

SOCIAL AND LABOUR PLAN

RUSTENBURG SECTION

EXCLUDING PSA



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ABBREVIATIONS AND ACRONYMS

ABET	Adult Basic Education and Training
ADC	Anglo Platinum Development Centre
BBSEE	Broad-Based Socio-economic Empowerment
BEE	Black Economic Empowerment
CED	Community Engagement and Development
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DSD	Department of Social Development
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HRD	Human Resources Development
IDC	Individual Development Charter
IDP	Integrated Development Plan
IPA	Individual Performance Agreement
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
MDGs	Millennium Development Goals
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PGMs	Platinum Group Metals
SADC	Southern African Development Community
SED	Socio-economic Development
SEDA	Small Entrepreneurial Development Agency
SMME	Small, Micro and Medium Enterprise
SLP	Social and Labour Plan
TLM	Thabazimbi Local Municipality
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan

Glossary

Black women	African, Indian and Coloured women
Broad-Based Socio-economic Empowerment (BBSEE)	<p>A social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <ul style="list-style-type: none"> a) Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and b) Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from: <ul style="list-style-type: none"> i) Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; ii) Participation in or control of management of such operations; iii) Development of management, scientific, engineering or other skills of HDSAs; iv) Involvement or participation in the procurement chains of operations; and v) Integrated Socio-economic Development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.
Community	A coherent, social group of persons with interests or rights in a particular area of land which the members have or exercise communally in terms of agreement, custom or law.
Employee	An employee is defined as any full-time person who directly works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical cooperation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above-mentioned rights, including any person working for an independent contractor.
Historically Disadvantaged Person (HDP)	<ul style="list-style-type: none"> a) Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect; b) Any association, a majority of whose members are persons contemplated in Paragraph (a); and c) Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members' interest and are able to control a majority of the members' votes.
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan HDSA refers to Black, Coloured, Indian male and all females (incl. white females)

Integrated Development Plan (IDP)	<p>a) A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act No. 117 of 1998); and</p> <p>b) For the purposes of this SLP, IDP is taken to mean the IDP for all those municipalities falling within the determined mine community from which more than 10% (the significance factor) of the mine's labour is sourced.</p>
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally from within the mine community.
Major labour-sending area (see also Labour-sending areas)	<p>a) In the context of the mine community, a major labour-sending area is a municipality from which more than 10% of the mine's workforce is sourced; and</p> <p>b) In the context of rural areas outside the mine community, a major labour-sending area is a municipality from which more than 5% of the mine's workforce is sourced. Special consideration is given to the municipalities hosting such communities because of:</p> <ol style="list-style-type: none"> i. The scattered nature of rural labour-sending areas and the need to focus the effort of the mine's rural development strategy and its programmes; ii. The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the mine's efforts; and iii. The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.
Management	All employees within the Paterson C, D, E, and F Bands.
Migrant labour	<p>Migrant labour refers to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants.</p> <p>Three types of migrant labour are referred to in this SLP:</p> <ol style="list-style-type: none"> a) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; b) South African migrant workers are those who come from other South African provinces; and c) Foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within the area surrounding the mine.</p> <p>As far as the SLP is concerned, only the municipality or municipalities within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this SLP are:</p> <ul style="list-style-type: none"> a) Existing and expected patterns of human settlements and villages within this community; b) Patterns of labour sourcing for the mine; c) Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work; d) Spending patterns of the mine's employees; e) The use of social amenities, recreational facilities and infrastructure; f) Commercial and industrial linkages; g) Provincial and municipal boundaries; h) Existing and proposed functional boundaries, including magisterial districts; i) Existing and expected land use, transport modes and routes; j) The need for coordinated social development programmes and services including the need for housing, nutrition and healthcare; and k) The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this SLP, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Municipality	<p>A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.</p>

Rural labour-sending area (also see Major labour-sending areas)	<p>A rural labour-sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape Province.</p> <p>The following rural labour-sending issues are required by the Mineral and Petroleum Resources Development Act (MPRDA) regulations to be addressed in this SLP:</p> <ul style="list-style-type: none"> a) Patterns of labour sourcing for the mine; b) Areas of traditional rural communities; c) Existing and proposed functional boundaries, including magisterial districts; d) Wage remittances to such areas; e) Existing and expected land use, transport modes and routes; f) The need for coordinated social development programmes and services, including the need for housing, nutrition and healthcare; and g) The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this SLP, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
SLP	SLP means this Social and Labour Plan
Total discretionary spend	<p>Total discretionary spend means that portion of mine capital and working cost component, which comprises expenditure over which the mine management has discretion. The working cost component is made up of the mine's total ongoing operating expenditure less that money paid to:</p> <ul style="list-style-type: none"> a) Government: <ul style="list-style-type: none"> i. Central government departments; ii. Parastatal companies; iii. Provincial government; and iv. Municipalities and other local authorities. b) Imported proprietary technology; c) Key raw materials; and d) Inter-Company transfers.
Total procurement spend	Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.
Transitional workers	Those workers who originate from rural labour-sending areas (such as the Eastern Cape Province), who have established local, urban (second) families but support other (first) families in the rural areas.

SECTION 1

Preamble (Regulation 46 a)

1. Company Details

This preamble reflects the details of Rustenburg Section. It is followed by a preamble for each of the following Operations that form part of Rustenburg Section:

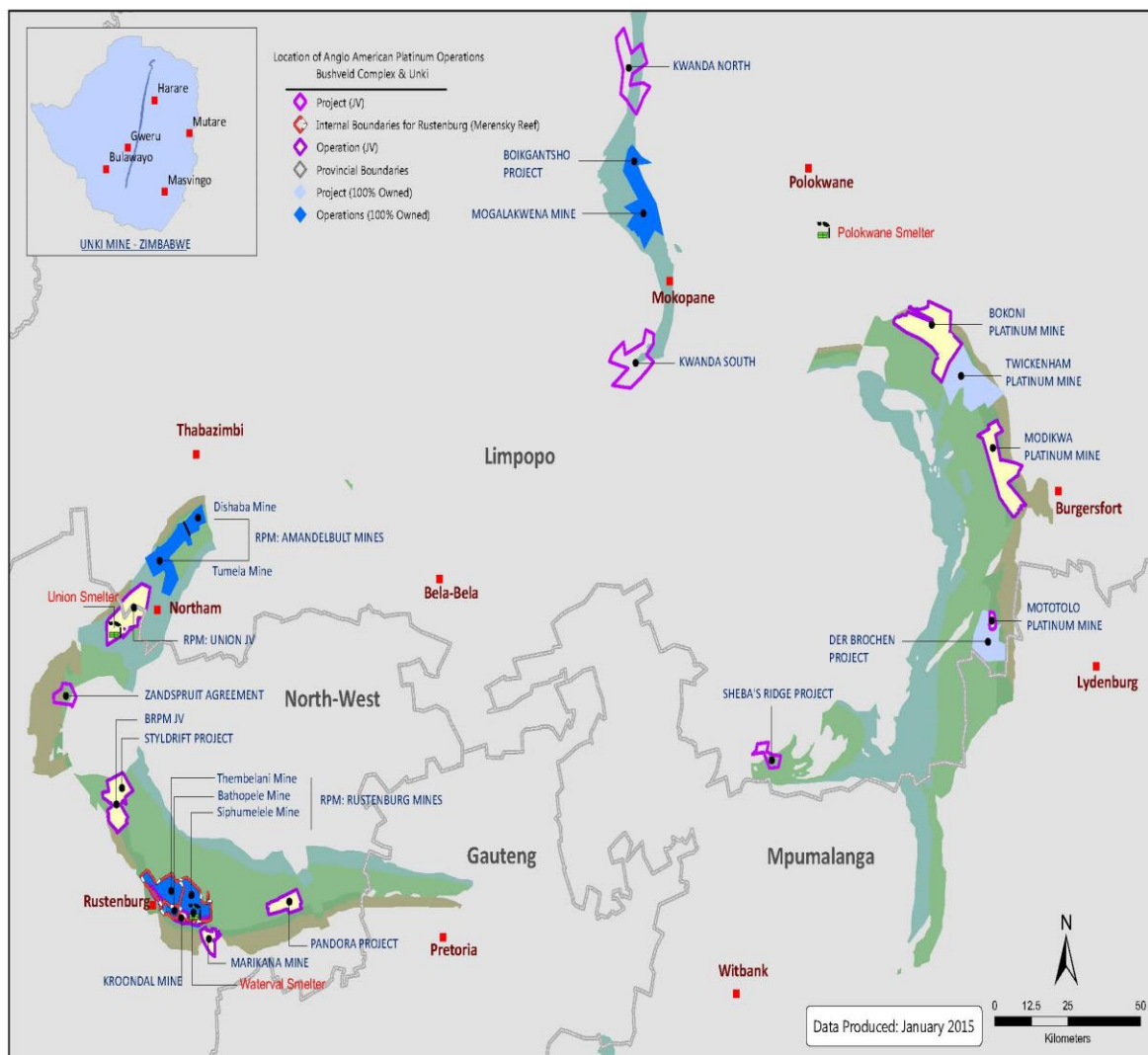
- Bathopele Mine
- Thembelani (Khuseleka Shaft & Thembelani Shaft)
- Siphumelele Mine
- Rustenburg Concentrator (Retrofit and UG2)

1.1 Name of the company/applicant	Rustenburg Platinum Mines Ltd
1.2 Name of mine/ production operation	Rustenburg Section
1.3 Physical address	55 Marshall Street, Johannesburg, 2001
1.4 Postal address	P.O. Box 62179, Marshalltown, 2107
1.5 Telephone number	011 373 6358
1.6 Fax number	086 760 1542
1.7 Location of mine or production operation	Local Municipality: Rustenburg Local Municipality District Municipality: Bojanala District Municipality Province: North West
1.8 Commodity	Platinum, palladium, rhodium, iridium, ruthenium, gold, silver, cobalt, nickel and copper
1.9 Life of mine	Bathopele (±19 years) Thembelani (±31 years) Siphumelele (±43 years) Khuseleka Shaft (±30 years) Concentrator (Depending on Mining life)
1.10 Financial year	January – December (calendar year)
1.11 Reporting year	Annually-SLP Annual report March every year
1.12 Responsible person	Rudi Rudolph
1.13 Geographic origin of employees (mine community and labour-sending areas).	
a) Mine Community	b) Labour-Sending Area (see table on page 3 to 6 of this SLP)
Province	Province
North West	Eastern Cape, Gauteng, North West, Free State, SADC
District Municipality	District Municipality
Bojanala District Municipality	(see table on page 3 to 6 of this SLP)
Local Municipality	Local Municipality
Rustenburg Local Municipality	(see table on page 3 to 6 of this SLP)

1.1 Location of the Mine

Rustenburg Mines are located in the North West Province, within the Rustenburg Local Municipality, approximately 20km east of Rustenburg and 60km west of Brits. The mines are situated close to the main Rustenburg-Marikina road and the Rustenburg-Thabazimbi road.

The figure below is a locality map.



1.2 Ownership

Rustenburg Section is a separate operation of Rustenburg Platinum Mines Limited, which in turn is a wholly owned subsidiary of Anglo American Platinum Limited.

The demographics of the Rustenburg Mines workforce

Mine community

The mine community is defined as those towns, villages and settlements that fall within the municipality where the mine operates.

Areas where the mine procures its labour from:

The table below shows labour distribution according to local municipalities.

Local Municipality	Province	Total number of employees	%
Mafube Local Municipality	Free State	1	0.01%
Aganang Local Municipality	Limpopo	1	0.01%
Bergrivier Local Municipality	Western Cape	1	0.01%
Blue Crane Route Local Municipality	Eastern Cape	1	0.01%
Breede Valley Local Municipality	Western Cape	1	0.01%
Camdeboo Local Municipality	Eastern Cape	1	0.01%
Dannhauser Local Municipality	Kwazulu Natal	2	0.01%
Dikgatlong Local Municipality	Northern Cape	2	0.01%
Dr JS Moroka Local Municipality	Mpumalanga	1	0.01%
Drakenstein Local Municipality	Western Cape	1	0.01%
Emthanjeni Local Municipality	Northern Cape	2	0.01%
Ephraim Mogale Local Municipality	Limpopo	2	0.01%
Gamagara Local Municipality	Northern Cape	2	0.01%
Greater Giyani Local Municipality	Limpopo	1	0.01%
KwaDukuza Local Municipality	KwaZulu Natal	1	0.01%
Letsemeng Local Municipality	Free State	1	0.01%
Lukhanji Local Municipality	Eastern Cape	16	0.01%
Makana Local Municipality	Eastern Cape	1	0.01%
Mandeni Local Municipality	KwaZulu Natal	2	0.01%
Midvaal Local Municipality	Gauteng	1	0.01%
Mookgophong Local Municipality	Limpopo	2	0.01%
Msinga Local Municipality	KwaZulu Natal	1	0.01%
Mthonjaneni Local Municipality	KwaZulu Natal	1	0.01%
Mutale Local Municipality	Limpopo	1	0.01%
Ndlambe Local Municipality	Eastern Cape	2	0.01%
Nketoana Local Municipality	Free State	1	0.01%
Okhahlamba Local Municipality	KwaZulu Natal	1	0.01%
Phumelela Local Municipality	Free State	1	0.01%
Prince Albert Local Municipality	Western Cape	1	0.01%
Renosterberg Local Municipality	Northern Cape	1	0.01%
Stellenbosch Local Municipality	Western Cape	1	0.01%
Theewaterskloof Local Municipality	Western Cape	1	0.01%
Tokolologo Local Municipality	Free State	1	0.01%
Ubuhlebezwe Local Municipality	KwaZulu Natal	2	0.01%
Ulundi Local Municipality	KwaZulu Natal	2	0.01%
uMdoni Local Municipality	KwaZulu Natal	1	0.01%
uMhlabuyalingana Local Municipality	KwaZulu Natal	2	0.01%
Victor Khanye Local Municipality	Mpumalanga	1	0.01%
eDumbe Local Municipality	KwaZulu Natal	3	0.02%

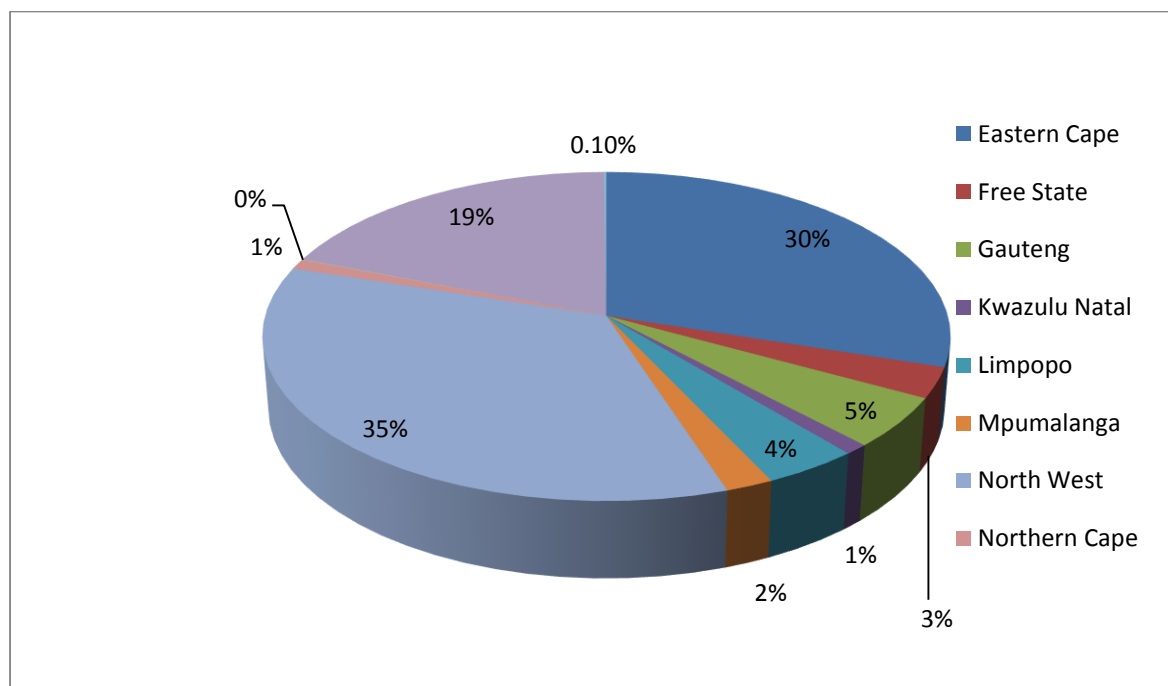
Local Municipality	Province	Total number of employees	%
Emakhazeni Local Municipality	Mpumalanga	3	0.02%
Ingwe Local Municipality	KwaZulu Natal	3	0.02%
Kai Garib Local Municipality	Northern Cape	3	0.02%
Kopanong Local Municipality	Free State	3	0.02%
Magareng Local Municipality	Northern Cape	3	0.02%
Metsimaholo Local Municipality	Free State	3	0.02%
Musina Local Municipality	Limpopo	3	0.02%
uMlalazi Local Municipality	KwaZulu Natal	3	0.02%
Dr Pixley Ka Isaka Seme Local Municipality	Mpumalanga	4	0.03%
Ezingoleni Local Municipality	KwaZulu Natal	5	0.03%
Greater Kokstad Local Municipality	KwaZulu Natal	4	0.03%
Hibiscus Coast Local Municipality	KwaZulu Natal	4	0.03%
Joe Morolong Local Municipality	Northern Cape	5	0.03%
Kwa Sani Local Municipality	KwaZulu Natal	4	0.03%
Mier Local Municipality	Northern Cape	5	0.03%
Mkhondo Local Municipality	Mpumalanga	5	0.03%
Molemole Local Municipality	Limpopo	4	0.03%
Msukaligwa Local Municipality	Mpumalanga	4	0.03%
Msunduzi Local Municipality	KwaZulu Natal	5	0.03%
Nama Khoi Local Municipality	Northern Cape	4	0.03%
Ngquza Hill Local Municipality	Eastern Cape	4	0.03%
Nquthu Local Municipality	KwaZulu Natal	4	0.03%
Thaba Chweu Local Municipality	Mpumalanga	5	0.03%
Thembisile Hani Local Municipality	Mpumalanga	4	0.03%
Tsantsabane Local Municipality	Northern Cape	4	0.03%
Umjindi Local Municipality	Mpumalanga	5	0.03%
Albert Luthuli Local Municipality	Mpumalanga	6	0.04%
Blouberg Local Municipality	Limpopo	6	0.04%
Great Kei Local Municipality	Eastern Cape	6	0.04%
Lekwa Local Municipality	Mpumalanga	6	0.04%
Ngqushwa Local Municipality	Eastern Cape	6	0.04%
uPhongolo Local Municipality	KwaZulu Natal	6	0.04%
Bela-Bela Local Municipality	Limpopo	7	0.05%
Emalahleni Local Municipality, Mpumalanga	Mpumalanga	8	0.05%
Emnambithi-Ladysmith Local Municipality	KwaZulu Natal	8	0.05%
Fetakgomo Local Municipality	Limpopo	8	0.05%
Greater Letaba Local Municipality	Limpopo	8	0.05%
Makhuduthamaga Local Municipality	Limpopo	8	0.05%
Maletswai Local Municipality	Eastern Cape	7	0.05%
Naledi Local Municipality, Free State	Free State	8	0.05%
Ngwathe Local Municipality	Free State	7	0.05%
Nkonkobe Local Municipality	Eastern Cape	7	0.05%
Other Foreign Countries	Other Foreign Countries	7	0.05%
Tswelopele Local Municipality	Free State	7	0.05%

Local Municipality	Province	Total number of employees	%
uMhlathuze Local Municipality	KwaZulu Natal	8	0.05%
uMuziwabantu Local Municipality	KwaZulu Natal	8	0.05%
Lephalale Local Municipality	Limpopo	9	0.06%
Mbizana Local Municipality	Eastern Cape	9	0.06%
Moretele Local Municipality	North West	9	0.06%
Mbombela Local Municipality	Mpumalanga	72	0.07%
Newcastle Local Municipality	KwaZulu Natal	10	0.07%
Abaqulusi Local Municipality	KwaZulu Natal	11	0.08%
Lekwa-Teemane Local Municipality	North West	12	0.08%
Mtubatuba Local Municipality	KwaZulu Natal	12	0.08%
Mantsopa Local Municipality	Free State	13	0.09%
Mohokare Local Municipality	Free State	13	0.09%
Amahlathi Local Municipality	Eastern Cape	14	0.10%
Elias Motsoaledi Local Municipality	Limpopo	15	0.10%
Govan Mbeki Local Municipality	Mpumalanga	15	0.10%
Nongoma Local Municipality	KwaZulu Natal	15	0.10%
Umzimkhulu Local Municipality	KwaZulu Natal	15	0.10%
Masilonyana Local Municipality	Free State	16	0.11%
Steve Tshwete Local Municipality	Mpumalanga	16	0.11%
City of Cape Town Metropolitan Municipality	Western Cape	17	0.12%
Emalahleni Engcobo Local municipality	Eastern Cape	18	0.12%
Maluti-a-Phofung Local Municipality	Free State	17	0.12%
Moghaka Local Municipality	Free State	17	0.12%
Nelson Mandela Bay Metropolitan Municipality	Eastern Cape	18	0.12%
Phokwane Local Municipality	Northern Cape	18	0.12%
Westonaria Local Municipality	Gauteng	19	0.12%
Kgetlengrivier Local Municipality	North West	19	0.13%
Makhado Local Municipality	Limpopo	19	0.13%
Ba-Phalaborwa Local Municipality	Limpopo	20	0.14%
Nala Local Municipality	Free State	22	0.15%
Dihlabeng Local Municipality	Free State	24	0.16%
Elundini Local Municipality	Eastern Cape	24	0.16%
eThekweni Metropolitan Municipality	KwaZulu Natal	24	0.16%
Sol Plaatje Local Municipality	Northern Cape	23	0.16%
Greater Tzaneen Local Municipality	Limpopo	28	0.19%
Mogalakwena Local Municipality	Limpopo	28	0.19%
Thabazimbi Local Municipality	Limpopo	28	0.19%
Lepelle-Nkumpi Local Municipality	Limpopo	31	0.21%
Mamusa Local Municipality	North West	31	0.21%
Randfontein Local Municipality	Gauteng	33	0.23%
Senqu Local Municipality	Eastern Cape	176	0.23%
Setsoto Local Municipality	Free State	33	0.23%
Greater Tubatse Local Municipality	Limpopo	35	0.24%
Nkomazi Local Municipality	Mpumalanga	36	0.25%

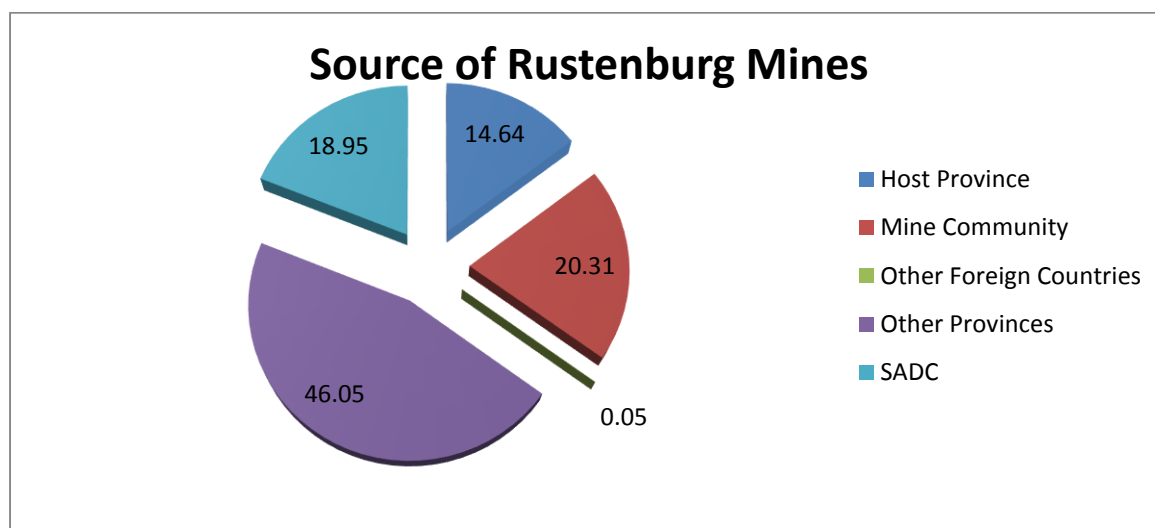
Local Municipality	Province	Total number of employees	%
Jozini Local Municipality	KwaZulu Natal	41	0.28%
Intsika Yethu Local Municipality	Eastern Cape	42	0.29%
Modimolle Local Municipality	Limpopo	43	0.29%
Tswaing Local Municipality	North West	43	0.29%
Mogale City Local Municipality	Gauteng	61	0.42%
Ratlou Local Municipality	North West	63	0.43%
Mnquma Local Municipality	Eastern Cape	71	0.48%
Ditsobotla Local Municipality	North West	71	0.48%
Emfuleni Local Municipality	Gauteng	72	0.49%
Engcobo Local Municipality	Eastern Cape	77	0.53%
Bushbuckridge Local Municipality	Mpumalanga	81	0.55%
Polokwane Local Municipality	Limpopo	82	0.56%
Merafong City Local Municipality	Gauteng	87	0.60%
Thulamela Local Municipality	Limpopo	88	0.60%
Matatiele Local Municipality	Eastern Cape	98	0.67%
Greater Giyani Local Municipality	Limpopo	108	0.74%
Mangaung Metropolitan Municipality	Free State	113	0.77%
Ekurhuleni Metropolitan Municipality	Gauteng	119	0.81%
Mhlontlo local municipality	Eastern Cape	122	0.83%
Ga-Segonyana Local Municipality	Northern Cape	125	0.85%
Local Municipality of Madibeng	North West	126	0.86%
Naledi Local Municipality, North West	North West	127	0.87%
City of Tshwane Metropolitan Municipality	Gauteng	146	1%
Karoo Hoogland Local Municipality	North West	1	0.01
Matjhabeng Local Municipality	Free State	148	1.01%
Buffalo City Metropolitan Municipality	Eastern Cape	151	1.03%
Sakhisizwe Local Municipality	Eastern Cape	17	1.20%
Umzimvubu Local Municipality	Eastern Cape	178	1.21%
City of Johannesburg Metropolitan Municipality	Gauteng	188	1.28%
Port St. Johns Local Municipality	Eastern Cape	207	1.41%
City of Matlosana Local Municipality	North West	212	1.45%
Kagisano-Molopo Local Municipality	North West	213	1.45%
Ntabankulu Local Municipality	Eastern Cape	212	1.45%
Greater Taung Local Municipality	North West	270	1.84%
Ingquza Hill Local Municipality	Eastern Cape	337	2.30%
Mahikeng Local Municipality	North West	425	2.90%
Mbashe Local Municipality	Eastern Cape	524	3.58%
Ramotshegare Moiloa Local Municipality	North West	668	4.56%
Moses Kotane Local Municipality	North West	961	6.56%
King Sabata Dalindyebo Local Municipality	Eastern Cape	989	6.75%
Nyandeni Local Municipality	Eastern Cape	1015	6.93%
Rustenburg Local Municipality	North West	1810	12.35%
SADC	SADC	2778	18.95%
Grand Total		14656	

Rustenburg Local Municipality, which is the host Municipality, has a higher number of employees followed by Nyandeni Local Municipality.

Note: Data drawn at end March 2015.



The highest number (35%) of employees comes from the North West Province, which is the host province. This is followed by the Eastern Cape (30%), which is historical as in the past many of the mine workers came from a specific area in the Eastern Cape Province.



The mine procures most of its labour from within South African borders and almost a third (46.05%) from other provinces and SADC.

SECTION 2

Human Resource Development Programme (Regulation 46 b)

2. HRD Executive Summary

This SLP for Rustenburg Platinum Mines Limited, referred to as the Rustenburg Section, is the second submission following after the one covering 2010-2015 which was approved in July 2010. This SLP covers the following Production areas and Plant:

Bathopele Mine
Thembelani Mine (Khuseleka Shaft & Thembelani Shaft)
Siphumelele Mine, and,
Rustenburg Concentrators (Retrofit and UG2)

This plan covers all the areas which were previously covered in the first Social and Labour Plan, but excludes part of the Pooling Sharing Area with Aquarius which will be covered in another plan.

Rustenburg Section is in the process of being craft out from Rustenburg Platinum Mines Limited and therefore may need to amend the SLP after the process has been finalised.

The SLP has been compiled as a commitment to contribute towards the advancement of Socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on the surrounding communities, as well as rural communities from which migrant labour tends to be drawn. This Company recognises that minerals are non-renewable, hence the SLP also focuses on managing the impact of eventual downscaling and closure as part of strategic business planning. The SLP makes further provision for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through various different training interventions.

This plan has been developed in terms MPRDA Regulation 46 (a-f) of the MPRDA.

Under normal circumstances this SLP should be making reference to the Mining Charter applicable at the time. The 2010-2014 Mining Charter has not yet been developed and as such this SLP seeks to improve on the targets which were set in the previous SLP. Should a new Mining Charter be developed, this SLP will be duly amended to comply with the new targets.

In alignment with the spirit of the Mining Charter and the previous SLP, this SLP will cover pillars the Human Resources Development, Employment Equity, Procurement, Housing, Local Economic Development, Management of Downscaling and Retrenchments.

This document is divided into six sections.

Human Resource Development Programme (HRD) (REGULATION 46 (b))

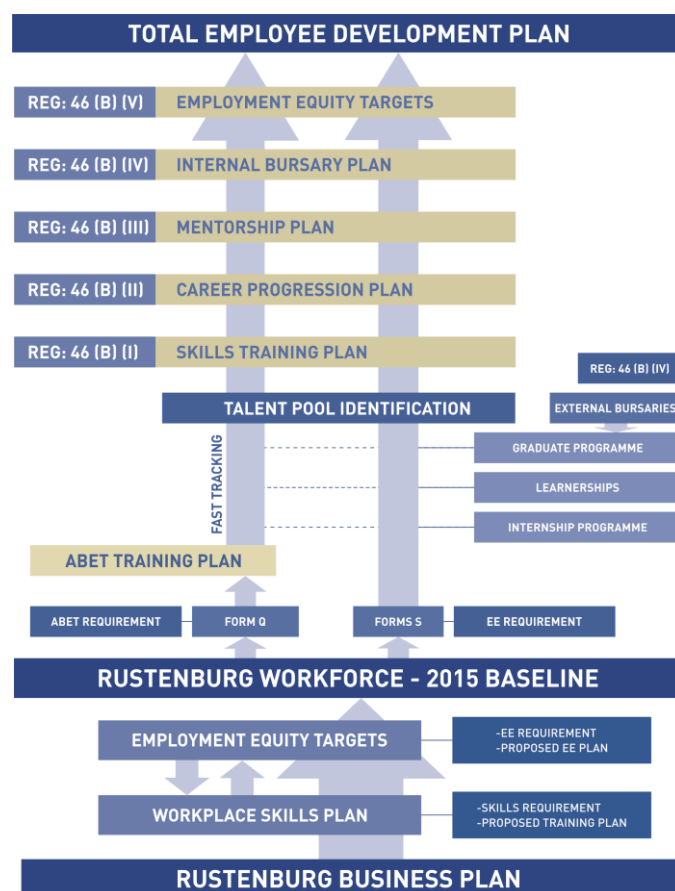
The HRD strategy takes cognisance of the skills demand and supply for skills in the mining industry in Rustenburg with specific reference to scarce and critical skills. The development of HDSA leadership, including creating an ongoing pipeline of HDSA leadership, is a key strategic focus area.

HRD is managed across all levels of employment and is also considered a critical component for achieving the mine's employment equity targets. Consequently, the mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements.

The mine is committed to ensuring that its workers, inclusive of contractor employee, are given the opportunity to acquire skills and competencies in order to achieve both individual and organisational goals in the context of the mine's operational and local economic development's objectives.

HRD Framework

The mine's HRD plans are aligned to the mine's business plan. The development of future HDSA leadership is very key and strategic to the survival of the mine.



The above figure shows how the mine's business plan, its projected labour requirements, its WSP and its employment equity targets are superimposed on each other to create a skills development framework. The date in Form Q and Form S indicate the areas whereby identified talent pool employees are trained and fast tracked.

2.1 Skills Development

Rustenburg Section complies with the Skills Development Act and Skills Development Levies Act.

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L690713724
Has your company appointed a Skills Development Facilitator? If yes provide name	Gavin Brink
To which institution have you submitted your workplace skills plan?	MQA
Proof of submission of Workplace Skills Plan	Attached Annexure A

The Skills Development Plan outlines how employees will be offered the opportunity to:

- i. Become functionally literate and numerate;
- ii. Participate in learnerships;
- iii. Participate in skills programmes;
- iv. Acquire portable skills; and
- v. Participate in various other training initiatives.

The plan includes a range of initiatives from the 'Breakthrough to Literacy' programme through to postgraduate education. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF) and the Mining Qualifications Authority (MQA). The purpose of the Skills Development Plan is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps on the mine and also have a special focus on the training needs of HDSAs, the fast-tracking of individuals within the talent pool and the various career path development and mentoring programmes.

Skills development in Rustenburg Section takes place at the various Company-wide training centres such as the Anglo American Platinum Development Centre (ADC) in Rustenburg and Engineering Skills Training Centre (ESTC) in Randfontein, as well as at each of the specific operations. All training centres employ development practitioners and training staff and each of the centres has both ISO certification and MQA accreditation ensuring that the training provided meets national requirements.

The Skills Development Plan complies with skills development legislation, and includes the regular submission of the Workplace Skills Plan (WSP) and Annual Training Report (ATR). This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the Mining Qualifications Authority (MQA).

The attraction, retention and development of high-quality professional staff to manage and lead are a key element to the mining operation's long-term success. The ongoing shortage of certain critical skills in the mining industry in South Africa combined with mine's need for this has highlighted the importance of proper talent management and people development.

The figure (Form Q) below provides an indication of the number and educational levels of both the Rustenburg Section employees and contractor employees.

er and Education Level of all Rustenburg Section, Employees as per Form Q (Regulation 46 (b) (i) (as at 31 May 2015)

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	4 325	5	0	27	150	1	0	6	4 357	157
		Grade 0 / Pre	646	0	0	0	9	0	0	0	646	9
		Grade 1 / Sub A	757	1	0	0	7	0	0	0	758	7
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	1 221	5	0	0	25	0	0	1	1 226	26
		Grade 4 / Std 2	155	0	0	0	0	0	0	0	155	0
		Grade 5 / Std 3 / ABET 2	416	4	0	1	31	0	0	0	421	31
		Grade 6 / Std 4	245	0	0	0	0	0	0	0	245	0
		Grade 7 / Std 5 / ABET 3	363	0	0	0	2	0	0	0	363	2
		Grade 8 / Std 6	212	0	0	1	0	0	0	0	213	0
		Grade 9 / Std 7 / ABET 4	310	0	0	3	5	0	0	0	313	5
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	597	0	0	10	97	0	0	2	607	99
	3	Grade 11 / Std 9 / N2	1 044	2	2	202	222	1	0	4	1 250	227
	4	Grade 12 / Std 10 / N3	1 907	15	2	186	760	3	0	43	2 110	806
Higher Education and Training (HET)	5	Higher Certificates and Advanced	185	2	0	123	99	1	0	11	310	111
	6	Diploma and Advanced Certificates	46	1	0	14	20	0	0	2	61	22
	7	Bachelor's Degree and Advanced Diplomas	46	0	0	17	17	0	1	1	63	19
	8	Honours degree, Postgraduate Diploma and Professional Qualifications	14	0	1	10	7	0	0	1	25	8
	9	Master's degree	1	0	0	3	0	0	0	0	4	0
	10	Doctoral degree	0	0	0	0	0	0	0	0	0	0
		Total	12 490	35	5	597	1 451	6	1	71	13 127	1 529

Number and Education Level of all Rustenburg Section, Contractor Employees as per Form Q (as at 31 May 2015)

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	1,611	8	1	171	144	3	0	34	1 791	181
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	5	0	0	0	0	0	0	0	5	0
		Grade 2 / Sub B	1	0	0	0	0	0	0	0	1	0
		Grade 3 / Std 1 / ABET 1	4	0	0	0	0	0	0	0	4	0
		Grade 4 / Std 2	2	0	0	0	0	0	0	0	2	0
		Grade 5 / Std 3 / ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / ABET 3	6	0	0	1	0	0	0	0	7	0
		Grade 8 / Std 6	5	0	0	1	0	0	0	0	6	0
		Grade 9 / Std 7 / ABET 4	3	0	0	1	0	0	0	0	4	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	8	0	0	2	0	0	0	0	10	0
	3	Grade 11 / Std 9 / N2	136	3	1	91	5	0	0	0	231	5
	4	Grade 12 / Std 10 / N3	99	1	0	39	19	0	0	5	139	24
Higher Education and Training (HET)	5	Higher Certificates and Advanced	17	1	0	10	1	0	0	0	28	1
	6	Diploma and Advanced Certificates	2	0	0	0	0	0	0	0	2	0
	7	Bachelor's Degree and Advanced Diplomas	1	0	0	0	0	0	0	0	1	0
	8	Honours degree, Postgraduate Diploma and Professional Qualifications	0	0	0	0	0	0	0	0	0	0
	9	Master's degree	0	0	0	0	0	0	0	0	0	0
	10	Doctoral degree	0	0	0	0	0	0	0	0	0	0
		Total	1 900	13	2	316	169	3	0	39	2 231	211

2.2 Illiteracy Level and ABET Needs

Literacy is a key component for all employees in enabling them to have the opportunity to acquire skills and knowledge and with the current high levels of illiteracy, employees and contractors are afforded opportunities to participate in ABET to increase their level of literacy.

The number of employees that do not have an ABET 3 qualification inclusive of contractor employees amounts to **10022**.

The table below summarises the literacy and numeracy status of the permanent and contractor workforce as at 31 May 2015.

ABET Level	Permanent Employees	Contractor Employees	Total Need
No Schooling	4 514	1 972	6 486
ABET 1	1 420	6	1 426
ABET 2	1 407	6	1 413
ABET 3	697	0	697
ABET 4			

The operation acknowledges the obligation to uplift the literacy levels of all those employees who have not achieved an ABET Level 3 qualification or above, and have offered the opportunity to obtain such a qualification to the majority of functionally illiterate employees. There is a commitment to improve the skills levels of all employees, as well as developing their full potential toward safer and more efficient work practices. All employees are continuously informed about the personal and career advantages of furthering their educational levels. All employees who register for ABET training are then assessed through recognition of prior learning (RPL) processes and the most appropriate placement level from which to begin further studies is recorded.

Definition: Adult Basic Education and Training

ABET is broken down into the following levels:

- Basic Oral;
- ABET level 1 (literacy and numeracy at Standard 1/Grade 3);
- ABET level 2 (literacy and numeracy at Standard 3/Grade 5);
- ABET level 3 (literacy and numeracy at Standard 5/Grade 7); and
- NQF level 1 (ABET Level 4) (equivalent of Standard 7/Grade 9) (see note below).

In terms of the ABET 4 or NQF Level 1 category, the NQF Level 1 qualification provided for under the auspices of the Mining Qualifications Authority has been phased out and hence there are no targets for this level. In respect of this there are some learners still completing the NQF Level 1 qualification (teach-out period) and these would be reported on without reflecting targets for the future.

In addition to the above, a key principle of the SLP is to show potential learning progression on a continuum for illiterate employees towards literacy and entrance into further qualifications. Employees who completed ABET Level 3, may proceed to Foundational Learning Competence (FLC) training. As such, if we have and plan to have employees enrolled on Foundational Learning Competence (FLC) training, they will be reflected in the targets and progression towards achieving the targets for FLC, as this is a progression towards entrance to further qualifications.

2.2.1 ABET Training Planned

Out of the overall workforce of 17,098 employees including the contractors, the mine will be offering 1,553 illiterate employees and contractors the opportunity to be functionally literate and numerate by 2020. **The mine commits to continuously reassessing the workforce educational profile and to formulating a plan to offer the same opportunity to all illiterate employees.**

2.2.1.1 Training Planned – ABET Full-Time Enrolled Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	13	18	18	18	18	85
ABET 2	16	18	18	18	18	88
ABET 3	15	14	14	14	14	71
ABET 4	13					13

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence (FLC)	4	15	21	20	20	80
Total number	4	15	21	20	21	80

2.2.1.2 Training Planned – ABET Own-Time Enrolled Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	130	70	70	70	70	410
ABET 2	102	38	38	39	35	252
ABET 3	87	32	32	32	32	215
ABET 4	26					26
Total number	345	140	140	141	137	903

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence (FLC)	3	55	55	20	20	153
Total Number	3	55	55	20	20	153

2.2.1.3 Training Planned – ABET Full-Time Contractor Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence (FLC)	0	0	0	0	0	0
Total Number	0	0	0	0	0	0

2.2.1.4 Training Planned – ABET Own-Time Contractor Employees

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	5	10	10	10	10	45
ABET 2	5	10	10	10	10	45
ABET 3	5	10	10	10	10	45
ABET 4	5					5

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence (FLC)	0	5	5	5	5	20
Total Number	0	5	5	5	5	20

2.2.1.5 Training Planned – ABET Full-time Community

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence(FLC)	0	0	0	0	0	0
Total Number	0	0	0	0	0	0

2.2.1.6 Training Planned – ABET Own-Time Community

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
ABET 1	17	17	17	17	17	85
ABET 2	17	17	17	17	17	85
ABET 3	17	17	17	17	17	85
ABET 4	15					15

ABET Level	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Foundational Learning Competence (FLC)	0	17	17	17	17	68
Total Number	0	17	17	17	17	68

ABET Implementation Plan

Besides offering ABET classes to employees, the operation will expand its learning interventions into the wider mine community. This will form part of a strategy to enable members of the mine community to access further education opportunities, with **338** community members who will be admitted to own-time ABET classes for the duration of this SLP, of which a large proportion will be women from the immediate surrounding communities.

Full-time ABET Plan

Full-time ABET refers to the arrangement in which the employee is relieved of his or her normal duties and attends ABET classes on a full-time basis. The following action steps will enable **Rustenburg Section** to achieve the ABET full-time targets:

- A commitment has been made by management to offer an average of **67** employees per year the opportunity to attend ABET classes on a full-time basis, with full salaries and ex-gratia bonuses, and to pay for replacement labour;
- All production areas have been tasked with nominating potential learners. These employees first go
 - through the RPL (recognition of prior learning) assessment before being placed into full-time ABET;
- Employees that are highly trainable will, together with 'high flyers', be identified from the own-time programme, and are offered the opportunity to enrol for full-time ABET. These employees could be fast-tracked into supervisory positions through various talent pool interventions.

Own-time ABET Plan

Own-time ABET refers to the arrangement in which the learner attends ABET classes in his or her own time. The following action steps have been undertaken to enable Rustenburg Section to achieve the ABET own-time targets:

- Provide fully equipped and furnished ABET centres.
- ABET centres have the capacity to provide three training sessions per day for own-time training.
- Budgets will be prepared and aligned to meet the mines' own-time targets.
- There are computers at each ABET centre for use by learners.
- All ABET centres have formal assessment rooms.

Infrastructure and capacity

The operation will operate full-time and own-time courses as a way of addressing the illiteracy challenge. Suitably qualified facilitators will be sourced to ensure that quality teaching and learning take place in ABET classes with a facilitator-learner ratio of 1:25. Teaching materials will be supplied by a service provider

accredited by the Mining Qualifications Authority (MQA). Due to budgetary constraints and limited ABET resources, community and contractor ABET opportunities will only be for own-time classes.

Marketing and enrolment

The number of employees enrolled for ABET own-time training has not yet reached the desired number that is required to fully address the illiteracy problem. To be able to increase the number of employees enrolling for ABET, the following initiatives will be put in place:

- a) Increased management involvement, particularly from production management and heads of department, will boost the campaign to increase adult education enrolment.
- b) The ABET sub-committee will provide pamphlets for information-sharing sessions.
- c) Facilitators should provide progress reports on learners (both own-time and full-time) to their Supervisors and Departmental Heads.
- d) Employees that 'drop out' of the own-time programmes will be paraded in order to help in getting them back into the classroom.
- e) Incentive options for own-time ABET learners to attend classes will be investigated since the returns to the Company could be a more literate workforce, a larger pool of talent, enhanced productivity, and safety through better communication.
- f) Practical initiatives (in progress):
 - i. Recruitment drives will be carried out to increase own-time attendance.
 - ii. Certification ceremonies will be hosted at all centres to celebrate competencies and to motivate learners to continue.
 - iii. Monthly articles and photos on ABET will be published in various internal magazines.
 - iv. Roadshows at operational levels to promote ABET.
 - v. ABET banners displayed in strategic areas with benefits of ABET.

2.3 Core Business Training (Mining, Engineering, MRM)

Core business training is defined in respect of legislation as that which relates to mining, engineering and process (excluding learnerships). It is imperative that the operation focuses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform. It must be noted that these training initiatives are courses that would take less than a year to complete and there will be no carry overs.

The costing for these training interventions will come from a centralised HRD budget (pg. 98)

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Mining	493	403	383	383	384	2 046
Engineering	109	81	83	82	82	437
MRM	31	8	8	4	4	55
Total Number	633	492	474	469	470	2 538

2.3.1 Core Business Training (Support Services)

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5 year target
HR	38	3	3	3	3	50
HRD	6	2	2	1	1	12
Safety	320	298	306	286	297	1 507
Protection Services	22	15	15	14	14	80
Concentrator	40	42	34	46	34	196
Total Number	426	360	360	350	349	1 845

Apart from core business training, there are specific training interventions that support core business offered per discipline, i.e. HR, HRD, Safety, Health and Environment, Protection Services and Concentrators.

2.4 Learnerships

2.4.1 Learnerships (Internal Mining)

Learnerships (internal) – a learnership is a structured learning programme that is registered with the Department of Labour in which a learner obtains practical work experience of a specified nature and duration which leads to a qualification registered on the NQF that can be related to an occupation. Internal refers to learners that are employees of Anglo American Platinum (**S18.1**). Also included in this category are all **internal** learners that embark on a registered apprenticeship as defined in the Skills Development legislation. See (Annexure 1 & 2 Policy documents)

Field/Area of Training	Targets and Timelines							
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines							
	2016	2017		2018		2019		2020
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake
National Certificate Mining Operations UG Hard Rock Conventional NQF 2	27	0	0	0	0	0	0	0
National Certificate Rock Breaking Mining NQF 3 Conventional	14	0	0	0	0	0	0	0
National Certificate Mining Operations UG Hard Rock Mechanised NQF 2	0	0	0	0	0	0	0	0
National Certificate Rock Breaking Mining NQF 3 Mechanised	6	0	0	0	0	0	0	0
DMR Blasting Certificate		25	0	25	0	25	0	25
Total Number	47	25	0	25	0	25	0	25

The above table (Internal Mining Learnership 18.1) reflects only targets for the DMR Blasting Certificate (this is a one-year programme) which starts from 2016 onwards. To this effect, the following programmes – National Certificate Mining Operations UG Hard Rock Conventional NQF 2, National Certificate Rock Breaking Mining NQF 3 Conventional and National Certificate Mining Operations UG Hard Rock Mechanised NQF 2 – will be discontinued and are thus not planned for.

2.5 Learnerships

2.5.1 Learnerships (Internal Engineering)

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2016	2017		2018		2019		2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
NCert: Engineering Fitter and Turner LS	8	8	8	6	16	6	14	8	12
NCert: Engineering Rigger LS	5	3	5	3	8	3	6	4	6
NCert: Engineering Electrician LS	5	4	5	4	9	3	8	4	7
NCert: Engineering Diesel Mechanic LS									
NCert: Engineering Auto Electrician LS	0	0	0	1	0	0	1	0	1
NCert: Engineering Boilermaker LS	4	3	4	3	7	3	6	3	6
NCert: Engineering Motor, Control and Instrumentation LS	1	0	1	0	1	1	0	0	1
Total Number	23	18	23	17	41	16	35	19	33

The above table (Internal Engineering Learnership 18.1) depicts Engineering learner targets for a programme that runs for three years. To this effect, the learners who enter the programme in year one (e.g. 2015) will be on the programme for two more years, i.e. 2016 and 2017, to complete the programme. The same will apply to the 2016 intake going forward.

2.5.2 Learnerships (External Engineering)

External refers to learners that are not employees of the Company (S18.2). Also included in this category are all external learners that embark on a registered apprenticeship as defined by the Skills Development legislation.

Field/Area of Training	Target and timeline								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2016	2017		2018		2019		2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
NCert: Engineering Fitter and Turner LS	4	4	4	4	8	4	8	4	8
NCert: Engineering Rigger LS	1	1	1	1	2	1	2	1	2
NCert: Engineering Electrician LS	4	4	4	4	8	4	8	4	8
NCert: Engineering Diesel Mechanic LS	0	0	0	0	0	0	0	0	0
NCert: Engineering Auto Electrician LS	0	0	0	0	0	0	0	0	0
NCert: Engineering Boilermaker LS	3	3	3	3	6	3	6	3	6
NCert: Engineering Motor, Control and Instrumentation LS	1	1	1	1	2	1	2	1	2
Total Number	13	13	13	13	26	13	26	13	26

The above (External Engineering Learnership 18.2) depicts Engineering learner targets for a programme that runs for three years. To this effect, the learners who enter the programme in year one (e.g. 2015) will be on the programme for two more years, i.e. 2016 and 2017, to complete the programme. The same will apply to the 2016 intake going forward.

The costing for these training interventions will come from a centralised HRD budget (pg. 98)

2.6 School Support and Post-Matric Programmes Implementation Plan:

Field/Area of Training	Targets and Timelines										
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines										
	2016		2017			2018		2019		2020	
	New Intake		New Intake	Cont.		New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Post-Matric	This deliverable is covered in detail under Section 3, 3.5.2 Education and Skills Development										
Engineering Learnerships	15	10				10		10		10	
Hospitality Learnerships	12	10				10		10		10	
Learner Development	This deliverable is covered in detail under Section 3, 3.5.2 Education and Skills Development										
Educator Development											
School Leader & Management Development											
School Safety, Environment & Welfare											
Learning and Teaching Support Material											
Total Number	27	20				20		20		20	

NB. These targets are not part of the HRD targets but LED Learnership targets.

School Support and Post-Matric Programmes Implementation Plan:

The main objective of these programmes is:

To build content and pedagogical knowledge/capacity of teachers, content knowledge of learners and management capability of school leadership (75 trainees/year X 5 years = 375 trainees).

- Extension of 2015 teacher, learner and leadership development.
- To build teacher content and pedagogical gaps (gateway subjects) with minimal impact on contact time.
- Supplement Grade 12 - 2015 learners' content gaps (Mathematics, English, Physical Science, etc.) with access to 'extra education digital support'.
- Supplement GET and FET learning and teaching.
- Supplement LTSM Shortages.
- Facilitate curriculum advisor and peer support and collaboration (24/7/365).
- Provide access to supplementary education digital resources.
- School, circuit and district leadership and management training.

All these programmes will be run in full consultation with stakeholders.

The school support programmes are addressed under LED. A memorandum of understanding between the Department of Education and the Company will be attached to the SLP document. See Annexure 3 - A memorandum of understanding

2.7 Portable Skills

Portable skills can be referred to those skills that relate to industries outside of the mining industry that can be used to improve earning capacity during the life of mine and in the event that downscaling and retrenchments might occur. It also assists the affected employees with alternative forms of employment or sustainable livelihood opportunities.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Portable Skills Training Interventions	45	90	90	90	90	405
Total Number	45	90	90	90	90	405

The operation recognises that mining has a limited lifespan and that the demands of the business could require a reduction in human resources in the future. The organisation's Human Resources department strategy is of such a nature that employees are continually exposed to skills and competencies that will enable them to enhance their skills to apply internally or externally to the mining industry, and/or enable them to utilise the skills to be financially self-sustaining in any sector.

Portable skills training strategy will be applied as follows:

1. The portable skill will be implemented by providing the skills which are functional and important during the life of mine. The skills should be supplementary to the core business of the operation. The programmes identified should be determined by the needs and interests of the employees and the delivery capacity of the operation. The provision of the portable skills (including non-mining related skills) will be conducted on a continuous basis and not only for the times of potential job losses through retrenchment, downsizing or mine closure.
2. At the same time, the organisation will continue to make provision to train employees on non-mining-related skills at times of potential retrenchment, downsizing or mine closure. In the event of changes in the market conditions which necessitate potential retrenchment, downsizing or closure, the Company will create a portable skills fund to cater for the training of those identified or affected by such conditions.

The following **action steps** will be taken.

Portable skills during the life of mine:

- i. The HRD department, through HRD Officers and contracting companies, will identify individuals who should go through the identified programmes.
- ii. These skills will be catered for as part of the workplace skills plan.
- iii. These training interventions may be offered to employees approaching retirement age.

Our Training Centres (Occupational Skills Development Centre and Klipfontein Development Centre) do provide mining and engineering related portable skills for both communities and AAP employees. These are however supplemented by service providers for those skills that our Training Centres cannot provide due to lack of capacity. These service providers are accredited to continue to provide non-mining related portable skills and some engineering related portable skills which enhances self and re-employment opportunities elsewhere. These skills range from the following, dependent on interest from participants or the expressed interest by organised labour :

- Bead work
- Catering/Flower arranging
- Plumbing
- Painting
- Computer Skills
- Business Skills
- Sewing
- Manicure and Pedicure

As part of competency, participants in portable skills training do receive certificates upon completion.

2.8 Form R: Hard-to-fill vacancies

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top management	N/A	N/A
Senior management		
Professionally qualified and experienced specialists and mid-management		
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Electricians, Fitters, Instrumentation Technicians, Stopers, Boilermakers, Winding Engine Drivers	Employment benefits and Industry competition & Lack of experienced candidates
Semi-skilled and discretionary decision making		
Unskilled and defined decision making		

For the five-year SLP period under review, the Company has not experienced any difficulty in sourcing for senior and middle management positions. The assumption is that the trend of retention and status quo on turnover will remain. With regard to semi-skilled and unskilled labour, we have experienced a relatively low turnover and have managed, through our in-house recruitment and development programmes, to maintain stability in this area. The challenge is, however, in the following skills – technical and academically qualified workers, junior management, supervisors, foremen and superintendents. Plans are in place, through our learnership and management development programmes over the next five years, to stabilise the needs in this area.

HARD-TO-FILL-VACANCIES

Definition

Hard-to-fill vacancies are those vacancies that our mining operations have been unable to fill for a period longer than 12 months despite concerted effort to recruit suitable candidates. This is mainly due to a scarcity of qualified and experienced people, currently or anticipated in the future, either:

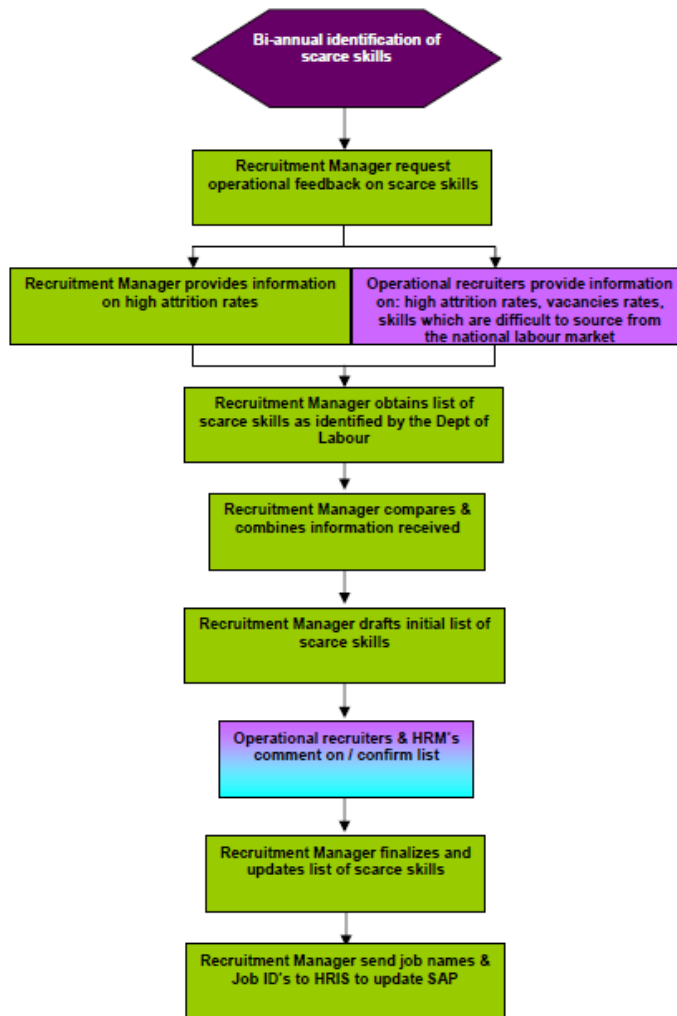
- a) because such skilled people are not available, or
- b) they are available but do not meet employment criteria

Purpose

The purpose of the hard-to-fill list is to ensure that key stakeholders within the company have knowledge of these skills and challenges associated with talent resourcing. Furthermore, the list:

- Serves as an indicator for skills development interventions
- Provides a set of indicators for career guidance that should be provided to learners at the communities, schools and tertiary institutions during career expos by the Young Professionals Department.
- Provides a platform for targeted interventions and the development of mechanisms to monitor and evaluate both the success and impact of measures aimed at redressing particular scarcities

The following diagram outlines an internal process that is used to identify hard-to-fill vacancies.



Objective

The objective of identifying hard-to-fill vacancies is to ensure that strategies are put in place to ensure that these skills become available as and when needed thus reducing turnaround time for filling in these vacancies. These strategies include but not limited to:

- Talent attraction initiatives
- Employee retention
- Training and development
- Special programmes to develop talent pipeline such as Graduate Development Programmes and Fast Tracking Programmes
- Succession Planning Management

Our overall HRD and Transformation strategy will guide interventions to be put in place in order to address skills shortages. The interventions that are of priority are as follows:

Diversity	<ul style="list-style-type: none"> • Tapping into a diversity of talent through targeted recruitment and development campaigns for Women in Mining, HDSAs and people with Disabilities
Recruitment	<ul style="list-style-type: none"> • We will consider internal and external sourcing strategies and prioritise them in terms of efficiency, quality and costs. Continuing to build our brand and Employee Value Proposition is central to this approach. • Employee Referral Program • Using the Alumni database to reconnect and bring back high performers (Talent Recall) • Integrated and enhanced on-boarding programs to prepare employees to become fully engaged, productive members of the organisation in the shortest timeframe possible • In addition to the above, a more integrated 'total solution' approach to process efficiency with strategic contribution from different stakeholders is essential • Looking to other sectors for skills and implementing development programs to bridge the gaps
Talent Management	<ul style="list-style-type: none"> • Identifying potential successors and ensuring that individual development plans are in place to prepare them for future roles • Using leadership development programs to address leadership gaps • Optimise talent retention programs
Development	<ul style="list-style-type: none"> • Optimising our graduate and fast tracking programmes • Implement policies and procedures that would make it easier for our employees to move between operation and BUs for development purpose • Developing talent obtained from other industries • Provide compelling career paths • Investing in frontline leadership development

2.9. Career Progression (Path) Plan (Regulation 46 (b) (ii))

2.9.1 Career development matrices of each discipline (as per annexure 4)

2.9.2 Comprehensive Career Progression Plan

The intent of this section is to illustrate how, through upward career mobility of talent/capacity pool employees through the various occupational levels, the operation will achieve its Business Plan requirements and reach Employment Equity Targets by 2020 and beyond.

Career Progression Planning reflects a pool of employees that have been identified and developed, not only for their current roles, but for future potential roles that they can occupy. The purpose is to create readiness so that identified individuals can be able to occupy future potential roles.

There are developed generic competency matrices per job and career path matrices (flow charts) for all disciplines. The flowcharts for each occupation will guide the mine and its employees on a desirable path for career progression and the expected time frames necessary for achieving the various job levels after the qualification criteria have been met.

Role descriptions are outlined with respect to minimum job entry requirements, desirable qualifications and relevant courses aligned to national requirements, and the required duration to complete each step in the recommended career path for each position. Consideration is given to complexity, qualifications, previous experience and competence.

Measures and strategies regarding career progression

Anglo American Platinum undertakes to develop employees to their fullest potential, in line with the immediate, mid-term and long term needs of the business. An integrated people development approach to managing our talent will be adopted whereby each of the HR processes (such as performance management, career development, succession planning, management and leadership development, recruitment and selection, assessment of competence and potential, diversity management, culture change, remuneration and benefits structuring) will be unified in order to deliver on critical organisational and individual capabilities required to consistently meet or exceed strategic business objectives over time.

The company will support the development of all employees to make improvements in organisational performance, identifying those individuals with the highest potential to make a significant difference to the organisation both immediately and in the future.

An integrated people development strategy provides richer developmental opportunities and career management at various levels and increases employee engagement and satisfaction. This will allow the Company to build a talent pipeline that will produce future leaders. The strategy focuses not only on management levels but goes right down to Patterson A employees. This strategy enables the company to identify potential for development for each employee, and put together a development plan that enables the employee to be provided with skills and competencies to move up the established career path based on opportunity and suitability.

Employees are exposed to a variety of additional developmental interventions to ensure individual development in terms of business needs.

Such interventions may include:

- Appropriate assessment methodologies for development purposes
- Individual Development Plan (IDP). It is essential that broad feedback is facilitated back to individuals in the form of an IDP.
- Career paths for each discipline and job family
- Shadowing Positions/Supernumery positions
- Stretched development exposure i.e. experiential learning; business projects; task force assignments; short-term experience/projects; cross-organisational talent moves; talent swaps and secondments.
- Fast-Tracking Development Programmes for HDSA's
- Accommodating career aspiration of talent employees
- Management and Leadership development programmes and other relevant short courses
- Bursary and Educational assistance
- Graduate Development Programmes
- Succession Planning to build the bench strength of talent
- Career Development Panel discussion
- Mentoring and coaching

The table below summarises the employee development processes. A detailed process flow is included in the Appendices.

ACTIVITY NAME	HOW	INPUT	OUTPUT
Recruitment	Source required skills and knowledge from existing internal employees, before sourcing externally. Review Graduate pool ready for appointment	Database of available internal candidates.	List of identified employees.
Request for assessment and psychometric assessment process during recruitment phase	Complete Psychometric assessments in accordance with the Psychometric Assessment procedure. Individual employees will be assessed and evaluated for suitability in terms of personality, ability and capability in accordance with the job family career path and role requirements.	Request for Assessment. Request for RPL (literacy only) Job specific career path and role profile	Assessment report feedback to requester/ line management
Assess potential and literacy proficiency of all existing employees who do not have valid potential assessment results and/or an educational qualification on SAP.	Schedule and complete (where appropriate) psychometric assessments (potential) and literacy assessment during ex-leave process.	Request for assessment.	Assessment report for feedback purposes.
Evaluate against criteria to determine developmental route in terms of assessment outcomes, recommendation and disciplinary record.	<p>1. Evaluate against the Talent Management principles to be included in the talent pool/capacity pools. Interpret assessment results into suitability wrt personality, ability, EQ, numeracy and literacy according to the career path/role requirements to determine developmental needs.</p> <p>2. Evaluate against the minimum entry requirements for the Learnerships.</p> <p>3. If appointed in Process division, all entry level employees will follow the progressional development route</p> <p>4. Confirm placement level for adult basic education based on literacy assessment result.</p> <p>5. Evaluate employees against role requirements to identify gaps</p>	<p>1. Assessment results, Performance review, Disciplinary record, Management recommendation.</p> <p>2. Application for learnership.</p> <p>3. Appointment in entry level occupation at Process.</p> <p>4. Literacy assessment result. Confirmation of placement level.</p> <p>5. Deficit report</p> <p>6. Offer of opportunity</p>	<p>1. Included in talent/capacity pool</p> <p>2. Learnership route selected.</p> <p>3. Progressional route development selected</p> <p>4. Adult Basic Education development route selected.</p> <p>5. Gap closure based on legal and mandatory requirements of job.</p> <p>6. Portable skills development selected.</p>

	6. Offer development opportunities to employees close to retirement.		
Facilitate Gap analysis and career management where applicable.	Determine gaps based on Psychometric and/or role requirements, career paths and learning continuums. Conduct a formal career discussion with the employee. (One-on- one discussion or Career Development Panel discussion)	Competence assessment/ deficit report from Job/Qualifications catalogue/ evaluation against career path requirements and learning continuum . Career Development Panel (CDP) feedback.	Gap analysis per individual
Develop IDP (Gap Closure)	Record all the development needs as per gap analysis on an Individual Development Plan.	Identified needs	Completed development plan per individual
Implement individual development interventions	Schedule individual development interventions according to IDP.	IDP, Career path, Learning continuum. Training schedules.	Development plans aligned to employee's IDP. Course reports, exposure and rotational plans and reports.
Monitor employee's progress after interventions	Follow up on progress of development through discussion / career development panel	Progress Tracking sheet, CDP Schedule	Progress tracking form/
Source and implement development interventions	Source relevant development interventions according to identified needs	Availability of interventions and service provider list	Schedule of interventions
Update database with available internal resources (succession plans)	Update database with details of employees successfully trained and up skilled in line with job specific career paths.	Succession plans	Database with information regarding available skills and knowledge for future compliance of business needs in terms of sourcing.
Monitor progress wrt implementation of this process	Conduct, conclude and report on the identified metrics	SAP Reports	Monthly Human Capital (HC) Metrics report and Dashboard

2.9.2.1 Career Progression Plan – Mining (Excluding Learnerships/Internal Bursars: Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Shift Supervisor	Mine Overseer Certificate A & B	Mine Overseer Certificate	7	0	6	0	6	0	6	0	6	0
Mine Overseer	Mine Managers Part A, B & C	Mine Manager Certificate	3	0	3	0	3	0	3	0	3	0
Miner	Shift Supervisor Certificate	Shift Supervisor Certificate	18	0	18	0	18	0	18	0	18	0

2.9.2.2 Career Progression Plan – Engineering (Excluding Learnerships/Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Artisan	Planned Maintenance Officer Development Programme	Planned Maintenance Qualification	3	0	2	3	3	5	2	5	2	2
Artisan/ Foreman	Engineering Foreman Certificate	Engineering Foreman Certificate	8	0	6	8	4	14	6	10	4	16
Foreman/ Artisan	Junior Engineering Programme	Government Certificate of Competence (GCC)	1	0	1	1	1	2	1	2	1	1
Junior Engineer	Government Certificate of Competence (GCC)	Government Certificate of Competence (GCC)	1	0	1	1	1	2	1	2	1	1
Instrument Mechanician	Measurement Control and Instrumentation Program	MC & I Certificate	3	0	1	3	0	4	1	5	0	1

2.9.2.3 Career Progression Plan – HRD (ODETDP)

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
HRD Officer	FET Certificate in OD ETDP NQF 4	FET Certificate in OD ETDP NQF 4	2	0	3	0	3	0	3	0	3	0
HRD Officer	National Certificate in OD ETDP NQF 5	National Certificate in OD ETDP NQF 5	0	0	0	0	0	0	0	0	0	0
HRD Officer	Diploma in OD ETDP NQF 5	Diploma in OD ETDP NQF 5	0	0	0	0	0	0	0	0	0	0

2.9.2.4 Career Progression Plan – MRM

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Survey; Rock Engineering; Ventilation	Chamber of Mines Certificate of Competence – all disciplines Elementary	Chamber of Mines Certificate of Competence – all disciplines Elementary	5	0	5	0	5	0	5	0	5	0
Survey; Rock Engineering; Ventilation	Chamber of Mines Certificate of Competence – all disciplines Advanced	Chamber of Mines Certificate of Competence – all disciplines Advanced	5	0	5	0	5	0	5	0	5	0

2.9.2.5 Career Progression Plan - Management and Leadership Development

Management and leadership development is training that is undertaken for employees to enhance their supervisory, managerial and leadership competence. There are various different interventions that focus primarily on employees within the talent pool, particularly on those members of the pool that require certain skills to facilitate their progression into management.

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Junior Management	Junior Management Programme (Capacity Pool – D1)	Junior Management Programme (Capacity Pool – D1)	8	0	8	0	8	0	8	0	8	0
Middle Management	Programme for Management Excellence (Talent Pool – Band 6)	Programme for Management Excellence (Talent Pool – Band 6)	7	0	6	0	6	0	6	0	6	0
Skilled (C1-C3)	Situational Leadership (Capacity Pool – Band 7)	Situational Leadership (Capacity Pool – Band 7)	7	0	6	0	6	0	6	0	6	0

The following **action steps** will enable the achievement of the above targets:

- Identify high-potential candidates from supervisory and junior managerial ranks based on their performance and individual development progress;
- During Career Development Panel sessions, candidates will be identified to attend further leadership programmes such as the Junior Management Programme and Programme for Management Excellence in conjunction with a leading South African business school; and

- c) Specific individual needs identified during Individual Development Charter sessions will be addressed through attending short programmes at the Anglo American Platinum Development Centre covering areas such as personal and professional mastery, performance management, employee relations and employee communications.

2.9.2.6 Career Progression Plan – Safety

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Safety Officer/ Full-Time Safety Rep	COMSOC 1 & 2	COMSOC 1 & 2	9	0	6	0	4	0	4	0	5	0
Safety Officer/ Full-Time Safety Rep	Intro to SAMTRAC	Intro to SAMTRAC	8	0	5	0	2	0	5	0	2	0
Safety Officer/ Full-Time Safety Rep	SAMTRAC for Mining	SAMTRAC for Mining	8	0	3	0	2	0	5	0	4	0

2.9.2.7 Career Progression Plan – Protection Services

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Senior Manager (Band 6)	PSIRA Grade A, Firearm certified	PSIRA Certificate	1	0	0	0	0	0	0	0	0	0
Middle Management	PSIRA Grade A, Firearm certified PSIRA Grade A & First AID, Assessor	PSIRA Certificate, First Aid Certificate, Assessor Certificate	1	0	0	0	0	0	0	0	0	0
Skilled (C1-C5 roles)	PSIRA grade B, Firearm, Assessor	PSIRA Grade B Certificate	3	0	3	0	3	0	2	0	2	0

2.9.2.8 Career Progression Plan – Finance

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Band 6 and above	Finance Leadership Academy	Finance Certificate	30	0	0	0	0	0	0	0	0	0
Band 5	Finance Leadership Enhanced Development Course	Finance Certificate	10	0	10	0	0	0	0	0	0	0
Band 6	Finance Leadership for Talent Population	Finance Certificate	10	0	0	0	0	0	0	0	0	0

2.9.2.9 Career Progression Plan – Process Operations

Current Position	Training Intervention	Qualification to be Achieved	2016		2017		2018		2019		2020	
			No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees		No. of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Processors Grade 2	Ore Reception Course L2	Ore Reception Skills Programme	0	0	10	0	0	0	0	0	0	0
Processors Grade 2	Crushing Course L2	Crushing Skills Programme	0	0	10	0	0	0	0	0	0	0
Processors Grade 2	Milling Course L2	Milling Skills Programme	0	0	10	0	10	0	0	0	10	0
Processors Grade 2	Flotation Course L2	Flotation Skills Programme	10	0	0	0	10	0	10	0	10	0
Processors Grade 2	Concentrate Handling Course L2	Thickening of Slurry Skills Programme	10	0	0	0	10	0	10	0	10	0
Processors Grade 2	Tailings Handling Course L2	Water Reticulation Skills Programme	10	0	0	0	0	0	10	0	0	0
Processors Grade 1/ Process Supervisors	Process Supervisory Development Programme	Process Supervisory Development Programme Certificate	0	0	8	0	0	0	8	0	0	0
Process Supervisors/ Shift Leaders	Shift Leader Development Programme	Shift Leader Development Programme Certificate	0	0	2	0	0	0	2	0	0	0

During all the formal training programmes listed per each discipline above, which are 12 months in duration or longer, the operation will ensure that mentoring and coaching takes place. Learners will be assigned to coaches after attending training programmes in order for them to get further support and guidance. Senior training officers, officers and coordinators will serve as coaches to the lower entry-level employees.

Assessment processes have been introduced in Mining, Engineering and MRM to continuously evaluate and coach lower level employees within their real working environment. The methodology that is followed is also partly unit standard-based on the principle of Recognition for Prior Learning. This process will enhance the levels of competency and assist in identifying the potential for fast-tracking and feeding capacity pools.

2.10 Mentorship Plan (Regulation 46 (b) (iii))

YEAR	MENTORING PROGRAMMES				GENDER	
	CAREER DELIVERABLES	DURATION	HDSA	NON-HDSA	MALE	FEMALE
2016-2020	Learnerships	3 years	244	61	214	91
2016-2020	Bursars	3 years	156	39	137	58
2016-2020	Graduates	3 years	124	31	109	46
2016-2020	Fast-tracking	2 years	20	0	10	10
2016-2020	Capacity Pool (D1 and below)		38	26	47	17
2016-2020	Talent Pool (Band 6 and above)		38	25	46	17

Mentorship is a key process and tool in support of people development, Employment Equity, HR planning and performance management at Anglo American Platinum. In addition, mentorship and coaching support Anglo American Platinum's career and succession management system, providing for a transfer of knowledge, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors. See annexure 5 – Mentorship Policy

2.10.1 Mentorship Plan with HDSA and Gender Breakdown

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Learnerships	61	61	61	61	61	305
Bursars	39	39	39	39	39	195
Graduates	31	31	31	31	31	155
Fast-tracking	4	4	4	4	4	20
Capacity Pool (D1 and below)	13	12	13	13	13	64
Talent Pool (Band 6 and above)	13	13	12	12	13	63
Total Number	161	160	160	160	161	802

The table above provides the current and future targets for establishing mentorship relationships for all employees in the various training and development programmes, i.e. learnerships, bursars, graduates, fast-tracking and capacity talent pool candidates, which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are in development programmes will be in mentorship programmes.

The following **action steps** will enable the achievement of the above targets:

- a) Mentors will be carefully selected and developed to ensure effective continuation of mentorship relations;
- b) Employees that are not participating in the mentorship programmes will be developed via standard development mechanisms, including relevant coaching by supervisors and Company coaching;
- c) Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- d) Needs identified as a consequence of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the IDC;
- e) An agreement will be entered into regarding formal mentorship and will specify each Company or party's expectations and commitments; and
- f) The mentorship systems will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

2.11 Bursary and Internship Plan

The Anglo American Platinum internal and external bursary schemes have, as their main aim, to provide both employees and external people with the opportunity to further their education, thereby either rendering them eligible for further development in line with their career progression route, or allowing them to join the graduate scheme.

2.11.1 Bursaries to be awarded (Internal – Educational Assistance)

Internal bursaries are available to all employees. Individuals must commit themselves to career development and the Company supports the initiatives. It is important to mention that studies within the educational assistance scheme are conducted on an own-time basis, normally through correspondence learning. The process will be implemented in line with the Company Educational Assistance Policy.

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2016	2017		2018		2019		2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Mining	6	7	6	6	13	6	13	6	12
Engineering	7	6	7	7	13	7	13	7	14
MRM	8	10	8	8	18	8	18	8	16
HR	8	5	8	4	13	4	9	4	8
SHE	5	3	5	3	8	3	6	3	6
Finance	3	2	3	2	5	2	4	2	4
Protection Services	0	0	0	0	0	0	0	0	0
Processing	0	0	0	0	0	0	0	0	0
Total Number	37	33	37	30	70	30	63	30	60

The costing for these training interventions will come from a centralised HRD budget (pg.98)

The educational assistance scheme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

The following **action steps** will enable the operation to achieve the above targets:

- To encourage current employees to progress their careers, internal bursaries will be available for qualifying employees;
- These will be granted on condition that the course of study is relevant to the employee's current and future roles within the Company;
- The identification of candidates will be guided by succession planning and career management processes per discipline;
- The final approval of internal bursaries for identified employees and/or employees who apply will be given by their immediate supervisors and heads of department in consultation with the HRD Manager and any other relevant subject matter experts; and
- Such studies are to be undertaken through institutions recognised by the Company.

2.11.2 Bursary to be awarded (external)

External bursaries are awarded to people that are not currently employees of the Company. Anglo American Platinum has a well-established bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, will be afforded professional career paths in the Company. Through this comprehensive and attractive bursary scheme, Anglo American Platinum will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates.

Field/Area of Training	Targets and Timelines								
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines								
	2016	2017		2018		2019		2020	
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Mining Engineering	10	10	0	10	0	10	0	10	0
Metallurgical Engineering	0	0	0	0	0	0	0	0	0
Chemical Engineering	0	0	0	0	0	0	0	0	0
Geology	5	5	5	5	10	5	10	5	10
Mine Surveying	6	6	6	6	12	6	6	6	12
Rock Engineering	2	2	2	2	4	2	4	2	4
Mechanical/Electrical Engineering	11	11	11	11	22	11	22	11	22
Ventilation	1	1	1	1	2	1	2	1	2
Finance & Accountancy	4	4	4	4	8	4	8	4	8
Human Resources	0	0	0	0	0	0	0	0	0
Total Number	39	39	39	39	78	39	78	39	78

The Young Professionals Scheme, which consists of the Bursary Scheme and the Graduate Development Scheme, is aimed at filling critical skills gaps in core activities in line with critical skills shortages as identified in the hard-to-fill vacancies component (Form R). Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The following **action steps** will enable the achievement of the above targets;

- Bursaries will be advertised both internally as well as through national recruitment programmes annually.
- Commitment to 80% HDSAs being selected for these bursaries; 25% of these HDSA bursaries will be reserved for black women. The highest calibre of young professionals will be attracted to meet staffing and Employment Equity requirements. This area is regarded as one of the mining operations' strategic priorities, particularly in light of the skills shortages in the South African

- mining industry.
- c) The bursary scheme will be open to the broader public as well as employees' children and relatives.
 - d) The minimum selection requirement for Grade 12 learners will be 60% in Mathematics and Science.
 - e) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene. In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year or be channelled into full-time tertiary study.
 - f) Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.

2.11.3 Internships

The Internship Programme provides people from the surrounding communities with experiential learning in fulfilment of tertiary qualifications and also those that have a tertiary qualification so that they can be eligible to seek substantive employment.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Partial fulfilment in terms of qualification (P1 & P2)	0	0	0	0	0	0
Workplace experience	0	0	0	0	0	0
JIPSA/NSA (RPM)	10	10	10	10	10	50
Total Number	10	10	10	10	10	50

Internship Implementation Plan

All identified interns will be provided with on the job training. They will be assigned with a coach and responsible manager. Logbooks will be kept and maintained in line with the requirements of the qualification.

The company does from time to time consider unemployed self-funded graduates for participation in our graduate development program opportunities based on operational requirements

2.11.4 Graduate Development Scheme

The Graduate Development Scheme, which forms part of the Young Professionals function, is aimed at filling critical skills gaps and HDSA targets in core activities at the professional level.

Field/Area of Training	Targets and Timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Mining Engineering	8	8	8	8	8	40
Metallurgical Engineering	0	0	0	0	0	0
Chemical Engineering	0	0	0	0	0	0
Geology	2	2	2	2	2	10
Mine Surveying	5	5	5	5	5	25
Rock Engineering	1	1	1	1	1	5
Mechanical/Electrical Engineering	13	13	13	13	13	65
Ventilation	1	1	1	1	1	5
Finance & Accountancy	1	1	1	1	1	5
Human Resources	0	0	0	0	0	0
Total Number	31	31	31	31	31	155

The following **action steps** will enable achievement of the above targets:

- The number of graduate trainees per discipline to be engaged based on the staffing and HDSA targets for the next five years is assessed annually;
- Following a special national recruitment drive, the Company engages the successful applicants at the Anglo American Platinum Company Development Centre;
- These graduate trainees are then further developed by means of the discipline-specific Graduate Development Programmes for an average of 18 months;
- During the programme, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by the operation; and
- Every graduate has an Individual Development Charter and an appointed mentor of whom appraisals are conducted biannually

See annexure 6 – procedures for the administration and management of graduates

12 Employment Equity Plan

One of the human resources strategic priorities is to ensure an empowered, high performing and diverse workforce in support of our business strategy. The Employment Equity Plan is one of the vehicles that will enable Rustenburg Platinum Mine to deliver on its strategic goals and it is at the core of the Operations commitment to transformation.

The overall purpose of the Operations employment equity plan is to ensure that the Operation achieve reasonable progress towards equitable representation of designated groups (which includes blacks, women and people with disabilities) across all occupational levels of the workforce.

This includes the following to be achieved for the duration of this plan:

- To identify possible barriers in the employment policies and procedures and to set out affirmative action measures to ensure equal employment opportunities.
- Increase participation of designated employees with a higher emphasis on African females across all management levels.
- Increase participation of African males at senior management levels.
- Embrace the manifestation of diversity in the workplace.
- Ensure that all stakeholders through consultation are aligned in terms of the operations the Employment Equity policy

The objectives of the Employment Equity Plan are to:

- Outline the operations employment equity implementation programme in line with the Company's Employment Equity Policy.
- To eliminate all forms of unfair discrimination in the employment policies, practices and procedures.
- Facilitate an equitable representation of the designated groups across all occupational levels in our workplace
- Create an enabling environment for the implementation of the Employment Equity policy

See annexure 7 – Employment Equity plans per operation

The two tables below reflect the workforce profile for permanent as well as contractor employees as at the end of March 2015 and it is reflected in terms of race and gender as required in the Employment Equity Regulations and the Mining Charter guidelines. The occupational levels used are as per the Employment Equity Act and the Mining Charter (2010-2014) Scorecard templates.

2.12.1 Form S, Permanent Employees

Occupational levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Senior Management	24	0	0	26	2	0	0	0	0	0	0	0	52
Middle Management	151	3	2	165	38	1	1	18	1	0	5	1	386
Junior Management	210	3	0	153	36	0	0	13	2	0	17	0	434
Core Skills	9 462	27	3	246	1 293	3	0	18	9	1	2 491	3	13 556
TOTAL PERMANENT	9 847	33	5	590	1 369	4	1	49	12	1	2 513	4	14 428
Non-permanent Employees	0	0	0	0	0	0	0	0	0	0		0	0
Grand Total	9 847	33	5	590	1 369	4	1	49	12	1	2 513	4	14 428

2.12.2 Form S, Contractor Employees

Occupational levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Senior Management	8	0	0	19	0	0	0	0	0	0	0	0	27
Middle Management	16	0	0	49	3	1	0	2	0	0	2	0	54
Junior Management	23	0	0	37	0	0	0	2	0	0	3	0	65
Core Skills	1 717	13	1	225	165	2	0	35	0	0	137	1	2 296
TOTAL PERMANENT	1 764	13	1	311	168	3	0	39	0	0	142	1	2 442
Non-permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1 764	13	1	311	168	3	0	39	0	0	142	1	2 442

2.12.3 Annual HDSA Progressive Targets, Permanent Employees

The targets have been developed in compliance with the Employment Act Regulations which expects employees to set progressive annual Employment Equity targets until the EAP (Employees Active Population) demographics' equivalent of each race and gender is reached. The Mining Charter, which was released in 2010, has since expired in December 2014, but the operation has ensured that targets set are not lower than those.

2.12.3.1 The Board - Anglo American Platinum

The Board of Anglo American Platinum comprise of 12 members at the end of December 2015 and consists of the following characteristics in terms of gender, race, skills and experience and age.

- **Composition by Gender**
 - 10 Males (83%)
 - 2 Females (17%)
- **Composition of Race**
 - 5 Historically Disadvantage South African (HDSA) employees (42%)
 - 7 Non Historically Disadvantage South African (NHDSA) employees (58%)
- **Board Skills and Experience**

The skills and experience of the 12 board members comprise of the following.

- Stakeholder Relations – 25%
 - Strategy - 25%
 - Risk Management – 22%
 - Governance, compliance and legal – 28%
- **Composition by Age**
- The age of the board members ranges between 40 – 70 years. Detailed breakdown per age depicted below:
- 40 – 50 years – 25%
 - 50 – 60 years – 50%
 - 60 – 70 years – 25%

2.12.3.2 Top Management - Anglo American Platinum

The table below depicts the progress at Top Management level at end of December 2015.

Occupational Levels	Male				Female				Foreign Nationals		Total	% HDSA
	A	C	I	W	A	C	I	W	Male	Female		
Top Management (Anglo 2 & 3)	0	0	2	5	2	0	0	0	1	0	10	40%

2.12.3.3 Annual HDSA Progressive Targets

Occupational Levels	Targets				
	2016	2017	2018	2019	2020
Senior Management (Anglo Band 4 & 5)	40%	40%	40%	40%	40%
Middle Management (Anglo Band 6 & D1)	57.1%	58%	58%	58%	58%
Junior Management (C1 to C5)	74.1	75%	75%	75%	75%
Core skills (C3 & above - HDSA)	54%	54%	54%	54%	54%
Core skills (C2 & below - HDSA)	79%	79%	79%	79%	79%

Implementation for Employment Equity targets

- Identify positions which will become vacant during the five years of the plan, using retirement age as a stepping stone.
- Replace positions vacated by HDSAs with HDSAs, with more focus on the group with a high percentage of underrepresentation when compared to the EAP demographics.
- Target positions left vacant by Non-HDSAs, who are overrepresented, and fill them with HDSAs accordingly.
- Identify HDSAs with potential and develop them to become suitably qualified for positions which might become vacant.
- Put more emphasis in the development of HDSAs in core and critical skills
- Develop Employment Equity Plan in terms of the Employment Equity Act and accompanying Regulations.

- Develop an Employment Equity and Skills Development Committee to be consulted on development of targets, implementation of the plan and reporting to the Department of labour
- Remove all barriers which may be identified in the process of consultations in order to attract and retain HDSAs
- Include attainment of the set targets in the managers' performance agreements

SECTION 3

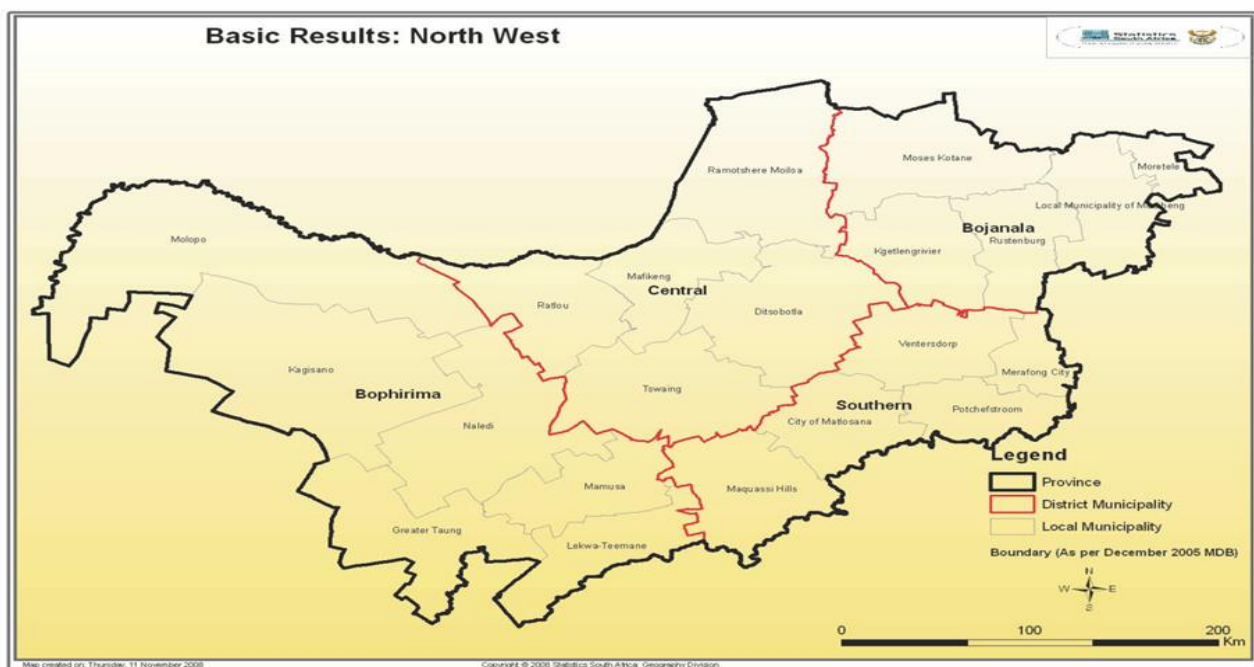
MINE COMMUNITY ECONOMIC DEVELOPMENT

3.1 Social and Economic Background Information of North West Province and Rustenburg Municipality (Regulation 46 (c) (i))

3.1.1 Overview of North West Province

North West Province is divided into four district municipalities, namely Bojanala, Dr Kenneth Kaunda, Dr Ruth Mompati and Taung. These district municipalities are made up of 21 local municipalities. The province recorded a total population of 3,271,948 and 911,120 households in Census 2007, making it the second smallest province in terms of population size. This compares with a total population of 3,193,676 and 816,643 households recorded in Census 2001.

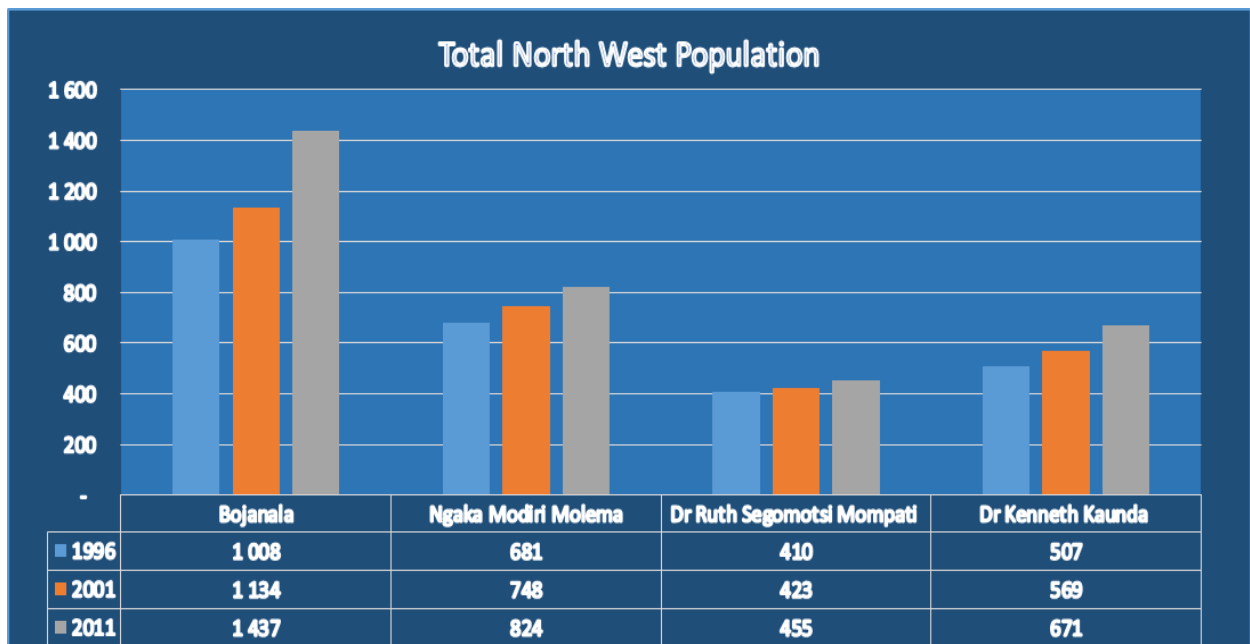
Figure 1: Map 1 North West Province and its neighbours



Source: North West Government: Department of Finance and Economic Development (cited by LGDS 2005:1).

TOTAL NORTH WEST POPULATION

According to Census 2011, the population size of the North West had grown to 3,509,953 and 1,062,015 households recorded in 2011.

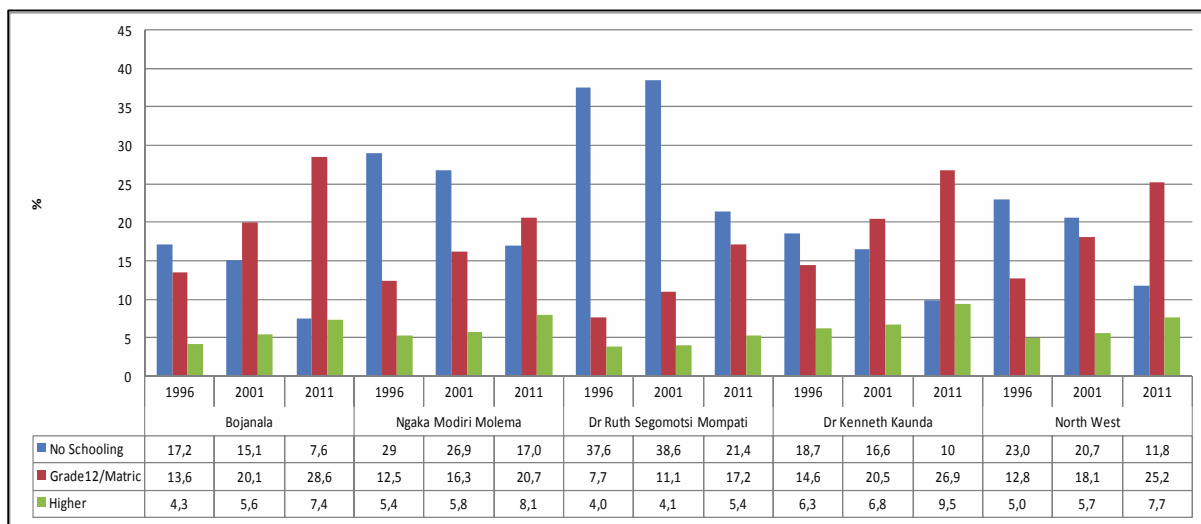


Education

The Department of Education has set strategic objectives in response to some of the systematic issues and pressing needs that are articulated in Action Plan 2014, which include the following:

1. The funding of special schools;
2. The need for greater access to special needs services for poor learners;
3. The need for a fundamental mind-set shift in the way the schooling system regards special needs and disability;
4. The need to track the networking between special schools and full-service schools;
5. The capacity of districts to support ordinary schools with respect to specialist services and the loan of costly equipment;
6. The provision of responsive training to FET learners in order to increase access.

Below is the representation of the education profile of the province in numbers as sourced from Census 2011:



Health

The Department of Health's strategic plan sets out the following objectives for the province:

1. Ensure effective management of the district's finances and assets;
2. Ensure the provision of quality healthcare services in districts;
3. Facilitate the process of continuous quality improvement (CQI);
4. Facilitate the appropriate appointment and development of human resources to ensure competent and performance-focused employees;
5. Ensure effective and appropriate organisational systems within districts;
6. Ensure the availability of suitable facilities in all districts;
7. Develop and maintain an appropriate referral system;
8. Establish and maintain appropriate governance structures at all health facilities; and
9. Facilitate decentralised management of districts.

Key Focus Areas

1. The promotion, protection and support of breastfeeding.
2. Micronutrient malnutrition control.
3. Disease-specific nutrition support, treatment, and counselling.
4. Growth monitoring and promotion.
5. Contribution to household food security.
6. Nutrition promotion, education and advocacy.
7. Human resource plan to strengthen institutional capacity and capabilities.

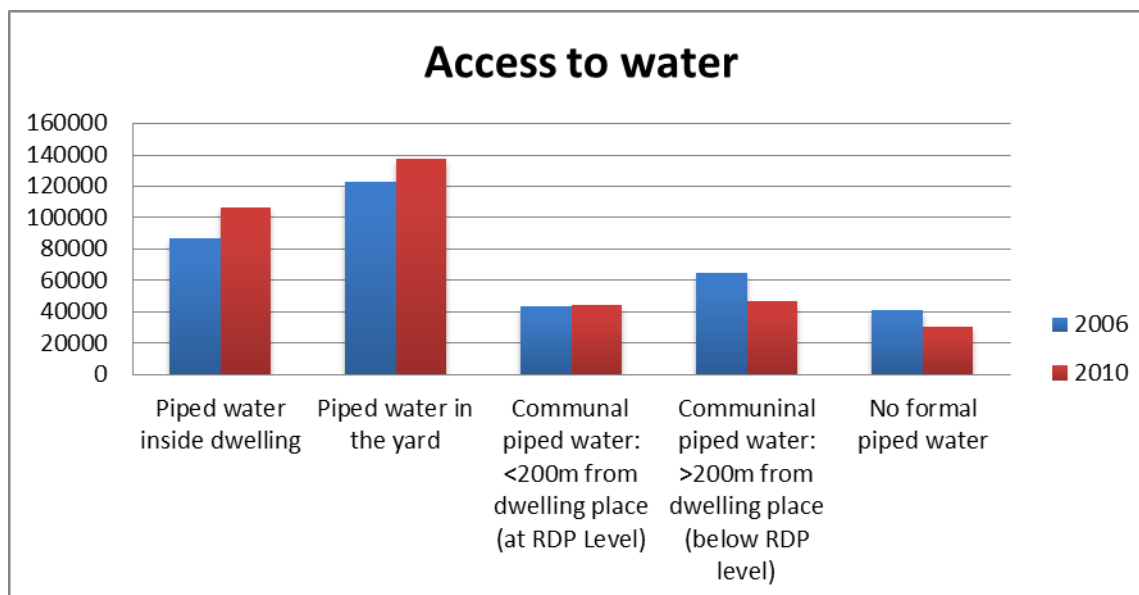
3.1.2 Overview of Rustenburg Local Municipality

Rustenburg Local Municipality is located in the centre of the Bojanala Platinum District with Madibeng Local Municipality (Brits area) to the east, Moses Kotane Local Municipality (Mankwe/Madikwe area) to the north, Kgetleng River Local Municipality (Swaruggens/Koster area) to the west, and the province of Gauteng to the south. There are 48 towns and settlements situated within Rustenburg Local Municipality. The town of Rustenburg, known as the Platinum Capital, and Thlabane are the main economic centres of the municipality. Within a distance of 20km from Rustenburg lie the four large residential urban areas of Phokeng, Luka, Kanana and Thekwane. These areas are, to a great extent, dependent on Rustenburg for employment and retail activity. Rustenburg and Thlabane are the largest centres of population concentration, employment opportunities and shopping facilities. The majority of the population of Rustenburg Local Municipality lives within Rustenburg and the four residential areas mentioned.

Below is the table illustrating the profile of the Rustenburg Municipality and the adjacent Moses Kotane Municipality.

PROFILE	MOSES KOTANE	RUSTENBURG
POPULATION	In 2001, the population size of Moses Kotane was 237,175, growing to 242,554 in the 2011 census, with the economically active population growing from 60.7% to 63.1%.	In 2001, the population size of Rustenburg was 387,096, growing to 549,575 in the 2011 census, with the economically active population growing from 71% to 72.5%.
GENDER	For every 100 males, there are 1.012 females, translating into a higher male population in the area.	For every 100 males, there are 0.821 females, translating into a lower male population in the area.
EDUCATION	In 2001, the population size with no schooling was 18.9%, dropping to 9.3% in 2011, while those with Matric increased from 18.4% in 2001 to 27.6% in 2011. The population with higher education dropped from 5.7% to 5.1% from 2001 to 2011.	In 2001, the population size with no schooling was 11.8%, dropping to 5.4% in 2011, while those with Matric increased from 22.3% in 2001 to 31.4% in 2011. The population with higher education increased from 6.3% to 8.4% from 2001 to 2011.
UNEMPLOYMENT	The official unemployment rate in 2011 was 37.9%, with 47.4% of that population being the youth.	The official unemployment rate in 2011 was 26.4%, with 11.8% of that population being the youth.
HOUSING	In 2001, households were 61,759 and increased to 75,193 in Census 2011.	In 2001, households were 113,394 and increased to 199,044 in Census 2011.
INFRASTRUCTURE	Education: <ul style="list-style-type: none"> 349 Primary Schools 	

PROFILE	MOSES KOTANE	RUSTENBURG
	<ul style="list-style-type: none"> • 27 Intermediary Schools • 116 Secondary Schools • 20 Combined Schools • 2 Technical Colleges • 1 University 	



3.2 Key Economic Activities (Regulation 46 (c) (ii))

3.2.1 Provide the Key Economic Activities of North West and Rustenburg Municipality

NORTH WEST PROVINCE

The North West Province is a medium-sized province in relation to the others in the country. The economy is small, with a 4.9% contribution to the national Gross Domestic Product (GDP). The province is characterised by high levels of poverty and unemployment as well as low literacy levels. These are some of the challenges that the province is faced with from an economic perspective.

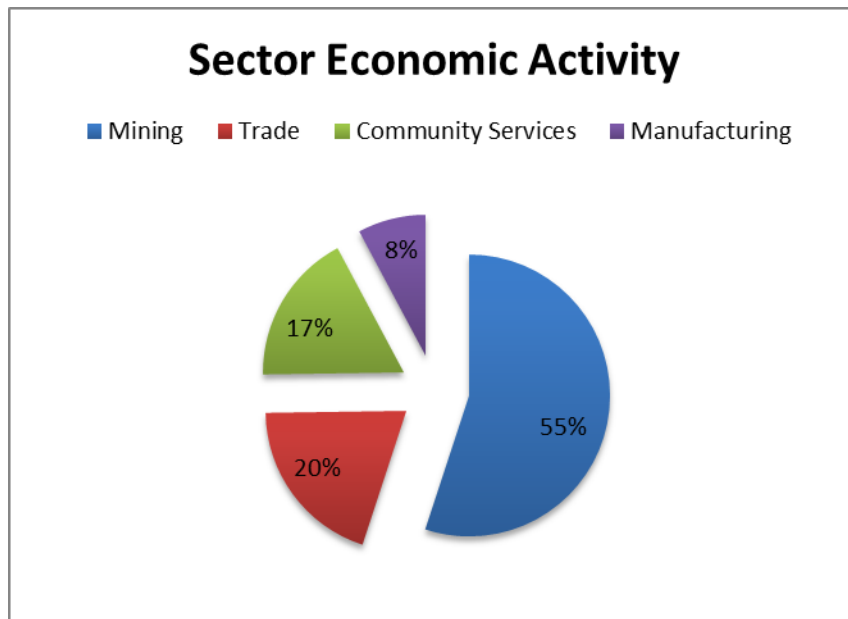
Mining, tourism and agriculture have been identified as the main driving forces of economic development and prosperity together with associated manufacturing industries; however, job creation, diversification and poverty eradication still need to be improved. Second only to mining, agriculture is the most important economic activity in the North West Province.

Outside of the mining and minerals sector, private sector production activity is mostly limited to agriculture, food production and food security, industrial development and tourism. Water is a scarce natural resource and is often a limiting factor for development.

The PGDS activities, along with the general improved conditions of the national economy, have assisted in

maintaining positive trends with regard to the economic growth. The province has set an ambitious but achievable target of growing the economy from its current sluggish 2% to at least 6% in the next five years. In line with the National Development Plan, the long-term vision for the North West is to be the second largest economy in the country by 2030. The Premier has indicated that for the foreseeable future, mining shall continue to play an important part as a sector in the economy of the province.

RUSTENBURG



The official unemployment rate in 2011 was 14.6%, with 47.4% of that population being the youth.

3.2.2 Mining companies that operate around our area of operation

There are a number of operators in the Bojanala District, which are mainly platinum mines.

Name of Mining Company	Commodity
Samancor	
Northam Mine	Platinum
Tharisa Mining	Platinum
Aquarius	Platinum
Lonmin	Platinum
Impala	Platinum
Glencor	
Royal Bafokeng Platinum	Platinum

3.3 Negative Impact of the Mining Operation

	Yes	No	If yes, how will you address it?
Relocation of people		No	
Exhumation of graves		No	
Influx of people		No	
Other	Yes. Downscaling of operations and possible exit from the Rustenburg area.		

3.4 Provide the Needs of the Area in Order of Priority

North West's Strategic Objectives and Key Focus Areas

STRATEGIC OBJECTIVES	PRIORITIES
<p>The challenges to fight poverty and unemployment, and improve the low level of expertise and skills, are both immediate and long-term, and require primary goals for sustained growth and economic development as follows:</p> <ol style="list-style-type: none"> 1. The Economic Goal requires an average economic growth rate of 6.6% per annum, to halve unemployment over a 10-year period. 2. The Poverty Eradication Goal to wipe out the 'basic needs' backlog in accordance with the provisions of the Constitution and prepare the poor for future growth and development. 	<p>Transversal priorities that must be promoted at all levels of interaction in the province to support the two macro goals are:</p> <ol style="list-style-type: none"> 1. Growth and Investment: Physical infrastructure and technical support. 2. Agricultural and Rural Development: Capacitate, empower cooperatives, emerging farmers and facilitate market access. 3. Mining and Energy: Work with the DMR to achieve the Mining Charter and beneficiate. 4. Manufacturing: Beneficiation in jewellery making, etc. 5. Tourism: Promote industry through cultural tourism, entertainment and hospitality industries as well as build human capacity. 6. Construction and Infrastructure: Use the state as a resource to drive transformation in the sector. 7. SMME: Promote small businesses with the objective of providing jobs. 8. Training and Skills Development: Invest largely in SMMEs and ED in the province.

Key Focus Areas	Challenges
<ol style="list-style-type: none"> 1. Financial health of the province through targeted debt collection, specifically from provincial and national state departments. 2. Building institutional capacity and accelerating provincial human capital to stimulate economic growth and development. 3. Brand North West has suffered major reputational damage due to the bad conditions of most of our roads. 4. Good governance through effective implementation of the Clean Audit targets and Auditor General's recommendations. 	<p>The province faces the following socio-economic strategic issues that need to be addressed:</p> <ol style="list-style-type: none"> 1. Unemployment 2. Poverty 3. Economic growth 4. HIV/AIDS prevalence 5. Food security 6. Physical infrastructure 7. Illiteracy 8. Rapid population growth 9. Urbanisation and migration

Rustenburg Municipality Strategic Objectives and Key Focus Areas

STRATEGIC OBJECTIVES	PRIORITIES
<ol style="list-style-type: none"> 1. To ensure the good health of the community by providing comprehensive primary healthcare and ensuring the implementation of HIV/AIDS programmes. 2. To promote safety and security. 3. To create an integrated ICT platform. 4. To promote, attract and retain investors through maximising private sector investment, forging partnerships and creating conditions conducive to entrepreneurial activity and investment. 5. To promote capacity building through skills development. 6. To maximise investment in social infrastructure. 7. To encourage a diverse economic landscape and promote job creation for locals. 8. To ensure sustainable environment management and protection. 	<ol style="list-style-type: none"> 1. Efficient provision of quality basic services and infrastructure within a well-planned spatial structure. 2. Drive diversified economic growth and job creation. 3. Ensure municipal financial viability and management. 4. Maintain a clean, green, safe and healthy municipal environment for all. 5. Transform and maintain a vibrant and sustained rural development. 6. Uphold good governance and public participation principles. 7. Drive optimal municipal institutional development, transformation and capacity building.
CHALLENGES	
<ol style="list-style-type: none"> 1. High unemployment levels, lack of job opportunities and long-term dependency on government grants. 2. Non-payment of municipal services. 3. Dependency on mining and lack of diversification into other economic areas. 4. Poor city image – the entrance to the town has a negative impact on FDI and national investors. 5. Imported skills used by mines and misunderstanding of the concept of LED versus poverty alleviation. 	

3.5 Rustenburg Platinum Local Economic Development Plan

Background and Context

The sustainability of our mining activities depends on our ability to contribute to the well-being and prosperity of our host communities. The challenging social context in South Africa highlights the need for sustainable community development as both a commercial and a social imperative. Anglo American Platinum remains committed to the transformation and economic empowerment of the host communities of its operations. The empowerment is executed in partnership with the relevant stakeholders, particularly the members of the host communities. Broad stakeholder consultation and engagement was done as part of the development of this SLP.

Our strategic approach to community development

Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights, and responsive to stakeholder aspirations and concerns in the communities in which we operate and from where we source labour. We are building durable relationships with these communities and delivering developmental benefits and opportunities aimed at increasing their capacity now and in the future.

Our strategic intent is:

- To create and deliver sustainable value to our stakeholders;
- To improve relations with stakeholders and the Company's reputation; and
- To create a sustainable business, communities and environments around our operations for the benefit of all stakeholders.

Most of our operations are located in rural areas characterised by low levels of formal economic activity, inadequate provision of infrastructure and poor levels of service delivery. Our mines represent a centre of socio-economic activity and an important source of welfare. Our approach to community development is based on understanding local contexts and using our core business to promote development. These activities typically involve:

- Developing local procurement and local suppliers;
- Building local capacity;
- Providing access to infrastructure, education and health facilities; and
- Investing in enterprise and skills development.

Many of these programmes will be undertaken in partnership with non-governmental organisations (NGOs), communities and local governments.

Our Social Performance department works closely with our Sustainability, Supply Chain and Local Procurement departments to promote socio-economic upliftment in communities close to our operations and in the areas from which we draw our labour (Lesotho, Mozambique and South Africa's Eastern Cape Province). We seek to align our social and infrastructure investment projects with South Africa's National Development Plan (NDP). All our operations have functioning community engagement forums that meet at least quarterly. We continuously monitor the quality of our engagement and the structures and communication channels in place, especially at community level, to ensure that these are effective.

Our Stakeholders

Our approach to engaging stakeholders is based on:

- Understanding and being responsive to the interests and concerns of our stakeholders is one of our principal priorities and challenges.
- Maintaining effective stakeholder relations.

Our ability to create a sustainable business is inextricably linked to our stakeholders – most directly with our employees and the communities surrounding our operations, but equally with the stakeholders who indirectly affect, or are affected by, what we do, including governments, shareholders, partners and suppliers. We are committed to working with our stakeholders in government, business and civil society to promote good governance and the responsible use of mineral wealth, and to prevent corruption. We believe that establishing relationships built on trust and respect is fundamental to our ability to create value. The need to invest in building mutually beneficial relationships is of increasing importance given the fact that many stakeholders currently have low levels of trust in business generally. The five-month strike in the first half of 2014 deepened the already low levels of trust between mining companies, workers and their unions, and government. Our focus has been on re-establishing relationships and building and maintaining trust. Some of the key issues we have been addressing include:

- Job security and the limited opportunities for local recruitment as a result of skills gaps.
- Reputational and relationship damage to the industry as a result of strike-related violence and conflict.
- Industry-wide issues such as migrant labour and employee housing and accommodation.
- Communicating with government, employees, unions and communities regarding our intended sale of non-core assets.

Our stakeholder engagement processes are underpinned by the following strategic intents:

- To become a partner of choice in promoting integrated, sustainable local economic development in the provinces where we operate.
- To build a reputation for consistent and reliable delivery – whether on production or on social or environmental commitments made to stakeholders.
- To effectively engage stakeholders in obtaining the right to, and support for, safe and profitable PGM mining.

The following initiatives were identified through rigorous consultations and engagement with community, municipalities and relevant government departments.

3.5.1 Infrastructure Projects

PROJECT NO 1										
PROJECT NAME	Boikagong Primary School Renovation, Mfidikoe Primary school extension and renovation/conversion of Boitekong dilapidated school into a technical school.			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Creating an environment conducive for learning and teaching is one of the major priorities for our Government in their quest to improve the education system of the Country. Rustenburg mine is committed to partnering with Government to facilitate and contribute towards schools infrastructure and whole school development in our host communities. Overcrowding is a challenge in most of the schools around the e Municipality. The Company has been partnering with the Department of Education in building additional classrooms and renovating schools in the area. The construction will improve the infrastructure of these schools thereby contribute to the goal of making the School a more functional institution. This improvements in infrastructure, we believe, will ultimately translate to the increase pass rate at the school. The improvements will make it easier for the teachers and learners to conduct their work effectively. Beneficiaries of this project will be the learners, teachers, and the community at large. The following are project stakeholders and their roles for all schools: a) The Department of Education: they are responsible for identifying projects, approving site plans and designs, co funding of Boitekong technical school on a rand by rand basis, co management and monitoring of project implementation with Anglo American Platinum, procurement of all movable equipment for the schools, e.g. furniture, workshop equipment for Boitekong school, as well as responsibility for operation and maintenance. b) Local Leaders: assist in the mentoring of project progress, project updates to the general community. c) Anglo American Platinum: Construction of the of the infrastructure, engagement with stakeholders, ensuring local procurement and recruitment opportunities and project funding. d) Royal Bafokeng Institute: they work in collaboration with the Department of Education in schools in their area (only Mfidikoe Primary)for operation and maintained, co management and monitoring of project implementation, curriculum advise.									
		DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	Paardekraal Mfidikoe, Boitekong	2016	2017	2018	2019	2020	
OUTPUT 1	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1 000 000	4 500 000				5 500 000
Renovation of Boikagong Primary school. The project entails demolition of an existing, dilapidated and unsafe 5 classroom block and construction of a new one, also 5 classrooms.	1. Pre stage information for the project which involves the engagement and approvals required from relevant stakeholders		Project charter, stakeholder mapping and approvals		Q1-Q2					
	2. Pre stage planning and design of the project		Project scoping and approvals		Q2 - Q3					
	3. Bid process and procure a construction service provider for the required construction processes;		Bid documentation & appointment of construction service provider		Q3					
	4. Manage the construction process		Project construction progress reports		Q4	Q1 - Q4				
	5. Project close out and handover		Project close-out and handover report				Q1			
CLASSIFICATION OF	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	6	2	5	3	16	10 jobs may be created during construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to DoE									

OUTPUT 2	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		2016	2017	2018	2019	2020	Total
					2 550 000.00	R 3 000 000.00				5 500 000
Mfidikoe primary school extension and renovations. The project entails construction of additional 5 classrooms and renovation (painting, fixing of loose tiles) of the administration block.	1.Pre-stage initiation of the project		Project charter, stakeholder mapping and approvals		Q1-Q2					
	2. Pre stage planning and design of the project		Project scoping and approvals		Q2 - Q3					
	3. Compile procurement documentation and procure a construction service provider for the required construction processes;		Bid documentation & appointment of construction service provider		Q3					
	4. Manage the construction process		Project construction progress reports		Q4	Q1 - Q4				
	5. Project close out and handover		Project close-out and handover report				Q1			
CLASSIFICATION OF SHORT TERM	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
	4	2	5	3	14	10 jobs may be created during construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to DoE									
OUTPUT 3	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		2016	2017	2018	2019	2020	Total
							3 500 000.00	3 500 000.00		7 000 000.00
Renovation/conversion of Boitekong dilapidated school into a technical school. The project entails renovation an existing, unused school building into a technical school with workshops and technical training equipment.	1.Pre-stage initiation of the project which involves the engagement and approvals required from relevant stakeholders		Project charter, stakeholder mapping and approvals			Q1-Q2				
	2. Pre stage planning and design of the project		Project scoping and approvals			Q3-Q4				
	and procure a construction service provider for the required construction		Bid documentation & appointment of construction service provider				Q1			
	4. Manage the construction process		Project construction progress reports				Q2 - Q4	Q1- Q2		
	5. Project close out and handover		Project close-out and handover report					Q3		
CLASSIFICATION OF SHORT TERM	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
	3	3	6	3	15	10 jobs may be created during construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to DoE									

PROJECT NO 2										
PROJECT NAME	WATER BORNE SANITATION - MFIDIKOE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Rustenburg has a backlog on water and sanitation mainly in areas that has more shacks as a means of accommodation. People are exposed to health risks as the conditions are not conducive. This project will provide the community of Mfidikoe will running sewer line connected to waste waste treatment plant. This will improve the quality of lives in this community and reduce the occurrence of communicable diseases and ultimately restore the dignity of communities in and around our operation. This project involves planning, procurement & design, and execution and commissioning and close-out. Stakeholders and their roles will be as follows: a) Rustenburg Local Municipality and Royal Bafokeng Administration will be responsible for approving designs, co management and monitoring of progress, community stakeholder update and engagement, operation and maintenance (Royal Bafokeng Administration), b)Alchemy Rustenburg Development Trust is co funding the project with Anglo (R12 000 000) starting with feasibility study in 2016. they will also co manage and monitor project progress. d) Anglo American Platinum is co funding the project with the Rustenburg Development Trust, Manage and monitor project implementation, engagement with stakeholders. c) Local Community Leaders will monitor project progress and assist in updating community stakeholders.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	RLM	Mfidikoe	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA			KEY PERFORMANACE INDICATOR	-	4 000 000	11 000 000			15 000 000
To install water borne sanitation infrastructure in Mfidikoe in line with national standards. Anglo American Platinum is co funding (R15m) with the project with the Rustenburg Development Trust(12m).	1.Review the existing status quo in the area and confirm the feasibility study and relevant permitting approvals.			Status quo report	Q1 - Q3					
	2. Design the required sewerage facility in accordance with analysis and obtain relevant approvals.			Design report and feasibility study (funded from the Rustenburg Development Trust.	Q4	Q1				
Procurement opportunities for local contractors	3. Compile procurement documentation and procure a construction service provider for the required construction processes;			Bid documentation & appointment of construction service provider		Q2 - Q3				
	4. Manage the construction process			Project progress reports (Other funding will be from the Development Trust R12m)		Q4	Q1 - Q4	Q1-Q3		
100% of labour will be sourced from host	5. Project commissioning, close			Project commissioning , close-out and handover report				Q4		
CLASSIFICATION OF JOBS	MALE ADULTLS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			20	10	30	30 jobs can be created during the construction phase of the project				
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover to municipality									

Project benefits & beneficiaries: MFIDIKOE water borne sanitation will form part of the AAP SLP 2016/20. This project will provide the community of Mfidikoe will running sewer line connected to waste waste treatment plant. This will improve the quality of lives in this community and reduce the occurrence of communicable diseases. This project involves planning, procurement & design, and execution and commissioning and close-out. Ultimately, this project will be handed over to the municipality for operation & maintenance. The beneficiaries of this project will be the people of Mfidikoe.

PROJECT NO 3										
PROJECT NAME	ACCESS ROAD TO TLAPA			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Rustenburg Municipality is experiencing a serious backlog with regard to infrastructure in general. Road infrastructure is important to unlock economic activities in the area. With the lack of proper infrastructure facilities in the villages surrounding the mine, there is a need to comprehensively develop bridges and roads. Ultimately as a company that has identified safety as the first and most important value, there is a need to ensure that we walk, transport our goods and people in proper roads and contribute to Government strategy of creating sustainable economy for rural communities. Access road to the village of Tlapa will form part of the AAP SLP 2016/20. This project will provide the community with a paved road linking them with Thekwane where they get their services like clinic and post office. Stakeholders and their roles will be as follows: a) Rustenburg Local Municipality and Royal Bafokeng Administration will be responsible for approving designs, co management and monitoring of progress, community stakeholder update and engagement, operation and maintenance (Rustenburg Local Municipality), potential co funding of the project, b) Local Community Leaders will monitor project progress and assist in updating community stakeholders, c) Anglo American Platinum will mobilise funding to complete the project successfully, manage and monitor project implementation, engagement with stakeholders.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	RLM	Tlapa	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1 000 000	4 000 000				5 000 000
Construction of a 7 kilometre paved access road at Tlapa according to municipal specifications. The road will link Tlapa with Thekwana village where they get services like health and post office.	1.Pre-stage initiation of the project which include the engagement and final agreements with Community and relevant traditional leadership		Project charter, stakeholder mapping and approvals		Q1					
	2. Pre stage planning of the project		Project scoping and approvals		Q2 - Q3					
	3. Compile procurement documentation and procure a construction service provider for the required construction processes;		Bid documentation & appointment of construction service provider		Q4					
Procurement opportunities for local contractors	4. Manage the construction process		Project progress reports (site clearing, excavations,			Q1 - Q4				
100% of labour will be sourced from host communities.	5. Project close out and handover		Project close-out and handover report			Q4				
CLASSIFICATION OF JOBS	MALE ADULTS	MALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			10	6	16					
MEDIUM TERM				61	0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover to municipality									

PROJECT NO 4										
PROJECT NAME	HIGH MAST LIGHTS	FOCUS AREA	INFRASTRUCTURE							
BACKGROUND	<p>Local communities had, for the past years, made requests to Anglo for high mast lights. Their villages are very dark and they encounter a lot of crime as a result of this darkness. After engagements with the community and the Authorities, it was agreed to implement this project which will contribute to the safety of both our employees and the communities. RMP will implement this project in partnership with the Rustenburg Municipality and will make provision for the design, project management, supply, delivery, erection and commissioning of high mast lights. The work also includes the foundations, the furnishing of all labour, material and services for the design, supply, manufacture, testing and inspection at works, delivery to site, erection and rectification of defects developing during the warranty period for equipment. The scope also includes electricity connection of high mast lighting on to the Eskom grid. 4 of the areas identified are still informal settlements. When the Rustenburg Local Municipality engaged with Anglo American Platinum to request this intervention, this point was noted and an agreement was reached only 3 lights per informal settlement will be installed strategically (e.g. along the main road) so that even if the settlement can be relocated, those can still benefit pedestrians and motorists somehow. It was also agreed that should some informal settlements move before project completion, amendments will be made accordingly since the Municipality is constantly working on their formalisation strategy which changes based on factors like availability of suitable land and funds. The Municipality and Anglo American Platinum are currently exploring solar as opposed to electrical lights to reduce operation and maintenance costs. Implementation in informal settlements will be pushed for later in 2018 due to reasons stated above. Stakeholders and their roles will be as follows: a) Rustenburg Local Municipality and Royal Bafokeng Administration will be responsible for approving designs, co management and monitoring of progress, community stakeholder update and engagement, operation and maintenance (Rustenburg Local Municipality) b) Local Community Leaders will monitor project progress and assist in updating community stakeholders, c) Anglo American Platinum is funding the project, managing and monitoring project implementation, engagement with stakeholders, d) ESKOM will energise the lights should the electrical option be agreed upon.</p>									

	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager and Eskom	Bojanala	RLM	Nkaneng Informal settlement (3 lights), Zakhele informal 3, Popo Molefe informal 3, Dikhibidung informal 3, Bokamoso formal 10 and Lefaragatla/Bobuantswa formal 25	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		6 000 000	3 000 000	2 800 000			11 800 000
To install a total of 47 high mast lights in order to enhance and maintain safety at night for the community. The project will be implemented in accordance with ISO 9001/14001; OSHAS 18000 and APW.	1. Project planning		Project plan		Q1 - Q3					
Procurement opportunities for local contractors	2. MoU with Eskom		Signed MoU with Eskom		Q3					
100% of labour will be sourced from host communities.	3. Procurement of service provider		Appointment of a service provider		Q3					
	4. Project execution		Progress reports		Q3-Q4; :25 lights	Q1 to Q3" 13 lights	Q1 - Q3 :9 lights			
	5. Project close-out		Close-out report including connection				Q4			
	6. Handover		Handover report				Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			15	5	20					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover to Eskom/municipality									

PROJECT NO 5										
PROJECT NAME	CONSTRUCTION OF A WALKWAY BRIDGE BETWEEN SUNRISE PARKE AND POPO MOLEFE				FOCUS AREA	INFRASTRUCTURE				
BACKGROUND	Sunrise Park is situated about 7 km from Rustenburg. It is a cosmopolitan town with a combination of mostly bonded or credit-linked houses, backyard dwellings, RDP houses and informal settlements termed “Dikhibidung” in Tswana vernacular with a population size of at list 8000 people. Popo Molefe on the other hand is predominantly informal with an average population of 2500 people residing on the eastern part of the stream. Infrastructure development in both these areas is a major challenge; particularly in Popo Molefe with no basic amenities such as sanitation, portable water supply, roads and electricity. These communities fall under RLM ward 22. Popo Molefe residents get all their services at Sunrise Park. In order to access the area, the easier route is to pass through a river which borders the two settlement. During rainy days, it get full and there are few cases of drowning reported. A lot of mine employees reside in Sunrise Parke and also use that route to come to work at Thembelani mine which is closer to Popo Molefe. The bridge will therefore provide safe crossing and prevention of drowning incidents. After completion, the bridge will be handed over to the Rustenburg Local Municipality for operation and maintenance. Anglo American Platinum is currently working closely with them to develop designs and obtain all necessary legal requirements like Environment Impact Assessment.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALIT Y	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager and Rustenburg Municipality	Bojanala	Rustenburg	Sunrise Park and Popo Molefe	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		500 000	1 500 000				2 000 000
Construction of a 40m length and 2.5m width walkaway Bridge between Popo Molefe & Sunrise Parke in accordance with applicable specifications and standards Procurement opportunities for local contractors 100% of labour will be sourced from host communities.	1.Pre-stage initiation of the project		Project charter, stakeholder mapping and approvals		Q1					
	2. Pre stage planning and design of the project		Project scoping and approvals		Q2					
	3. Compile procurement documentation and procure a construction service provider for the required construction processes;		Bid documentation & appointment of construction service provider		Q3 - Q4					
	4. Manage the construction process		Project construction progress reports			Q1 - Q4				
	5. Project close out and handover		Project close-out and handover report			Q4				
CLASSIFICATION OF JOBS	MALE ADULTLS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			10	6	16					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	handover to local municipality									
Provide a report on Beneficiaries and how they will benefit in pdf format as Appendix 3.5										
Sunrise Park is situated about 7 km from Rustenburg. It is a cosmopolitan town with a combination of mostly bonded or credit-linked houses, backyard dwellings, RDP houses and informal settlements termed “Dikhibidung” in Tswana vernacular with a population size of at list 8000 people. Popo Molefe on the other hand is predominantly informal with an average population of 2500 people residing on the eastern part of the stream. Infrastructure development in both these areas is a major challenge; particularly in Popo Molefe with no basic amenities such as sanitation, portable water supply, roads and electricity. These communities fall under RLM ward 22. This walkaway bridge will facilitate easy mobility amongst these communities.										

PROJECT NO 6										
PROJECT NAME	Improving of health infrastructure (Mfidikoe and Thekwana Clinics)				FOCUS AREA	Health				
BACKGROUND	The North West Department of Health faces significant challenges in health infrastructure given significant budget constraints. Maintaining and improving existing infrastrure is a particular problem. This impacts the ability of the Department to meet the National Core Standards as well as specific legislation (as in the case of pharmaceutical and medical stores). The outcome is a negative impact on service delivery, which is further compounded by the influx of people into the area and higher patient loads. While such challenges may be a national phenomenon, North West is ranked fourth as the poorest performing province nationally in the 2012 health facility audit. Of the six major indicators, none of the provinces scores were above 55% compliance. These indicators include staff attitudes and care, safety of patients, infection control and cleanliness (Health Systems Trust, 2012).									
	This project will partner with the North West Department of Health to improve infrastructure of one clinic at Mfidikoe and one at Thekwana villages. In addition, the district will be further supported to ensure National Core Standards can be met in these facilities, which an emphasis on pharmaceutical supply chain to avoid stock outs and wasteful practices. The current status of the 2 clinics are as follows: Mfidikoe Clinic - The existing clinic services around 15 000 people from Mfidikoe village and the nearby informal settlement of Zakhele. There is a serious situation whereby patients are constantly sent back home without medication. The reason behind this is that the current medical storage is very small and therefore not able to store enough medication required by patients daily. Some of the other patients are referred to either the Job Shimankane Hospital in town (40 kilometres from the village) and the nearby Thekwana clinic for temperature controlled medication since Mfidikoe clinic does not have a medical storage refrigerator. The above challenges result in a health risk to patients, especially in cases of emergency and those with chronic conditions as well as community dissatisfaction. Thekwana clinic services communities of Thekwana, Photosaneng, Tlapa, Bokamoso, Mfidikoe and Nkaneng. The estimated population in these areas is 38 000. Due to the rapid growth of these surrounding areas, the clinic is overcrowded and no longer able to accommodate the current influx, store medication and separate patients so that they do not infect each other. This challenge is aggravated by referrals from Mfidikoe clinic's challenges stated above. All two clinics operate only during the day, not 24 hours.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	Mfidikoe and Thekwana villages	2016	2017	2018	2019	2020	
OUTPUT 1	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		1 000 000	200 000				1 200 000
Mfidikoe Clinic: the project entails expansion of the medication storage facility to the specification currently being finalised by the Department of health and well as the installation of the medical refrigerator	Signing of a specific agreement		The North West Department of Health and Mine agree on joint funding model for the identified clinics.		Q1-Q2	-				
	1. Project planning		Project plan		Q3					
	3. Procurement of service provider		Appointment of a service provider		Q3					
	4. Project execution		Progress reports		Q3 -Q4	Q1				
	5. Project close-out		Close-out report including connection to the grid			Q2				
	6. Handover		Handover report			Q2				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	4	2	2	2	10					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover Department of Health									

Project benefits & beneficiaries: Anglo American Platinum is engaged with infrastructure development projects within host communities around and in areas of its operations. This is in line with its Social Labour plan 2015/20. This project makes provision for the design, project management, supply, delivery, erection and commissioning of high mast lights. The work also includes the foundations, the furnishing of all labour, material and services for the design, supply, manufacture, testing and inspection at works, delivery to site, erection and rectification of defects developing during the warranty period for equipment. The scope also includes electricity connection of high mast lighting on to the Eskom grid. High Mast Lighting in communities is said to be of benefit beyond giving the ability to be able to see in the dark. It is claimed for example that lighting reduces crime by a considerable amount and it is therefore necessary to have it for these reasons. People who did go out at night complained of poor lighting levels in the surrounding areas. Poor or unavailability of lighting in communities lead to people experiencing the spaces as dark and unwelcoming and believe that sometimes criminals take advantage the situation and commit crime. Beneficiaries of this project will be the following areas: **Nkaneng, Zakhele, Popo Molefe, Dikhibidung, Bokamoso and Lefaragatla/Bobuantswa.**

					TIMEFRAME					TOTAL BUDGET
OUTPUT 2	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		2016	2017	2018	2019	2020	
					1 600 000.00	800 000.00				2 400 000.00
Thekwana Clinic: the project entails expansion of the waiting areas to separate patients according to Chronic, minor and mother and child categories to prevent cress infection. An emergency room and 4 consulting rooms will also be constructed.	Signing of a specific agreement		The North West Department of Health and Mine agree on joint funding model for the identified clinics.		Q1-Q2	-				
	1. Project planning		Project plan		Q3					
	3. Procurement of service provider		Appointment of a service provider		Q3					
	4. Project execution		Progress reports		Q4	Q1 - Q4				
	5. Project close-out		Close-out report including connection to the grid			Q4				
	6. Handover		Handover report			Q4				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	4	2	6	3	15					
MEDIUM TERM					0					
LONG TERM					0					
COMPLETION AND EXIT STRATEGY	Handover Department of Health									

Project benefits & beneficiaries: Anglo American Platinum is engaged with infrastructure development projects within host communities around and in areas of its operations. This is in line with its Social Labour plan 2015/20. This project makes provision for the design, project management, supply, delivery, erection and commissioning of high mast lights. The work also includes the foundations, the furnishing of all labour, material and services for the design, supply, manufacture, testing and inspection at works, delivery to site, erection and rectification of defects developing during the warranty period for equipment. The scope also includes electricity connection of high mast lighting on to the Eskom grid. High Mast Lighting in communities is said to be of benefit beyond giving the ability to be able to see in the dark. It is claimed for example that lighting reduces crime by a considerable amount and it is therefore necessary to have it for these reasons. People who did go out at night complained of poor lighting levels in the surrounding areas. Poor or unavailability of lighting in communities lead to people experiencing the spaces as dark and unwelcoming and believe that sometimes criminals take advantage the situation and commit crime. Beneficiaries of this project will be the following areas: **Nkaneng, Zakhele, Popo Molefe, Dikhibidung, Bokamoso and Lefaragatla/Bobuantswa.**

3.5.2 Education and Skills Development

Project 1										
PROJECT NAME	Support to Learner Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo American Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support',Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala office of DoE	Bojanala	Rustenburg	All Rustenburg areas	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		90,000	90,000	90,000	90,000	90,000	450,000
Improvement in learner performance (numeracy & literacy) in three consecutive years (2018-2020) over 5 years in ANA and NSC	and other business partners		Education for the partnership		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
	Supplement and enrich learners' learning		Procurement and provision of required services and equipment		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Improved learner performance through improved teacher content and pedagogical knowledge, improved learner access to digital education resources and strengthening of curriculum delivery		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the village/host community				
LONG TERM			765 beneficiaries	765 beneficiaries	1530	23.5% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									
	RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENGVILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNIIVILLE									

Project 2										
PROJECT NAME	Support to Teacher Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculants proficient in mathematics, science and technical skills, and it is the aim of Anglo American Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Extension of 2015 Teacher, Learner & Leadership Development. Teacher Content and Pedagogical Gaps (Gateway Subjects) with minimal impact on contact time, Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support', Supplement GET and FET Learning and Teaching, Supplement LTSM Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources, School, Circuit and District leadership & management training.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	Bojanala Office of the DoE	Bojanala	Rustenburg	All areas in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		360,000	360,000	360,000	360,000	360,000	1,800,000
Improved teachers' content and pedagogical knowledge to improve learner performance above	Support the development of teachers' Content and Pedagogical Knowledge to improve teacher performance		Signed MOU with the Department of Education for the partnership		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Appoitment of training providers in agreement with the Department		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			45 Teachers trained per year in DoE approved courses per year to improve content and pedagogical knowledge		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the				
LONG TERM			3487 beneficiaries	3487	3487	25% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENGVILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNIIVILLE									

Project 3										
PROJECT NAME	School Leadership Development			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculant proficient in mathematics, science and technical skills, and it is the aim of Anglo American Platinum to support the schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. In its endeavour to contribute to these challenges, Union Mines plans to support the Department of Education to build content & pedagogical knowledge/capacity of teachers, content knowledge of learners & management capability of school leadership (75 trainees/year X 5 years=375 trainees). Extension of 2015 Teacher, Learner & Leadership Development. Teacher Content and Pedagogical Gaps (Gateway Subjects) with minimal impact on contact time, Supplement Gr12 2015 Learners Content Gaps (Math, English, Physical Science etc.) with access to 'extra education digital support', Supplement GET and FET Learning and Teaching, Supplement LTSM Shortages, Facilitate Curriculum Advisor & Peer support & collaboration, 24/7/365 Access to supplementary education digital resources, School, Circuit and District leadership & management training.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala Office of the DoE	Bojanala	Rustenburg	RANKELENYANE, TLHABANI, RUSTENBURG,	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		90,000	90,000	90,000	90,000	90,000	450,000
Improved management knowledge competency to improve learner performance above	Development school management competencies		Gap analysis and developmental needs reports		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Appointment of the agreed training provider and implement the identified training.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
			Up to 22 school managers trained per year to improve management of curriculum delivery and implementation		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	Experienced/specialised trainers and integrators from the province, not necessarily from the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the village/host community				
LONG TERM			765	765	1530	23.5% of approximately 6800 High School learners impacted with increased employability				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									
	RUSTENBURG, RANKELENYANE, TLHABANI, RUSTENBURG, MATHOPESTAD, TLHABANE, BOONS, LETHABONG, TSITSING, MONAKATO, KROONDAL, BLESKOP, PHOKENGVILLAGE, CHANENG, PHOKENG, PHATSIMA, LUKA, LEDIG, PAARDEKRAALEXT, ZINNIIVILLE									

Project 4										
PROJECT NAME	Supply of Supplemental, Learning and Teaching Support Material			FOCUS AREA	Education					
BACKGROUND	Efficient and effective access to supplementary learning and teaching support platforms and material (prioritizing gateway subjects including Math, English FAL, and Physical Science etc.) in primary and high schools in the vicinity of the mining operation. This includes DoE approved content (digital textbooks, workbooks, study guides, reading material, past exam papers, video exemplar lessons etc.) The objective is to support improved learner performance, continuous teacher professional development improved management of curriculum delivery with scalable 24/7/365 access to supplementary education teaching, learning and management resources. This is an extension of 2015 the programme which supplemented LTSM and education resources to address the Content, Pedagogical, Management, communication and collaboration gaps in order to improve learner performance.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager , Bojanala Municipality and DoE	Bojanala	Rustenburg	All areas in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	6,300,000
Improvement in learner performance (numeracy & literacy) in three consecutive years (2018-2020) over 5 years in ANA and NSC	Supplement and enrich learners' learning		Agreement on the material to be provided							
			Provision of the material agreed upon							
			Improved learner performance through improved learner, teacher, and school management access to supplementary learning, teaching		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM					0	the village/host community				
MEDIUM TERM					0	Experienced trainers and integrators from the province, not necessarily from the				
LONG TERM			0	0	0	Zero budget to supplement Learning and Teaching Support Material in MKE & MKW				
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi-stakeholder partnerships led by the DOE, hence a transition plan rather than an exit plan would be incorporated and guided by an signed MOU in terms of the ongoing project maintenance									

3.5.3 Income Generating Projects (Enterprise Development)

PROJECT NO 1										
PROJECT NAME	ED Support - Development of Rankelenyane piggery			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. The project is in existence and operating from a backyard. The business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. They will also be linked to the currently highly successfull Boitkong Piggery. 5 members are part of this project. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Rankelenyane village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		500,000	200,000	100,000	100,000	200,000	1,100,000
Provide training and support for local piggery farmers to increase their competence and establish a viable SMME business	Identify potential applicants for inclusion into Support Program		Successful candidates selected		Q1	Q1	Q1	Q1	Q1	
Training and skills development	Skills Needs assessment		Technical Skills Report		Q1	Q4	Q4	Q4	Q4	
100% Ownership of the assets and business	Provision of specific and intended training and capacity development		Targeted individuals enrolled and completing training interventions		Q2	Q1	Q1	Q1	Q1	
	Provide support capital for Business requirements		Procure equipment (Building equipment, and other related equipment)		Q3	Q1				
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions)		Dashboard maintenance: on permanent jobs created, Revenue tracking		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM			3	3	6	Support on the targeted at the newly created business in piggery construction.				
LONG TERM		2	3	0	5	Support.				
0		2	6	3	11					
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 3										
PROJECT NAME	ED Support - Boschfontein Sewing Project			FOCUS AREA	Enterprise Development					
BACKGROUND	<p>Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening.</p> <p>Boschfontein is a farm village located in ward 36 of Rustenburg Local Municipality. It was purchased by the Municipality to cater for mainly displaced farm workers. Boschfontein sewing is an existing project which consists of 12 women ranging from ages 23 to 45 years. They are unemployed and so decided to group themselves together to do something so that can earn a living. The cooperative is not formally registered and currently operates from one of the member's house since 2010. They never received any formal training but are currently sewing products such as school uniforms, traditional clothes as well tailoring services. The two machines they are currently using were donated by Rustenburg hospice.</p> <p>The planned intervention will ensure that the project is formally registered, provision of machinery and other necessary equipment, provision of a structure they will operate from, technical and business management training, support and mentorship. Potential sustainable markets are been finalised with Anglo American Platinum for the supply of PPE as well as Platinum health hospital for items like sheets, towels and pyjamas. It is envisaged that once these intervention is completed, the project will develop and become self sustainable. Quality jobs will be created for the existing 12 women and more in future and family live hoods sustained.</p> <p>There are similar big businesses operating in this textile sector, who are not necessary a big threat to Boschfontein. For example, Anglo has approved a strategy which will ensure a fair market share for local emerging businesses. The demand for PPE and Hospital products is very high and consistent. More markets will be explored by the Business development service provider.</p>									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Boschfontein Village	2016	2017	2018	2019	2020	

OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		200 000	250 000	100 000			550 000
Support the growth of an existing women owned sowing business operation in order to enhance its revenue and sustainability. They need to be registered properly and formally, sharpen their technical skills, supplied width needed machines and equipment's and also market accessibility.PPE for the mines and clothing and sheets for Platinum health are targeted as the main markets for the	Registration of formal cooperative. Skills and Operational Needs Assessment		Business Requirements and Technical Skills Report		Q3 - Q4	Q1				
	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q4					
Training and skills development	Provide support capital for Business requirements		Procure equipment (sowing machines, tables, cutters, and other equipment)		Q4	Q1 - Q4				
100% Ownership of the assets and business	Selection and Training of employees in both Technical and management skills		Trained employees, quality knowledgeable employees			Q3 - Q4	Q1 - Q4			
	Establishment of required operational systems		Accounting system established, business records (production, sales, expenditure, etc.),		Q3-Q4	Q1- Q3				
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market access linkages		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of permanent jobs created		Q1-Q4	Q1-Q4	Q1-Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM		2		3	5	through ED Support on the targeted at the				
MEDIUM TERM		3		4	7	and supported through ED Support over a medium				
LONG TERM		6		8	14	and supported through ED Support over a medium				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									
Provide a report on Beneficiaries and how they will benefit in pdf format as Appendix 3.5										

PROJECT NO 4										
PROJECT NAME	ED Support - Thekwane Poultry Project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in the mine host communities. Thekwane Poultry project entails the resuscitation of poultry production of broilers and egg layers situated in Thekwane village within the south eastern region of the Royal Bafokeng Nation. Kgatontle Farming Projects Primary Cooperative was established and registered in November 2010 consisting of 8 members who are elders from Thekwane to run and manage the project. The Cooperative sought assistance from various organisations to start up the project. Support was initially offered by Royal Bafokeng Nation in terms of the donation of 2 hectares of land for the purpose of enterprise development. The project was also funded by the Centre for Scientific and Industrial Research (CSIR) through the Bojanala District Municipality in terms of the construction of the facility; and by the Department of Agriculture with the donation of the first round of chickens and feed.									
	Currently the project is not operating to vandalism, theft and internal conflicts. The infrastructure was not properly secured and therefore there was continuous vandalism, theft of equipment and stock which culminated into the resignation of members and disintegration of the cooperative as a whole. All associated structural components and equipment have been stolen. The types of interventions required for this business mainly include the reconstruction and renovation of main structure consisting of 2 pans (hogs) each with the capacity to carry 1000 chicken broilers and equipped with heaters and fans to control the required temperature and encourage adaptability and growth. 2 hectares is a big piece of land and therefore the cooperative will also include free range poultry pans as their meat is preferred by a substantial number of customers. Security will also be strengthened. Equipment, technical training, market linkages as well as overall business management will also form part of the processes. This project was motivated and supported by the local community leadership based on high demand for chicken in the area. Anglo American Platinum and local businesses are also a potential customer. Thekwane is closer to villages of Photsaneng, Mfidikoe, Tlapa, Rankelenyane and the settlements of Bokamoso, Nkaneng and Thekwane and none of these have a functioning poultry business. This makes success potential of this project to be high. If the project is sustained, more jobs will be created and sustainable livelihoods for the current 8 members and the families will be secured. Community members will be able to buy eggs and meat locally at a better price.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Thekwane Village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		200,000	300,000				500,000
Training and skills development support	Skills and Operational Needs Assessment. Business Plan and Financials completed		Business Requirements and Technical Skills Report. Business Plan, Cash Flow Projections Approval		Q3	Q1 - Q4				
100% Ownership of the assets and business	Provide support capital for Business requirements		Procure equipment (Feeding troughs, shelter nets, lighting and		Q3 - Q4	Q1 - Q2				
	Training of employees in both Technical and management skills		Trained and skilled employees		Q3 - Q4	Q1 - Q4				
	Establishment of required operational systems		Accounting system established, business records (production, sales, expenditure, etc),		Q2-Q4					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market access linkages		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of permanent jobs created		Q1-Q4	Q1-Q4	Q1 - Q4			
CLASSIFICATION OF	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM		2	1	2	5	5 short term will be created during renovations and resuscitation of poultry business.				
MEDIUM TERM		1	2	3	6	6 Temporary jobs will be created to support project development.				
LONG TERM	2	2	3	4	11	15 Permanent jobs will be created over a medium to long term period.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

[illegible]

	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Boitekong	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		1 000 000	2 400 000				3 400 000
Support the growth of an existing piggery cooperative in order to enhance its revenue and sustainability. The intervention will entail the development of a new breeding facility as the market for the project has grown significantly and buying piglets elsewhere is a challenge both in terms of turnaround time, high prices and availability of stock from current providers.	Skills and Operational Needs Assessment		Business Requirements and Technical Skills Report		Q1	Q1				
Training and skills development	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q1	Q4	Q4	Q4		
100% Ownership of the assets and business	Design of the new breeding structure		Approval of designs		Q2	Q1				
	Training of employees in both Technical and management skills		Trained employees, quality knowledgeable employees, proper business records (production, sales, expenditure, etc.),		Q3	Q1	Q1	Q1		
	Construction of a breeding infrastructure		Accounting system established,		Q2-Q4					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market access linkages		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of permanent jobs created		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM	1	1	3	2	7	Support on the targeted at the supported poultry business				
MEDIUM TERM	3	2	3	2	10	supported through ED Support over a medium term period				
LONG TERM	5	6	6	5	22	supported through ED Support over a medium term period				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 6										
PROJECT NAME	ED Support - Photsaneng Bakery Project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified existing enterprises that include local youth and women owned small businesses for further development and strengthening. These business generally require technical support and assistance to jump start them to become high performing business. Additional support must be provided to the entrepreneurs to access new markets as well as access funds to grow their businesses. Through additional support, these entrepreneurs will be able to take advantage of opportunities to supply the mine and other related businesses through quality and consistent service and products. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and the thus improve the livelihoods of the local community members. Specialist business support partners will be paired with the local applicants in order to ensure that sustainability is created for these emerging business. The intention will be to grow them until they are fully capacitated to pursue business on their own independently.									
	Photsaneng is a village located in the South East Region of Rustenburg under the Royal Bafokeng Administration. Photsaneng bakery is an existing project which was started in 1982 by five women who attended a conference in Beijing . They formed themselves together and start baking bread, selling food, sewing clothes from one of the women's house and selling in the local community to increase their income. In 2015, they started focusing in more on the bakery. They are now a group of 10 women who operate from an old school building in Photsaneng. Royal Bafokeng donated some start up bakery equipment's and basic training. They are baking bread and cakes and selling them to the local community members, crèches, shops and also caters for community functions.									
	Photsaneng village is closer to Mfidikoe, Thekwana, Nkaneng, Zakhele and Bokamoso and there is no such projects in the area. There is also potential markets at Anglo American Platinum Recreational club and canteens. The types of interventions required for this business mainly includes equipment, technical training, market linkages as well as overall business management. They are operating in the food and beverage sector .									

	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Royal Bafokeng, Photsaneng Village	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		200 000	250 000	100 000			550 000
Support the growth of an existing bakery operation in order to enhance its revenue and sustainability. Sharpen their technical skills, convert two of the classrooms into a fully functioning bakery and also donate some needed equipment's, machines and materials.										
	Appoint the service provider .Skills and Operational Needs Assessment		Business Requirements and Technical Skills Report		Q 3	Q1				
Training and skills development	Business Plan and Financials completed		Business Plan, Cash Flow Projections Approval		Q3 - Q4	Q1 - Q4	Q1 - Q4			
100% Ownership of the assets and business	Provide support capital for Business requirements in both technical		Procure equipment (Ovens, coolers, mixing bowls, and other equipment)			Q1- Q4				
	and business management skills		Trained employees, quality knowledgeable employees		Q4	Q1 - Q4	Q1			
	Establishment of required operational system		Accounting system established, business records (production, sales, expenditure, etc.),							
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions) as well as market access linkages		Dashboard: on off-take contracts completed, profitable business (Revenue tracking), number of permanent jobs created			Q1-Q4	Q1-Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM		10			10	through ED Support on the targeted at the				
MEDIUM TERM		10			10	created and supported through ED Support over				
LONG TERM		10	3	3	16	created and supported through ED Support over				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities through coaching and mentoring									

PROJECT NO 7.1										
PROJECT NAME	ED Support and linkages: Seda Platinum Incubator (SPI)			FOCUS AREA	Enterprise Development					
BACKGROUND	<p>Tourism is viewed as one of the growing sector in the North West Province, and Rustenburg specifically. This support program was started in the 2010 - 2015 Social and labour plan. A total of 18 SMMEs, who were also jewellery manufacturing graduates, will placed in an incubation program with SEDA Platinum Incubator in order to receive further technical training and business management skills. All of them graduated and went separate ways. Some are operating their own businesses independently and some are employed by other jewellery manufacturing firms.</p> <p>Of the 18 who were incubated, 4 came forward and indicated that they will like to be housed at the newly established Craft Hub (developed 2010 - 2015 SLP) so that they can grow their business further. They will be operating as independents and taking care of the operation and maintenance of a building which will be handed over to the Rustenburg Local Municipality. This group of 4 are currently working from home and orbit college.</p> <p>The Department of Mineral Resources has identified mineral Beneficiation as one of the major drivers in advancing the empowerment of historically disadvantaged communities in near mine communities. It also presents opportunities for development of new entrepreneurs .</p> <p>A way of advancing this strategy, Anglo American Platinum intends working with the 4 SMME further in order to assist grow they business and become more sustainable and compete at a medium enterprise level. They will be linked to Agencies like the DTI which will help them to broaden their scope and go into more competitive markets. They will be linked with other jewellery manufacturing businesses in the country like diamond cutters. This project will share the building with Tsakane glass beads and work together to compliment each other's products as well as marketing. This can be regarded as phase 2 of the projects which</p>									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Rustenburg,	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		400,000		500,000	200,000		1,100,000
Avail a safe, conducive environment from which the businesses can operate optimally and become sustainable. Provide more marketing support.	Support with access to markets and development		Revenue enhancement		Q3					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions)		Business Skills Report and Market analysis report		Q3	Q1 - Q4	Q1 - Q4			
			Additional customer bases created		Q3	Q1 - Q4	Q1 - Q4			
			Dashboard maintenance: on Profitable Business: Jobs created		Q3	Q1 - Q4	Q1 - Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM			6	2	8					
MEDIUM TERM			5	3	8					
LONG TERM			5	4	9	9 Permanent jobs will be created and supported through ED Support over a long term period of 2 years.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level that ensures market expansion and grows in revenue streams to sustain employment opportunities available.									

PROJECT NO 7.1										
PROJECT NAME	ED Support and linkages: Seda Platinum Incubator (SPI)			FOCUS AREA	Enterprise Development					
BACKGROUND	Tourism is viewed as one of the growing sector in the North West Province, and Rustenburg specifically. This support program was started in the 2010 - 2015 Social and labour plan. A total of 18 SMMEs, who were also jewellery manufacturing graduates, will placed in an incubation program with SEDA Platinum Incubator in order to receive further technical training and business management skills. All of them graduated and went separate ways. Some are operating their own businesses independently and some are employed by other jewellery manufacturing firms. Of the 18 who were incubated, 4 came forward and indicated that they will like to be housed at the newly established Craft Hub (developed 2010 - 2015 SLP) so that they can grow their business further. They will be operating as independents and taking care of the operation and maintenance of a building which will be handed over to the Rustenburg Local Municipality. This group of 4 are currently working from home and orbit college. They have developed their own markets and are sustainable. The project aims at encouraging them to develop further by offering a safe, conducive place to operate from as well as limited market development support. This project will share the building with Tsakane glass beads and work together to compliment each other's products as well as marketing. This can be regarded as phase 2 of the projects which operates in the jewellery manufacturing/ tourism sector.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Rustenburg,	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		400 000		500 000	200 000		1 100 000
Avail a safe, conducive environment from which the businesses can operate optimally and become sustainable. Provide more marketing support.	Support with access to markets and development		Revenue enhancement		Q3					
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions)		Business Skills Report and Market analysis report		Q3	Q1 - Q4	Q1 - Q4			
			Additional customer bases created		Q3	Q1 - Q4	Q1 - Q4			
			Dashboard maintenance: on Profitable Business: Jobs created		Q3	Q1 - Q4	Q1 - Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM			6	2	8					
MEDIUM TERM			5	3	8					
LONG TERM			5	4	9	9 Permanent jobs will be created and supported through ED Support over a medium term period of 2 years.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level that ensures market expansion and grows in revenue streams to sustain employment opportunities available.									
Provide a report on Beneficiaries and how they will benefit in pdf format as Appendix 3.5										
The support for local emerging enterprises as well as the training provision for the owners and employees of these targeted businesses will create viable businesses with growth prospects that will assist and support job creation, sustainability, alleviation of poverty and general improvement in the standards of living of the community members.										

Project 7.2										
PROJECT NAME	ED Support and Linkages: Potable Skills			FOCUS AREA	Education					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. The purpose of the project is to equip unemployed youths with the required skills for entrepreneurial development. The aim of the projects is to target unemployment to recruit them for learnership in the field of engineering and hospitality and tourism. At the end of the programme, learners will be qualified artisans in the engineering field and those who pursuit hospitality and tourism will receive national diploma in hospitality and tourism field. All the programmes will be conducted within three years. This is the same group which started training in 2015. Some will be completing their studies in 2017 and others in 2018. Engineering graduates are in almost instances, absorbed by the mines. The Hotel School is assisting with finding jobs for learners after training, some find jobs on their own and others start their own businesses which are supported by Anglo Amercian Platinum..									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager & HRD manager	Bojanala	Rustenburg		2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR			1,500,00	1,000,000	2,000 000	2,500 000	7,000,000
Selection of youth to participate in the programme	Engagement with stakeholders and community leaders. send to communities		A list of recruited youths participate in the programme		Q1				Q1 - Q2	
Learner assessment	Recruited youths undergo different assessments required for training		Sufficient funding to complete project implementation and the list if youths are ready to participate in the programme.		Q1 - Q2					
Implement the project	Procure necessary services to implement the project.		Funding available and progress reports also available.		Q2 - Q4	Q2 - Q4	Q1- Q4			
Completion of the project	Graduation ceremonies		Issuing of national diploma in hospitality and tourism management and artisans qualification certificates					Q1 - Q2		
CLASSIFICATION OF JOBS	MALE ADUTLTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM										
MEDIUM TERM			6	4	10					
LONG TERM			15	12	27					

PROJECT NO 7.3										
PROJECT NAME	ED support and linkages: Phatsima Farming Project			FOCUS AREA	Enterprise Development					
BACKGROUND	<p>RUSTENBURG Platinum has identified farming as an industry with growth, sustainability and income generation potential for both the local youth, adults and women with the love for agriculture. The development of Phatsima farming project was part of the 2010-2015 SLP and is currently fully operational. They are currently operating on a 3.4 hectares of land where they planted and harvested tomatoes, green peppers, butternuts, onions and spinach. They have secured sustainable markets such as the local community members and small businesses; Green Buds Fresh produce in Phokeng; Aloe Dale in Johannesburg and Swartklip Spar. This cooperative has a total 17 members.</p> <p>Additional support for this project in the 2016 - 2020 SLP will form phase 2. It will continue for the coming two years to ensure that the project operates optimally, is fully sustainable and creates more jobs. The intervention included expansion additional 6.6 hectares of land for further vegetable and fruit tree plantation. There will also be construction of a pack-house, a purchase of farm vehicle for the purpose of transporting fresh produce to the market, fencing, assistance to nearby cattle/ goat and poultry farmers through technical skills training and sharing of resources like water. Phatsima operates in the agricultural sector.</p>									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Phatsima	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		2,700,000	500,000		2,800,000		6,000,000
Develop an integrated Enterprise Development Support Program that enables existing Cooperative or business to grow and be sustainable	Construction of a pack-house and a purchase of farm vehicle to transport fresh produce to the market.		Pack-house constructed and vehicle purchased		Q1 - Q4	Q1				
	Purchasing of a farm vehicle		Easy and timeous delivery to clients		Q3					
	Skills Needs assessment, provision of specific and intended training and capacity development		Business Skills Report and completed training interventions		Q1	Q1 - Q4		Q1 - Q4		
	Support with access to markets and development		Additional customer bases created		Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4		
	Coaching, Mentoring and ongoing evaluation (Capacity Building Interventions)		Dashboard maintenance: on Profitable Business; Jobs created		Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL					
SHORT TERM	5	3	5	4	17	17 temporary jobs will be created				
MEDIUM TERM	22	10	22	10	64	64 employment opportunities will also be created on an ad-hoc basis.				
LONG TERM	8	9	7	8	32	32 Permanent jobs will be created in the next 2 years.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities during project expansion phase.									

PROJECT NO 7.4										
PROJECT NAME	ED Support and Linkages: Ikemeleng Youth			FOCUS AREA	Enterprise Development					
BACKGROUND	<p>Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. In line with Anglo Platinum policy, RUSTENBURG (RPM) has identified a need for cash wash services at their Bathopele Mine. This initiative was inspired by a proposal by the youth of Ikemeleng in the Kroondal, 5 kilometres from Bathopele for this opportunity. The project will be sustained by its starter give local at the mine and will service mine employees as well as the mine and contractors' fleet of vehicles, either on an ad-hoc basis or through a service level agreement with customers. This is currently 3 youth who are washing cars in the community and will therefore be beneficiaries of this project. There is no other car wash in the area.</p> <p>The project will largely engagement with a company owned by youth of Ikemeleng. A car wash will be established at the mine and the identified company will be developed to take up ownership and management of the facility. Through the required support, the local company will be able to take advantage of opportunities to offer services to the mine and its contractors as well as employees. The positive spinoffs of such intervention is that the businesses will be able to increase job opportunities, and thus improve the livelihoods of the local community members.</p>									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Ikemeleng	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		150 000					150 000
Develop an integrated Enterprise Development Support Program that allows growth and sustainability of the selected company.	Compilation of a proposals to deliver and operate a car wash.		Completed and approved r proposal by the mine.							
	Development of a car wash		Car wash completed and equipped							
	Business development and management training		Sustainable business							
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH						
SHORT TERM	1		4	2	7	3				
MEDIUM TERM					0					
LONG TERM	1	0	7	3	11	5 Permanent jobs will be created in a short-term period of 1-2 years.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities and becomes a sustainable business.									
Provide a report on Beneficiaries and how they will benefit in pdf format as Appendix 3.5										
The support for local emerging enterprises as well as the training provision for the owners and employees of the targeted business will create viable business with growth prospects that will assist and support job creation, sustainability, alleviation of poverty and general improvement in the standards of living of the community members.										

PROJECT NO 7.5										
PROJECT NAME	ED Support and Linkages: Compost manufacturing project			FOCUS AREA	Enterprise Development					
BACKGROUND	Enterprise Development has been identified as one of the Key strategic Drivers for local economic development in communities. Anglo American Platinum was approached by a 5 group of Youth from the neighbour Mfidikoe village proposing that they would like to participate in waste management. They identified opportunities such as recycling and compost manufacturing. On assessment, it was realised that a lot of people are already in recycling mostly informally and this may create challenges for the project. Compost manufacturing was therefore identified as a viable option. This youth group are currently involved in informal recycling.									
	The compost is a mixture of timber waste from redundant shaft supports/wood and mixed with sewage sludge from the mines own treatment plant. The materials are mixed together in equal proportions and formed into windrows. Over a period of approximately 12 weeks the windrows are regularly turned and watered promoting the creation of quality organic compost.									
	900m3 of compost can be produced per month. This project has a high potential for sustainability because it uses waste material from the mine. The mine is currently paying service providers to dispose the sludge at a fee, which would then go to this project. The compost has been tested and declared safe by the Agricultural Research Council. Besides other markets which be explored, the project will be linked to continuously supply Anglo American Platinum initiatives such as Anglo American 80 Rustenburg school gardening programme, Anglo farms at Phatsima and Union, Anglo property land scraping contractors.									
	The initiative will entail formalisation and registration of a cooperative, technical training in compost manufacturing, business management and marketing training. Anglo American Platinum will be working in partenership with Fraser Alexander on this project as part of their CSI. They will cover the cost for things such as training and compost manufacturing equipment.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala Platinum	Rustenburg	Ikemeleng	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANACE INDICATOR		400,000					400,000
Develop an integrated Enterprise Development Support Program that allows growth and sustainability of the selected company.	Finalisation of a proposals to develop and operate a compost manufacturing plant		Completed and approved proposal		Q3 -Q4					
	Development of the plant		Plant completed and operational		Q4	Q1-Q4	Q1 - Q4			
	Business development and management training		Sustainable business		Q4	Q1-Q4	Q1 - Q4			
CLASSIFICATION OF JOB	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH						
SHORT TERM		3		6	9	9 short term jobs will be created				
MEDIUM TERM		5		7	12	12 medium term jobs will be created				
LONG TERM		17		16	33	33 Permanent jobs will be created in a period of 1-2 years.				
COMPLETION AND EXIT STRATEGY	Develop the targeted business to a level where their revenue streams grow and they create employment opportunities and becomes a sustainable business.									

3.5.4 Health and Social Welfare

PROJECT NO 1										
PROJECT NAME	Support the expansion of health promotion and disease prevention			FOCUS AREA	Health					
BACKGROUND	Since first launched in 2010 to address HIV Counselling and Testing (HCT), mass campaigns based on a screen, test, treat and maintain health strategy has become as cornerstone to address HIV and AIDS, TB and non-communicable diseases such as hypertension and diabetes. These campaigns are typically been organised as public and private sectors partnerships to ensure high coverage and maximal impact. The current TB campaign for mine workers and mining communities is a good example of this call for partnerships.									
	While the initial focus may have appeared to be on screening and testing, the importance of ensuring people access treatment and maintain their health has become increasingly important.									
	Under The Presidency's Operation Phakisa, the National Department of Health has assessed the challenges around accessing the health systems at clinics. In particular, patients on chronic treatment such as anti-retro viral, anti-hypertensive and diabetic medication face significant challenges in receiving their medication in addition to making the required lifestyle changes to optimise their health. To this end, the National Department of Health has as part of its re-engineering of Primary Health Care introduced a chronic care model that includes an initiative to supply medication directly to patients in the community using Community Health Workers. This will reduce clinics visits from a minimum of 12 visits per year to only 3, which represents a major cost saving for patients accessing care while also helping to decongest facilities.									
	This project involves the provision of 2 mobile units.									
	1) HIV and Aids voluntary testing, counselling and treatment: There is an existing mobile clinic unit and therefore non will be purchased in this SLP. HIV related services are rendered by Life line NGO who have entered into a 5 year service level agreement with Anglo American Platinum. They provide services to areas such Kanana, Sondela, Delela, Mafenya, Bokamoso, Boschhoek, Charora, Jabula, Nkaneng, Rankelenyane, Zakhele, Photsaneng, Mabitse and Seraleng. Anglo American Platinum pays an agreed fee to Life line on a yearly basis according to agreement. Weekly statistic reports are submitted. Life line is responsible for the operation and maintenance of the vehicle. 2) Primary health care mobile unit. Services are administered jointly by both Department of Health and Anglo American Platinum Health Hospital. These mobile provide services to areas such as Nkaneng, Sondela, Bokamoso, Siza, Entabeni, Bolana and Morester. It provides primary health care covering immunisation, antenatal, minor ailments, chronic diseases and family planning. There is an existing unit and non will be purchased this year. Operation and maintenance is done by Platinum Health.									

	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg		2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 378 000	R 378 000	R 378 000	R 378 000	R 378 000	R 1 890 000
Specific agreement with North West Department of Health	Signing of a specific agreement with department		The North West Department of Health and Mine to support its chronic care services.		Q3	-	-	-	-	
Specific agreement with implementing partner	Signing of a specific agreement with implementing partner		In collaboration with the North West Department of Health the mine identifies a community-based organisation capable of supporting their screening, testing and health maintenance initiatives.		Q3	-	-	-	-	
People screen and tested for HIV, TB and priority chronic diseases	Community-based outreach services provided		Implementing partner provides mobile outreach services in designated communities in line with Department of Health protocols		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
Patients on chronic medication supported	Community-based provision of chronic medication supported		Implementing partner supports outreach services in designated communities in line with Department of Health protocols		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
Health data collected	Maintaining health information systems		Providing the North West Department of Health with quality health data linked to activities		Q3-4	Q1-4	Q1-4	Q1-4	Q1-4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	0	0	0					
MEDIUM TERM	0	0		0	0					
LONG TERM	0	0	0	0	0					

PROJECT NO 2										
PROJECT NAME	Supply of Emergency patient transport for Maternal and Obstetric Units			FOCUS AREA	Health					
BACKGROUND	North West Province has the highest Maternal Mortality Ratio in South Africa at 185 deaths per 100 000 live births (Health Systems Trust, 2015). This is well above the Millennium Development Goal of 4/100 000 and the national average of 133/ 100 000. One of the contributing causes of this significant health is the availability and timely transport of mothers requiring emergency care which cannot be offered at a primary care level. Similarly generic emergency care vehicles are not adequately equipped to provide sufficient care on route, therefore, there Department of Health has specialised vehicles which are stationed at clinic with Maternal and Obstetric Units.									
	In the Rustenburg Cluster, only one of the four Maternal and Obstetric Units has an obsteric ambulance. With the transport of other medical emergencies between facilities, this ambulance in significantly insufficient to meet the transport needs of these four facilities. This results in a severely delayed response time for both osteric and medical emergencies which results in poor treatement outcomes and even preventable deaths.									
	This project will purchase two Maternal and Obstetric Units in order to meet the National Core Standards for sufficient coverage in the area in regards to medical emergency transfers. Once the abulances are procured, they will be handed over to the Department of Health who would then take responsibility for the operation and maintainance. The process of finalising and Memorandum of agreement is ongoing.									
	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	SP Manager	Bojanala	Rustenburg	All villages in Rustenburg	2016	2017	2018	2019	2020	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		R 1 250 000	R 1 250 000				R 2 500 000
Specific agreement	Signing of a specific agreement		The North West Department of Health and Mine conclude a purchase-transfer		Q3-4	-	-	-	-	
2 Obstetric Ambulances	Maternal health and emergency medical care		Procure amubances based on department requirements.		Q3-4	Q1 - Q2	-	-	-	
			Deliver the Ambulaces to the Department of Health		Q4	Q3				
CLASSIFICATION C	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	0	0	0					
MEDIUM TERM	0	0		0	0					
LONG TERM	0	0	0	0	0					
COMPLETION AND EXIT STRATEGY										

3.6 Measures to address housing and living conditions Regulations 46 (c) (iv))

3.6.1 Anglo American Platinum's housing strategy

Anglo American Platinum's housing strategy is premised on five strategic pillars, with the main objective of the strategy being to afford all employees the means to stay in adequate, decent and sustainable accommodation by the year 2025.

This will be achieved by:

- Building sufficient strategic stock to attract and retain critical and/or scarce skills to the operations.
- Promoting a home ownership programme and provision of decent rental tenure option amongst all employees.
- Converting the Living-Out Allowance (LOA) into Rental Allowance which will ultimately ensure that all employees stay in decent accommodation and there is natural attrition from informal settlements.
- Phasing out the Single Accommodation Villages (SAVs) through the natural attrition and also the provision of decent rental accommodation in close proximity to the mines.
- Conducting a financial literacy and debt rehabilitation programme, so that our employees are able to access credit and home loans from commercial banks.

3.6.2 Home ownership scheme

Anglo American Platinum has a range of housing benefits for its employees and these benefits come in different forms, ranges etc. However, one of the most popular housing benefits is the Employer-Assisted Housing Scheme (EAHS).

The main objective of the EAHS is to promote and facilitate home ownership amongst all employees. This scheme provides assistance to qualifying employees to acquire home loans for residential properties in locations within close proximity to the mines and be integrated into the existing communities.

With this scheme, Anglo American Platinum buys well-located residential land and then installs bulk infrastructure in these stands at its own cost. Employees are then allocated these stands where they can build their own houses. The building process is facilitated by the Group Housing Unit with the assistance of construction firms. The employees fund the building of the houses through their acquisition of credit in the form of mortgage loans with commercial banks.

Hereafter, employees qualify to apply for and are granted a Home Ownership Allowance (HOA) on a monthly basis by the Company. The HOA assists employees in paying off their mortgage loans.

On the other hand, the Group Housing Unit may assist qualifying employees in applying for a government housing subsidy. Employees whose salaries range from R3,500 to R1,500 a month are assisted with an application for acquiring a Finance-Linked Individual Subsidy Programme (FLISP) grant from the provincial governments of both Limpopo and North West.

3.6.3 Interaction with local municipalities

The Group Housing unit interacts with various local municipalities where the mining operations are located, inter alia Thabazimbi, Mogalakwena, Polokwane, Fetakgomo and Sekhukhune municipalities, in pursuance of the employees' home ownership programme.

The Company participates in the development of the Spatial Development Frames (SDFs) of these municipalities. Eventually, this ensures that all the Company planned housing projects and developments are included in the municipalities' Integrated Development Plans (IDPs) going forward.

3.6.4 Housing Forum

Anglo American Platinum, in collaboration with its recognised unions, has established a Housing Forum. This is a permanent structure which comprises both management and the employees. The employees are represented by their union leadership. This structure is enterprise wide and meets on a monthly basis.

The main aim of the Housing Forum is to provide a platform on which both management and employees can engage, deliberate and discuss, openly and transparently, all matters pertaining to employees' housing and accommodation.

The Housing Forum also monitors all the housing initiatives of the Company with a view to ensuring that the Company complies with both mining and housing legislation in this regard.

3.6.5 Key challenges in housing delivery to the mine workers

Most of the housing developments and programmes in other locations have been delayed and derailed. Key challenges in this regard are:

- The instability caused by the labour unrest and strikes which have an impact on all the housing projects.
- The union rivalry and turf wars have also had huge consequences on the programmes as some employees stayed away fearing for their lives.
- There was also reluctance from all the major commercial banks to advance home loans to employees after the protracted strike.
- Employee indebtedness and the scourge of garnishee orders have also added woes to the housing project.
- In most locations where mines are located, the Company is faced with huge backlogs and lack of basic infrastructure.

3.6.6 Plans for Rustenburg Platinum Mine

The two projects for Rustenburg home ownership, Seraleng and East End, have been stopped. There are no housing plans for Rustenburg Mines in this SLP.

See Annexure 8 – Housing letter

3.7 Procurement

Anglo American Platinum recognises the need to participate meaningfully in the socio-economic development of South Africa. To remain relevant and compliant with our core values, legislation and our communities, we have identified certain procurement principles and policies at the forefront whose implementation will address economic transformation imperatives.

A strategy has been developed to demonstrate the commitment to increasing local participation by aspiring entrepreneurs in our areas of operation. The unbundling process has been designed to help fast-track the empowerment of locals without placing any additional strain on the mining processes and compliance with our safety standards and technical requirements.

The process (unbundling) entails identifying, on a continuous basis, opportunities that can be allocated to local suppliers in areas where they would otherwise not be able to access such opportunities due to:

- Existing service provider with a contract;
- No relevant skills available locally; or
- Lack of capital and equipment needed by local suppliers.

The success of the programme also requires that the following requirements be met:

- Availability of a willing and readily available local supplier;
- Willingness of the local supplier to undergo a training programme; and
- Agreeing to a mentorship agreement with the existing service provider to receive such mentorship.

The process will be conducted annually where new opportunities are identified for local supplier participation.

The process will be handled in collaboration with the Supplier Development programme to ensure that local supplier gaps identified are addressed through a dedicated training programme by external service providers.

The existing service provider, who will be providing mentorship, will ensure that the local suppliers are assisted technically to meet the requirements to perform in the area where they are appointed to supply or provide services.

A dedicated effort is also underway through unbundling interviews involving local supplier identification and classification. Women- and youth-owned companies are identified through this process and linked to opportunities at the mine.

Rustenburg Platinum Mine Procurement Targets

Procurement					
Categories	Targets				
	2016	2017	2018	2019	2020
2.1.1 Procurement of capital goods	55%	57%	59%	62%	65%
2.1.2 Procurement of services	70%	72%	74%	74%	75%
2.1.3 Procurement of consumables	65%	67%	70%	70%	70%

Procurement Spend is calculated as Total Available Spend less Non-discretionary Spend.

SLPs are our (Anglo American Platinum's) commitments to the DMR and more importantly to the communities around our operations to provide procurement opportunities for local companies to participate competitively and includes the following:

- Identifying potential suppliers and any developmental gaps
 - Local supplier gap analysis
- Addressing gaps identified
 - Courses for locals
 - Training of local suppliers
 - Supplier development partners
- Providing procurement opportunities to locals
 - Identifying role models
 - New contracts to locals
 - Unbundling opportunities
 - Youth owned and women owned companies

Rustenburg Platinum Mine: Supplier Development Targets

Supplier Development	Targets and timelines					
	Note: Below, in year 1, 2, 3, 4, 5 put the actual calendar timelines					
	2016	2017	2018	2019	2020	5-year target
Local supplier gap analysis	220	0	200	0	0	420
Number of courses for local suppliers	2	2	3	3	2	12
Supplier development partners	3	3	3	3	4	16
Role models created	5	10	10	15	20	60
New contract to local HDSA	10	10	10	15	15	60
Unbundling of opportunities	5	10	15	20	25	75
Training of local suppliers	60	120	40	100	100	420
Youth-owned companies	5	5	5	5	5	25
Women-owned companies	5	5	5	5	5	25
Total Number	315	165	291	166	176	1 113

Implementation Plan Supplier Development Targets

1. Local supplier gap analysis

1.1 Supplier Interviews

- These are done to gather information about the types of businesses in a particular area and their experience and expertise (e.g. through CIDB grading or similar accreditation)
- Local companies are invited to these through Social Performance teams, using appropriate communication methods (e.g. notice boards, business forums, traditional councils, hubs, local municipalities, etc.)

1.2 Tender Drop-out lists

- When companies participate in tender processes, it is obvious that as the process moves, some companies will fall out of the shortlist process due to not being able to meet the requirements. Understanding the point of drop-out and the reasons for the drop-outs allows better targeted development.

1.3 Current suppliers (improvement identification)

- Reviewing current local suppliers that are experiencing difficulties (e.g. safety, quality, delivery, etc.), this will allow specific development to address these areas and for the supplier to improve.
- Reviewing suppliers that are performing well will allow a collaborative approach to further improving their competitiveness and potentially moving them into becoming role models

1.4 Next

- As new means of identifying potential suppliers and analysing their potential, these will be explored

2. Number of courses for local suppliers

2.1 What courses are regularly done?

- These may be generic courses on topics also applicable to companies that won't necessarily supply Anglo American Platinum and may include (tax, technology use, legal requirements, etc.).
- These could be run on an annual basis or depending on the demand.

2.2 What industry/supplier specific courses are needed?

- These are expected to be specific to either;
- Certain suppliers who need development in a particular area (e.g. fuel efficiency for transporters, etc.)
- Or industry specific courses to uplift the general local industry (e.g. specialised coatings, cement properties, eco-building techniques, for the building industry, etc.)

2.3 What development is needed?

- Where there is a need to develop specific skills in an individual or group of companies, development courses may be used to address these needs.

3. Supplier development partners

3.1 Who are supplier development partners?

- These are any persons or organisations that provide development to companies or individuals.
- The development may take the form of courses, training, mentorship or any other method as appropriate to the need identified.
- The development partner may be contracted by Anglo American Platinum, be an NGO / NPO, be a collaboration partner (e.g. financial institute, government agency, or any other organisation or individual that can add to the development of the companies with whom we work).
- These can be long term partners or collaborators for a specific need.
- **These should be selected based on 1st and 2nd point above.**

4. Role models created

4.1 Who are potential role models?

- Local HDSA companies
- High employment potential
- Sustainable, competitive businesses
- Ideally these should be companies that Anglo American Platinum can purchase from, but this may not necessarily be the case.

4.2 What does being a role model mean?

- This should be a collaborative relationship where all parties contribute to the success of the role model company.
- The potential role model should be willing to improve their company and performance.
- Anglo American Platinum will provide more intensive support and mentorship where appropriate, directly or through a suitable 3rd party.
- There is no guarantee that Anglo American Platinum will purchase from the potential role models

5. New Contracts with local HDSA

5.1 How will we achieve this?

- Look at the suppliers that we are currently working with on an ad hoc order basis that can be moved to contract.

- If they are performing well and there is demand for their offering, we should put an appropriate contract in place with them.
- If there are areas that they need to address before a contract is awarded to them and they are performing well in other areas or have high potential, they should undergo a supplier development intervention and if successful be reviewed to have an appropriate contract award.
- Look at which suppliers we can potentially expand their scope
- There may be some suppliers who are already doing some work on contract and are performing well, if there is scope to expand their contract we should do so.

6. Unbundling of opportunities

6.1 What is opportunity unbundling?

- These can be where contracts are broken down into smaller portions or packages
Or
- Where the entire contract is awarded to local companies
Or
- Where certain opportunities are set-aside for local companies only
Or
- Where local companies and non-local companies work together to deliver the goods or services. In these cases the non-local company must demonstrate meaningful, appropriate skills transfer to the local company

6.2 How to unbundle opportunities

- Implement opportunities identified, through tenders or other suitable means appropriate to the opportunity and the local supply market
- Identify next batch of opportunities, as the “low-hanging fruit” are implemented, the more challenging opportunities will be identified and steps taken to implement these.
- Local suppliers should be assisted to be and remain competitive so that they remain relevant to their clients and potential clients.
- They should also be encouraged to diversify their client base to reduce their sustainability risk.

7. Training of local suppliers

7.1 Attendance based on 2 above, this should be targeted at the identified needs

- Based on the courses appropriate to the local companies, this measures the number of companies / individuals who attend training courses offered by Anglo American Platinum or the supplier development partners.
- As the courses offered may be aimed at various levels within the organisation and could stimulate individuals to either be more productive in their current role or to create their own company in the community, we will measure the number of individuals present at the training.

8. Youth-owned companies

8.1 What are Youth-owned companies?

- Any company where 51% or more of the company's shares are owned by persons 35 years old and under.

8.2 How do we identify youth-owned companies?

- This will be done through a combination of approaches (e.g. through company documents which state ownership percentages and identity numbers of owners, through social performance and hub teams, through traditional offices and municipal offices, etc.)
- These identified companies will be provided with opportunity to participate in procurement opportunities.
- They will, where gaps are identified, be offered the opportunity to participate in development activities that will enable them to improve themselves and be better placed to participate in future opportunities.

9. Women-owned companies

9.1 What are Women-owned companies?

- Any company where 51% or more of the company's shares are owned by a woman / women.

9.2 How do we identify women-owned companies?

- This will be done through a combination of approaches (e.g. through company documents which state ownership percentages and identity numbers of owners, through social performance and hub teams, through traditional offices and municipal offices, etc.)
- These identified companies will be provided with opportunity to participate in procurement opportunities.
- They will, where gaps are identified, be offered the opportunity to participate in development activities that will enable them to improve themselves and be better placed to participate in future opportunities.

SECTION 4

PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

Date of Establishment	27/01/2015
Number of planned meetings per annum	12

Two years prior to the planned closure at end of life of mine or anticipated downscaling which may lead to retrenchment, the mine will enter into consultations with all the recognised unions and affected employees to implement the processes outlined below.

This process will specifically include:

- A downscaling strategic plan and alternatives to avoid job losses and a decline in employment.
- Skills audit to determine skills within the workforce which may be most vulnerable or difficult to be reabsorbed into the employment market and employees who may require upskilling or retraining for self-employment and re-employment.

4.2 Management of downscaling and retrenchments

The purpose of this process is to ensure that the normal due processes as required by law are followed in order to ensure the fairness of the process. The objective is to ensure that mechanisms to ameliorate the social and economic impacts of the retrenchment and closure of the operations are implemented. To this effect, the Operations are expected to establish future forums, to consult with organised labour on the processes and interventions to improve productivity and thus safe jobs, or prevent job losses. These interventions would have also been consulted upon at Group level with all unions after the notification about possible s189. At this level, the parties also discuss and consult on avoidance measures like early retirement, redeployment, transfers, voluntary separation and reskilling among others. Some of the productivity improvement initiatives would include dismantling of non-productive crews, closure of non-productive section and redeploying people to other gangs. The implementation of cost saving initiatives are also some of the issues discussed during the future forum meetings.

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

As outlined in the SLP, the mechanisms include the following:

- Implementing Section 189 of the Labour Relations Act;
- Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002; and Section 189;
- Notification to the Minerals and Mining Development Board – the notification process in terms of Section 52 (1) (a) of the MPRDA;

- Complying with the Minister's directive and confirming how corrective measures will be taken;
- Interventions that we implement to save jobs include, voluntary separation, affected employees opting to accept lower level jobs with a soft landing allowance as a once off intervention, internal transfers and redeployment to other Anglo American Platinum mines.
- Applying for technical assistance and support from the National Productivity Institute (NPI); and
- Applying to the MQA, the mining sector's education and training authority, for applicable grants.

4.4 Provision of mechanisms/measures which will be put in place in saving jobs and the process to be followed

As outlined in the SLP, the mechanisms include the following:

- Implementing Section 189 of the Labour Relations Act;
- Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002; and Section 189;
- Notification to the Minerals and Mining Development Board – the notification process in terms of Section 52 (1) (a) of the MPRDA;
- Complying with the Minister's directive and confirming how corrective measures will be taken;
- Communicating retrenchments:
 - Once the consultation process has been concluded as per the provisions of the LRA, and once the avoidance measures have been exhausted and still there are employees that are affected and have not been accommodated or have not exercised voluntary avoidance measures, such employees will be issued with retrenchment letters, and will be terminated after the 30 days' notice period. Throughout this process, the organised labour would have been part of this due process.
- Internal transfers and redeployment to other Anglo American Platinum mines;
- Applying for technical assistance and support from the National Productivity Institute (NPI); and
- Applying to the MQA, the mining sector's education and training authority, for applicable grants.

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

Facilitate links with a Local Business Service Centre and other appropriate support institutions;

- The implementation of self-employment training and re-employment programmes.

- The CED unit will coordinate the provision of the above self-employment training and re-employment programmes for all employees affected by retrenchments. The CED unit will give feedback to the Future Forum.
- Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment.
- Identify the creation of opportunities for SMMEs to supply the mine with goods and services.
- Provide business support services to workers while they are still at work and can explore their options;
- Provide assistance and mentoring in feasibility studies and the development of business plans;
- Include business and technical training for self-employment;
- Provide time off so that workers can undergo such training before they leave;
- Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans;
- Skills assessments and written recognition of their prior learning, experience and qualifications;
- Referrals to accredited training providers;
- Consideration for bursary initiatives;
- Step-by-step guidelines on starting their own businesses;
- Job hunting tips;
- Assistance in identifying labour market opportunities;
- Collection of mine pensions;
- Access to state benefits for pensioners;
- Financial planning for retirement;
- Possibilities for supplementing pension income;
- Assessment and counselling services for affected individuals; and
- Personal financial planning.

SECTION 5

FINANCIAL PROVISION (Regulation 46 € (i), (ii), (iii))

5 Five-year Financial Provision

The company has for the duration of this SLP 2015-2019 allocated funds for Human Resources Development and Local Economic Development as follows:

FINANCIAL PROVISION FOR A FIVE-YEAR PERIOD						
ITEM	2016	2017	2018	2019	2020	TOTAL
HRD	229,168,441	104,890,667	111,184,118	117,855,165	124,926,475	688,024,866
LED	27 828,000	20,178,000	20,078,000	14, 078,000	8,528,000	90,690,000
TOTAL	256,996,441	125,068,667	131,262,118	131,933,165	133,454,475	778,714,866

***Please note that the financial provisions as reflected in the above Table are only indicative amounts

These are centralised Budgets for both HRD and LED initiatives and interventions, and all deliverables in this SLP will be costed from these consolidated annual Budgets.

Financial Provision for Managing Downscaling and Retrenchments

The Financial Provision principles for managing downscaling and retrenchments are set out in the table below. All funds will be managed together with other HR related projects budget and will be reviewed whenever the need arise.

Service(CPIX Escalation dependant)	
Support Centres	Travel, cell, telephone costs, printing
Communication	Pamphlets design and printing, info packs design and printing
Careways	Telephonic Support @ R25,000.00 / month for 6 months (covered by same contract than Twickenham)
Health Support @ 2% of population	R 2,500 (est) per person plus contingency for administration
Skills Development OR Bursary Programmes	R15,000 per person/dependant (Projected 30% uptake)
Career Assistance Workshops	R7,500 per day (2 workshops per day, includes est 5% for travel, accommodation and printing)
Financial Wellness Programmes (Current Contract)	Provision in cost centre for Leaver's Programme
Careways Group Trauma Debriefing	R5,000 per day (2 sessions per day), includes travel & accommodation Projected 30% uptake)
Zimele Workshop	R5,000 per day, includes travel & accommodation (Projected 10% uptake)
Life Coach Workshop	R10,000 per day, includes travel & accommodation (Projected 30% uptake)

**The above figures are indicative and are aligned to current financial rates.

AAP has previously had retrenchments and in order to run the above mentioned programmes an estimated amount of R14 million over a 5-year period was provided. This is an indicative figure.

SECTION 6

UNDERTAKING

I, _____ the undersigned and duly authorised thereto by
_____ Company undertake to adhere to the information, requirements,
commitments and conditions as set out in the Social and Labour Plan.

Signed at _____ on this _____ day _____ 20 _____

Signature of responsible person

Designation

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature:

Designation:
