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# MARULA PLATINUM MINE

# SOCIAL AND LABOUR PLAN

July 2018

Department of Mineral Resources  
PRIVATE BAG X59  
2018 -07- 30  
ARCADIA - 0007  
Mineral Regulation

[Signature]

Approved

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# SECTION 1

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## INTRODUCTION AND PREAMBLE

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# SECTION 1

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## 1.1 INTRODUCTION

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### 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 right<sup>1</sup>. 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.

### 1.1.3 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 tabel below gives a summary of our performance.

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<sup>1</sup> 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.

**Table 1.1: Summary of the Mine Performance**

Parameter	Sub- Parameters	5 year target	5 year actuals	Comments
<b>Ownership</b>		26%	27%	On target
<b>HRD</b>	Literacy Levels	82.00%	93%	Target exceeded
	ABET	63	82	Target exceeded
	Leaverships	30	32	Target exceeded
	Skills Development	930	2411	Target exceeded
	Portable skills in	950	981	Target exceeded
	Portable skills out	90	202	Target exceeded
	Fast Tracking	94	97	achieved
	Succession Planning	38	166	achieved
	Mentorship	261	343	achieved
	Bursaries	25	25	achieved
<b>Employment Equity</b>	HDSA in Management	36%	41%	Target exceeded
	HDSA in management excluding white women	33%	39%	Target exceeded
	Women in Mining	10%	11%	Achieved
<b>Local Economic Development</b>	Implementation	Despite the disruption on the side of the community, planned projects were ultimately implemented.		Spent 21% below target since some of the projects still in progress.
	LED Spent	R40m	R31,6m	
<b>Housing</b>	Target Expenditure	R88,728,000	R 69,010,759	Exceeded target
<b>Procurement</b>	Capital goods	20%	58.00%	
	Consumables	25%	86.00%	
	Services	50%	71.00%	

**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 Fetakgomo 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 Community Development Agency (MCDA)– the structure established to manage communication and social interventions previously). Trustees representing the Marula Platinum Mine communities were nominated and selected after an extensive communication process, which solicited nominees from the area. The nominated Trustees underwent trustee training, during which the Trust Deed was set out to them. The final version of the Trust Deed, including all the changes proposed by the Trustees and the Marula Working Committee, was registered with the Master of the Supreme Court. With the Trustees accepted by the Master, the Marula Community Trust has received a donation from the Impala Community Development Trust (ICDT) of R1million in 2005, enabling the trust to begin operations and develop its project management capacity.
- The 9% stake in Marula reserved for a local BEE consortium investor was put out to a bidding process as part of the Impala Platinum Holdings Limited comprehensive broad-based Black Economic Empowerment shareholding process in Marula. A comprehensive process was followed with regard to the selection of the preferred Empowerment Investor. The process entailed advertising and publishing in the media an 'Invitation to Tender - Pre-qualification' document in September 2003. Two (2) months were granted to interested parties to submit their documents indicating interest with the bidding process which closed at the end of November 2003.
- Seventeen (17) different submissions were received and evaluated according to a scorecard process, based on the requirements as set out in the Pre-qualification document. Three (3) parties (namely Sekoko Resources Consortium, Tubatse Platinum (Pty) Ltd, Nduku Platinum Resources) were identified as having pre-qualified for the next phase of the bidding process. The three (3) pre-qualified parties were invited to submit their tender documents and make a presentation to a selection team. The selection team agreed upon Tubatse Platinum (Pty) Ltd as its preferred Empowerment Investor for the 9% stake in Marula Platinum (Pty) Ltd. A process of due diligence of Tubatse Platinum (Pty) Ltd was completed in January 2006. The due diligence on Marula Platinum (Pty) Ltd and Impala Platinum Ltd has been performed by a multi disciplinary grouping representing both the Marula Community Trust and Tubatse Platinum.
- A suite of agreements were signed on 19<sup>th</sup> 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 Downsizing and Retrenchment
- Section 5 - Financial Provisions for the Implementation of the SLP
- Section 6 - Undertaking



**Table 1.2: Summary of Mining/Prospecting Rights**

<b>Name of Mine (Holder of Mining Right)</b>	<b>Mining Right, DMR Ref No:</b>	<b>Farm Name(s)</b>	<b>Portion No.</b>	<b>Mineral Rights held</b>	<b>Mineral Owner and Title Deed</b>
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 <b>NOTE:</b> 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)
<b>Name of Mine (Holder of Mining Right)</b>	<b>Mining Right, DMR Ref No:</b>	<b>Farm Name(s)</b>	<b>Portion No.</b>	<b>Mineral Rights held</b>	<b>Mineral Owner and Title Deed</b>
Marula Platinum (Pty) (previously held by Impala Platinum Limited and ceded to Marula on	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

**Table 1.2 cont: Summary of Mining/Prospecting Rights**

<b>Name of Mine (Holder of Mining Right)</b>	<b>Mining Right, DMR Ref No:</b>	<b>Farm Name(s)</b>	<b>Portion No.</b>	<b>Mineral Rights held</b>	<b>Mineral Owner and Title Deed</b>
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	Republic of South Africa (former Lebowa Minerals Trust) - Deed of Cession of Rights to Minerals No. K2695/1999RM <b>NOTE:</b> 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)
<b>Name of Mine (Holder of Mining Right)</b>	<b>Mining Right, DMR Ref No:</b>	<b>Farm Name(s)</b>	<b>Portion No.</b>	<b>Mineral Rights held</b>	<b>Mineral Owner and Title Deed</b>
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

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## 1.2 PREAMBLE

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### 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 6021

**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).

**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 180 000 tonnes milled per month.

**1.2.7 LIFE OF MINE**

The current life of marula platinum mine is 17 years up to year 2034 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 2017. As can be seen the mine had a workforce of 3110 (Three Thousand One Hundred and ten).



Table 1.2 Occupational levels of Mine Workforce at Marula Platinum Mine as at 21<sup>st</sup> June 2017

OCCUPATIONAL CATEGORY	DESIGNATED							NON-DESIGNATED			TOTAL
	Male			Female				White Male	Foreign Nationals		
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female	
Top management (Paterson Level F)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Paterson Level E)	4	0	0	0	0	0	0	2	0	0	6
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	25	0	0	6	0	0	4	15	2	0	52
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	328	2	0	53	0	1	6	24	79	0	493
Semi-skilled and discretionary decision making (Paterson Level B)	894	0	0	89	0	0	0	0	35	0	1018
Unskilled and defined decision making (Paterson Level A)	1125	0	0	387	0	0	0	1	20	1	1534
<b>TOTAL</b>	<b>2376</b>	<b>2</b>	<b>0</b>	<b>535</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>42</b>	<b>136</b>	<b>1</b>	<b>3103</b>
Temporary Employees	6	0	0	1	0	0	0	0	0	0	7
<b>TOTAL</b>	<b>2382</b>	<b>2</b>	<b>0</b>	<b>536</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>42</b>	<b>136</b>	<b>1</b>	<b>3110</b>

## 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 2017. 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.

**Table 1.2: Summary of Labour-Sending areas for Mine Employees as at June 2017**

<b>Labour Sending Area (Province/Country)</b>	<b>Labour Sending (Town)</b>	<b>No of employees at mine</b>	<b>% of employees per labour sending Area</b>
<b>Eastern Cape</b>	Askeaton	1	
	Bheshuwana	1	
	Bizana	2	
	Buffalo City	1	
	Bukwini	1	
	Butterworth	1	
	Cala	1	
	CHALOMNA	1	
	Cofimvaba	1	
	Eastern Cape	3	
	Edutywa	1	
	Elliotdale	8	
	Engcobo	3	
	Eshowe	1	
	Flagstaff	3	
	Gaqa	1	
	Greenville	1	
	Harding	1	
	Hlanjani	1	
	Idutywa	8	
	Jamestown	1	
	King Williams Town	3	
	Lady Frere	1	
	Libode	1	
	Libote	2	
	Lusikisiki	6	
	Lusikisiki	1	
	Maclear	1	
	Makhoba	1	
	Matatiele	2	
	Mcambalala	1	
	Mdlankomo	1	
	Mganduli	1	
	Mount fletcher	1	
	MOUNT FRERE	2	
	Mpungutyana	1	
	Mqanduli	9	
	Mthatha	1	
	Mzimkhulu	1	
	Near myezo cafe	1	
	Ngqeleni	5	



	Ntabankulu	1	
	Palmietfontein	1	
	Peddie	1	
	Port St. Johns	6	
	Qamata	1	
	Qanda	1	
	QUMBU	4	
	Silindini	1	
	Sithebe	1	
	Springbok	1	
	sterkspruit	6	
	Tabankulu	4	
	Thaba Chicha-Mariazell	1	
	Transkei	1	
	Tsolo	7	
	Umtata	6	
	Virginia	1	
	Willowvale	1	
	Xhago	1	
	Zincukuthwini	1	
<b>Eastern Cape Total</b>		<b>131</b>	<b>4.22%</b>
<b>Freestate</b>	Bloemfontein	4	
	Fochville	1	
	Free State	1	
	Freestate	1	
	Kgotsoong	1	
	khumwana	1	
	Kokstad	1	
	Kutloanong	1	
	Lejwelepuswa	1	
	Lejweleputswa	1	
	Mathabeng	1	
	Matjhabeng	1	
	Matshabeng	1	
	Near Ekakasini H school	1	
	Ntha	1	
	Qwaqwa	1	
	Qwa-Qwa	2	
	Tabong	1	
	Virginia	5	
	Welkom	7	
<b>Freestate Total</b>		<b>34</b>	<b>1.09%</b>
<b>Gauteng</b>	Boksburg	1	
	Carletonville	1	
	Cullinan	2	
	Daveyton	1	

	Dennilton	1	
	Gauteng	4	
	Gauteng West	1	
	Germiston	1	
	Hammanskraal	1	
	Honeydew	1	
	Johannesburg	3	
	Katlehong	1	
	Krugersdorp	1	
	Kwa -Thema	1	
	Mamelodi West	1	
	Matebang	1	
	Meadowlands	1	
	Megheleng	1	
	Merafong	1	
	Mogale City	1	
	Nellmapius	1	
	Pretoria	1	
	Pritoria	1	
	Randfontein	2	
	Roodepoort	1	
	Sebokeng	1	
	Soweto	1	
	Springs	1	
	Swanneville	1	
	Tembisa	1	
	Tshwane	3	
	Vereeniging	1	
	Wilverdieng	1	
	Westonaria	1	
	White City	1	
<b>Gauteng Total</b>		<b>44</b>	<b>1.41%</b>
<b>Kwa-Zulu Natal</b>	Butterworth	1	
	Dornall	1	
	Greytown	1	
	Guguletho	1	
	Harding	1	
	King Williams Town	1	
	Kwazulu Natal	1	
	Ladysmith	1	
	Madwaleni	1	
	Mpaphala	1	
	Ndambowe	1	
	Port St Johns	1	
	Umlalazi	1	
	Umlazi	1	

	Umzimkulu	1	
<b>Kwa-Zulu Natal Total</b>		<b>15</b>	<b>0.48%</b>
<b>Lesothan</b>	Lesothan	34	
<b>Lesothan Total</b>		<b>34</b>	<b>1.09%</b>
<b>Limpopo</b>	Ga-mphahlela	1	
	Aloe Ridge West	1	
	Alverton	1	
	Apel	1	
	Athok	1	
	Atok	19	
	Barberton	1	
	Benoni	1	
	Bochum	2	
	Bogalatladi	1	
	Bohlabela	1	
	Bolobedu	1	
	Bothashoek	4	
	Budutung	1	
	Buffaloridge	1	
	Burgersfort	199	
	Capricon	7	
	Chuene	1	
	Chuenespoort	1	
	Digabane village	1	
	Diphale	56	
	Dirapeng	1	
	Dithabaneng	3	
	Dititjaneng	3	
	Ditwaing	1	
	Ditwebeleng	1	
	Dresden	1	
	Driekop	1308	
	Dzumeri	1	
	Eensaam	1	
	Elim	2	
	Ellephant Hill	1	
	Eshowe	1	
	Ext 5 Praktiseer	1	
	Fetakgomo	1	
	Foresthill	4	
	Foungpunt	1	
	France Section	1	
	Ga - Makofane	1	
	Ga - Mathipe Village	1	
	Ga Kgoete	5	
	Ga Madiseng	1	

Ga Mahlokoane	3
Ga Makete	1
Ga Makofane	1
Ga Mampuru	1
Ga Manyaka	3
Ga- Mapea	1
Ga Mapea	1
Ga Masete	3
Ga Masha	1
Ga -Mashishi	12
Ga Matlala	1
Ga Mohlala	2
Ga Mohlophi	1
Ga Moloji	1
Ga Mongatane	3
Ga- Mphahlele	1
Ga Mphogo	1
Ga Mukuru	1
Ga nkwana	1
Ga Phala	1
Ga Podila	1
Ga- Ragopolo	1
Ga Riba	3
Ga Selala	1
Ga Selepe	1
Ga-Kgoete	6
Ga-Ledwaba	1
Gamaapea	1
Ga-Maapea Village	1
GA-MADISENG	1
Ga-Mahlokoane	3
Gamakete	1
Gamakhwai	1
Ga-mampa section	1
Ga-Manyaka	12
Ga-maroga	5
Ga-Maroga	1
Ga-Mashishi	4
Gamashishi village	5
Ga-Mathipa	1
Ga-mMahlokoane	1
Ga-Mohlala	1
Gamokoboro section	1
Gamoloto	1
Ga-Motodi	1
Ga-Nkoana	1

Ga-Phahlane	1
Gaselala	1
Gatshishane Section	1
Giyani	3
Gonagopola	1
Graskop	1
Greater Letaba	1
Greater Sekhukhune	2
Greater Tzaneen	1
Groblersdal	8
Hammanskraal	1
Hoedspruit	1
Hollneck	1
House no. 76	1
Jane furse	14
Janefurse	1
Kalane	2
Kalane	2
Kangwamaranga	1
Khwezu	1
Kranskop	2
Lavender	1
Lebowakgomo	12
Legabeng	2
Legabeng	1
Lekgwareng	2
Leolo	2
Lepelle -Nkubi	1
Lepelle Nkumpi	2
Lephalale	1
Lerabeng	1
Lerabeng Section	1
Letsitele	1
Longtill	1
Louis Trichardt	1
LULEKANI	1
Lydenburg	45
Maandagshoek	4
Maatadi section	1
Mabocha	1
Mabocha Village	1
Maboloke	1
MADIBANENG	1
Madikane	8
Madikane	10
Magabaneng	13

Magabaneng	1
Magakala	3
Magnitise	1
Magobading	2
Magobading	1
Magubedu	1
Magwabading	1
Makgole	1
Makhado	2
Makhuduthamaga	1
Makonde	1
Makubu	1
Makurung	1
Malaeneng section	1
Malamulele	2
Malepisdriфт	1
Malokela	1
Mamphifi Section	1
Manareng	1
Manganeng section	1
Mantjakane	1
Manyaka	4
Mapemane	1
Maphake	1
Maretlwaneng	1
Mashamothane	6
Mashibiring	5
Mashibiring village	1
Mashifane	1
Mashifane Park	1
Mashishi	1
Masisi	1
Mathipa	2
Matshikewaneng	1
Mkhuhlu	1
Modimolle	1
Modimolle	1
Mogolobe	2
Mogolobe Section	1
Mohlala	2
Mokopane	3
Molapong	2
Mooihoek	1
Mopane	1
Mopani	4
Morancheng	1

Morantswing	1
Morapaneng	1
Moroke	16
Moshongo	1
Motlhabeng Section	1
Motlolo	1
Motloulela Village	1
Mototolong Section	1
Mphaheng	1
Mphahlele	2
Mphogo Village	1
Mutshundudi	1
Natlela section	1
Nebo	1
Ngwaabe	1
Nkoting	1
Nkoting section	1
Noko	1
Ntswaneng	1
Orighstad	4
Paulusweg	1
Penge	5
Phalaborwa	4
Phukubjaneng	1
Pietersburg	3
Polokwane	24
Praktiseer	22
Riba Cross	12
Riba-cross	1
Riverside Section	1
Sebasa	1
Section F	1
Sedan	1
Sedikila section	1
Seelane	1
Sekhukhune	330
Sekhukhuni	1
Sekhukune	1
Sekororo	1
Selala	2
Semae	1
Senwabarwana	1
Senwamoriri	1
Senwamoriri Village	1
Seshego	1
Seuwe	9

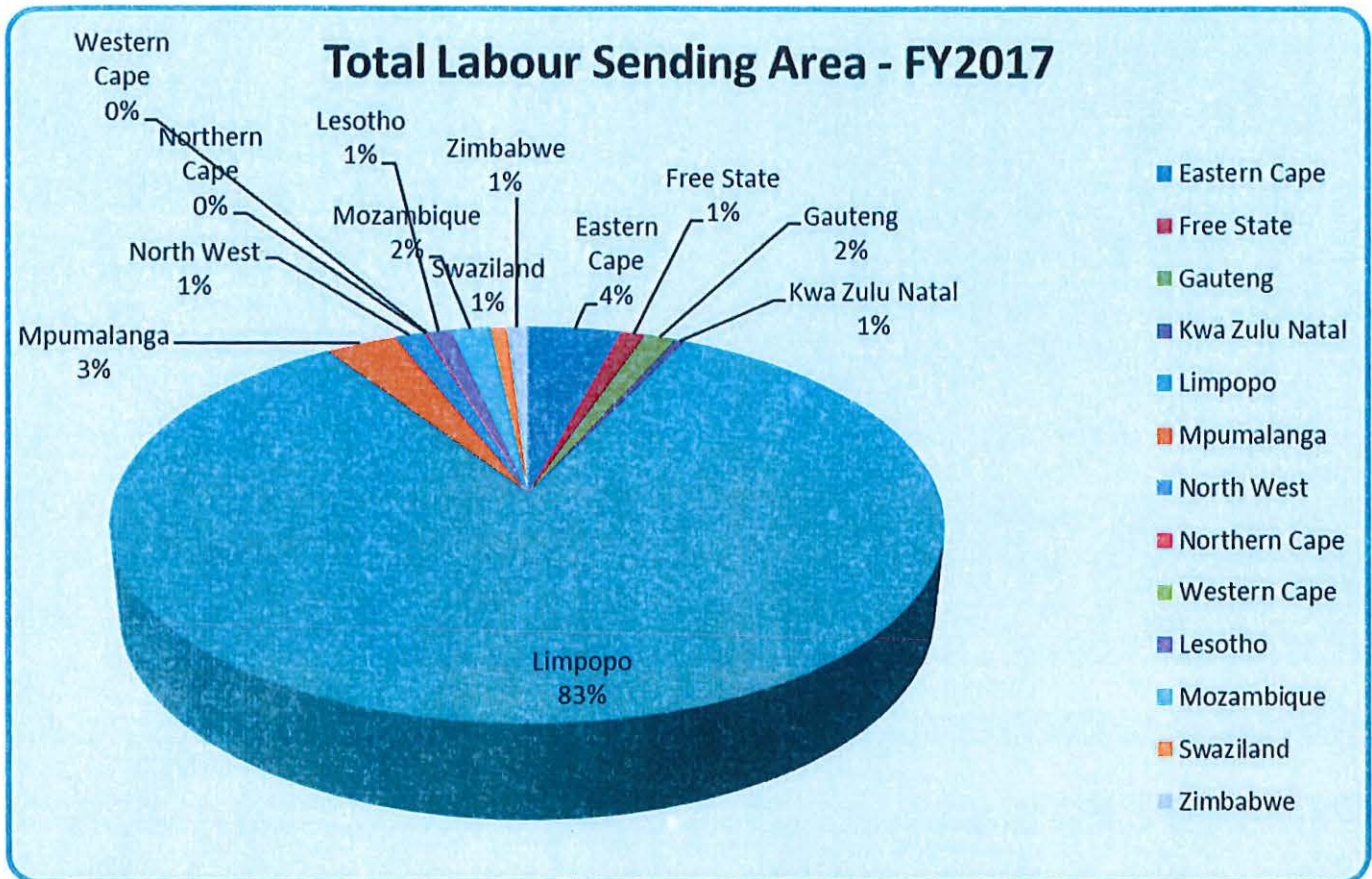
	Shakung	5	
	Sihunyane	1	
	Sovenga	1	
	Steelpoort	51	
	Stenumber 70244	1	
	Swagong	1	
	Tafelkop	1	
	Thohoyandou	2	
	Thokwane	1	
	Tlakgameng	1	
	Trichardsdal	3	
	Trichardtsdal	1	
	Tsakane	1	
	Tshesane section	1	
	Tshikuwi	1	
	Tsianda	1	
	Tubatse	43	
	Tzaneen	18	
	Vaalwater	1	
	Van Nispen	1	
	Venda	2	
	Vhembe	4	
	Ward 08	1	
	Waterburg	1	
	Westenburg	1	
	Winnarshoek	1	
	Witrivier	1	
	Zebediela	1	
<b>Limpopo Total</b>		<b>2588</b>	<b>83.40%</b>
<b>Mozambican</b>	Mozambican	56	
<b>Mozambican Total</b>		<b>56</b>	<b>1.80%</b>
<b>Mpumalanga</b>	Acornhoek	4	
	Bekkersdal	1	
	Bethal	1	
	Block B	1	
	Bohlabela	2	
	Bushbuckridge	17	
	Delmas	1	
	Dennilton	2	
	Dingleydale	1	
	Donaldton	1	
	Enhlanzeni	2	
	Enhlazeni	1	
	Evanber	1	
	Extension 2	1	
	Glen Cowie	1	



	Govern Mbeki	1	
	Hazyview	3	
	Hluvukani	1	
	Imbonyozi 1333	1	
	Komatipoort	1	
	Komazi	1	
	LTRPOPO	1	
	Lydenburg	6	
	Madras	1	
	MAEBE	1	
	Malelane	7	
	Maphumalanga	1	
	Mbombela	1	
	Middleburg	1	
	Mkhuhlu	2	
	Mpumalanga	2	
	Nebo	1	
	Nelspruit	7	
	Ngqeleni	2	
	Nkangala	1	
	Nkomazi	1	
	Ntubatuba	1	
	Piet Retief	1	
	Reabotha	1	
	Reyno RidgeExt	1	
	Secunda	3	
	SILFONTEIN	1	
	Skhila	1	
	Sulubana	1	
	Thaba Chewu	1	
	Thaba Chweu	1	
	Thabachweu	1	
	THULAMAHASHE	2	
	Tjate	1	
	Trichardsdal	1	
	UNDERBURG	1	
	Volkswest	1	
	WHITE RIVER	1	
	Witbank	1	
<b>Mpumalanga Total</b>		<b>101</b>	<b>3.25%</b>
<b>Northern Cape</b>	Amatang	1	
	Kimberley	1	
	Krielmyn	1	
<b>Northern Cape Total</b>		<b>3</b>	<b>0.09%</b>
<b>North-West</b>	Balfour	1	
	Bethanie	1	

	Candane	1	
	Ditsobotla	1	
	Kanana	1	
	Klerksdorp	3	
	Krugersdorp	1	
	Kuruman	1	
	Luka	2	
	Mafikeng	1	
	Mahlosana	1	
	Orkey	1	
	Orkney	2	
	Ramosadi	1	
	Rusteburg	1	
	Rustenburg	13	
	Saulspoort	1	
	Sebokeng	1	
	Taung	4	
	Vryburg	4	
	Waterfall East	1	
<b>North-West Total</b>		<b>43</b>	<b>1.38%</b>
<b>Swaziland</b>	Swaziland	23	
<b>Swaziland Total</b>		<b>23</b>	<b>0.74%</b>
<b>Western Cape</b>	Chest Nut Way	1	
<b>Western Cape Total</b>		<b>1</b>	<b>0.03%</b>
<b>Zimbabwean</b>	Zimbabwean	30	
<b>Zimbabwean Total</b>		<b>30</b>	<b>0.96%</b>
<b>Grand Total</b>		<b>3103</b>	

Figure 1.1: Summary of Labour-sending areas at Marula Platinum Mine as at June 2017



# SECTION 2

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## HUMAN RESOURCE DEVELOPMENT PROGRAMMES

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# SECTION 2

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## 2. 1 HUMAN RESOURCE DEVELOPMENT PROGRAMMES

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### 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 3110 as at 30<sup>th</sup> June 2017 . 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.

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## 2.2 SKILLS DEVELOPMENT PLAN

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### 2.2.1 OVERVIEW

Marula Platinum Mine is currently on progress to reach 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 and the Mining Charter 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 and will be converted to ISO 9001:2015 as per requirements. 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 Education and Training (AET) 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 AET Level 4).

#### 2.2.2.2 Strategic Plan

Marula's AET 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 AET Level 1. Further Marula recognises the importance of addressing the low literacy levels amongst all employees (particularly those in AET Level 3 and below) and to facilitate access to AET 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 AET plan aims to address this need and ensure maintenance of the current illiteracy level.

### **2.2.2.3 Infrastructure and capacity**

Marula Mine will operate full-time and own-time courses as a way of addressing the illiteracy challenge. 3 suitably qualified facilitators will be employed to ensure that quality teaching and learning take place in AET classes. The facilitator: ratio will be maintained at 1:12. Both Own-time and Full-time AET courses will be offered at the AET Centre situated at Marula ETDC. Latest methods of learning will be researched and employed accordingly, this will include e-learning systems.

### **2.2.2.4 Communication Plan:**

In order to effectively communicate the AET 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 AET training classes are solely dependant on individuals choices to access further learning. Upon implementation of the programme, all employees will be briefed with regards to the training on offer, through the Marula Platinum Mine recognised workers representative structures, as well as through other relevant communication forums.

Marula Platinum Mine embraces the philosophy of multi-lingualism and whilst the AET 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.

### **2.2.2.5 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 AET Programmes are planned for Marula Platinum Mine:

- Pre AET : Foundation Level
- AET Level 1 : Communication and Numeracy
- AET Level 2 : Communication, Life Orientation and Numeracy
- AET Level 3 : Communication, Life Orientation, Natural Science and Numeracy
- AET Level 4 : Communication, Life Orientation, Natural Science and Numeracy

### **2.2.2.6 Marketing and enrolment**

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

- a) Increased management involvement, particularly from production management and heads of departments, will boost the campaign to increase adult education enrolment.
- b) The AET sub-committee will provide information sharing sessions during induction.
- c) Facilitators should provide progress reports of learners (both own-time and full-time) to their Supervisors and Departmental Heads
- d) Incentive options for own-time AET learners to attend classes will be investigated since the returns to the company could be a more literate workforce, a larger pool of talent, enhanced productivity, and safety through better communication.
- e) Career paths open to employees who achieve AET level 4 will be publicised as part of a marketing campaign.
- f) Practical initiatives to be started:
  - i. Recruitment drives will be carried out to increase own-time attendances - Roadshow
  - ii. Certification Ceremonies will be hosted to celebrate competencies and to motivate learners to continue;
  - iii. Quarterly articles and photos on AET will be published in the *Company and Organisation newsletters*. magazine

### 2.2.2.7 Marula Mine AET Targets

Marula Mine will be offering 217 illiterate employees the opportunity to be functionally literate and numerate by 2022. A total of 120 employees will attend full-time and the mine will encourage the remaining 97 employees to attend at own time with the use of incentives.

Envisaged targets are as set out in Table 2.1. 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.

**Table 2.1 AET Targets (Full-time)**

AET Level	Forecast					Total per Area
	2018	2019	2020	2021	2022	
Pre AET	6	6	6	6	6	30
Level 1	6	6	6	6	6	30
Level 2	6	6	0	0	0	12
Level 3	6	6	6	6	6	30
Level 4	0	0	6	6	6	18
<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>120</b>
Budget	R3 303 360	R3 303 360	R3 303 360	R3 303 360	R3 303 360	
					<b>R16 516 800</b>	

**Table 2.2 AET Targets – Own Time (Mine Employees)**

AET Level	Forecast					Total per Area
	2018	2019	2020	2021	2022	
Pre AET	0	0	0	0	0	0
Level 1	0	0	0	0	0	0
Level 2	6	6	5	0	0	17
Level 3	4	4	4	4	4	20
Level 4	0	0	0	8	8	16
<b>Total</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>45</b>
Budget	R5 000	R5 000	R4 500	R4 000	R4 000	
				<b>Total</b>	<b>R22 500</b>	

**Table 2.2 AET Targets – Own Time (Community)**

AET Level	Forecast					Total per Area
	2018	2019	2020	2021	2022	
Pre AET	0	0	0	0	0	0
Level 1	0	0	0	0	0	0
Level 2	6	6	5	0	0	17
Level 3	4	4	4	4	4	20
Level 4	0	0	0	8	8	16
<b>Total</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>45</b>
Budget	R5 000	R5 000	R4 500	R4 000	R4 000	
				<b>Total</b>	<b>R22 500</b>	

Besides offering AET classes to employees, Marula Mine will expand its learning interventions into the wider mine community. This will form part of a strategy to enable members of the mine community to access further education opportunities, particularly in achieving AET level 4. They will form part of Own-time courses.

## 2.2.3 LEARNERSHIPS

### 2.2.3.1 Undertaking

Marula Platinum Mine, participation in the MQA's Learnership programmes, 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, these will form a link with the SLP . Envisaged learnership requirements for the next five (5) years are presented in Table 2.3a/b. These targets have further taken cognisance 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 and this SLP requirements. Marula will also commit itself on a 50/50 split between 18:1 and 18.2 on Engineering Learnerships.

### 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 2.3a/b depicts Engineering Learnership targets, 2.4 & 2.5 Mining and Metallurgical Learnerships 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.

### 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.

**Table 2.3a Engineering Learnership Targets**

Learnership Type	2017	2018	2019	2020	2021	2022	Total new
	Electrical	5	7	9	7	2	
Fitter	2	4	6	6	2	2	6
Boiler Maker	3	4	2	2	2	4	3
Rigger	0	0	0	0	0	0	0
Diesel Mechanic	9	8	9	8	4	3	7
Instrumentation	1	1	0	0	1	1	1
Auto Electrician	0	0	0	0	1	1	1
<b>New Intake per year</b>		<b>7</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>2</b>	<b>25</b>
		<b>23</b>	<b>26</b>	<b>23</b>	<b>12</b>	<b>16</b>	
<b>Budget</b>		<b>R11 863 157</b>	<b>R13 410 562</b>	<b>R11 863 157</b>	<b>R6 189 468</b>	<b>R8 252 624</b>	
					<b>Total</b>	<b>R37 989 500</b>	



**Table 2.3b Engineering Servicemen Targets**

Learnership Type	2017	2018	2019	2020	2021	2022	Total new
	Electrical	6	4	4	4	4	
Fitter	0	2	2	2	2	2	10
Boiler Maker	0	2	2	2	2	2	10
Diesel Mechanic	5	4	4	4	4	4	20
Instrumentation	0	0	0	0	0	0	0
Auto Electrician	0	0	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>60</b>
<b>Budget</b>		R1 500 000	R1 500 000	R1 500 000	R1 500 000	R1 500 000	
					<b>Total</b>	<b>R7 500 000</b>	

**Table 2.4 Mining Learnership Targets**

Learnership Type	2017	2018	2019	2020	2021	2022	Total
	Learner Miners	15	15	0	15	0	
<b>Budget</b>		R2115000	R2115000	R2115000	R2115000	R2115000	
					<b>Total</b>	<b>R10 575 000</b>	

**Table 2.5 Metallurgy Learnership Targets**

Learnership Type	2017	2018	2019	2020	2021	2022	Total
	Mineral Processing L2	6	6	6	6	4	
<b>Budget</b>	R350 000	R350 000	R350 000	R350 000	R232 000	R116 000	
					<b>Total</b>	<b>R1 398 000</b>	

## 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. In addition to these, the mine introduced the Metallurgical skills programmes.

**b. Targets:** The targets are based on expected annual turnover figures as informed by the business plan and the 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 2.6.

**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.

### Engineering

In terms of training and development of lower level employees in the Engineering discipline, the Company introduced various developmental programmes such as the Level 1 Training Programme to develop Engineering Assistants.

The Level 1 Training programme is a 3 months programme consisting of all 3 trades viz Electrical, Boilermaking and Diesel mechanic. A total of 30 will be trained in the next five years.

Employees, who have a minimum qualification, can apply for the Engineering Servicemen programme

**Table 2.6 Mine Employees Skills Development**

Skills Programme	Forecast					Total per Area
	2018	2019	2020	2021	2022	
Competent B	100	100	50	50	50	350
Blasting Assistant	25	25	25	25	25	125
Rock Drill Operator	25	25	25	25	25	125
Winch Operator	25	25	25	25	25	125
Occupational H&S	75	75	50	50	50	300
General Engineering	6	6	6	6	6	30
<b>Total</b>	<b>256</b>	<b>256</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>1055</b>
<b>Budget</b>	R256 000	R256 000	R181 000	R181 000	R181 000	
				<b>Total</b>	<b>R1 055 000</b>	

**Table 2.7 Community Skills Development**

Skills Programme	Forecast					Total per Area
	2018	2019	2020	2021	2022	
Competent B	105	105	54	54	36	354
Blasting Assistant	105	105	54	54	36	354
Rock Drill Operator	60	30	22	22	22	156
Winch Operator	60	30	22	22	10	156
General Engineering	4	4	4	4	4	20
<b>Total</b>	<b>425</b>	<b>425</b>	<b>156</b>	<b>156</b>	<b>108</b>	<b>1040</b>
<b>Budget</b>	R2 031 700	R2 031 700	R969 496	R969 496	R593 936	
				<b>Total</b>	<b>R6 596 328</b>	

## 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.

### 2.2.5.2.1 Portable Skills Training Strategy

The portable skills training strategy will be applied in two levels:

a) The portable skill will **firstly** be implemented by providing the skills which are functional and important during the life of mine. These skills should further assist the individual to positively contribute to the organisation. The skills should be supplementary to the core business of the company. The programmes identified are the following but not limited to:

- Finance for non-financial personnel
- Computer literacy
- Bricklaying
- Painting
- Plastering
- Cooking
- Generic Engineering programmes
- Sewing

b) **Secondly**, the organisation will make provision to train employees on non-mining related skills at times of retrenchment, downsizing or closer to mine closure. In the event of changes in the market conditions which necessitate retrenchment downsizing or closure, the company will create a portable skills fund to cater for the training of those affected by such conditions.

The following **action steps** will enable Marula Mine to achieve the above:

#### i) Portable skills during the life of mine:

- The HRD department through HRD Officers will identify individuals who should go through the identified programmes.
- Link the above mentioned programmes to be part of the individuals career progression
- These skills will be catered for as part of the workplace skills plan.

#### ii) Portable skills during retrenchment, downsizing and mines closure:

- A fund to be set aside for such purpose
- The programmes identified will be executed a month before the employee completes with the company and will not exceed one month.
- The programmes are as stipulated but not limited to the following:
  - Carpentry
  - Painting
  - Plastering
  - Cooking
  - Plumbing
  - Sewing

It is also envisaged that the training of employees that are nearing retirement will have great impact in reducing costs during times of retrenchments and will prepare the employees for smooth exit. This will be done through putting these employees on the above mentioned portable skills whilst they are still in employment with the company (Table 2.8).

**Figure 2.8 Portable Skills Targets (During Life of Mine)**

Category	2018	2019	2020	2021	2022	Total per Area
Incaps & Retiraries	15	16	32	31	55	149
Budget	R150 000	R160 000	R320 000	R310 000	R550 000	R1 180 000

## 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. The company will endeavour to ensure that all training and development is in accordance with appropriate legislation and will plan its core business training and development accordingly.

### 2.2.6.2 Strategic Plan

During the past financial year (FY2017) Marula trained three thousand and twenty one (3021) 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:** Other core business training targets under Learnership programmes (Table 2.3a/b, 2.4 and 2.5) and Skills Development Programmes (Table 2.6 and 2.7) 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 (Table 2.9), 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 (Table 2.10). 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 2.10) The duration of this re-fresher training, which also facilitates key communication opportunities to employees (on issues such as AET programmes, portable skills programmes, nutritional awareness, HIV/Aids etc) will be reviewed periodically to suite the needs.

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 based on availability of vacancies. The training will be done systematically to prepare individuals for the next level through needs analysis.

**Table 2.9 Occupational Related Training**

Discipline	2018	2019	2020	2021	2022	Total per Area
Mining	30	30	30	30	30	150
Min. Services	0	0	0	0	0	0
Engineering	15	15	15	15	15	75
HR	0	0	0	0	0	0
Finance	0	0	0	0	0	0
Metallurgy	6	6	6	2	2	22
Total	51	51	51	47	47	247

**Table 2.10 Ex-Leave Induction**

<b>Discipline</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total per Area</b>
<b>Mining</b>	1420	1420	1420	1420	1420	<b>7100</b>
<b>Min. Services</b>	60	60	60	60	60	<b>300</b>
<b>Engineering</b>	580	580	580	580	580	<b>2900</b>
<b>HR</b>	76	76	76	76	76	<b>380</b>
<b>Finance</b>	43	43	43	43	43	<b>215</b>
<b>Metallurgy</b>	71	71	71	71	71	<b>355</b>
<b>Total</b>	<b>2250</b>	<b>2250</b>	<b>2250</b>	<b>2250</b>	<b>2250</b>	<b>11250</b>

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## 2.3 CAREER PATH PLAN

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### 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

This section describes an intended throughput and upward career mobility of talent pool employees through the various job levels with the aim to staff the Business Plan requirement and reach Employment Equity Targets by 2022 and beyond.

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.

#### 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:* Individual Development Plans (IDPs) for employees on succession planning are reviewed annually to track progress.

*ii. Programme Outcome:* All employees on succession planning will be in possession of an IDP 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 2.11 indicates five (5) year targets for successors (all management – Paterson D). In order to compile the fast-tracking targets (as depicted in Table 2.12) positions which are envisaged to facilitate fast-tracking of HDSAs (amongst all Paterson C levels and above supervisory areas (Shift bosses, Miners, Foreman etc), and those positions with employees who are close to retirement) were identified and appropriate targets for fast-tracking HDSA employees over the next five (5) years were determined.

**Table 2.11: Five (5) year targets for Successors (All Paterson C Upper Levels and Above)**

Discipline	2018	2019	2020	2021	2022	Total per Area
Mining	11	11	11	11	11	55
Min. Services	10	10	10	10	10	50
HR	12	12	12	12	12	60
Finance	10	10	10	10	10	50
Metallurgy	4	4	4	4	4	20
<b>Total</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>235</b>

**Table 2.12: Five (5) year targets for Fast-Tracking HDSAs**

Fast Tracking	2018	2019	2020	2021	2022	Total per Area
Shift Supervisor	8	6	6	6	6	32
Trainee/Junior Engineer	1	0	1	0	1	3
Mine Overseer	3	3	3	3	3	15
SDP/FDP	15	15	15	15	15	75
MDP/SMP/EMP	4	3	3	3	3	16
<b>Total</b>	<b>31</b>	<b>27</b>	<b>28</b>	<b>27</b>	<b>28</b>	<b>141</b>
<b>Budget</b>	<b>R1 208 000</b>	<b>R566 000</b>	<b>R1 154 000</b>	<b>R566 000</b>	<b>R1 154 000</b>	
				<b>Total</b>	<b>R4 648 000</b>	

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## 2.4 MENTORSHIP PLAN

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### 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 2.11 (Five (5) year targets for Successors (All Paterson D Level and Above) and and Table 2.13 (Five (5) year targets for Talent Pool per area (All Paterson C Level).

**Table 2.13: Five (5) year targets for Talent Pool per area (All Paterson C Levels)**

Discipline	2018	2019	2020	2021	2022	Total per Area
Mining	8	6	6	6	6	32
Min. Services	1	1	1	1	1	5
HR	1	1	1	1	1	5
Finance	1	1	1	1	1	5
Metallurgy	1	2	2	2	2	9
Engineering	1	1	2	2	2	8
<b>Total</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>64</b>

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## 2.5 INTERNSHIP AND BURSARY PLAN

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### 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.

**Table 2.14 Bursars Target**

Discipline	2018	2019	2020	2021	2022	Total per Area
Mining	3	3	2	2	2	12
Engineering	3	2	1	1	1	8
Metallurgy	1	1	0	0	0	2
Finance	1	1	1	1	1	5
HR	0	0	1	1	1	3
<b>Total</b>	8	7	5	5	5	30
<b>Budget</b>	<b>R960 000</b>	<b>R720 000</b>	<b>R600 000</b>	<b>R600 000</b>	<b>R600 000</b>	
				<b>Total</b>	<b>R3 480 000</b>	

#### c.) Graduate / Diplomat Internship and Experiential Programmes

Marula Platinum Mine will provide graduate and diplomat programmes 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 in accordance with MQA requirements. These students will follow a training programme in order to provide them with work experience relevant to their qualification (Table 2.17).

In addition, Marula will create a training path for its Internal Graduates through succession planning and each Graduate will have an Individual Development Plan (IDP) to address their Training and Development needs (Table 2.16, these will include bursary holders finishing their studies).

**Table 2.16 Graduate Interns (Internal)**

Discipline	2018	2019	2020	2021	2022	Total per Area	
Mining	6	6	3	0	0	15	
Min. Services	1	3	0	0	0	4	
HR	3	3	0	0	0	6	
Finance	0	0	1	0	0	1	
Metallurgy	1	2	1	1	0	5	
Engineering	1	0	1	1	0	3	
<b>Total</b>	<b>12</b>	<b>14</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>34</b>	
<b>Budget</b>	<b>R530 000</b>	<b>R360 000</b>	<b>R130 000</b>	<b>R60 000</b>	<b>R0</b>		
	<b>Total</b>					<b>R1 080 000</b>	

**Table 2.17 Graduate Interns (External)**

Discipline	2018	2019	2020	2021	2022	Total per Area	
Mining	0	6	0	6	0	12	
Min. Services	0	2	0	2	0	4	
HR	0	2	0	2	0	4	
Finance	0	2	0	2	0	4	
Metallurgy	0	1	0	1	0	2	
Engineering	0	3	0	3	0	6	
<b>Total</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>32</b>	
<b>Budget</b>	<b>R0</b>	<b>R1 424 000</b>	<b>R0</b>	<b>R1 424 000</b>	<b>R0</b>		
	<b>Total</b>					<b>R2 848 000</b>	

- 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 and release of their qualifications by tertiary institutions.

**Table 2.18 Experiential Training ( P1/P2)**

Discipline	2018	2019	2020	2021	2022	Total per Area	
Mining	2	2	2	2	2	10	
Engineering	2	2	2	2	2	10	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>20</b>	
<b>Budget</b>	<b>R356 000</b>	<b>R356 000</b>	<b>R356 000</b>	<b>R452 000</b>	<b>R356 000</b>		
	<b>Total</b>					<b>R1 780 000</b>	

### 2.5.3 TOTAL BREAKDOWN OF FINANCIAL PROVISION

Type of Event	2018	2019	2020	2021	2022	Expenditure
<b>AET</b>	R3 313 360	R3 313 360	R3 312 360	R3 311 360	R3 311 360	<b>R16 561 800</b>
<b>Engineering Learnership</b>	R11 863 157	R13 410 562	R11 863 157	R6 189 468	R8 252 624	<b>R51 578 968</b>
<b>Serviceman</b>	R1 500 000	R1 500 000	R1 500 000	R1 500 000	R1 500 000	<b>R7 500 000</b>
<b>Learner Miners</b>	R2115000	R2115000	R2115000	R2115000	R2115000	<b>R10 575 000</b>
<b>Metskill</b>	R350 000	R350 000	R350 000	R232 000	R116 000	<b>R1 398 000</b>
<b>Employee Skills Dev</b>	R256 000	R256 000	R181 000	R181 000	R181 000	<b>R1 055 000</b>
<b>Community Skills Dev</b>	R2 031 700	R2 031 700	R969 496	R969 496	R593 936	<b>R6 596 328</b>
<b>Portable Skills</b>	R150 000	R160 000	R320 000	R310 000	R550 000	<b>R1 490 000</b>
<b>Career Paths</b>	R1 208 000	R566 000	R1 154 000	R566 000	R1 154 000	<b>R4 648 000</b>
<b>Bursaries</b>	R960 000	R720 000	R600 000	R600 000	R600 000	<b>R3 480 000</b>
<b>Interns (Internal)</b>	R530 000	R360 000	R130 000	R60 000	R0 000	<b>R1 080 000</b>
<b>Interns (External)</b>	R0 000	R1 424 000	R0 000	R1 424 000	R0 000	<b>R2 848 000</b>
<b>Experiential Training</b>	R356 000	R356 000	R356 000	R452 000	R356 000	<b>R1 876 000</b>
<b>Total</b>	<b>R24 633 217</b>	<b>R26 562 622</b>	<b>R22 851 013</b>	<b>R17 910 324</b>	<b>R18 729 920</b>	<b>R110 687 096</b>

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## **2.6 EMPLOYMENT EQUITY PLAN**

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### **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.
- **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.

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

MARULA PLATINUM MINE		2018	2019	2020	2021	2022
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%

# SECTION 3

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## LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

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# SECTION 3

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

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### 3.1.1 SOCIO AND ECONOMIC BACKGROUND

#### 3.1.1.1 INTRODUCTION AND LOCALITY

Marula Platinum Mine is situated on the portions of the Farms Driekop 253 KT, Forest Hill 117 KT, Winnarshoek 250 KT and Clapham 118 KT (Four Farms) in the eastern part of the Limpopo Province. The operation covers an area of approximately 360,2801 ha. The mine is located in the amalgamated local municipalities of Fetakgomo and Greater Tubatse Municipality (LIM:476), within the Sekhukhune District Municipality, in the Limpopo Province.

The inhabitants of these four farms are estimated at eighteen thousand four hundred and ninety nine (18499) according to 2011 census and the mine sources majority of its labour from these farms and the entire Fetakgomo Greater Tubatse Municipality, therefore considered the primary stakeholders and mine's labour sending area. The mines' Socio-Economic Development plan for the primary communities is based on consultations with the primary communities and further aligned to the Integrated Development Plan (IDP) of the Fetakgomo Greater Tubatse Municipality.

The mine Social Impact Assessment (2001) highlighted infrastructure challenges within the host communities and Greater Tubatse Municipality and are as follows; electricity, water, roads, schools, medical facilities etc. However, the area is densely populated and continue to grow with no adequate planning on social infrastructure due to and/or aggravated by the mining sector as one of the key economic contributor in the Fetakgomo Greater Tubatse Municipality.

As a result the Marula mine's 1<sup>st</sup> & 2<sup>nd</sup> generation Social and Labour Plan embarked mostly on community development programme to address lack of infrastructure development and job creation initiatives.

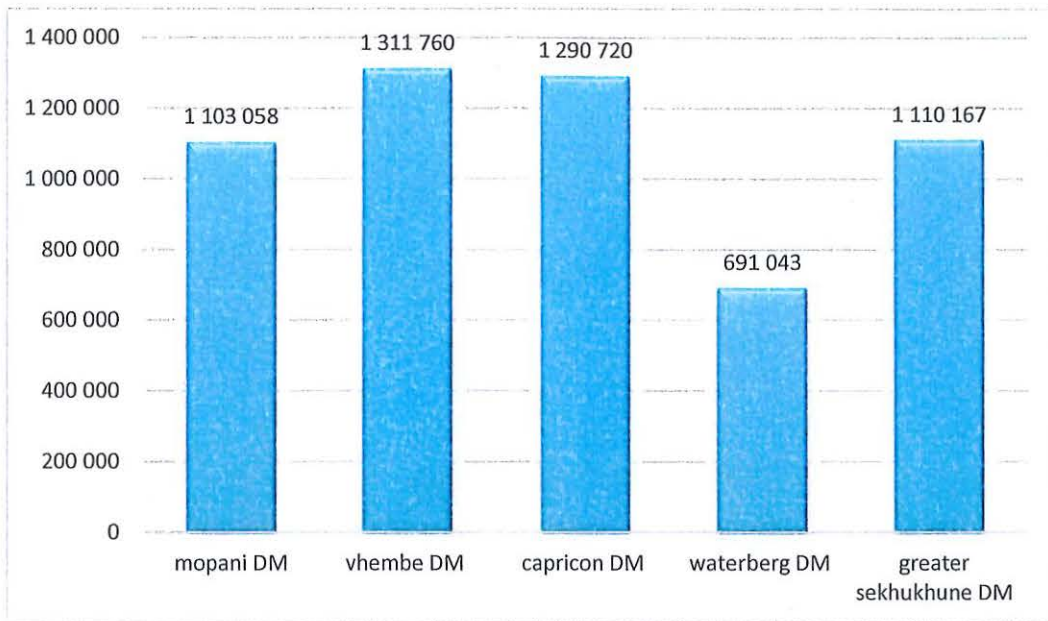
Moreover, as a good corporate citizen there are additional projects planned as Corporate Social Investment to accelerate delivery of services in support of the local Municipality and uplift socio-economic development within the primary community.

#### 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 with the growth rate of 1% in the last decade. Some of the growth has been spurred by international migrations from SADC countries which could stimulate economic growth through aggregate demand for goods and services and may also have an effect on the public goods and service such as clinics, schools, roads etc.

About 48 percent of the population in Limpopo reside in the District Municipality of Vhembe and Capricon with combined population of 2.6 million followed by Greater Sekhukhune and Mopani at 1.1 million. Waterburg District Municipality has been recorded the lowest with a population of six ninety one thousand.

**Figure 3.1 Population Distribution in the Limpopo Province**

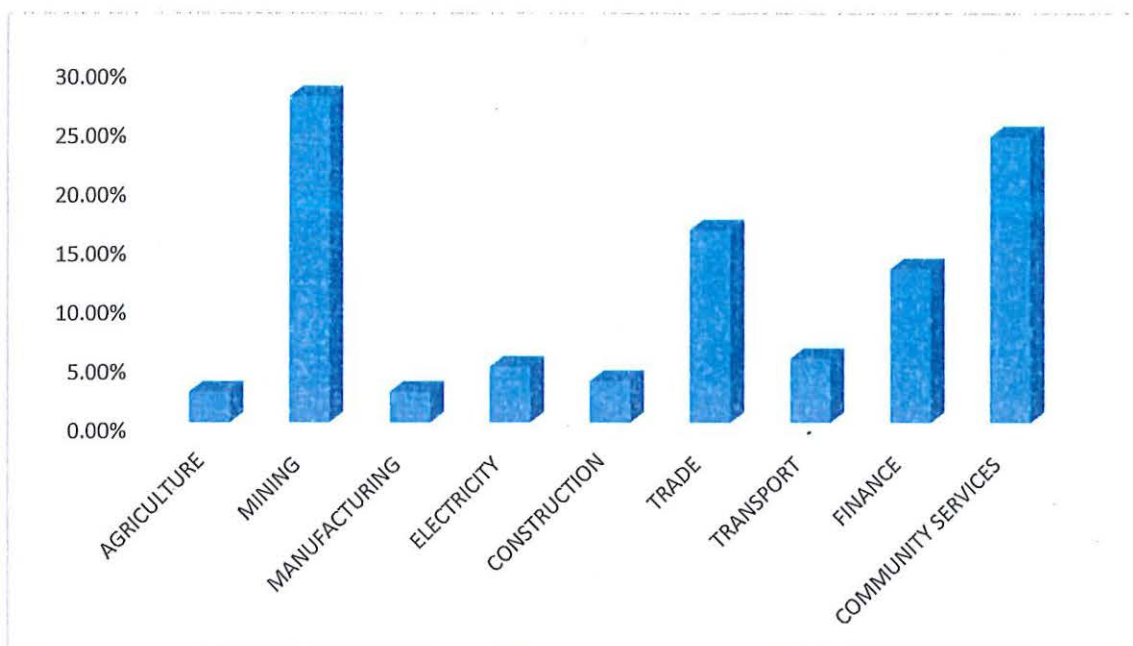


Source: Regional Explorer 2015

Limpopo's economy managed to maintain positive growth over the years with few exceptions. Provincial and District tend to be performing well, in 2003 Waterburg District was performing way above the other Districts at 7.7 percent and the provincial average GDP growth at 2.6 percent. The same pattern prevailed in 2013 where Greater Sekhukhune and Waterburg are above the provincial average at 4.9 percent and 3.3 percent respectively in the past five years.

The regional gross domestic products contributed by different district municipalities during 2014, three of which make up 70 percent of the provincial economy namely Capricon 25 percent, Waterburg 23 percent and Mopani 21 percent. The three are mainly supported by mining and community services sectors (figure 3.2). As for Greater sekhukhune and Vhembe districts at 15 and 16 percent respectively, hence local economic development interventions are required to propel growth in these districts.

**Figure 3.2 Economic Sectors contributions in the Limpopo Province**



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

The population of Sekhukhune District Municipality is now standing at 1,169 762 according to Statistics South Africa (Stats, SA) 2016 Community Survey, which makes up 19.9% of the provincial population. The population has been growing at an average of 1% per annum since 1996, this compares to population growth numbers of 2011 at 1, 076 686; 2001 at 967 185 as well as 1996 which stood at 914 492. About 46.2% of the population are males while 53.7%, females (Table 3.1.1).

**Table 3.1.1 Population statistic of the Sekhukhune District Municipality**

	Male	Female	Grand Total
LIM471: Ephraim Mogale	58196	65432	123628
LIM472: Elias Motsoaledi	115488	133842	249330
LIM473: Makhuduthamaga	121246	153061	274308
LIM474: Fetakgomo	42244	51527	93771
LIM475: Greater Tubatse	160383	175265	335648
Grand Total	497558	579128	1076686

Source: StatsSA, Census 2011

The district municipality is predominantly occupied by africans at 98%, most of who are Sepedi speaking in the local Municipalities of Tubatse and Makhuduthamaga.

**Table 3.1.2 Education Status in the Sekhukhune District Municipality**

Education Status in Sekhukhune District	
status	2011
no schooling	124665
primary	324412
secondary	438105
Grade 12	125040
Higher	39832

Source Census (2011)

About 40.69% of persons within the District Municipality have secondary education, whilst those with higher education are at 3, 69%, of which it is critical for participation in the labour market. Of the total population, 11.5% have no schooling in Sekhukhune District Municipality (Figure3.1.2).

**Table 3.1.3 economically active population in the Sekhukhune District Municipality**

<b>Economically active population</b>	
Description	Sekhukhune District
Employed	128757
Unemployed	133256
Discouraged work-seeker	44003
Other not economically active	310404
Age less than 15 years	0
Not applicable	460266
<b>Total</b>	<b>1076686</b>

Source: StatsSA, Census 2011

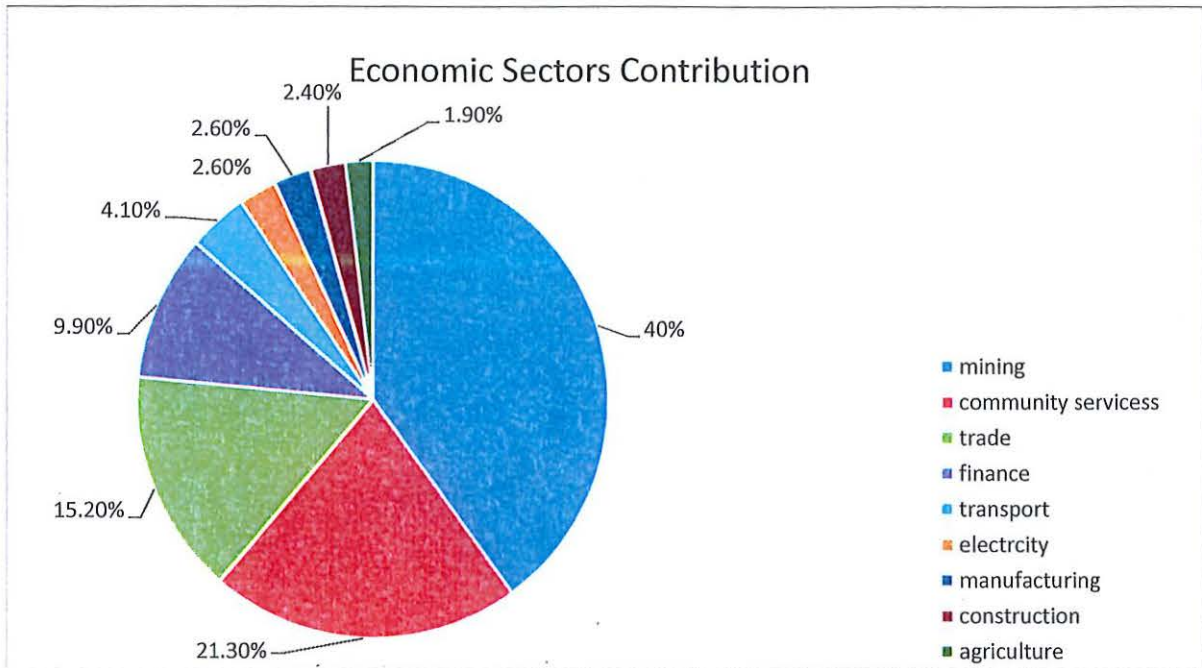
There has been a rapid improvement in the household income distribution profile for Sekhukhune District between 2001 and 2011 (Table3.1.4). Of the total population recorded in 2011, forty eight percent (48%) were below nineteen years of age, with a further forty two percent (42%) of the economically active population, between the ages of twenty (20) and sixty five (65)(Table3.1.3). However, it accounts for only 11% of the total population in the district municipality. As a result more than 80% of the population were dependent on the income provided by the forty two percent (42%) of working age. Mining has been identified as one is key economic sectors in the Sekhukhune District Municipality same as in the Limpopo Province (Figure3.3).

**Table3.1.4 Household Income Distribution for Sekhukhune District: 2001 and 2011**

income group	2001	2011	2001%	2011%
no income	80525	38450	39%	15%
R1-R 4800	19985	17064	9%	6%
R 4801-R 9600	50857	32375	24%	12%
R 9601-R 19 600	25954	61827	12%	23%
R 19 601-R 38 200	14580	56078	7%	21%
R 38 201-R 76 400	9307	27100	4%	10%
R 76 401-R 153 800	3765	16313	2%	6%
R 153 801-R 307 600	1082	9454	0.53%	3.58%
R 307 601-R 614 400	286	3748	0.14%	1.42%
R 614 401-R 1 228 800	113	720	0.06%	0.27%
R 1 228 801-R 2 457 600	171	333	0.08%	0.13%
R 2 457 601 or more	81	274	0,04%	0.10%

Source: Sekhukhune District Municipality IDP

**Figure 3.3 Economic Sectors contributions in the Sekhukhune District Municipality**



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

The mine is located with the amalgamated municipalities of Fetakgomo and Greater Tubatse Municipality (Lim 476) which is situated in the Eastern part of the Limpopo Province. The municipal area of jurisdiction covers approximately 45500.1105 ha in size. The area is known as the Middleveld as it is located between the Highveld and Lowveld regions, within the Sekhukhune District Municipality.

The Municipality comprises of 342 villages and 39 Wards, largely dominated by the rural landscape and like most rural municipalities in SA is characterist by weak economic based, major service delivery backlogs, dispersed human settlements and high poverty levels; described as Category B4 local municipality.

The total population of former Fetakgomo and Greater tubatse Municipality combined is approximately 429 471; these make Fetakgomo Greater Tubatse Local Municipality (LIM:476), a Municipality with highest population in the District. 2016 Community Survey as compared to 2011 STATSA results that the LIM 476 Municipality records population increase of 489 902 (12%). A significant proportion of the population forty two percent (42%) are under the age of nineteen years.

Of the fifty percent (50%) of residents of working age, only thirty eight percent (38%) are formally employed, with a further nineteen percent (19%) of residents classified as unemployed, four percent (4%) of discouraged work seekers and a concerning thirty six percent (36%) classified as not economically active (Table3.1.5). As a result, just nineteen percent (19%) of the population must provide financially for the remaining eighty one percent (81%) of persons living in Fetakgomo Greater Tubatse.

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.

**Table3.1.5 Monthly Income amongst the employed in the Fetakgomo Greater Tubatse Municipality**

<b>Income levels</b>	<b>2011</b>	<b>2007</b>	<b>2001</b>
no income	45253	64233	121
R1-R 400	22187	26218	484
R 401-R 800	2419	1905	509
R 801-R 1 600	12087	13699	831
R 1 601-R 3 200	1678	1685	1 475
R 3 201-R 6 400	2281	761	1 224
R 6 401-R 12 800	1810	1864	165
R 12 801-R 25 600	1034	588	33
R 25 601-R 51 200	157	167	8
R 51 201-R 102 400	25	0	6
R 102 401-R 204 800	28	0	0
R 204 801 or more	27	0	3
unspecified	4736	-	-
not applicable	74	-	-
<b>Total</b>	<b>93796</b>	<b>111120</b>	<b>4859</b>

Source: Fetakgomo Greater Tubatse Municipality IDP

A total number of households in the Greater Tubatse without sanitation is at 153 190 (78%), about 29.7% (36442) households use VIP (Ventilated Improved Toilets) toilets. Generally, sanitation facilities in some villages are in a poor state hence the Sekhukhune District Municipality responsible for sanitation services has embarked on the construction of VIP toilets in most villages in the Fetakgomo Greater Tubatse Municipality

The electricity post connection backlog recorded at 18832(10%), with estimated 18122 households without electricity. About 159 430 (81%) households are recorded as electricified across the Municipality. 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.

2016 community survey recorded 78584 households with safe drinking water which is 62.69% of the households have access to safe drinking water supply services and 35% still lack access and water is supplied from the following sources; municipality, other water scheme (e.g community water supply), water vendors, own service(e.g private boreholes etc.), flowing water/stream/springs/rain water.

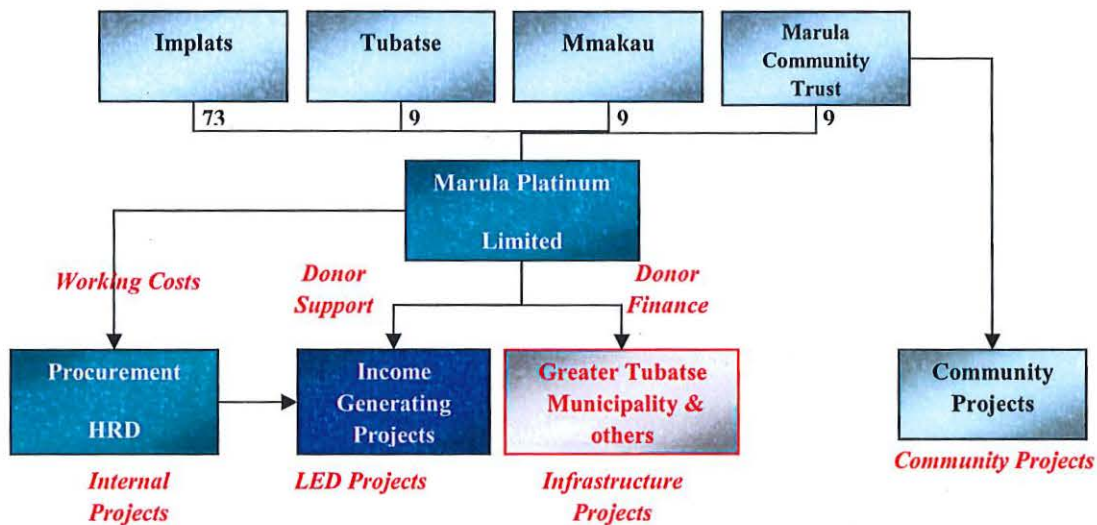
## 3.2 IMPACT OF THE MINING OPERATION

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

To enhance local economic development in the Fetakgomo 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**



The mine's contribution to the economic development of Fetakgomo Greater Tubatse Municipality will have a significant impact on the lives of the people residing in the Municipality through a infrastructure development and provision of services relevant to betterment of people's livelihoods. With the expansion of the majority of village households, there will be a continuous need for infrastructure development planning and provision.

The programmes geared for will assist in the sustainability of the existing infrastructure for example water provision in the communities, road infrastructure to ensure accessibility in the key sites, conducive and improved learning environment, with expansion of villages there is continuous need to embark on electrification project and acces to technology to empower locals.

Marula's contribution towards LED will be in conjunction with the relevant project partners from a significant investment and strategy that are sustainable and in line with the government's recommended approach to LED.

**Table 3.2: Project No 1 – School Infrastructure Project**

Background	During the 1st generation SLP the mine in collaboration with the Department of Education -Sekhukhune District successfully implemented and upgraded infrastructure of the dilapidated schools being Makgamathu, Mohlalamorudi and Manyaka Primary. It is therefore imperative to construct additional four blocks of classrooms distributed amongst the following schools : Mosedi Secondary School, Dihlabakela Manyaka and Ntoshang Primary									
Geographical Location of Project:	Driekop, Wannaarshoek and Clapham Farm		Project Start Date			01 July 2018		Project End Date:		30 June 2022
Total Expected No: of jobs to be created	36	Male	Female:				Youth			
Output	Activity		Responsible Entity	Timeframe					Budget Allocation	
	KPA ( Key Performance Area)	KPI (Key Performance Indicator )		FY18	FY19	FY20	FY21	FY22		
Designs and Analysis	Plans in place and Reports	Completion of report	Consultant	R 2 000 000.000	R 6 000 000.00				R 12 000 000 .00	
Construction Phase 1			Contractor							
Construction Phase 2		Phase 1	Contractor							
Construction Phase 3		Phase 2	Contractor			R 4 000 000.00				
		Phase 3								
									Total Project Budget	R 12 000 000.00
Beneficiaries (Community Specific)	Communities from the Fetakgomo Tubatse Municipality		Project Partners/Associates:				Marula Platinum and Department of Education			



**Table 3.3 Project No: 2 Community Access Roads**

Community Access Roads Infrastructure Project									
<b>Project Name</b>	Community Access Roads Infrastructure Project								
<b>Background</b>	In Marula's 1st generation SLP upgrading of roads has been identified as a priority and the project overlapped into the 2nd generation, however, focus was more on improving the major and critical road (D4170/70) connecting various communities within the Municipality done through a collaborative effort including government Agencies. As a result, the access roads are still in poor condition due to eroding roads infrastructure and it is apparent to facilitate access to provincial and district roads through improvement to the access roads within the villages in order to alleviate frustrations of community members to access various centres and activities especially during rainy seasons. These project will contribute towards local development in rural village sand the community.								
<b>Geographical Location of Project:</b>	Driekop farm-Diphale, Wannaarshoek farm- Seuwe and Foresthill farm-Ga Mashishi		<b>Project Start Date</b>	01 March 2018			<b>Project End Date</b>	31 December 2021	
<b>Total Expected No: of jobs to be created</b>	80	Male	45	Female			35	Youth	
<b>Output</b>	<b>Activity</b>	<b>Responsible Entity</b>	<b>Timeframe</b>						
	<b>KPA ( Key Performance Area)</b>	<b>KPI (Key Performance Indicator )</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Budget Allocation</b>	
Prioritise areas	Determine areas	Signed off map	Marula/com munity reps	0.00					R 21 000 000 .00
Prioritise areas	Prioritise roads	Signed off map	Marula/com munity reps	0.00					
Engineering Design	Design and roads plans	Report and plans in place	Marula/Consu ltant	R 2 000 000.000					
Construction Phase 1	Commission and construct roads	Phase 1	Contractor		R 4 000 000.000				
Construction Phase 2	Construct roads	Phase 2	Contractor		R 4 000 000.000				
Construction Phase 3	Construct roads	Phase 3	Contractor			R 7 000 000.000			
Construction Phase 4	Completion and hand over of the project	Phase 4	Contractor and Marula				R 3 000 000.000	R 1 000 000.000	
								<b>Total Project Budget</b>	<b>R 21 000 000.00</b>
<b>Beneficiaries (Community Specific)</b>	Communities from Clapham Farm-Driekop, Foresthill and Winnaarshoek farm		<b>Project Partners/Associates:</b>				Marula Platinum and other interested paries.		

**Table 3.4: Project No. 3 – Community Roads Bridges**

Background:	Through engagements with communities, bridges have been identified as a priority especially in areas where communities are separated by rivers and therefore hinders residents access to their neighbouring villages for various services such as school children crossing a river when going to school or those who needs a health facility etc. As a results during rainy season it becomes a challenge and posses safety risks and gravesites are also not accessible hence the recommendation for erection of bridges.								
Geographical Location of Project:	Driekop Fam - Diphale, Foresthill Farm- Ga Mashishi and Winnaarshoek Farm- Seuwe		Project Start Date:	01 March 2018			Project End Date:	31 December 2022	
Total Expected No. of Jobs to be created:	45	Male:	30	Female:			15	Youth:	
Output	Activity			Timeframe					Budget Allocation
	KPA (Key Performance Area)	KPI (Key Performance Indicator)	Responsible Entity	FY18	FY19	FY20	FY21	FY22	
Workshop requirements	Determine areas	Completion of report	Marula/ community reps		R 0.00				R 8 000 000.00
Prioritise areas	Prioritise roads	Completion of report	community						
Engineering design	Design bridges	Completion of report	consultant	R 1 500 000.00					
Construction Phase 1	Commission and construction	Phase 1	Contractor		R 3 000 000				
Construction Phase 2	Construct bridge	Phase 2	Contractor			R 2 000 000			
Construction Phase 3	hand over of the project	Phase 3	Contractor & Marula				R 1 000 000.00	R 500 000.00	
Total Project Budget:								R 8 000 000	
Beneficiaries (Community Specific)	Communities from Driekop Fam- Diphale and Winnaarshoek Farm- Seuwe		Project Partners/Assodates:			Marula Platinum and other interested parties			

**Table 3.7 Project No.4 Borehole Water Supply**

<b>Project Name:</b>	Borehole Water Supply									
<b>Background:</b>	Marula was originally approached by the Greater Tubatse Municipality (GTM) to provide assistance in provision of potable water within Wards 8 and 10 (currently Wards 8, 15&17). Provision of basic water has been one of the commitments made by Marula Platinum in the 1st generation SLP and around the mine communities. However, this was never realised due to unavailability of water from the water scheme (under Sekhukhune District Municipality) in April 2013 when the project was handed over to the Municipality. For water to be available, it is therefore necessary to source it through boreholes and be distributed by connecting to the already existing infrastructure. The objective of this project is of getting value for money and making sure that the basic need for community of having access to water are met.									
<b>Geographical Location of Project:</b>	Forest Hill, Winnaarshoek, Driekop and Clapham			<b>Project Start Date:</b>	01 July 2018			<b>Project End Date:</b>	01 June 2022	
<b>Total Expected No. of Jobs to be created:</b>	15		<b>Male:</b>				<b>Female:</b>	<b>Youth:</b>		
<b>Output</b>	<b>Activity</b>			<b>Timeframe</b>					<b>Total Budget Allocation</b>	
	<b>Key Performance Area (KPA)</b>	<b>Key Performance Indicator (KPI)</b>	<b>Responsible Entity</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>		
Feasibility Study	Feasibility Report	Completion of Report	Consultant						R 4 210 000.00	
Engineering Design	Water test	Completion report	Consultant							
Construction Phase 1	Borehole drilling	Completion report	Consultant & Contractor	R 1 000 000.00						
Construction Phase 2	Connecting stand pumps	Completion report	Consultant & Contractor							
Construction Phase 3	Basic water supply	Water connections and commission	Consultant & Contractor		1100000					
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			2110000				
<b>Total Project Budget</b>										R 4 210 000
<b>Beneficiaries: (Community Specific)</b>	Wards 8 on farm portions of Forest Hill, Winnaarshoek, Driekop and Clapham			<b>Project Partners/Associates:</b>				Sekhukhune District Municipality, Greater Tubatse Municipality, Marula Community Trust and the Department of Water (DWA)		

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## 3.3 HOUSING AND LIVING CONDITIONS OF MINE EMPLOYEES

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### 3.1.1 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. 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.

Currently, about 70% of the people employed at the mine are from the Fetakgomo Tubatse Local Municipality. The majority of this land is rural/ tribal land and is under the jurisdiction of the local Magoshi.

Source of accommodation currently utilised by employees are:

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

### 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:

- Assist in facilitating the provision of electricity to the majority house holds within the localized area.
- Local recruitment is a key objective of Marula Platinum Mine with a view to ensuring majority localized labour force at the mine.
- 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 as follows:

#### a.) Living out allowance to its lower level employees.

The company is providing all employees with a living out allowance to assist with decent accommodation.

#### b.) Single Quarters / Marula Camp

Marula Platinum Mine has only one single quarters (Marula Camp) that can accommodate a maximum of 90 critical skills employees. Marula has no hostel accommodation and believes that employees should live with their families in decent accommodation therefore Marula undertakes not to construct hostels in and around its operation.

#### d.) Home ownership initiatives

Marula made 150 newly build three bedroom units in Burgersfort available for home ownership for lower categories. Marula will provide financial assistance on these 150 units in the form of an interest free loan to employees who want to become home owners. 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.

The company will consider the provision of a home ownership allowance to employees whom resides on tribal ground within a 60km radius from the mine. To qualify for this allowance an employee needs to proof that he/she is a landowner on tribal land signed off by the local Tribal authority that's stipulates clearly that the land or stand is allocated to the employee.

### **3.3.4 CHALLENGES**

- Local municipalities do not have the capacity to address the current challenges of informal settlements and lack of infrastructure.
- Majority of land (surrounding the mine) is under jurisdiction of Magoshi with no formal infrastructure or housing.
- No provision for home loans from formal banking / credit providers for homes in tribal areas.
- Lack of bulk services (infrastructure) in areas.

Marula Accommodation Strategy aims to address housing issues in an attempt to uplift the living conditions of our employees.

Marula has increased their housing portfolio in Burgersfort with 150 units for lower category employees at a cost of R150 million. Marula also purchased various portions of land in Burgersfort for home ownership purposes. Due to the poor economic situation in the mining industry and the lack of infrastructure, Marula's housing projects were put on hold.

A housing committee is established to monitor and address housing challenges on a continuous basis and one of the feedback were that the employees do preferred living close to the mine due to travelling expenses and lower cost of living.

### **3.3.5 RECOMMENDED APPROACH**

The following approaches have been recommended;

- Continue with the marketing of the 150 units at Motaganeng for home ownership initiative. These units will be available as rental stock or home ownership for all categories.
- Selective units of Marula's housing portfolio in Burgersfort to be made available to employees for home ownership purposes. These units to be sold to employees at market value and financial assistance in the form of an interest free loan over 20 years.
- The company to consider home ownership allowance to employees who have received ownership status from the tribal authority provided they are within a 60km radius from the mine.

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;

- Economic Fit: how cost effective is the solution and how does it impact the income statement and balance sheet.
- 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.

- 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

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### 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 Influence

These programmes refer to employees making use of the company's single-quarters accommodation (Marula Camp) and at work during an employee's shift. 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;
- Provide adequate nutritionally suitable meal substitutes for employees during their shift and a dedicated Service Provider has been identified.

#### b) Indirect Influence

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

- Employees, local communities are encouraged on nutritious diets through the employee and community newsletters that are issued monthly and Bi-monthly.
- 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 Community Forums);
- Promoting awareness on the use of supplementary diets for people infected with HIV/AIDS.

## 3.5 PROCUREMENT

### 3.5.1 INTRODUCTION AND BACKGROUND

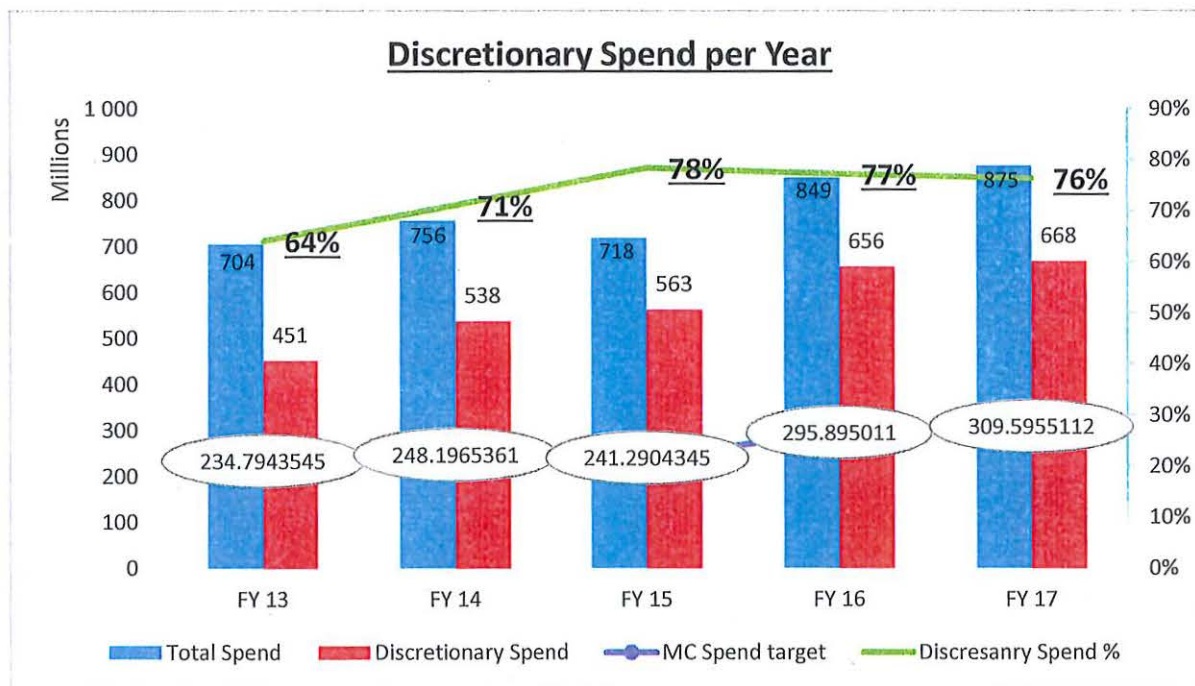
Marula Procurement is fully committed to the spirit and intent of the objectives advocated by the Mineral and Petroleum Resources Development Act (MPRD) and the Mining Charter regarding the transformation of its procurement practices, furthermore Marula Procurement espouses the values and principles 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**





### 3.5.3 FUTURE TARGETS AND DATES

#### 3.5.3.1 MINING CHARTER TARGET 2018 - 2022

Marula will continually work towards improving discretionary BEE procurement spend from current levels (based on financial year 2017 actual spend value). Table 2 details the firm BEE targets for financial years 2018 – 2022.

**Table 1: 2018 – 2022 BEE Targets**

Mining Charter category	Base: 2017 Actual spend		MC 2014 Target %	Target:2018 BEE Spend		Target:2019 BEE Spend		Target:2020 BEE Spend		Target:2021 BEE Spend		Target:2021 BEE Spend	
	%	(R'million)		%	(R'million)	%	(R'million)	%	(R'million)	%	(R'million)	%	(R'million)
	Capital	58%		53	20%	60%	58	61%	64	62%	72	63%	82
Consumables	86%	345	25%	85%	358	86%	376	88%	404	88%	434	88%	466
Services	71%	269	50%	72%	289	73%	314	75%	350	75%	391	75%	437

Medium term initiatives to substantiate continuous growth in Black owned (BO) and Local (Provincial) include:

- **Black Owned spend**

Marula has managed to increase Black owned spend year on year over the last five years, FY2017 black owned spend was 34%. Marula will strive to increasing spend with Black owned companies on continuous bases.

*Table 2: Black owned spend*

Year:	FY2013	FY2014	FY2015	FY2016	FY2017
BO	117 581 983	131 031 161	138 915 659	236 623 335	296 050 992
TDP	704 496 271	756 206 839	717 737 209	849 470 185	874 978 679
% BO Spend	17%	17%	19%	28%	34%

- **Supplier Interviews**

Marula Procurement will continue to engage with untransformed suppliers within the all sectors so to support the improvement of BEE / BO spend.

- **Local / Provincial Spend**

Furthermore Marula will engage with supplier whom are not based in the province/ local area to transform their business to support local industries growth. The focus will be on directing business from other provinces to Limpopo and to monitor continues grows in the Limpopo province.

- **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.

- **Transformation of existing supplier base**

Marula will continues engage with untransformed business so to improve BEE participation. 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.

### **3.5.4 Enterprise Development**

During FY2017 the amount of R518 746 was spent on Enterprise development. These are small business that does not deal with Marula directly.

Marula will commit itself to spend R550 000 per year on assisting to establish and develop small enterprises.

Assistance can be provided in many ways:

- Be it capital facilitated at interest free rates and repayable over viable periods;
- Managerial skills transfer;
- Mentorship;
- Financial expertise or rent free offices,
- Training.

There are numerous opportunities that can be develop for local community companies through Supplier

### **3.5.5 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.

### **3.5.6 LOCAL PROCUREMENT SPEND – Tier 1**

Marula has managed to double the procurement spend with local communities since FY2016. During FY2017 a total of R23 million was spend on Local community companies who reside on the four farms. Procurement spent during FY2017 with the local community amounted to 5.7% compared to the 1.2% of FY2016.

**Table 2: Tier 1 – Four farms Preferential Procurement Spend – FY2017 vs FY2016**

<b>Mining Charter Category</b>	<b>Actuals FY2017</b>	<b>Actuals FY2016</b>
Consumables	1 975 284	761 085
Services	19 381 391	10 331 521
CAPEX	1 900 101	151 359
	<b>23 256 776</b>	<b>11 243 965</b>

Marula faces continuous challenges from the mine community entrepreneurs or job seekers that demands more procurement opportunities at the mine. Currently most of the new businesses that are offered to Marula by the local community companies already exist on the mine. These services are rendered either by current local community suppliers or service providers from the local municipality area whom are already black owned or transformed business entities. There are very limited opportunities for the local communities.

Other challenging factors from local community companies are due to the lack of technical knowledge and noncompliance to regularity requirements such as tax clearances, workman’s compensation, infrastructure and experience. This creates major frustrations for the community at large and causes them to commandeering their anger to the mine by closing and blocking access to the mine on numerous occasions.

Therefor Marula will have to initiate a plan on how to increase local procurement participation whereby the plan is to analyse repetitive non contract buying and to identify opportunities that can be “ring fenced” for local / Tier 1 business or create joint ventures between them and current supplier without it being implemented as “fronting”

Marula has committed its self to increase procurement spend with in the Tier 1 group on a annually basis and has set target to achieve these goals.

**3.5.4 Tier 1 Procurement Spend Targets: FY2018 - FY2022**

	Target:2018 Tier 1 Spend (R'million)	Target:2019 Tier 1 Spend (R'million)	Target:2020 Tier 1 Spend (R'million)	Target:2021 Tier 1 Spend (R'million)	Target:2022 Tier 1 Spend (R'million)
<b>Procurement Target</b>	40	45	50	55	60

Recently three new contracts were awarded to local community companies during FY2017:

- **Welding consumables** - Mashianoke Resources, (local Burgersfort company) an additional annual spend of **R132 000** which might grow depending on the usage
- **Conveyor equipment** - Repo Holdings (local Burgersfort company) an additional annual spend of **R4 500 000**.
- **Conveyor brackets/stringers** - Mashianoke Resources, a local Burgersfort company) an additional annual spend of **R500 000**.
- All the above contracts are to be effective from the 1<sup>st</sup> of May 2017.

### 3.5.4 CONCLUSION

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.

# SECTION 4

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## **PROCESSES PERTAINING TO THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT**

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# SECTION 4

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## 4.1 PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

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### 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 there these cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities and the economy.

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

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

### 4.1.2 FUTURE FORUM

Over and above the requisite negotiations with unions on retrenchment agreements, the strategies and the mechanisms for implementing the above objectives will be managed through a Future Forum. The Marula Platinum Mine Future Forum structure has been revived in FY17 constituted by members of the recognised labour movement in the absence of the representatives of the local communities and utilizing established communication channels with the workforce and the surrounding communities. The key mandate for Marula Platinum Mine's Future Forum will be to:

- Representatives from all recognised trade unions or associations.

- Senior management representatives as determined by the General Manager of Marula which will include but not be limited to management representatives in the areas of Human Resources (including training and development, community and social investment etc.), operations and finance.
- Representatives of local councils/government.
- Representatives of Marula Mine's BEE Partners especially Marula Community Trust.

The Future Forums will meet on a regular basis 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.

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

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### **4.2.1 UNDERTAKING**

In compliance with Section 52 (1) of the Act, on identifying the need to curtail mining operations at Marula Platinum Mine should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more than five hundred (500)



employees) have to be retrenched, a comprehensive consultation process will be undertaken with the Future Forum, and Section 189 of the Labour Relations Act will be implemented, The Minerals and Mining Development Board will be notified and any Ministerial Directive will be complied with.

#### **4.2.2 STRATEGIC PLAN**

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

##### **a. Communication and Planning through the Future Forum**

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

##### **b. Potential Strategies and Plans to Avoid Job Losses**

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

- Voluntary early retirement for employees who qualify in terms of relevant provident funds etc;
- Suspension of overtime, job-sharing schemes, short and extended leave;
- Potential transfers to other departments at Marula Platinum Mine or other operations within the Impala Group, with the provision of suitable training if required;
- Cease recruitment of new employees until Marula Platinum Mine has attempted to fill vacant positions from internal sources;
- Where relevant and viable cease the employment of temporary employees and/or contractors;
- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment.
- During the life of the operations there will be ongoing accredited mining related training and non mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment.
- During the life of the mine Marula Platinum Mine will continually seek to ensure its sustainability through the constant revision of its business plans and capital project investments in line with the economic environment and market-related dimensions in which it operates. The on-going business development process will directly assist job security for the workforce at the operations.
- In addition, Marula Platinum Mine's on-going support of sustainable development projects, through its local economic development programmes, (Section 3.3) within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible (Section 3.6) combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

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

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

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

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

### **d. Notification to the Board**

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

### **e. Compliance with Ministerial Directive**

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

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

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### **4.3.1 UNDERTAKING**

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

### **4.3.2 STRATEGIC PLAN**

#### **a. Communication and Planning through the Future Forum**

An extensive consultation process will be undertaken through the Future Forum where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses 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.

#### **b. Alternative solutions and strategies to create job security**

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

- Ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment;
- In addition to the ongoing non-mining related portable skills training programmes that will be implemented during the life of the mine, where downscaling and/or closure is contemplated the non-mining portable skills training programmes will be accelerated and the Portable Skills Fund supplemented from funds in the HRD budget for that year. The numbers of employees to be trained will increase in line with the number of employees who are likely to be retrenched. The content of the training will be determined after extensive analysis of skills needed within the operational area, labour sending areas as well as the country as whole (with particular reference to the JIPSA Initiative). This will ensure that employees receive training in areas where they are likely to

secure employment if retrenched. The fundamental objective is to ensure that retrenched employees are provided with the necessary training to remain economically active if retrenched.

- Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby minimising job losses and retrenchment.
- The Local Economic Development programmes which are to be implemented as part of the SLP (Section 3) are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.
- The company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.
- Provide assistance for entrepreneurs and SME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes;
- The Human Resources Development Programme (as outlined in detail in Section 2) will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs). (Refer to Table 2.5 – Portable Skills Training)

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

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

#### **d. Notification to the Board**

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

departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

#### **e. Communicating Possible Retrenchments**

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

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

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

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

Communication sessions will be held with parties that do not form part of the Future Forum i.e. local government representatives from the operational area and labour sending areas, national government departments, other businesses that are reliant on the mining industry as well as any other parties who are likely to have an interest in or be affected by the contemplated retrenchments. Face to face communication will be conducted so that issues may be clarified and discussed. In addition, written notification will be given to all the parties listed above as well as any other party identified by the Future Forum.

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

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

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### **4.4.1 UNDERTAKING**

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

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

### **4.4.2 STRATEGIC PLANS**

#### **a. Socio-Economic Impact Study of closure**

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

#### **b. Communication with stakeholders**

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely to be required among stakeholders, such as local businesses, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders

may participate on the established Future Forum or a sub-committee thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

### **c. Strategic Plans for Managing the Social and Economic Impact**

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

Notwithstanding these strategies through out the life of the operations, the knowledge of closure and the potential loss of business or channels of assistance may come as a shock to local community members and assistance may be required timeously to aid their transition into a non-Marula Platinum Mine environment and mind-set. Such communication will be effected through the Future Forums, the Community 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 job;
- Access to Job Advice Centres in the local community or the relevant labour source community;
- Assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- Ensuring all skills and/or experience obtained whilst in the employ at Marula Platinum Mine have the appropriate accreditation and certification;
- Provide assistance in the employee's claiming of UIF and other state assistance if required;

- Provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc to ensure the appropriate utilization and/or preservation of finance following retrenchment.

#### **d. Post-Closure planning**

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



# SECTION 5

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## 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	2018	2019	2020	2021	2022
Human Resources Development Programme (Ref: Table5.2 )	5%	5%	5%	5%	5%
Local Economic Development Programme (Ref. Table5.3)	R7,300,000.00	R6,765,000.00	R17,875,000.00	R10,900,000.00	R2,950,000.00
Closure and Retrenchment Management Programmes (Ref:Section2..2.5.2)	R 0.3Million				
Total Proviion for SLP by Marula Platinum Mine	R7,300,000.00	R6,765,000.00	R17,875,000.00	R10,900,000.00	R2,950,000.00

### 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.

### 5.1.3 FINANCIAL PROVISION FOR LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

In the past five years Marula Platinum could not declare any dividends, as a result Local Economic Development Projects have been funded through mine's working costs. With the depressed market prices, Marula Platinum will still not make any profit in the coming five years. However there are social commitment made and the mine will fund the projects from a loan. Table 5.3 (as per Table 3.8 in section 3) details of the financial commitment by Marula Platinum Mine 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**

	2018	2019	2020	2021	2022
Human Resource Development Programmes	5%	5%	5%	5%	5%
<b>TOTAL</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>

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

Project No.	Beneficiary Organisation or Project Name	Budget FY2018	Budget FY2019	Budget FY2020	Budget FY2021	Budget FY2022	Total Budget Allocation (2018-2022)
<b>Infrastructure Projects</b>							
1	Community Health Centre	0	300 000	10 000 000	6 000 000		16 300 000
2	Schools Infrastructure Upgrading Project	2 000 000	2 200 000	2 400 000	1 300 000	1 450 000	9 350 000
3	Borehole Water Supply	1 000 000	1 100 000	2 110 000	0	0	4 210 000
4	Community Bridges	0	0	2 000 000	2 100 000	0	4 100 000
5	WIFI Hotspot	2 800 000	1 800 000				4 600 000
<b>Other Initiatives</b>							
4	Schools Enrichment Programme	1 500 000	1 365 000	1 365 000	1 500 000	1 500 000	7 230 000
<b>Total LED Projects</b>		<b>7 300 000</b>	<b>6 765 000</b>	<b>17 875 000</b>	<b>10 900 000</b>	<b>2 950 000</b>	<b>45 790 000</b>

#### 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.

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.

# SECTION 6

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## UNDERTAKING

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# SECTION 6

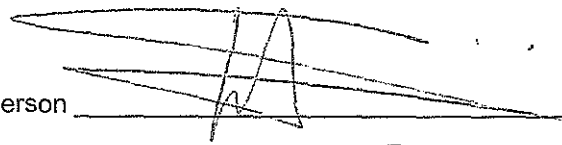
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## 6.1 STATEMENT OF UNDERTAKING

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I, Mogale L. Mashilane the undersigned and duly authorized thereto  
by Marula Plat. Mine (Company) undertake to adhere to the  
information, requirements, commitments and conditions as set out in the social and labour plan.

Signed at BURGERSTORT on this 27<sup>th</sup> day of JULY 2018

Signature of responsible person 

Designation GENERAL MANAGER

Contact Details 013 214 6000

Approved

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

Signature of responsible person \_\_\_\_\_

Designation \_\_\_\_\_

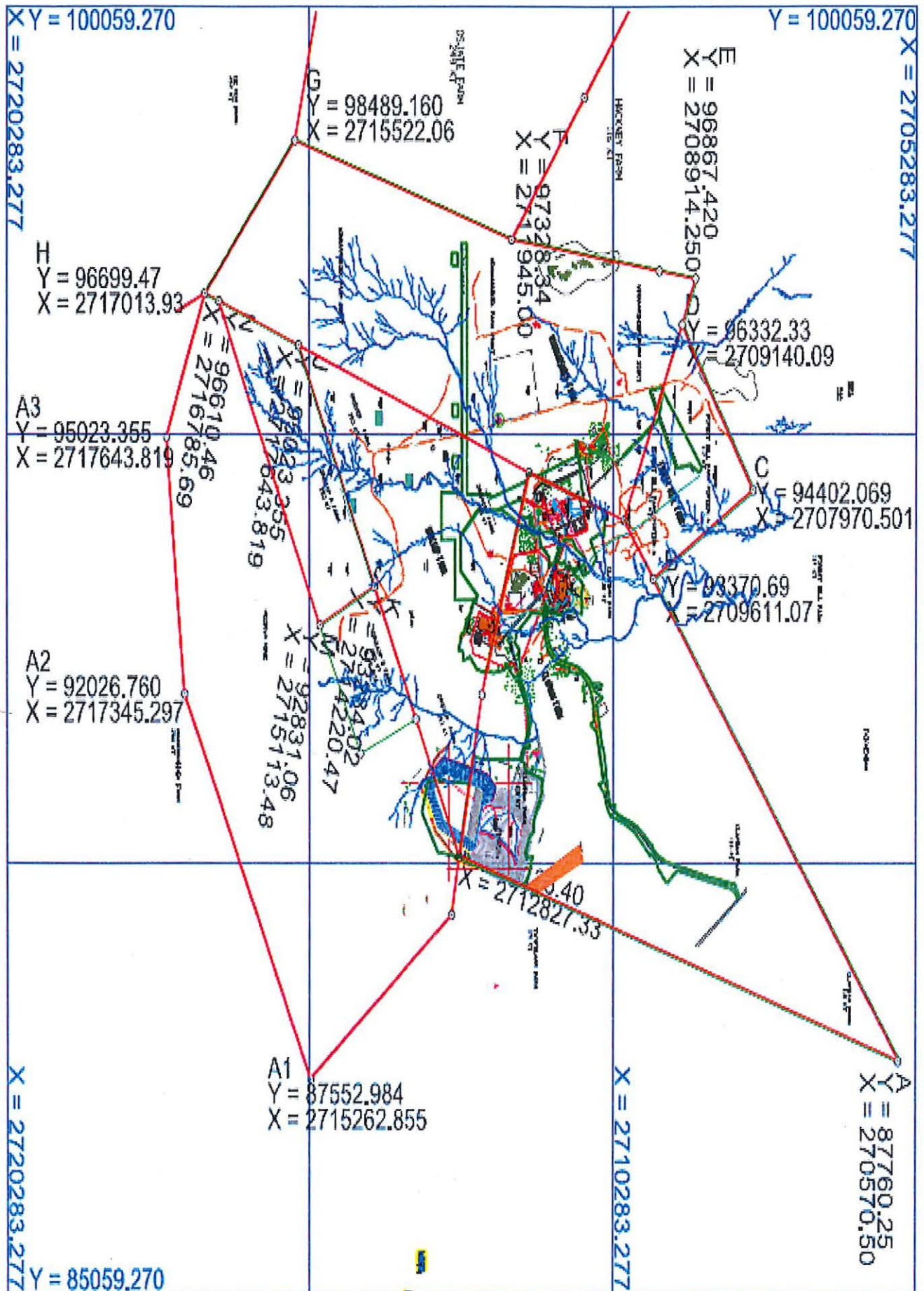
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## APPENDIX A

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### MAP OF MARULA PLATINUM MINE OPERATIONS





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## APPENDIX B

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

## Form Q – Numeracy and Literacy Levels Marula Mine Employees as at June 2017

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	23				0				23	0
		Grade 0/Pre	8								8	0
		Grade 1/Sub A	6								6	0
		Grade 2/Sub B	7								7	0
		Grade 3/Std 1/ABET 1	33				2				33	2
		Grade 4/Std 2	36				1				36	1
		Grade 5/std3/ABET 2	56				3				56	3
		Grade 6/Std 4	51				3				51	3
		Grade7/Std 5 ABET 3	106				4				106	4
		Grade 8/Std 6	124				8				124	8
		Grade 9/Std 7/ABET 4	168				24			168	24	
Further Education and Training	2	Grade 10/Std 8/N1	378			10	70			388	70	
	3	Grade 11/Std 9/N2	872			9	232		3	881	235	
	4	Grade 12/Std 10/N3	441	2		9	134		1	3	452	138
Higher Education and Training (HET)	5	Higher Certificates / Adv NCV	127			8	23			1	135	24
	6	Diplomas / Adv Certificates	52			4	20			2	56	22
	7	Bachelors Degres / Adv Diplomas	26			2	11			1	28	12
	8	Higher / Hons / Degrees / Prof Qual	3			1	2				4	2
	9	Masters Degree									0	0
	10	Doctorates	0	0	0	0	0	0	0	0	0	
<b>TOTAL</b>			<b>2517</b>	<b>2</b>	<b>0</b>	<b>43</b>	<b>537</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>2562</b>	<b>548</b>



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**APPENDIX C**

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**FORM R – HARD TO FILL VACANCIES AT MARULA PLATINUM MINE**

## Form R – Numeracy and Literacy Levels Marula Mine Employees as at June 2017

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	OHP	Scarce Skills
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Occupational and Health Nurse	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**

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**FORM S – EMPLOYMENT EQUITY STATISTIC FOR MARULA PLATINUM  
MINE EMPLOYEES AS AT JUNE 2017**

## Form S – Employment Equity Statistics for Marula Mine Employees as at June 2017

OCCUPATIONAL CATEGORY	DESIGNATED							NON-DESIGNATED			TOTAL
	Male			Female				White Male	Foreign Nationals		
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female	
Top management (Paterson Level F)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Paterson Level E)	4	0	0	0	0	0	0	2	0	0	6
Professionally qualified and experienced specialists and mid-management (Paterson Level D)	25	0	0	6	0	0	4	15	2	0	52
Skilled technical and academically qualified workers junior management supervisors foremen and superintendents (Paterson Level C)	328	2	0	53	0	1	6	24	79	0	493
Semi-skilled and discretionary decision making (Paterson Level B)	894	0	0	89	0	0	0	0	35	0	1018
Unskilled and defined decision making (Paterson Level A)	1125	0	0	387	0	0	0	1	20	1	1534
<b>TOTAL</b>	<b>2376</b>	<b>2</b>	<b>0</b>	<b>535</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>42</b>	<b>136</b>	<b>1</b>	<b>3103</b>
Temporary Employees	6	0	0	1	0	0	0	0	0	0	7
<b>TOTAL</b>	<b>2382</b>	<b>2</b>	<b>0</b>	<b>536</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>42</b>	<b>136</b>	<b>1</b>	<b>3110</b>



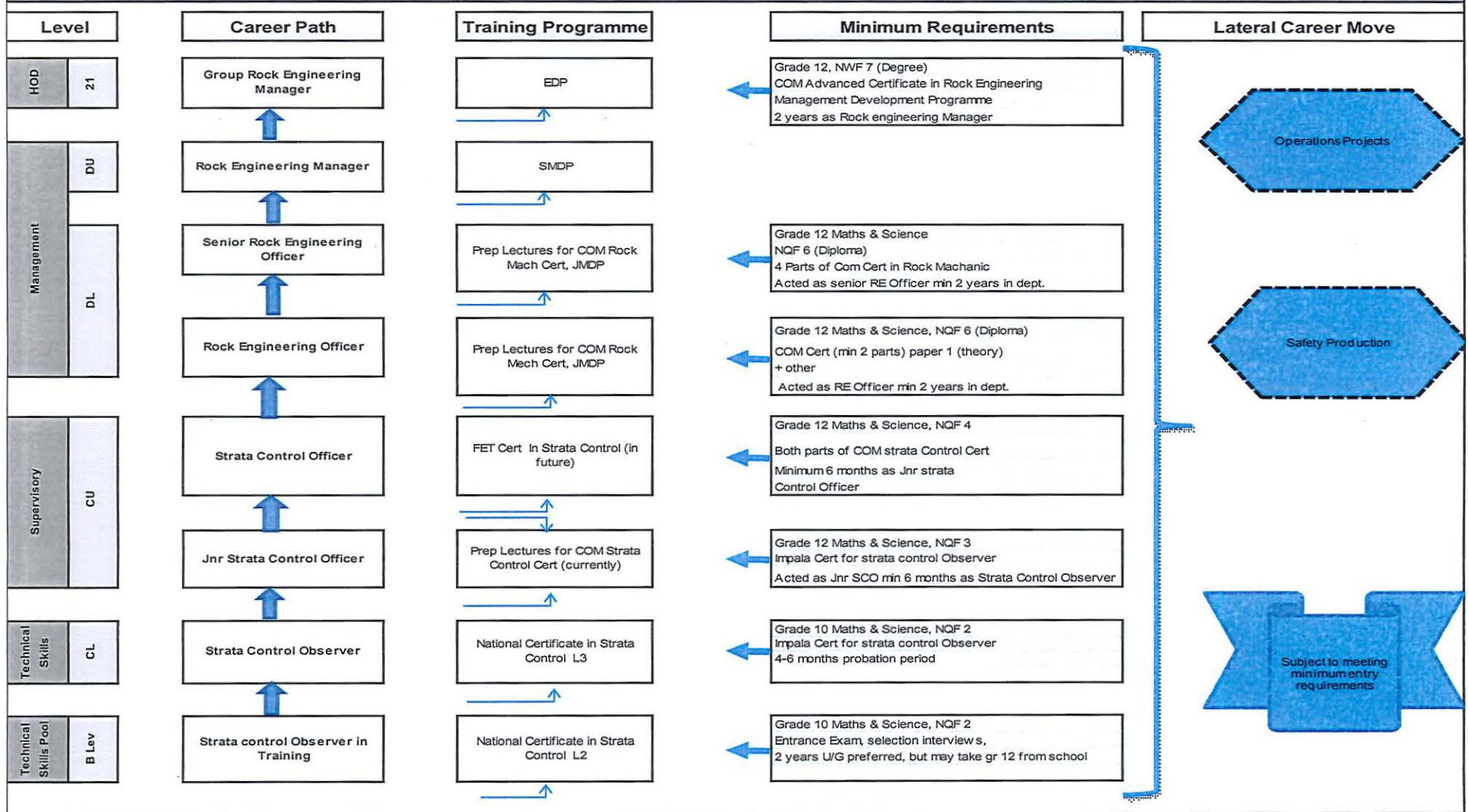
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## APPENDIX E

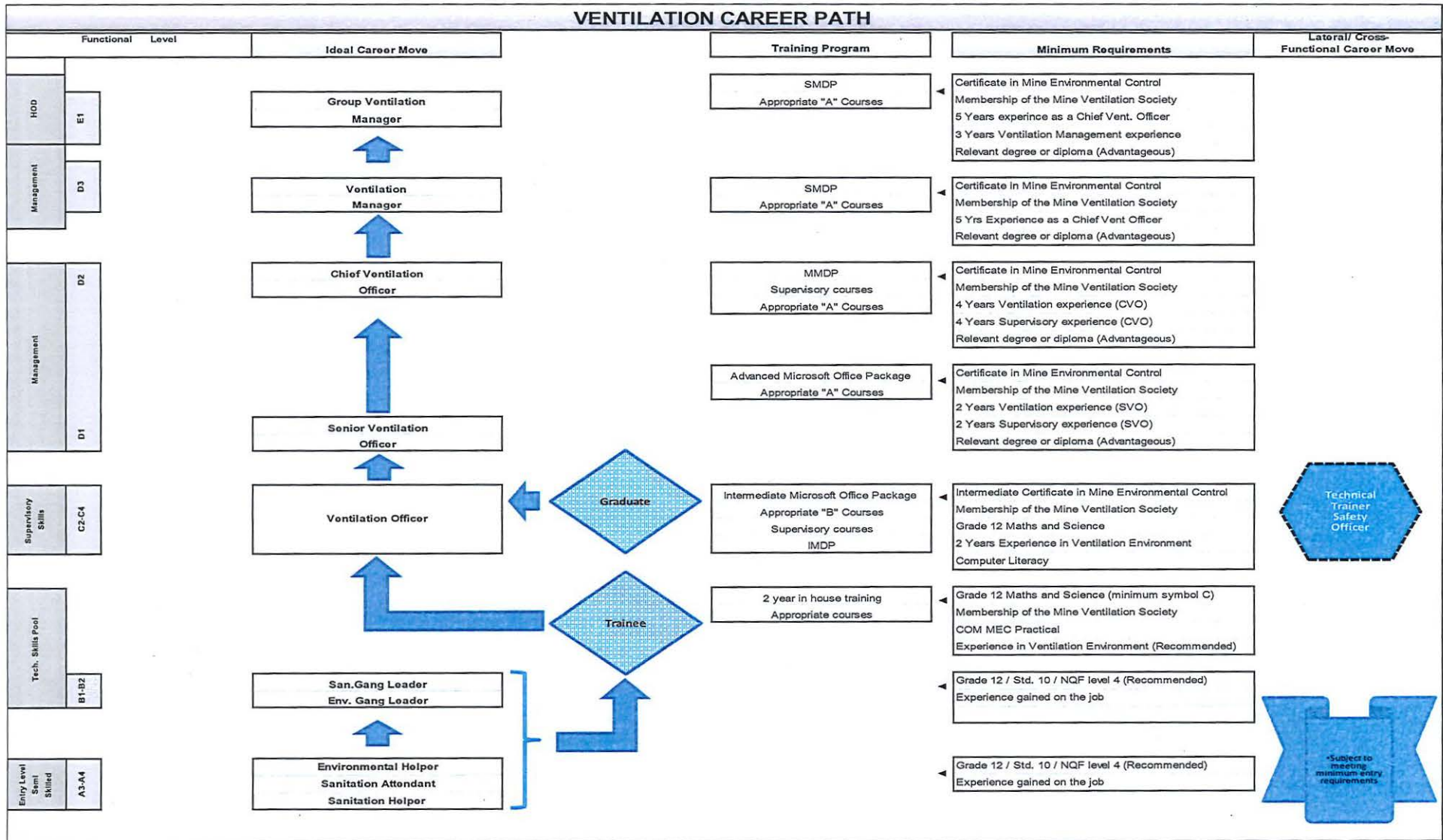
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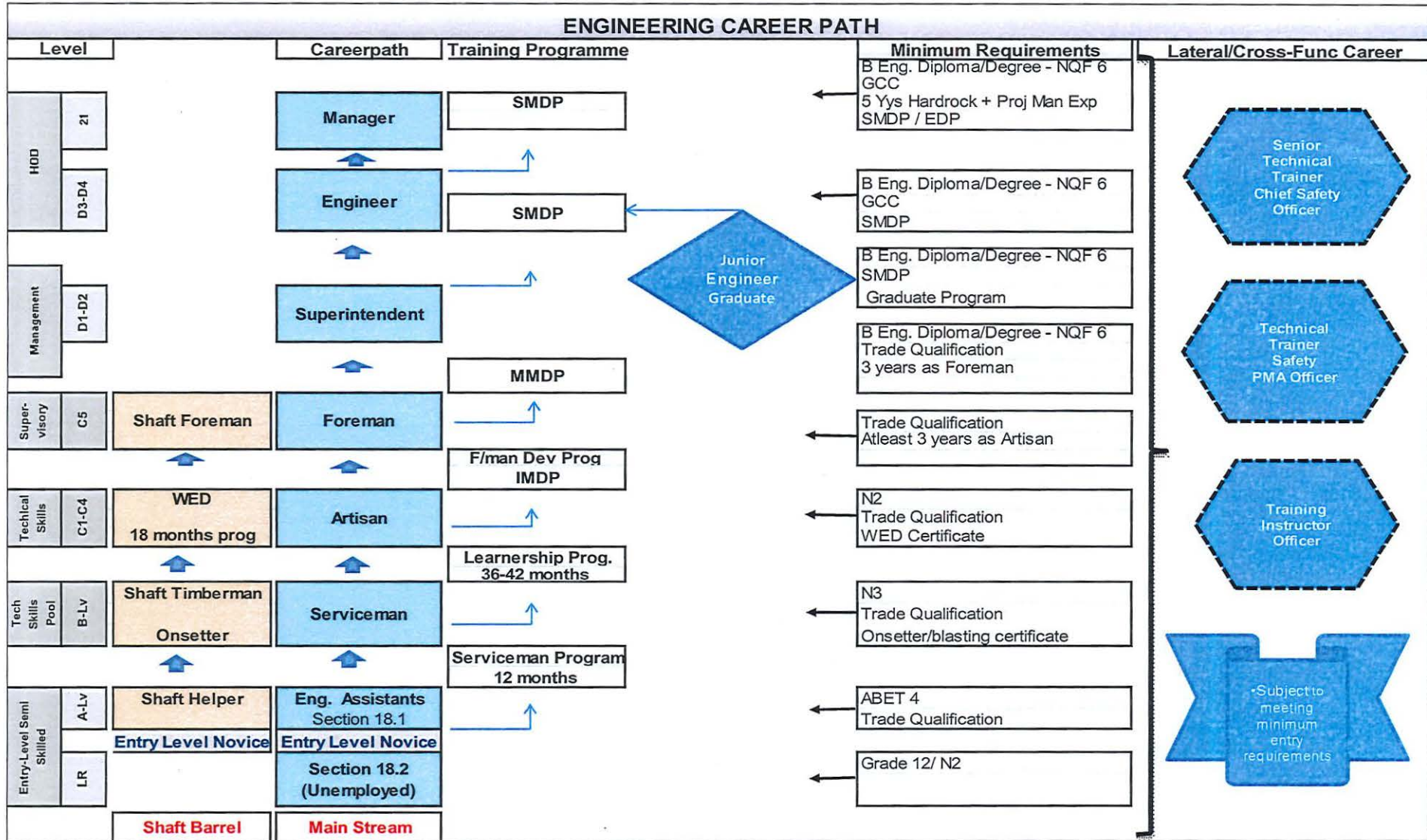
### CAREER PATH PLANS AT MARULA PLATINUM MINE

## ROCK ENGINEERING CAREER PATH

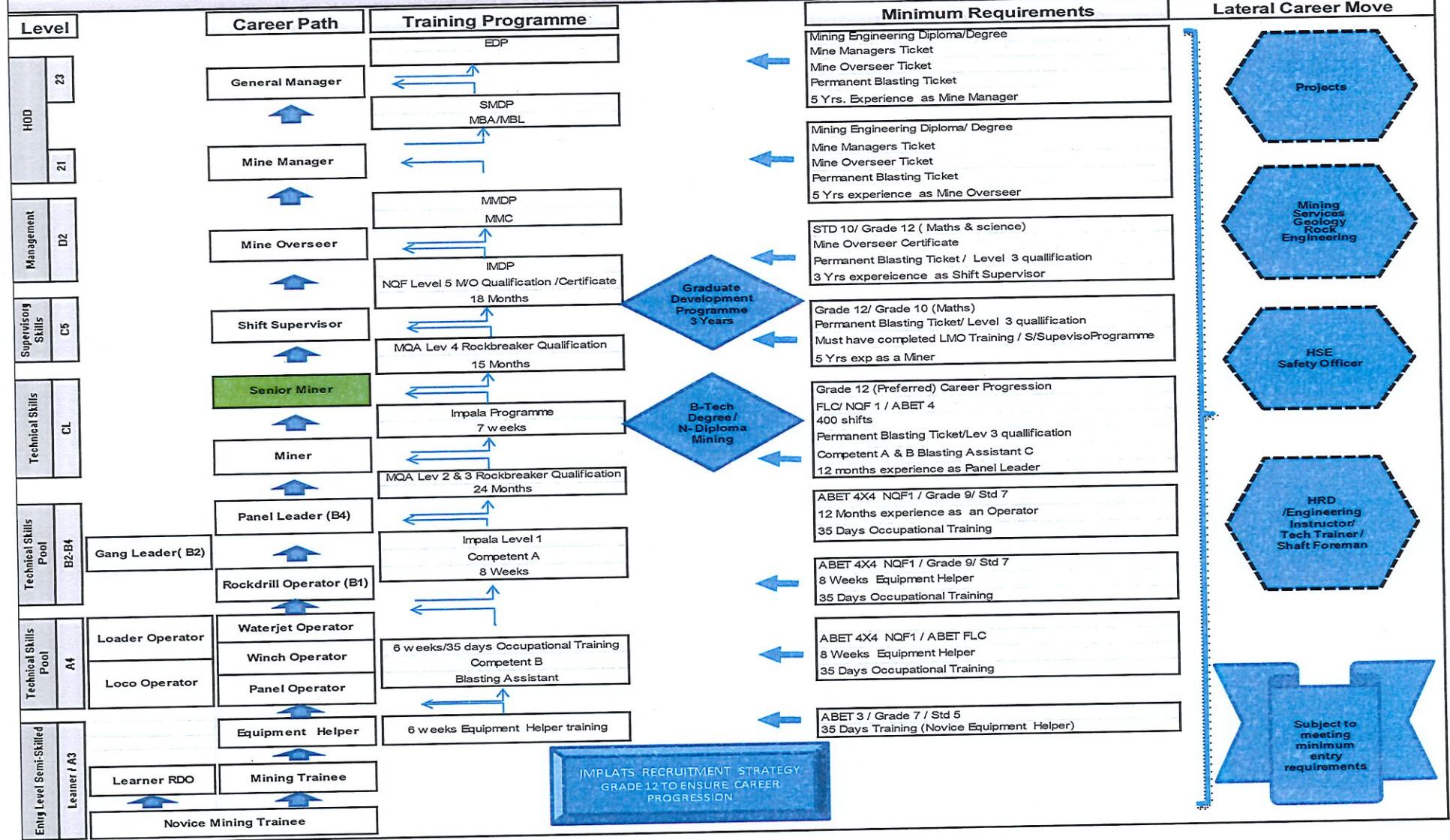


## VENTILATION CAREER PATH

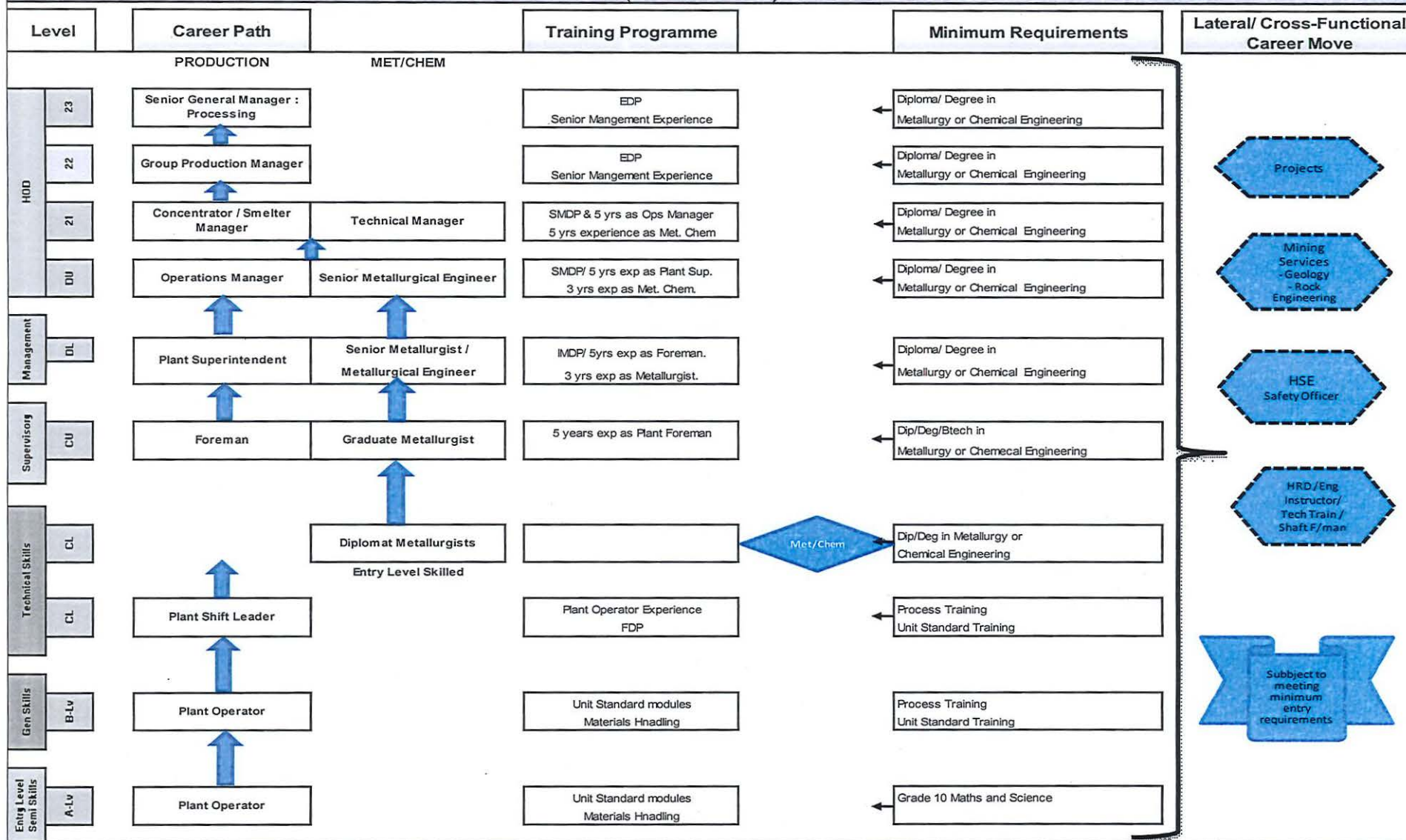




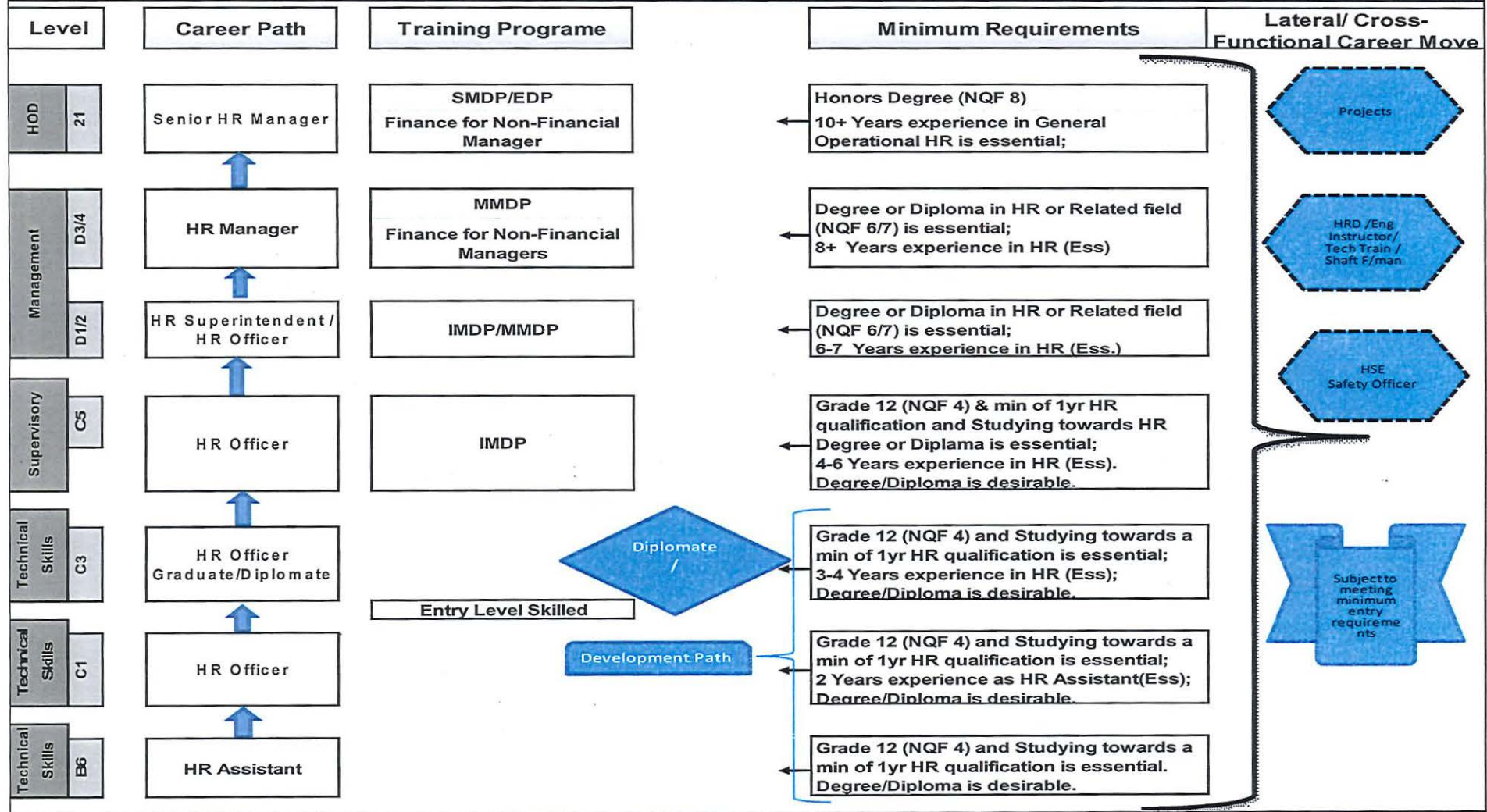
## MINING CAREER PATH



## PROCESSING (PRODUCTION) CAREER PATH



### HR CAREER PATH - DRAFT



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## APPENDIX F

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### CLASSIFICATION OF WOMAN IN MINING OCCUPATIONS



**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	
17	Full Time Health and Safety Rep	17	Group Production Manager: BMR
18	Geologist In Training	18	Group Production Manager: PMR
19	HSE Coordinator	19	Instrument Mechanician
20	Instrument Mechanic	20	Instrument Technician
21	Lamp Repairer (Prev Discriminated)	21	Junior Engineer
22	Lamp-house Gang-leader (Prev Discriminated)	22	Laboratory Manager
23	LHD Operator	23	Laboratory Supervisor
24	Mechanical Assistant	24	Maintenance Operative
25	Metallurgist (Diplomat)	25	Mason
26	Metallurgist (Graduate)	26	Mechanical Engineer
27	Miner - Development	27	Plant Engineer
28	Mining Engineer In Training (Graduate)	28	Plant Engineering Technician
29	Operations Geologist	29	Plant Manager
30	Operations Manager	30	Plant Superintendent
31	Operations Manager : Plant	31	PLC Instrument Mechanician
32	Plant Foreman	32	Process Control Technician
33	Plant Operator	33	Process Controller
34	Rigger Helper	34	Process Supervisor
35	Safety Officer	35	Project Engineer
36	Sampling Helper	36	Projects Engineering Manager
37	Sanitation Attendant	37	Projects Manager

Mine		Plant	
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

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### FORM T – PROCUREMENT AT MARULA PLATINUM MINE