Styldrift Platinum Mine



Social and Labour Plan (SLP)

2020 – 2024

NW 30/5/1/2/2/312 MR

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Acronyms and Abbreviations

ABBREVIATION	DESCRIPTION
AET:	Adult Education and Training
BEE:	Black Economic Empowerment
BRPM:	Bafokeng Rasimone Platinum Mine
DMR:	Department of Mineral Resources
DoL:	Department of Labour
ESTC:	Engineering Skills Training Centre
FET:	Further Education and Training
FF:	Future Forum
HOA:	Home Ownership Allowance
HDSAs:	Historically Disadvantaged South Africans
HET:	Higher Education and Training
HRD:	Human Resources Development
HRDP:	Human Resources Development Programme
IDC	Individual Development Charter
IDPs:	Integrated Development Plans
ISO:	International Standardisation Organisation
JV:	Joint Venture
LED:	Local Economic Development
MPRDA:	Mineral and Petroleum Resources Development Act
MQA:	Mining Qualifications Authority
NQF:	National Qualifications Framework
RBA:	Royal Bafokeng Administration
RBF:	Royal Bafokeng Finance
RBH:	Royal Bafokeng Holdings
RBN:	Royal Bafokeng Nation
RLM:	Rustenburg Local Municipality



ABBREVIATION	DESCRIPTION
SABS:	South African Bureau of Standards
SADC:	South African Development Community
SETA:	Sector Education and Training Authority
SLP:	Social and Labour Plan
WIM:	Women in Mining
WSP:	Workplace Skills Plan

Compliance with Regulatory Framework

Minerals and Petroleum Resources Development Act Regulations (R 527)

REGULATION	REQUIREMENT	REFERENCED SECTION
Regulation 41	The objectives of the social and labour plan are to – a. Promote employment and advance the social and economic welfare of all South Africans. b. Contribute to the transformation of the mining industry; and c. Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they are operating	Introduction
Regulation 42(1)b	Submission of social and labour plan 1 (b) The Regional Manager may refer the said social and labour plan back to the applicant with proposals for amendments and the revised social and labour plan must then be re-lodged within a period specified by the Regional Manager.	Introduction
Contents of the social and labour plan **Regulation 46: The contents of a social and labour plan must include the following:**		
Regulation 46a	a. a preamble which provides background information of the mine in question	Company Preamble (Regulation 41, 42(1)(b) and 46(a)
Regulations 46b	b. a human resources development programme which must include- i. a skills development plan which identifies and reports on a. The number and education levels of the employees which must be completed in the form of Form Q contained in Annexure II; and b. The number of the vacancies that the mining operation has been unable to fill for the period longer than 12 months despite concerted effort to recruit suitable candidates which must be completed in the form of Form R contained in Annexure II. ii. a career progression plan and its implementation in line with the skills development plan. iii. a mentorship plan and its implementation in line with the skills development plan and the needs for the empowerment groups iv. an internship and bursary plan and its implementation in line with the skills development plan; and v. the employment equity statistics which must be completed in the form of Form S contained in Annexure II and the mine's plan to achieve the 10% women participation in mining and 40% historically disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old order right.	Human Resources Development (Regulation 46(b))



REGULATION	REQUIREMENT	REFERENCED SECTION
Regulation 46c	c. a local economic development programme which must include- i. the social and economic background of the area in which the mine operates. ii. the key economic activities of the area in which the mine operates. iii. the impact that the mine would have in the local and sending communities. iv. the infrastructure and poverty eradication projects that the mine would support in line with the Integrated Development Plan of the areas in which the mine operates and the major sending areas. v. the measures to address the housing and living conditions of the mine employees. vi. the measures to address the nutrition of the mine employees; and vii. the procurement progression plan and its implementation for HDSA companies in terms of capital goods, services and consumables and the breakdown of the procurement which must be completed in the form of Form T contained in Annexure II.	Local Economic Development Regulation 46 (c)
Regulation 46d	d. processes pertaining to management of downscaling and retrenchment which must include- i. the establishment of the future forum. ii. mechanisms to save jobs and avoid job losses and a decline in employment. iii. mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided; and iv. mechanisms to ameliorate the social and economic impact on individuals, regions, and economies where retrenchment or closure of the mine is certain.	Programme for Managing Downscaling and Retrenchment Regulation 46(d)
Regulation 46e	e. to provide financially for the implementation of the social and labour plan in terms of the implementation of – i. the human resource development programme. ii. the local economic development programme; and iii. the processes to manage downscaling and retrenchment.	Financial Provisions – Regulation 46(e)
Regulation 46f	f. an undertaking by the holder of the mining right to ensure compliance with the social and labour plan and to make it known to the employees.	Undertaking – Regulation 46(f)

Notes



Company Preamble

(Regulation 41, 42(1)b and 46(a))

1



1 Company Preamble

Regulation 41, 42(1)b and 46(a)

1.1 Company Details

Table 1: Particulars of The Company

ITEM	DETAILS
a) Name of the Company/applicant	Impala-Bafokeng
b) Name of mine/ production operations	Styldrift Platinum Mine
c) Physical Address	Sun City Road R556 Styldrift Farm 90-JQ Rustenburg 0301
d) Postal Address	Private Bag X 82085 Rustenburg 0300
e) Telephone Number	+27(0) 14 573 2251 / +27(0) 14 573 1300
f) Fax Number	+27(0) 86 771 2246
g) Location of mine or production operation	Refer to Figure 2
h) Commodity	Platinum Gold Metals
i) Province	North-West
j) District	Bojanala Platinum District Municipality
k) Municipality	Rustenburg Local Municipality
l) Life of mine	30 Years
m) Financial year	31 December
n) Reporting year	31 March yearly
o) Responsible Person	[redacted] – SNR HR Manager Operations



1.2 Introduction

This five-year Social and Labour Plan (SLP) is submitted by Styldrift Platinum Mine (Pty) Ltd (hereafter referred to as Styldrift) in terms of the requirements of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA). The development and submission of the SLP is a requirement of the MPRDA and sets out the social and labour programmes for the life of the Mine.

The objectives of the SLP, as defined in the MPRDA Regulations (R 527), Regulation 41 are to:

a) Promote employment and advance the social and economic welfare of all South Africans.

b) Contribute to the transformation of the mining industry.

c) Ensure that holders of the mining rights contribute towards the socio-economic development of the areas in which they operate.

Progress in meeting the commitments set out in the programmes outlined in the SLP with regards to Human Resource Development (HRD), Local Economic Development (LED), Procurement, Housing and Living Conditions and the Management of Downscaling and Retrenchment will be reported annually to the North-West Regional Department of Mineral Resources (DMR).

The Styldrift SLP was first submitted in 2019 for the implementation period 2020-2024. The DMRE conducted a site inspection and requested Impala-Bafokeng Platinum to resubmit their SLPs for all their operations with the inclusion of the following additional details:

a) Additional information pertaining to Local Economic Development projects.

b) Re-categorising of projects per beneficiary community.

c) An indication of the exit or handover strategy planned for various projects.

In response to the recommendations from the DMRE, this document fulfils the resubmission request in line with Regulation 42(1)(b).

1.3 Company

The Royal Bafokeng Nation (RBN) was the major shareholder in Impala-Bafokeng Platinum (IB) from 2010 until November 2021, when RBN entered into an agreement and sold 34.52% of its shareholding to Northam Platinum Holdings (NTM). Impala-Bafokeng has also been the subject of a further corporate transaction when Impala Platinum Holdings (IMP), pursuant to their mandatory offer to acquire all of Impala-Bafokeng's shares first acquired 56.02% and in 2023 successfully acquired a 98.35% shareholding. Impala-Bafokeng, previously known as RBPlat was delisted from the Johannesburg Stock Exchange (JSE) and is now a subsidiary of Impala Platinum Holdings (IMP). The major shareholder of Impala-Bafokeng is now IMP (98.35%), with 1.65% still owned by Royal Bafokeng Holdings (RBH), refer to Figure 1.

Impala-Bafokeng has three operations: Bafokeng Rasimone Platinum Mine (BRPM), Styldrift Mine, Maseve. The Maseve mine is on care and maintenance. The operations are located approximately 30km North-West of the town of Rustenburg in the North-West province of South Africa. The host community is Bafokeng with a specific focus on Macharora (Chaneng, Mafenya, Robega and Rasimone settlements). Impala-Bafokeng`s assets are the only significant shallow high grade Merensky resources and reserves still available for mining on the Western Limb of the Bushveld Complex in South Africa and is exploitable for at least the next 60 years.

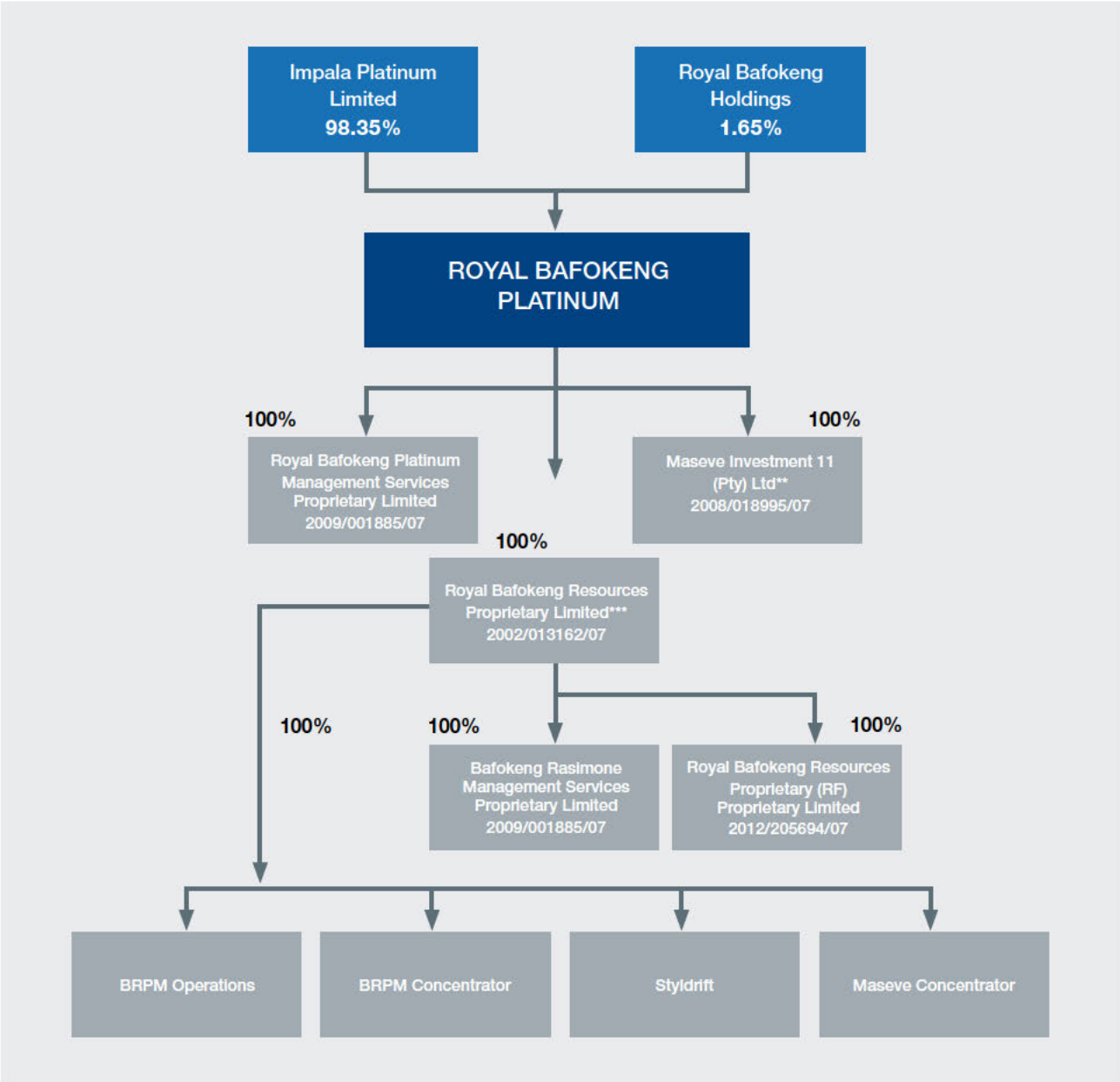


Figure 1: Impala-Bafokeng Governance Structure



1.4 Locality

Styldrift is a fully developed mine situated on the north-western limb of the Bushveld Complex. The mine is located within the Rustenburg Local Municipality of the North-West Province, approximately 38km north of Rustenburg. Styldrift is situated on the farm Boschkoppie, which is held by the Royal Bafokeng Administration on behalf of the farm's owners, the RBN. The mine has been built in close co-operation with the Royal Bafokeng Nation and considerable employment opportunities have been created. The mining lease authorisation area covers 3 860 hectares, with a strike distance of six kilometres. The town of Rasimone and the Robega settlement are situated in the mining lease authorisation area, while the town of Chaneng is partly situated in the same area. The mining and processing operation on the mine is based on two declining shafts and a modern concentrator. The main access to the mine is via tar roads, and the Rustenburg-Thabazimbi railway line traverses the mining lease authorisation area in a roughly south-north direction.



Figure 2: Location of Impala-Bafokeng Operations

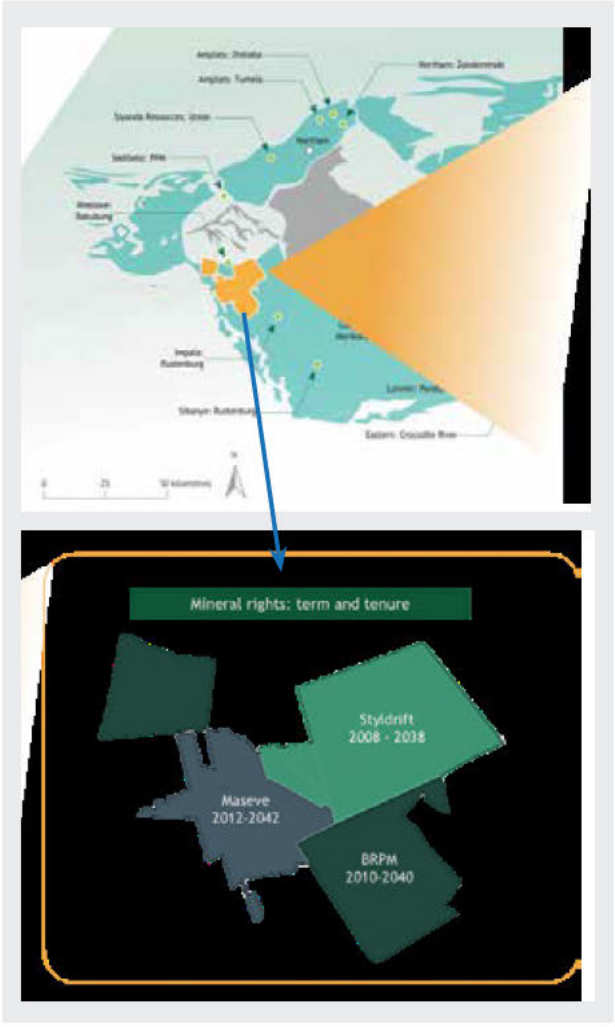


Figure 3: Location of the Mineral Rights

1.5 Vision, Mission, and Business Objectives

Our purpose is to create a better future and our vision is to become the most valued and responsible metal producer creating a better future for the stakeholders. Our values are outlined on the figure below:



Figure 4: Vision Mission and Business Objective

The Impala-Bafokeng value chain is provided in the figure below (Figure 5).

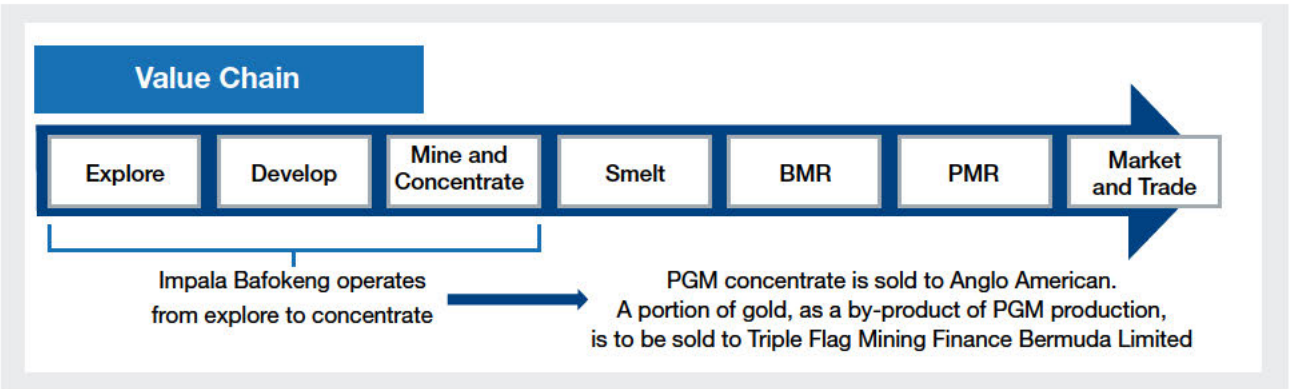


Figure 5: Impala-Bafokeng Value Chain



1.6 Size and Composition of The Workforce

Table 2: Size & Composition of the Workforce (Permanent, Fixed Term & Volume Contractors)

LABOUR SENDING AREA	TOTAL WORKFORCE	%
Eastern Cape	198	4.4%
Free State	220	4.9%
Gauteng	424	9.4%
Kwazulu Natal	76	1.7%
Lesotho	19	0.4%
Limpopo	321	7.1%
Mozambique	57	1.3%
Mpumalanga	167	3.7%
Northern Cape	54	1.2%
North-West	2872	63.5%
Other	10	0.2%
Swaziland	1	0.0%
Western Cape	7	0.2%
Zimbabwe	97	2.1%
Grand Total	4 523	

PERMANENT
3 379

VOLUME CONTRACTORS
1 144



1.7 SLP Summary Overview

Table 3: SLP Measurements and Targets per Area

SLP AREA	MEASURE	TARGET
Housing & Living Conditions	Number of houses built since the inception of the project in 2014	2677
	Number of Employees Receiving Home Allowance Subsidy	None
	Number of Employees Receiving Living Out Allowance	None
Procurement & Enterprise Development Mining Goods	*HDP Owned and Controlled (50%+1) – Mining Goods*	70%
	HDP Owned and Controlled (50%+1) – Mining Services	80%
Employment Equity	Board	50%
	Executive Management	50%
	Senior Management (Styldrift Operations)	60%
	Middle Management (Styldrift Operations)	60%
	Junior Management (Styldrift Operations)	70%
	Core & Critical Skills	60%
	Disability	1.5%
Women in Management	Board	20%
	Executive Management	20%
	Senior Management (Styldrift Operations)	25%
	Middle Management (Styldrift Operations)	25%
	Junior Management (Styldrift Operations)	30%
Human Resource Development	HRD expenditure as percentage of total annual payroll (excl. mandatory skills development levy).	5%
Mine Community Development	Total spend in local community	1%[1]

1 Subject to availability of sufficient net profit after tax



Human Resources Development

2

Regulation 46(b)



2 Human Resources Development

Regulation 46(b)

2.1 Introduction

This section of the SLP is structured according to Regulation 46 (b) as outlined below:

Table 4: HRD requirements according to the MPRDA Regulations

SLP PARAGRAPH	REGULATION	CONTENT
1.8	Regulation 46 (b) (i) (aa)	**Skills Development Plan –** number and educational levels of employees
1.13	Regulation 46 (b) (i) (bb)	**Skills Development Plan –** vacancies hard to fill
1.13	Regulation 46 (b) (ii)	A **Career Progression Plan** and its implementation in line with the Skill Development Plan.
1.14	Regulation 46 (b) (iii)	A **Mentorship Plan** and its implementation in line with the Skills Development Plan.
1.15	Regulation 46 (b) (iv)	An **Internship and Bursary Plan** and its implementation in line with the Skills Development Plan.
1.7	Regulation 46 (b) (v)	The **Employment Equity statistics (Form S)** and the mine's plan to achieve the 10% women's participation in mining and 40% Historically Disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old older right

2.2 HRD Executive Summary

The four pillars of our strategy are designed to help us deliver growth for all our stakeholders inclusive of employees and the communities in which we operate. The Skills Development Target as outlined in the Skills Development Act (inclusive of skills development carried out as part of our community development initiatives) amounts to 5% of the total Impala-Bafokeng payroll. To enhance the skills development interventions, Impala-Bafokeng has developed a Talent Management Strategy which incorporates the succession planning process to ensure that there is an availability of skills required to sustain the company. Impala-Bafokeng's transformation strategy targets are designed to meet and exceed the Mining Charter III equity targets, which is particularly challenging regarding women in mining.

The steps taken by Impala-Bafokeng to ensure accelerated achievement of the target includes a Transformation Strategy that empowers historically disadvantaged groups. To further highlight our commitment, one action that we have taken is to set a target of 60% women participation in all training interventions. The main objective is to increase participation of women in training interventions as part of the accelerated progression to senior management and leadership positions. The intake is categorised per race and gender to align with the Mining Charter III technical reporting guidelines templates. Styldrift training centre is ISO 9001 certified and accredited as training providers by the National Mining Qualifications Authority (MQA), which ensures that anyone completing a training course in the centre receives a nationally recognised certification.



The centre retained its scope of training following a recertification audit conducted by the MQA.

The training courses that are provided are the following:

a) **Legal and mandatory training** for our full-time employees and contractors.

b) **SLP training and development** for employees, contractors, and community members, which includes Adult Education and Training (AET) and portable skills training; and

c) **Leadership and Management Development Programmes**, including leadership training for community leaders.

Human Resource Development constitutes an integral part of competitiveness, transformation, and sustainable growth. Since the mining industry is knowledge based, the aim of the Mining Charter, 2018, is to

a) Produce a skilled, trained, and diverse workforce to meet the demands of a modern industry.

b) Develop skills that enhance productivity of the workforce and improve the employment prospects of Historically Disadvantaged Persons; and

c) Develop entrepreneurial skills that improve people's livelihoods and create mining-led local and regional economic diversification.

The HRD Strategy takes cognisance of the skills demand and supply of the mining industry in Rustenburg with specific reference to scarce and critical skills. Development of HDSA leadership is a key strategic focus area including creating an ongoing pipeline of HDSA leadership. HRD is managed across all levels of employment and is also considered as a critical component for achieving the mine's Employment Equity targets. Consequently, the mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the long-term business plan to cover the organisation's short term, medium-term and long-term human capital development requirements.

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

2.3 HRD Framework

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

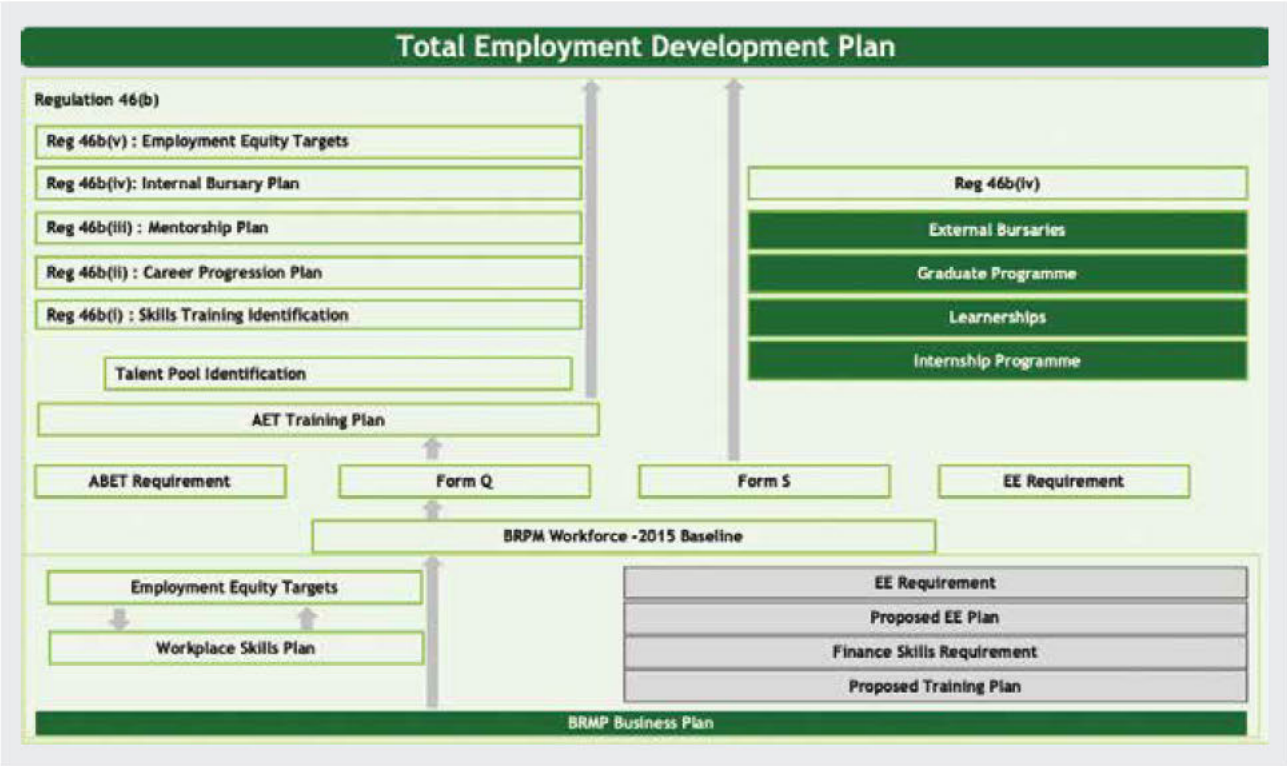


Figure 6: HRD Framework

2.4 Demographics of the Mine Community

2.4.1 Rural labour-sending areas

A rural labour sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as some of the areas in the Eastern Cape. Not all the people residing in RBN territory hail from the Bafokeng tribe.

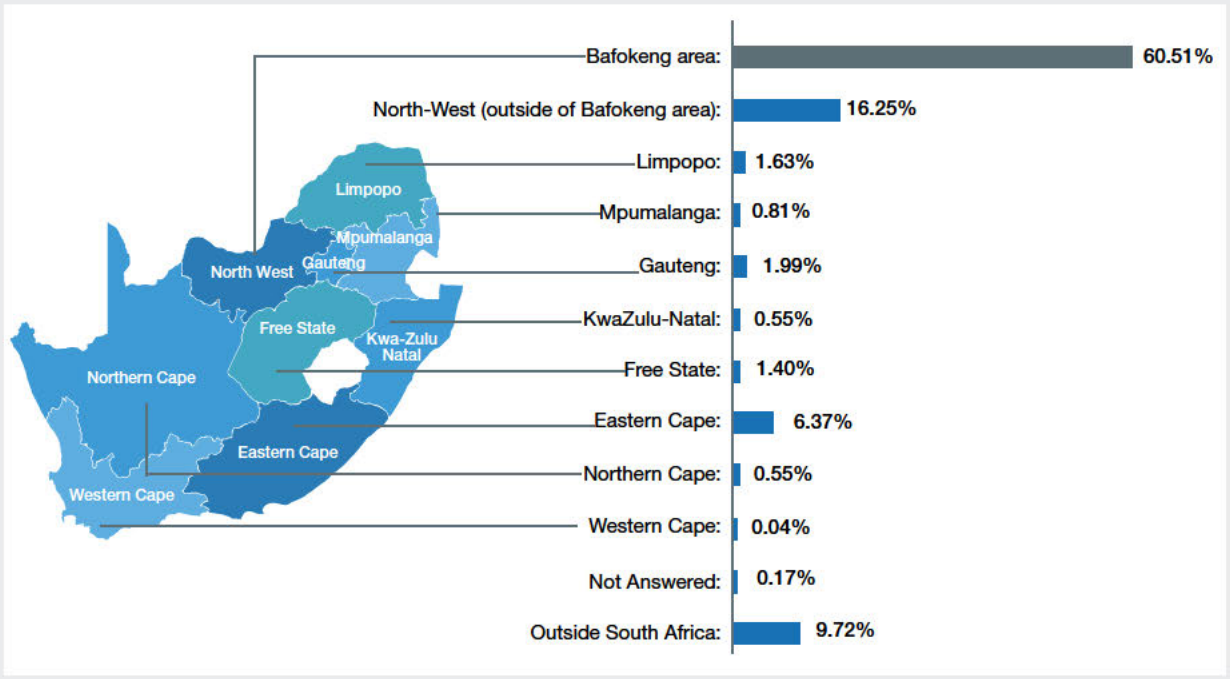


Figure 7: Labour sending areas in RBN territory.

2.4.2 Mine labour

In the context of this Social and Labour Plan, mine labour is defined as those employees who are employed directly by Styldrift and those who work for independent contractors.

Labour falls into one of three categories:

a) Local employees are those who originate from the mine community.

b) Migrant workers refer to workers who originate from the rural areas, who live in hostels or other mine-provided accommodation and who have no formal local dependents. Three types of migrant labour are referred to in this Social Labour Plan:

   i) Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community.

   ii) South African migrant workers are those that come from neighbouring Southern African Development Community (SADC) states. It is the workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.

c) c) Transitional workers are those who bridge the definition of local and migrant workers by falling into both categories. Generally, they are migrant workers with long service histories on the mine, who have become involved in relationships with local people and have established urban (second) families locally.

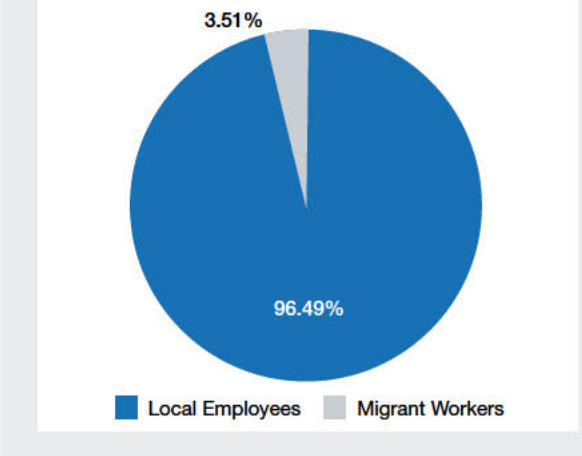


Figure 8: Impala-Bafokeng Labour (Local vs Migrant)

2.5 Compliance with Skills Development Legislation

Applicants who by law should register with SETAs must provide the following:

Table 5: SETA Authority

NAME OF SETA	
Registration number with the relevant SETA	L 820734343
Has your company appointed a Skills Development Facilitator? If yes, provide name	[redacted]
To which institution have you submitted your workplace skills plan?	MQA

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

a) Become functionally literate and numerate.

b) To participate in learnerships.

c) To participate in skills programmes.

d) to acquire portable skills; and

e) participate in various other training initiatives.

The plan includes a range of initiatives from the 'Breakthrough to Literacy' programme through to post-graduate education. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF) and the Mining Qualifications Authority (MQA). The purpose of the Skills Development

Plan is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps on the mine and have a special focus on the training needs of HDSAs, various career path development and mentoring programmes.

Skills development at Styldrift takes place on-site and at ESTC (Engineering Skills Training Centre) in Randfontein, as well as at each of the specific areas nominated by service providers. All training centres employ development practitioners and training staff and each of the centres has both ISO certification and MQA accreditation ensuring that the training provided meets national requirements.

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

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

Table 6: (Form Q) The number and educational levels of both BRPM enrolled employees (Permanent & Fixed Terms)

		Female				Male					
FQ	NQF Level Description	African	Coloured	White	Female Total	African	Coloured	Indian	White	Male Total	Grand Total
LEVEL00	ABET 2/Std 3,Grade 5		–	–		1	–	–	–	1	1
	ABET 3/Std 5,Grade 7	1	–	–	1	2	–	–	–	2	3
	ABET01	1	–	–	1	11	–	–	–	11	12
	No Level Allocated	3	–	–	3	11	–	–	–	11	14
	No Schooling		–	–		1	–	–	1	2	2
	Pre- ABET		–	–		10	–	–	–	10	10
LEVEL01	ABET 4/ Std 7,Grade 9	1	–	–	1	11	–	–	–	11	12
LEVEL02	Std 8/Grade 10, NATED 1/ NCV Level 1	201	3	–	204	673	5		19	697	901
LEVEL03	Std 9/Grade 11, NATED 1/ NCV Level 2	37	–	–	37	231	7	1	52	291	328
LEVEL04	No Level Allocated		–	–		1		–	1	2	2
	Std 10/Grade 12, NATED 1/ NCV Level 3	325	3	5	333	884	2	–	54	940	1273
LEVEL05	National Certificate/Diploma/ Advanced Ce	7	–		7	9		–	1	10	17
	National/Higher Certificate	53	–	4	57	148	5	–	31	184	241
	No Level Allocated	2	–	–	2	2		–	–	2	4
	No Schooling	–	–	–		1	–	–	–	1	1
	Std 10/Grade 12, NATED 1/ NCV Level 3	2	–	–	2	5	–	–	1	6	8
	Std 9/Grade 11, NATED 1/ NCV Level 2	4	–	–	4	1	–	–	3	4	8





Table 6: (Form Q) The number and educational levels of both BRPM enrolled employees (Permanent & Fixed Terms)

		Female				Male					
FQ	**NQF Level Description**	**African**	**Coloured**	**White**	**Female Total**	**African**	**Coloured**	**Indian**	**White**	**Male Total**	**Grand Total**
LEVEL06	National Certificate/Diploma/ Advanced Ce	8	–	–	**8**	22	–	–	2	**24**	32
	National/Higher Certificate			–		1	–	–	–	**1**	1
LEVEL07	Bachelor Honours Degree/ Postgraduate Di	3	–		**3**	8	–	–	–	**8**	11
	National Certificate/ Advanced Diploma/B	20	1		**21**	26	–	–	2	**28**	49
	National Certificate/Diploma/ Advanced Certificate		–	–		1	–	–	–	**1**	1
	National/Higher Certificate	1									
LEVEL08	Bachelor Honours Degree/ Postgraduate Diploma	6	1		**7**	2	–	–	–	**2**	9
	National Certificate/Diploma/ Advanced Certificate	–	–	–		1	–	–	–	**1**	1
LEVEL09	National Certificate/Master's Degree/Mas	–	–	–		7	–	–	–	**7**	7
Qualifi–cation not received	Qualification not received	118	3	1	**122**	294	1	–	13	**308**	430
Grand Total		**793**	**11**	**10**	**814**	**2 364**	**20**	**1**	**180**	**2 565**	**3 379**



2.6 Adult Education Training (AET)

2.6.1 Overview

Styldrift acknowledges its obligation to uplift the literacy levels of all those employees deemed illiterate and has offered the opportunity to obtain such a qualification to most illiterate employees. Styldrift is committed to improving the self-image of all employees, as well as developing their full potential toward safer and more efficient work practices.

Styldrift continues to believe that the provision of AET has a positive impact on its employees' ability to communicate effectively and work safely. In addition, it allows its employees the opportunity to develop their skills and realise their full potential.

Employees, contractors, and community members have been offered an on-going AET training opportunity. Most of these AET programmes are currently being offered at own time basis. The AET Centre has flexible class times to ensure that everyone could attend the classes.

2.6.2 Illiteracy level and AET Needs

Literacy is a key component for all employees in enabling them to acquire skills and knowledge, and with the current prominent levels of illiteracy, opportunity is afforded to employees and contractors to partake in AET training to increase their level of literacy.

The operation acknowledges the obligation to uplift the literacy levels of all those employees who have not achieved an AET Level 4 qualification and have offered the opportunity to obtain such a qualification to most functionally illiterate employees. There is a commitment to improve the skills levels of all employees, as well as developing their full potential towards safer and more efficient work practices. All employees are continuously informed about the personal and career advantages of furthering their educational levels. All employees who register for AET training are then assessed through recognition of prior learning (RPL) processes and the most appropriate placement level from which to begin further studies is recorded.

2.6.3 AET Training Planned

Styldrift commits to continuously reassess the workforce educational profile and to formulate a plan to offer the same opportunity to all illiterate employees.

2.6.4 Training Planned: AET Own-Time

Table 7: Adult Education Training Breakdown: Employees Own Time

FIELD / AREA OF TRAINING	AET OWN TIME ENROLLED EMPLOYEES						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Pre-AET	0	3	5	7	2	2	19
AET Level 1		7	9	11	2	2	31
AET Level 2		9	11	13	2	2	37
AET Level 3		5	7	9	2	2	25
AET Level 4		4	6	8	2	2	22
FLC		2	4	6	2	2	16
GETC		2	4	6	2	2	16
Total	**0**	**32**	**46**	**60**	**14**	**14**	**166**

2.6.5 Training Planned: AET Own-Time Contractors

Table 8: Adult Education Training Breakdown: Contractors

FIELD / AREA OF TRAINING	AET OWN TIME CONTRACTORS						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Pre-AET	0	3	5	7	2	2	19
AET Level 1		4	6	8	2	2	22
AET Level 2		4	6	8	2	2	22
AET Level 3		6	8	10	2	2	28
AET Level 4		2	4	6	2	2	16
FLC		0	2	4	2	2	10
GETC		2	4	6	2	2	16
Total	**0**	**21**	**35**	**49**	**14**	**14**	**133**



2.6.6 Training Planned: AET Own-Time Community

Table 9: Adult Education Training Breakdown: Community

FIELD / AREA OF TRAINING	AET OWN TIME COMMUNITY						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Pre-AET	0	2	4	6	5	5	22
AET Level 1		2	4	6	5	5	22
AET Level 2		3	5	7	5	5	25
AET Level 3		2	4	6	5	5	22
AET Level 4		1	3	5	5	5	19
FLC		0	2	4	5	5	16
GETC		1	3	5	5	5	19
Total	**0**	**11**	**25**	**39**	**35**	**35**	**145**

2.7 Core Business Training

2.7.1 Core Business Training (Mining, Engineering)

Core business training is defined in respect of legislation as that which relates to mining and engineering, (excluding learnerships). It is imperative that the operation focuses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform.

Table 10: Adult Education Training Breakdown: Community

FIELD / AREA OF TRAINING	CORE TRAINING					
	Target and Timeline					
	2020	2021	2022	2023	2024	5-year targets
Mining	2	2	3	1	1	9
Engineering	2	2	3	1	1	9
MRM	2	2	3	1	1	9
Total	**6**	**6**	**9**	**3**	**3**	**27**

2.8 Learnerships

2.8.1 Overview

A learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Learnerships enable learners to work towards a qualification whilst being employed.

Styldrift will continue to provide learnerships to employees and selected people from the surrounding communities, as well as to students enrolled at various tertiary educational institutions. The purpose of these learnerships will be to equip employees with skills to assist them in undertaking their responsibilities more efficiently, affording their progression into other positions at Styldrift, where a need exists.

The operation provides mainly Mining and Engineering Learnerships for its employees. Engineering learners and technicians are sent to the Engineering Skills Training Centre (ESTC) in Randfontein for their training. Mining learnerships are conducted on-site.

Styldrift will ensure that its learnership strategy is in line with company standards and Mining Charter commitments as set out below:

a) Commitment of 80% HDSAs to be selected for these programmes.

b) 25% of these HDSA learnerships will be reserved for women.

c) The remaining 20% will be allocated to non-HDSAs; and

d) Upon engagement as a learner, each learner will be required to enter the mentorship agreement and will be monitored half-yearly to ensure the effectiveness of the relationship. These will be the action steps taken to ensure the mine achieve its targets.

2.8.2 Learnerships (Internal Mining)

A learnership is a structured learning programme that is registered with the Department of Labour where a learner obtains practical work experience of a specified nature and duration which leads to a qualification registered on the NQF that can be related to an occupation. Internal refers to learners that are employees of Styldrift (S18.1). Also, included in this category are all internal learners that embark on a registered apprenticeship as defined in the Skill Development legislation.

Table 11: Mining Learnerships: Section 18 (1)

FIELD / AREA OF TRAINING	MINING INTERNAL						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Blasting Cert	0	8	8	8	2	2	**38**
Total	**0**	**8**	**8**	**8**	**2**	**2**	**38**



2.8.3 Learnerships (Internal Engineering 18.1)

Table 12: Learnerships Internal: Section 18 (1)

FIELD / AREA OF TRAINING	ENGINEERING INTERNAL						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Fitter	0	1	1	2	1	1	**6**
Boilermaker		1	1	1	1	1	**5**
Electrician		1	1	2	1	1	**6**
Diesel Mech		1	1	2	1	1	**6**
Auto Electrician		1	1	0	1	1	**4**
Instrumentation		1	0	0	1	1	**3**
Rigger		0	1	0	1	1	**3**
Total	**0**	**6**	**6**	**7**	**7**	**7**	**33**

The above table (Internal Engineering learnership 18.1) depicts Engineering learners' targets for a programme that runs for three years. To this effect the learners who enter the programme in year one (e.g. 2020) will be on the programme for two more years viz. 2020 and 2022 to complete the programme. The same will apply to 2021 intake going forward.

2.8.4 Learnerships (External Engineering and Mining 18.2)

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

Table 13: Learnerships Internal: Section 18 (2)

FIELD / AREA OF TRAINING	MINING EXTERNAL						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Blasting Cert	0	2	2	2	1	1	**8**
Total	**0**	**2**	**2**	**2**	**1**	**1**	**8**

Table 14: Engineering External (18.2)

FIELD / AREA OF TRAINING	ENGINEERING EXTERNAL (18.2)						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Fitter	0	1	1	1	0	1	4
Boilermaker		1	0	0	0	1	2
Electrician		1	1	0	1	1	4
Diesel Mech		1	1	1	0	1	4
Auto Electrician		0	0	1	0	0	1
Instrumentation		0	1	0	1	0	2
Rigger		0	0	0	1	0	1
Total	**0**	**4**	**4**	**3**	**3**	**4**	**18**

The above (External Engineering learnership 18.2) depicts Engineering learners' targets for a programme that runs for three years. To this effect the learners who enter the programme on year one (e.g., 2020) will be on the programme for two more years viz. 2021 and 2022 to complete the programme. The same will apply to 2021 intake going forward.

2.9 Portable Skills Training Programme

Styldrift recognises that every mine has a limited lifespan and that the demands of the business could require a reduction in human resources in the future. As part of its corporate social responsibility, the Mine intends to equip the future work force – as well as members of the community – with portable skills that will benefit the individuals concerned. These initiatives will be aligned to the North-West Province's Provincial Growth and Development Strategy. A three-tier approach will be followed now and upon retrenchment.

a) The portable skill will firstly be implemented by providing the skills which are functional and important during the life of mine. The skills should be supplementary to the core business of the operation. The programmes identified should be determined by the needs and interest of the employees and the delivery capacity of the operation.

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

c) All employees, in the year prior to their retirement will be offered an opportunity to attend basic Portable Skills training.

The following action steps will be taken.

a) Portable skills during the life of mine:

   i) The HRD department through HRD Officers and contracting companies will identify individuals who should go through the identified programmes.

   ii) These skills will be catered for as part of the workplace skills plan; and

   iii) These training interventions may be offered to employees approaching retirement age.

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



2.9.1 Portable Skills Training Programme – Employees

Table 15: Portable Skills Programme

FIELD / AREA OF TRAINING	PORTABLE SKILLS EMPLOYEES						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Farming (Poultry etc)	0	4	4	6	2	2	**18**
Hospitality		4	4	6	2	2	**18**
Total	**0**	**8**	**8**	**12**	**4**	**4**	**36**

2.10 Form R: Hard to Fill Vacancies

Styldrift analyses the human capital requirements per discipline annually to determine scarce skills and to develop relevant action plans, such as graduate development programmes and bursaries. References to specific programmes are provided below to address scarce skills shortages.

Hard-to-fill vacancies currently represent both filled and vacant positions. They are difficult to fill due to the limited availability of related skills in the market. Hard-to-fill vacancies will be addressed at Styldrift through the implementation of the Skills Development Programmes, the HRD strategy, and various learnerships, as described in the sections above. The hard-to-fill vacancies at Styldrift have been recorded in Form R. The information in the table will be updated on an annual basis.

Table 16: Hard to Fill Vacancies

OCCUPATIONAL LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top management	Supply Chain Manager	• Lack of experience in Trackless • Unavailability of skill in the market
	Section Engineer	
Senior Management	Mining Section Manager	
Professionally qualified and experienced specialists and mid-management	Shaft Timberman	• Lack of experience
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Diesel Mechanic	• Unavailability of skill in the market • Insufficient experience in trackless mining
Semi-skilled and discretionary decision making	Roof Bolter Operator	
Unskilled and defined decision making	None	None

2.11 Career Progression Plan

Styldrift realises that to keep employees engaged and committed to the Company, there has to be continual development which will enable employees to seize career development opportunities. The Company aims to balance the responsibility for career management and progression between the Company's skills requirements and the employee's career aspirations, potential and performance.

Styldrift has developed generic competency matrices per job and career path matrices (flow charts) for every discipline within its operations for career progression. These flow charts for each occupation are to provide guidelines to Styldrift and its employees on a desirable path for career progression and the expected time frames necessary for achieving the various job levels after the qualification criteria are met.

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

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

Table 17: Career Progression Mining

FIELD / AREA OF TRAINING	MINING						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Shift Supervisor Cert	-80	2	2	2	1	1	8
Mine Oversee Cert		1	1	1	1	1	5
Mine Manager Cert		1	0	1	0	0	2
Total	**-80**	**4**	**3**	**4**	**2**	**2**	**15**

2.11.2 Career Progression Plan – Engineering (Excluding Learnership & Educational Assistance)

Table 18: Career Progression Engineering

FIELD / AREA OF TRAINING	ENGINEERING						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Artisan Assistant	-97	10	10	10	2	2	34
Stope Service Man		5	5	5	3	2	20
Artisan		5	5	5	2	2	19
Foreman		1	1	1	2	2	7
Total	**-97**	**21**	**21**	**21**	**9**	**8**	**80**



2.11.3 Career Progression Plan – Service Departments

Table 19: Career Progression Service Departments

FIELD / AREA OF TRAINING	SERVICE DEPARTMENTS						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Rock Engineering	-53	1	0	1	0	1	3
Safety		1	0	1	0	1	3
Survey		0	1	0	1	0	2
Geology		1	0	1	0	1	3
HR		0	1	0	1	0	2
HRD		1	0	1	0	1	3
Finance		0	1	0	1	0	2
Protection Services		0	1	0	1	0	2
Total	-14	4	4	4	4	4	20

During all the formal training programmes listed per each discipline above, which are 12 months or more, the operation will ensure that mentoring and coaching takes place. Learners will be assigned with coaches after attending training programmes for them to get further support and guidance. Senior Training Officers, Officers and Coordinators will serve as coaches to the lower entry level employees.

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

2.12 Mentorship Plan

Mentorship is a key process and tool in support of people development, Employment Equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mining operation. In addition, mentorship, and coaching support Styldrift's career and succession management system, providing for a transfer of knowledge, work, and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.



Table 20: Mentorship Targets

FIELD / AREA OF TRAINING	MENTORSHIP TARGETS							
	Target and Timeline							
	Duration	Backlog	2020	2021	2022	2023	2024	5-year targets
Learnerships	3 years	-93	10	10	10	10	10	**50**
Bursars	3 years		2	2	2	2	2	**10**
Graduates	3 years		4	4	4	4	4	**20**
Internship	3 years		2	2	2	2	2	**10**
Capacity pool (D1 & Below)	Depending on scope of develop-ment		86	77	87	77	87	**414**
Talent pool (D2 & Above)			5	30	34	30	34	**133**
Total		**-93**		**109**	**139**	**125**	**139**	**637**

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

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

a) Mentors will be selected carefully and developed to ensure effective continuation of mentorship relations.

b) Employees that are not participating in the mentorship programmes will be developed via standard development mechanisms, including relevant coaching by supervisors and Company coaching.

c) Registered mentees and mentors participating in the mentorship programme will be given mentorship training.

d) Needs identified because of the mentorship relationship will be reported to the direct supervisor via the mentee and included in the Individual Development Charter (IDC).

e) A mentorship agreement will be formalised and will specify each Company or party's expectations and commitments; and

f) The mentorship systems will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

2.13 Bursaries, Internships and Graduate Programme

The mine's internal and external bursary schemes have as their main aim to provide both employees and external people with the opportunity to further their education thereby enabling them to be either eligible for further development in line with their career progression route or allow them to join the graduate scheme.

2.13.1 Internal Bursaries (Study Assistance)

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



Table 21: Core & Non-Core Training

FIELD / AREA OF TRAINING	INTERNAL BURSARS						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Administration	0	0	0	0	0	0	**0**
Engineering		3	3	3	3	3	**15**
Finance and Accountancy		1	1	1	1	1	**5**
Total	**0**	**4**	**4**	**4**	**4**	**4**	**20**

Styldrift recognises the importance of developing its most valuable resource, its workforce. In addition to skills development, Styldrift also recognises that tertiary development contributes to having a well-educated workforce. Therefore, the Mine will provide employees with bursaries to give them the opportunity to obtain recognised tertiary qualifications in line with their occupations. The internal bursary programme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

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

a) To encourage current employees to progress their careers, internal bursaries will be available for qualifying employees.

b) These will be granted on condition that the course of study is relevant to the employee's current and future roles within the Company.

c) The identification of candidates will be guided by succession planning and career management processes per discipline.

d) The final approval of internal bursaries for identified employees and/or employees who apply will be done by their immediate supervisor and Head of Department in consultation with the HRD Manager and any other relevant subject matter expert; and

e) Such studies are to be undertaken through institutions recognised by the Company.

2.13.2 External Bursaries

External Bursaries are awarded to people that are currently not the employees of the company. The company has a well-established bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, will be afforded professional career paths in the Company. Through this comprehensive and attractive bursary scheme, Styldrift will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates as well as filling critical skills gaps in Styldrift score disciplines.

The following action steps will enable the operation to achieve the targets.

a) Commitment of 80% HDSAs to be selected for these bursaries.

b) 20% of these HDSA bursaries will be reserved for women.

c) The highest calibre of young professionals will be attracted to meet staffing and Employment Equity requirements. This area is regarded as one of the Mining Operations strategic priorities, particularly considering the core skills shortages in the South African mining industry.

d) The minimum selection requirement for Grade 12 learners will be 60% in Mathematics and Science.

e) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene. In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year or be channelled into full-time tertiary study; and

f) Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.

Table 22: External Bursars

FIELD / AREA OF TRAINING	EXTERNAL BURSARS						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Mining	0	2	2	2	1	1	8
Geology		2	2	2	1	1	8
Survey & Ventilation		2	2	2	1	1	8
Electrical Engineering		2	2	2	1	1	8
Mech Engineering		2	2	2	1	1	8
Research/ Technology Innovation		2	2	2	0	0	6
Total	**0**	**14**	**14**	**14**	**5**	**5**	**46**

2.13.3 Internships

Styldrift's Internship Programme will consist of different programmes aimed at giving learners accelerated exposure as part of their development programmes. Such programmes will vary from giving exposure to prospective employees, to students requiring practical experience towards their qualifications. Some of the experiential programmes are aimed at the development of potential employees. Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.

2.13.4 Graduate Development Programme

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

The following action steps will enable achievement of targets:

a) Number of Graduate Trainees per discipline to be engaged based on the staffing and HDSA targets for the next 5 years are assessed annually.

b) These graduate trainees are then further developed by means of the discipline specific Graduate Development Programmes for an average of 18 months.

c) During the Programme, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by the operation; and

d) Every Graduate has an Individual Development Charter (IDC), and an appointed mentor of which appraisals are conducted on bi-annually.



Table 23: Graduate Programme

FIELD / AREA OF TRAINING	GRADUATE PROGRAMME						
	Target and Timeline						
	Backlog	2020	2021	2022	2023	2024	5-year targets
Mining Engineering	0	0	1	1	1	1	4
Electrical & Engineering		1	0	1	0	0	2
Mech Engineering		1	1	1	1	1	5
Geology / Mine Planning		1	1	1	0	0	3
Rock Engineering		1	0	0	0	0	1
Survey & Ventilation		0	1	0	0	0	1
Total	**0**	**4**	**4**	**4**	**2**	**2**	**16**

2.14 Form S: Employment Equity Plan

The Mine fully subscribes to the principles of the Mining Charter and strives to achieve more than the minimum requirements. The Mine believes that Employment Equity is an integral part of building an effective and representative workforce to ensure equality among its employees.

Table 24: Employment Equity Statistics per Form S

Occupational Levels	Male				Female				Male	Female	Total Workforce
	A	C	I	W	A	C	I	W	Foreign Nationals		
Board	2	0	0	3	1	0	2	0	0	0	8
Exco	3	0	0	7	0	0	0	1	0	0	11
Senior Management	8	0	0	5	0	0	0	0	0	0	13
Middle Management	56	2	0	19	19	0	0	1	1	0	98
Junior Management	723	12	1	119	163	3	0	8	8	0	1 037
Unskilled Skills	1 517	6	0	31	572	1	0	0	16	3	2 146
Non-Permanent Employees	34	0	0	6	36	0	7	1	0	0	84
Grand Total	**2 343**	**20**	**1**	**190**	**791**	**4**	**9**	**11**	**25**	**3**	**3 397**



2.14.1 Annual HDSA Progressive Targets Permanent Employees

Table 25: HDSA Targets

OCCUPATIONAL LEVELS	HDSA TARGETS					
	PB	2020	2021	2022	2023	2024
Board		50%	50%	50%	50%	50%
Executive Management		50%	50%	50%	50%	50%
Senior Management	E - Levels	55%	55%	60%	60%	60%
Middle Management	D - Levels	55%	55%	60%	60%	60%
Junior Management	C - Levels	65%	65%	65%	70%	70%

Table 26: Core & Critical Discipline

OCCUPATIONAL LEVELS	CORE & CRITICAL SKILLS					
	PB	2020	2021	2022	2023	2024
All	All	80%	80%	80%	80%	80%

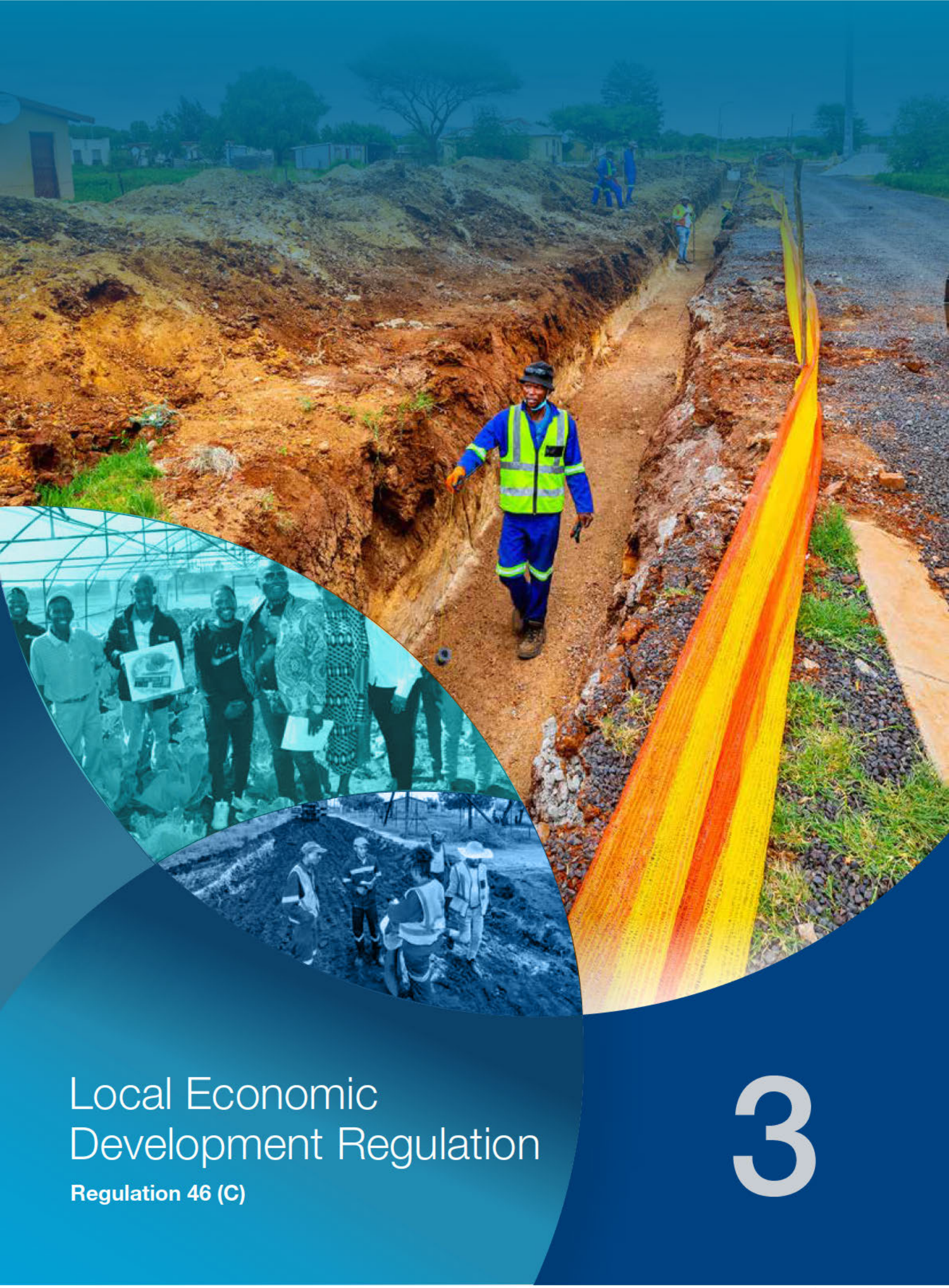
2.14.2 Women in Management (All Disciplines)

Table 27: Women in Management Targets

OCCUPATIONAL LEVELS	WOMEN IN MANAGEMENT TARGETS					
	PB	2020	2021	2022	2023	2024
Board		15%	15%	15%	20%	20%
Executive Management		15%	15%	15%	20%	20%
Senior Management	E2 - E4	15%	20%	25%	25%	25%
Middle Management	D2 - E1	25%	25%	25%	25%	25%
Junior Management	C1 - D1	25%	25%	30%	30%	30%

Table 28: Disability Targets

OCCUPATIONAL LEVELS	DISABILITIES TARGETS					
	PB	2020	2021	2022	2023	2024
All	All	1%	1%	1%	1.5%	1.5%



Local Economic Development Regulation

Regulation 46 (C)

3



3 Local Economic Development

Regulation 46 (C)

3.1 Introduction

This section focuses on strategic programmes that will cover the local and regional priorities of economic development, poverty alleviation, community upliftment and the improvement of the people's lives and long- term sustainability beyond the life of the mine.

The Local Economic Development Programme (LEDP) seeks to promote Impala-Bafokeng's on-going alignment and involvement in the LED initiatives and the Integrated Development Plans (IDPs) of the Bojanala Platinum District Municipality (BPDM) and the host local municipality, the Rustenburg Local Municipality (RLM) and the Moses Kotane Local Municipality (MKLM). The following sections form the basis of Impala-Bafokeng LEDP:

a) Transformation Strategy
b) Municipal Integrated Development Plans Review
c) Background Regional Socio-Economic analysis
d) LED Projects Plan
e) Housing and Living Conditions Plan
f) Procurement Plan.

3.2 Transformation Agenda

The Transformation Strategy within Impala-Bafokeng is based on the following principles:

- Aim to drive Transformation, Enterprise, Supplier Development and Corporate Social Investment (CSI) in a way that supports the efficient and sustainable running of the business.
- Aspire to be a leading organisation around Transformation over the medium to long term.
- Aim to drive workforce capability development (particularly around Transformation).
- Aim towards improving the Impala-Bafokeng public reputation for demonstration of local commitment together with improving business sustainability.
- Aim to build a strong relationship with the government through compliance with the Department of Trade and Industry (DTI) and DMRE codes.
- Aim to drive Transformation initiatives that seek to unlock potential business value (within the current constrained business environment).

3.3 Geographic Overview

The North-West province is a predominantly SeTswana-speaking area and the third smallest province in South Africa. Its rich platinum reserves, however, makes it an economic and political focal point. The North-West province has population of 4.11 million which represents 6.9% of South Africa's total population (2019).

The province is the 6th largest of the nine provinces in SA and it covers 104 822km2. In 2019 North-West contributed 6.5% to the national Gross Domestic Product (GDP). Mining is a major economic diver in North-West, in 2019 it represented 30.5% of North-West's GDP.



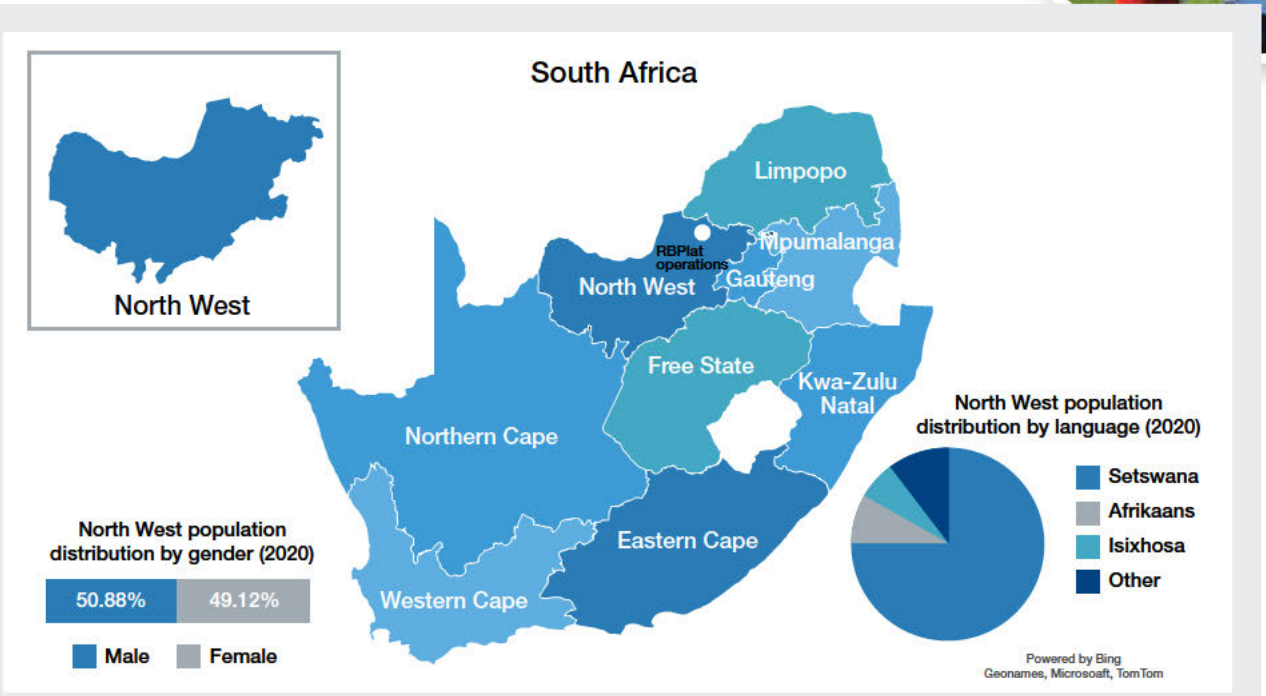


Figure 9: North-West Province Overview *(Source: IHS Global Insight's Regional eXplorer 2016 estimates)*

The Bojanala Platinum District Municipality (BPDM) is the one of the most populous districts in the North-West province with most of its population being between 18-64 years old and predominantly male. BPDM is one of the district municipalities in North-West and it covers an area of 18 333km2. (BPDM) is the most populous district in the North-West with a total population of 1.85 million, in 2019. Between 2008 and 2018 the population grew at an average of 2.6% per year, which is higher than average growth percentage of the North-West Province (~2% per year).

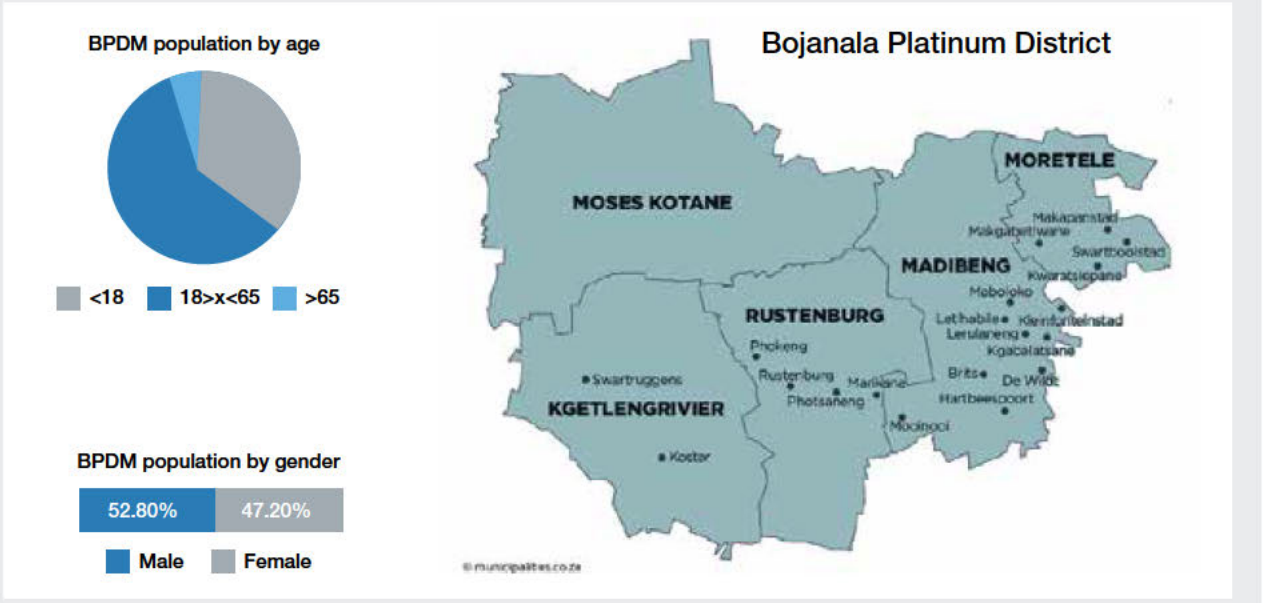


Figure 10: Bojanala Platinum District Municipality Overview

Royal Bafokeng Nation (RBN) is one of the areas within BPDM and covers an area of 1 200 km2. Beneath the RBN land lies part of the world's largest platinum reserves. RBN is a traditionally governed community of people living in 29 villages. RBN had a total population of 150 000 in 2020. It represents 3.6% of the total population of BPDM. Majority of the population is of working age, aged between 18-64 years. 96% of Bafokeng residents use Setswana as their home language. Other languages represented in the region include IsiXhosa, Sesotho and Xitsonga.

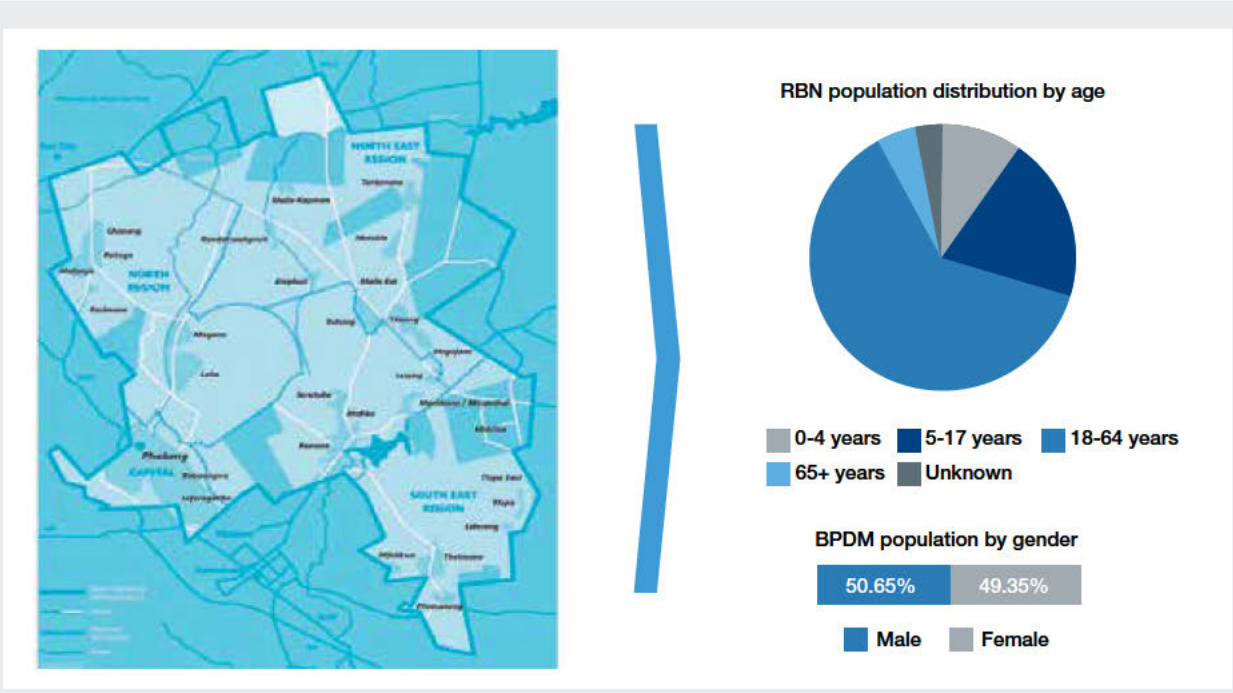


Figure 11: Royal Bafokeng Nation overview

(Source: IHS Global Insight: Regional eXplorer 1070 (2.5y) 2016 figures)

Mafenya, Chaneng, Robega and Rasimone villages, known as Macharora are the doorstep communities to Impala- Bafokeng Platinum Mine. Robega village is on state-owned land "administered by both RLM and RBA jointly" and the other three villages are on RBN land. However, all the villages are currently administered by the RBN. Rasimone is approximately 4.2km away from Bafokeng Rasimone Platinum Mine.

There are three (3) ward councillors (Ward 01 & Ward02) & RLM – 03 - namely for Rustenburg and a second councillor that represents the Royal Bafokeng Nation (RBA-01). There are (3) three Kgosana in Macharora and each Kgosana represents one of the doorstep communities.

The communities have a significant school drop-out rate, where most of their population do not have their matric qualification, contributing to the high unemployment rate within the communities. There are four primary schools and one high school in Macharora. There is one clinic that caters to all the communities, which is based in Chaneng village, however, there is a mobile clinic that serves Mafenya /Rasimone residents on an almost daily basis.



3.4 Regional and Local Development Priorities

3.4.1 Regional development priorities

RBN communities are not only served by the Nation's development frameworks and investments; it also falls under the municipal, district and provincial development strategies. It is, however, common for other regional entities to deprioritise Bafokeng areas due to the Nation's existing wealth and endowments. The RBN area falls within a local municipality, which falls within a district municipality, which falls into a province. The goals outlined in Plan '35 aligns to other development plans and needs assessments that apply to the region.

The integrated development plan priorities for each of the regional areas are indicated in Figure 12 below.

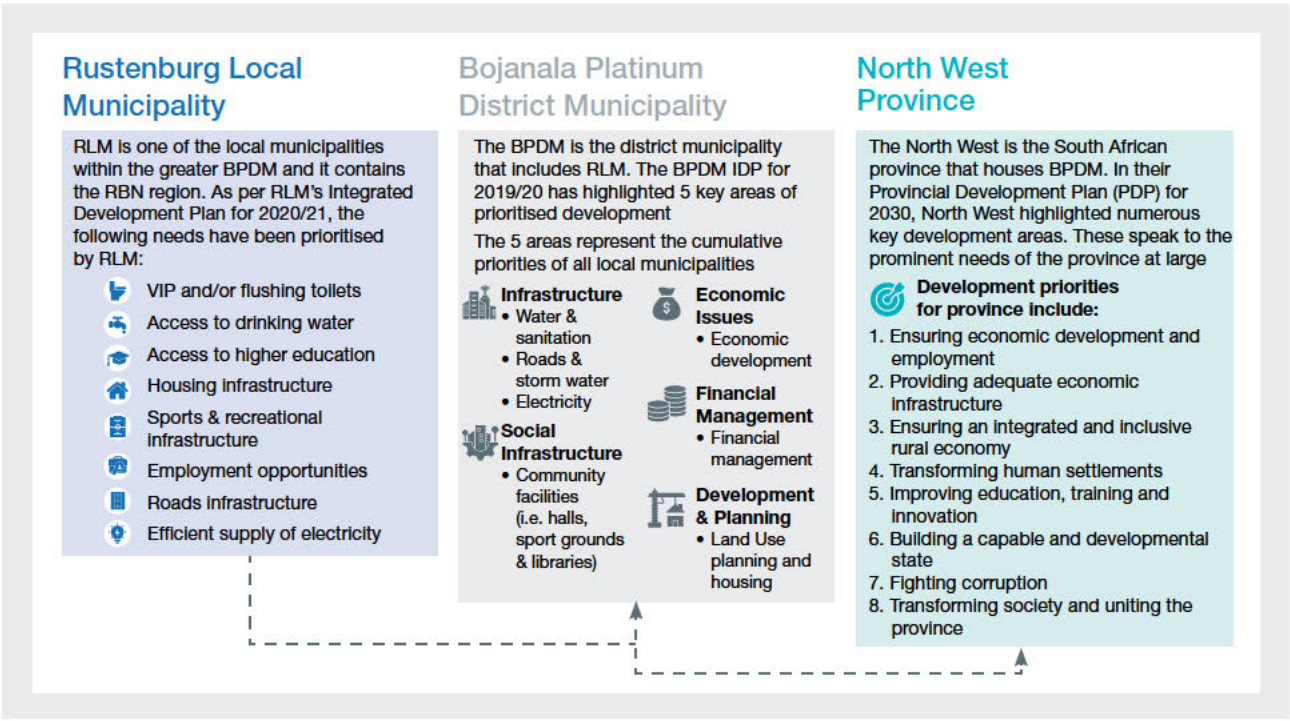


Figure 12: Regional Development Priorities

The Rustenburg Local Municipality Integrated Development Plan (IDP) is used as basis for all Local Economic Development (LED) projects to ensure alignment and that the interventions are addressing the specific needs of the community. Consultation with the Municipal IDP Manager and Mayoral Stakeholder Engagement Committee (MASECO) are in this regard conducted during the planning phase and on a quarterly basis to monitor progress. In addition, there is the Infrastructure Development Committee in place internally to plan on all the CED interventions and monitor on the progress.

3.5 Social and Economic Background Information

3.5.1 Social Overview

3.5.1.1 Health Care

There are more than 125 health care facilities in the Bojanala District. Of the facilities, 9 are community health centres and provide 24-hour services. 115 are clinics, of which 17 provide 24-hour services, 3 are district hospitals and 1 is a tertiary hospital. The RLM had a total of 21 clinics, 3 health care centres and 1 district hospital in 2017. The leading cause of death in the Bojanala District from 2012 to 2017 was due to non-communicable diseases which resulted in 57% all female deaths and 45% all male deaths. These diseases included endocrine, nutritional, blood or immune diseases as well as diabetes, hypertension, cerebrovascular, ischaemic heart, prostate, cervix, and other respiratory diseases.

3.5.1.2 Education

Education is a key factor in the economic growth of the RLM and the development of its industries This can be achieved by providing skilled professionals and a trained workforce. This has been reflected in the increased number of people with matric from 2010 to 2020 by 70 000. The number of people with a "matric and a certificate/diploma" and a "matric and a Bachelor's degree" also increased with an annual rate of 5.43% and 5.59% respectively for the same period.

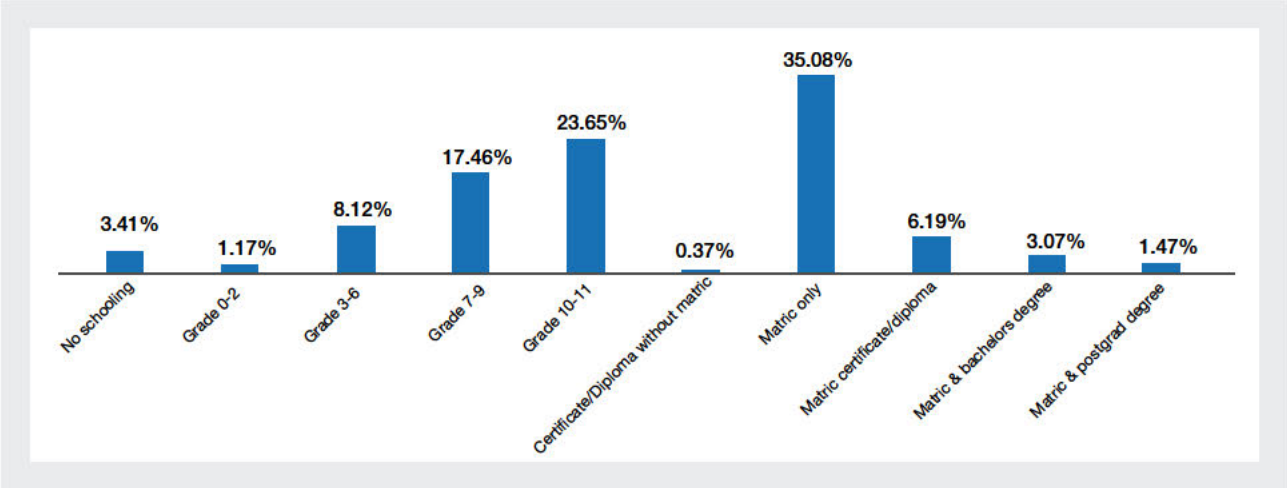


Figure 13: Levels of education in the RLM

3.5.1.3 Standard of Living, Utilities and Services

The standard of living in the Bojanala Platinum District, the Rustenburg Local Municipality and the mine community varied somewhat in 2019. The majority of RLM residents reside in formal structures (structures built according to approved plans but without running water or without a flush toilet within the dwelling), followed by about 30% residing in very formal dwelling units (structures built according to approved plans that also have running water and flush toilets within the dwelling). The number of people living in informal dwellings has been increasing by ~1.2% per year between 2009 and 2019. The average household size was 3 people per household in Rustenburg in 2020 with 90.5% of these households' population group being African.



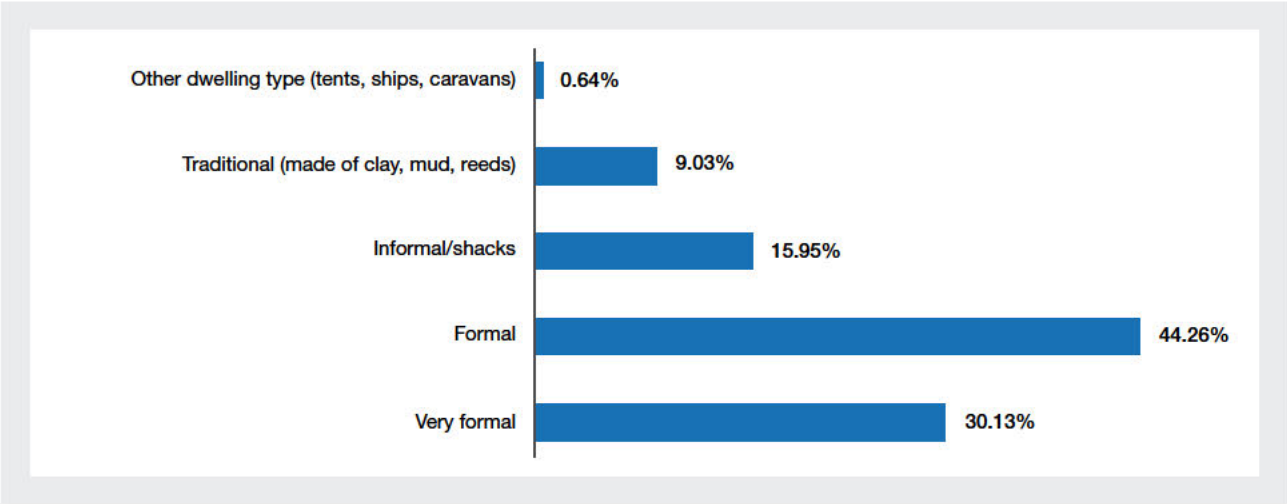


Figure 14: Prevalence of dwelling type in the RLM

3.5.1.4 Electricity and Energy

Electricity was the key source of energy used in all the villages for lighting, cooking, and heating. More than 86% of households in the RLM use electricity for basic household activities whilst over 13% do not have access to electricity. Electricity is provided privately by Eskom. The number of households without access to electricity has decreased annually by a rate of 0.97% per annum from 2009 to 2019.

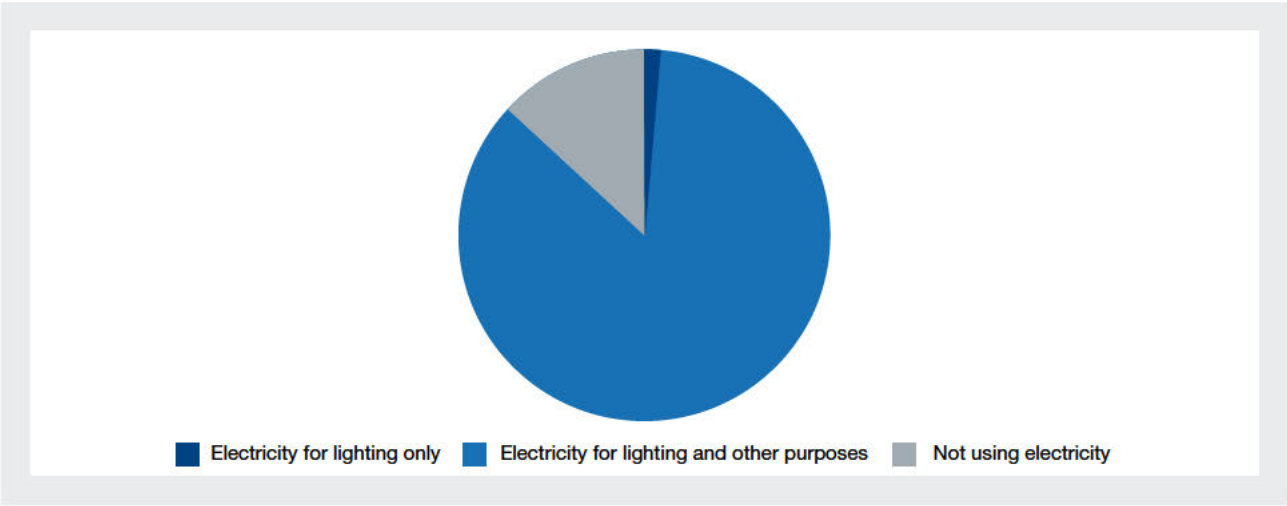


Figure 15: Electricity usage in the RLM

3.5.1.5 Water

Residents of the RLM are doing relatively better than those of the greater Bojanala District area when it comes to piped water services. According to the RLM IDP (2022-2027), 52.66%% of households in the RLM have access to piped water inside the yard whilst 31.14 % of households have access to water inside their dwellings. Only 0.69% of households had no access to piped water services.

3.5.1.6 Sanitation and Refuse Removal

The number of households without access to a flush toilet has increased by a rate of 0.65% annually from 2009 to 2019 due to the increase in the total number of households within the RLM. This is caused by the high in-migration into the region which is putting strain on household infrastructure and can result in the number of households not living in a formal dwelling to increase. Overall, the RLM is still performing better than the other regions within the Bojanala District with a share of 60.15% of the flush toilets within the district.

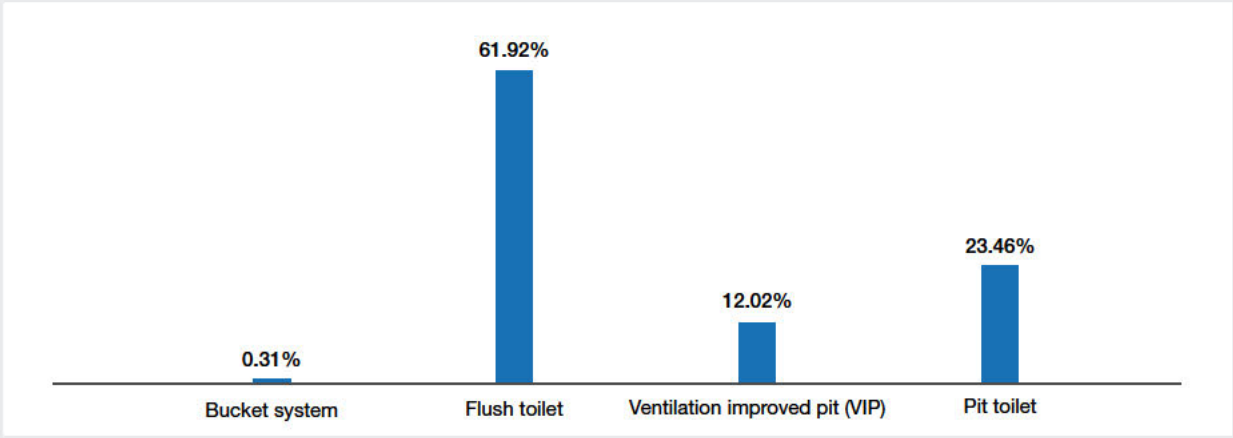


Figure 16: Prevalence of lavatory type in the RLM

72.44% of the RLM households have their refuse removed weekly by the RLM. There was an improvement in the removal of refuse from 2009 to 2019 in the number of households with no formal refuse removal which has reduced this number by an annual rate of 0.96%.

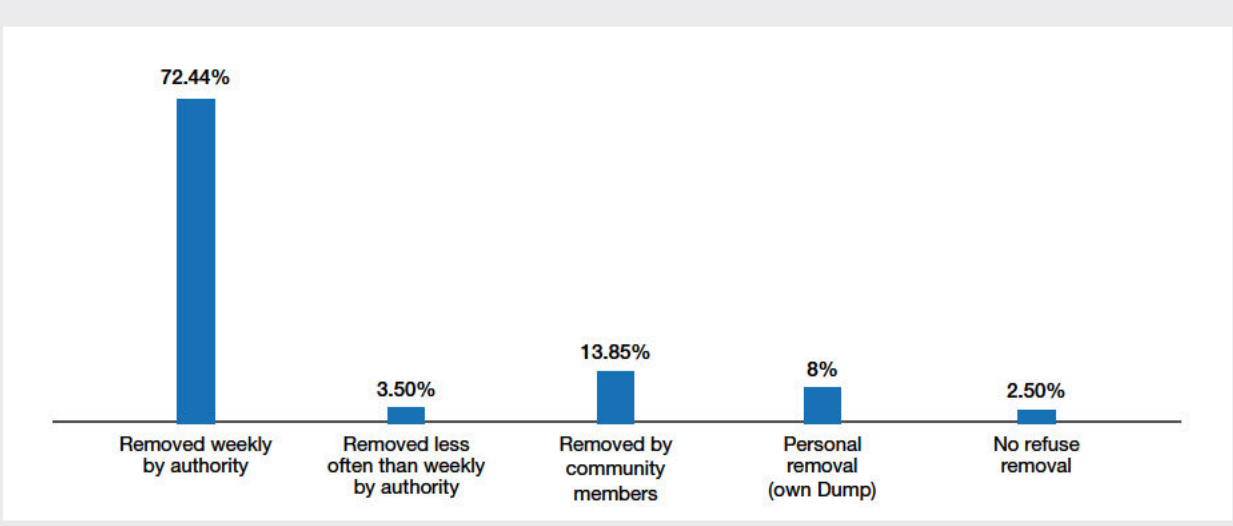


Figure 17: Refuse removal in the RLM



3.5.1.7 Economically Active Population (EAP)

The working age population in the RLM in 2020 was 524 000, increasing at an average annual rate of 3.05% since 2010. For the same period the working age population for Bojanala Platinum District Municipality increased at 2.45% annually, while that of North-West Province increased at 1.75% annually. Out of the working age group in the Rustenburg Municipality, 58.5% are participating in the labour force, meaning 307 000 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 217 000 people. Out of the economically active population, there are 94 600 that are unemployed, or when expressed as a percentage, an unemployment rate of 30.8%.

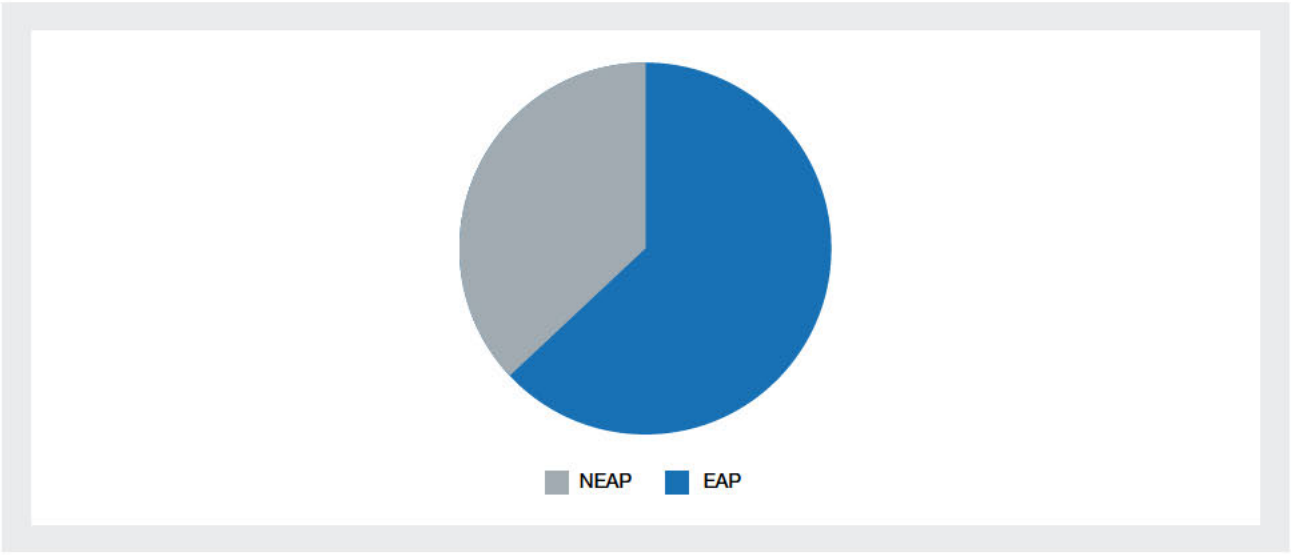


Figure 18: EAP vs NEAP in the RLM

3.5.1.8 Total Employment

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector. By utilising employment data, an estimation of unemployment can be made. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy.

In 2020, RLM employed 216 000 people which is 51.37% of the total employment in Bojanala Platinum District Municipality (421 000), 24.47% of total employment in North-West Province (884 000), and 1.38% of the total employment of 15.7 million in South Africa. Employment within RLM increased annually at an average rate of 1.23% from 2010 to 2020.

The number of formally employed people in RLM Local Municipality was186 000 in 2020, which is about 86.02% of total employment, while the number of people employed in the informal sector was 30 200 or 13.98% of the total employment. Informal employment in RLM increased from 18 400 in 2010 to an estimated 30 200 in 2020.

3.5.1.9 Economic Overview

With a Gross Domestic Product (GDP) of R 72.9 billion in 2020 (up from R 37.4 billion in 2010), the RLM contributed 47.04% to the Bojanala Platinum District Municipality GDP of R 155 billion in 2020 increasing in the share of the Bojanala Platinum from 43.74% in 2010. The RLM contributes 24.65% to the GDP of North-West Province and 1.47% the GDP of South Africa which had a total GDP of R 4.97 trillion in 2020 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2010 when it contributed 1.36% to South Africa, but it is lower than the peak of 1.51% in 2013.

In 2020, the RLM achieved an annual growth rate of -10.39% which is a significant lower GDP growth than the North-West Province's -8.05%, but is lower than that of South Africa, where the 2020 GDP growth rate was -6.96%. Similar to the short-term growth rate of 2020, the longer-term average growth rate for Rustenburg (-0.73%) is also significantly lower than that of South Africa (0.64%). The economic growth in Rustenburg peaked in 2015 at 14.10%.

The GDP for the regions within the Bojanala Platinum District Municipality, 2010 to 2020 share and growth are presented in Figure 19 below. The average annual growth represents negative growth.

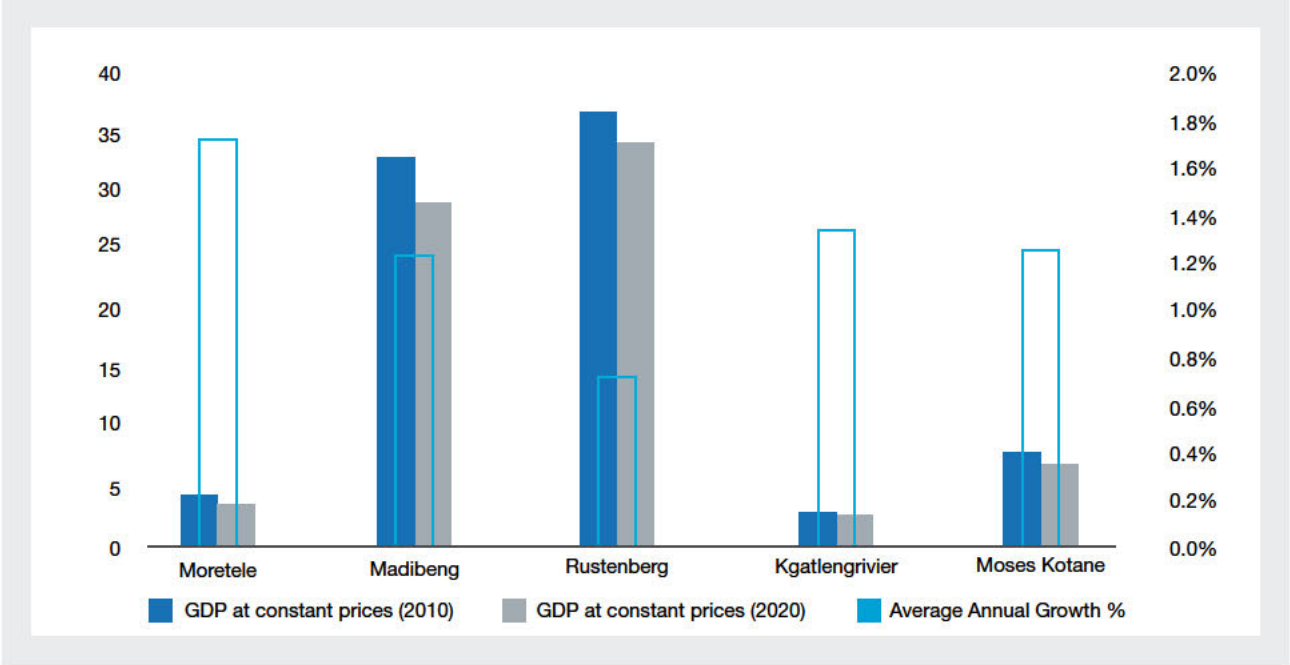


Figure 19: GDP at constant prices 2010 vs 2020

(Source: IHS Markit; Regional eXplorer 1070 (2.5y))

3.5.1.10 Gross Value Added

The RLM's economy is made up of various industries. The Gross Value Added by Region (GVA-R) variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy.

Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors. The graph below represents the GVA by broad economic sector for the RLM in 2020.

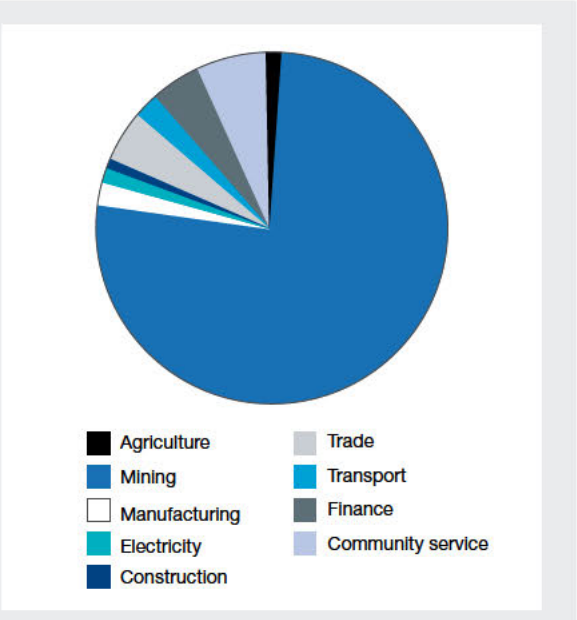


Figure 20: Sector GVA as a % of RLM



3.5.1.11 Total employment per economic sector

In 2020, Rustenburg employed 216 000 people which is 51.37% of the total employment in Bojanala Platinum District Municipality (421 000), 24.47% of total employment in North-West Province (884 000), and 1.38% of the total employment of 15.7 million in South Africa. Employment within Rustenburg increased annually at an average rate of 1.23% from 2010 to 2020. the total employment per broad economic sector is presented in Figure 21.

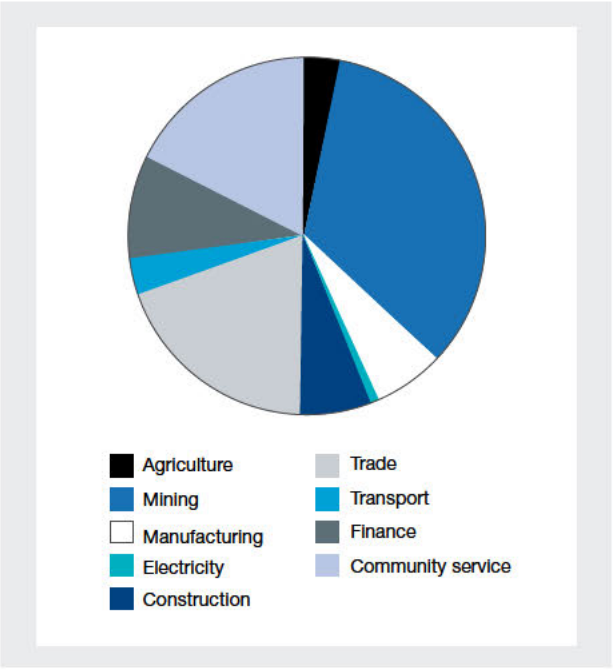


Figure 21: Total employment per broad economic sector for RLM

(Source: IHS Markit; Regional eXplorer 1070 (2.5y))

3.6 The Procurement Progression Plan and its Implementation for HDSA Companies – Regulation 46 (c) (vi)

Styldrift recognises the need to redress the imbalances of the past and regards Black Economic Empowerment (BEE) to be one of the supporting pillars of the Transformation Process in South Africa. Styldrift also recognises that BEE is vital towards meeting the expectations of the South African Mining Charter. The Mine acknowledges that procurement provides an ideal platform to launch a definitive drive towards economic empowerment of HDSAs. The Mine intends to take advantage of this initiative.

3.6.1 Approach

A Supply Chain and HDSA procurement policy has been developed that clearly states Styldrift's commitment to BEE. In line with of the Mining Charter, Styldrift's policy and procurement spend specifically focuses on procurement from HDSA vendors and promotes new opportunities for meaningful participation by HDSA companies. The policy has made provision for the following methodology:

- Styldrift will implement measures to promote, affirm, prefer, and advance procurement to persons who have been subjected to unfair discrimination in the past. The Mine acknowledges the need to meaningfully expand opportunities for HDSAs to enter the mine industry and to benefit from the exploitation of the country's resources.
- Procurement will be used by Styldrift as one of the primary mechanisms to shape LED in the communities affected by its operation. Where preferred procurement is not possible due to a lack of capacity in local communities, local people will be provided with opportunities for empowerment as service providers to Styldrift.
- Styldrift's vision is to identify, develop and promote the creation and sustainability of businesses operated by HDSAs through the mechanism of procurement. The objective is to foster entrepreneurship in communities adjacent to its mining operations and by increasing the level of participation by HDSA suppliers in the mainstream of the resource industry, as well as other related industries.



- All suppliers will be required to disclose information regarding their ownership and internal BEE programmes.
- Styldrift will put measures in place to monitor and verify the status of various suppliers and to ensure that such information is reliable.
- Preference will be given to products supplied and services rendered by HDSA suppliers from local communities within Rustenburg Local Municipality (RLM).
- The Mine will encourage suppliers to form partnerships or Joint Ventures with HDSA supplier companies where there is no HDSA vendor tendering to supply the required goods or services.
- Tender requirements will be comprehensively communicated to HDSA vendors; and
- Aspiring HDSA vendors will be assisted and mentored in the formulation of appropriate business plans.

3.6.2 Light House Industry Centre – Enterprise and Supplier Development (ESD) Centre

The Enterprise & Supplier Development programme was created to capacitate the host community companies to become sustainable business enterprises that can do business with Impala-Bafokeng and other mining houses. In supporting the small enterprises, an Enterprise and Supplier Development Centre ("the hub") was established. The Centre is available on **weekdays from 07h00 to 16h00** for all community members, with the following offerings and facilities::

- Coaches for walk-in ad hoc consultations on business-related queries.
- The boardroom is available on a first-come-first-serviced booking basis in the event that business owners require a meeting space.
- A computer centre with five computers is available along with access to printing.

3.6.2.1 Light Industry

The purpose of the light industry hub is for suppliers to optimise usage of the Hub through sustainable economic initiatives with the potential to create jobs, which respond to regulatory requirements for a sustainability plan.

Impala-Bafokeng has for now developed a business case for using the light industry for Warehousing. The proposed targets are companies from all Impala-Bafokeng Villages which have been awarded contracts by Impala-Bafokeng. This opportunity is intended to improve efficiency and customer service.

3.6.3 Five-year HDSA Procurement Target Mining Goods

Table 29: Five-year HDSA Procurement Target Mining Goods

PROCUREMENT TARGETS						
Type of Products Procured	**MC Target %**	**2020**	**2021**	**2022**	**2023**	**2024**
Mining Goods	**70%**	**69%**	**69%**	**70%**	**70%**	**70%**
HDP Owned and Controlled (50%+1)	**21%**	20%	20%	20%	20%	20%
HDP Women Owned and Controlled (50%+1)	**5%**	4%	4%	5%	5%	5%
HDP Youth Owned and Controlled (50%+1)						
BEE Compliant Suppliers (25% +1 & Level 4≤)	**44%**	45%	45%	45%	45%	44%



3.6.4 HDSA Procurement Target Mining Goods

Table 30: Five-year HDSA Procurement Target Mining Services

PROCUREMENT TARGETS						
Type of Products Procured	MC Target %	2020	2021	2022	2023	2024
Mining Services	**80%**	**70%**	**80%**	**80%**	**80%**	**80%**

Table 31: First two-years HDSA Procurement Target Services

PROCUREMENT TARGETS			
Type of Products Procured	MC Target %	2020	2021
Services	**80%**	**70%**	**80%**
HDP Owned and Controlled (50%+1)	**50%**	50%	50%
HDP Women Owned and Controlled (50%+1)	**15%**	10%	10%
HDP Youth Owned and Controlled (50%+1)	**5%**	3%	3%
BEE Compliant Suppliers (25% +1 & Level 4≤)	**10%**	7%	7%

3.6.5 HDSA Procurement

The Procurement Plan will be implemented by means of the following measures to facilitate a preferred supplier status to HDSA based companies:

- Applying this procurement plan to all "Vendors", consisting of contractors, service providers and suppliers.
- Encouraging suppliers to form partnerships, joint ventures, or consortiums with HDSA supplier companies, where no HDSA company is tendering to supply the required goods or services.
- Providing a complete list of products and services required by Styldrift which could be supplied by HDSAs.
- Ensuring that tender requirements are comprehensively communicated to vendors.
- Assisting HDSAs in training programmes which focus on meeting both the tender and South African Bureau of Standards (SABS) requirements, as well as generating an understanding of basic financial c;ontrol systems
- A selection checklist will be developed to discourage subjectivity and" fronting" regarding supplier selections; and
- Ascertaining the BEE/HDSA levels of the vendors supplying capital goods, consumables, and services to the Core contractors of Styldrift.



3.6.6 Enterprise and Supplier Development

The development of entrepreneurs is one of the most effective ways of stimulating economic growth, transformation, and the creation of jobs in our communities. Impala-Bafokeng recognise that a growing small, medium, and micro-sized enterprise (SMME) sector is vital for broadening economic participation and delivering on our country's economic development objectives.

Impala-Bafokeng Enterprise and Supplier Development function was established to ensure focused and integrated delivery of Impala-Bafokeng`s s programmes aimed at contributing to the development of the SMME segment.

Our approach to enterprise and supplier development is to nurture, grow and sustain SMMEs by providing technical and business development support, through mentoring and coaching.

Impala-Bafokeng is committed to Enterprise and Supplier development and below action plan on steps we going to follow to achieve our strategy.

Table 32: Enterprise Development and Support Action Plan

Description	Action	Duration
Business Development Training	Enterprise Development Programme focusing on the support and development of the local emerging black business owners/ entrepreneurs with the main aim of creating competitive markets for them to generate more jobs and establishing sustainable communities. Vendor support session to guide local businesses on company policies and guidelines.	2020-2024
Operation of the SMME Hub	The SMME Hub which is aimed at incubating the existing and newly created doorstep and local SMMEs which will afford them an opportunity to develop into large-scale businesses. Quarterly training available for local businesses with a target to train 40 participants per year.	2020-2024
Supplier Development Support	**Early Payment** To alleviate cash flow pressures experienced by Doorstep & Local BEE suppliers, Impala-Bafokeng has considered to explore review of earlier payment terms (7 days from date of invoice) for new emerging companies which are from Doorstep and Local communities. **Established Supplier Interventions** Where possible introduce potential HDSA suppliers and sub-contractors to the traditional suppliers with a view to creating business relationships, joint ventures, and subcontracts. Where appropriate, procurement opportunities will be set aside in part or in whole for the exclusive participation of BEE Entities.	2020-2024



3.7 Socio Economic Impact of Operation

An important aspect of the analysis of relative benefit emanating from Styldrift is that local economic benefit derives mainly from the payment of mine wages, while mine procurement has a relatively minor impact on the mine community's economy. It has a much greater impact on the commercial centres far from the Mine.

In this respect, there is a considerable contribution made to community economies from public works programmes and government services; and though these are not directly attributable to the various taxes and levies paid by the Mine, they would in many instances not be justified without the existence of the mine community. This benefit is impossible to quantify yet cannot be ignored. Mining companies generate large turnovers and often large profits, and hence pay significant taxes. It is these taxes that provide the government with the capacity to provide infrastructure and services. This section makes an evaluation of Styldrift's contribution to the national fiscus and provincial treasury, as well as its aggregated contribution to the local, regional, national and SADC economies through the payment of wages and taxes, and through the procurement of goods and services.

3.8 Infrastructure Development, Poverty Eradication and Welfare Creation Projects – Regulation 46 (c) (iii)

3.8.1 Approach

LED is an approach towards economic development which allows and encourages local communities, government, and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improving the quality of life for all residents in any local municipal area. Styldrift aims to assist local government and community structures to implement their own development priorities and realise new economic opportunities through the profitable operation of Styldrift within RLM.

3.8.2 Action plans and Projects

Styldrift will continually assess the current/projected IDP and LED projects/initiatives in RLM. A 5-year LED project plan has been compiled. At the end of each 5-year period, the LED Plan will be reviewed, and new plans compiled. An action plan for the implementation of LED projects is provided. The Styldrift LED project plan will focus on implementing the following mechanisms:

a) Implementing selected poverty eradication, infrastructure development and welfare creation projects that meet the criteria of the Company.

b) Undertaking and supporting identified SMME creation initiatives in Macharora and affected communities, where these are feasible and appropriate.

c) Addressing the priority needs of employee households (basic services, housing, road infrastructure) through:

   i) Implementing infrastructure development projects.

   ii) Increasing the access of employee households to development credit and assets; and

   iii) Empowering local black businesses.

d) Partnering with local government and communities, by means of public-private-partnerships, in the identification of LED initiatives.

e) Implementing a portable skills programme that could contribute to the empowerment of employee households and community members to achieving sustainable development.

f) Reviewing LED activities on an annual basis and the formulation of 5-year plans.



3.8.3 Infrastructure Projects

Project Name	Road Construction	Key Focus Area	Community Infrastructure
Project Background	As part of stakeholder engagements held with the Royal Bafokeng Administration, it was identified that the internal gravel roads to various communities were lacking maintenance, and that due to various weather conditions and heavy vehicle usage, the gravel road surfaces become severely uneven, sometimes causing potholes, and damming of water. This would then result in damage to community members vehicles and also cause accidents when people try to avoid the uneven surface. This project was then highlighted to enhance the safety of roads within the Macharora community.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 44 800 000	Bojanala	Rustenburg	Ward 01 & 02

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The construction of internal, interlocking paved road within the Chaneng, Robega, Rasimone and Mafenya communities.	• Develop together with stakeholders the road development plan for the various villages within the RNB/ RLM Communities. Identify high risk roads that need to be renovated or built. • Completion of roads design and drawings and approvals through the custodian and tendering process. • Roads Scope of Work - internal interlocking paved roads within identified areas of development

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2021	Complete designs of roads to be constructed. Construction of the R24 link road (asphalt) within Waterkloof Estate.	4 800 000	34	Ring fenced opportunity to locals Opportunity for local construction companies and employment 50% labour from directly affected community.
2021	2022	3km Paved Road - 1km of internal interlocking paved road within each of the following areas Robega, Chaneng and Ras/Mafenya – total of 3km of paved roads	8 000 000	81	
2022	2023	2km Paved Road - 0.54km of internal interlocking paved road to be constructed within Robega and 0.94km within Rasimone.	24 000 000	100	
2023	2024	3km Mafenya Main Road.	8 000 000	100	

Key Stakeholders	Completion and Exit Strategy
Department of Public works Rustenburg Municipality Royal Bafokeng Administration (RBA)	The project will be completed in 2024 and handed over to the Royal Bafokeng Administrator and the North-West Department of Public Works and Roads.

3.8.3 Infrastructure Projects (continued)

Project Name	Community Housing	Key Focus Area	Community Infrastructure
Project Background	Impala-Bafokeng in consultation with various stakeholders has embarked on the process of repairing and or rebuilding of unsafe community houses by offering 70m² since 2014-2019 and later it was resolved to upgrade the programme with the intervention of social worker targeting destitute and vulnerable communities of Macharora. The purpose is to provide safe dwelling for neighbouring communities from a humanitarian perspective. An agreement between all stakeholders was reached that houses will be rebuild up to 70m² and repairs will be done on other houses as per dilapidation report and scope of work. The initiative is aligned with the mining charter and SLP requirements to create conducive living conditions.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 2 680 000	Bojanala	Rustenburg	Ward 01 & 02

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The rebuilding of identified unsafe community houses as listed by Kgotla Leadership within Macharora.	• Kgotla identification of unsafe houses within the communities. Provision of structural engineers and social workers report. New design of 80sqm housing plan. • Recommended and approved beneficiary to be inducted and sign housing contract.

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2020	• Construction of 18 houses (80sqm Houses). 3-bedroom house, roofed with IBR, painted with electricity, and running water. • Ward 1: 6 Houses in Mafenya/Rasimone. • Ward 2: 6 Houses in Robega, 6 Houses in Chaneng.	2 680 000	34	Opportunity for local construction companies and employment 50% labour from directly affected community.

Key Stakeholders	Completion and Exit Strategy
Royal Bafokeng Administration (RBA) Homeowners	The project will be completed in 2022. The completed houses handed over to RBA and homeowners to continue with maintenance and upkeep.





3.8.3 Infrastructure Projects (continued)

Project Name	Traffic Department Weighbridge	Key Focus Area	Community Infrastructure
Project Background	As part of MASECO engagement, public safety requested a weighbridge to monitor heavy duty vehicles if they are carrying acceptable load and generate revenue. Weighbridge was not part of the listed project for execution for 2022 therefore it came as a priority list of the IDP infrastructural project. The project will have a positive impact on the following: • Truck traffic control management. • Increase on Municipal Revenue, • Decrease of illegal truck loads.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 1 200 000	Bojanala	Rustenburg	Rustenburg – Public Safety Department

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The construction of a Traffic Department Weighbridge for the community of Rustenburg	• Design and construction of a traffic control centre within the R565 Road.

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2022	2022	• Completed designs of R565 Road. • Constructed the truck traffic control centre within the R565 Road.	1 200 000	37	Ring fenced opportunity to locals. Opportunity for local construction companies and employment 50% labour from directly affected community.

Key Stakeholders	Completion and Exit Strategy
Department of Public works Rustenburg Municipality Rustenburg Traffic Department	Project will be completed in 2022 and handed over to the Traffic Department.

3.8.3 Infrastructure Projects (continued)

Project Name	Community Hall	Key Focus Area	Community Infrastructure
Project Background	As part of the Community Consultative Engagement Meeting (CCEM) the need for a community hall was identified as the community do not have a place to utilise for activities.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 4 800 000	Bojanala	Rustenburg	Chaneng-Ward 02

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The construction of **Community Halls** in Chaneng and Rasimone villages.	• Construction of community hall as per the community specifications including the following items: – offices, storage, reception, kitchen, and ablution facility.

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2023	2023	• Complete designs of community halls and approval of hall specifications within local communities. Construction of Chaneng community hall.	2 400 000	80	Ring fenced opportunity to locals. Opportunity for local construction companies and employment 50% labour from directly affected community.
2024	2024	• Construction of Rasimone community hall.	2 400 000	80	

Key Stakeholders	Completion and Exit Strategy
Department of Public works Rustenburg Municipality Royal Bafokeng Administration (RBA)	The project will be completed in 2024 and handed over to the Royal Bafokeng Administrator and the North-West Department of Public Works and Roads.





3.8.3 Infrastructure Projects (continued)

Project Name	Septic Tank Upgrade	Key Focus Area	Community Infrastructure
Project Background	As part of Stakeholder Community engagement, an upgrade of a septic tank was requested due to the non-compliance of the existing one. The existing tank had leakages which is contravening the permits requirement. Repair work could no longer be conducted; therefore, this necessitated the construction of the new septic tank.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 200 000	Bojanala	Rustenburg	Ward 01

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The construction of the Septic tank in Robega.	• Construction of septic tank system and hand over to RBA.

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2021	• Design and run procurement processes for the construction of the new septic tank in Robega. This process includes obtaining all necessary permits. • Construction of the septic tank and hand over.	200 000	10	Ring fenced opportunity to locals. Opportunity for local construction companies and employment 50% labour from directly affected community.

Key Stakeholders	Completion and Exit Strategy
Rustenburg Municipality Department of Public Works Royal Bafokeng Administration (RBA)	The project will be completed in 2021. Once completed, the Septic tank upgrades will be handed over to RBA and the Department of Public works for maintenance.

3.8.4 Health Support Projects

Project Name	Tlaseng Clinic Upgrade	Key Focus Area	Health Support
Project Background	As part of the wish list identified from the stakeholder engagement forum and clinic committee, a request for the upgrade was submitted and approved for 2022/23 project. The request included the following required upgrades: 1. Construction of the ablution facilities 2. Upgrade of a septic tank 3. Conversion of old toilets to consulting rooms 4. Installation of interlocking paving on walkways		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 1 200 000	Bojanala	Rustenburg	Rustenburg / RBN

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The upgrade of the Tlaseng Clinic to provide the community members with basic healthcare	• Complete upgrades to Tlaseng Clinic as specified in project specifications

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2023	2023	• Engineering, design approval and tendering process completion • Construction of Standalone Ablution facility, conversion of consultation rooms, installation of new septic tank, installation of interlocking paving on walkways, installation of generator and waiting rooms.	1 200 000	25	Ring fenced opportunity to locals. Opportunity for local construction companies and employment 50% labour from directly affected community

Key Stakeholders	Completion and Exit Strategy
Rustenburg Municipality Royal Bafokeng Administration (RBA) Department of Health	The project will be completed in 2023 and handed over to the Royal Bafokeng Administrator and the North-West Department of Health.





3.8.4 Health Support Projects (continued)

Project Name	Chaneng Clinic Upgrade	Key Focus Area	Health Support
Project Background	In order to increase clinic capacity, Impala-Bafokeng had previously paid for the salaries of two additional nurses at the Chaneng clinic up until 2019. In addition, the following commitments are made: 1. Addition of a waiting room 2. Upgrade of a septic tank 3. Installation of a generator 4. General maintenance		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 480 000	Bojanala	Rustenburg	Ward 02

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The upgrade of the Chaneng clinic to provide community members with basic healthcare	• Complete upgrades to Chaneng clinic as specified in project specifications

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2020	• Repairs (limited to the flush functions) to the block of toilets outside the clinic and to toilets inside the clinic. • Upgrades to the clinic sewage system.	160 000	20	Ring fenced opportunity to locals Opportunity for local construction companies and employment 50% labour from directly affected community.
2021	2021	• The construction of a waiting area. Repairs to aircons and selected doors. Installation of blinds and signage, installation of generator.	320 000	10	

Key Stakeholders	Completion and Exit Strategy
Rustenburg Municipality Royal Bafokeng Administration (RBA) Department of Health	The project will be completed in 2021 as per signed agreements and handed over to the Royal Bafokeng Administrator and the North-West Department of Health.

3.8.4 Health Support Projects (continued)

Project Name	Phatsima Clinic Upgrade	Key Focus Area	Health Support
Project Background	As part of wish list identified from stakeholder engagement forum and clinic committee, a recommendation for upgrade of Phatsima Clinic was made followed by a feasibility study.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 1 200 000	Bojanala	Rustenburg	Ward 01

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
The upgrade of Phatsima for compliance for ideal standard as per the DOH. Clinic to provide community members with basic healthcare.	• Complete upgrades to Phatsima Clinic as specified in project specifications.

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2023	2023	• Structural feasibility study to be conducted and provided to custodian of the clinic.	N/A	1	Ring fenced opportunity to locals Opportunity for local construction companies and employment 50% labour from directly affected community.
2024	2024	• Pending custodian go-ahead, repairs to be conducted. • Repairs similar scope as other clinics: addition of waiting room, upgrade septic tank and installation of generator.	1 200 000	0	

Key Stakeholders	Repairs similar scope as other clinics: addition of waiting room, upgrade septic tank and installation of generator.
Rustenburg Municipality Department of Health	The project will be completed in 2024 and handed over to the North-West Department of Health.



3.8.5 Job Creation and Poverty Alleviation Programmes

Project Name	Community Farmers and Agriculture Support Project	Key Focus Area	Job Creation & Poverty Alleviation
Project Background	This project was conceptualised with the aim to address the high level of youth **unemployment in the community and increase food** security in various households. The process started by engaging **Makgotlha to identify beneficiaries** interested in farming from the unemployment list. The objective of this project is aligned with the MPRDA fundamental principles (section 2 (i)) and Clause 2.5 of the Mining Charter taking into consideration its linkage to socio-economic development and the impact it will make in the community.		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 2 640 000	Bojanala	Rustenburg	Rustenburg - Prioritising Doorstep communities-Rasimone/ Mafenya, Chaneng, Robega, Luka, Phokeng and Lefaragatlhe.

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Chaneng	Robega	Rasimone	Mafenya

Project Description	Key Performance Indicators
Skills training with Thojane Farm, learners attend accredited skills training programme on vegetable production. Programmes include practical's, assessments, moderation, and certifications.	**Key Performance Indicators** • Annual Livestock cattle feed programme • Annual skills training on crop farming for local farmers at Thojane Farm • Provision of support to farmers at The Hub to start a corporation for sustainable production

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2020	Livestock cattle feed programme planning, design, goals, and objectives.	720 000	3	Learners identified from doorstep communities.
2021	2022	Livestock cattle feed programme planning, design, goals, and objectives.	480 000	3	
2022	2022	Livestock cattle feed programme: 10 Farmers to attend skills training at Thojane Farm.	480 000	10	
2023	2024	Livestock cattle feed programme: 24 Crop farmers to attend skills training at Thojane Farm.	480 000	24	
2024	2024	Provide support to farmers at The Hub to open a corporation for produce.	480 000	6	

Key Stakeholders	Completion and Exit Strategy
Rustenburg Municipality	Included on the **Sustainability Plan** is the provision for starter packs (in the form of seedlings, tunnels, etc) to allow the beneficiaries to start farming activities at their household. The cooperative will be registered and access to the market to be created with two local Supermarkets and an additional possible supply to a local hotel. The market will further be extended to the mining community and Impala-Bafokeng employees. The current support provided at the Hub is a piece of land and a cold room. In the long term, the plan is to ensure access to land and contribution to food security programme managed by the Royal Bafokeng Administration (RBA) as part of poverty alleviation intervention.

3.8.6 Education Support Projects

Project Name	School Infrastructure	Key Focus Area	Education Support
Project Background	Schools' infrastructure is one of the basic needs to ensure that proper and conducive learning takes place. With the new curriculum and general education overhaul and development, more infrastructure needs arise that are in line with the plan. Infrastructure development is need driven within the schools' system; these include classrooms, science laboratory and any infrastructure related items		

Total Budget	District Municipality	Local Municipality	Geographical Location of Project
R 4 200 000	Bojanala	Rustenburg	Ward 01 & 02

Beneficiary Community / Village							
Chaneng	Robega	Rasimone	Mafenya	Phokeng	Boshoek	Phatsima	Rustenburg

Project Description	Key Performance Indicators
Creating conducive learning facilities for students in the Macharora community schools. Provide facilities and equipment for science and technology development.	• Construction of Gr R classrooms for local schools (with kitchen, ablution facilities, sick bay and play area). • Installation of e-learning equipment

Project Timeline

Project Start	Project End	Project Specifications	Budget (R)	Estimated Jobs Created	Sourcing and Labour Strategy
2020	2020	Supply and Install eLearning equipment.	1 200 000	12	Ring fenced opportunity to locals. Opportunity for local construction companies and employment 50% labour from directly affected community.
2021	2022	Build Gr R classroom in Rasimone. Provide additional maintenance support to local schools.	2 200 000	28	
2023	2024	Gr R class collaboration project - partnering with Sandvik. Design work to be complete in 2023 with construction following in 2024.	800 000	0	

Key Stakeholders	Completion and Exit Strategy
Department of Education Department of Public Works	The projects will be completed in 2024. The impact assessment will be undertaken to measure the success of the project. This project will be measured using the measuring and evaluation tool to inform whether Impala-Bafokeng can make further investment on projects of this nature.



3.9 Measures to address Housing, Living Conditions and Nutrition

3.9.1 Statement of Intent

Styldrift made an undertaking to build Houses in the Boshoek area as it was deemed the appropriate location to establish a development of this nature. The following challenges were encountered:

- Bulk Services were not available and could not be secured.
- Further expansion beyond the 3000 initial units was not possible as it would encroach on tribal land, which was not for sale.
- The Unions unhappiness with the targeted location, causing concern on the level of uptake by employees after development.

As it became evident that the Boshoek Housing Development plan would not succeed, Styldrift increasingly relied on Living out Allowances and Homeowners Allowances to drive Home Ownership. Over time this has also proved problematic and Impala-Bafokeng Platinum had to review its approach to housing to be in line with the needs of its employees and the surrounding community.

3.9.2 The Impala-Bafokeng Approach to Housing

The DMRE has in 2009 assessed the implementation of the 2004 Mining Charter and has established that "Further, the assessment found that most mining companies have resorted to giving workers "living out allowances". The unintended consequence of the aforementioned is the proliferation of informal settlements. It is common knowledge that informal settlements in South Africa often provide a conduit or cesspool of crime, substance and alcohol abuse, and the spread of diseases."

Impala-Bafokeng and its Unions engaged on ways and means to avoid the abovementioned consequences and in 2011 entered a Wage Agreement with its Unions which states the following (Extract from Impala-Bafokeng 2011-2014 Wage Agreement - Clause (9):

"HOUSING SOLUTIONS FEASIBILITY STUDY AND IMPLEMENTATION"

The Parties undertake to investigate a housing solution aimed at procuring housing for employees employed at the Operational Units. The Parties undertake to do the following to achieve this goal:

- *Within 1 (one) week of the Signature Date, the Parties will appoint five members each to an investigative committee ("Committee").*
- *The Company will provide secretarial services to the Committee.*
- *The Committee shall be entitled to appoint such consultants or service providers with the appropriate expertise and as may reasonably be necessary, at the Company's cost, to assist it with the formulation of a housing solution; and*
- *The Committee must, unless otherwise agreed in writing between the Parties, submit its report on a housing solution with recommendations to the Board within 6 (six) months of the Signature Date. The Board will in its sole discretion decide on whether to accept any of the recommendations of the Committee for implementation,*

The Parties agree that the proposed housing solution must include at least the following:

- *The Employees will forfeit the HOA and LOA from a date and in a manner proposed by the Committee and approved by the Board in accordance with clause 9.4, it being the intention of the Parties for the HOA and the LOA not to be paid directly to Employees any longer, but into a housing fund.*
- *Employees will contribute between 8% (eight present) and 12% (twelve present) of their basic salary or total package structure per month with effect from a date determined by the Committee and approved by the Board in accordance with clause 9.4; and*
- *If, necessary, agreement from those employees employed at the Operational Units who are not Employees, to participate in and contribute to the housing solution.*

Should an agreed housing solution not be found within a period of eighteen months from the Signature Date the Parties agree that the Committee shall be dissolved, and the HOA and LOA will continue to be paid to the Employees as agreed.



3.9.3 Progress Report of the Impala-Bafokeng HIC

In 2018, 419 houses for lower levels to Supervisors (A – D1) were constructed on the identified land parcel i.e., Waterkloof Hills Extension. The Houses were sold to Impala-Bafokeng employees (BRPM, Styldrift Mine and Maseve Mine) from January 2019 and occupation commenced in 2019.The Target was 2677 houses, thus far only 1575 houses were built for BRPM, Styldrift and Maseve based on the demand from employees who have taken up the offer of home ownership.

The decision to continue with the building will be informed by the demand from the employees. Strategy of Home Ownership Allowance and Living out Allowance will be continuing for employees who have not taken up homeownership offers.

A total investment made is R1 197 742 773,00 (R 1.9 billion) since 2014 against the target of R 2.7 billion. In 2018 alone 419 houses were built at a total investment of R 285 900 824.

3.9.4 Supporting Green Infrastructure

Impala-Bafokeng will over the next five years investigate the feasibility of establishing a solar farm alongside the project to provide electricity to Waterkloof Hills Estate and further to this will investigate the possibility of establishing a Water treatment Works that is capable of recycling at least 60% of the water that transports the effluent back to portable water standards for re-use by the community.

Impala-Bafokeng's ambition is to accommodate all its employees in a safe, decent, and affordable accommodation over the next ten years.



Figure 22: Impala-Bafokeng Home Ownership Scheme



3.9.5 Measures to Improve Nutrition

The provision of adequate nutrition for mine employees is an essential component of the Mine's ability to maintain a healthy, productive workforce. The Company has developed a high-quality nutrition plan for its existing operations. Created by a consulting dietician, it will be monitored on a regular basis. While the current food plan is meeting the nutritional requirements of the mineworkers, the Company will constantly strive for improvement in all facets of its operations. Consequently, it will formulate new plans to further enhance its current dietary programme and commits to continuous dietary improvement.

A mid-shift sustenance will be provided to every underground employee daily at company cost. This is issued, under the supervision of Protection Services employees, to every employee as he/she proceeds underground. The nutritional value of the sustenance is 1 500 kJ. Styldrift has applied for and received exemption from meal intervals in all underground operations. Styldrift will continue to provide the mid-shift sustenance to underground employees.



Programme for Managing Downscaling and Retrenchment

Regulation 46 (D)

4



4 Programme for Managing Downscaling and Retrenchment

Regulation 46 (D)

4.1 Overview

One of the requirements of the Future Forum (Operational Unit Partnership) is to have structures in place to facilitate the consultation processes so that mine management and recognised trade union representatives can meet monthly to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large scale retrenchment in the future. In line with the requirements of Regulations 46 (d) (ii) and (iii), Styldrift will develop turnaround or redeployment strategies to reduce job losses and improve business sustainability.

Table 33: Action Plan for Downscaling and Retrenchment

Activity	Deliverable	Target Date
Formulation of measures and financial provisions for unforeseen downscaling, large-scale retrenchments, and closure	Unforeseen downscaling and retrenchment plan	1 year before closure
Compilation of a Social Closure Plan to identify alternative livelihood and economic activities for the workforce, including the undertaking of a Social Impact Assessment and Stakeholder consultation process	Social closure plan	6 years before planned closure
Implementation of turn-around strategies for the Mine	Turn-around strategies	1 year before closure
Implementation of alternative livelihood creation strategies	Alternative livelihood creation strategies	6 months before closure
Implementation of the Downscaling and Retrenchment Plan	Various – still to be defined	4 months before closure

4.2 Strategy and Objectives

Styldrift will develop strategies that will enable the Mine management to introduce appropriate measures to prevent job loss in the event of circumstances threatening guaranteed employment. The most direct and appropriate intervention is for Styldrift to intervene to help employees who could be retrenched in securing alternative employment. Styldrift will put several mechanisms in place to mitigate the impact of job losses in the event of downscaling or closure of the Mine. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Styldrift to drop below 6% on average for a continuous period of 12 months. These processes will include:

a) Consultations – the consultation process in terms of Section 52 (1) of the MPRDA.
b) Implementing Section 189 of the Labour Relations Act.
c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act MPRDA.
d) Complying with the Minister's directive and confirming how corrective measures will be taken.
e) Providing training for proxy earners.
f) Re-skilling of workers for other jobs on the Mine, or for jobs outside the mining sector.



4.3 Providing Training for Proxy Earners

Styldrift will develop polices to ensure that a proxy income earner is equipped to replace the income generated by the ex-mineworker. In line with the community skills development programme covered under poverty eradication in Regulation 46 (c) (iii), Styldrift will introduce programmes for re-skilling workers and skills training for workers' families at the Mine. This strategy is a pre-emptive measure against the loss of employment and is aimed at diversifying the source of household income before mine retrenchment takes place. Initiatives of this nature will continue to be developed in conjunction with labour representatives.

4.4 Re-skilling of Employees for Internal and External Employment

4.4.1 Opportunities

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment either in a different occupation on the Mine, or in a job outside the mining sector. In pursuit of this aim, Styldrift will provide alternative skills training to workers to enable them to be in a better position to seek work in a greater variety of positions or occupations. The focus of this training is on subsistence, life skills and entrepreneurial activities. In addition, Styldrift intends to:

a) Apply for technical assistance and support from the National Productivity Institute (NPI) through access that is given to the Department of Labour's Advice Centres and Social Plan Centres.

b) Apply to the MQA, which is the mining sector's education and training authority for applicable grants in terms of the Skills Development Act, 97 of 1998 and its regulations.

c) Identify and consider SMME initiatives that have the potential of creating future employment opportunities in the event of large-scale retrenchment.

In the life skills education programme, Styldrift intends to address critical retrenchment and retirement planning issues such as:

- Collection of mine pensions.
- Access to state benefits for pensioners.
- Financial planning for retirement; and
- Possibilities for supplementing pension income.

4.5 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security, Where Job Losses Cannot Be Avoided – Regulation 46 d (iii)

One of the requirements of the Operational Unit Partnership Forum (OUPF) is to have structures in place to facilitate the consultation processes so that management and recognised trade union representatives can meet monthly to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large scale retrenchment in the future.

In line with the requirements of Regulations 46 (d) (iii), Styldrift will develop turnaround or redeployment strategies to attempt to provide alternative solutions for creating job security should job losses become unavoidable at Styldrift.



4.5.1 Support for SMMEs

There may be people affected by downscaling operations who are keen to start their own enterprises. In this context, Styldrift will consider the following options, which have been suggested by the Department of Labour:

a) Facilitate links with a Local Business Service Centre and other appropriate support institutions.
b) Provide business support services to workers while they are still at work and can explore their options.
c) Give assistance and mentoring in feasibility studies and the development of business plans.
d) Include business and technical training for self-employment.
e) Provide time off so that workers can undergo such training before they leave their workplace.
f) Identify opportunities for SMMEs to supply Styldrift with goods or services.
g) Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans.

4.5.2 Retrenchment of Redundancy Compensation

There is a diverse range of circumstances in which retrenchment of workers eventually becomes the only appropriate solution to the economic viability of Styldrift Retrenchment of employees generally arises out of changing operational requirements and is only pursued after all other avenues of alternative employment have been investigated. Before any measures are taken, Styldrift will consult with all registered trade unions whose members may be affected by the retrenchments/redundancies. On retrenchment or redundancy, employees receive benefits from either the Retirement Fund to which they belong or the Provident Fund. For employees belonging to one of the Retirement Funds, the benefit is a cash lump-sum equal to the employee's contributions to an elected portfolio. Employees who are members of the Provident Fund receive a cash lump sum equal to the contributions the Company has made towards their retirement benefits, regardless of the number of years the employee has been a member of the fund.

Styldrift will request statutory facilitation at the start of any consultation process with relevant stakeholders. Mine management would approach the Department of Labour for the utilisation of its resources and support services, such as counselling services, and placement services offered by its Labour Centres. The consultation process calls for effective communication between the prospective retrenches, who could be affected by the large-scale retrenchment, and mine management. An important aspect that would receive consideration is the impact that such retrenchments would have on those employees who remain at the workplace and are not retrenched. Styldrift plans to offer prospective retrenches at Styldrift:

a) Skills assessments and written recognition of their prior learning, experience, and qualifications.
b) Assessment of potential and actual career planning.
c) Referrals to accredited training providers.
d) Consideration for bursary initiatives.
e) Step-by-step guidelines on starting an own business.
f) Job-hunting tips.
g) Assistance in identifying labour market opportunities, local economic development initiatives plus any other employment opportunities.

4.5.3 Retirement Policy

In its Conditions of Employment, Styldrift will make provision for pension plans for each of its employees. All employees of the Company are required to become members of a Retirement, Pension or Provident Fund as provided for in their individual Conditions of Employment. Membership is generally determined by both the Paterson Band into which the employee falls and, if applicable, the bargaining unit. The Pension Funds no longer admit new members. On retirement, all contributions by the member and the Company, plus profit and interest but less tax, are paid out to the member as soon as possible after retirement. On retiring at normal retirement age, the member receives a benefit equal to their contributions. A maximum of one third of the benefit at retirement may be taken in cash; the balance is then used to purchase a pension annuity from a registered insurance Company of the employee's choice.

4.5.4 Medical Repatriation Compensation

Where medical repatriation is necessary because of occupational injury or debilitating disease, Styldrift will ensure that:

a) Appropriate care is available through an agent in the labour-sending area to which the worker returns.
b) Workers who need medical repatriation will undergo re-skilling programmes in disciplines appropriate to their disability; and
c) Pensions will be given to the affected worker in line with Styldrift's pension policies about medical boarding.



4.6 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions, and Economies Where Retrenchment or Closure of The Mine is Certain – Regulation 46 (d) (iv)

4.6.1 Introduction

This section considers the impacts of downsizing and closure on the mine community and the labour-sending areas. Planning for closure and downsizing takes place throughout the life cycle of the Mine, from exploration through to post-closure rehabilitation. Styldrift intends to ensure that the livelihoods of its mineworkers, residents and families are sustained despite the downsizing or closure of the Mine.

4.6.2 Strategy and Objectives

At the end of the life of the Mine, Styldrift shall, subject to the provisions of the Environmental Management Plan Report (EMPR) and the Closure Certificate:

a) Not demolish or remove immovable improvements on the Mining Area unless requested to do so, in writing, by Impala-Bafokeng.

b) Remove all debris, whether resulting from mining operations or the demolishing of the buildings and structures, as well as any other objects which Impala-Bafokeng may require the Mine to remove.

c) Restore the Mining Area in accordance with the EMPR. Styldrift closure plan considers the optimum use of mine land and infrastructure during the operational phase, as well as the closure phase of the mining life cycle. This plan will be a focus area of Styldrift LED strategy to diversify the economy and will consider the potential social benefits of utilizing the existing land and infrastructure. Of importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an amendment to the existing EMPRs in consultation with the Department of Minerals and Energy. Note that the Styldrift Environmental Management Plan (EMP) has not been completed as this Social and Labour Plan forms part of the application of a new mining right with the EMPR process to commence thereafter.

While the Social and Labour Plan is geared towards mitigating the impact of mine-closure on the mine community, specific planning is required regarding the concurrent and post-mining use of the physical assets of Styldrift for potential community development purposes. These physical assets include:

a) Land holdings by the Mine.

b) Physical infrastructure.

c) Social infrastructure.

d) Commercial and industrial infrastructure.

e) Administrative infrastructure.

All infrastructure and mine management programmes on Projects will be conceived and implemented within the context of the accepted standards of sustainable development. Styldrift will make every effort to ameliorate the social and economic impact on individuals, regions, and economies where retrenchment and closure is certain. These initiatives will focus on:

a) Assessment and counselling services for affected individuals.

b) Comprehensive self-employment training and re-employment programmes.

c) Training and mentorship of community members.

d) Closure planning.

4.6.3 Assessment and Counselling Services

The Company will consider providing counselling through professional counsellors. Requests for such counselling are to be directed to the Manager Human Resources.

4.6.4 Self-employment Training and Re-employment Programmes

Styldrift recognises that its proposed mining operation has a limited life span and that the demands of the business could require a reduction in human resources in the future. Styldrift intends to equip the future work force – as well as members of the community – with **portable skills that** will benefit the individuals concerned. These initiatives will be aligned to the North-West Province's Provincial Growth and Development Strategy. To realise this commitment, Styldrift will offer portable skills once retrenchment or downscaling is known.

The OUPF Forum will coordinate the provision of the above self-employment training and reemployment programmes for all employees affected by retrenchments.

Employees will have the opportunity to stipulate their training needs concerning re-skilling with portable skills should retrenchment or closure occur.

Table 34: Action Plan for Downscaling and Retrenchment

DOWNSCALING	2020	2021	2022	2023	2024	TOTAL 2020-2024
Portable Skills	20	20	20	20	20	**100**
TOTALS	20	20	20	20	20	**100**
BUDGET	**R200 000**	**R200 000**	**R200 000**	**R200 000**	**R200 000**	**R2 000 000**

4.6.5 Training and Mentorship of Community Members

Styldrift undertakes to consider assisting in the establishment of the various business structures where shareholders or appointees will be trained and mentored in the appropriate business and technical skills as a kernel focus of the LED programme. Other capacity initiatives would include:

1 Training and educating community leaders and owners to manage the resources in a sustainable manner.
2 Understanding the post-mining use potential of the mining infrastructure, land, and natural resources.
3 Paying for essential resources such as water and power after mining.
4 Communication skills.
5 Negotiations in terms of the economic aspects after closure; and
6 Ensuring that the non-renewable mineral resources can be replaced by the enhancement of biologically renewable resources.

4.6.6 Closure Planning

Styldrift will develop a Sustainable Development (SD) Vision and Management System, which will be linked directly to its closure vision.

The below table summarized the financial commitments for Portable Skills as committed above as par to the Downscaling and Retrenchment plan.

Table 35: Action Plan for Downscaling and Retrenchment

DOWNSCALING	2020	2021	2022	2023	2024	TOTAL 2020-2024
Portable Skills	20	20	20	20	20	**100**
TOTALS	20	20	20	20	20	**100**
BUDGET	**R200 000**	**R200 000**	**R200 000**	**R200 000**	**R200 000**	**R2 000 000**



4.7 Styldrift - HRD Financial Provisions

Section 23(1) (e) of the MPRDA state that "The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan." Styldrift will provide adequate finances for the implementation of its SLP programmes and projects. It will commit the amounts described in the Budget for funding its HRDP and the LEDP over a 5-year period. Funding for Downscaling and Retrenchment has been included in the operational cost of the Mine, which falls under the funding arrangements and policies of Styldrift. The following assumptions apply to the financial mechanism:

- The financial year end is December, thus the SLP Cost Schedule has been structured from 1 January (month beginning after financial year end) until 31 December for each year and will be initiated from 1 January 2020.
- Any SLP money not spent during the financial year will be added to the ensuing year's SLP budget, i.e., money not spent will be accumulated.
- The SLP amount will be increased every financial year to reflect increases in inflation, as well as growth in the Mine's size and economic sustainability.
- Funds claimed back from the MQA in terms of the Skills Development Levy Claim Backs, will be added to the Styldrift SLP funding mechanism and used for the implementation of the HRDP.
- Due to the capital investment nature of establishing LEDP projects and the costs involved in their initial sustainability period, Styldrift may elect to spend money budgeted for future annual periods within an earlier, or later, annual period, e.g., SLP funds allocated for the 2019 period may need to be spent in the 2018 period of the Mine.
- Styldrift reserves the right to exercise full decision making and discretionary powers for SLP spending, or amendment, as contemplated in this SLP as per the financial viability of its activities; and
- At the end of the 5-year forecast period (31 December 2024), a new SLP financial provision will be calculated.

Note that funds indicated under "Management of Downscaling and Retrenchment" will only be spent by BRPM in unforeseen scenarios. As the sustainability and life of the Mine prove long term and advantageous, this event is highly unlikely over the next 5 years. Therefore, although an estimated cost appears and is included in the annual SLP budget, it does not mean that these funds will be spent. Hence, these funds are excluded from the overall SLP total, which comprise funds for the LEDP and HRDP only.

BRPM will further utilise the funding procedures put in place by the Skills Development Act and the payment of skills levies. BRPM will submit claim backs in this regard and will become a member of the MQA, committing to implementing these standards.

Note that funds indicated under "Management of Downscaling and Retrenchment" will only be spent by Styldrift in unforeseen scenarios. As the sustainability and life of the Mine prove long term and advantageous, this event is highly unlikely over the next 5 years. Therefore, although an estimated cost appears and is included in the annual SLP budget, it does not mean that these funds will be spent. Hence, these funds are excluded from the overall SLP total, which comprise funds for the LEDP and HRDP only.

Styldrift will further utilise the funding procedures put in place by the Skills Development Act and the payment of skills levies. Styldrift will submit claim backs in this regard and will become a member of the MQA, committing to implementing these standards.

In the event of retrenchment, the following costs will be paid by the Mine:

a) Severance pays of one weeks for each completed year of service, subject to a minimum of three months' pay.

b) Counselling costs for the retrenched employees; and

c) A pre-determined amount per employee for training in a portable skill of the employee's choice.



Table 36: Styldrift – HRD Financial Provisions

STYLDRIFT MINE HRD SUMMARY	2020	2021	2022	2023	2024	TOTAL 2020-2024
AET and Portable Skills Plan	1 444 472.55	293 954.04	766 617.26	10388 245.32	1 795 292.54	**14 688 581.71**
Learnerships Plan	11 315 806.19	15 490 125.24	25 868 631.84	38120 982.29	37 548 635.13	**128 344 180.69**
Skills Development & Core Business Training	10 872 316.97	1 603 643.84	4 568 016.26	10534 364.56	2 467 647.90	**30 045 989.53**
Bursary Plan	355 629.61	143 339.28	2 199 622.65	3972 522.32	2 956 591.18	**9 627 705.04**
Internship and Work Experience Plan	3 236 588.12	2 322 268.80	4 619 707.18	14414 224.51	8 204 643.06	**32 797 431.66**
Operational Overheads	–	243 493.08	6 916 707.15	–	9 685 382.07	**16 845 582.30**
Sports and Miscellaneous	–	–	200 000.16	100 000.14	413 000.28	**713 000.58**
BUDGET TOTALS	**27 224 813.43**	**20 096 824.28**	**45 139 302.50**	**77 530 339.13**	**63 071 192.17**	**233 062 471.52**



4.8 Financial Provisions Local Economic Development Projects

Table 37: Styldrift - LED Financial Provisions

IBR BRPM Mine ESD and LED Provision	Planned Budget FY2020	Planned Budget FY2021	Planned Budget FY2022	Planned Budget FY2023	Planned Budget FY2024
SMME Development	5 630 800	5 912 340	7 407 957	9 124 524	3 425 463
Local Economic Development Projects					
Construction of roads within Robega, Macharora, and Chaneng villages	1 631 680	5 320 000	8 760 000	24 837 755	13 600 000
Construction of houses within Macharora, Chaneng and communities	2 634 022	0	0	0	0
Community Infrastruture i.e. Townhall, Traffic Dept Weighbridge	12 211	80 000	1 400 000	2 400 000	0
Macharora and Chaneng Schools Infrastructure Support	1 362 086	2 156 072	960 000	40 000	920 000
Waterkloof Hills Schools Support	–	0	2 520 000	2 400 000	0
Macharora Agriculture Support (Cattle Feeding)	380 000	240 000	440 000	80 000	400 000
Health Support Infrastructure i.e. Ablution facilities/ Guardhouses/ Septic tank system at clinic	604 000	341 547	1 400 000	1 060 000	480 000
Rustenburg Waterkloof Hills Housing Project	3 916 000	1 984 384	1 522 069	4 080 000	0
Construction of Waterkloof Hills Primary and High Schools	10 074 000	42 542 720	3 984 655	1 560 000	0
Construction of R24 Link Road- Waterkloof	–	5 344 416	471 240	0	0
Budget Totals	**20 614 000**	**58 009 139**	**21 457 964**	**36 457 755**	**15 400 000**
Grand Total	**26 244 800**	**63 921 479**	**28 865 921**	**45 582 279**	**18 825 463**

4.9 Financial Provision to Manage Downscaling and Retrenchment

The provision for retrenchment will be based on the following model and the severance packages will be calculated using the formula as detailed below:

a) 2 weeks per one year service with the Company.

b) 1 month notice pay; and

c) Leave provision equivalent to 30 days.

The above provision will be consistent with the Styldrift Retrenchment Policy and may be altered in terms of applicable legislation and/or collective agreements with stakeholders.

Table 38: Financial Provision to Manage Downscaling (A&B Levels)

As per wage agreement A and B Levels							
			Current	7%	7%	7%	7%
Operation	2020	2021	2022	2023	2024	2025	2026
Styldrift	90 591 405,05	115 022 127,48	141 475 235	151 378 501	161 974 996	152 813 484	163 510 428
Styldrift Training	2 462 919,54	3 024 819,98	3 234 458	3 460 870	3 703 131	3 493 677	3 738 234
Total	**93 054 324,59**	**118 046 947,46**	**144 709 692**	**154 839 371**	**165 678 127**	**156 307 161**	**167 248 663**

Table 39: Financial Provision to Manage Downscaling (C to D1 Levels)

As per wage agreement C1 to D1 Levels							
			Current	7%	7%	7%	7%
Operation	2020	2021	2022	2023	2024	2025	2026
Styldrift	96 536 465,55	131 382 340,83	162 023 543	173 365 191	185 500 755	198 485 808	212 379 814
Styldrift Training	2 591 806,11	2 691 100,07	5 490 446	5 874 777	6 286 011	6 726 032	7 196 854
Total	**99 128 271,65**	**134 073 440,89**	**167 513 989**	**179 239 968**	**191 786 766**	**205 211 840**	**219 576 669**

Table 40: Financial Provision to Manage Downscaling (Middle Management)

As per wage agreement D2 to E1 Levels							
			Current	7%	7%	7%	7%
Operation	2020	2021	2022	2023	2024	2025	2026
Styldrift	24 106 437,73	30 348 255,80	38 087 131	39 991 487	41 991 062	44 090 615	46 295 145
Styldrift Training	1 293 808,40	1 555 828,51	1 983 714	2 082 900	2 187 045	2 296 397	2 411 217
Total	**25 400 246,13**	**31 904 084,31**	**40 070 845**	**42 074 387**	**44 178 106**	**46 387 011**	**48 706 362**



Table 41: Financial Provision to Manage Downscaling (Senior Management)

As per wage agreement E2 to E4 Levels							
			Current	7%	7%	7%	7%
Operation	2020	2021	2022	2023	2024	2025	2026
Styldrift	10 400 319,13	12 038 265,18	13 732 633	14 419 265	15 140 228	15 897 239	16 692 101
Styldrift Training		–	–	–	–	–	–
Total	**10 400 319,13**	**12 038 265,18**	**13 732 633**	**14 419 265**	**15 140 228**	**15 897 239**	**16 692 101**



5 Undertaking by Styldrift Platinum Mine

I _____ the undersigned and duly authorised thereto by Styldrift Platinum Mine, undertake to adhere to the information, requirements, commitments, and conditions as set out in the Styldrift Platinum Mine.

Signed at _____ on this _____ day of _____ 2024.

Signature of responsible person:

Snr. HR Manager _____

Approved by: Mine Manager

Signed at _____ on this _____ day of _____ 2024.

Signature _____



6 Approval by Department of Mineral Resources

APPROVED

Signed at _____ on this _____ day of _____ 2024.

Signature of responsible person: _____

Designation_____

7 Communication to Employees and Stakeholders

The Mine is committed to communicate its SLP through various structures to ensure all employees and community stakeholders are granted an opportunity to understand the document and its implication.



Notes