopted an integrated approach to skills development and learning which, in essence, provides the opportunity for employees with potential to follow a formal career path within the employee's chosen occupation.
Guidelines	The Career Paths show how people can advance from one position to another within the career groups through the development of further skills and competencies. The Career Paths further outline minimum requirements for each position and minimum training/experience required; therefore serving as a planning framework for self-development.

2.2.12.1 Career Progression Plan and Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Provide career paths and secure IDPs for individuals interested in furthering their careers in order to address their individual development plan/gaps.	Ongoing
Unit Manager: HRD	2. Provide a suite of learning and development opportunities aligned with the business needs	Ongoing

The figure below depicts the linkages and progression opportunities between the various programmes in the Human Resource Development Plan.

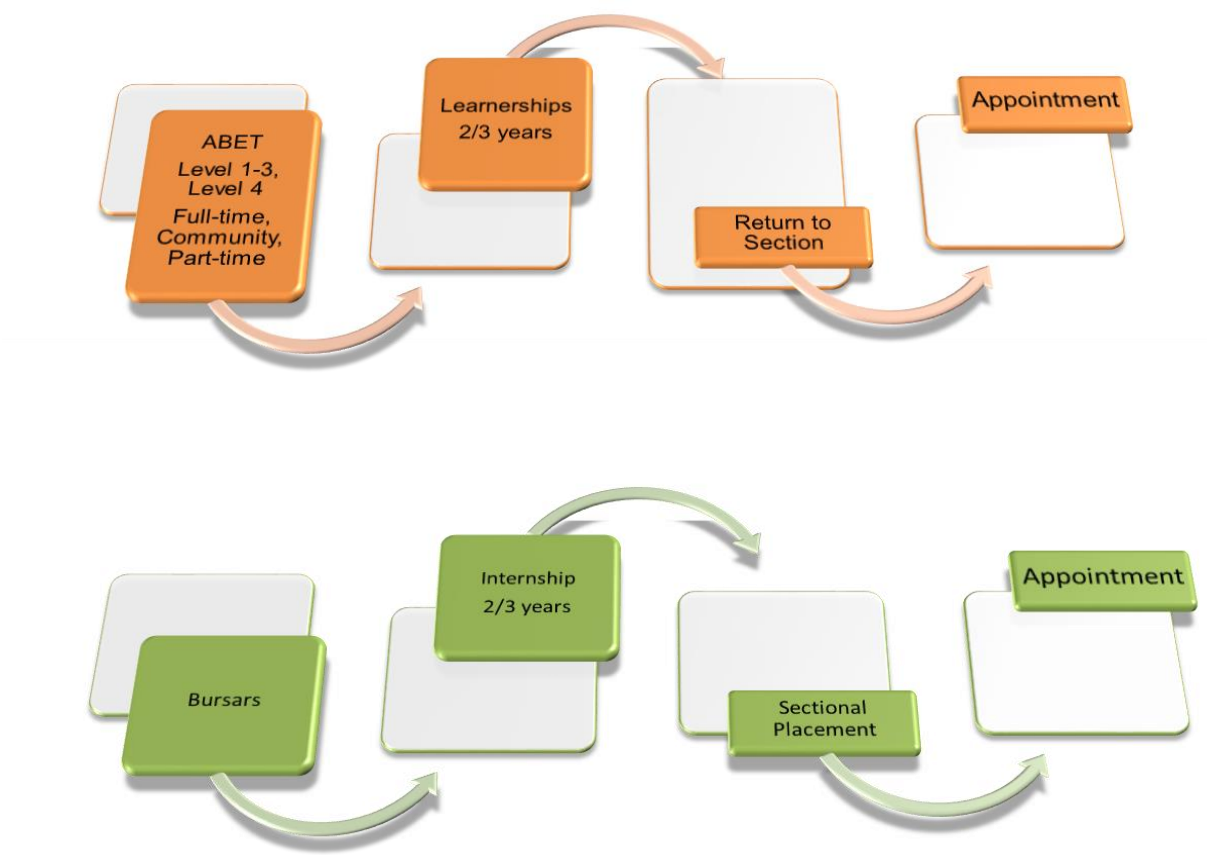


Figure 3: Linkages and Progression Opportunities between Various Programmes in the HRD Plan

Table 25: Career Progression Plan Targets

Employee Categories	Current Position	Training Intervention	Qualification	Employees Identified and IDP Secured	2012	2013	2014	2015	2016	Possible Progression Opportunity/ HRD Linkage
Paterson D Level	Middle Manager	As per approved IDP	As per job requirement	10% top potential Middle Managers in Leadership Development programmes			1	1	1	Appointment into vacant position, if advertised and is successful through recruitment process.
Paterson C Level	Supervisor/ Intern	As per approved IDP	As per job requirement	10% top potential Supervisors/Interns in Leadership Development programmes			2	2	2	Appointment into vacant position, if advertised and is successful through recruitment process.
Non-graded (NG)	Bursar	As per approved IDP	Relevant Degree	Final year bursars			2	2	2	Graduate Development programme and internship, if advertised and is successful through recruitment process.
Paterson B Level	Cat 3-8 Employee	As per approved IDP	As per job requirement	Top potential learnership trainees			2	2	2	Appointment into vacant position, if advertised and is successful through recruitment process.
Paterson A Level	Cat 3-8 Employee	As per approved IDP	As per job requirement	Top potential ABET (employees) learners in training			2	2	2	Learnership/Skills Programme, if advertised and is successful through recruitment process.
Total							9	9	9	

2.2.13 Mentorship Plan

Undertaking	Cooke 1, 2 and 3 undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes.
Guidelines	<p>The mentorship plan at Cooke 1, 2 and 3 will be designed to:</p> <ul style="list-style-type: none"> • Identify areas of development that require mentoring; • Provide a detailed mentoring plan via mentoring agreement; • Highlight the number of mentors and protégés with targets and timeframes; and • Monitor implementation of the programme

2.2.12.1 Mentorship Plan Implementation Strategy

Accountable Position	Strategic Plan	Time frame
Manager HRD	1. Review the mentorship plan.	2014 - 2016
Discipline Managers and Manager HRD	2. Identify pool of mentors for protégés (employees in training/ Supervisors and Middle Managers with potential).	Ongoing
Discipline Managers and Manager HRD	3. Provide mentorship and protégé training to build capacity where required.	Ongoing
Discipline Managers and Manager HRM	4. Contracting through the mentorship agreements in line with learnership/learning programme duration.	Ongoing
Manager HRD	5. Monitor implementation and confirm mentorship regarding: <ul style="list-style-type: none"> • Protégé Personal details including race, gender, current position and level and future possible opportunities • Mentor Personal details and designation 	Ongoing

In addition to the above strategy, the figure below describes the principles of our approach to Mentoring and Coaching.



Figure 4: Mentoring and Coaching Principles

Table 26: Mentorship Plan Targets (Learners in Training)

Mentoring Plan	2012	2013	2014	2015	2016
Learnerships	28	26	32	32	32
Bursaries	3	3	4	4	4
Internships	7	7	3	3	3
Full time ABET	60	72	18	18	18
Top Potential Middle Managers and Supervisors on Leadership Development	0	0	20	20	20
Total	98	108	77	77	77
Individual Development Plans for Learners	98	108	77	77	77
Training					
Pool of Mentors to be trained	16	4	15	15	15
Protégés to be trained	0	0	77	77	77
Total	16	4	92	92	92
Budget	R120 000	R30 000	R 40 291	R 44 320	R 48 752

With reference to the table above, learners currently in study in the relevant area of study, will enter into a coaching/mentorship relationship for further career guidance and development. In order for this relationship to succeed, a pool of mentors and the same learners will have to undergo mentorship/protégé training for effective application and understanding of the relationship role and process.

2.2.14 Internship

Undertaking	Cooke 1, 2 and 3 undertakes to provide opportunities for practical exposure or experiential learning to graduates and diplomats required as per business needs.
Guidelines	Practical exposure or experiential learning opportunities are provided for both internal and external persons completing tertiary studies. Community Commitments apply to both Local and Labour sending community. A challenge exists in terms of the accurate reporting of local/labour sending split due to learners not accurately reporting their origin on enrolment.

2.2.14.1 Internships Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	2. Provide a coaching and Mentoring Programme	Ongoing
Unit Manager: HRD	3. Employees to be continuously assessed against required programme outcomes	Ongoing
Unit Manager: HRD	4. Learning opportunities to be conducive to learning	Ongoing
Unit Manager: HRD	5. Individual Development Plans (IDPs) in place for learners with potential and learners are made aware of career pathways in relevant disciplines	Ongoing

Table 27: Internal Internship (From Internal Bursary Pool)

Internships (18.1)	2012	2013	2014	2015	2016
No.	0	0	8	8	8
Budget (R)	R0	R0	R 1 840 000	R 2 024 000	R 2 226 400

Table 28: Community (18.2) Internship⁶

Internships (18.2)	2012	2013	2014	2015	2016
No.	6	8	5	5	5
Budget (R)	R166 153	R256 000	R 1 150 000	R 1 265 000	R 1 391 500

2.2.15 Study Assistance

Undertaking	The Mine undertakes to offer study assistance to employees and individuals from local communities and key labour sending areas. In line with the bursary policy, if a company bursar fails a subject/year of study once, the bursar will pay for that subject/ year of study himself/herself, and his/her bursary will be placed on abeyance. Bursars placed in abeyance will be counted against the target set with other active bursars. As soon as the bursar passes the subject/ year of study, their bursary will resume.
Guidelines	<p>Study Assistance will be given to employees and individuals from the local and labour sending communities through the following offerings:</p> <ul style="list-style-type: none"> • Bursaries to employees for full time studies; • Bursaries to individuals from the local and labour sending communities for full time studies; • Study Grants to employees for part time studies <p>Community Commitments apply to both Local and Labour sending community. A challenge exists in terms of the accurate reporting of local/labour sending split due to learners not accurately reporting their origin on enrolment.</p>
JB Marks	<p>The Mine will further support bursars funded through the JB Marks Bursary Scheme (a National Union of Mineworkers initiative) on a part time basis, or in line with the decision of the SGA board. JB Marks bursaries are funded and allocated by the JB Marks Bursary Scheme. The Mine's contribution to this scheme, is limited to the salary component relating to the bursars during the period of the agreement, and will be reported as such. This will be the extent of the SLP credit due to the mine.</p> <p>It must be noted that this does not constitute additional targets in terms of bursaries and will not include any commitment towards things like logistics, accommodation, meals, etc., which remains the responsibility of the JB Marks Scheme.</p>

⁶ Community Internship Targets include Local Community and Labour Sending Communities

2.2.15.1 Bursary Programme Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Advertise study assistance opportunities internally for employees	Ongoing
Unit Manager: Corporate Affairs	2. Advertise study assistance opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local and labour sending communities	Ongoing
Unit Manager: HRD	3. Candidates for bursaries and study assistance opportunities will be selected according to the selection procedure of the company	Ongoing
Unit Manager: HRD	4. Accredited learning institutions as per company needs will be used	Ongoing
Unit Manager: HRD	5. IDPs in place for learners, and learners are made aware of career pathways in relevant disciplines	Ongoing
Unit Manager: HRD	6. Mentors confirmed for learners	Ongoing

Table 29: Internal Bursary

Bursary Type	2012	2013	2014	2015	2016
Full Time Bursaries	2	2	2	2	2
Part Time Bursaries	1	1	3	3	3
Total	3	3	5	5	5
Budget (R)	R85 714	R100 000	R 550 000	R 605 000	R 665 500

Table 30: Community (18.2) Bursary⁷

Bursary Target and Budget	2012	2013	2014	2015	2016
Number of Bursaries	4	6	10	10	10
Budget (R)	R57 142	R200 000	R 1 253 333	R 1 381 667	R 1 516 533

⁷ Community Targets include Local Community and Labour Sending Communities

3. Employment Equity

3.1 Introduction

The purpose of the plan is to ensure that a demographically appropriate profile is achieved through the participation of Historically Disadvantaged South African (HDSAs) in all decision-making positions and occupational categories. In striving to achieve a 40% HDSA composition in the management structure and 10% participation of women in mining occupations, Sibanye Gold seeks to redress existing gender and racial disparities. The plan reflects the company's annual progressive targets. As a leading South African company, Sibanye Gold embraces the challenge to transform the composition of the company's workforce and management. This is a business imperative to ensure that we tap into the entire skills base of the South African population. All efforts in this regard have been aligned with the National Development Plan and the Millennium Development Goals in relation to (i) Employment or Employability and (ii) Gender Equality.

Employment Equity Strategies are aligned to succession planning, development of the company's talent pool, learner development programs, core and critical skills training programmes, career development plans, mentoring and coaching.

The following Sibanye Gold principles guide the way in which Employment Equity is implemented at Cooke 1, 2 and 3 Mine, and to further comply with our Ethics and Human Rights policies:

- Recognising historic inequalities, HDSAs and women with recognised potential are afforded special opportunities and additional support to realise their potential;
- Each position in the company is occupied by a fully performing individual. Thus, we will not create phantom jobs nor make token appointments;
- Diversity in the workplace is encouraged and any form of racism is not tolerated;

- Some employees in management positions may be involuntarily redeployed to make space for HDSAs and women;
- All employees are developed to ensure that they are fully performing in their current jobs and, where applicable, to prepare them for future opportunities; and
- In placing women in jobs, the company will take cognisance of the special risks to which child-bearing age, pregnant and lactating women should not be exposed.

Each mining operation and service unit in Sibanye Gold is required to translate the group strategy to five (5) year action plans that are implementable and measurable. Sibanye Gold is committed to creating a workplace in which individuals of ability and competency can develop rewarding careers at all levels regardless of their background, race or gender. Sibanye Gold's employment practices and policies emphasise equal opportunities for all, and aim to identify, develop and reward those employees who demonstrate qualities of individual initiative, enterprise, commitment and competencies. Employment Equity policies also aim to create an inclusive organisational culture in which all employees are valued. The implementation of Employment Equity is overseen by senior management and is at the core of the mine's strategy.

Where appropriate, Employment Equity is implemented in consultation with employee representative bodies. As a key business imperative for Sibanye Gold, Employment Equity is critical in assisting the Mine to place competent employees in the correct jobs aligned to the Mine's objectives. These are:

- Sibanye Gold is committed to developing its employees to their greatest potential, which will contribute to the achievement of the Mine's objectives;
- Sibanye Gold recognises the need for continued investment in its employees, which is demonstrated through training and development opportunities and job placements with a focus on the development of key competencies, career path progression and retention of talent; and

- Sibanye Gold has adopted a proactive recruitment, selection and appointment policy, which favours candidates from designated groups. This has assisted the Mine in working towards the achievement of numerical goals of the Mine's Employment Equity Plan.

Undertaking	The Mine is committed to the strategic objectives of the Employment Equity Act that include having individuals from previously disadvantaged groups represented in all positions of skills, responsibility and at all levels within the next five (5) year period; specifically 10% participation of women and 40% HDSA composition of management structures.
Guidelines	Employment Equity will be aligned to local recruitment and human resources development strategies. Sibanye Gold is committed to developing and promoting from within the organisation, with preference given to females and historically disadvantaged individuals.

Table 31: Employment Equity Plan Implementation Strategy

Responsible Position	Strategic Plan	Start Date
Unit Manager HR	1. Focus to be placed on attracting and retaining HDSAs including women and nurturing talent to supplement the workforce complement and to plan for succession.	Ongoing
Unit Manager HR	2. Targeting the recruitment of HDSAs and women in Mining Positions is a specific focus of the workforce plan.	Ongoing
Unit Manager HR	3. Recruitment targets for HDSAs and women to be specifically aimed at developing and promoting such employees into management positions as and when these opportunities arise.	Ongoing
Unit Manager HR	4. Mining-related occupations to be identified in the workforce plan and strategies and targets identified to support the inclusion of women into these occupations.	Ongoing
Unit Manager Talent	5. Skills assessments to be focused on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.	Ongoing
Unit Manager	6. Appropriate skills training in line with the career path	Ongoing

Responsible Position	Strategic Plan	Start Date
Talent	structure to be provided for HDSAs and women to ensure that they acquire the appropriate skills and competencies.	
Unit Manager Talent	7. Mentoring of HDSAs and women to provide them with support and assistance to ensure that they can assume their roles with success.	Ongoing
Manager HR	8. Develop policies directed at the retention of HDSAs and women.	Ongoing
Manager HR	9. Develop recruitment plans for external candidates should internal employees not be suited for management roles.	Ongoing

As per the requirements of the SLP guidelines, the current employment equity status of the mine, as at June 2014, is depicted in the table below, as per the Form S submission.

Table 32: Employment Equity Statistics as at June 2014⁸

Grade	African		Coloured		Indian		White	Total HDSA	White	Total	Foreign Labour		Grand Total	%	%
	M	F	M	F	M	F	F		M		M	F		HDSA	WIM
EU	0	0	0	0	0	0	0		4	4	0	0	4	0%	0
EL	0	0	0	0	1	0	0	1	1	2	0	0	2	50%	0
DU	2	0	1	0	0	0	0	3	11	14	1	0	15	20%	0
DL	12	3	0	1	0	0	1	17	24	41	1	0	42	40%	12%
CU	92	24	2	0	2	0	19	139	81	220	9	0	229	61%	19%
CL	151	54	5	0	0	0	4	214	109	323	57	0	380	56%	15%
B	642	67	4	0	1	2	7	723	6	729	422	0	1151	63%	7%
A	1066	356	7	0	0	1	0	1430	3	1433	681	16	2130	67%	17%
NG	76	37	2	0	0	0	2	117	20	137	7	0	144	81%	27%
Total	2041	541	21	1	4	3	33	2644	259	2903	1178	16	4097	65%	14%
Core and Critical Skills in C band	165	41	6	0	1	0	7	220	159	379	62	0	441	50%	11%

⁸As per the requirements in the SLP Guideline, the Employment Equity Statistics Table is a direct reflection of the Form S that is submitted to the Department of Labour

3.2 Participation of Historically Disadvantaged South Africans

Sibanye Gold is committed to promoting HDSA's in its management structure by instituting a framework geared towards local recruitment, and human resources development. Vacancies are primarily filled by candidates from local communities. Where specialist skills are not available locally they are sourced from outside local communities. The Mine's long term objective is to have these skills shortages addressed via skills development programmes. Employees with potential have the opportunity to progress within their chosen career paths and therefore advance within the organization.

Undertaking	Sibanye Gold is committed to attaining the 40% HDSAs in management target as set out by the DMR and recognizes that this refers to Top Management, Senior Management, Middle Management and Junior Management levels.
Guidelines	Build capacity within the organization through HRD initiatives with preference given to individuals from designated groups. These employees to form the pipeline for the company's talent pool and succession planning.

Table 33: HDSA's in Management Implementation Strategy

Responsible Position	Strategic Plan	Start Date
Manager HR	1. Develop Employment Equity (EE) policies, procedures and guidelines appropriately aligned to HRD initiatives such as talent management, etc.	Ongoing
Manager HR	2. Liaise with stakeholders to develop EE targets.	Ongoing

Table 34: HDSA's in Management Targets

Level	Current Status	2012		2013		2014		2015		2016	
		Planned Target	Proposed Target	Planned Target	Proposed Target	Planned Target	Proposed Target	Planned Target	Proposed Target	Planned Target	Proposed Target
Top Management (Board – includes CEO and CFO)	45 %	30%	30%	35%	35%	40%	40 %	40 %	40 %	40 %	40 %
Senior Management (Sibanye Gold EXCO, F-band)	33 %	30%	30%	35%	35%	40%	40 %	40 %	40 %	40 %	40 %
Other Senior Management (Sibanye Gold VP's)	41 %	30%	30%	35%	35%	40%	40 %	40 %	40 %	40 %	40 %
Middle Management (The rest of the E Uppers and E Lower)	17 %	40%	40%	40 %	40%	40%	40 %	40 %	40 %	40 %	40 %
Junior Management (D- Band)	35 %	40 %	40%	40 %	40%	40%	40 %	40 %	40 %	40 %	40 %
Supervisory (CU- Band)	61 %	40 %	40%	40 %	40%	40%	71 %	40 %	71 %	40 %	71 %
Core and Critical C band	50 %	40 %	40%	40 %	40%	40%	50 %	40 %	50 %	40 %	50 %
Core and Critical Skills (All Cat)	63 %	30%	30%	35%	35%	40 %	63 %	40 %	63 %	40 %	63 %

4. Local Economic Development (LED)

4.1 Introduction

Cooke 1, 2 and 3 invests in the development of communities that are directly and indirectly affected by its operations. Projects supported by Cooke 1, 2 and 3 aim to contribute towards: i) sustainable socio-economic development in communities where its workers and their families live; and ii) the eradication of poverty and community upliftment in the area within which Cooke 1, 2 and 3 Mine conducts mining operations and in areas where the majority of employees are sourced. These projects are identified in consultation with local authorities and in the context of Integrated Development Plans. Funding for LED is obtained from Cooke 1, 2 and 3. Where additional funding is required, representations may be made to the Sibanye Gold Group Executive Committee. All efforts in this regard have been aligned with the National Development Plan and the Millennium Development Goals in relation to (i) Education, (ii) Skills and Employment and Employability towards hunger eradication, (iii) Housing, Water, Sanitation, Electricity, and (iv) a Clean and Sustainable Environment.

Cooke 1, 2 and 3 participates in socio-economic development initiatives of its Local Municipalities and supports projects relating to people and infrastructure development and in projects identified and prioritised as key development needs in the respective municipality's IDPs and incorporates key areas such as:

- Poverty Reduction;
- Economic Viability;
- Health Care;
- Public Safety;
- Job Creation;
- Urban Renewal; and
- Preferential Procurement.

Experience to date has shown that the approach taken in terms of the Local Economic Development (LED) requirements of the Social and Labour Plan (SLP) has had varying degrees of success. While the construction of schools and clinics has added the necessary value, other projects have not necessarily had the desired impact. A key component of the success achieved to date with regard to the construction of schools and clinics is the upfront buy-in and support of all critical role-players. The development of a Memorandum of Agreement (MOA) that elucidates key responsibilities before the commencement of construction has proven to be invaluable, while projects that have been initiated without proper collaboration have not been as successful. Lessons learned to date in this regard have prompted Sibanye Gold to consider a different approach towards LED projects. To this end, SGL has decided to do the following:

- i. Focus on fewer but more impacting projects;
- ii. Focus on Community Development, Education, Agriculture/Environment, Health and Sustainable Human Settlements;
- iii. Consider options in this regard ranging from Corporate Social Investment (CSI) to infrastructure and enterprise development;
- iv. Ensure that all role-players have had an opportunity to influence the decision on how to best invest the money that is made available for LED in terms of the SGL budgeting process;
- v. To enable this through the creation of a tri-partite engagement platform that will assist in making appropriate decisions with regard to LED projects, which will have DMR, municipalities and local business representation;
- vi. Provide ongoing feedback on the projects that have been approved for implementation.

4.2 LED Projects

LED Projects are aimed at ensuring poverty eradication and community upliftment in the area surrounding our operations and in areas from which the majority of employees are sourced. These are identified in consultation with the local authorities and flow from municipal Integrated Development Plans (IDP's). These projects are coordinated at corporate level for optimal impact and economies of scale. Funding for LED projects is obtained from all mines including Cooke 1, 2 and 3 Mine. The major labour sending communities are situated in the Eastern Cape and Mozambique. LED Projects in the labour sending areas are centred on the following key priority areas;

- Poverty and Unemployment;
- Infrastructure Development;
- Subsistence and Commercial Agriculture;
- Health Care and Sanitation , and
- HIV and AIDS.

4.3 Socio-Economic Background

Cooke 1, 2 and 3 is situated within the West Rand District Municipality (WRDM) in the Randfontein and Westonaria Local Municipalities (see figure below). The District Municipality consists of four local municipalities namely: Mogale City, Westonaria, Randfontein and Merafong City. It is located on the South Western edge of Gauteng Province and also serves as a local municipality in the District Management Area (DMA) which is known as the Cradle of the Humankind World Heritage Site.

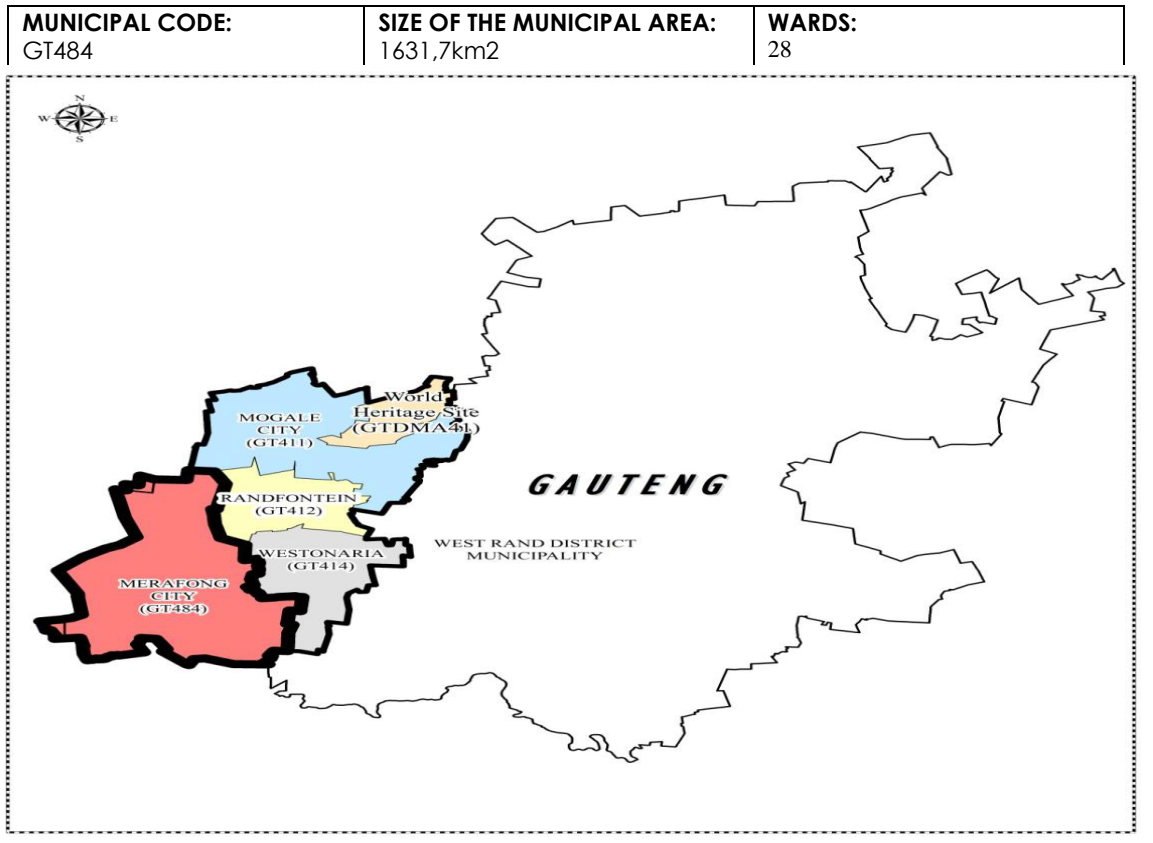


Figure 5: West Rand District Municipality

4.3.1 Demographic Profile

According to the 2011 Census results, the size of the population of Westonaria and Randfontein Local Municipalities is 111 767 and 149 286 respectively. The Westonaria population has grown by 0.2% from 109 799 which was recorded in Census 2001. The population growth rate of both municipalities compares fairly well with that of Gauteng and the West Rand District Municipality with growth rates of 2.7% and 1.0% respectively. Randfontein Local Municipality has on the other hand, grown by 1.47% from 147 123 recorded in the previous Census. The table below shows the racial profile of Gauteng Province as well as the local and district municipalities:

Table 35: Socio-Economic Profile of Surrounding Region – Race

Population	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
African	77.9%	79.6%	83.09%	69.2%
Coloured	3.5%	2.5%	0.90%	9.8%
White	15.7%	16.8%	16.2%	20.1%
Indian or Asian	2.9%	1.2%	0.54%	0.4%
	The majority of the population in the Westonaria and Randfontein Local Municipalities is represented by Africans (83.09 %; 69.2%), followed by Whites (16.2%; 20.1%), Coloureds at (0.90%; 9.8%) and lastly Indians (0.54%; 0.4%). There has been a slight increase in all population groups compared to Census 2001. This can be attributed to the small population growth rate of 1.0% in the West Rand District Municipalities.			

Source: Census 2011 (Stats SA)

Table 36: Socio-Economic Profile of Surrounding Region – Household Size

Socio-Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Total number of people	11 567 089	765 754	104 415	149 286
Total number of households	3 909 022	267 397	40 101	43 299
Average size of households	3	3	2.6	3.2
Brief Analysis	The average size of households remained constant for the Gauteng Province and West Rand District Municipality from the previous Census. Census 2011 shows a slight increase in average size of households in Westonaria from 2 to 2.6 per household which takes into account the increase in the number of households from 30 098 in the 2001 census to 40 101 in the figures for 2011. Randfontein Local Municipality also showed an increase in the number of households from 36 165 to 43 299 for the same period, while the average size of households showed a slight decrease from 3.3 to 3.2.			

Source: Census 2011 (Stats SA)

Table 37: Socio-Economic Profile of Surrounding Region – Housing

Socio Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Housing (% Stated for Households in the Municipal Areas)				
Brick dwelling on separate stand	50.52%	39.88%	18.49%	63.15%
Traditional dwellings	0.3%	0.3%	0.2%	0.002%
Informal settlements (separate stands and backyard dwellings)	19.00%	25.30%	32.4%	19.31%
Flush toilet with sewerage system	87.00%	83.00%	64.00%	79.3%
Pit Latrine (Without ventilation)	9.87%	13.5%	31.6%	11.3%
No access to any toilet facilities	1.10%	1.70%	2.60%	1.1%
Waste removed by	89.8%	79.5%	68.48%	78.8%

local municipality at least once a week				
Own refuse dump	7.90%	16.30%	17.00%	13.4%
No rubbish disposal	2.00%	3.60%	1.90%	4%
Electricity used for cooking	83.90%	77.70%	33.57%	81.2%
Electricity used for heat	74.7%	68.8%	32.36%	65.8%
Access to piped water inside home	89.4%	83.2%	64.90%	58.1%
Piped water on communal stand	8.80%	14.80%	34.20%	16.9%
No access to piped water	1.80%	2.00%	0.78%	27.4%
Child headed households	0.30%	0.30%	0.5%	0.2%
Female headed households	34.30%	31.10%	30.60%	53.6%

Brief Analysis

Due to the presence of several informal settlements in areas not zoned for human settlement, not all the households in the region have access to municipal infrastructure and service delivery. These settlements are mostly inhabited by employment seekers from other provinces and the SADC region. The ever growing number of people migrating into the Westonaria local municipal area increases the burden on the limited services, infrastructure and resources of the municipality. The majority of households (36.2%) surveyed across Gauteng Province, West Rand District Municipality and Westonaria and Randfontein Local Municipalities reside in brick dwellings on separate stands. According to Census 2011, 0.2% people resided in traditional dwellings within Westonaria Local Municipality, while the figure for the Randfontein Local Municipality was negligible. These figures correspond with the visible housing status of the communities within Gauteng Province and West Rand District Municipality. What remains a challenge is the increase in the number of people residing in informal settlements. This not only poses a challenge for the local municipalities in terms of infrastructure and service provision but also for the mine in terms of its programmes to integrate mine employees into local communities. However, this is being addressed by the formalisation of the Bhongweni mine village as described under the LED Projects section of this SLP. Basic services infrastructure appears to be formalized in both the Westonaria and Randfontein Local municipal areas with 64% of households in Westonaria

and 79% in Randfontein having access to flush toilets with sewerage systems and 2.6% of households not having access to toilet facilities. The number of households having access to flushing toilets is however still less than the average of 85% for Gauteng Province and West Rand District Municipality. Westonaria is also lagging behind the province and district municipality with regard to utilisation of electricity for cooking (33.57%) and heating (32.36%), while the percentages are much higher in Randfontein at 81.2% and 65.8% respectively. There remains a sizable portion of the Westonaria community that still relies on gas, paraffin, wood and coal as preferred fuel for cooking and heating. Suffice to say that these sources of energy are not environmentally friendly and also pose health and safety risks for the community.

In Westonaria an estimated 68.48% of waste is removed by the local municipality at-least once a week, while for Randfontein the figure is 78.8%. . On average, 17% of households in Westonaria and 13.4% in Randfontein were utilizing their own refuse dumps to discard their household waste. These percentages of people utilizing their own refuse dumps to discard their household waste in the Westonaria and Randfontein municipalities are a bit higher than the provincial average as a whole. A similar trend is observed with services such as access to tap water inside the home and access to piped water on a communal stand. There were less people in the Westonaria local municipality (0.78 %) who have no access to piped water when compared with Randfontein LM which at 2.1%. A concerning trend that could be attributed to the spread of HIV and AIDS in the area is the increase in child headed households; 0.3% in the province and district municipality respectively and 0.5% and 0.2% in the Westonaria and Randfontein local municipalities respectively.

Source: Census 2011 (Stats SA)

Table 38: Socio-Economic Profile of Surrounding Region – Education

Educational Profile of Adults	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
None or limited primary education	3.6%	5.2%	6.18%	4.4%
Completed primary education	7.31%	7.17%	6.79%	4.1%
Completed secondary education	34.7%	30.7%	40.13%	32.2%
Completed tertiary education	17.6%	10.4%	5.31%	11.8%
Brief Analysis	<p>According to Census 2011 results, 6.18% of the population were recorded as having none or limited primary education in Westonaria and 4.4% in Randfontein, compared to 3.6% in the Gauteng Province and 5.2% in the West Rand District Municipality. A mere 6.79% of the residents across the Westonaria local municipality and 4.4 % in Randfontein had very limited schooling. According to Census 2011, there was about a 50% drop of people with no education across all districts of Gauteng Province. This improvement in literacy levels could also be attributed to the Mining houses' community ABET and portable skills development programmes. These programmes serve as a mechanism to increase literacy levels within the local mining area and to equip members of their host communities with skills that will enable them to be engaged in non-mining, income generating economic activities that will lessen their dependency on the mine for employment and livelihood opportunities. Forty percent (40%) of scholars in Westonaria Local Municipality and 32% in the Randfontein LM completed secondary education while 5.3% and 11.8% completed tertiary education in Westonaria and Randfontein respectively. .</p>			

Source: Census 2011 (Stats SA)

Table 39: Socio-Economic Profile of Surrounding Region – Employment Status

Socio-Economic Indicators	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Employment of working age population				
Working age (15 to 64 years)	4,467,370	293,335	40,58	51 480
Unemployment rate	26.3%	26.7%	29.5%	27.19%
Employment rate	36.4%	35.7%	36.3%	49.12%
Total Population	12 272 264	820 995	111 767	149 285
Brief Analysis	<p>36.2% of the people living in the Westonaria local municipality are of working age while in Randfontein the figure is much higher at 65.5%. The average employment rate of 52.65% in the Randfontein Local Municipality is much higher than that of the district municipality (35.7%) and Westonaria at 36.3%, which is almost similar to the provincial rate of 36.4%. This high unemployment figure in Westonaria is aligned to the average household income in the area. It could also be indicative of previously low literacy levels of the same area and employment in fairly low skilled occupations in mining while Randfontein has a more varied employment profile and a high percentage of employees in the government sector. The Mining Sector is a dominant employer in Westonaria accounting for 32% of sectorial employment within the area, while for Randfontein the figure is 8.7%.</p> <p>It is important to note even though that the mining sector is still regarded as a preferred employer, it is however prone to economic volatility and consequently compelled to downscale, retrench or even close down at short notice particularly when the gold price declines and areas become uneconomical to mine. It is therefore crucial to identify alternative sources of employment for locals as part of the mine's closure plans.</p>			

Source: Census 2011 (Stats SA)

Table 40: Socio-Economic Profile of Surrounding Region – Household Income

Income Category	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Monthly Household Income (Including income derived from government grants, pensions and informal employment)				
No income	19.19%	17.28%	20.60%	12.3%
R1 - R4 800 per month	4.62%	5.21%	5.96%	3.3%
R4 801 - R 9 600	11.44%	11.77%	7.760%	5.3%
R9,600 to R19600 per month	57.24%	54.43%	11.39%	15%
R19600 – R38200	32.44%	11.28%	16.44%	17.8%
R38200 – R76400*	20.20%			
R76400 – R153 800*	8.950%			
R153800 and above*	8.61%			
Average household income	R 156 222	R 100 812	R 63 945	R 69 576
Brief Analysis	<p>Of the households surveyed in the Westonaria local municipal area, 20.6% % receive no income while in Randfontein the figure is 12.3%. . Approximately 6% of households in Westonaria and just over 3% in Randfontein received income within the R1 to R4 800 income band. The 2011 survey also shows that 7.76% of the Westonaria working population and 5.3% in Randfontein receive income within the R4 801 to R 9 600 income bracket. In Westonaria 16.44% of the population receives income within the R 9 600 to R51 200 income band on a monthly basis with 17.8% in Randfontein.</p> <p>Provincially, 20.20% of the population earned between R38 200 and R76 400; about 9% earned up to R153 800 while a further 8.61% of the population had monthly earnings exceeding R153 800. Based on the above, it appears that while</p>			

about 40% of the population in both the Westonaria and Randfontein Local Municipal areas receive a steady income, a similar number of people receive meagre earnings. Those who are worse off constitute the 20% of the Westonaria population with no income at all, with a lower figure of some 12.3% for Randfontein due to its more varied employment profile.

Source: Census 2011 (Stats SA)

***Data for Household Income sourced from Randfontein and Westonaria Local Municipal Integrated Development Plans**

4.3.2 Key Economic Activities

The mining sector dominates Westonaria's economic activities and to a lesser extent, Randfontein's, and Cooke 1, 2 and 3 has contributed significantly to the growth and development of these municipal areas and surrounding communities during the past years.

The economies of the Westonaria and Randfontein Local Municipalities are divided into three main categories, namely:

- **Primary Sector** – Mining and Agriculture
- **Secondary Sector** – Manufacturing, Electricity/water/gas and Construction
- **Tertiary Sector** – Trade, Transport/Storage/Communications, Financial and Business Services and Social Services (Government Services)

Table 41: Sectoral Contribution within the Surrounding Areas

Sectoral Employers	Gauteng Province	West Rand District Municipality	Westonaria Local Municipality	Randfontein Local Municipality
Agriculture	1.05%	2.94%	1.29%	1.3%
Community Services	8.05%	6.32%	2.85%	1.00%
Construction	2.54%	2.30%	2.05%	5.4%
Financial and Business Services	6.43%	3.46%	1.53%	25.8%
Manufacturing	6.22%	4.48%	1.53%	25.00%
Mining and Quarrying	1.57%	14.00%	31.65%	19.00%
Private Households	4.32%	4.123%	2.46%	0.3%
Transport and Communication	2.62%	1.66%	0.90%	4.00%
Wholesale and Retail Trade	7.56%	5.88%	3.54%	18.2%
Brief Analysis	<p>The mining sector accounted for (16.46%) of sectoral employment in the surveyed region. While the mining sector was not a significant employer in the province, it was certainly a dominant industry in the West Rand District Municipality (14.00%) and in Westonaria Local Municipality (32.00 %), as well as Randfontein at 19.00%. The Mining Sector has, over the past 30 years, had a significant impact on the socio-economic activities of the residents and surrounding areas within Westonaria as well as Randfontein. It is therefore important for both municipalities to create linkages from the mining sector to other sectors of the municipal economy. This should be done to enable other non-mining sectors to leverage the existence of the mining sector so that there will be other non-mining employment opportunities if and when the mining sector is negatively affected due to the cyclical nature of the mining industry..</p>			

Source: Census 2011 (Stats SA)

4.4 Local Economic Development Planning

4.4.1 Integrated Development Planning: Local Municipalities

While Integrated Development Planning (IDP) is coordinated by the Local Municipalities of Westonaria and Randfontein, the Cooke 1, 2 and 3 Mine is now represented in this process by the Corporate Affairs Department of Sibanye Gold. Through the IDP processes, socio-economic needs for the municipal areas were identified, prioritised and integrated into the Cooke 1, 2 and 3 Mine SLP. Westonaria consists of 15 Wards varying from wards in formal, mining and informal settlements, while Randfontein has 22 Wards which also comprise the aforementioned and includes agricultural settlements. Both the Randfontein and the Westonaria Local Municipalities' key development needs and priorities include the following areas:

- Job Creation
- Water
- Relocation of informal settlement
- Housing
- Stormwater
- Sewerage
- Health services
- Clinics
- Roads
- Community Halls
- Poor service repayment
- Education
- Sport facilities
- Libraries
- Maintenance of existing services
- Minibus taxi ranks
- Diversification of sectoral economic reliance

By implementing these key development needs and priorities within the jurisdiction administered by each municipality, the local authorities aim to achieve the following local developmental objectives, namely;

- To develop a strong, dynamic and balanced economy;
- To create an efficient and productive city through the growth and development of the local economy;
- To assist small and medium sized enterprise development and the implementation of various programmes and initiatives to give effect to this strategy;
- To broaden and diversify the local economy and broaden the tax base to provide better services to the entire community;
- To deliver on core values
- To increase the attractiveness of the town for new investment; and
- To optimize the opportunities provided by the mining sector.

4.4.2 Municipal Local Economic Development (LED) Strategies

The Strategic Framework of the Westonaria Growth Development Strategy (GDS) guides future economic development within the municipal area. The identified potential projects for future economic development can be grouped into different development thrusts, namely:

- Agriculture Development
- Industrial Development
- Infrastructure Development
- Business and Services Development
- Human Resource Development and Empowerment

The Development Goals for the Randfontein Local Municipality include the following, namely:

- A skilled and healthy population;
- A vibrant economy which offers new opportunities;
- Public confidence in a shared, bright future for Randfontein;
- An appealing tourism and leisure experience; and
- An attractive, well-used natural, historic and built environment.

Table 42: Key Priorities and Objectives for Gauteng Province and the District Municipality

Gauteng Provincial Growth and Development Strategy Key Priority Areas	West Rand District Municipality Priority Issues:
Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty	Work towards being transparent, accountable and participatory governance sought means of making the West Rand District Municipality (WRDM) work better for communities
Accelerated, labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment	Deepen democracy and improve the lives of all our citizens and ensure food security for our people
Sustainable socio-economic development	Continue working together with law enforcement agencies to fight crime and corruption and to create efforts and energies to be channelled towards bettering the lives of people of this region
Enhanced government efficiency and cooperative governance	Grow the economy in a manner that creates jobs, reduces the level of unemployment and poverty and bridges the gap between the first and the second economies and between the rich and the poor
Deepening participatory democracy, provincial and national unity and citizenship	Work towards meeting the basic needs of the people and to ensure that they are able to fully exercise their constitutional rights and enjoy the full dignity of freedom in integrated and sustainable communities
Contributing to the successful achievement of NEPAD's goal and objectives	Build the human resource capacity and increase the skills base

4.5 Cooke 1, 2 and 3 Local Economic Development Projects

4.5.1 Introduction

The Randfontein and Westonaria Local Municipalities are located within the West Rand District municipality. The district municipality has two guiding programmes for all municipalities in its jurisdiction: Vision 2016 and Green IQ programme. These two programmes guide development within the district and are described as follows:

Vision 2016

The intent of Vision 2016 is to unite the 4 local municipalities falling under West Rand District Municipalities into a single municipality by 2016. The unification process will focus on the integration of Westonaria and Randfontein in the short term and will include Merafong and Mogale City at a later stage.

Green IQ Programme

Vision 2016 includes a holistic approach to environmental concerns and Green IQ is a commitment to make West Rand the greenest District in South Africa. The focus of the Green IQ Programme includes:

- Recycling;
- Renewable Energy;
- Energy Focus with street light refurbishment;
- Beautification of streets and parks;
- Planting 10 000 indigenous trees per year; and
- Promoting eco-tourism.

In implementing Vision 2016 and Green IQ, the district municipality will coordinate all stakeholder engagement processes relating to LED. A key engagement forum coordinated by the District Municipality is the West Rand Mining Forum comprising all mining companies with operations within the district,

the 4 local municipalities and the DMR Gauteng Region which chairs the mining forum. The main focus of the Mining Forum is LED, partnering opportunities and ensuring alignment with the municipal IDPs. Other forums coordinated by the District Municipality are the IDP Forum, the Environmental Forum and the Green IQ Task Team. Sibanye Gold has representation in all four forums.

All Cooke 1, 2 and 3's LED projects have been discussed extensively with both municipalities with a view to achieving alignment with the IDP and other government programmes. Engagement with the municipalities also entails reviewing projects that can contribute to end land use or projects that consider closure related economic activities for the community. These are long term projects that are geared towards ensuring the promotion of alternative and non-mining related economic activities in preparation for mine closure.

4.5.2 Sibanye Gold's Implementation Approach

As pointed out earlier, Sibanye Gold recently acquired Cooke 1, 2 and 3 Operations (previously known and still licensed as Rand Uranium Proprietary Limited). A full review and alignment process was initiated and completed, which has resulted in the exclusion of projects that do not have the desired level of impact on Sibanye Gold Communities. Those included in this SLP are deemed to be more likely to have a high impact with the requisite level of sustainability. Efforts are at an advanced stage in developing a new LED Strategy for the longer term, which aims for high impact projects with sustainable job creation within the immediate communities which is in line with the new Sibanye Gold operating model. Going forward, the highest priority will focus on infrastructure development plans, where home ownership for employees will be encouraged and opportunities provided. These new builds will be integrated with township development plans in the municipal IDPs in order to create integrated settlements and prevent establishment of mine villages of the past.

The company also envisages mobilising and training unemployed youth from the surrounding communities by using the State youth development subsidy, while

additional resources could be facilitated through the Presidential Package for Distressed Mining Settlements, in alignment with the National Development Plan and the Millennium Development Goals. Training of eligible candidates will be done through the company's Portable Skills programmes (Sibanye Gold Academy as part of HRD) and SMME development (Procurement Department) through the business development centres as outlined in the section under Procurement. These SMMEs could be further developed and mentored through established BEE contractors that have tendered for the construction projects related to each operation. The scope of the programme is immense due to the houses required for mine employees as well as for municipal and other role-player projects in the area. Requirements include, and are not limited to, building and construction (bricklaying, plastering, painting, plumbing, electrical, tiling), material supply (brick making, tile making), windows and doors, cabinet and cupboard making as well as fencing and gates. Thereafter, services and maintenance (garden services, plumbing and electrical repairs) will provide fair sustainability for the vast project areas.

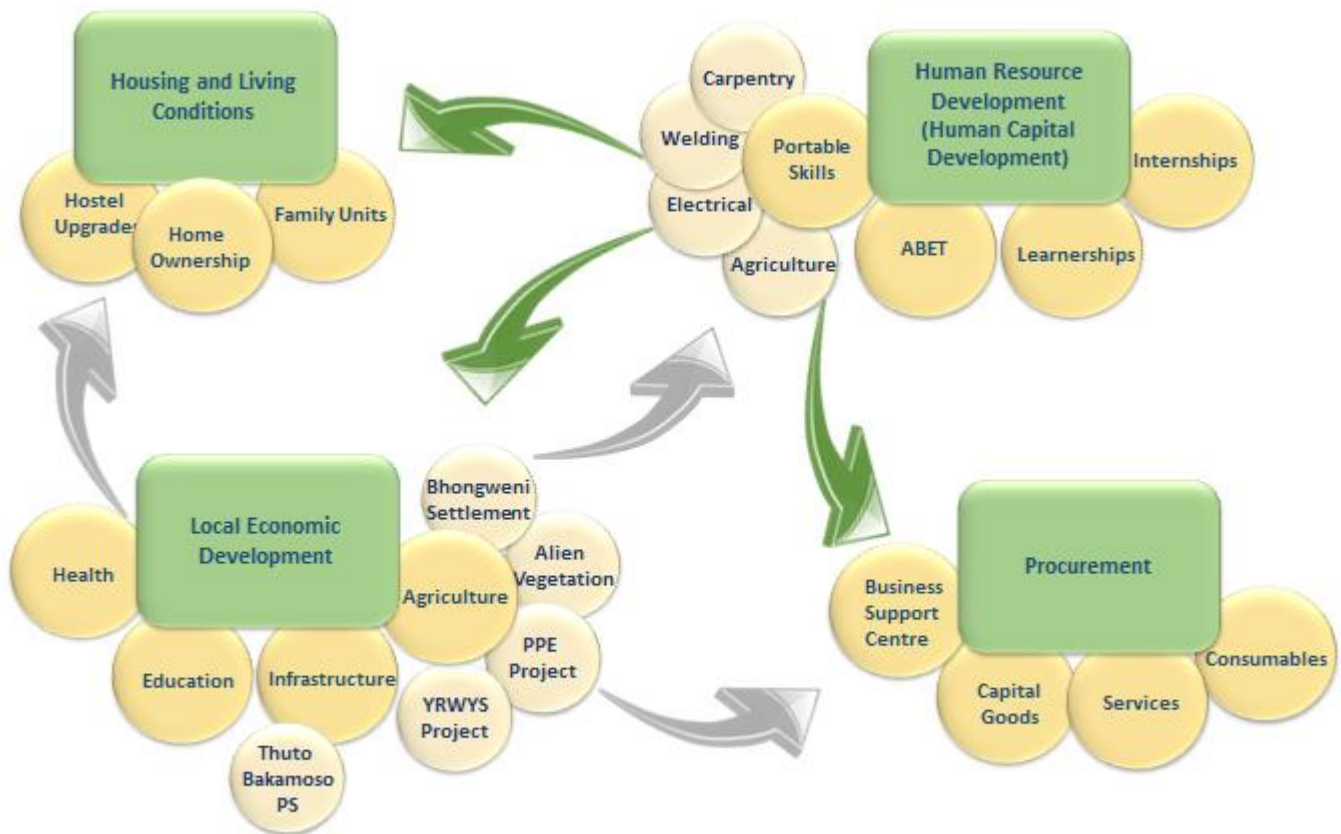
The revised LED Strategy has been informed by the SGL EXCO and is outlined in the project scopes presented to the DMR in this document. The projects presented below will therefore form the premise upon which the longer term strategy will be rolled out in collaboration with the DMR. They do, however, serve to meet the current legal requirements as per the mandate of the DMR.

In implementing LED projects, cognizance has been taken of the integrated nature of the SLP, whereby Human Resource Development training programmes, Procurement approaches and Housing and Living conditions are all geared towards contributing to the total transformation of Cooke 1, 2 and 3 and its surrounding communities. In order to achieve economies of scale, synergy and greater impact, LED projects are implemented in collaboration with municipalities, provincial government departments, and other private organizations/mining companies.

Where appropriate, the LED projects will be used to provide community members with portable skills opportunities for placement in other company projects where they can apply their knowledge and receive additional exposure.

With respect to LED Projects in the major labour sending areas, coordination is implemented through the Corporate Affairs/Community Development - Department at the Corporate Office for optimal impact. Funding is obtained from all mines including Cooke 1, 2 and 3.

As part of integrating the various elements of the SLP, Portable skills and development of SMMEs at business centres will be drawn upon to fulfil requirements for the massive home construction/township development programme that is planned for the employee home ownership scheme promotion as well as the relevant municipal housing provision roll-out. The figure below depicts the nature of this integration.



Cooke 123

Figure 6: Cooke 1, 2 and 3's Integrated Nature of the SLP

4.5.3 Sibanye Gold's Portable Skills Programmes

Note: Refer to 2.2.9 in the HRD Section

While the responsibility for the implementation of Portable Skills training resides with Sibanye Gold's Academy, the reason for its reiteration in the LED section serves to demonstrate the integrated nature of the SLP.

4.5.4 Local Business Development Centres

Note: Refer to 6.2.2 in the Procurement Section

While the responsibility for the implementation of Business Centres resides with Sibanye Gold's Procurement Department, the reason for its reiteration in the LED section serves to demonstrate the integrated nature of the SLP.

4.5.5 LED Project Implementation Summary

The following projects have been identified as being appropriate in terms of Sibanye Gold's philosophy of ensuring high impact on Communities. While there are fewer projects than committed by Cooke 1, 2 and 3 prior to the Sibanye acquisitions of these operations, the projects presented are more viable and are more likely to succeed. The investment in this regard is also commensurate with the current production levels and associated profit levels of the Cooke 1, 2 and 3 Operations. The Projects that follow have been split into (i) Labour Sending Area Projects and (ii) Host Community Projects, as follows:

4.5.5.1 Labour Sending Area LED Projects

- The strategy is designed to focus on infrastructure development projects in local and labour sending areas in conjunction with Sibanye operations for earmarked projects which include: i) the J S Skenjana Senior Secondary School at Idutywa in the Eastern Cape, which supports 5 feeder Junior Secondary schools; and ii) the Livestock Development Programme that has proven to create SMMEs that have already become sustainable in certain cases.
- It will be imperative to undertake projects involving wider consultation and collaboration with all stakeholders, especially communities, local municipalities, the Department of Mineral Resources, Department of Trade and Industry, National Treasury, Department of Education, Department of Health and the Department of Human Settlements. The ultimate goal is to have projects that continue to make a meaningful contribution long after the mine ceases to exist.

Table 43: Summary of LED Projects in Local and Labour Sending Communities

Name Of Project	Focus Area	Period	Location	Total Funding Provision	Beneficiaries
JS Skenjana Senior Secondary School	Infrastructure Development	1 Year	Mbhashe District Municipality	R 2 m	5 feeder schools around the town of Idutywa
Livestock Development and Improvement Project: Eastern Cape	Eradication of poverty and Job Creation	2 Years	Eastern Cape Province	R 432 k	Areas include Intsika Yethu, Lukhanji, Engcobo, Emalahleni, Sakhisizwe and Tsolwana
Formalisation of Bhongweni Settlement Project	Infrastructure & Human Settlement	3 Years	Randfontein Local Municipality	R 5.5 m	Bhongweni residents, mine employees
Protective clothing Manufacture	Eradication of Poverty and Job Creation	5 Years	Westonaria Local Municipality	R 2.3 m	Identified from Members of Bekkersdal, Simunye and Zuurbekom local communities
School Infrastructure Upgrade – Thuto-Bokamoso Primary School	Infrastructure Development	2 Years	Randfontein Local Municipality	R 1.3 m	700 learners from Randfontein
YRWYS Agriculture Project	Eradication of Poverty and Job Creation	5 Years	Randfontein Local Municipality	R 3 m	Mohlakeng Community

Alien Invader Beneficiation and Nursery Project	Eradication of Poverty, Environmental Awareness and Job Creation	5 Years	Randfontein Local Municipality	R 2.5 m	Randfontein Local Municipality Community members
Community Mathematics and Science Programme as LED Project **	Educational Development	4 Years	Randfontein Local Municipality	R 1.75 m	340 Gr 12 Learners
TOTAL				R 18.78 m	

** Refer to HRD Section regarding the Community Mathematics and Science Programme.

Table 44: JS Skenjana Senior Secondary School

Project Name	J S Skenjana Senior Secondary School					FY of Project Sheet	2014
Background to project	<p>Identified in January 2014 by the then Premier of the Eastern Cape (Ms Noxolo Kiviet) who had made a request through the DMR for mining houses to provide new school buildings for the school. In June 2014 a visit was undertaken to the existing facility by Sibanye Gold, the DMR and Eastern Cape Department of Education (DoE) as well as representatives from the Eastern Cape Premiers' office.</p> <p>The school has an exemplary consistent matric pass rate - (over 90% in 2013) - despite shortcomings such as lack of amenities and dilapidated classrooms that were once part of a church hostel. Past graduates have excelled in their chosen professions. Providing proper facilities will enable the work of the dedicated staff at the school to reach a wider group of learners. In addition, learners from five feeder schools in the area are earmarked to attend this senior secondary school.</p> <p>The Eastern Cape DoE have undertaken to provide specifications for the scope of the project envisaged to be undertaken, where some 1069 learners are registered. This will increase to 1612 once the new facility is in place and the feeder schools are accommodated. Thereafter, details of a Memorandum of Understanding (MOU) with respect to funding and timelines can be established.</p>					Project start date	Jan 15
						Project End Date	Dec 15
Project Partners	<p>Sibanye Gold: - will assist with funding for infrastructure and project management</p> <p>Eastern Cape Department of Education: - MOU to provide specifications and then staffing, equipping and maintenance going forward</p> <p>ASIDI: - Accelerated Schools Infrastructure Delivery Initiative</p> <p>National Treasury: - Assist with funding</p> <p>Office of the Eastern Cape Premier: To facilitate allocation of land</p> <p>Mbashe District Municipality: - To provide services to the site</p>					Information Valid as at:	July 2014
Project Incorporated into which IDP	Mbashe District Municipality			Beneficiaries (Community Specific)	5 feeder schools around the town of Idutywa		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Idutywa, Eastern Cape Province
	Spin off employment opportunities	15	25	0	Nd		
		Male	Female	Youth	Disabled		
		20	10	30	nd		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
		100	20	10			

	Budget Allocation	R 2 000 000*
Exit Strategy:	Handover to the Eastern Cape Department of Education	
Completion Date:	End 2015	

****to be pro-rated as per production profile for each Sibanye Operation***

Table 45: Livestock Development and Improvement Project: Eastern Cape

Project Name	Livestock Development and Improvement Project: Eastern Cape		FY of Project Sheet	2014
Background to project	<p>The aim of the project is to build capacity of local livestock owners to take over core project tasks (livestock handling and vaccinations) and benefits in the form of small businesses with the potential of commercial scope and scale. The implementing agent (Mngcunube Development Agency) will teach and promote good farming practices and increase the earning potential of emerging farmers through a multi-tiered mentorship programme. The programme is collaboration between Sibanye Gold and the Chris Hani and Alfred Nzo District Municipalities.</p> <ul style="list-style-type: none"> The project aims to cover every interested and willing farmer in the communal areas on the basis that we will appoint 4 mentors/trainers (budget dependent) who will undertake the following activities over 3 years: <ul style="list-style-type: none"> reach 80 villages and 1000 farmers reach 20 000 small stock and 1 000 large stock units select and train a new Village Linkage Person (VLP) every 9 months, totalling 16 additional VLPs maintain support for the existing 12 VLPs reduce small stock death rates to below 10% assess and report on infrastructure needs and potential in all villages assist all participants in sourcing suitable rams and bulls that are affordable and accessible work closely with Chris Hani District Municipality (CHDM) and Agriculture Department and private sector on promoting livestock sales and uptake of potential new VLP apply the project strategy so that after three years the core work of the project and its benefits will sustain themselves without depending on future external funding 		Project start date	July 14
			Project End Date	June 16
Project Partners	<p>Sibanye Gold: - will provide partial funding in conjunction with municipalities and facilitation.</p> <p>Mngcunube Development Agency: - is a private non-profit service provider to Sibanye Gold. As part of their agreement with SGL, Mngcunube will build capacity of livestock owners through VLPs who are developed into sustainable SMMEs by Mngcunube.</p> <p>District Municipalities of Chris Hani and Alfred Nzo: - Provide the bulk of funding due to community requirements.</p> <p>Eastern Cape Department of Rural Development: - Provision of land to livestock owners with commercial potential</p>		Information Valid as at:	July 2014
Project Incorporated into which IDP	Chris Hani and Alfred Nzo District Municipalities	Beneficiaries (Community Specific)	Areas include Intsika Yethu, Lukhanji, Engcobo, Emalahleni, Sakhisizwe and Tsolwana	

IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Eastern Cape Province
	Spin off employment opportunities	30	0	0	0		
		Male	Female	Youth	Disabled		
		30	10	20	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
	10	20	30				
Budget Allocation				R 432 000*			
Exit Strategy:	<ul style="list-style-type: none">Project roll out to new project sites requesting serviceProject expansion to mineworkers who own cattle around mining operationsProject expansion to include land allocation (Eastern Cape Department of Agriculture) for owners with more than 500 livestock, who will thus create employment within surrounding communities						
Completion Date:	Review in 2016.						

**to be pro-rated as per production profile for each Sibanye Operation*

4.5.5.2 Host Community LED Projects

Table 46: Formalisation of Bhongweni Settlement Project

Project Name	Formalisation of Bhongweni Settlement Project					FY of Project Sheet	2014/01/01
Background to the Project	The project entails the formalization and addition of municipal erven to the existing mining village of Bhongweni through the establishment of a township. Through the project, 280 existing family units (houses) will be allocated to current occupants who are employed by the mine and who will eventually become the home owners. A further 260 erven will be made available to developers for sale to private owners, in order to achieve the aims of an integrated settlement and move away from the concept of mine villages. To date, the township development concept and related planning have been completed. In addition, aerial surveys and the development of the master plan are complete. Technical and site assessment reports have been submitted. The project is estimated to cost R5.5m over a 5 year period, of which R1.7m has been spent to date.					Project start date	2013
						Project End Date	2016
Project Partners	Randfontein Local Municipality, Harmony Gold Mining Company, local businesses and property developers					Information Valid as at:	July 2014
Project Incorporated into which IDP	Randfontein Local Municipality			Beneficiaries (Community Specific)	Bhongweni residents, mine employees		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Randfontein
	Spin off employment opportunities	TBD					
		Male	Female	Youth	Disabled		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
			100				
Budget Allocation				R 5 500 000			
Exit Strategy:	Sale of stands to mine employees to promote home ownership and land to local developers and municipalities to fund provision of services to stands						
Completion Date:	2016						

Table 47: Personal Protective Clothing Manufacture

Project Name	Protective Clothing Manufacture					FY of Project Sheet	2014	
Background to the Project	<p>The project is collaboration between Cooke 1, 2, 3 and Westonaria Local Municipality for the establishment of a Personal Protective Equipment (PPE) clothing manufacturing facility to supply the company's operations and other industries. A facility has been secured and machinery has been purchased for the 15 beneficiaries to be trained in sewing, embroidery and manufacture.</p> <p>Training will be facilitated initially through the company's portable skills programme as well as agreements with existing suppliers, while offtake agreements with the operations will ensure start-up sustainability until external supply is established.</p>					Project start date	2014	
						Project End Date	2016	
Project Partners	Westonaria LM							Information Valid as at:
Project Incorporated into which IDP	Westonaria LM			Beneficiaries (Community Specific)	Identified from Greater Westonaria with specific focus in Bekkersdal and Simunye local communities			
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Cooke 3 Hostels, Westonaria LM	
		2	13	5	0			
	Spin off employment opportunities	Male	Female	Youth	Disabled			
		Total Employment Opportunities Created:						
		Short Term	Medium Term	Long Term				
Planned Activities	Activities		Output		Outcome		Timeframe	
	Refurbishment of facility to house project and machinery		Secure facility for use in production, including alarm, electricity and water connections		Fully capacitated and efficient layout for production		January 2015	
	Identify business partner and enter into a management contract		Management contract		Enhanced capacity of the beneficiaries to produce in compliance with QA/QC requirements		January 2015	
	Institutionalisation		Registered commercial legal Entity		Corporate identity		April 2015	
	Training on Garment making technical Skills		Garment making Skills Provided and Utilised by the beneficiaries		Enhanced competency of beneficiaries		May 2015	

	Training on business management skills	Establishment of business management systems	Beneficiaries empowered to run their own business affairs	December 2015
	Mentoring on Garment making and business management	Mentoring provided and beneficiaries empowered to run their own business affairs	Improved performance	December 2015
Budget	R2 300 000			
Exit Strategy:	Broadening of the market base to include local municipalities in the West Rand.			
Completion Date:	2016			

Table 48: School Infrastructure Upgrade – Thuto-Bokamoso Primary

Project Name	School Infrastructure Upgrade - Thuto-Bokamoso Primary School					FY of Project Sheet	2014
Background to the Project	The purpose of the project is to upgrade school infrastructure for approximately 350 learners at Thuto Bokamoso Primary School in Randfontein. To date, the school hall has been converted into 2 classrooms and a science laboratory while the old existing school building has been renovated. Current activities underway comprise the construction of a new school hall. Outstanding activities include the construction of a kitchen and ablution facilities, which was not part of the original project scope and budget. R1.4m has been spent on the project to date.					Project start date	2013
						Project End Date	2015
Project Partners	Randfontein LM and Department of Education, Gauteng						
Project Incorporated into which IDP	Randfontein LM			Beneficiaries (Community Specific)		About 350 learners from Randfontein surrounding farm communities	
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Randfontein
		12	3	10	0		
		Male	Female	Youth	Disabled		
	Total Employment Opportunities Created:						
	Spin off employment opportunities	Short Term	Medium Term	Long Term			
Planned Activities	Activities		Output		Outcome		Timeframe
	Completion of the new hall		Usable and safe hall for the school, attendance to snag list		Infrastructure for use by the community		July 2015
	Review of the ablution and kitchen plans		Approved designs and drawings		Alignment of Department of Education's norms and standards		April 2015
	Procurement of the outstanding science laboratory equipment		Resourced and functional science laboratory		Development of science skills		April 2015
	Tender process		Appointment of a Contractor		Building contractor appointed		June 2015
	Construction of ablution and kitchen		Fully functional ablution and kitchen for the school		Environment conducive for learning		December 2015

Budget	R1 300 000
Exit Strategy:	Handover upgraded and new facilities to the Gauteng Department of Education and the School Governing Body for future use and maintenance.
Completion Date:	2015

Table 49: YRWYS Agriculture Project – Mohlakeng

Project Name	YRWYS Agriculture Project - Mohlakeng					FY of Project Sheet	2014
Background to the Project	The project is intended to create jobs for local community members through sustainable crop production. The project has 16 beneficiaries from Mohlakeng comprised of 10 female and 6 male. Twenty (20) Hectares of land owned by the municipality have been allocated and fenced off by the company and farm infrastructure was put in place, which includes a shed, shade netting and a tractor amongst others.					Project start date	2012
						Project End Date	2016
Project Partners	Randfontein Local Municipality					Information Valid as at:	Jan 2015
Project Incorporated into which IDP	Randfontein LM			Beneficiaries (Community Specific)	Mohlakeng community		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	
	Spin off employment opportunities	8	8	0	0		
		Male	Female	Youth	Disabled		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
Planned Activities	Activities		Output		Outcome		Timeframe
	Installation of irrigation systems and associated infrastructure		Fully irrigated and resourced farm		Fit for purpose farm		February 2015
	Training of farmers on business management skills		farmers skills on farm business management enhanced		Improved production		May 2015
	Mentoring on farm technical production		Farmers production skills enhanced and are capable of farming on their own		Improved performance and better yields		July 2015
	Continue to plant, harvest and supply to the market		Sustained turnover		Increase in agriculture gross value added		Ongoing
Budget	R3 000 000						

Exit Strategy:	Following the installation of an irrigation system, including a windmill, a sustainability review is currently underway with a view to appointing an implementation agent that will ensure economies of scale and contractual offtake agreements for the produce as part of the project sustainability plan.
Completion Date:	2016

Table 50: Alien Invader Beneficiation and Nursery Project

Project Name	Alien Invader Beneficiation and Nursery Project					FY of Project Sheet	2014/01/01
Background to project	This project is an expansion of the alien invader species eradication project. The expansion comes in two forms (i) the creation of a nursery project for the replacement of alien trees with indigenous planted tree species that can be felled for commercial purposes in future (ii) the creation of a beneficiation project for the production of charcoal. The charcoal produced will be sold to local shops and super markets.					Project start date	01-Jan-14
						Project End Date	31-Dec-16
Project Partners	Randfontein Local Municipality: - The contribution of the municipality in this project includes provision of land where Alien Invader species are prevalent and in the stakeholder engagement process for choosing the appropriate community beneficiaries who will benefit when the project is started within Westonaria.					Information Valid as at:	Jan 2014
	Abe Bailey Nature Reserves (SANPARKS):- SANPARKS regularly conduct environmental awareness programmes for the communities. In this project the awareness programmes for communities will revolve around biodiversity management.						
	Cooke 1, 2, 3 Mine: - Provide funding for mapping of the alien species, full training of the benefiting community and all the necessary equipment (chainsaws, protective equipment and running costs).						
	Department of Water Affairs and Department of Agriculture:- Legislative guidance						
Project Incorporated into which IDP	Randfontein Local Municipality			Beneficiaries (Community Specific)	Randfontein Local Municipality		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Randfontein Local Municipality
		20	10	15	0		
	Spin off employment opportunities	Male	Female	Youth	Disabled		
		10	10	10	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term		Long Term		
	50	60		70			
Planned	Activities		Ouput		Outcome		Timeframe

Activities	Develop financial and human resource management systems	Human resource management and Financial controls	Improved performance and compliance	June 2015
	Training and mentoring of SMMs	Beneficiaries training in Technical and business management aspects	Sustained growth	December 2015
	Continue with tree felling	Supplies to furnace	Sustained employment	December 2015
	Establishment of charcoal plant	Charcoal plant	Employment opportunities	December 2015
Budget	R2 500 000			
Exit Strategy:	<p>During the first five (5) years the beneficiaries and members of the project will be trained and managed by a specialist service provider who will mentor the SMMs to enable the project to generate the required profit to allow it to be self-sustainable beyond the business support from Sibanye Gold. This support will be through the service provider and include equipment required for the training and generation of revenue. Cooke 1,2,3 Mine's exit from the project will entail:</p> <ul style="list-style-type: none"> • Progressively reducing capital funding; • Reducing management involvement once acceptable levels of capacity have been achieved; • Arranging for a third party audit of the project's sustainability including systems, policies and procedures; • Assist with the investigation of beneficiation opportunities such as production and sale of charcoal; • Formally handing over the project to the community once it is self-sustaining in terms of its operations, which will also include replanting fast-growing indigenous trees to ensure continuation of supply. 			
Completion Date:	The project has begun and will be allocated the appropriate resources from the company to ensure operations are efficiently managed.			

4.5.5.3 Funding of the Cooke 1, 2 and 3 LED Projects

There are two mechanisms to fund LED projects at Cooke 1, 2 and 3:

- An allocation to an LED fund is managed and operated by the Corporate Affairs (formerly Sustainable Development) Department. The contribution is R3 per ounce of Gold produced by the mine. This formula provides the LED fund with a steady annual income of between R7 million and R10 million to be used for LED projects for all operations, depending on annual gold production.
- In exceptional circumstances, where LED projects are too big to be funded through the LED Fund referred to above, an application for expenditure with the required motivation is submitted to the Sibanye Gold Executive Committee for approval.

5. Housing and Living Conditions

5.1 Introduction

Sibanye Gold Property Division has adopted a 5 year strategy that provides for the effective management of the existing residential housing stock in both proclaimed and unproclaimed areas. Cooke 1, 2 and 3 has 338 houses in unproclaimed areas namely, Bhongweni Village situated in the Randfontein local municipality area and the Waterpan Village situated in the Westonaria Local Municipal area, as well as 5 residential houses in the proclaimed areas situated in Randfontein. This strategy makes provision for:

- Encouraging and working towards a normalised and integrated society;
- Introducing an affordable new build home ownership scheme within existing Municipal nodal areas ensuring sustainable human settlements and improved quality of household life;
- Introducing a structured sales model of existing residential properties over a period of time promoting home ownership supporting employee value proposition; and
- Managing the company owned residential structures through a structured maintenance model.

Cooke 1, 2 and 3, has aligned itself to the Sibanye Gold policy and strategy and is likewise, committed to improving the living conditions of its employees. The mine has also established accommodation forums both centrally and at operational level, in order to consult with employee representatives in the development of policies and plans relating to housing and living conditions. Hostel Residents' Committees with full-time members who represent the interests of the employees in the management of the residences have been elected. Going forward, a survey will be conducted to determine the number of employees who want to stay in the hostels in upgraded rooms. All efforts in this regard have been aligned with the National Development Plan and the

Millennium Development Goals in relation to (i) Education and Skills and Employment, (ii) Safety and Security, (iii) Housing, Water, Sanitation, Electricity and (iv) a Clean Environment.

Consequent to the above, and acknowledging the inherent precepts of human dignity, respect and privacy, Cooke 1, 2 and 3 has embarked on a project to convert existing single sex hostel to provide family units. The project will improve living conditions and provide social development for the residents, and when combined with the balance of Sibanye Gold current property portfolio, will provide choices across the entire accommodation spectrum. The accommodation options currently available to Sibanye Gold employees, which will be extended to Cooke 1, 2 and 3 employees include: i) family units in residential houses; ii) living out allowance option of private rental and iii) home ownership scheme. Hostel accommodation in high density residents does form part of the options available to employees at Cooke 1, 2 and 3. The balance of 73 family units to convert the single sex hostel into family units will cost approximately R 9 125 000.

5.2 Employee Accommodation

The tables below provides a breakdown of current and expected hostel strength at the three hostels at Cooke 1, 2 and 3. The operation has 2126 rooms and with employee strength of 1150, the Mining Charter occupancy rate target of 1 person per room has been achieved. However, since we are committed to restoring the dignity of our employees, our current focus is on upgrading qualitative aspects of hostel structures. As such, the upgrade programme that is currently underway at Cooke 3 is intended to improve the quality of life of employees residing in hostels.

Table 51: Current Hostel Strength

Hostel	2012 Strength	2013 Strength	2014 Strength	2015 Strength	2016 strength	Average strength
Cooke 1	377	280	298	0	0	191
Cooke 2	328	253	248	400	400	326
Cooke 3	427	518	604	744	744	608
Total	1132	1051	1 150	1144	1144	1124

The table below depicts a comprehensive accommodation plan showing: i) a breakdown of the hostel strength per hostel; ii) number of hostel blocks to be upgraded between 2014 and 2016; and iii) the cost of the upgrade programme.

Table 52: High Density Hostel Plan

Components of Hostel Plan	Base	2014	2015	2016
Cooke 1	296	296	96	0
Cooke 2	256	256	356	400
Cooke 3	592	592	692	744
Total Residence	1144	1144	1144	1144
Total Excluding Cooke 2	888	888	788	744
No. of Blocks still to be upgraded		2	2	1
Units still to upgrade		170	170	85
Price per unit R 125 000	R	21 250 000	21 250 000	10 625 000
Total single unit upgrades	R	21 250 000	42 500 000	53 125 000

Since 2013, Cooke 2 embarked on a programme to convert hostel rooms into family units. To date, ninety-nine (99) family units have been completed. The tables below outlines the conversion plan for family units at Cooke 2.

Table 53: Housing Upgrade Programme Targets for Cooke 1, 2 and 3

Components of Conversion Plan	Base	2014	2015	2016
Cooke 1	296			
Cooke 2	256	256	356	400
Cooke 3	592	592	692	744
Total residence	1144	1144	1144	1144
Number of Units still to be converted		0	2	1
Outstanding Units		0*	108	54
Price per units R 125000		0	R13 500 000	R6 750 000
Total family unit conversion		0	R13 500 000	R2 050 000

5.3 Home Ownership Strategy

Cooke 1, 2 and 3 is committed to improving the living conditions of its PR 2 employees. By doing this, a decision was taken to implement the Home Ownership scheme for PR 2 employees. The Sibanye Gold Home Ownership model will be rolled out to both Cooke operations. To this end, the Property Department has been investigating different role players in the market with a view to how they can facilitate the introduction of an Employee Home Ownership Scheme. Such a scheme would not only provide employees with a well-constructed and serviced house, but will also offer them and their families a long-term source of financial security.

Following an extensive stakeholder engagement process and various iterations relating to the design and layout of the prototype show houses, the process was finalized with the approval and sign off of designs and building plans by the Executive Committee.

Sibanye Gold has to date built two show houses (two and three bedroomed) in the West Wits area of our operations and construction of further houses will be informed by demand.

In its attempt to demonstrate its commitment towards the objectives of the MPRDA, the Mining Charter and the Presidential Package Project on Revitalizing Distressed Mining Communities, Sibanye Gold will embark on a major LED project aimed at formalizing the existing township of Bhongweni in the West Rand. This integrated project has been designed to benefit members of the community and employees alike. Houses ordered through the Sibanye Gold Home Ownership Scheme will be built in these formalized areas. The project will also benefit community members who have been trained in Portable Skills at the Sibanye Gold Academy. This will enable these community members to put to practical use, the knowledge and skills they acquired while in training. In addition, further linkage opportunities exist through procurement, SMME development and skills development by Sibanye Gold Academy.

5.4 Nutrition

Sibanye Gold has developed policies and standards to improve the nutrition provided to employees residing in high-density company accommodation. By doing this, an approved Nutritional Policy, which addresses employee energy requirements, has been approved by the Executive Committee. In consultation with organised labour, Cooke 1, 2 and 3 Operations has developed a menu that is reviewed on a bi-annual basis in order to ensure that all residents' needs are addressed and that certain commodities are checked for proper nutritional value and dietary requirements.

The Mine has further drawn up a catering manual, detailing menus and recipes, thereby ensuring that employees' proper nutritional needs are addressed.

The catering manual covers the following aspects:

- Complying with nutritional, hygiene and safety standards;
- Consulting with a qualified dietician/nutritionist;
- Ensuring the correct balance between macro and micro nutrients, vitamins and minerals;
- Improving the choice of meals;
- Timeous repair, maintenance and replacement of existing equipment;
- Upgrading equipment as necessary from time to time, to accommodate any change in cooking methodology; and
- Training cooks on how to use new recipes and equipment.

Annual internal audit/review processes, incorporating quality control have been introduced. In addition, forums with employees and organized labour have been established to ensure strict adherence to the above, and promote a healthy, productive employee.

6. Procurement

6.1 Introduction

The Procurement function for all the Cooke Operations is carried out in all three levels of procurement, namely capital goods, services and consumables by the Sibanye Gold Shared Services Centre. As such, the Mine's SLP and MPRDA obligations and commitments will essentially be operationalized through the procurement function and reported on.

Table 54: Definition of Procurement Terms

Definitions	
Capital:	Specialised equipment procured on a project bases, this will also include equipment with a lifespan of over twelve (12) months and/or greater than R 100,000. (All purchases defined as Capital by the Operations).
Services:	All work performed on behalf of Cooke 1, 2 and 3 by Contractors (on and off-site).
Consumables:	All inventory stock housed in the warehouse and all special purchases of commodities covered by contract and those not covered by contract.
Multinationals:	Goods not obtainable from the local market and imported from International Companies. (Note: These are companies that have a registered agency in SA are not defined as multi -national as they comply with SA Legislation).
Local Procurement:	This references procurement from host communities within the immediate geographical reach of Sibanye Gold Operating mines.
Non-Discretionary Spend:	All inter-company transfers, purchases from parastatals, training, education, all financial- and insurance institutions, inclusive of multinationals as defined above.
Discretionary Spend:	All spend where Sibanye Gold can be selective in terms of its procurement.
HDSA spend	All discretionary spend on BEE companies - which is defined as an entity with a minimum of 25% + 1 vote of share capital directly owned by HDSAs as measured in accordance with the flow through principle.

All efforts in this regard have been aligned with the National Development Plan and the Millennium Development Goals in relation to (i) Education and Skills, (ii) Employment and Employability, and (iii) Eradication of Poverty and Hunger within host communities.

6.2 Procurement Progression Plan

The Cooke operations are committed to leveraging its procurement spend and building a legacy of sustainable economic activity in local mine communities. The values in the tables that follow are shared between Cooke 4 and Cooke 1, 2 and 3, due to the combined Procurement function.

Table 55: Split in HDSA Procurement Spend for C2013

Category	Actual % as at December 2013	BEE Spend Value	Total Value
Total Procurement Spend			R1 625 390 217
Non-discretionary Spend			NA
Discretionary Spend			
Capital	34%	R 76 663 351	
Consumables	59%	R 443 045 051	
Services	74%	R 481 542 048	
Total BEE Spend		R 1 001 250 450	

6.2.1 Procurement Progression Plan on BEE Spend

Table 56: Procurement Spend on BEE Entities

Category	BEE Charter Targets		Actual as at December 2013
	2013	2014	
Capital	30%	40%	34%
Consumables	40%	50%	59%
Services	60%	70%	74%

The development of BBEE services providers which will impact into the core mining operations of Cooke 1, 2 and 3 in the form of JV's has been identified.

The following two opportunities are in an exploration phase:

1. Black owned Mining Contracting Company - Investigate the possibility to create a company from within our own employees to provide mining services to the company, and opportunities of expansion.
2. Black Owned Transport Company – Offer existing employees the opportunity to be part owners in their own company.

In addition, the following steps have been identified to further develop the formation of JV's:

- Identifying potential participants
- Development of a methodology to support the sustainable implementation of JV's with stakeholders.

The Strategic Sourcing and Procurement Division aims to complete the business cases for the identified opportunities by April 2015.

6.2.1.1 Key Focus Areas

- Facilitate the formation of JV's;
- Promote assimilation of HDSA suppliers into the Cooke 1, 2 and 3 Procurement Chain (Sibanye Gold Vendor Data Base); and
- Facilitate the process for the provision of training, coaching and mentoring of SMME vendors to enter core business.

6.2.1.2 Tactical Approach

- Identify HDSA opportunities in the categories of Capital, Services and Consumables spend;
- Ensure participation by HDSA vendors in "all" identified tender opportunities;
- Identify SMMEs for "corner-stone" contracts and potential partnering with other Contractors / Suppliers;
- Build working relationships with local government departments to share information regarding HDSA vendors;
- Establish closer communication "link" with local communities surrounding the Mine operations;
- Plan the establishment of an Enterprise Development Hub to act as a catalyst in building stronger relationships with local communities, provide an entry point and make easier for local entrepreneurs to register on the Sibanye Gold Vendor Data Base;
- Evaluate LED projects and identify local SMMEs to be utilized for procurement and services in relevant projects;
- Identify potential HDSA suppliers from labour-sending communities and assist and develop them to become potential suppliers;
- Provide preferential payment terms for SMME suppliers where required;
- Encourage "traditional" white suppliers to partner / form Joint ventures with HDSA vendors via communication sessions with active vendors;
- Increase pressure on suppliers to address issues of Mining Charter compliance;

- Establish structures within Sibanye Gold whereby HDSA companies may be supported and integrated into the overall Cooke 1, 2 and 3 business;
- Provide feedback and coaching to unsuccessful HDSA suppliers after tender adjudication;
- Continue with submission of monthly reports to the various Operations to monitor progress on whether agreed targets are being met;
- Review existing Vendor Management and HDSA policy to align fully with Mining Charter requirements;
- Define role of Supplier Relationship Management (SRM) within the context of the Tender Review Committee that would be able to influence procurement decisions; and
- Re-configure ACPAC system requirements to enable vendor information to be easily accessible for use as a resource and development tool for BEE suppliers.

6.2.2 Local Business Development Centres

The business development centres have proven feasible to assist local Small, Medium and Micro Enterprises (SMMEs) in enhancing their ability to supply services and other products to Sibanye Gold and other entities on the West Rand District and beyond. Furthermore, in line with Sibanye Gold's Portable Skills training programme, the business development centres will assist those successful portable skills candidates who have an interest in venturing into businesses with their newly acquired portable skills with business development and management support. Those who wish to be assisted with job placement to make use of their newly acquired portable skills will be mentored on marketing themselves coupled with the behavioural, regulatory and professional expectations by employers from their employees, preparing them for the labour market.

Energy is devoted to placing candidates into employment opportunities provided by Sibanye Gold and its contractors where possible. Furthermore, the Westonaria and Randfontein Local Municipalities will be engaged to explore placement opportunities for locals with portable skills training within the municipalities' infrastructure development programmes.

6.2.3 Progression Plan

The tables below depict the targets for the mentioned SLP cycle, for the Cooke operations.

Table 57: Joint Venture Formulation

	2012	2013	Total Backlog	2014	2015	2016
Target	0	0	0	1	1	1
Actual	0	0		1		
Backlog	0	0		0	0	0
Backlog Management Plan						
Backlog Makeup				0		

Table 58: HDSA (SMME) Entrants

	2012	2013	Total Backlog	2014	2015	2016
Target	0	22	+5	5	5	5
Actual	0	27		6		
Backlog	0	+5		+1		
Backlog Management Plan						
Backlog Makeup				+6		

Table 59: Conversion: Existing Non-Core SMME to Core Business Supplier Targets

	2012	2013	Total Backlog	2014	2015	2016
Target	0	1	0	1	1	1
Actual	0	1		0		
Backlog	0	0		-1		
Backlog Management Plan						
Backlog Makeup				0		
Notes: A supplier has been identified for this purpose. Elbrok Mining (100%) Black owned – Supply mining support.						

7. Downscaling and Retrenchments

7.1 Introduction

Sibanye Gold is committed to the retention of jobs and avoidance of job losses wherever possible. However conditions may arise from time to time that require a reduction of the labour force. Cooke 1, 2 and 3 is a low grade mine which is affected by even slight changes in the gold and uranium prices, production costs and other external factors which adversely impact on the viability of the mine.

In order to manage and to minimize the effect of downsizing, closure and retrenchments, the Mine will implement measures set out below in an endeavour to avoid job losses and will manage the process in accordance with the following undertakings, where retrenchments cannot be avoided.

7.2 Establishment of a Future Forum

The Future Forum has been established and will continue to meet on quarterly basis. The Future Forum will:

- Promote on-going discussions between employee representatives and mine management;
- Examine future scenarios to identify problems, challenges and possible solutions, with regard to productivity and employment;
- Identify production and employment turn-around strategies;
- Implement strategies which are discussed by mine management and employee representatives; and
- Consider interventions which would benefit the community within which the Mine operates.

7.3 Communication with Authorities in the Event of Retrenchments

Where retrenchments cannot be avoided, the Mine will adhere to the following steps:

- Notify recognised trade unions in the respective Future Forum;
- A notice in terms of section 189(3) of the Labour Relations Act will be issued to relevant parties as provided for in section 189 of the LRA. Consultations will be held in terms of the relevant provisions of the Labour Relations Act;
- Consult with any person as required in terms of section 189 and/or section 189A of the Labour Relations Act;
- A notice in terms of section 52 of the MPRDA will be issued to the Minerals and Mining Development Board where the prevailing economic conditions cause the profit to revenue ratio of the mine to be less than six per cent on average for a continuous period of 12 months or if any mining operation be scaled down or cease with the possible effect that 10 per cent or more of the labour force or more than 500 employees, whichever is the lesser, are likely to be retrenched in any 12 month period;
- Should a Ministerial Directive in terms of section 52 of the MPRDA be received, the Mine will take the necessary steps to comply;
- The Mine will communicate with the following entities in the event of possible retrenchments:
 - Registered trade unions;
 - Affected employees and/or their representatives;
 - Municipalities in surrounding areas and relevant major labour sending areas
 - The DMR;
 - TEBA Limited; and
 - The Department of Labour.

7.4 Mechanisms to Save Jobs and Avoid Job Losses and a Decline in Employment

The Mine would engage in discussions in the Future Forum on issues related to (but not limited to):

The Mine will undertake discussions and engagement that would seek to find ways in which the life of the mine could be extended and thereby save jobs, avoid job losses and avoid a decline in employment, including:

- productivity;
- shift arrangements;
- work on public holidays;
- cost-saving measures;
- new technology;
- alternative working arrangements;
- measures to extend the life of the mine;
- measures to reduce gold theft;
- measures to control input costs;
- employment opportunities;
- labour costs;
- management of the cost of regulatory requirements;
- development of local communities;
- development of portable skills training centres; and
- Alignment of portable skills training with identified needs of labour sending and host areas with reference to IDP's.

External experts may be sourced to assist the forum in their discussions to considering steps and/or initiatives to minimize job losses and to negate the effects of downscaling.

Should retrenchments be unavoidable, the Mine will take steps to minimize the social and economic impact on the affected employees and regions:

- The Mine will notify the Department of Labour within at least four weeks of the date of any possible terminations;
- The Mine will expand existing skills training programmes to include portable skills training in order to assist employees to reintegrate into the job market.

7.5 Capital Investment

The most effective way to extend the life of the mine is by capital investment and incremental growth. Future expansion and capital investment opportunities that may exist in respect of the Mine, would be considered with due regard to the prevailing gold price, production costs and the ability of the ore reserve and geological model(s) to deliver sufficient contained gold to support future profitable extraction. The Mine will continuously update its geological models to enhance its geological and knowledge base.

7.6 Alternative Solutions

In the event it becomes impossible to avoid job losses, the consulting parties will consider alternatives to retrenchment. The list below constitutes an example of alternatives which may be explored. In addition, the list is not definitive and is subject to changes and additions as a result of discussions with stakeholders.

When giving consideration to proposals the company will, of necessity, consider the need for special skills and the need to retain experienced employees, and will furthermore comply with its policies and procedures regarding retrenchment, existing labour agreements and current legislation:

- The cessation of recruitment of new employees, save for critical skills required for the safe running of the operations;
- The termination of the services of temporary employees and re-employed pensioners;
- Minimization of the use of contract labour;
- Avoid renewal of contract agreements where possible;
- Use of internal skills;
- Small contracts not affected;

- Normal Retirement;
- Compulsory Early Retirement;
- Voluntary Early Retirement;
- Voluntary Separation;
- Alternative employment on another operation within the Group;
- Alternative employment in other mining companies;
- Redeployment of misplaced and/or over-complement labour to vacancies within the operation and other Sibanye Gold Operations;
- Implementing Alternative Work Arrangements;
- Working on off-days; and
- Overtime work.

7.7 Retrenchments

Should retrenchments be unavoidable, the Mine will take steps to minimize the social and economic impact on the affected employees and regions, as per section 7.3.

7.8 Mechanisms to Ameliorate the Social and Economic Impact on individuals, Regions and Economies Where Retrenchments or Closure of an Operation is certain

Should retrenchments be unavoidable, the Mine will take steps to minimize the social and economic impact on the affected employees and regions, as per section 7.3.

7.9 Mitigating the Impact on Labour Sending Areas

The Mine will take the following steps to minimize the impact on the labour sending areas:

- Obtain and scrutinize the IDP's of the sending areas in order to adequately respond to the needs identified;

- Ensure that the portable skills training courses offered to employees are relevant to employment and self-employment opportunities in the sending areas;
- Ensure that training interventions are relevant to employment opportunities and self-employment in the host and urban areas as well as in the sending areas; and
- Where a particular labour sending area will be seriously impacted as a result of possible retrenchments, LED initiatives in the sending area will be directed at creating employment opportunities.

7.10 Post-Closure Planning

The Mine intends to develop and expand skills training programmes to provide employees with skills which are valuable outside of the mining industry and which will enable integration into the broader economy. These will be strategies that avoid dependency on the mine but promote independency amongst individuals should they leave the mining. Strategies will be developed with relevant stakeholders within the closure planning process.

On-going engagement and consultation and advisory roles facilitated through the Future Forum structure, will be utilized to ensure that the programmes and plans continue to deliver sustainable and effective benefits.

Planning for specific LED projects at closure is very difficult given that the life of mine at the current mining rate is valid for the period ending 17 December 2037. However, cognizance of the need for comprehensive LED projects, which are developed with the aim of sustainable social and economic development in the region surrounding the mine, particularly for workforce and/or communities previously dependent on the mine for their livelihoods, will be key.

8. Financial Provision

Cooke 1, 2 and 3 is committed to implementing this Social and Labour Plan and sets out in the table below the amounts it intends to spend in the area of Human Resource Development and Local Economic Development projects. Details of expenditure to date are set out, where appropriate, in the relevant sections of this SLP.

The ability of Cooke 1, 2 and 3 to fund, on an on-going basis, the programmes described in this SLP is however, dependent on the ability of the operation to generate positive cash flows after capital expenditure. Given that our strategic objective is to optimise the mining of our ore bodies for the benefit of all stakeholders, particularly our employees whose job security is enhanced by our ability to extend the lives of our shafts through pay limit reduction, decisions will accordingly always be made taking into account the long-term implications, and a balance will need to be found between competing interests.

In a similar vein, profitability and the generation of cash flows are dependent on the Rand gold prices received, as is the availability of ore reserves to be mined profitably. With an increasing gold price, generally, the average grade mined is reduced but with additional tons, gold output is increased. With a decreasing gold price, higher grades are mined at reduced tons equating to decreased gold output.

Provided that we cannot control the international gold prices or the Rand/Dollar exchange rate, the only way in which we can sustain our ore reserves and therefore our futures, is through increased productivity in all spheres of the business, including stringent cost control. This SLP assumes a gold price of R410,000 per kilogram, and the non-occurrence of events that are beyond our reasonable control. However, should these prices not be achieved on a sustainable basis, and should our SLP roll-out be impaired by the occurrence of events beyond our reasonable control, or should any risk factor (including,

without limitation, the risk factors referred to above) materialise or alter materially, the roll-out of the programmes outlined in this SLP may require re-assessment. As such, Cooke 1, 2 and 3's undertakings in Section 7 and elsewhere in this SLP need to be read and understood in this context and against this background. On a positive side, should we be able in the future to achieve revenues significantly in excess of R410, 000 a kilogram, we will be in a position to accelerate the programmes.

To Note:

The financial provision in this SLP only specifies the HRD and Mine Community Development Project components. The SLP elements such as Housing and Living Conditions, Employment Equity, Procurement, Nutrition, Downscaling and Retrenchments etc. are based on the operational budgets allocated on a year to year basis. Specific budgeted amounts and financial provision will be specified annually, going forward, in the required Implementation Plans.

8.1 Financial Provision (Regulation 46 (E))

Cooke 1, 2 and 3 is committed to the SLP and, to this end, has redone the mining works programme to include the increased expenditure required for Human Resource Development, Local Economic Development projects, Housing and Living Conditions, Procurement and Enterprise Development and downscaling and retrenchment activities.

8.2 Financial Provision for Human Resource Development Programmes

Table 60: HRD Programmes: Financial Provision

Financial Provision for Human Resource Development Programmes	2012	2013	2014	2015	2016	Total Financial Provision (2012 to 2016)
	R 19 270 128	R 20 323 943	R 27 649 567	R 30 117 523	R 32 850 975	R 130 212 136

8.3 Financial Provision for Local Economic Development Programmes

Table 61: LED Projects: Financial Provision⁹

Financial Provision for Local Economic Development Projects	2012	2013	2014	2015	2016	Total Financial Provision (2012 to 2016)
	R3 756 400	R3 756 400	R3 756 400	R 6 794 000	R 718 800	R18 782 000

8.4 Provision for the Management of Downscaling and Retrenchments

The decision to retrench employees is subject to the prevailing economic circumstances of the mine at a particular point in time. Therefore Sibanye Gold does not plan for retrenchments ahead of time. However, in the event of such a

⁹ Financial Provision LED Programmes only refers to provision for host community development projects and does not include other elements of LED such as Housing and Living Conditions, Procurement and Enterprise Development.

decision having to be taken for operational of other economic-related reasons, provision for the management of retrenchments will be provided for as part of the operational budget. This would also cover costs for consultation processes and forums that must, of necessity, take place in the event of any retrenchment process.

All provisions in this regard will therefore be captured in the preceding implementation plans. With respect to downscaling in general and in accordance to the Life of Mine plan (Mine Works Programme), provision has been made for natural attrition, as per the table below, in accordance with (i) changes in production, and (ii) related workforce requirements.

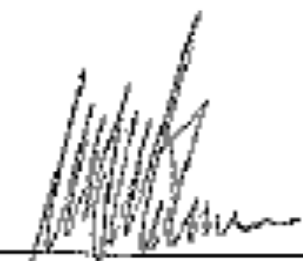
Table 62: Financial Provision for Management of Downscaling and Retrenchments

Financial Provision for Downscaling and Retrenchments	2012	2013	2014	2015	2016	Total Financial Provision (2012 to 2016)
	R 1 960 717	R 6 879 287	R 7 629 670	R 5 000 000	R 8 333 333	R 29 803 007

9. Undertaking by Vice President of Cooke Operations

I Wayne DA Robinson the undersigned and duly authorized
thereto by Sibanye Global Limited (Company)
undertake to adhere to the information, requirements, commitments and
conditions as set out in the social and labour plan.

Signed at Libramont on this 1st day
of August 2014

Signature:  _____

Designation: Senior Vice President: Cooke and Beatrix Underground Operations

10. Appendix A – Proof of Submission of Workplace Skills Plan and Annual Training Report

11. Appendix B – Procurement: Form T

12. Appendix C – Backlog Mitigation Plan

12.1 Human Resource Development

SLP Area	Action
ABET	<ul style="list-style-type: none"> Advertising through municipalities Intake to accommodate Local Community learners on a full time basis, to meet ABET Full Time Targets and address backlogs of 2012/2013
Portable Skills	<ul style="list-style-type: none"> Advertising through municipalities and internally Adverts distributed at hostels Applicants to submit CV's and relevant certificates/qualifications Screening and short listing, and interviewing of selected candidates Intakes to provide for community and employee Portable Skills training to close shortfall
Internships	<ul style="list-style-type: none"> Advertising through municipalities Applicants to submit CV's and relevant certificates/qualifications Screening and short listing, and interviewing of selected candidates
Learnerships	<ul style="list-style-type: none"> Advertising through local municipalities Applicants to submit CV's and relevant certificates/qualifications Screening and short listing, and interviewing of selected candidates
Contractor Employees	<ul style="list-style-type: none"> Include contractors trained Provide Form Q to include contractors Send adverts to contractors of training programmes offered and invite applications for 2014 and subsequent years
Bursaries	<ul style="list-style-type: none"> Advertising of bursars through local municipalities and Labour Sending Areas Applicants to submit application forms and relevant certificates Screening and short listing, and interviewing of selected candidates
Career Progression	<ul style="list-style-type: none"> As no evidence available for 2012/2013, obtain list of vacancies of hard to fill positions for 2014 Secure Individual Development Plans and confirm Mentorship
Mentorship for Learners in Training	<ul style="list-style-type: none"> No evidence in place for 2012/2013 Coaching training for learners in training 2014 Pool of mentors identified and trained for learners in training 2014 Secure Individual development plans with career progression opportunities available Confirm Mentorship

Table 63: HRD 2012/2013 Backlog Action Plan

SLP Area	2012 Target	2012 Actual	2013 Target	2013 Actual	2012/2013 Cumulative Target	2012/2013 Cumulative Actual	Variance	2012/2013 % HDSA	2014 Plan	2014 Actual	2014 Variance	2014 % HDSA	2012/2013/2014 Cumulative Target	2012/2013/2014 Cumulative Actual	2012/2013/2014 Cumulative Variance
ABET	115	61	192	161	307	222	-85	100	173	119	-54	100	480	341	-139
Engineering Learnerships	23	36	23	28	46	64	18	61	32	69	37	72	78	133	55
Mining Learnerships	10	12	8	19	18	31	13	100	56	18	-38	100	74	49	-25
Portable Skills	98	0	100	0	198	0	-198	100	316	18	-298	100	514	18	-496
Coaches/Mentors/ Protégé Training	16	0	4	0	20	0	-20	46	92	47	-45	100	112	47	-65
Coaches/Mentors Contracts	0	0	0	0	0	0	0	-	77	47	-30	100	77	47	-30
Internships	6	2	8	8	14	10	-4	100	13	7	-6	100	27	17	-10
Study Assistance	4	4	6	6	10	10	0	100	15	15	0	88	25	25	0
Skills Programmes	75	183	70	429	145	612	467	75	306	120	-186	95	451	732	281
Core Skills Training	61	252	79	224	140	476	336	80	1390	997	-393	80	1530	1473	-57

12.2 Employment Equity: Succession Planning Action Plan

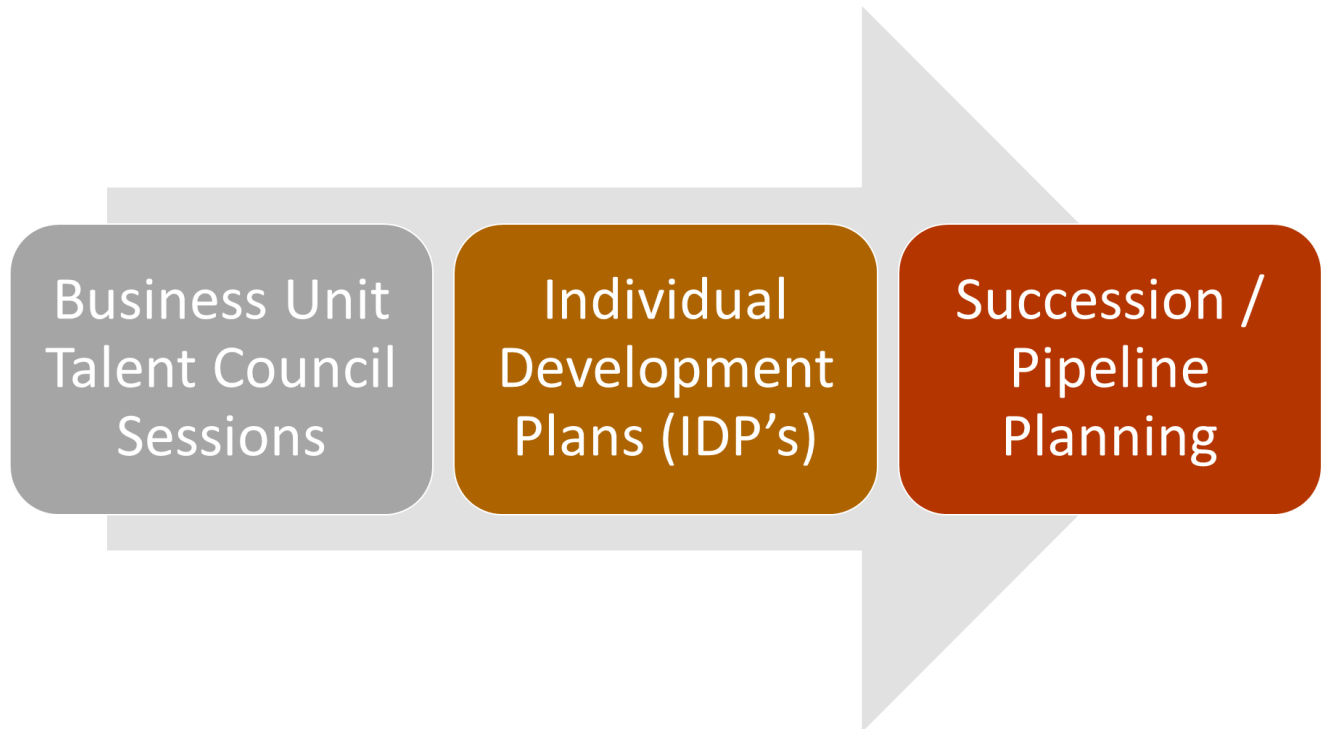


Figure 7: Succession Planning Action Plan

Table 63: Succession Planning Action Plan

Action	Responsible	Due Date
Mining and Metallurgy Business Unit Talent Councils	HR	By end of September 2014
IDP's for DL and above employees	HR	By end of October 2014
Succession and pipeline planning for DL and above employees	HR	By end of November 2014

To date, two introductory talent and performance management meeting were held with business unit team leads. Short term milestones include the following:

- Cooke123 ICT employees' IDP's to be finalised on Thursday, 31 July 2014, and
- Cooke 1, 2 and 3 Metallurgy employees' IDP's to be finalised on Tuesday, 5 August 2014.