



MARULA PLATINUM MINE

SOCIAL AND LABOUR PLAN

March 2013

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| RECIEVED | |
| MINERAL RESOURCES | |
| PRIVATE BAG X9467 | |
| POLOKWANE 0700 | |
| REGIONAL MANAGER | |
| LIMPOPO REGION | |
| SIGNATURE: <i>[Signature]</i> | DATE: 02/04/13 |
| NAME OF OFFICER: <i>[Signature]</i> | |

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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 Mineral Resources.

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 STRUCTURE OF THIS DOCUMENT

Marula Platinum (Pty) Ltd is a subsidiary company of Impala Platinum Holdings Limited, the said mine operates on portions of the farms Driekop 253 KT, Forest Hill 117 KT, Winnarshoek 250 KT and Clapham 118 KT. The operation covers an area of approximately 360,2801 hectares.

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. 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.

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.

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

Given that this document has been updated since its initial submission to the Department of Mineral Resources (DMR), 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. The table below gives a summary of our performance:

Table 1.1: Summary of the Mine Performance

| Parameter | Sub-Parameters | 5 year target | 5 year actuals | Comments |
|-----------------------------------|--|---|----------------|---|
| Ownership | | 26% | 27% | On target |
| HRD | Literacy Levels | 80.00% | 89% | Target exceeded |
| | ABET | 420 | 158 | 38% of targeted intake achieved. The low intake is due to the lower uptake of the program and the retrenchment process. |
| | Leaverships | 94 | 102 | Target exceeded by 8% |
| | Skills Development | 606 | 3007 | Exceeded target due to additional programmes added (Blasting assistant and OHS representatives) |
| | Portable skills in | 802 | 5177 | Target exceed |
| | Portable skills out | 496 | 2576 | Target exceed |
| | Fast Tracking | 103 | 89 | 86% of target achieved |
| | Succession Planning | 80 | 45 | 56% of target achieved |
| | Mentorship | 54 | 98 | Exceeded target by 81% |
| | Bursaries | 20 | 3 | 15% achieved against the set target |
| Employment Equity | HDSA in Management | 36% | 41% | Target exceeded |
| | HDSA in management excluding white women | 33% | 39% | Target exceeded |
| | Women in Mining | 10% | 11% | Achieved |
| Local Economic Development | Implementation | Despite closure of unviable projects we were successful in resuming the water project | | |
| | LED Spent | R 81m | R 59m | |
| Housing | Target Expenditure | R 249m | R 227m | The spend was below the target due to matter beyond our control |
| Procurement | Capital goods | 20% | 29.00% | |
| | Consumables | 18% | 26.00% | |
| | Services | 17% | 38.00% | |

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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 Mmakau Mining (Pty) Limited, one of the leading HDSA mining companies in Africa, with investments in coal, platinum and mining services. Mmakau 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

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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.

1.1.4 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 1.2: Summary of Mining/Prospecting Rights

| Name of Mine (Holder of Mining Right) | Mining Right (M/R Ref No) | Farm Name(s) | Portion No | Mineral Rightsheld | Mineral Owner and Title Deed |
|---------------------------------------|---------------------------|----------------|--|--|--|
| Marula Platinum (Pty) Ltd | LP30/5/1/2/2/61 MR | Driekop 253 KT | Certain portion of the farm (known as the Remaining Extent of Mineral Area and Mineral Lease Area on Mineral Area 1) | Platinum Group Metals together with metals and minerals found in mineralogical association therewith, being platinum, palladium, rhodium, iridium, osmium, ruthenium and the metals and minerals mineralogically associated therewith including but not limited to chrome, gold, silver, copper, nickel and cobalt together with any such metals and minerals which may be extracted in the normal mining of the minerals in, on and under the Mineral Lease Area on Mineral Area 1 (SG Diagram No. 8356/2000), to mine the Merensky Reef in respect Mineral Lease Area on Mineral Area 1, measuring 360, 2801 hectares in extent, provided that UG2 currently contained under RPM's Prospecting Right will also be mined subject to the acquisition of the requisite authorisation. | 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) |
| Modikwa Mine | Mining Licence: 9/2002 | Driekop 253 KT | A portion of the farm referred to as "Area B" (approximately 166, 56 hectares in extent) | Platinum Group Metals (PGM'S) together with metals and minerals found in mineralogical association therewith | Old order mining right under Mining Licence: 9/2002 held by joint venture between Rustenburg Platinum Mines Limited and ARM Consortium Limited. |

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Table 1.2 cont: Summary of Mining/Prospecting Rights

| Name of Mine (Holder of Mining Right) | Mining Right DMR/Re/No | Farm Name(s) | Portion No | Mineral Rights held | Mineral Owner and title Deed |
|--|------------------------|------------------------|--|---|---|
| Marula Platinum (Pty) Ltd (previously held by Impala Platinum Limited and ceded to Marula on the 29 April 2008) | LP30/5/1/2/2/63 MR | Winnaarshoek 250 KT | Remaining extent of the farm and Portion 1 | Precious metals and base minerals found in mineralogical association with those precious metals. | Marula Platinum (Pty) Limited - Notarial Deed of Cession of Mineral Rights K 6900/98 RM |
| | LP30/5/1/2/2/63 MR | Clapham 118 KT | The farm | All rights to platinum, palladium, rhodium, iridium, ruthenium and osmium as well as rights to 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 |
| | LP30/5/1/2/2/63 MR | Forest Hill 117 KT | A portion of the farm (known as Mineral Area No. 2) | All rights to platinum, palladium, rhodium, iridium, ruthenium and osmium as well as rights to 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 |
| Marula Platinum (Pty) Ltd (previously held by Impala Platinum Limited and ceded to Marula on the 4 November 2008) | LP 30/5/1/1/2/63 PR | Hackney 116 KT | A portion of the farm approximately 223, 2795 hectares in extent | Platinum Group Metals, Gold ore, Nickel Ore, Silver Ore, Cobalt, Chrome Ore, Copper Ore and Sulphur (in pyrite) | Prospecting right held by Marula Platinum (Pty) Ltd (previously held by Impala Platinum Limited and ceded to Marula on the 4 November 2008) |

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1.2 PREAMBLE

1.2.1 NAME OF COMPANY

Marula Platinum (Pty) Ltd a subsidiary 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

P O 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 Greater Sekhukhune Magisterial District of the Limpopo Province. The nearest town is Steelpoort. (See Appendix A for the Map of Marula Platinum Mine).

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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 160 000 tonnes milled per month.

1.2.7 LIFE OF MINE

The current life of marula platinum mine is 30 years up to year 2038 on the UG2 reef horizon only. Whilst financial planning only allows Marula Platinum Mine to plan until 2024, 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 the Level distribution of the mine's workforce at Marula Platinum Mine as at 21st June 2012. As can be seen the mine had a workforce of 2972 (Two Thousand Nine Hundred and Seventy Two).

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Table 1.2 Occupational levels of Mine Workforce at Marula Platinum Mine as at 21st June 2012

| OCCUPATIONAL LEVELS | DESIGNATED | | | | | | NON DESIGNATED | | | | TOTAL |
|--|-------------|----------|----------|------------|----------|----------|----------------|-------------------|------------|----------|-------------|
| | Male | | | Female | | | White Male | Foreign Nationals | | | |
| | African | Coloured | Indian | African | Coloured | Indian | White | White Male | Female | | |
| Legislators, Senior Officials and Managers | 8 | 0 | 0 | 0 | 0 | 0 | 1 | 15 | 0 | 0 | 24 |
| Professionals | 7 | 1 | 0 | 4 | 0 | 0 | 2 | 6 | 0 | 0 | 20 |
| Technicians and associated professionals | 70 | 0 | 0 | 9 | 0 | 0 | 2 | 29 | 17 | 0 | 127 |
| Clerks | 24 | 0 | 0 | 21 | 0 | 1 | 8 | 3 | 0 | 0 | 57 |
| Service and Sales Workers | 19 | 0 | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 32 |
| Skilled Agricultural and Fishery Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Craft and Related Trades | 198 | 1 | 0 | 17 | 0 | 0 | 0 | 30 | 64 | 0 | 310 |
| Plant and Machine Operators and Assemblers | 330 | 0 | 0 | 48 | 0 | 0 | 0 | 3 | 3 | 0 | 384 |
| Elementary Occupations | 1717 | 0 | 0 | 253 | 0 | 0 | 0 | 1 | 46 | 1 | 2018 |
| TOTAL | 2373 | 2 | 0 | 365 | 0 | 1 | 13 | 87 | 130 | 1 | 2972 |

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1.2.10 GEOGRAPHIC ORIGIN OF WORKFORCE

Tables 1.4 and 1.5 present the labour-sending information for the mine's workforce at Marula as at June 2012. Figure 1.1 summarises the labour-sending information for the total workforce at the mine. This information was compiled based on reported labour-sending destinations from the workforce. The information may change during the course of the life of the mine as the workforce settle permanently in the area surrounding the mine or as new workforce is employed. This information will be up-dated on an annual basis in the mine's Annual SLP Report.

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Table 1.4: Summary of Labour-sending areas for Mine Personnel at Marula Platinum Mine as at 21st June

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| Labour Sending Area (Province/Country) | District Municipality | Local Municipality | Labour Sending Area (Town) | No. of Employees at Mine (Mine Personnel) | % of Employees per Labour Sending Area |
|---|---------------------------|--------------------|-------------------------------|---|--|
| Eastern Cape | Alfred Nzo District | Mbizana | Bizana | 6 | 7.32% |
| | | Umzimvubu | Libode | 11 | |
| | | | Matatiele | 13 | |
| | | | Mount-Alif | 2 | |
| | | | Mount-Frere | 7 | |
| | | | Ntabankulu | Tabankulu | |
| | Elundini | Ugie | 1 | | |
| | Amathole District | Mbhashe | Idutywa | 9 | |
| | | | Willowvale | 1 | |
| | | Mngquma | Butterworth | 2 | |
| | | | Nqamakwe | 3 | |
| | | Ngqushwa | Kentane | 1 | |
| | | | Peddi | 2 | |
| | Amahlathi | Stutterheim | 1 | | |
| | Buffalo City Metropolitan | Buffalo City | King William's Town | 4 | |
| | | | Rocky-Monti | 1 | |
| | Chris Hanani District | Emalahleni | Ngqobo | 11 | |
| | | | Indwe | 1 | |
| | | | Lady-Frere | 3 | |
| | | Engcobo | Flagstaff | 10 | |
| | | Intsika yethu | Cofimvaba | 5 | |
| | | Lukhanji | Queenstown | 1 | |
| | | Sakhisiwe | Elliotdale | 16 | |
| | Joe Gqabi District | Senqu | Barkley East | 1 | |
| | | Maletswai | Jamestown | 1 | |
| | OR Tambo District | King S Dlindyebo | Mqanduli | 10 | |
| | | | Mtata | 21 | |
| | | | Umzimkulu | 1 | |
| | | Mhlontlo | Qumbu | 8 | |
| | | | Tsolo | 12 | |
| | | Ngquza Hill | Lusikisi | 14 | |
| Nyandeni | | Ngqeleni | 8 | | |
| Port St Johns | Port St Johns | 8 | | | |
| Ukhahlamba District | Maletswai | Aliwal North | 1 | | |
| | Senqu | Sterkspruit | 10 | | |
| Eastern Cape Total | | | | 247 | |

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| Labour Sending Area (Province/Country) | District Municipality | Local Municipality | Labour Sending Area (Town) | No. of Employees at Mine (Mine Personnel) | % of Employees per Labour Sending Area | |
|--|-------------------------|--------------------|----------------------------|---|--|-----------|
| Foreigner | | | Kenya | 1 | 4.5% | |
| | | | Lesotho | 32 | | |
| | | | Mozambique | 59 | | |
| | | | Swaziland | 15 | | |
| | | | Zambia | 1 | | |
| | | | Zimbabwe | 24 | | |
| Foreigner Total | | | | 132 | | |
| Free State | Fezile Dabi District | Moqhaka | Kroonstad | 4 | 1.5% | |
| | Lejweleputswa District | Nala | Bothaville | 1 | | |
| | | | Botshabelo | 2 | | |
| | | | Wesselsbron | 1 | | |
| | | | Bultfontein | 1 | | |
| | | | Virginia | 6 | | |
| | | | | Welkom | | 15 |
| | Mangaung Metropolitan | Mangaung | Bloemfontein | 6 | | |
| | T Mofutsanyane District | Mantsopa | Odendaalsrus | 3 | | |
| | | | Maluti a Phofung | 5 | | |
| Free State Total | | | | 49 | | |
| Gauteng | City of Johannesburg | Johannesburg | Johannesburg | 5 | 1.0% | |
| | City of Tshwane | City of Tshwane | Pretoria | 6 | | |
| | Ekurhuleni Metropolitan | Ekurhuleni | Alberton | 1 | | |
| | | | Daveyton | 1 | | |
| | | | Germiston | 4 | | |
| | | | Kempton Park | 1 | | |
| | Metsweding District | Kungwini | Bronkhorstpruit | 1 | | |
| | | | Nokeng tsa Taemane | 1 | | |
| | Sedibeng District | Emfuleni | Vereeniging | 4 | | |
| | Westrand District | Merafong City | Carletonville | 1 | | |
| | | | Mogale City | 2 | | |
| | | | Randfontein | 1 | | |
| | | | Westonaria | 1 | | |
| | Gauteng Total | | | | | 29 |
| KwaZulu-Natal | Amajuba District | Newcastle | Newcastle | 2 | 0.9% | |
| | eThekweni District | uMuziwabantu | Harding | 6 | | |
| | Sisonke District | Mzimkhulu | Mzimkhulu | 2 | | |
| | Ugu District | Hibiscus Coast | Southbroom | 3 | | |
| | uMgungundlovu District | Msunduzi | Pietmaritzbrg | 3 | | |
| | Umkhayakude District | Jozini | EgwaVhuma | 3 | | |
| | | uMhlabayalingana | Kwangwanasi | 2 | | |
| | Umzinyathi District | Umvoti | Greytown | 1 | | |
| | Uthukela District | Emnambithi | Ladysmith | 2 | | |
| | Uthungulu District | uMlalazi | Eshowe | 1 | | |
| | | Mthonjaneni | Melmoth | 1 | | |
| | Zululand District | Nongoma | Kombusi | 1 | | |
| KwaZulu-Natal Total | | | | 27 | | |

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| Labour Sending Area (Province/Country) | District Municipality | Local Municipality | Labour Sending Area (Town) | No. of Employees at Mine (Mine Personnel) | % of Employees per Labour Sending Area |
|---|-----------------------|--------------------|-------------------------------|--|--|
| Limpopo | Capricon District | Polokwane | Polokwane | 81 | 78.7% |
| | | Molemole | Soekmekaar | 1 | |
| | Mopani District | Greater Giyani | Giyani | 7 | |
| | | Ba-Phalaborwa | Phalaborwa | 13 | |
| | | Maruleng | Hoedspruit | 5 | |
| | Sekhukhune District | Greater Tubatse | Steelpoort | 19 | |
| | | | Burgersfort | 2121 | |
| | | | Ohrighstad | 4 | |
| | | Elias Motsoaledi | Dennilton | 4 | |
| | | Makhuduthamaga | Grobliersdaal | 11 | |
| | | Jane-Furse | 19 | | |
| | Vhembe District | Greater Tzaneen | Tzaneen | 34 | |
| | | Makhado | Louis Trichardt | 2 | |
| | Waterberg District | Thulamela | Malamolele | 1 | |
| | | Lephalale | Thohoyandou | 10 | |
| | | Mogalakwena | Lephalale | 2 | |
| | | Modimolle | Mokopane | 4 | |
| | | Modimolle | Modimolle | 1 | |
| | | Thabazimbi | Thabazimbi | 1 | |
| | Limpopo total | | | | |
| Mpumalanga | Ehlanzeni District | Bushbuckridge | Acomhoek | 6 | 3.8% |
| | | | Bushbuckridge | 27 | |
| | | Mbombela | Hazyview | 6 | |
| | | | Matsulu | 1 | |
| | | | Nelspruit | 31 | |
| | | | White River | 1 | |
| | | Nkomazi | Komatipoort | 1 | |
| | | Thaba Chweu | Drie Koppies | 1 | |
| | | | Graskop | 2 | |
| | | | Lydenburg | 9 | |
| | | | Malelane | 5 | |
| | Gert Sibande District | Dipaleseng | Balfour | 1 | |
| | | Govan Mbeki | Bethal | 1 | |
| | | | Evander | 1 | |
| | | | Secunda | 5 | |
| | Seme | Volksrust | 1 | | |
| | Nkanga District | Emakhazeni | Belfast | 2 | |
| | | Delmas | Delmas | 2 | |
| | | Emalaheni | Emalaheni | 1 | |
| Steve Tshwete | | Middleburg | 3 | | |
| Emalaheni | | Witbank | 6 | | |
| Mpumalanga total | | | | 113 | |

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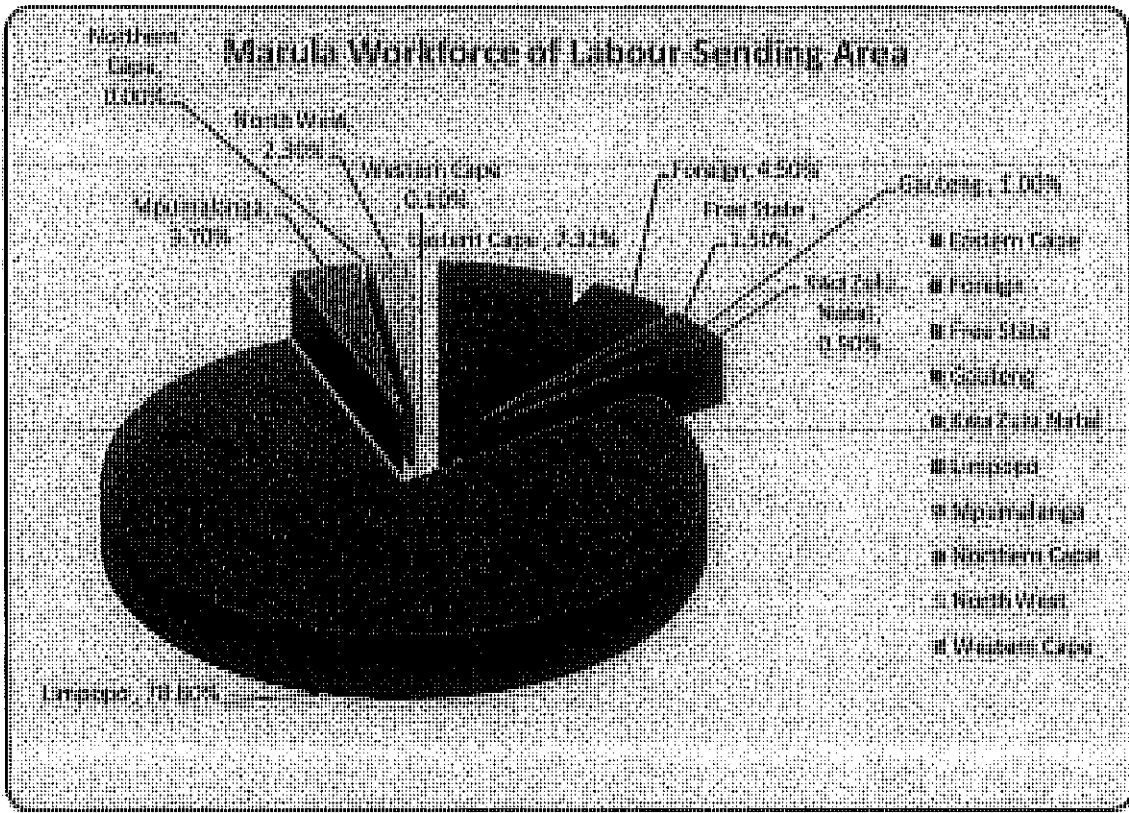
| Labour Sending Area (Province/Country) | District Municipality | Local Municipality | Labour Sending Area (Town) | No. of Employees at Mine (Mine Personnel) | % of Employees per Labour Sending Area |
|--|-------------------------|--------------------|----------------------------|---|--|
| Northern Cape | Frances Baard | Sol Plaatje | Kimberly | 1 | 0.0% |
| Northern Cape Total | | | | | |
| North-West | Bojanala District | Madibeng | Hartebeesfontein | 1 | 2.3% |
| | | Kgetleng river | Koster | 1 | |
| | | Moretele | Makapanstad | 1 | |
| | | Rustenburg | Rustenburg | 37 | |
| | Bophirima District | Greater Taung | Taung | 5 | |
| | Dr R S Mompoti District | Naledi | Vryburg | 4 | |
| | Dr. K Kaunda District | Tlokwe | Fochville | 1 | |
| | | City of Matlosane | Klerksdorp | 8 | |
| | | Tlokwe | Stilfontein | 4 | |
| | Ngaka M Molema District | Ditsobotla | Lichtenburg | 1 | |
| Mafikeng | | Mafikeng | 4 | | |
| North-West Total | | | | 67 | |
| Western Cape | Eden District | George | George | 1 | 0.1% |
| | Cape Wiinelands | Breede Valley | Worcester | 1 | |
| Western Cape Total | | | | 2 | |
| Grand Total | | | | 2972 | |

Figure 1.1: Summary of Labour-sending areas at Marula Platinum Mine as at June 2012

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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 to ensure employees on the mine have access to Human Resource Development (HRD) Programmes, as outlined in this section. Its current workforce is 2972 as at 22nd June 2012 . However, timeframes and targets have been established for each of the programmes based on the current 5 Year business plan.

The Human Resources Development Programme for Marula is based on the Groups Human Resources Development Plan derived from the annual HRD strategic planning process at the Group level. This strategic plan takes cognizance of the company needs in terms of its business plan and Human Resources as well as legislation, community and environment perspectives.

Marula currently conducts its core training and development at facilities located on the mine under the auspices of it's own MQA Accreditation and will make use of accredited outsourced training providers if needed.

2.2 SKILLS DEVELOPMENT PLAN

2.2.1 OVERVIEW

Marula Platinum Mine is currently on target and will continue to meet the requirements of the Skills Development Act and other relevant legislation. This includes the submission of the mine's Workplace Skills Plan (WSP) and Annual Training Report on yearly basis. 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 ISO 9001:2008 Certificated. Marula is also 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

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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 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 of 11% in June 2012. Due to placement assessment that was conducted, the majority of employees should be placed at level-1, which will run for the next three years. ABET level-4 will not be conducted in the next five years.

a. Training Facilities and Facilitators:

ABET will be outsourced to an accredited ABET Training provider and Assessment centre in accordance with the relevant training legislation (MQA and SAQA) to ensure all Marula employees obtain recognised ABET certificates.

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:

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

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. Employees unable to read and write will be given breakthrough training in literacy in their mother tongue (Northern Sotho) after which they will be trained in ABET Levels 1 to 3 with English as the core language.

In line with Skills Audit conducted in 2011 at Marula and in order to ensure that all employees are offered the opportunity to become functionally literate and numerate.

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

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training on offer, through the Marula Platinum Mine recognised workers representative structures, as well as through other relevant communication forums.

d. Targets: Envisaged targets are as set out in Table 2.1 and have been determined through the need as identified within the current Skills Development Audit in line with Form Q taking cognizance of the current number of people within each pool at ABET levels at 1 to 3 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 DMR in the Annual SLP Report or as required.

Given the current illiteracy rate as at June 2012 11% of (based on total complement of 2972), the mine plans to facilitate ABET training for about one hundred (100) employees over the next five (5) years.

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 NC: Rock Breaking Level 3 and other mining relevant qualifications/programmes.

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.

2.2.3.2 Strategic Plan

a. Programme Implementation: The mine plans to appoint learner's annually in line with the business plan, skills shortages and the mines employment equity targets which may be reviewed from time to time . Envisaged learnership requirements for the next five (5) years are presented in Table 2.2. These targets have further taken cognizance of the company's experience to date in respect of its hard to fill vacancies and the noted shortage of artisans and engineers (Form R, Appendix C) by the mine. Based on the demographics of the area of operation, Marula Platinum will endeavour to ensure that there is a minimum of 70:30 ratio in respect of HDSA participation in Learnership Programmes in order to facilitate the achievement of the mine's Employment Equity Plan.

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.

c. Targets: Table 2.2 depicts Learnership targets for the next five (5) years per Learnership programme for Marula Platinum Mine Progress with regard to Learnerships will be reported on an annual basis in the Mine's SLP Report.

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d. Programme Outcomes: Qualified Engineering Learnerships are linked to qualified Artisans and Mining Learners to Miners. 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.

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Table 2.1: Five (5) year targets for ABET training

| Adult Basic Education and Training | Baseline Literacy Level (ref: Form Q) | 2013 | | | 2014 | | | 2015 | | |
|------------------------------------|---------------------------------------|-----------------------------|----------------------------------|--------------------|-----------------------------|----------------------------------|--------------------|-----------------------------|----------------------------------|--------------------|
| | | Expected No. of Enrol-ments | Expected No. of Learners to Pass | % Illiteracy Level | Expected No. of Enrol-ments | Expected No. of Learners to Pass | % Illiteracy Level | Expected No. of Enrol-ments | Expected No. of Learners to Pass | % Illiteracy Level |
| ABET Level 1 | 92% | 12 | 10 | 5% | 12 | 10 | 5% | 12 | 10 | 5% |
| ABET Level 2 | | | | | | | | | | |
| ABET Level 3 | | | | | | | | | | |
| ABET Level 4 | | | | | | | | | | |
| FLC | | | | | | | | | | |
| TOTAL | | 12 | 10 | | 12 | 10 | | 12 | 10 | |

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| Adult Basic Education and Training | Expected No. of Enrol-ments | 2016 | | 2017 | | Total | | % Illiteracy Level | |
|------------------------------------|-----------------------------|----------------------------------|--------------------|-----------------------------|----------------------------------|-----------------------------|----------------------------------|--------------------|----|
| | | Expected No. of Learners to Pass | % Illiteracy Level | Expected No. of Enrol-ments | Expected No. of Learners to Pass | Expected No. of Enrol-ments | Expected No. of Learners to Pass | | |
| ABET Level 1 | 12 | 10 | 5% | | | 5% | 48 | 40 | 5% |
| ABET Level 2 | | | | 15 | 13 | | 15 | 13 | |
| ABET Level 3 | | | | | | | | | |
| ABET Level 4 | | | | | | | | | |
| FLC | | | | | | | | | |
| TOTAL | 12 | 10 | | 15 | 13 | | 63 | 53 | |

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Table 2.2: Five (5) year targets for Learnerships Programmes

| Name of Learnership Programme | Duration of Programme | 2013 | | | 2014 | | | 2015 | | | | | |
|-------------------------------|-----------------------|--------------------------------|----------------------|------------------|------------------|--------------------------------|----------------------|------------------|------------------|--------------------------------|----------------------|------------------|------------------|
| | | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass |
| Electrical | 3 Year | 0 | 4 | 4 | 4 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 |
| Rigging | 3 Year | 0 | 2 | 2 | 0 | 0 | 2 | 2 | 2 | 0 | 0 | 0 | 0 |
| Fitting | 3 Year | 1 | 0 | 1 | 0 | 1 | 1 | 2 | 0 | 0 | 2 | 0 | 1 |
| Diesel Mechanic | 3 Year | 2 | 4 | 6 | 4 | 3 | 2 | 5 | 0 | 0 | 5 | 5 | 2 |
| Boilermaking | 3 Year | 0 | 3 | 3 | 0 | 2 | 3 | 5 | 3 | 0 | 2 | 0 | 0 |
| Instrument Mechanic | 3 Year | 0 | 2 | 2 | 0 | 0 | 2 | 2 | 2 | 0 | 0 | 0 | 0 |
| Auto-Electrical | 3 Year | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mining Operations Lev 2 | 1 Year | 0 | 13 | 13 | 13 | 12 | 0 | 12 | 12 | 12 | 12 | 24 | 12 |
| Rock Breaker Lev 3 | 1 Year | 13 | 0 | 13 | 0 | 0 | 13 | 13 | 13 | 12 | 12 | 24 | 12 |
| TOTAL LEARNERSHIPS | | 16 | 28 | 44 | 21 | 19 | 23 | 42 | 32 | 24 | 34 | 53 | 27 |

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Table 2.2 (cont): Five (5) year targets for Learnerships Programmes

| Name of Learnership Programme | Duration of Programme | 2016 | | | | 2017 | | | | Total | | | |
|-------------------------------|-----------------------|--------------------------------|----------------------|------------------|------------------|--------------------------------|----------------------|------------------|------------------|--------------------------------|----------------------|------------------|------------------|
| | | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass | Expected No. of New Enrolments | Current Participants | Total Enrolments | Expected to Pass |
| Electrical | 3 Year | 2 | 4 | 6 | 3 | 2 | 3 | 5 | 1 | 5 | 12 | 16 | 8 |
| Rigging | 3 Year | 0 | 2 | 2 | 0 | 1 | 2 | 3 | 2 | 1 | 8 | 9 | 4 |
| Fitting | 3 Year | 2 | 1 | 3 | 1 | 2 | 2 | 4 | 0 | 6 | 6 | 10 | 2 |
| Diesel Mechanic | 3 Year | 3 | 4 | 7 | 4 | 2 | 3 | 5 | 0 | 10 | 18 | 28 | 10 |
| Boilermaking | 3 Year | 2 | 3 | 5 | 0 | 2 | 5 | 7 | 3 | 6 | 16 | 20 | 6 |
| Instrumentation | 3 Year | 1 | 2 | 3 | 0 | 0 | 3 | 3 | 2 | 1 | 9 | 10 | 4 |
| Auto-Electrical | 3 Year | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Mining Operations Lev 2 | 1 Year | 12 | 12 | 24 | 12 | 12 | 12 | 24 | 12 | 48 | 49 | 97 | 61 |
| Rock Breaker Lev 3 | 1 Year | 12 | 12 | 24 | 12 | 12 | 12 | 24 | 12 | 49 | 49 | 98 | 49 |
| TOTAL LEARNERSHIPS | | 35 | 40 | 74 | 32 | 34 | 42 | 76 | 32 | 127 | 167 | 289 | 144 |

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2.2.4 SKILLS DEVELOPMENT PROGRAMMES

2.2.4.1 Undertaking

Marula Platinum Mine will continuously develop and implement appropriate skills training programmes as and when required for their workforce and in line with their business plan. In addition Marula will gradually convert their training and development programmes towards either Learnerships or skills programmes as and when they are released by SAQA.

2.2.4.2 Strategic Plan

a. Training Programme: As per the requirements of the Mine Health and Safety Legislation, Marula Platinum Mine will ensure the relevant employees qualify under the Mining Competent A, Mining Competent B, Blasting Assistant and Occupational Health and Safety Representative skills training programmes as and when required during the life of the mine.

b. Targets: The targets are based on expected annual turnover figures as informed by the business plan, labour turnover figures. Ultimately the enrolments to these programmes will be needs based in respect of new appointments or re-class/promotions following the skilling of all current workforce. Skills Development targets for Marula for a five (5) year timeframe are depicted in Table 2.3.

c. Programme Outcomes: Whilst the completion of the training for Mining Competent A, B, Blasting Assistant and Occupational Health and Safety Representative qualifications amongst relevant employees will facilitate the mine's compliance to the Mine Health and Safety Legislation, the relevant employees will further receive accredited qualifications which are transferable across the mining sector, and are therefore portable skills.

2.2.5 PORTABLE SKILLS TRAINING

2.2.5.1 Undertaking

The mine will, as part of its Skills Development Plan, provide training in portable skills which are applicable to the mining sector and other employment sectors and ensure such training programmes are adapted as required by the mine's employees. The company therefore defines portable skills as accredited skills developed through unit standards based training that can be utilized within the mining sector (across mineral sectors) as well as outside of the mining sector.

2.2.5.2 Strategic Plan

The nature of the company's core business is such that employees are exposed to skills and competencies that will enable them to find jobs elsewhere within or external to the mining industry, and/or enable them to become financially self-sustainable in any sector. Core business training is carried out amongst all employees during the life of the mine in various core business core business disciplines and as such facilitates on-going skills development and certification thereof. Further, the mine institute supervisory and management training amongst all employees which further facilitates access to generic business, financial, management related skills transferable across any sector.

a. Portable Skills Training through the Core Business Training at the Mine

i. Training Programme: The nature of the company's core business is such that employees are exposed to skills and competencies that will enable them to find jobs elsewhere within or external to the mining industry, and/or enable them to become financially self-sustaining in any sector. Core business training will be carried out amongst all employees during the life of the mine in various core business disciplines and as such facilitates on-going skills development and certification thereof. Further, the mine will institute supervisory and management training amongst all employee levels which further facilitates access to generic business, financial, management-related skills transferable across any sector.

In addition to the functional literacy and numeracy training (Section 2.2 and Table 2.1) Marula Platinum Mine will provide portable skills training within the various core business disciplines as outlined in Table 2.4(a) & Table 2.4(b) during the life of the mine. Where the skills training is portable within the mining sector (and across mineral sectors) and/or is external to the mining sector, this has been identified.

ii. Targets: Targets for such portable skills training for the next five (5) years have been developed in line with the core business training programme envisaged for the mine determined by the business plan for this period and taking cognisance of expected turn-over levels (Table 2.4 (a) & Table 2.4(b)).

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Table 2.3: Five (5) year targets for Skills Development Programmes

| Skills Programmes | 2013 | | 2014 | | 2015 | | 2016 | | 2017 | |
|---|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
| | 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 | 15 | 15 | 15 | 15 | 15 | 15 | 20 | 20 | 20 | 20 |
| Mining Competent B | 40 | 40 | 40 | 40 | 40 | 40 | 50 | 50 | 50 | 50 |
| Blasing Assistant | 30 | 30 | 30 | 30 | 30 | 30 | 40 | 40 | 40 | 40 |
| Occupational Health and Safety Representative | 15 | 15 | 15 | 15 | 15 | 15 | 20 | 20 | 20 | 20 |
| Rock Drill Operator | 70 | 70 | 70 | 70 | 70 | 70 | 90 | 90 | 90 | 90 |
| Totals | 170 | 170 | 170 | 170 | 170 | 170 | 220 | 220 | 220 | 220 |

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Table 2.4 (a): (5) year targets for Portable Skills Training within the Mining Industry (across mineral sectors)

| Department | 2013 | | 2014 | | 2015 | | 2016 | | 2017 | |
|---|------------------|------------------------|------------------|------------------------|------------------|------------------------|------------------|------------------------|------------------|------------------------|
| | 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 | 170 | 170 | 170 | 170 | 170 | 170 | 220 | 220 | 220 | 220 |
| Engineering Non – Licensed | 8 | 8 | 8 | 8 | 9 | 9 | 5 | 5 | 4 | 4 |
| Metallurgy | 3 | 3 | 3 | 3 | 5 | 5 | 3 | 3 | 2 | 2 |
| Formal Learnership (Lev-3 Rock Breaker) | 13 | 13 | 13 | 13 | 12 | 12 | 12 | 12 | 12 | 12 |
| Totals | 194 | 194 | 194 | 194 | 196 | 196 | 240 | 240 | 238 | 238 |

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Table 2.4 (b): (5) year targets for Portable Skills Training outside the Mining Industry

| Department | 2013 | | 2014 | | 2015 | | 2016 | | 2017 | |
|---|------------------|------------------------|------------------|------------------------|------------------|------------------------|------------------|------------------------|------------------|------------------------|
| | 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 |
| Diesel | 3 | 3 | 2 | 2 | 2 | 2 | 0 | 0 | 2 | 2 |
| Boilermaker | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 0 | 0 |
| Fitting | 2 | 2 | 0 | 0 | 2 | 2 | 2 | 2 | 1 | 1 |
| Instrument | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rigging | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Electrical | 2 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 2 |
| Auto-electrical | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| Eng. Servicemen Totals | 11 | 11 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Electrical | 4 | 4 | 0 | 0 | 1 | 0 | 4 | 3 | 3 | 1 |
| Rigging | 2 | 0 | 2 | 2 | 0 | 0 | 2 | 0 | 2 | 2 |
| Fitting | 0 | 0 | 1 | 0 | 2 | 1 | 1 | 1 | 2 | 0 |
| Diesel Mechanic | 4 | 4 | 2 | 0 | 5 | 2 | 4 | 4 | 3 | 0 |
| Boilermaking | 3 | 0 | 3 | 3 | 2 | 0 | 3 | 0 | 5 | 3 |
| Instrumentation | 2 | 0 | 2 | 2 | 0 | 0 | 2 | 0 | 3 | 2 |
| Auto-Electrical | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Formal Learnership | 15 | 8 | 10 | 7 | 10 | 3 | 16 | 8 | 18 | 8 |
| Supervisory Training | 10 | 9 | 10 | 9 | 10 | 9 | 10 | 9 | 10 | 9 |
| Management Training | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Administration | 3 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 1 |
| Engineering licensed (Selfpropelled machinery e.g. Mobilift, forklift, etc) | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 2 |
| Administration, Supervisory & Management Training | 18 | 17 | 18 | 17 | 15 | 14 | 15 | 14 | 16 | 15 |

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

Should retrenchment be required during the life of the Operations due to changes in the market conditions, business plan or as part of a planned downscaling exercise, the Portable Skills Fund will be provided for at the time of retrenchment.

At the time of retrenchment, the Portable Skills Fund will be utilized as follows:

- Such training will comprise of Unit Standard accredited training programmes as agreed to by the Stakeholders.
- In principle, no more than one month training time will be set aside for each affected employee.
- The affected employees will be retained on the payroll for the duration of the applicable Portable Skills training.
- Programmes that have been identified to train the affected employees in portable skills outside the mining industry at the time of retrenchment are indicated in the figure 2.3 below.

Figure 2.3 Skills areas outside the mining industry.

| Portable Skills Training Area | Average Training duration in Days |
|-------------------------------|-----------------------------------|
| Mechanical | 15 |
| Electrical | 15 |
| Construction | 33 |
| Agricultural | 15 |
| Carpentry | 45 |
| Business Skills | 11 |

The portable skills training fund will therefore be constructively utilized in order to identify appropriate programmes and facilitate the necessary support of such training during the periods of downscaling or closure. It is envisaged that suitable programmes will be identified in conjunction with the skills priority areas in line with the JIPSA initiative and in conjunction with the Skills and Education Committee and the Joint Future Forum at all the company's affected operations. For further details regarding strategies to be employed during times of downscaling and retrenchment, refer to sections 4.1, 4.2 and 4.3.

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 fairly well established mining operation with steady stage being reached in 2011. 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.

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2.2.6.2 Strategic Plan

During the past financial year (FY2012) Marula trained two thousand three hundred and eighty six (2386) 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 the training facility on the mine to train employees in its core business areas. The Training Centre is a MQA Accredited training provider and will strive to keep this status for the life of the mine.

b. Training Programme: Targets for occupational related training for the next five (5) years at Marula Platinum Mine have been based on envisaged steady stage reached in 2011 in line with the business plan as well as the mine's knowledge of historical turnover to-date (Table 2.5). Other core business training targets under Learnership programmes (Table 2.2) and Skills Development Programmes (Table 2.3) 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. 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 (Table 2.5) 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.

Appendix C presents the current hard to fill vacancies for the mine. (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.

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 2.5: Five (5) year Target for Training in Core Business

| Occupational Related Training | 2013 | | 2014 | | 2015 | | 2016 | | 2017 | |
|-------------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|
| | 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 | 150 | 150 | 150 | 150 | 200 | 200 | 200 | 200 | 200 | 200 |
| Engineering | 20 | 20 | 20 | 20 | 25 | 25 | 25 | 25 | 25 | 25 |
| Plant | 3 | 3 | 3 | 3 | 5 | 5 | 5 | 5 | 5 | 5 |
| Total Participants | 173 | 173 | 173 | 173 | 230 | 230 | 230 | 230 | 230 | 230 |

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| Ex-leave Training | 2013 | | 2014 | | 2015 | | 2016 | | 2017 | |
|---------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|
| | 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 | 1201 | 1201 | 1201 | 1201 | 1290 | 1290 | 1290 | 1290 | 1310 | 1310 |
| Engineering | 619 | 619 | 619 | 619 | 623 | 623 | 623 | 623 | 631 | 631 |
| Plant | 66 | 66 | 69 | 69 | 65 | 65 | 71 | 71 | 71 | 71 |
| Total Participants | 1886 | 1886 | 1889 | 1889 | 1978 | 1978 | 1984 | 1984 | 2012 | 2012 |

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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 career paths to assist employees to identify appropriate career paths, as well as to become familiar with the requirements at each level within the chosen path.

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 Education and Skills Forum. 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. The main objective of the strategic plan is to develop, train and mentor HDSA individuals in order to prepare them to fill the vacant post once they become available.

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 indicate key criteria, timeframes and career opportunities in detail. Implats Group has a well established career progression plan which will be utilized Group wide whereby successors are identified and developed to cater for immediate and future human capital needs.

b. Individual Development Plans:

i. Programme Implementation and Targets: Following the completion of the skills audit amongst the mine workforce (by end of 2011), the mine will roll-out a process whereby Individual Development Plans (IDPs) for all employees are reviewed annually to track changes. The process of completing the IDPs will commence in January 2013 and will be completed for the total workforce by June 2013. The process of completing IDPs will commence with the lower employment categories working towards the higher categories.

ii. Programme Outcome: All employees will be in possession of an IDP by June 2013 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 is in place. This ensures that all employees are aware of promotional routes, job prerequisites and time frames. The succession planning system 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 tools 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 2.6 indicates five (5) year targets for successors (all management – Paterson D). In order to compile the fast-tracking targets (as depicted in Table 2.7) 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 2.6: Five (5) year targets for Successors (All Paterson D Levels and Above)

| | 2013 No. of HDSA Successors | 2014 No. of HDSA Successors | 2015 No. of HDSA Successors | 2016 No. of HDSA Successors | 2017 No. of HDSA Successors |
|-----------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Mining | 2 | 2 | 2 | 1 | 2 |
| Mining Services | 2 | 1 | 1 | 1 | 1 |
| Human Resources | 1 | 1 | 1 | 1 | 1 |
| Finance | 1 | 1 | 1 | 1 | 1 |
| Metallurgy | 1 | 1 | 1 | 1 | 1 |
| Engineering | 1 | 1 | 2 | 2 | 2 |
| Totals | 8 | 7 | 8 | 7 | 8 |

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Table 2.7: Five (5) year targets for Fast-Tracking HDSAs

| <i>Fast tracking programme</i> | <i>2013 No. of HDSAs Fast Tracked</i> | <i>2014 No. of HDSAs Fast Tracked</i> | <i>2015 No. of HDSAs Fast Tracked</i> | <i>2016 No. of HDSAs Fast Tracked</i> | <i>2017 No. of HDSAs Fast Tracked</i> |
|---|---|---|---|---|---|
| <i>Shift Supervisor</i> | 2 | 2 | 2 | 2 | 2 |
| <i>Trainee/ Junior Engineer</i> | 1 | 0 | 0 | 2 | 0 |
| <i>Mine Overseer</i> | 1 | 1 | 1 | 1 | 1 |
| <i>Rock Breaker Level 3</i> | 12 | 12 | 12 | 12 | 12 |
| <i>Management Development Programme</i> | 3 | 3 | 3 | 3 | 3 |
| TOTAL | 19 | 18 | 18 | 20 | 18 |

2.4 MENTORSHIP PLAN

2.4.1 UNDERTAKING – MENTORING OF EMPLOYEES

Marula Platinum Mine introduced a formal mentoring system in 2007, comprising of a training and orientation programme for both mentors and protégés. This system will continue and will be based on business needs.

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 mentors. Mentors will be directly involved with the development of successors. Of particular importance will be the mentoring of HDSA successors by experienced mentors. Employees, such as successors, learner officials, mine overseers and those in experiential learning who require mentoring, will be identified.

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 2.6 (Five (5) year targets for Successors (All Paterson D Level and Above) and and Table 2.8 (Five (5) year targets for Talent Pool per area (All Paterson C Level).

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Table 2.8: Five (5) year targets for Talent Pool per area (All Paterson C Levels)

| | 2013 No. in Talent Pool | 2014 No. in Talent Pool | 2015 No. in Talent Pool | 2016 No. in Talent Pool | 2017 No. in Talent Pool |
|------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <i>Mining</i> | 2 | 2 | 2 | 2 | 2 |
| <i>Mining Services</i> | 2 | 1 | 1 | 1 | 1 |
| <i>Human Resources</i> | 1 | 1 | 1 | 1 | 1 |
| <i>Finance</i> | 1 | 1 | 1 | 1 | 1 |
| <i>Metallurgy</i> | 1 | 2 | 2 | 2 | 2 |
| <i>Engineering</i> | 1 | 1 | 2 | 2 | 2 |
| Totals | 8 | 8 | 9 | 9 | 9 |

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 applies equally to the Marula Platinum (Pty) Limited Board and its respective BEE Directors in line with the Shareholders Agreements. 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. A programme devoted to the needs of director training is incorporated into the schedule annually. An orientation programme is devised for Marula directors in consultation with those appointed directors.

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

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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 in which they may require further information.

2.4.4 STRATEGIC PLAN – MENTORING OF EMPOWERMENT GROUPS

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 appointed directors of Marula Platinum (Pty) Ltd form part of the company's plan for Director Training and Induction. 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, requiring specific skill requirements amongst certain Board members.

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 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.

After the expiry of the Term of Office of the previous Trustees of the MCT, the MCT underwent the process of nomination of the new Trustees. This resulted in the change of the designated Director representing the MCT in the Marula board. The new Trustees were nominated in line with the draft amended Trust Deed of the MCT which is in the process of being registered with Master of the High Court and be appointed accordingly. The MCT is fully operational and convenes regular meetings.

In addition, the Marula board director representing Mmakau Mining (Pty) Ltd ("Mmakau") resigned from Mmakau and therefore lost his position as a Director in the Marula board. The eventual appointees to fill in the said vacancies in the Marula board will be trained accordingly.

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These appointments will require intensive mentoring sessions to be undertaken with the new representatives of the empowerment partners. These sessions will be 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. Current and future underground development will be explained.

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 2.9 presents the envisaged bursary programme for a five (5) year period at Marula Platinum Mine. Details in respect of the specific fields of studies are further 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 offer university bursaries to external students within the bursary scheme. All applicants will be selected based on academic achievements whilst taking cognisance 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 80% 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, Science and English 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 Financial Support

Marula Platinum Mine will endeavour to offer ten (10) financial support to secondary school children of Category 3-8 employees of the company annually. Support will be offered to learners who passed grades 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.
- Internships will be offered to students who have graduated from a tertiary institution and in possession of a degree/Diploma on NQF level 7 for a period of 12 months. These students will follow a training programme in order to provide them with work experience relevant to their qualification.
- Experiential training for ad-hoc diplomat and bursary non-employee students in conjunction with the further learning institutions and MQA. Students will be offered Experiential Training opportunities that will enable them to obtain relevant experience.

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Table 2.9: Five (5) year targets for Internships and Bursaries

| Programme | Field of Study | Total | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|-------------------------------|------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | | | Target (No. Offered) | Target (No. Offered) | Target (No. Offered) | Target (No. Offered) | Target (No. Offered) |
| University Bursaries (External) | Mining Engineering | 25 | 1 | 1 | 1 | 1 | 1 |
| | Mechanical Engineering | | 1 | 1 | 1 | 1 | 1 |
| | Survey / Geology | | 1 | 1 | 1 | 1 | 1 |
| | Metallurgy | | 1 | 1 | 1 | 1 | 1 |
| | Electrical Engineering | | 1 | 1 | 1 | 1 | 1 |
| Child of Employee Bursars (External) | Grd 11 | 50 | 10 | 10 | 10 | 10 | 10 |
| | Grd 12 | | | | | | |
| Graduate/ Internships & Experiential Programmes (External) | Mining Engineering | 40 | 2 | 2 | 2 | 2 | 2 |
| | Electrical Engineering | | 2 | 2 | 2 | 2 | 2 |
| | Mechanical Engineering | | 2 | 2 | 2 | 2 | 2 |
| | Metallurgy | | 1 | 1 | 1 | 1 | 1 |
| | Geology | | 1 | 1 | 1 | 1 | 1 |
| Graduate/ Internships & Experiential Programmes (Internal) | Graduate Mining Training | 10 | 1 | 1 | 1 | 1 | 1 |
| | Graduate Engineering Training | | 1 | 1 | 1 | 1 | 1 |
| GRAND TOTAL | | 125 | 25 | 25 | 25 | 25 | 25 |

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2.6 EMPLOYMENT EQUITY PLAN

2.6.1 OVERVIEW

Marula Platinum Mine will align all Employment Equity efforts as prescribed to reflect the demographics of South Africa. In line with its vision of "unlocking the potential of all its employees" and in compliance with the Employment Equity Act, and the Mining Charter as amended from time to time, 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 Mining Charter'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.

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 Mining Charter's target of forty per cent (40%) HDSAs in management and core & critical skills positions.

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. The MTSC will:

- ensure the implementation of the communication, awareness and training programme;
- facilitate the development of the plan and subsequent implementation 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 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 to effectively fulfil this role. Detailed plans for this mentoring and coaching training will be facilitated through the MTSC. 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.

2.6.3.3 STRATEGIC PLANS FOR ACHIEVING HDSAS IN MANAGEMENT AND WOMEN IN MINING TARGETS AT MARULA PLATINUM MINE

Table 2.10 presents the envisaged Employment Equity targets for the next five (5) years at Marula Platinum Mine for the mine workforce with the ultimate goal of achieving 40% HDSAs in management and core & critical skills positions in line with the requirements of the Mining Charter. The planning of these targets and the strategies outlined below 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 2.9, the following initiatives will be implemented:

- **Accelerated Training Programmes.** To enable the mine to cater for their future human capital needs, accelerated training programmes are implemented to assist identified employees to accelerate their training within one of the career paths available (see sections 2.3 and 2.4).
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.3);
- **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.

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- **Bursary Holders:** to ensure the appointment of students on completion of studies at tertiary institutions;
- **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 that will also be utilised if required.

In addition to the above-mentioned initiatives, to ensure women representation in mining related occupations 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.
- 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.

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 one (1) 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 (Form S). These form will be completed annually and submitted as part of Marula Platinum Mine's annual SLP Report, on behalf of the mine as a means to report on Marula Platinum Mine's employment equity.

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Table 2.10: Five (5) year targets for Employment Equity

| MARULA PLATINUM MINE | | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------------------------|-------------------|------------|------------|------------|------------|------------|
| Category | Prescribed Target | Target (%) | Target (%) | Target (%) | Target (%) | Target (%) |
| Board | 40% by 2014 | 57% | 57% | 57% | 57% | 57% |
| Top Management (E-Level: Upper) | 40% by 2014 | 100% | 100% | 100% | 100% | 100% |
| Senior Management (E-Level: Lower) | 40% by 2014 | 45% | 45% | 50% | 50% | 50% |
| Middle Management (D-Level: Upper) | 40% by 2014 | 48% | 48% | 50% | 50% | 50% |
| Junior Management (D-Level: Lower) | 40% by 2014 | 55% | 55% | 60% | 60% | 60% |
| Core & Critical Skills | 40% by 2014 | 60% | 60% | 60% | 60% | 60% |

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SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

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SECTION 3

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

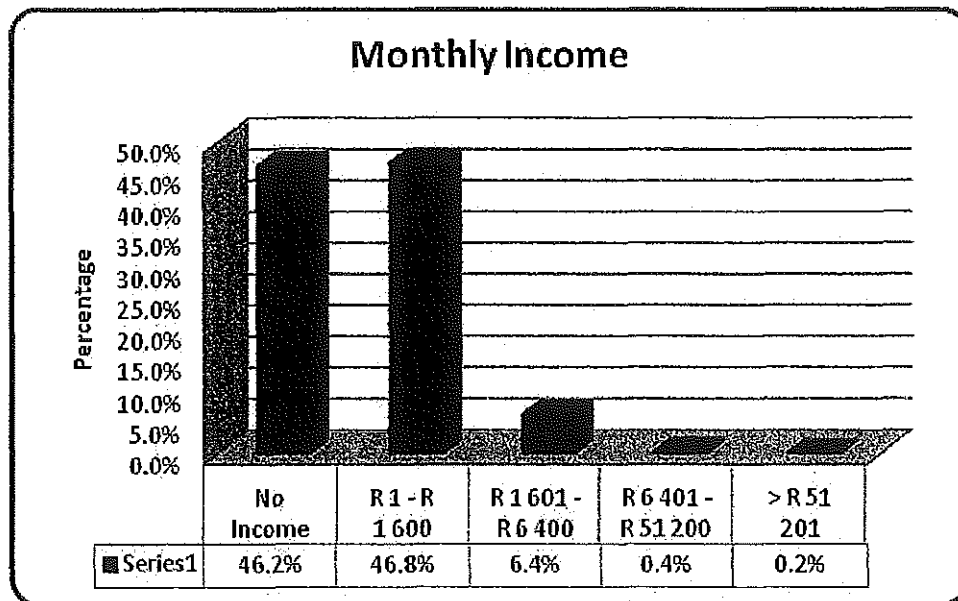
3.1.1 INTRODUCTION

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 2011 Census results estimate the population of the Limpopo province at about five million four hundred thousand. Of this, fifty six percent (56%) of the population is under the age of nineteen whilst some thirty-eight percent (38%) is of working-age (between twenty (20) and sixty four (64) years). With an employment rate of sixty one percent (61%), a significant improvement over the past ten (10) years.

Figure 3.1: Monthly Income amongst the employed in the Limpopo Province in 2011



Given that thirty four percent (34%) of the economically active people were not formally employed, the income profile for the province is not surprising (Figure 3.1). 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 seventeen percent (17%) of the adult population having received no schooling, with twenty three percent 23% having matric and only nine percent (9%) received higher education. Finance for the extension of education

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and training will be essential if the provincial labour pool is to provide the skills required for an expanded regional economy.

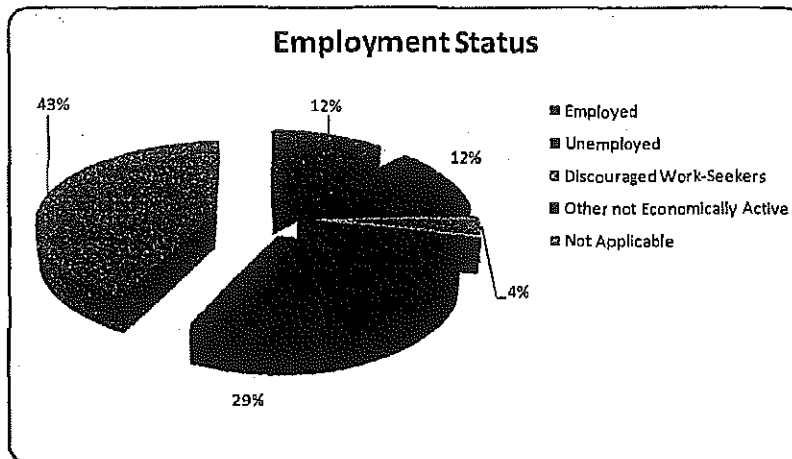
In terms of basic services, the 2011 Census revealed a much improved level of service provision in the province. At the time of the census, eighty six percent (86%) of the households in Limpopo resided in brick structures on separate stands. However, only nineteen percent (19%) of households utilized flush toilets connected to a formal sewerage system and fifty two percent (52%) of households received piped water in their dwelling. In contrast, a total of sixty percent (60%) of households did not have access to any toilet facilities or utilized a pit latrine without ventilation, while thirteen percent (13%) 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.

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

Of the total population recorded in 2011 (1,076,840), forty eight percent (48%) were below nineteen years of age, with a further forty six percent (46%) of the population between the ages of twenty (20) and sixty five (65). As such, more than half of the population were dependent on the income provided by the forty six percent (46%) of working age, discounting contributions to household income from pensions and other government grants.

A disturbing forty five percent (45%) of persons residing in the Sekhukhune District Municipality and surveyed in the 2011 Census described themselves as unemployed, not economically active or discouraged work seekers.. 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 2011



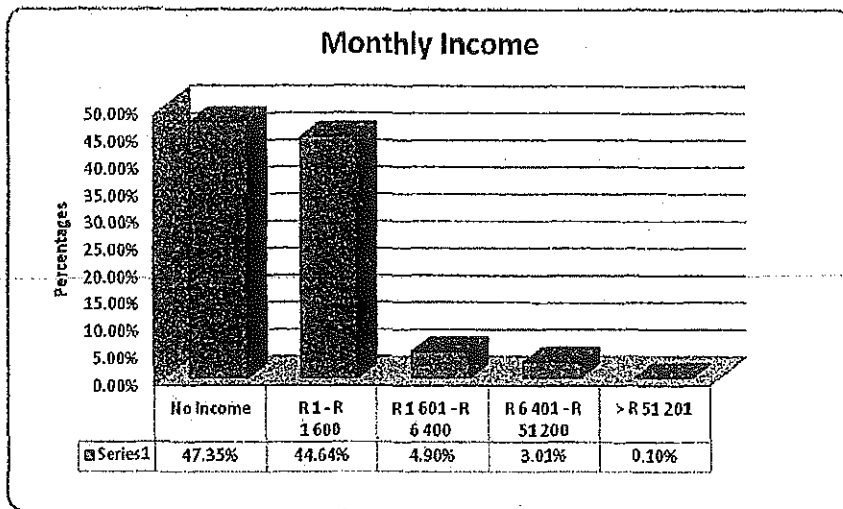
At the time of the census the majority of the population, at district municipality level were reliant on the income of just forty six percent (46%) of the population of working age. This figure again excludes income derived from involvement in informal activities, government grants etc. Further, in terms of monthly individual income, forty five (45%) of employed persons received less than R1 600 per month in 2011. A further five percent (5%) of the employed population received between R1 600 and R6 400 per month shown in figure 3.4 below. These figures in summary clearly indicate a very poor economy with minimal employment and income security for the majority of the Districts' households.

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Figure 3.4: Monthly Income amongst the employed in the Greater Sekhukhune in 2011



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 (forty four percent (44%)) are under the age of nineteen years. Of the fifty percent (50%) of residents of working age, only fifteen percent (15%) are formally employed, with a further eighteen percent (18%) of residents classified as unemployed or discouraged work seekers and a concerning twenty eight percent (28%) classified as not economically active. As a result, just fourteen percent (14%) of the population must provide financially for the remaining eighty six percent (86%) of persons living in Greater Tubatse, excluding income derived from informal activities and government grants etc.

In addition, of the fifteen percent (15%) of the population of working age that was economically active at the time of the census, thirty six percent (36%) of the employed residents received less than R1 600 per month. Only seven percent (7%) 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 seven percent (7%) of Greater Tubatse residents did not have access to any sanitation facilities in 2011, with a further seventy two percent (72%) of residents making use of a pit latrine without ventilation, and only six percent (6%) of residents having access to a flush toilet connected to a sewerage system. With regards to water services, some nineteen percent (19%) of the population had to utilize communal water supplies over two hundred metres from their dwelling, with a further twenty four percent (24%) having no access to piped water. A mere ten percent (10%) 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 nine percent (79%) of residents residing in a house or brick structure on a separate stand, with a further five percent (5%) of residents living in traditional dwellings. Nevertheless, eleven percent (11%) of the population lived in informal settlements at the time of the most recent national census.

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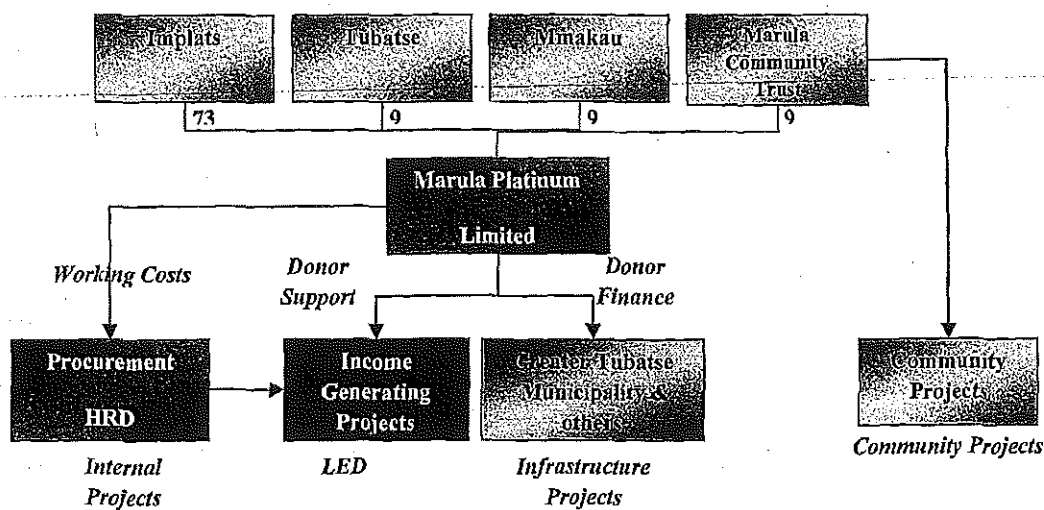
3.2 IMPACT OF THE MINING OPERATION

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 the mine.

Figure 3.5: Marula Platinum Mine's LED Facilitation Model



Marula's contribution towards LED will be 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.

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. The housing strategies will initially focus on the provision of housing units for Patterson A and B Level employees who are economically challenged to find suitable accommodation solutions in the Burgesfort area. Furthermore, Marula is constructing one hundred and fifty-two (152) units for Patterson C and D levels are planned.

Labour Sending Area (Marula)

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 3.1: Project No 1 – Community Road Construction Project

| | | | | | | | | | |
|--|--|--|---------------------------|-------------------------------------|----------------|----------------|--|----------------|--------------------------|
| Project Name | Community Roads | | | | | | | | |
| Background: | In Marula's first SLP we upgraded community roads in order to facilitate access to provincial roads thereby improving access for community members to jobs and ease access to public enterprises. The aim was also to improve access to schools in the area and to stimulate economic activity in the area by increasing accessibility. These were gravel roads and dust remained a problem. After consulting the communities it was decided to include a new project to pave these roads in this new SLP. | | | | | | | | |
| Geographical Location of Project: | Driekop Farm | Project Start Date: | 01 July 2013 | Project End Date: | 30 June 2017 | | | | |
| Total Expected No. of Jobs to be created: | 30 | Male: | | Female: | | Youth: | | | |
| Output | Activity | | | Timeframe | | | | | |
| | KPA (Key Performance Area) | KPI (Key Performance Indicator) | Responsible Entity | FY13 | FY14 | FY15 | FY16 | FY17 | Budget Allocation |
| Workshop requirements | Determine areas | Completion of report | Marula | | R 2,000,000.00 | | | | R 32,000,000.00 |
| Prioritise areas | Prioritise roads | Completion of report | Marula | | | | | | |
| Engineering design | Design roads | Completion of report | Marula | | | | | | |
| Construction Phase 1 | Commission | Phase 1 | Contractor | | | R 8,000,000.00 | | | |
| Construction Phase 2 | Construct roads | Phase 2 | Contractor | | | | R 14,000,000.00 | | |
| Construction Phase 3 | Construct roads | Phase 3 | Contractor | | | | | R 8,000,000.00 | |
| | | | | | | | | | |
| Beneficiaries: (Community Specific) | Communities from the Sekhukhune District, business and other institutions | | | Project Partners/Associates: | | | Marula Platinum and other interested parties | | |

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Table 3.2: Project No. 2 – Electrical Engineering Infrastructure Project

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|--|--|--|---|-------------------------------------|-------------|----------------|--|------------------------------|--------------------------|--------------------------------|
| Project Name: | | Electrical Engineering Infrastructure | | | | | | | | |
| Background: | | During community consultations, the community indicated that the electricity project should be expanded beyond the original scope to include houses Ward 8 and 10 that could not be included in the original project. This request was confirmed with the Greater Tubatse Municipality (GTM) that originally requested Marula's assistance in the provision of electricity supply to Ward 8 and 10 (ward 8 and 10 are adjacent wards and covers almost the entire mining area and Marula). This project is also included in the GTM's Integrated Development Plan (IDP) but funding was not secured. Installation of pre-paid electrical connections limited to R2 million to households residing within Ward 8 and 10 situated on farm Forest Hill, Winaarshoek, Driekop and Clapham. This project is dependent on bulk electricity availability. | | | | | | | | |
| Geographical Location of Project: | | Farm Portions of Forest Hill, Winaarshoek, Driekop and Clapham | | Project Start Date: | | | 01 July 2013 | | Project End Date: | Jun-14 |
| Expected No. of Jobs created: | | 35 | | Male: | | Female: | | Youth: | | |
| Output | | Activity | | Timeframe | | | | | | |
| | | Key Performance Area (KPA) | Key Performance Indicator (KPI) | Responsible Entity | FY13 | FY14 | FY15 | FY16 | FY17 | Total Budget Allocation |
| Feasibility Study | | Feasibility Report | Completion of Report | Consultant | | | | | | R 2,000,000 |
| Engineering Design | | Engineering Design: Bulk & Internal | Completion of Design | Consultant | | | | | | |
| Construction Phase 1 | | Bulk Supply and Internal Electrical Connections | Handover Individual Connections and Bulk Supply Phase 1 | Consultant & Contractor | | | | | | |
| Construction Phase 2 | | Bulk Supply and Internal Electrical Connections | Handover Individual Connections & Bulk Supply Phase 2 | Consultant & Contractor | | | | | | |
| Construction Phase 3 | | Bulk Supply and Internal Electrical Connections | Handover Individual Connections & Bulk Supply Phase 3 | Consultant & Contractor | | | | | | |
| Construction Phase 4 | | Bulk Supply and Internal Electrical Connections | Handover Individual Connections & Bulk Supply Phase 4 | Consultant & Contractor | | | R 2,000,000.00 | | | |
| | | | | | | | | Total Project Budget: | | R 2,000,000 |
| Beneficiaries: (Community Specific) | | Households within Wards 8 & 10 | | Project Partners/Associates: | | | GTM, Eskom and Marula Community Development Agency | | | |

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Table 3.3: Project No. 3 – Water Supply and Reticulation Design

| Project Name: Water Supply and Reticulation Design | | | | | | | | | | | |
|--|--------------------------------------|--|-------------------------|---------------------|------|------|-------------------------------------|------|-------------------------|----------------|--------------|
| Background: Marula was originally 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 in the GTM's Integrated Development Plan (IDP) but is still unfunded. As per their first SLP Marula started a basic water provision project in May 2012. Construction is scheduled to end in June 2013. The project included 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. Marula installed the infrastructure but project completion is dependent on bulk water availability. Marula also expanded the original scope of the project to include rehabilitation of existing boreholes in an area outside the original planned scope. This first project did not cover all households in the area and after community consultation Marula decided to extend the water project to the next SLP to supply water. Project scope, planning and completion is again dependent on bulk water availability. | | | | | | | | | | | |
| Geographical Location of Project: | | Forest Hill, Winnaarshoek, Driekop and Clapham | | Project Start Date: | | | 03 January 2013 | | Project End Date: | | 01 June 2013 |
| Total Expected No. of Jobs to be created: | | 40 | | Male: | | | Female: <th colspan="2">Youth:</th> | | Youth: | | |
| Output | Activity | | Responsible Entity | Timeframe | | | | | Total Budget Allocation | | |
| | Key Performance Area (KPA) | Key Performance Indicator (KPI) | | FY13 | FY14 | FY15 | FY16 | FY17 | | | |
| Feasibility Study | Feasibility Report | Completion of Report | Consultant | | | | | | | R 4,000,000.00 | |
| Engineering Design | Water Supply and Reticulation Design | Design | Consultant | | | | | | | | |
| Construction Phase 1 | Basic water supply | Water connections and Handover of Phase 1 | Consultant & Contractor | | | | | | | | |
| Construction Phase 2 | Basic water supply | Water connections and Handover of Phase 2 | Consultant & Contractor | | | | | | | | |
| Construction Phase 3 | Basic water supply | Water connections and Handover of Phase 3 | Consultant & Contractor | | | | | | | | |
| Construction Phase 4 | Basic water supply | Water connections and Handover of Phase 4 | Consultant & Contractor | | | | | | | | |
| Construction Phase 5 | Basic water supply | Water connections and Handover of Phase 5 | Consultant & Contractor | R 4,000,000.00 | | | | | | | |
| 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) | | | | | | | | | | | |

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Table 3.4: Project No. 4 – Business Support Unit

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|---|-----------------------------------|---|--|----------------------------|------------------|--------------|-------------|--------------------------|-------------|--------------------------------|
| Project name | | | | | | | | | | |
| The Business Support Unit has been established by the MCDA. Activities focused on providing an entry point for local businesses to utilise identified preferential procurement opportunities. The office assisted local entrepreneurs to register on a Marula data base of SMME's to feed into the procurement activities. Although the office provided a valuable service to the local community its activities was halted because of politics after the MCDA elections. The MCDA is not functioning currently which is negatively impacting on community consultation. After numerous unsuccessful attempts to get the MCDA to restart the BSU we decided to implement an alternative Business Support Unit. This will be operational in the first half of 2013 This new office will be opened in line with the requirement to assist in building sustainable communities to support the national objective. An office will be established to serve as a Point of Presence (POP), a Point of Registration (POR), and a Point of Reference (PORe). | | | | | | | | | | |
| Background: | | | | | | | | | | |
| With this office the aim is to do the following: | | | | | | | | | | |
| <ul style="list-style-type: none"> - Establishing a Local Company to manage the BSU - Reporting to ED on a weekly basis (To monitor and mentor) - Links with Procurement and HR on monthly basis - Training initiatives to be done on Bi Monthly basis - Interaction with SEDA, LIBSA and other institutions - Fourth nightly visits from ED for Business Proposal reviews | | | | | | | | | | |
| Geographical Location of Project: | | Greater Tubatse and Sekhukhune District | | Project Start Date: | | 01 July 2013 | | Project End Date: | | 30 June 2017 |
| Total Expected No. of Jobs to be created: | | 6 | | Male: | | | | | | Youth |
| Activity | | | | | | | | | | |
| Output | KPA (Key Performance Area) | | KPI (Key Performance Indicator) | Responsible Entity | Timeframe | | | | | Total Budget Allocation |
| | | | | | FY13 | FY14 | FY15 | FY16 | FY17 | |
| BSU office operating | | | | ED and Marula | R 400,000 | R440,000.00 | R484,000.00 | R532,400.00 | R585,640.00 | R 2,442,040.00 |
| - Establishing a Local Company to manage the BSU | | | | ED and Marula | | | | | | |
| - Reporting to ED on a weekly basis (To monitor and mentor) | | | | ED and Marula | | | | | | |
| - Links with Procurement and HR on monthly basis | | | | ED and Marula | | | | | | |
| - Training initiatives to be done on Bi Monthly basis | | | | ED and Marula | | | | | | |
| - Interaction with SEDA, LIBSA and other institutions | | | | ED and Marula | | | | | | |
| - Fourth nightly visits from ED for Business Proposal reviews | | | | ED and Marula | | | | | | |
| Beneficiaries: (Community Specific) | | | | | | | | | | |
| Communities from the 4 Farms, local entitles, individuals and other Gov Institutions e.g. Dept of Trade and Industry .etc | | | | | | | | | | |
| Project Partners/Associates: | | | | | | | | | | |
| Marula, MCDA | | | | | | | | | | |

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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 meets their workforce's housing requirements in the short, medium and long-term whilst meeting the objectives of the MPRD Act in this regard.

Marula Platinum Mine utilizes the following sources of housing for its workforce:

1. Private housing in surrounding towns (e.g. Lydenburg, Burgersfort, Steelpoort, Polokwane)
2. Single-quarter accommodation (Marula Camp) on Marula Platinum Mine property in close proximity to the mine development.
3. Private accommodation within the surrounding communities (owned and rented).
4. Company owned housing stock in Burgersfort.
5. Limited company-owned land in Burgersfort.

3.3.2 PRINCIPLES BEHIND MARULA PLATINUM MINE'S HOUSING GUIDELINES

Marula Platinum Mine recognizes the importance of its workforce 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:

- Local recruitment is a key objective of the Marula Platinum Mine with a view to ensuring a fully localized labour force at the mine².
- 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.
- 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).
- Marula Platinum Mine's core business should remain that of mining and not the provision of housing.

3.3.3 STRATEGIC PLAN

Marula Platinum Mine's strategic plan for housing its workforce will be guided by the principles outlined in section 3.4.2 and encompass the following strategies:

a.) Local Recruitment

² Local is defined as people living within the Greater Tzanebe Local Municipality and the Greater Sekhukhune District Municipality.

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.) Single Quarters

Marula Platinum Mine only has one single quarters (Marula Camp) that can accommodate a maximum of 60 critical skills employees. Marula has never had Hostel accommodation and undertakes not to construction hostels in and around its operation given concerns over the suitability of such accommodation for its workforce.

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 at management level, 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 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 issues but will be facilitated through the mines Joint Development Forum. This forum will ensure that public-private partnerships are attainable as this is vital for ensuring long term sustainable development.

d.) Partnerships with local housing developers

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 are unlikely to be met in the required timeframe associated with the mine development.

In consultation and agreement with local housing developers and the Mine will:

- Assist developers to construct housing on the purchased stands and making it available to Marula employees to purchase with appropriate financing mechanisms in place.

e.) Home ownership initiatives

In conjunction with the mine's participation in the development of local housing stock, Marula Platinum Mine has introduced a home ownership facilitation scheme amongst its workforce. The scheme will aim at facilitating the workforce's access to appropriate finance, through financial institutions, for the purchasing of decent accommodation and become home owners within the formal sector.

f.) Remuneration

Marula Platinum Mine has introduced an appropriate home ownership scheme that is affordable to both the employees and the company aligned with the housing. The home ownership scheme will

allow 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.

3.3.4 CHALLENGES

- Marula's labour force as at June 2012 is 2972 excluding ± 700 contractors also engaged at the operation. Labour is not anticipated to increase dramatically over the next 5 years.
- 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.
- Majority of land (surrounding the mine) is under jurisdiction of Magoshi with no formal infrastructure or housing.
- Lack of bulk services (infrastructure) in areas where Marula can do development.
- Estimated 500 employees in proximity to the mine are living in traditional settlements, where there are no rates and taxes to be paid.
- 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.

Marula Accommodation Strategy aims to address housing issues in an attempt to uplift the living conditions of our employees. An estimation of ± 400 employees are in need of support to access family accommodation which, when calculating building costs on conventional construction methods, will amount to a capital programme of R310 million.

Marula has increased their housing portfolio with 91 houses in Burgersfort for critical skills with a cost of R90m. Land were procured for future housing projects and home ownership for Marula employees. Due to the economic down trend and lack of bulk services, most of Marula's housing projects were put on hold until the financial position of the company has improved. Two housing projects have recently been initiated.

3.3.5 RECOMMENDED APPROACH

The following approaches have been recommended;

- Develop 152 units at Motaganeng for critical skills in the miner and artisan category as part of home ownership initiative.
 - These units will be available as rental stock or home ownership units for all categories
 - 91 units have been completed in Burgersfort to address the critical skills shortage in the upper C and D band employees, a proposal is to allow current residents to purchase these units at market value. Marula will also assist with a soft loan of 20% of the purchase price (to a maximum of R200 000) to all qualifying employees.
- Continue facilitating home ownership for all category A, B and C band employees in the areas making use of the criteria of bonded housing and within a 60km radius from the mine:
 - Marula will also assist with a soft loan of 30% for category A & B level employees of the purchase price (to a maximum of R120 000) to all qualifying employees.
 - The company is still looking at different models in order to increase affordability of home ownership projects within 60km radius.

At all times consideration was given to mitigation against capital cost increases. The recommended approach would be to join forces with the Department of Human Settlement in order to tap into their housing support initiatives.

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.

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;

- o Economic Fit: how cost effective is the solution and how does it impact the income statement and balance sheet.
- o Political Fit: how will organized 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.
- o Social/Legal Fit: how does the approach meet expectations of government in terms of compliance to mining charter and the "Breaking New Ground" policy.

3.3.6 REPORTING

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

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3.4 NUTRITION PROGRAMME

3.4.1 OVERVIEW

Marula Platinum Mine does not have residences and therefore 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 employees making use of the company's single-quarters accommodation (Marula Camp). The programme will aim to:

- Utilize the services of a dietician to advise on suitable diets and implement menus accordingly;-
- Ensure a dietician frequently (bi-annually) visits the quarters and reports on findings with regards to the diet of the residents;

b) Indirect

These programmes refer to all other employees not making use of company single quarters accommodation. 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

3.5.1 INTRODUCTION AND BACKGROUND

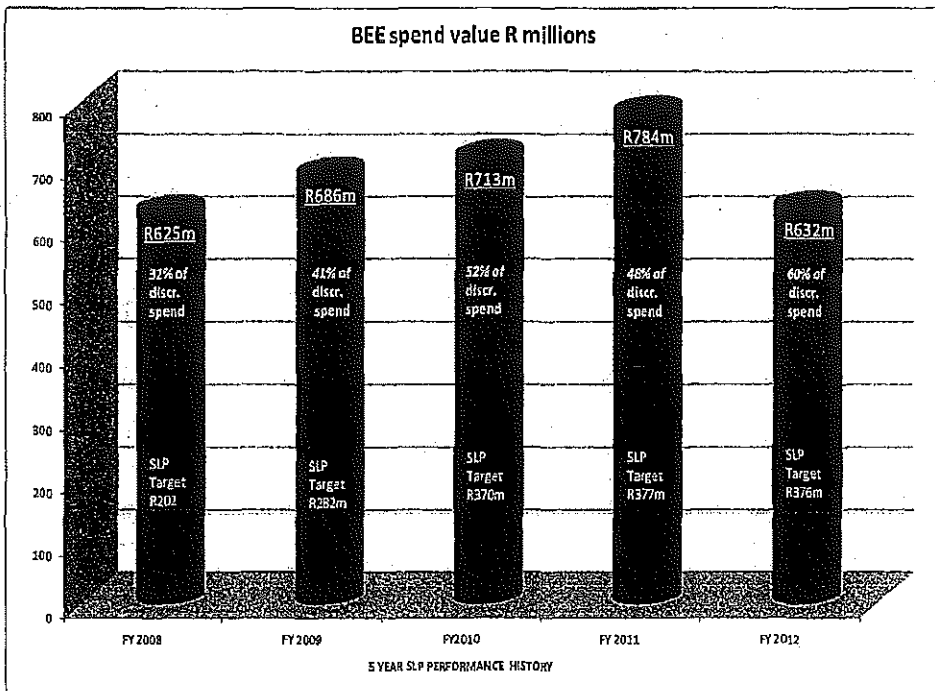
Marula Procurement is fully committed to the spirit and intent of the objectives advocated by the Mineral and Petroleum Resources Development Act (MPRD) and the Mining Charter regarding the transformation of its procurement practices, furthermore Marula Procurement espouses the values and principles propagated in the Implats Group Procurement Strategy stating that procurement will "continuously seek, identify, develop and promote suitable historically disadvantaged enterprises and individuals through sustainable and meaningful procurement programmes". This commitment finds expression in continuous efforts to improve on HDSA/BEE and local SMME spend targets set.

In the context of Marula Procurement, Local procurement refers to BEE compliant vendors within the four-farm mine lease area surrounding the Marula operations (classified as tier 1 on the vendor database), the Greater Tubatse area (tier 2) and the Greater Sekhukhune district (tier 3). All tier 1 suppliers are those who have ownership by the people from the four-farm area (as verified by Marula Community Development Agency) although the supplier may be situated outside the geographical mine lease area. The hierarchical order of suppliers classified using the tiered system guides the procurement decision making process e.g. the highest level of preference will be for tier 1 suppliers, followed by tier 2 suppliers etc, subject to normal commercial considerations which includes price, capacity, quality etc.

3.5.2 PERFORMANCE

Marula will strive to perform well against the SLP targets set and as well as the Mining Charter target as and when they are reviewed.

Figure 1: Marula 5 year BEE Performance History



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3.5.3 FUTURE TARGETS AND DATES

3.5.3.1 MINING CHARTER TARGET 2013 - 2017

Marula will continually work towards improving discretionary BEE procurement spend from current levels (based on financial year 2012 actual spend value). Table 2 details the firm BEE targets for financial years 2013 – 2017.

Table 3.5.1: 2013 – 2017 BEE Targets

| Mining Charter category | Base: 2012 Actual spend | | MC 2014 Target % | Target: 2013 BEE Spend | | Target: 2014 BEE Spend | | Target: 2015 BEE Spend | | Target: 2016 BEE Spend | | Target: 2017 BEE Spend | |
|-------------------------|-------------------------|--------------|------------------|------------------------|--------------|------------------------|--------------|------------------------|--------------|------------------------|--------------|------------------------|--------------|
| | % | (R' million) | | % | (R' million) | % | (R' million) | % | (R' million) | % | (R' million) | % | (R' million) |
| Capital* | 62 | 91 | 20 | 55 | 40 | 58 | 23 | 60 | 30 | 62 | 31 | 62 | 31 |
| Consumables | 54.4 | 156 | 25 | 58 | 162 | 59 | 167 | 61 | 184 | 61 | 184 | 63 | 202 |
| Services | 64.9 | 130 | 50 | 66 | 132 | 71 | 137 | 72 | 147 | 72 | 147 | 73 | 150 |

* Capital budget reduced to R40m in FY2013

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Medium term initiatives to substantiate continuous growth include:

▪ **Supplier Interviews**

Marula Procurement will continue to interview untransformed suppliers within the “difficult to substitute” categories (legal, medical, IT/finance, specialized services and capital) to support the improvement of BEE spend. The following suppliers have been identified for this purpose:

Table 3.5.2: the Supplier interview programme

| Company | Annual Value | Target date | Current status |
|-------------------------------------|--------------|-------------|---------------------|
| Steelpoort Mining Services | R1.3m | 13-Feb | Supplier commitment |
| Kiloskar Engines - South Africa (Pt | R1.9m | Sep-13 | Pending |
| Valfira Motor Engineering (VME) | R1.6M | 13-Apr | Supplier commitment |
| Lydenburg Mediese Sentrum | R1m | 13-Aug | Pending |
| Semflex | 0.8m | 13-Apr | Supplier commitment |
| Zand Minerals (Pty) Ltd | R0.7m | 13-Apr | Pending |
| Hydraulic & Eng Services (HERS) | R4.0m | 13-Feb | Supplier commitment |
| Babata Pumps | R2.0m | 13-Feb | Supplier commitment |

▪ **Tender Plans**

Transformed suppliers will be advantaged by receiving preference over untransformed supplier's subject, based on the selection criteria. Marula is accountable for the local tender plan covering materials and services specific to our needs at the same time we also benefit directly from tenders planned at group level. The following tenders have been identified within the current planning horizon.

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Table 3.5.3: Tender Plans to support BEE targets

| Commodity | Service Goods | / Annual value | Tender issued | Payments Accrual |
|-----------------------------------|---------------|----------------|---------------|------------------|
| Ventilation Construction - Marula | Service | R 3,200,000 | Yes | 2013/2014 |
| Local Transport of Concentrate | Service | R 1,000,000 | Yes | 2013/2014 |
| Conveyor splicing and lagging | Service | R 1,800,000 | Yes | 2013/2014 |
| Conveyor Belt Cleaning | Service | R 1,700,000 | Yes | 2013/2014 |
| Waste Ore Management (BGQS) | Service | R 6,000,000 | Yes | 2013/2014 |
| Diamond ore Drilling(BGQS) | Service | | Yes | 2013/2014 |
| Water Monitoring and Management | Service | R 1,100,000 | Yes | 2013/2014 |
| Change house Maintenance | Service | R 400,000 | Yes | 2013/2014 |
| Printing | Goods | R 4,000,000 | | FY2014 |
| Housing construction | Capital | R 59,000,000 | Yes | FY2013 |
| Water Project | Capital | R 13,500,000 | Yes | FY2013 |

▪ **Transformation of existing supplier base**

Further processes were implemented at group level where all untransformed contract holders are being interviewed. The aim of this process is to engage with all untransformed suppliers to commit themselves to transforming their companies to comply with the provisions of the Mining Charter.

▪ **Enterprise Development**

The local Business Support Unit (BSU) has been established by the Enterprise Development to support procurement and the BSU provides the following services to local entrepreneurs:

- Maintains a data base of local entrepreneurs
- Publishes tender opportunities on community notice boards
- Training programmes where needs are identified
- Mentoring and coaching
- Assist in matchmaking with potential JV partners
- Business advisory service
- Business analysis
- Assist in identifying 'ring fencing' opportunities

The local Business Support Unit also link individuals from the community to job opportunities at the mine

3.5.3.2 SOCIAL FUND FOR MULTINATIONAL SUPPLIERS

The Mining Charter exempt suppliers defined as multinational business entities from requirement of the BEE act according to predefined criteria, suppliers falling within this category are required to contribute 0.5% of their turnover to a social fund established for the purpose of uplifting local communities. The Implats group is currently in the process of establishing such a fund; the social fund will administer the contributions from multinationals for the empowerment of local communities.

3.5.3.3 LOCAL PROCUREMENT SPEND

Marula Procurement has forged strong partnership with the Marula Community Development Agency (MCDA) and the Enterprise Development Department to propel the development of local entrepreneurs to maturity levels required to capitalize on existing and future business opportunities offered by Marula Platinum Mine. The BSU's mission and objectives are to support local entrepreneurs and the Procurement department in the following manner:

- The establishment and administration of a data base of potential local tier 1 suppliers
- Provides guidance on the preparation of tenders
- Coaching and mentoring services
- The publication of local tender opportunities
- The identification of local business opportunities
 - Local spend progression plan

The local plan developed and primarily centered on increasing expenditure within the three tiers of localization is a separate plan targeting additional BEE spends. These, although low in spend value, will contribute to the overall national performance of Marula in the run-up to 2014.

Marula Procurement aims to increase local BEE spend. The increase of procurement spend within the areas surrounding the mine lease area will remain a prime focus area for growing procurement spend.

Table 3.5.4: Local tier 1 Spend Progression Plan 2013 – 2017

| Financial year | 2012 Actual | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
|----------------|-------------|---------|---------|---------|---------|---------|
| Spend Millions | 19 | 24 | 34 | 38 | 41 | 43 |
| Progression | | 26% | 41% | 12% | 8% | 5% |

Table 3.5.5: Local Tier 1-3 Spend Progression Plan 2013 – 2017

| Financial year | 2012 actual | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
|----------------|-------------|---------|---------|---------|---------|---------|
| Spend Millions | 130 | 150 | 165 | 182 | 191 | 200 |
| Progression | | 15% | 10% | 10% | 5% | 5% |

3.5.4 CONCLUSION

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Marula has entrenched preferential procurement as a business imperative. It is Marula's aim to continuously improve on preferential procurement. The Procurement team embraces the underlying objectives of the SLP.

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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 programmes 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 was 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 engage with:

- 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.

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- Representatives of the Marula Community Engagement Structure as agreed to with Communities from time to time. .
- Representatives of the Marula Community Trust

The Future Forums will meet on a bi-monthly 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 Marula Platinum Mine'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

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- 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 of 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 action 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 resources;
- 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 sending 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 enterprise development and provision of alternative skills for local entrepreneurs will further lessen the insecurity for 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.

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d. Notification to the Board

After consultations through the Future Forum 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) 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.

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/proposed by the Forum are unsuccessful in avoiding job losses or successful. Where job losses can not 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.

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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

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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 Community Development Agency 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

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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.

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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, Marula Community Engagement Structures 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 jobs;
- 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 appropriate utilization and/or preservation of finance following retrenchment.

d. Post-Closure planning

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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 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, has been made within the life of mine business plan. 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 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|----------------|-------------------|-------------------|------------------|------------------|
| Human Resource Development Programmes (Ref: Table 5.2) | 5% | 5% | 5% | 5% | 5% |
| Local Economic Development Programme (Ref: Table 5.3) | 400,000 | 12,440,000 | 10,484,000 | 8,532,400 | 8,585,640 |
| Closure and Retrenchment Management Programmes (Ref: Section 2.2.5.2) | R0.3 Million | | | | |
| Total Provision for SLP by Marula Platinum Mine | 400,000 | 12,440,000 | 10,484,000 | 8,532,400 | 8,585,640 |

5.1.2 FINANCIAL PROVISION FOR HUMAN RESOURCE DEVELOPMENT PROGRAMMES

Marula Platinum Mine spend approximately R28 million in financial year 2012 on training and development of its current workforce. 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.

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

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Human Resource Development Programmes | 5% | 5% | 5% | 5% | 5% |
| TOTAL | 5% | 5% | 5% | 5% | 5% |

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

| Project No. | Beneficiary Organisation or Project Name | Budget FY2013 | Budget FY2014 | Budget FY2015 | Budget FY2016 | Budget FY2017 | Total Budget Allocation (2013-2017) |
|--------------------------------|--|----------------|-------------------|-------------------|------------------|------------------|-------------------------------------|
| Infrastructure Projects | | | | | | | |
| 1 | Community Roads | 0 | 8,000,000 | 8,000,000 | 8,000,000 | 8,000,000 | 32,000,000 |
| 2 | Electrical Engineering Infrastructure for Villages in Wards No. 8 & 10 | 0 | 0 | 2,000,000 | 0 | 0 | 2,000,000 |
| 3 | Water Supply & Reticulation Network in Wards 8 & 10 | 0 | 4,000,000 | 0 | 0 | 0 | 4,000,000 |
| Other Initiatives | | | | | | | |
| 4 | Business Support Unit | 400,000 | 440,000 | 484,000 | 532,400 | 585,640 | 2,442,040 |
| Total LED Projects | | 400,000 | 12,440,000 | 10,484,000 | 8,532,400 | 8,585,640 | 40,042,040 |

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.

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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. 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 R0.3 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, BAND FEXILE MORONA MANAGER the undersigned and duly authorized thereto

by MARINA PLATONOV (Company) undertake to adhere to the information, requirements, commitments and conditions as set out in the social and labour plan.

Signed at MARINA on this 27th day of MARCH 20 23

Signature of responsible person

Designation

GENERAL MANAGER

Contact Details

013 214 6005

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

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APPENDIX A

MAP OF MARULA PLATINUM MINE OPERATIONS

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APPENDIX B

FORM Q - THE NUMBER AND EDUCATION LEVELS OF MARULA
PLATINUM MINE EMPLOYEES

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Form Q – Numeracy and Literacy Levels Marula Mine Employees as at June 2012

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| 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 | 40 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 40 | 1 |
| | | Grade 0/Pre | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 |
| | | Grade 1/Sub A | 22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | 0 |
| | | Grade 2/Sub B | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 0 |
| | | Grade 3/Std 1/ABET 1 | 53 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 53 | 3 |
| | | Grade 4/Std 2 | 60 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 60 | 1 |
| | | Grade 5/std3/ABET 2 | 67 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 67 | 1 |
| | | Grade 6/Std 4 | 67 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 68 | 2 |
| | | Grade7/Std 5 ABET 3 | 147 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 147 | 4 |
| | | Grade 8/Std 6 | 151 | 0 | 0 | 1 | 5 | 0 | 0 | 0 | 152 | 5 |
| Grade 9/Std 7/ABET 4 | 191 | 0 | 0 | 0 | 16 | 0 | 0 | 0 | 191 | 16 | | |
| Further Education and Training (FET) | 2 | Grade 10/Std 8/N1 | 309 | 0 | 0 | 27 | 33 | 0 | 0 | 0 | 336 | 33 |
| | 3 | Grade 11/Std 9/N2 | 776 | 0 | 0 | 13 | 155 | 0 | 0 | 3 | 789 | 158 |
| | 4 | Grade 12/Std 10/N3 | 432 | 1 | 0 | 17 | 106 | 0 | 1 | 5 | 450 | 112 |
| Higher Education and Training (HET) | 5 | Diplomas/Certificates | 156 | 1 | 0 | 25 | 29 | 0 | 0 | 3 | 182 | 32 |
| | 6 | First Degrees/Higher Diploma | 14 | 0 | 0 | 1 | 11 | 0 | 0 | 1 | 15 | 12 |
| | 7 | Honour's/Master's Degrees | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 3 | 2 |
| | 8 | Doctorates | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | | | 2503 | 2 | 0 | 85 | 368 | 0 | 1 | 13 | 2590 | 382 |

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APPENDIX C

FORM R – HARD TO FILL VACANCIES AT MARULA PLATINUM MINE

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Form R – Numeracy and Literacy Levels Marula Mine Employees as at June 2012

| Occupational Level | Job title of vacancy | Main reason for being unable to fill the vacancy |
|---|----------------------------|--|
| Top Management | No Vacancies | None |
| Senior Management | N/A | None |
| Professionally qualified and experienced specialists and mid-management | Operations Surveyor | Scarce Skills |
| | Engineer | Scarce Skills |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | Senior Engineering Foremen | Scarce Skills |
| Semi-skilled and discretionary decision-making | No Vacancies | None |
| Unskilled and defined decision-making | No Vacancies | None |

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APPENDIX D

FORM S – EMPLOYMENT EQUITY STATISTIC FOR MARULA PLATINUM
MINE EMPLOYEES AS AT JUNE 2012

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Form S – Employment Equity Statistics for Marula Mine Employees as at June 2012

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| OCCUPATIONAL LEVELS | DESIGNATED | | | | | | NON-DESIGNATED | | | | TOTAL |
|---|-------------|----------|----------|------------|----------|----------|----------------|--------------|-------------------|----------|-------------|
| | Male | | | Female | | | White | | Foreign Nationals | | |
| | African | Coloured | Indian | African | Coloured | Indian | White Male | White Female | Male | Female | |
| Top management (Paterson Level F) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management (Paterson Level E) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 4 |
| Professionally qualified and experienced specialists and mid-management (Paterson Level D) | 13 | 1 | 0 | 3 | 0 | 0 | 3 | 22 | 1 | 0 | 43 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Paterson Level C) | 253 | 1 | 0 | 36 | 0 | 1 | 9 | 57 | 78 | 0 | 435 |
| Semi-skilled and discretionary decision making (Paterson Level B) | 975 | 0 | 0 | 73 | 0 | 0 | 1 | 5 | 38 | 0 | 1092 |
| Unskilled and defined decision making (Paterson Level A) | 1127 | 0 | 0 | 253 | 0 | 0 | 0 | 1 | 16 | 1 | 1398 |
| TOTAL PERMANENT | 2371 | 2 | 0 | 365 | 0 | 1 | 13 | 86 | 133 | 1 | 2972 |
| Non – permanent employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 2371 | 2 | 0 | 365 | 0 | 1 | 13 | 86 | 133 | 1 | 2972 |

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APPENDIX E

CAREER PATH PLANS AT MARULA PLATINUM MINE

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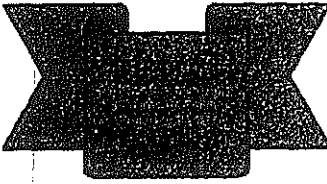
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ROCK ENGINEERING CAREER PATH

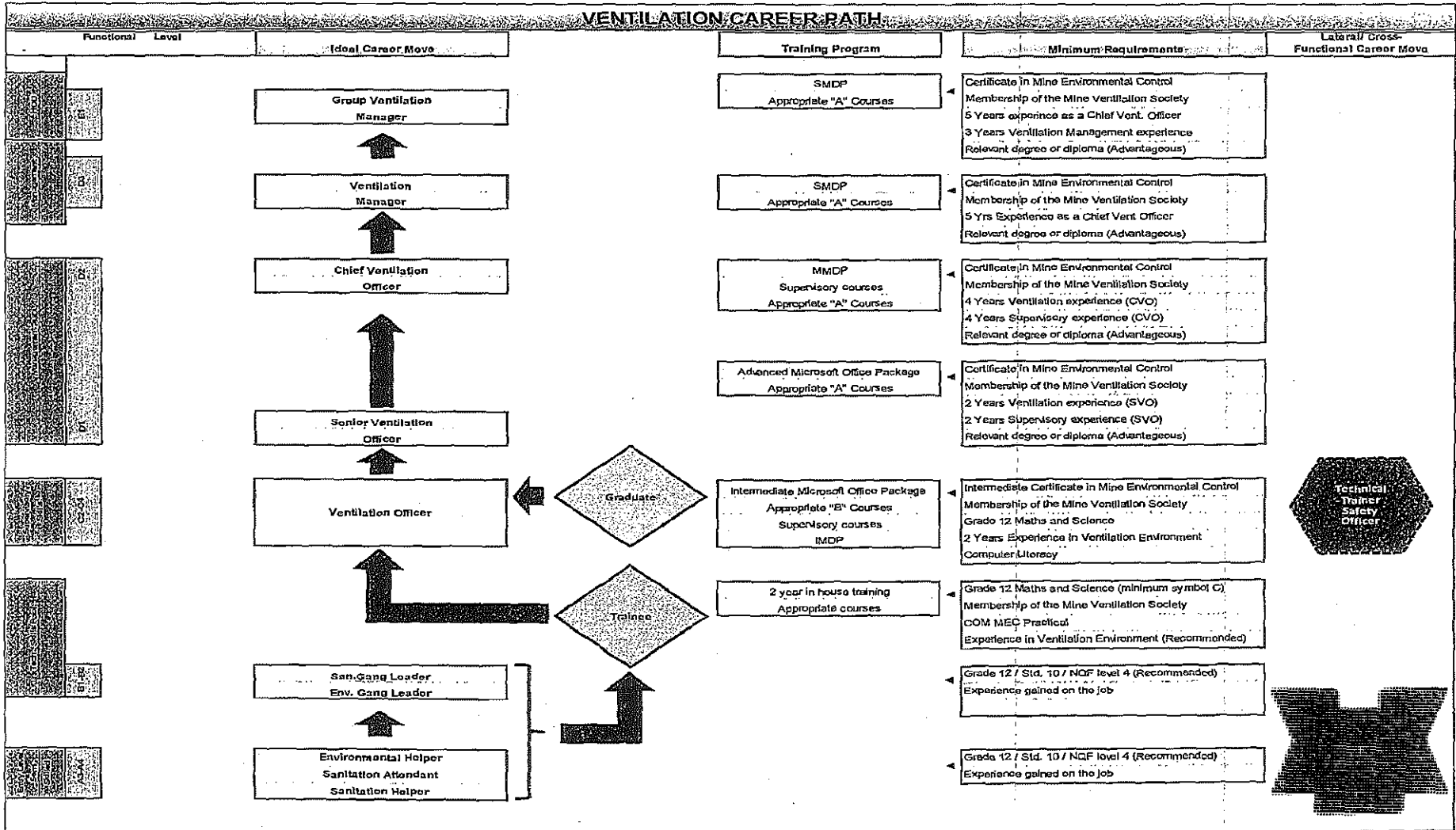
| Level | Career Path | Training Programme | Minimum Requirements | Lateral Career Move |
|--|-------------------------------------|---|--|--|
| <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #cccccc; padding: 2px;">ROB</div> <div style="padding: 2px;">M</div> </div> | Group Rock Engineering Manager | EDP | Grade 12, NWF 7 (Degree) COM Advanced Certificate in Rock Engineering Management Development Programme 2 years as Rock engineering Manager |  |
| <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #cccccc; padding: 2px;">Management</div> <div style="padding: 2px;">DU</div> </div> | Rock Engineering Manager | SMDP | | |
| | Senior Rock Engineering Officer | Prep Lectures for COM Rock Mach Cert, JMDP | Grade 12 Maths & Science NQF 6 (Diploma) 4 Parts of Com Cert in Rock Mechanic Acted as senior RE Officer min 2 years in dept. |  |
| | Rock Engineering Officer | Prep Lectures for COM Rock Mech Cert, JMDP | Grade 12 Maths & Science, NQF 6 (Diploma) COM Cert (min 2 parts) paper 1 (theory) + other Acted as RE Officer min 2 years in dept. | |
| <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #cccccc; padding: 2px;">Supervisor</div> <div style="padding: 2px;">CU</div> </div> | Strata Control Officer | FET Cert in Strata Control (in future) | Grade 12 Maths & Science, NQF 4 Both parts of CDM strata Control Cert Minimum 6 months as Jnr strata Control Officer | |
| | Jnr Strata Control Officer | Prep Lectures for COM Strata Control Cert (currently) | Grade 12 Maths & Science, NQF 3 Impala Cert for strata control Observer Acted as Jnr SCO min 6 months as Strata Control Observer | |
| <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #cccccc; padding: 2px;">Technician Status</div> <div style="padding: 2px;">O</div> </div> | Strata Control Observer | National Certificate in Strata Control L3 | Grade 10 Maths & Science, NQF 2 Impala Cert for strata control Observer 4-6 months probation period |  |
| <div style="border: 1px solid black; padding: 2px;"> <div style="background-color: #cccccc; padding: 2px;">Technical Skills</div> <div style="padding: 2px;">E</div> </div> | Strata control Observer in Training | National Certificate in Strata Control L2 | Grade 10 Maths & Science, NQF 2 Entrance Exam, selection interview s, 2 years U/G preferred, but may take gr 12 from school | |

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VENTILATION CAREER PATH

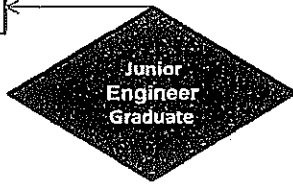
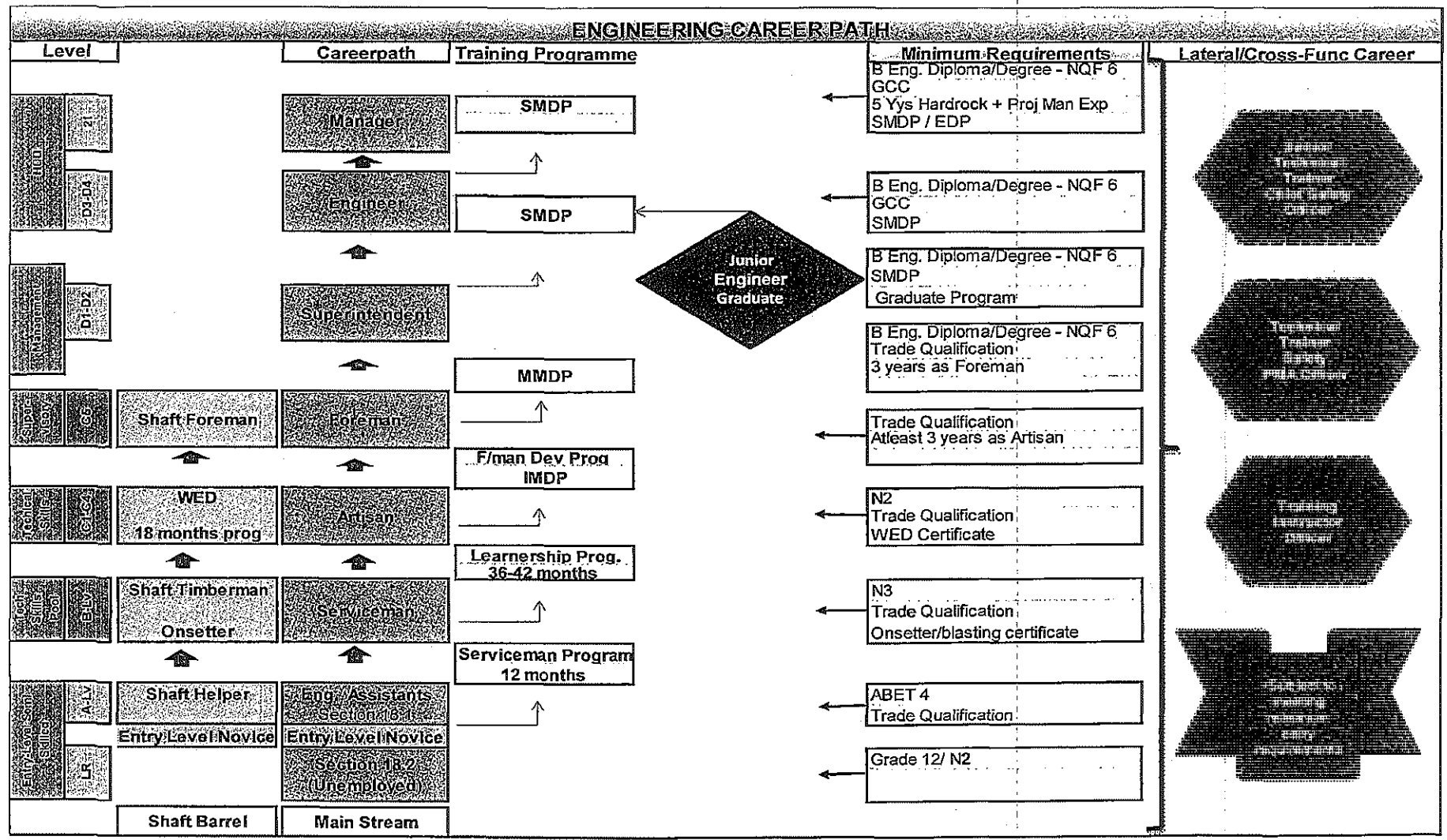


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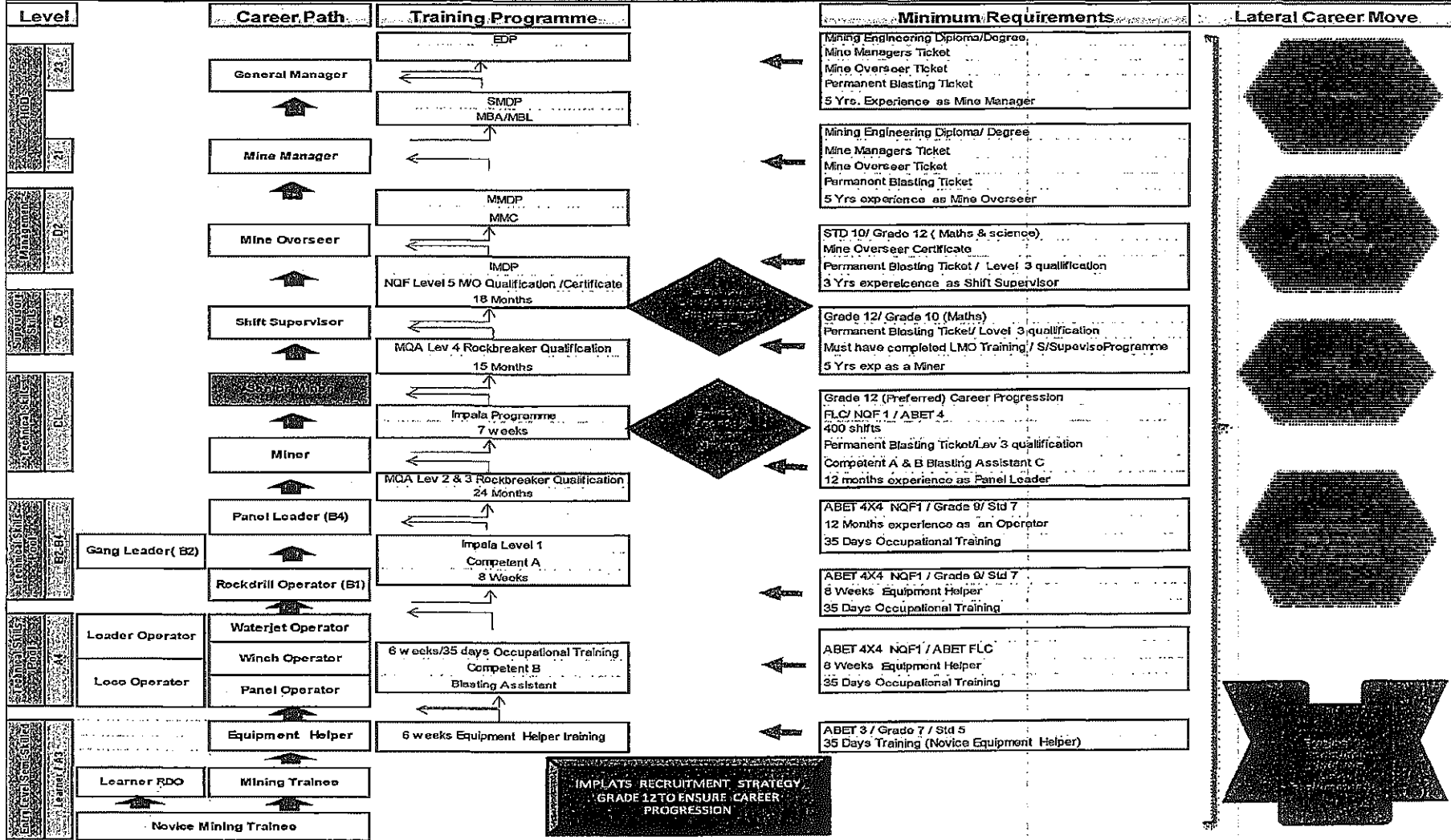


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MINING CAREER PATH

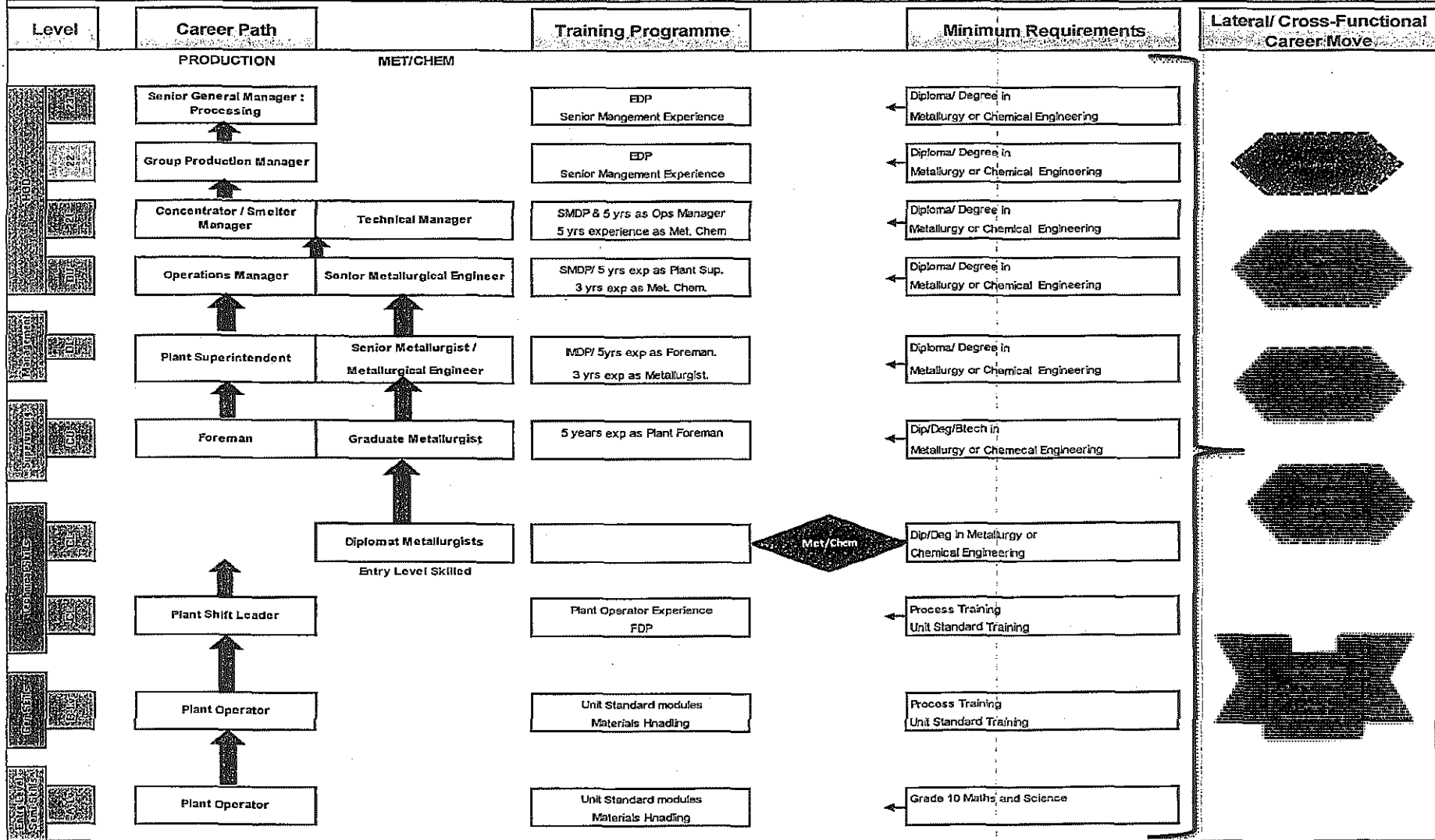


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PROCESSING (PRODUCTION) CAREER PATH



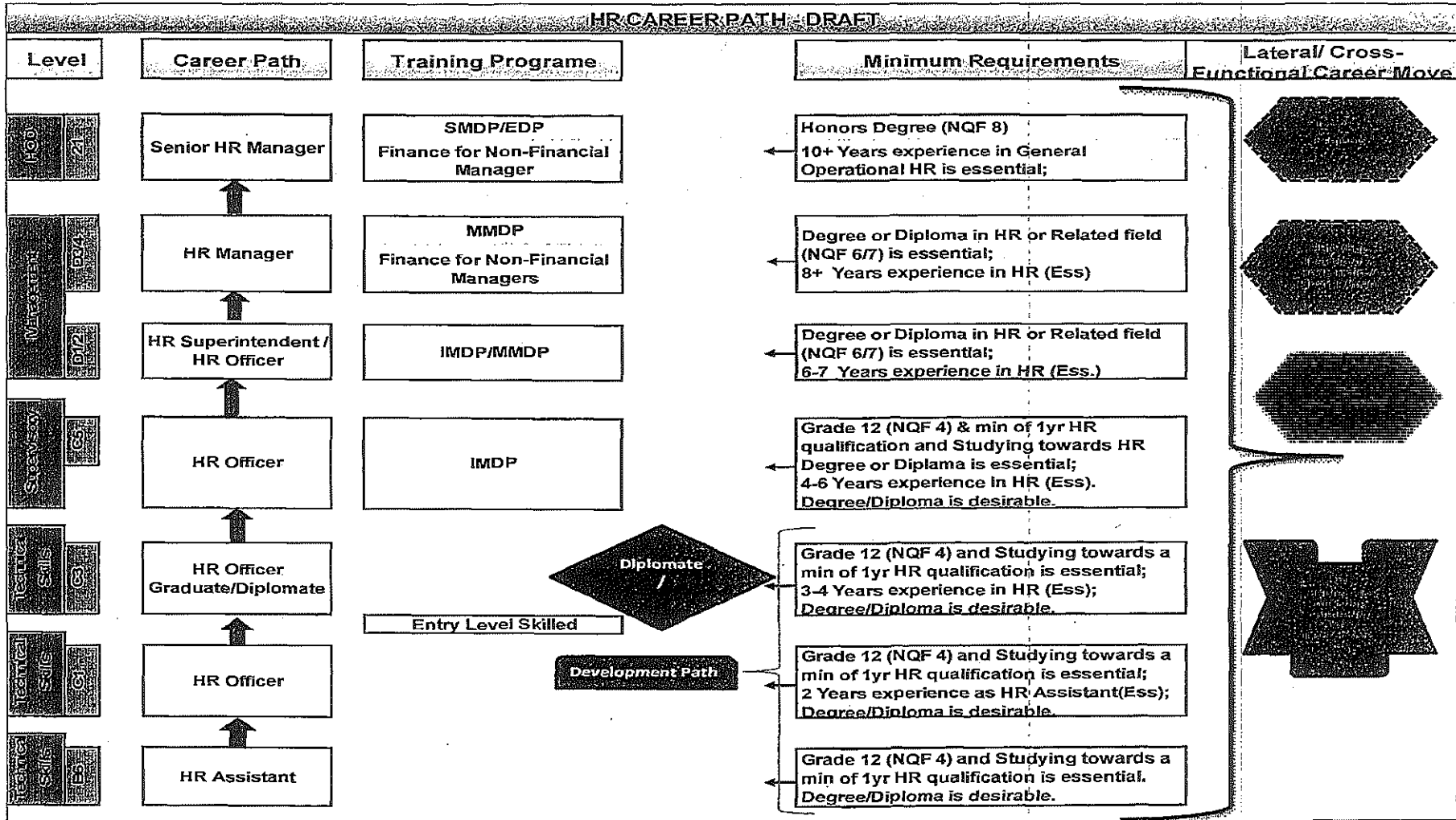
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APPENDIX F

CLASSIFICATION OF WOMAN IN MININ 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 Coordinator |
| 12 | Environmental Helper | 12 | Fire Station Attendant |
| 13 | Environmental Manager | 13 | Fitter |
| 14 | Equipping Helper | 14 | Forklift Driver |
| 15 | Equipping Helper Production | 15 | Group Executive: Refining Group Executive: Technical Services |
| 16 | Fitter & Turner | 16 | Group Production Manager: BMR |
| 17 | Full Time Health and Safety Rep | 17 | Group Production Manager: PMR |
| 18 | Geologist In Training | 18 | Instrument Mechanician |
| 19 | HSE Coordinator | 19 | Instrument Technician |
| 20 | Instrument Mechanic | 20 | Junior Engineer |
| 21 | Lamp Repairer (Prev Discriminated) | 21 | Laboratory Manager |
| 22 | Lamp-house Gang-leader (Prev Discriminated) | 22 | Laboratory Supervisor |
| 23 | LHD Operator | 23 | Maintenance Operative |
| 24 | Mechanical Assistant | 24 | Mason |
| 25 | Metallurgist (Diplomat) | 25 | Mechanical Engineer |
| 26 | Metallurgist (Graduate) | 26 | Plant Engineer |
| 27 | Miner - Development | 27 | Plant Engineering Technician |
| 28 | Mining Engineer In Training (Graduate) | 28 | Plant Manager |
| 29 | Operations Geologist | 29 | Plant Superintendent |
| 30 | Operations Manager | 30 | PLC Instrument Mechanician |
| 31 | Operations Manager : Plant | 31 | Process Control Technician |
| 32 | Plant Foreman | 32 | Process Controller |
| 33 | Plant Operator | 33 | Process Supervisor |
| 34 | Rigger Helper | 34 | Project Engineer |
| 35 | Safety Officer | 35 | Projects Engineering Manager |
| 36 | Sampling Helper | 36 | |

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| Mine | | Plant | |
|------|-----------------------------|-------|----------------------------------|
| 37 | Sanitation Attendant | 37 | Projects Manager |
| 38 | Scraper Winch Operator | 38 | Rigger |
| 39 | Senior Geologist | 39 | Section Head Process Development |
| 40 | Shaft Pump Attendant | 40 | Senior Analyst |
| 41 | Shift Supervisor | 41 | Senior Artisan |
| 42 | Stores Issuer (Underground) | 42 | Senior Chemical Engineer |
| 43 | Survey Helper | 43 | Senior Chemist |
| 44 | Ventilation Observer | 44 | Senior Electrician |
| 45 | Ventilation Officer | 45 | Senior Instrument Technician |
| | | 46 | Senior Process Controller |
| | | 47 | Senior Process Operator |
| | | 48 | Systems Technician |
| | | 49 | Technical Manager: Refining |
| | | 50 | Technical Superintendent |
| | | 51 | Telkom Technician |
| | | 52 | Trainee Analyst |
| | | 53 | Trainee Process Controller |

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APPENDIX G

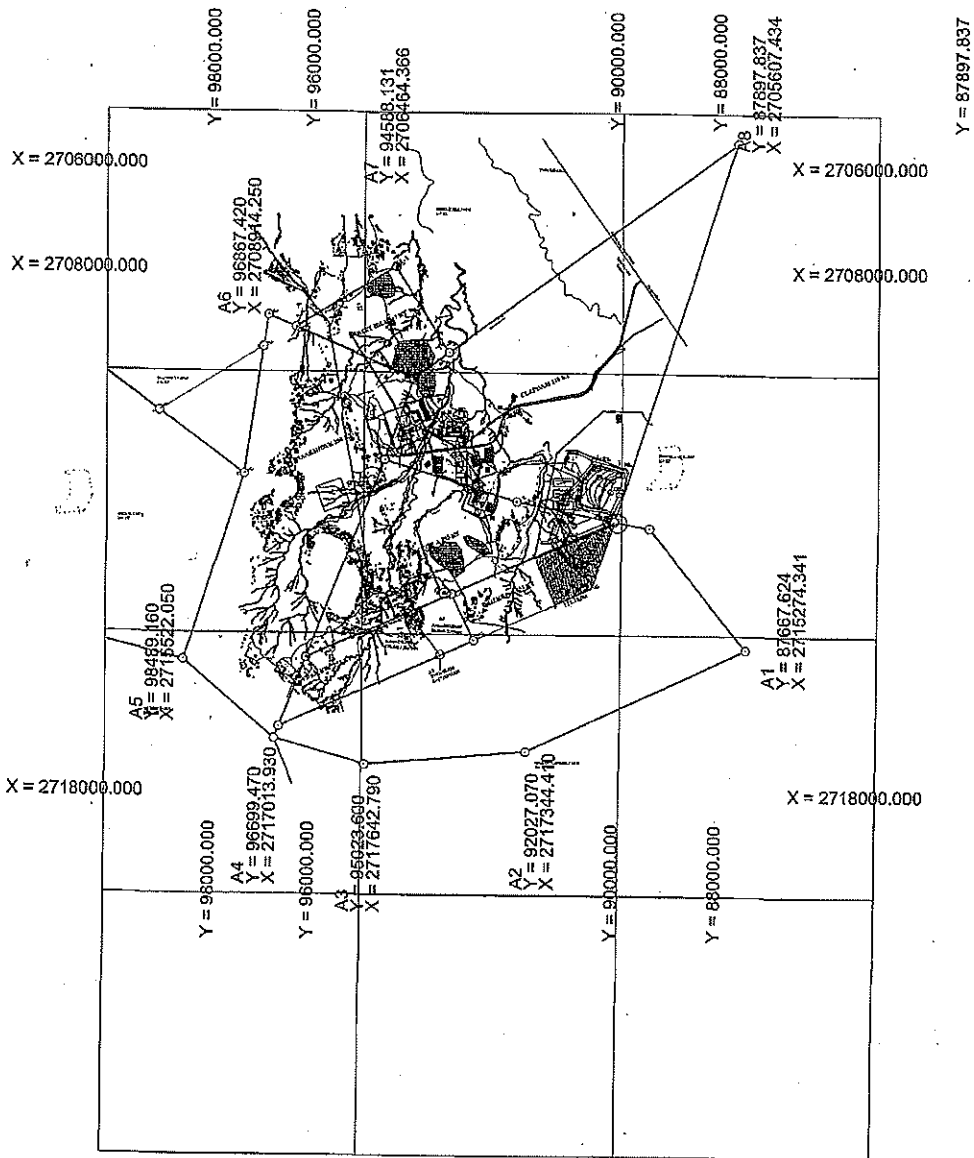
FORM T – PROCUREMENT AT MARULA PLATINUM MINE

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