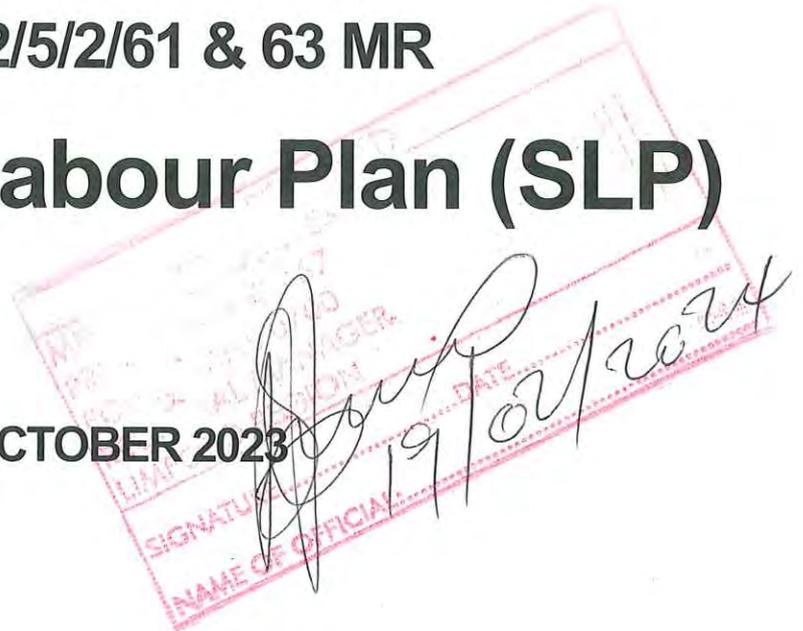


# MARULA PLATINUM MINE

LP 30/1/2/5/2/61 & 63 MR

## Social and Labour Plan (SLP)

13 OCTOBER 2023



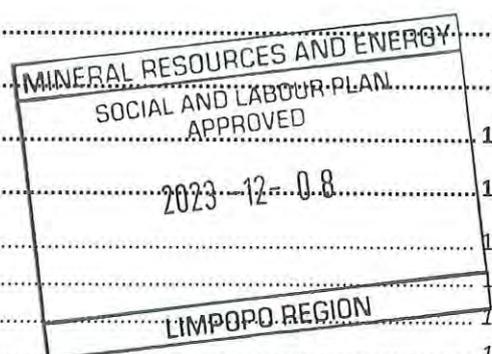
The Marula Platinum Mine SLP 4 is submitted in terms of  
Section 102 of the Minerals and Petroleum Resources  
Development Act, 2002 for the five-year period

**2023 - 2027**

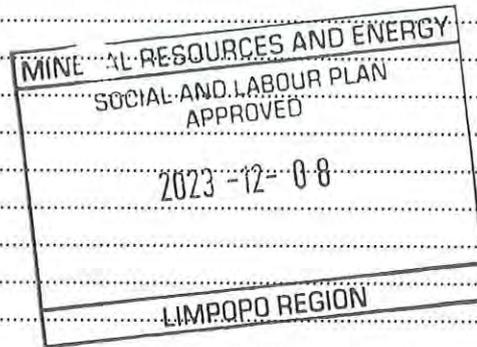
MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN APPROVED
2023 -12- 0 8
LIMPOPO REGION

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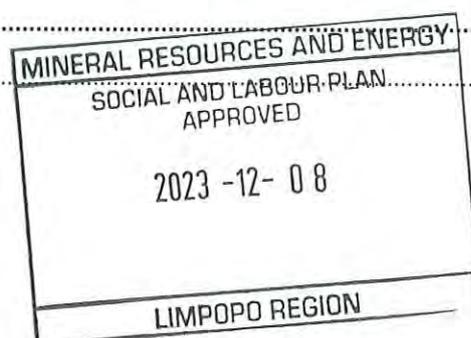
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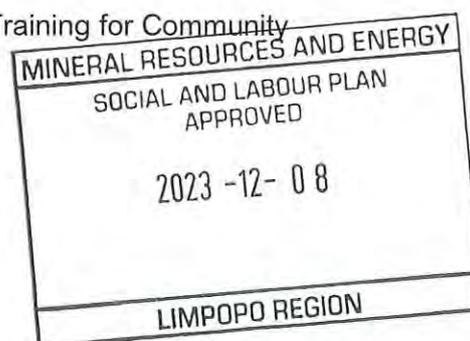


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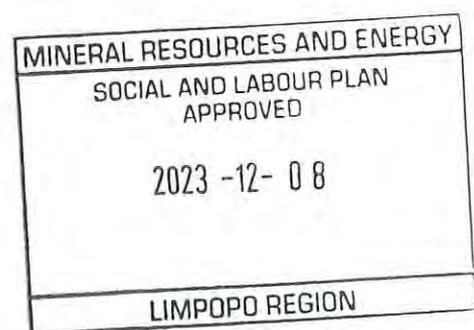


# LIST OF ABBREVIATIONS

AET	Adult Education Training
ATR	Annual Training Report
B-BBEE	Broad Based Black Economic Empowerment
CCMA	Commission for Consolidated, Mediation and Arbitration
CSI	Corporate Social Investment
CV	Curriculum Vitae
DoCG	Department of Cooperative Governance
DM	District Municipality
DMRE	Department of Mineral Resources and Energy
DoEL	Department of Employment and Labour
EAP	Employee Assistance Programme
EE	Employment Equity
ENG	Engineering
FET	Further Education and Training
FTLM	Fetakgomo-Tubatse Local Municipality
FLC	Foundational Learning Competency
FT	Full Time
FY	Financial Year
GCC	Government Certificate of Competency
GET	General Education and Training
GIS	Geographical Information System
HDP	Historically Disadvantaged Persons
HET	Higher Education and Training
HO	Head Office
HoD	Head of Department
HR	Human Resources
HRD	Human Resource Development
IDP	Individual Development Plans (under section 2 - HRD)
IDP	Integrated Development Plan (under section 3 - LED)
I&AP	Interested and Affected Parties
ISS	Institute for Security Studies
JR	Junior
KPI	Key Performance Indicators



LED	Local Economic Development
LM	Local Municipality
LRA	Labour Relations Act
LTD	Limited
LoM	Life of Mine
LRA	Labour Relations Act
MCT	Mine Community Trust
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-Governmental Organization
NPO	Non-Profit Organisation
NSDS	National Skills Development Strategy
NQF	National Qualifications Forum
NRA	National Roads Agency
NYDA	National Youth Development Agency
PGM	Platinum Group Metal
PGDS	Provincial Growth and Development Strategy
PM	Procurement Manager
PT	Part time
PTP	Public Transport Plan
PTY	Proprietary
QCTO	Quality Council for Trades and Occupations
RDP	Reconstruction and Development Programme
RPL	Recognition of Prior Learning
SDF	Skills Development Facilitator
SDM	Sekhukhune District Municipality
SAQA	South African Qualifications Authority
SETA	Sectorial Education and Training Authority
SIA	Social Impact Assessment
SLP	Social and Labour Plan
SMME	Small, Medium or Micro Enterprise
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan
YTD	Year to Date

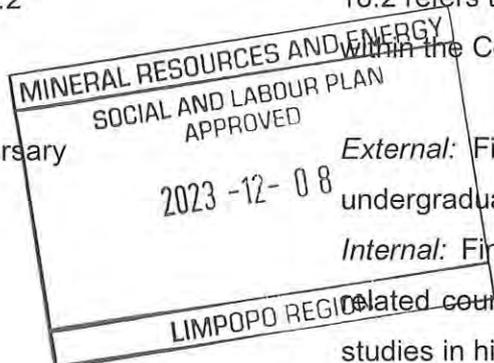


# LIST OF DEFINITIONS

18.1 18.1 refers to learners or training participants employed within the Company.

18.2 18.2 refers to learners or training participants who are not employed within the Company. Such learners are from the Mine Community.

Bursary



*External:* Financial grant to an unemployed youth qualifying for undergraduate studies at a university or University of Technology.

*Internal:* Financial support to an employee to enrol for a career-related course or qualification at a tertiary institution to commence studies in his/her own time.

Calendar year One year that begins on January 1<sup>st</sup> and ends on December 31<sup>st</sup>.

Career Progression Plan A roadmap detailing how an employee can advance in his/her career through the company. It is an on-going mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs or can prepare them for future promotional opportunities. Documents such as an Individual Development Plan, Career Progression Plans, and Training Matrixes provide detail to employees entering employment, and/or training programmes.

Community A coherent social group of persons with interest or rights in a particular area of land which the members have or exercise communally in terms of an agreement, custom or law.

Community Distance A radius of sixty (60) km from the place of work.

Demographics The numerical characteristics of a population (e.g., population size, age, structure, sex/gender, race etc.).

Experiential Training / Work Experience The programme provides students from Universities of Technology and/or FET Colleges with practical work experience (P1/P2) relevant

to their studies, which will enable them to obtain the relevant qualifications after successful completion of the practical/ exposure period. Students are provided with experiential training in core disciplines such as, but not limited to, Metallurgy and Chemical Engineering, Chemistry, Mining, Finance, Human Resources, Engineering, Surveying, Environmental, and Rock Engineering fields. The duration of this programme is dependent on the requirements of the tertiary institution and varies between 3 to 18 months.

Fast Tracking /  
Accelerated Training

Accelerated training programmes are implemented to assist identified employees to complete the training and/or work experience within one of the career paths available. Note: These targets are focussing on HDP candidates.

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Financial Year

12 Month period determined by an organisation used for accounting purposes in which the budget, profit, and losses are calculated in preparation of its financial statements.

Graduate Internship

The Internship programme is a 1-to-2-year programme on a fixed-term contract offered to unemployed holders of degrees, diplomas, or N6 diplomas to gain relevant skills and experience related to their respective qualification for the purpose of ensuring workplace readiness. Internships are provided mainly in the core disciplines of Mining, Engineering, Metallurgical, or Chemistry field but are not limited to core disciplines. The internship will enable Mining and Engineering graduates to gain the necessary exposure to prepare for the respective Government Certificates of Competency.

Historically Disadvantaged  
Persons (HDP)

Refers to Historically Disadvantaged Persons as defined in the Mineral and Petroleum Resources Development Act, 2002 ("MPRDA").

Individual Development  
Plans (IDP's)

A document completed by individual for the plan of self-development over a period of time, usually 12-18 months. This plan is then reviewed and discussed with supervisors to match the individual

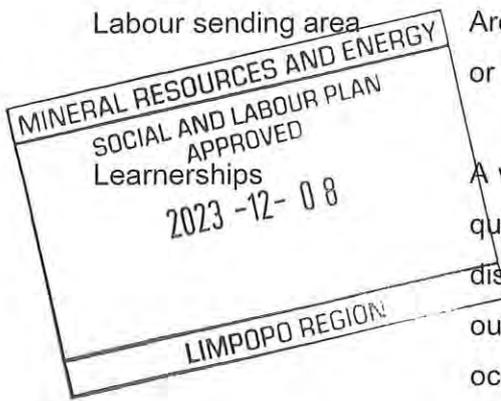
goals with company goals. They also discuss various options and approaches to achieve the plan. At the end of this period, the plan is reviewed to see how many goals are fulfilled and what the new goals and plans are for the following year.

Interested and Affected Parties (I&AP)

A natural or juristic person or an association of persons with a direct interest in the proposed or existing prospecting or mining operation or who may be affected by the proposed or existing prospecting or mining operation.

Labour sending area

Areas from which many mineworkers, both historical and current, are or have been sourced.



A work-based learning programme that leads to an NQF registered qualification. Learnerships can be in the Artisan and or Non-Artisan disciplines. The Artisan Learnership will have a Trade as the outcome and the Non-Artisan Learnership's outcome will be an occupational qualification.

Level of management

Refers to line of demarcation between various managerial positions.

Life of mine

The number of years that a particular mine will be operational.

Mentorship

Mentorship is the influence, guidance, or direction given by a mentor. A mentor is someone who teaches or gives help and advice to a less experienced and often younger person. A mentorship contract needs to be in place.

Mine community

Communities where mining takes place and labour sending areas.

Mining Charter

The broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry.

Mining Graduates

A person qualified by education, training, and experience in mining engineering. A person having a B.S. degree in mining or mineral engineering from an accredited college or university.

Portable Skills	Employable skills which can be used productively in different jobs, occupations, and industries and are transferable between occupations and industries in support of generating an income beyond the “life of mine”. Portable skills enhance employee potential that will lead to placement in alternative employment outside of mining activities and or self-employment.
Skills Audit	<p>An audit to determine the education, skills, and experience of individuals within the company to assist in identifying gaps and develop training plans for employees.</p> <p><i>Un-verified:</i> Skills and qualifications reported as advised by the individuals’ interpretation and not verified in any way to confirm authenticity.</p> <p><i>Verified:</i> Individuals will provide relevant documentation to support the qualifications and skills reported. Qualifications can also be verified through an agency for authenticity.</p>
Skills Development Programmes	These programmes are accredited through a SETA, comprise of a cluster of unit standards, are seen as a ‘mini qualification’, and will constitute a credit towards an NQF registered qualification.
Social and Labour Plan (SLP)	A summary of principles and policies to guide the implementation of specific programmes which aim to aid socio-economic development and economic growth in the mine’s area of operation and labour-sending areas on an on-going basis.
Social Fund	A trust fund that provides financing for investments targeted at meeting the needs of poor and vulnerable communities as informed by commitments made by companies in terms of their social and labour plans.
Sustainable development	The integration of social, economic, and environmental factors into planning, implementation, and decision-making to ensure that the mineral and petroleum resources development and use present and future generations.



Trainee Engineering Programme

A training programme aligned to develop engineers in all related engineering fields. The engineering fields incorporated the mine are: Electrical and Chemical Engineering. These programmes could take a minimum of two (2) years to complete and enable permanently employed junior graduates or diplomat engineers to be appointed as engineers in their area of specialisation.

The Programme provides relevant training, coaching, and mentoring to engineers in training to obtain their Government Certificate of Competency (GCC) in their area of specialisation. It is focussed on employees who qualify for GCC.

WSP-ATR

A Workplace Skills Plan (WSP) and Annual Training Report (ATR) that is submitted to the relevant Sector Education and Training Authority (SETA) annually in compliance with Skills Development Legislation. The WSP projects the training plans of the company for the next year, whereas the ATR reports on the training which took place in the previous year in line with the company's previous training plan.



# SECTION ONE: INTRODUCTION AND PREAMBLE

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## 1.1. INTRODUCTION

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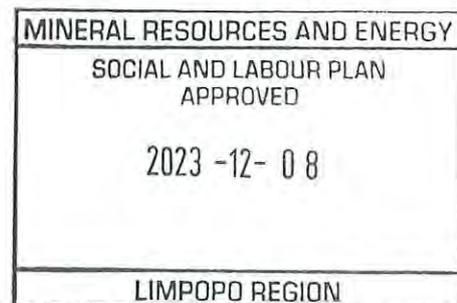
In terms of the provisions of the Mineral and Petroleum Resources Development Act (28/2002, as amended) (MPRD Act), the mineral resources of our Nation are the common heritage of all the people of South Africa. Therefore, the responsible Minister must ensure the sustainable development of South African's resources whilst promoting economic and social development. The Mining Charter, in accordance with the MPRDA, sets out the framework, targets, and timetables for effecting the entry of historically disadvantaged persons (HDP) into the industry and allows South Africans to benefit from the exploitation of mining and mineral resources. The elements and objectives of the MPRDA and the Mining Charter should be addressed in the Social and Labour Plan as required by Regulation 46 of the MPRDA.

A Social and Labour Plan (SLP) is therefore a prescribed requirement of the mineral's legislation (the Mineral and Petroleum Resources Development Act (28/2002) (MPRD Act)) to be in place for the life of every mining right. The SLP is required to be more than a statement of intent with regards to Human Resource Development, Local Economic Development and The Management of Downscaling and Retrenchment. The plan is a summary of principles and policies to guide the implementation of specific programmes which aim to aid socio-economic development and economic growth in the mine community on an on-going basis. Progress with regards to the specific projects and the mine's contributions to socio-economic development will be reported on annually in the SLP Reports to be submitted to the regional offices of Department of Mineral Resources and Energy (DMRE).

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

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

Marula Platinum Mine submits this SLP4 in terms of Section 102 of the Minerals and Petroleum Resources Development Act, 2002.



## 1.2. PREAMBLE: MARULA PLATINUM MINE

### 1.2.1. Company details

The below table sets out the company background information for Marula Platinum Mine.

Table 1.1. Company Background Information

<b>Name of Applicant</b>	Marula Platinum (PTY) Limited	
<b>Registration Number</b>	1990/004775/07	
<b>DMRE Ref Numbers</b>	LP 30/5/1/2/2/61 MR LP 30/5/1/2/2/63 MR	
<b>Name of Mine</b>	Marula Platinum Mine	
<b>Postal Address</b>	<b>Limpopo Province: Mine</b> P O Box 1496, Steelpoort, 1133	<b>Gauteng Province: Head Office</b> No 2 Fricker Road, Illovo, 2169
<b>Physical Address</b>	Winnarshoek Stand No. 118, Driekop 1129, Limpopo Province	
<b>Telephone Number</b>	<b>Marula Platinum Mine:</b> Tel: (013) 214 6000	<b>Head Office:</b> Tel: (011) 731 9000
<b>Fax Number</b>	<b>Marula Platinum Mine:</b> (013) 214 6021	
<b>Location of Mine</b>	Approximately forty (40) kilometres from Burgersfort, in the Fetakgomo-Tubatse Local Municipality, Limpopo Province.	
<b>Commodity</b>	Exportable platinum derived from a concentrate (filter cake) containing the platinum group metals, together with metals and minerals found in mineralogical association.	
<b>Life of Mine</b>	The current infrastructure at Marula support a Life-of Mine profile at some 90 to 100 koz Platinum per annum until 2047.	
<b>Financial Year of Mine</b>	1 July to 30 June.	

### 1.2.2. Location of the mine

Marula Platinum Mine is located on portions of the farms Clapham 118 KT, Winnarshoek 250 KT, Forest Hill 117KT and Driekop 253 KT. It can be found in Ward 8 of Fetakgomo-Tubatse Local Municipality within the Greater Sekhukhune District Municipality of the Limpopo Province. The mine is situated approximately forty (40) kilometres from Burgersfort town and can be accessed through the R37 road.

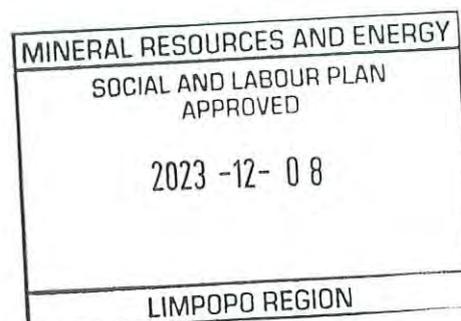


Figure 1.1. Location of the Mine



### 1.2.3. Summary of Mining/Prospecting Rights

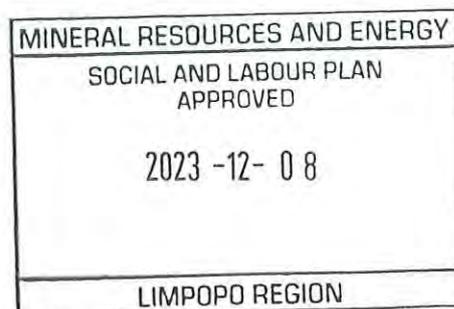
Marula Platinum (Pty) Ltd is a subsidiary company of Impala Platinum Holdings Limited. The mine operates on portions of the farms Driekop 253 KT, Forest Hill 117 KT, Winnaarshoek 250 KT and Clapham 118 KT. The Marula Platinum Mine was initiated in 2000, following the acquisition by Impala Platinum Limited of the respective rights.

The operation extracts platinum group metals together with metals and minerals found in mineralogical association therewith, being platinum, palladium, rhodium, iridium, osmium, ruthenium and the metals and minerals mineralogically associated therewith including but not limited to chrome, gold, silver, copper, nickel, and cobalt together with any such metals and minerals which may be extracted in the normal mining of the minerals. The operation is in, on, and under the Mineral Lease Area on Mineral Area 1 (SG Diagram No. 8356/2000) but limited to the Merensky Reef and the UG2 Reef in respect of Mineral Lease Area on Mineral Area 1.



Table 1.2. Summary of Mining and Prospecting Rights

Holder	Mining Right: DMR ref no Registration no	Farm Name(s)	Portion no	Minerals	Surface Owners
Marula Platinum (Pty) Ltd	LP 30/5/1/2/2/61 MR  (MPT no 42/2008)	Driekop 253 KT	A certain portion of the farm Driekop 253 KT (known as the R/E of Mineral Area and Mineral Lease Area on Mineral Area 1 of the farm Driekop 253 KT as per attached SG Diagram No. 8356/2000 and SG Diagram No. 8357/2000)	Platinum Group Metals together with metals and minerals found in mineralogical association therewith, being platinum, palladium, rhodium, iridium, osmium, ruthenium and the metals and minerals mineralogically associated therewith including but not limited to chrome, gold, silver, copper, nickel, and cobalt together with any such metals and minerals which may be extracted in the normal mining of the minerals in, on, and under the Mineral Lease Area on Mineral Area 1 (SG Diagram No. 8356/2000), but limited to the Merensky Reef and the UG2 Reef in respect of Mineral Lease Area on Mineral Area 1, measuring 360,2801 ha in extent, as described by SG Diagram No. 8357/2000.	National Government of the Republic of South Africa. (Held in Trust for a Traditional Community)
Marula Platinum (Pty) Ltd	LP 30/5/1/2/2/63 MR  (MPT no 23/2008)  held under Cession MPT no 32/2008 (Ceded from Impala Platinum to Marula Platinum on 29 Apr 2008)	Winnaarshoek 250 KT	Remaining extent	Precious metals and base minerals found in mineralogical association with those precious metals.	National Government of the Republic of South Africa. (Held in Trust for a Traditional Community)
		Winnaarshoek 250 KT	Portion 1	Precious metals and base minerals found in mineralogical association with those precious metals.	Evangelical Lutheran Church in South Africa ELCSA (Northern Diocese)
		Clapham 118 KT	The farm	All rights to platinum, palladium, rhodium, iridium, ruthenium, and osmium as well as the rights to gold, silver, nickel and copper found in the UG2 and Merensky Reefs.	National Government of the Republic of South Africa. (Held in Trust for a Traditional Community)
		Forest Hill 117 KT	A portion of the farm (known as Mineral Area No 2)	All rights to platinum, palladium, rhodium, iridium, ruthenium, and osmium as well as the rights to gold, silver, nickel and copper found in the UG2 and Merensky Reefs.	National Government of the Republic of South Africa. (Held in Trust for a Traditional Community)

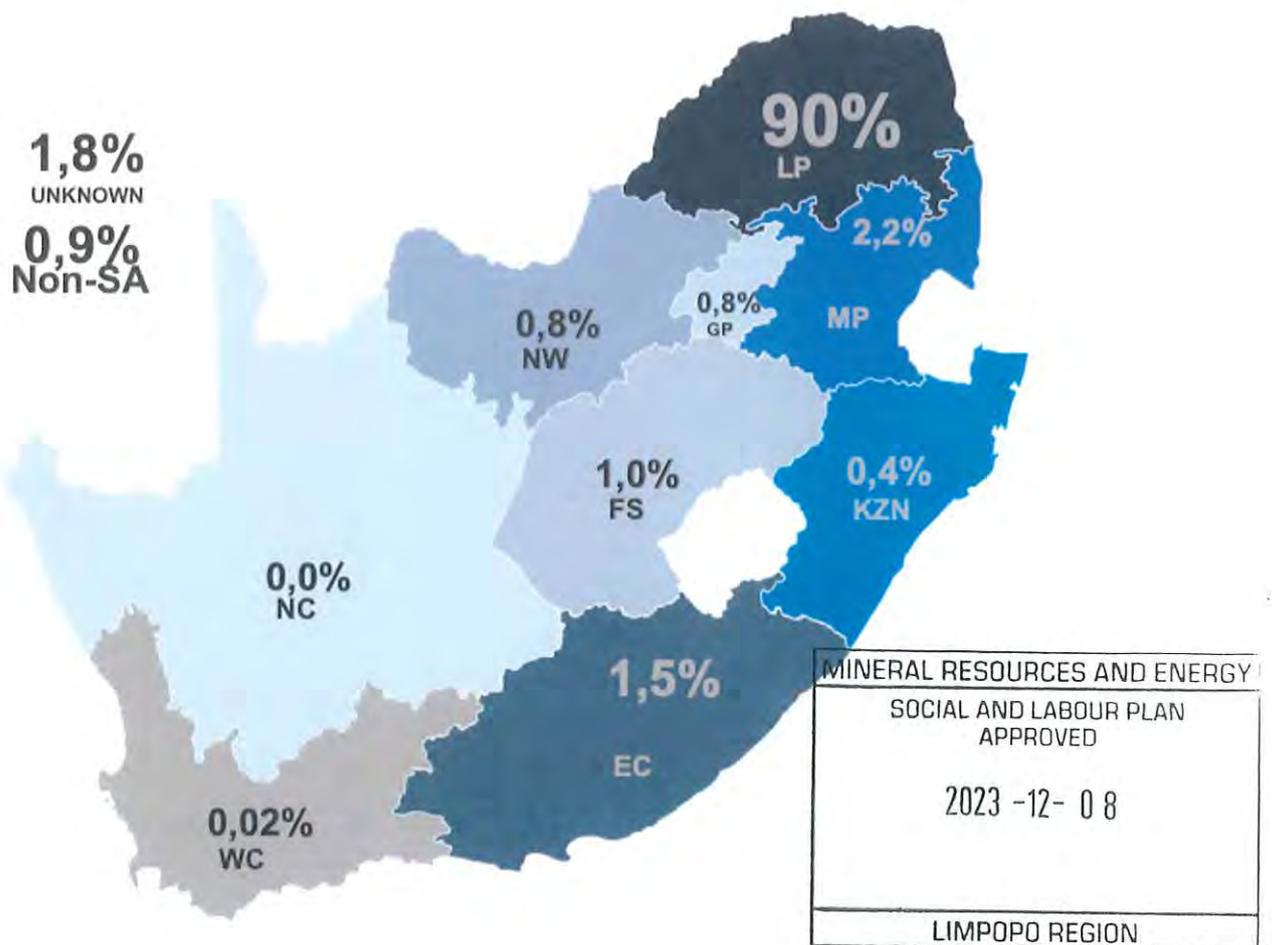


### 1.2.4. Geographic origin of employees

The majority of the mine's employees originates from the Limpopo Province. The following figure provides a summary of the labour-sending information for the total workforce at the mine.

This information was compiled based on reported labour-sending destinations from the workforce. The information may change during the course of the life of the mine as the workforce settle permanently in the area surrounding the mine or as new workforce is employed. This information will be updated on an annual basis in the mine's Annual SLP Report.

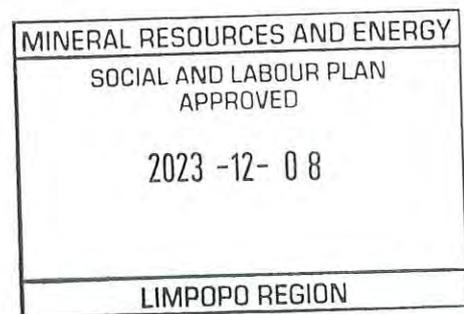
Figure 1.2. Geographic origins of Marula Platinum Mine employees



A detailed list of the breakdown of the origin of mining employees per town, per province can be found in Annexure A.

# SECTION TWO: HUMAN RESOURCE DEVELOPMENT

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## 2.1. INTRODUCTION

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### 2.1.1. General Overview

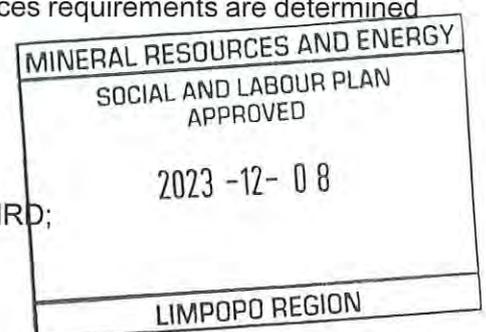
Human Resource Development (HRD) is defined as the total knowledge, skills, creative abilities, talents, and aptitudes of an organisation's workforce as well as the values, attitudes, and beliefs of the individuals involved. Because of the developmental issues our country faces, Human Resource Development is vital for the success of the industry and the country as whole, both to provide the required skills and to support the necessary transformation. Important issues are:

- The unemployment crisis in South Africa. Job creation is one of government's most pressing imperatives and communities are increasingly looking to companies to deliver jobs where government has not and cannot meet this demand;
- The legacy of inequality in South Africa which has meant that historically disadvantaged persons (HDP) and women have not been appointed or developed in core mining skills or in professional or management positions;
- The legacy of systematic sub-standard education for HDPs has left large a percentage of the country's adult population illiterate or without skills.

Based on the above, Marula Platinum Mine acknowledges the importance of compliance to the Broad-Based Socio-Economic Empowerment Charter for the South Africa Mining and Minerals Industry (the amended Mining Charter) and undertakes to adhere to the requirements of the MPRD Act to ensure employees on the mine have access to Human Resource Development (HRD) Programmes, as outlined in this section. The company strives to develop and retain a skilled, productive workforce drawn from the broadest spectrum of South Africans, particularly from our host communities, to maintain a profitable and sustainable business.

The Human Resources Development Programmes for Marula Platinum Mine is based upon the Groups Human Resources Development Plan derived from the annual HRD strategic planning process at the Marula Platinum Mine Group level and takes cognisance of the company's needs in terms of its business plan (with regards to human resources), prevailing legislation, as well as community and environmental perspectives. As such, human resources requirements are determined through the following key focus areas:

- The Mining Charter;
- The Social and Labour Plan (SLP);
- Local Economic Development Programmes (LED) - relevant to HRD;
- Company production and sustainability needs;



- Workplace Skills Plan and Annual Training Report (WSP-ATR);
- Broad Based Black Economic Empowerment (B-BBEE).

This section clearly indicates the HRD plans that the Mine is committed to executing as part of its SLP commitments. The company undertakes the following in terms of Regulation 46 (b) of the MPRDA and will as such be reported on in Section 2 of this report.

a. Skills Development:

- Contribute to skills initiatives for Employees (18.1) and Mine Communities & Labour Sending Areas (18.2).
- Establish an Education and Skills Forum and consult with organised labour on a regular basis regarding employee skills development.
- Compile and submit a Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA) as stipulated in the Skills Development Act 97 of 1998 and Mine Health and Safety Act (section 10), through consultation with organised labour.
- Encourage employee self-development in furthering their studies by providing financial support in line with business needs (Marula Platinum Mine discretion).
- HRD initiatives are linked to achieving Employment Equity plans and as contained in the in the Mining Charter, sections 2.3, 2.4.7 and 2.4.8.

b. Adult Education and Training (AET) (18.1 and 18.2)

c. Portable Skills (18.1)

d. Skills Development and Core Business Training (18.1 and 18.2)

e. Learnerships (18.1 and 18.2)

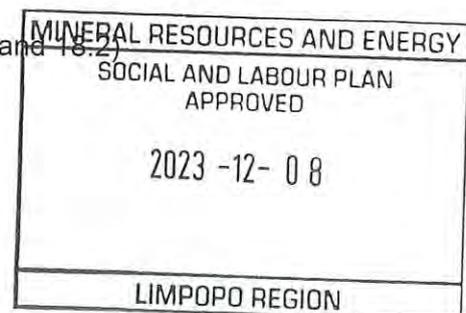
f. Bursaries (18.1 and 18.2)

g. Internships (18.1 and 18.2)

h. Career Progression

i. Mentoring

j. Community development.



Marula Platinum Mine undertakes to adhere Section 101 of the MPRD Act and ensure that all permanent employees on the mine or contractor employees, have access to Human Resource Development Programmes, facilitated or managed by either the mine itself or by the contracting companies. Timeframes and targets have been established for each of the programmes in line with the HRD strategic business plan and progress will be reported in Marula Platinum Mine annual SLP Reports.

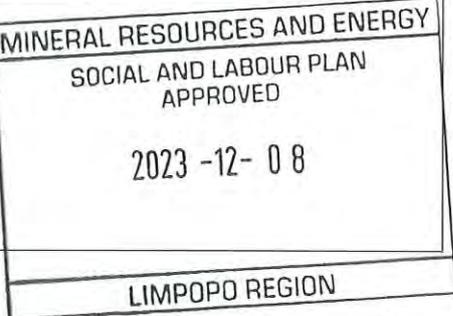
## 2.2. COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

### 2.2.1. Overview

Marula Platinum Mine complies with the requirements of all relevant skills development legislation, including the Skills Development Act (No. 97 of 1998), Skills Development Levies Act (No. 9 of 1999), Employment Equity Act (No. 55 of 1998) and the Labour Relations Act (No. 66 of 1995).

Table 2.1. Compliance with Skills Development Legislation & SETA Liaison

<b>Name of SETA</b>	Mining Qualifications Authority (MQA)
<b>Registration number with SETA</b>	L070732831
<b>Appointment of Skills Development Facilitator</b>	Internally appointed Skills Development Facilitator (SDF)
<b>Submission dates of WSP-ATR</b>	2018 (24/04/2018) 2019 (16/05/2019) 2020 (25/06/2020) 2021 (26/04/2021) 2022 (06/04/2022)



### 2.2.2. Paying Skills Development Levies (SDL)

The company pays its Skills Development Levies of 1% of the payroll amount to SARS monthly as required by law.

### 2.2.3. WSP-ATR Submissions

As required by the Skills Development Act, the company is committed to remain compliant to skills development legislation by annually submitting its Workplace Skills Plans and Annual Training Reports by 30 April as stipulated by the Skills Development Act.

### 2.2.4. Appointment of a Skills Development Facilitator (SDF)

Marula Platinum Mine has appointed an internal SDF. The company established a good working relationship with the MQA and continues to better its understanding of the different skills development requirements and best practices. The SDF is responsible for the planning and implementation of the company's Human Resource Development plans. The SDF is furthermore responsible for the

establishment and continuation of a skills development committee, SETA liaison, and managing training grants.

### **2.2.5. Skills Development Committee**

A formal skills development committee, referred to as the Education and Skills Committee, equitably representing all races and gender consisting of labour and management has been established. The committee is responsible for, amongst others:

1. Meeting on a regular basis to discuss skills development related issues;
2. Promoting skills development related activities;
3. Identifying the strategic training objectives and prioritising them;
4. Consulting on training plans;
5. Discussing career progressions plans/paths of employees;
6. Representing the relevant stakeholders and giving feedback to them on skills development;
7. Meeting regularly to track progress of training, identify problem areas, and propose solutions;
8. Keeping accurate training records.

### **2.2.6. Accreditation of Training Programmes/ Facilities**

The Human Resources Development centre of Marula Platinum Mine is ISO 9001:2015 certified and fully accredited by the Mining Qualifications Authority (MQA) for all SETA registered skills programmes. Artisan trainings are conducted at the Implats Group training facilities. Learner-miner trainings and other development courses are conducted inhouse.

More details with regards to the Training Venues and Facilities that the mine utilises can be found in Annexure B.

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## **2.3. EDUCATION LEVEL OF EMPLOYEES**

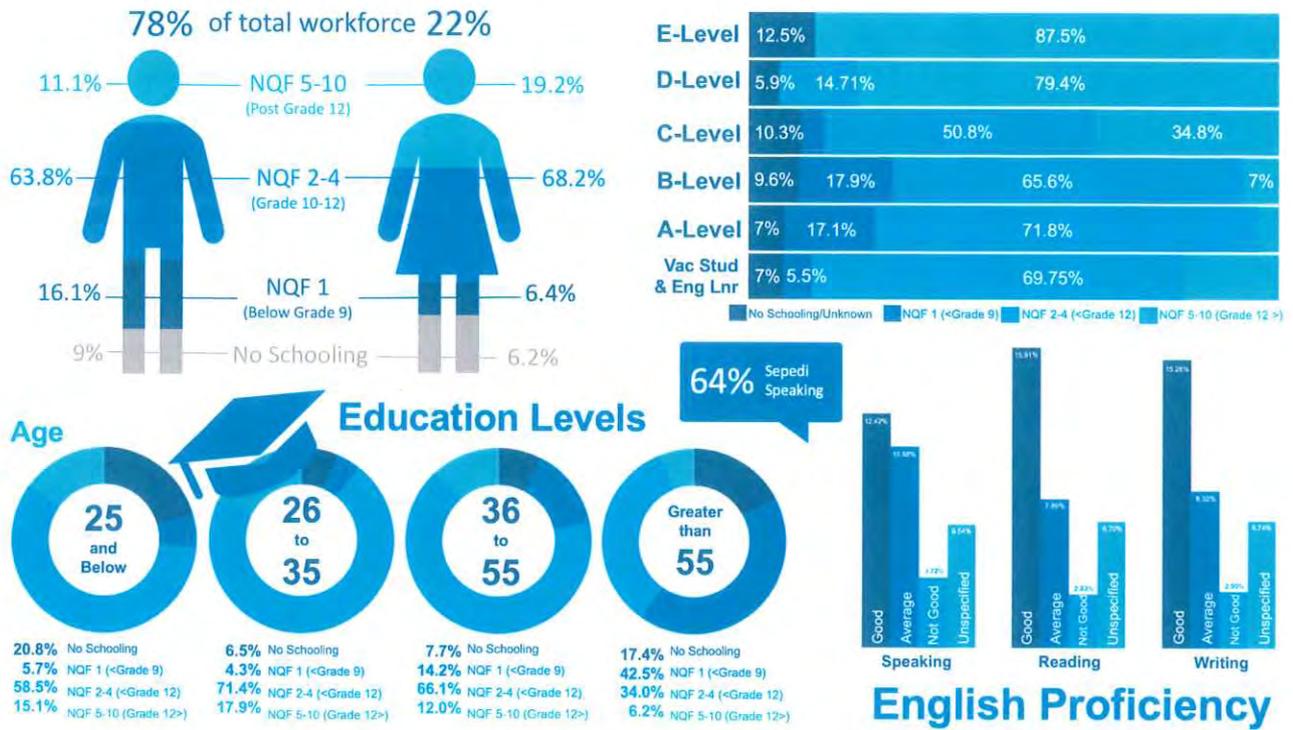
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Marula Platinum Mine conducted an internal skills audit in 2022 to re-establish the current educational levels of its employees. The information gathered along with the operational needs and realities forms the basis of the Skills Development plans within the company.

The findings of the Skills Audit can be found in Figure 2.1 and Figure 2.2 below.



Figure 2.1. Skills Audit Findings Summary



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 LIMPOPO REGION

Figure 2.2. Number and education levels of the workforce (Form Q)

Band	NQF Level	Old System	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education & Training (GET)	1	No Schooling/Unknown	249			1	47	1		1	250	49
		Grade 0/Pre	1								1	0
		Grade 1/Sub A	6								6	0
		Grade 2/Sub B	7								7	0
		Grade 3/Std 1/AET 1	16				1				16	1
		Grade 4/Std 2	15				1				15	1
		Grade 5/Std 3/AET 2	31								31	0
		Grade 6/Std 4	24				1				24	1
		Grade 7/Std 5/ AET 3	78				6				78	6
		Grade 8/ Std 6	125				2	14			127	14
		Grade 9/Std 7/ AET 4	144				28			144	28	
Further Education and Training (FET)	2	Grade 10/Std 8/N1	301			3	70			1	304	71
	3	Grade 11/Std 9/N2	712			4	258			2	716	260
	4	Grade 12/Std 10/N3	752	1		5	207	1	1	1	758	210
Higher Education & Training (HET)	5	Higher Certificates/Advanced NCV	160			6	63			3	166	66
	6	National Diplomas/Advanced Certificates	90	2		1	49			1	93	50
	7	Bachelor's Degrees/Advanced Diplomas	36		1	2	30		1	1	39	32
	8	Honours Degrees	9			1	3				10	3
	9	Master's Degrees	2				1				2	1
	10	Doctorates										
<b>Total</b>			<b>2 758</b>	<b>3</b>	<b>1</b>	<b>25</b>	<b>779</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>2 787</b>	<b>793</b>

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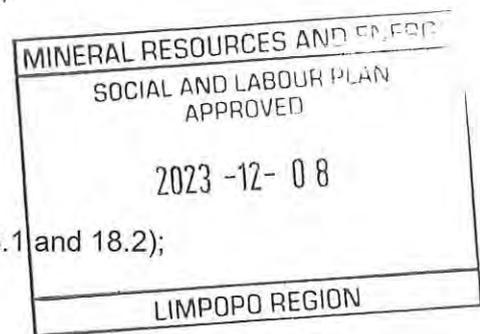
## 2.4. SKILLS DEVELOPMENT PLAN

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The aim of the Skills Development Plan is to ensure that the environment and the leadership/management of the company both create a culture that is conducive to ongoing learning and development for all employees, and that all learning interventions result in lifelong learning.

This section clearly indicates the HRD plans that the Mine is committed to executing as part of its SLP commitments with regards to:

- a. Adult Education and Training (AET) (18.1 and 18.2);
- b. Portable Skills (18.1 and 18.2);
- c. Bursaries (18.1 and 18.2);
- d. Learnerships (18.1 and 18.2);
- e. Internships (18.2);
- f. Skills Development and Core Business Training (18.1 and 18.2);
- g. Career Progression; and
- h. Mentoring.



### 2.4.1. AET

It is in the interest of Marula Platinum Mine to ensure that all its employees can read, write, and communicate in English to ensure that any instructions and/or health and safety issues are clearly understood. This is to enable employees to not only be more productive but also to ensure their own safety by being able to read any communication expressed on notice boards, briefs, etc.

#### 2.4.1.1. AET Undertaking

As part of its commitment to developing the educational base of its workforce, Marula Platinum Mine is implementing a Functional Literacy and Numeracy Programme ensuring that all employees have access to further learning. The programme consists of Adult Education and Training (AET) aimed at providing good quality education and training to adult learners whilst ensuring that all learners are offered the opportunity to become functionally literate and numerate (to AET Level 4).

The following programmes are currently and will continue to be offered taking into consideration the educational requirements of its workforce:

- a. Pre-AET (Foundational level/Breakthrough);
- b. AET Level 1: Communication and Numeracy;
- c. AET Level 2: Communication, Life Orientation and Numeracy;
- d. AET Level 3: Communication, Life Orientation, Natural Science and Numeracy;

- e. AET Level 4: Communication, Life Orientation, Natural Science and Mathematics.

#### **2.4.1.2. AET Implementation Strategy**

Targets set are for employees to attend AET to improve the functional literacy of all employees and to enable them to enter the career paths for future development. Full-time and part-time classes are available for employees to reach the targets.

To ensure an increase in the number of employees enrolled for AET, the following initiatives are put in place:

- a. Increased management involvement, particularly from production management and heads of departments;
- b. Information sharing sessions are provided by the AET sub-committee during induction;
- c. Progress reports of learners (both own-time and full-time) are provided by facilitators to their Supervisors and Departmental Heads;
- d. Incentive options are available for own-time AET learners to attend classes;
- e. Career paths open to employees who achieve AET level 4 are published as part of marketing campaigns;
- f. Recruitment drives (roadshows) are carried out to increase own-time attendances;
- g. Certification Ceremonies are hosted to celebrate competencies and to motivate learners to continue;
- h. Quarterly articles and photos on AET are published in the Company and Organisation newsletters/magazine.

#### **2.4.1.3. AET Targets**

The table below provides an overview of the Mine's SLP targets with regards to AET for its Mine Employees. Setting targets for Employees and Community members per level are often challenging due to the work force changes and community interests that might vary over years. Should targets on specific levels not be viable, the training intakes on other levels will be increased to ensure that the overall annual target will still be reached.



Table 2.2.a. AET Plan for Mine Employees (18.1)

AET 18.2	2023	2024	2025	2026	2027	TOTAL 2023-2027
Pre-AET	2	2	2	2	2	10
AET Level 1	2	2	2	2	2	10
AET Level 2	2	2	2	2	2	10
AET Level 3	2	2	2	2	2	10
AET Level 4	1	1	1	1	1	5
<b>TOTALS</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>45</b>
<b>BUDGET</b>	<b>R2,617,140</b>	<b>R2,728,245</b>	<b>R2,851,695</b>	<b>R2,975,145</b>	<b>R3,098,595</b>	<b>R14,270,820</b>

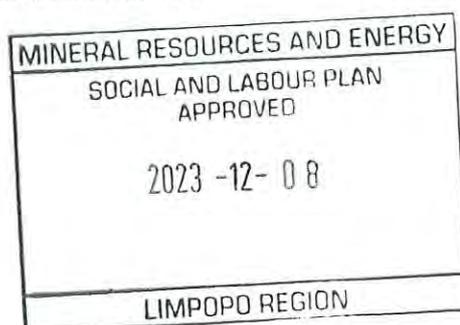
Table 2.2.b. AET Plan for Community Members (18.2)

AET 18.2	2023	2024	2025	2026	2027	TOTAL 2023-2027
Pre-AET	0	0	0	0	0	0
AET Level 1	2	2	2	2	2	10
AET Level 2	2	2	2	2	2	10
AET Level 3	3	3	3	3	3	15
AET Level 4	2	2	2	2	2	10
<b>TOTALS</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>45</b>
<b>BUDGET</b>	<b>R68,688</b>	<b>R71,604</b>	<b>R74,844</b>	<b>R78,084</b>	<b>R81,324</b>	<b>R374,544</b>

#### 2.4.1.4. AET Programme Outcomes

Adult education and training is the general conceptual foundation towards lifelong learning and development comprising of knowledge, skills, and attitudes required for social, economic, and political participation and transformation applicable to a range of contexts. AET is flexible, developmental, and targeted at the specific needs of particular audiences. Ideally, it provides access to nationally recognised certificates.

Upon successful completion of an AET level qualification, a learner receives a certificate of competence. Over and above the social uplifting impacts of equipping our workforce with numeracy and literacy training (particularly with respect to AET levels 1 and 2 Life Skills), AET Level 4 facilitates access for the successful participants to enter the DMRE Blasting Certificate, Artisan Aide Level 2 programme, and Plant Operator occupational qualifications.



## 2.4.2. Learnership Plans

### 2.4.2.1. Learnership Undertaking

Marula Platinum Mine's learnership programmes in support of the MPRDA Mining Charter requirements, and Employment Equity strategy in not only meeting the business' needs of the company with regards to Learnerships, but also the needs of the country.

The programme ensures that participants benefit from practical experience in the mining workplace as well as receiving accredited training in the theory behind these chosen disciplines. The mine makes every effort to establish successful relations with the relevant SETA's, as well as the training and education providers involved, to facilitate the implementation of beneficial and effective Learnership programmes.

### 2.4.2.2. Learnership Implementation Strategy

The mine plans to appoint learners annually in line with the business plan, skills shortages, and the mine's employment equity targets which may be reviewed from time to time. Envisaged learnership requirements for the next five (5) years are presented in Table 2.2.a/b. These targets have further taken cognisance of the company's experience to date in respect of its hard to fill vacancies and the noted shortage of artisans and engineers (Form R) by the mine. Based on the demographics of the area of operation, Marula Platinum places a high focus on HDP and WIM participation with regards to Learnership Programmes to facilitate the achievement of the mine's Employment Equity Plan and the SLP requirements. Marula strives to a 50/50 split between 18.1 and 18.2 on Artisan Learnerships.

### 2.4.2.3. Learnership Targets

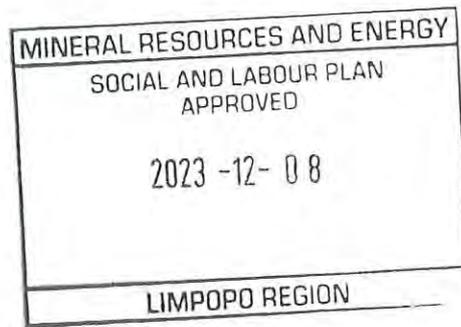
The tables below present the learnership targets for Marula Platinum Mine for a five (5) year period taking cognisance of the skills development plan, WSP-ATR, including business needs for the company, and the employment equity strategies to achieve the required targets.

An understanding of the length of each programme listed within the target table is required when considering the expected pass rates on an annual basis. Note that the qualifying rate is three (3) years from enrolment. Enrolment targets are aligned to the learners completing the programmes in order to maintain the required number of learners at all times. The training target are set against each training category (e.g. artisan training) and not specific disciplines (e.g. boilermaker) within the category. The specific disciplines trained will be determined per category on an annual basis based on business needs.



The targets listed relate to the total number of new learners enrolled. The Learnership targets are split between Section 18.1 (internal employees) and 18.2 (mine community members), and are in accordance with the company's business requirements.

The budget cost reflects all the learnerships in the process although the target number reflects only the new intake per annum.



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Table 2.3.a. Learnership Plan for Mine Employees (18.1)

LEARNERSHIP 18.1	2023	2024	2025	2026	2027	TOTAL 2023-2027
Artisan Training: (Electrical; Boilermaker; Diesel Mechanic; Instrument Mechanic; Fitting; Rigging; Engineering Winding Engineer Driver)	4	4	4	4	4	20
Non-Artisan Training: (Rock Breaking, Mineral Processing)	5	20	5	20	5	55
Servicemen	12	12	12	12	12	60
<b>TOTALS</b>	<b>21</b>	<b>36</b>	<b>21</b>	<b>36</b>	<b>21</b>	<b>135</b>
<b>BUDGET</b>	<b>R33,268,352</b>	<b>R40,188,662</b>	<b>R33,963,863</b>	<b>R34,283,433</b>	<b>R22,829,682</b>	<b>R164,533,993</b>

\*Note: Targets reflect new intakes per-annum

Table 2.3.b. Learnership Plan for Community Members (18.2)

LEARNERSHIP 18.2	2023	2024	2025	2026	2027	TOTAL 2023-2027
Artisan Training: (Electrical; Boilermaker; Diesel Mechanic; Instrument Mechanic; Fitting; Rigging; Engineering Winding Engineer Driver)	4	4	4	4	4	20
<b>TOTALS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>20</b>
<b>BUDGET</b>	<b>R13,112,437</b>	<b>R15,020,062</b>	<b>R14,993,656</b>	<b>R11,993,413</b>	<b>R12,491,065</b>	<b>R67,610,633</b>

\*Note: Targets reflect new intakes per-annum

#### **2.4.2.4. Learnership Programme Outcomes**

Artisan learnerships are linked to the QCTO qualification curriculum and learners are issued with artisan trade certificates on achievement of all required learning outcomes. Employees achieving the DMRE Blasting certificate will be issued with a DMRE blasting certificate and license to blast. These employees can be appointed as Miners depending on the business need at the time (there is no obligation for appointment after training is completed).

#### **2.4.3. Portable Skills Training**

##### **2.4.3.1. Portable Skills Undertaking**

Marula Platinum Mine will, as part of their skills development plan and retrenchment management programme, provide training in portable skills. Through this training employees' marketability and employability in the open labour market are increased, especially if ensured that such training programmes are adapted as required by the needs of the mine's employees. The main aim of the portable skills training is to provide the employees with skills to ensure those affected by retrenchments, incapacitation, or retirement will be able to generate an income or have the ability to create self-employment beyond the "life of mine" and/or current employment at the Mine.

##### **2.4.3.2. Portable Skills Implementation Strategy**

Marula Platinum Mine will, in partnership with credible service providers, continue to offer specially designed portable skills training to equip employees, in service and exiting, with the ability to find alternative employment or create self-employment opportunities.

Targets are set as an overall target per annum for soft skills trainings such as financial literacy training, computer skills, leadership trainings, etc. The type of training programmes will be determined as and when implemented.



### **2.4.3.3. Portable Skills Targets**

Portable skills courses are detailed through Organised Labour in the Education and Skills Committee. Competence certificates are issued at the end of successful completion of the courses. A table on portable skills targets and costs is featured in Section 4 of this document (see table 4.1).

### **2.4.3.4. Portable Skills Programme Outcomes**

The aim of providing Portable Skills Training to employees are to allow employees the ability to find employment in a different job, occupation, or industry and/or to create self-employment opportunities at times of downscaling or mine closure, early retirement or incapacitation.

## ***2.4.4. Skills Development & Core Business Training***

Marula Platinum Mine's core business is mining and will remain so for the life of the mine. For this reason the company will direct a major portion of its training and development resources to the development of mining, engineering, and plant-related competencies and skills.

Core skills refer to the skills that are essential to the basic functioning of the sector. These include skills that new entrants to the sector would need in order to safely and efficiently support sector production. Core skills also include the additional skills that workers in the sector need to stay abreast of changes. For example, the impact of new technology developments.

Marula Platinum Mine is continuously training employees on Skills Development & Core Business Training to ensure employees are skilled for the tasks they are expected to conduct. These skills are valuable not only to the company, but also to the employees for future career growth.

### **2.4.3.1. Skills Development & Core Business Training Undertaking**

The Mine will continue to develop staff, maintain, and continuously upgrade the training facilities on the mine to train employees in its core business areas. Furthermore, Marula Platinum Mine will continue to equip mining, engineering, metallurgical, and plant employees with unit standard, outcome-based training learnerships and skills programmes, as required and available by the SAQA, QCTO and the relevant SETA.



### **2.4.3.2. Skills Development & Core Business Training Implementation Strategy**

Marula Platinum Mine is committed to training skills development and core business training throughout the life of mine as it has been doing in the past. These trainings are being conducted at the Mine's on-site training centre.

### **2.4.3.3. Skills Development & Core Business Training Targets**

The Core Business Training targets for Marula Platinum Mine for a five (5) year period are projected below, taking cognisance of the business needs of the company, the employment equity strategies of the company, as well as the Individual Development Plans of employees.



Table 2.4.a. Skills Development & Core Business Training for Mine Employees (18.1)

SKILLS DEVELOPMENT & CORE BUSINESS TRAINING (18.1)	2023	2024	2025	2026	2027	TOTAL 2023-2027
Safety	25	25	25	25	25	125
Supervisory/ Leadership & Managerial Skills	16	16	14	14	12	72
Soft Skills & Other	3	3	3	3	3	15
Occupational Related: Mining	10	10	10	10	10	50
Occupational Related: Min Services	10	10	10	10	10	50
Occupational Related: Engineering	20	20	20	20	20	100
Occupational Related: HR	2	2	2	2	2	10
Occupational Related: Finance	2	2	2	2	2	10
Occupational Related: Metallurgy	30	5	5	5	5	50
<b>TOTALS</b>	<b>118</b>	<b>93</b>	<b>91</b>	<b>91</b>	<b>89</b>	<b>482</b>
<b>BUDGET</b>	<b>R632,558</b>	<b>R624,052</b>	<b>R652,290</b>	<b>R680,527</b>	<b>R708,765</b>	<b>R3,298,192</b>

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Table 2.4.b. Skills Development & Core Business Training for Community Members (18.2)

SKILLS DEVELOPMENT & CORE BUSINESS TRAINING (18.2)	2023	2024	2025	2026	2027	TOTAL 2023-2027
Competent B	20	20	20	20	20	100
Equip Helper	20	20	20	20	20	100
Rock Drill Operator	10	10	10	10	10	50
Winch Operator	10	10	10	10	10	50
General Engineering	5	5	5	5	5	25
<b>TOTALS</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>325</b>
<b>BUDGET</b>	<b>R265,530</b>	<b>R276,803</b>	<b>R289,328</b>	<b>R301,853</b>	<b>R314,378</b>	<b>R1,447,890</b>

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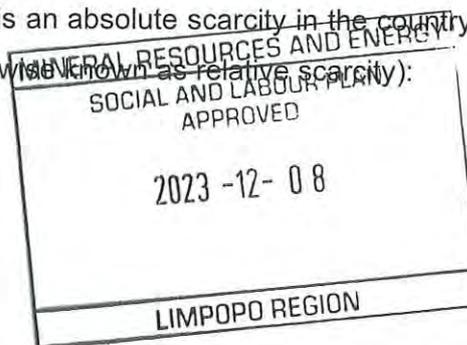
#### 2.4.3.4. Skills Development & Core Business Training Outcomes

The aim of Skills Development & Core Business Training is not only to ensure effective and efficient business processes, but also to allow career progression opportunities to employees. The career paths (outlined in Annexure C) demonstrate where employees could move to on completion of their core business training based on availability of vacancies. These career paths are communicated during the core training. The career paths are merely a reflection of career progression opportunities and do not necessarily mean all employees will automatically be able to progress. It remains dependent on vacancies opening.

### 2.5. HARD-TO-FILL VACANCIES

Hard-to-fill occupations refer to occupations for which employers struggle to find candidates for a sustained period of time, not mainly because there is an absolute scarcity in the country, but rather owing to one or more of the following reasons (otherwise known as relative scarcity):

- Geographical location;
- Employment equity;
- Industry attractiveness;
- Replacement demand.



The MQA publishes a list of scarce skills annually. The scarce skills can be directly linked to hard to fill positions. The company ensures that it is aware of these scarce skills and hard to fill positions, so that training can be done accordingly. In doing so the company can ensure that they have a continuous supply of candidates for such positions.

The table below shows the occupations, based on the MQA's published list, that the Mine classify as hard-to-fill or relatively scarce owing to one or a combination of the above factors.

Table 2.5. Hard to fill vacancies (Form R)

OFO Code (Occupation Level)	Hard To Fill Occupation	Reasons For Scarcity
132202	Surveyor	<ul style="list-style-type: none"> <li>• Lack of GCC (Government Certificate of Competency)</li> <li>• Lack of experience (but many in the system)</li> </ul>
132202	Geologist	<ul style="list-style-type: none"> <li>• Lack of experience (but many in the system)</li> </ul>
132201	Mine Manager	<ul style="list-style-type: none"> <li>• Remoteness of the operation location</li> </ul>

OFO Code (Occupation Level)	Hard To Fill Occupation	Reasons For Scarcity
		<ul style="list-style-type: none"> <li>• High demands of the job</li> </ul>
132104	Engineering Manager	<ul style="list-style-type: none"> <li>• Remoteness of the operation location</li> <li>• High demands of the job</li> </ul>
311501	Instrument Technician	<ul style="list-style-type: none"> <li>• Lack of sector-specific experience</li> </ul>
653306	Diesel Mechanic	<ul style="list-style-type: none"> <li>• Lack of new technology (Trackless Mining)</li> <li>• Lack of sector-specific experience</li> <li>• Lack of electrical knowledge</li> </ul>
651501	Rigger Ropesman	<ul style="list-style-type: none"> <li>• Lack of roping skills</li> </ul>
652302	Fitter and Turner	<ul style="list-style-type: none"> <li>• Lack of turning training</li> </ul>
651302	Boilermaker	<ul style="list-style-type: none"> <li>• Lack of sector-specific experience and basic skills</li> </ul>
241102	Senior Accountant	<ul style="list-style-type: none"> <li>• Minimal sector-specific experience</li> </ul>
263512	Senior Co-ordinator stakeholder	<ul style="list-style-type: none"> <li>• Minimal sector-specific experience</li> </ul>
143904	Protection Services Superintendent	<ul style="list-style-type: none"> <li>• Minimal sector-specific experience</li> </ul>
432101	Inventory Accountant	<ul style="list-style-type: none"> <li>• High salary expectations</li> </ul>
312101	Assistant Mine Manager	<ul style="list-style-type: none"> <li>• Minimal sector-specific experience</li> </ul>

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## 2.6. CAREER PROGRESSION (PATH) PLAN

### 2.6.1. Career Progression Undertaking

Employees are generally more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission. A career development path provides employees with an ongoing mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs, promotions, and transfers to new or different positions.

Marula Platinum Mine upholds the philosophy that every employee should be given the opportunity to develop within one of the career progressions paths available. To this end, the Mine has developed career paths per discipline to assist employees to identify appropriate career paths, as well as to become familiar with the requirements at each level within the employee's career path.

## **2.6.2. Career Progression Implementation Strategy**

Marula Platinum Mine has a well-established career progression plan whereby successors are identified and developed to cater for immediate and future human resource needs. The Career paths of the core discipline have been attached in Appendix D.

Career Progression Plans are seen as a roadmap, detailing how employees can advance in their careers through the company. It is an on-going mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs or in preparation for future promotional opportunities. Documents such as an Individual Development Plan, Career Progression Plans, and Training Matrixes provide details to employees on entering employment and on training programmes.

### **2.6.2.1. Recruitment**

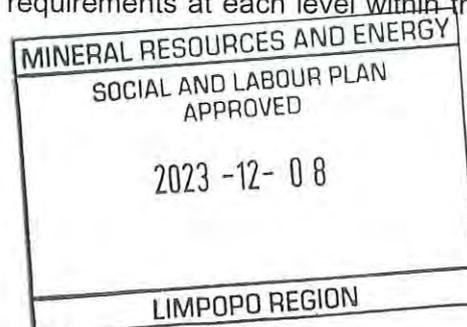
The key component of effective career management starts in the recruitment process. During this process, all three components of short, medium, and long-term needs for technical skills, managerial skills, and potential will be taken into consideration. Career planning plays a strong role in the medium and long-term recruitment strategy. Applicants are appointed with careful consideration of not only current skills but also the future needs of the company.

### **2.6.2.2. Generic Career Plans and Job Descriptions/ Profiles**

In line with Marula Platinum Mine career paths model, all employees go through a new-employee induction programme which informs them of the requirements for progression within their own career path determined according to their discipline.

Through a thorough induction process, all employees understand what they have been employed to do and the standard to which they are expected to perform in both an individual role and their role within their team/department/area. These profiles are also the standard to which selection criteria are set in the assessment of employees for progression.

In Annexure C, Generic career paths per discipline are presented in detail. They show timeframes, specific needs, and requirements per level to assist employees in identifying appropriate career paths. They also assist in familiarising employees with the requirements at each level within their chosen path .



### 2.6.2.3. Talent Pools and Fast-Tracking / Accelerated Training Programme

Talent forums are on-going where champions focus on different aspects in identifying talent pools (i.e. minimum requirements of the job, turnover, retirement age, performance, potential and Employment Equity.) This is to ensure that a fair and consistent process is followed across all operations.

To enable Marula Platinum Mine to cater for their future manpower needs, accelerated training programmes are implemented to assist identified employees to accelerate their training and/or work experience within one of the career paths available. The ability to strategize career paths in terms of the company's equity targets and to provide individual development plans will remain as one of the major vehicles to identify and develop HDP employees.

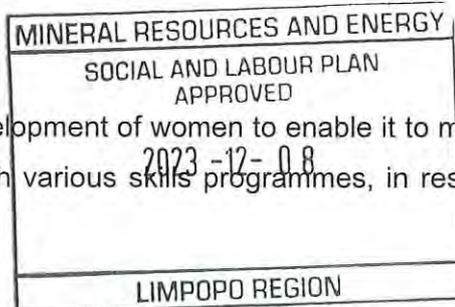
### 2.6.2.4. Career Progression and Individual Development Plans (IDPs)

Career progression takes place in accordance with the industry's occupational categories/levels, which remain dependent on the entry-level skills of the employee, determining in which category they are originally placed. The employee will then be trained making use of various methods in order to progress to the level superseding their own current level.

The generic career paths per discipline are seen as the most basic form of an Individual Development Plan (IDP) for employees. Over and above this, employees could have a more detailed IDP developed to assist with their individual skills development needs. This is especially applicable to more senior and/or specialized positions and/or as part of fast-tracking employees.

Where applicable, detailed Individual Development Plans are reviewed regularly, and assistance given where and when needed. In order to ensure progression of employees, Marula Platinum Mine will identify employees as and when the need arises and provide them with the necessary training (in house or external) in order for them to obtain new skills.

Marula Platinum Mine places particular focus on the development of women to enable it to meet the employment equity targets. This would be done through various skills programmes, in respect of fields of disciplines and experiential training.



### 2.6.3. Career Progression Targets

Table 2.6. below presents the detailed career progression targets for a five (5) year period at Marula Platinum Mine. Targets have been based on the skills development plan at the mine. Training

interventions forming part of the career progression plans are focused on the said training outcomes and cannot dictate job placements or promotions.



Table 2.6. Career Progression Targets

Training Programmes with Career Progression Paths	Position starting from	Current Training Intervention	Target Position Working Towards	2023	2024	2025	2026	2027	TOTAL 2023-2027
Miner	Miner	Shift Supervisor	Shift Supervisor	6	6	6	6	6	12
Shift Supervisor	Shift Supervisor	Mine Overseer	Mine Overseer	3	2	2	2	2	5
Mine Overseer	Mine Overseer	Mine Managers	Mine Manager	3	2	2	2	2	5
Engineering Foreman	Engineering Foreman	GCC	Engineer	3	2	2	2	2	5
<b>TOTALS</b>				<b>15</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>27</b>

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## 2.7. MENTORSHIP PLAN

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### 2.7.1. Mentorship Programme

#### 2.7.1.1. Mentorship Undertaking

As part of its Human Resource Development plans, Marula Platinum Mine is committed to the mentoring of employees. Mentorship is defined as the influence, guidance, or direction given by a mentor to a less experienced and often younger person.

The Mentorship Plan/Programme is directly linked to the company's Skills Development Plan and closely aligned with the Career Progression Plan. The plan furthermore focuses on employment equity targets, learners, interns, and bursars. The mine will ensure that it provides an appropriate platform/environment for mentoring to take place.

#### 2.7.1.2. Mentorship Implementation Strategy

The mentoring of employees is seen as a critical mechanism through which the company can achieve its training targets and thereby achieve significant employment equity across the organisation in line with the Employment Equity Plan.

Employees such as successors, learner officials, mine overseers, and those in experiential learning who require mentoring will be identified. The Mentorship Plan will address the quality of training and coaching that will be needed to improve employees' work performance.

Furthermore, it is envisaged that all employees identified as successors will have mentors. Mentors will be directly involved with the development of successors. Of particular importance will be the mentoring of HDP successors by experienced mentors.

#### 2.7.1.3. Mentorship Targets

The below table sets out the targets for mentorship.



Table 2.7. Mentorship Programme

MENTORING PROGRAMME	2023	2024	2025	2026	2027	TOTAL 2023-2027
Mining	50	50	50	50	50	250
Mining Services	12	12	12	12	12	60
Human Resources	15	15	15	15	15	75
Finance	16	16	16	16	16	80
Metallurgy	7	7	7	7	7	35
Engineering	50	50	50	50	50	250
<b>TOTALS</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>

#### 2.7.1.4. Mentorship Programme Outcomes

The mentoring of employees is critical to ensure skills transfers, quality practical training guidance, career growth, and optimal work performance of identified employees.

## 2.8. BURSARY AND INTERNSHIP PLAN

### 2.8.1. Bursary Plan

#### 2.8.1.1. Bursary Undertaking

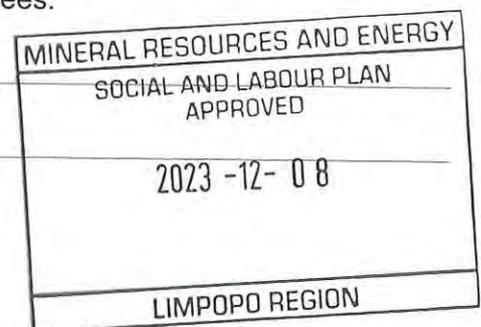
The Marula Platinum Mine bursary scheme is an open bursary scheme with a goal to timeously deliver sufficient, appropriately educated employees for the company who are trainable for further advancement and development. Marula Platinum Mine will administer all internships and bursaries to be granted on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

#### 2.8.1.2. Bursary Implementation Strategy

Marula Platinum Mine offers financial assistance to both employees and community members under its Bursary Plan.

##### a. Internal Bursary (Educational Assistance) Plan (18.1)

Educational assistance is provided to eligible employees to continue their education and gain further knowledge within the line of work on a part-time basis to complete Certificates of Competence, under-graduate or post-graduate studies, and professional qualifications. This scheme provides the employee with the necessary financial support for tuition and books, study leave to write exams, and access to attend compulsory study schools as required.



**b. External Bursary Plan (18.2)**

Marula Platinum Mine offer bursaries to external students within the bursary scheme. All applicants are selected based on academic achievements whilst taking cognisance of the company's Employment Equity policy, associated targets, and skill requirements within the future business plan. The mine further strives to achieve a ratio of 80% HDP bursary recipients. However, the attainment of this proportion is dependent on the availability of suitable candidates. Only candidates with a minimum of a C symbol for Mathematics, Science and English on the Higher Grade will be considered.

The budget cost reflects the cost of all the bursaries in the process although the target number reflects only the new intake per annum.

Table 2.8.a. Internal Bursary Plan (18.1)

BURSARY PLAN (18.1)	2023	2024	2025	2026	2027	TOTAL 2023-2027
Mining, Engineering & Metallurgy	3	3	3	3	3	15
Other	2	2	2	2	2	10
<b>TOTALS</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>25</b>
<b>BUDGET</b>	<b>R1,060,000</b>	<b>R1,105,000</b>	<b>R1,155,000</b>	<b>R1,205,000</b>	<b>R1,255,000</b>	<b>R5,780,000</b>

\*Note: Targets reflects new intakes per-annum

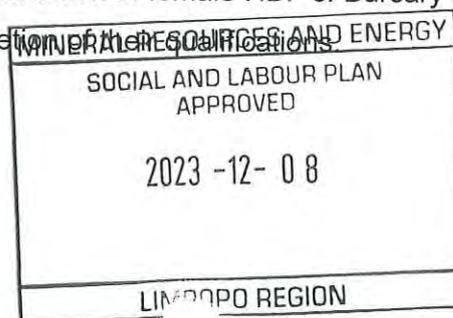
Table 2.8.b. External Bursary Plan (18.2)

BURSARY (18.2)	2023	2024	2025	2026	2027	TOTAL 2023-2027
Mining, Engineering & Metallurgy	3	5	1	5	1	15
Other	2	3	1	3	1	10
<b>TOTALS</b>	<b>5</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>25</b>
<b>BUDGET</b>	<b>R2,067,000</b>	<b>R2,652,000</b>	<b>R2,772,000</b>	<b>R2,892,000</b>	<b>R3,012,000</b>	<b>R13,395,000</b>

\*Note: Targets reflects new intakes per-annum

**2.8.1.3. Bursary Programme Outcomes**

The aim of providing bursaries is to ensure a talent pool of suitable candidates to fulfil the future needs of the company. This is especially applicable to the attraction of female HDP's. Bursary students are also offered work experience upon successful completion of their qualifications.



## 2.8.2. Internship Plan

### 2.8.2.1. Internship Undertaking

Marula Platinum Mine is implementing an internally developed graduate training programme that is in accordance with the guidelines provided by the MQA.

### 2.8.2.2. Internship Implementation Strategy

The Mine offers several programmes that all fall under the umbrella of the Internship Plan:

a. **Experiential training / work experience for non-employees (18.2)**

The programme provides students from Universities of Technology and or FET Colleges with practical work experience (P1/P2) relevant to their studies, which will enable them to obtain the relevant qualifications after successful completion of the practical exposure period. Students are provided with experiential training in core disciplines such as, but not limited to, Metallurgy and Chemical Engineering, Chemistry, Mining, Finance, Human Resources, Engineering, Surveying, Environmental, and Rock Engineering fields. The duration of this programme is dependent on the requirements of the tertiary institution and varies between 3 to 18 months.

b. **Graduate Internship for non-employees (18.2)**

The Internship programme is a 1-to-2-year programme on a fixed-term contract offered to unemployed holders of degrees, diplomas, or N6 diplomas to gain relevant skills and experience related to their respective qualification for the purpose of ensuring workplace readiness. Internships are provided mainly in the core disciplines of Mining, Engineering, Metallurgical, or Chemistry field but is not limited to these core disciplines. The internship will enable Mining and Engineering graduates to gain the necessary exposure to prepare for the respective Government Certificates of Competency.

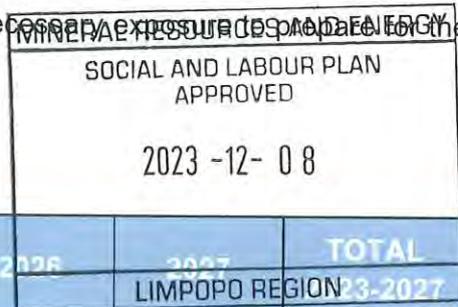


Table 2.9. Internship and Work Experience Plan (18.2)

INTERNSHIP & WORK EXPERIENCE	2023	2024	2025	2026	2027	TOTAL
						LIMPOPO REGION 23-2027
Mining, Engineering & Metallurgy	19	4	19	4	19	65
Other	7	7	7	7	7	35
<b>TOTALS</b>	<b>26</b>	<b>11</b>	<b>26</b>	<b>11</b>	<b>26</b>	<b>100</b>
<b>BUDGET</b>	<b>R3,904,786</b>	<b>R1,414,196</b>	<b>R4,254,743</b>	<b>R4,438,931</b>	<b>R4,623,119</b>	<b>R18,635,774</b>

\*Note: Targets reflects new intakes per annum

### 2.8.2.3. Internship Programme Outcomes

The graduate internship programme ensures that students of degrees, diplomas, or N6 diplomas gain relevant skills and experience related to their respective qualification for the purpose of ensuring workplace readiness. The internship furthermore enables Mining and Engineering graduates to gain the necessary exposure to prepare for the respective Government Certificates of Competency.

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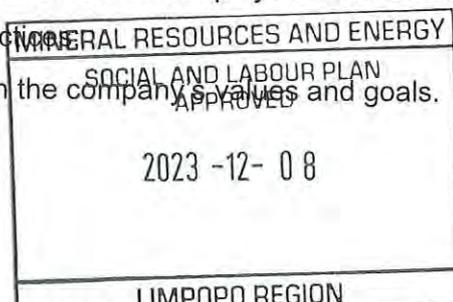
## 2.9. EMPLOYMENT EQUITY PLAN

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### 2.9.1. Overview

Marula Platinum Mine is committed to workplace diversity and equitable representation at all levels as these are catalysts for social cohesion, transformation, and competitiveness in the mining industry. In line with the company's vision of "unlocking the potential of all its employees" and in compliance with the Employment Equity Act, and the Mining Charter as amended from time to time, Marula Platinum Mine is committed to a process of:

- Development, implementation, and monitoring of employment policies, procedures, and practices to ensure that no individual is unfairly discriminated against (both directly or indirectly) on the basis of gender, race, disability, religion, age, language, and other arbitrary reasons;
- Increasing organizational effectiveness to sustain competitive advantage by recruiting, selecting, and developing individual employees to their full potential;
- Providing development opportunities to all employees with a particular focus on those who have been excluded from the main stream of economic activity as a direct result of unfair discrimination;
- Maintaining short to medium term equitable means to counter employee imbalances of the past as a result of legislation and/or customary practices;
- Bringing the employment equity process in line with the company's values and goals.



### 2.9.2. Undertaking

Marula Platinum Mine recognizes that Employment Equity is a business imperative and continues to view it as an integral element of its overall transformation initiative both in its commitment to meeting the legislated requirements of the Employment Equity Act (EEA), the Skills Development Act, and the Mining Charter as per the Minerals and Petroleum Development Act (MPRDA), and as part of ongoing best practice.

The Marula Platinum Mine Employment Equity Plan submitted to the Department of Employment and Labour is in line with the targets as set out in the Mining Charter and the company undertakes to remain compliant in this regard.

Marula Platinum Mine is committed to ensure that set targets are met and that all employees are aware of the company's goals. The Employment Equity Plan incorporates the strategies, targets, and plans to comply with the Mining Charter's focus on, and specific targets for, Historically Disadvantaged Persons (HDPs) in management positions.

### **2.9.3. Strategic Implementation plans**

#### **2.9.3.1. Principles of Employment Equity for Marula Platinum Mine**

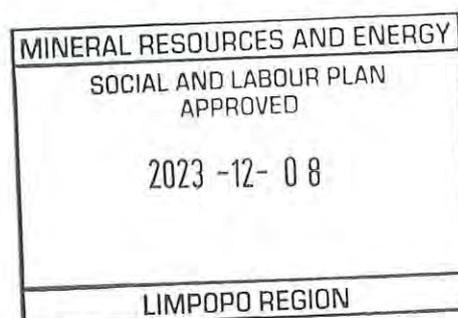
Marula Platinum Mine has set annual numerical goals with regards to employment equity. In the process of achieving these goals the company will adhere to the following principles:

- No person will be appointed to a position unless suitably qualified and/or competent;
- Suitably qualified persons from HDP groups will be given preference in the filling of vacancies and in promotions;
- No forced retrenchment programme will be implemented for the achievement of numerical goals;
- New appointments will preferably be from HDP groups to achieve numerical goals;
- Marula Platinum Mine, in setting out to achieve the numerical goals, shall consider the present and anticipated economic and financial factors relevant to the industry in which the company operates;
- The company will have regard for the growth or reduction in the workforce during the time period set for achieving the goals;
- Many of the essential competencies are currently vested with non-HDPs. Negative perceptions and attitudes arising out of the implementation of this plan must be kept to a minimum. The company therefore agrees to adopt a policy of transparency through proper communication with those from non-HDP groups and will highlight that their prospects of advancement will be reduced in order to achieve the set goals in this plan;
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regard to employment equity, including the new Mining Charter's targets.



### 2.9.3.2. Management of Employment Equity Plans at Marula Platinum Mine

- The company established the Social, Transformation and Remuneration Committee (ST&R) to ensure, amongst other things, the creation and implementation of a plan that is aimed at the achievement of equity and diversity in the workplace.
- Employment Equity issues will be discussed at the ST&R meetings and will be given attention equal to that which is given to strategic and operational matters.
- The committee's responsibilities include the successful implementation of programmes and processes that will advance the transformation vision and aspirations of the group. This is achieved by:
  - Providing comprehensive information to the Board regarding the status of compliance.
  - Ensuring that Transformation structures at each operational level are established and the role of such structures are aligned to the strategic direction of the Group on Transformation.
  - Providing the Board with a detailed progress report regarding EE Transformation imperatives and related activities.
  - Providing advice and direction through benchmarking and best practice in the EE transformation arena and ensure compliance with all decisions taken by the Board.
- A Senior Manager has been assigned to take responsibility for implementing and monitoring of the plan.
- Transformation Steering Committees have been established at the operation level, reporting to the company's Transformation Steering Committee. These operational committees are responsible for the development of plans for their respective workforce and ensure the implementation of communication, awareness, and training programmes.
- Line managers at the Operations are responsible for ensuring the implementation of the plans in their respective areas.
- Although the Equity Act ultimately places the responsibility for implementing employment equity with management, the pivotal role to be performed by Marula Platinum Mine in achieving the objectives of this plan is recognized and accepted by all the stakeholders.
- All employees are exposed to an overview of the Employment Equity Act and the Mining Charter requirements.



### 2.9.3.3. Strategic Plans for achieving HDPs in Management at Marula Platinum Mine

The envisaged Employment Equity targets for the next five (5) years for the mine workforce at Marula Platinum Mine are projected below. The ultimate goal of the EE targets is achieving set targets in line with the requirements of the Mining Charter. The planning of these targets and the strategies outlined below were based on the availability of positions on the Business Plan as well as the current availability of HDP candidates within each discipline at the mine.

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

- **Accelerated Training Programmes:** To enable the mine to cater for their future human capital needs, accelerated training programmes are implemented to assist identified employees to accelerate their training within one of the career paths available.
- **Career Progression:** Individuals with potential are identified and placed on the career progression plan (Refer to Section 2.6).
- **Skills Transfer:** A process through which HDPs are mentored to a level where they are skilled to take over the relevant position. The objective is to prevent excessive skills loss from the company, particularly in core business areas.
- **Bursary Holders:** Appointment of students on completion of studies at tertiary institutions;
- **Experiential Training** is and will continue to be offered to Graduates to obtain a qualification;
- **Mentorship Programmes** (informal) will continue to be implemented to up-skill individuals who are identified as candidates for management positions.
- **Headhunting/Recruiting** of the best talent through credible recruitment agencies and at tertiary institutions are strategies that will also be utilised if required.
- **Schools programmes:** These offer career guidance on mining careers.

In addition to the above-mentioned initiatives, to ensure female representation in mining-related occupations, the following initiatives are and will continue to be implemented at Marula Platinum Mine:

- Create bursary opportunities to attract females and offer vacation work;
- Prioritise black female appointments;
- Establish Female Advisory Committee;
- Identify barriers to employing females;
- Develop a retirees replacement plan;
- Identify female feeder positions for C-level;
- Review Talent councils and succession management processes.



#### **2.9.4. Employment Equity Committee**

The Marula Platinum Mine and Operational Transformation Steering Committees will play key roles in driving the strategic plans outlined above. Key issues will be given priority by the Transformation Steering Committees and may result in the following additional strategies being implemented by the Committees:

- Monitoring the appointment of members from the HDP group;
- Monitoring identification of HDP employees for succession with departments and/or sections and ensuring training and development programmes are implemented;
- Determining possible promotions from HDP groups;
- Ensuring the retention of employees from HDP groups;
- Changing policies, procedures, and practices identified as containing barriers to the implementation of employment equity and the attainment of the legislated targets;
- The duration of the Employment Equity Plan will be determined by the company's compliance with all relevant legislation with regards to employment equity, including the MPRD Act's target.

#### **2.9.5. DoEL Employment Equity Plan and Reports**

The Marula Platinum Mine Employment Equity Plan submitted to the Department of Employment and Labour (DoEL) is in line with the targets as set out in the Mining Charter. The company submits its EE Reports on an annual basis to the Department of Labour as legally required.

#### **2.9.6. Mining Charter HDP, HDP Female and EE target**

In setting out the targets, the present and anticipated economic and financial factors relevant to the industry in which the company operates are taken into consideration. The company will also have regard for the growth or reduction in the workforce during the time period set for achieving the goal.

The table below presents the envisaged Employment Equity targets for the next five (5) years at Marula Platinum Limited for the workforce with the ultimate goal of achieving the Mining Charter targets.

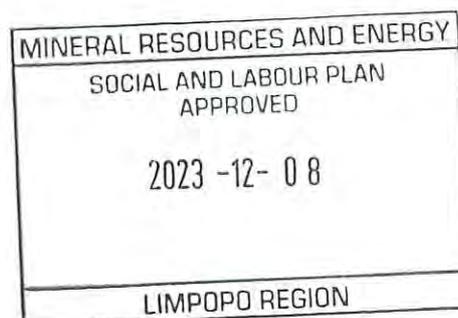


Table 2.10. Employment Equity Plan

Category	Prescribed Target	New MC Targets	2023	2024	2025	2026	2027
Board	HDP Employees	<b>50%</b>	57%	57%	57%	57%	57%
	HDP Females	<b>20%</b>	14%	14%	14%	20%	20%
Executive/ Top Management	HDP Employees	<b>50%</b>	80%	80%	80%	80%	80%
	HDP Females	<b>20%</b>	10%	10%	10%	20%	20%
Senior Management	HDP Employees	<b>60%</b>	75%	75%	75%	75%	75%
	HDP Females	<b>25%</b>	13%	13%	25%	25%	25%
Middle Management	HDP Employees	<b>60%</b>	78%	78%	78%	78%	78%
	HDP Females	<b>25%</b>	20%	21%	23%	23%	25%
Junior Management	HDP Employees	<b>70%</b>	89%	89%	89%	89%	89%
	HDP Females	<b>30%</b>	20%	22%	23%	25%	27%
People with Disabilities		<b>1,50%</b>	1,50%	1,50%	1,50%	1,50%	1,50%
Core and Critical		<b>60%</b>	96%	96%	96%	96%	96%

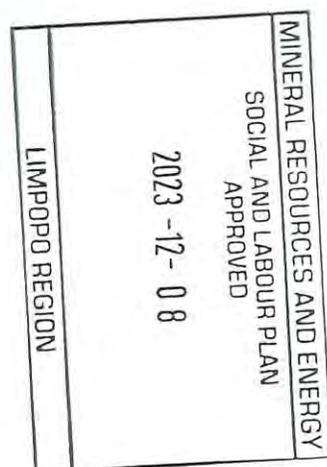
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## 2.10. HRD FINANCIAL PROVISION

The below table summarized the financial commitments for the HRD section as committed above. Note an annual escalation has been incorporated in line with the Implats Group Standardised Escalations as follow: FY23 6.0%; FY24 4.5%; FY25 5.0%; FY26 5.0%; and FY27 5.0%.

Table 2.11. Financial provision for Human Resource Development

HRD SUMMARY	2023	2024	2025	2026	2027	TOTAL 2023-2027
AET Plan	R2,685,828	R2,799,849	R2,926,539	R3,053,229	R3,179,919	<b>R14,645,364</b>
Learnerships Plan	R4,380,790	R55,208,724	R48,957,519	R46,276,847	R35,320,748	<b>R232,144,626</b>
Skills Development & Core Business Training	R898,088	R900,855	R941,617	R982,380	R1,023,143	<b>R4,746,082</b>
Bursary Plan	R3,127,000	R3,757,000	R3,832,000	R3,997,000	R4,167,000	<b>R18,880,000</b>
Internship and Work Experience Plan	R3,904,786	R1,414,196	R4,254,743	R4,438,931	R4,623,119	<b>R18,635,774</b>
<b>BUDGET TOTALS</b>	<b>R56,996,492</b>	<b>R64,080,623</b>	<b>R60,912,418</b>	<b>R58,748,386</b>	<b>R48,313,928</b>	<b>R289,051,846</b>



# SECTION THREE: MINE COMMUNITY DEVELOPMENT

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### 3.1. MINE COMMUNITY DEVELOPMENT

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Marula Platinum Mine is focussed on building into the future of our country, particularly the future of the communities directly impacted by the mine.

A key element of the company's strategy is to be a socially responsible mining entity. Therefore, Marula Platinum Mine is committed to socio-economic development in the area. Marula Platinum Mine seeks to implement sustainable development initiatives based on a thorough understanding of the population it impacts and the dynamics of their communities.

Marula Platinum Mine wants to achieve the following objectives:

- a. To support local, social, and economic sustainable development;
- b. To strengthen local community organisations already actively providing social and educational services;
- c. To strengthen relationships amongst communities and municipalities;
- d. To link socio-economic community development plans to long-term strategic objectives of the company;
- e. To promote and build local supplier and contractor capability;
- f. To support and participate in infrastructure development and basic services where practical;
- g. To build expertise and skills in trade, administration, management and finance, etc.



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### 3.2. SOCIO-ECONOMIC BACKGROUND INFORMATION

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#### 3.2.1. Description of the area

The Fetakgomo-Tubatse Local Municipality (hereafter referred to as FTLM), commonly known as LIM 476 government municipality, was established as a sequel to the amalgamation of the former Fetakgomo-Tubatse Local Municipality. This municipality is a Category B municipality established in terms of the provisions of the "Notice in terms of Section 12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): Disestablishment of Existing Municipalities and Establishment of New Municipalities", dated 22 July 2016.

The municipal boundaries have been determined in the Demarcation Notice published in Gazette no. 2629, dated 11 November 2015. The FTLM is located within the Greater Sekhukhune District Municipality (SDM) of the Limpopo Province. In its 'State of Local Government in South Africa:

Overview Report, the Department of Cooperative Governance (DoCG) (2009:22) describes category B municipalities as those municipalities which are mainly rural and located in economically depressed areas which consequently having difficulties in attracting and retaining skilled managers/professionals and are struggling from a revenue generation perspective.

The FTLM has a total of 39 wards and 12 traditional leaders sitting and/or represented in the Council. The municipality shares borders with Makhuduthamaga Local Municipality in the Greater Sekhukhune District, Lepelle-Nkumpi Local Municipality in the Capricorn District Municipality and Thaba Chweu Local Municipality in the Ehlanzeni District Municipality of the Mpumalanga Province and Maruleng Local Municipality in Mopani District. According to the recent official demographic survey results (2016), FTLM has a total population of 489 902 people (Statistics South Africa Community Survey, 2016).

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Figure 3.1. Map indicating the boundaries of the local municipality and main towns



Source: FTLM IDP (2021-2016)

### 3.2.2. Area Socio-Economic Summary Information

The baseline description of the population will take place on three levels, namely: provincial, district, and local. Only by understanding the differences and similarities between the different levels can

impacts truly be comprehended. The baseline description will focus mainly on the local municipal wards where the host community is located (namely Ward 8, Ward 15 and Ward 17).

The sources of data utilised for the statistical data presented is as follows and should be interpreted as separate datasets as they were collected in three different years. All the datasets employed were obtained from StatsSA as it has been identified as the most reliable source for demographic and economic data in the country. The most recent datasets generated by Stats SA for the three geographic levels required were extracted and analysed to develop insights into the developmental opportunities and constraints impacting on the study area and its surrounds. It is worth noting that the dataset employed for the lowest possible level (ward level) is outdated and needs to be updated upon the release of the new Census data 2022. Where possible, outdated data was extracted and projected to the year 2018.

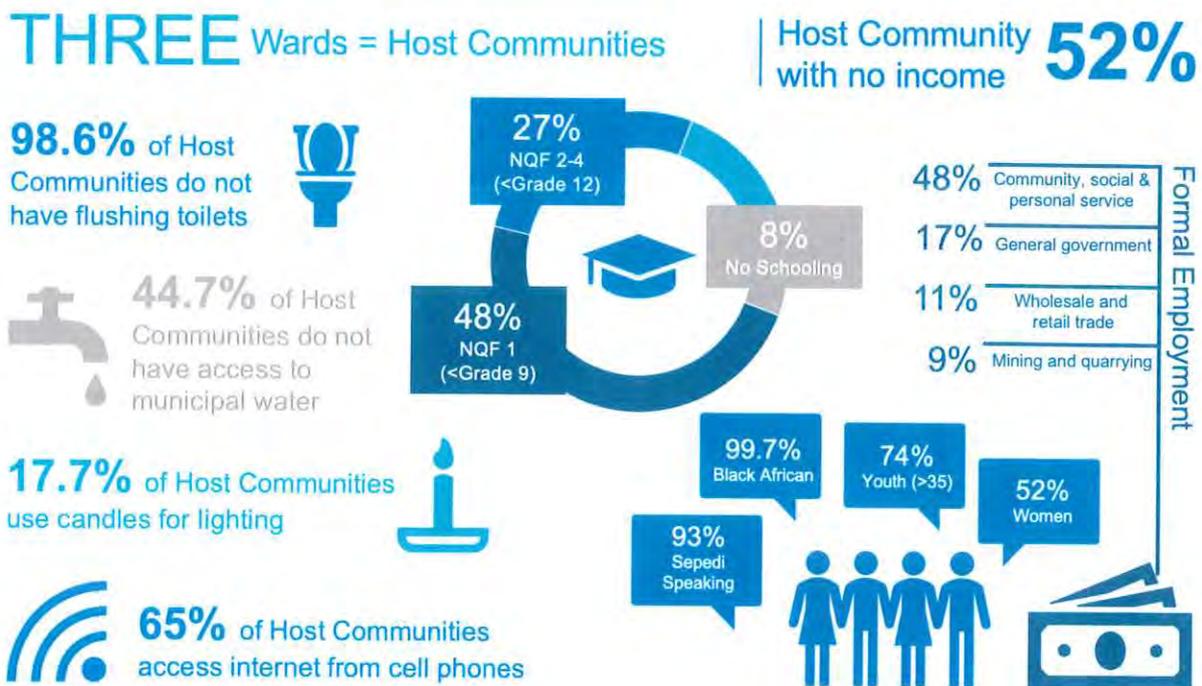
Table 3.1. Data sources for socio-economic data

Geography	Sources used with date
Limpopo Province Data	StatsSA, Household Survey 2020
Greater Sekhukhune District Municipality	StatsSA, Community Survey 2016
Fetakgomo-Tubatse Local Municipality	StatsSA, Community Survey 2016
Host Communities (Ward 8, Ward 15 and Ward 17)	StatsSA, Census 2011

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The figure below indicates a high-level summary of the study area’s socio-economic realities.

Figure 3.2. Socio-Economic Data Summary



### 3.3. KEY ECONOMIC ACTIVITIES

The purpose of this section to investigate key economic activities within the municipality and how these activities can contribute to GDP and job creation.

#### 3.3.1. Employment sectors and industries

The purpose of this section is to understand the economic outlook of the local municipality in which the mine is located in. Even though the mine is located and contributing within this particular economy, it is important to understand how the wider economy is impacted in order to leverage on the existing labour market and contribute meaningfully to local businesses. The data utilised in this section is collected from quantec easy data and is dated between 2010 and 2022.

The table below indicate that half of the employed population within the local municipality are either semi-skilled or low skilled. This is attributed to the low education levels depicted above. A similar trend is noticeable on a District and Provincial level, however the municipality seems to have a better representation of the skilled workforce.

Table 3.2. Skills level of people employed by the formal sector (2020)

	Limpopo Province		Sekhukhune DM		Fetakgomo-Tubatse LM	
<b>Skilled</b>	199142	27%	26558	27%	2776	49%
<b>Semi-skilled</b>	313179	42%	44064	46%	2080	36%
<b>Low skilled</b>	226692	31%	26134	27%	847	15%
<b>TOTAL</b>	<b>739013</b>	<b>100%</b>	<b>96756</b>	<b>100%</b>	<b>5703</b>	<b>100%</b>

Source: Quantec, graphics by Beulah Africa, 2022

#### 3.3.2. Socio-economic dynamics

Developing insights into the types of social dynamics within a community is essential in identifying relevant projects for that specific community. The level of impact that each project can potentially have in a community is heavily reliant on its ability to address key existing community issues painted through its social construct. This section of the report looks at different statistical data illustrating the characteristics of the host community.



### 3.3.2.1. Population size

The following section investigates the population size of the study area within the context of the provincial, municipal, and Host Communities area. According to the figures below, the study area (Ward 8, Ward 15, and Ward 17) has a population size of 35,827 people. According to a study developed by the Mine in 2018, the growth rate of the host community is 3,4%. When applying this growth rate to the population size, this gives us a projected population size of 37,045 people in 2018. Due to Covid-19 and the general mortality and migration rates, it is expected for the population size to be negatively impacted; thus, suggesting either a decline or stagnation in population growth between 2019 and 2021.

The gender split between male and female in the host communities and Fetakgomo-Tubatse LM is almost even. This is a trend notable on both provincial and district level. In figure 3.3. below the total population size is stated under each of the study areas.

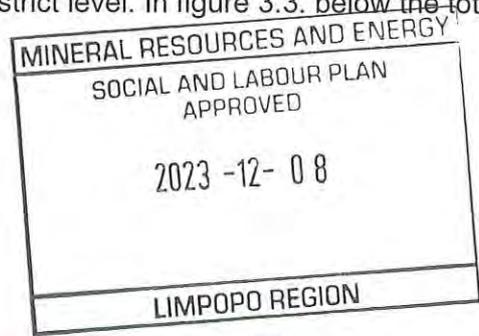
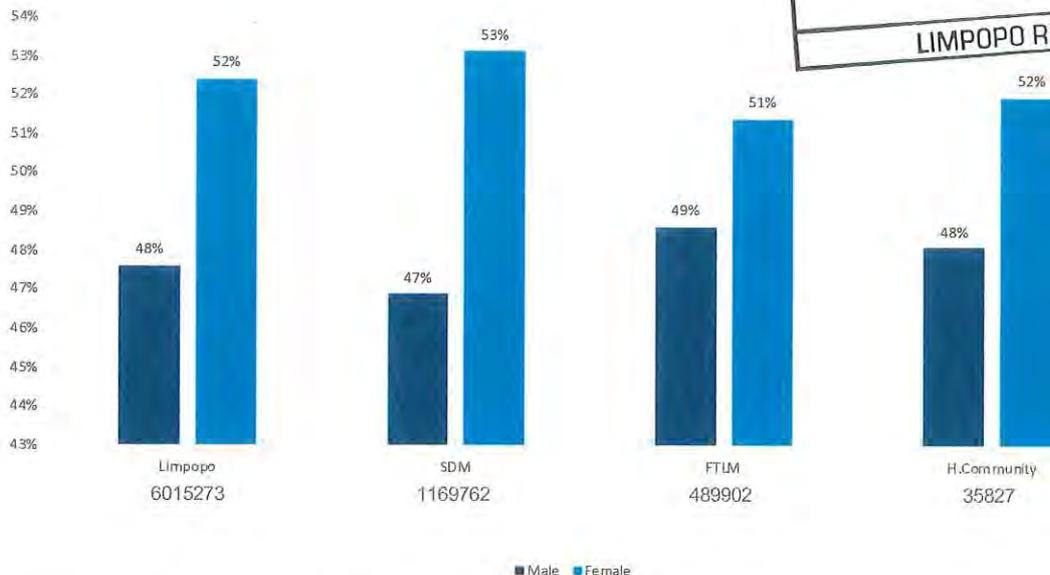


Figure 3.3. Gender split and population size



Source: StatsSA, graphics by Beulah Africa, 2022

### 3.3.2.2. Age Distribution

Age distribution numbers typically paint a picture around the level of vulnerability and economic dependency of a population. Taking a close look at age distribution figures, one can denote that the study area has a fairly young population. Approximately 40% of the population is either under the age of 15 years (35%) and over the age of 65 years (5%).

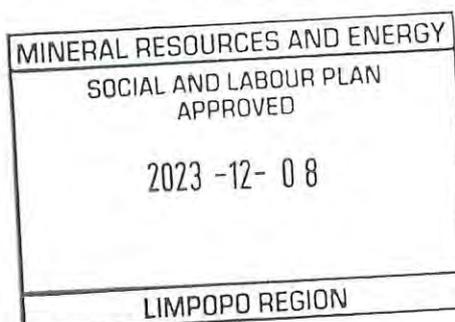
This percentage reflects the portion of the community that is dependant and serve as an economic burden on the economically active population within the area. Even though this may seem to be a common trend provincially and on a district level, this is an area of concern as it reflects an increase in early child development needs and job and infrastructure needs for current and future generations.

Table 3.3. Age Distribution

	Limpopo Province		Sekhukhune DM		Fetakgomo-Tubatse LM		Host Community	
	Count	%	Count	%	Count	%	Count	%
<b>00 - 04 years</b>	740363	12%	138977	12%	54056	11%	4759	13%
<b>05 - 09 years</b>	755737	13%	128284	11%	49452	10%	4107	11%
<b>10 - 14 years</b>	628556	10%	113479	10%	43966	9%	3574	10%
<b>15 - 19 years</b>	501300	8%	148865	13%	60670	12%	3937	11%
<b>20 - 24 years</b>	488651	8%	128384	11%	57481	12%	3661	10%
<b>25 - 29 years</b>	501353	8%	120882	10%	58989	12%	3565	10%
<b>30 - 34 years</b>	536674	9%	93306	8%	46006	9%	2807	8%
<b>35 - 39 years</b>	434212	7%	56490	5%	25282	5%	2094	6%
<b>40 - 44 years</b>	310463	5%	46275	4%	20539	4%	1549	4%
<b>45 - 49 years</b>	263435	4%	39286	3%	16226	3%	1399	4%
<b>50 - 54 years</b>	204448	3%	35885	3%	15004	3%	1021	3%
<b>55 - 59 years</b>	206746	3%	29539	3%	11137	2%	875	2%
<b>60 - 64 years</b>	136084	2%	27773	2%	10046	2%	673	2%
<b>65 - 69 years</b>	101414	2%	21354	2%	6697	1%	554	2%
<b>70- 74 years</b>	81198	1%	18601	2%	6282	1%	443	1%
<b>75+</b>	124639	2%	22383	2%	8069	2%	809	2%
<b>TOTAL</b>	<b>6015273</b>	<b>100%</b>	<b>1169763</b>	<b>100%</b>	<b>489902</b>	<b>100%</b>	<b>35827</b>	<b>100%</b>

Source: StatsSA, graphics by Beulah Africa, 2022

Whilst the increased number of young people within a population may be deemed as problematic in terms of vulnerabilities and economic dependencies, a young population yields a potential working class that could serve as a critical instrument in job creation and economic growth. The majority of the population in the study area are within the official employable age (16-64 years).



### 3.3.2.3. First Language and Racial Groups

The majority of the population within the study area speak Sepedi as their first language.

Table 3.4. First Language

	Sekhukhune DM		Fetakgomo-Tubatse LM		Host Community	
Afrikaans	14179	1%	5443	1%	84	0%
English	2449	0.21%	1415	0.29%	219	1%
IsiNdebele	45945	4%	510	0.10%	210	1%
IsiXhosa	1905	0.16%	997	0.20%	291	1%
IsiZulu	26840	2%	2498	1%	365	1%
Sepedi	984137	84%	448882	92%	33332	93%
Sesotho	7076	1%	2600	1%	115	0%
Setswana	20700	2%	856	0.17%	181	1%
Sign language	121	0.01%	20	0.0%	94	0%
SiSwati	18094	2%	9146	2%	86	0%
Tshivenda	1487	0.13%	771	0.16%	61	0%
Xitsonga	13779	1%	2787	1%	255	1%
Other	6267	1%	3135	1%	240	1%
Unspecified	74	0.01%	72	0.01%	0	0%
Not applicable	26704	2%	10763	2%	294	1%
<b>TOTAL</b>	<b>1169761</b>	<b>100%</b>	<b>489902</b>	<b>100%</b>	<b>489902</b>	<b>100%</b>

Source: StatsSA, graphics by Beulah Africa, 2022

The figure below indicates racial groups found in the province, district municipal area, and host community.



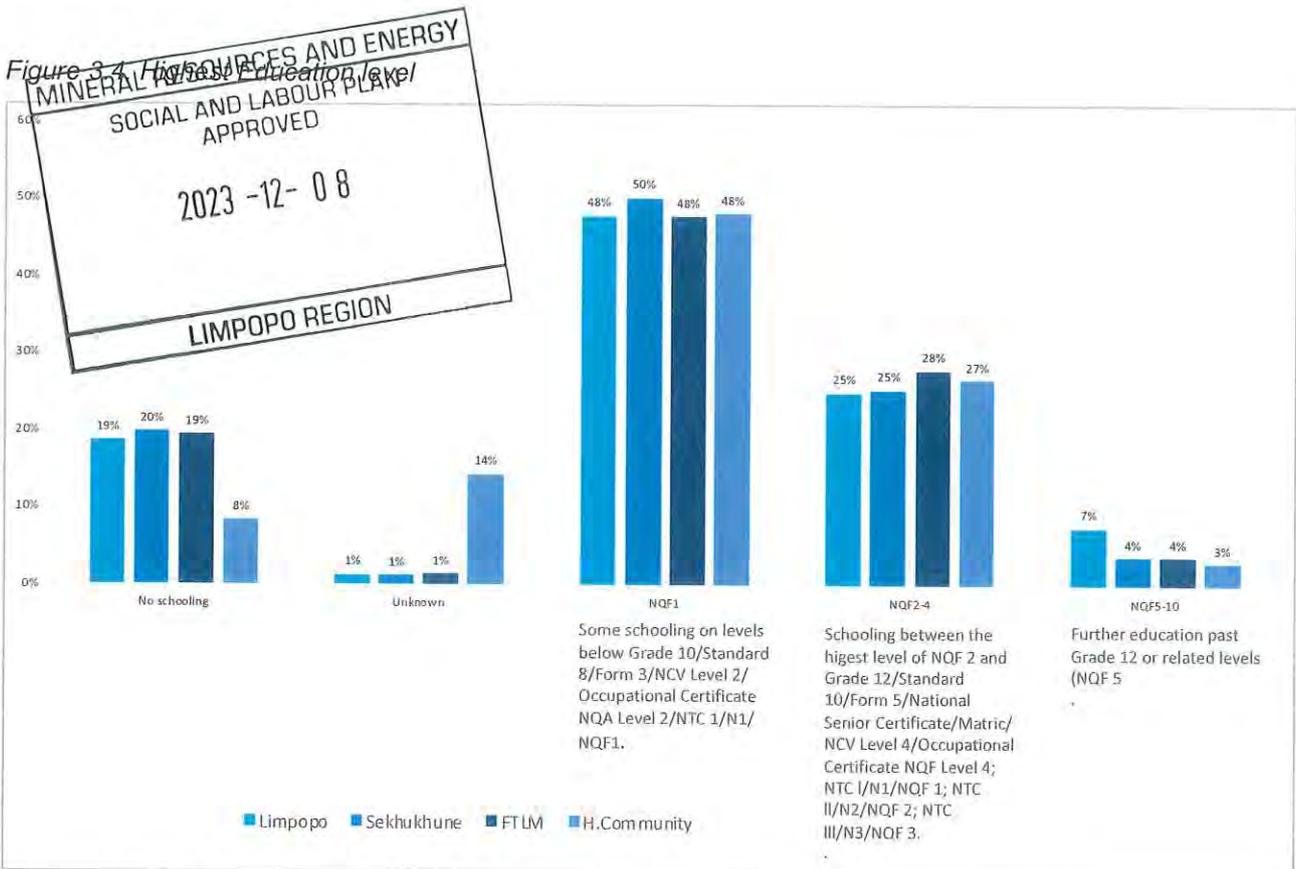
Table 3.5. Racial Groups

	Limpopo Province		Sekhukhune DM		Fetakgomo-Tubatse LM		Host Community	
Black African	5867199	97.5%	1153458	98.6%	483490	98.7%	35713	99.7%
Coloured	2989	0.0%	2175	0.2%	1243	0.3%	17	0.05%
Indian/ Asian	85013	1.4%	860	0.1%	229	0.0%	16	0.04%
White	60072	1.0%	13269	1.1%	4940	1.0%	47	0.13%
Other	0	0.0%	0	0.0%	0	0.0%	34	0.10%
<b>TOTAL</b>	<b>6015273</b>	<b>100%</b>	<b>1169762</b>	<b>100%</b>	<b>489902</b>	<b>100%</b>	<b>35828</b>	<b>100%</b>

Source: StatsSA, graphics by Beulah Africa, 2022

### 3.3.2.4. Highest Education level

Access to employment and well-paying employment opportunities may be highly dependent on the level of education a population has obtained. The following sections looks at the highest level of education that the population has and tries to see how this has affected the level of income for the same population.



Source: StatsSA, graphics by Beulah Africa, 2022

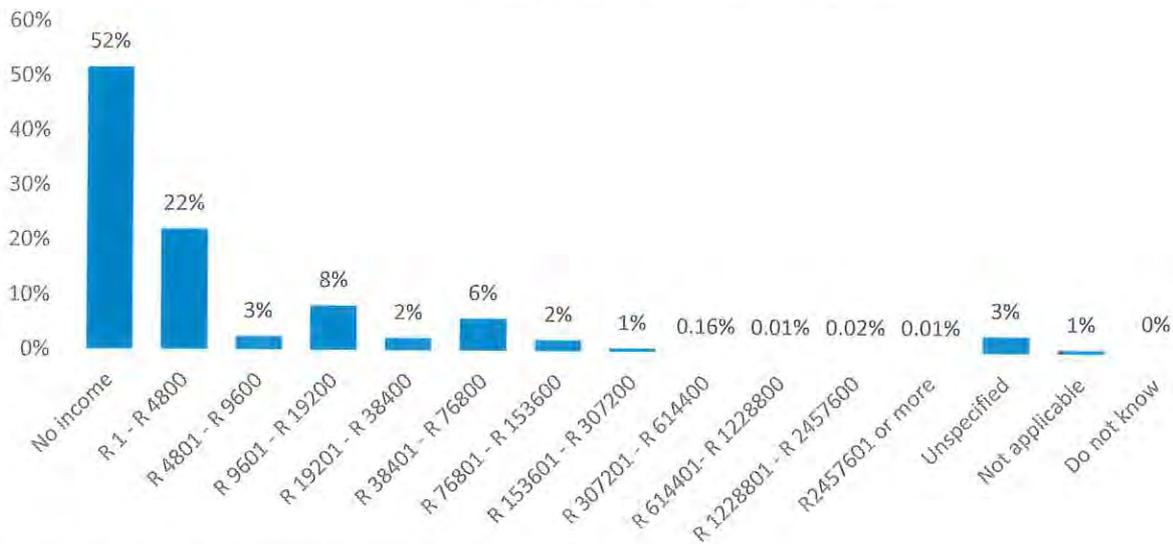
According to the figure above, there is a significant number of people with NQF 1. This is a level that indicates the population that predominately has some lower-level schooling. Whilst this seems to be an educational trend on a provincial and district level, this is a worrying factor as it affects the income level of the population as shown below.

### 3.3.2.6. Income

The following figures are for individual monthly income levels of the entire population. The figures show that even though there is a portion of the population employed, only a small percentage earns a decent monthly income. Whilst this is tied to the aforementioned education levels, it could also serve as an indication of access to jobs and how many people are living in poverty. A population with no or little income tends to have very limited access to education and better economic opportunities and are therefore prone to living in poverty.

The figure below shows that majority of the population earn below R4,800. Approximately 52% of the population within the host communities do not earn an income. This is a concerning factor as it throws most of the population into poverty and decreasing their chances to get access to savings, basic needs, and home ownership.

Figure 3.6. Monthly income levels of the employed in the host community



Source: StatsSA, graphics by Beulah Africa, 2022

### 3.3.2.6. Tenure

The following section seeks to investigate the level of access to infrastructure households in the host communities have. The figure below shows that the majority of households within the host communities own their homes. This provides a positive picture as it indicates that households have access to some form of investment mechanism. The figure also shows that there is a significant number of households renting out their homes which correlates with the large number of the middle-income group indicated above.

Due to the low-income levels provided above, one can only assume that most households build houses for themselves either through grants and/or savings instead of utilising other financial institutions such as banks.

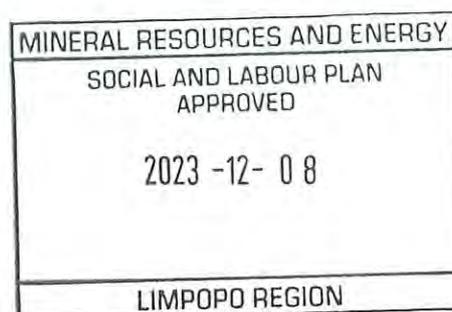
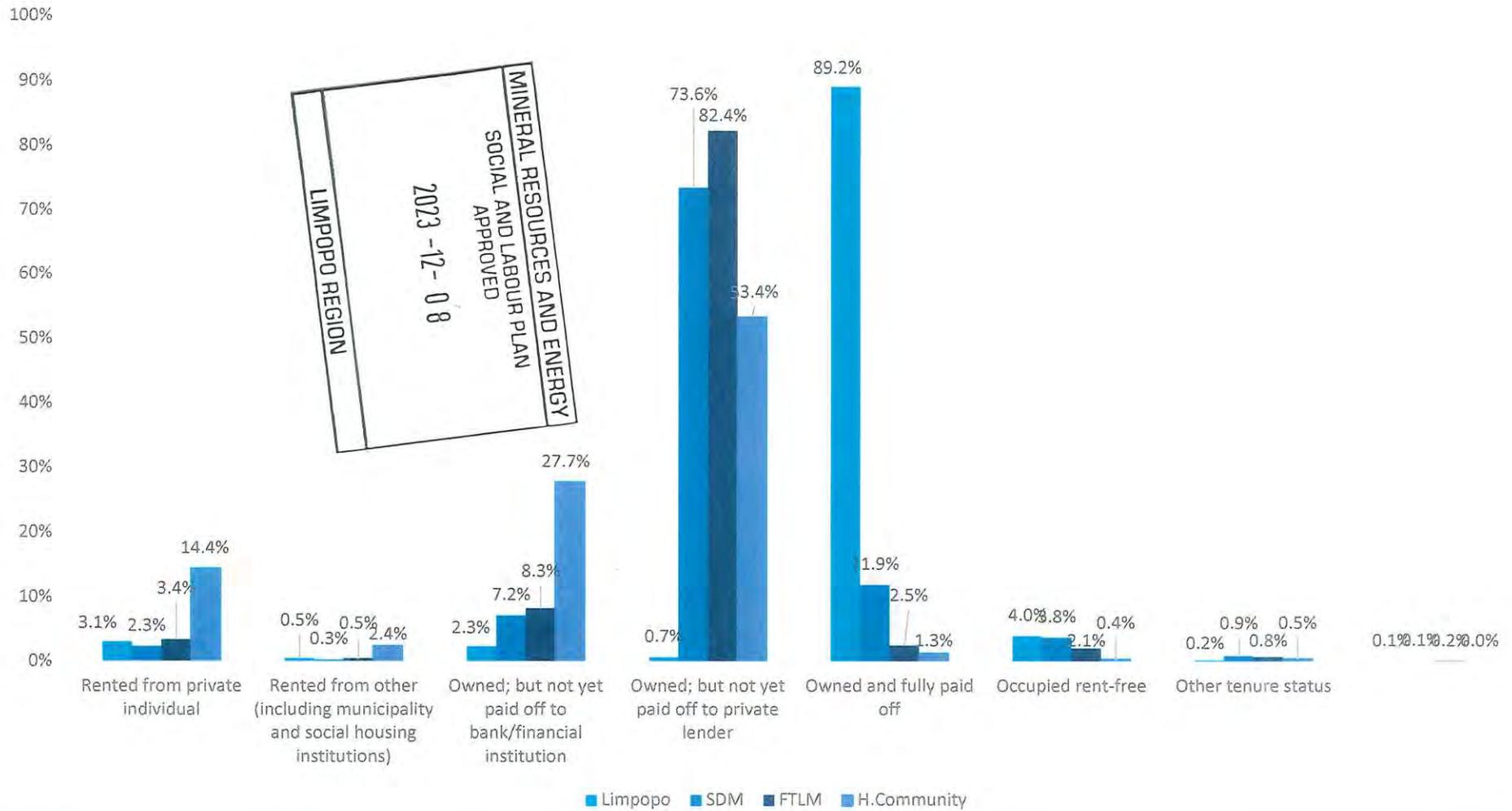


Figure 3.6. Tenure Status



Source: StatsSA, graphics by Beulah Africa, 2022

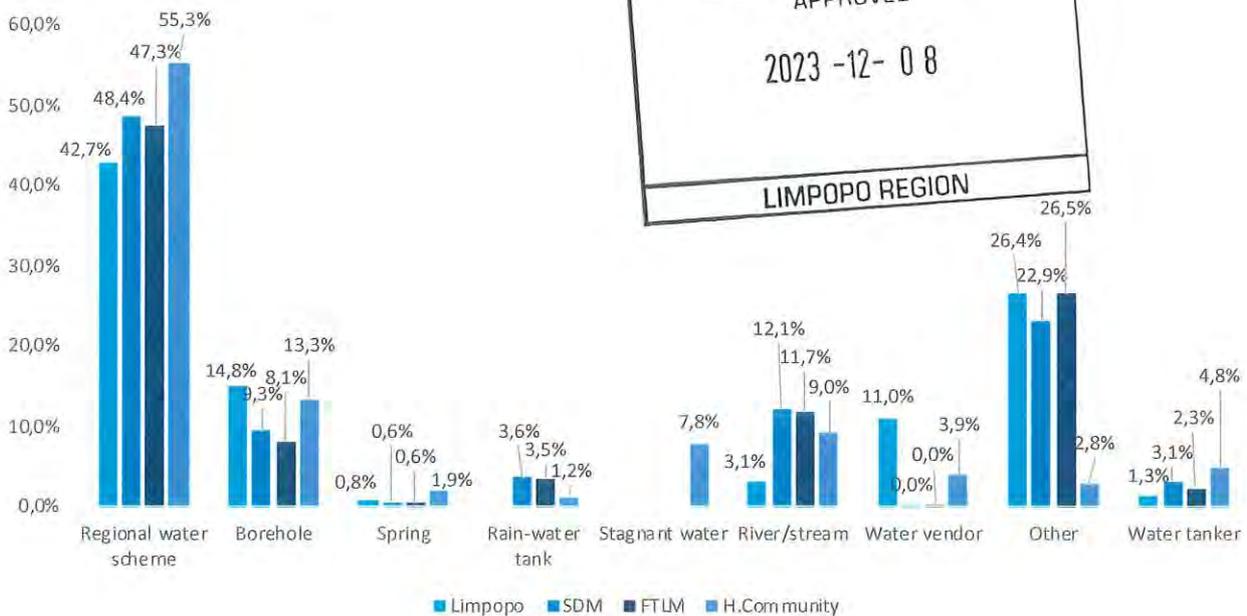
### 3.3.2.7. Access to basic infrastructure

Numbers in the figure below show that majority of households in the study area have some access to basic infrastructure. The availability of bulk infrastructure suggests that further infrastructure improvements can be done with ease due to the availability of bulk infrastructure in the area. This also means that the standard of living for some of the households is somewhat dignified. However, taking close look at the numbers below the host community still has a significant number of households that do not have access to adequate service delivery.

#### Water Supply

In the figure below, one can see the source of water distribution in the province, district, municipal level, and also at the host community. The figure indicates that close to 50% of the population in the study area do not have access to water provided by the municipality. Close to a quarter of the population utilises other means to get access to water. This includes purchasing water for household everyday use which can be very expensive.

Figure 3.7. Source of Water



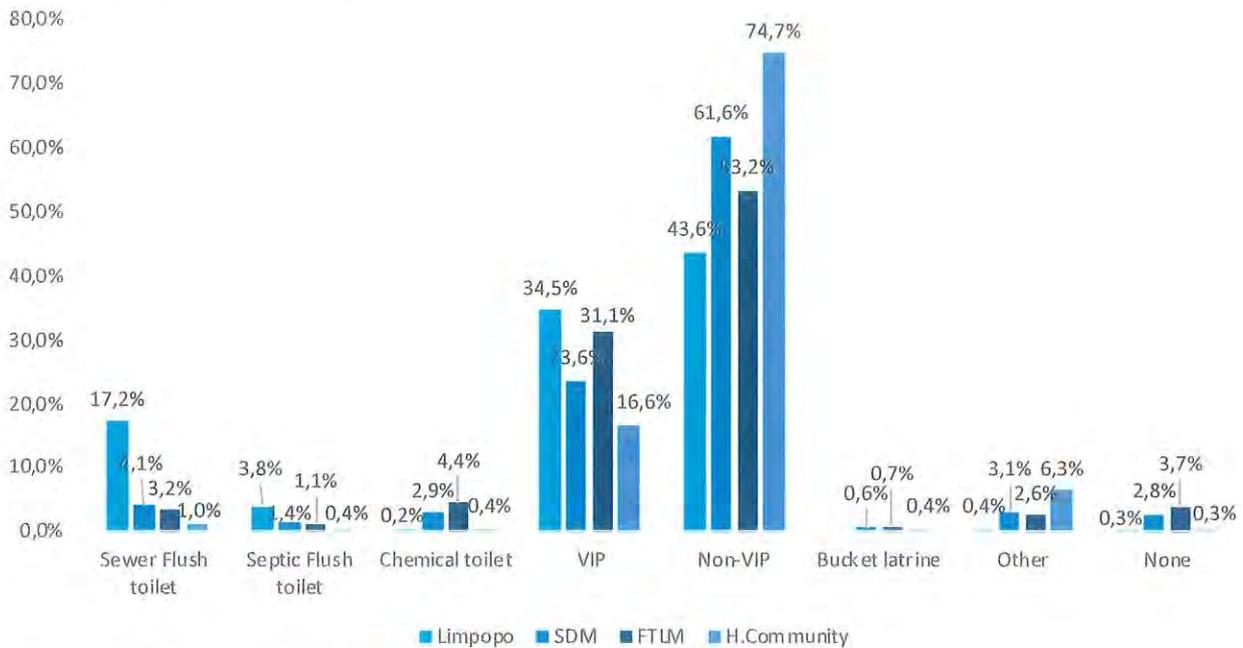
Source: StatsSA, graphics by Beulah Africa, 2022

#### Sanitation

The figure below makes a further comparison between the province, district, and Fetakgomo-Tubatse LM. It shows that the host community receives poor sanitation services compared to the district and provincial area.

This is attributed to the lack of water infrastructure in the area. The lack of water in the area limits the ability to have flushing toilets and running water in the household. This makes households vulnerable to a number of diseases associated with lack of sanitation such as gastro-related illnesses.

Figure 3.8. Access to toilet facilities



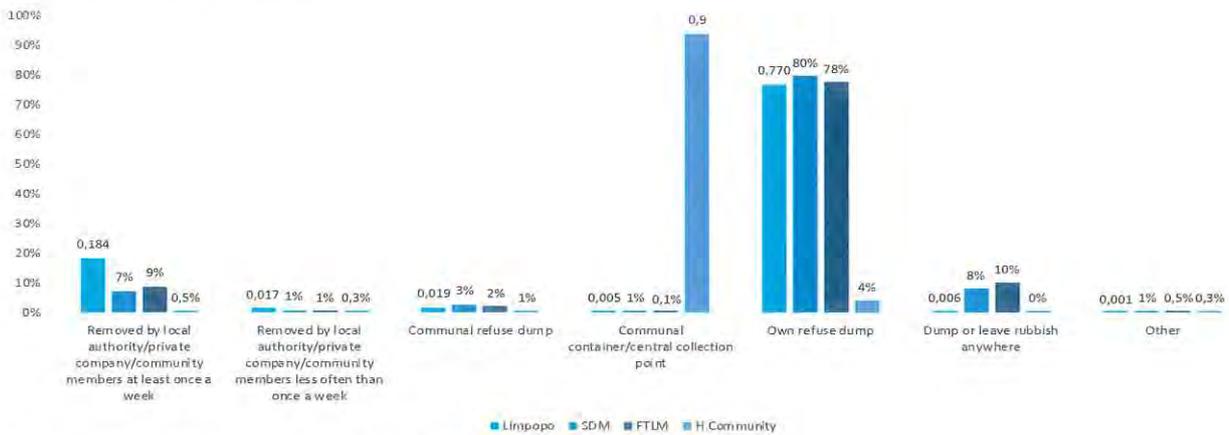
Source: StatsSA, graphics by Beulah Africa, 2022

**Refuse Removal**

The figure below makes a further evaluation on the Refuse removal between the province, district, and Fetakgomo-Tubatse LM. In the figure below, it is demonstrated that the host community has a high percentage of refuse removal through communal container, and/or central collection point compared to the province, district, and municipal level.



Figure 3.9. Refuse Removal



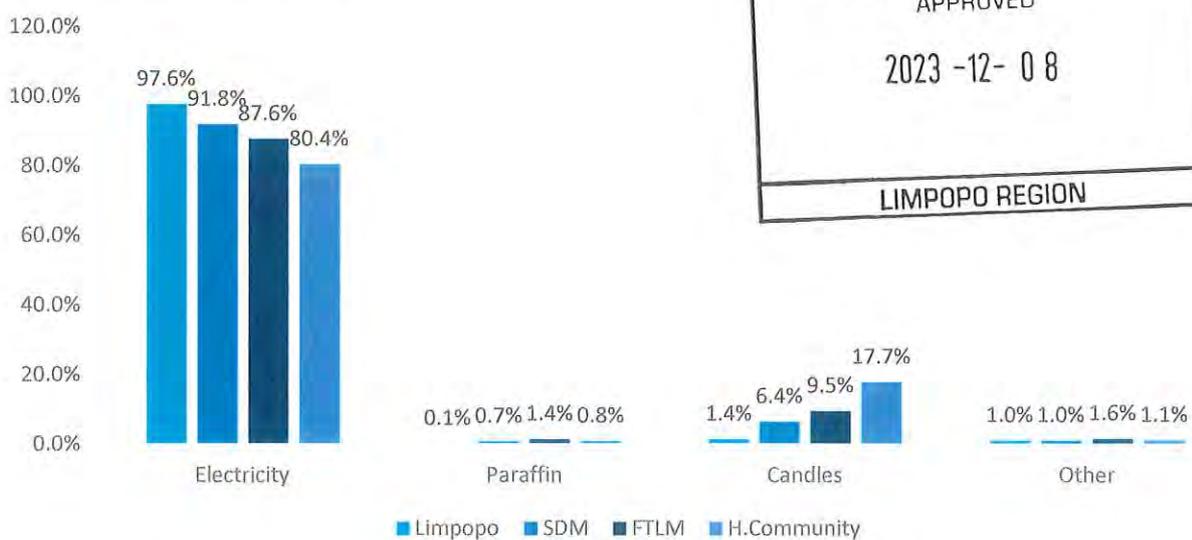
Source: StatsSA, graphics by Beulah Africa, 2022

### Electricity

The figure below makes an evaluation on the type of energy used for lighting at the province, district, and Fetakgomo-Tubatse LM. Energy for lighting provides some insights into the safety of the community at night and the level of accessibility to electricity that the community has.

In the figure below, it is validated that not only at the host community but at the province, district, and municipal level, the population depend on electricity for lighting and energy throughout. However, 18% of the population in the host community still utilise candles for lighting.

Figure 3.10. Energy for Lighting

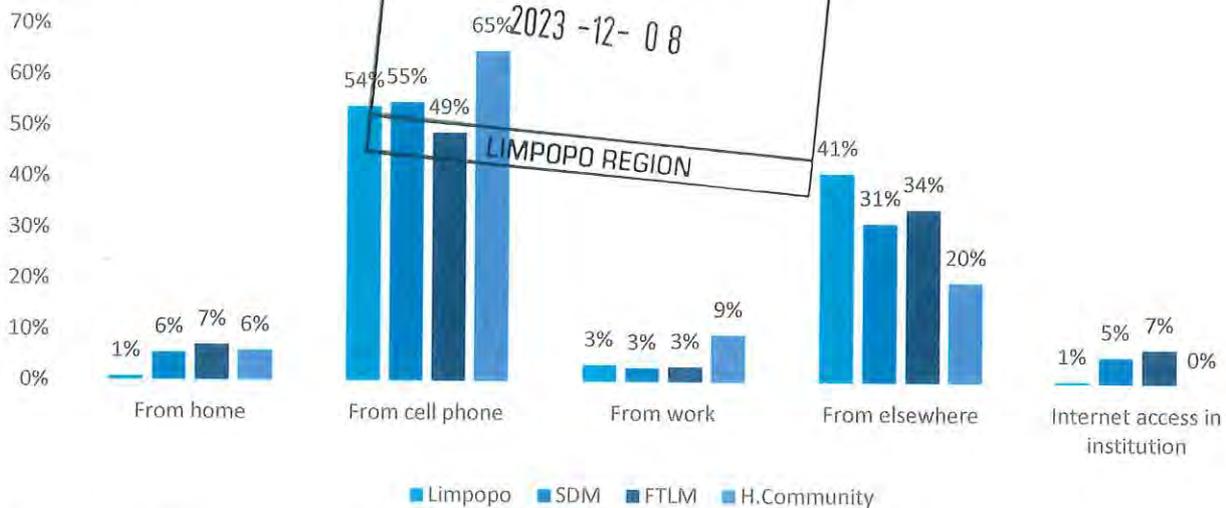


Source: StatsSA, graphics by Beulah Africa, 2022

## Access to internet

The figure below indicates the access to internet. Access to internet is vital, especially to a population that is predominately young. The data below indicates that majority of the population gets access to internet through their cell phones and elsewhere such as food outlets in town, the neighbour's Wi-Fi, or internet cafés amongst others.

Figure 3.11. Access to Internet



Source: StatsSA, graphics by Beulah Africa, 2022

### 3.3.2.8. Crime

Looking at crime statistics enables us to identify the underlying sense of safety and security that a particular community experience. Mecklenburg SAPS is a police station located in and being used by the hosting communities around Marula Platinum Mine. In 2019, the Institute for Security Studies (ISS) reported that approximately 2 621 crimes were reported within the police station. The most reported crimes were sexual offenses (814 reports), followed by contact crimes (349 reports). In Mecklenburg, property-related crimes are the most common crimes. Approximately 127 common assault and 133 general thefts were reported in the study area.

According to the local municipality's IDP, the following areas within the host community are classified as crime hotspots:

- Diphale (The entire Ward 8): Robbery and school break-ins;
- Mapompale, corner Twickenham bookshop, Ditwebeleng corner hackney especially on R37 junction: Robbery, burglary, theft, rape, and hijacking;
- Marula crossing, Ga-Maroga to Ga-Mahlokwane: Rape and hijacking.

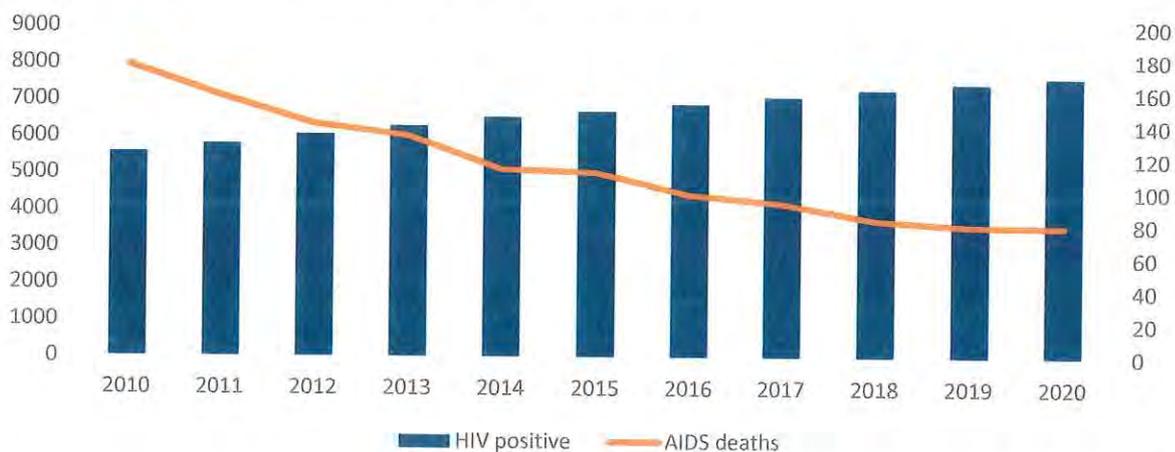
### 3.3.2.9. Health

Due to the unexpected Coronavirus outbreak in 2020, the country was placed on lockdown as a measure to save the lives of hundreds of thousands of people within the country. As a result of the lockdown, the people of the country experienced a high financial burden as they could not make a living. The Special COVID-19 social relief grants were distributed and benefited 316,613 people in the Limpopo Province.

In addition to the COVID pandemic above the municipality is still facing the ongoing challenge of HIV infections. The number of HIV infections in the local municipality reached a high of 7654 in the year 2020 (Quantec data). The number of deaths, however, continue to decline with only 79 deaths reported in the same year. This may be attributed to the HIV&AIDS programme initiated by the local municipality and other government programmes that ensure easy access to ARVs.

Access to medication, however, is dependent on the accessibility to health facilities which is an enormous challenge in the host community. Only one clinic is available in the study area which is located in Ward 17. The clinic is under-staffed and operates only during the day. Ward 8 and 15 have access to mobile clinics only some days of the week. Most of these clinics are inaccessible during rainy days and community members within the host community travel long distances to reach them.

Figure 3.12. HIV infections and death in FTLM (2010-2022)



Source: StatsSA, graphics by Beulah Africa, 2022

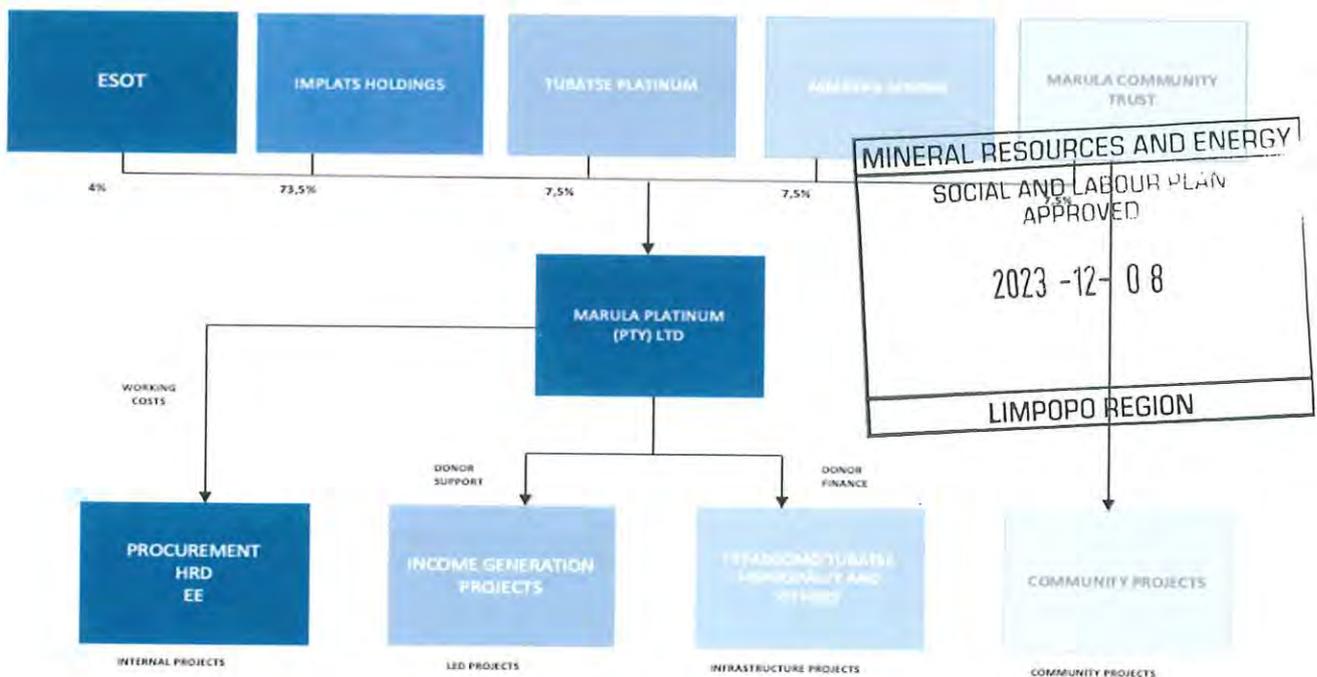
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### 3.4. IMPACTS OF THE MINING OPERATION

#### 3.4.1. Positive Impacts

To enhance local economic development in the Fetakgomo-Tubatse Municipal (FTLM) area, Marula Platinum Mine aggressively supports sustainable LED initiatives through its SLP and additional Corporate Social Investment (CSI) initiatives (such as supporting education, health care, welfare, and sport initiatives). The combination of Local Economic Development (LED) projects, together with urban development and community upliftment projects are sponsored by the mine.

Figure 13.3. Marula Platinum Mine’s LED Facilitation Mode



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

Marula’s contribution towards LED is made in conjunction with the relevant project partners with significant investments and a sustainable strategy in line with the government’s recommended approach to LED.

### 3.4.2. Negative Impacts

Despite the many positive impacts of mining, there are unfortunately some unintended negative consequences of mining operations in general.

Marula Platinum Mine Environmental Department has taken a pro-active approach towards evaluating the physical and chemical properties of surface and groundwater, receiving water environment subject to potential impacts in the four farms communities during 2021. Furthermore, series of test and monitoring of any negative impact by the mine on residential dust monitoring and aquatic assessment are conducted to ensure compliancy according to recognised standards and procedures.

The Mineral and Petroleum Resources Development Act (2002), Section 39 (1)(2)(3) stipulates that each mine in possession of a mining right must conduct an Environmental Impact Assessment (EIA) and prepare an Environmental Management Programme (EMP) of which a monitoring and report auditing process is an integral part of. Marula mine remains committed to ensuring continued monitoring and biomonitoring of its mining activities to combat the possible negative impacts

The mine is aware that its negative impacts are not only with regards to the environment, but also the social wellbeing of its host communities. The below table portrays some of the generic positive and negative impacts mining has on its host communities. Marula Platinum Mine has an active Stakeholder Engagement team that continues to monitor and address matters as they arise.

Table 3.6. Potential Generic Impacts of Mining Operations

Positive Impacts	Negative Impacts
<ul style="list-style-type: none"> <li>• Employment opportunities</li> <li>• Improvement in educational facilities</li> <li>• Infrastructure upgrading through LED projects</li> <li>• Increase in incomes and spending in local communities</li> <li>• Training opportunities for community members</li> <li>• Skills development</li> <li>• Increased business opportunities for the region</li> </ul>	<ul style="list-style-type: none"> <li>• Spread of infectious diseases</li> <li>• Pressure on existing health services</li> <li>• Increase in traffic-related accidents</li> <li>• Community health and (sexual) communicable diseases</li> <li>• Change in the social fabric of the area</li> <li>• Tension between local residents and newcomers</li> <li>• Formation of informal settlements</li> <li>• Increase in crime rates</li> <li>• Skills shortages</li> <li>• Conflict about jobs and benefits</li> <li>• Impact on services such as water, electricity and sewage</li> <li>• Failure of government to provide essential services</li> </ul>

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In addition to the above impacts, during the public participation processes for the SLP4 drafting, the communities presented their grievances and complaints regarding the impacts of the mine as detailed below:

1. The mine to address the negative environmental impact caused by the construction of the new tailings dam - especially the dust that is inhaled by the communities close to the dam.
2. The mine to consider monetary compensation and relocation for households affected by the blasting during mining operations.

Marula Platinum Mine commits to continually evaluate grievances and negative impacts and ensure mitigation measures are put in place. Furthermore, focus will remain on maximizing the positive impacts that the mine has on its community.

### 3.5. LOCAL AND PROVINCIAL DEVELOPMENT PLANS

To ensure that the projects Marula Platinum Mine embarks on are all relevant to the local context, a threefold strategy was followed. Firstly, analysing the socio-economic data of the area; secondly, consulting the local government's IDP's along with other relevant provincial plans (secondary data); and thirdly, conducting primary data collection through the three-day interactive community engagement workshops facilitated within the host communities.

#### 3.5.1. Local Municipal IDP and Development Needs

Local governments' IDP have been consulted along with Provincial and District Municipality Development Plans. The table below lists the expressed community developmental desires to consider.

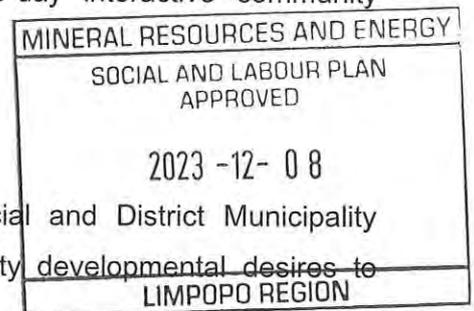


Table 3.7. Fetakgomo-Tubatse Local Municipality IDP (2021-2026)

General	Specific	Type of need	Village
Access to water and Sanitation	The community lacks sufficient infrastructure to provide access clean drinking water and sanitation. This includes: dams, reservoirs, water pipelines and flushing toilets	Existing boreholes are dry and starting to become a community hazard in Ga-Kgwete. Majority of households in ward 8 do not have access to water in the yard. JoJo tanks are required, especially in Ga-Mashishi. The diesel machines used to pump water have technical issues in Ga-Manyaka and Ga-Mahlokwane. Wards 8 and 17 do not have proper sanitation	<ul style="list-style-type: none"> <li>• Ga-Kgwete</li> <li>• Ga-Mashishi</li> <li>• Ga-Mahlokwane</li> <li>• Ga-Manyaka</li> </ul>

General	Specific	Type of need	Village
		infrastructure are in need of VIP toilets.	
Housing	Provision of RDP Houses	More than 30 households in Magabaneng are in need of RDP houses. A significant number of households in ward 15 need RDP houses.	<ul style="list-style-type: none"> <li>• Ward 15</li> <li>• Magabaneng</li> </ul>
Access to electricity and apollo lights	Establishment of electrification projects that would provide post connections of households and erect apollo lights in the villages.	More than 78 households are without electricity in Ward 8. Approximately 400 households need post connections for electricity in ward 15. A large portion of the Ga-Mahlokwane community does not have electricity. This makes the community unsafe at night thus the village also needs apollo lights.	<ul style="list-style-type: none"> <li>• Ward 8</li> <li>• Ga-Mahlokwane</li> <li>• Ward 15</li> </ul>
Access to roads and bridges	Provision of Road infrastructure and bridges leading to all important community facilities such as schools and clinics	The roads get flooded quickly when it rains and get slippery to travel on by foot and by vehicle. Access to different community amenities such as clinics and schools is also impacted when it rains.	<ul style="list-style-type: none"> <li>• Ga-Mashishi</li> <li>• Ga-Kgwete</li> <li>• Ga-Mahlokwane</li> <li>• Ga-Manyaka</li> </ul>

## 3.6. PUBLIC PARTICIPATION PROCESSES

### 3.6.1. Public Participation Strategy

The public participation strategy for the development of this SLP4 was developed by the Stakeholder Engagement team of the mine. The following steps were identified as the process to be used in conducting the public participation engagements:

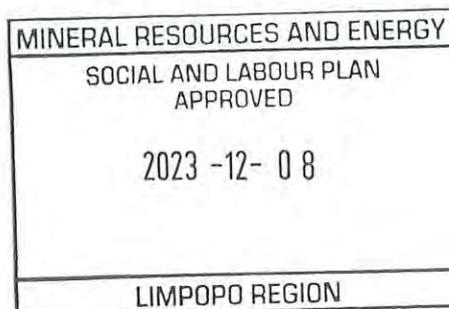
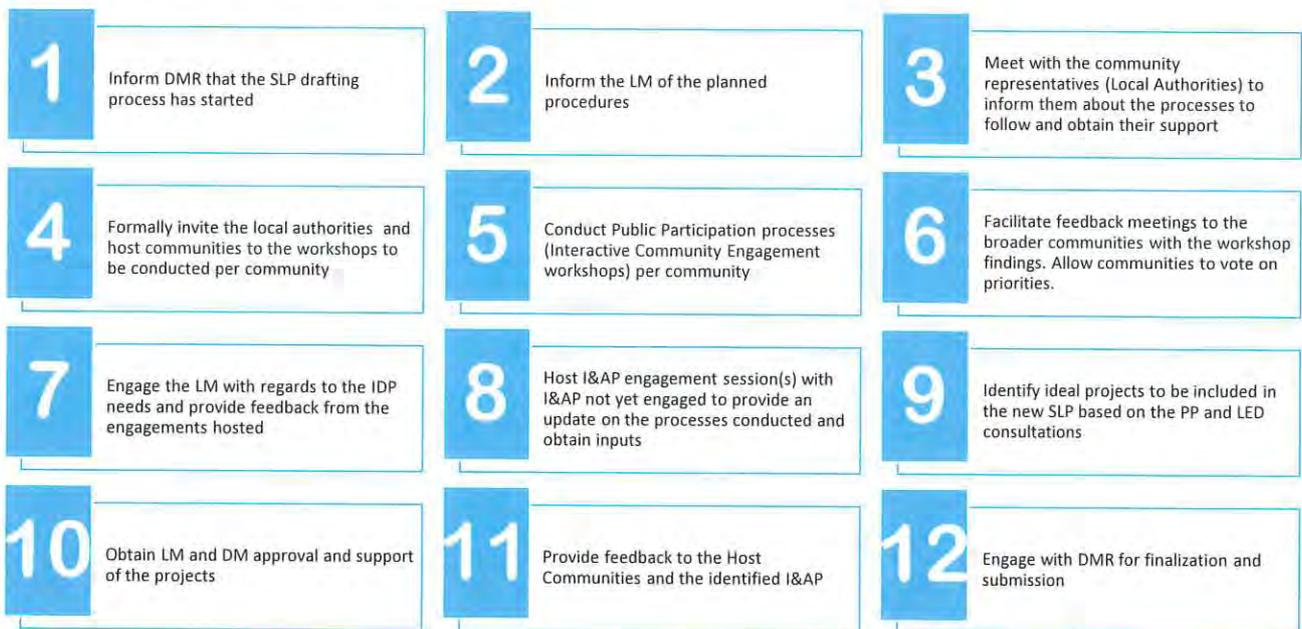


Figure 3.14. Public Participation Strategy Steps



### 3.6.2. Community Engagement Workshops

Community engagements were conducted through an interactive community engagement model that stems from several community development approaches that embrace participatory planning, community-driven development, sustainable livelihoods approach, and place-based approach. The model is not a one-size fits all and thus is always adjusted to suit the conditions of the community where it is applied.

#### 3.6.2.1. Public Participation Process Details

The Public Participation Process was facilitated by means of 3-day participatory planning Interactive Community Engagement (ICE) Workshops per host village. The aim of the workshops was to provide a holistic understanding of community assets and development challenges; to identify feasible solutions towards addressing some of the challenges; to develop a common development vision for the community; and to identify areas of collaboration with various entities towards the development of the community.

For more information on the process followed, please refer to Annexure E. The table below provides a high-level summary of the findings and overlaps of the identified Desired Outcomes and projects per village.

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Table 3.8. Public Participation findings Summary per Village

Village name	Prioritised desired outcome	Key development needs	Development category
1. Madikane	1. Development of a community Library	Lack of important community amenities. Lack of designation area for learners to study. Lack of designated area where the unemployed can get access to information regarding training and job opportunities.	Education
	2. Installation of Apollo lights	Increased crime prevalence in dark areas. Police services are inaccessible. Community does not feel safe at night: half of the community does not have any lighting due to complete lack of electricity.	Community Safety
	3. Development of a sports facility	Young people get bored and get involved in crime. Small children play in the streets. The designated space for a stadium is underdeveloped.	Sports, Art, and Culture
2. Ga-Mahlokwane	1. Development of a tar road along main street near Moshate	Most roads are gravel – when it rains it gets slippery and too muddy for people and vehicles to move. The roads flood when raining. High breakdown of school transport due to bad roads.	Community Safety
	2. Access to proper water supply	Lack of proper water supply. Not enough water for all households. Difficult to sustain community/household gardens. High transportation costs to purchase fresh produce in town. Water scarcity. Pit toilets are a threat to our lives -- no opportunity to install flushing toilets for those who can afford it.	Water Infrastructure
	3. Access to jobs	High unemployment across all working group ages. Criminal activities due to high levels of poverty. Depression and frustration amongst the unemployed.	Job Creation
3. Ga-Kgwete	1. Multi Purpose centre (Skill Learnership)	Most of the young people do not have access to tertiary learning or job opportunities in formal industries resulting in many not having anything to do because they don't have money to further their studies. They do not have enough information about study loans and bursaries. The high unemployment rate in the community leads to an increase in social issues such as a rise in crime, unplanned pregnancies, an increase in HIV/AIDS infections, and vulnerable women marrying for transactional purposes and increased basic schooling dropouts.	Education & Skills Development Job creation/ Income Generation
	2. Bigger dams to pump water with boreholes	There are boreholes in the community, but they are not working. There are few taps within the community and they don't always have water. The	Health Infrastructure

Village name	Prioritised desired outcome	Key development needs	Development category
<b>4. Diphale</b>	3. Increased healthcare access (increased number of days the mobile clinic comes to the community)	<p>community members request that the pumping system should be fixed and bigger dams should be built</p> <p>Mobile clinics render services to the community few times a week. Community members do not receive good health service because of the time constraints. When a person needs urgent medical care, it is difficult for an ambulance to go to the community because of the bad roads. People suffer from diseases such as hypertension, flu, HIV/AIDS, high blood pressure, and diabetes. People lose their lives because of lack of good health services; some death could have been avoided if they received the care they needed in time.</p>	<p>Infrastructure Health</p>
	1. Water and Sanitation	<p>Before Marula mine started their mining operations the existing water boreholes used to generate enough water for community members, their crops, and livestock's. Mine consumes high volume of water and that leaves the community members with little water. More water reservoirs need to be built, as well as a water recycling plant. Fix and install new water pressure pumps. Connect the water into their homes because they still use pit toilets posing a danger to their health.</p>	<p>Infrastructure Health &amp; Community Safety</p>
	2. Skills Development and HRD Centre	<p>People have skills but many of them still can't get employment at the mine because such skills are not relevant for the mine to hire them or even give them business. Some who try to do something with their skills other than finding employment at the mine do not receive necessary mentorship and guidance necessary to grow. They feel this centre will be able to offer relevant skills for the right industries, offer continuous mentorship, job shadowing, job hunting skills, job readiness and learnerships, careers and business capacity building.</p>	<p>Education and Skills Development Infrastructure</p>
	3. Roads Infrastructure & Lights	<p>The existing roads are gravel roads that needs to be paved. Build water bridges and install streetlights because when it rains cars cannot get in or out of the community. Children can't get to school when the road is flooded and there is no bridge to help direct the water. There have been accidents and hijackings taking place at night because these roads are dark and</p>	<p>Infrastructure Community Safety</p>

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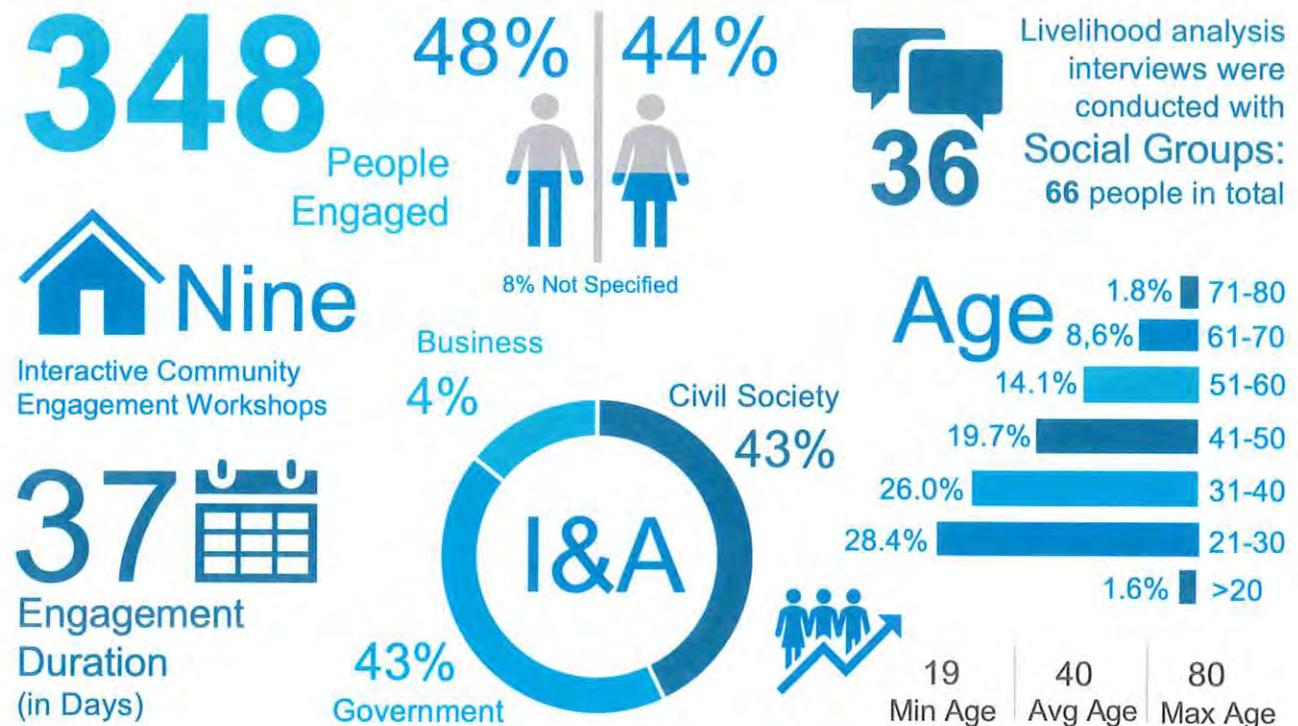
Village name	Prioritised desired outcome	Key development needs	Development category
		people use them every now and then to go to work. They say gravel also damages their vehicles.	
5. Seuwe	1. Water and Sanitation	The community has some access to water however the supply is not enough to cover the whole community and the water is scarce with very poor pressure at times. This makes it difficult for local farmers to sustain their farms and households and their food gardens. Most households make use of pit toilets due to lack of reliable water supply. Some households in the community can afford to install flushing toilets but due to lack of bulk infrastructure this is not possible.	Infrastructure Health and Community Safety
	2. Skills Development	Mine and Training Providers are providing unsatisfactory training in terms of engineering development to the community and they feel this centre will be able to close this gap. It should not be based in the mine but rather in the community. They request the mine should increase the engineering intake.	Education and Skills Development
	3. Installation of Apollo Lights	There are a number of danger areas in the community because it is very dark at night. The installation of street lights at such spots will reduce crime and create a safer community.	Infrastructure Health and Community Safety
6. Ga-Mashishi	1. Multi-Purpose Centre (Skills Development)	This should be aligned with Critically Rare Skills List to ensure that people can get jobs after completing their studies because they felt that most of them study to gain qualifications that do not assist them get their career jobs. They feel this should also address the existing gap by conducting various educational awareness activities including one that will help motivate the school dropouts to go back studying. It must also be equipped with a library, computer lab, and free Wi-Fi access because they currently depend on one that is situated at the Mine BDC.	Infrastructure Education and Skills Development
	2. Reservoir/Dam & Sanitation	They request that the mine should build them a bulk water supply (a reservoir of 200 kilolitres). A purification plant for clean drinking water for them, their animals, and their plants should also be built as well as a proper reticulation of RDP standard and 100 VIP toilets for indigents families. This is a request from the King as well.	Infrastructure Health and Community Safety
	3. Pavement on the R37	They mentioned that Marula promised to build these some years ago. The project did start but it was never finished so they request that Marula mine	Infrastructure

Village name	Prioritised desired outcome	Key development needs	Development category
		should put a pavement that leads to Moshate. They have already made measurements and it's equal to 11Km from R37 Mapompale to Morantshing. This was a special request form the King as well.	Health and Community Safety
7. Ga-Manyaka	1. Job Creation and Skills Development	The current youth in the community is well educated but in various sectors that do not necessarily align with mining activities. Most young people leave the community when they obtain qualifications because they cannot find work locally. Local businesses could create more work, but they do not get enough support to expand. Income generating projects such as the Mashishi Agri project do not have the necessary resources to provide better opportunities and provide sustainable income.	Business Support and Enterprise Development
	2. Road Improvements & Water Bridge	The community is located on both sides of the R37. Roads are considered not to be convenient for cars or even people to use especially when its rain. They worsened during the water project that required the use of heavy vehicles and trucks that left the roads seriously damaged. A significant number of school children and workers are impacted by floods when it rains. They are unable to cross various roads within the community to get to school or work. This place the lives of such individuals at risk during rainy seasons and poses a threat to their livelihoods.	Infrastructure Health and Community Safety
	3. Reservoir/Dam	The community has some access to water. However, the supply is not enough to cover the whole community and the water is scarce with very poor pressure at times. This makes it difficult for households their food gardens and local farmers to sustain their gardens. Most households and schools make use of pit toilets due to a lack of reliable water supply. Some households in the community can afford to install flushing toilets but due to a lack of bulk infrastructure this is not possible	Infrastructure Health and Community Safety

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As indicated, Annexure E contains all engagement tools used during the engagement process. Additional details, such as the workshop briefing letter to community leaders, workshop invitations letters, workshop agenda, workshop program, and attendance register are available.

Figure 3.15. Public Participation (Interactive Community Engagements) Summary



### 3.6.3. Data analysis and project identification

To ensure relevant, impactful programmes are included in the SLP, four data sources were incorporated:

- The mine's specific realities from their employee skills audit outcomes, project focus areas, and/or implementation plans;
- The Socio-Economic Statistics that depict the developmental realities of the area;
- The governmental plans for the area including the provincial strategic development plans, the Local Municipality's Integrated Development Plans, and other Sector Department Strategic Plans;
- The primary data gathered through our Public Participation processes (including Interactive Community Engagement Workshops).



Figure 3.16. Project identification process



### 3.7. COMMUNITY DEVELOPMENT PROJECTS

As per the rationale followed above, the Marula Platinum Mine’s community development projects were selected through a systematic process of information gathering, analysis, and prioritization. It is important to note that the mine is committed to more LED projects than included in the SLP. Many of the above-identified needs (either through the IDP, Socio-Economic Study, and/or Public Participation) will be addressed through the company’s CSI initiatives over and above the projects included in the SLP.

The table 3.9. below in contain the summary of the projects identified to be included in the SLP for the period 2022-2027. These projects were prioritized in partnership with the Local Municipality. Proof of general Public Participation and engagement with the LM can be found in Annexure F.

Table 3.9. LED Project Profiles



### 3.7.1. Construction of a Community & Skills Development Centre in Ga-Mashishi

<b>Project name:</b>	Construction of a Community & Skills Development Centre in Ga-Mashishi					<b>Classification of project:</b>	Infrastructure
<b>Background:</b>	During the public participation all villages within the host communities indicated a need for a library and a skills development centre. The facility is desired to be a designated area for learning, training, studying and accessing information about jobs, trainings and business opportunities. This project will address the infrastructure need for a designated skills development and learning area within Ga-Mashishi and surrounding communities (Ga-Manyaka & Ga-Kgwete) in Ward 15, which collectively has a population of approximately 9,549.						
<b>Who initiated project:</b>	Marula Platinum Mine, based on public participation requests from the community.						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name and Ward:</b>		<b>Project start date:</b>	<b>Project end date:</b>	
	Sekhukhune	Fetakgomo-Tubatse	Ga-Mashishi: Ward 15		Jan 2023	Dec 2027	
<b>Output:</b>	<b>Key performance area:</b>		<b>Key performance indicator:</b>		<b>Responsible entity:</b>	<b>Timeframes:</b>	<b>Budget:</b>
	<ul style="list-style-type: none"> <li>A functional area for learning, training, and studying.</li> <li>Access to information, trainings and business opportunities.</li> </ul>		<ul style="list-style-type: none"> <li>Completion of a Library, computer classroom and skills development centre building.</li> <li>Furnished and equipped library, Computer classroom with Wi-Fi, Mobile Computer (30 Laptops), printer, and skills development centre.</li> </ul>		Marula Platinum Mine and the Community.	<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>	R 9 315 214
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	20	2	13	2	37	24°27'43.89"S 30° 6'53.29"E	
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved community infrastructure and skills development within the area.						
<b>Links with other development initiatives:</b>	This project is in line with Fetakgomo-Tubatse Local Municipality IDP.						
<b>Sustainability plan:</b>	The project will be facilitated by the mine and the Department of Sports, Arts and Culture for proper execution and ensure maximum usage of the facilities.						
<b>Completion date and exit strategy:</b>	After a pre-determined number of years, the building will be handed over to a suitable local organisation and Municipality for ongoing use and maintenance of the property. Further consultations will be conducted to identify possible areas in which Marula Platinum Mine, Department of Sports, Arts and Culture and as well as the Marula Community Trust could be involved to ensure long-term sustainability of the project.						

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### 3.7.2. Construction of a Business & Skills Development Centre in Magabaneng

<b>Project name:</b>	Construction of a Business & Skills Development Centre in Magabaneng				<b>Classification of project:</b>	Infrastructure	
<b>Background:</b>	During the public participation all villages within the host communities indicated a need for a skills development centre, library and/or and access to information. This facility will be addressing the need for a designated area for learning, training, studying and accessing information about jobs, trainings and business opportunities. This project will address the infrastructure need for a designated skills development and learning area within Magabaneng and surrounding communities (Seuwe, Diphale and Ga-Mahlokwane). This facility will also play a significant role in supplementing the services already provided by the mine through the Marula Business Development Centre in Magabaneng.						
<b>Who initiated project:</b>	Marula Platinum Mine						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>		<b>Village name and Ward:</b>	<b>Project start date:</b>	<b>Project end date:</b>	
	Sekhukhune	Fetakgomo-Tubatse		Magabaneng: Ward 8	Jan 2023	Dec 2027	
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>		<b>Responsible entity:</b>	<b>Timeframes:</b>	<b>Budget:</b>	
	<ul style="list-style-type: none"> <li>A functional area for learning, training, and studying.</li> <li>Access to information, trainings and business opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of a library, computer classroom and skills development centre building.</li> <li>Furnished and equipped library, Computer classroom with Wi-Fi, Mobile Computer ( 30 Laptops), and furniture</li> <li>Skills development centre.</li> </ul>		Marula Platinum Mine and the Community	<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>	R 5 149 785,96	
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	3	1	3	1	8	24°29'50.58"S, 30°3'51.85"E	
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved community infrastructure and skills development within the area.						
<b>Links with other development initiatives:</b>	This project is in line with Fetakgomo-Tubatse IDP.						
<b>Sustainability plan:</b>	The project will be facilitated by the mine for proper execution and insure maximum usage of the facilities in the centre.						
<b>Completion date and exit strategy:</b>	After a pre-determined number of years, the building will be handed over to a suitable local organisation for ongoing use and maintenance of the property. Further consultations will be conducted to identify possible areas in which Marula Platinum Mine and as well as the Marula Community Trust could be involved to ensure long-term sustainability of the project.						

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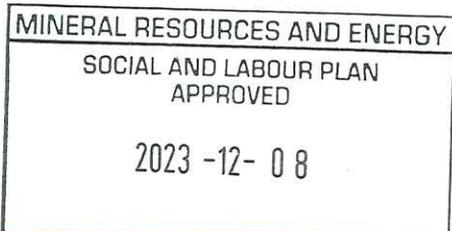
### 3.7.3. Demolishing & Rebuilding of 8 classrooms at Diketepe Primary School

<b>Project name:</b>	Demolishing & Rebuilding of 8 classrooms at Diketepe Primary School		<b>Classification of project:</b>	Infrastructure			
<b>Background:</b>	<p>During the public participation process all the villages engaged raised challenges regarding schools. Furthermore, a school assessment report undertaken by Marula Mine also identified infrastructure as a significant need in majority of the local schools. According to the Fetakgomo-Tubatse IDP, Diketepe is one of the schools mostly affected by lack of infrastructure.</p> <p>In December of 2021, Diketepe Primary School infrastructure was damaged by the storm. Due to high levels of cracks on the school infrastructure, part of the older buildings of the school remains unused due to the safety risks for children and teachers at school. The schools therefore requested demolition of damaged blocks, the rebuilding of the demolished blocks and the provision of emergency/ temporary mobile classrooms for the duration of the construction period. The purpose of this project is to construct 2 blocks of 4 classrooms each for the school. The project is intended to benefit 190 learners and 8 teachers from Diketepe school from the following villages: Mantjakane, Magabaneng, Lepatjeng and Separakong.</p>						
<b>Who initiated project:</b>	Marula Platinum Mine based on the request from the school and the IDP.						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name and Ward:</b>	<b>Project start date:</b>			
	Sekhukhune	Fetakgomo-Tubatse	Mantjakane: Ward 8	Jan 2024			
				Dec 2027			
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>	<b>Responsible entity:</b>	<b>Timeframes:</b>			
	<ul style="list-style-type: none"> <li>New and improved school infrastructure.</li> <li>Increased safety in the school.</li> <li>Better learning/ teaching environment in the school.</li> </ul>	<ul style="list-style-type: none"> <li>Demolition of 8 hazardous classrooms.</li> <li>Provision of emergency classrooms during construction.</li> <li>Completion of 2 blocks of 4 classrooms each (8 in total).</li> <li>Completion of an ablution block.</li> <li>Furnished classrooms.</li> </ul>	Marula Platinum Mine and the Department of Education.	<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>			
	<b>Budget:</b>	R8 465 866					
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	20	2	27	2	47	24°28'24.01"S, 30° 3'51.16"E	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to: architects, engineers, construction workers, bricklayers, electricians, general workers, etc.
<b>Medium term:</b>	This project seeks to increase safety in the school and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved school infrastructure, increased safety in schools and a better learning/teaching environment for learners and teachers.						
<b>Links with other development initiatives:</b>	The project is in line with Sekhukhune District development objective (Sekhukhune Development Plan, 2020) to address the existing infrastructure backlog in providing additional classrooms within the district, as well as the Fetakgomo-Tubatse IDP referring to upgrading school infrastructure for identified schools within Ward 8.						
<b>Sustainability plan:</b>	The project will be implemented in collaboration with the Department of Education. It will be handed over to the Department of Education for management and maintenance.						
<b>Completion date and exit strategy:</b>	Once the project is completed, it will be handed over to the Department of Education. Further consultations will be conducted to identify possible additional areas in which Marula Platinum Mine and the Marula Community Trust could be involved to ensure long-term sustainability of the project.						

### 3.7.4. Expansion of Makopi Secondary School with 4 additional classrooms

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<b>Project name:</b>	Expansion of Makopi Secondary School with 4 additional classrooms					<b>Classification of project:</b>	Infrastructure
<b>Background:</b>	<p>During the 1<sup>st</sup> generation SLP the mine in collaboration with the Department of Education of Sekhukhune District Municipality, successfully upgraded infrastructure of dilapidated schools. However, the number of schools in need of infrastructure upgrade is still high. This was confirmed by the community during public participation, the Fetakgomo-Tubatse LM IDP and the Schools Assessment Report undertaken by Marula Platinum Mine. Makopi High School in Ga-Kgwete, is one of the schools in the host community facing the challenge of overcrowding and in need of additional classrooms.</p> <p>The purpose of this project is to construct 1 block of 4 classrooms, and ablution for expansion of the existing school. The school has about 900 learners and 15 educators serving the surrounding communities.</p>						
<b>Who initiated project:</b>	Marula Platinum Mine and the Department of Education of Sekhukhune District Municipality						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name and ward:</b>	<b>Project start date:</b>	<b>Project end date:</b>		
	Sekhukhune	Fetakgomo-Tubatse	Ga-Kgwete: Ward 15	Jan 2024	Dec 2027		
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>	<b>Responsible entity:</b>	<b>Timeframes:</b>	<b>Budget:</b>		
	<ul style="list-style-type: none"> <li>Improved school infrastructure.</li> <li>Reduced class overcrowding.</li> <li>Better learning/teaching space for learners and teachers.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of 1 block of 4 classrooms.</li> <li>Completion of an ablution block.</li> <li>Furnished classrooms.</li> </ul>	Marula Platinum Mine and the Department of Education.	<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>	R 5 109 286		
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	20	2	13	2	37	24°26'22.75"S 30° 5'33.00"E	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to architects, engineers, construction workers, bricklayers, electricians, general workers, etc.
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved school infrastructure, reduce overcrowding in schools and better learning/teaching environment for learners and teachers.						
<b>Links with other development initiatives:</b>	The project is in line with Sekhukhune District development objective (Sekhukhune Development Plan, 2020) to address the existing infrastructure backlog in providing additional classrooms within the district, and as well as the Fetakgomo-Tubatse IDP in upgrading school infrastructure for identified schools within Ward 15.						
<b>Sustainability plan:</b>	The sustainability of this project is guaranteed since this is an expansion project of an already established and growing school. The project will be implemented in collaboration with the Department of Education and handed over to the Department of Education for management and maintenance.						
<b>Completion date and exit strategy:</b>	Once the project is completed it will be handed over to the Department of Education. Further consultations will be conducted to identify possible additional areas in which Marula Platinum Mine and the Marula Community Trust could be involved to ensure long-term sustainability of the project.						



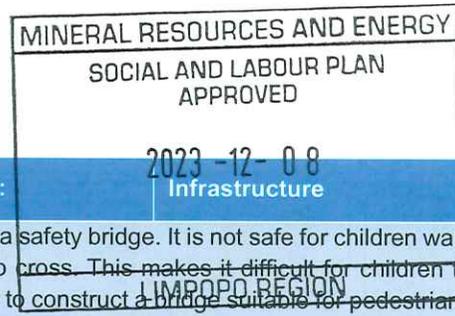
### 3.7.5. Construction of Madikane Community Hall

<b>Project name:</b>	Construction of Madikane Community Hall					<b>Classification of project:</b>	Infrastructure		
<b>Background:</b>	Madikane Community Hall was identified as a priority during the SLP 3 public participation processes. The project has remained a priority for Marula Platinum Mine to fulfill as it was committed during SLP 3 projects identification. During the public participation for SLP, communities again outlined the need to have a community hall which will contribute to meaningful planned community gatherings and social cohesion.								
<b>Who initiated project:</b>	Marula Platinum Mine based on the public participation request from the community.								
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>				<b>Village name:</b>	<b>Project start date:</b>	<b>Project end date:</b>	
	Sekhukhune	Fetakgomo-Tubatse: Ward 8				Madikane	Jan 2023	Dec 2027	
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>			<b>Responsible entity:</b>	<b>Timeframes:</b>		<b>Budget:</b>	
	<ul style="list-style-type: none"> <li>Accessible community hall in Madikane community.</li> </ul>	<ul style="list-style-type: none"> <li>Established community hall for Madikane village.</li> <li>Completed boundary wall, paving and landscaping.</li> <li>Connection to existing Madikane water project for hall supply, and 1 Septic tanker sewer treatment plant</li> <li>Hall furniture consisting of 500 chairs, office tables &amp; chairs, storage, boardroom Table (12-seater, Boardroom Chairs)</li> </ul>			Marula Platinum Mine and the community.	<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>		R4 596 826	
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>		
	20	2	27	2	47	24°30'2.70"S, 30° 5'52.70"E	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to: architects, engineers, construction workers, bricklayers, electricians, general workers, etc.		
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.								
<b>Long term:</b>	Improved infrastructure asset base for Madikane village.								
<b>Links with other development initiatives:</b>	This project is in line with Fetakgomo-Tubatse Local Municipality plans.								
<b>Sustainability plan:</b>	The project will be handed over to the community and Local Municipality for management and maintenance.								
<b>Completion date and exit strategy:</b>	Once the project is completed it will be handed over to the Fetakgomo-Tubatse Local Municipality (Technical Services/Social Services Departments) and the Marula Community Trust for further management and maintenance.								

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### 3.7.6. Construction of Pavement Roads in Diphale, Madikane and Magabaneng

<b>Project name:</b>	Construction of Pavement Roads in Diphale, Madikane and Magabaneng				<b>Classification of project:</b>	LIMPOPO REGION	Infrastructure
<b>Background:</b>	Community members from various villages identified proper access roads as a need to allow easy access and road usage during bad weather conditions. Rains negatively affects roads; therefore children end up not going to school. Many vehicle owners avoid travel during bad rainy days. The objective of this project is to improve safety and security for school children and vehicles by paving the following roads: 1,5km gravel road in Madikane. 3,2km gravel road in Magabaneng and 2,4km road at Lesibe within Diphale community.						
<b>Who initiated project:</b>	Marula Platinum Mine based on the public participation requests from the community.						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>		<b>Local Municipality:</b>	<b>Village name:</b>	<b>Project start date:</b>		<b>Project end date:</b>
	Sekhukhune		Fetakgomo-Tubatse	Madikane, Diphale and Magabaneng: Ward 8 & 17	Jul 2024		Dec 2027
<b>Output:</b>	<b>Key performance area:</b>		<b>Key performance indicator:</b>	<b>Responsible entity:</b>	<b>Timeframes:</b>		<b>Budget:</b>
	<ul style="list-style-type: none"> <li>Improved road safety for pedestrians and vehicles.</li> </ul>		<ul style="list-style-type: none"> <li>Number of paved kilometres of earmarked roads.</li> </ul>	Marula Platinum Mine and its contractors.	<ul style="list-style-type: none"> <li>FY2: Design and Scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY4: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>		R 46 578 019
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	32	10	32	10	84	<ul style="list-style-type: none"> <li>24°29'48.30"S, 30° 5'38.37"E (Madikane)</li> <li>24°31'14.02"S, 30° 5'5.23"E (Lesibe)</li> <li>24°29'32.53"S, 30° 3'57.53"E (Magabaneng)</li> </ul>	The number of jobs created might vary dependent on the contractor appointed. Jobs created can include, but are not limited to: civil engineers, surveyors, machine operators, quantity surveyors, general workers, etc.
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved accessibility between and within villages, especially in the rainy season (summer).						
<b>Links with other development initiatives:</b>	This project is in line with the Fetakgomo-Tubatse IDP and the Sekhukhune Development plan.						
<b>Sustainability plan:</b>	The project will be handed over to the community, Traditional Councils and Local Municipality for management and maintenance.						
<b>Completion date and exit strategy:</b>	Once the project is completed it will be handed over to Fetakgomo-Tubatse Local Municipality for ongoing management and maintenance of the property.						



### 3.7.7. Construction of a bridge with a connecting road in Ga-Manyaka

<b>Project name:</b>	Construction of a bridge with a connecting road in Ga-Manyaka		<b>Classification of project:</b>		2023-12-08 Infrastructure		
<b>Background:</b>	During public participation in Ga-Manyaka Village, the community prioritised building a safety bridge. It is not safe for children walking long distances to school during rainy seasons. When the road at Mataadi valley get flooded it is unsafe for them to cross. This makes it difficult for children to attend school in summer. School transport also cannot cross the valley when it is raining. The purpose of this project is to construct a bridge suitable for pedestrians and vehicles at the Mataadi valley connecting the villages of Mataadi, Madikane and Ga-Manyaka. This project will benefit Mataadi Valley and all other local people requiring access to this Village.						
<b>Who initiated project:</b>	Marula Platinum Mine based on the public participation request from the community.						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name:</b>		<b>Project start date:</b>	<b>Project end date:</b>	
	Sekhukhune	Fetakgomo Tubatse	Ga-Manyaka: Ward 17		Jul 2024	Dec 2027	
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>	<b>Responsible entity:</b>		<b>Timeframes:</b>	<b>Budget:</b>	
	Improved road safety for pedestrians and vehicles.	Completed bridge for children and cars.	Marula Platinum Mine and its contractors.		<ul style="list-style-type: none"> <li>FY1: Design and scoping (EIA if required)</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY5: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>	R 36 211 200	
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	20	8	10	4	42	24°29'19.48"S, 30° 7'9.47"E	
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people within the host community.						
<b>Long term:</b>	Improved accessibility in the Mataadi Valley during summer and the safe crossing of people and vehicles, especially during rainy seasons.						
<b>Links with other development initiatives:</b>	This project is in line with the Fetakgomo-Tubatse IDP.						
<b>Sustainability plan:</b>	The project will be handed over to the Local Municipality for management and maintenance.						
<b>Completion date and exit strategy:</b>	Once the project is completed it will be handed over to Fetakgomo-Tubatse Local Municipality for ongoing management and maintenance of the infrastructure.						

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### 3.7.8. Installation of Apollo lights in Ga-Mahlokwane and Seuwe

<b>Project name:</b>	Installation of Apollo lights in Ga-Mahlokwane and Seuwe		<b>Classification of project:</b>		Infrastructure		
<b>Background:</b>	During the public participation all villages within the host communities indicated a need for Apollo lights in areas that are dark at night and as a result promote criminal activities. These were shown on a community geographic map created by the community during the community workshop. The map indicated these crime hot spot areas along frequently travelled roads within the community and the major intersections within the villages of Ga-Mahlokwane and Seuwe. With that the installation of Apollo lights in each of these villages was believed to be one of the best ways the community can be safer at night.						
<b>Who initiated project:</b>	Marula Platinum Mine based on the public participation requests from the community.						
<b>Geographical location of the project:</b>	<b>District Municipality:</b>	<b>Local Municipality:</b>	<b>Village name:</b>	<b>Project start date:</b>	<b>Project end date:</b>		
	Sekhukhune	Fetakgomo-Tubatse	Ga-Mahlokwane (Ward 17) & Seuwe (Ward 8)	Jan 2024	Dec 2027		
<b>Output:</b>	<b>Key performance area:</b>	<b>Key performance indicator:</b>	<b>Responsible entity:</b>	<b>Timeframes:</b>	<b>Budget:</b>		
	<ul style="list-style-type: none"> <li>Installed and functional Apollo lights</li> </ul>	<ul style="list-style-type: none"> <li>Erection of 3 Apollo lights in Seuwe</li> <li>Erection of 3 Apollo lights in Ga-Mahlokwane</li> </ul>	Marula Platinum Mine and the community	<ul style="list-style-type: none"> <li>FY1: Design and Scoping</li> <li>FY2: Tendering and adjudication</li> <li>FY3 &amp; FY4: Construction</li> <li>FY4: Inspection and commissioning</li> <li>FY5: Handover</li> </ul>	R3 597 660,00		
<b>No. of jobs to be created:</b>	<b>Male adults:</b>	<b>Female adults:</b>	<b>Male youth:</b>	<b>Female youth:</b>	<b>Total:</b>	<b>GPS Coordinates</b>	<b>Comments:</b>
	3	1	3	1	8	<ul style="list-style-type: none"> <li>24°30'58.92"S, 30° 6'59.97"E (Ga-Mahlokwane)</li> <li>24°29'43.65"S, 30° 3'17.88"E (Seuwe)</li> </ul>	The number of employees may vary depending on the contractor appointed.
<b>Medium term:</b>	This project seeks to contract and employ local unemployed people.						
<b>Long term:</b>	Improved community infrastructure and safety within the area.						
<b>Links with other development initiatives:</b>	This project is in line with Fetakgomo-Tubatse IDP.						
<b>Sustainability plan:</b>	The project will be handed over to the Local Municipality for management and maintenance.						
<b>Completion date and exit strategy:</b>	Once the project is completed it will be handed over to Fetakgomo-Tubatse Local Municipality for ongoing management and maintenance of the infrastructure.						

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## 3.8. HOUSING AND LIVING CONDITIONS

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### 3.8.1. Current Housing Situation at Marula Platinum Mine

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

Currently, about 90% of the people employed at the mine are from the Fetakgomo-Tubatse Local Municipality. The majority of this land is rural/tribal land and is under the jurisdiction of the local Magoshi.

Sources of accommodation currently utilised by employees are:

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

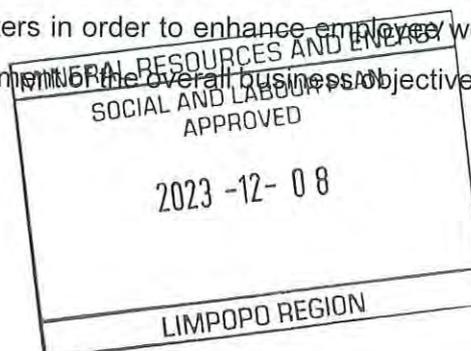
### 3.8.2. Principles Behind Marula Platinum Mine's Housing Policy

#### 3.8.2.1. Statement of intent

Marula Platinum Mine Limited recognizes that the facilitation of suitable employee accommodation is an integral part of its commitment to uplifting the communities within its areas of operation. Accordingly, it is important that the policy and strategy for the housing of the workforce is implemented in accordance with the principle of corporate social responsibility. Marula Platinum Mine Limited subscribes to the idea that employees should reside with their families in a stable, healthy, and secure environment within commuting distance of their place of work. Such commuting distance has been set at sixty (60) kilometres from the place of work.

#### 3.8.2.2. Purpose

The housing policy seeks to provide guidelines to the mine with regards to the facilitation of suitable housing, accommodation, and related matters in order to enhance employee wellbeing and through this process contribute towards the achievement of the overall business objectives of Marula Platinum Mine Limited.



### 3.8.2.3. Guidelines

The Marula Platinum Mine's approach to housing is based on the creation of options that will enable employees to exercise realistic choices with regards to accommodation. Operational strategies relating to housing and accommodation have been developed within a framework that:

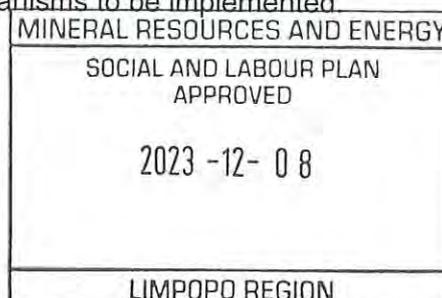
- Promotes home ownership and assists employees to become homeowners.
- Improves the living standards of employees who reside in single-gender accommodation through the 'upgrade to one person per room' and 'conversion into family units' programmes.
- Prevents and/or discourages informal settlement in the company's operational area through facilitation of eradication programmes in conjunction with local government.

The facilitation of housing services and facilities must be carried out in an integrated fashion, taking into account the needs of the business with regard to skills, economic realities, existing facilities available to the overall workforce, and the broader community context. In addition, the mine will involve all relevant stakeholders in its endeavour to provide employees with a suitable choice of accommodation.

### 3.8.2.4. Principles

The key principles guiding this operational accommodation strategy, during the life of the various operations, include:

- The mine will remain a responsible employer which will ensure decent accommodation options are available to its employees and assist employees to become homeowners as far as it is possible;
- Whilst the mine utilizes three (3) single-gender residences accommodating one person per room, it is acknowledged that this will be maintained to remain decent accommodation and could be converted into family accommodation in the long-term should the need arise. However, the mine will facilitate home ownership in line with the Marula Platinum Mine Limited's policy;
- The mine's accommodation policy is aligned with its recruitment, remuneration, and local economic development programs at the operation level. This is to ensure a holistic approach to this issue during the life of the various operations and facilitate sustainable solutions beyond the mine's life;
- The accommodation policy can accommodate any changes as per business requirements and allow for effective planning mechanisms to be implemented.



### **3.8.3. Strategic Plan**

Marula Platinum Mine supports the housing strategy from National Government to ensure sustainable towns are established instead of mining villages. For this reason, the Mine's strategic plan for housing its workforce includes:

#### **3.3.3.1. Living out allowance to its lower level employee**

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

#### **3.3.3.2. Single Quarters / Marula Camp**

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

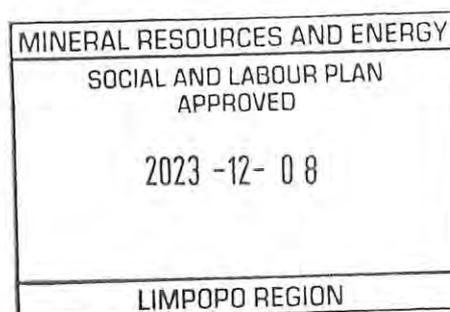
#### **3.3.3.3. Home ownership initiatives**

Marula made 150 newly-built three bedroom units in Burgersfort available for home ownership for lower categories. Marula is provide financial assistance on these 150 units in the form of an interest-free loan to employees who want to become home owners. The scheme aims at facilitating the workforce's access to appropriate finance, through financial institutions, for the purchasing of decent accommodation and becoming home owners within the formal sector.

Marula provides the Homeowner Ownership Scheme which allows employees to purchase a home at cost with the assistance of an interest-free loan from the company ranging from 20 – 30 % of the house value over a 20 year period. Employees who do not opt for the Homeowner Ownership Scheme can access living out allowances.

#### **3.3.3.4. Reporting**

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



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## 3.9. MEASURES TO ADDRESS NUTRITION

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### 3.9.1. Overview

Marula Platinum Mine does not have residences. Therefore, the mine's ability to directly influence the diet and subsequently the nutritional in-take of its workforce during the life of the mine will be minimal. Nevertheless, the mine recognizes the importance of educating the workforce about adequate nutrition within their diets in order to improve the health and welfare of the workforce and their productivity within the workplace.

### 3.9.2. Strategic Plans

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

#### 3.9.2.1. Direct Influence

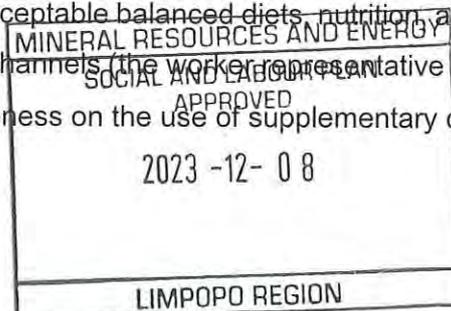
These programmes refer firstly, to employees making use of the company's single-quarters accommodation (Marula Camp) and secondly, employees being at work during their shifts. The programme aims to:

- Utilize the services of a dietician to advise on suitable diets and implement menus accordingly;
- Ensure a dietician frequently (bi-annually) visits the quarters and reports on findings with regards to the diet of the residents;
- Provide adequate, nutritionally suitable meal substitutes for employees during their shift. A dedicated Service Provider has been identified and provides Futurelife Twin Pouch packs to employees. The product choice will be reviewed periodically and be amended if needed.

#### 3.9.2.2. Indirect Influence

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

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



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## 3.10. PROCUREMENT PROGRESSION PLAN

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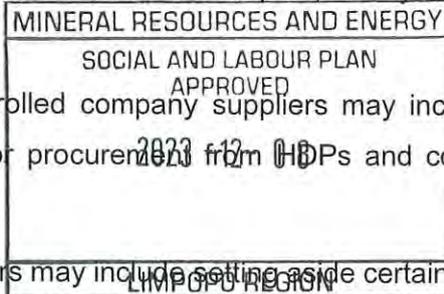
### 3.10.1. INTRODUCTION AND BACKGROUND

The Marula Procurement Plan is fully committed to the spirit and intent of the objectives advocated by the Mineral and Petroleum Resources Development Act (MPRDA) and the Mining Charter regarding the transformation of its procurement practices. Furthermore, Marula Procurement supports the values and principles propagated in the Implats Group Procurement Strategy stating that procurement will “continuously seek, identify, develop, and promote suitable historically disadvantaged enterprises and individuals through sustainable and meaningful procurement programmes.” This commitment finds expression in continuous efforts to improve on Qualifying Small Enterprise (QSE) / Exempted Micro Enterprise (EME) and local SMME spend targets set.

Although 2018 Mining Charter has set aside a number of its provisions which contained a prescriptive requirements and sanctions for non-compliance, Marula Platinum Mine has resolved to continue implementing a comprehensive preferential procurement programme aimed at empowering qualifying QSE/EME entities as part of its normal procurement activities. Subject to Marula procurement policies and procedures, preference will be given to tier 1 (the four farms within the mine lease area) tier 2 (Fetakgomo-Tubatse local municipal area) and tier 3 (the Greater Sekhukhune district municipal area) respectively.

Marula’s approach to procurement is guided by the following four principles:

- a. To facilitate access to procurement activities resulting in greater Historical Disadvantaged Person(s) (HDP) participation and controlled company participation in mining-related industries;
- b. HDPs and controlled company suppliers will not be treated differently than the norm with regard to quality, price, safety standards, environmental impact, or any other commercial or technical requirements;
- c. Support for small HDP(s) and controlled company suppliers may include setting aside certain tenders, in part or in whole, for procurement from HDPs and controlled company suppliers only;
- d. Support for women and youth suppliers may include setting aside certain tenders, in part or in whole, for procurement from women and youth suppliers only.

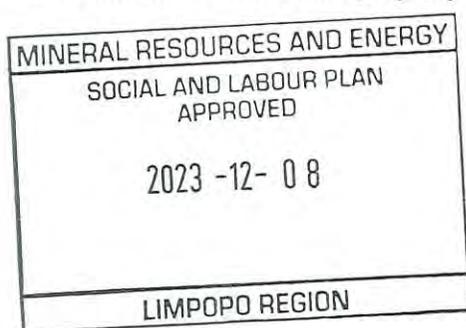


The mine is committed to reporting against the set procurement and enterprise development targets of the Mining Charter for the South African Mining and Minerals Industry. The mine has undertaken a thorough assessment to determine and commit to the below-mentioned procurement targets which will be complied to within a period of five (5) years.

Table 3.10. Procurement Plan Targets

Mining Charter Supplier Categories	MC Target %	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>South African Manufactured Goods</b>	<b>70</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>
Historically Disadvantaged Persons Owned and Controlled	21	20.00%	20.00%	20.00%	20.00%	20.00%
Women Owned and Controlled	5	4.00%	4.00%	4.00%	4.00%	4.00%
Youth Owned and Controlled		1.00%	1.00%	1.00%	1.00%	1.00%
BEE Compliant	5	35.00%	35.00%	35.00%	35.00%	35.00%
<b>Services</b>	<b>80</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>	<b>60.00%</b>
Historically Disadvantaged Persons Owned and Controlled	50	20.00%	20.00%	20.00%	20.00%	20.00%
Women Owned and Controlled	15	4.00%	4.00%	4.00%	4.00%	4.00%
Youth Owned and Controlled	5	1.00%	1.00%	1.00%	1.00%	1.00%
BEE Compliant	10	35.00%	35.00%	35.00%	35.00%	35.00%

Marula has entrenched preferential procurement as a business imperative. It is Marula's aim to continuously improve on preferential procurement. The procurement team embraces the underlying objectives of the SLP. A full list of all suppliers based on the Form T is available at the mine.



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### 3.11. COMMUNITY DEVELOPMENT FINANCIAL PROVISION

Table 3.11. Financial provision for LED projects

LOCAL ECONOMIC DEVELOPMENT	PROJECT COMPLETION DATE	2023	2024	2025	2026	2027	TOTAL 2023-2027
Construction of Pavement Roads in Diphale, Madikane and Magabaneng	Dec-27	R0,00	R6 674 025,00	R9 613 223,75	R15 145 385,00	R15 145 385,00	R46 578 018,75
Construction of a bridge with a connecting road in Ga-Manyaka	Dec-27	R0,00	R1 950 400,00	R508 300,00	R13 282 500,00	R20 470 000,00	R36 211 200,00
Construction of a Community & Skills Development Centre in Ga-Mashishi	Dec-27	R0,00	R1 000 445,49	R1 506 436,00	R3 404 166,55	R3 404 166,55	R9 315 214,59
Expansion of Makopi Secondary School with 4 additional classrooms	Dec-27	R0,00	R595 460,17	R1 103 536,24	R1 705 144,83	R1 705 144,83	R5 109 286,08
Demolishing & Rebuilding of 8 classrooms at Diketepe Primary School	Dec-27	R0,00	R1 013 338,24	R1 995 341,60	R2 728 593,05	R2 728 593,05	R8 465 865,95
Construction of Madikane Community Hall	Dec-27	R0,00	R537 030,45	R435 422,49	R1 812 186,82	R1 812 186,82	R4 596 826,58
Installation of Apollo lights in Ga-Mahlokwane and Seuwe	Dec-27	R0,00	R452 553,75	R1 048 368,75	R1 048 368,75	R1 048 368,75	R3 597 660,00
Construction of a Business & Skills Development Centre in Magabaneng	Dec-27	R0,00	R593 147,12	R549 624,79	R2 003 507,03	R2 003 507,03	R5 149 785,96
<b>BUDGET TOTALS</b>		<b>R0,00</b>	<b>R12 816 400,22</b>	<b>R16 760 253,63</b>	<b>R41 129 852,03</b>	<b>R48 317 352,03</b>	<b>R119 023 857,90</b>

# SECTION FOUR: DOWNSCALING AND RETRENCHMENTS

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## 4.1. OVERVIEW & OBJECTIVES

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

The fundamental objectives of the plans to be initiated for the life of the mine (LoM) are in line with the ethos of the Department of Labour's 'Social Plan' as well as the Mineral Resources and Petroleum Development Act 28 of 2002 and include:

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

Marula Platinum Mine has an approved LoM plan which is estimated to deliver 250k Platinum Group Metals (PGE) ounces per year up to 2047. For this reason, there are no large-scale downscaling and retrenchments envisioned for the SLP period. Although Marula does not foresee downscaling

possibilities in the coming few years, the mine is investing effort in implementing the required mitigations to prevent loss of income for its employees.

The Marula Platinum Mine retrenchment and downscaling strategy is aligned with the legislation that governs this process (LRA 66 of 1995). The following bodies, legislation, and guidelines will be consulted and taken into consideration whenever retrenchments and downscaling are under consideration:

- The Department of Labour (DoEL);
- The Commission for Conciliation, Mediation and Arbitration (CCMA);
- The Labour Relations Act 66 of 1995 (LRA);
- Mineral Resources and Petroleum Development Act 28 of 2002;
- Declaration of the Presidential Jobs Summit, October 1998.

As required, the company's downscaling and retrenchment strategy will include the sections set out below.



## 4.2. FUTURE FORUM

### 4.2.1. Establishment of the Future Forum

The Marula Platinum Mine Future Forum (FF) is constituted as The Social and Labour Plans Future Forum and consisting of the following role players:

- Up to seven (7) representatives from organised labour (recognised trade unions or associations);
- Up to six (6) management representatives as determined by the General Manager of Marula Platinum Mine which includes but is not limited to management representatives in the areas of Human Resources (including training and development, community and social investment etc.), operations, and finance;
- Two (2) Representatives of Marula Platinum Mine's BEE Partners;
- Representatives of local councils/government or two representatives of a Marula established and/or recognised coordinating body for representatives of host communities.

### 4.2.2. Role of the Future Forum

The Future Forums will continue to meet on a regular basis throughout the life of the operations to develop, implement, and communicate strategies and plans to prevent or otherwise deal with major downscaling or closure of the operations. The frequency of meetings will be increased if there are critical issues that need to be addressed urgently.

The agenda for the Future Forums includes but is not limited to:

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

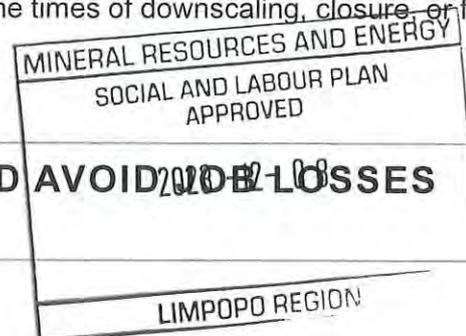
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### **4.3. MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT**

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#### **4.3.1. Undertaking**

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



## 4.3.2. Strategic Plan

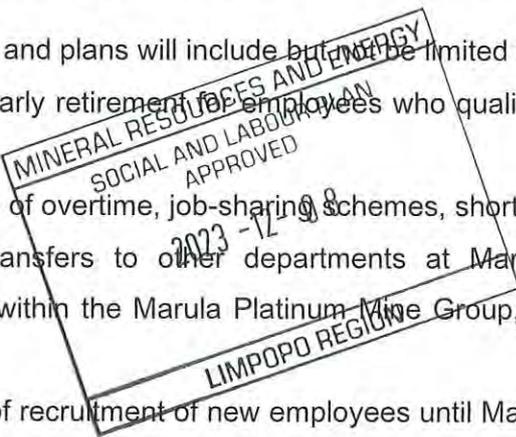
### 4.3.2.1. Communication and Planning through the Future Forum

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

### 4.3.2.2. Potential Strategies and plans to avoid job losses

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

- Voluntary early retirement for employees who qualify in terms of relevant provident/pension funds rules.
- Suspension of overtime, job-sharing schemes, short and extended leave.
- Potential transfers to other departments at Marula Platinum Mine/Refineries or other operations within the Marula Platinum Mine Group, with the provision of suitable training if required.
- Cessation of recruitment of new employees until Marula Platinum Mine have attempted to fill vacant positions from internal.
- Where relevant and viable, cessation of the employment of temporary employees and/or contractors.
- Where closure or downscaling is envisaged, a critical review of every position that becomes vacant through resignation, retirement, death, or dismissal in the period leading up to the downscaling or closure before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment.
- Ongoing accredited mining-related training during the life of the operations to equip employees with alternative skills to remain economically active in the event of retrenchment.
- Continuous effort by Marula Platinum Mine during the life of the mine to ensure its sustainability through the constant revision of its business plans and capital project investments in line with the economic environment and market-related dimensions in which it operates. The on-going business development process will directly assist job security for the workforce at the operations.



- On-going support of sustainable development projects provided by Marula Platinum Mine through its Local Economic Development programmes (Section 3.3) within the labour source communities and further assistance in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible (Section 3.6), combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

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

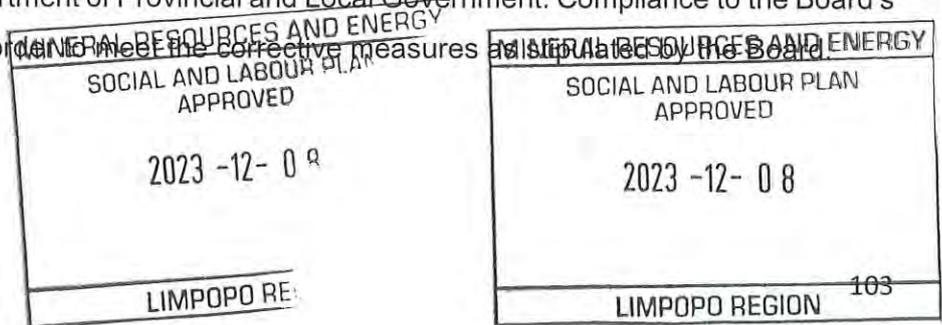
The implementation of Section 189 and 189 (A) of the Labour Relations Act will become relevant if the Future Forum’s consultation strategies and plans have been exhausted, job losses cannot be avoided, and retrenchment is contemplated.

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

- Ensure subscription to the universally accepted principles of fair retrenchment by incorporating consultation and negotiations with the elected worker representatives at the mine;
- Complying with collective agreements between organized labour and the company;
- Disclosing all relevant information; and
- Implementing measures to avoid or minimize dismissals as set out in the collective agreement.

**4.4.2.5. Notification of Government Authorities**

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



#### 4.4.2.6. Compliance with Ministerial Directive

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

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

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#### 4.4.1. Undertaking

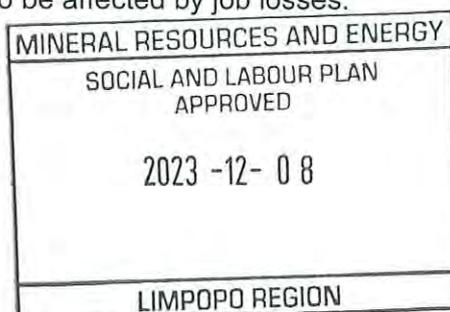
In compliance with Section 52 (1) of the Act, a comprehensive consultation process will be undertaken at the Future Forum should the profit-revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce (or more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

#### 4.4.2. Strategic Plan

##### 4.4.2.1. Communication and Planning through the Future Forum

An extensive consultation process will be undertaken through the Future Forum where strategic initiatives and plans recommended by the forum are not successful in avoiding job losses. In instances where job losses cannot be avoided, the Future Forum will discuss and recommend strategic plans to be examined as well as alternative solutions to create job security for affected employees.

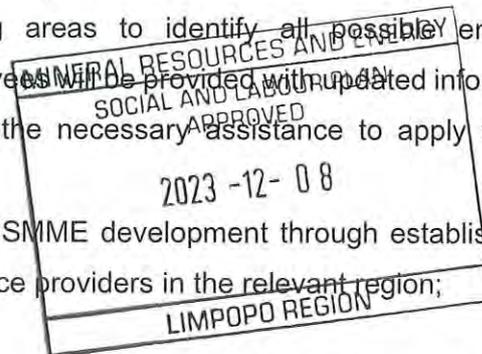
- The Future Forum will assess the economic and other conditions that could result in job losses and discuss the number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss strategies and action plans that will be implemented to create job security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



#### 4.4.2.2. Alternative solutions and strategies to create job security

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

- Determining ways to minimize the number of employees who are likely to be affected by the contemplated retrenchment.
- Increasing the number of employees to be trained in line with the number of employees who are likely to be retrenched. The content of the training will be determined after extensive analysis of skills needed within the operational area, labour sending areas, as well as the country as a whole. This will ensure that employees receive training in areas where they are likely to secure employment if retrenched. The fundamental objective is to ensure that retrenched employees are provided with the necessary training to remain economically active if retrenched.
- Critically reviewing every position where closure or downscaling is envisaged that becomes vacant through resignation, retirement, death, or dismissal in the period leading up to the downscaling or closure before the position is filled to allow for natural attrition of employees thereby minimizing job losses and retrenchment.
- Designing the Local Economic Development programmes which are to be implemented as part of the SLP (Section 3) to create long-term and sustainable businesses and economic activities which are not reliant on mining activities.
- The company liaising with the Department of Employment and Labour and other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.
- Providing assistance for entrepreneurs and SMME development through established small business centres and other appropriate service providers in the relevant region;



The Human Resources Development Programme (as outlined in Section 2) will ensure that employees receive training in accredited and certified skills.

To ensure alternative solutions to retrenchments are in place, the company has established a Future Forum, which keeps its focus on the company's realities and its projected life of mine.

There are no large-scale downscaling and retrenchments envisioned for the near future. As committed, the company will continue to place the committed amount in a social fund to be secured for future use if and when downscaling and retrenchments should take place.

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## 4.5. MANAGEMENT OF RETRENCHMENTS

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### 4.5.1. Undertaking

Should it be impossible to prevent job losses, Marula Platinum Mine will follow a process consisting of, but not limited to, the following:

- Consultation.
- Communication of possible retrenchments.
- Notification of the Minerals and Mining Development Board.
- Implementing Section 189 of the Labour Relations Act, 1995.

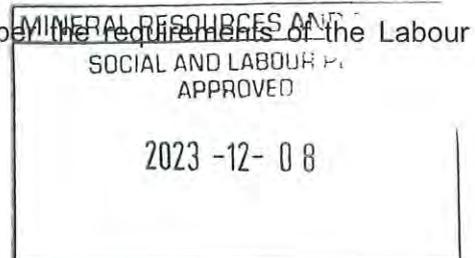
### 4.5.2. Strategic Plan

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

#### 4.5.2.1. Consultation

In carrying out a constructive consultation process, Marula Platinum Mine undertakes to:

- Consult with all parties as required by trade union agreements;
- Consult with affected employees or groups;
- Seek and attempt to reach consensus with consulting parties on appropriate measures to avoid dismissals, minimise dismissals, change timing of dismissals, and mitigate the adverse effects of dismissals;
- Seek and attempt to reach consensus with consulting parties on the method for selecting employees to be dismissed and the severance packages for those employees; and
- Provide consulting parties with written information as per the requirements of the Labour Relations Act.



#### 4.5.2.2. Communication of possible retrenchments

An extensive communication strategy will be implemented when retrenchments are inevitable after discussion and agreement at the Future Forum.

- Employees will be informed of possible retrenchments through sessions with senior management.
- Continuous information sessions will be in place to address employees when retrenchments may come into effect.

- The following information will be communicated to the employees:
  - Reasons for the contemplated retrenchments;
  - Strategic plans implemented by the Future Forum to avoid and minimise job losses;
  - The number of employees likely to be affected by the retrenchments;
  - Details of the expandable skills programmes and how these can be accessed;
  - Alternative employment opportunities available to employees that may be retrenched;
  - The timing of the retrenchments and severance packages that will be paid to employees;
  - Assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment; and
  - Any additional assistance that will be provided to employees.
- Informing other affected parties like labour sending areas and municipalities of possible retrenchments at the mine through the Future Forum.

#### 4.5.2.3. Notify Minerals and Mining Development Board

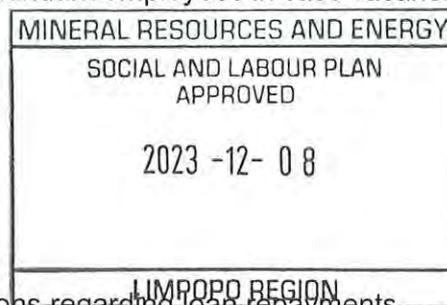
The Minerals and Mining Development Board will be notified as required by Section 52(1) (a) of the MPRDA, where retrenchment of 500 employees or 10% of the labour force, whichever is fewer, is to take place in any 12-month period; and to the Minister of Labour if retrenchment of 500 employees or 10% of the workforce, whichever is greater, is contemplated. Ministerial directives will be complied with.

#### 4.5.2.4. Implement Section 189 of the Labour Relations Act, 1995.

In the event of downscaling and retrenchments occurring, consultation with employees will be effected in accordance with section 189 of the Labour Relations Act (66) of 1995, as amended (LRA), and any collective agreement that exists (refer to section on consultation process).

Mechanisms to be put in place where job losses cannot be avoided include:

- Keeping a list of names and contact details of redundant employees in case vacancies should become available.
- Compiling CVs.
- Assisting with claims to the UIF.
- Writing of letters of reference.
- Assisting with employment agencies.
- Assisting with the notification of financial institutions regarding loan repayments.
- Awarding certificates of service.
- Transferring employees into lower paid positions.

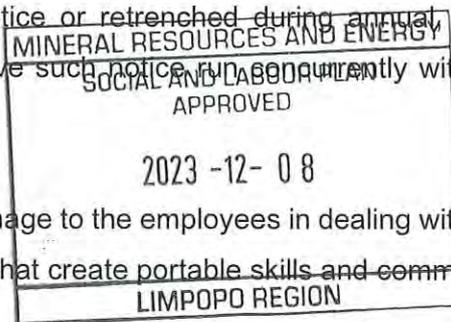


- Providing facilities for practical support assist in seeking alternative employment (i.e. fax, telephone, copiers).

It is the intention of Marula Platinum Mine to employ people with core skills in a sustainable manner. This will ensure that these people can be assured of employment through the up and down times of the business cycle.

Exceptions may be considered in the future policy as follows:

- Apprentices will not be retrenched before their contracts expire without the approval of the SETA. The contract may be transferred to another employer. Apprentices may be considered for employment in other posts until an appropriate post becomes available.
- Bursars, learner technicians, and other learner programmers: these employees will not be retrenched during their training programmes and will only be considered after completion of their studies according to merit and circumstances.
- No employee will be given notice or retrenched during annual sick, maternity, or family responsibility leave, neither have such notice run concurrently with any such leave, except sick leave.



The critical elements of minimizing damage to the employees in dealing with such a difficult issue are the ongoing consideration of activities that create portable skills and communication.

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

### **4.6.1. Undertaking**

Whilst the Human Resources and Local Economic Development programmes outlined in Section 2 and 3 of this document have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of operation, measures for managing the impact on the local communities and labour source communities at times of downscaling and closure will still be required.

This section outlines the mechanisms that will be utilized to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions, and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) to five (5) years prior to mine closure. As such this chapter

cannot provide the ultimate closure or post-closure plan for the operations in terms of the socio-economic impact. The very nature of rural and low-income communities dependent on the operations for a substantial period of time necessitates flexible and appropriate closure planning utilizing those community structures that exist at the time of closure. Knowledge of the socio-economic circumstances in the area at the time of closure is therefore currently impossible to predict.

## **4.6.2. Strategic Plan**

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

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

### **4.6.2.2. Communication with stakeholders**

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

### **4.6.2.3. Employee Assistant Programmes & Training Interventions**

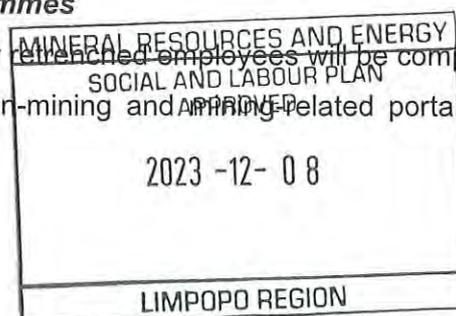
Marula Platinum Mine will implement employee assistance programmes (EAP) to offer support to affected employees where retrenchment or closure of the operation is certain. Employees who are retrenched will, where possible, practical, and reasonable, be offered basic life skills, financial life skills, and counselling services to ameliorate the effects of retrenchment. All these services will be available for a period set by the company and will be completely voluntary.

#### ***Comprehensive self-employment training programmes***

A self-employment training programme will be facilitated to assist employees with specific skills to form and start small businesses. Examples of training topics that can be included are business idea generation; business plans; feasibility; viability; finance and capital requirements; risk; financial plans; business premises, furniture and equipment; trade licenses; personnel and stock. This process will ensure that retrenched employees are more marketable and can capitalise on current and emerging employment or business opportunities that exist in the local labour and business environment.

#### ***Comprehensive training and re-employment programmes***

A comprehensive training and development program for retrenched employees will be compiled and conducted in line with the earlier undertakings for non-mining and mining-related portable skills



training. Through the effective implementation of Marula Platinum Mine's HRD plan, appropriate systems for creating employee mobility will be in place.

Retrenched employees will be assisted to find alternative employment with other companies. Employees will be allowed time off to go for job interviews, each worker will be issued with a letter of recommendation, and existing infrastructure (such as telephones, computers, internet, etc.) will be made available to workers to seek employment.

**Comprehensive portable skills development plan**

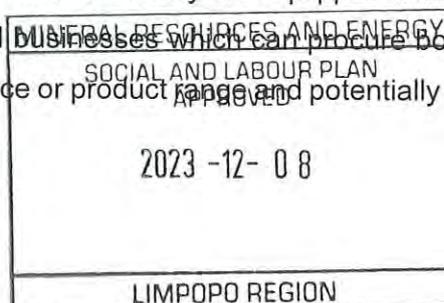
Marula Platinum Mine will implement portable skills training throughout the life of mine. As far as possible, an additional focus will be placed on the portable skills training programme before any downscaling event. This will ensure that the portable skills are usable at the time the employee exits the company. It will also facilitate a smooth transition into other industries or self-employment and will ensure improvement of income capacity after the downscaling event. Employees will have the opportunity to stipulate their training needs concerning re-skilling with portable skills should retrenchment or closure occur.

Table 4.1. Portable Skills Training

PORTABLE SKILLS TRAINING	2023	2024	2025	2026	2027	TOTAL 2023-2027
Soft skills training	3	3	3	3	3	15
Others (Retirees and Incapacity)	15	15	15	15	15	75
<b>TOTALS</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>90</b>
<b>BUDGET</b>	<b>R190 800</b>	<b>R198 900</b>	<b>R207 900</b>	<b>R216 900</b>	<b>R225 900</b>	<b>R1 040 400</b>

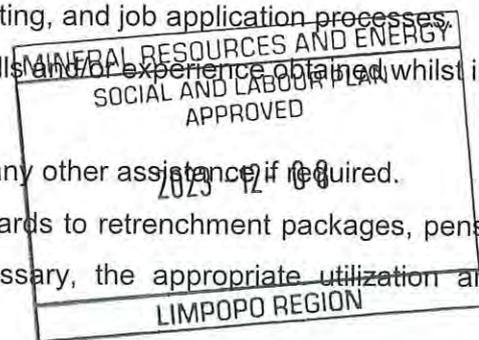
**4.6.2.4. Strategic Plans for Managing the Social and Economic Impact**

As with the Human Resource Development Programme at Marula Platinum Mine, the Local Economic Development Programme (Section 3.2) will be implemented throughout the life of the operations with a key objective of ensuring any corporate social intervention and LED assistance provided will be sustainable and will benefit the target communities after the closure of the mine. The same is true for involvement with local service and goods providers through the Procurement Progression Plan (Section 3.5). Every effort will be made, during the life of the operations, to facilitate training amongst local entrepreneurs who supply goods or services to ensure they are equipped with the appropriate business management skills to run effective small businesses which can procure both to other local mining operations but may also diversify their service or product range and potentially procure to other non-mining industries.



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

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



**Projects earmarked for absorbing retrenched employees**

To stimulate job creation in the surrounding areas, Marula Platinum Mine will consider the feasibility of initiation or expansion of rural development schemes and local development interventions that will foster job creation or economic activity at the Marula Platinum Mine and the surrounding communities.

If the Marula Platinum Mine is to close, projects will be set up in partnership with the local municipality prior to closure that and will ensure optimal sustainable land use for the land on which the mine is

situated. This will benefit both employees and community members to ensure that the area stays open to economic activity. Discussions will also be held with the municipality to determine the best use for infrastructure following closure.

#### 4.6.2.5. Post-Closure planning

Management strategies for the post-closure period will also be developed with the Future Forum within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. Ongoing consultation and advisory roles potentially facilitated through the Future Forum will be utilized to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and ongoing management role of local government and traditional leadership in this respect will be essential in this post-closure management process.

## 4.7. FINANCIALS

Marula Platinum Mine commits to a financial provision for downscaling and retrenchment at the time of mine closure. This fund will include both the cost of retrenchments, skills training costs, and any outstanding salaries due to employees (e.g. over-ride and leave days), as well as additional costs associated with the implementation of the Management of Downscaling and Retrenchment Plan as set out in the SLP.

Due to the extended Life of Mine of the operation, mine closure is not envisioned in the near future. However, during the life of mine, Marula Platinum Mine is committed to portable skills trainings for employees as per the set targets in table 4.1. above. These costs are accounted for in the table below, and not under the HRD tables in section 2.

The below table summarized the financial commitments for Portable Skills as committed above as par to the Downscaling and Retrenchment plan. Note an annual escalation has been incorporated in line with the Implats Group Standardised Escalations as follow: FY23 6.0%; FY24 4.5%; FY25 5.0%; FY26 5.0%; and FY27 5.0%.

Table 4.2. Financial provision for the Management of Downscaling and Retrenchments

DOWNSCALING	2023	2024	2025	2026	2027	TOTAL 2023-2027
Portable Skills	18	18	18	18	18	90
<b>TOTALS</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>90</b>
<b>BUDGET</b>	<b>R190,800</b>	<b>R198,900</b>	<b>R207,900</b>	<b>R216,900</b>	<b>R225,900</b>	<b>R1,040,400</b>

# SECTION FIVE: FINANCIAL PROVISION

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MINERAL RESOURCES AND ENERGY  
SOCIAL AND LABOUR PLAN  
APPROVED  
2023 -12- 0 8  
LIMPOPO REGION

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## 5.1. FINANCIAL PROVISION

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In terms of Section 23(1) (e) "*The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan*". This section intends to outline the manner in which Marula Platinum Mine aims to provide financially for each component of the Social & Labour Plan during the life of the mine.

The provisions have been made in the financial model to regulatory requirements pertinent to the operation. However, it should be noted that these assumptions are based on current business plans at Marula Platinum Mine Limited and the associated market and economic conditions surrounding the operations. Where changes in these assumptions are required, they will be reported on in the Annual SLP Report. If needed, Marula Platinum Mine will propose amendments as provided for in Regulations 44 and 45 of the Mineral and Petroleum resources Development Act, 2002 (Act 28 of 2002).

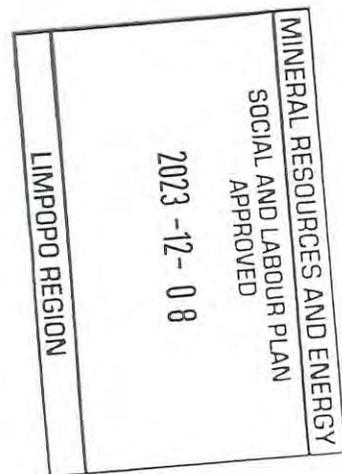
### 5.1.1. Financial Provision for HRD

Table 5.1 summarizes the financial provisions for Marula Platinum Mine SLP for the next five (5) years in respect of its Human Resource Development Plan. Note that the total training budget included in the SLP is not equivalent to 5% of its wage bill per annum, as there are additional trainings implemented which falls outside of the SLP. The company is however compliant with the Mining Charter requirements in this regard.



Table 5.1. Financial provision for Human Resource Development

HRD SUMMARY	2023	2024	2025	2026	2027	TOTAL 2023-2027
AET Plan	R2,685,828	R2,799,849	R2,926,539	R3,053,229	R3,179,919	<b>R14,645,364</b>
Learnerships Plan	R4,380,790	R55,208,724	R48,957,519	R46,276,847	R35,320,748	<b>R232,144,626</b>
Skills Development & Core Business Training	R898,088	R900,855	R941,617	R982,380	R1,023,143	<b>R4,746,082</b>
Bursary Plan	R3,127,000	R3,757,000	R3,832,000	R3,997,000	R4,167,000	<b>R18,880,000</b>
Internship and Work Experience Plan	R3,904,786	R1,414,196	R4,254,743	R4,438,931	R4,623,119	<b>R18,635,774</b>
<b>BUDGET TOTALS</b>	<b>R56,996,492</b>	<b>R64,080,623</b>	<b>R60,912,418</b>	<b>R58,748,386</b>	<b>R48,313,928</b>	<b>R289,051,846</b>



### 5.1.2. Financial Provision for LED

The table below shows a breakdown for the provision for Local Economic Development projects. Marula Platinum Mine aims to implement all project within outlined financial year timelines. The DMRE end date provides a date on which the mine will have concluded and communicated the project completion to DMRE.

Table 5.2. Financial provision for LED projects

LOCAL ECONOMIC DEVELOPMENT	DMRE END DATE	2023	2024	2025	2026	2027	TOTAL 2023-2027
Construction of Pavement Roads in Diphale, Madikane and Magabaneng	Dec-27	R0,00	R6 674 025,00	R9 613 223,75	R15 145 385,00	R15 145 385,00	<b>R46 578 018,75</b>
Construction of a bridge with a connecting road in Ga-Manyaka	Dec-27	R0,00	R1 950 400,00	R508 300,00	R13 282 500,00	R20 470 000,00	<b>R36 211 200,00</b>
Construction of a Community & Skills Development Centre in Ga-Mashishi	Dec-27	R0,00	R1 000 445,49	R1 506 436,00	R3 404 166,55	R3 404 166,55	<b>R9 315 214,59</b>
Expansion of Makopi Secondary School with 4 additional classrooms	Dec-27	R0,00	R595 460,17	R1 103 536,24	R1 705 144,83	R1 705 144,83	<b>R5 109 286,08</b>
Demolishing & Rebuilding of 8 classrooms at Diketepe Primary School	Dec-27	R0,00	R1 013 338,24	R1 995 341,60	R2 728 593,05	R2 728 593,05	<b>R8 465 865,95</b>
Construction of Madikane Community Hall	Dec-27	R0,00	R537 030,45	R435 422,49	R1 812 186,82	R1 812 186,82	<b>R4 596 826,58</b>
Installation of Apollo lights in Ga-Mahlokwane and Seuwe	Dec-27	R0,00	R452 553,75	R1 048 368,75	R1 048 368,75	R1 048 368,75	<b>R3 597 660,00</b>
Construction of a Business & Skills Development Centre in Magabaneng	Dec-27	R0,00	R593 147,12	R549 624,79	R2 003 507,03	R2 003 507,03	<b>R5 149 785,96</b>
<b>BUDGET TOTALS</b>		<b>R0,00</b>	<b>R12 816 400,22</b>	<b>R16 760 253,63</b>	<b>R41 129 852,03</b>	<b>R48 317 352,03</b>	<b>R119 023 857,90</b>

### 5.1.3. Financial Provision for the Management of Downscaling and Retrenchments

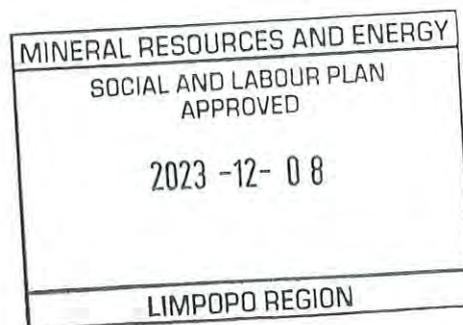
The table below shows a breakdown for the provision for the Management of Downscaling and Retrenchments.

Finance for the on-going core business training which facilitates mine-related portable skills training programmes (Section 2.4.3) will be provided from the annual Human Resources Development Budget for training and skills development at Marula Platinum Mine based on the skills required within the workforce on an annual basis and in line with the business plan. In addition, the mine will provide finance for non-mining related portable skills through a Portable Skills Fund throughout the Life of Mine.

At times of retrenchment, additional training will be allocated to each employee to facilitate the supply of the additional retrenchment management services undertaken by the mine as outlined in Section 4 of this document. This cost will be borne by Marula Platinum Mine through their SLP budget. This will take place over and above the retrenchment packages which will be developed in line with current legislation on retrenchment and through negotiations with the relevant employee representative bodies and/or unions as required.

Table 5.3. Financial provision for the Management of Downscaling and Retrenchments

DOWNSCALLING	2023	2024	2025	2026	2027	TOTAL 2023-2027
<b>Portable Skills</b>	R190,800	R198,900	R207,900	R216,900	R225,900	<b>R1,040,400</b>
<b>BUDGET TOTALS</b>	<b>R190,800</b>	<b>R198,900</b>	<b>R207,900</b>	<b>R216,900</b>	<b>R225,900</b>	<b>R1,040,400</b>

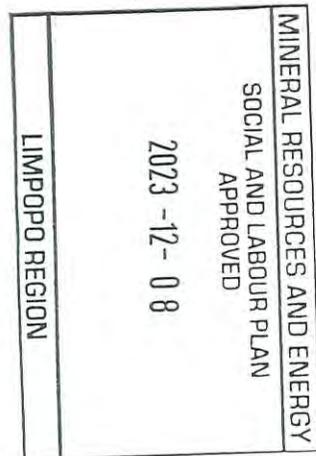


## 5.2. CONSOLIDATED FINANCIAL PROVISION FOR 2023-2027

The consolidated SLP financials per annum is set out in Table 5.4. below.

Table 5.4. Consolidated SLP financials per annum

FINAL PROVISION	2023	2024	2025	2026	2027	TOTAL 2023-2027
Human Resource Development	R56,996,492	R64,080,623	R60,912,418	R58,748,386	R48,313,928	R289,051,846
Local Economic Development	R0,00	R12 816 400,22	R16 760 253,63	R41 129 852,03	R48 317 352,03	R119 023 857,90
Downscaling and Retrenchments	R190,800	R198,900	R207,900	R216,900	R225,900	R1,040,400
<b>TOTALS</b>	<b>R56 996 682,80</b>	<b>R76 897 222,12</b>	<b>R77 672 879,53</b>	<b>R99 878 454,93</b>	<b>R96 631 505,93</b>	<b>R409 116 103,90</b>



# SECTION SIX: UNDERTAKING

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## 6.1. UNDERTAKING BY MARULA PLATINUM MINE

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I, **Themba Ngobeni** the undersigned and duly authorised thereto by **Marula Platinum (Pty) Ltd** (company) undertake to adhere to the information, requirements, commitments, and conditions as set out in the social and labour plan.

Signed at **Marula Platinum** on this **13<sup>th</sup>** day **October 2023**.

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



Designation: **General Manager**

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## 6.2. APPROVAL BY DEPARTMENT OF MINERAL RESOURCES

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**APPROVED**

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day \_\_\_\_\_ 2023.

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

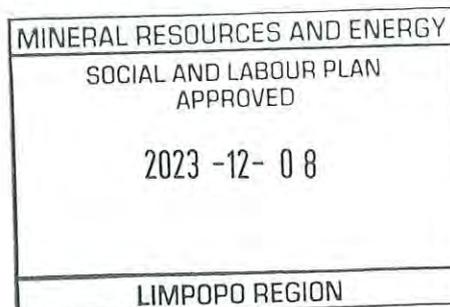
Designation \_\_\_\_\_

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## 6.3. COMMUNICATION TO EMPLOYEES AND STAKEHOLDERS

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



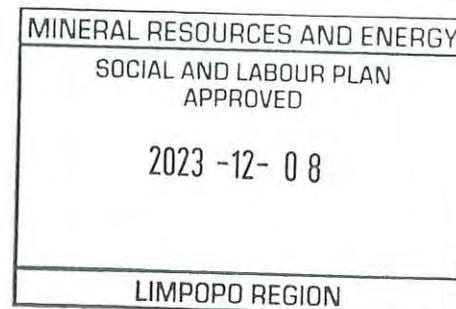
# MARULA PLATINUM MINE

## Social and Labour Plan (SLP)

2023 – 2027

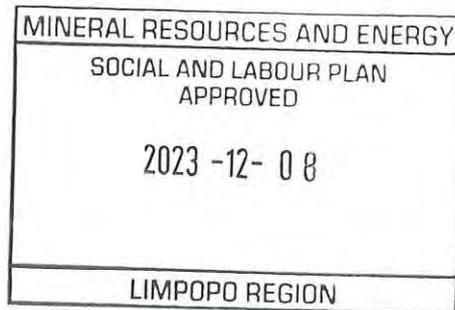
Submission date: 13 October 2023

## ANNEXURES



# ANNEXURE A

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## GEOGRAPHICAL ORIGINS OF EMPLOYEES

PROVINCE	LABOUR SENDING DISTRICT MUNICIPALITY	NO OF EMPLOYEES
	ALFRED NZO DISTRICT MUNICIPALITY	10
	BUFFALO CITY DISTRICT MUNICIPALITY	2
	AMATHOLE DISTRICT MUNICIPALITY	9
	CENTRAL KAROO DISTRICT MUNICIPALITY	1
	OR TAMBO DISTRICT MUNICIPALITY	25
	CHRIS HANI DISTRICT MUNICIPALITY	3
	NELSON MANDELA BAY METROPOLITAN	2
	JOE GQABI DISTRICT MUNICIPALITY	2
<b>EASTERN CAPE TOTAL</b>		54
	LEJWELEPUTSWA DISTRICT MUNICIPALITY	8
	MANGAUNG METROPOLITAN MUNICIPALITY	2
	THABO MOFUTSANYANA DISTRICT	3
	XHARIEP DISTRICT MUNICIPALITY	2
	FEZILE DABI DISTRICT MUNICIPALITY	22
<b>FREE STATE TOTAL</b>		37
	CITY OF TSHWANE METROPOLITAN MUNICIPALITY	9
	CITY OF JOHANNESBURG LOCAL MUNICIPALITY	1
	EKURHULENI METROPOLITAN MUNICIPALITY	4
	SEDIBENG DISTRICT MUNICIPALITY	3
	WEST RAND DISTRICT MUNICIPALITY	11
<b>GAUTENG TOTAL</b>		28
	HARRY GWALA DISTRICT MUNICIPALITY	2
	AMAJUBA DISTRICT MUNICIPALITY	1
	KING CETSHWAYO DISTRICT MUNICIPALITY	3
	MZINYATHI DISTRICT MUNICIPALITY	1
	ZULULAND DISTRICT MUNICIPALITY	3
	UGU DISTRICT MUNICIPALITY	1
	UTHEKELE DISTRICT MUNICIPALITY	1
	UMKHANYAKUDE DISTRICT MUNICIPALITY	1
<b>KWA ZULU NATAL TOTAL</b>		3
	MOPANI DISTRICT MUNICIPALITY	44
	CAPRICORN DISTRICT MUNICIPALITY	47
	SEKHUKHUNE DISTRICT MUNICIPALITY	2988
	VHEMBE DISTRICT MUNICIPALITY	10
	WATERBERG DISTRICT MUNICIPALITY	12
<b>LIMPOPO TOTAL</b>		3101
	BOHLABELA DISTRICT MUNICIPALITY	1
	EHLANZENI DISTRICT MUNICIPALITY	68
	NKANGALA DISTRICT MUNICIPALITY	3

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	GERT SIBANDE DISTRICT MUNICIPALITY	2
<b>MPUMALANGA TOTAL</b>		74
	BOJANALA DISTRICT MUNICIPALITY	16
	DR KENNETH KAUNDA DISTRICT MUNICIPALITY	5
	NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY	4
	DR RUTH SEGOMOTSI MOMPATI DISTRICT	1
<b>NORTH WEST TOTAL</b>		26
	GARDEN ROUTE DISTRICT	1
<b>WESTERN CAPE TOTAL</b>		1
	ZIMBABWE	2
<b>ZIMBABWE TOTAL</b>		2
	SWAZILAND	3
<b>SWAZILAND TOTAL</b>		3
	MOZAMBIQUE	22
<b>MOZAMBIQUE TOTAL</b>		22
	LESOTHO	4
<b>LESOTHO TOTAL</b>		4
<b>NOT INDICATED</b>	NOT INDICATED	64
<b>GRAND TOTAL</b>		3429

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# ANNEXURE B

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## MINE ACCREDITED TRAINING VENUES AND FACILITIES

Training Centre	Facilities available	Overall Capacity	Time Schedules Offered	Local Municipality	GPS Coordinates
Below surface	Mining Learners	40 Learners	2 years	Fetakgomo-Tubatse Municipality	S 24°30'10.1" E030°04'17.6"
Underground	Servicemen	08 Learners	1 year	Fetakgomo-Tubatse Municipality	S 24°30'10.1" E030°04'17.6"

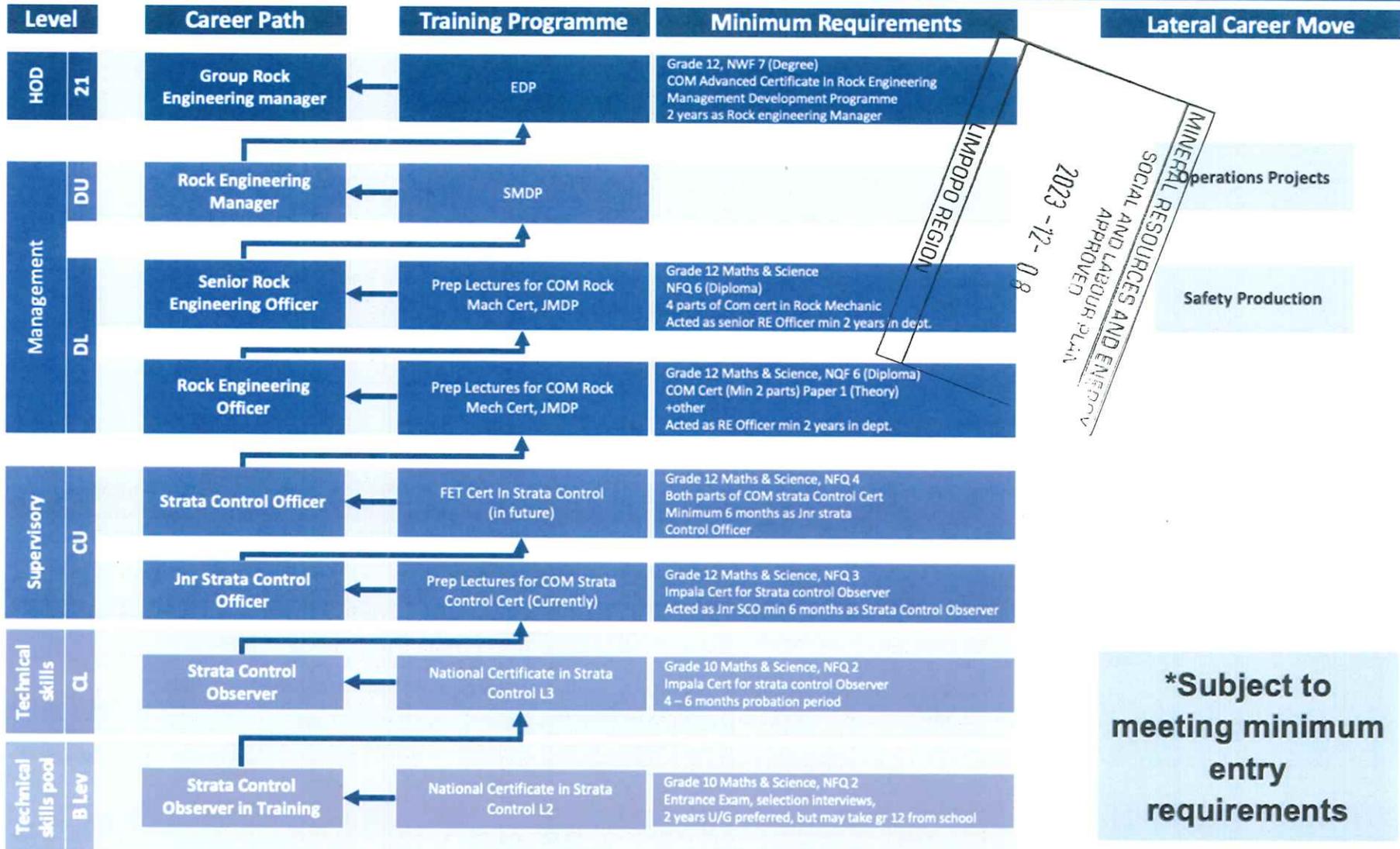
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# ANNEXURE C

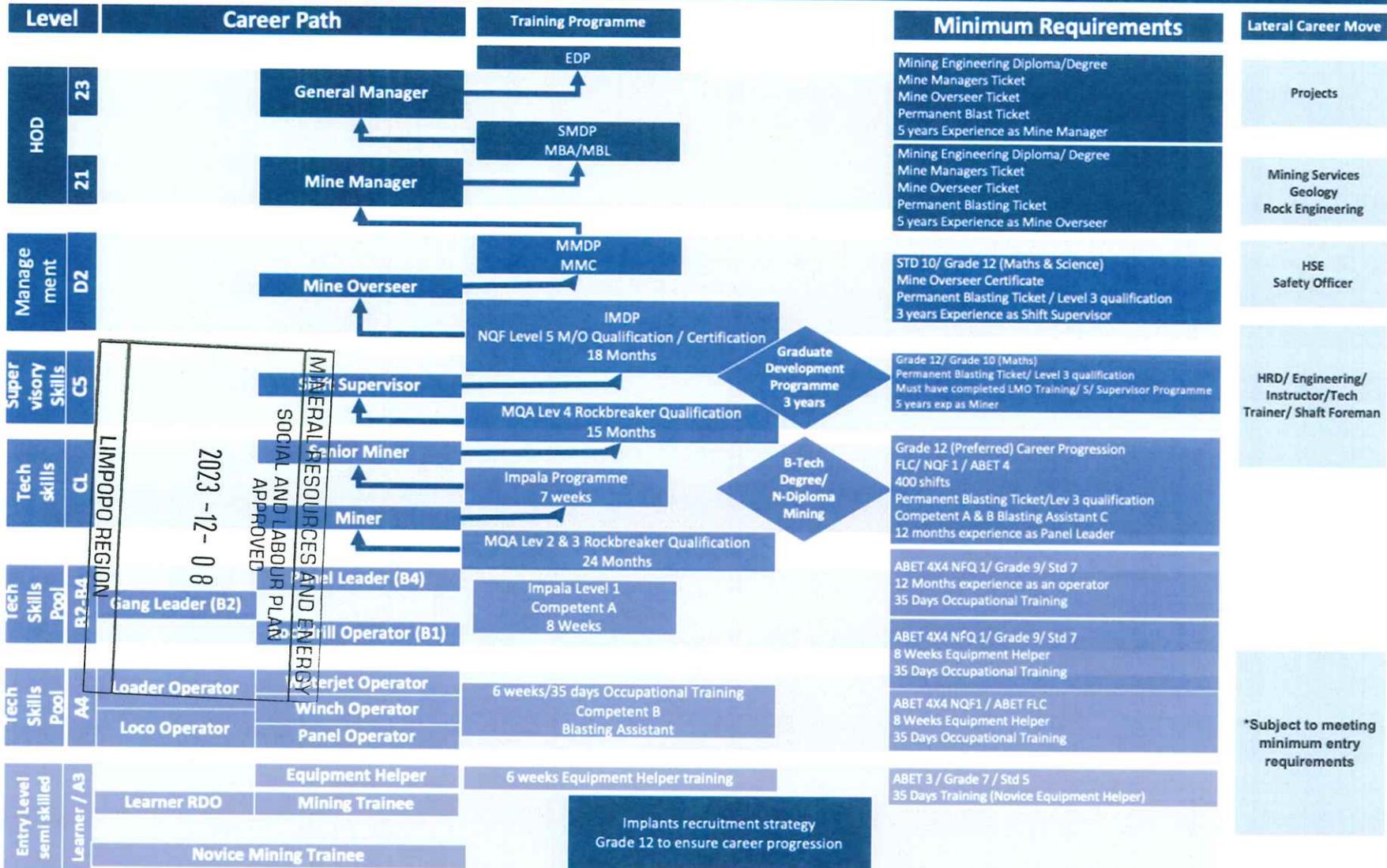
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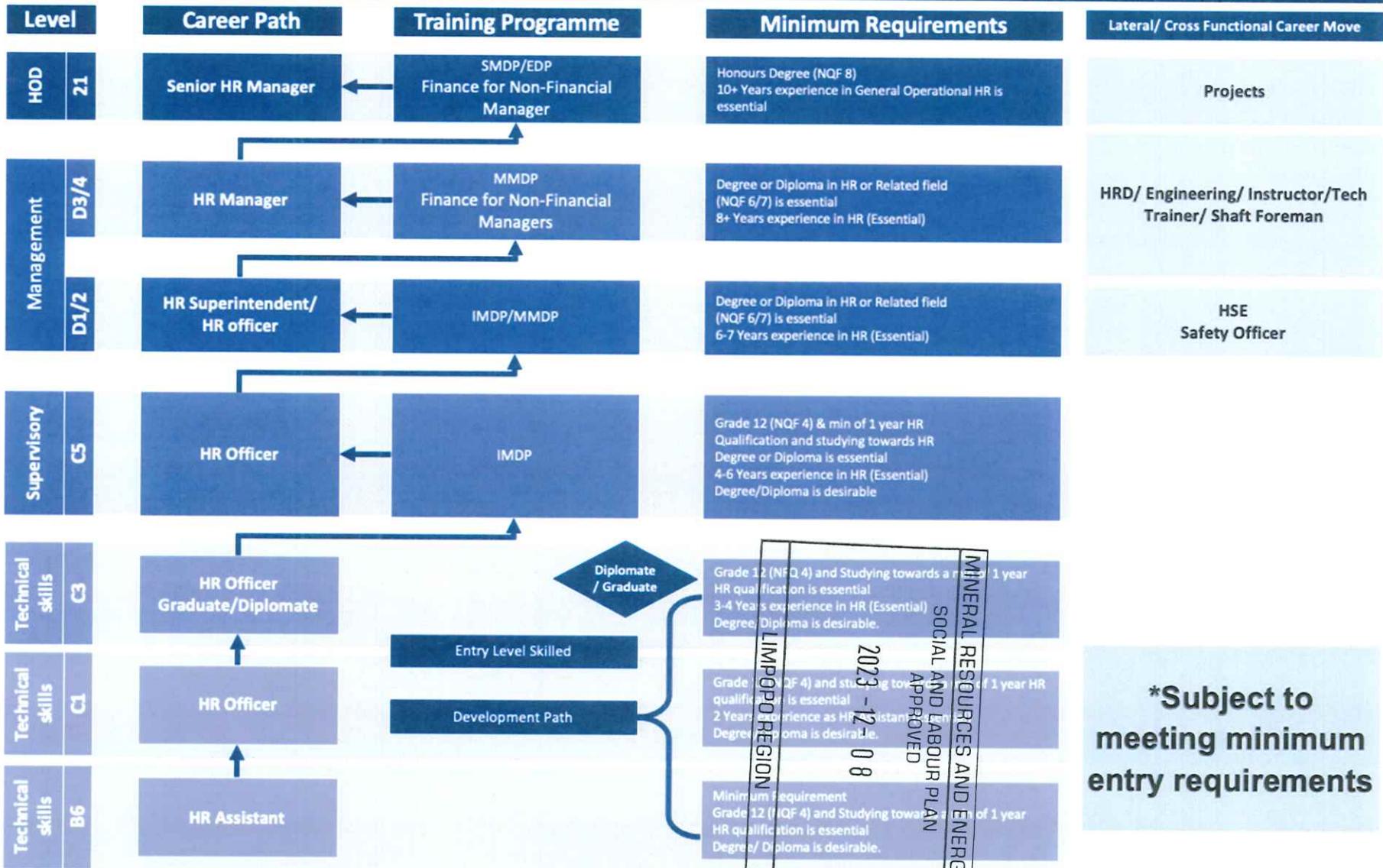
# ROCK ENGINEERING CAREER PATH



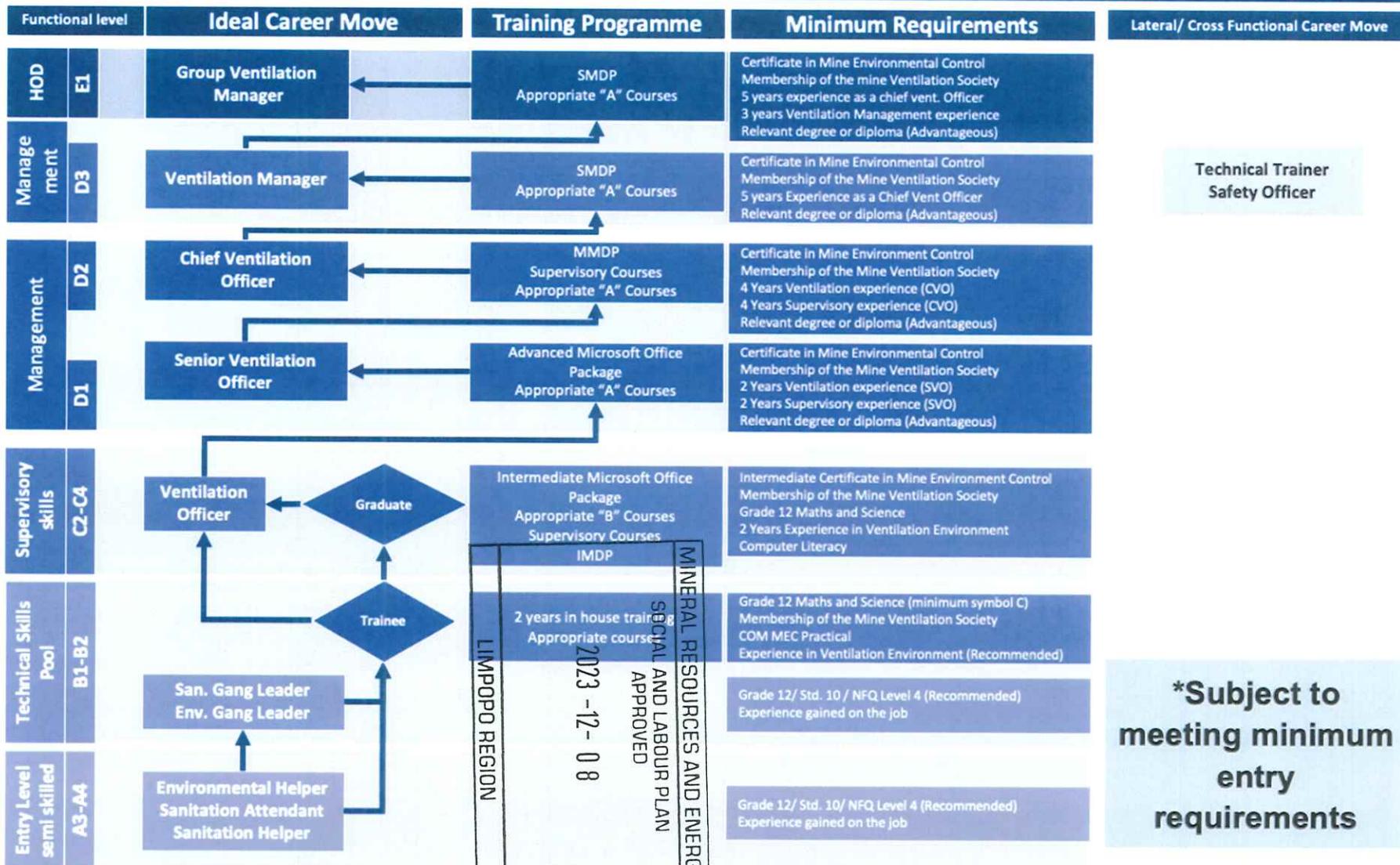
# MINING CAREER PATH



# HR CAREER PATH



# VENTILATION CAREER PATH



# PROCESSING (PRODUCTION) CAREER PATH

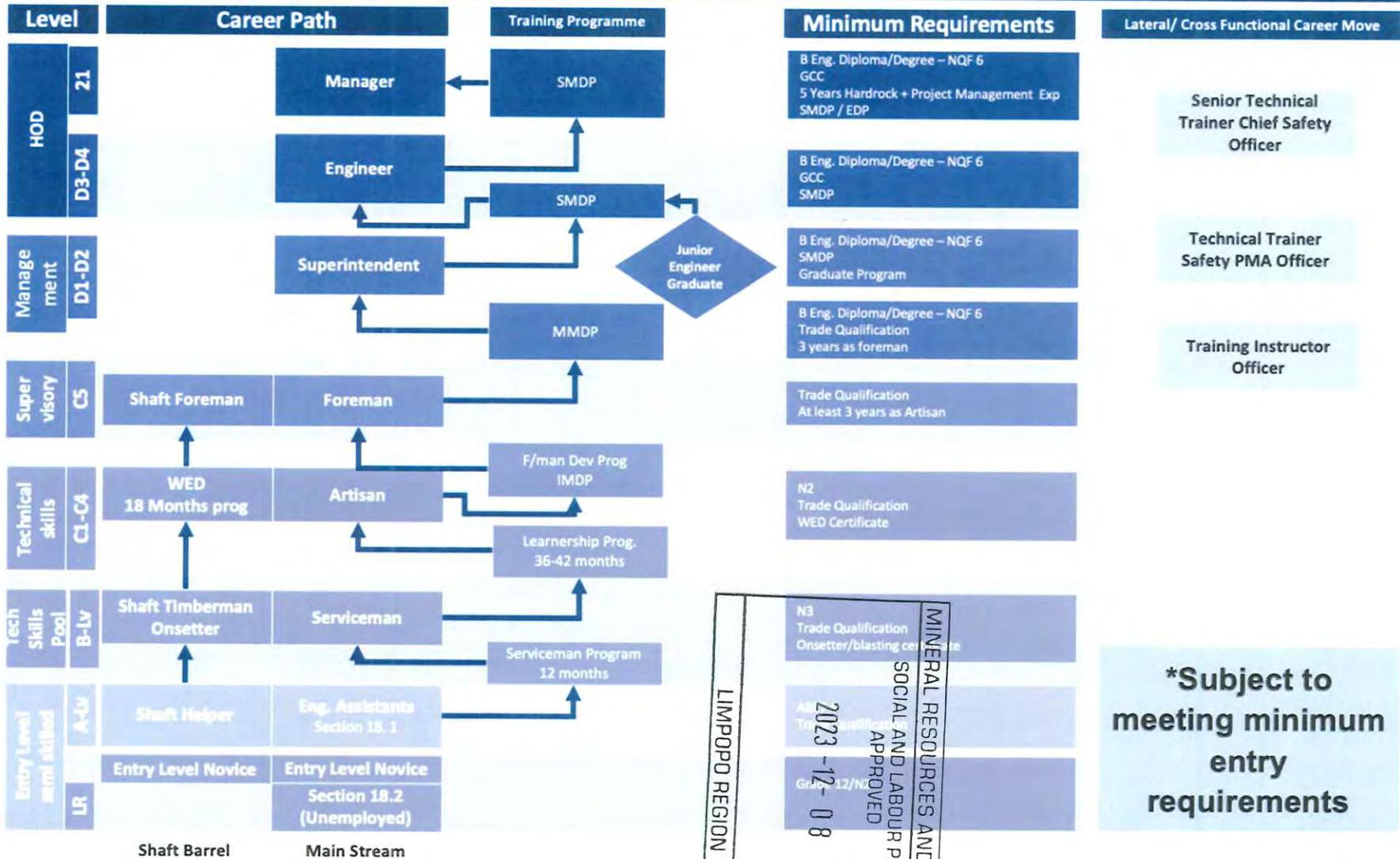
Level	Career Path		Training Programme	Minimum Requirements	Lateral/ Cross Functional Career Move	
	Production	Met/Chem				
HOD	22	Senior General Manager: Processing	EDP Senior Management Experience	Diploma/ Degree in Metallurgy or Chemical Engineering	Projects	
	22	Group Production Manager	EDP Senior Management Experience	Diploma/ Degree in Metallurgy or Chemical Engineering	Mining Services Geology Rock Engineering	
	21	Concentrator / Smelter Manager	Technical Manager	SMDP & 5 years. as Ops Manager 5 years experience as Met. Chem	Diploma/ Degree in Metallurgy or Chemical Engineering	HSE Safety Officer
	DU	Operations Manager	Senior Metallurgical Engineer	SMDP/ 5 years. exp as Plant Sup. 3 years exp as Met. Chem.	Diploma/ Degree in Metallurgy or Chemical Engineering	HRD/ Engineering/ Instructor/Tech Trainer/ Shaft Foreman
Management	DL	Plant Superintendent	Senior Metallurgist/ Metallurgical Engineer	IMPD/ 5 years. exp as foreman. 3 years exp as Metallurgist	Diploma/ Degree in Metallurgy or Chemical Engineering	
Supervisory	CU	Foreman	Graduate Metallurgist	5 Years exp as Plant foreman	Dip/Deg/B Tech in Metallurgy or Chemical Engineering	
Technical skills	DL	Plant Shift Leader	Diplomat Metallurgists	Entry level Skilled	Dip/Deg in Metallurgy or Chemical Engineering	
	CL					
Gen Skills	B-LV	Plant Operator	Plant Operator FDP	Process Training Unit Standard Training		
Entry Level semi skilled	A-LV	Plant Operator	Unit Standard Training Materials Handling	Process Training Unit Standard Training		
			Unit Standard Training Materials Handling	Grade 10 Maths and Science		



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**\*Subject to meeting minimum entry requirements**

# ENGINEERING CAREER PATH



# ANNEXURE D

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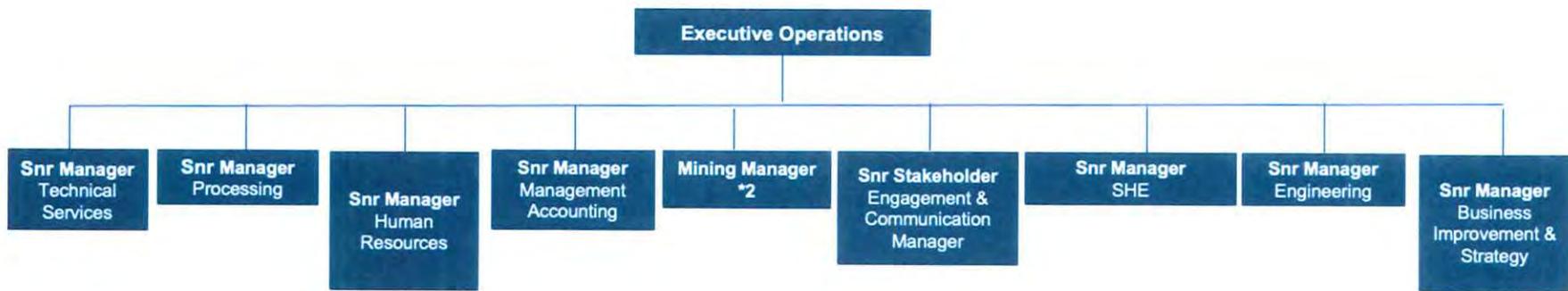
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# ORGANOGRAM

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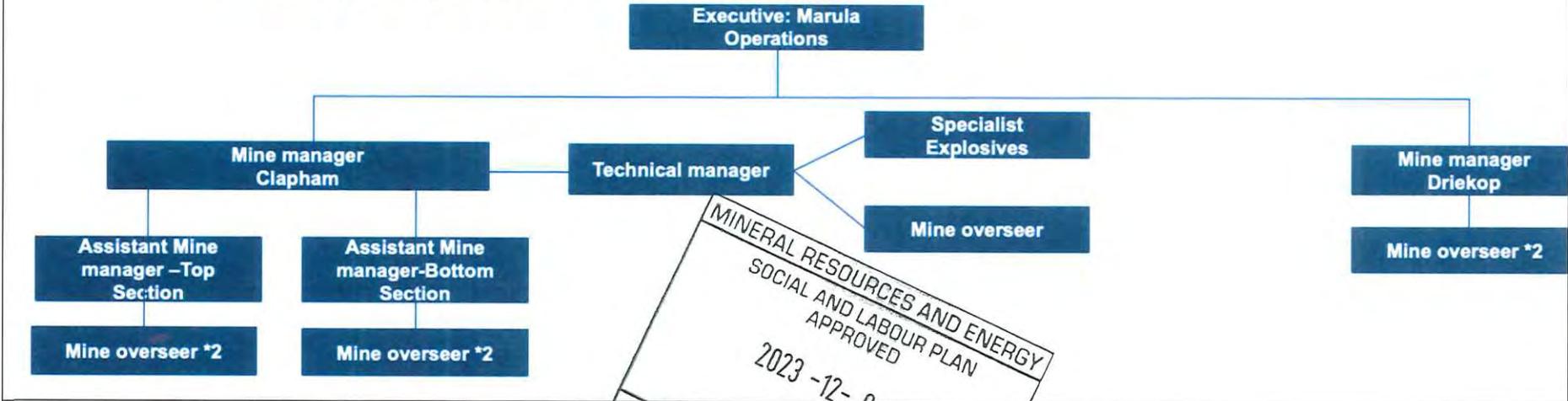
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# Senior Management Department



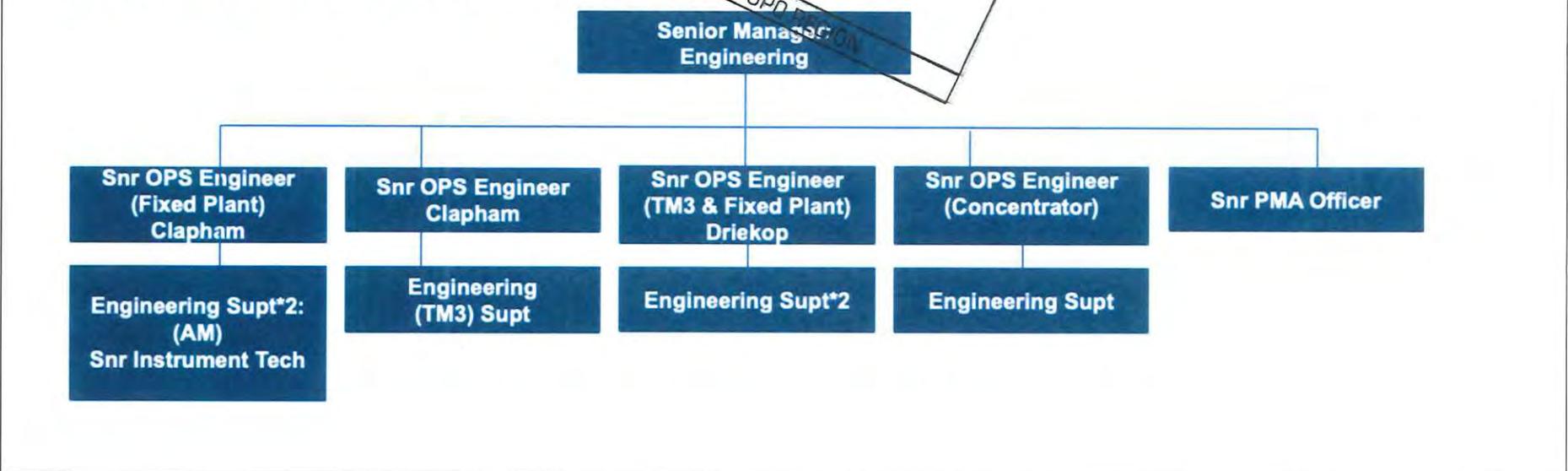
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# Mining Department

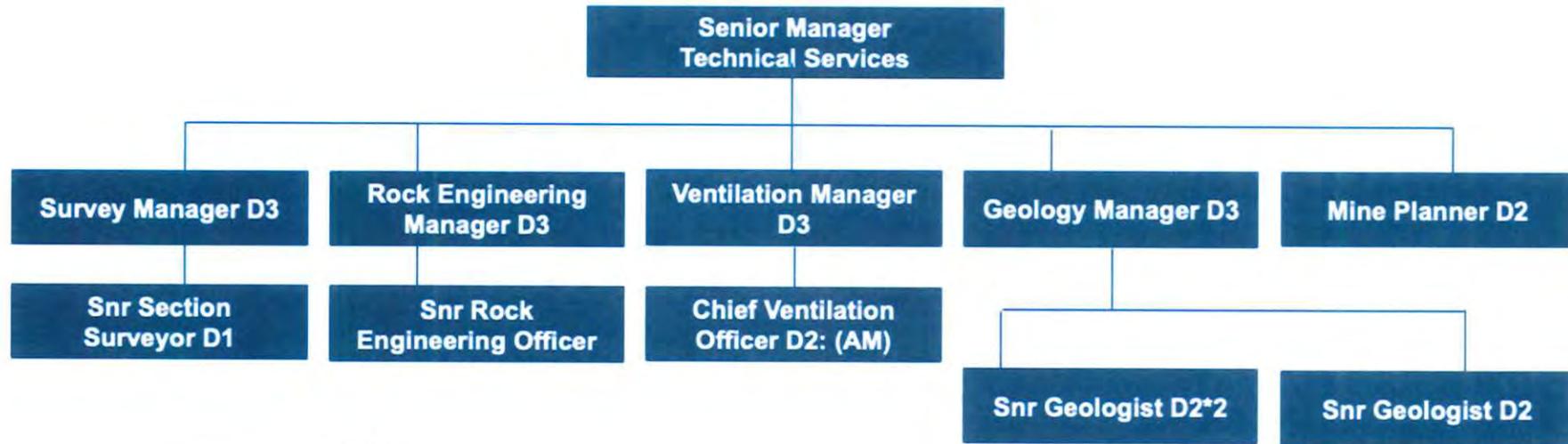


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# Engineering Department

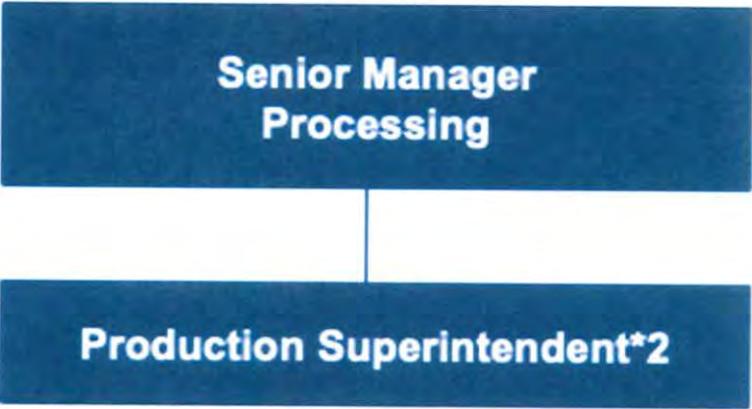


# Technical Services Department



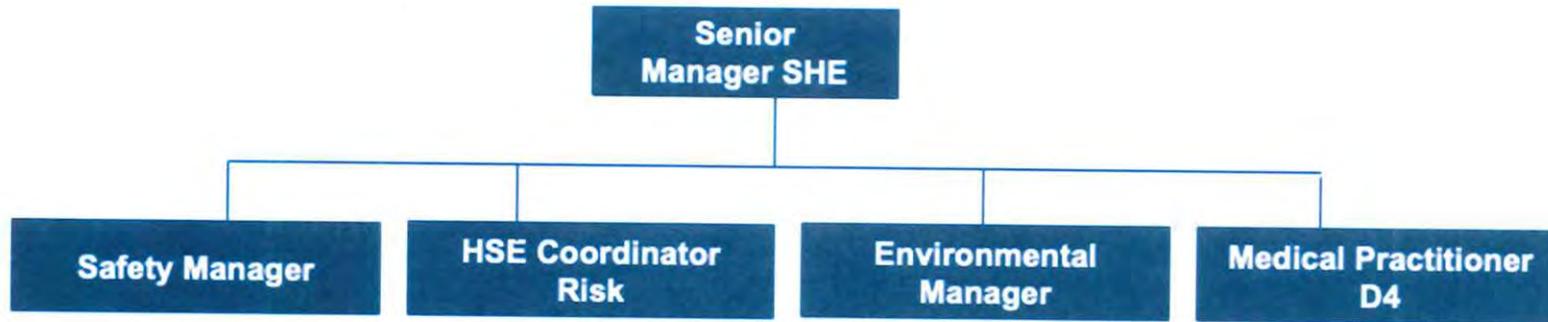
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# Productions Department

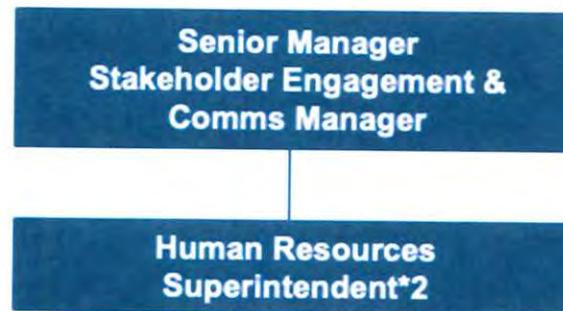


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# Safety Department

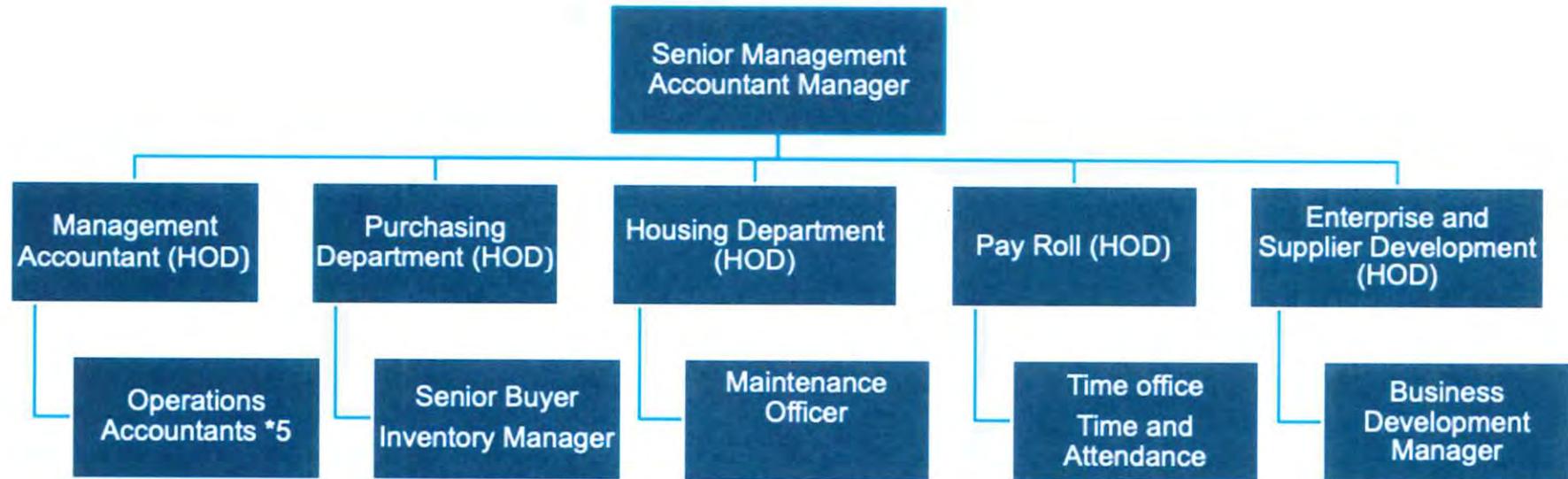


# Stakeholder Engagement Department



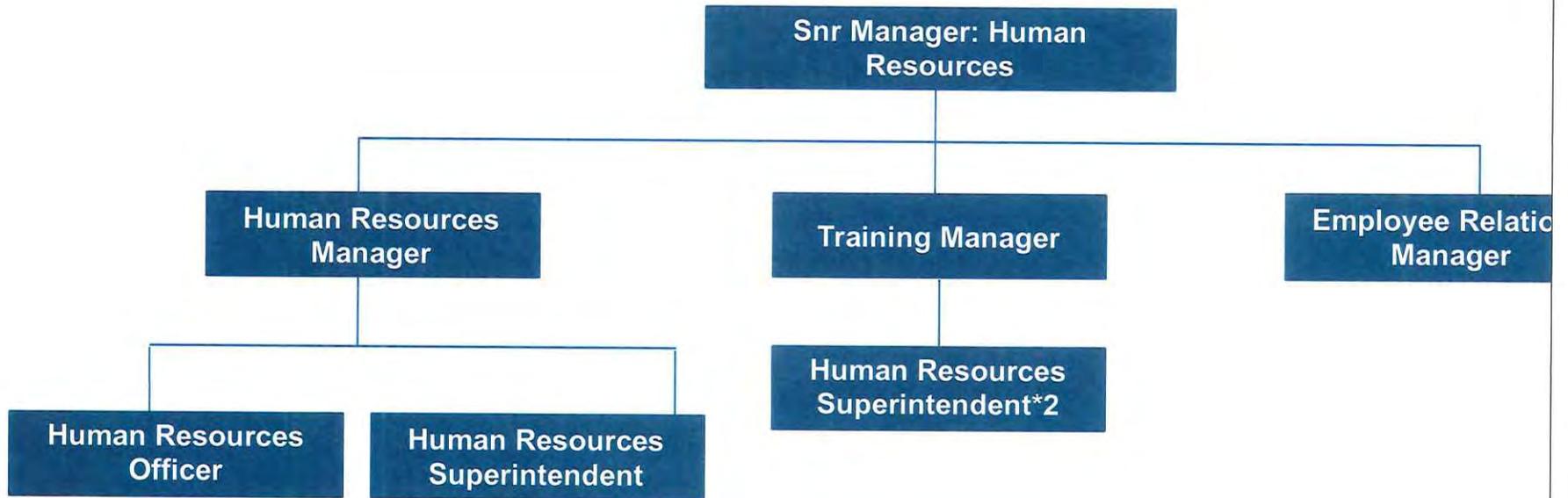
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# Finance Department



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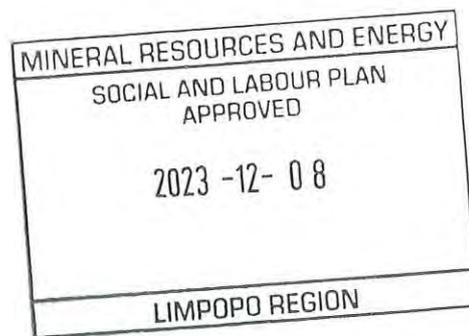
# Human Resources Department



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# ANNEXURE E

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# PUBLIC PARTICIPATION PORTFOLIO OF EVIDENCE

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2022

SLP 4  
PUBLIC PARTICIPATION

# INTERACTIVE COMMUNITY ENGAGEMENT

SUMMARY REPORT



MINERAL RESOURCES AND ENERGY  
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8. Conclusion

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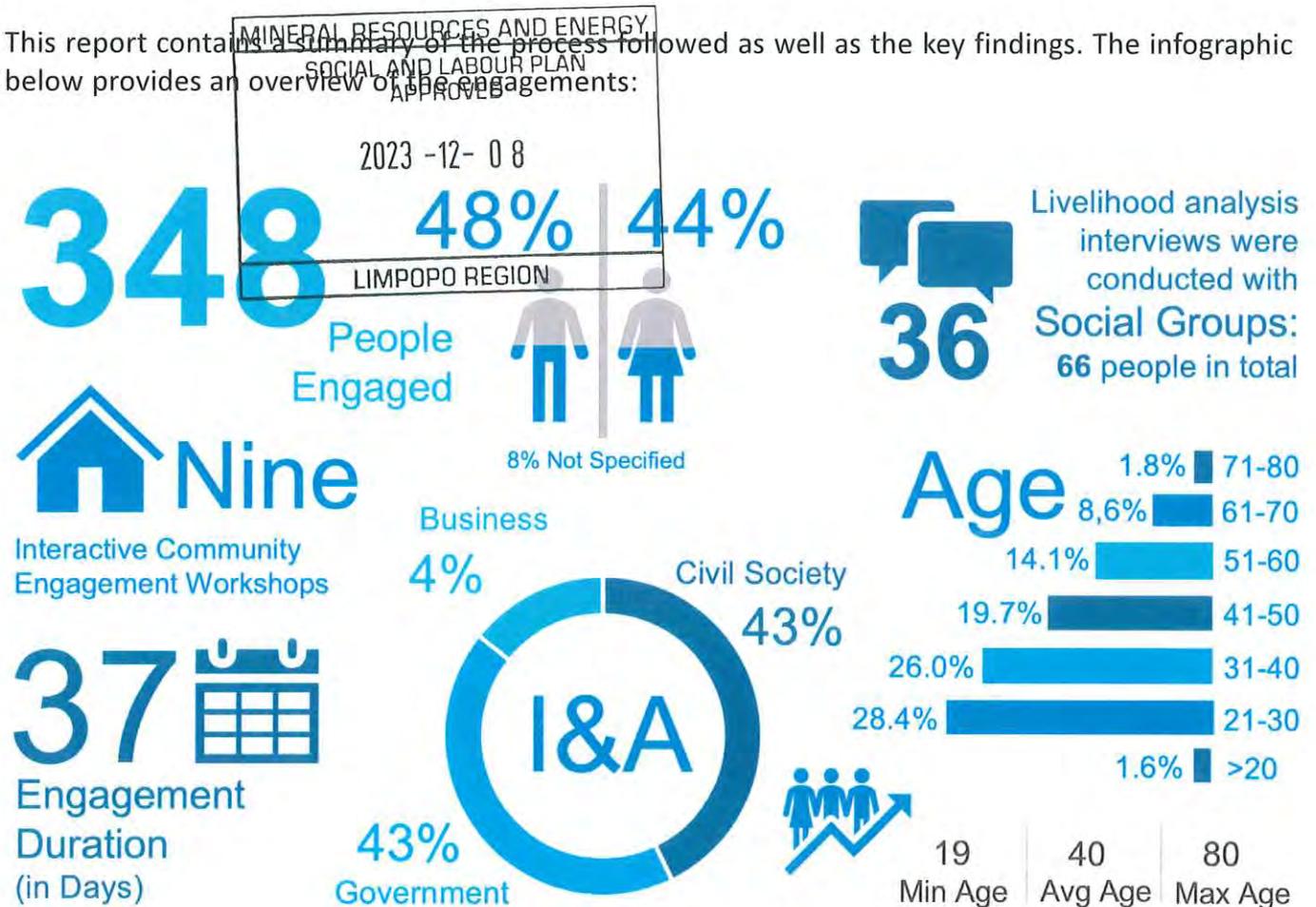


# 1. INTRODUCTION

Beulah Africa follows a people & community-centered approach in our public participation processes that leads to sustainable transformation to the lives of people and communities in Africa. As community development specialists, the focus is clear: to work “with the people” instead of drafting development plans as consultants “for the people”.

For this reason, Beulah Africa was consulted to assist Marula Platinum Mine in their public participation processes in relation to the Mines Social and Labour Plan 4 (SLP4) drafting. This was done primarily by means of Interactive Community Engagement (ICE) workshops to assist in clarifying local needs, strengthening community communication structures, and to ensure local support and ownership of the development plans and projects. ICE workshops were conducted based on Community Based Planning principles involving a process whereby the various social groups and stakeholders in a particular geographical location are brought together to work on a shared development plan for the community. Stakeholders involved included traditional leaders, ward councillors, key community leaders, representatives of social groups, and Interested & Affected (I&A) parties.

This report contains a summary of the process followed as well as the key findings. The infographic below provides an overview of the engagements:



*The data in this report is the summarised inputs gathered by Beulah Africa on behalf of Marula Platinum Mine, from 7 different Villages / 9 different Community Groups within the Mine’s host communities.*

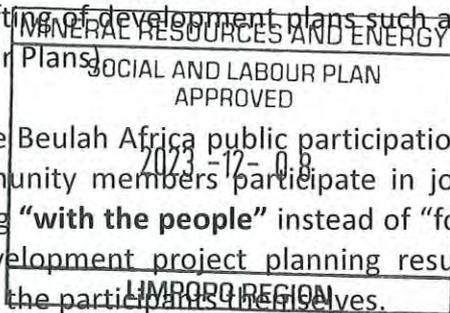
## 2. PARTICIPATION METHODOLOGY

The principle of participation and joint action advocates that development interventions should be a collective action and not just be imposed upon communities without their meaningful involvement. It highlights that development is not about what can be done **for** communities (service delivery mode), but rather what can be done **with** them (development oriented). Local communities know their own needs, strengths, and desires best and should therefore be involved from the onset of development planning.

The concept of a “**participation ladder**” is often used in academia to explain the “levels” of public participation. As indicated in the figure below, it plots community **self-mobilisation** as the highest form of participation, followed by **interactive participation**. **Passive** and **token / manipulative participation** are represented as the myth or false participation on the lowest end.

The higher the participation, the greater the chances of success and long-term sustainability. Thus, interactive participation is the key to community development and should be aspired to at all costs, especially in the drafting of development plans such as IDP’s (Integrated Development Plans) and SLP’s (Social and Labour Plans).

It is for this reason that the Beulah Africa public participation methodology is based on **Interactive Participation** where community members participate in joint analysis through a systematic and structured process (working “**with the people**” instead of “for the people”). The ICE workshops aim to ensure community development project planning results based on the true reality of the community as identified by the participants themselves.



Self-Mobilisation	People participate by taking initiative independently of external institutions and retain control over how resources are used.
<b>Interactive Participation</b>	People participate in joint analysis, the development of action plans, and the formation or strengthening of local institutions. It follows a systemic and structured process.
Functional Participation	Participation seen by external agencies to achieve project goals. People may participate by forming groups to meet predetermined objectives related to the project.
Participation for Material Incentives	People participate by contributing resources, for example, labour in return for food, cash or other material incentives.
Participation by Consultation	People participate by engaging in conversation and by answering questions. External agents define the problems as well as the information gathering processes, and so, control the analysis.
Passive Participation	People participate through being told what has been decided or has already happened. It involves unilateral announcements without any listening to people's responses.
Token Participation	Participation is simply pretense, with “people’s representatives” on official boards, but who are not elected and have no power.

# 4. ICE ACTIVITIES OVERVIEW

The Interactive Community Engagement (ICE) Workshop entails the facilitation of an open platform where community members from the different social groups per village came together to analyse their community's developmental realities in a structured and systematic way. The Beulah Africa consulting team engaged different villages within the Marula host communities using various interactive community planning activities. The data from the activities are used to discover the strengths and weaknesses of each village. It was furthermore used to propose Local Economic Development (LED) projects for the Mine's SLP4. The activities are set out below:

1

## Crossing the River Role-Play

The River Code is a role-play activity whereby a community wishes to cross a river. One riverbank represents the current realities within their communities and the other side of the river represents their desired future. The different methods used to cross the river each addresses a certain mentality. The activity helps participants move from an attitude of dependency and passivity towards self-mobilization and self-reliance with regards to their development journey.



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## Historical Reflections

2

This activity is focused on reflecting on major historical events in the community to understand the impacts of those events on the lives of the people as well as their implications for future developments (e.g., risk, emotional barriers, social cohesion dynamics, perceptions towards mining, etc.).



Community timelines furthermore assists with building a bridge between different generations and the community's common heritage and future.

4

## Services Analysis

A Services Analysis was conducted to identify the different organisations and service providers operating within the community and to understand how important and satisfactory the community perceives their services to be. Through this activity, services such as health, safety, education, skills development, and social support are evaluated to identify service gaps and strengths.



## Geographical Map

3

Mapping is a method of gaining a community's perspective of the current spatial layout, issues which affect different parts of the area, and their available natural resources and urban environment. It also serves as a guide to identify possible future options to improve their living environment. It is not intended to get an exact picture of the area, but rather to capture community perceptions about issues and priorities within their spatial dimension (e.g. crime hotspots, good soils, etc.).



5

## Economic Analysis

An Economic Analysis of the Community Economics were conducted to understand what economic inflows the community has, which economic activities occurs within the community and how financial assets are lost. Through this activity income generating opportunities were also identified. Furthermore, the need for further financial literacy was highlighted.



## Living & Housing Conditions

6

This activity was used to better understand the housing and living conditions of each of the Villages. The data captured indicates the different types of dwellings, water usage, toilet facilities and electricity availability in the various communities.

The data is then also compared with the StatsSA data available to create and understanding and insight into what the communities' needs regarding basic services and housing.



8

## Social Group Interviews

A social group can be defined as a group where individuals interact with each other and have similar characteristics and a sense of unity. To understand the development needs in a community, it is important to include different social groups - especially those who are often excluded. Livelihood strategies refers to the way in which a person or family makes a living.

Interviews were conducted with various social groups within the villages to better understand their development challenges.



## Educational Analysis

7

The Educational activity was aimed at understanding the dynamics of each age group's engagement in education. This was analyzed by age and gender from the age of 3 to 80.

Workshop participants were asked to provide information with regards to:

- Who attends school and who does not?
- What are the barriers to education?
- What are some of the reasons for drop-outs.



9

## Consolidated Desired Outcomes

After each of the data collection activities a SWOT analysis was conducted to identify the Strengths, Weaknesses, Opportunities, and Threats identified through the activity. These were then considered to list the "desired outcomes" or "desired other side of the river" as per the crossing the river analogy.

The desired outcomes are consolidated and refined to prepare for the public meeting and voting to prioritize the list identified.



## Prioritised Desired Outcomes

10

After the consolidation of desired outcomes, a "community showcase" of all the activities conducted during the workshop is hosted for any of the community members who did not participate in the workshop. Once information is verified, a voting takes place to prioritize the community's feedback.

During the voting individuals are given stickers to be able to indicate their prioritized needs. These are counted to identify the top three priorities.



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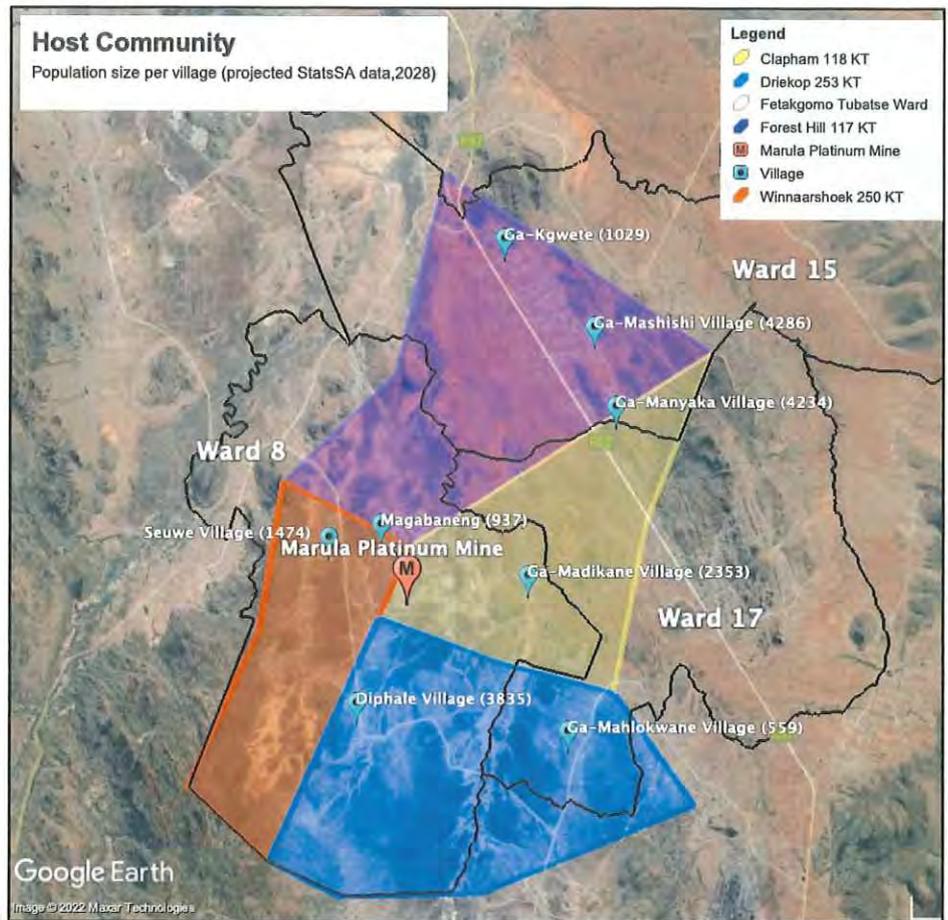
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# 5. VILLAGES

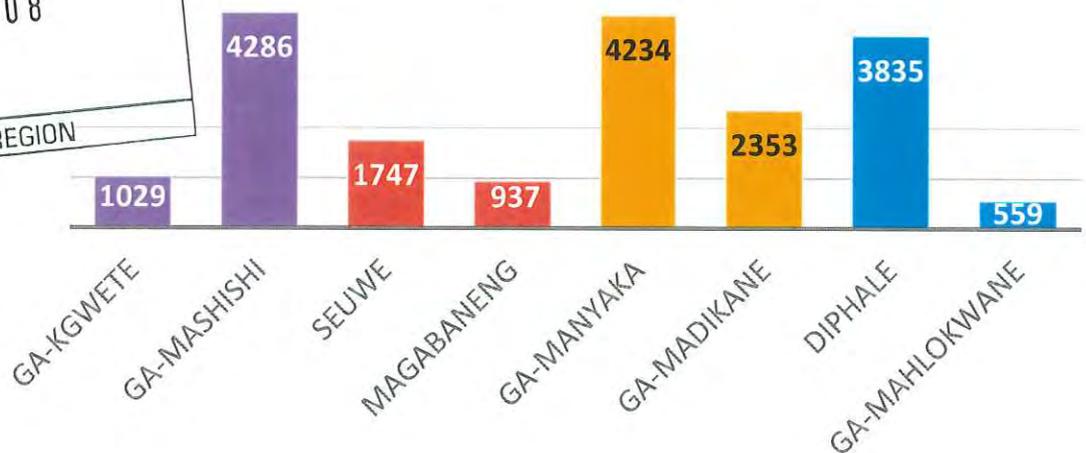
As indicated in Section 3, the Marula Host Communities falls on three municipal wards and four farms. There are 7 villages located in the host communities as indicated in the map below. The villages vary in size and traditional leadership structures. One three-day workshop was facilitated per village, except for the community of Diphale and Manyaka where two workshops were held in two different locations/venues. The purpose of hosting two workshops in Diphale and Manyaka was to accommodate the two different community leadership structures in the community and ensure maximum participation of community representatives.

Despite continuous engagements and various attempts, unfortunately no ICE Workshop could be held at the community of Magabaneng. Only a Community Trust leadership structure were engaged by means of meetings whereby the community's inputs were received.

The projected population size of the four (4) farms is 18,981 with a population growth of 3,4% from 2011 population figures. The figures depicts the number of population per village, with the largest villages being Ga-Mashishi and Ga-Manyaka, while the smallest village is in Ga-Mahlokwane.



## Population Per Village



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# 6. PROJECTS PER CATEGORY

- Library
- Access to internet
- A (multi-purpose) skills development centre.
- A good Early Childhood Development (ECD) centre.
- A secondary school in the community.
- Demolish and rebuild unsafe schooling infrastructure.
- Introduce laboratories in schools.
- Additional classrooms needed.
- Flushing toilets at school.

## Education

- Access to proper health care facilities and service near the community.
- Expansion of health care with a permanent clinic & more staff.
- Increase the number of days the mobile clinic comes to the community.
- A disability center.
- Home Base Care (HBC) for elderly.
- A day-care center for elders.

## Health & Social

- VIP toilets for indigenous families.
- Toilets with ventilation.
- Fix boreholes.
- Increase water supply.
- Increase safe toilets & sanitation.
- Bigger dams to pump water with boreholes.
- Build a dam/reservoir for purification.
- Housing building support (water, electricity, material & equipment).

## Water & Sanitation

## Community Safety

- Fencing for animals.
- Rainwater agricultural systems.
- More speed humps and road signs.
- Satellite police office.

## Electricity

- Apollo/ Streetlights to be installed for safety.
- Increase connectivity of electricity to more households.
  - Reduced crime by distribution of electricity to all households.

## Sport

- Fix sport ground/ well-built stadium.
- Improve our sports grounds.
- Sport Development.
- Recreational areas/ activities and parks.

## Other

- Compensation and assistance for houses cracking due to blasting's.
- Mobile satellite office for the Dept of Home Affairs.
- Provision of a shopping center

## Infrastructure Projects (as requested by participants)

## Social Cohesion Facilities

- Build a community hall with a library and community parks.
- A tribal authority office.
- Renovate tribal offices into proper offices.
- Build a village skills development center.
- Internet connection – free Wi-Fi.
- Fix connectivity.
- Renovation of the tribal office into a proper office.

## Roads & Bridges

- Build bridges.
- Build tar roads so that it will be easier for children to go to school during rainy season.
- Improved safety and security for school children by paving the road and have drainage system.
  - Pavement on all access road.
  - Safety along R37 (build speed humps & safe crossing).
- Fencing for animals that get hit by cars.

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# 6. PROJECTS PER CATEGORY



# GA-MASHISHI

20

Number of people engaged



55% Male

40% Female



5% Unspecified

4

Days spent in consultations



9 Feb '22  
22-24  
Feb '22



4

Number of Social Groups Interviewed



## Voted Prioritised Top Three Desired Outcomes:

### 1 Multi Purpose Centre (Skills)

#### Development Need

Skills trainings should be aligned with the Critically Rare Skills List to ensure that people can actually get jobs after completing their studies (because the community feel that most of them study to gain qualifications that do not assist them in obtaining work). A multi-purpose centre should also address the existing gap of conducting various educational awareness activities including one that will assist to motivate school dropouts to go back to school. Currently they depend on the mine BDC for internet, computers and access to information.

#### Requested Intervention

Multi-purpose centre equipped with Library, Computer lab, Internet and Wi-Fi access.

#### Beneficiary Group(s)

- Youth, Learners
- Postgraduates, Dropouts
- Semiskilled people
- Business owners

#### Project Type

- Infrastructure
- Education and Skills development

### 2 Reservoir/Dam

#### Development Need

The community request that the mine should build them bulk water supply with a 200 Kilolitre reservoir, purification plant for clean drinking water (for them and their animals and plants) and a proper reticulation system (at RDP standards). Furthermore 100 VIP toilets for indigents families were requested. This is a request was also brought forward by the Chief in the form of a request letter.

#### Requested Intervention

- Bulk Water: Reservoir (200 kilolitre)
- Purification plant for clean water
- Proper reticulation (RDP Standard)
- 100 VIP Toilets for indigents families.

#### Beneficiary Group(s)

- Families and
- Local farmers

#### Project Type

- Health & Community Safety
- Infrastructure

### 3 Pavement on the R37

#### Development Need

They mentioned that Marula promised to build these some years ago, although the project was started it was never finished so they request that Marula mine should pave the road that leads to Moshate. The road was already measured by the community and it's equal to 11km from R37 Mapompale to Morantshing. This was a special request form the Chief as well.

#### Requested Intervention

Pavement on the R37

#### Beneficiary Group(s)

- Moshate community
- Ga-Mashishi community

#### Project Type

- Infrastructure
- Health and Community Safety

# GA-MANYAKA

75

Number of people engaged



47% Male

52% Female



1% Unspecified

6

Days spent in consultations



25 Feb '22  
2-4 Mar '22  
22 Jun '22



Number of Social Groups Interviewed

7



## Voted Prioritised Top Three Desired Outcomes:

1

**Job Creation & Skills Development**



### Development Need

The current youth in the community is well educated but in various sectors that do not necessarily align with mining activities. Most young people leave the community when they obtain qualifications because they cannot find work locally. Local businesses have the opportunity to create more work (local employment), but they do not receive sufficient support to expand. Income generating projects do not have the necessarily resources to provide better opportunities and sustainable income.



### Requested Intervention

Partnerships with other big employers in the community to create greater impact in the existing job creation and training opportunities within and outside of the mining sector.



### Beneficiary Group(s)

- Educated Youth
- Local Business Owners



### Project Type

- Business Support
- Enterprise Development

2

**Road Improvements & Water Bridge**



### Development Need

The community is located on both sides of the R37. Roads are considered not to be convenient for cars or even people to use especially when it rains. They worsened during the water project that required the use of heavy vehicles and trucks that left the roads seriously damaged. A significant number of school children and workers are impacted by floods when it rains. They are unable to cross various roads within the community to get to school or work. This places the lives of such individuals at risk during rainy seasons and poses a threat to their livelihoods.



### Requested Intervention

- Pave the main community access roads.
- Establish small bridges to assist residents to cross flooded roads during rainy seasons.
- Re-fill wetlands with gravel soil.



### Beneficiary Group(s)

- School children
- Employed
- Motorists
- Businesses



### Project Type

- Health & Community Safety
- Infrastructure

3

**Reservoir/Dam**



### Development Need

The community has some access to water. However, the supply is not enough to cover the whole community and the water is scarce with very poor pressure at times. This makes it difficult for households their food gardens and local farmers to sustain their gardens. Most households and schools make use of pit toilets due to a lack of reliable water supply. Some households in the community can afford to install flushing toilets but due to a lack of bulk infrastructure this is not possible.



### Requested Intervention

Provide bulk infrastructure for water supply in the area.



### Beneficiary Group(s)

- Local farmers,
- General households,
- Schools and households wishing to install flushing toilets.



### Project Type

- Infrastructure
- Health and Community Safety

# MADIKANE

37

Number of people engaged



49% Male

51% Female



0% Unspecified

4 Days spent in consultations



3 Mar '22  
8-10  
Mar '22



Number of Social Groups Interviewed

6



## Voted Prioritised Top Three Desired Outcomes:

1

### Development of a Community Library



#### Development Need

The community is in need of a designated community facility for:

- young people to use to study.
- the out-of-school youth to consult when seeking information about available jobs and training opportunities.



#### Requested Intervention

Development of a community library that would serve as a multi-purpose centre. The focus will be a study centre for school children and provide skills development (and learnership) opportunities to the youth.



#### Beneficiary Group(s)

- School children
- Out of school youth



#### Project Type

- Infrastructure
- Education & Skills Development

2

### Installation of Apollo Lights



#### Development Need

Half of the community does not have any lighting at night due to lack of bulk electrical infrastructure. This makes parts of the community unsafe at night and the police are not accessible to fight crime effectively.



#### Requested Intervention

Install Apollo lights that can cover a large portion of the area. Lights to be located mainly along main roads and frequently used streets at night. The Apollo lights should have a solar back up system to kick in when there is loadshedding.



#### Beneficiary Group(s)

- Located along the householding roads
- Community members who uses internal roads at night



#### Project Type

- Infrastructure
- Health and community Safety

3

### Development of a Sports Facility



#### Development Need

The community has a problem with young people being involved in crime and small children playing in the streets. The status of the current community stadium is not good and discourages people from utilising it. The area is underdeveloped and requires proper facilities that would allow for it to be used to its full potential.



#### Requested Intervention

Improve the state of the current community "stadium" by providing proper facilities such as courts, chairs, and changing rooms.



#### Beneficiary Group(s)

- Local youth interested in sport
- Small Children



#### Project Type

- Infrastructure
- Sports, arts and culture

# DIPHALE

63

Number of people engaged



67% Male

33% Female



0% Unspecified

4 Days spent in consultations

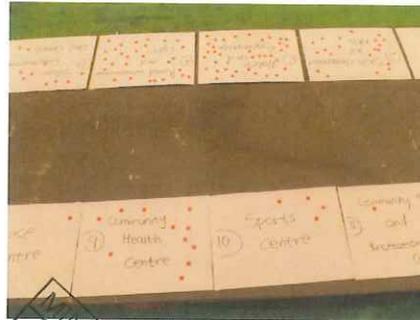


15 Mar '22  
16-18  
Mar '22



Number of Social Groups Interviewed

7



## Voted Prioritised Top Three Desired Outcomes:

### 1 Water and Sanitation

#### Development Need

The community perceives that before Marula mine started mining operations, the existing water boreholes generated enough water for community members, their crops, and livestock. Due to population growth and the mine consuming high volumes of water, the community members are left with little water. More water reservoirs need to be built as well as a water recycling plant. Water pressure pumps must be fixed, and new ones installed. Homes must be connected to running water because they still use pit toilets posing danger to their health.

#### Requested Intervention

Build Water reservoirs, water recycling plants, and install new water pressure pumps.

#### Beneficiary Group(s)

- Locals agricultural and livestock farmers.
- Individuals who plant vegetable gardens in their own yards
- Families.

#### Project Type

- Infrastructure
- Health & Community Safety

### 2 Skills Development and Training Centre

#### Development Need

People have skills but many of them still can't get employment at the mine because such skills are not relevant for the mine to hire them or even give them business. Some who try to do something with their skills other than finding employment at the mine do not receive necessary mentorship and guidance to grow. They feel this centre will be able to offer relevant skills for the right industries and continuous mentorship, job shadowing, job hunting skills, work readiness, learnerships, career and businesses capacity building.

#### Requested Intervention

Job hunting skills, job shadowing opportunities, Learnerships, work readiness, career guidance and business capacity building.

#### Beneficiary Group(s)

- Skilled/Semi-Skilled youth,
- Local Training providers
- Community -based organizations
- Local businesses
- Mines.

#### Project Type

- Health & Community Safety
- Infrastructure

### 3 Roads Infrastructure & Lights

#### Development Need

The existing gravel roads need to be paved and water bridges built. When it rains cars cannot get in or out of the community, children can't get to school because the road is flooded, and there is no bridge to help direct the water. Streetlights must be installed as there have been accidents and hijackings taking place at night. They say gravel also damages their vehicles.

#### Requested Intervention

Pave the internal roads, build water bridges, and install streetlights.

#### Beneficiary Group(s)

- School kids
- Motorists
- Services such as ambulances
- Transports that deliver food or goods to local businesses and schools.

#### Project Type

- Infrastructure
- Health & Community Safety

# GA-MAHLOKWANE

49

Number of people engaged



33% Male



2% Unspecified

65% Female

4

Days spent in consultations

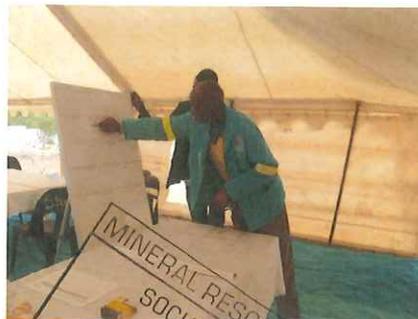


10 Mar '22  
16-18 Mar '22



4

Number of Social Groups Interviewed



## Voted Prioritised Top Three Desired Outcomes:

1 Development of a tar road along main street near Moshate

### Development Need

Most roads are gravel – when it rains it gets slippery and too muddy for people and vehicles to move. The roads flood when raining and this causes high breakdown of school transport and frequently use vehicles in the community.

### Requested Intervention

Tar main roads and pave internal roads that are frequently used.

### Beneficiary Group(s)

- School kids
- Motorists
- Services such as ambulance
- Transports that deliver food or goods to local businesses and school

### Project Type

- Health & Community Safety
- Infrastructure

2 Access to proper Water Supply

### Development Need

The community has some access to water. However, the supply is not enough to cover the whole community and the water is scarce with very poor pressure at times. This makes it difficult for local farmers to sustain their farms and households their food gardens. Most households make use of pit toilets due to lack of reliable water supply. Some households in the community can afford to install flushing toilets but due to lack of bulk infrastructure this is not possible.

### Requested Intervention

Supply diesel to existing water machines to increase access to water in the entire community in the interim; and gradually provide bulk infrastructure to help with the supply of water in households.

### Beneficiary Group(s)

- Local farmer
- Households with garden
- General households
- Schools and households wishing to install flushing toilets

### Project Type

- Health & Community Safety
- Infrastructure

3 Access to jobs

### Development Need

The significant number of people without jobs in the community increases the number of people involved in criminal activities. There is a number of depressed and frustrated individuals in the community because of unemployment. Most of them are seen giving into alcohol and abusing their families.

### Requested Intervention

Access to job opportunities (mining and non-mining). Job creation initiatives.

### Beneficiary Group(s)

- The unemployed across all ages and gender

### Project Type

- Local Economic Development
- Health & Community Safety

# GA-KGWETE

42

Number of people engaged



12% Male

28% Female



60% Unspecified

4

Days spent in consultations



9 Feb '22  
22-24  
April '22



3

Number of Social Groups Interviewed



## Voted Prioritised Top Three Desired Outcomes:

1

**Multi Purpose Centre (Skills-Learnership)**



### Development Need

The majority of the young people do nothing because they do not have access to tertiary learning or job opportunities in formal industries. They do not have enough information about study loans and bursaries. The high unemployment rate in the community leads to an increase in social issues such as a rise in crime, unplanned pregnancies, an increase in HIV/AIDS infections, vulnerable women marrying for transactional purposes, and increased basic schooling dropouts.



### Requested Intervention

Build a multi-purpose centre. The main focus will be skills development for the youth and providing learnership opportunities to the youth.



### Beneficiary Group(s)

- Post Matriculants (Youth)



### Project Type

- Education & Skills Development
- Job creation / Income Generation

2

**Bigger Dams to Pump Water with Boreholes**



### Development Need

There are boreholes in the community, but they are not working. There are few taps within the community, and they don't always have water. The community members request that the pumping system should be fixed, and bigger dams should be built.



### Requested Intervention

- Fix the borehole systems and build bigger dams
- In house taps for every household
- Water should be consistently available



### Beneficiary Group(s)

- Families and Farmers



### Project Type

- Health & Community Safety
- Infrastructure

3

**Increased Days the Mobile Clinic comes to the Community**



### Development Need

Mobile clinics render services to the community a few times a week. Community members do not receive good healthcare because of the time constraints. When a person needs urgent medical care, it is difficult for an ambulance to go to the community because of the bad roads. People suffer from diseases such as hypertension, flu, HIV/AIDS, high blood pressure, and diabetes. People lose their lives because of lack of good health services; some deaths could have been avoided if they received the care they needed on time.



### Requested Intervention

- Increase the number of days the mobile clinic come to the community
- Build a local clinic
- Tar roads need to be built for easier ambulances access to the community



### Beneficiary Group(s)

- Community that are not in good health



### Project Type

- Infrastructure
- Health & Community Safety

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# SEUWE

34

Number of people engaged



44% Male

53% Female



3% Unspecified

4

Days spent in consultations



17 Mar '22  
22-24  
Mar '22



3

Number of Social Groups Interviewed



## Prioritised Top Three Desired Outcomes:

1

### Water and Sanitation



#### Development Need

The community has some access to water. However, the supply is not enough to cover the whole community and the water is scarce with very poor pressure at times. This makes it difficult for local farmers to sustain their farms and households their food gardens. Most households make use of pit toilets due to lack of reliable water supply. Few households in the community can afford to install flushing toilets but due to lack of bulk infrastructure this is not possible.



#### Requested Intervention

Provide bulk infrastructure for water supply in the area



#### Beneficiary Group(s)

- Local farmers
- General households
- Schools and households wishing to install flushing toilets



#### Project Type

- Infrastructure
- Health and Community Safety

2

### Skills Development Centre



#### Development Need

The community feels that the mine and Training Providers are providing unsatisfactory training in terms of engineering development to the community, and they feel this centre will be able to close this gap and that it should not be based in the mine but rather in the community. They request the mine should increase the number of engineering intake.



#### Requested Intervention

The mine to offer engineering development programmes, and courses with high qualification.



#### Beneficiary Group(s)

- Work seekers
- Youth interested or studying for engineering



#### Project Type

- Education and Skills development
- Health and Community Safety

3

### Installation of Streetlights



#### Development Need

There are a few danger areas in the community because it is very dark at night. The installation of streetlights at such spots will reduce crime and create a safer community. Especially along access routes where people often walk at night, and cars travel.



#### Requested Intervention

- Installation of Streetlights



#### Beneficiary Group(s)

- Ga-Seuwe community members especially working adults and youth.



#### Project Type

- Infrastructure
- Health and Community Safety

MINERAL RESOURCES AND ENERGY  
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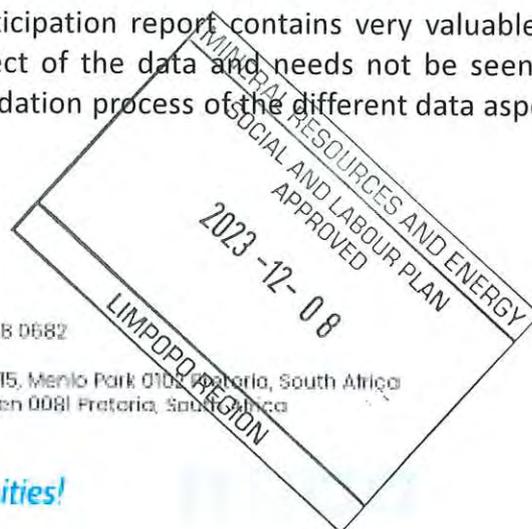
# 8. CONCLUSION

This report provides the summary details of all the public participation ICE Workshops conducted in the 7 villages (9 community groups) in the Marula Host Communities. The data inputs from these form part of the LED project identification process for the Marula SLP4. As seen in the graphic below, the inputs gathered from the workshops serve as one of the four "hoppers" of data (Public Participation) put forward towards the development and drafting of the Marula Mine's Social & Labour Plan 4. The data inputs are consolidated to highlight major overlaps in the development needs. Desired developmental outcomes and possible projects are identified and categorized. Only viable projects that meet the SLP and Mining Charter requirements are prioritized to be included in the SLP. All other projects identified are listed for consideration of additional CSI initiatives outside of SLP compliance (if possible).



In conclusion then, although this public participation report contains very valuable inputs, it only represents the public participation aspect of the data and needs not be seen as a final implementable product outside of the consolidation process of the different data aspects.

[www.beulahafrika.co.za](http://www.beulahafrika.co.za) 012 348 0682  
beulah@beulahafrika.co.za  
PostNet Suite #477, Private Bag X15, Menlo Park 0101, Pretoria, South Africa  
84 Glenwood Road, Lynnwood Glen 0081 Pretoria, South Africa



# ANNEXURE F

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MINERAL RESOURCES AND ENERGY  
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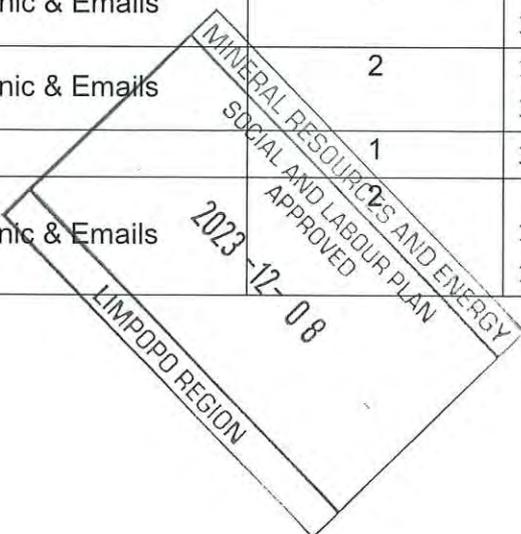
## PUBLIC PARTICIPATIONS AND I&APS LIST

### Public Participation List

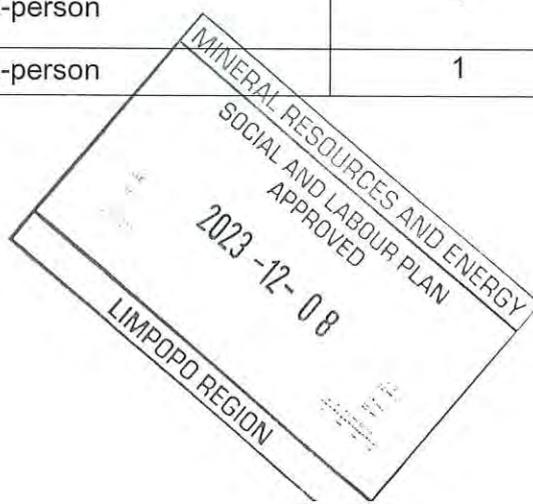
NO	FARMS	COMMUNITY PUBLIC PARTICIPATION WORKSHOPS	MAX NUMBER OF ENGAGEMENTS	DATE	NUMBER OF PARTICIPANTS
1	Foresthill	Gakgwete	4	22-24 February 2022	42
2	Foresthill	Ga-Mashishi	4	22-24 February 2022	20
3	Clapham	Manyaka MW	4	2-4 March 2022	47
4	Clapham	Manyaka DD	2	23 June 2022	28
5	Clapham	Madikane	4	8-10 March 2022	37
6	Driekop	Diphale	4	16-18 March 2022	63
7	Driekop	Mahlokwane	4	16-18 March 2022	49
8	Winnaarshoek	Seuwe	4	22-24 March 2022	34
			<b>32</b>	<b>Participants</b>	<b>320</b>

### Interested and Affected Parties Engagement List

NO	INSTITUTION	PLATFORM (VIRTUAL / TELEPHONIC / IN-PERSON)	NUMBER OF ENGAGEMENTS	DATE
1	Fetakgomo-Tubatse local Municipality	In-person and Virtual	2	17 May 2022 10 June 2022
2	Department of Agriculture, Land Reforms and Rural Development	Telephonic & Emails	2	14 May 2022 24 May 2022
3	ESKOM	Telephonic & Emails	2	14 May 2022 30 May 2022
4	Independent Development Trust (IDT)	Telephonic & Emails	2	18 May 2022 30 May 2022
5	Sekhukhune East	Email	1	30 May 2022
6	Fetakgomo-Tubatse integrated Primary Health Care Services	Telephonic & Emails	2	14 May 2022 18 May 2022



NO	INSTITUTION	PLATFORM (VIRTUAL / TELEPHONIC / IN-PERSON)	NUMBER OF ENGAGEMENTS	DATE
7	Sekhukhune District Municipality	Email	1	08 June 2022
8	Driekop Circuit	Telephonic & emails	2	14 May 2022 30 May 2022
9	Marula Four Farms Business Forum	Telephonic & emails	2	01 June 2022 06 June 2022
10	Crop fields Committee	Telephonic & emails	2	01 June 2022 05 June 2022
11	Sekhukhune District Municipality	Telephonic, Emails, MS Teams	1	08 June 2022
12	Diketephe Primary School	In-person	1	22 June 2022
13	Makopi Secondary School	In-person	1	22 June 2022
14	Ga-Mashishi Councillor	In-person	1	24 May 2022
15	Ga-Mahlokwane Labour Committee	In-person	1	21 June 2022
16	Madikane Ward Committee member	In-person	1	08 June 2022
17	Seuwe Councillor	In-person	1	23 June 2022
18	Ga-Manyaka MW Councillor	In-person	1	08 June 2022
19	Ga-Manyaka DD Councillor	In-person	2	09 June 2022 22 June 2022
20	Marula Tier1 Business Forum	In-person	1	08 June 2022
21	Ba Bina Kgomo Ba Mohlala	In-person	1	20 May 2022
22	Ward 17 Committee Member	In-person	1	20 May 2022
23	Ga-Mahlokwane Kgosi	In-person	1	20 May 2022
24	Ga-Mahlokwane tribal representative	In-person	1	20 May 2022
25	Ga-Mashishi Councillor	In-person	1	20 May 2022
26	Shakung Tribal Office	In-person	1	20 May 2022
27	Ga-Mashishi Tribal Representative	In-person	1	20 May 2022
28	Ga-Mashishi Councillor	In-person	1	20-May 2022



# ANNEXURE G

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## SLP 4 ENDORSEMENT LETTERS

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**FETAKGOMO TUBATSE LOCAL MUNICIPALITY ENDORSEMENT LETTER FOR SLP 4**



**FETAKGOMO TUBATSE  
LOCAL MUNICIPALITY**

Enq : Mashigo MM  
Cell : 082 319 4573

02 August 2022

**TO: THE GENERAL MANAGER  
MARULA PLATINUM MINE  
P.O. BOX 1496  
STEELPOORT  
1133**

**Cc: THE REGIONAL MANAGER  
DEPARTMENT OF MINERALS AND ENERGY  
POLOKWANE  
0700**

**MARULA PLATINUM MINE SLP 4 ENDORSMENT LETTER**

Dear Sir/Madam

Fetakgomo -Tubatse Local Municipality through the Department of Local Economic Development and Tourism (LEDT) hereby acknowledges the submission of Local Economic Development (LED) Projects included in the 4<sup>th</sup> generation of Marula Platinum Mine SLP.

The identified LED Projects are integrated and aligned to the Integrated Development Plan (IDP) and Local Economic Development (LED) Plan of the Municipality.

The Municipality therefore hereby supports Marula Platinum Mine 4<sup>th</sup> generation Social Labour Plan (SLP) and Local Economic Development (LED) Projects and recommends to the Department of Mineral Mineral Resources and Energy (DMRE) to approve the Social Labour Plan and its Local Economic Development Projects as indicated below:

PROJECT NAME	VILLAGE	2022	2023	2024	2025	2026	TOTAL
Construction of community & skills development center	Ga-Mashishi	00	9 315 214	00	00	00	9 315 214
Business & skills development center	Magabaneng	00	5 149 785,96	00	00	00	5 149 785,96

HEAD OFFICE

1133 Steelport, P.O. Box 1496, Mashigo MM  
Tel: 082 319 4573 Fax: 082 319 4573

REGIONAL OFFICE

10000 Polokwane, P.O. Box 127, Polokwane  
Tel: 018 232 3000 Fax: 018 232 3000

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Construction of Diketepo Primary School classrooms	Mantjakane Village	00	8 465 866	00	00	00	8 465 866
Expansion of Makopi High School	Ga-Kgwete Village	00	5 109 286	00	00	00	5 109 286
Construction of Madikane Community Hall	Madikane Village	00	4 596 826	00	00	00	4 596 826
Construction of pavement roads in villages	Madikane, Lesibe & Magabaneng	00	46 578 019				46 578 019
Construction of a bridge at Mataadi Valley	Ga-Nyaka Village	00	36 211 200				36 211 200
Installation of apollo lights	Ga-Mahlokwane & Seuwe	00	3 597 660				3 597 660

For any enquiries please contact the **Director: Local Economic Development and Tourism (LEDT), Shongwe K on 013 231 1215/** or the **Manager: Mining and Industrialization, Mr Mashigo MM on 013 231 1188**

Hoping that you will find the above in order.

  
 Phala NW  
 Municipal Manager

02/08/2022  
 Date

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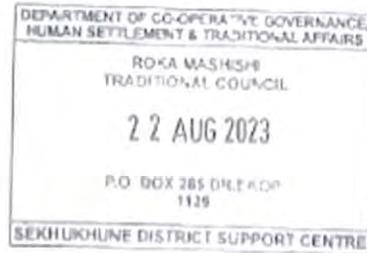
HEAD OFFICE  
 123 Main Street, P.O. Box 200, Bulawayo, Zimbabwe  
 Tel: +263 292 700000 Fax: +263 292 700001

REGIONAL OFFICE  
 123 Main Street, P.O. Box 200, Bulawayo, Zimbabwe  
 Tel: +263 292 700000 Fax: +263 292 700001

# ROKA MASHISHI TRADITIONAL COUNCIL



The Manager  
Stakeholder Engagement  
Marula Platinum Mine  
STEELPOORT  
1133



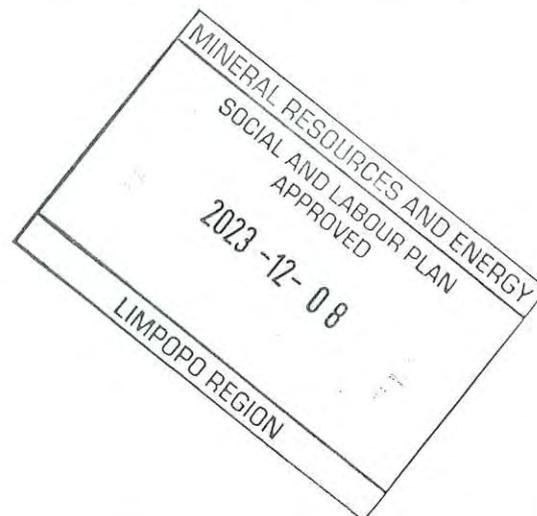
Dear Sir/Madam

Subject: Skills Development Centre: Roka Mashishi  
Traditional Community.

This is to confirm that Skills Development Centre has been  
Proposed by Roka Mashishi Traditional Community and  
forwarded to Marula Platinum Mine for SLP #.

Hoping that this Skills Development Centre Project will  
be approved and be implement wholestically.

Yours Faithfully  
  
Matshela N.P.  
(SAO)



Business & Skills Development Centre in Magabaneng Endorsement Letter (table 3.7.2)

25 AUGUST 2023

**CFSD Pledges its support for Marula Skills development centre**

To: Marula Stakeholder and Engagement Department

**MARULA SLP PROJECT AT MAGABANENG**

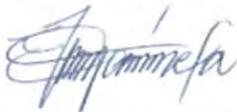
As Centre for Supplier Development (CFSD), a locally empowered company from Marula host communities, having been appointed to run the ESD programme of Marula, we support the projects identified for local communities by Marula including the Skills Development Centre earmarked to be built at Magabaneng.

If implemented, the project shall enable us to extend our Phase 2 ESD scope of work, which is on its implementation stage since the beginning of 2023 as a critical skills transfer project to local entrepreneurs etc .

The actual full scope of work for this Centre is yet to be discussed and quantified accordingly with Marula's Stakeholder and Engagement Department to enable us to add this scope on to the existing contract with Marula, however from our brief discussions with the dept management, we can confirm that this project has a potential to develop new local enterprises, meanwhile creating additional new jobs (approximately 10) to local youth, who shall be doing admin etc at the Centre.

Thank you,

Kind Regards



Evy Maimela

CFSD Chief Operating Officer and Key Account Manager for Marula Platinum Mine.



**Demolishing & Rebuilding of 8 classrooms at Diketepe Primary School endorsement Letter (Table 3.7.3.)**

Ref No. : 23/104  
Emls no: 0925630364  
Phone: 079 2066 438  
Cell : 082 426 8494



Mantjekane  
Stand no 86  
P.O. Box 127  
Driekop  
1129

Email: Diketepe@webmail.co.za

**REQUEST FOR HELP WITH DEMOLITION, REBUILDING AND  
PROVISION OF EMERGENCY CLASS ROOMS**

To: Messrs Ntowane Marobane (Twickenham Platinum Mine's Stakeholder Engagement Manager),

Phumlani Dlamini (Marula Platinum Mine's Stakeholder Engagement Manager) and Thabo Thobejane (Lwala Chrome Mine's Stakeholder Engagement Manager)

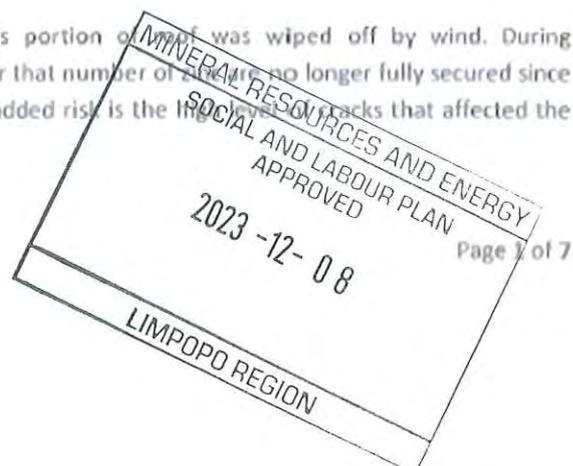
CC: Freddy Modipa (Ward 8 Councillor, ANC), Edward Phasha (Ward 8, EFF), Solly Jivhuho (Principal Insoector DMRE)

Date: 25 January 2022

Greetings to you all

As the school governing body for Diketepe Primary School we have just realized that the surrounding mining houses are currently embarking on CSI and SLP projects for the benefit of the communities. We write to you with great sadness and fear, for we are facing a life threat situation in our school.

During December 2021, our school's portion of roof was wiped off by wind. During assessment for repairs, it became clear that number of poles are no longer fully secured since the poles are worn out and another added risk is the high voltage stacks that affected the school's old blocks.



It is therefore based on the above scenarios that we deem our school to be a safety hazards hence we request for an urgent interventions to safely remove our children from the hazardous environment and we therefore request for assistance with a safe and conducive environment for the learning processes for our children. It is therefore based on the above, that we request for the Mining houses listed above and the municipality as well as the DMRE to assist us to safely demolish the old blocks to prevent any potential risk to children, educators and other persons whom may be affected should there be any forced removal of this unstable zinc by wind blow and/or collapse of the walls and also provide us with temporary mobile classes and rebuilding of our school blocks.

The school is rendering services to the community of Mantjekane, Magabaneng, Lepatjeng and Separakong. Currently the learners are 190 and teachers are 8. Kindly refer to the pictures below which displays the state of the school blocks referred to.

Your prompt response to this request will be highly appreciated.

Kind regards



25/01/2022  
Mr Okie Mhlobotho Ngwato

(The SGB Chairperson)

Cell phone No: 0760863722



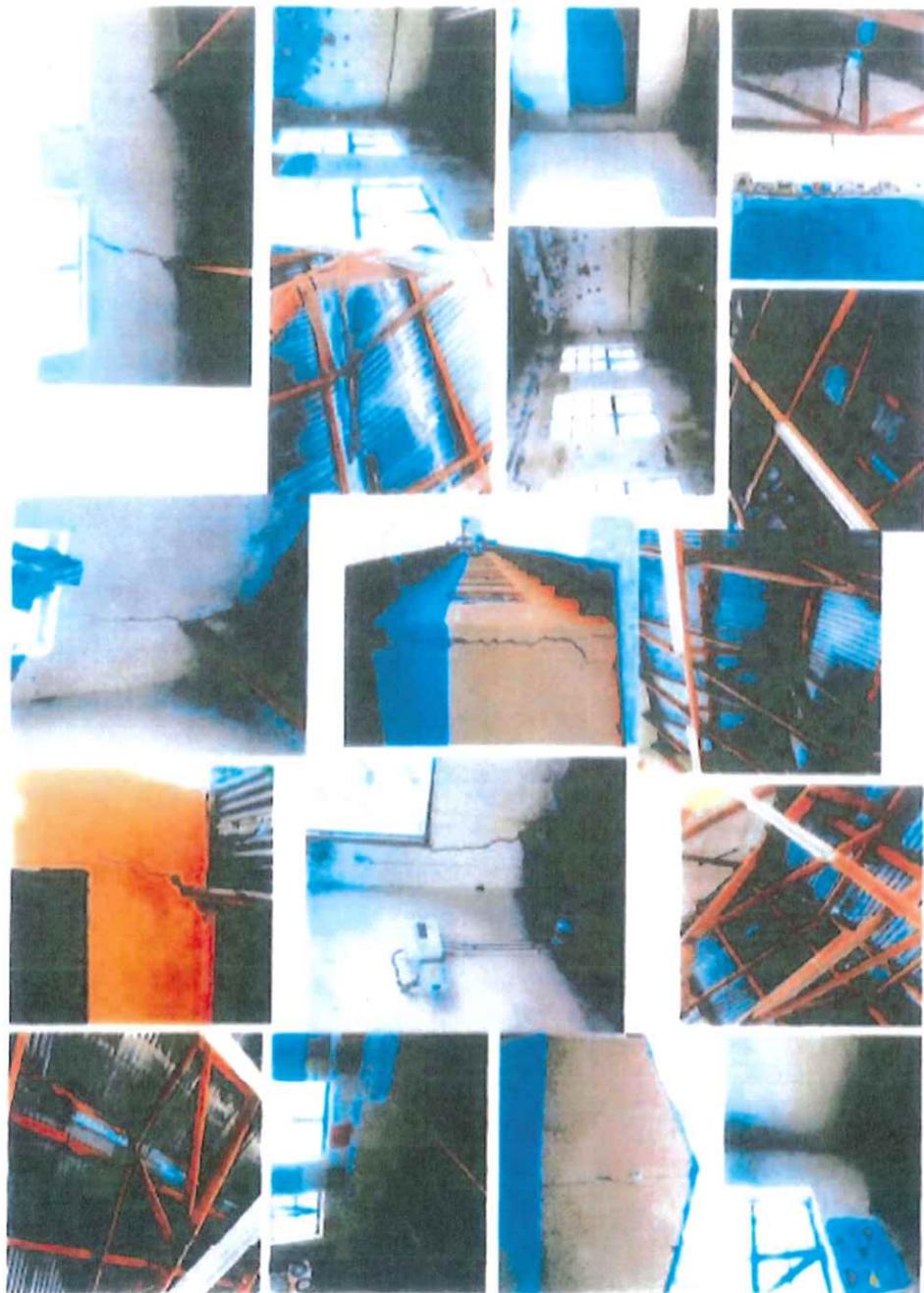


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**Expansion of Makopi Secondary School with 4 additional classrooms Endorsement (Table 3.7.4.)**

Eng: Napo M.F  
Cell No. 082 508 2419  
Email: 925631091

Email: maflegetse.napo@gmail.com



Makopi Sec Schoo  
P. o. Box 97  
Driekop  
1129

12 January 2023

THE GENERAL MANAGER  
MARULA PLATINUM MINE  
DRIEKOP SECTION

DEAR SIR/MADAM

REQUEST FOR MOBILE CLASSROOMS OR THREE CLASSROOM BLOCK

WE ARE REQUESTING FOR A DONATION OF THREE CLASSROOMS WHICH CAN BE MOBILE OR ANY STRUCTURE THAT CAN CATER FOR THREE CLASSROOMS.

OUR ENROLMENT HAS INCREASED FROM 720 IN 2022 TO 830 THIS YEAR 2023. WE ARE RUNNING OUT OF ACCOMODATION FOR OUR LEARNERS.

WE ARE HUMBLY REQUEST FOR YOUR ASSISTANCE.

KIND REGARDS

NAPO M.F (Mr)

THE PRINCIPAL

SIGNATURE(THE PRINCIPAL)

MAKUA L.A(Mr)

SGB CHAIRPERSON

SIGNATURE(SGB CHAIRPERSON)



**Construction of Madikane Community Hall Endorsement Letter (Table 3.7.5.)**

22 August 2023

From: Madikane Community Reps Committee

To: Marula Stakeholder Engagement Department

**MARULA LOCAL ECONOMIC DEVELOPMENT PROJECTS AT MADIKANE VILLAGE**

This letter serves to confirm that during various community meetings and consultations with Marula, community has requested community projects, namely:

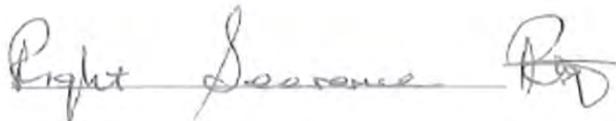
1. Madikane Community Hall, with the following modifications:
  - a. Additional four (4) flush toilets, 2 stand taps.
  - b. 10 000 litre tank and steel tank stand connected to current water source.
2. Madikane 1.5km pavement Road
3. Upgrade of the current water project with a new scope to cover whole community.
4. Apollo light in the community
5. Electricity (new and post connections)

We look forward to the change this project promises to bring to our community.

Kind regards,

Madikane Community Reps

 24/08/2023

 24/08/2023



**Construction of Pavement Roads in Diphale, Madikane and Magabaneng Endorsements Letters (Table 3.7.6.)**

<b>BABINA - KGOMO TRADITIONAL AUTHORITY</b>		
 <p>CONTACTS DETAILS                  RNQ: MOHLALAI                  CELL: 081 8587 014                  082 4034 209</p>	<p>RESIDENTIAL ADDRESS                  STAND NO: 121                  DIPHALE VILLAGE                  DRIEKOP, 1129</p>	 <p>POSTAL ADDRESS                  P.O. BOX 2                  DRIEKOP                  1129</p>

DATE : 24 / 08 / 2023

TO WHOM IT MAY CONCERN

From Babina-Kgomo ba Mohlala Traditional Authority  
 To: Morula Stakeholder Engagement Department

Marula SLP Projects at Driekop Farm/Diphale

- This is to confirm that Babina-Kgomo Traditional Authority knows and aware that the construction of 2.4km Pavement Road passing by Lesibe Primary School to be constructed/Done.
- We also confirm that construction of this road shall benefit our community

Regards

  
 M.W. Mohlala (Kgoshi)

BABINA-KGOMO TRADITIONAL COUNCIL



24 AUG 2023

KGOSHI MW MOHLALA  
 DRIEKOP 253 KT. P.O. BOX 2  
 DRIEKOP 1129  
 LIMPOPO PROVINCE

Mankwane K.M.  
 MAHOFANE M.E.


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22 August 2023

From: Madikane Community Reps Committee

To: Marula Stakeholder Engagement Department

**MARULA LOCAL ECONOMIC DEVELOPMENT PROJECTS AT MADIKANE VILLAGE**

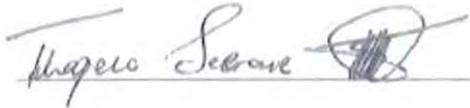
This letter serves to confirm that during various community meetings and consultations with Marula, community has requested community projects, namely:

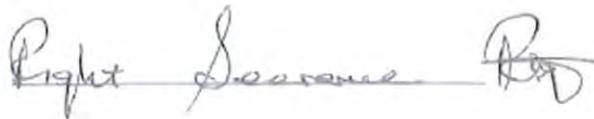
1. Madikane Community Hall, with the following modifications:
  - a. Additional four (4) flush toilets, 2 stand taps.
  - b. 10 000 litre tank and steel tank stand connected to current water source.
2. Madikane 1.5km pavement Road
3. Upgrade of the current water project with a new scope to cover whole community.
4. Apollo light in the community
5. Electricity (new and post connections)

We look forward to the change this project promises to bring to our community.

Kind regards,

Madikane Community Reps

 24/08/2023

 24/08/2023





Stakeholder ID: Magabaneing Community Hall

P.O. Box 270

082809

3123

Head of Communications: Ms. Nqholothe Ngweni

Email: [msnqholothenq@gmail.com](mailto:msnqholothenq@gmail.com)

Contact: 079088722

11/12/2023

Attn: Stake Holder Engagement and Communications Manager  
(Mr. Phumlani Dlamini)  
Marula Platinum Mine

### COMMUNITY DEVELOPMENT PROJECTS REQUEST

Dear Mr. Dlamini,

On behalf of the Magabaneing Community, kindly receive a request for a community development project. As the community we are encountering challenges with our road infrastructure, even though the Marula Community Trust will be doing construction of pavements on other streets, however the program will leave another section of the community as a desirable state.

It is within the interest of the community that the roads be improved accordingly, therefore kindly assist with at least a 0.4 kilo meter paved road that will start from Nona Matlapane's Shop and proceed to the bottom street of Magabaneing till it joins the main road from Marula Plant. The proposed up to the Chrome plant. The length may also cover the two other streets, streets that connect the upper and bottom streets of Magabaneing.

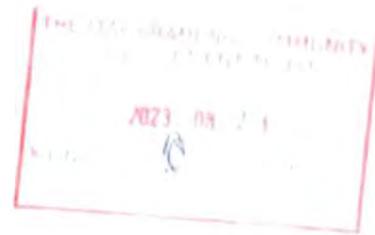
Moreover, the community would also need to be assisted with the installation of the water supply, household and upgrading of the water supply system by chlorination of the junctions. We will be assisting with maintenance and fencing of the sports ground, as well as helping to build football field and Volley Court.

Hope you will find the above requests in order, and this finds please, and thank you.

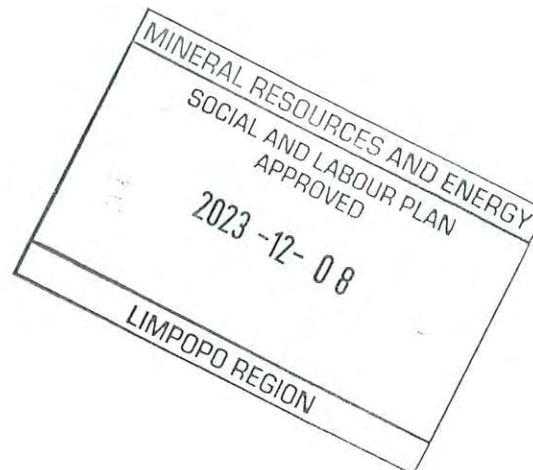
Yours sincerely,

Ms. Nqholothe Ngweni

Director, Chief Development Officer, and Mining Chairperson



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Seopiso: 001 Magabasing Community Hall  
P.O. Box: 270  
DALYWOOD  
1122

Head of Communications: Mr. Montsoho Kgusiso  
Email: [mosebo@limpopo.gov.za](mailto:mosebo@limpopo.gov.za)  
Contact: 0760663722



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Stano No-000 Mgaabane Community Inc.

Po Box 370

ORIKOP

1129

Head of Communications: Mr. Mkhobeko Ngwato

Email: [mgaabanecommunity@gmail.com](mailto:mgaabanecommunity@gmail.com)

Contact: 0760863722



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Grand Rd. 001 Magabane Community Hall

Po Box 370

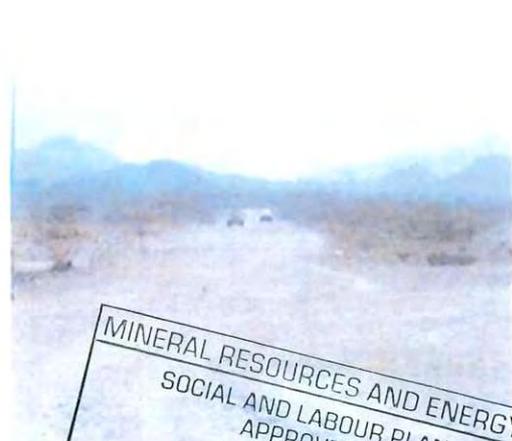
ORIKOP

1129

Head of Communications: Mr. Mphoiso Mphahlele

E-mail: [magabanecommunity@gmail.com](mailto:magabanecommunity@gmail.com)

Contact: 0760663722



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**Construction of a bridge with a connecting road in Ga-Manyaka Endorsement Letter**

(Table 3.7.7.)



**Bakone-Ba-Manyaka  
Traditional Authority**



To: Marula Stakeholder Engagement Department

Bakone-Ba-Manyaka  
P O Box 1103  
DRIEKOP  
1129

Date: 23/08/2023

**MARULA LOCAL ECONOMIC DEVELOPMENT PROJECTS AT MAATAADI VILLAGE**

This letter serves to confirm that during various community meetings and consultations with Marula, community has requested community projects, namely:

- Construction of Bridge in Mataadi Village

During rainy season, it is very risky and dangerous for young school learners to cross this valley, therefore we look forward to the improvement of lives this bridge shall bring to our community

Kind regards,

Bakone ba Manyaka Traditional Authority

  
**BAKONE  
BA-MANYAKA  
TRADITIONAL AUTHORITY**  
KGOSHIGADI D.D MANYAKA  
MAHLAHLANA  
P.O. BOX 1103, DRIEKOP, 1129  
DATE: 23/08/2023

C. M. MASHAKO



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PUSHOSECHABA  
MAKGAUWANA KGORO  
ENQ: 079 311 6084  
Email: makgawana@pushosechaba.com



Shoro Bataui Traditional Authority  
Ga-Mahlokwane Village  
Greater Tubatse Municipality  
Limpopo Province  
P.O. BOX 851  
DRIEKOP  
1129

22, 08, 2023

Dear Sir or Madam:

WE AS ONE ABOVE MENTIONED TRIBAL AUTHORITY AND THE ENTIRE COMMUNITY OF GA-MAHLOKWANE UNDER THE JURISDICTION OF CHIEF N.J. MAHLOKOANE OF FARM DRIEKOP 253 KI, DID REQUEST APOLLO LIGHTS AS ONE OF OUR SOCIAL LABOUR PLAN FROM MORGAN PLATINUM MINE

HOPING THE ABOVE INFORMATION WILL CONSIDERED AND SUFFICE

Yours Kind Regards

M.K. MAHLOKOANE (SECRETARY)

SIGNATURE *Mk Mahlokoane*

KGOSHI N.J. MAHLOKOANE

SIGNATURE *NJ Mahlokoane*

FRANS MAHLOKOANE (MOKGOMANA)

SIGNATURE *Frans Mahlokoane*

