



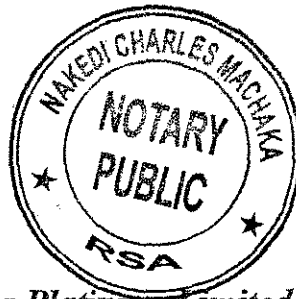
MARULA PLATINUM MINE

SOCIAL AND LABOUR PLAN

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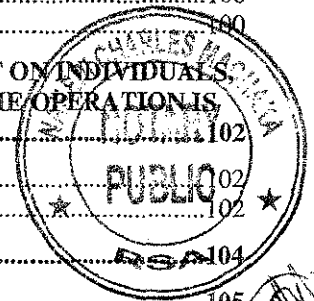
November 2007



Appendix M1: in Support of Impala Platinum Limited's and Marula Platinum Limited's Applications for the Conversion of Old Order Mining Rights at the Marula Platinum Mine

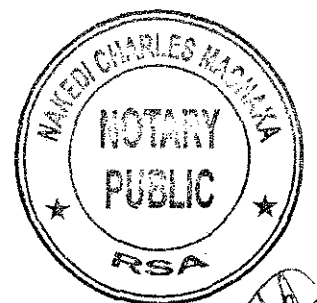
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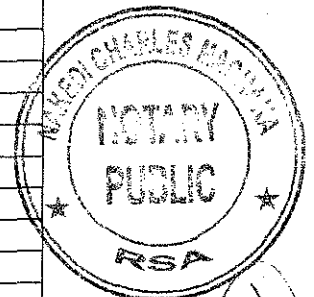
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LIST OF ABBREVIATIONS

ABET	Adult Basic Educational Training
ATR	Annual Training Report
BE	Black Empowered
BEE	Black Economic Empowerment
BI	Black Influenced
BO	Black Owned
CBO	Community Based Organisation
CEB	Child of Employee Bursaries
CFT	Cross Functional Team
COM	Chamber of Mines
CPTR	Current Public Transport Records
CSI	Corporate Social Investment
DBSA	Development Bank of Southern Africa
DME	Department of Minerals and Energy
DPLG	Department for Provincial and Local Government
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ETD	Education and Training Development
EXCO	Executive Committee Meeting
FET	Further Education and Training
GCC	Government Certificate of Competency
GET	General Education and Training
GIS	Geographical Information System
GTM	Greater Tubatse Municipality
HDSA	Historically Disadvantaged South Africans
HET	Higher Education and Training
HoD	Head of Department
HR	Human Resources
HRD	Human Resources Development
HSE	Health and Safety Executive
ICDT	Impala Community Development Trust
IDP	Integrated Development Plan (LED)
IDP	Individual Development Plan (Career Planning)
ITP	Integrated Transport Plan
JDF	Joint Development Forum
JPSA	Joint Initiative for Priority Skills Acquisitions
JR	Junior
JTTT	Joint Technical Task Team
JWF	Joint Water Forum
KPI	Key Performance Indicators
LED	Local Economic Development
LRA	Labour Relations Act
LTD	Limited
MIG	Municipal Infrastructure Grant
MOA	Memorandum of Agreement
MPRD	Mineral and Petroleum Resources Development
MQA	Mining Qualifications Authority
MTSC	Marula Transformation Steering Committee
NGO	Non-Governmental Organisation
NRA	National Roads Agency
OLS	Operating License Strategy
ORWRDP	Olifants River Water Resources Development Plan
PF	Producers Forum
PGDS	Provincial Growth and Development Strategy
PGM	Platinum Group Metal
PM	Procurement Manager
PMU	Project Management Unit



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PROC	Procurement Department
PTP	Public Transport Plan
PTY	Proprietary
RDP	Reconstruction and Development Plan
SAQA	South African Qualifications Authority
SDM	Sekhukhune District Municipality
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME	Small Medium Micro Enterprise
SR	Senior
TCTA	Trans-Caledon Tunnel Authority
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Workplace Skills Plan
YTD	Year To Date

Definition of Paterson Grading: D Level and Higher

- Top Management (E – Level: Upper)
- Senior Management (E – Level: Lower)
- Middle Management (D – Level: Upper)
- Junior Management (D – Level: Lower)



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SECTION 1

INTRODUCTION AND PREAMBLE



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SECTION 1

1.1 INTRODUCTION

1.1.1 OVERVIEW

A Social and Labour Plan (SLP) is a prescribed requirement of the new minerals legislation (the Mineral and Petroleum Resources Development Act (28/2002) (MPRD Act)) to be in place for the remaining life of every mining right¹. The SLP is required to be more than a statement of intent with regards to Human Resource Development, Local Economic Development and the management of downscaling and retrenchment. The plan is a summary of principles and policies to guide the implementation of specific programmes which aim to aid socio-economic development and economic growth in the mine's area of operation and labour-sending areas on an on-going basis. Progress with regards to the specific projects and the mine's contributions to socio-economic development will be reported on annually in the SLP Reports to be submitted to the regional Department of Minerals and Energy.

The objectives of the SLP (section 41 of the Regulations) are to:

- Promote employment and advance the social and economic welfare of all South Africans;
- Contribute to the transformation of the mining industry;
- Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they are operating.

1.1.2 THIS SOCIAL AND LABOUR PLAN

Marula Platinum Mine (Marula) will meet the objectives as outlined in this SLP, ensure its permanent, core-business contractors comply (with regards to Section 101 of the MPRD Act) and ensure the necessary structures and mechanisms are in place and utilized to this end.

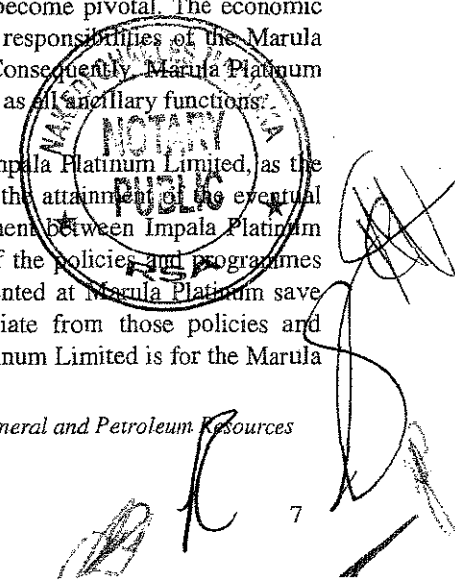
This SLP is submitted as Appendix M (1) for the conversion of the old order mining rights (as summarized in Table 1.1) into new order mining rights at Marula Platinum Mine. The old order mining rights are held by Impala Platinum Limited (15/2003) and Marula Platinum (Pty) Ltd (22/2003). However, whilst the two (2) companies currently hold the respective rights to minerals at the Mine, it is managed as one entity: Marula Platinum Mine.

The Marula Platinum Mine was initiated in 2000, following the acquisition by Impala Platinum Limited of the respective rights (Mining License No. 15/2003) as summarized in Table 1.1. Marula Platinum (Pty) Ltd is the holder of the rights to the concerned minerals underlying the Mineral Lease Area on Mineral Area 1 of the farm Driekop 253 KT, also described in Table 1.1. Both Impala Platinum Limited and Marula Platinum (Pty) Ltd are subsidiary companies held by the holding company Impala Platinum Holdings Limited. The current holding of the two (2) mining licenses by Impala Platinum Limited and Marula Platinum (Pty) Ltd is split along the same division as mentioned above.

However, as the mine has become operational its need to function as a unit has become pivotal. The economic functioning of the mine on a day to day basis, as well as the social and labour responsibilities of the Marula Platinum mine, cannot be addressed in a viable manner by two separate entities. Consequently Marula Platinum (Pty) Ltd has assumed responsibility for the conducting of mining activities, as well as all ancillary functions.

At present, however, the mine is not yet profitable. As such the involvement of Impala Platinum Limited, as the more established entity for long term strategies and policies, remains essential to the attainment of the eventual goal of profitability. As a developing mine and pursuant to the Services Agreement between Impala Platinum Limited and Marula Platinum (Pty) Limited referred to in 1.1.3.1 below, many of the policies and programmes development and implemented by Impala Platinum will be applied and implemented at Marula Platinum save where, as a developing mine, different opportunities exist for Marula to deviate from those policies and programmes to the benefit of the transformation process. The vision of Impala Platinum Limited is for the Marula

¹ It is noted that the SLP is applicable until the closure certificate (under section 43 of the Mineral and Petroleum Resources Development Act (2002)) has been issued.



A circular notary seal for 'MARULA PLATINUM MINE' is stamped over the text. The seal contains the words 'NOTARY PUBLIC' and 'MARULA PLATINUM MINE'. To the right of the seal, there are several handwritten signatures and initials, including a large, stylized signature that appears to be 'R' or 'K'.

Platinum Mine to function independently and profitably in due course and for it to be empowered in terms of its undertakings for HDSA ownership, as indicated in the Statement on Participation by Historically Disadvantaged South Africans (HDSAs) as submitted with the accompanying conversion application. Application is made simultaneously herewith, seeking ministerial consent in terms of Section 11 of the MPRD Act to transfer Impala Platinum Limited's newly converted mining right (Mining License 15/2003) to Marula Platinum (Pty) Ltd.

1.1.3 PROGRESS SINCE THE INITIAL SOCIAL AND LABOUR PLAN SUBMISSION TO DME

Given that this document has been updated since its initial submission to the Department of Minerals and Energy (DME), and in order to ensure sufficient background is available to the reader when considering the content of this revised plan, it is pertinent to note a number of key areas in which progress has been made at the mine in the interim period.

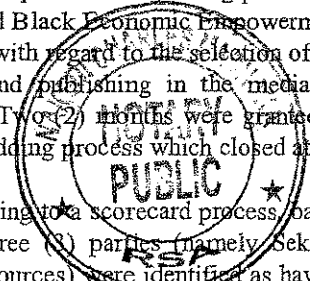
1.1.3.1 BEE SHAREHOLDING AT MARULA PLATINUM MINE

Impala Platinum Holdings Limited, in order to align its operations with the new MPRD Act and in line with a principled commitment made in 2000 during the planning phase of the Marula Platinum Mine, aims to see suitable HDSA partners acquiring 27% ownership in the Marula Platinum Mine, with agreements signed in May, June 2006 and November 2007. In order to successfully facilitate the diversification of ownership in the Mine to include HDSA partners, the following HDSA shareholding structure for Marula Platinum Mine has been developed, following an extensive consultation process:

- 9% shareholding to a broad based structure, namely the Marula Community Trust. The Trust primarily benefits the communities in the vicinity of the mine, being firstly, the residents of the farms on which Marula Platinum Mine operates, secondly the inhabitants of the Greater Tubatse area, and thirdly, the inhabitants of the Limpopo province;
- 9% shareholding following a direct investment by empowerment investor consortium, Tubatse Platinum (Pty) Ltd, which is a consortium of business entrepreneurs from the area in which the mine operates, as well as some broad-based entities;
- 9% shareholding to Mnikau Mining (Pty) Limited, one of the leading HDSA mining companies in Africa, with investments in coal, platinum and mining services. Mnikau Mining's prime focus is on investment in sustainable mining ventures through community-driven involvement, with a view to providing wealth creation through empowerment procurement practices, managed empowerment partnering and entrepreneur development.

Progress in respect of the envisaged BEE shareholding outlined above is as follows:

- The Trust Deed was presented in detail to the communities (via the Marula Working Committee – the structure established to manage communication and social interventions to-date) and their suggestions and proposed changes included in the document. Trustees representing the Marula Platinum Mine communities were nominated and selected after an extensive communication process, which solicited nominees from the area. The nominated Trustees underwent trustee training, during which the Trust Deed was set out to them. The final version of the Trust Deed, including all the changes proposed by the Trustees and the Marula Working Committee, was registered with the Master of the Supreme Court. With the Trustees accepted by the Master, the Marula Community Trust has received a donation from the Impala Community Development Trust (ICDT) of R1million in 2005, enabling the trust to begin operations and develop its project management capacity.
- The 9% stake in Marula reserved for a local BEE consortium investor was put out to a bidding process as part of the Impala Platinum Holdings Limited comprehensive broad-based Black Economic Empowerment shareholding process in Marula. A comprehensive process was followed with regard to the selection of the preferred Empowerment Investor. The process entailed advertising and publishing in the media an 'Invitation to Tender - Pre-qualification' document in September 2003. Two (2) months were granted to interested parties to submit their documents indicating interest with the bidding process which closed at the end of November 2003.
- Seventeen (17) different submissions were received and evaluated according to a scorecard process, based on the requirements as set out in the Pre-qualification document. Three (3) parties (namely Sekoko Resources Consortium, Tubatse Platinum (Pty) Ltd, Nduku Platinum Resources) were identified as having pre-qualified for the next phase of the bidding process. The three (3) pre-qualified parties were invited to submit their tender documents and make a presentation to a selection team. The selection team agreed upon Tubatse Platinum (Pty) Ltd as its preferred Empowerment Investor for the 9% stake in Marula Platinum (Pty) Ltd. A process of due diligence of Tubatse Platinum (Pty) Ltd was completed in January 2006. The



due diligence on Marula Platinum (Pty) Ltd and Impala Platinum Ltd has been performed by a multi disciplinary grouping representing both the Marula Community Trust and Tubatse Platinum.

- A suite of agreements were signed on 19th May 2006 with both Tubatse Platinum and the Marula Community Trust. These agreements comprise a Sale to each of Marula Community Trust and Tubatse Platinum of 7.5% of the ordinary shares in Marula Platinum Limited, a shareholders agreement and a Services Agreement. Negotiations with Mmakau Mining (Pty) Limited in respect of the company's participation in the shareholding of Marula Platinum have been concluded on in June 2006 and a further 7.5% of the ordinary shares and claims in Marula Platinum Limited has been transferred. In addition an agreement has been concluded between Impala Platinum Limited and Marula Platinum Limited in terms of which those assets, rights and obligations intended to form part of the Marula Platinum Mine but previously held in the name of Impala Platinum Limited will be sold, ceded and assigned to Marula Platinum Limited. The Empowerment transaction duly closed on 31 August with the transfer of 7.5% of the shares and claims in Marula Platinum (Pty) Ltd to each of the respective partners. During the course of October and November 2007 a further suite of empowerment documents were signed by the above empowerment partners bringing up the total amount of shareholding by each to 9%. This suite included a sale of additional shares agreement as well as an amendment and restatement agreement.
- Marula Platinum Mine has assisted their BEE partners through a number of informal mentoring mechanisms both during and as part of the negotiating process and will continue to do so as and when required during the life of mine to ensure their partners are effectively capacitated.

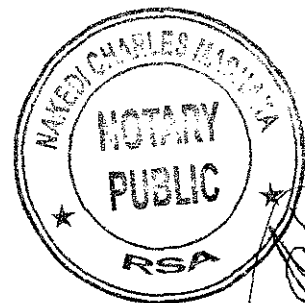
1.1.3.2 HUMAN RESOURCE DEVELOPMENT PROGRAMME

1. Following the move from contract mining to owner mining in November 2004, Marula Platinum Mine appointed Cementation's employees on Fixed Term Contracts from 8th December 2004 to 31st March 2005 whilst the Board considered the future of the mining operation.
2. Following the Board's approval to continue with the mining venture (March 2005), all of the employees employed during the interim period above, were placed on permanent contracts commencing 1st April 2005. As such the mines workforce increased from thirty (30) (as at 30th August 2004), to the one thousand six hundred and three (1 603) as recorded for this re-submitted SLP (as at 22nd March 2006).
3. Given the previous uncertainty of the mine's future, the subsequent period during 2005 focused on attaining production targets at the mine in order to meet with the envisaged business plan and meet the Board's targets whereby the mine's future could be stabilised beyond 2005.
4. Given the substantial ramp up in mine employees, the management of the mine's workforce and associated infrastructural requirements in respect of its Human Resource Development Programme has been significantly impacted. In the interim period Marula contributed towards Impala Platinum Limited's Workplace Skills Plan (WSP) and Skills Development Plan in addition to utilising its training facilities where required whilst Marula has been building the requisite capacity on-mine. Marula's strategic planning of its skills development and audit process commenced in April 2006 (see Plan in Table 2.1). Part of this strategic planning has incorporated the appointment of an additional two (2) HDSA personnel (with an additional HDSA appointment by Minopex) within the Human Resource Department in order to facilitate the appropriate management of the workforce in line with the objectives of the SLP as well as the WSP and Employment Equity Plan. An additional appointment of an HR Optimisation Manager was appointed end of July 2006.
5. The stabilisation of the operations facilitated the completion of the training centre on the mine site which is currently awaiting its accreditation assessment.
6. Further, following the appointment of the ABET Facilitator (in April 2006), the screening of the mine's entire workforce in respect of their educational levels and verification of their labour sending areas, was facilitated during April 2006. As such an updated interim Form Q (for the purpose of supplying baseline information to this SLP re-submission) was completed and appropriate planning in respect of ABET (a final skills audit informing a verified Form Q), core business skills training, career path and talent management plan commenced on 11th September 2006 with a view that training could commence as of January 2007. As such at the time of re-submission of this SLP the mine is deeply involved in these key planning areas including the process of compiling its own WSP (separate to its current contribution to Impala Platinum Limited's WSP).

1.1.4 STRUCTURE OF THIS DOCUMENT

The document is structured as follows:

- Section 1 - Introduction and Preamble
- Section 2 - Human Resources Development Programmes
- Section 3 - Local Economic Development Programmes
- Section 4 - Processes Pertaining to the Management of Downscaling and Retrenchment
- Section 5 - Financial Provisions for the Implementation of the SLP
- Section 6 - Undertaking



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Table 1.1: Summary of Mining Rights Held at Marula Platinum Mine

Name of Mine (Holder of Mining Right)	Mining Licence No.	Farm Name(s)	Portion No.	Mineral Rights held	Mineral Owner and Title Deed
Marula Platinum (Pty) Ltd	22/2003	Driekop 253 KT	Mineral Lease Area on Mineral Area 1	All rights to minerals as defined in Lebowa Minerals Act, Act 9 of 1987	Republic of South Africa (former Lebowa Minerals Trust) - Deed of Cession of Rights to Minerals No. K2695/1999RM NOTE: Marula Platinum (Pty) Limited is subleasing the said minerals by virtue of Notarial Mineral Sub-Lease Protocol No. 864/2000 from Rustenburg Platinum Limited (who is leasing the said minerals from the Republic of South Africa by virtue of Notarial Mineral Lease Protocol No. 863/2000)
Impala Platinum Limited	15/2003	Winnaarshoek 250 KT	Remaining extent of the farm and Portion 1	All mineral rights	Marula Platinum (Pty) Limited - Notarial Deed of Cession of Mineral Rights K 6900/98 RM
Impala Platinum Limited	15/2003	Clapham 118 KT	The farm	All rights to platinum, palladium, rhodium, iridium, ruthenium and osmium as well as rights to prospect for mine, exploit and recover for its own account gold, silver, nickel and copper found in the UG2 and Merensky Reefs.	Impala Platinum Limited - Notarial Deed of Cession of Mineral Rights Protocol No. 866/2000
Impala Platinum Limited	15/2003	Forest Hill 117 KT	Mineral Area No. 2 on the farm	All rights to platinum, palladium, rhodium, iridium, ruthenium and osmium as well as rights to prospect for mine, exploit and recover for its own account gold, silver, nickel and copper found in the UG2 and Merensky Reefs	Impala Platinum Limited - Notarial Deed of Cession of Mineral Rights Protocol No. 866/2000



1.2 PREAMBLE

1.2.1 NAME OF COMPANY

Impala Platinum Limited and Marula Platinum (Pty) Ltd are wholly owned subsidiaries of Impala Platinum Holdings (Pty) Ltd.

1.2.2 NAME OF THE MINE

Marula Platinum Mine

1.2.3 PHYSICAL ADDRESS AND POSTAL ADDRESS

Head Office

No 2 Fricker Road
Illovo
2169

Private Bag X 18
Northlands
2116

Mine

R37 Polokwane/Burgersfort Road
Driekop Region
Burgersfort
Limpopo Province

PO Box 1496
Steelpoort
1133

1.2.4 TELEPHONE NUMBER AND FAX NUMBER

Head Office

Tel: (011) 731 9000

Fax: (011) 731 9053

Mine

Tel: (013) 214 6000

Fax: (013) 214 6022

1.2.5 LOCATION OF THE MINE

Marula Platinum Mine is located on the farms Clapham 118 KT, Winnaarshoek 250 KT, Forest Hill 117KT and Driekop 253 KT, approximately forty (40) kilometres from Burgersfort in the Greater Tubatse Municipality within the Sekhukhune Magisterial District of the Limpopo Province. The nearest town is Steelpoort. (See Appendix A for the Map of Marula Platinum Mine).

1.2.6 COMMODITY

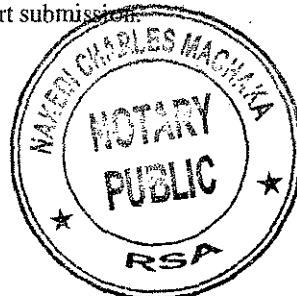
Exportable platinum derived from a concentrate (filter cake) containing the platinum group metals, together with metals and minerals found in mineralogical association at a maximum production rate of 480 000 tonnes milled per month.

1.2.7 LIFE OF MINE

The current life of Marula Platinum Mine is twenty six (26) years up to year 2030. Whilst financial planning only allows Marula Platinum Mine to plan until 2030, the life of the mine is expected to extend beyond this as new developments are evident and new projects are started. These changes will be reported on in Marula Platinum Mine's annual SLP report submission.

1.2.8 FINANCIAL YEAR

1 July to 30 June.



1.2.9 SIZE AND COMPOSITION OF WORKFORCE

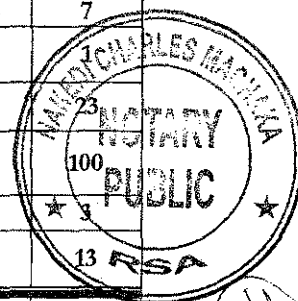
Tables 1.2 and 1.3 present the occupational distribution of the mine's workforce and Minopex's workforce respectively at Marula Platinum Mine as at 22nd March 2006. As can be seen the mine had a combined workforce of one thousand seven hundred and sixty-six (1766) as at 22nd March 2006.

Table 1.2 Occupational Distribution of Mine Workforce at Marula Platinum Mine as at 22nd March 2006

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	2		1	9					12
Professionals	5			14	4			2	25
Technicians and associated professionals	21	1		43				1	66
Clerks	4				8			8	20
Service workers, shop and market sales workers	8							1	9
Craft and related trade workers	69			62					131
Plant and machine operators and assemblers	220			4	3				227
Labourers and related workers	1032			1	66				1099
Apprentices and section 18 learners	12				2				14
TOTAL	1373	1	1	133	83	0	0	12	1603

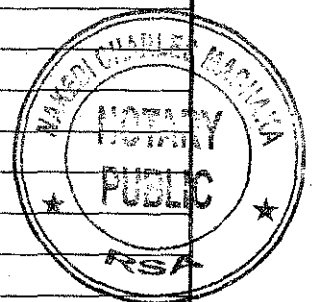
Table 1.3 Occupational Distribution of Contractor Workforce at Marula Platinum Mine as at 22nd March 2006

OCCUPATIONAL CATEGORY	MALES				FEMALES				Total
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials, managers and owners managers	2			4					6
Professionals									0
Technicians and associated professionals	2			7	1				10
Clerks	2				2			3	7
Service workers, shop and market sales workers					1				1
Craft and related trade workers	13			10					23
Plant and machine operators and assemblers	68			1	31				99
Labourers and related workers	1				2				3
Apprentices and section 18 learners	8			1	3			1	13
TOTAL	96	0	0	23	40	0	0	4	163



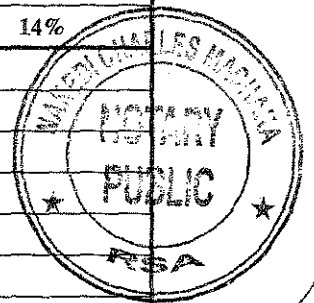
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Free State	Odendalsrus	1		
Free State	Orkney	6		
Free State	Stilfontein	2		
Free State	Theunissen	1		
Free State	Viljoenskroon	1		
Free State	Virginia	5		
Free State	Voiksrust	1		
Free State	Welkom	4	29	2%
Gauteng	Carltonville	5		
Gauteng	East Rand	1		
Gauteng	Germiston	1		
Gauteng	Grassmere	1		
Gauteng	Johannesburg	3		
Gauteng	Katlehong	1		
Gauteng	Krugersdorp	1		
Gauteng	Pretoria	1		
Gauteng	Randfontein	2		
Gauteng	Sebokeng	2		
Gauteng	Soweto	2		
Gauteng	Toekomsrus	1		
Gauteng	Vanderbijlpark	2		
Gauteng	Vanderbijlpark	1		
Gauteng	Westonaria	2		
Gauteng	Westonaria	1	27	2%
Kwazulu Natal	Ceza	2		
Kwazulu Natal	Embangeni	1		
Kwazulu Natal	Eshowe	1		
Kwazulu Natal	Gaza	1		
Kwazulu Natal	Harding	3		
Kwazulu Natal	Hluhluwe	1		
Kwazulu Natal	Idutywa	8		
Kwazulu Natal	Lady Frere	2		
Kwazulu Natal	Mount Frere	3		
Kwazulu Natal	Mt. Fletcher	1		
Kwazulu Natal	Newcastle	2		
Kwazulu Natal	Nntubatuba	1		
Kwazulu Natal	Nongoma	3		
Kwazulu Natal	Port St Johns	5		
Kwazulu Natal	Underburg	2		
Kwazulu Natal	Wasbank	1	37	2%
Lesotho	Maseru	1	1	0%
Limpopo	Burgersfort	1054		
Limpopo	Butterworth	3		
Limpopo	Hoedspruit	1		
Limpopo	Lebowakgomo	3		
Limpopo	Letaba	2		



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Limpopo	Longtill	1		
Limpopo	Penge	4		
Limpopo	Phalaborwa	9		
Limpopo	Polokwane	6		
Limpopo	Potgietersrus	1		
Limpopo	Sekhukhune	7		
Limpopo	Steelpoort	36		
Limpopo	Sterkspruit	6		
Limpopo	Tzaneen	11		
Limpopo	Zastron	1		
Limpopo	Zebedele	3	1148	72%
Mozambique	Chid	1		
Mozambique	Xai-Xai	1	2	0%
Mpumalanga	Amsterdam	1		
Mpumalanga	Atok	6		
Mpumalanga	Bekkersdal	1		
Mpumalanga	Burgersfort	33		
Mpumalanga	Bushbuchridge	27		
Mpumalanga	Dennilton	12		
Mpumalanga	Evander	1		
Mpumalanga	Groblersdal	2		
Mpumalanga	Hazyview	1		
Mpumalanga	Komatipoort	4		
Mpumalanga	Laersdrif	1		
Mpumalanga	Longtill	1		
Mpumalanga	Lydenburg	23		
Mpumalanga	Malelane	8		
Mpumalanga	Nelspruit	7		
Mpumalanga	Ohrigstad	3		
Mpumalanga	Steelpoort	81		
Mpumalanga	Trichardsdal	8		
Mpumalanga	White River	1		
Mpumalanga	Witbank	2	223	14%
North West	Brits	2		
North West	Ganyesa	1		
North West	Glen Cowie	1		
North West	Klerksdorp	3		
North West	Lichtenburg	1		
North West	Northern	1		
North West	Phokeng	2		
North West	Rustenburg	25		
North West	Taung	1	37	2%
Northern Cape	Vryburg	3		
Northern Cape	Vryheid	1	4	0%
Swaziland	Mankayane	1	1	0%
	Total:	1603	1603	100%

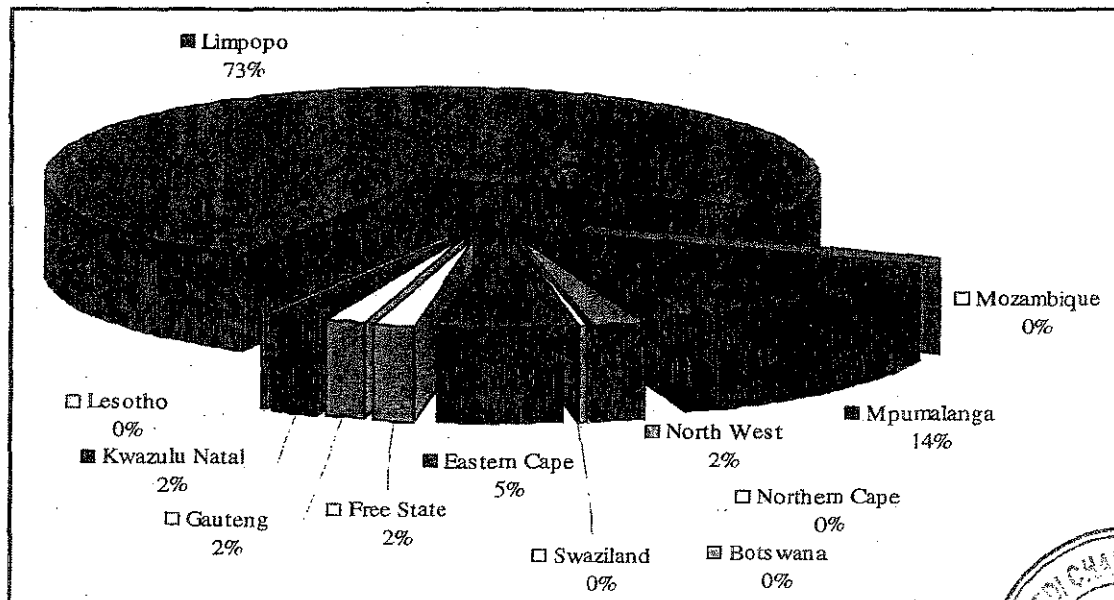


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Table 1.5 Summary of Labour-sending areas for Contractor Personnel at Marula Platinum Mine as at 22nd March 2006

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Number of Employees at the Mine	Total Number of Employees per Country/Province	% of Employees per Labour Sending Area
Limpopo	Driekop Local Mine Area	125		
Limpopo	Burgersfort	12		
Limpopo	Steelpoort	6		
Limpopo	Makopane	1	144	88%
Mpumalanga	Lydenburg	5		
Mpumalanga	Witbank	6		
Mpumalanga	Sabie	2		
Mpumalanga	Ohrigstad	3		
Mpumalanga	Bronkhorstspuit	1	17	10%
Gauteng	Johannesburg	1	1	1%
North West	Rustenburg	1	1	1%
TOTALS		163	163	100%

Figure 1.1: Summary of Combined Labour-sending areas at Marula Platinum Mine as at 22nd March 2006



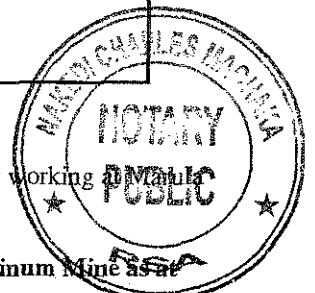
1.2.11 CONTRACTOR AT MARULA PLATINUM MINE

Table 1.6 presents background information on the core business contractor company currently working at Marula Platinum Mine:

Table 1.6: Summary of Core Business Contracting Company Operating at Marula Platinum Mine as at 22nd March 2006

Name of Contractor	Service Provided to the Mine	Number of Employees at the Mine	Company's BEE classification
Minerals Operations Executive (Pty) Ltd (MINOPEX)	Operation and maintenance of platinum processing plant	163	25% BEE deal with shareholder
		163 ²	

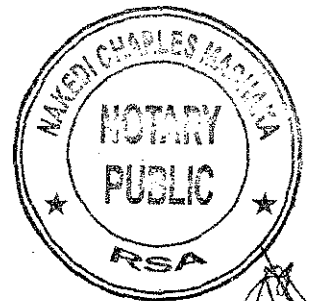
² It should be noted that this figure may change during the course of the mine's life as the business plan for the mine evolves. Changes in the number of contractor employees will be reported to the regional DME in the Annual SLP Report for Marula.



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SECTION 2

HUMAN RESOURCE DEVELOPMENT PROGRAMMES



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SECTION 2

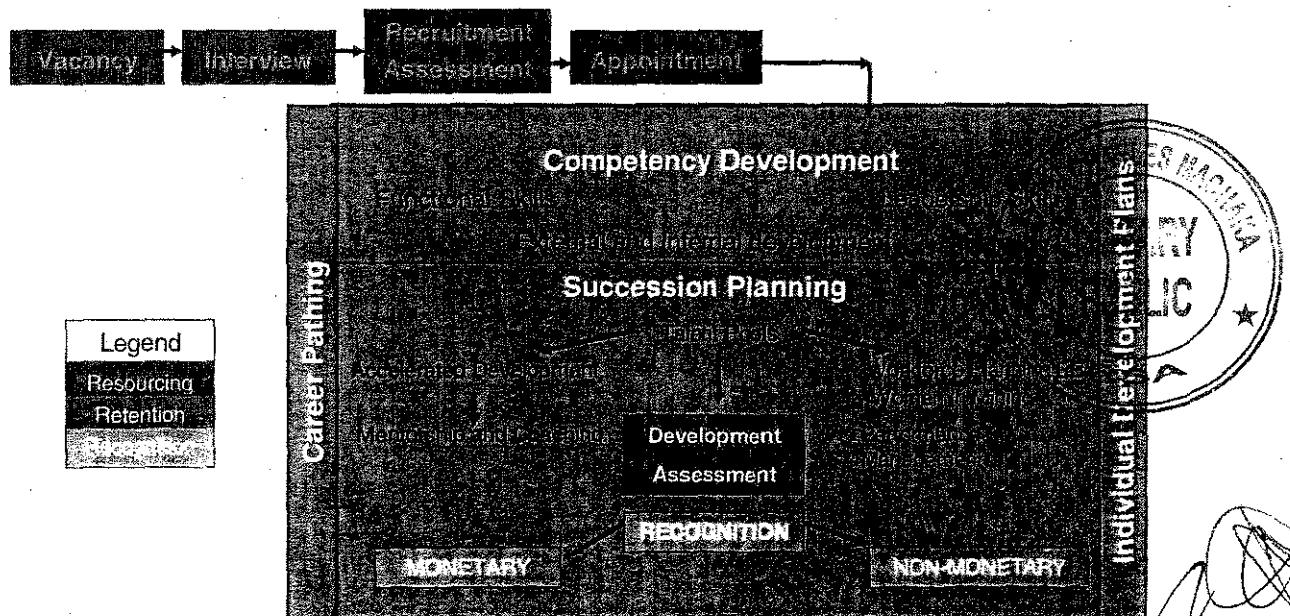
2.1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

2.1.1 GENERAL OVERVIEW

Marula Platinum Mine (Marula) undertakes to adhere to the requirements of the MPRD Act and specifically Section 101 and ensure all permanent employees on the mine, be they mine or contractor employees, have access to Human Resource Development (HRD) Programmes, as outlined in this section, facilitated or managed by either the mine itself or by the contracting companies. It is however relevant to note that Marula is a young marginal mine, having only commenced development in 2002 (see section 1.1.3). As such its current workforce (of one thousand seven hundred and sixty-six (1 766) as at 22nd March 2006) is still growing, as is the mine's infrastructure and management structures to manage the various programmes incorporated in its SLP. However, timeframes and targets (for both Marula and Minopex) have been established for each of the programmes based on the current business plan and expected build-up in operations in an effort to facilitate adequate access to skills development amongst its workforce even during the early stages of the mine's growth. Following the achievement of the envisaged maximum mine workforce of two thousand three hundred (2 300) within two (2) years, the mine's production profile in respect of labour requirements is envisaged to remain constant over the subsequent five (5) years. However, progress and amendments in light of the mine's development in respect of the HRD targets presented here will be reported in Marula's Annual SLP Reports.

The Human Resources Development Programme for Marula is based on Impala Platinum Limited's Human Resources Development Plan³ derived from the annual HRD strategic planning process at the company level. This strategic plan takes cognizance of the company needs in terms of its business plan and Human Resources as well as legislation and community and environment perspectives. Figure 2.1 presents the integrated Talent Management Model utilized by Impala Platinum's operations to facilitate comprehensive HRD training and career progression amongst its workforce. The HRD provisions laid out in this section of the SLP are derived from this model along with the principles of best practice in HRD management.

Figure 2.1: Impala Platinum Talent Management Model



³ For Further Reference see: Impala Platinum Limited: Human Resources Development Plan 2004.

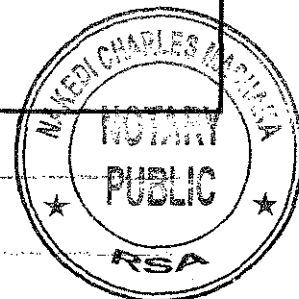
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Marula currently conducts its core training and development at facilities located on the mine under the auspices of Impala Platinum Limited, an accredited training provider with the MQA. Impala Platinum Limited training materials are utilised in training and this interim strategy currently being pursued at Marula has received the endorsement and support of the MQA. Marula has applied for MQA accreditation of its training facilities and is awaiting assessment. Following the receipt of this accreditation, training at the mine will be reverted to these facilities or alternatively the mine will make use of accredited outsourced training providers.

As noted in Section 1.1.3.2, Marula is currently in the process of stabilising its Human Resource Management resources whereby it is in the position to implement its own strategic HRD planning (separate to that of Impala Platinum Limited) at the mine. The following table (Table 2.1) presents the plan whereby Marula will facilitate this process. The timing of the implementation of this plan has impacted upon the HRD provisions presented within this section of the SLP and certain detailed targets can not be completed until key elements of the department's plan (most notably the Skills Audit) are completed. At the time of re-submission of the SLP, the mine is on-track with the stated timeframes in Table 2.1.

Table 2.1: Action Plan for Strategic Human Resource Development Programme Development at Marula Platinum Mine (September 2006 to January 2007)

Key Action Plan	How	Deadline	Completed
1) Conduct a skills audit amongst workforce	Source preferred consultant	28 Augustus 2006	Yes
	Review consultant proposals	4 September 2006	Yes
	Contract consultant to do skills audit	7 September 2006	Yes
	Skills audit to take place	11 September 2006	Yes
	Complete audit	13 November 2006	
2) Training needs analysis to be conducted	Conduct exercise & prioritise training needs	15 December 2006	
3) Prioritise training according to:			
a) Education needs	Identify ABET Level training	15 December 2006	
b) Core business training needs	Identify core business development	15 January 2007	
c) Portable Skills needs		31 January 2007	
4) Implement complete Skills development programmes identified and maintain skills records for its workforce for life of the mine	Implement & maintain training & development	From 31 January 2007 onwards	



2.2 SKILLS DEVELOPMENT PLAN

2.2.1 OVERVIEW

Marula Platinum Mine is currently meeting and will continue to meet the requirements of the Skills Development Act. This includes the submission of the mine's Workplace Skills Plan (WSP) on an annual basis, (currently as part of Impala Platinum Limited's WSP). In addition the mine is registered with the South African Revenue Service (SARS) as well as the relevant SETA (the Mining Qualifications Authority (MQA)) and is currently contributing one percent (1%) of payroll towards Skills Levies.

2.2.2 FUNCTIONAL LITERACY AND NUMERACY

2.2.2.1 Undertaking

It is in the interest of Marula to ensure that all of its employees can read, write and communicate in English to ensure that any instructions and/or health and safety issues are clearly understood to enable employees to not only be more productive but also to ensure their own safety by being able to read any communication expressed on notice boards, briefs, etc. As part of its commitment to developing the educational base of its workforce, Marula will implement a Functional Literacy and Numeracy Programme, ensuring that all employees have access to further learning. The programme will consist of Adult Based Education and Training (ABET) aimed at providing good quality education and training to adult learners, whilst ensuring that all learners are offered the opportunity to become functionally literate and numerate (to ABET Level 4).

2.2.2.2 Strategic Plan

Marula's ABET plan aims to address the critical need for functional literacy and numeracy training amongst the workforce by facilitating access for 91% of the current employees who have no schooling to ABET Level 1. Further Marula recognises the importance of addressing the low literacy levels amongst all employees (particularly those in ABET Level 3 and below) and to facilitate access to ABET Level 4 in order to enable participating employees to advance in their career path whilst in the employ of the mine and further to be competitive within the general labour market. Marula's ABET plan aims to address this need and ensure a reduction in the current illiteracy level from 31% to 20% by 2011 in accordance with the mine's capacity to deliver the requisite programmes. Furthermore, the ABET plan provides employees with the opportunity to advance to ABET Level 4 after successfully passing each consecutive ABET level.

a. Training Facilities and Facilitators: Following the completion of the construction and equipping of the Marula Platinum Mine's on-site Training Centre the training of the mine's workforce in ABET will commence from August 2006 in line with the national ABET training exams timetable. One (1) ABET Facilitator has been appointed during April 2006 and additional two (2) out-sourced ABET Facilitators will also be appointed to facilitate the delivery of sufficient ABET classes in line with the programme outlined below.

b. Training Programme: In order to improve both the functional literacy and numeracy levels at the mine as well as the basic skills levels (many of which are portable outside of the industry) the following ABET Programmes are planned for Marula Platinum Mine:

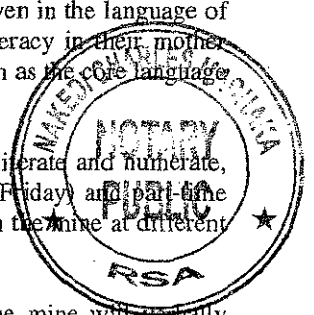
- ABET Level 1: Pre ABET (Foundation Level), Communication and Numeracy
- ABET Level 2: Communication, Life Orientation and Numeracy
- ABET Level 3: Communication, Life Orientation, Natural Science and Numeracy
- ABET Level 4: Communication, Life Orientation, Natural Science and Mathematics

Marula Platinum Mine embraces the philosophy of multi-lingualism and whilst the ABET training will be implemented in English, where required and practicable, instruction and training will be given in the language of choice in an informal manner. Illiterate people will be given breakthrough training in literacy in their mother tongue (Northern Sotho) after which they will be trained in ABET Levels 1 to 4 with English as the core language as directed by the ETD and MQA SETA.

In order to ensure that all employees are offered the opportunity to become functionally literate and numerate, ABET classes will be offered in two (2) different time structures, (full-time (Monday to Friday) and part-time (Monday to Thursday) basis) in order to allow for the involvement of workers employed on the mine at different times.

c. Communication Plan: In order to effectively communicate the ABET Programme the mine will verbally advertise the programme to each new employee, as well as to those returning from leave, via their induction sessions. It should be noted that all endeavours made by Marula Platinum Mine to motivate employees to attend ABET training classes are solely dependant on individuals choices to access further learning. Upon implementation of the programme, all employees will be briefed with regards to the training on offer, through the Marula Platinum Mine Workers Representative structures (NUM etc), as well as through other relevant communication forums.

d. Targets: Marula is currently in the process of conducting a skills audit which is expected to be completed in November 2006. Part of the envisaged outcome of the skills audit is the verification of educational qualifications and labour-sending areas amongst the mine's workforce. Parallel to skills audit, Marula is in the process of communicating the intended roll-out of the ABET programme to the unions and the employees. Voluntary ABET



registration will commence in November 2006 with classes to commence in January 2007. Envisaged targets (Table 2.2) have however been determined through the need as identified within the current Form Q (completed in April 2006) (Appendix B) taking cognizance of the current number of people within each pool at ABET levels at 1 to 4 as well as the mine's envisaged ABET training capacity. It should also be noted that the detailed screening and verification process may change the number of employees within each pool and as such impact upon the achievement of the stated targets as will the varying success and failure rates of the participants in the programme. Any changes will be communicated to DME in the Annual SLP Report or as required.

Table 2.2 presents expected ABET enrolment targets for part-time and full-time classes for the next five (5) years assuming an average of a 93% pass-out rate (full-time and part-time) (as experienced at Impala Rustenburg Operations) on each level. Given the current illiteracy rate of 31% (five hundred and three (503) employees) (as at 22nd March 2006), the mine plans to facilitate ABET training for five hundred and seventy (570) employees (taking into account possible increases as the mine continues to employ additional people in future years) over the next five (5) years. Taking the expected pass-out rate of 93% over this period, the plan is to move 91% (one hundred and fifty-three (153)) people out of a pool of one hundred and sixty-eight (168) from no education to ABET level 1. A further ninety eight (98) people will be moved from ABET level 1 to ABET level 2 and ninety eight (98) from ABET level 2 to ABET Level 3 and one hundred and eighty one (181) from ABET level 3 to 4.⁴ The overall illiteracy level is therefore expected to be reduced to 20% by 2011. These targets are based on utilising Marula's ABET Facilitator and two (2) outsourced part-time facilitators from January 2007 in full time and part time classes (training approximately sixty (60) people per day on part time and full time classes in line with capacity at the mine). It is important to note that the mine plan only allows for a maximum of thirty (30) employees to be out of production per day in full time classes to minimise production losses.⁵ However the current plan in respect of ABET is directly driven by the identified need for ABET on the mine as indicated by the current Form Q.

Appendix B provides the baseline numeracy and literacy levels for the mine and contractor workforce (DME Form Q) as at 22nd March 2006. These forms will be completed annually and submitted with Marula Platinum Mine's Annual SLP Report on behalf of the mine and its core business contractors.

e. Programme Outcomes: Over and above the social upliftment impacts of equipping workforce with numeracy and literacy training (particularly with respect of ABET levels 1 and 2). Successful ABET Level 4 candidates are able to access training for their blasting certificates as well as Plant Operator Qualification.

Marula will implement two (2) additional part time ABET classes should the need arise due to employees registering for such classes. All employees that have successfully completed an ABET Level will be urged to register for the next ABET Level to ensure that such employees systematically progress through the ABET Levels.

2.2.3 LEARNERSHIPS

2.2.3.1 Undertaking

Marula Platinum Mine, through Impala Platinum Limited's established participation in the MQA's Learnership programme, supports the Department of Labour's Learnership Programmes geared at ensuring participants benefit from practical experience in the mining workplace as well as receiving accredited training in the theory behind these chosen disciplines. The mine will make every effort to establish successful relations with the relevant SETA, as well as the training and education providers involved, to facilitate the implementation of beneficial and effective Learnership programmes at Marula Platinum Mine.

2.2.3.2 Strategic Plan

a. Programme Implementation: The mine plans to appoint Learnerships annually in line with the business plan as well as the outcomes of the annual skills audit. Whilst the skills audit for the mine still requires completion (see HRD Action Plan – Table 2.1) the envisaged Learnership requirements at the mine based on the mine's business plan for the next five (5) years are presented in Table 2.3. These targets have further taken cognizance of the companies experience to date in respect of its hard to fill vacancies and the noted shortage of artisans and engineers (DME Form R, Appendix C) by the mine and Minopex. Based on the demographics of the area of operation Marula Platinum will endeavour to ensure that there is a minimum of 80:20 ratio in respect of HDSA participation in Learnership Programmes in order to facilitate the achievement of the mine's Employment Equity

⁴ This includes Minopex's three (3) employees who require ABET training at Level 4 (Appendix B).

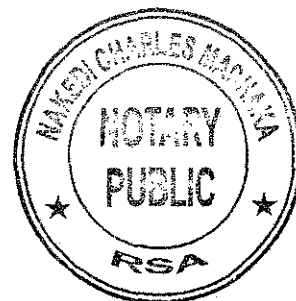
⁵ It is assumed that a full time ABET course will be completed in four (4) months and a part-time course will be completed in one (1) year.

Plan. It should be highlighted that as at the end of 2005/2006, despite the infancy of the mine and its Human Resource Department, substantial focus and effort has been placed on facilitating Learnership enrolments at the mine. As such Marula and Minopex currently have a combined enrolment of thirty-one (31) learners (all HDSAs) in a variety of Learnership programmes at the mine.

b. Training Facilities and Facilitators: All training programmes will be implemented in accordance with the relevant training legislation (MQA and SAQA) and will be carried out at an accredited training facility. Marula are currently utilising the services of Impala Platinum Limited's Rustenburg Operations programme for its Learnership requirements, whilst it awaits accreditation of its own training facility according to MQA specifications. An existing Services Agreement between Impala Platinum Limited and Marula Platinum (Pty) Limited in terms whereof Impala renders certain services for the benefit of Marula, which includes that of the Learnership programme, is currently instituted at a cost of R6,00 per ton milled at Marula.

c. Targets: Table 2.3 depicts Learnership targets for the next five (5) years per Learnership programme for Marula Platinum Mine and Minopex, taking cognisance of the length of each programme and the envisaged pass-out rate.⁶ Please note that as the annual targets within Table 2.3 beyond 2006/2007 will be determined annually by the annual skills audit, the targets may change. Progress with regard to Learnerships will be reported on an annual basis in the Mine's SLP Report.

d. Programme Outcomes: Qualified Engineering Learnerships are linked to qualified Artisans and Mining Learnerships who become Shift Supervisors/Mine Overseers. Whilst as stated the Learnership enrolment is driven by the mine's business plan needs, should this change during the course of the Learnership programme, the company will endeavour to ensure all Engineering and Mining Learnerships are absorbed.



⁶ Please also note that Learnerships are not annual programmes. For example the Engineering Learnerships extends over a period of two and a half (2.5) years.

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Table 2.2: Five (5) year targets for ABET training (Combined for Marula Platinum Mine and Minopex)

Adult Basic Education and Training (ABET) Level	Baseline Literacy Level (ref: Form Q)	Course	2006/2007			2007/2008			2008/2009				
			Expected No. of Enrolments	Expected No. of Learners Passed-Out	% Illiteracy Level	Expected No. of Enrolments	Expected No. of Learners Passed-Out	% Illiteracy Level	Expected No. of Enrolments	Expected No. of Learners Passed-Out	% Illiteracy Level		
ABET Level 1	69%	FT	30	14	31%	45	56	27%	45	42	24%		
		PT											
ABET Level 2		FT											
		PT	15	14		15	14		15	14			
ABET Level 3		FT											
		PT	15	14		15	14		15	14			
ABET Level 4		FT	30	14		45	56		45	42			
		PT											
Totals		FT	60	28		90	112		90	84			
		PT	30	28		30	28		30	28			



MARULA PLATINUM MINE SLP - RESUBMITTED

Table 2.2 Cont.: Five (5) year targets for ABET training (Combined for Marula Platinum Mine and Minopex)

Adult Basic Education and Training (ABET) Level	Baseline Literacy Level (ref: Form Q)	Course	2009/2010			2010/2011			Total		
			Expected No. of Enrolments	Expected No. of Learners Passed-Out	% Illiteracy Level	Expected No. of Enrolments	Expected No. of Learners Passed-Out	% Illiteracy Level	Expected No. of Enrolments	Expected No. of Learners Passed-Out	Expected Illiteracy Levels
ABET Level 1	69%	FT	45	42	21%			20%	165	153	20%
		PT							0	0	
ABET Level 2		FT				45	42		45	42	
		PT	15	14					60	56	
ABET Level 3		FT				45	42		45	42	
		PT	15	14					60	56	
ABET Level 4		FT	45	42					165	153	
		PT				30	28		30	28	
Totals		FT	90	84		90	84		420	391	
		PT	30	28		30	28		150	140	

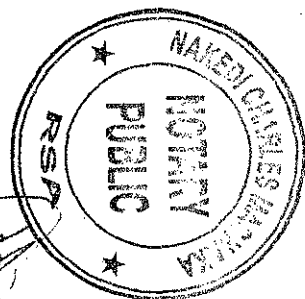


Table 2.3: Five (5) year targets for Learnerships Programmes

Name of Learnership Programme	Length of Programme	2006/2007				2007/2008				2008/2009			
		Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout	Expected No. of New Enrolments	Current Participants	Total Enrolments	Expected Passout
Engineering Electrician	3Years	0	2	2	0	2	4	4	0	2	6	6	2
Engineering Boilermaker	3Years	0	0	0	0	2	2	2	0	0	2	2	0
Engineering Diesel Mechanic	3Years	3	12	12	0	3	15	15	0	7	22	22	9
Engineering Instrument Mechanic	3Years	1	1	1	0	0	1	1	0	0	1	1	0
Engineering Fitting	3Years	0	3	3	0	3	6	6	0	0	6	6	3
Engineering Rigging	3Years	0	0	0	0	1	1	1	0	0	1	1	0
Learner Mining Official	18 Months	2	2	2	0	3	5	5	2	2	7	7	3
Blasting Certificates (in process of registration)	1 Year	5	5	5	0	5	10	10	5	8	13	13	5
Engineering Electrician (Minopex)	3Years	0	2	2	0	2	4	4	2	1	3	3	2
Engineering Instrument Mechanic (Minopex)	3Years	0	1	1	0	2	3	3	1	0	2	2	0
Engineering Fitting (Minopex)	3Years	0	0	1	0	1	2	2	1	0	1	1	0
Total				29	0	23	53	53	11	20	64	64	24

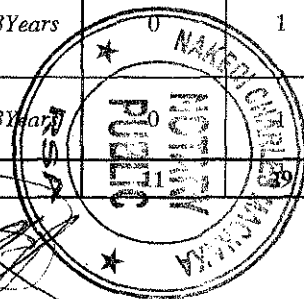


Table 2.3 Cont: Five (5) year targets for Learnerships Programmes

Name of Learnership Programme	Length of Programme	2009/2010				2010/2011				TOTAL	
		Expected No. of New Enrol-ments	Current Participants	Total Enrol-ments	Expected Passout	Expected No. of New Enrol-ments	Current Participants	Total Enrol-ments	Expected Passout	Expected No. of New Enrol-ments	Expected Passout
Engineering Electrician	3Years	2	6	6	4	0	4	4	2	6	8
Engineering Boilermaker	3Years	0	2	2	2	0	0	0	0	2	2
Engineering Diesel Mechanic	3Years	3	16	16	3	3	16	16	3	19	15
Engineering Instrument Mechanic	3Years	0	1	1	1	2	2	2	0	3	1
Engineering Fitting	3Years	0	3	3	0	0	3	3	3	3	6
Engineering Rigging	3Years	0	1	1	1	0	0	0	0	1	1
Learner Mining Official	18 Months	3	7	7	2	2	7	7	3	12	10
Blasting Certificates (in process of registration)	1 Year	5	13	13	8	10	15	15	5	33	23
Engineering Electrician (Minopex)	3Years	0	1	1	0	0	1	1	1	3	5
Engineering Instrument Mechanic (Minopex)	3Years	0	2	2	0	0	2	2	2	2	3
Engineering Fitting (Minopex)	3Years	0	1	1	0	0	1	1	1	1	2
Total		13	53	53	21	17	51	51	20	85	76

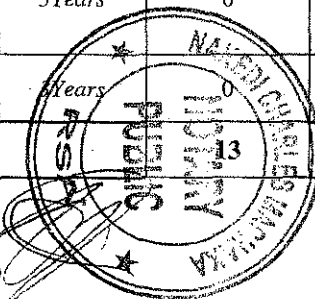


Table 2.4: Five (5) year targets for Skills Development Programmes⁷

Skills Programmes	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target	
	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify	No. of Enrolments	No. Expected to Qualify
Mining Competent A	26	26	13	13	11	11	10	10	12	12
Mining Competent B	406	406	234	234	27	27	27	27	27	27
TOTAL	432	432	247	247	38	38	37	37	39	39

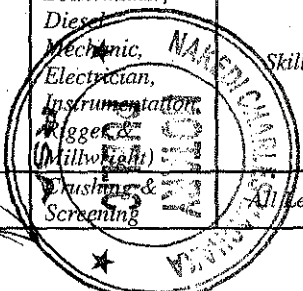


⁷ These targets exclude Minopex as their employees do not require Mining Competent A and Mining Competent B qualifications.

Table 2.5a: (5) year targets for Portable Skills Training within the Mining Industry (across mineral sectors)

Department	Training Programmes	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
			Target		Target		Target		Target		Target	
			No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Equipping Helper	Unskilled	103	103	45	45	4	4	4	4	4	4
	Scraper Winch Operator	Unskilled	66	66	23	23	2	2	2	2	2	2
	Rock Drill Operator	Unskilled	107	107	47	47	4	4	4	4	4	4
	Mining Competent A	Skilled	26	26	13	13	11	11	10	10	12	12
	Mining Competent B	Unskilled	71	71	88	88	27	27	27	27	27	27
	Safety	All Levels			1	1						
	Survey	All Levels	1	1	1	1						
	Shift Supervisors	Skilled	2	2	3	3	2	2	3	3	2	2
	Mine Overseer	Professional					1	1				
	Rock Engineering	All Levels										
	Coded Drivers	Semi-skilled										
	Geology	All Levels										
	Miners	Skilled										
	Ventilation Observers	Semi-skilled										
	Ventilation Officials	Skilled & Prof										
Underground Crew & Gang Leaders	Semi-skilled											
Conveyor Belt & Tip Attendant	Unskilled											

Department	Training Programmes	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
			Target		Target		Target		Target		Target	
			No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Administration	Human Resources	Semi-skilled, Skilled & Prof										
	Finance	Semi-skilled, Skilled & Prof										
	Stores	All Levels										
	Admin	All Levels										
	Computer Training	All Levels										
Engineering non-licensed	Eng Helpers & Gang Leaders	Unskilled										
	Eng Serviceman	Semi-skilled										
	Lamp Room Attendant	Unskilled										
	Control Room Operators	Semi-skilled										
	Eng Semi-Skilled - welders, torch cutters	Semi-skilled										
Engineering - Licensed & Trades	Trackless Mining Machines	Semi-skilled	59	59	26	26	2	2	2	2	2	2
	Artisan (Fitter, Boilermaker, Diesel Mechanic, Electrician, Instrumentation, Rigging & (Millwright))	Skilled										
Metallurgy (Minopex)	Milling & Screening	All levels	8	8	5	5	12	12	7	7		



Department	Training Programmes	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
			Target		Target		Target		Target		Target	
			No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
	Floatation & Thickening	All Levels	8	8	3	3	3	3	5	5		
	Introduction to Mineral Processing	All Levels										
Formal Learnership	Blasting Certificates	Skilled	5	5	5	5	8	8	5	5	8	8
	Engineering	Skilled	9	9	18	18	17	17	10	10	10	10
Supervisory & Management Training	Principles of Supervision	All Levels										
	Intro to Supervision	All Levels										
	Life Skills	All Levels										
	Basic Business Skills	All Levels										
TOTAL PARTICIPANTS			465	465	278	278	93	93	79	79	71	71

Key:



Targets to be determined following completion of the skills audit (November 2006) (Table 2.1).

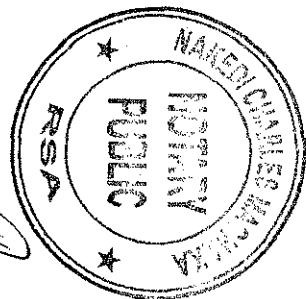
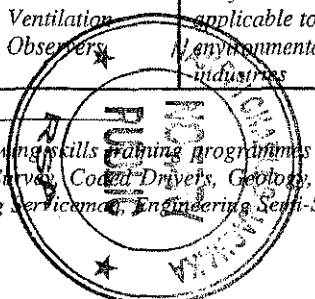


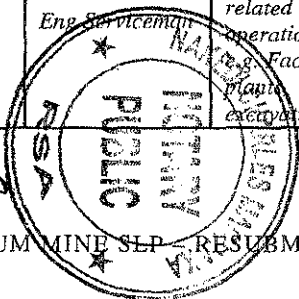
Table 2.5b: (5) year targets for Portable Skills Training outside of the Mining Industry⁸

Department	Training Programmes	Industry Skill Portable to	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	Safety	All industries having safety related positions e.g. Factories, agriculture, plants etc	All Levels			1	1						
	Survey	Only applicable to survey related industries e.g. road builders, excavation industries etc	All Levels	1	1	1	1						
	Coded Drivers	Transport and taxi industry	Semi-skilled										
	Geology	Only applicable to geology related industries e.g. Prospecting industry	All Levels										
	Ventilation Observers	Only applicable to environmental industries	Semi-skilled										

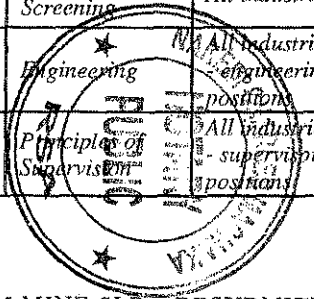
⁸Please note that the following skills training programmes are also presented within Table 2.5a as these training programmes are portable both inside the mining industry as well as outside the mining industry: Safety, Survey, Coded Drivers, Geology, Ventilation Observers, Ventilation Officials, Human Resources, Finance, Stores, Admin, Computer Training, Engineering Helpers and Gang Leaders, Engineering Servicemen, Engineering Semi-Skilled, Artisans, Crushing and Screening, Engineering Learnership.



Department	Training Programmes	Industry Skill Portable to	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target	
				No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
	Ventilation Officials	Only applicable to environmental industries	Skilled & Prof										
Administration	Human Resources	All industries	Semi-skilled, Skilled & Prof										
	Finance	All industries	Semi-skilled, Skilled & Prof										
	Stores	Warehouses, Food & beverage industry etc	All Levels										
	Admin	All industries	All Levels										
	Computer Training	All industries	All Levels										
Engineering Non-Licensed	Eng Helpers & Gang Leaders	All industries having engineering related operations e.g. Factories, plants, excavating etc	Unskilled										
	Eng Servicemen	All industries having engineering related operations e.g. Factories, plants, excavating etc	Semi-skilled										



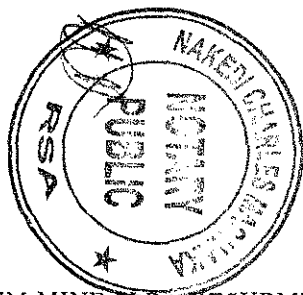
Department	Training Programmes	Industry Skill Portable to	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target	
				No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
	Eng Semi-Skilled – welders, torch cutters	All industries having engineering related operations e.g. Factories, plants, excavating etc. Also able to start own business e.g. Steelwork, burglar proofing etc	Semi-skilled										
Engineering – licensed & Trades	Artisan (Fitter, Boilermaker, Diesel Mechanic, Electrician, Instrumentation, Rigger & Millwright)	All industries	Skilled										
Metallurgy (Minopex)	Crushing & Screening	All industries	All Levels	8	8	5	5	12	12	7	7		
Formal Learnerships	Engineering	All industries - engineering positions	Skilled	9	9	18	18	17	17	10	10	10	10
Supervisory & Management Training	Principles of Supervision	All industries - supervisory positions	All Levels										



Department	Training Programmes	Industry Skill Portable to	Occupational Categories as per Form S	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
				Target		Target		Target		Target		Target	
				No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
	Intro to Supervision	All industries - supervisory positions	All Levels										
	Life Skills	All industries - supervisory positions	All Levels										
	Basic Business Skills	All industries - supervisory positions	All Levels										
TOTAL PARTICIPANTS				18	18	25	25	29	29	17	17	10	10

Key:

Targets to be determined following completion of the skills audit (November 2006) (Table 2.1).



MARULA PLATINUM MINE SEP - RESUBMITTED

b. Portable Skills Training in Non-Mining Related Skills during the Life of the Mine

Training Programme: Cognisance of the potential risk to jobs at the mine due to fluctuations in the platinum industry within South Africa have given cause to develop and implement a programme of non-mining related portable skills training which will be communicated to employees via the Future Forum structure(s). Employees will be informed as to the potential risks of sudden retrenchment following market changes and be given the opportunity to apply for additional training in non-mining related areas, over and above the training provided within the mine's on-going core business training programme during the life of the mine. Table 2.6 presents the Action Plan aimed at providing detail in respect of how the portable skills training programme will be rolled out at Marula Platinum Mine.

A dedicated Portable Skills Fund will be put in place to meet the costs of the training required by employees on an annual basis during the life of the mine. The guiding principle of the fund is to facilitate access to suitable training for those employees deemed at greatest risk⁹. Whilst these employees will be given priority in respect of accessing available funds, ultimately any employee wishing to take up the opportunity for non-core portable skills training will be considered in respect of the programme. As it is difficult to determine the training requirements of the individuals, it is envisaged that the training priority areas identified by JIPSA will be the key focus for the programme. Specific targets are unable to be determined currently as the neither the specific needs nor the level of interest amongst the employees is known. Following the completion of the communication strategy (as per Table 2.6) a suitable plan detailing targets for this programme will be developed annually.

An annual budget of R0.2million commencing FY 2006/2007 will be put in place on an ongoing basis, over and above the core business training which facilitates mining-related training. This fund is based on the assumption that it will make provision for fifty (50) employees per annum (as determined by the principle identified above) at a cost of R4 000 per person per annum (current internal training costs at Impala per person) for training provision. Where possible the training will be accredited and training may be outsourced according to service provider needs as determined by the type of training required by the applicant for non-core business training.

Table 2.6: Action Plan for Portable Skills Training Programme to be implemented by the Human Resources Department

Action	How	To start	Completion Date
Communicate with all stakeholders on processes to be followed with regards to portable skills training	Hold meeting with all stakeholders	15- Jan-07	15- Feb- 07
Consult with the Marula Transformation Committee on all issues related to portable skills process.	Place portable skills process on the agenda of the Transformation Committee.	Sep- 07	Ongoing
Communicate process to the workforce	Through briefs, meetings, notice boards and e-mails	05-Feb-07	11-Feb- 07
Determine current employees portable skills	With skills audit being conducted, employees to indicate portable skills preferences	Sep-06	Nov-06
Identify future projects and skills required in labour sending areas	Have a workshop with relevant Municipality and community stakeholders	Jan-07	Jan-07
Identify suitable accredited training providers	Obtain data base from relevant SETA's	Feb- 07	Feb- 07
Identify suitable portable skills training programmes for Marula	Through Transformation Committee	Mar-07	Mar-07
Plan and draw up schedules for portable skills training	In conjunction with service providers and Transformation Committee.	Apr-07	Apr-07
Commence with portable skills training programmes as identified and scheduled	Schedule fifty (50) employees per annum	Jun-07	Ongoing
Report on portable skills training outcome for FY to DME	In annual SLP Report	Jun-07	Jun-07
Ongoing communication with Future Forum on identifying non-core portable skills within the labour sending areas	Ongoing process	Quarterly	Minig Closure

⁹ Determined by identifying those employees in each department that is not receiving non-mining related portable skills training currently.

c. Portable Skills Training in Non-Mining Related Skills at Times of Retrenchment/ Downscaling

Should retrenchment be required during the life of the mine due to changes in the market conditions, business plan or as part of a planned downscaling exercise, the Portable Skills Fund will be supplemented with additional funds from the HRD training budget for that year. The amount to be utilised will be determined by the number of people affected by the retrenchment exercise and will be calculated according to the training costs per person. As such employees will be able to access an expanded non-core portable skills training programme to cater for those who will be retrenched in the short term driven by an additional communication programme. Priority will be given to employees who have had limited access to portable skill training at the point of application in respect of training received under the core business training programme or as part of the Non-Mining Portable Skills Training Programme during the life of the mine.

This process of determining additional non-mining training requirements for the workforce will be instituted in consultation with community forums including the Future Forum at Marula Platinum Mine, four (4) to five (5) years prior to operation closure. In this way the expanded fund will be constructively utilized in order to identify appropriate programmes and facilitate the necessary support of such training during the periods of downscaling and closure. It is envisaged that three (3) suitable programmes will be identified, in consultation with the skills priority areas in line with the JIPSA initiative amongst the lower occupational levels at the company's affected operations as well as three (3) further programmes at the supervisory and management levels:

2.2.6 TRAINING IN CORE BUSINESS AREAS

2.2.6.1 Undertaking

Marula Platinum Mine's core business is mining and will remain so for the life of the mine. For this reason the company will direct a major portion of its training and development resources to the development of mining, engineering and plant related competencies and skills. Marula Platinum Mine is a new mining operation experiencing growth in employment as mine development continues. The company will endeavour to ensure that all training and development is in accordance with appropriate legislation and will plan its core business training and development accordingly.

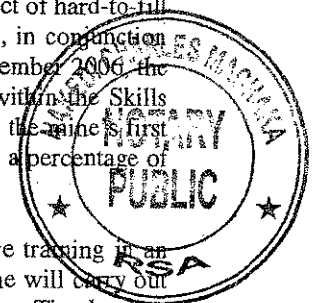
2.2.6.2 Strategic Plan

During the past financial year (2005/2006) Marula qualified one thousand nine hundred and thirty eight (1 938) employees in various core business training programmes. In order to maintain these levels of skills development and operational excellence at Marula, the mine will continue to strive to attain their current success rates in core business training programmes during the life of the mine.

a. Training Facilities/Facilitators: The mine will continue to develop, staff, maintain, and continuously upgrade a complete training facility on the mine to train employees in its core business areas. The mine will continue to utilise Impala's training material and where out-sourced providers are utilised, ensure that these are accredited.

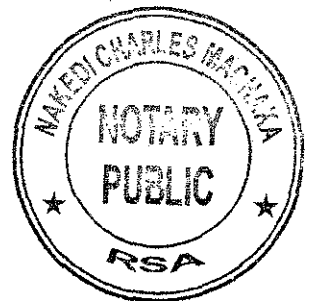
b. Training Programme: Targets for occupational related training for the next five (5) years at Marula Platinum Mine have been based on envisaged labour build-up needs in line with the business plan as well as the mine's knowledge of historical turnover to-date (Table 2.7). Other core business training targets under Learnership programmes (Table 2.3) and Skills Development Programmes (Table 2.4) have also been determined. In addition to the business plan requirements, the mine's experience to-date in respect of hard-to-fill vacancies (Appendix C) has further informed the plans for training within core business areas, in conjunction with the plans for the Learnership programme. As the skills audit will be completed by 13 November 2006 the accurate and verified targets within each of the core business training courses and planning within the Skills Development Plan framework (WSP) will be determined at that point and reported to DME in the mine's first Annual SLP Report. Actual numbers of mining and plant employees trained per annum (and as a percentage of the total workforce) will also be reported on in the mine's Annual SLP Reports.

In addition to the core business training within each discipline, Marula will carry out ex-leave training in an effort to ensure the continuous improvement and upliftment of the Marula workforce. The mine will carry out ex-leave training on an on-going basis during the life of the mine as employees return from leave. The duration of this re-fresher training, which also facilitates key communication opportunities to employees (on issues such as ABET programmes, portable skills programmes, nutritional awareness, HIV/Aids etc) is three (3) days per employee. The employees within the plant however, complete one (1) scheduled ex-leave training session per annum on returning from leave in January which takes one (1) day.



Appendix C presents the current hard to fill vacancies for the mine and its contractors (DME Form R). These forms will be completed annually and submitted as part of Marula Platinum Mine's annual SLP Report on behalf of the mine and its core business contractors.

c. Programme Outcomes: The career paths (outlined in Section 2.3 and Appendix E) demonstrate where employees are able to move to on completion of their core business training.

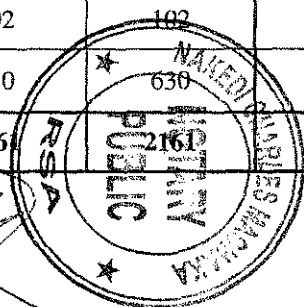


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Table 2.7: Five (5) year targets for Training in Core Business areas

	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target	
Occupational Related Training	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify	No. of Participants	No. Expected to Qualify
Mining	284	284	124	124	20	20	18	18	20	20
Engineering	68	68	44	44	19	19	12	12	12	12
Plant	16	16	8	8	15	15	12	12	0	0
Total Participants	368	368	176	176	54	54	42	42	32	32

	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target	
Ex Leave Induction Training	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify	No. of enrolments	No. Expected to Qualify
Mining	1429	1429	1429	1429	1429	1429	1496	1496	1496	1496
Metallurgy	102	102	102	102	102	102	102	102	102	102
Engineering	630	630	630	630	630	630	660	660	660	660
Total	2161	2161	2161	2161	2161	2161	2258	2258	2258	2258

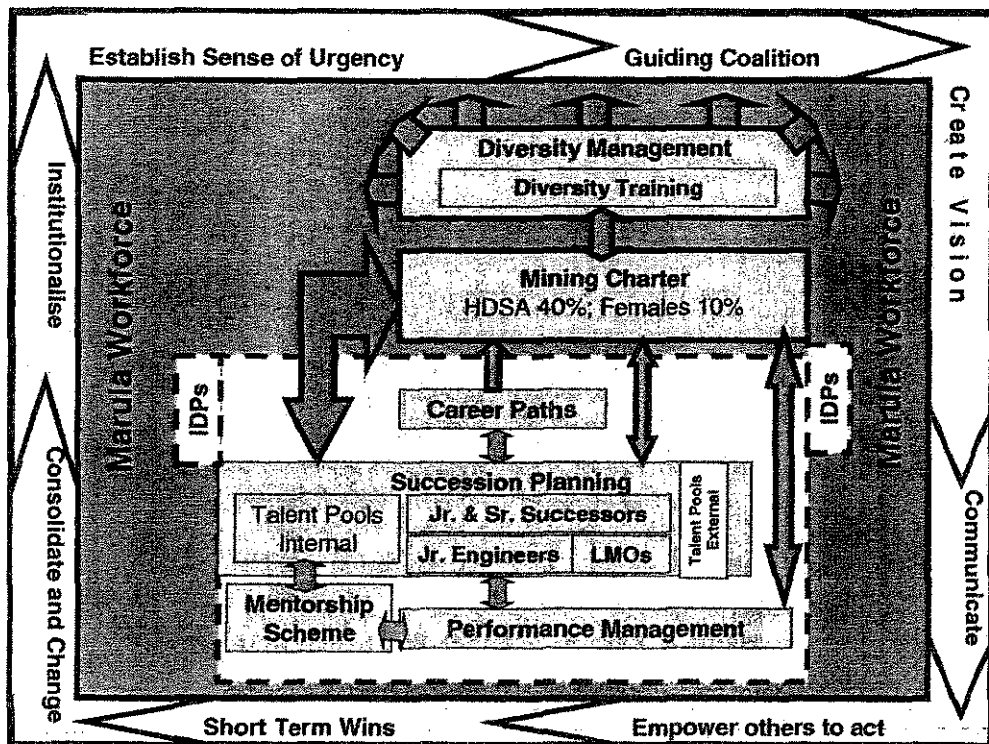


2.3 CAREER PATH PLAN

2.3.1 UNDERTAKING

Marula Platinum Mine upholds the philosophy that every employee should be given the opportunity to develop within one of the career progression paths available. To this end, the mine has developed a career paths model to assist employees to identify appropriate career paths, as well as to become familiar with the requirements at each level within the chosen path (Figure 2.2).

Figure 2.2: Impala Platinum Limited's Integrated Career Progression Model

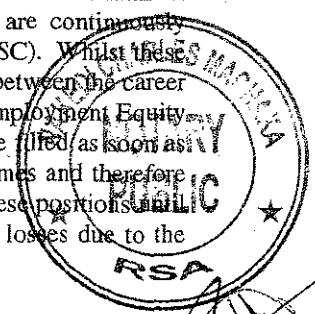


2.3.2 STRATEGIC PLANS

Marula Platinum Mine's career pathing, succession planning and fast tracking programmes are in place to ensure employees within the chosen programme's pool (particularly employment equity candidates) are fully trained to be placed into vacant positions within the organization once they become available. Marula Platinum Mine will ensure that career pathing, succession planning and fast tracking programmes are continuously developed, monitored and managed by the Marula's Transformation Steering Committee (MTSC). Whilst these programmes aim to develop pools of appropriately skilled employees at the mine, direct links between the career development programmes and the placement of HDSAs as part of Marula Platinum Mine's Employment Equity Plan into vacant positions cannot always be determined. Vacant positions at the mine must be filled as soon as possible and employees within these pools have not always completed the required programmes and therefore cannot be placed in such positions at such time at the mine. The mine is unable to reserve these positions until the employees have successfully completed the programmes as it will cause major company losses due to the mine's failure to meet productivity targets.

a. Generic Career Plans Programme:

All employees at the mine will be informed, as part of their induction to the mine, of the potential career paths that exist at Marula Platinum Mine within the various occupations and disciplines. As such, all employees will be aware of the educational and training requirements in order to progress through the various occupational levels within various disciplines at the mine. Appendix E presents the core, generic career path plans for Marula Platinum Mine and Minopex and indicate key criteria, timeframes and career opportunities in detail.



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Impala Platinum Limited has a well established career progression plan which will be utilized by Marula Platinum whereby successors are identified and developed to cater for immediate and future manpower needs. Figure 2.2 presents the integrated model upon which Career Progression amongst the company's employees is implemented through the diversity management, succession planning and mentorship programmes.

b. Individual Development Plans:

i. Programme Implementation and Targets: Following the completion of the skills audit amongst the mine workforce (by November 2006), the mine will roll-out a process whereby Individual Development Plans (IDPs) for all employees will be developed in conjunction with the qualified training specialist. The process of completing the IDPs will commence in November 2006 and will be completed for the total workforce by October 2007 (envisaged to be approximately one thousand eight hundred and fifty (1 850)). The process of completing IDPs will commence with the lower employment categories working towards the higher categories. Following this, whilst the mine continues to recruit to its envisaged maximum employment level of two thousand three hundred (2300) employees, new recruits will receive their IDPs at point of entry to the mine. The IDPs will be reviewed annually with each employee and assistance in respect of mentoring and/or training requirements will be given as and when required.

ii. Programme Outcome: All employees will be in possession of an IDP by December 2008 and as such aware of their career path, specific training requirements, and associated timeframes and educational level requirements for their progression through the various identified occupational levels.

c. Succession Planning and Fast-tracking Programme

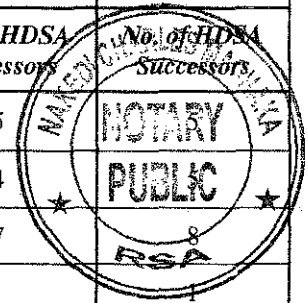
i. Programme: In order to facilitate the progression of employees, most notably HDSAs in line with the mine's Employment Equity Plan, a succession planning system, linked to the generic career path programme (outlined above) within all core disciplines will be implemented. This will ensure all employees are aware of promotional routes, job prerequisites and time frames. The succession planning system will also incorporate a replacement plan for successors and will identify functions for key skilled labour and institute accelerated development of people within their succession plan.

ii. Programme implementation: Line managers and/or supervisors will identify a pool of candidates for the fast-tracking programme as part of the IDP process with each employee within their department. These candidates will then be assessed by the HRD department through the company's assessment tool for this purpose. The selected candidates will then complete a one-on one discussion with their HoD and an HRD manager to develop the appropriate fast-tracking elements to their IDP.

iii. Targets: Table 2.8 indicates five (5) year targets for successors (all management – Paterson D Level and above). In order to compile the fast-tracking targets (as depicted in Table 2.9) positions which are envisaged to facilitate fast-tracking of HDSAs (amongst all Paterson D levels and above supervisory areas (Shift bosses, Miners, Foreman etc), and those positions with employees close to retirement) were identified and appropriate targets for fast-tacking HDSA employees over the next five (5) years were determined

Table 2.8: Five (5) year targets for Successors (All Paterson D Levels and Above)

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors	No. of HDSA Successors
Mining	1	3	4	5	8
Mining Services	1	1	3	4	1
Human Resources	1	3	5	7	1
Finance	1	1	1	1	1
Metallurgy	1	2	2	2	2
Engineering	0	0	2	2	2
Totals	5	10	17	21	23



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Table 2.9: Five (5) year targets for Fast-Tracking HDSAs

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
	Target	Target	Target	Target	Target
Fast tracking programme	No. of HDSAs Fast Tracked	No. of HDSAs Fast Tracked	No. of HDSAs Fast Tracked	No. of HDSAs Fast Tracked	No. of HDSAs Fast Tracked
Learner Official Mining	2	5	6	6	6
Learner Official Engineering		1	1		
Woman in Mining (e.g Da Vinci Institute)		1			
Mine Overseer	2		2		
Experiential learning	4	4	4	4	4
Blasting certificate	5	5	8	5	8
Executive development Programme (Minopex)	1				
Dyna Programme (Minopex)	1				
Shift Supervisor	3	3	2	3	2
TOTAL	18	19	23	18	20

2.4 MENTORSHIP PLAN

2.4.1 UNDERTAKING – MENTORING OF EMPLOYEES

Impala Platinum Limited introduced a formal mentoring system in 2003, comprising of a formal training and orientation programme for both mentors and protégés. This formal system will be implemented at Marula Platinum Mine (in line with Figure 2.1), and will include training of all mentors and protégés on Marula Platinum Mine’s Succession and Employment Equity plans. All mentoring will follow the guidelines and principles of the Impala Platinum Limited Mentorship Code of Practice.¹⁰

2.4.2 STRATEGIC PLAN - MENTORING OF EMPLOYEES

The mentoring of employees is seen as a critical mechanism through which the company can achieve its accelerated training targets and thereby achieve significant employment equity across the organization in line with the Employment Equity Plan. It is envisaged that all employees identified as successors will have a formal mentor. Mentors will be directly involved with the development of successors, with formal feedback provided as per the mentoring procedure developed within the code of practice. Of particular importance will be the mentoring of HDSA successors by experienced mentors. Employees, such as successors, learner official mine overseers and those in experiential learning who require mentoring, will be identified during the skills audit to be completed in November 2006 (Table 2.1). Following this, appropriate plans with relevant targets will be developed and reported to DME in order to indicate which employees (in terms of racial groups and gender) will be mentored along with the envisaged outcomes of the mentoring programmes. Table 2.10 outlines the Action Plan in place to implement the process of identifying mentoring of employee requirements at the mine and the formalisation of the implementation plan by May 2007.

¹⁰ For Further Reference see: Impala Platinum Limited: 'Code of Practice: Mentorship', June 2004.

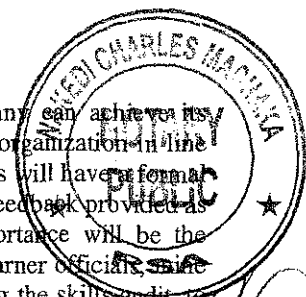


Table 2.10(a): Action Plan for Mentoring of Employees Programme to be implemented by the Human Resources Department

Plan	How	When
Complete Skills audit	As per skills audit plan done for Marula	13-Nov-06
Identify potential mentors and protégés	Assessments based on the results of the skills audit	15-Jan-07
Source service provider to conduct mentoring workshop	Invite service providers to do presentations and select preferred provider	28-Feb-07
Mentoring workshop to be held	Schedule selected mentors and protégés	31-Mar-07
Paring process to be completed	protégés to indicate preference of mentors	30-Apr-07
Formalise mentorship programme	Concluding an agreement between mentor and protégés	31-May-07
Mentorship programmes to commence		15-Jun-07
Review programmes	Quarterly meetings	Quarterly
Report mentorship programmes to DME with targets	Annual SLP report	Annually
Beneficiaries	Employees on accelerated training, HDSA successors, Experiential Learners, Bursary students, Employees in Talent Pools and fast tracked employees	Ongoing

In addition to the categories of employees noted above who will be assisted through the mine's formal mentoring programme, the mine will also implement a process of mentoring/coaching of its Learnership candidates (indicated in Table 2.2). Of further significance in respect of the mentoring plan is the company's management of its bursary students and the associated mentoring and experiential training provided to these candidates. All bursars complete experiential training yearly for four (4) to six (6) week period during their December vacation for the duration of their studies. A pool of trained mentors will be retained in the relevant departments at the mine to facilitate the on-going mentoring of the bursary students.

The mine is currently investigating appropriate formal training for Foreman and Shift Supervisors, as well as other supervisors and managers in Mentor Training in order that they are equipped with the skills to implement the formalised mentorship programme at the mine. Once an appropriate service provider and costing has been identified and the Skills Audit has determined the number of successors and other employees who require formal mentoring (by 13 November 2006) the appropriate number of supervisors and managers will be placed on the mentor training programme. It is envisaged that this will commence in April 2007 and will facilitate the requisite pool of trained mentors on the mine.

The implementation of the Mentorship Plan will address the quality of training and coaching that will be needed to achieve the Talent Pool targets as set out in Table 2.8 (Five (5) year targets for Successors (All Paterson B Level and Above) and and Table 2.10 (b) (Five (5) year targets for Talent Pool per area (All Paterson C Levels).

Table 2.10 (b): Five (5) year targets for Talent Pool per area (All Paterson C Levels)

	2006/2007	2007/2008	2008/2009	2009/2010	★ 2010/2011 ★
	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool
Mining	2	3	3	4	4
Mining Services	1	2	2	2	2
Human Resources	1	1	1	1	1

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool	No. in Talent Pool
Finance	1	1	1	1	1
Metallurgy	1	1	1	1	1
Engineering	1	2	3	3	3
Totals	7	10	11	12	12

2.4.3 OVERVIEW - MENTORING OF EMPOWERMENT GROUPS

Impala Platinum Holdings Limited has in place a Policy of Good Corporate Governance which directs the induction, management and training of all of its Directors on the respective mine Boards and associated committees. This policy will apply equally to the Marula Platinum (Pty) Limited Board and its respective BEE Directors once appointed, in line with the current Shareholders Agreement. The schedule for such induction, management and training is set each year as part of the group wide annual meeting schedule and in consultation with board members. From calendar year 2007 a programme devoted to the needs of director training will be incorporated into that schedule annually. For the remainder of 2006 an orientation programme will be devised for Marula directors in consultation with those directors once appointed.

Induction and training of all directors is considered to be an essential part of the business and is designed to equip them with that level of knowledge, information and experience that will enable them to take effective decisions and participate in the overall business in a meaningful way. This philosophy is not confined to directors of Impala Platinum Holdings Limited but extends to all its subsidiaries, including Marula Platinum (Pty) Ltd. The requirement of appropriate skills, knowledge and experience is particularly relevant in the mining industry where the issues required to be addressed are complex, the operating environment highly intricate and commodity trading a specialised field. In addition the legal and regulatory environments are extremely challenging.

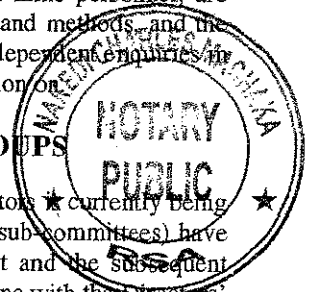
Against that background the organisation has recognised the importance of induction and training of all directors. Under the auspices of the Nomination Committee, a sub-committee of the Impala Platinum Holdings Limited Board, an induction and training programme has been devised which covers diverse disciplines such as the applicable legislation and legal requirements, regulatory provisions (such as the JSE Listings Requirements and the SRP Code), risk management, understanding of finance (including business planning, capex, amortisation and the like), technical information sharing, mine health and safety and environmental requirements. In addition and in recognition of the importance of and contribution made by the workforce an understanding of human resources issues is indispensable.

Several training sessions are arranged annually for directors during which they receive formal presentations from members of the Institute of Directors, lawyers, and representatives of merchant banks, financial experts and HR specialists. In addition directors visit the operations where they interact with mine personnel, are exposed to the technical aspects of the business such as the different mining techniques and methods, and the concentrating, smelting and refining processes. Directors are also encouraged to make independent enquiries in respect of any subject relating to the group business that they may require further information on.

2.4.4 STRATEGIC PLAN – MENTORING OF EMPOWERMENT GROUPS

The process of nomination and approval of the Marula Platinum (Pty) Ltd Board of Directors is currently being finalized. Once appointments to the respective responsibility areas (on the Board and its sub-committees) have been finalised, a process of identifying any specific training needs will be carried out and the subsequent identification of appropriate training programmes and service providers be completed, in line with the Directors' needs as identified.

The shareholders will engage at a strategic level at Marula Platinum Mine, and are not envisaged to participate in the daily operational management of the mine. Full participation at the board level requires that the Directors possess the adequate capacity to fulfil their responsibilities in line with the agreement between Marula Platinum (Pty) Ltd and the shareholders. As an essential element of the company's good corporate governance practice is to ensure all directors are adequately trained in areas of applicable legislation and regulatory requirements, and the newly appointed directors of Marula Platinum (Pty) Ltd will form part of the company's Plan for Director



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Training and Induction, (in place since February 2005). The Plan ensures the implementation of an induction process and orientation of all new Board members and/or directors as well as regular training and development programmes for all Board Members by the Impala Platinum Holdings Limited Nominations Committee and involving further education as amplified in 2.4.3 above. The Plan further provides for the annual review of training and development programmes for the Board members and/or directors as well as the members of the Board Committees.

Further, the nominated representatives of the BEE partners will be inducted into Marula's specific business environment such that they are familiar with, inter alia, the nature of the operations, marketing, health and safety issues, technology, etc. This will be achieved by utilising the combined efforts of workshops/training, regular site visits, one on one involvement in the technicality of the mining operation and cooperation in the joint facing of challenges arising at the operational level as and when required. This will further facilitate the said representatives' informed involvement in the Transformation Committee and the Mine's Operational Committee and other sub-committees of the Board as and when they are developed, requiring specific skill requirements amongst certain Board members.

As the specific identity and training needs of the Directors are unknown at this stage, given that the directors have not been appointed yet, the SLP can not provide the specific training programmes, duration and participants therein. However, the mine will ensure that the training is in line with group policy and that any training received will be facilitated by accredited training providers and will directly meet the needs of the directors as identified. Given the companies' experience in the provision of training to newly appointed directors in the past, it is however envisaged that courses may be provided by the Institute of Directors of South Africa or alternatively professionals including but not limited to professionals from Accounting or Financial Institutes. Focus areas will likely be on Corporate Governance Responsibility, Financial Risk Management and the reading and understanding of financial statements. In this regard any training aimed at capacity building of BEE partners, provided or planned to be provided will be reported on in the mine's Annual SLP Report.

An intensive mentoring session was undertaken with representatives of the empowerment partners on 13 July 2006 and 17 to 18 July 2006. The session was aimed at providing safe, yet detailed, first hand exposure to the designated attendees on the business of physical mining at Marula Platinum Mine with an underground visit right up to the rock-face where drilling is conducted. An explosives blast was executed and future underground development explained. The value chain of the ore being broken, brought to surface, treated at the Dense Medium Separator Plant was physically followed and explained. This was followed by a two (2) day visit to Impala Platinum Limited's lease area where the representatives of the empowerment partners were given the opportunity to experience, first hand, the successful Woodchip programme, HIV programme and Safety programme as well as the following step of the value chain pertaining to the ore mined at the Marula Platinum Mine by an interrogation of the Mineral Processing being conducted. The last step in the value chain was a day visit to IRS' Springs Refinery where the process of extracting all the base metals (Copper, Nickel, etc) associated with Platinum Group Metals as well as the extraction of the Platinum Group Metals themselves from the ore product mined at the Marula Platinum Mine were demonstrated to all present with physical handling of the Platinum ingots, - bars and - sponges being supplied to the export market. A Session on the marketing of platinum and its related products was also conducted on the day.

2.4.5 MENTORING OF LOCAL BEE COMPANIES

It is the policy of Marula to ensure that all opportunities, (whether it is in the delivery of LED projects, delivering of capital, services or consumables to any of Implats operations or outsourcing non-core functions) are offered to HDSA / BEE small business enterprises first. Marula gives preference to women in its approach and is very proud in the special awards already achieved for its efforts in doing so. As this is a substantial task to implement, a five (5) tier plan is followed, namely:

- The empowerment of small businesses through tailor-made training programmes;
- Linking them with job opportunities;
- Mentoring their progress;
- Coaching them in the main stream of the economy.
- Lastly the procurement function should be geared to focus on providing motivation to all involved.

Execution of the plan requires managers and supervisors to be directly involved. Firstly directly, as mentors and secondly indirectly as mentors of programmes outsourced to external service providers. Co-ordination and integration of all five (5) of the elements of the plan are essential for success.



Marula capacity will be extended by outsourcing the empowerment function to outside service providers. Provision has been made to train thirty (30) SME's or Co-Operatives in skills identified as required over the forth-coming five (5) year period.

In order to track the success and impact of this programme, Marula is considering installing a computerised system with specific designed software for this purpose.

A comprehensive and successful education and mentorship programme for local BEE companies has been implemented at Impala Platinum Refineries in Springs. Pursuant to the Services Agreement concluded between Impala Platinum and Marula Platinum and referred to under 1.1.3.1 above, the learnings from this programme and the implementation thereof will be applied and implemented at Marula Platinum.

2.4.5.1 Budget: FY07 to FY 11

Marula's planned budget for the Mentoring Programme comprises the following:

- External training and mentoring programmes - R100 000 per year for five (5) years to train a group of thirty (30) people every six (6) months. This finance will be managed through the ICDT at Marula Platinum Mine (See Table 5.3).
- Extra hours executed by supervisors and managers officially monitored and costed but not allocated to a cost centre.

2.5 INTERNSHIP AND BURSARY PLAN

2.5.1 UNDERTAKING

Marula Platinum's bursary scheme is an open bursary scheme with a goal to timeously deliver sufficient, appropriately educated employees for the company who are trainable for further advancement and development. Marula Platinum Mine will administer all internships and bursaries to be granted on its behalf to beneficiaries on an annual basis.

2.5.2 STRATEGIC PLANS

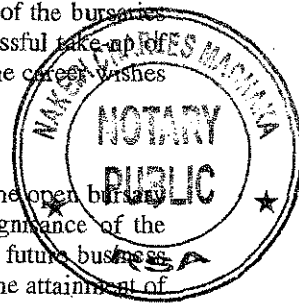
Programme Targets: Table 2.11 presents the envisaged bursary programme for a five (5) year period at Marula Platinum Mine. Details in respect of the specific fields of study, HDSA and gender status have further been outlined in the table. The bursary and internship programme is seen as critical in order to facilitate the development of the various talent pools and Learnership programmes to feed into the various points of career path entry as indicated in the table. A tracking procedure for each scholar and bursar's progress will be maintained annually in respect of their grades and date of completion of studies. Those scholars that matriculate with the appropriate grades and who are interested will be invited to enrol in the Learnership programme or appropriate bursary selection programmes in order to ensure that wherever possible, recipients of the bursaries are linked into the recruitment and HRD training programmes at the mine. However, the successful take-up of these scholars into Marula Platinum Mine is both dependent on the grade achieved as well as the career wishes of the individual candidates.

a.) University Bursaries

Marula Platinum Mine will continue to offer university bursaries for external students within the open bursary scheme. All applicants will be selected based on academic achievements whilst taking cognizance of the company's Employment Equity policy and associated targets and skill requirements within the future business plan. The mine will further strive to achieve a ratio of 70% HDSA bursary recipients however the attainment of this proportion is dependent on the availability of suitable candidates. Only candidates with a minimum of a C symbol for Mathematics and Science on the Higher Grade will be considered. To this end the company will endeavour at all times to ensure that at least four (4) bursars are undergoing studies and training in mining-related fields.

b.) Child of Employee Bursaries (CEB)

Marula Platinum Mine will endeavour to offer at least ten (10) secondary school bursaries to children of Category 3-8 employees of the company annually. Bursaries will be offered to learners who passed grades eight (8), nine (9), ten (10), eleven (11) and who have mathematics, natural science or accounting subjects.



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c.) Graduate / Diplomat Internship and Experiential Programmes

Marula Platinum Mine will provide graduate and diplomat internships for:

- Vacation work for Marula Platinum Mine bursary holders within various departments closely linked to their field of study
- Experiential training for ad-hoc diplomat and bursary non-employee students in conjunction with the community, Technikons and Universities in the area, the mine will endeavour to offer students experiential training in metallurgy and chemical engineering fields. Students will be assigned to internships that will enable them to obtain relevant qualifications.
- Learners on Junior Engineer programmes to assist engineering graduates and diplomats to register as engineers and is aligned to develop engineers in all related engineering fields. These programmes could take two (2) to three (3) years to complete and enable junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation.

2.6 EMPLOYMENT EQUITY PLAN

2.6.1 OVERVIEW

Marula Platinum Mine will align all employment equity efforts as prescribed by Impala Platinum Limited¹¹. In line with its vision of "unlocking the potential of all its employees" and in compliance with the Employment Equity Act, the MPRD Act and the Mining Charter, Marula Platinum Mine is committed to a process of:

- Increasing organizational effectiveness to sustain competitive advantage by recruiting, selecting and developing individual employees to their full potential;
- Providing development opportunities to all employees with a particular focus on those who have been excluded from the main stream of economic activity as a direct result of unfair discrimination;
- Maintaining short to medium term equitable means to counter employee imbalances of the past as a result of legislation and/or customary practices;
- Bringing the employment equity process in line with the company's values and goals.

2.6.2 UNDERTAKING

To this end Marula Platinum Mine will implement an Employment Equity Plan ensuring that set targets are met and that all employees are aware of the company's goals. The Employment Equity Plan (as set out below) incorporates the strategies, targets and plans to comply with the MPRD Act's focus on and specific targets for, Historically Disadvantaged South African's (HDSAs) in management positions and women in mining at Marula Platinum Mine.

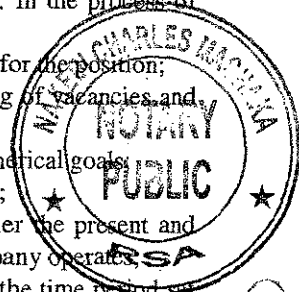
2.6.3 STRATEGIC PLANS FOR EMPLOYMENT EQUITY

2.6.3.1 Principles for Employment Equity at Marula Platinum Mine

Marula Platinum Mine will set annual numerical goals with regards to employment equity. In the process of achieving these goals the company will adhere to the following principles:

- No person will be appointed to a position unless suitably qualified and/or competent for the position;
- Suitably qualified persons from HDSA groups will be given preference in the filling of vacancies and in promotions;
- No forced retrenchment programme will be implemented for the achievement of numerical goals;
- New appointments will preferably be from HDSA groups to achieve numerical goals;
- Marula Platinum Mine, in setting out to achieve the numerical goals, shall consider the present and anticipated economic and financial factors relevant to the industry in which the company operates;
- The company will have regard for the growth or reduction in the workforce during the time period set for achieving the goals;
- Many of the essential competencies are currently vested with non HDSAs. Negative perceptions and attitudes arising out of the implementation of this plan must be kept to a minimum. The company therefore agrees to adopt a policy of transparency through proper communication with those from non HDSA groups and will highlight that while their prospects of advancement will be reduced in order to achieve the set goals in this plan, the positions of non HDSAs are not at risk.

¹¹ For Further Reference see: Impala Platinum Limited: Employment Equity Policy and Procedure, March 2001.



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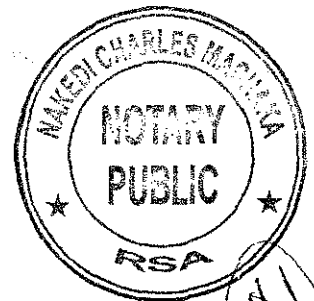
The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regards to employment equity, including the MPRD Act's target of forty per cent (40%) HDSAs in management positions and ten per cent (10%) women in mining.

2.6.3.2 Management of Employment Equity Plans at Marula Platinum Mine

An HDSA senior manager of Marula Platinum Mine has been appointed as the assigned manager in terms of Section 24 of the Employment Equity Act, to take responsibility for implementing and monitoring this plan, in addition to their present role and functions at the Mine. A **Marula Transformation Steering Committee (MTSC)** has been established and commenced with its duties in early 2006. The MTSC will:

- ensure the implementation of the communication, awareness and training programme (to commence in June 2006);
- facilitate the development of the plan (to be completed by December 2006) and subsequent implementation (to commence in January 2007) of the equity plan at mine level;
- determine any mentoring and coaching skills which will be required amongst relevant personnel in order to implement the plan, as well as the required diversity training amongst managers, supervisors and work teams;
- prepare budgets to be utilized for the implementation of the plan. Such budgets will be presented to the Mine Management and the Implats Transformation Steering Committee for approval.
- will determine and carry out the most effective means of communicating progress in terms of this plan to all employees and stakeholders on an on-going basis.

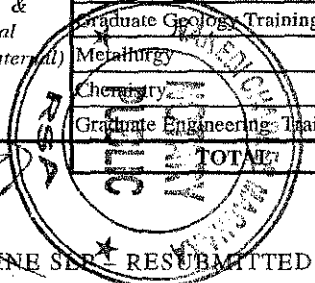
In addition all line managers and identified contractor managers will be responsible for ensuring the implementation of the employment equity plan in their respective work areas and will receive the necessary diversity training, mentoring and coaching training (as part of their annual training plans) to effectively fulfil this role. Detailed plans for this mentoring and coaching training, to be facilitated through the MTSC, will be completed following the Skills Audit and the identification of the talent pool by November 2006 (refer to Table 2.1: HRD Action Plan). All departmental managers will ratify appointments of employees who are not from the HDSA groups in positions targeted for HDSAs. The company will continually engender a respect for diversity based on dignity and respect for all people.



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Table 2.11: Five (5) year targets for Internships and Bursaries

Programme	Field of study	HDSA Males	HDSA Females	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Career path entry
				Target (Number Offered)	Target (Number Offered)	Target (Number Offered)	Target (Number Offered)	Target (Number Offered)	
Marula University Bursaries (External)	Mining Engineering	x	x	4	4	4	4	4	Core Skills Graduate Training programmes
	Chemical Engineering								
	Electrical Engineering	x							
	Accounting								
	Mechanical Engineering								
	Safety / Environmental		x						
	Metallurgy	x	x						
	Chemistry								
	Geology		x						
Community School Achievers Programme (External)	Grd 11	x	x	6	6	6	6	6	Talent pool for Marula Bursary scheme, employment and Learnerships.
	Grd 12	x	x						
Child of Employee Bursars (External)	Grd 10	x	x	10	10	10	10	10	Talent pool for Marula Bursary scheme, employment and Learnerships.
	Grd 11	x	x						
	Grd 12	x	x						
Graduate/Diplomat Internship & Experiential Programmes (External)	Graduate Mining Training	x	x	0	5	5	5	5	Assist External Graduates and Diplomates to do the necessary training to obtain degree / Diploma
	Diplomate Surveying Training	x	x						
	Diplomat Mining Training	x	x						
	Graduate Metallurgy Training	x	x						
	Graduate Geology Training	x	x						
Graduate Engineering Training	x	x							
Graduate/Diplomat Internship & Experiential Programmes (Internal)	Graduate Mining Training	x	x	4	4	4	4	4	Core Skills Mining & Engineering Supervisory positions
	Diplomate Surveying Training								
	Diplomat Mining Training								
	Graduate Geology Training		x						
	Metallurgy	x	x						
	Chemistry								
Graduate Engineering Training	x								
	TOTAL	0	0	24	29	29	29	29	



2.6.3.3 Strategic Plans for achieving HDSAs in Management and Women in Mining Targets at Marula Platinum Mine

Table 2.12 presents the envisaged Employment Equity targets for the next five (5) years at Marula Platinum Mine for the mine workforce and Minopex with the ultimate goal of achieving 40% HDSAs in management and 10% women in mining in line with the requirements of the Mining Charter and the MPRDA. The planning of these targets and the strategies outlined below (Table 2.13) were based on the availability of positions on the Marula Business Plan and envisaged build up process as well as the current availability of HDSA candidates within each discipline at the mine.

In order to achieve the employment equity targets identified in Table 2.12, the following initiatives will be implemented:

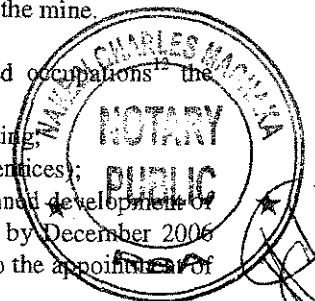
- **Accelerated Training Programmes.** Although Marula Platinum Mine is a newly operational mine which has recruited and will continue to recruit in line with the company's established HDSA targets, an accelerated training development programme will be developed incorporating the identification of a talent pool within the workforce (following the completion of the Skills Audit in November 2006), particularly amongst HDSAs and women, and the subsequent requisite training and development programmes thereof (see sections 2.3 and 2.4). Accelerated training programmes will be implemented to assist identified employees to accelerate amongst one of the career paths available (Refer to Section 2.3).
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.3);
- **Space Creation** is an initiative that is and will continue to be implemented at Marula Platinum to ensure and accelerate achievement of equity in its operations. The initiative will be widely communicated to all Stakeholders as part of the Employment Equity Plan and implemented. Space creation is therefore a method through which non-HDSAs exit the company to create space for HDSAs through voluntary early retirement and on Management's prerogative.
- **Skills Transfer** is a process through which non-HDSAs mentor HDSAs to a level where they are skilled to take over the non-HDSAs' positions. The objective is to prevent excessive skills loss from the company, particularly in core business areas.
- **Bursary Holders:** to ensure the appointment of students on completion of studies at tertiary institutions;
- **Accelerated Da Vinci Institute Qualification:** Marula has planned for two (2) HDSA candidates to be on the programme and will, in partnership with the DME, plan and implement such training.
- **Experiential Training** is and will continue to be offered to all Graduates to obtain a qualification.
- **Mentorship Programme** will be implemented to up-skill individuals who are identified as candidates for management positions.
- **Headhunting/Recruiting** of the best talent through credible recruitment agencies and at tertiary institutions are strategies will also be utilised if required.

An annual budget of R20 million at Impala Platinum Limited (incorporating Marula Platinum Mine) has been set aside for the successful implementation of the **Space Creation** and **Skills Transfer Initiatives**. Employees who will be part of these initiatives, driven by Impala Rustenburg Operations and their associated training facilities will feed into Marula Platinum Mine as part of the employment equity strategies at the mine.

In addition to the above-mentioned initiatives, to achieve 10% women in mining related occupations¹² the following initiatives are and will continue to be implemented at Marula Platinum Mine:

- The Recruitment Policy provides for preference to be given to females when recruiting;
- Preference is given to females in the Learnership programmes in engineering (apprentices);
- A strategy to appoint females in suitable positions has been implemented with planned development of facilities. A survey of both the physical working environment will be completed by December 2006 with a view to making appropriate plans for ensuring the workplace is conducive to the appointment of women, wherever possible;
- To incorporate and give due regard to the lessons learnt from any pilot studies or projects conducted at Impala Platinum Limited's Rustenburg Operations, concerning the entrance of women into the mining industry.

¹² Refer to Appendix F for a classification of Women in Mining Occupations at Marula Platinum Mine and Minopex.



The MTSC will play a critical role in the planning for and implementation of the above Strategic Plans and will further identify key issues surrounding employment equity at Marula Platinum Mine. These may include the following:

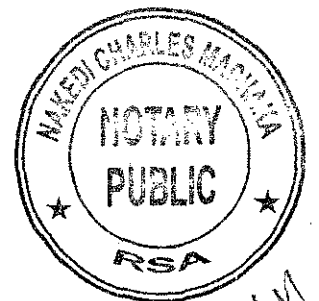
- The appointment of members from the HDSA group across the mine;
- The identification of at least three (3) HDSA employees for the succession programme within each department as well as ensuring training and development programmes are implemented;
- Possible promotions from HDSA groups;
- Retention of employees from HDSA groups;
- Changing policies, procedures and practices identified as containing barriers to the implementation of employment equity;
- Identifying suitable occupations solely for women in mining;

2.6.3.4 Communication of Employment Equity Plans at Marula Platinum Mine

All employees will be exposed to an overview of the Employment Equity Act and the effects of discrimination and will be sensitized on the advantages of instilling a culture of diversity in the workplace. The consultation process will commence on matters referred to in Section 17 of the Employment Equity Act and Marula Platinum Mine will gather relevant information and will complete an analysis in terms of section 19 of the Employment Equity Act.

2.6.3.5 Monitoring and evaluation of Employment Equity Plans at Marula Platinum Mine

- The plan will be evaluated on a quarterly basis by the MTSC to ensure progress. MTSC members will be granted reasonable time to report back to constituencies after meetings.
- Employment Equity issues will be discussed at Marula Platinum Mine's Executive Committee meetings and will be given equal attention as is given to strategic and operational matters.
- Appendix D presents the current Employment Equity levels amongst the mine personnel and contractors' employees respectively (DME Form S). These forms will be completed annually and submitted as part of Marula Platinum Mine's annual SLP Report, on behalf of the mine and its core business contractor(s) as a means to report on Marula Platinum Mine's employment equity.



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Table 2.12: Five (5) year targets for Employment Equity

Marula Platinum Mine										
INCLUDING WHITE WOMEN		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	2	50.0%	1	2	50.0%	1	2	50.0%
Middle Management (D - Level: Upper)	40% by 2009	3	7	42.9%	3	7	42.9%	3	7	42.9%
Junior Management (D - Level: Lower)	40% by 2009	8	20	40.0%	8	20	40.0%	8	20	40.0%
HDSAs in Management	40% by 2009	12	30	40.0%	12	30	40.0%	12	30	40.0%
Women in Mining	10% by 2009	60	1021	6.0%	80	1021	8.0%	100	1021	10.0%
Women at the Mine	N/A	68	1058	6.0%	88	1058	8.0%	108	1058	10.0%
EXCLUDING WHITE WOMEN										
		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	2	50.0%	1	2	50.0%	1	2	50.0%
Middle Management (D - Level: Upper)	40% by 2009	3	7	42.9%	3	7	42.9%	3	7	42.9%
Junior Management (D - Level: Lower)	40% by 2009	8	20	40.0%	8	20	40.0%	8	20	40.0%
HDSAs in Management	40% by 2009	12	30	40.0%	12	30	40.0%	12	30	40.0%
Women in Mining	10% by 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Women at the Mine	10% by 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 2.12 Cont.: Five (5) year targets for Employment Equity

Marula Platinum Mine							
INCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	2	4	50.0%	2	4	50.0%
Middle Management (D - Level: Upper)	40% by 2009	2	7	28.6%	2	7	28.6%
Junior Management (D - Level: Lower)	40% by 2009	14	29	48.3%	14	29	48.3%
HDSAs in Management	40% by 2009	18	41	43.9%	18	41	43.9%
Women in Mining	10% by 2009	230	2300	10.0%	235	2300	10.2%
Women at the Mine	N/A	261	2300	11.3%	263	2300	11.4%
EXCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	2	4	50.0%	2	4	50.0%
Middle Management (D - Level: Upper)	40% by 2009	2	7	28.6%	2	7	28.6%
Junior Management (D - Level: Lower)	40% by 2009	12	29	41.4%	12	29	41.4%
HDSAs in Management	40% by 2009	16	41	39.0%	16	41	39.0%
Women in Mining	10% by 2009	230	2100	11.0%	235	2300	10.2%
Women at the Mine	10% by 2009	241	2100	11.5%	243	2300	10.6%

Table 2.12 Cont.: Five (5) year targets for Employment Equity

Minopex										
INCLUDING WHITE WOMEN		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	0	0.0%	0	0	0.0%	0	0	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	1	100.0%	1	1	100.0%	1	1	100.0%
Middle Management (D - Level: Upper)	40% by 2009	2	7	30.0%	3	8	40.0%	4	9	40.0%
Junior Management (D - Level: Lower)	40% by 2009	0	0	0.0%	0	0	0.0%	0	0	0.0%
HDSAs in Management	40% by 2009	3	8	37.5%	4	9	44.4%	5	10	50.0%
Women in Mining	10% by 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Women at the Mine	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EXCLUDING WHITE WOMEN										
		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	0	0.0%	0	0	0.0%	0	0	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	1	100.0%	1	1	100.0%	1	1	100.0%
Middle Management (D - Level: Upper)	40% by 2009	2	7	30.0%	3	8	40.0%	4	9	40.0%
Junior Management (D - Level: Lower)	40% by 2009	0	0	0.0%	0	0	0.0%	0	0	0.0%
HDSAs in Management	40% by 2009	3	8	37.5%	4	9	44.4%	5	10	50.0%
Women in Mining	10% by 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Women at the Mine	10.8%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

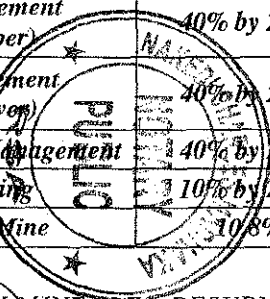


Table 2.12 Cont.: Five (5) year targets for Employment Equity

Minopex							
INCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	0	0.0%	0	0	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	1	100.0%	1	1	100.0%
Middle Management (D - Level: Upper)	40% by 2009	4	9	40.0%	4	9	40.0%
Junior Management (D - Level: Lower)	40% by 2009	0	0	0.0%	0	0	0.0%
HDSAs in Management	40% by 2009	5	10	50.0%	5	10	50.0%
Women in Mining	10% by 2009	34	163	37.5%	34	163	37.5%
Women at the Mine	N/A	44	163	37.5%	44	163	37.5%
EXCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	0	0.0%	0	0	0.0%
Senior Management (E - Level: Lower)	40% by 2009	1	1	100.0%	1	1	100.0%
Middle Management (D - Level: Upper)	40% by 2009	4	9	40.0%	4	9	40.0%
Junior Management (D - Level: Lower)	40% by 2009	0	0	0.0%	0	0	0.0%
HDSAs in Management	40% by 2009	5	10	50.0%	5	10	50.0%
Woman in Mining	10% by 2009	30	163	37.5%	30	163	37.5%
Women at the Mine	10.8%	40	163	37.5%	40	163	37.5%

Table 2.12 Cont.: Five (5) year targets for Employment Equity

Combined – Marula Platinum Mine & Minopex										
INCLUDING WHITE WOMEN		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	0%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	2	3	67%	2	3	67%	2	3	67%
Middle Management (D - Level: Upper)	40% by 2009	5	14	36%	6	15	40%	7	16	44%
Junior Management (D - Level: Lower)	40% by 2009	8	20	40%	8	20	40%	8	20	40%
HDSAs in Management	40% by 2009	15	38	40%	16	39	41%	17	40	43%
Women in Mining	10% by 2009	60	1021	0	80	1021	0	100	1021	0
Women at the Mine	N/A	68	1058	0	88	1058	0	108	1058	0
EXCLUDING WHITE WOMEN		2006/2007			2007/2008			2008/2009		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0%	0	1	0%	0	1	0%
Senior Management (E - Level: Lower)	40% by 2009	2	3	67%	2	3	67%	2	3	67%
Middle Management (D - Level: Upper) *	40% by 2009	5	14	36%	6	15	40%	7	16	44%
Junior Management (D - Level: Lower)	40% by 2009	8	20	40%	8	20	40%	8	20	40%
HDSAs in Management	40% by 2009	15	38	40%	16	39	41%	17	40	43%
Women in Mining	10% by 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Women at the Mine	10.8%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 2.12 Cont.: Five (5) year targets for Employment Equity

Combined – Marula Platinum Mine & Minopex							
INCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	3	5	60.0%	3	5	60.0%
Middle Management (D - Level: Upper)	40% by 2009	6	16	37.5%	6	16	37.5%
Junior Management (D - Level: Lower)	40% by 2009	14	29	48.3%	14	29	48.3%
HDSAs in Management	40% by 2009	23	51	45.1%	23	51	45.1%
Women in Mining	10% by 2009	264	2463	10.7%	269	2463	10.9%
Women at the Mine	N/A	308	2463	12.5%	313	2463	12.7%
EXCLUDING WHITE WOMEN		2009/2010			2010/2011		
Category	Prescribed Target	Total Target HDSAs	Total In Service	Target (%)	Total Target HDSAs	Total In Service	Target (%)
Top Management (E - Level: Upper)	40% by 2009	0	1	0.0%	0	1	0.0%
Senior Management (E - Level: Lower)	40% by 2009	3	5	60.0%	3	5	60.0%
Middle Management (D - Level: Upper)	40% by 2009	6	16	37.5%	6	16	37.5%
Junior Management (D - Level: Lower)	40% by 2009	12	29	41.4%	12	29	41.4%
HDSAs in Management	40% by 2009	21	51	41.2%	21	51	41.2%
Women in Mining	10% by 2009	260	2463	10.6%	265	2463	10.8%
Women at the Mine	10.8%	328	2463	13.3%	333	2463	13.5%

Table 2.13: Targets for achieving HDSAs in Management Strategies¹³

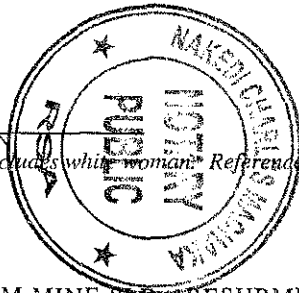
Marula Platinum Mine Strategic Plans for Achieving 40% HDSAs in management	2006/2007		2007/2008		2008/2009		2009/2010		2010/2011	
	Target		Target		Target		Target		Target	
	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females	HDSA	Females
Accelerated Training	1				1			1		1
Career Progression		1	2							
Space Creation	1									
Mentorship				1						
Recruitment/ Head Hunting	1									
TOTAL	3	1	2	1	1	0	0	1	0	1

Key:



Targets to be confirmed following completion of the skills audit (November 2006) (Table 2.1).

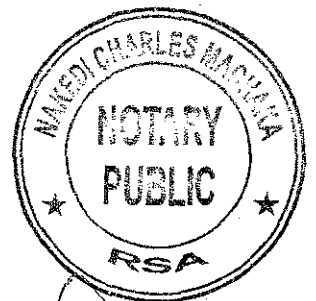
¹³ Reference to HDSA excludes white woman. Reference to females includes all races.



MARULA PLATINUM MINE SLP - RESUBMITTED

SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES



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SECTION 3

3.1 SOCIO-ECONOMIC BACKGROUND AND KEY ECONOMIC ACTIVITIES OF THE AREA

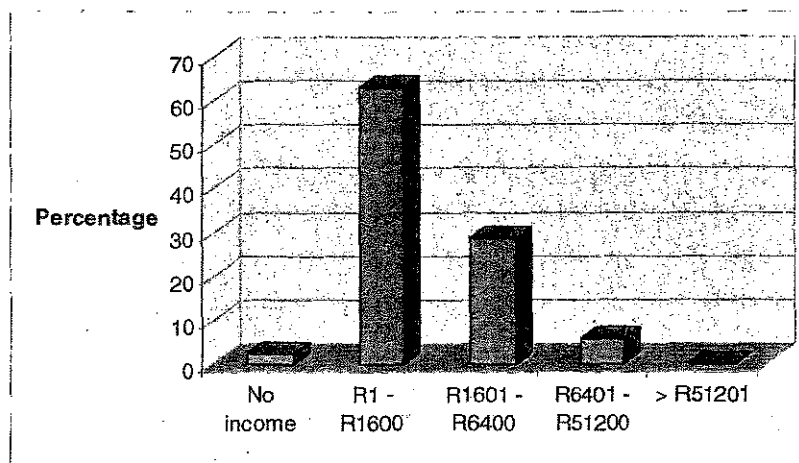
3.1.1 INTRODUCTION

Marula Platinum Mine is located within the Limpopo Province in the Sekhukhune District Municipality and Greater Tubatse Local Municipality areas.

3.1.2 SOCIO-ECONOMIC PROFILE AT PROVINCIAL LEVEL - LIMPOPO PROVINCE

The 2001 Census results estimate the population of the Limpopo province at just over four and a half million. Of this, forty-six percent (46%) of the population is under the age of nineteen whilst some forty-seven percent (47%) is of working age (between twenty (20) and sixty five (65) years). With an employment rate of twenty three percent (23%), an alarming seventy-seven percent (77%) of the population were without secure, gainful employment at this time.

Figure 3.1: Monthly Income amongst the employed in the Limpopo Province in 2001



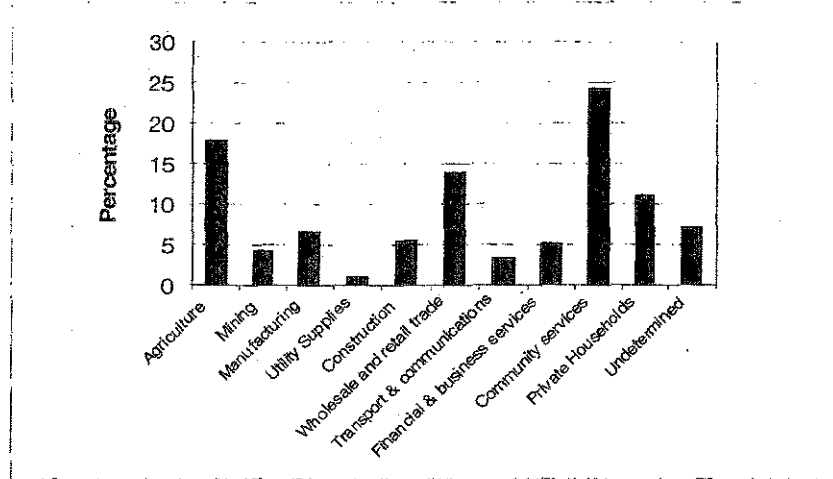
Given that seventy seven percent (77%) of those of working age in 2001 were not formally employed, the income profile for the province is not surprising (Figure 3.1). In 2001, sixty three percent (63%) of employed persons received under R1600 per month, although this figure does not include income derived from government grants and pensions or from informal employment. Secure income on a monthly basis remains minimal within the Limpopo Province, and is indicative of a developing regional economy.

A shortage of educated labour is a critical problem in the Limpopo Province, with forty seven percent (47%) of the adult population having received no schooling, or only some primary education in 2001. Further to this only fourteen percent (14%) of the population had completed secondary education, with only seven percent (7%) continuing to attain tertiary qualifications. Finance for the extension of education and training will be essential if the provincial labour pool is to provide the skills required for an expanded regional economy.

In terms of basic services, the 2001 Census reveal a poor level of service provision in the province. At the time of the census, some sixty nine percent (69%) of the population in Limpopo resided in brick structures on separate stands. However, only fifteen percent (15%) of households utilized flush toilets connected to a formal sewerage system and only nine percent (9%) of households received piped water in their dwelling. In contrast, a total of seventy four percent (74%) of households did not have access to any toilet facilities or utilized a pit latrine without ventilation, while twenty four percent (24%) of households made use of piped water located further than two hundred (200) metres from their dwelling. In terms of basic services, Limpopo Province compares unfavourably with the neighbouring North West Province, a region itself recognised as having poor levels of service provision.

The mining sector employs a relatively small percentage (four percent (4%)) of the labour force in the Limpopo Province, its contribution to employment remaining below those of a number of other economic sectors, as indicated in Figure 3.2 below.

Figure 3.2: Sectoral Employment in the Limpopo Province in 2001

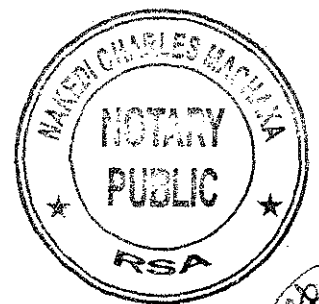
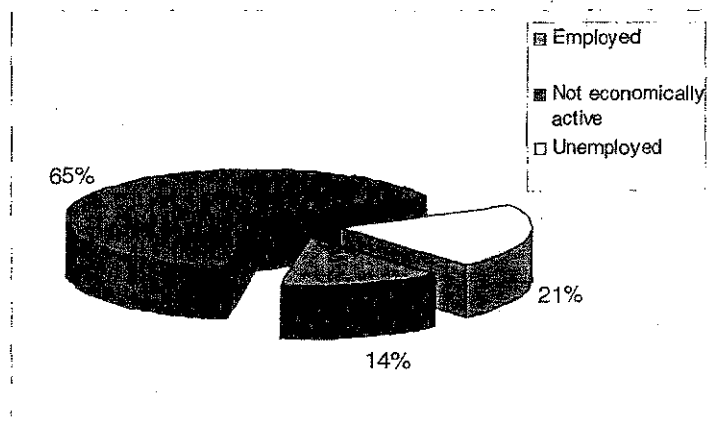


3.1.3 SOCIO-ECONOMIC PROFILE AT DISTRICT MUNICIPALITY LEVEL – SEKHUKHUNE DISTRICT MUNICIPALITY

Of the total population recorded in 2001 (967,195), fifty five percent (55%) were below nineteen years of age, with a further thirty nine percent (39%) of the population between the ages of twenty and sixty five. As such, more than half of the population were dependent on the income provided by the thirty nine percent (39%) of residents of working age, discounting contributions to household income from pensions and other government grants.

A disturbing eighty six percent (86%) of persons residing in the Sekhukhune District Municipality and surveyed in the 2001 Census described themselves as unemployed or not economically active, a figure which is higher than the seventy seven percent (77%) recorded for the Limpopo Province as a whole. A breakdown of the employment status of the population of working age is provided below.

Figure 3.3: Employment Status of Population of Working Age in Sekhukhune District Municipality in 2001



At the time of the census the majority of the population, at district municipality level were reliant on the income of just fourteen percent (14%) of the population of working age. This figure again excludes income derived from involvement in informal activities, government grants etc. Further, in terms of monthly individual income, sixty percent (60%) of employed persons received less than R1 600 per month in 2001. A further thirty two percent (32%) of the employed population received between R1 600 and R6 400 per month. These figures in

summary clearly indicate a very poor economy with minimal employment and income security for the majority of the Districts' households.

3.1.4 SOCIO-ECONOMIC PROFILE AT LOCAL MUNICIPALITY LEVEL - GREATER TUBATSE MUNICIPALITY

The Greater Tubatse Local Municipality faces a number of socio-economic challenges. A significant proportion of the population (fifty six percent (56%)) are under the age of nineteen years, with the result that thirty nine percent (39%) of the population of working age must support more than half of the population. Of the thirty nine percent (39%) of residents of working age, only thirteen percent (13%) are formally employed, with a further twenty one percent (21%) of residents classified as unemployed and a concerning sixty five percent (65%) classified as not economically active. As a result, just three percent (3%) of the population must provide financially for the remaining ninety seven percent (97%) of persons living in Greater Tubatse, excluding income derived from informal activities and government grants etc.

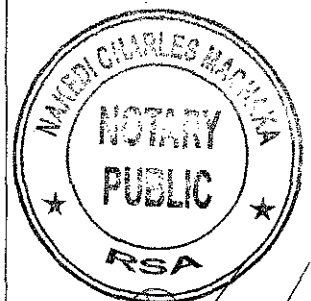
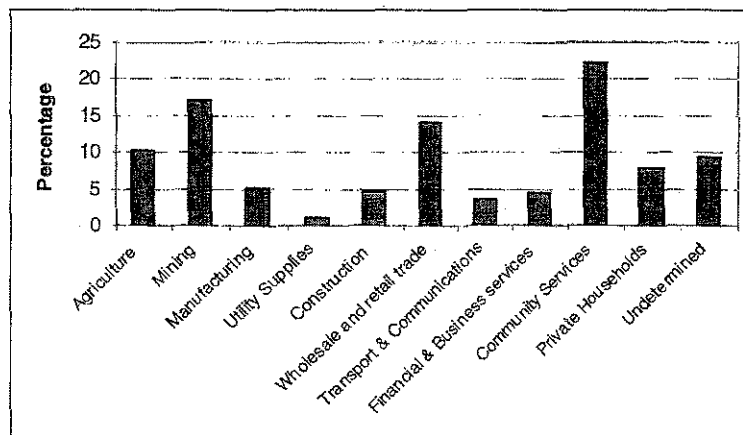
In addition, of the thirteen percent (13%) of the population of working age that was economically active at the time of the census, over half of these employed residents received less than R1 600 per month. A further thirty seven percent (37%) of employed persons received between R1 601 and R6 401 per month at this time. The majority of households in this local municipality can thus be expected to be found living in highly impoverished conditions, a situation highlighted by the levels of service delivery in the municipality.

Some twenty six percent (26%) of Greater Tubatse residents did not have access to any sanitation facilities in 2001, with a further fifty five percent (55%) of residents making use of a pit latrine without ventilation, and only five percent (5%) of residents having access to a flush toilet connected to a sewerage system. With regards to water services, some thirty percent (30%) of the population had to utilize communal water supplies over two hundred metres from their dwelling, with a further twenty five percent (25%) having to make use of a river or stream for water needs. A mere four percent (4%) of residents had access to piped water inside their dwelling. The provision of housing in the area does at least portray a less bleak picture, with seventy percent (70%) of residents residing in a house or brick structure on a separate stand, with a further eighteen percent (18%) of residents living in traditional dwellings. Nevertheless, six percent (6%) of the population lived in informal settlements at the time of the most recent national census.

The educational profile for the municipality is, as is to be expected, a poor one. Some forty percent (40%) of the adult population had never had any schooling in 2001, with a further thirteen percent (13%) having received only some primary education. Only ten percent (10%) of the adult population could cite a matric as their highest educational achievement, with a further four percent (4%) of residents having received tertiary education.

A breakdown of the key economic activities within the Municipality is provided in Figure 3.4. With the exception of community services, the mining industry is the dominant employer of the local population at seventeen percent (17%), although both the agricultural sector (ten percent (10%)) and wholesale and retail trade, (fourteen percent (14%)) are significant employers in the area.

Figure 3.4: Sectoral Employment in the Greater Tubatse Local Municipality in 2001



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3.1.5 SOCIO-ECONOMIC PROFILE AT LOCAL LEVEL

3.1.5.1 STEELPOORT

The Mining sector is the second largest employer in Steelpoort at eighteen percent (18%), eclipsed only by employment in community services (twenty six percent (26%)).

3.1.5.2 BURGERSFORT

Mining was a minority employer in Burgersfort, employing only five percent (5%) of the economically active population in 2001, as was the agricultural sector. In comparison, thirty three percent (33%) of the working population were employed in the wholesale and retail trade, with a further eleven percent (11%) employed in community services in 2001.

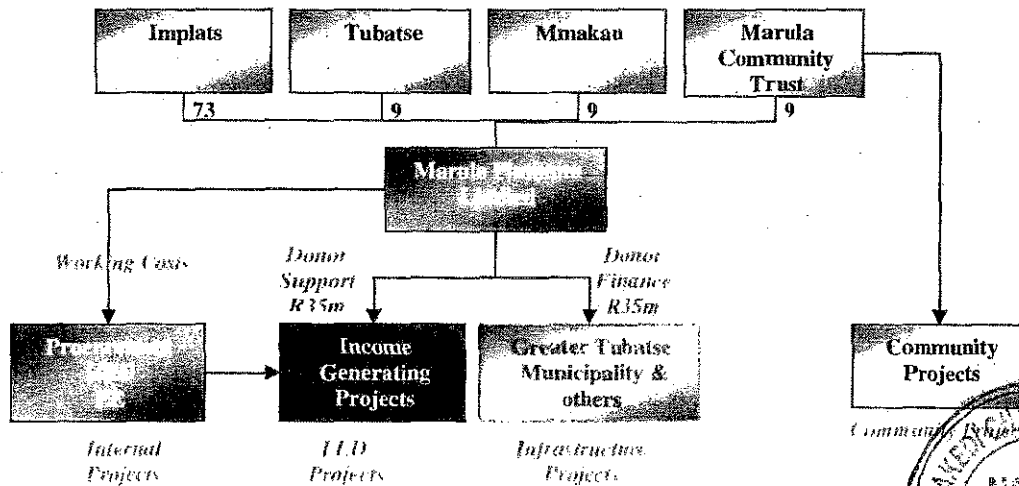
3.2 IMPACT OF THE MINING OPERATION

3.2.1 MARULA PLATINUM MINE'S COMMITMENT TO LOCAL ECONOMIC DEVELOPMENT (LED)

To enhance local economic development in the Greater Tubatse Municipal (GTM) area, Marula Platinum Mine (Marula) will aggressively support sustainable LED initiatives, in addition to Corporate Social Investment (CSI) initiatives (such as supporting education, health care, welfare, and sport initiatives).

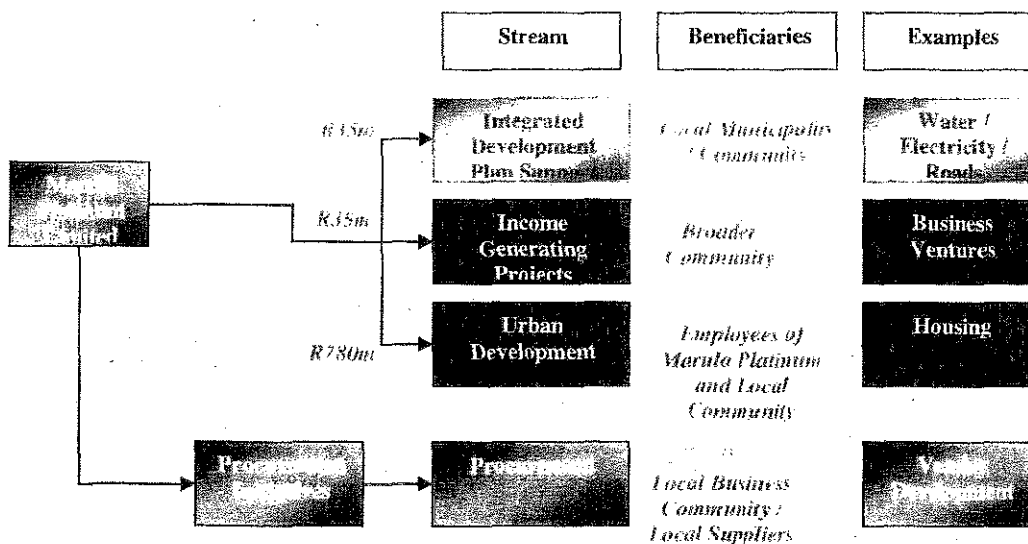
The combination of Local Economic Development (LED) projects, together with urban development and community upliftment projects sponsored by Marula R850 million (housing R780 million, Water/Electricity and School Infrastructure R38.5 million, and R31.5 million towards income generating projects).

Figure 3.5: Marula Platinum Mine's LED Facilitation Model



Marula's contribution towards LED will in conjunction with the relevant project partners form a significant investment and strategy that are sustainable and in line with the government's recommended approach to LED. Figure 3.6 provides Marula's LED strategy for the next few years in line with their SLP undertakings and in support of the local municipality's integrated development plan.

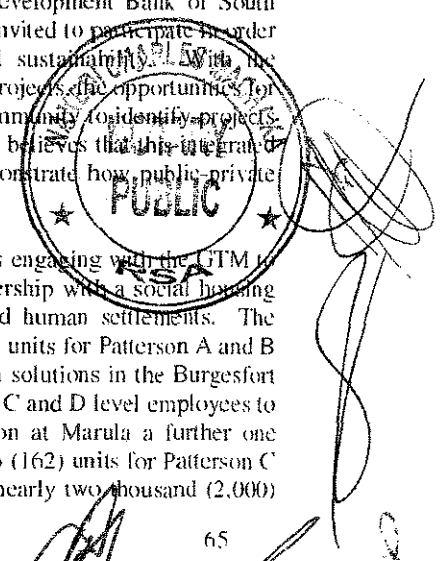
Figure 3.6: Marula Platinum Mine's LED Strategy (aligned to the SLP and in support of the GTM's IDP)



Marula has also identified the need for assistance with the development of infrastructure at local schools (located on Forest Hill, Driekop, Clipham and Winnashoek) in order to ensure the relevant schools have the necessary infrastructure available conducive for learning. The Department of Education (DoE) was approached by Marula to form a partnership on a Rand for Rand basis. An agreement between Marula and the DoE (Sekhukhune District) has been reached. All dilapidated schools located on the four (4) farms will be upgraded to improve upon the quality of education available in the area. The first phase of the project will entail the construction of sixteen (16) new classrooms, adequate ablution facilities and an administration block at Makakgamathu Secondary School at Forest Hill. The second phase of the project will involve the construction of sixteen (16) new classrooms, adequate ablution facilities and an administration block at Mahlamorudi Secondary School at Driekop Farm. The project partners are Marula, DoE, Department of Public Works, Roads and Transport and the GTM.

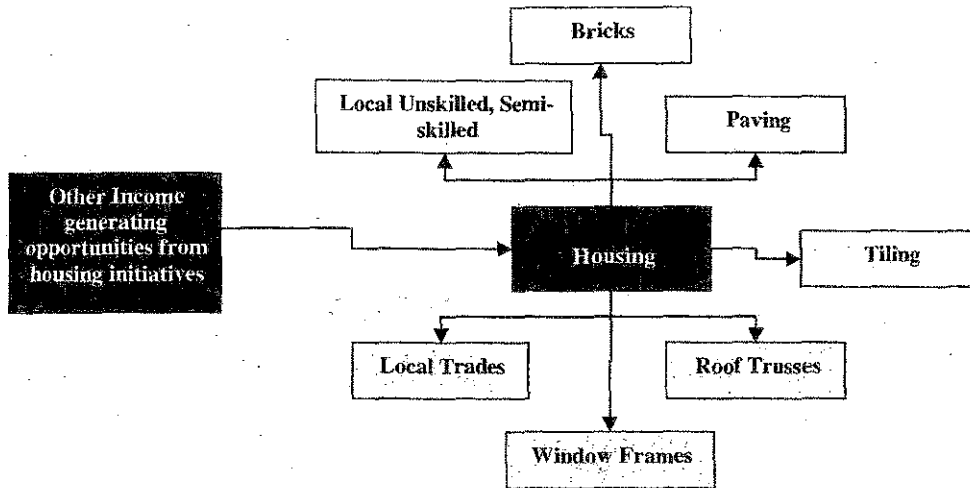
As indicated earlier, in addition to the support provided by Marula to the Greater Tubatse Local Municipality and to community projects that will result from the Trust, Marula will commit R31.5 million (as indicated earlier) to support LED to Enterprise Development over a five (5) year period. Funding will take the form of commercial funding to support local business and it is not repayable. Projects being investigated include construction (including brick-making and window frames) and a piggery. Additional projects will be identified through the Urban Development Housing initiatives where significant opportunities exist to make use of local community skills and local vendors to participate in the housing projects. Each project considered for commercial support considered will be evaluated to ensure the success and sustainability through a commercially viable business plan. Where possible, other institutions DBSA (Development Bank of South Africa), commercial banks, IDC and the relevant government departments will be invited to participate in order to expand the projects and enhance economic development, job creation and sustainability. With the expenditure on Urban Development of R780 million in respect of planned housing projects, the opportunities for local enterprise development are significant. The BSU will also assist the local community to identify projects that will provide opportunities for broad based local economic development. Marula believes that this integrated model (refer to Figure 3.6) will be an industry first and one (1) which will demonstrate how public-private partnerships can deliver sustainable development opportunities.

In line with Governments BNG (Breaking New Ground) policy, Marula Platinum is engaging with the GTM to identify opportunities for the provision of decent and affordable housing. In partnership with a social housing institution Marula is sponsoring a public-private partnership to support integrated human settlements. The housing strategies will initially focus on the provision of five hundred (500) housing units for Patterson A and B Level employees who are economically challenged to find suitable accommodation solutions in the Burgesfort area. In addition, Marula will construct and purchase ninety (90) units for Patterson C and D level employees to attract and retain critical skills in the local area. With the anticipated expansion at Marula a further one thousand (1,000) units for Patterson Levels A and B and one hundred and sixty-two (162) units for Patterson C and D levels are planned. The total housing strategy could eventually contribute nearly two thousand (2,000)



much needed housing units to the local community resulting in a total of R780 million capital investment in the local economy over a number of years.

Figure 3.7: Envisaged Income Generating Opportunities which may arise from the Housing Projects

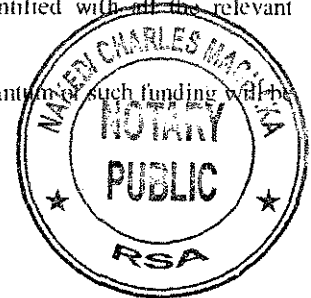


Marula Platinum has established structures to identify income generating projects that will support its housing strategy. Income generating projects may include training, technical and financial support to beneficiaries in the surrounding communities. The focus will be on the development of SMMEs and co-operatives owned and operated by women living in the area. The type of SMMEs earmarked for development may include trades such as the manufacturing of bricks, paving, window frames, tiles and roof trusses. In support of the manufacturing of building related products, skills development in all the wet trades will take place to enable local community members to gain business opportunities in the development of the housing sector. A total of R31,5 million over a period of five (5) years has been approved to facilitate the development of an integrated housing strategy where the focus will be on the upskilling and employment of local community members to address the current shortages.

Labour Sending Area (Marula)

In addition to the 7 (seven) Labour Sending Area flagship projects committed to in the Impala Platinum Rustenburg Mine Social and Labour Plan, Marula will commit an additional R1 million (over the period FY2008/2009 and FY2009/2010) to Labour Sending Area projects to be identified with all the relevant stakeholders in the Eastern Cape.

We agree to the principle of further funding in the Labour Sending Areas. The quantum of such funding will be determined by the percentage of representation from these areas.



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**Table 3.1a: Project No. 1 - Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10
(Financial Year 2007/2008)**

Project Name:	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of electricity supply to Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Installation of pre-paid electrical connections to 1,500 households residing within Ward 8 and 10 situated on farm portions Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Farm Portions of Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2007		Project End Date:	June 2008		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	10	Youth:	0	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY07/08)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Feasibility Study	Feasibility Report	Completion of Report	Consultant to be appointed	✓				86,660.00
Engineering Design	Engineering Design Phase 1: Bulk & Internal	Completion of Design	Consultant and Contractor to be appointed		✓			240,000.00
Construction Phase I	Bulk Supply & Internal Electrical Connections	Handover Individual Connections & Bulk Supply Phase 1	Consultant & Contractor to be appointed			✓	✓	1,081,340.00
Total Project Expenditure (FY07/08):							1,408,000.00	
Beneficiaries: (Community Specific)	1,500 households within Wards 8 & 10		Project Partners/Associates:		GTM, Eskom and Marula Community Trust			

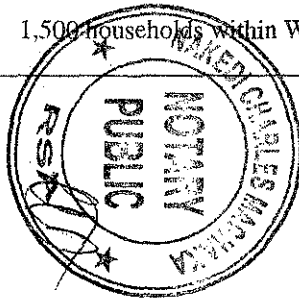


Table 3.1b: Project No. 1 - Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10 (Financial Year 2008/2009)

Project Name:	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of electricity supply to Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Installation of pre-paid electrical connections to 1,500 households residing within Ward 8 and 10 situated on farm portions Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Farm Portions of Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2008		Project End Date:	June 2009		
Total Expected No. of Jobs to be created:	17	Male:	4	Female:	13	Youth:	0	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY08/09)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Engineering Design	Engineering Design Phase 2: Bulk & Internal	Completion of Design	Consultant	✓				296,900.00
Construction Phase 2	Bulk Supply and Internal Electrical Connections	Handover Individual Connections & Bulk Supply Phase 2	Consultant & Contractor		✓	✓	✓	3,672,100.00
Total Project Expenditure (FY08/09):								3,969,000.00
Beneficiaries: (Community Specific)	1,500 households within Wards 8 & 10		Project Partners/Associates:		GTM, Eskom and Marula Community Trust			



Table 3.1c: Project No. 1 - Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10 (Financial Year 2009/2010)

Project Name:	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of electricity supply to Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Installation of pre-paid electrical connections to 1,500 households residing within Ward 8 and 10 situated on farm portions Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Farm Portions of Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2009		Project End Date:	June 2010		
Total Expected No. of Jobs to be created:	21	Male:	5	Female:	16	Youth:	0	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY09/10)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Engineering Design	Engineering Design Phase 3: Bulk & Internal	Completion of Design	Consultant	✓				296,900.00
Construction Phase 3	Bulk Supply & Internal Electrical Connections	Handover Individual Connections & Bulk Supply Phase 3	Consultant & Contractor		✓	✓	✓	2,672,100.00
Total Project Expenditure (FY09/10):								2,969,000.00
Beneficiaries: (Community Specific)	1,500 households within Wards 8 & 10		Project Partners/Associates:		GTM, Eskom and Marula Community Trust			



Table 3.1d: Project No. 1 - Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10 (Financial Year 2010/2011)

Project Name:	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of electricity supply to Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Installation of pre-paid electrical connections to 1,500 households residing within Ward 8 and 10 situated on farm portions Forest Hill, Winnaarshoek, Driekop and Clapham.							
	Farm Portions of Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2010		Project End Date:	June 2011		
Total Expected No. of Jobs to be created:	25	Male:	9	Female:	16	Youth:	0	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY10/11)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Engineering Design	Engineering Design Phase 4: Bulk and Internal	Completion of design	Consultant	✓				296,900.00
Construction Phase 4	Bulk Supply and Internal Electrical Connections	Handover Individual Connections and Bulk Supply Phase 4	Consultant & Contractor		✓	✓	✓	2,672,100.00
Total Project Expenditure (FY10/11):							2,969,000.00	
Beneficiaries: (Community Specific)	1,500 households within Wards 8 & 10		Project Partners/Associates:		GTM, Eskom and Marula Community Trust			

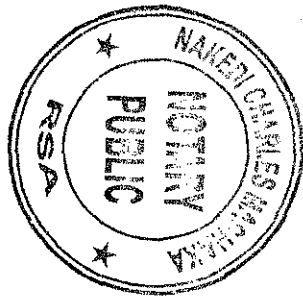


Table 3.1e: Project No. 1 - Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10 (Financial Year 2011/2012)

Project Name:	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of electricity supply to Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Installation of pre-paid electrical connections to 1,500 households residing within Ward 8 and 10 situated on farm portions Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Farm Portions of Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2011		Project End Date:	June 2012		
Total Expected No. of Jobs to be created:	34	Male:	15	Female:	19	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY11/12)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Engineering Design	Engineering Design Phase 5: Bulk & Internal	Completion of Design	Consultant	✓				296,900.00
Construction Phase 5	Bulk Supply and Internal Electrical Connections	Handover Individual Connections & Bulk Supply Phase 5	Consultant & Contractor		✓	✓	✓	2,672,100.00
Total Project Expenditure (FY11/12):								2,969,000.00
Beneficiaries: (Community Specific)	1,500 households within Wards 8 & 10		Project Partners/Associates:		GTM, Eskom and Marula Community Trust			

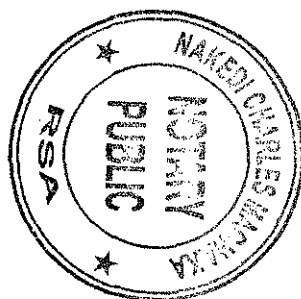


Table 3.2a: Project No. 2 – Water Supply & Reticulation Network (Wards 8 & 10)
(Financial Year 2007/2008)

Project Name:	Water Supply and Reticulation of Wards 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of fresh potable water in Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Marula's assistance in the project will involve the provision of basic water supply (stand pipes and elevated tanks) to 1,900 households residing within Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2007		Project End Date:	June 2008		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	4	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY07/08)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Feasibility Study	Feasibility Report	Completion of Report	Consultant	✓				109,300.00
Water Supply and Reticulation Design	Water Supply and Reticulation Design Phase 1	Completion of design	Consultant		✓			284,200.00
Construction Phase 1	Basic water supply	Handover of Phase 1	Consultant & Contractor			✓	✓	448,500.00
Total Project Expenditure (FY07/08):							842,000.00	
Beneficiaries: (Community Specific)	Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham		Project Partners/Associates:	Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water Affairs & Forestry (DWAF)				

During the first year of this project, Marula will facilitate in conjunction with the other project partners, the development of an overall sustainable implementation strategy to provide potable water to the Lebolelo distribution region and additional potable water to the town of Burgersfort. At the same time, investigations will be undertaken to access the Municipal Infrastructure Grant (MIG) to accelerate and enhance the provision of potable water to the region and to ensure that this is conducted in a sustainable manner. Progress achieved in the development of the overall sustainable strategy for the provision of potable water to the Lebolelo distribution area as well as to the town of Burgersfort and the findings of the investigations conducted into accessing the MIG will be reported on within the FY2008/2009 Annual SLP Report to be submitted to DME.

Table 3.2b: Project No. 2 – Water Supply & Reticulation Network (Wards 8 & 10)(Financial Year 2008/2009)

Project Name:	Water Supply and Reticulation of Wards 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of fresh potable water in Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Marula's assistance in the project will involve the provision of basic water supply (stand pipes and elevated tanks) to 1,900 households residing within Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2008		Project End Date:	June 2009		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	4	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY08/09)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Water Supply and Reticulation Design	Water Supply and Reticulation Design Phase 2	Completion of Design	Consultant	✓	✓			339,900.00
Construction Phase 2	Basic Water Supply	Handover of Phase 2	Consultant & Contractor		✓	✓	✓	3,059,100.00
							Total Project Expenditure (FY08/09):	3,399,000.00
Beneficiaries: (Community Specific)	Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham		Project Partners/Associates:		Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water Affairs & Forestry (DWAf)			

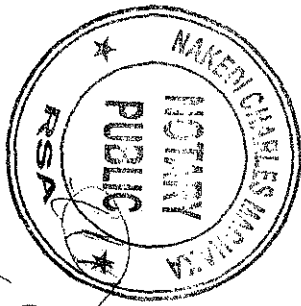


Table 3.2c: Project No. 2 – Water Supply & Reticulation Network (Wards 8 & 10)
(Financial Year 2009/2010)

Project Name:	Water Supply and Reticulation of Wards 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of fresh potable water in Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Marula's assistance in the project will involve the provision of basic water supply (stand pipes and elevated tanks) to 1,900 households residing within Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2009		Project End Date:	June 2010		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	4	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY09/10)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Water Supply and Reticulation Design	Water Supply and Reticulation Design Phase 3	Completion of design	Consultant	✓	✓			339,900.00
Construction Phase 3	Basic water supply	Handover of Phase 3	Consultant & Contractor		✓	✓	✓	5,059,100.00
							Total Project Expenditure (FY09/10):	5,399,000.00
Beneficiaries: (Community Specific)	Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham		Project Partners/Associates:	Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water Affairs & Forestry (DWAF)				

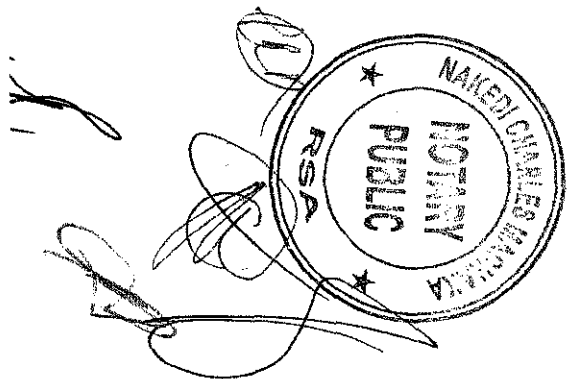


Table 3.2d: Project No. 2 – Water Supply & Reticulation Network (Wards 8 & 10)
(Financial Year 2010/2011)

Project Name:	Water Supply and Reticulation of Wards 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of fresh potable water in Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Marula's assistance in the project will involve the provision of basic water supply (stand pipes and elevated tanks) to 1,900 households residing within Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2010		Project End Date:	June 2011		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	4	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY10/11)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Water Supply and Reticulation Design	Water Supply and Reticulation Design Phase 4	Completion of design	Consultant	✓	✓			339,900.00
Construction Phase 4	Basic water supply	Handover of Phase 4	Consultant & Contractor		✓	✓	✓	3,059,100.00
Total Project Expenditure (FY10/11):							3,399,000.00	
Beneficiaries: (Community Specific)	Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham		Project Partners/Associates:	Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water Affairs & Forestry (DWAF)				

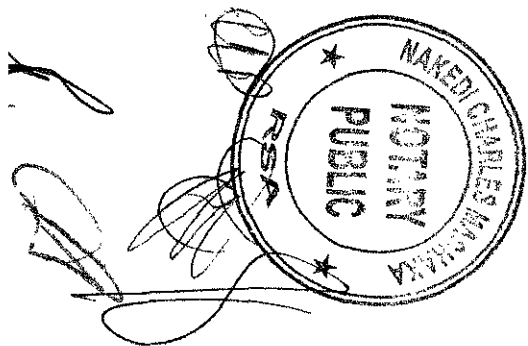


Table 3.2e: Project No. 2 – Water Supply & Reticulation Network (Wards 8 & 10)
(Financial Year 2011/2012)

Project Name:	Water Supply and Reticulation of Wards 8 & 10							
Background:	Marula was approached by the Greater Tubatse Municipality (GTM) to provide assistance in the provision of fresh potable water in Wards 8 and 10 (Wards 8 and 10 are adjacent wards and cover almost the entire mining area of Marula). This project is also included within the GTM's Integrated Development Plan (IDP) but is still unfunded. Marula's assistance in the project will involve the provision of basic water supply (stand pipes and elevated tanks) to 1,900 households residing within Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham.							
Geographical Location of Project:	Forest Hill, Winnaarshoek, Driekop and Clapham	Project Start Date:	July 2011		Project End Date:	June 2012		
Total Expected No. of Jobs to be created:	12	Male:	2	Female:	4	Youth:	6	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY11/12)
	Key Performance Area (KPA)	Key Performance Indicator (KPI)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Water Supply and Reticulation Design	Water Supply and Reticulation Design Phase 5	Completion of design	Consultant	✓	✓			339,900.00
Construction Phase 5	Basic water supply	Handover of Phase 5	Consultant & Contractor		✓	✓	✓	3,059,100.00
							Total Project Expenditure (FY11/12):	3,399,000.00
Beneficiaries: (Community Specific)	Wards 8 & 10 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham		Project Partners/Associates:	Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water Affairs & Forestry (DWAF)				

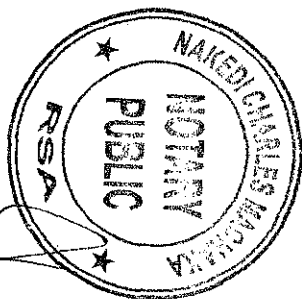


Table 3.3a: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project name	INFRASTRUCTURE : BUILDING OF CLASSROOMS, ABLUTION AND ADMINISTRATION BLOCKS (FY1)							
Background:	Project was identified by MARULA PLATINUM after realising that most schools in the 4 farms i.e. Forest Hill, Driekop, Clipham and Winnashoek are not in a conducive and required standard for learning. The Dept of Education was also approached to form partnership on this initiative. An agreement was reached and 8 of the most dilapidated schools were identified within the Tubatsi Municipality. (1st School) will be MAKGAMATHU SECONDARY SCHOOL AT FOREST HILL. It requires 16 new classrooms, 16 Environ loos and 1 Admin block							
Geographical Location of Project:	Forest Hill Farm	Project Start Date:	Jul-07		Project End Date:	Jun-07		
Total Expected No. of Jobs to be created:	15	Male:	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY01)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Main Objective								
Project to start with building of 8 classrooms and the Dept will also build 8 additional classrooms (As a joint venture)	Dept of Education to submit list of all affected schools in the district	Priotise the most dilapidated schools needs 16 classrooms (blocks of 4 classrooms each)	Marula, Dept of Education, and the Greater Tubatsi Municipality					R 1,200,000.00
Dept of public works to assist with tendering process, and the mine to assist in this regard	To give local contractors first preference		All stakeholders of the project					
To provide quality education to all Learners in an environment that is conducive for teaching and learning	Marula will also assist with the upgrading of Maths & Science programme : capacitating Educators and Learners in that field	Starting extra classes with other schools in the vicinity, supplying of good material for these subjects, creating a pool of Learners for future bursars, Learnerships and Engineering entry employment level at the mine.	Dept of Education, Service Provider and Marula					R 300,000.00

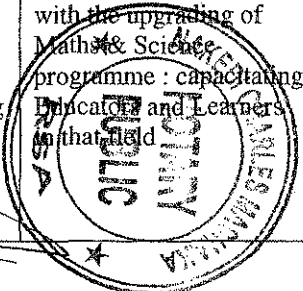


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project name	INFRASTRUCTURE : BUILDING OF CLASSROOMS, ABLUTION AND ADMINISTRATION BLOCKS (FY1)							
Background:	Project was identified by MARULA PLATINUM after realising that most schools in the 4 farms i.e. Forest Hill, Driekop, Clipham and Winnashoek are not in a conducive and required standard for learning. The Dept of Education was also approached to form partnership on this initiative. An agreement was reached and 8 of the most dilapidated schools were identified within the Tubatsi Municipality. (1st School) will be MAKGAMATHU SECONDARY SCHOOL AT FOREST HILL. It requires 16 new classrooms, 16 Environ loos and 1 Admin block							
Geographical Location of Project:	Forest Hill Farm	Project Start Date:	Jul-07		Project End Date:	Jun-07		
Total Expected No. of Jobs to be created:	15	Male:	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY01)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Main Objective								
To link project with other existing project (brick making project etc)	Meeting with all other stakeholders to follow Dept of Education procurement policy and to do MoU	Keep all records of all meetings, processes and events that takes place	Local contractors					
	Construction to commence	Inspection progress reports, Keep all relevant records	All relevant stakeholders					
Skills transfer	Skills to be transferred to those locals that might not have them e.g., carpentry, plastering building etc		All relevant stakeholders					
Total Project Expenditure (FY01):								R 1,500,000.00
Beneficiaries: (Community Specific)	Learners, Educators, Community and Marula Mine		Project Partners/Associates:	Marula, Dept of Education, Public works and local municipality				

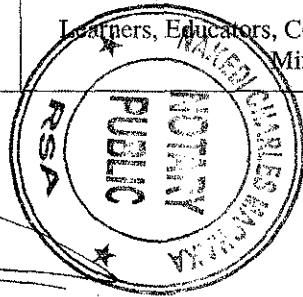


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project Name		Infrastructure: Building of Classrooms, ablutions and administration Blocks (FY2)						
Background		Phase 2 of Makgamathu Secondary School: Continuation of year one, building of 16 Environments and admin block.						
Geographical Location of Project:	Forest Hill	Project Start Date:	08-Jul		Project End Date:	09-Jun		
Total Expected No. of Jobs to be created:	15	Male	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY02)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Project will continue by constructing 16 Environments and building of Adm block	Tendering will be done	Progress reports to be kept safe and an MoU will also be signed by all parties	All relevant stakeholders					R 1,500,000.00
Skills Transfer	Company that was awarded the tender will have to transfer these skills to local people (youth and women)	Next project this group will be given a chance under the mentorship of the first contractor	All relevant partners					
Continue with the support of Improving Maths & Science at the School	Continuation of support of material and other Learning equipments	Upgrading of Laboratory, library etc	Marula and the Dept of Education					
Monitor results of highest standard offered at the School	Assessing the difference before project started and now	Good Results will be an indicator						

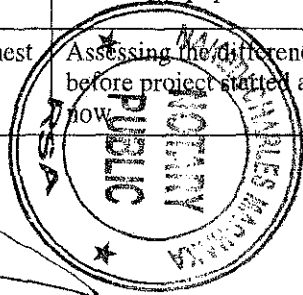


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project Name		Infrastructure: Building of Classrooms, ablutions and administration Blocks (FY2)						
Background		Phase 2 of Makgamathu Secondary School: Continuation of year one, building of 16 Environments and admin block.						
Geographical Location of Project:	Forest Hill	Project Start Date:	08-Jul	Project End Date:	09-Jun			
Total Expected No. of Jobs to be created:	15	Male	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY02)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Marula mine to assist with other materials to pave the grounds and support with gardening equipments and sports facilities too	All learning and extra - mural activities will take place in a very conducive manner	Improve and instil culture of learning for generations to come						
Total Project Expenditure (FY02):							R 1,500,000.00	
Beneficiaries: (Community Specific)	Learners, Educators, Community and Marula Mine		Project Partners/Associates:	Marula, Dept of Education, Public works and local municipality				

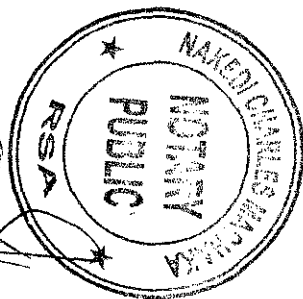


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project Name:	INFRASTRUCTURE : BUILDING OF CLASSROOMS, ABLUTION AND ADMINISTRATION BLOCKS (FY3)							
Background:	Project was identified by MARULA PLATINUM after realising that most schools in the 4 farms are not in a conducive and required standard for learning. The Dept of Education was also approached to form partnership on this initiative. An agreement was reached and 8 of the most dilapidated schools were identified within the Tubatsi Municipality. (2nd School) will be MAHLALAMORUDI SECONDARY SCHOOL at DRIEKOP FARM. It requires 16 new classrooms, 12 Environ loos and 1 Admin block							
Geographical Location of Project:	Driekop Farm	Project Start Date:	09-Jul	Project End Date:	10-Jun			
Total Expected No. of Jobs to be created:	15	Male:	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY03)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Project to start with building of 8 classrooms and the Dept will build 8 additional classrooms (As a joint venture)	Dept of Education to submit list of all affected schools in the district	2nd Prioitised dilapidated school that needs 16 classrooms (blocks of 4 classrooms each)	Marula, Dept of Education, and the Greater Tubatsi Municipality					R 1,000,000.00
Dept of public works to assist with tendering process, and the mine to assist in this regard	To give local contractors first preference		All stakeholders of the project					
To provide quality education to all Learners in an environment that is conducive for teaching and learning	Marula will also assist with the upgrading of Maths & Science programme : capacitating Educators and Learners in that field	Starting extra classes with other schools in the vicinity, supplying of good material for these subjects, creating a pool of Learners for future bursars, Learnerships and Engineering entry employment level at the mine.	Dept of Education, Service Provider and Marula					
To link project with other existing project (brick making project etc)	Meeting with all other stakeholders to follow Dept of Education procurement policy and to do MOU	Keep all records of all meetings, processes and events that takes place	Local contractors					

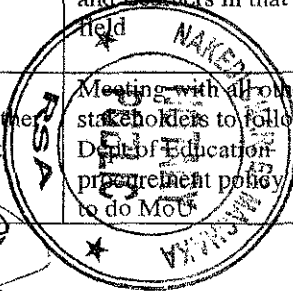


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project Name		Infrastructure: Building of Classrooms, ablutions and administration Blocks (FY2)						
Background		Phase 2 of Makgamathu Secondary School: Continuation of year one, building of 16 Environments and admin block.						
Geographical Location of Project:	Driekop Farm	Project Start Date:	09-Jul		Project End Date:	10-Jun		
Total Expected No. of Jobs to be created:	15	Male	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY02)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Construction to commence	Inspection progress reports, Keep all relevant records	All relevant stakeholders					
Skills transfer	Skills to be transferred to those locals that might not have them e.g., carpentry, plastering building etc		All relevant stakeholders					
Total Project Expenditure (FY03):							R 1,000,000.00	
Beneficiaries: (Community Specific)	Teachers, Educators, Community and Marula Mine			Project Partners/Associates:	Marula, Dept of Education, Public works and local municipality			

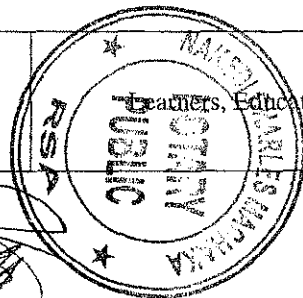


Table 3.3a Cont: Project No. 3 – Schools Infrastructure Project (Financial Year 2007/2008)

Project Name:	INFRASTRUCTURE : BUILDING OF CLASSROOMS, ABLUTION AND ADMINISTRATION BLOCKS (FY4)							
Background:	Phase 2 of MOHLALAMORUDI SECONDARY SCHOOL : Continuation of year one. Building of 12 Environ loos and admin block							
Geographical Location of Project:	Driekop Farm	Project Start Date:	10-Jul		Project End Date:	11-Jun		
Total Expected No. of Jobs to be created:	16	Male:	6	Female:	4	Youth:	5	
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY04)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Project will continue by constructing 12 Environ Loos and building of Adm block	Tendering will be done	Progress reports to be kept safe and an MoU will also be signed by all parties	All relevant stakeholders	<input type="checkbox"/>				R 1,000,000.00
Skills Transfer	Company that was awarded the tender will have to transfer these skills to local people (youth and women)	Next project this group will be given a chance under the mentorship of the first contractor	All relevant partners					
Continue with the support of Improving Maths & Science at the School	Continuation of support of material and other Learning equipments	Upgrading of Laboratory, library etc	Marula and the Dept of Education					
Monitor results of highest standard offered at the School								
	Assessing the difference before project started and now	Good Results will be an indicator						
Marula mine to assist with other materials to pave the grounds and support with gardening equipments and sports facilities too								
	All learning and extra -mural activities will take place in a very conducive manner	Improve and instil culture of learning for generations to come						
Total Project Expenditure (FY04):								R 1,000,000.00
Beneficiaries: (Community Specific)	Learners, Educators, Community and Marula Mine			Project Partners/Associates:	Marula, Dept of Education, Public works and local municipality			

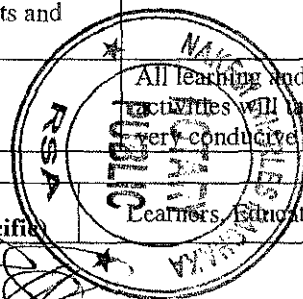


Table 3.4a: Project No.4 – The Marula Platinum Piggery Production Project 2007/2008)

Project name:	PIGGERY PRODUCTION PROJECT (FY 1)								
Background:	Project has been identified by Greater Tubatsi Municipality as an income generating project, and that will generate revenue for the district and create sustainable jobs for years to come. The district has small piggery projects that would be combined to form co operation and later on to become a commercial project with the intention of putting up an abattoir								
Geographical Location of Project:	Greater Tubatsi and Sekhukhune District	Project Start Date:	Jul-07		Project End Date:	Jun-08			
Total Expected No. of Jobs to be created:	20	Male:	3	Female:	15	Youth	2		
Output	Activity			Responsible Entity	Timeframe				Total Budget Allocation (FY01)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1st year will be a feasibility study	Identifying of land for building of piggery production.	Land acquisition and meetings with relevant stakeholders		Greater Tubatsi Municipality, Dept of Agriculture, Marula, present poultry projects					R 500,000.00
		Identifying of market within Sekhukhuni District and Provincially							
If need arises a consultant will be engaged to assist with proper planning									
Total Project Expenditure (FY01):									R 500,000.00
Beneficiaries: (Community Specific)	Communities from the Sekhukhune District, business and other Gov institutions, e.g hospitals, jails etc			Project Partners/Associates:	Dept of Agriculture, Greater Tubatsi Municipality, Marula				

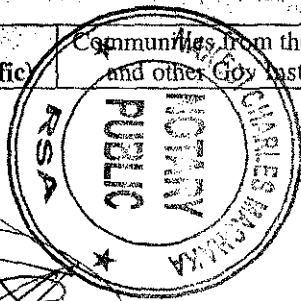


Table 3.4b: Project No.4 – The Marula Platinum Piggery Production Project(Financial Year 2008/2009)

Project Name:	PIGGERY PRODUCTION PROJECT (FY 2)							
able enough to cont	Phase one will be informed by the feasibility study and the number of years for Marula's involvement until project is sustainable enough to run on it's own. Budget and 3 year plan will be informed by the feasibility study.							
Geographical Location of Project:	GreaterTubatsi and Sekhukhune District	Project Start Date:	08-Jul	Project End Date:	09-Jun			
Total Expected No. of Jobs to be created:		Male:		Female:		Youth:		
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY02)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
							R 2,000,000.00	
Total Project Expenditure (FY02):							R 2,000,000.00	
Beneficiaries: (Community Specific)	Communities from the Sekhukhune District, business and other Gov Institutions, g hospitals, jails etc		Project Partners/Associates:		Dept of Agriculture, Greater Tubatsi Municipality, Marula			

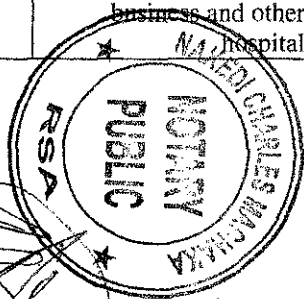
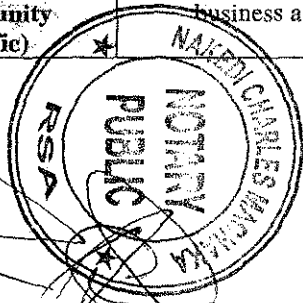


Table 3.4c: Project No.4 – The Marula Platinum Piggery Production Project (Financial Year 2009/2010)

Project Name:	PIGGERY PRODUCTION PROJECT (FY 3)							
Background:	Phase two will be informed by the feasibility study and the number of years for Marula's involvement until project is sustainable enough to run on it's own. Budget and 3 year plan will be informed by the feasibility study.							
Geographical Location of Project:	Greater Tubatsi and Sekhukhune District	Project Start Date:	09-Jul		Project End Date:	10-Jun		
Total Expected No. of Jobs to be created:		Male:		Female:		Youth:		
Output	Activity		Responsible Entity	Timeframe				Total Budget Allocation (FY03)
	KPA (Key Performance Area)	KPI (Key Performance Indicator)		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
							R 1,000,000.00	
Total Project Expenditure (FY03):							R 1,000,000.00	
Beneficiaries: (Community Specific)	Communities from the Sekhukhune District, business and other Gov Institutionse.g hospitals,jails etc		Project Partners/Associates:	Dept of Agriculture, Greater Tubatsi Municipality, Marula				

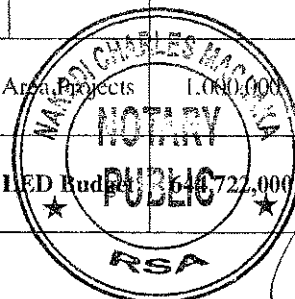


3.2.3 SUMMARY OF FINANCIAL COMMITMENT (SAR) TO LED PROJECTS FOR FIVE (5) YEARS

Table 3.8 summarizes the projects to be undertaken by Marula Platinum Mine and the approved budget for each project listed to assist in the development and support of intervention strategies which will focus on afore mentioned needs and requirements.

Table 3.8: Summary of Total Financial Commitment (SAR) to LED Projects by the Marula Platinum Mine in conjunction with Stakeholders for Five (5) Years

Project No.	Beneficiary Organisation or Project Name	Budget 2007/2008	Budget 2008/2009	Budget 2009/2010	Budget 2010/2011	Budget 2011/2012	Total Budget Allocation (2007-2012)
1	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10	1.408.000	3.969.000	2.969.000	2.969.000	2.969.000	14,284,000
2	Water Supply & Reticulation Network in Wards 8 & 10	842.000	3.399.000	5.399.000	3.399.000	3.399.000	16,438,000
3	Schools Infrastructure Development Project	1.500.000	1.500.000	1.000.000	1.000.000		5,000,000
4	Housing Development	105.000.000	287.000.000	181.000.000	-	-	573,000,000 ¹⁴
Subtotal: Infrastructure Development							608,722,000
5	Piggery Production Project	500.000	2.000.000	1.000.000			3,500,000
6	Housing related income generating projects	-	10,000.000	10,000.000	10,000.000	1.500.000	31,500,000
Subtotal: Income Generating Projects							35,000,000
7	Labour Sending Area Projects	-	500.000	500.000	-	-	1,000,000
Subtotal: Labour Sending Area Projects							1,000,000
Total: LED Budget							648,722,000



¹⁴ The total cash outflow from Impala for housing development amounts to R573.000.000, however, total cash spend on housing, inclusive of Government subsidies and institutional finance, will be R780.000.000 over the specified period.

3.3 HOUSING AND LIVING CONDITIONS OF MINE EMPLOYEES

3.3.1 CURRENT HOUSING SITUATION AT MARULA PLATINUM MINE

Due to Marula Platinum Mine's remote location and the minimal formal housing and associated infrastructure available, access to appropriate accommodation for its workforce and that of its contractors has been a significant issue for the newly developing mine and is likely to remain so during its life. As such strategic planning in this regard is vital to ensure that the mine (and its contractors) meets their workforce's housing requirements in the short, medium and long-term whilst meeting the objectives of the MPRD Act in this regard.

Currently, Marula Platinum Mine and its contractors utilize the following sources of housing for its workforce:

1. Private housing in surrounding towns (e.g. Lydenburg, Burgersfort, Steelpoort, Polokwane)
2. Temporary hostel accommodation for Category 3-8 employees¹⁵ (Steelpoort)
3. Park Home Accommodation (Steelpoort)
4. Single-quarter accommodation on Marula Platinum Mine property in close proximity to the mine development.
5. Private accommodation within the surrounding communities (owned and rented).
6. Limited company-owned land in Burgersfort.

To comply with the charter the Marula accommodation strategy was composed to address the issue in an attempt to uplift the living conditions of our employees. This project will be implemented at a cost of R573 million to the company and a total housing spend of R780 million. The recommendations listed below were presented to the Implats and Marula Boards with regard to gaps in the existing accommodation strategy. The identified gaps arose from non compliance to the Mining Charter, obligations with respect to agreements with organised labour, social and labour plan submissions, employee aspirations to family accommodation, the requirement for upgraded accommodation for migrant and transitional employees and the business imperative to attract and retain skilled personnel.

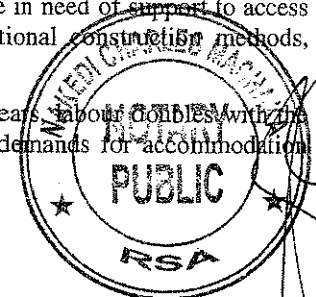
Current Situation

The analysis, undertaken by mining industry accommodation specialists from MAC Consulting, identified the following challenges facing the company with regard to mining charter requirements, social and political considerations and accommodation needs;

- o 99% of Marula's employees are South African citizens of this figure 32% of the South African employees can be considered as non-local. 60% of the employees are single, mean age 35.4 years and these employees will need proper accommodation.
- o 69% of the employees are in the A-band and unable to afford decent housing, despite being eligible for subsidy support.
- o Marula's current labour force of 2 023 is estimated to grow to more than 4 000. Approximately 800 contractors are engaged at the operation, but their accommodation situation is unknown.
- o Local municipalities are not planning to address the current challenges of informal settlements and are not capacitated to address future additional challenges of Marula's housing needs.
- o Majority of land (surrounding the mine) is owned by farmers (Kgosi's) with no formal infrastructure or housing.
- o Informal settlements continue to grow. Burgersfort remains the nearest formal nodal point.

In 2007 as many as 500 employees (excluding contractors) are estimated to be in need of support to access family accommodation which, when calculating building costs on conventional construction methods, approximates to a capital programme of R140 million.

Taking labour forecasts at the operation into account over the next 3 to 15 years, labour doubles with the Merensky Expansion Project and then remains constant with the result that demands for accommodation will continue to increase potentially requiring capital of R780 million.



¹⁵ Semi-skilled employees.

It is therefore estimated that a net demand for accommodation for Burgersfort operations over three years would be approximately 1 800 accommodation units, but by using a combination of procurement, building on balance sheet and facilitating a home ownership solution for A, B and C lower band employees.

Critical Issues

The specific challenges and gaps in the existing accommodation strategy that impact on the attraction and retention of employees together with the compliance issues of the charter are:

- Large numbers of employees are living in informal and traditional settlements (estimated 500 in proximity to the mine). Large numbers of employees aspiring to family ownership and currently renting from local farmers.
- Marula employees currently reside in sub-standard accommodation in Malotti Park (caravans) and there is an urgent need to relocate.
- Lack of accommodation in Burgersfort for existing UG2 employees at C upper and D band.
- The Merensky Expansion Project will double the employee base over the next three years and no accommodation solution is available.

Criteria for Selecting the Recommended Approach

A number of scenarios were investigated to determine which approach would satisfy decision making criteria for Marula Platinum such as;

- Economic Fit – how cost effective is the solution and how does it impact the income statement and balance sheet.
- Political Fit – how will organised labour respond to the approach taking account of the existing obligations and likely future demands with respect to family accommodation and home ownership, thereby mitigating against increases in living out allowance.
- Social/Legal Fit – how does the approach meet expectations of government in terms of compliance to mining charter and the “Breaking New Ground” policy.

Recommended Approach

Three high-level approaches have been recommended;

- Purchasing new units in and close to Burgersfort, on balance sheet, to attract and retain C upper and D band employees
- Development of new units in and close to Burgersfort, on balance sheet, to attract and retain C upper and D band employees
- Facilitating home ownership and rental options through a third party Section-21 Social Housing Institution in and close to Burgersfort for A, B and C lower band employees.

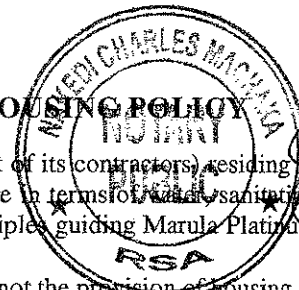
At all times consideration was given to mitigating against working cost increases. The recommended solution also supports the “Breaking New Ground Policy” of Government and specifically the concept of Integrated Human Settlements.

A phased approach has also been advocated for most initiatives to ensure that viability and sustainability considerations are met, together with an ability to scale up (or down) in response to the business environment.

3.3.2 PRINCIPLES BEHIND MARULA PLATINUM MINE'S HOUSING POLICY

Marula Platinum Mine recognizes the importance of its workforce (including that of its contractors) residing in decent housing which is of an adequate size and serviced with basic infrastructure in terms of water, sanitation and electricity, in line with the Constitution of the country. As such the key principles guiding Marula Platinum Mine's strategic planning during the life of the mine include the following:

- Marula Platinum Mine's core business should remain that of mining and not the provision of housing.
- In turn, it is not Marula Platinum Mine's intention to become a land owner or landlord in the local area without a clear strategy of transferring land or housing stock to individual owners (i.e. the workforce).



- Hostel accommodation is not an acceptable solution to the housing needs of its workforce, and whilst this may be necessary in the short term during the establishment of alternative housing accommodation, will not be utilized as a long term strategy.
- Local recruitment is a key objective of the Marula Platinum Mine with a view to ensuring a fully localized labour force at the mine¹⁶.
- The housing policy at Marula Platinum Mine must work in conjunction with the mine's recruitment, remuneration and local economic development programmes to ensure a holistic approach to the issue during the life of the mine.
- The housing policy will take cognizance of the business plan of the mine and its related projected workforce requirements in good time for effective planning mechanisms to be implemented.

As a result, Marula Platinum Mine endeavours, through its company housing policy, to prevent squatting in the vicinity of the mine development.

3.3.3 STRATEGIC PLAN

Marula Platinum Mine's strategic plan for housing its workforce (and taking into consideration its contractors' workforce needs) will be guided by the principles outlined in section 3.4.2 and encompass the following strategies:

a.) Local Recruitment

In addition to the mine's employment equity targets (with particular focus on the HDSA levels in management and the number of women recruited to the mine), Marula Platinum Mine's recruitment policy will focus on targeting local labour sources with the aim of ensuring the mine's workforce is localized as far as possible. This strategy will work in conjunction with the mine's Human Resources Development strategies to ensure the appropriate skills are developed amongst its current and potential future workforce to obtain this goal. In turn, the Local Economic Development Strategy will play a role, particularly with regards to its focus on People Development within the Joint Development Forum, in order to assist the development of the necessary skills within the local community for the life of the mine.

b.) Hostel Usage

Senior management at Marula Platinum Mine has undertaken to prevent further hostel construction in and around its operation given concerns over the suitability of such accommodation for its workforce. In addition the planned development of park homes as housing options for its workforce and that of its contractors' workforce will further be halted, given similar concerns with regards to the limited privacy as well as limited sustainability of these housing options in the long term.

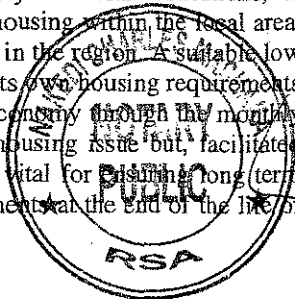
However, the lack of alternatives for housing in the short term will require the mine to utilize the hostels during an interim phase whilst alternative strategies (outlined below) can come into fruition. Utilisation of the hostel stock however will be phased out over a two (2) year period (the expected period for the completion of mine construction).

c.) Participation in Local Economic Development

Whilst it is Marula Platinum Mine's intention to recruit locally as far as possible, the mine will require some skills, particularly within senior management, to relocate from outside the area. As Marula Platinum Mine is a long-term mine it is important to ensure that those employees relocating to the area are committed to the mine and can become a long-term investment to Marula Platinum Mine. One of the means to ensure employee commitment is for the company to endeavour to assist with long-term housing and accommodation options.

Marula Platinum Mine will work with local government and, where necessary financial institutions, to investigate the potential for and planning around the development of appropriate housing within the local area, to meet not only Marula Platinum Mine's needs but that of other developing mines in the region. A suitable low cost housing (RDP) programme will greatly assist the local workforce in meeting its own housing requirements within the formal housing sector and facilitate long term investment in the local economy through the monthly income from the mine. Clearly such objectives are a long term solution to the housing issue but, facilitated through the JDF structure through public-private partnerships, are attainable and vital for ensuring long term sustainable development and preventing the establishment of unsustainable settlements at the end of the life of the mine.

¹⁶ Local is defined as people living within the Greater Tubatse Municipality and the Sekhukhune Municipality.



d.) Partnerships with local housing developers/suppliers

Whilst Marula Platinum Mine intends working with the local government to increase the quantity and quality of housing stock within the local region, it recognizes that this will be a long term solution and its own housing needs for its workforce and that of its contractors is unlikely to be met in the required timeframe associated with the mine development. Further, whilst the mine does not wish to become an extensive land owner in the region, it recognizes it does have a role to play in facilitating access to suitable housing development sites and the resultant housing stock.

As such, in consultation and agreement with local housing developers and/or suppliers the Mine will:

- Facilitate access to appropriate rental accommodation available in the vicinity of the Marula Platinum Mine (e.g. the Anglo development at Twickenham and Hackney Mines)
- Facilitate developers to purchase stands, where available in the region and encourage the mine's workforce to access these stands through appropriate financing mechanisms.
- Facilitate developers to construct housing on the purchased stands and rent the stock to the mine's workforce.
- Alternatively, assist in making the newly constructed housing stock available for purchase by the workforce with appropriate financing mechanisms in place through local financial institutions.
- Investigate and if required appoint an outsourced agent to administer the housing strategy i.e. building, maintenance, sales etc.

e.) Home ownership initiatives

In conjunction with the mine's participation in the development of local housing stock, Marula Platinum Mine will introduce and promote a home ownership scheme amongst its workforce. The scheme will aim at facilitating the workforce's access to appropriate finance, through financial institutions, for the purchase of stands or housing stock or to build their own property and become home owners within the formal sector.

f.) Remuneration

Marula Platinum Mine will introduce an appropriate home ownership allowance within the workforce's remuneration package. The home ownership allowance will further facilitate the individual to choose their most suitable housing option for themselves and their family with regards to purchasing property within the formal housing sector.

g.) Reporting

The Mine will report on its progress with regards to the housing strategy amongst its workforce within its annual SLP Report.

h.) Marula Housing Strategy Cash outflow 2008 to 2010

The following table illustrates the accommodation capital flows anticipated over the next three years, provided the Merensky project is approved.

Table 5.1: Escalated Cash Outflow

	(Rm)	Units	Est. 08	Est. 09	Est. 10	Total
Show houses – social housing		48	19	-	-	19
UG2 - social housing A, B & CL units		500	11	33	23	67
Meresky – social housing A, B & CL units		1 000	23	65	46	134
Total Loan Capital		1 548	53	98	69	220
UG 2 – buy from developers CU & D units		64	13	47	19	79
UG 2 - build via contractors CU & D units		25	20	18	15	48
Total UG 2 On Balance Sheet		89	33	65	34	127
Merensky build via contractor CU & D units		162	19	124	83	266
Total Merensky On Balance Sheet		162	19	124	83	266
UG2		637	63	98	52	213
Merensky		1 162	42	189	129	360
Total		1 799	105	287	181	573

3.4 NUTRITION PROGRAMME

3.4.1 OVERVIEW

As Marula Platinum Mine's housing policy intends to cease the development of hostel accommodation and phase out its use over a period of two years, the mine's ability to directly influence the diet, and subsequently the nutritional in-take of its workforce during the life of the mine will be minimal. Nevertheless, the mine recognizes the importance of educating the workforce about adequate nutrition within their diets in order to improve the health and welfare of the workforce and their productivity within the workplace.

3.4.2 STRATEGIC PLANS

Marula Platinum Mine's nutrition programme may be divided into two (2) areas, namely those with direct influence and those with indirect influence over dietary intake.

a) Direct

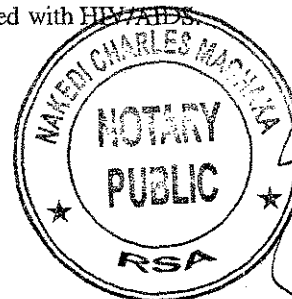
These programmes refer to categories 3-8 employees making use of the company's single-quarters accommodation. The programme will aim to:

- Utilize the services of a dietician to advise on suitable diets for all occupations and implement menus accordingly;
- Ensure a dietician frequently visits the quarters and reports on findings with regards to the diet of the occupants;
- Ensure mine management assesses the nutrition and hygiene of the relevant workforce regularly.

b) Indirect

These programmes refer to all other employees not making use of company single quarters. Planning in this regard will include:

- Facilitating, the provision of suitable, nutritious foodstuffs for employees by encouraging the various private catering establishments operating on or in the vicinity of the mine to sell such produce to the workforce;
- Implementing an awareness programme to all employees, their households and the local community on acceptable balanced diets, nutrition, and health awareness through established communication channels (the worker representative committee and the Marula Working Committee);
- Promoting awareness on the use of supplementary diets for people infected with HIV/AIDS.



3.5 PROCUREMENT PROGRESSION PLAN

3.5.1 UNDERTAKING

Marula's Procurement Progression Plan is based on and supported by the procurement policies formulated and targets set at a corporate level by the holding company Impala Platinum Holdings Limited (Implats). However the implementation of the policies and the achieving of the targets is managed and implemented at the operational level.

Marula is committed to meeting the requirements of the MPRD Act and the Mining Charter regarding the transformation of its procurement practices. This includes a corporate commitment to achieving the undertakings made regarding procurement from Historically Disadvantaged South Africans (HDSAs) in terms of capital goods, services and consumables, as well as the formation of partnerships with HDSA enterprises through proactive procurement policies. For a detailed description of providers as required by Form T, please refer to Appendix G.

Following a review of the legislative environment relating to preferential procurement, Marula Platinum introduced

- a preferential procurement programme aimed at having a positive impact on the transformation of supplier communities within the mining industry, with the specific aim of optimising procurement from HDSA supplier companies.
- Developed and facilitated leadership seminars within the mining sector to assist in formulating of a procurement policy,
- Co-ordinated preferential procurement activities to enhance the transformation of its procurement practices by developing (that is, designing, preparing, operationalising and testing) transparent procurement procedures.
- Addressed the structural and development issues facing Small and Medium Enterprises (SMMEs) in general and HDSA enterprises in particular.
- Increased opportunities for SMME/HDSA enterprises with proven capacity to utilise these business tools.
- Optimised the cooperation with other private sector stakeholders within the procurement industry.
- A process of setting affirmative procurement targets on an annual bases by the Implats Board
- A process whereby operational managers provide plans to achieve these targets.

3.5.2 PROCUREMENT PROGRESSION PLAN

The Implats Procurement Policy is attached (Annexure 3.1) which demonstrates Marula's commitment to transformation and enabling local HDSA business to participate in the supply of capital and consumable goods and services to the mine.

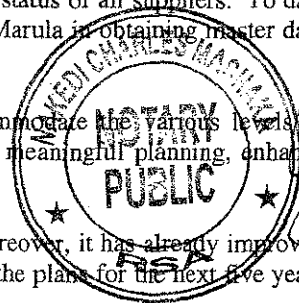
It should be noted that Executive remuneration includes incentives structured according to a business scorecard which includes key performance indicators on HDSA procurement expenditure.

The DME requires a clear plan on how Marula will give HDSA vendors preferred supplier status.

A Project has been launched during July 2007 to obtain the BBBEE and HDSA status of all suppliers. To date 271 suppliers have responded. A service provider has been appointed to assist Marula in obtaining master data from our suppliers.

In addition, a scope of work has been designed to develop systems to accommodate the various levels of information required from suppliers to successfully analyse spend and conduct meaningful planning, enhance supplier information to the buyers and enhance the quality of reporting.

Marula has set itself targets to give HDSA vendors preferred supplier status. Moreover, it has already improved significantly in this area over the last three years. The historic improvement and the plans for the next five years are set out below in graphic form



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the DME. It must be stated that 2 projects have been approved in July 2007 and part of the project scope will support procurement reporting as per DME requirements.

The geographical definitions in which procurement spend must be reported will be as follows:

- Local spend will be with vendors that are based within the immediate municipality region and district area
- Regional spend will be with vendors based outside the local area but within the same province
- National will be spend on vendors in other provinces
- International will be spend on imported goods from countries outside SA borders.

Plan of current level of procurement in terms of capital goods, consumables and services

Including Black Influenced		FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Total Discretionary Procurement	(Rm)	564.6	621.1	683.2	751.5	826.7	909.3
HDSA/BEE Procurement (incl. BI)	(Rm)	287.4	323.0	368.9	420.9	479.5	545.6
Capital	(Rm)	105.1	118.0	136.6	150.3	173.6	200.1
Consumables	(Rm)	92.6	99.4	116.1	142.8	157.1	181.9
Services	(Rm)	89.7	107.4	116.1	127.8	148.8	163.7

Excluding Black Influenced		FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Total Discretionary Procurement	(Rm)	564.6	621.1	683.2	751.5	826.7	909.3
HDSA/BEE Procurement (excl. BI)	(Rm)	220.2	279.5	314.3	353.2	396.8	445.6
Capital	(Rm)	71.3	93.2	102.5	120.2	132.3	154.6
Consumables	(Rm)	63.1	80.7	95.6	105.2	124.0	136.4
Services	(Rm)	85.7	105.6	116.1	127.8	140.5	154.6

Marula conducts a quarterly in depth analysis of the collective procurement progress made by the Marula operations and has instituted a measurement process in its SAP ERP system to:

- Benchmark the progress against criteria determined by Government by classifying suppliers according to capital goods, consumables and services
- Determine a strategy to ensure improvement against the various categories of supply: capital, consumables and services
- Determine an evaluation to determine the effectiveness of the HDSA/BEE development strategy for each commodity classes in terms of set targets per commodity class
- Determine a reward strategy for procurement management those that have bought into the strategy and have gone the extra mile in achieving targets and objectives
- Determine an organizational development intervention to deal with the change management required for the effective buy in from management and staff

From the ERP system the information is compiled as follows:

- Total cost of operations
- Less taxes and payroll
- Less non discretionary procurement; i.e. imports not found in SA
- Equals: Total measurable procurement

From this total measurable procurement; the capital, services and consumables suppliers are identified according to value, HDSA status, Dti scorecard level and locality.

From this data, the percentage of current HDSA status and locality and percentage for each supplier and commodity class is calculated and provided to the DME.

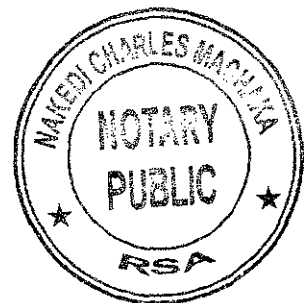


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SECTION 4

PROCESSES PERTAINING TO THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT



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SECTION 4

4.1 PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

4.1.1 OVERVIEW AND OBJECTIVES

A fundamental principle behind both its Human Resources Development Programme (guiding the Portable Skills Training, ABET, Learnership programmes etc) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc) is job creation within Marula Platinum Mine's SLP. Clearly however, at mine closure, be it inevitable or unexpected, the main outcome is the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where these cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plans to be in place for the life of the mine in line with the ethos of the Department of Labour's 'Social Plan' as well as the Act and include:

- The prevention job losses wherever possible as set out in 4.2 below.
- Where job losses are unavoidable, to minimise the extent of the job losses resulting from major restructuring or retrenchment exercises;
- To facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- To facilitate through on-going training programme at the mine and the Portable Skills Training Plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry
- To avoid, mitigate or minimise any possible negative social and economic impacts on employees, communities, local and regional economies and labour-sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- To ensure the relevant processes for effective closure management are in place some four(4) to five(5) years prior to planned mine closure;
- To effectively communicate and consult, as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.

4.1.2 FUTURE FORUM

Over and above the requisite negotiations with unions on retrenchment agreements, the strategies and the mechanisms for implementing the above objectives will be managed through a Future Forum. The Marula Platinum Mine Future Forum structure will be established within six (6) months following receipt of the new order mining right utilizing established communication channels with the workforce and the surrounding communities. The key mandate for Marula Platinum Mine's Future Forum will be to:

- Representatives from all recognised trade unions or associations.
- Senior management representatives as determined by the General Manager of Marula which will include but not be limited to management representatives in the areas of Human Resources (including training and development, community and social investment etc.), operations and Finance.
- Representatives of local councils.
- Representatives of the Marula Working Committee.
- Representatives of the Marula Community Trust

The Future Forums will meet on a regular basis, either quarterly or as agreed on throughout the life of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or closure of the operations. The frequency of meetings will be increased if there are critical issues that need to be addressed urgently. The agenda for the Future Forums will include but not be limited to:



- Disclosure of all relevant information to enable the representatives of the forum to engage in effective consultation and discussion, and make decisions. This will include global and local economic and financial indicators, factors impacting on the mining industry as a whole and the platinum mining sector in particular, financial information, annual business and labour plans, lifespan of the operations, envisaged expansions or downscaling/closures and the possible impact thereof on employees, communities and the economy.
- Identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations.
- Development of strategies and plans to deal with identified problems and challenges.
- Development of strategies and plans to prevent job losses if possible
- Development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling and closure may have on employees, communities and the economy.
- Implementation of agreed strategies and action plans
- Review of portable skills training programmes and local economic development programmes.
- Communication strategies to ensure that all employees and other stakeholders are regularly updated on forum decisions, strategies and action plans.
- Assessment of and reporting on, through Impala Platinum Limited's Annual SLP Reports, the success and progress of all job loss management and retrenchment management programmes planned for and implemented during the times of downscaling, closure or for an appropriate post-closure period.

4.2 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

4.2.1 UNDERTAKING

In compliance with Section 52 (1) of the Act, on identifying the need to curtail mining operations at Marula Platinum Mine should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500) employees) have to be retrenched, a comprehensive consultation process will be undertaken with the Future Forum, and Section 189 of the Labour Relations Act will be implemented, The Minerals and Mining Development Board will be notified and any Ministerial Directive will be complied with.

4.2.2 STRATEGIC PLAN

Should the mine be required to commence with a downscaling or closure process (in line with the undertaking above), the following plan will be implemented:

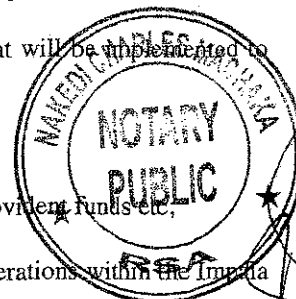
a. Communication and Planning through the Future Forum

- It is envisaged that any potential downscaling or closure requirement will be identified during the ongoing consultations, discussions and deliberations at the regular Future Forum meetings.
- All strategic plans identified by the Future Forum will be implemented with a view to avoiding job losses. Plans and strategies will be continuously assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.
- The Future Forum will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss and agree on strategies and actions plans that will be implemented to avoid job losses.

b. Potential Strategies and Plans to Avoid Job Losses

Job loss strategies and plans will include but not be limited to:

- Voluntary early retirement for employees who qualify in terms of relevant provident funds etc.
- Suspension of overtime, job-sharing schemes, short and extended leave;
- Potential transfers to other departments at Marula Platinum Mine or other operations within the Impala Group, with the provision of suitable training if required;
- Cease recruitment of new employees until Marula Platinum Mine has attempted to fill vacant positions from internal sources;
- Where relevant and viable cease the employment of temporary employees and/or contractors;



- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment.
- During the life of the operations there will be ongoing accredited mining related training and non mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment.
- During the life of the mine Marula Platinum Mine will continually seek to ensure its sustainability through the constant revision of its business plans and capital project investments in line with the economic environment and market-related dimensions in which it operates. The on-going business development process will directly assist job security for the workforce at the operations.
- In addition, Marula Platinum Mine's on-going support of sustainable development projects, through its local economic development programmes, (Section 3.3) within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible (Section 3.6) combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

c. Implementing section 189 of the Labour Relations Act 1995 (As Amended)

The implementation of Section 189 and 189 (A) of the Labour Relations Act will be come relevant if the Future Forum consultation, strategies and plans have been exhausted, job losses cannot be avoided and retrenchment is contemplated.

There will be full compliance with the provisions of Sections 189 and 189(A) of the Labour Relations Act or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outlined in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions/employee representatives:

- Ensure subscription to the universally accepted principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine;
- Compliance with collective agreements between organised labour and the company
- Disclosure of all relevant information
- Measures to avoid or minimise dismissals as set out in the collective agreement.

d. Notification to the Board

After consultations through the Future Forum and with recognised trade unions and where is it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRD Act) of the need for downscaling/closure as and when required during the life of the mine and some four (4) to five (5) years prior to the end of the life of the mine. The government authorities will be given notice of the time-frame for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

e. Compliance with Ministerial Directive

The company will comply with any corrective measures and terms and conditions as the Minister may determine. The company will confirm in writing that it has complied with the directive and has undertaken the corrective measures determined by the Minister. Regular progress reports on compliance will be provided.



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4.3 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED.

4.3.1 UNDERTAKING

In compliance with Section 52 (1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500) employees) have to be retrenched, on identifying the need to scale down or cease mining operations at Marula Platinum Mine and where job losses are likely to result from these processes a comprehensive consultation process will be undertaken at the Future Forum, Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development Board will be notified and any corrective measures and directives as determined by the Minister will be complied with.

4.3.2 STRATEGIC PLAN

a. Communication and Planning through the Future Forum

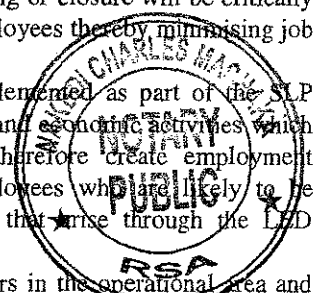
An extensive consultation process will be undertaken through the Future Forum where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses cannot be avoided the Future Forum will discuss and implement strategic plans to examine and implement alternatives solutions and to create job security for affected employees.

- The Future Forum will assess the economic and other conditions that could result in job losses and determine the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss and agree on strategies and action plans that will be implemented to create job security for employees likely to be affected by job losses.

b. Alternative solutions and strategies to create job security

Potential alternative solutions and strategies to create job security to be considered by the Future Forum may include but are not limited to:

- Ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment;
- In addition to the ongoing non-mining related portable skills training programmes that will be implemented during the life of the mine, where downscaling and/or closure is contemplated the non-mining portable skills training programmes will be accelerated and the Portable Skills Fund supplemented from funds in the HRD budget for that year. The numbers of employees to be trained will increase in line with the number of employees who are likely to be retrenched. The content of the training will be determined after extensive analysis of skills needed within the operational area, labour sending areas as well as the country as whole (with particular reference to the JIPSA Initiative). This will ensure that employees receive training in areas where they are likely to secure employment if retrenched. The fundamental objective is to ensure that retrenched employees are provided with the necessary training to remain economically active if retrenched.
- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby minimising job losses and retrenchment.
- The Local Economic Development programmes which are to be implemented as part of the SLP (Section 3) are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.
- The company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.
- Provide assistance for entrepreneurs and SME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes;
- The Human Resources Development Programme (as outlined in detail in Section 2) will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may



be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs). (Refer to Table 2.5 – Portable Skills Training)

c. Implementing Section 189 of the Labour Relations Act 1995 (As Amended)

If discussions within the Future Forum have been exhausted and job losses cannot be avoided the provisions of Section 189 and 189(A) of the Labour Relations Act as well as the provisions of the existing collective agreement will be implemented. A consultation process will be initiated with the relevant employee representative organisations and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimise retrenchment, the timing of the retrenchments and severance pay will be discussed by the company and the employee representatives. All plans and other issues agreed on during this consultation process will be implemented.

d. Notification to the Board

After consultation through the Future Forums and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRD Act if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500) employees) have to be retrenched. Such notifications will be provided as and when required during the life of the mine and some four (4) to five (5) years prior to the end of the life of the mine. The government authorities will be given notice of the time-frame for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

e. Communicating Possible Retrenchments

Where all avenues to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place an extensive communication strategy and plan will be implemented after discussion and agreement at the Future Forum. Communication of issues discussed at the Future Forum, strategic plans and the implementation thereof will form part of the Agenda for regular Future Forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that will be implemented by the Future Forum.

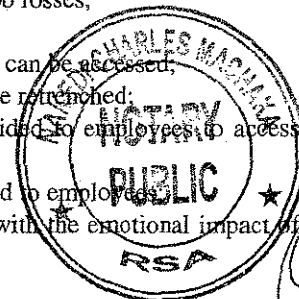
Where retrenchments are inevitable the following channels will be used to ensure effective communication to all employees: management briefs, the Team Spirit newsletter, videos, PA systems, e-mail & intranet, billboards, communication boards (notice boards), joint union and management meetings, communication forums and workshops.

The trade union representatives will also communicate issues arising from the Future Forum discussions during their own Branch and Committee meetings as well as mass meetings with employees. Issues to be communicated where possible retrenchments are contemplated will include but not be limited to:

- The reasons for the contemplated retrenchment;
- Strategic plans implemented by the Future Forum to avoid and minimise job losses;
- The number of employees likely to be affected by the retrenchments;
- Details of the expanded portable skills training programmes and how these can be accessed;
- LED programmes and the opportunities available to employees who may be retrenched;
- Alternate employment opportunities and the assistance that will be provided to employees to access these opportunities;
- The timing of the retrenchment and the severance packages that will be paid to employees;
- Assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment;
- Any additional assistance that will be provided to employees.

It is envisaged that the Marula Working Committee will be represented on and participate in the Future Forum structures and will therefore be fully briefed about all retrenchments that are likely to take place.

Communication sessions will be held with parties that do not form part of the Future Forum i.e. local government representatives from the operational area and labour sending areas, national government



departments, other businesses that are reliant on the mining industry as well as any other parties who are likely to have an interest in or be affected by the contemplated retrenchments. Face to face communication will be conducted so that issues may be clarified and discussed. In addition, written notification will be given to all the parties listed above as well as any other party identified by the Future Forum.

The company will issue press statements and/or hold press conferences where necessary to brief the media so that they have access to accurate and reliable information regarding the retrenchments. Regular media updates will be given.

4.4 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE OPERATION IS CERTAIN

4.4.1 UNDERTAKING

Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of operation, measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required.

This section outlines the mechanisms that will be utilised to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) to five (5) years prior to mine closure. As such this chapter can not provide the ultimate closure or post-closure plan for the operations in terms of the socio-economic impact. The very nature of rural and low-income communities, dependent on the operations for a substantial period of time necessitates flexible and appropriate closure planning utilising those community structures that exist at the time of closure. Knowledge of the socio-economic circumstances in the area at the time of closure is therefore currently impossible to predict.

4.4.2 STRATEGIC PLANS

a. Socio-Economic Impact Study of closure

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed closure planning. The SEIA will commence four (4) to five (5) years prior to closure and be supported by interaction with community structures and the Future Forum.

b. Communication with stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely to be required among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forum or a sub-committee thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

c. Strategic Plans for Managing the Social and Economic Impact

As with the Human Resource Development Programme at Marula Platinum Mine, the Local Economic Development Programme (section 3.3) will be implemented throughout the life of the operations with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities long past closure. The same is true for involvement with local service and goods providers through the Procurement Progression Plan (section 3.6). Every effort will be made, during the life of the operations, to facilitate training amongst local entrepreneurs who supply goods or services to ensure they are equipped with the appropriate business management skills to run effective small businesses which can

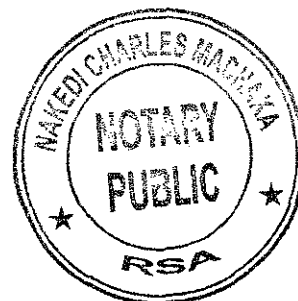
procure both to other local mining operations but may also diversify their service or product range and potentially procure to other non-mining industries.

Notwithstanding these strategies through out the life of the operations, the knowledge of closure and the potential loss of business or channels of assistance may come as a shock to local community members and assistance may be required timeously to aid their transition into a non-Marula Platinum Mine environment and mind-set. Such communication will be effected through the Future Forums, the Marula Working Committee and other established communication channels as outlined above (section 4.4.2). It is through these channels that specific needs and/or training requirements will be identified which Marula Platinum Mine may be of some assistance with during the period of downscaling. The exact assistance required can not be planned for in depth prior to the period of downscaling as community needs and training requirements will evolve and fluctuate regularly. However, such assistance may include the following:

- Assistance for local entrepreneurs through established networks, government agencies in this regard and experienced NGO structures;
- The facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development;
- Assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication;
- Consideration of the potential use for obsolete/ unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc).
- A portable skills training programmes designed to ensure that employees can have job security and remain economically active after mine closure
- Counselling Services for employees and if necessary their families to ensure they are equipped to cope with the potential stress of losing their job;
- Access to Job Advice Centres in the local community or the relevant labour source community;
- Assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- Ensuring all skills and/or experience obtained whilst in the employ at Marula Platinum Mine have the appropriate accreditation and certification;
- Provide assistance in the employee's claiming of UIF and other state assistance if required;
- Provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc to ensure the appropriate utilization and/or preservation of finance following retrenchment.

d. Post-Closure planning

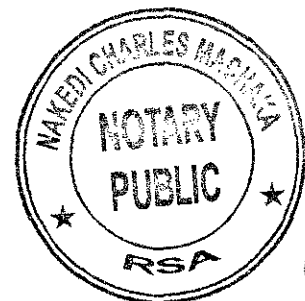
Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committee will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential in this post-closure management process.



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SECTION 5

FINANCIAL PROVISION



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SECTION 5

5.1 FINANCIAL PROVISION

5.1.1 OVERVIEW

In terms of Section 23(1) (e) "The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan." This section intends to outline the manner in which Marula Platinum Mine aims to provide financially for each component of the SLP during the life of the mine. However it should be noted that these assumptions are based on current business plans at Marula Platinum Mine and the associated market and economic conditions surrounding the operations. Where changes in these assumptions are required, they will be reported on in the annual SLP Report.

Financial provision for Marula Platinum Mine's SLP, (including the Human Resource Development Programmes, Local Economic Development Programmes and the management of downscaling and retrenchment) has been made within the life of mine business plan (Mining Work Programme in respect of the business plan for FY 04 – Annexure H to the old order mining rights conversion application). Specific targets and results therein will be reported on an annual basis in Marula Platinum Mine's annual SLP Report. Table 5.1 summarises the financial provisions for Marula Platinum Mine's SLP for the next five (5) years in respect of each section of the plan.

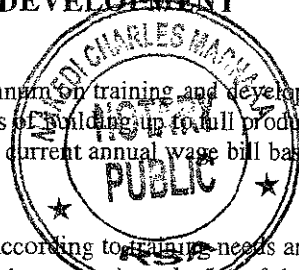
Table 5.1: Summary of Financial Provision for Key Elements of Marula Platinum Mine's SLP for Five (5) Years

Category	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Human Resource Development Programmes (Ref: Table 5.2)	R13.4 million	R14.2 million	R13.7 million	R13.8 million	R14.4 million
Local Economic Development Programmes (Ref: Table 5.3)		R 608,7 million	R 307,8 million	R 201,4 million	R 17,4 million
Closure and Retrenchment Management Programmes (Ref: Section 2.2.5.2)	R0.2 million	R0.2 million	R0.2 million	R0.2 million	R0.3 million
Total Provision for SLP by Marula Platinum Mine	R13.6 million	R608.9 million	R 321.7 million	R 215.4 million	R32.1 million

5.1.2 FINANCIAL PROVISION FOR HUMAN RESOURCE DEVELOPMENT PROGRAMMES

Marula Platinum Mine is currently spending approximately R6 million per annum on training and development of its current workforce. As this is a new, developing mine, still in the process of building up to full production, the percentage spend on developing people is estimated to be 5% of the total, current annual wage bill based on Business Plan FY2006/2007.

Although the exact breakdown of how the money will be spent may change according to training needs and the evolving business plan during the life of the mine, it is estimated that it will be approximately 5% of the total wage bill per annum. Table 5.1 provides the actual total expected rand value for this provision for the next five (5) years and Table 5.2 presents the envisaged costs for the various HRD programmes according to envisaged targets and resources based on the Business Plan for FY 2006/2007.



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The labour build up for Marula will continue for the next two (2) to three (3) years at which point the labour employed will remain constant for the following years thereafter.

Table 5.2: Summary Breakdown of HRD Five (5) Year Budget

	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	TOTALS
ABET	R 2,739,264	R 4,342,800	R 4,623,784	R 4,922,954	R 5,241,488	R 21,870,290
Learnerships	R 1,552,467	R 3,043,967	R 3,941,557	R 3,498,546	R 3,606,787	R 15,643,324
Skills Development Programmes	R 1,270,212	R 317,583	R 47,853	R 49,974	R 55,330	R 1,740,952
Portable Skills In House	R 3,716,115	R 2,245,904	R 701,050	R 675,134	R 633,290	R 7,971,493
Core Business Training	R 1,847,100	R 1,847,100	R 1,847,100	R 1,934,400	R 1,934,400	R 9,410,100
Internships & Bursaries	R 349,341	R 396,207	R 421,961	R 449,388	R 478,599	R 2,095,496
Marula Training Department Salaries	R1,920,000	R2,035,000	R2,157,000	R2,287,000	R2,424,000	R10,823,000
TOTAL	R13,394,499.00	R14,228,560.00	R13,740,306.00	R13,817,397.00	R14,373,893.00	R69,554,655.00

5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

In alignment with the policy of Marula Platinum's holding company, Impala Platinum Holding Limited, the finance for Local Economic Development programmes will be provided for on an annual basis from up to one per cent (1%) of dividends declared in the previous financial year from Marula Platinum Mine, as a rolling average over three (3) years. In the interim whilst the mine is building up towards profit making, the Trustees of the Impala Community Development Trust (ICDT) will fund the LED programmes annually. Table 5.3 (as per Table 3.8 in section 3) details the financial commitment by Marula Platinum Mine and the ICDT in respect of LED programmes with various stakeholders for the next five (5) years.

Table 5.3: Summary of Financial Commitment to LED Projects for Five (5) Years

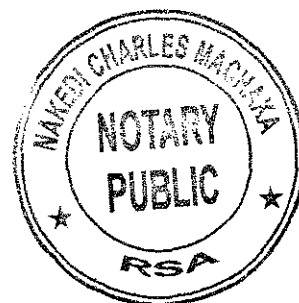
Project No.	Beneficiary Organisation or Project Name	Budget 2007/2008	Budget 2008/2009	Budget 2009/2010	Budget 2010/2011	Budget 2011/2012	Total Budget Allocation (2007-2012)
1	Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10	1,408,000	3,969,000	2,969,000	2,969,000	2,969,000	14,284,000
2	Water Supply & Reticulation Network in Wards 8 & 10	842,000	3,399,000	5,399,000	3,399,000	3,399,000	16,438,000
3	Schools Infrastructure Development Project	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000	5,000,000
4	Housing Development	105,000,000	287,000,000	181,000,000	181,000,000	181,000,000	573,000,000
	Subtotal Infrastructure	108,750,000	295,868,000	190,368,000	173,680,000	173,680,000	307,222,000
5	Piggery Production Project	500,000,000	2,000,000	1,000,000	1,000,000	1,500,000	3,500,000
6	Housing related income generating projects	-	10,000,000	10,000,000	10,000,000	1,500,000	31,500,000
	Subtotal Income Generating Projects	500,000,000	12,000,000	11,000,000	10,000,000	1,500,000	35,000,000
	Total LED Projects	608,750,000	307,868,000	201,368,000	17,368,000	7,868,000	65,722,000

5.1.4 FINANCIAL PROVISION FOR THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

Finance for the on-going core business training which facilitates mine-related portable skills training programmes (Section 2.2.5) will be provided from the annual Human Resources Development Budget for training and skills development at Marula Platinum Mine based on the skills required within the workforce on an annual basis following the annual Skills Audit. The initial Skills Audit at Marula Platinum Mine will be completed by November 2006 following which the detailed breakdown of the financial provision per HRD programme (including core business training) will be determined.

In addition, as noted in Section 2.2.5, the mine will provide finance for non-mining related portable skills through a Portable Skills Fund on an annual basis commencing FY 2006/2007. Access to this fund can be made by employees wishing to acquire non-mine related skills training during the life of the mine. The Portable Skills Fund will amount to R0.2 million (based on the principle laid out in section 2.2.5. This fund will be escalated by 6% per annum. At the time of unplanned retrenchment and/or downscaling as well as some four (4) to five (5) years prior to planned mine closure, this Portable Skills Fund will be expanded to take account of the potential additional demand from employees for non-mine related portable skills training. The finance will be derived from the HRD budget for that year. (Refer to Section 2.2.5 for a full explanation on this fund.)

In addition, at times of retrenchment, a minimum of two (2) days additional training will be allocated to each employee in order to facilitate the supply of the additional retrenchment management services undertaken by the mine as outlined in Section 4 of this document. These services may include counseling and access to career advice, job centres and registration as a job seeker for example and will be additional to the portable skills training to be offered to employees at times of retrenchment. This will take place over and above the retrenchment packages which will be developed in line with current legislation on retrenchment and through negotiations with the relevant employee representative bodies and/or unions as required.

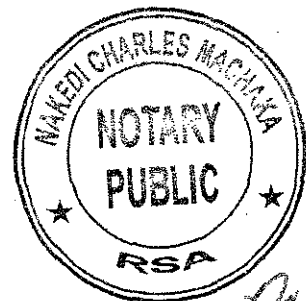


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SECTION 6

UNDERTAKING



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SECTION 6

6.1 STATEMENT OF UNDERTAKING

I, PIETER BOTHA SANDICANUS the undersigned and duly authorized thereto
PROVINCIAAL WERKLOOSHEIDSDIENSTE (PTY) LIMITED and
by INPRO. PLATINUM LIMITED (Company) undertake to adhere to the
information, requirements, commitments and conditions as set out in the social and labour plan.

Signed at JOHANNESBURG on this 10th day of NOVEMBER 20 07

Signature of responsible person 

Designation GENERAL MANAGER MARULA PLATINUM MINE

Contact Details PO BOX 1416 STEELPOORT 1133 TEL NO 013 216 6005
FAX NO 013 216 6021

Approved

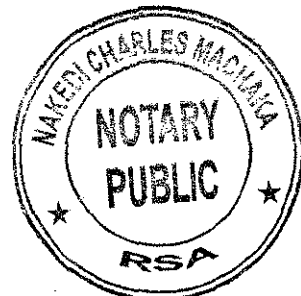
Signed at JOHANNESBURG on this 10th day of NOVEMBER 20 07

Signature of responsible person  

Designation EXECUTIVE DIRECTOR and GROUP SECRETARY

Programme for Communication with employees and stakeholders

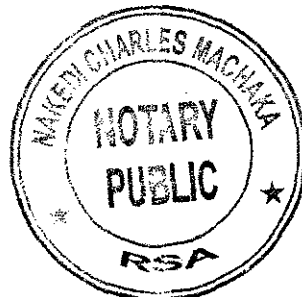
1. Presentation to the Marula Working Committee and the employee representatives on the Social and Labour Plan process and requirements was made in July 2004.
2. A presentation to the Marula Working Committee and the employee representatives on the final Marula Social and Labour Plan will be made following receipt of the permit.
3. Annually, Marula Platinum Mine's SLP Report will be presented and reported to the Marula Working Committee and the employee representative structures.



APPENDIX A

MAP OF MARULA PLATINUM MINE

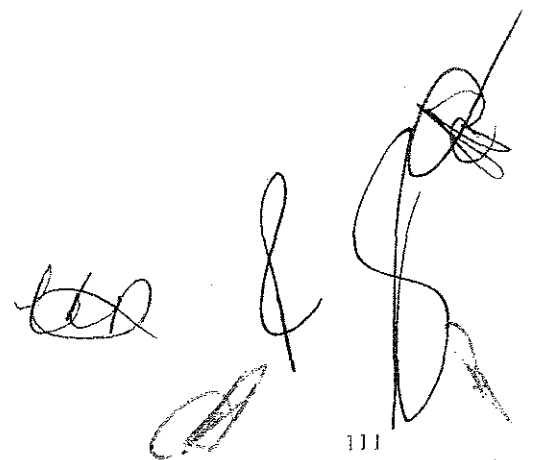
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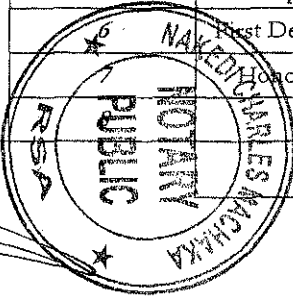
APPENDIX B

**FORM Q – THE NUMBER AND EDUCATION LEVELS OF THE MARULA
PLATINUM MINE EMPLOYEES AND MINOPEX EMPLOYEES AT MARULA
PLATINUM MINE**

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**FORM Q - THE NUMBER AND EDUCATIONAL LEVELS OF MARULA PLATINUM MINE EMPLOYEES
AS AT: 22nd March 2006**

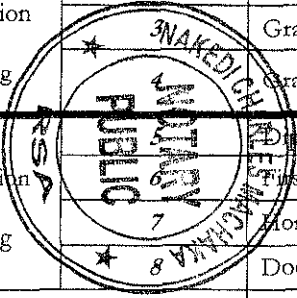
BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	164				2				164	2
		Grade 0 / Pre									0	0
		Grade 1 / Sub A									0	0
		Grade 2 / Sub B									0	0
		Grade 3 / Std 1 / ABET 1									0	0
		Grade 4 / Std 2	37								37	0
		Grade 5 / Std 3 / ABET 2	42								42	0
		Grade 6 / Std 4	54								54	0
		Grade 7 / Std 5 / ABET 3	117					9			117	9
		Grade 8 / Std 6	74					4			74	4
		Grade 9 / Std 7 / ABET 4	70				5			70	5	
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	173				7			173	7	
	3	Grade 11 / Std 9 / N2	377			1	18		1	378	19	
	4	Grade 12 / Std 10 / N3	193	1		7	34		10	201	44	
Higher Education and Training (HET)	5	Diplomas / Certificates	69			111				180	0	
	6	Bachelor's Degrees / Higher Diploma	2		1	8	4		1	11	5	
	7	Honours / Master's degrees				3				3	0	
	8	Doctorates	1			3				4	0	
		TOTAL	1373	1	1	133	83	0	0	1508	95	



FORM Q - THE NUMBER AND EDUCATIONAL LEVELS OF CONTRACTOR EMPLOYEES

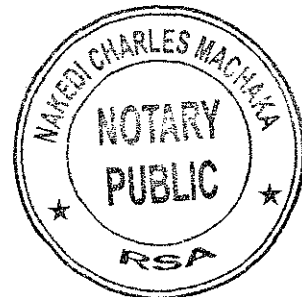
AS AT: 22nd March 2006

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total		
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
General Education and Training (GET)	1	No Schooling									0	0	
		Grade 0 / Pre									0	0	
		Grade 1 / Sub A									0	0	
		Grade 2 / Sub B									0	0	
		Grade 3 / Std 1 / ABET 1									0	0	
		Grade 4 / Std 2									0	0	
		Grade 5 / Std 3 / ABET 2									0	0	
		Grade 6 / Std 4									0	0	
		Grade 7 / Std 5 / ABET 3		1				1				1	1
		Grade 8 / Std 6		1								1	0
		Grade 9 / Std 7 / ABET 4	1							1	0		
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	1			1					2	0	
		Grade 11 / Std 9 / N2	2				1				2	1	
		Grade 12 / Std 10 / N3	76			12	32			4	88	36	
Higher Education and Training (HET)	3	Diplomas / Certificates	13			8	4				21	4	
		Bachelor's Degrees / Higher Diploma	1			2	1				3	1	
		Honours / Master's degrees					1				0	1	
		Doctorates									0	0	
		TOTAL	96	0	0	23	40	0	0	4	119	44	



APPENDIX C

FORM R – HARD TO FILL VACANCIES AT MARULA PLATINUM MINE

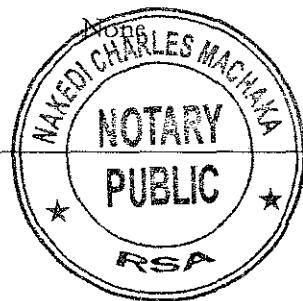


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**FORM R – HARD TO FILL VACANCIES AMONGST MARULA PLATINUM MINE
AS AT: 22nd March 2006**

Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	No Vacancies	None
Senior Management	No Vacancies	None
Professionally qualified and experienced specialists and mid-management	Engineers with GCC	Scarcity of skill within the industry
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans (e.g. Diesel Mechanics)	Scarcity of skill within the industry
Semi-skilled and discretionary decision-making	No Vacancies	None
Unskilled and defined decision-making	No Vacancies	

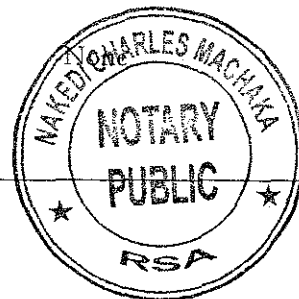


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**FORM R – HARD TO FILL VACANCIES AMONGST MINOPEX AT MARULA
PLATINUM MINE AS AT: 22nd March 2006**

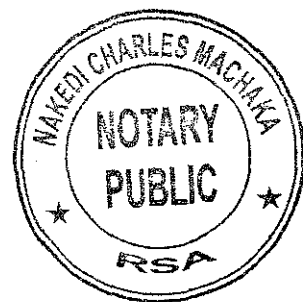
Occupational Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management	No Vacancies	None
Senior Management	No Vacancies	None
Professionally qualified and experienced specialists and mid-management	Engineers with GCC	Scarcity of skill within the industry
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans (Instrumentation)	Scarcity of skill within the industry
Semi-skilled and discretionary decision-making	No Vacancies	None
Unskilled and defined decision-making	No Vacancies	



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APPENDIX D

**FORM S – EMPLOYMENT EQUITY STATISTICS FOR MARULA PLATINUM
MINE EMPLOYEES AND MINOPEX EMPLOYEES AT MARULA PLATINUM
MINE**

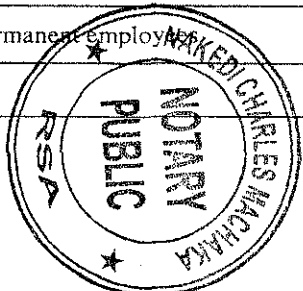


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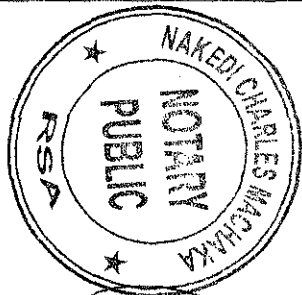
FORM S – EMPLOYMENT EQUITY STATISTICS AT MARULA PLATINUM MINE AS AT: 22nd March 2006

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management (f)									0		
Senior management (e)	1			3					4		
Professionally qualified and experienced specialists and mid-management (d)	4		1	22				2	29		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (c)	73	1		103	4			3	184		
Semi-skilled and discretionary decision making (b)	254			4	11			7	276		
Unskilled and defined decision making (a)	1039			2	69			0	1110		
TOTAL PERMANENT	1371	1	1	134	84	0	0	12	1603	0	0
Non – permanent employees									0		
TOTAL	1371	1	1	134	84	0	0	12	1603	0	0



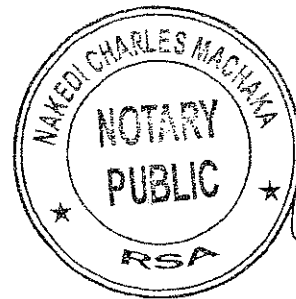
FORM S – EMPLOYMENT EQUITY STATISTICS AMONGST MINOPEX AS AT: 22nd March 2006

OCCUPATIONAL LEVELS	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management (f)									0		
Senior management (e)	1								1		
Professionally qualified and experienced specialists and mid-management (d)	1			4					5		
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (c)	14			17	4			3	38		
Semi-skilled and discretionary decision making (b)	79			2	34			1	116		
Unskilled and defined decision making (a)	1				2				3		
TOTAL PERMANENT	96	0	0	23	40	0	0	4	163	0	0
Non – permanent employees									0		
TOTAL	96	0	0	23	40	0	0	4	163	0	0



APPENDIX E

CAREER PATH PLANS AT MARULA PLATINUM MINE



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**MARULA PLATINUM MINE
ROCK ENGINEERING**

SENIOR ROCK ENGINEERING OFFICER (D2)

- Completed COM Rock Mechanics Certificate
- 3 Years department experience
- Successfully acted as Senior Rock Engineering Officer

ROCK ENGINEERING OFFICER (D1)

- COM Part 1 Rock Mechanics Certificate
- 6 Months acting experience as a Rock Engineering Officer
- 2 Years department experience
- Excellent Computer literacy
- Management Programme

STRATA CONTROL OFFICER (C5)

- Relevant Chamber of Mines (COM) Strata Control Certificate (MQA Level4)
- 2 Years department experience
- 6 months acting as a Junior Strata Control Officer
- Computer literacy

JUNIOR STRATA CONTROL OFFICER (C1)

- Internal certificate for strata control (MQA Level 3)
- 1 year department experience
- 6 months acting as Strata Control Observer
- Computer literacy

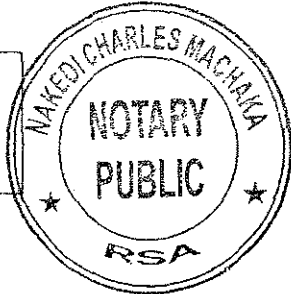
STRATA CONTROL OBSERVER (B6)

- Completed internal modules
- Grade 12 Maths & Science
- Internal certificate for strata control (MQA Level 2)
- 1 year department experience

STRATA CONTROL OBSERVER (B4)

- Grade 10 with maths & science
- Medical Fitness
- 2 years underground experience

NB All positions are vacancy driven and are determined by the needs of



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**MARULA PLATINUM LIMITED
MINING CAREER PATH**

OPERATIONS MANAGER (D4)

- 5 years mining experience at least 4 years in production
- Competent A & B
- Grade 12 or N3
- Blasting Certificate
- Mine Managers Certificate of competency
- Have Good interpersonal Skills
- Supervisory training
- Good computer literacy
- Management Programme
- Financial Planning
- Presentation skills
- Psychometric tests

MINE OVERSEER (D2)

- 7 years mining experience at least 5 years in production
- Competent A & B
- Grade 11 or N2
- Blasting Certificate
- Mine Overseer Certificate of competency
- Have Good interpersonal Skills
- Supervisory training
- Good computer literacy
- First Aid Certificate
- Management Programme
- Financial Planning
- Psychometric tests

SHIFT SUPERVISOR (C5)

- 5 years mining experience at least 4 years in production
- Competent A & B
- Grade 10 or N1
- Blasting Certificate
- Have Good interpersonal Skills
- Supervisory training
- Acceptable computer literacy
- First Aid Certificate

MINER (C1)

- 4 years mining experience
- Competent A & B
- ABET 4
- Blasting Certificate
- Have Good interpersonal Skills
- Leadership abilities
- First Aid Certificate

DRILL RIG OPERATOR (B4)

- 3 years mining experience
- Code 8 Drivers License
- Dover test
- TMM License
- ABET 4
- First Aide Certificate
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B

1) LOAD HAULAGE DUMPER DRIVER (B3)

- 2 years exp in mining occ A4.
- Code 8 Drivers License
- TMM License
- Dover test
- ABET 4
- First Aide Certificate
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B

2) ROOF BOLTER (B3)

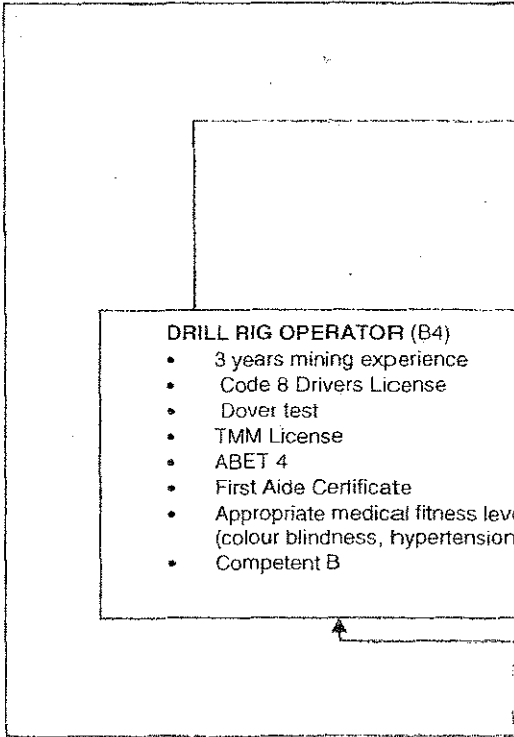
- 2 years exp in mining occ A4
- First Aide Certificate
- TMM License
- ABET 4
- Competent B

1) UTILITY VEHICLE DRIVER (B2)

- 2 years experience and training
- Code 8 Drivers License
- Dover test
- ABET 4
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B
- TMM License

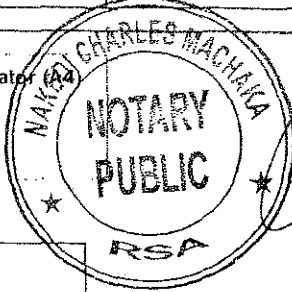
2) WINCH MOVER, SECTIONAL GANG LEADER (B2)

- 2 years mining experience
- Supervisory Skills
- ABET 4
- Have Good interpersonal Skills
- Competent B



Scrapers Winch Operator, Rock Drill Operator (A4)

- 1 year experience and training
- ABET 2
- Competent B

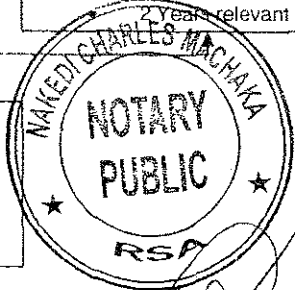
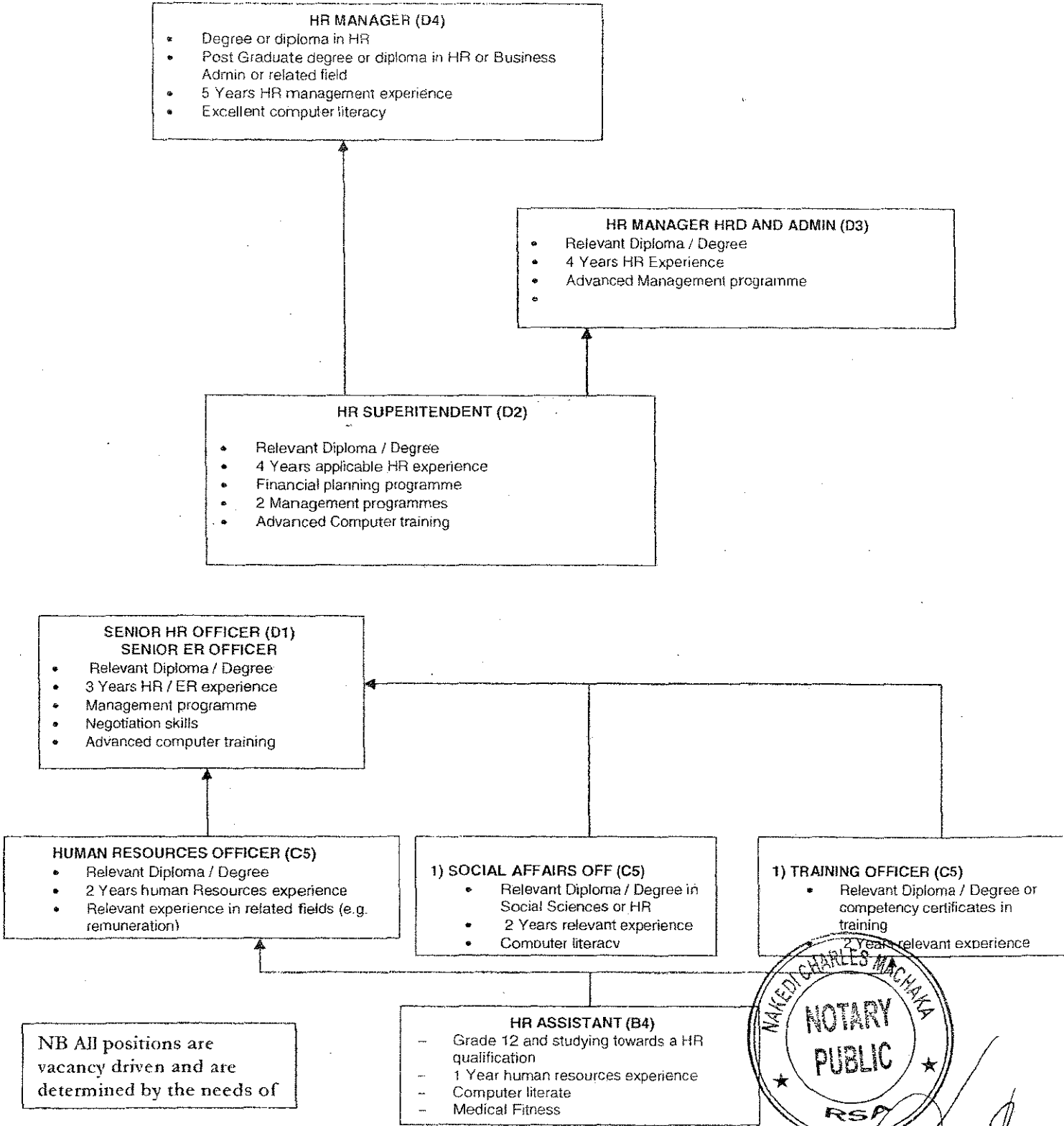


NB All positions are vacancy driven and are determined by the needs of

NOVICE ENTRY (A3)

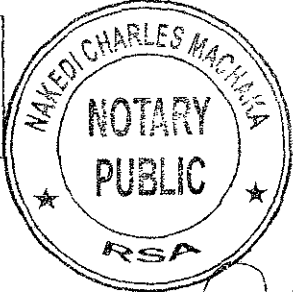
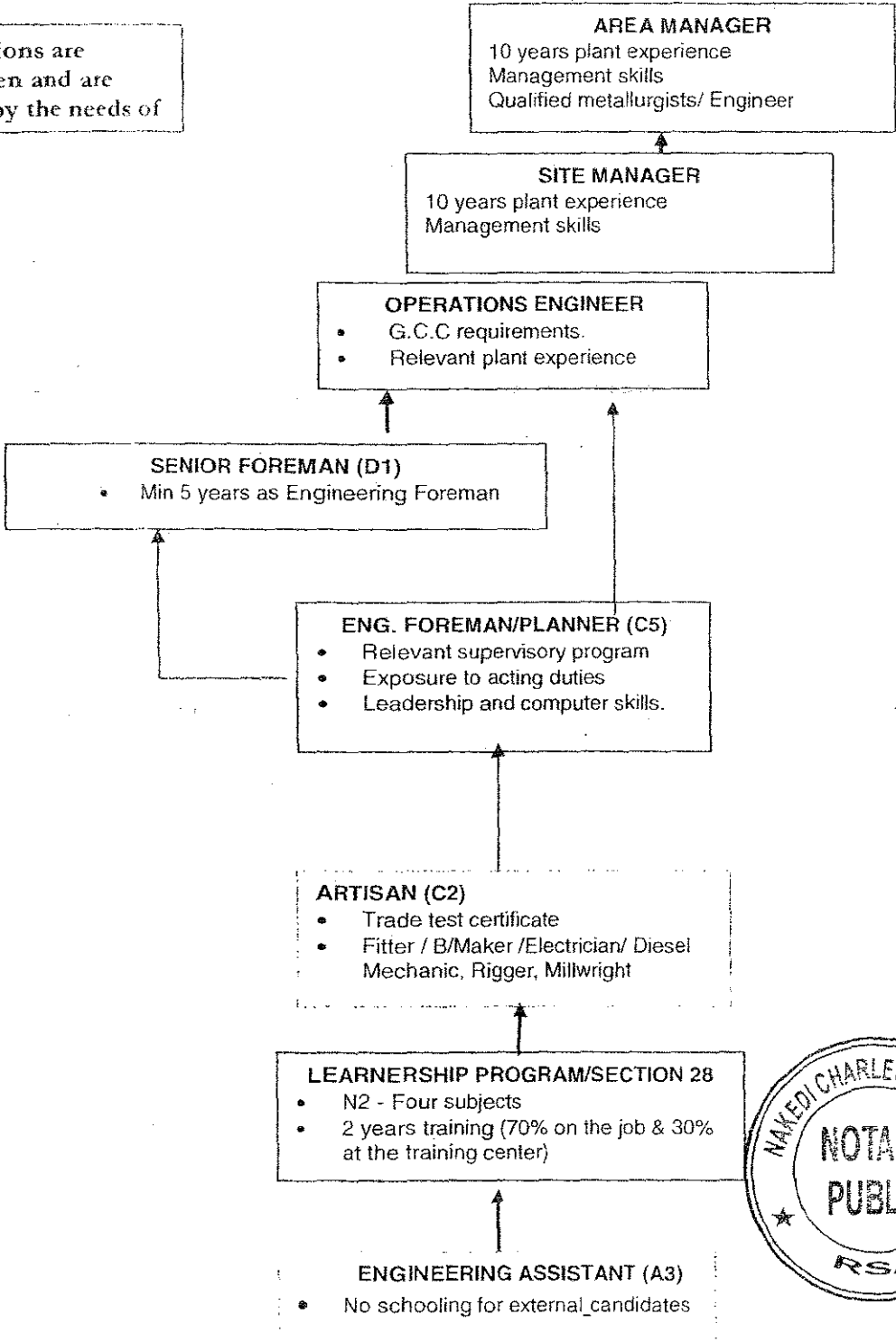
- Equipping Helper : No Schooling : Competent B
- Underground Store Issuer: ABET 2
- Medical Fitness

**MARULA PLATINUM MINE
HUMAN RESOURCES**



**MARULA PLATINUM MINE
ENGINEERING CAREER PATH**

NB All positions are vacancy driven and are determined by the needs of



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**MARULA PLATINUM MINE
ADMIN CAREER PATH**

SITE/FINANCIAL ADMINISTRATOR

- 2 years experience as a materials controller
- Financial diploma or degree
- Excellent financial knowledge
- Management and supervisory skills
- Be highly computer literate
- Budget control skills
- Excellent communication skills

MATERIALS CONTROLLER

- 3 years experience and training (80% on the job and 20% at training centre) as a stores controller.
- 1 years procurement experience
- Purchasing / Financial diploma
- Posses leadership qualities
- Highly Computer literate

STORES CONTROLLER

- 2 years experience and training (80% on the job and 20% at training centre)
- Materials Management Diploma
- Posses leadership qualities
- Computer literate in Pragma & Dimensions.

SITE SECRETARY

- 2 years experience and training (80% on the job and 20% at training centre)
- Highly computer literate
- Basic pragma and dimension
- Payroll
- Knowledge of Medical & Provident Fund.
- Good interpersonal and telephone skills
- N3 in office administration

FINANCIAL CLERK

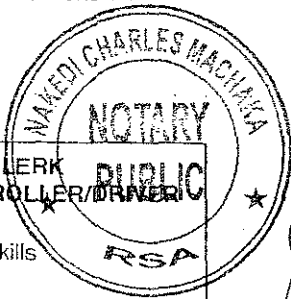
- 2 year experience and training (80% on the job and 20% at training centre)
- Basic Pragma and dimension
- Creditors & Debtors experience

DATA CAPTURE CLERK/STOREKEEPER

- 1 year experience and training (80% on the job and 20% at training centre)
- Basic Pragma and dimension

**DATA CAPTURE CLERK
/STOREMAN/ACCESS CONTROLLER/DRIVER**

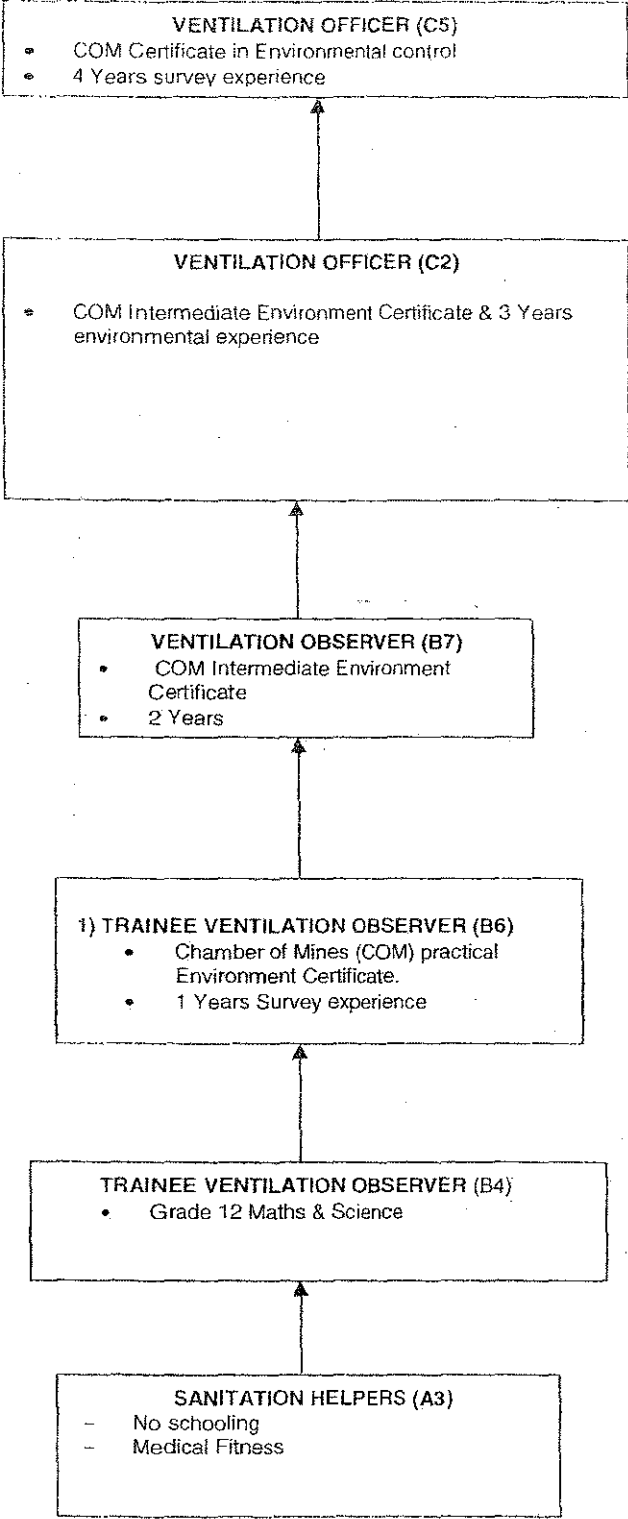
- Grade 12
- Good communication skills



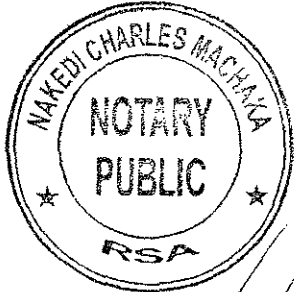
NB All positions are vacancy driven and are determined by the needs of

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**MARULA PLATINUM MINE
VENTILATION CAREER PATH**

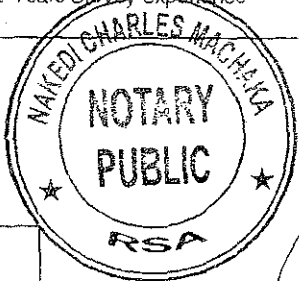
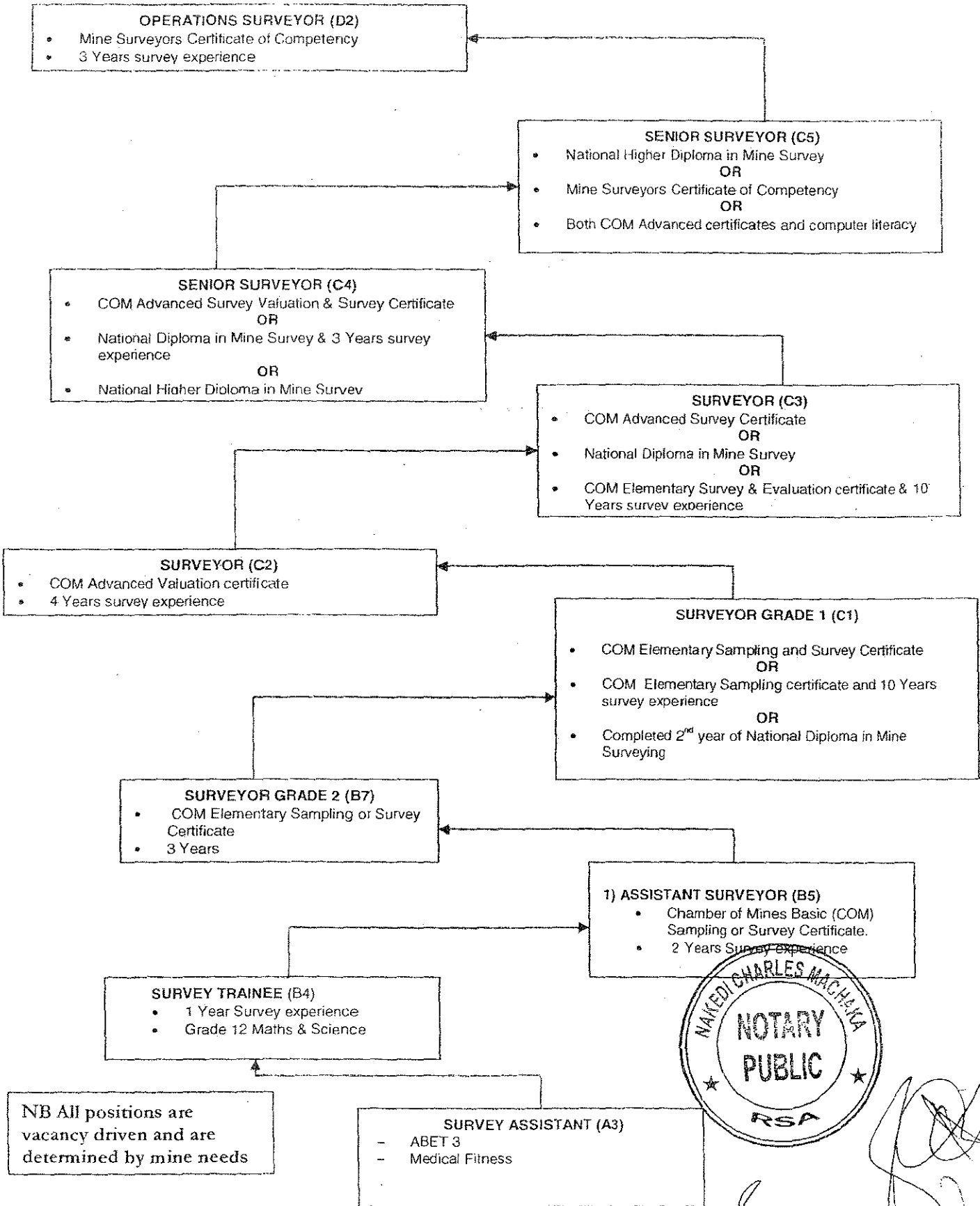


NB All positions are vacancy driven and are determined by mine needs

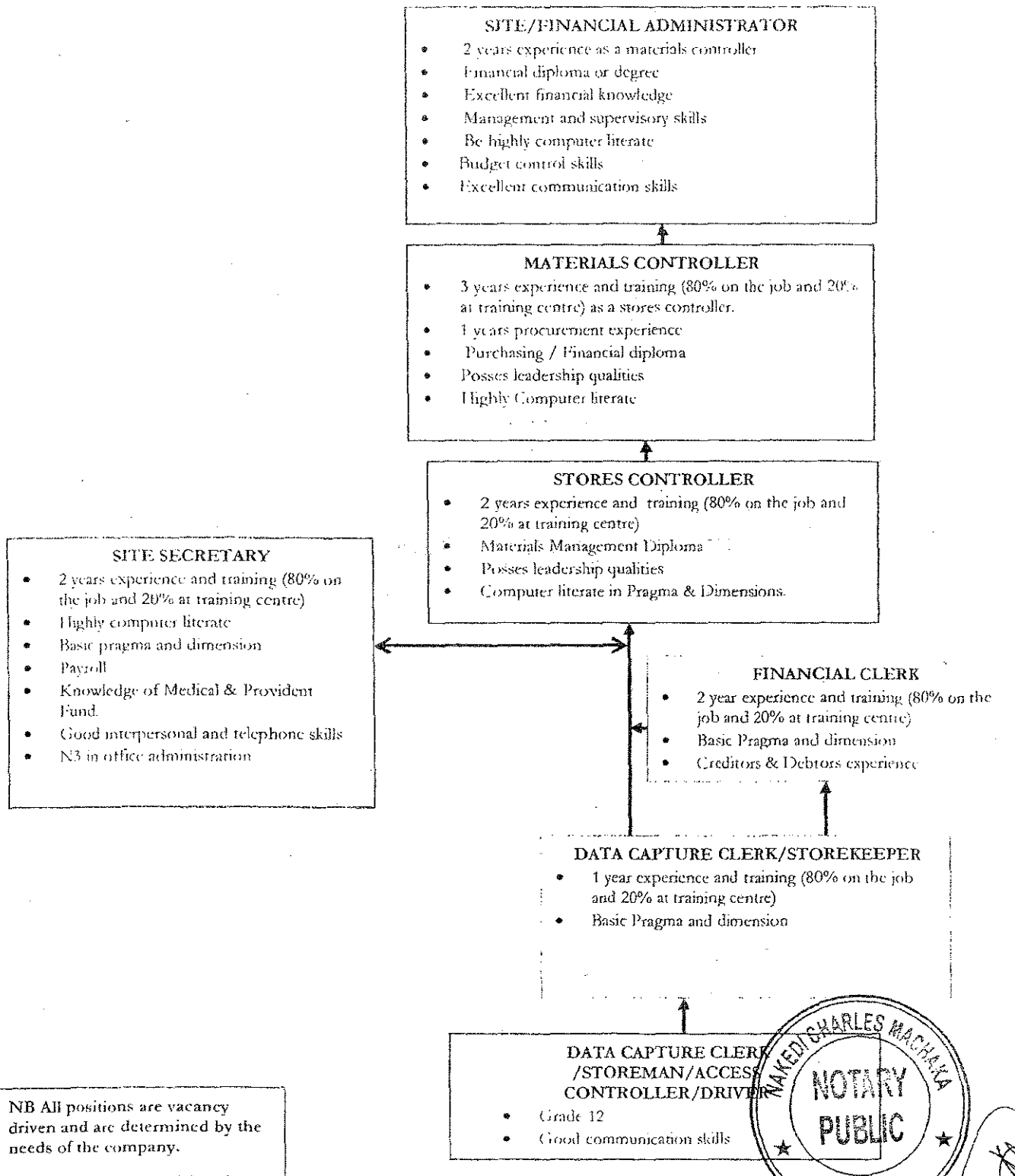


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**MARULA PLATINUM MINE
SURVEY CAREER PATH**



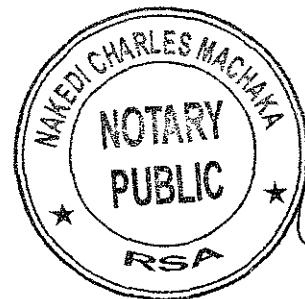
**CAREER PATH DEVELOPMENT PLANS OFFERED TO MINOPEX EMPLOYEES AS AT
22ND MARCH 2006: ADMINISTRATION**



NB All positions are vacancy driven and are determined by the needs of the company.

APPENDIX E

CAREER PATH PLANS AT MARULA PLATINUM MINE



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**MARULA PLATINUM MINE
ROCK ENGINEERING**

SENIOR ROCK ENGINEERING OFFICER (D2)

- Completed COM Rock Mechanics Certificate
- 3Years department experience
- Successfully acted as Senior Rock Engineering Officer

ROCK ENGINEERING OFFICER (D1)

- COM Part 1 Rock Mechanics Certificate
- 6 Months acting experience as a Rock Engineering Officer
- 2 Years department experience
- Excellent Computer literacy
- Management Programme

STRATA CONTROL OFFICER (C5)

- Relevant Chamber of Mines (COM) Strata Control Certificate (MQA Level4)
- 2 Years department experience
- 6 months acting as a Junior Strata Control Officer
- Computer literacy

JUNIOR STRATA CONTROL OFFICER (C1)

- Internal certificate for strata control (MQA Level 3)
- 1 year department experience
- 6 months acting as Strata Control Observer
- Computer literacy

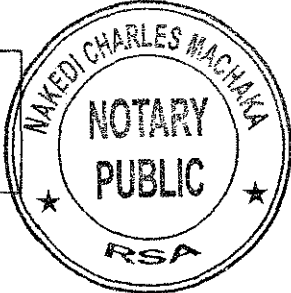
STRATA CONTROL OBSERVER (B6)

- Completed internal modules
- Grade 12 Maths & Science
- Internal certificate for strata control (MQA Level 2)
- 1 year department experience

STRATA CONTROL OBSERVER (B4)

- Grade 10 with maths & science
- Medical Fitness
- 2 years underground experience

NB All positions are vacancy driven and are determined by the needs of



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**MARULA PLATINUM LIMITED
MINING CAREER PATH**

OPERATIONS MANAGER (D4)

- 5 years mining experience at least 4 years in production
- Competent A & B
- Grade 12 or N3
- Blasting Certificate
- Mine Managers Certificate of competency
- Have Good interpersonal Skills
- Supervisory training
- Good computer literacy
- Management Programme
- Financial Planning
- Presentation skills
- Psychometric tests

MINE OVERSEER (D2)

- 7 years mining experience at least 5 years in production
- Competent A & B
- Grade 11 or N2
- Blasting Certificate
- Mine Overseer Certificate of competency
- Have Good interpersonal Skills
- Supervisory training
- Good computer literacy
- First Aid Certificate
- Management Programme
- Financial Planning
- Psychometric tests

SHIFT SUPERVISOR (C5)

- 5 years mining experience at least 4 years in production
- Competent A & B
- Grade 10 or N1
- Blasting Certificate
- Have Good interpersonal Skills
- Supervisory training
- Acceptable computer literacy
- First Aid Certificate

MINER (C1)

- 4 years mining experience
- Competent A & B
- ABET 4
- Blasting Certificate
- Have Good interpersonal Skills
- Leadership abilities
- First Aid Certificate

DRILL RIG OPERATOR (B4)

- 3 years mining experience
- Code 8 Drivers License
- Dover test
- TMM License
- ABET 4
- First Aide Certificate
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B

1) LOAD HAULAGE DUMPER DRIVER (B3)

- 2 years exp in mining occ A4.
- Code 8 Drivers License
- TMM License
- Dover test
- ABET 4
- First Aide Certificate
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B

2) ROOF BOLTER (B3)

- 2 years exp in mining occ A4
- First Aide Certificate
- TMM License
- ABET 4
- Competent B

1) UTILITY VEHICLE DRIVER (B2)

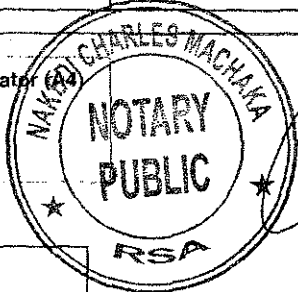
- 2 years experience and training
- Code 8 Drivers License
- Dover test
- ABET 4
- Appropriate medical fitness level (colour blindness, hypertension)
- Competent B
- TMM License

2) WINCH MOVER, SECTIONAL GANG LEADER (B2)

- 2 years mining experience
- Supervisory Skills
- ABET 4
- Have Good interpersonal Skills
- Competent B

Scraper Winch Operator, Rock Drill Operator (A2)

- 1 year experience and training
- ABET 2
- Competent B



NOVICE ENTRY (A3)

- Equipping Helper : No Schooling : Competent B
- Underground Store Issuer: ABET 2
- Medical Fitness

NB All positions are vacancy driven and are determined by the needs of

**MARULA PLATINUM MINE
HUMAN RESOURCES**

HR MANAGER (D4)

- Degree or diploma in HR
- Post Graduate degree or diploma in HR or Business Admin or related field
- 5 Years HR management experience
- Excellent computer literacy

HR MANAGER HRD AND ADMIN (D3)

- Relevant Diploma / Degree
- 4 Years HR Experience
- Advanced Management programme
-

HR SUPERITENDENT (D2)

- Relevant Diploma / Degree
- 4 Years applicable HR experience
- Financial planning programme
- 2 Management programmes
- Advanced Computer training

**SENIOR HR OFFICER (D1)
SENIOR ER OFFICER**

- Relevant Diploma / Degree
- 3 Years HR / ER experience
- Management programme
- Negotiation skills
- Advanced computer training

HUMAN RESOURCES OFFICER (C5)

- Relevant Diploma / Degree
- 2 Years human Resources experience
- Relevant experience in related fields (e.g. remuneration)

1) SOCIAL AFFAIRS OFF (C5)

- Relevant Diploma / Degree in Social Sciences or HR
- 2 Years relevant experience
- Computer literacy

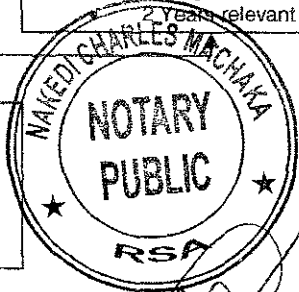
1) TRAINING OFFICER (C5)

- Relevant Diploma / Degree or competency certificates in training
- 2 Years relevant experience

NB All positions are vacancy driven and are determined by the needs of

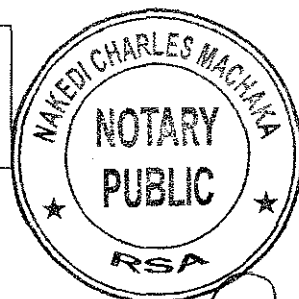
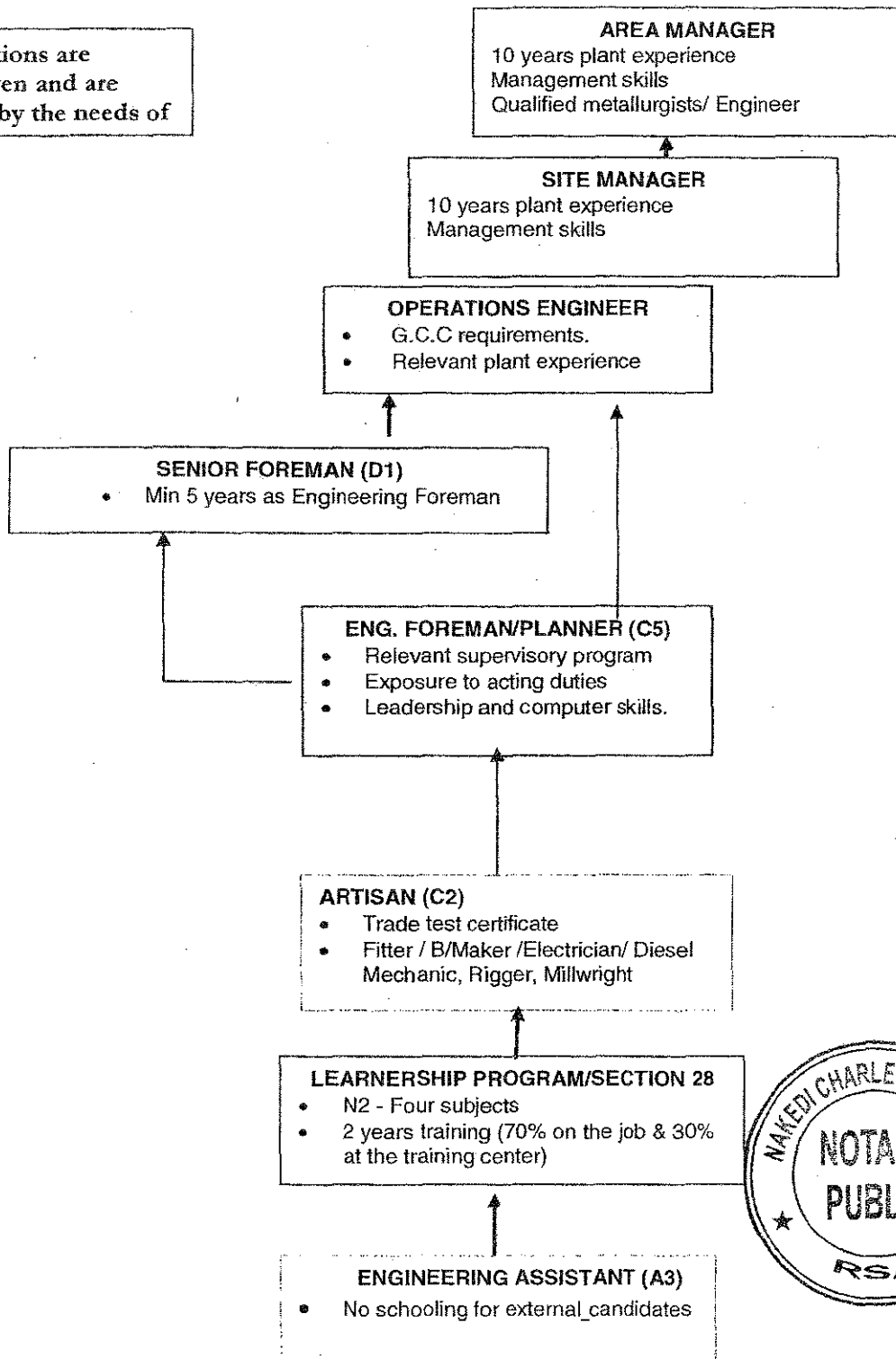
HR ASSISTANT (B4)

- Grade 12 and studying towards a HR qualification
- 1 Year human resources experience
- Computer literate
- Medical Fitness



**MARULA PLATINUM MINE
ENGINEERING CAREER PATH**

NB All positions are vacancy driven and are determined by the needs of



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**MARULA PLATINUM MINE
ADMIN CAREER PATH**

SITE/FINANCIAL ADMINISTRATOR

- 2 years experience as a materials controller
- Financial diploma or degree
- Excellent financial knowledge
- Management and supervisory skills
- Be highly computer literate
- Budget control skills
- Excellent communication skills

MATERIALS CONTROLLER

- 3 years experience and training (80% on the job and 20% at training centre) as a stores controller.
- 1 years procurement experience
- Purchasing / Financial diploma
- Posses leadership qualities
- Highly Computer literate

STORES CONTROLLER

- 2 years experience and training (80% on the job and 20% at training centre)
- Materials Management Diploma
- Posses leadership qualities
- Computer literate in Pragma & Dimensions.

SITE SECRETARY

- 2 years experience and training (80% on the job and 20% at training centre)
- Highly computer literate
- Basic pragma and dimension
- Payroll
- Knowledge of Medical & Provident Fund.
- Good interpersonal and telephone skills
- N3 in office administration

FINANCIAL CLERK

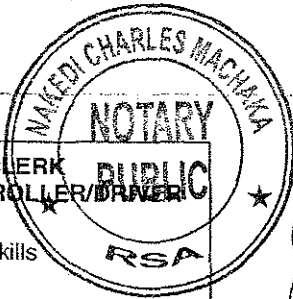
- 2 year experience and training (80% on the job and 20% at training centre)
- Basic Pragma and dimension
- Creditors & Debtors experience

DATA CAPTURE CLERK/STOREKEEPER

- 1 year experience and training (80% on the job and 20% at training centre)
- Basic Pragma and dimension

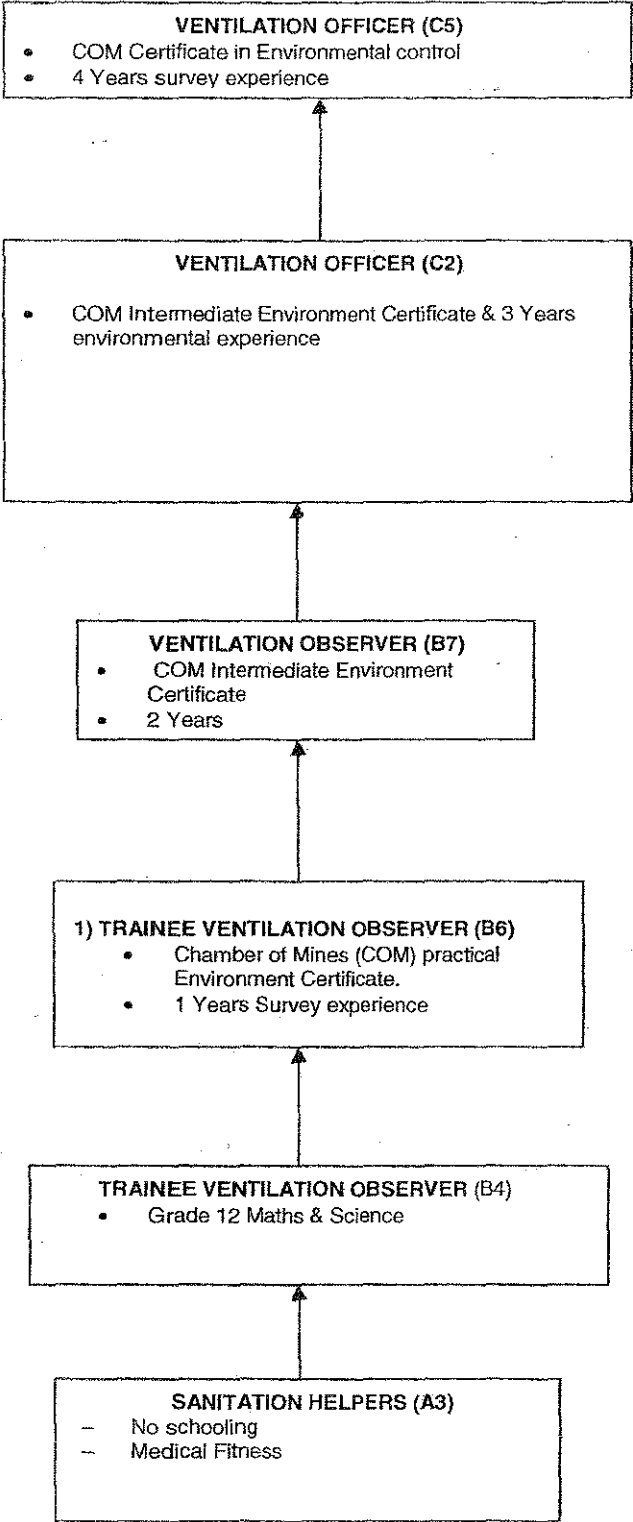
DATA CAPTURE CLERK /STOREMAN/ACCESS CONTROLLER/DRIVER

- Grade 12
- Good communication skills

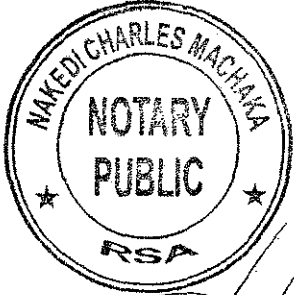


NB All positions are vacancy driven and are determined by the needs of

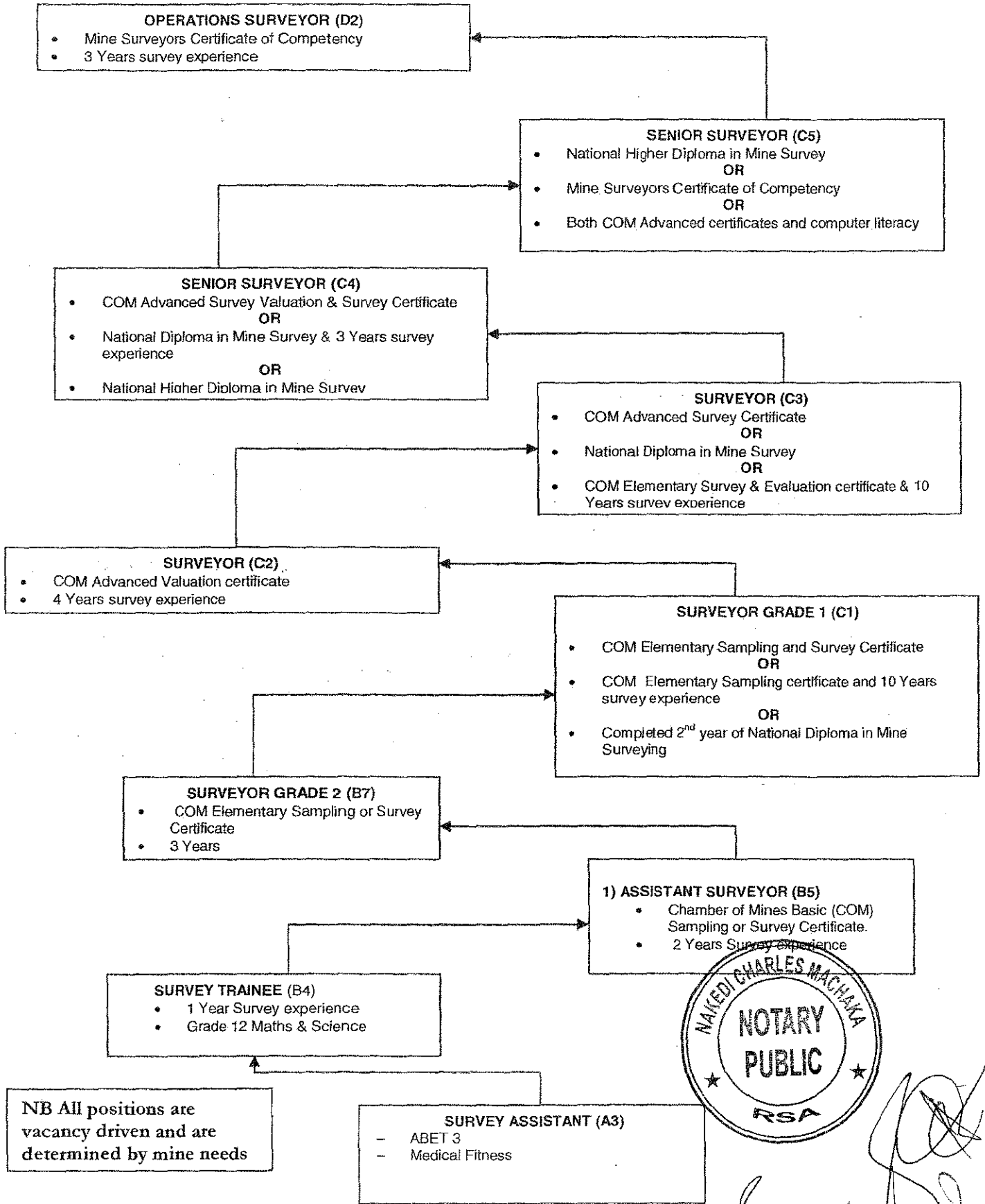
**MARULA PLATINUM MINE
VENTILATION CAREER PATH**



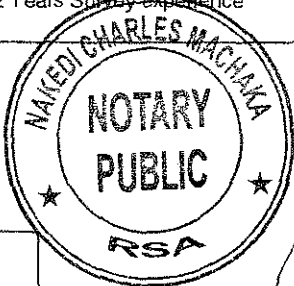
NB All positions are vacancy driven and are determined by mine needs



**MARULA PLATINUM MINE
SURVEY CAREER PATH**

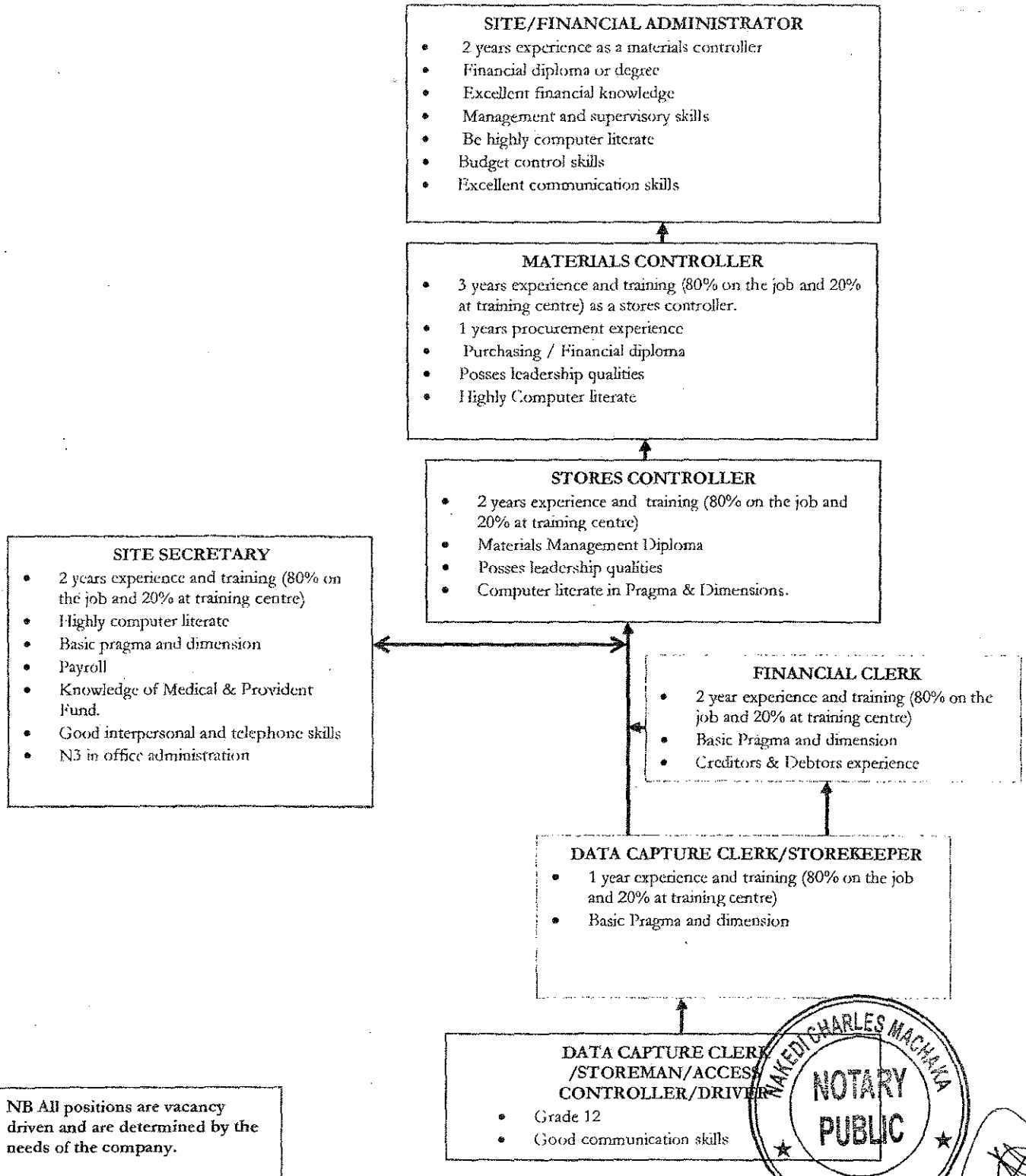


NB All positions are vacancy driven and are determined by mine needs



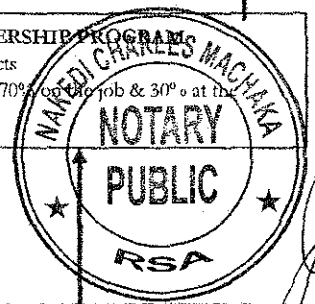
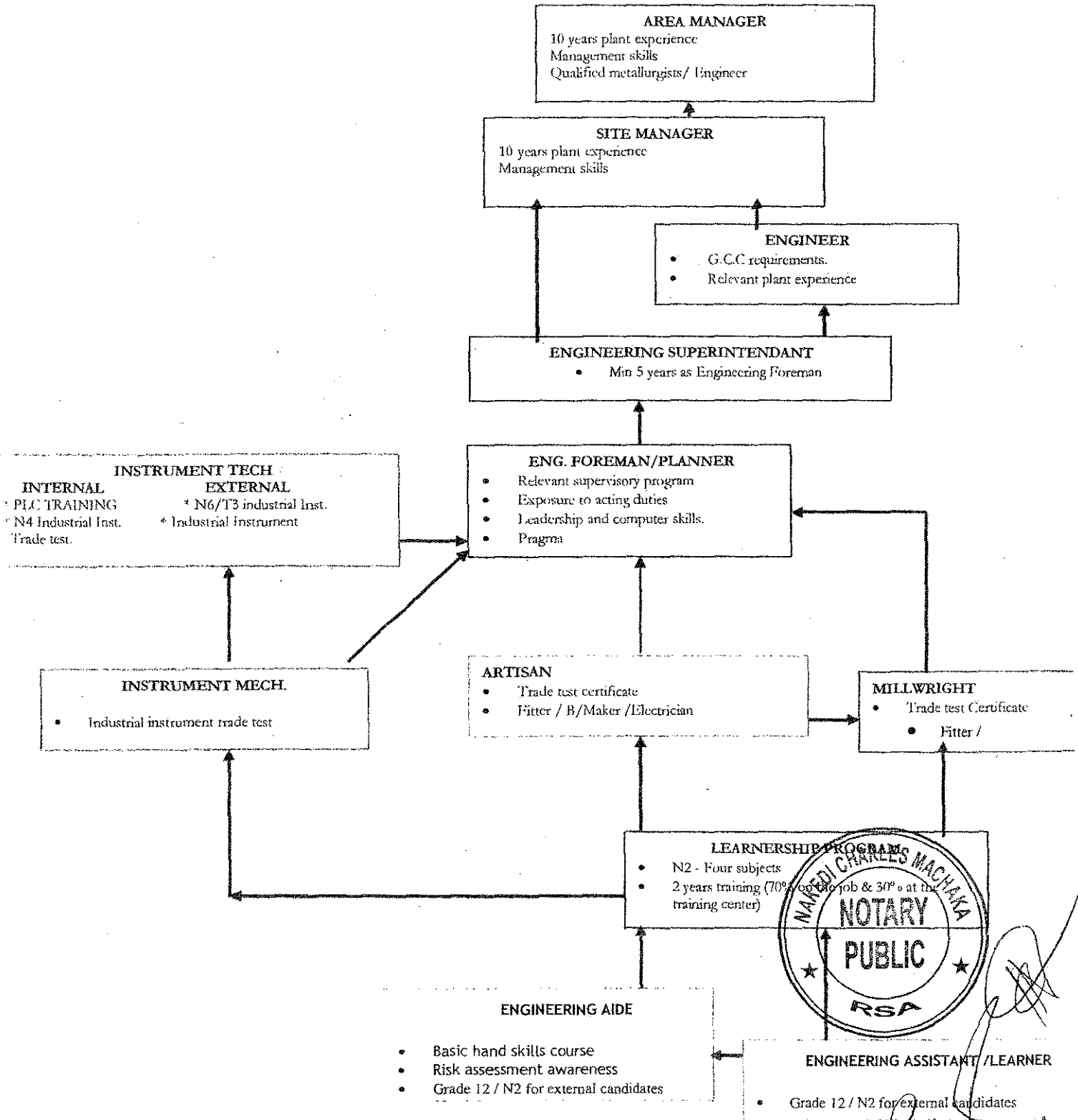
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**CAREER PATH DEVELOPMENT PLANS OFFERED TO MINOPEX EMPLOYEES AS AT
22ND MARCH 2006: ADMINISTRATION**

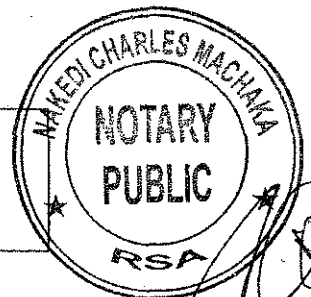
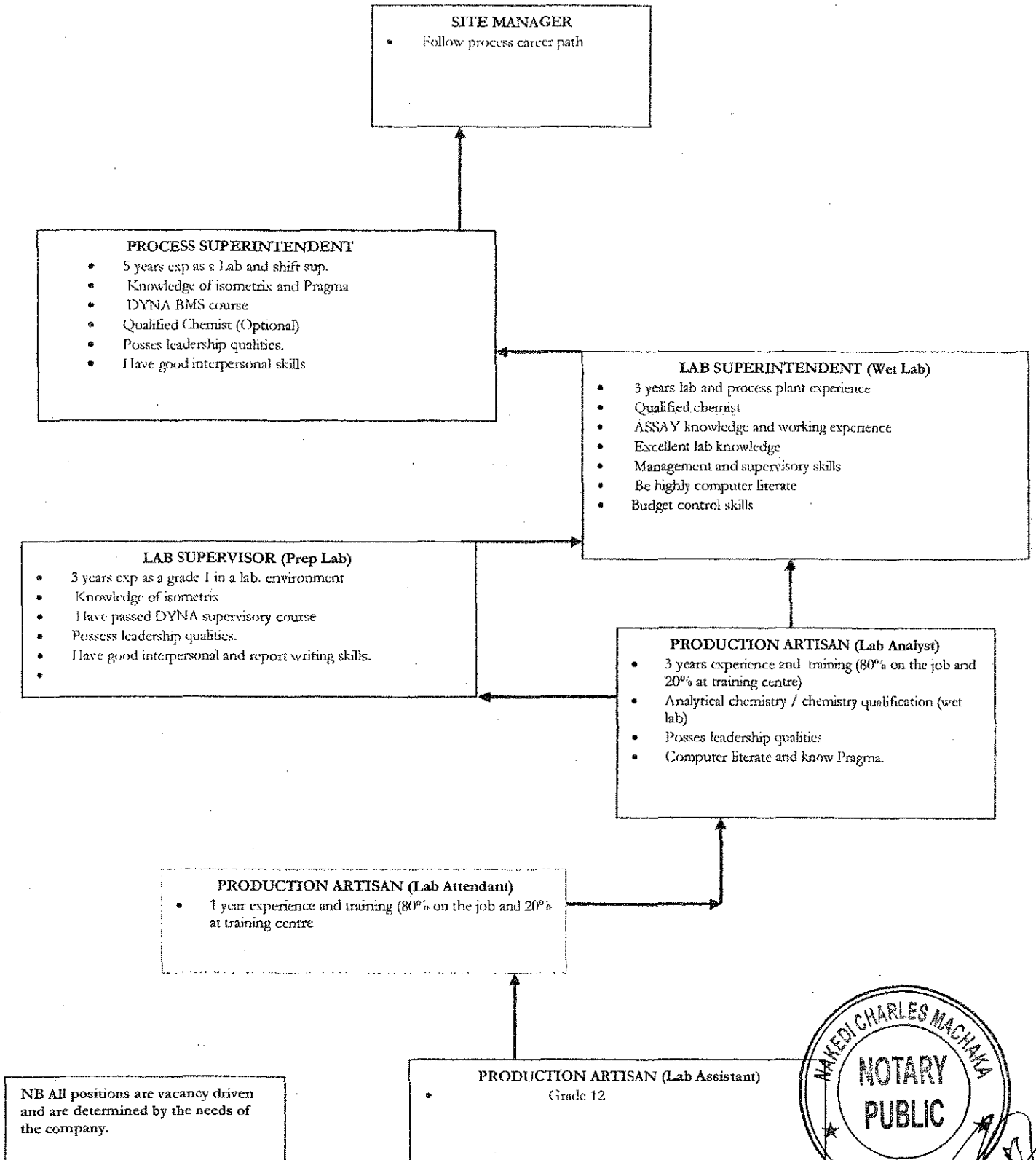


**CAREER PATH DEVELOPMENT PLANS OFFERED TO MINOPEX EMPLOYEES AS AT
22ND MARCH 2006: ENGINEERING**

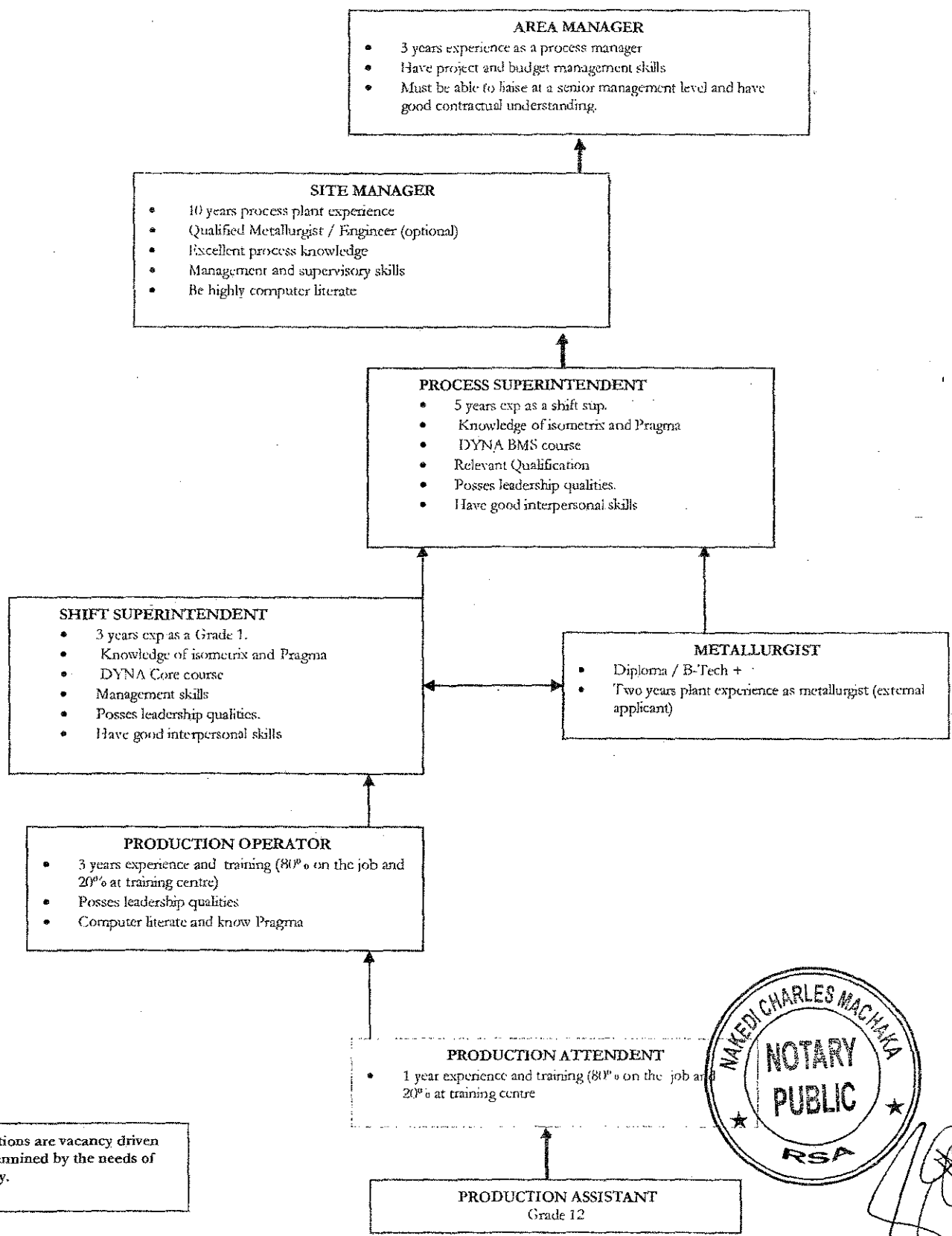
NB All positions are vacancy driven and are determined by the needs of the company.



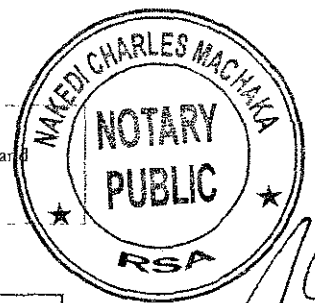
**CAREER PATH DEVELOPMENT PLANS OFFERED TO MINOPEX EMPLOYEES AS AT
22ND MARCH 2006: LABORATORY**



**CAREER PATH DEVELOPMENT PLANS OFFERED TO MINOPEX EMPLOYEES AS AT
22ND MARCH 2006: PROCESSING**



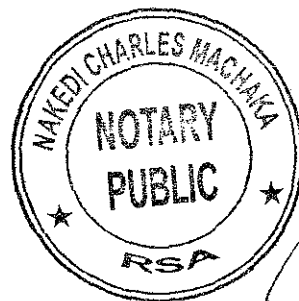
NB All positions are vacancy driven and are determined by the needs of the company.



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APPENDIX F

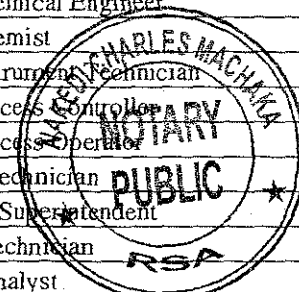
CLASSIFICATION OF WOMAN IN MINING OCCUPATIONS



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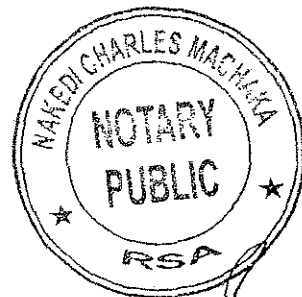
Definition: Women in Mining Occupations are related to production occupations as well as those that were previously discriminated against

	Mine		Plant
1	1st Year Engineering Learner	1	Analyst
2	1st Year Engineering Learner (In House)	2	Artisan Aide
3	2nd Year Engineering Learner	3	Boilermaker
4	2nd Year Engineering Learner (In House)	4	Chemical Engineer
5	Boilermaker Plater	5	Chemist
6	Change House Helper (Prev Discriminated)	6	Clerk of Works
7	Electrical Assistant	7	Electrician
8	Electrician	8	Engineering Foreman
9	Engineering Assistant – Boiler-making	9	Engineering Learner
10	Engineering Assistant - Fitting	10	Engineering Manager
11	Engineering Helper	11	Engineering Systems Co-ordinator
12	Environmental Helper	12	Environmental Assistant
13	Environmental Manager	13	Fire Station Attendant
14	Equipping Helper	14	Fitter
15	Equipping Helper Production	15	Forklift Driver
16	Fitter & Turner	16	Instrument Mechanic
17	Full Time Health and Safety Rep	17	Instrument Technician
18	Geologist In Training	18	Junior Engineer
19	HSE Co-Ordinator	19	Laboratory Manager
20	Instrument Mechanic	20	Laboratory Supervisor
21	Lamp Repairer (Prev Discriminated)	21	Manager: BMR/PMR/Technical
22	Lamp-house Gang-leader (Prev Discriminated)	22	Mason
23	LHD Operator	23	Mechanical Technician
24	Mechanical Assistant	24	Plant Engineer
25	Metallurgist (Diplomat)	25	Plant Engineering Technician
26	Metallurgist (Graduate)	26	Plant Manager
27	Miner - Development	27	Plant Superintendent
28	Mining Engineer In Training (Graduate)	28	PLC Instrument Mechanic
29	Operations Geologist	29	Process Control Technician
30	Operations Manager	30	Process Controller
31	Operations Manager : Plant	31	Process Supervisor
32	Plant Foreman	32	Project Engineering Manager
33	Plant Operator	33	Projects Manager
34	Rigger Helper	34	R&D Manager
35	Safety Officer	35	Rigger
36	Sampling Helper	36	Senior Analyst
37	Sanitation Attendant	37	Senior Artisan
38	Scraper Winch Operator	38	Senior Chemical Engineer
39	Senior Geologist	39	Senior Chemist
40	Shaft Pump Attendant	40	Senior Instrument Technician
41	Shift Supervisor	41	Senior Process Controller
42	Stores Issuer (Underground)	42	Senior Process Operator
43	Survey Helper	43	Systems Technician
44	Ventilation Observer	44	Technical Superintendent
45	Ventilation Officer	45	Telkom Technician
		46	Trainee Analyst
		47	Trainee Process Controller



APPENDIX G

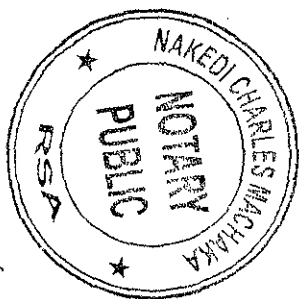
**RECORD OF MARULA PLATINUM MINE'S INVOLVEMENT IN INTEGRATED
DEVELOPMENT PLANNING**



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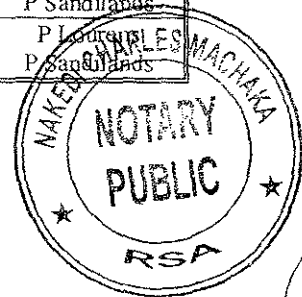
Record of Marula Platinum Mine's Attendance to LED/ IDP Forums

Name of Forum	District/Local Municipality	Date(s) of attendance	Objectives of Forum	Name and Position of Attendee from Mine	Minutes of Meeting Received
IDP Forum	Sekhukhune District Municipality (DM)	23/07/02	IDP Formulation	Pierre Lourens (ICDT)/ Vusi Shongwe (Marula Platinum Mine)	No
IDP Forum	Sekhukhune DM	10/10/02	IDP Formulation	Vusi Shongwe	No
LED Forum	Sekhukhune DM	19/02/03	LED Implementation	Sam Mamekwa (Marula Platinum Mine)	No
LED Forum	Sekhukhune DM	16/05/04	LED Implementation	Sam Mamekwa	Yes
Provincial Growth and Development Strategy Forum (PGDS Forum)	Provincial LED Strategy	27/05/04	PGDS Implementation	Vusi Shongwe	Yes
LED Forum	Sekhukhune DM	09/07/04	LED Implementation	Vusi Shongwe	To be received
LED Forum	Sekhukhune DM	13/07/04	Industrial Cluster LED Implementation	Sam Mamekwa	To be received
LED Forum	Sekhukhune DM	21/07/04	LED Implementation	Sam Mamekwa	To be received



Record of Marula Platinum Mine's Attendance to the Joint Development Forum

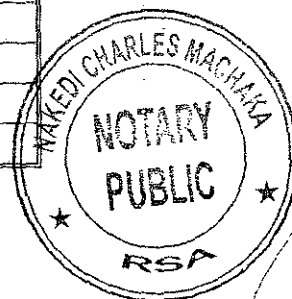
Name of Forum	District/Local Municipality	Date(s) of attendance	Attendee
Joint Development Forum (JDF)	Sekhukhune District Municipality (DM)	07/05/02	P Lourens
JDF	Sekhukhune DM	18/06/02	P Lourens L Jagger
JDF	Sekhukhune DM	07/08/02	P Lourens L Jagger
JDF	Sekhukhune DM	14/10/02	P Lourens L Jagger
JDF	Sekhukhune DM	06/11/02	P Lourens
JDF	Sekhukhune DM	04/12/02	P Lourens I Manini
JDF	Sekhukhune DM	05/02/03	P Lourens
JDF	Sekhukhune DM	05/03/03	P Lourens V Shongwe
JDF	Sekhukhune DM	02/04/03	P Lourens L Jagger
JDF	Sekhukhune DM	07/05/03	P Lourens L Jagger
JDF	Sekhukhune DM	04/06/03	P Lourens
JDF	Sekhukhune DM	06/08/03	P Lourens L Jagger
JDF	Sekhukhune DM	01/10/03	P Lourens V Shongwe
JDF	Sekhukhune DM	03/03/04	P Lourens P Sandilands
JDF	Sekhukhune DM	07/04/04	P Lourens P Sandilands
JDF	Sekhukhune DM	02/06/04	P Lourens P Sandilands
JDF	Sekhukhune DM	18/08/04	P Lourens P Sandilands
JDF	Sekhukhune DM	03/11/04	P Lourens P Sandilands
JDF	Sekhukhune DM	02/03/05	P Lourens P Sandilands



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Record of Marula Platinum Mine's Attendance to the Producers Forum

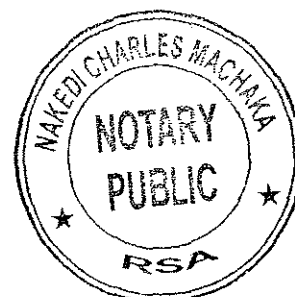
Name of Forum	Date(s) of attendance	Attendee
Producers Forum	07/02/02	P Lourens V Shongwe
PF	06/03/02	P Lourens K Dabinett
PF	03/03/02	P Lourens
PF	07/05/02	P Lourens
PF	18/06/02	P Lourens K Dabinett
PF	07/08/02	P Lourens
PF	14/10/02	V Shongwe
PF	06/11/02	P Lourens K Dabinett
PF	04/12/02	P Lourens K Dabinett
PF	05/02/03	P Lourens
PF	05/03/03	P Lourens K Dabinett
PF	02/04/03	P Lourens
PF	07/05/03	P Lourens V Shongwe
PF	04/05/03	P Lourens
PF	06/08/03	P Lourens
PF	01/10/03	P Lourens
PF	03/12/03	P Lourens
PF	04/02/04	P Lourens
PF	03/03/04	P Lourens
PF	05/05/04	P Lourens
PF	02/06/04	P Lourens
PF	14/07/04	P Lourens
PF	18/08/04	P Lourens
PF	22/09/04	P Lourens
PF	03/11/04	P Lourens
PF	02/02/05	P Lourens
PF	02/03/05	P Lourens



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Socio-Economic Development Meetings with Key- Stakeholders

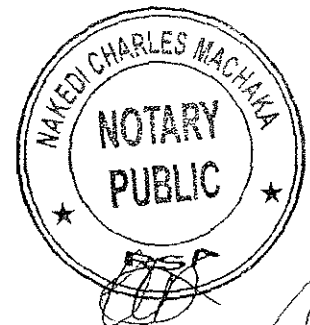
Description of Meeting	Venue	Date	Minutes with
Co-operation with industry partners on Socio Econ. Dev .issues	Burgersfort	03-Aug-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Burgersfort	07-Sep-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Burgersfort	02-Nov-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Burgersfort	30-Nov-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	10-Oct-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	12-Oct-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	20-Oct-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	02-Nov-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	22-Nov-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	27-Jan-06	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	26-Oct-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	25-Aug-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	20-Sep-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Johannesburg	27-Oct-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	17-Nov-05	Pierre Lourens
Co-operation with industry partners on Socio Econ. Dev .issues	Pretoria	08-Dec-05	Pierre Lourens
Consultants Meeting on IDP Projects	Polokwane	27-Jan-06	Pierre Lourens
SPF 2006 Planning Meeting	Johannesburg	18-Jan-06	Pierre Lourens
PMU/PF Discussions with Simon Malapeng	Tubatse	01-Feb-06	Pierre Lourens
Simon Malapeng MM Tubatse - Tubatse PMU	Tubatse	13-Jan-06	Pierre Lourens
Limpopo MEC Premier discussions - PF Forum	Tubatse	26-Oct-05	Pierre Lourens
Tubatse MM - Kupala	Kupala	11-Oct-05	Pierre Lourens
Tubatse MM - Kupala	Kupala	12-Oct-05	Pierre Lourens
Simon Malapeng MM - PF Exco	Tubatse	01-Nov-06	Pierre Lourens
Simon Malapeng MM - Strategic Session PF Exco	Tubatse	03-Nov-05	Pierre Lourens
Marula Steercom PF Presentation	Marula	07-Nov-05	Pierre Lourens
Tubatse EXCO meeting with PF EXCO	Burgersfort	30-Nov-05	Pierre Lourens
DME Limpopo	Polokwane	08-Feb-06	Pierre Lourens



Handwritten signatures and initials are present at the bottom of the page, including a large signature on the right and several smaller ones on the left.

APPENDIX H

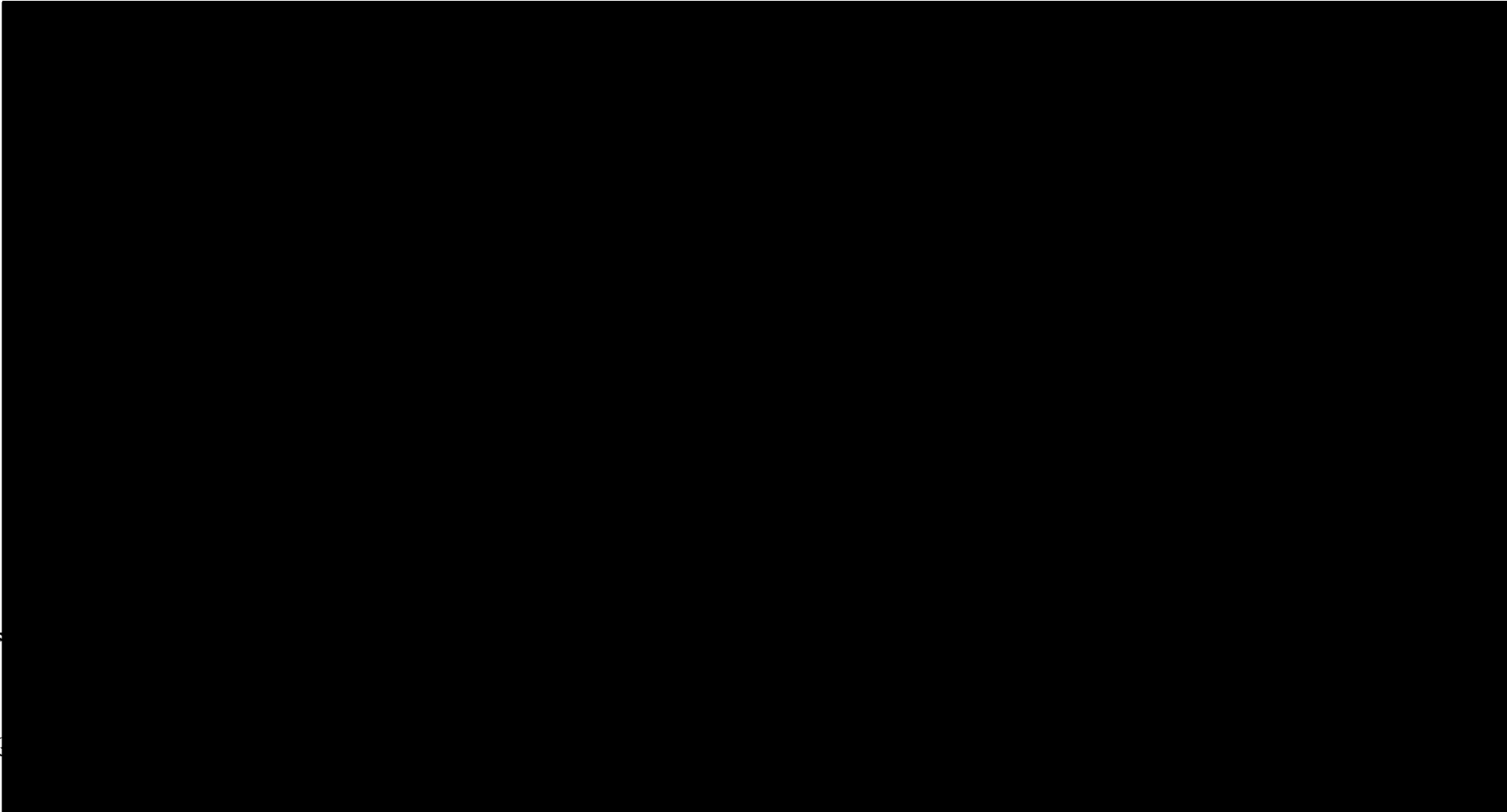
FORM T – PROCUREMENT AT MARULA PLATINUM MINE



Handwritten signatures and scribbles, including a large signature on the right and a smaller one on the left.

Form T contains confidential information and should have a need to access this information please follow the PAIA process

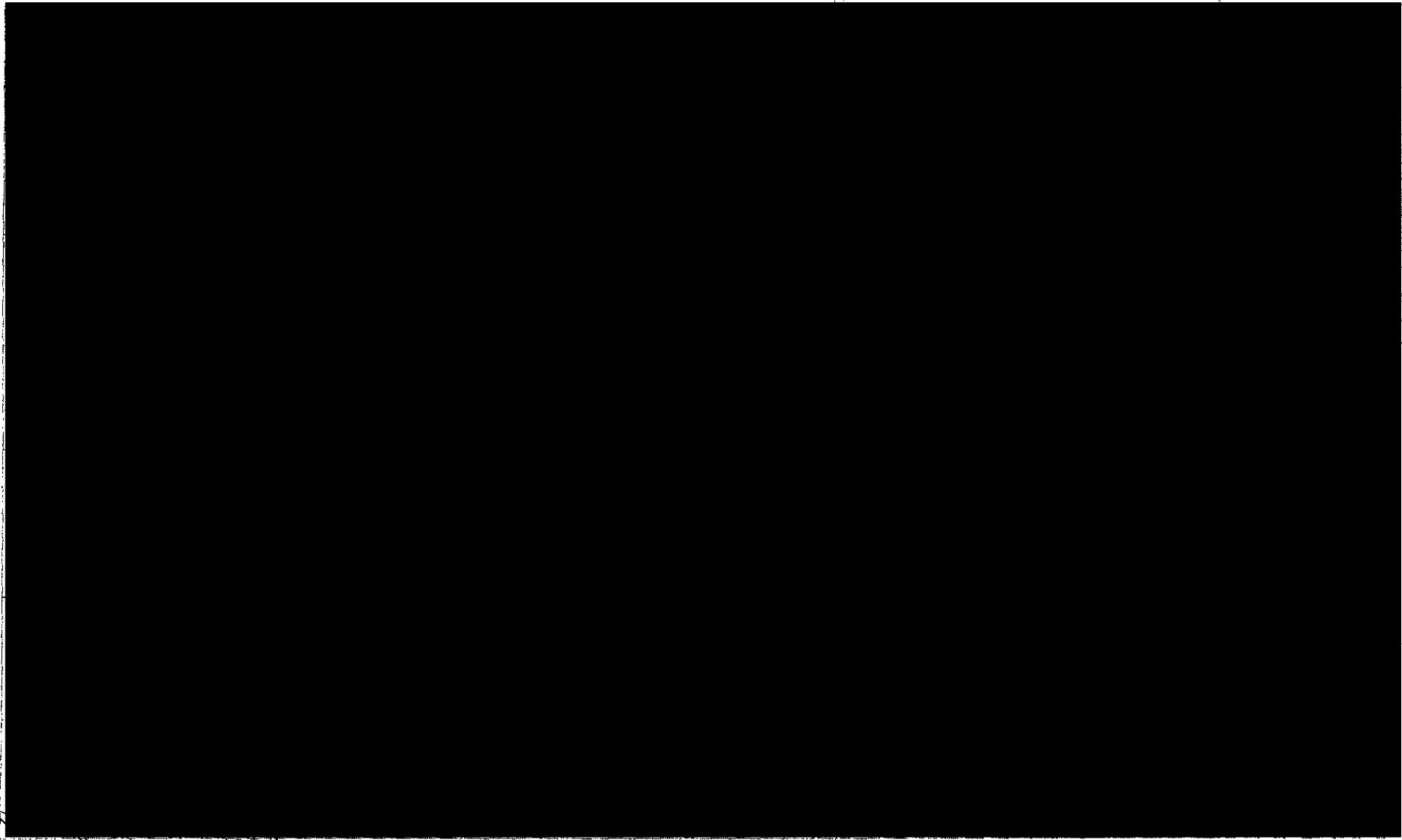
FORM T - PROCUREMENT AT MARULA PLATINUM MINE



Handwritten notes on the left margin:
#10
1-11

Handwritten signature and stamp:
A circular stamp with the word "MACHAKA" and a star is partially visible. Overlaid on it is a handwritten signature in black ink.

Form T contains confidential information and should have a need
to access this information please follow the PAIA process

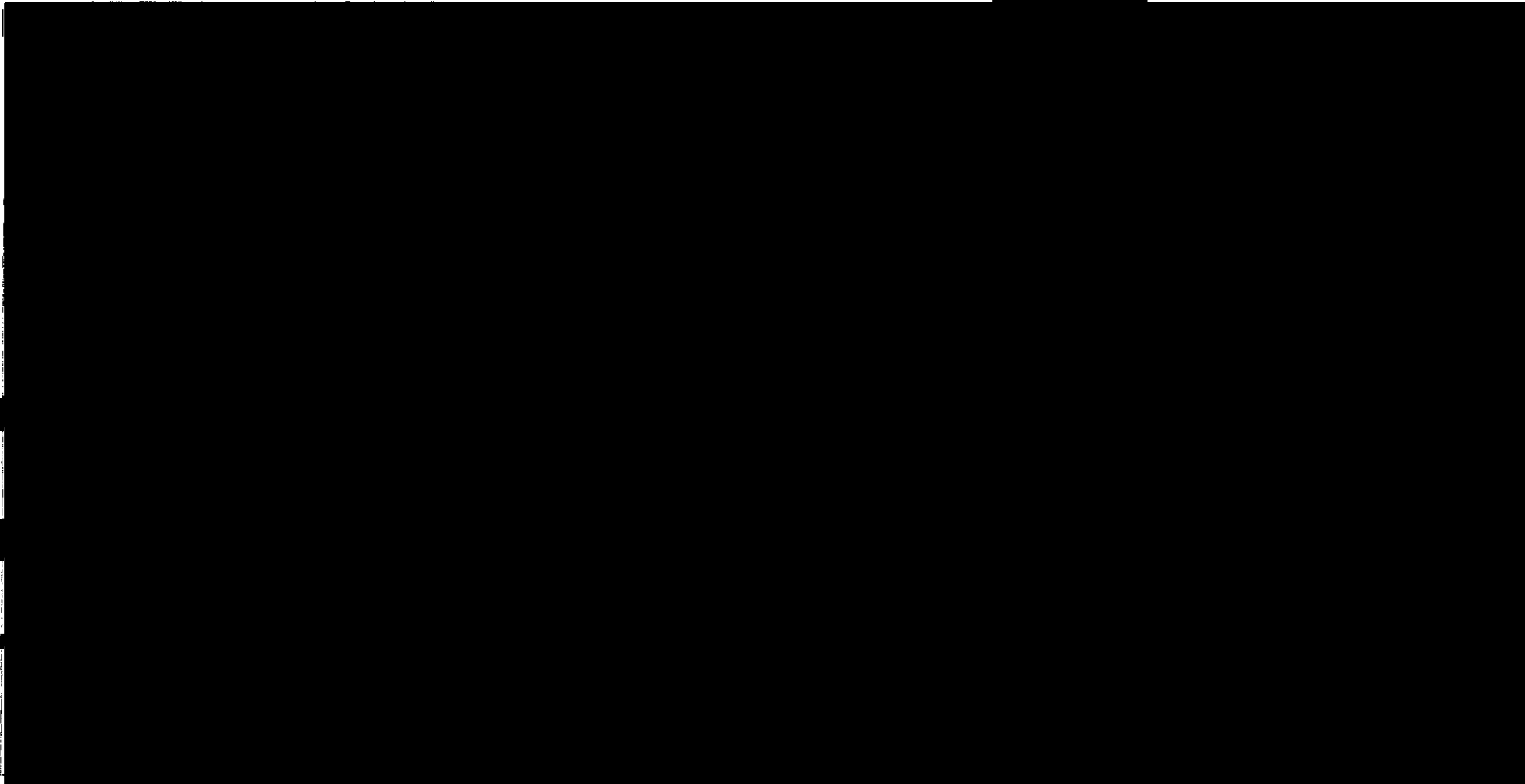



Handwritten scribbles and marks on the left margin, including what appears to be the number '117' and other illegible marks.



MARULA PLATINUM MINE SLP - RESUBMITTED

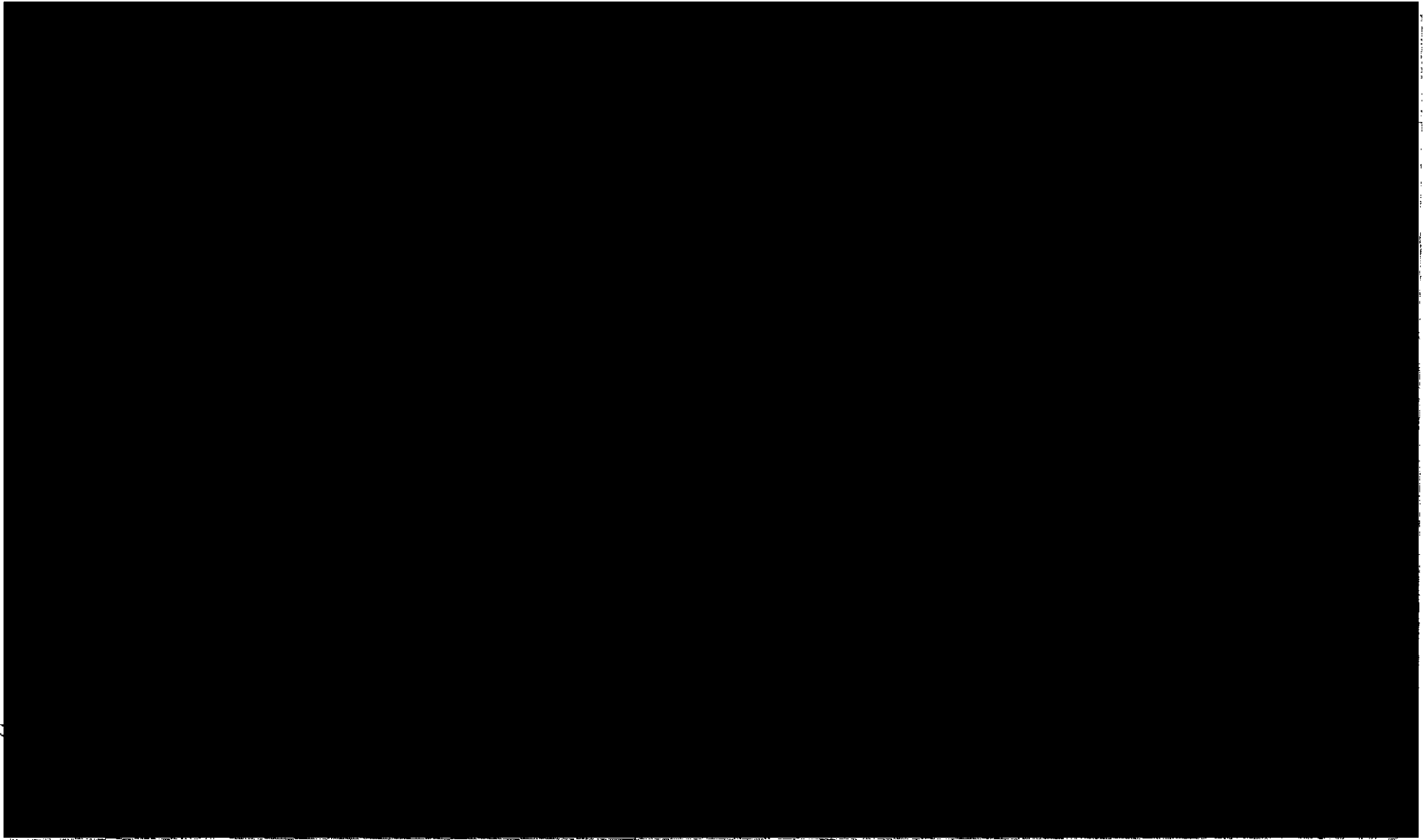
Form T contains confidential information and should have a need to access this information please follow the PAIA process



[Handwritten signature]
[Handwritten signature]
[Handwritten signature]
MARVEL P 



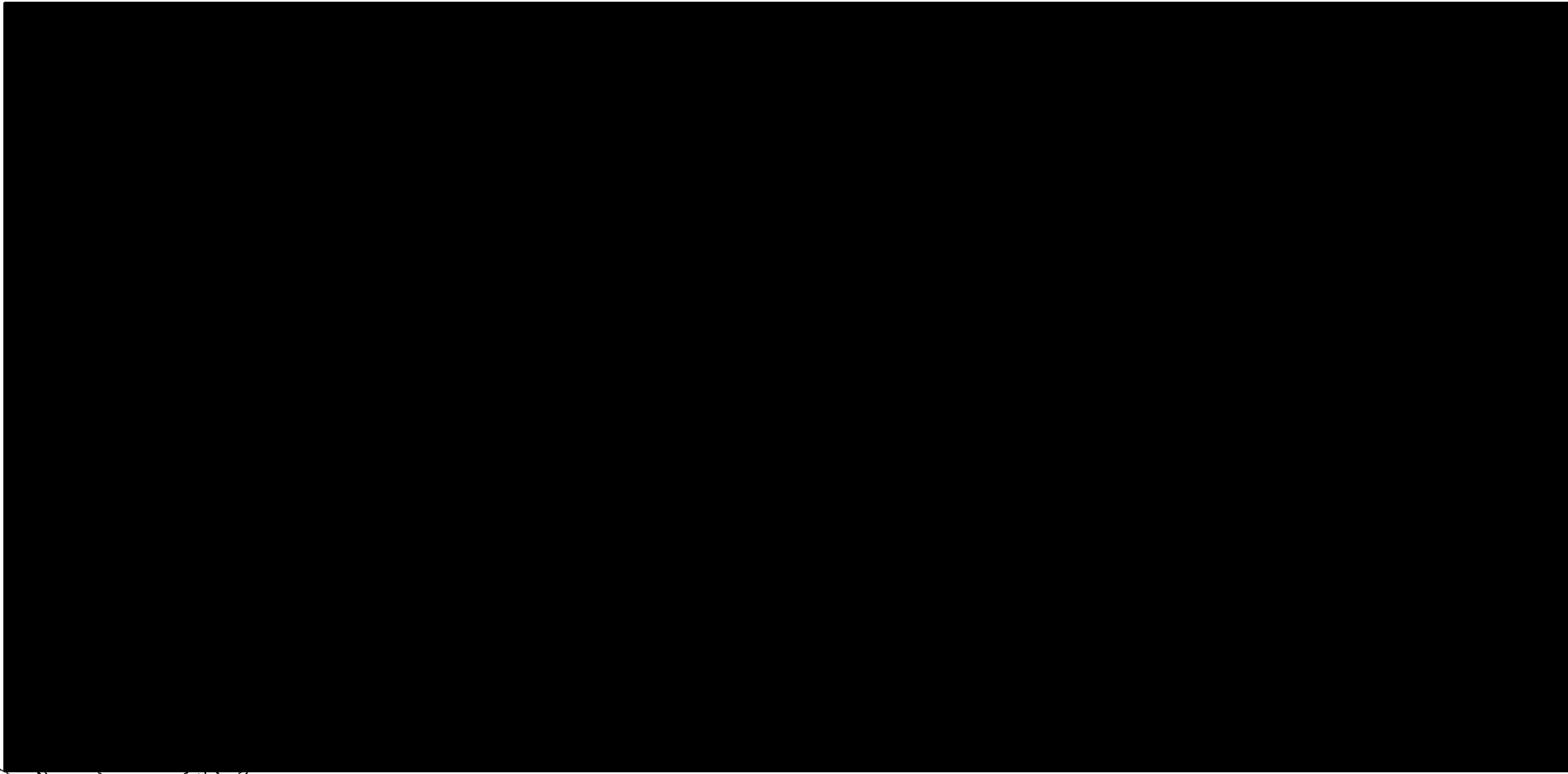
Form T contains confidential information and should have a need to access this information please follow the PAIA process



Handwritten scribbles and initials in the left margin.

Handwritten scribbles and initials at the bottom left of the page.

Form T contains confidential information and should have a need to access this information please follow the PAIA process

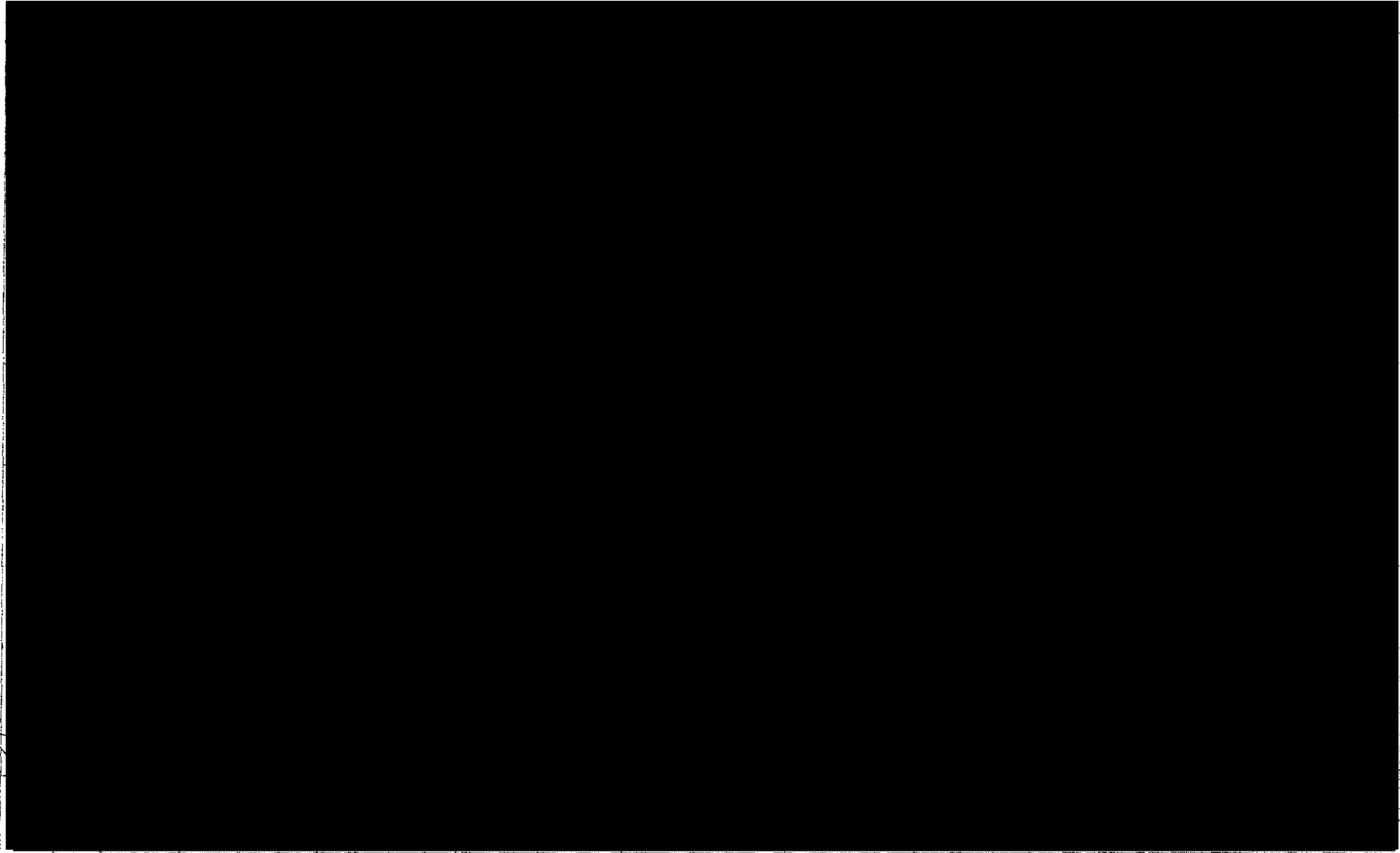


Handwritten notes in the left margin, including the word "copy" and other illegible scribbles.



Handwritten signature or initials in the bottom left corner.

Form T contains confidential information and should have a need to access this information please follow the PAIA process



[Handwritten scribbles and signatures]