

SOCIAL AND LABOUR PLAN 2021-2025



Submitted as Annexure G, as contemplated in Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002 (Act number 28 of 2008)
Social and Labour Plan Regulation 46 (a) to (f)

Revised March 2021

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ABBREVIATIONS

Abbreviation	Meaning
AET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ATR	Annual Training Report
BBSEE	Broad-based Socio-economic Empowerment
BEE	Black Economic Empowerment
CBOs	Community Based Organisations
CSI	Corporate Social Investment
DFS	Definitive Feasibility Study
DME	Department of Minerals and Energy
DoE	Department of Education
DoEL	Department of Employment and Labour
EE	Employment Equity
FET	Further Education and Training (Institutions of)
FF	Future Forum
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HET	Higher Education and Training (Institutions of)
HIV	Human Immunodeficiency Virus
HRD	Human Capital Development
HRSS	Home Rent Subsidy Scheme
IDP	Integrated Development Plan
JWG	Joint Working Group
LED	Local Economic Development
MPRDA	Minerals and Petroleum Resources Development Act (28 of 2002)
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PGMs	Platinum Group Metals
SAQA	South African Qualifications Authority
SDF	Spatial Development Framework
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
TEBA	"The Employment Bureau of Africa" – Mine employee recruitment services
TP	Total Package
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
WIM	Women in Mining
WSP	Workplace Skills Plan

DEFINITIONS

Term	Meaning
Career Path	A set of promotions for an individual requiring increased experience, training or education for promotion into the next step.
Charter the, Charter	The Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry, 2018. (GN 1002/2018)
The Community	The communities where mining takes place and the labour sending areas.
Contractors	Companies whose services are required by the Mine to do specialised work which is not in the core areas of the mining operation and whose provision of services are considered temporary.
Core Employment, Core skills	These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This includes artisans, rock engineers, professionals (i.e., recognised by a professional body), specialist (e.g., surveyor, safety, geologist, metallurgist, winding engine driver, environmental etc.) technologists, technicians, and persons with mining specific qualifications or licences.
Employees, Labour, Staff, Mineworkers	People employed by the Mine and those of its contractors.
Mine The, Mine	Ivanplats (Pty) Ltd, the production from the Mine which will be operated in the area designated in the Mining Right Application.
Paterson, Paterson Band	A job grading system; common in the South African Mining Industry which uses decision-making as criteria for dividing jobs into "Bands". "A Band" positions being the most Junior with "F Band" positions being the most senior on the Mine site.
Regulations	Regulations of the Mineral and Petroleum Resources Development Act (28 of 2002). Regulations different to the above will be indicated.
Scorecard	The annual reporting matrix submitted by the Mine in respect of the Charter.
Sending Area	Areas from which the majority of mineworkers have been secured.
Stakeholders	A person, group, organisation, or system which affects or can be affected by an organisation's actions which may relate to the policies intended to allow the aforementioned to participate in decision making in which it may have a stake.
Talent Pool	Employees who have been selected as a result of their work performance or educational abilities; to be placed on a career plan which requires accelerated training into vacancies or positions which lack the representation of the EAP profile of the community or to the core or scarce skills on the Mine.

PART ONE

Regulation 46 (a): Preamble

About Ivanplats (Pty) Ltd

Ivanplats Proprietary Limited (formerly known as Platreef Resources (Pty) Ltd) ("**Ivanplats**") is the holder of Mining Right (MR) No LP30/5/2/2/1/10067 (MR) over the Farms Turfspruit 241 KR and Macalacaskop 243, Registration Division KR, Province of Limpopo. The area under the Mining Right is referred to as the "**Platreef Project**" (also the "**Ivanplats Project**" or the "**Platreef Mine**" or the "**Ivanplats Mine**" or the "**Mine**"). The Platreef Project is situated 10 km north of Mokopane in Mogalakwena Local Municipality ("**MLM**") in the Greater Waterberg District of Limpopo Province of South Africa.

The Platreef Project is a tier-one discovery by Ivanhoe Mines' geologists on the Northern Limb of South Africa's Bushveld Igneous Complex, the world's premier platinum-producing region.

The project is held by Ivanplats (Pty) Ltd, which is 64%-owned by Ivanhoe Mines Limited ("**Ivanhoe**"). A 26% interest is held by Ivanplats' historically-disadvantaged, broad-based, black economic empowerment (B-BBEE) partners, which include 20 local host communities with a total of approximately 150,000 people, project employees and local entrepreneurs. In June 2019, Ivanplats confirmed its Level 2 status in its fifth verification assessment on the generic B-BBEE scorecard. A Japanese consortium of ITOCHU Corporation, Japan Oil, Gas and Metals National Corporation and Japan Gas Corporation, owns a 10% interest in Ivanplats, which it acquired in two tranches for a total investment of US\$290 million.

Ivanplats is in the process of developing the Platreef Mine as an underground mining operation in two phases: 1) an initial annual rate of up to four Mtpa to establish an operating platform to support future expansions; 2) a doubling of production to eight Mtpa.

Sinking of Platreef's Shaft 1 reached a depth of 950 metres below surface on Sep 04, 2019. Development has begun of the last of four planned shaft stations. Shaft 1 reached the top of the Platreef Deposit, at a depth of 825 metres. Sinking of the shaft will continue to a planned final depth of 980 metres.

Surface construction for Platreef's Shaft 2 is completed to a depth of approximately 29 metres below surface, and construction of a concrete hitch for the headframe is planned.

Ivanhoe has appointed five leading mine-financing institutions as Initial Mandated Lead Arrangers to arrange debt financing for the Platreef Mine's development. They are: KfW IPEX-Bank, a 100% subsidiary of the German promotional bank, KfW; Swedish Export Credit Corporation; Export Development Canada; Nedbank Limited (acting through its Corporate and Investment Banking division); and Societe Generale Corporate & Investment Banking. Expressions of interest have been received for approximately US\$900 million of the targeted US\$1 billion project financing.

Submission of a Social and Labour Plan

A Social and Labour Plan ("**SLP**"), which is a requirement in support of a mining right in terms of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) ("**MPRDA**"), is a prescribed plan of the social and labour programmes to be in place for the duration of a mining right. The objectives of the SLP (Regulation 41 of the Regulations of the MPRDA) are to:

- Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the (MPRDA));
- Promote employment and advance the social and economic welfare of all South Africans (Section 2 (f) of the MPRDA);
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter); and
- To utilize and expand the existing skills base for the empowerment of HDP and to serve the community.

Progress with regards to the programmes outlined within the SLP in respect of Human Capital development, local economic development, inclusive of Enterprise Supply Development and the management of downscaling and

retrenchment must be reported in the annual SLP report and submitted to the relevant regional office of the Department of Mineral Resources (“DMR”).

This is the second SLP submission for Ivanplats since the notarial execution of the mining right in November 2014. Ivanplats’ first SLP was implemented between January 2015 and December 2019. This SLP is for the period between January 2021 and December 2025.

Mine and Ownership

This SLP supports the Mining Right holder, Ivanplats (the “Company”), over the Platreef Project (the Mine) – an entity which will operate as an underground platinum mine in the areas delineated on the maps in Figure 1 and Figure 2 below.

Figure 1: Location of the Ivanplats Mine/Platreef Mine: Regional setting

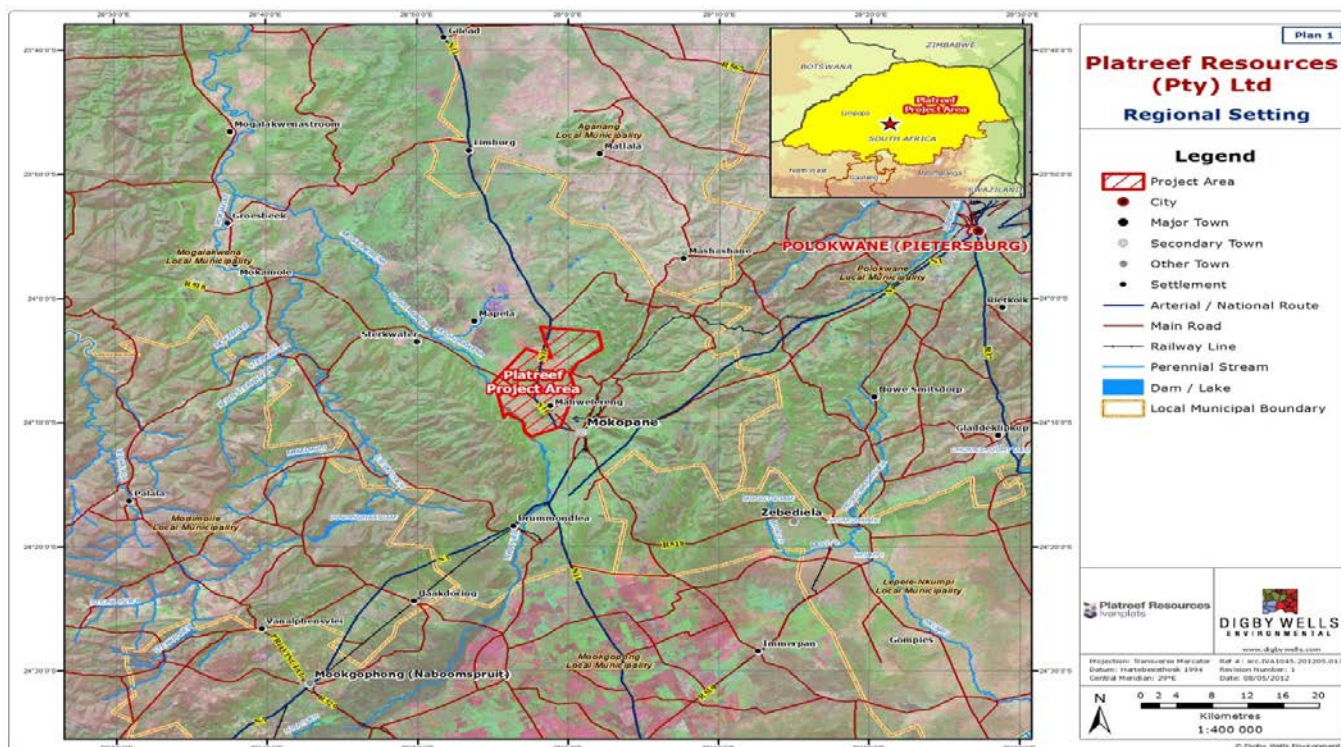
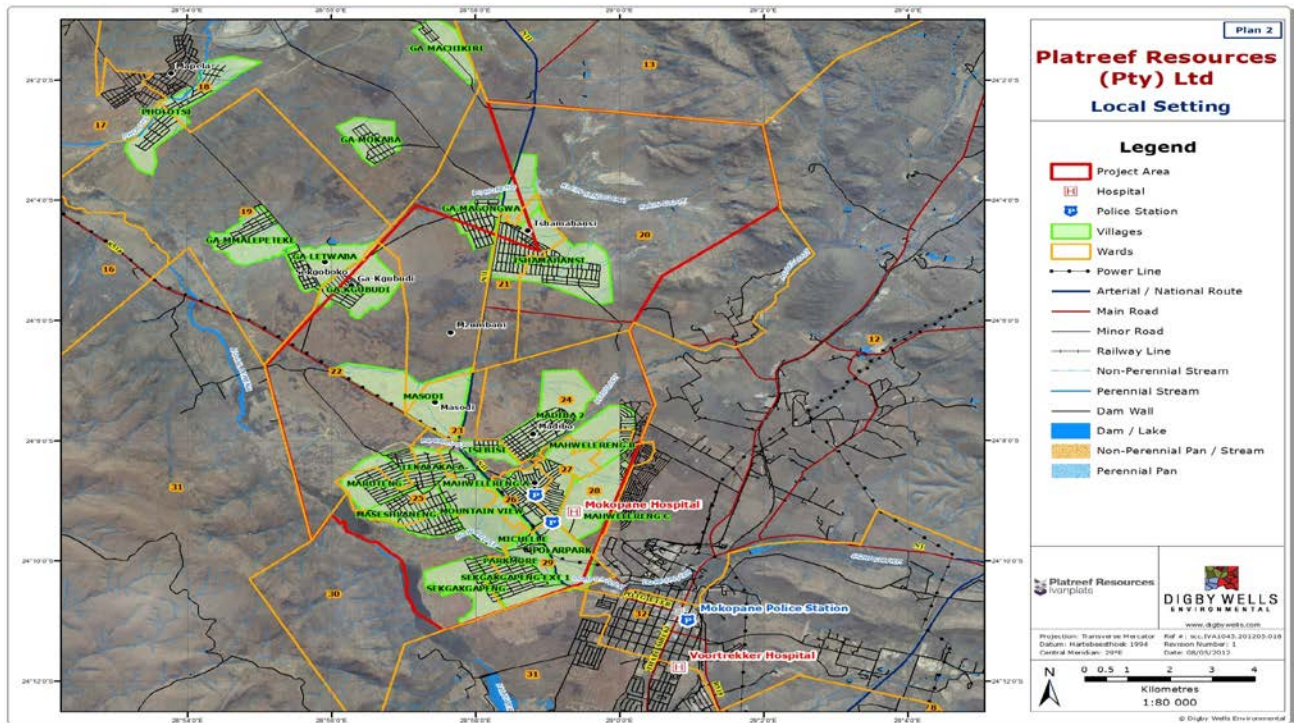


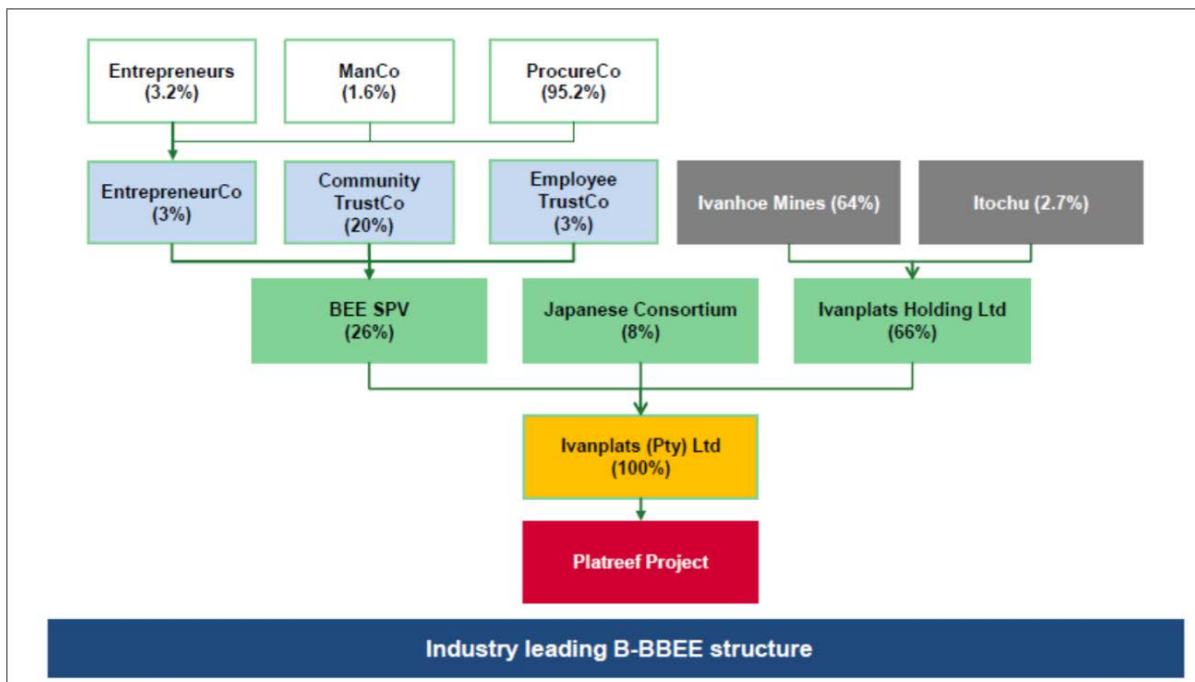
Figure 2: Location of the Ivanplats Mine/Platreef Mine: Local setting



The ownership of the Mine represents an array of Japanese and Canadian interests. Local Historically Disadvantaged South African (HDP) ownership occurs in the form of a partnership with the local Communities, Entrepreneurs, Women and Children and Employees. The ownership model of the Mine is depicted in Figure 3 below.

Communities will be the key beneficiaries of the transaction, with Ivanhoe acting as a capital partner. Ivanhoe will provide 100% vendor financing to facilitate Black Economic Empowerment (BEE). In addition, Ivanhoe will provide a 100% funding facility, to ensure that BEE is not diluted by future funding requirements to develop the Mine.

Figure 3: Ownership model of the Mine



Particulars of Ivanplats (Pty) Ltd: Formerly known as Platreef Resources (Pty) Ltd

Table 1: Particulars of Ivanplats (Pty) Ltd

ITEM	DETAILS
Company	Ivanplats (Pty) Ltd
Registration Number	1988/000334/07
Name of mine	Platreef Mine / Platreef Project
Contact Person	Dr. Patricia Makhesha
Tel no	+27 11 088 4300
Fax no	+27 86 675 1836
Cellular no	+27 79 138 5140
E-mail address	patriciama@ivanplats.com
Postal Address	P Bag 2468 Mokopane 0600
Physical Address	7 Second Ave Old Industrial Area Mokopane 0601
Location of mine	The Mine is located in the Limpopo Province. The nearest town is Mokopane, located 10km south of the Mine area.
Commodities	Platinum Group Metals (PGM's) consisting of Platinum, Palladium, Rhodium, Iridium, Ruthenium and Osmium and all other associated metals and minerals including but not limited to Gold, Silver, Nickel, Copper, Cobalt and Chrome.
Life of mine	30 years, mining right approved May 2014 and executed 04 November 2014.
Breakdown of employees per sending area	This Social and Labour Plan (SLP) refers to the Mine. It is expected that the Mine will employ approximately 2500 people at predicted steady state production in approximately 2026. The main sending area will be the communities directly surrounding the mine area. Please refer to the regulation 46 (b) (i) (aa) information in this SLP.
Geographic origin of employees (mine community and labour sending areas)	The main sending area will be the communities directly surrounding the mine area in the Limpopo Province, District Municipality and Local Municipality
Financial year	1 January – 31 December
Reporting year	by 31st March of each year
Responsible person	General Manager, Mr Benjamin Sekano

Size and Composition of the Current Workforce

Currently¹ there are 143 employees (including SLP stipends) at Ivanplats, with 471 contractor employees that will complete their contracts with the end of the commercial contract for sinking. Ivanplats and its contractors have a 70% local footprint. These employees have been employed during the sinking phase of the Mine development. During this period (2021 – 2025) the sinking of the production and ventilation shafts will take place inclusive of mine development. Appointed contractors will be responsible for the construction phase. The composition of the current Ivanplats employees is reflected in Table 2 below:

Table 2: Occupations of the Current Workforce:

Occupation	Count of Occupation	Occupation	Count of Occupation
Maintenance Assistant	7	Head of Geology and Exploration	1
Cleaner	5	Senior Geotechnical Engineer & Manager	1

¹ Labour information correct in February 2021

Occupation	Count of Occupation	Occupation	Count of Occupation
Engineering Intern	4	Head of Legal Compliance	1
Basic Life Support	4	Senior Manager: Health and Safety	1
Intermediate Life Support	4	Head of Social Economic Development	1
Engineering Bursar	3	Filing Clerk	1
HR Assistant	3	Head of Technical Training and Development	1
General Farmworker	3	Learner Artisan (Platter Boilermaker)	1
Community Relations Assistant	3	Database Geologist	1
Junior Geologist	3	Learner Miner	1
Driver	3	Community Relations Practitioner	1
Tractor Driver	3	Manager: Cost Control and Project Finance	1
Safety Officer	2	HR Manager	1
Human Resource Officer	2	Managing Director	1
HC Intern	2	HRD Officer	1
Environmental Coordinator	2	Mining Bursar	1
Learner Artisan (Rigger)	2	Environmental Intern	1
Exploration Assistant	2	Occupational Hygiene and Mine Environmental Control Trainee	1
Graduate Mining Engineer	2	Strata Control Observer Trainee	1
Gardener	2	Procurement Clerk	1
Housekeeper	2	System Administrator	1
Geologist	2	Executive Head: Operations	1
Learner Artisan (Millwright)	2	Stores Assistant	1
Geology Bursar	2	Project Manager	1
Project Administrator	2	Senior Project Manager: Social and Legal Compliance	1
Geology Team Leader	2	Safety Clerk	1
Senior Community Relations Assistant	2	Senior Project Officer	1
Graduate Engineer	2	Safety Officer in Training	1
Bookkeeper	2	Stakeholder Relations Assistant	1
Senior Manager: Community Relations	1	Security Officer	1
Office Manager	1	Database Administrator	1
Accounting Manager	1	Senior Geologist & Manager Project Geology	1
Finance Bursar	1	Junior Safety Document Controller	1
Database Team Leader	1	Senior GIS Technician	1
Diesel Mechanic	1	Junior Safety Officer	1

Occupation	Count of Occupation	Occupation	Count of Occupation
Environmental Manager	1	Senior Manager: Government Relations	1
Admin Officer II	1	Junior Technical Development Officer	1
Mine Manager	1	Senior Manager: Human Capital	1
General Manager	1	Learner Artisan (Electrical)	1
Project Administrator: Legal & Compliance	1	Senior Project Manager: Implementation and Integration	1
Document Controller	1	Learner Artisan (Fitter)	1
Farm Manager	1	Learner Artisan (Instrument Technician)	1
Communication Assistant	1	Small Business Manager	1
Senior Manager: Safety Legal and Compliance	1	ABET Facilitator	1
Geology Intern	1	Storeman	1
Environmental Officer	1	Construction Manager – Concentrator & General Infrastructure	1
Emergency Services Coordinator	1	Junior HRD Officer	1
Manager: Occupational Hygiene and Mine Environmental Control	1	Ventilation Officer I	1
Government Relations Manager	1	Team Leader	1
Mining Engineering Bursar	1	IT Technician II	1
Communication Officer	1	Transport Administrator	1
Procurement Coordinator	1	IT Technician III	1
Admin Officer III	1	Vice President & Executive Head: Capital Projects	1
Project Manager and Compliance Officer	1	Junior Administrator	1
Engineering Manager	1	Junior Document Controller	1
Security Controller	1	Grand Total	143

Table 3: Form S: Current Workforce Profile

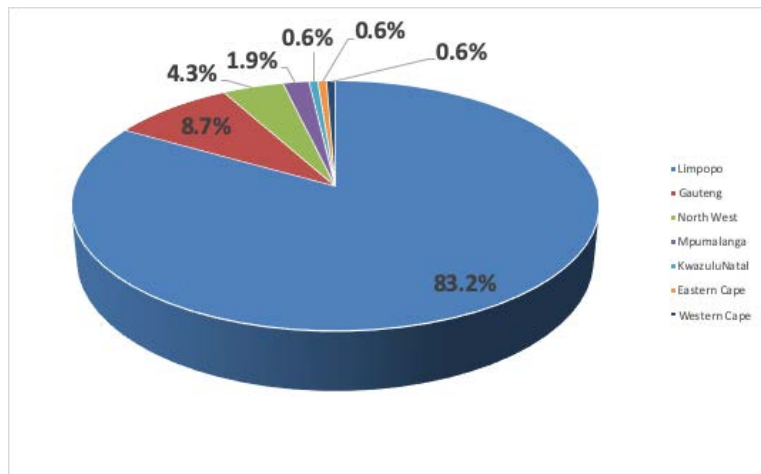
Category	Male				Female				Foreign National		Grand Totals
	A	C	I	W	A	C	I	W	M	F	
Active - Site Based											
Top Management	0	0	0	1	0	0	0	0	0	0	1
Senior Management	7	0	0	8	1	0	0	0	0	0	16
Professionally qualified and experienced specialists and mid-management	7	1	0	6	0	1	0	1	0	0	16
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	0	0	2	18	0	0	3	0	0	40

Category	Male				Female				Foreign National		Grand Totals
Semi-skilled and discretionary decision making	33	0	0	0	15	0	0	0	0	0	48
Unskilled and defined decision making	17	0	0	0	6	0	0	0	0	0	23
Total Above	81	1	0	17	40	1	0	4	0	0	143

Labour Sending Areas of Current Employees

The demographic analysis of the current Mine workforce indicates the major labour sending areas as depicted in Figure 4 below:

Figure 4: Labour sending areas of current employees



Social and Labour Plan: Schedule and Time Frames

Table 4 represents an overview of the proposed time frames and schedule of the activities to be implemented over the period of this Social and Labour Plan (2021 – 2025).

Table 4: Social and Labour Plan: Schedule and Time frames



Investments of Ivanplats (Pty) Ltd

The total Provision allocation for the implementation of the SLP of the Mine is R51 million for a 5 (five) year period from 01 January 2021.

PART TWO

Regulation 46 (b): Human Resources Development Programme

Introduction

The structure of this section is based on the underlying Human Capital and Skills Development methodology that is implemented by Ivanplats, indicating how:

- Operational requirements as per the company Definitive Feasibility Study (“**DFS**”) converted into a labour plan;
- The Labour Plan populated reflects position profiles and career paths;
- Local recruitment requirements stipulated;
- Employment Equity (“**EE**”) planning regarding Historically Disadvantaged Persons (HDP’s) in management inclusive of women participation incorporated into the Labour Plan linked to the economic active population (EAP) of Limpopo, as far as available;
- A Skills Development Plan (“**SDP**”) that incorporates the use of Adult Education and Training (“**AET**”), scholarships, bursaries, learnerships, internships, core and non-core skills training, core and non-core technical skills to meet the requirements of the Labour Plan; and
- Coaching and Mentoring implemented to support this SDP.

All contractors are incorporated into this methodology to ensure that the appropriate implementation and reporting mechanisms are in place to fulfil the requirements of the MPRDA. Contractor labour figures and other labour projections presented in this SLP are related to the company’s DFS.

Integrated Human Capital Development Programme (“**HCDP**”)

Figure 5 is a diagrammatic representation of the Integrated Human Capital Development Framework applied in Human Capital Development (“**HCD**”) planning and implementation. This business process provides guiding principles and a framework within which the Mine will operate in respect of HCD.

A SLP/Future Forum was established in order to facilitate on-going communication between the mine management and contracting companies, to be able to track the implementation of the different HCDPs. The SLP/Future Forum represents the SLP Forum and will meet regularly to discuss matters associated with Human Capital Development policies and practices. The objectives of the SLP/Future Forum are:

- Sharing appropriate best practices amongst HC managers from the different contracting companies;
- Sharing new initiatives prior to implementation;
- Discussing progress in terms of implementing the requirements of the Mining Charter and this approved Social and Labour Plan; and
- Reviewing key HC procedures and measures.

The development of the Labour Plan is fundamental to the entire strategic approach regarding HCD and act as a tool to identify positions that can be earmarked as appropriate candidates for HDP, women and people living with disability (“**PWD**”) participation.

The Labour Plan also sets the parameters for the downscaling and closure process. Through timeous identification of the potential for reduced labour requirements, the Mine is able to plan appropriate strategies to minimise job losses, and where this is impossible, to provide portable skills for potential economic activity after job loss.

In order to meet the Mine’s commitment to achieving the subscribed HDP representation in management positions, the Labour Plan is utilised to identify where and when HDP’s are to be placed and to identify the skills and competencies that these potential employees will require in order to take up future supervision and/or management positions to successfully take on the role required attaining the required HDP levels.

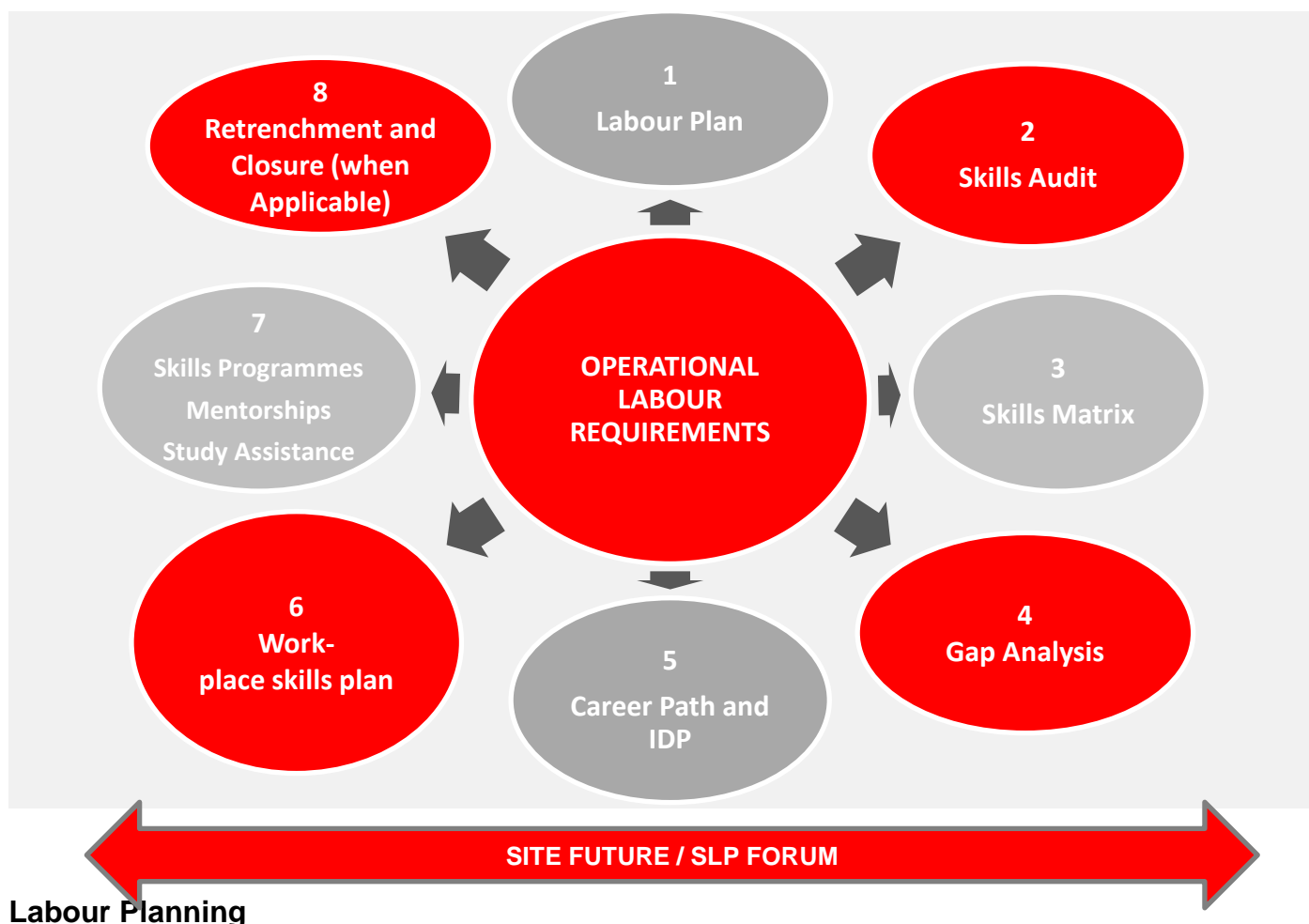
Ivanplats and all contractors will be expected to source, as far as reasonably possible, 100% of their entry level and 30% of their skilled and semi-skilled labour from the broader Mokopane community in support of this SLP by recruiting inside the following criteria:

- First attempt employing from the ten directly affected communities²;
- Then from Mokopane (Villages within the Chieftaincy including Mahwelereng and Mokopane Town);
- Then from the entire Mogalakwena and Waterberg district; and
- If after exhausting all the above options, nationally.

In order to obtain employment and to be selected for developmental opportunities at Ivanplats, all applicants need to register on the Ivanplats community portal and recruitment platform in *Maru a Mokopane*. Ivanplats has a dedicated team of Community Relations Assistants, equipped with tablets, running a mobile office, which regularly visits the twenty villages surrounding the Mine in order to provide information to community members and assist those without access to electronic devices to register on the portal and apply for any vacant positions. The portal was partially established for recruitment as it provides a single source recruitment solution to protect the applicants from being defrauded through recruitment scams.

The Company's internal focus will be to develop the current labour force by implementing core and non-core technical training through Individual Development Plans (IDP) filling mining and administrative positions within the Mine.

Figure 5: Integrated Human Capital Development Programmes



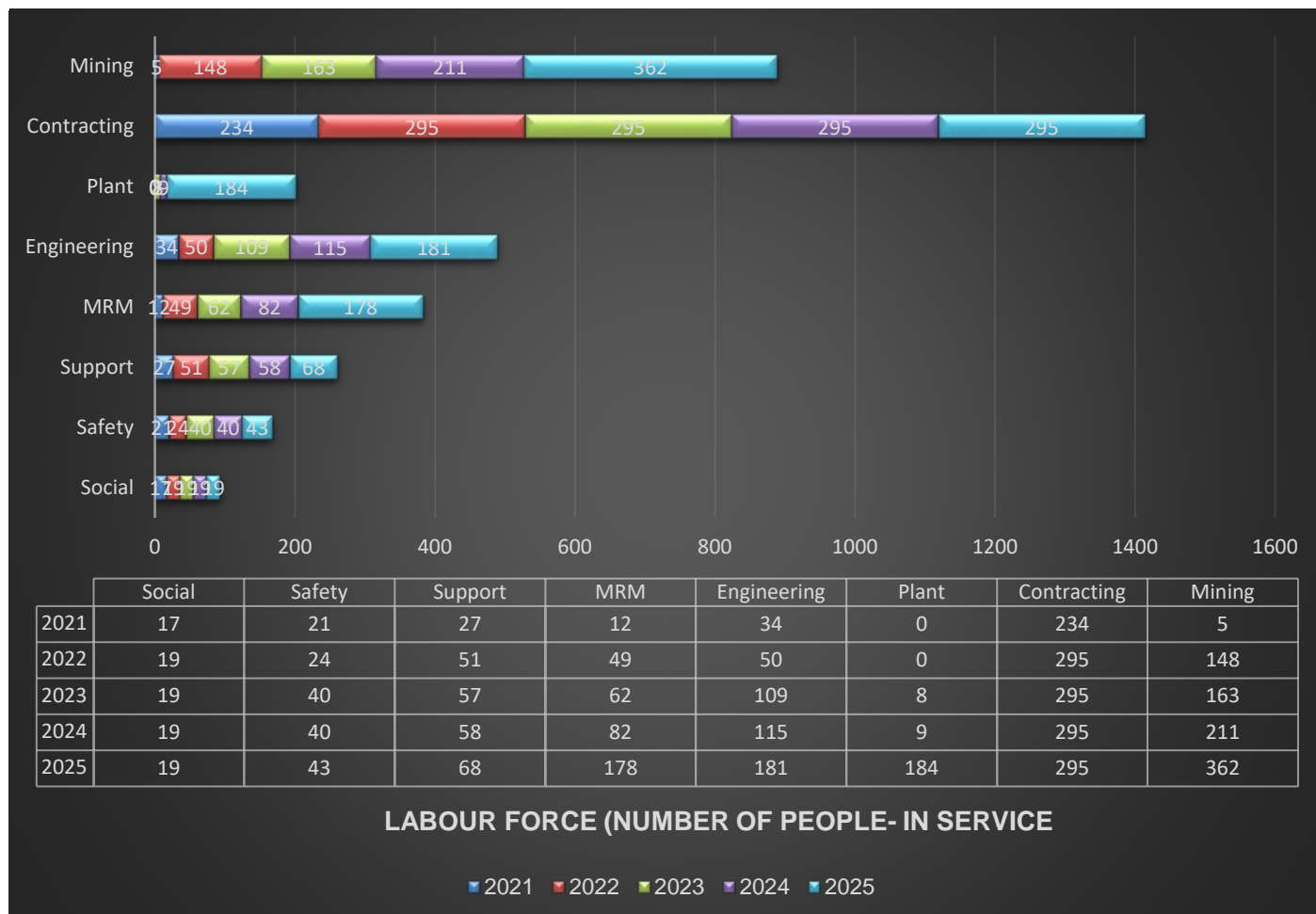
The Mine will use a process of labour planning that provides the basis for the implementation of the SLP. Labour planning is a fully integrated organisational process that involves proactively planning ahead to determine future

² Tshamahansi (consisting of Baloyi, Hlongwane and Matjeke), Masodi, Magongoa, Sekgoboko, Kgobudi, Masehlaneng, Madiba, and Mzombane

organisational human capital needs and avoid talent surpluses and shortages within the organisation linked to the Mine Works Plan (“MWP”) as basis.

Figure 6 indicates an overview of the labour complement required from the start of the mining and production schedule until the end of the project phase of the Mine.

Figure 6: Labour Requirements of the Mine: 2021 – 2025 (DFS)



Operations

The current MWP assumes that the deposit will be mined using the sublevel blast hole stope method. The ore zones are divided into individual stopes. Access drifts are driven through the ore zone at the top and bottom of each stope from the mining sublevels. At the bottom of the stope, a number of draw points are mined and equipped to extract the ore. The ore is drilled and blasted from the access drifts and the ore is removed from the stope using a diesel-powered load haul dumper (LHD) and dumped in an ore pass located nearby.

After mining of each stope is completed, it is backfilled with cemented fill. Initial studies have assumed the use of cemented rock fill, but both paste fill and hydraulic fill options will be evaluated in future studies.

It will use a highly mechanised model of mining yielding at steady state production. The run-off-mine will be treated at existing platinum group metals concentrators in, i.e., Polokwane and Rustenburg.

The human resource skills-set required in order to operate the Mine will therefore be that of a mechanised hard rock underground mine.

Implementation of the Social and Labour Plan

Formal implementation of this SLP will commence in January 2021 founded on the continuation of the successes of the first SLP.

Social and Labour Plan Provision

A decision by the Executive Management Team of Ivanhoe Mines Limited to allocate R50 million to this SLP over the next 5 (five) years, supports the current scale of the Local Economic Development (“**LED**”) Projects, Enterprise and Supplier Development (“**ESD**”) and Skills Development initiatives for the mine and its communities. The total Provision allocated to this Social and Labour Plan is R50 million inclusive overheads and consultation services. The financial provision made for the Human Capital and Skills Development component in this SLP is R14,5 million in line with the projected payroll minus skills levy for the duration of this SLP. It is important to take note that the payroll is projected, and it will be updated on a year-to-year basis.

Mining Charter and Scorecard

The Mine has a current work force of 143 employees inclusive of all the current SLP interventions. The Mine has started establishing a HCDP to continue with the various Skills Development and Employment Equity (“**EE**”) programmes in accordance with the Broad-Based Socio-Economic Empowerment Charter for the Mining Industry (2018). The reporting process will be continued on an annual basis with reference to the implementation guidelines (NO1399). This SLP will be used as a vehicle and base reference policy document in the setting and expenditure to achieve these goals. Where possible and where appropriate throughout the SLP, reference will be made to this guideline.

Registration and Compliance with the Skills Development Act (No. 97 of 1998)

The Mine is currently contributing towards a skills levy via the South African Revenue Services (SARS) to the Mining Qualifications Authority (“**MQA**”) and has continuously over the last four (4) years submitted a Workplace Skills Plan (“**WSP**”) and Annual Training Report (“**ATR**”) for the current employees in developing and reskilling into Mine related positions.

The focus of this SLP will be on the implementation of skills development and training initiatives to the current employees of the Mine, communities and the contractors, who will be utilised for the construction of the production and ventilation shafts and later the construction of the Mine infrastructure, as well as future operational requirements.

The objectives of the skills development programmes are, to:

- Continue creating a talent pool for the Mine;
- Equip people with the specific skills required to operate in a highly mechanised mine; and
- Equip people with portable skills to become self-employed or employed in the Mine and sectors other than mining, e.g., construction and business.

Some of these training interventions will take place at an MQA accredited training academy which the Mine intends to establish as per project scheduling and the operational need. The details regarding the sector and training authority are depicted in Table 5.

Table 5: Details of Sector Education and Training Authority (SETA) Registration

NAME OF SETA:	MINING QUALIFICATIONS AUTHORITY (MQA)
Registration number with relevant SETA:	L230738892
Appointed Skills Development Facilitator:	Mrs Nkele Matsithiso
Institution to which the Mine submitted its workplace skills plan and date of submission:	A Training Report and Workplace Skills Plan are submitted annually to the Mining Qualifications Authority (MQA).

Contractor Personnel

From the schedule and time frames of the mine's DFS it is evident that mostly contractor personnel are going to be employed to develop the mine as well as the construction of the infrastructure of the Mine as per the MWP.

To ensure that the contractors comply with the Mine's Human Capital strategies, the following aspects will be included in all tender conditions:

- One hundred percent (100%) of the entry level labour must be sourced and developed from the local communities;
- A minimum of thirty percent (30%) of the skilled, and semi-skilled labour must be sourced from the local communities;
- Residential proof (permission to occupy (PTO) or Municipal confirmation) will be verified to ensure that the applicants are from the local community;
- The qualifications of all contractor personnel will be verified by the Human Capital Department of the Mine to minimise the risk of injuries, misplaced labour and to ensure compliance with HDP targets;
- Copies of all relevant training records of contractor personnel will be kept by the Human Capital Department; and
- All contractors will be managed by the Ivanplats General Manager to ensure compliance to all Health, Safety, Environmental and all other relevant and applicable legislation.

Regulation 46 (b) (i): Skills Development Plan of the Mine

The skills development plan for the mine will be based on the following principles:

- The DFS informed the identification of the number and job titles of people that are required for each of the departments and mining sections;
- Using the above information, a labour plan was designed which gives a consolidated matrix of the number of employees and the job titles with Paterson³ levels required by each department on an annual (or more frequent) basis;
- The job titles indicate the training profile that would be required for each position;
- The labour plan informs the HC function on the mine of the number of people to be recruited at each skills level, as well as of the timeframes for the recruitment drive;
- The actual skills of the employees that are recruited are measured and the gap between the required skills profile and the actual skills profile then determines the required training;
- Specific training interventions are identified to ensure efficient mine operation;
- A training plan and Provision was developed for the required training; and
- The above general planning process for skills development is, however, constrained by a number of factors:
 - Skills are not freely available in the market. Relative and actual scarcities require that private enterprise has to expend more resources in recruiting or training these individuals;
 - Appropriately skilled applicants are sometimes not representative of the overall population profile of the area in which the mine works;
 - Historical factors require that certain portions of the population – in South Africa's case Historically Disadvantaged Persons (“**HDP's**”) – require special attention in order to acquire skills so that the efficiency of the mining operation does not suffer, i.e., affirmative action to achieve employment equity.

The Mining Charter and the Department of Mineral Resources (“**DMR**”) require that the Mine submits to annual audits or engages in acceptable self-auditing in order to ensure that requirements in terms of HCD and EE are met. In Sections 2.3 and 2.4 of the charter special mention is made in terms of how HDP employment and equity development are being dealt with in the Mine, and how the Mine is extending its efforts in community capacity building. The regulations of the MPRDA also specifically indicate the disciplines in which a mining operation intends to deal with the HDP members of its staff in developing solutions to the aforementioned skills development constraints. It is to these regulations that this SLP now turns in defining its actions for this SLP.

Skills Development Plan Employees at the Mine

³ The Paterson Job Grading System is method where jobs are evaluated based on predefined criteria; this system is mainly used in South Africa and common in the mining industry. It analyses decision-making in job tasks and categorises jobs into six groups that are graded and grouped into two to three sub-grades. These factors include stress, individual tolerance, length of job and number of responsibilities. These all correspond to organisational levels. The six grades, also called bands, define pay scales.

Due to the highly mechanised mining methodology to be used, the minimum entry requirement for new employees to the Mine has been set at Grade 12 (NQF4) or equivalent.

Regulation 46 (b) (i) (aa): The Number and Education Levels of the Employees

Functional Literacy and Numeracy: Employees (18.1)

Functional literacy can be defined as the ability to read, write and speak with understanding at a level that enables one to participate effectively in the community and the workplace. The objective of functional literacy and numeracy programmes at the Mine is to make these skills available to all of those employees who do not have the minimum entry level of Grade 12/N3 or equivalent in order to become employable within the Mine and or the plant as per the project plan. Table 6 refers to the current employee functional literacy levels.

Table 6: Form Q: Functional literacy employees:

2021 Feb			Male				Female				Total	
BAND	NQF LEV EL	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)		No schooling / Unknown	2			1					3	0
		Grade 0 / Pre										0
		Grade 1 / Sub A										0
		Grade 2 / Sub B										0
		Grade 3 / Std 1 / ABET 1	2								2	0
		Grade 4 / Std 2										0
		Grade 5 / Std 3 / ABET 2										0
		Grade 6 / Std 4										0
		Grade 7 / Std 5 / ABET 3	3								3	0
		Grade 8 / Std 6	1								1	0
	1	Grade 9 / Std 7 / ABET 4					1					1
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1				2					2	0
	3	Grade 11 / Std 9 / N2	2			1	1				3	1
	4	Grade 12 / Std 10 / N3	67			15	12			2	82	14
Higher Education and Training (HET)	5	Diplomas / Certificates	15			5	16	1			20	17
	6	First degrees / higher diplomas	9			6	1				15	1
	7	Honors / Master's degrees	4	1		3	1				8	1
	8	Doctorates				1					1	0
4		TOTAL	105	1	0	34	32	1	0	2	140	35

⁴ The figures include farm workers, that represent the only employees that are lower than NQF level 4 and Limited Duration employees that will complete their term by December 2021. The farm workers have no interest in further education, rather upskilling and the LDC employees will be exiting by end of 2021. There are thus no employees (18.1) to undergo an AET program.

The internal skills audit conducted in 2014 determined the qualifications that the current employees require to fill the planned positions in the Labour Plan of the Mine. These identified gaps were and are being addressed in the annual WSP of the Mine.

An Individual Development Plan (“**IDP**”) for each employee is designed mapping the individual’s career path forming the basis of the Skills Development Plan (“**SDP**”) for this SLP.

A skills and ability audit were conducted within the sending communities of the Mine. This skills audit identified the skills available in the area as well as assessed the abilities and interests of the community members in order to develop the community members to the correct level with the correct skills programme and/or qualification. The skills data is held in the community portal *Maru a Mokopane* and directly maintained by the registered community member(s).

This skills database is utilised for the identification of community talent and available skills as the project develops and labour need increases.

Type of Skills Programmes: Current employees (18.1) and Communities (18.2)

Table 7: Planned employee and contractor focus

CURRENT EMPLOYEES: 18.1 (2021 – 2025) Focus: Reskilling and Retraining (where required)	COMMUNITIES: 18.2 (2021 – 2025) Focus: Further building on a talent pool for future employment
Core Technical Skills Training Programmes	Core Technical Skills Training Programmes
Core Skills (Portable Skills) for older workforce	Portable Skills (other than Mining Skills)
Study Assistance	Scholarships
Learnerships	Adult Education and Training (AET)
Mentorship Programmes	Bursary
Portable Skills (other than Mining Skills)	Learnerships
	Internships
	Graduate Programmes

The selection of the candidates for the skills development plan of the Mine will take into consideration the HDP, women in mining, youth and disability targets of the Mine and will be implemented on an application basis through *Maru a Mokopane* and if not suitable through community advertising.

Establishing of an MQA Accredited Training Facility

The Mine intends to establish an MQA accredited training facility on the premises of the current industrial offices, to deliver accredited mining and engineering skills programmes. The training centre, when operational, will be used for core training interventions for employees of the Mine, to develop the talent pool for the Mine by delivering core training programmes to the employees and the people from the community.

The training centre will be established as soon as the main contractor that is currently providing the training service complete their contract.

Skills Development Programmes: Employees (18.1)

Regulation 46 (b) (i) (bb): Scarce Skills

The Mine is going to employ several people within the Engineering discipline. The Mine will strive to provide training and development opportunities to address the critical skills shortage in this sector as far as possible with regard to the funds available.

The following positions are regarded as hard-to-fill within Ivanplats:

- Artisans (all types),
- Technicians,
- Sinking skills,

- Drill Rig and Bolter Operators,
- Load Haul Dump Operators, and
- Utility Vehicle Operators.

The aforementioned Hard-to-fill positions will be addressed through allocation of learnerships and applicable skills programmes. Employees and community members will be encouraged to study towards the above-mentioned scarce skills.

The following Table 8, as required by **regulation 46 (b)(i) (bb) of the MPRDA**, reflects the scarce skills which are anticipated by the Mine once production starts:

Table 8: Form R: Scarce Skills and Hard-to-fill vacancies anticipated by the Mine

OCCUPATION LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top Management	None	None
Senior Management	Mining Skills	Women with these qualifications within the local communities
Professionally qualified and experienced specialists and mid-management	Electrical and Mechanical Engineers	Women with these qualifications within the local communities
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans (All) Sinkers	Mechanics, Electrician, Fitters, Auto electricians and Boilermakers with experience in large machinery. Female candidates.
Semi-skilled and discretionary decision making	Drill Rig and Bolter Operators; Load Haul Dump Operators; Utility Vehicle Operators	The mine methodology is highly mechanised with specialised machines. Female candidates.
Unskilled and defined decision making	None	None

Career Paths

Career paths are specific to the discipline and operational area for which they are determined, and different career streams can be defined.

A career path shows how employees can advance from one position to another within their career stream through the development of further competencies and skills and is linked to experience gained. Career paths further outline the minimum requirements for each position as well as the minimum education, training and experience required for progression and therefore serve as a planning framework to determine how employees should be trained and developed for career progression.

All contractors will be required to develop their own generic career paths for their employees and submit it to the Mine for approval and implementation.

Table 9: Career streams at the Mine

THE MINE	CAREER STREAM	OPERATIONAL ACTIVITIES
	Mining	Underground and surface mining-related activities ranging from underground labourers at the entry level to general manager.
	Engineering	Underground and surface mining-related engineering activities which are largely maintenance based, ranging from belt attendants at the entry level through to engineering manager.
	Shared Services	Technical, financial, safety, administration and Human Capital support services.
THE PLANT	Process Plant	Plant process and metallurgical activities ranging from production assistants at entry level to production manager.
	Engineering	Metallurgical plant engineering activities that are largely maintenance-based ranging from engineering assistant/aide to plant engineer.
	Administration	Administration activities ranging from driver/clerk/storeman at the entry level to financial administrator.

Regulation 46 (b) (ii): Career Progression Plan

The following career paths for career progression, in line with the planned skills development plan, have been identified:

Table 10: Career path: Mining⁵

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	General Manager	E3	Mine Manager's Certificate of Competency (MMC) Blasting Certificate Management Development Programme	At least 5 years underground mining experience as a Mine Manager in a production environment	MDP must be suitable for IVP
2	Mine Manager	E1	Mine Manager's Certificate of Competency (MMC) Blasting Certificate Management Development Programme	At least 2 years underground mining experience as a Production Manager in a production environment	MDP must be suitable for IVP
3	Production Manager	D4	Mine Manager's Certificate of Competency (MMC) Blasting Certificate Management Development Programme	Minimum 3 years underground mining experience as a Mine Overseer in a production environment.	MDP must be suitable for IVP
4	Mine Overseer	D2	Mine Overseers Certificate of Competency \ Mine Manager's Certificate of Competency (MMC) Blasting Certificate/ Rock Breaker certificate (Hard Rock) for scheduled mines	At least 3 years relevant underground mining experience as a Shift Supervisor	Certificate valid for the class of mine.
5	Shift Supervisor	C5	NQF 4 or Equivalent qualification or NQF 4 equivalent Blasting Certificate/ Rock Breaker certificate (Hard Rock) for scheduled mines Competent A and B Pre-Shift Supervisory Course	3+ Years of experience in an underground mining environment as a Miner	
	Graduate Mining Engineer	C4	Relevant University Qualification (Mining)	0	To include mining related graduates on a

⁵ Tables should be read progression from bottom upwards

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
					case-by-case basis
6	Miner	C2	NQF 3 Blasting Certificate/ Rock Breaker certificate (Hard Rock) for scheduled mines Competent A and B	As required for blasting certificate	Only rock breaker certificate acquired before the end of June 2017 are valid.
7	Team Leader (Construction)	B7	NQF 4 or Equivalent qualification with Maths and Science Relevant unit standard applicable for the role Competent A and B	2 years' experience @ operator level with at least 6 months relevant Subject Matter Experience	
8	Roof Bolter Operator	B7	NQF 4 or Equivalent qualification Competent B	5-6 years' Experience	
9	Anchor Bolter Operator	B7	NQF 4 or Equivalent qualification Competent B	5-6 years' Experience	
10	Drill Rig Operator	B6	NQF 4 or Equivalent qualification Competent B	4 - 5 years' Experience	
11	Roof Bolt Assistant	B5	NQF 4 or Equivalent qualification Competent B	3-4 years' Experience	
12	Bolter Assistant	B5	NQF 4 or Equivalent qualification Competent B	3-4 years' Experience	
13	Shotcrete Jumbo Driver	B5	NQF 4 or Equivalent qualification Competent B	3-4 years' Experience	
14	LHD Operator	B5	NQF 4 or Equivalent qualification Competent B	3-4 years' Experience	
15	Blasting Assistant	B4	NQF 4 or Equivalent qualification Competent B	2-3 years' Experience	
16	Truck Driver	B3	NQF 4 or Equivalent qualification Competent B	1-2-years' Experience	
17	General Operator	B3	NQF 4 or Equivalent qualification or NQF 4 equivalent Recognised Shift Supervisor Certificate Blasting Certificate of competency	1-2 years' Experience	
18	UV Operator	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	
19	UV Materials Handler	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	
20	Agicar Driver	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	
21	Grader Operator	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
22	Water Spray Truck Driver	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	
23	Mobile Pecker Operator	B3	NQF 4 or Equivalent qualification Competent B	1-2 years' Experience	
24	Roadway Compactor Operator	B2	NQF 4 or Equivalent qualification Competent B	0-1 year Experience	
25	Mining Construction Assistant	B2	NQF 4 or Equivalent qualification Competent B	0-1 year Experience	
26	Logistics Construction Assistant	B2	NQF 4 or Equivalent qualification	0-1 year Experience	

Table 11: Career Path: Engineering

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	Maintenance Engineer	D4	NQF 6 Management Development Programme	8+ years of relevant experience with 2 as a Snr Foreman/Engineering Sup	
2	Senior Foreman	D1	NQF 6 Management Development Programme	8+ years of relevant experience with 2 as a Foreman	
3	Maint Engineering Sup	D1	NQF 6 Management Development Programme	8+ years of relevant experience with 2 as a Foreman	
4	Master Artisan	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
5	Master Electrician	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
6	Master Auto Electrician	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
7	Master Boilermaker	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
8	Master Artisan	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
9	Master Auto Electrician	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
10	Senior Technician	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
11	Maint Planner	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
12	Maint Engineering Foreman	C5	NQF 5 Supervisory Development Programme	6+ years of relevant experience with 4 as an Artisan	
13	Fitter	C3	NQF 4 Relevant Trade Certificate	4+ years of relevant experience	
14	Boilermaker	C3	NQF 4 Relevant Trade Certificate	4+ years of relevant experience	
15	Electrician	C3	NQF 4 Relevant Trade Certificate	4+ years of relevant experience	
16	Boilermaker Serviceman	B5	NQF 4 or equivalent qualification with Maths and Science	3+ years of relevant experience	

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
17	Electrician Serviceman	B5	NQF 4 or equivalent qualification with Maths and Science	3+ years of relevant experience	
18	Fitter Serviceman	B5	NQF 4 or equivalent qualification with Maths and Science	3+ years of relevant experience	
19	Artisan Serviceman	B5	NQF 4 or equivalent qualification with Maths and Science	3+ years of relevant experience	
20	Mechanic Servicemen	B5	NQF 4 or equivalent qualification with Maths and Science	3+ years of relevant experience	
21	Rock Breaker Operator	B4	NQF 4 or equivalent qualification Occupational Operator Certificate	2-3 years' Experience	
22	Belt Team Leader	B3	NQF 4 or equivalent qualification	1-2 years' Experience	
23	Team Leader tip	B3	NQF 4 or equivalent qualification	1-2 years' Experience	
24	Tractor Operator	B3	NQF 4 or equivalent qualification Occupational Operator Certificate	1-2 years' Experience	
25	System Input	B3	NQF 4 or equivalent qualification	1-2 years' Experience	
26	Fitter Assistant	B2	NQF 4 or equivalent qualification	0-1 year Experience	
27	Boilermaker Assistant	B2	NQF 4 or equivalent qualification	0-1 year Experience	
28	Electrician Assistant	B2	NQF 4 or equivalent qualification	0-1 year Experience	
29	Pumpsman	B2	NQF 4 or equivalent qualification	0-1 year Experience	
30	Forklift Operator	B2	NQF 4 or equivalent qualification	0-1 year Experience	
31	Crusher Plant Attendant	A3	NQF 4 or equivalent qualification	0-1 year Experience	
32	Belt Attendant	A3	NQF 4 or equivalent qualification	0-1 year Experience	
33	Pump Attendant	A3	NQF 4 or equivalent qualification	0-1 year Experience	
34	Belt Attendant	A3	NQF 4 or equivalent qualification	0-1 year Experience	
35	Tramp Iron Cutter / Remover	A2	NQF 4 or equivalent qualification	0-1 year Experience	
36	Spillage Cleaner	A2	NQF 4 or equivalent qualification	0-1 year Experience	
37	Cleaner	A1	NQF 4 or equivalent qualification	0-1 year Experience	

Table 12: Career Path: Rock Engineering

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
1	Rock Engineering Manager	E1	COM Rock Mechanics Certificate, COM Advanced Rock Engineering Certificate	Approximately 3 Years' experience as an appointed Rock Engineer III	High level of technical knowledge as well as managerial skills required for this role as you start managing a rock engineering department at an operation
2	Rock Engineer III	D3	COM Rock Mechanics Certificate; COM Advanced Rock Engineering Certificate	Approximately 2 Years' experience as an appointed Rock Engineer II	Subject to approval by a legally appointed Rock Engineer after confirming competency and suitability of the candidate

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
3	Rock Engineer II	D2	COM Rock Mechanics Certificate	Approximately 2 Years' experience as an appointed SCO/Rock Engineer I	Subject to approval by a legally appointed Rock Engineer after confirming competency and suitability of the candidate
4	Rock Engineer I	D1	COM Strata Control Certificate, Two parts / Half of the COM Rock Mechanics Certificate	Approximately one (1) Year experience as an appointed SCO	Subject to approval by a legally appointed Rock Engineer after confirming competency and suitability of the candidate
5	Strata Control Officer	C5	COM Strata Control Certificate,	240 Shifts Practical Rock Engineering Training underground	Subject to approval by a legally appointed Rock Engineer after confirming competency and suitability of the candidate
6	Graduate Rock Engineer	C4	Relevant Post Graduate Qualification (Mining, Geology, Rock Engineer)		
7	Strata Control Observer	B4	Matric with maths and science. MQA accredited course	240 Shifts Practical Rock Engineering Training underground	This role is typically the collection of geotechnical data, Strata Control Operations (59549) Strata Control Observer UG Hardrock (96464)

Table 13: Career Path: Geology

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
1	Chief Geologist (Geologist IV)	E1	Hons Geology	15 years in Mining geology, Resource management systems, Management	Geological software
2	Senior Geologist (Geologist IV)	D5	Hons Geology	10 years in Mining geology, Structural geology, Geological modelling, Grade control, Structural geology, Resource modelling, QA&QC	Geological software

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
3	Geologist III	D4	Hons Geology	5-8 years in Mining geology, Grade control, Sampling techniques, Drilling techniques, Supervisory skills, Laser Scanner management	UG geology, Geological software
3	Geologist III	D2	Hons Geology	2-5 years in Mining geology, Grade control, Sampling techniques, Drilling techniques, Supervisory skills, Laser Scanner management	UG geology, Geological software, SCO Basic
4	Database Manager (Geologist II)	D1	Hons Geology	2 years in Database management, Microsoft SQL server, Geological Modelling, QA&QC	Geological software
5	Geologist II	D1	Hons Geology	2 years in Mining geology, Grade control, Sampling techniques, Drilling techniques, Supervisory skills, Laser Scanner management	UG geology, Geological software, SCO Basic
6	Geologist I (Graduate)	C4	Hons Geology or Eq	Practical as per studies	Mining Geology, Grade Control, Sampling techniques, Drilling techniques, Supervisory skills, Laser Scanner management
7	Geological Technician	C1	Nat Diploma (Geology)	2 years in the relevant software in Geological mapping, Drafting (CAD), Sampling techniques, Core logging, Software proficiency	UG geology, Geological Mapping Course, CAD Software, MS Suite
8	Database Administrator	C1	Nat Diploma (Geology)	2 years in the relevant software in Software proficiency, QA&QC, Administrative skills	QA/QC Course, Inhouse, MS Suite
9	Drilling Supervisor (Geo)	C1	NQF 4 or Equivalent Qualification	5 years in Core Drilling machine, UG, Supervisory skills, Sampling procedures, Logistics, QA&QC	OEM, MQA related Course, Inhouse, Certificate Logistics, MS Suite
10	Core facility Supervisor	C1	NQF 4 or Equivalent Qualification, Math, (Storeman)	5 years in Administrative skills, Core handling, Supervisory skills, Sampling procedures, Logistics, QA&QC	Inhouse, Certificate in Logistics, MS Suite
11	Drill Operator (Geo)	B5	NQF 4 or Equivalent Qualification	4 years operator UG drilling experience in Core Drilling Machine, UG	OEM, MQA related Course, Inhouse
12	Core Splitter Operator	B3	NQF 4 or Equivalent Qualification, Math	1 year as Core Handler in Specialised Training, Core cutter, Core handling, Sampling	OEM, Inhouse
13	Drill Assistant (Geo)	B3	NQF 4 or Equivalent Qualification	2 years as UG experience in Core Drilling Machine	OEM, Inhouse
14	Core sampler	B3	NQF 4 or Equivalent Qualification, Math	1 year as Core Handler in Core sampling, QA&QC (core handling)	Inhouse
15	Driver	B2	NQF 4 or Equivalent Qualification, Divers EB	1 year LDV, Forklift, Truck; EC	OEM, Forklift

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
16	Core handler	A3	NQF 4 or Equivalent Qualification	Some Core handling, Sampling	Inhouse

Table 14: Career Path: Ventilation and Occupational Hygiene

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
1	Ventilation Manager	E1	Advanced Certificate in Mine Environmental Control/ Relevant degree and required short courses	48 Months as Ventilation Engineer III	
2	Ventilation Engineer	D3	Advanced Certificate in Mine Environmental Control/ Relevant degree and required short courses	24 Months as Ventilation Officer III	
3	Sectional Ventilation Officer	D1	Advanced Certificate in Mine Environmental Control/ Relevant degree and required short courses	24 Months as Ventilation Officer II	
4	Ventilation Officer II	C4	Intermediate Certificate in Mine Environmental Control/ Relevant degree and required short courses	12 Months as Ventilation Officer I	
5	Ventilation Officer I	C2	Intermediate Certificate in Mine Environmental Control/ Relevant degree	12 Months specifically in ventilation side of the department, as per Ventilation Officer I, training program	
6	Ventilation Assistant	B2	NQF 4 or Equivalent Qualification, Comp B		
7	Occupational Hygienist	D2	NQF 4 or Equivalent Qualification, Occupational Hygiene Registration with SAIOH or B Degree in Occupational Hygiene, Intermediate Certificate in Mine Environmental Control	5 to 6 years related Occupational Hygiene mining experience	
8	Occupational Hygienist Assistant	B4	NQF 4 or Equivalent Qualification, Occupational Hygiene Short Course, Basic Computer Literacy, Comp B	12 Months in ventilation department	
9	Sanitation Team Leader	B1	NQF 4 or Equivalent Qualification, Comp B	12 Months as Sanitation Assistant	
10	Sanitation Assistant	A3	NQF 4 or Equivalent Qualification, Comp B	None	
11	Ventilation Team Leader	B3	NQF 4 or Equivalent Qualification, Construction Training, Comp A and B	12 Months as Construction Assistant	
12	Construction Assistant	B2	NQF 4 or Equivalent Qualification, Construction Training, Comp B	None	

Table 15: Career Path: Safety and Health

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comments
1	Senior Manager: Health and Safety	E1	Relevant degree in Safety Management or mining related (NQF 7), e.g., MMC (NQF 5), GCC (NQF 7), Rock Engineering	10 Years Practical Experience	
2	Chief Safety Officer	D1	NEBOSH Diploma or NADSAM, Management Development Program, OHSAS 45001:2018, Blasting/Engineering Trade	2 Year Practical Experience as Safety Officer III	

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comments
3	Safety Officer III	C5	NADSAM/ NEBOSH (NQF 6), Blasting/Engineering Trade	2 Years Practical Experience Safety Officer II or related	
4	Standards Officer	C5	NADSAM/ NEBOSH (NQF 6)	2 Years Practical Experience Safety Officer II or related	
5	Risk Officer	C5	NADSAM/ NEBOSH (NQF 6), Relevant Risk Management Qualification	2 Years Practical Experience Safety Officer II or related	
6	Administrator IV	C4	NQF 4 or equivalent qualification, MS Office Advanced, Drivers Licence, Job Related Higher Diploma (NQF 6)	1 Year practical experience as Admin III or 7 years' experience in administration or clerical work	
7	Safety Officer II	C3	Show satisfactory progress in NADSAM/ NEBOSH (NQF 6)	2 Years practical experience as Safety Officer I	
8	Administrator III	C3	NQF 4 or equivalent qualification, MS Office Advanced, Drivers Licence, Job Related Diploma (NQF 5)	1 Years practical experience as Admin II or 6 years' experience in administration or clerical work	
9	Administrator II	C2	NQF 4 or equivalent qualification, MS Office Advanced, Drivers Licence, Job Related Certificate (NQF 4)	1 Years practical experience as Admin I or 5 years' experience in administration or clerical work	
10	Safety Officer I	C1	COMSOC 2, Train the Trainer, SAMTRAC, MS Office Intermediate, Level 2 First Aid Training, Bridging Course to NADSAM	2 Years practical mining, construction and engineering experience as Safety trainee	
11	Administrator I	C1	NQF 4 or equivalent qualification, MS Office Advanced, Drivers Licence, Job Related Certificate (NQF 3)	1 Years practical experience as Clerk III or 4 years' experience in administration or clerical work	
12	Clerk III	B5	NQF 4 or equivalent qualification, Intermediate Computer Literacy, MS Office Intermediate, Advanced Excel, Drivers Licence	2 Years practical experience as Clerk II	
13	Clerk II	B3	NQF 4 or equivalent qualification, Intermediate Computer Literacy, MS Office Intermediate, Drivers Licence	1 Year practical experience as Clerk I	
14	Health and Safety Trainee	B2	NQF 4 or equivalent qualification, Basic Computer Literacy, MS Office Basic	None	
15	Clerk I	B2	NQF 4 or equivalent qualification, Basic Computer Literacy, MS Office Basic	None	

Table 16: Career Path: Environment

No.	Role	Grade	Qualification	Minimum Practical Training Required	Comment
1	Head of Environment	E1	MSc/MA Environmental Management	10 years industry experience in Environmental Management	Linear
2	Environmental Manager	D4	MSc Environmental Management	8 years industry experience in Environmental Management	Linear

No	Role	Grade	Qualification	Minimum Practical Training Required	Comment
3	Environmental Coordinator	D1	BSc Honours Environmental Sciences/Environmental Management	5 years' experience as an Environmental Officer	Linear
4	Senior Environmental Officer	C4	BSc Honours Environmental Sciences/Environmental Management	4 years' experience as an Environmental Officer	Linear
5	Environmental Officer	C2	B.Tech or BSc Environmental Sciences/Environmental Management	1 year internship or 6 months experience as an environmental fieldworker	Linear
6	Environmental Administrator	C4	Matric with Maths and Science and Diploma in Information Management Systems	6 months in-training as an environmental technical	Nonlinear
7	Environmental Technician/Field Worker	C1	National Diploma, driver's license	Environmental sampling	
8	Environmental Assistant	B3	Certificate, driver's licence	None	

Table 17: Career Path: Finance

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	Financial Manager IV	E3	CA or CMA (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	10 to 15 years financial accounting experience.	
2	Financial Manager III	E1	CA or CMA (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience.	
3	Management Accountant IV	E1	CA or CMA (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience.	
4	Financial Manager II	D4	CA, Honors Degree (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	7 to 8 years related experience.	
5	Management Accountant III	D4	BCom or CMA (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	6 to 8 years related experience.	
6	Financial Manager I	D2	CA, Honors Degree (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 6 years related experience.	
7	Management Accountant II	D1	BCom or CMA (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 6 years related experience.	
8	Management Accountant I	C4	BCom or CMA (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	2 to 4 years related experience.	
9	Payroll Supervisor	C4	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience.	
10	Accountant without CA (Bookkeeper)	C3	Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 4 years related experience.	

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
11	Document Controller I	C3	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	2 to 4 years related experience.	
12	Payroll Clerk	C1	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	4 to 6 years related experience.	
13	Account Payable (Accounts Officer II)	B5	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	2 to 3 years related experience.	
14	Finance Clerk	B3	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	1 Year Practical Experience	
15	Admin Clerk	B2	Grade 12 and required Certification Basic Computer Literacy, MS Office Basic, Drivers Licence, Occupational Based Certificate (NQF Level 4)	2 years related experience.	

Table 18: Career Path: Information Technology

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	IT Support Technician Team Lead	D2	Related Honors Degree or Advanced Diploma (NQF8) and the required Certification Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience.	
2	Systems Administrator III	D1	Degree or Diploma (NQF6/7) and the required Certification with Advanced Computer Literacy MS Office Advanced Drivers Licence Management Development Programme	8 to 10 years related experience.	
3	IT Support Technician III	C5	Related Degree or Diploma (NQF6/7) and the required Certification Advanced Computer Literacy, MS Office Advanced, Drivers Licence	6 to 8 years related experience.	

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
4	Systems Administrator	C3	Related Degree or Diploma (NQF6/7) and the required Certification Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 6 years related experience.	
5	IT Support Technician II	C3	Degree or Diploma (NQF6/7) and the required Certification Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 6 years related experience.	
6	IT Support Technician I	B5	Degree or Diploma (NQF6/7) and the required Certification Advanced Computer Literacy, MS Office Advanced, Drivers Licence	2 to 4 years related experience.	

Table 19: Career Path: Supply Chain

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	Supply Chain Manager II	D4	Relevant Honors Degree or Advanced Diploma (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience.	
2	Supply Chain Coordinator	D1	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	5 to 8 years related experience.	
2	Procurement and Contracts Manager	D1	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 6 years related experience.	
3	Buyer II	C5	Grade 12 or Diploma (NQF6) Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Diploma or Degree (NQF Level 6)	3 to 4 years related experience.	
4	Store Controller II	C4	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 5 years related experience.	
5	Expediter II	C5	Grade 12, Qualified Artisan Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Diploma or Degree (NQF Level 5)	At least 2 years supervisory experience.	
6	Transport Controller I	C1	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 4 years related experience.	

No.	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
			Occupational Based Certificate (NQF Level 4)		
7	Storeman	B4	Grade 12, Intermediate Computer Literacy, MS Office Intermediate, Drivers Licence	1 to 2 years related experience.	
9	Store Clerk	B2	Grade 12, Intermediate Computer Literacy, MS Office Intermediate, Drivers Licence	None	
10	Mechanised Utility Vehicle Driver	B2	Grade 12, Equivalent NQF 4 qualification Drivers Licence Operator Certificate of Competency	2 years related experience.	
11	Stores Driver	B1	Grade 12, Drivers Licence Operator Certificate of Competency	2 Years Practical Experience	
12	Forklift Operator	B1	Grade 12, Basic Computer Literacy, MS Office Basic, Drivers Licence, possession of a related drivers permits, Operator Certificate of Competency	0-1 year experience	

Table 20: Career Path: Human Capital

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
1	Human Resource Manager III	E2	Related Honors Degree (NQF8), MBA will be advantageous Advanced Computer Literacy, MS Office Advanced, Drivers Licence	10 years related experience.	
2	Human Resource Manager II	D4	Related Honors Degree or Advanced Diploma (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	8 to 10 years related experience or qualified by extensive experience	
3	HRD Manager	D4	Related Honors Degree or Advanced Diploma (NQF8) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	5 to 8 years related experience or qualified by extensive experience.	
4	HR Coordinator	D1	Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 5 years human resources experience, or qualified by extensive experience.	
5	HRD Coordinator	D1	Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 5 years related experience or qualified by experience.	
6	Skills Development Facilitator	D1	Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 5 years human resources experience, or qualified by extensive experience.	
7	HR Officer II	C5	Appropriate degree/diploma (NQF/67) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 5 years' experience in the human resources field, or matriculant qualified by extensive experience	

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
8	Snr Training Officer	C5	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	4 to 5 years related experience or qualified by experience.	
9	Communications Officer	C3	Appropriate degree/diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	3 to 5 years' experience in the human resources field, or matriculant qualified by extensive experience	
10	T&A Officer	C3	Appropriate degree/diploma (NQF6/7), the required Certification with the T&A System Time and Attendance knowledge inclusive of Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	4 to 6 years related experience.	
11	HR Officer I	C2	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	2 to 3 years' experience or grade 12 with 5 years plus experience.	
12	HRD Administrator	C2	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence	2 to 3 years' experience or grade 12 with 5 years plus experience.	
13	HRD Facilitator	C1	Relevant Degree or Diploma (NQF6/7) Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	2 to 3 years' experience in training, or qualified by extensive experience.	
14	Full Time Shaft Stewards - Cat A/B	C1	Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	Elected position, as per Recognition Agreement	
15	HR Assistant	C1	Degree or Diploma (NQF6/7) or could be matriculant studying towards degree/diploma, Advanced Computer Literacy, MS Office Advanced, Drivers Licence	Some experience in the human resources field.	
16	Full Time Shaft Stewards - Cat C		Grade 12, Advanced Computer Literacy, MS Office Advanced, Drivers Licence Occupational Based Certificate (NQF Level 4)	Elected position, as per Recognition Agreement	
17	HR Clerk	B3	Grade 12 Intermediate Computer Literacy, MS Office Intermediate, Drivers Licence	General office and/or personnel experience.	
18	T&A Clerk	B3	Grade 12, Advanced Computer Literacy, MS Office Intermediate, Drivers Licence, knowledge of T&A Systems	General office and/or personnel experience.	

No	Role	Grade	Minimum Qualification	Minimum Practical Training Required	Comment
19	Filing Clerk	B2	Grade 12, Intermediate Computer Literacy, MS Office Intermediate, Drivers Licence	No Experience	

Individual Development Plans (Career Progression Plans)

The design of Individual Development Plans (“**IDPs**”) is a two-way process through discussions between the employee and his/her manager or supervisor. Career progression is fundamentally about a facilitating experience.

Individual employees will be encouraged to take responsibility for career planning and development by assisting in establishing and meeting objectives and performance requirements of their current and future jobs.

The career paths within the Mine and the plant will be communicated to employees in order to determine their progression plan.

Employee skills training is planned and executed on an “as-required” basis. Focussed on the older workforce that will not be in time for mining operation deployment. The Individual Development Plans (IDPs) of these employees will form the basis on the selection for these courses.

Talent Management

Talent shall be managed with the intention of focusing on talented employees who would enable the Company to achieve efficiency in its activities, manage risk effectively and succeed in achieving planned business growth milestones. Ivanplats has a talent management policy which seeks to maintain a structured and systematic talent management approach for identifying, sourcing, engaging, developing and retaining critical skills.

The first talent pool identified consisted of eighteen employees. These employees were provided with detailed progression plans, resulting in formal training to achieve these outcomes. Out of the pool ten employees have completed their progression plans and been promoted, six are still in progress and two employees have resigned from their positions. This talent pool is being revised on an annual basis as part of the IDP process.

Regulation 46 (b) (iii): Mentorship

The concept of providing mentors to junior or less experienced management staff (protégés) is a well-known method of ensuring a successful induction to the position. The formal mentorship for the employees of the Mine will be linked to the IDPs of the employees.

Selection of Mentors and Protégés

Mentoring resources would become extremely scarce when it is considered that every junior staff member should ideally have a mentor. Critical decisions as to the application of mentors have to be made on the Mine: It is expected that all HDP staff who are assigned a career path which leads to a management position get appointed a mentor. In addition, employees who have received substantial Mine resources in training (such as the learners in the mining, metallurgical and engineering fields and the bursars who will work as interns) should also receive mentoring support.

The baseline approach to mentoring is that employees who occupy positions at C4 level and above (Foreman/mine overseer’s level) should receive mentorship skills training and capacity building from the Mine to enhance their ability to mentor junior staff. Capacity is built at this level to mentor talent pool employees and provide guidance to staff who are graduates or who are undergoing experiential training for their degrees or diplomas.

Mentoring will be a formalised session between the mentor and the protégé at regular intervals. Mentoring at the Mine will become a natural part of the manager’s accepted workload and second nature.

The concept of mentoring does not end at the Mine gate. The Mine is aware that small businesses which are selected as suppliers; as well as businesses which could utilise the skills of individuals who are undergoing community learnerships could require partnering or mentoring skills by Mine management. This will be supported by ESD initiatives of the mine.

Table 21: Provision: Maintaining and development of Mentors

Allocation	2021	2022	2023	2024	2025	Total
People per year	2	3	3	3	4	15
Mentorship Maintenance	2,500	4,125	4,538	4,991	7,321	23,474

Regulation 46 (b) (iv): Educational Assistance:

Educational Assistance: Employees (18.1)

The Mine will continue to allocate Educational Assistance to employees who want/need to improve their mining related skills amongst others, Educational Assistance will be awarded to those interested in studying the following disciplines:

- Electrical and Mechanical Engineering and or Artisan if internal candidates identified
- Learnerships
- Rock Engineering
- Health and Safety
- Environmental, and
- Commerce and other Social Sciences.

Selection will again be based on the IDP process of the mine.

The core skills for the employees will be determined by the IDP process and can include but is not limited to, assessor, facilitation skills, project management, computer skills, and finance for non-financial managers, supervisory programmes, and other management development training as required. This training and development will be focused on the upskilling of employees to create promotional opportunities from within and prepare for future positions related to the career paths included in this SLP. The IDP process is concluded and reviewed on an annual basis and finalised into the Work Skills Plan and not pre-determined.

The provision in Table 22 is provisional and will be augmented with every year's annual IDP process and updated as new employees join the company.

Table 22: Provision: Core Skills Training 18.1 inclusive of Educational Assistance: Employees (IDP) (18.1)

Allocation	2021	2022	2023	2024	2025	Provision
Advanced Community Relations Practice Certificate		1				
Advanced Electronic Documents and Records Management - SAQA ID: 61595LP35928				1		
Assessor		1	1			
BA in Safety Management		1	1	1		
Basic Computer Skills					1	
BCom Human Resource Management		1	1	1		
BCom in Accounting		1	1	1		
Blasting Certificate (Mining Practices);		1				
Certificate in Office Administration	2					
Certificate in Safety Management	1					
Chartered Institute of Management Accountants – Full Qualification		1	1	1	1	
Comprehensive Project Management Programme for Built Environment Practitioners (CPMP)		1	1	1		
Continue with Risk Mac part 2	1				1	
Course in Fundamental Accounting					1	
Diploma in HR	1					

Allocation	2021	2022	2023	2024	2025	Provision
Diploma in Admin Management	1	1	1			
Diploma in Supply Chain Management		1	1	1		
GCC practical Annex E, operating mines		1	1			
Geology short course in structural geology	1	1				
Health and Safety Rep Training	15	15	15	15	15	
Higher Certificate in Business Administration	1				1	
International ISO 9001: 2015			1		1	
Incident Investigation Level 3 For Mining	1	1	1	1	1	
Lead Auditor		1	1	1	1	
LLB	1	1				
Master of Business Administration	1					
Engineering Studies (N2)	3					
Microsoft Certified Solutions Associate	1	1				
Mine Manager Certificate of Competency		2	2			
Moderator			1		1	
Medium Voltage Switching	2		1		1	
Safety Management (NADSAM)	2		1	1	1	
National Certificate: Occupationally Directed Education, Training and Development Practitioner					1	
Occupational Hygiene Legal Knowledge Certificate					1	
Risk Management					1	
Safety Management Training Course (SAMTRAC) For Mining	1					
Skills Development Facilitator	1					
Train the Trainer		2	2			
Interventions per year (One intervention per Employee)	36	35	34	25	29	159
Internal Core Non-Technical Skills, Core Technical Skills, Educational Assistance	175,000	137,500	475,531	282,838	186,973	1,257,842

Table 23: Provision: Learnerships: Internal (18.1)

Allocation	2021	2022	2023	2024	2025	Provision
People per year	0	0	0	2	2	2
Learnership	0	0	0	424,106	457,516	881,622

Legends Programme

The company has established a Legends programme for the employees closer to retirement age, aged 60 and older. This programme is established to prepare the employee for retirement by providing skills, tools and knowledge on how to live after retirement, and also to prepare for a portable skill if so required. This in line with the individual's need and requirement based on a case-by-case basis.

Table 24: Provision: Portable Skills 18.1: Legend Programme

Portable Skills – Legend Programme	2021	2022	2023	2024	2025	Totals
People per year	2	2	2	2	2	10
Provision	18,000	18,000	18,000	18,000	18,000	90,000

Women in Mining (“WIM”)

Ivanplats is committed to gender diversity and inclusivity and strives to include women across all levels of the organisation. To improve and focus the Mine management on the importance of women in mining, the Company is planning annual interventions to advance the women within our workforce. Ivanplats also seeks to encourage participation of women in all our procurement processes and opportunities. To this end, the Company informs our communities on how women can participate across the mining value chain.

Ivanplats has dedicated a full time Human Capital Assistant focussing specifically on women in mining and participates at the Mine Health and Safety Council for women structures. The Company also established a WIM committee, which meets quarterly to identify, assess, discuss, promote and make plans in respect of all women specific topics and issues.

Table 25: Provision: Core Skills Training: WIM Planning and allocation

Allocation	2021	2022	2023	2024	2025	Total
Events per Year	1	1	1	1	1	5
Women in Mining	50,000	54,000	58,320	62,986	68,024	730,010

Table 26: Provision: Core Skills Training 18.1: Summary

Summary of Allocation	2021	2022	2023	2024	2025	Total
Events per Year	25	23	27	34	44	153
Core, Legend and Women in Mining	337,000	323,475	404,143	547,770	759,795	2,372,182

Adult Education and Training (18.1)

The figures in abbreviated Form Q under reflects the number of employees that are NQF 1 (Grade 9) and lower. These employees represent farm workers working on the company farm. They do not have interest in further education, but rather upskilling, thus they are included in the employee pool for skills development under Company assistance as per the annual Work Skills Plan. For this reason, the Company did not include an internal AET provision.

Skills Development Programmes: Communities (18.2)

Adult Education and Training (18.2)

Statistics on the educational level in MLM imply that 72% of the population already obtained an AET Level 4 qualification (NQF1). The focus of the AET training will therefore be on those community members who have no schooling up to those with highest qualification of grade 7 (AET Level 4).

AET training for the community will be undertaken by an EDTP SETA accredited training provider in order for the learners to qualify with a recognised qualification. The training will be conducted at an established training facility.

Table 27: Provision: AET Training: Community (18.2)

AET	2021	2022	2023	2024	2025	Total
Pre - AET	0	0	0	0	0	0
Level 1	0	5	3	0	0	8
Level 2	10	10	5	5	10	40
Level 3	5	5	10	10	5	35
Level 4	0	0	2	5	5	12
Total Interventions	15	20	20	20	20	95
Provision	419,816 ⁶	65,731	72,304	79,534	87,487	724,872

⁶ 2021 includes the AET facility setup cost.

Learnerships: Community (18.2)

Learnerships will be granted to unemployed (18.2) learners from the local communities to enhance the talent pool of the Mine. Learners will be required to meet the needs of the Mine in disciplines as per the requirements determined by the DFS.

Individuals undergoing learnerships will only be appointed to the Mine permanent staff after their learnerships have been completed, and only if relevant vacancies exist and the learner is able to pass the in-house selection process for these vacant positions.

The Mine management is mindful that the skills within the community requires maintenance and improvement. Establishing a pool of skilled persons in the local community will offer several benefits. First, it will facilitate recruitment to fill vacancies that arise due to the natural attrition of the Mine employees; Second, it will help to ease local recruitment efforts by surrounding mines.

Table 28: Provision: Learnerships: Community (18.2)

Allocation	2021	2022	2023	2024	2025	Provision
People per year	5	2	2	0	0	9
Learnership	1,130,750	358,765	394,642	0	0	1,884,157

Skills Training: Community (18.2)

Core Technical Skills Training: Community (18.2)

The Mine intends to employ approximately 2,500 people at height of production. The focus of this SLP will be to create a pool of mine workers. Core technical training will include all mining training required by the current and future operations and includes interventions like learnerships, bursaries and other skills programmes as required. Due to the number of community members that need to be trained, and the need to benefit as many community members as possible, it must be noted that each community member will generally only be selected to partake in one intervention. These training programmes will be conducted through accredited mine or relevant third-party training facilities.

Table 29: Provision: Core Technical Skills Training: Community (18.2)

Allocation	2021	2022	2023	2024	2025	Provision
People per year	8	17	23	31	21	100
Core Technical Skills Training	181,000	338,800	425,679	627,568	583,444	2,156,491

Non-Core Skills Training: Community (18.2) Portable Skills

Non-core Skills training will be made available within the communities and conducted at accredited training providers within the local footprint.

Skills training of this nature will be implemented as part of the Mine's commitment to the transfer of skills and capacity building of the Mine communities throughout the life of the Mine but especially when employees may be facing the possibility of losing their employment due to downscaling and closure. The mine will also train community members for non-core skills focussed on employment in the identified ESD projects supporting, poverty alleviation and job creation in general.

Selection for Community Portable Skills Training

The expectations of the Mine communities are high with regard to full-time employment at the Mine. Selection into full-time positions, learnerships, participation in bursaries and scholarships, and participation in experiential training as interns at the Mine will be handled carefully and will only be available for those persons who have the capacity to be trained and who meet the criteria for mine employment. It is anticipated that many employment applicants will be disappointed. These disappointed applicants will, however, serve as pool for selection into the portable skills program provided by the Mine and support the Mine's policy of increasing capacity of the members of the community.

Table 30: Provision: Non-core Skills Training: Community (18.2) Portable Skills

Allocation	2021	2022	2023	2024	2025	Provision
People per year	35	35	35	35	35	175
Non-core Skills Training	90,877	99,965	109,961	120,957	133,053	554,812

Scholarships: General and Further Education and Training: Community (18.2)

Concurrently with its bursary program, the Mine will continue providing scholarships to scholars at Secondary School level keeping the total number of individuals supported to a maximum of seventy-five (75) scholars per annum. The current scholarships will continue from the former SLP into this SLP, all matriculants that leave the programme will not be replaced. Scholarships are given to ensure that these individuals become employable or further developable within the Mine or other industries.

Scholarships awarded to students will cover all educational costs paid by the parents to the school, i.e., books, uniform, stationary, and travel in order for the student to be able to commute to school and have the means required to make it success without unnecessary financial burdens.

Scholarships will also be extended to younger pupils at Primary school level. Support for children in the 10 to 12-year age group will be offered in the form of specialised tuition at levels which could excite interests in business, maths and science. Support for scholars is seen as a sound investment in the long term.

The Provision for the scholarship support is estimated for Provision purposes and found in Table 31 below:

Table 31: Provision: Scholarships Community (18.2)

Allocation	2021	2022	2023	2024	2025	Provision
People per year	90	85	75	65	60	375
Scholarships	225,000	233,750	226,875	216,288	219,615	1,121,528

Bursaries will be provided to local students that are studying in technical and support fields related to mining, inclusive of employee family members that meet to the specific bursary requirements. The Scholarship programme will be one of the sources to the Bursary programme. The Provision for the bursary support is estimates for Provision purposes and found in Table 32 below:

Table 32: Provision: Bursaries Community (18.2)

Allocation	2021	2022	2023	2024	2025	Provision
Continuing per year	2	2		1	2	7
New per year	1	1	1	1		4
Bursaries	567,500	567,500	222,500	222,500	268,648	1,848,648
Skills Development Project	150,000	150,000	150,000	150,000	150,000	750,000
Total	717,500	717,500	392,500	392,500	418,648	2,638,648

Skills Development Project - The University of Limpopo Partnership Collaborative Approach initiated by Ivanhoe Mines

The University of Limpopo has the vision to be a leading African university epitomising excellence and global competitiveness, addressing the needs of rural communities through innovative ideas.

The University of Limpopo currently has four faculties; The Faculty of Health Sciences, the Faculty of Humanities, the Faculty of Science and Agriculture, and the Faculty of Management and Law.

The introduction of the BSc Geology course and the new Geology Honours programmes at the University of Limpopo is recognition of the regional need for the skilled earth scientists to develop mining, and mineral resources in the province. Since its inception in 2008, the student enrolment figures in geology have shown a steep increase. In the past, class

sizes had to be restricted due to equipment and venue constraints. Many requests and enquiries to undertake Honours and MSc programmes were received – but refused due to lack of equipment, facilities and suitable supervisors. The Development of these qualifications and the formation of the Centre of Expertise in Geosciences necessitated the creation of a dedicated unit that can pursue teaching, research and innovation with the aim of optimising mining efficiency and mineral beneficiation for the betterment of Limpopo Province and South Africa.

At present, pursuant to the success achieved through the intervention in Ivanplats' first Social and Labour Plan, Geology exists as a division of the Department of Physics and Geology within the School of Physical and Mineral Sciences, Faculty of Science and Agriculture, but has now been established as an independent department on its own.

As the first SLP has successfully established the School of Geology and Mining at the University of Limpopo, the focus of this SLP will be skills development through sending Limpopo students to Laurentian University in Sudbury Canada, to obtain MSc degrees, which will later potentially assist the University of Limpopo with future lecturers.

Skills Development Special Project 1: Limpopo- University

Project Name	Furthering the partnership between the University of Limpopo, Laurentian University and Ivanhoe Mines			Focus Area: The focus of this SLP will be skills development through sending Limpopo students to Laurentian University in Sudbury Canada, to obtain MSc degrees, which will later potentially assist the University of Limpopo with future lecturers.	
Background	Now that the vision of Mr Robert Friedland, Chairman of Ivanhoe Mines is proportionately achieved and the establishment of the School of Geology and Mining is realised, the University of Limpopo has a need for assistance to the newly established department. After creating a pool of potential lecturers for the University of Limpopo and or enhancing the academic faculty in the first SLP, another 5 years through to 2024 is envisaged. The Provision for this programme will, subject to on-going consultations with the two universities, be at another R1m allocated over five years in this SLP and more focussed on ensuring that the Geology and Mining Department students are supported locally.				
Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date
University Of Limpopo	Waterberg District	MLM/Waterberg Regional Municipality	NA	2021	2025

Link to IDP: Job creation; Business skills training; Entrepreneurial training

Output	Key Performance Area	Key Performance Indicator	Responsible Entity	2021	2022	2023	2024	2025	Total Provision
				Provision	Provision	Provision	Provision	Provision	
Local students to be supported through funding to the University of Limpopo.	Identify and select University of Limpopo local honours students that requires assistance. Also, departmental assistance, i.e., field trips etc.	Successful students after each year supported in practical aspects of geology.	IVP, University of Limpopo.	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL PROVISION				200,000	200,000	200,000	200,000	200,000	1,000,000

Classification of jobs	No. of Opportunities to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	0	0	0	0	0	0	
Semi-skilled	0	0	0	0	0	0	

Classification of jobs	No. of Opportunities to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Skilled	2	0	0	1	1	2	Depending on the availability of suitable candidates and opportunities in the University of Limpopo.
Management	0	0	0	0	0	0	
Total	2	0	0	1	1	2	

Short Term Actions	Liaising with the universities and regulator in getting the programme established.
Medium Term Actions	Continuation of the current collaboration and establishing funding detail. Establish other disciplines to be supported.
Long Term Actions	Advertise and select candidates assistance.
Completion date and exit strategy NB: Beneficiaries should be outlined.	Completing by having a better equipped and supported team at the University of Limpopo by end of the 5 year project. Students completing from 1 st SLP that can assist as auxiliary lectures at the University of Limpopo.

Internships: Community (18.2)

The Mine will offer experiential learning to qualified community members, which will afford them an opportunity to complete the practical component of their studies and provide the Mine with a pipeline of potential employees. Technical interns are for a period of 2 years and no technical for a period of one year. Interns will be allocated according to the following selection criteria:

- Host community members PTO vetted;
- Completed related Diploma or Degree, or Diploma Candidate requiring their practical phases only;
- Focussed on HDP, Female, PLWD candidates as far as possible.

Interns will be allocated inclusive of but not restricted to the following fields:

- Technical,
- Mining,
- Health and Safety,
- Environmental or Social,
- Human Capital, and
- Administration.

Internships is given opportunity to function in their respective disciplines. They are paid a stipend of R6000.00 pm and provision is made for additional training of R1500.00 pm per Intern.

Table 33: Provision: Internships

Allocation	2021	2022	2023	2024	2025	Provision
Technical per year	4	1	1	2	3	11
Non-Technical per year	3	1	1	1	1	7
Total	7	2	2	3	4	18
Internships	638,365	188,365	188,365	278,365	368,365	1,661,824

Regulation 46 (b) (v): Employment Equity: HDP participation in management

Employment Equity (EE Plan/WSP/Labour plan)

The Mine has 143 permanent workers employed on the Mine, by **February 2021**. The Table 34 gives an indication of the employment equity statistics / variances within the occupational levels at the Mine.

Table 34: Occupational Levels: HDP participation in management (Form S)

Category	Male				Female				Disabled		Grand Totals
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	1	0	0	0	0	0	0	1
Senior Management	5	0	0	7	1		0	0	0	0	13
Professionally qualified and experienced specialists and mid-management	5	1	0	6	0	1	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	34	0	0	20	16	0	0	2	0	0	72
Semi-skilled and discretionary decision making	52	0	0	0	14	0	0	0	1	0	67
Unskilled and defined decision making	8	0	0	0	1	0	0	0	0	0	9

Category	Male				Female				Disabled		Grand Totals
	A	C	I	W	A	C	I	W	Male	Female	
Total Above	105	1	0	34	32	1	0	2	1	0	175

Table 35: Employment Equity Status: Employees at the Mine as of February 2021

Category	Male				Female				HDP		WIM		PWD		PWD Tgt	PWD %
	A	C	I	W	A	C	I	W	HDP Tgt	HDP %	WIM Tgt	WIM %	Male	Female		
Board	1	0	0	1	2	1	0	1	50%	67%	20%	100%	0	0	1,5%	0,6%
Top Management	1	0	0	2	1	0	0	0	50%	33%	20%	0%	0	0		
Senior Management	4	0	0	6	1	0	0	0	60%	45%	25%	20%	0	0		
Middle Management	6	1	0	6	0	1	0	0	60%	57%	25%	13%	0	0		
Junior Management	33	0	0	20	16	0	0	2	70%	69%	30%	37%	0	0		
Core & Critical Skills	61	0	0	0	15	0	0	0	60%	100%	30%	20%	1	0		
Total Above	106	1	0	35	36	2	0	3					1	0		

Projected Employment Profile of the Mine

Recruitment and employment of new employees to the Mine will only take place as the project progresses. The HDP progressive achievement will thus remain fairly unchanged for the period of this SLP as only a few new employees will be employed to take charge of the development phase of the Mine. Any recruitment will be focussed in attaining compliance of mining charter targets. The targets will also be enforced on the main contractors that will develop the Mine. In line with the Charter requirements, the following progression targets are projected over the next five (5) years related to the 2017 Definitive Feasibility Study (DFS). The projection under was based on the Limpopo province economical active people (EAP) based on the planned labour figures to be achieved by the Mine as per the mentioned DFS:

Table 36: Employment Equity 5 year Projection (EAP and DFS)

2021

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	7	0	0	0	6	0	0	0	0	0	13
Professionally qualified and experienced specialists and mid-management	7	0	0	0	6	0	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	0	0	1	14	0	0	0	0	0	32
Semi-skilled and discretionary decision making	27	0	0	1	22	0	0	1	0	0	51
Unskilled and defined decision making	3	0	0	0	2	0	0	0	0	0	5
Total Above	62	0	0	2	50	0	0	1	0	0	115

2022

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	9	0	0	0	7	0	0	0	0	0	16
Professionally qualified and experienced specialists and mid-management	14	0	0	1	11	0	0	0	0	0	26
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	55	0	0	2	44	0	0	1	0	0	102
Semi-skilled and discretionary decision making	87	0	1	3	70	0	0	2	0	0	163
Unskilled and defined decision making	16	0	0	1	13	0	0	0	0	0	30
Total Above	182	0	1	7	145	0	0	3	0	0	338

2023

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	11	0	0	0	9	0	0	0	0	0	20
Professionally qualified and experienced specialists and mid-management	18	0	0	1	15	0	0	0	0	0	34
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	70	0	1	3	57	0	0	1	0	0	132

2023

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
Semi-skilled and discretionary decision making	109	0	1	4	88	0	0	2	0	0	204
Unskilled and defined decision making	35	0	0	1	28	0	0	1	0	0	65
Total Above	244	0	2	9	197	0	0	4	0	0	456

2024

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	11	0	0	0	9	0	0	0	0	0	20
Professionally qualified and experienced specialists and mid-management	20	0	0	1	16	0	0	0	0	0	37
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	78	0	1	3	63	0	0	1	0	0	146
Semi-skilled and discretionary decision making	121	0	1	5	98	0	0	2	0	0	227
Unskilled and defined decision making	53	0	0	2	43	0	0	1	0	0	99
Total Above	284	0	2	11	229	0	0	4	0	0	530

2025

The total number of employees

Category	Male				Female				Foreign National		Grand Totals
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	12	0	0	0	9	0	0	0	0	0	21
Professionally qualified and experienced specialists and mid-management	25	0	0	1	20	0	0	0	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	145	1	1	6	117	0	0	3	0	0	273
Semi-skilled and discretionary decision making	222	1	2	9	180	0	0	4	0	0	418
Unskilled and defined decision making	145	1	1	6	117	0	0	3	0	0	273
Total Above	550	3	4	22	443	0	0	10	0	0	1032

Table 37: Current HDP variance in % and Employees

Level	New charter target	% HDP Variance	Empl HDP Variance
Board	50%	17%	1
Top Management	50%	-17%	-1
Senior Management	60%	-15%	-2
Middle Management	60%	-3%	-1
Junior Management	70%	-1%	-1

Table 38: Projected Employment profile of the Mine

Category	Male				Female				Foreign National		Grand Totals
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	8	0	0	10	2	1	0	0	0	0	21
Professionally qualified and experienced specialists and mid-management	11	1	0	9	3	2	0	1	0	0	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	58	0	0	2	44	0	0	3	0	0	107
Semi-skilled and discretionary decision making	83	0	0	0	46	0	0	0	0	0	129
Unskilled and defined decision making	3	0	0	0	2	0	0	0	0	0	5
Total Above	163	1	0	21	98	3	0	4	0	0	290

Regulation 46 (b) (v): Employment Equity: Participation of Women

Gender equality is one of the important elements in establishing a representative organisation. Equal opportunities will be afforded to women for participation across all levels of responsibility. Recruitment policies and practices will be aligned with the mining charter requirements in respect of minimum WIM levels to be maintained at the mine. The mine has developed a female employee on the relevant level to act as management member in the WIM committee. An interim committee was established and is required to set the operational procedure that would manage WIM processes at the mine. The NUM (currently recognised labour organisation) will establish their own women structures that will be represented in the WIM committee. The establishment of the final committee is outstanding and will be constituted in 2021.

The following actions will be taken to implement the diversification:

- Women identified as having potential will be fast tracked in their careers. Supporting this will be the provision of coaching and mentorship opportunities;
- Employees will be informed and educated to reduce negative stereotyping and preconceptions toward women. A policy for the employment and advancement of women in mining will be included in the Employment Equity (EE) Policies; and

- The career progression plan for the Mine will include a women-specific element to ensure that females with potential for progress are considered fully alongside their male counterparts and that they are not inadvertently passed over in the promotion process.

In line with the Charter requirements, the following progression targets are to be achieved by the Mine:

Table 39: Current WIM variance in % and Employees

Level	New charter target	% WIM Variance	Empl WIM Variance
Board	20%	80%	4
Top Management	20%	-20%	-1
Senior Management	25%	-5%	-1
Middle Management	25%	-13%	-1
Junior Management	30%	7%	4

PART THREE

Regulation 46 (c): Local Economic Development Programme / Mine Community Development

Introduction

The Local Economic Development (“**LED**”) plan has been based on a study of the IDP documents from the Mogalakwena Local Municipality (“**MLM**”) and the Waterberg District Municipality (“**WDM**”) and developed in consultation with the municipal authorities.

According to the MPRDA an SLP should contribute to the LED of the labour sending areas and communities surrounding the Mine, depending on the predicted impact of the Mine.

In ensuring that the Mine’s LED Plan contributes as required by the MPRDA, the Mine intends to:

- Co-operate with the local and district municipality in the design and implementation of Integrated Development Programmes (“**IDPs**”);
- Contribute meaningfully to the socio-economic development of their operational and labour sending areas;
- Liaise with relevant government departments, agencies and communities regarding their development frameworks, strategies and programs;
- Allocate financial and Human Capital to facilitate the implementation of LED projects effectively;
- Keep records of schedules and funds which will be spent on communities;
- Seek sustainable measures to safeguard the ongoing success of LED projects and proactively determine and agree on exit terms; and
- Ensure on-going consultation and engagement with communities.

Regulation 46 (c) (i): Socio-Economic Background Information

In addition to information from the MLM and WDM IDP documents, this section also draws on socio-economic information obtained from Statistic South Africa (www.statssa.gov.za).

During the recruitment process a detailed questionnaire is completed which informs the Mine management of the social and welfare background of each employee. This information provides details of the labour force and present a clear and systematic profile of the local social and economic conditions of the people directly involved with the Mine.

Information on the socio-economic circumstances of the workforce will supplement the information presented in this section and will assist the Mine’s management in the formulation of policies on skills development, community and employee welfare and the like.

Waterberg District Municipality

The WDM is situated within the western portion of Limpopo Province. The Waterberg is one of the biggest conservation areas in the country with a large population of big game, important prehistoric and historic sites and large areas of unspoilt bushveld. The total area of the WDM covers approximately 4 951 882 km², and consists mainly of commercial farms, game farms, rural settlements and small towns.

Approximately 0.43% of the total area is used for settlement of which 69% of all the settlements in the WDM area are located within the MLM. The largest settlement consists of 5 000 people, whilst the smallest has less than 1 000 people.

The WDM consists of six local municipalities; Mogalakwena, Lephalale, Bela-Bela, Modimolle, Thabazimbi and Mookgopong. This project is situated in the Mogalakwena Local Municipality (MLM), which will also be the main labour sending area. This document will therefore focus on the MLM.

Mogalakwena Local Municipality

The MLM is situated in the western quadrant of the Limpopo Province, within the WDM and borders Aganang Local Municipality to the East, Mookgophong Local Municipality to the South, Lephalale Local Municipality to the West and Blouberg Local Municipality to the North. The MLM covers an area of approximately 6 200km².

There are three proclaimed townships and 178 villages within the MLM. The majority of the townships are located within the Mokopane/ Mahwelereng area. Rebone is the largest township outside the urban core. The rest of the settlements are distributed in the area between the N11 and the R518.

The municipal area also covers a range of smaller settlements in the area between Mokopane and Rebone about 100 km to the north along the N11 and Marken along the R518. The N1, N11, and R518, together with the Mogalakwena River and mountains provide strong structural elements that have shaped development within this municipal area.

The area is steeped in rich history and cultural diversity; the landscape is mostly dominated by agricultural and mining activities.

Population Demographics

During the 2011 Census, the population for the MLM was estimated to be 307 682 and 79 396 households. The 2011 Census shows the population composition for the MLM to be 295 796 Black Africans, followed by 9274 Whites, 1646 Indians/Asians and Coloured groups being in a minority totalling 403.

Figure 7: Population composition

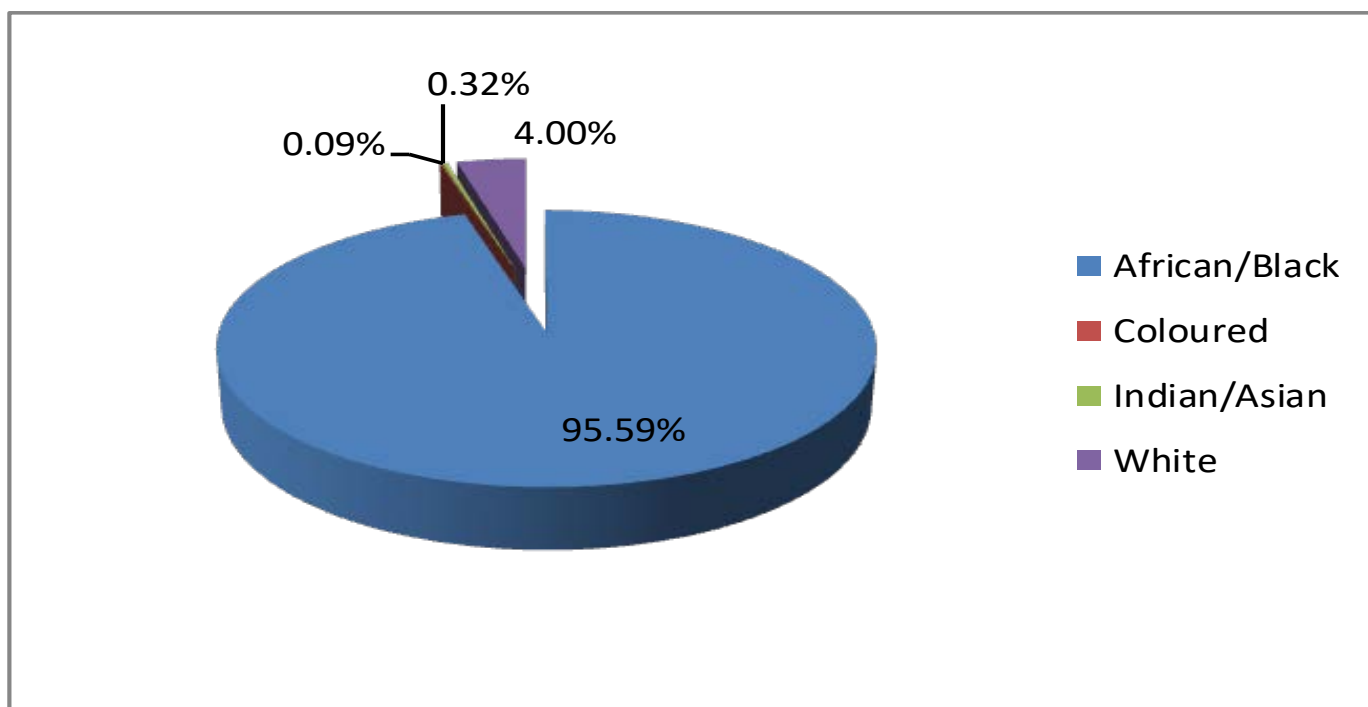


Table 40: Household size

HOUSEHOLD SIZE	AFRICAN/BLACK	COLOURED	INDIAN/ASIAN	WHITE	% OF TOTAL HOUSEHOLDS
1	12 134	23	7	525	18%
2	8 589	14	28	1 066	14%
3	8 547	9	25	571	13%
4	9 203	8	44	690	14%
5	8 425	8	34	310	13%
6	6 579	8	22	110	10%
7	4 749	3	10	40	7%
8	3 167	2	4	24	5%
9	2 102	0	3	4	3%
10	2 983	2	2	1	4%
Total	66 478	77	179	3 341	

Source: MLM IDP 2018/19

Table 41: Population group

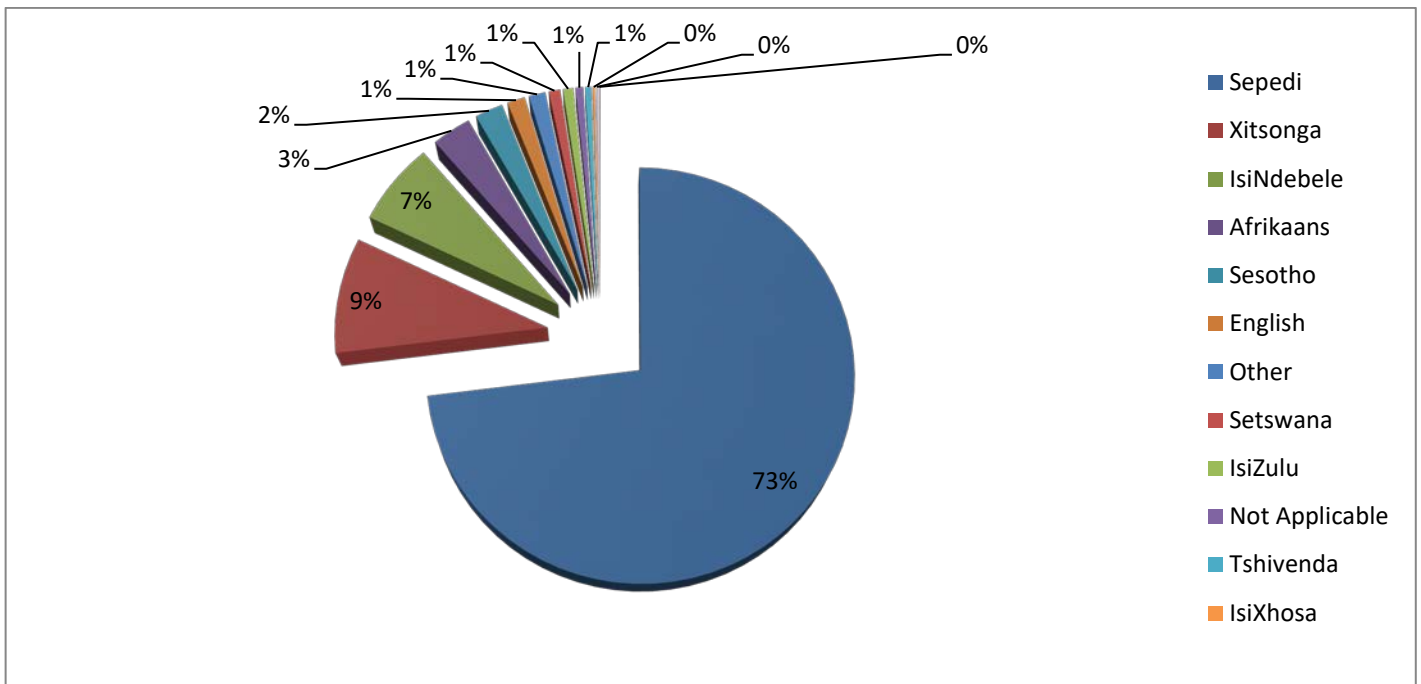
POPULATION GROUP	MALES		FEMALES		TOTAL		
	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	NUMBER OF PERSONS	PERCENTAGE OF POPULATION	TOTAL POPULATION	TOTAL POPULATION IN %	% OF THE POPULATION IN WATERBERG DISTRICT
Black African	147791	96.87%	168024	97.27%	315816	97.09%	42.35%
White	3567	2.34%	3654	2.12%	7221	2.22%	0.97%
Coloured	314	0.21%	185	0.11%	499	0.15%	0.07%
Indians	887	0.58%	868	0.50%	1755	0.54%	0.24%

Source: MLM IDP 2018/19

Languages Spoken

According to the 2011 Census the most spoken languages in the municipality are Sepedi (73.1% of the population) and Xitsonga 9.1% - the detailed percentages are found in the Figure 9 below:

Figure 8: Languages spoken in the Mogalakwena Municipality



Source: Statistics South Africa (Stats SA), Census 2011

Age and Gender

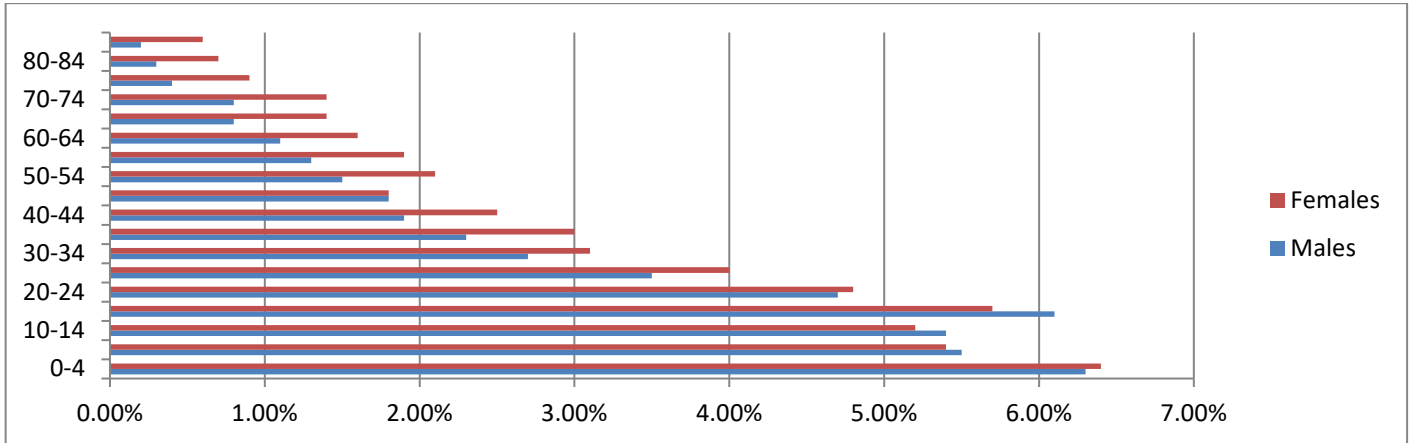
One of the key social problems facing the Mogalakwena Municipality is poverty. The unemployment estimates in the Municipality vary between 45% and 70% of the economically active population (people between the ages of 15 and 64 years). Women, and especially rural women, form the greatest number of people affected by the lack of job opportunities as well as other social problems.

Table 42: Employment Status, 2001 vs. 2011

GENDER	EMPLOYED		UNEMPLOYED		NOT ECONOMICALLY ACTIVE	
	2001	2011	2001	2011	2001	2011
FEMALE	16 345	21 358	19 172	17 833	56 353	59 600
MALE	20 744	25 679	14 526	13 777	37 919	51 396

Source: Statistics South Africa (Stats SA), Census 2011

Figure 9: Age distribution between male and females

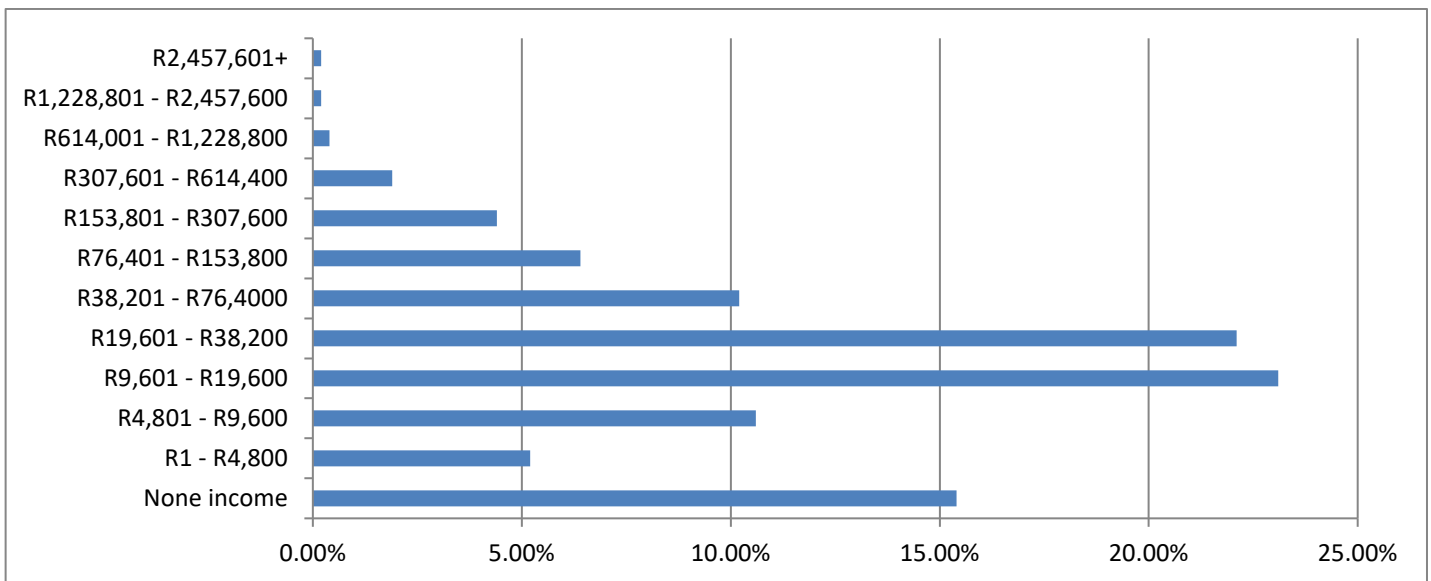


Source: Statistics South Africa (Stats SA), Census 2011

Income

According to Census 2011, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40,2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years. Of the 39 515 economically active youth (15–35 (five) years) in the area, 51,7% are unemployed, which is also the highest in the district. Agricultural activities include farming of cattle, poultry, game and citrus. Mining activities include platinum, clay (for bricks), granite, limestone, fluorspar, tin, and coal. Incomes and population levels are graphically illustrated in Figure 11 below.

Figure 10: Percentage of the population rated against income level



Source: MLM IDP 2018/19

Table 43: Annual household income Number of residents per income type

No income		R1 - R400		R401 - R800		R801 - R1 600		R1 601 - R3 200		R3 201 - R6 400	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
1 028	132 367	7 158	83 069	8 135	8 658	7 240	41 578	6 146	10 729	4 958	7 126
R6 401 - R12 800		R12 801 - R25 600		R25 601 - R51 200		R51 201 - R102 400		R102 401 - R204 800		R204 801 or more	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
1 711	6 660	466	4 110	143	975	65	229	18	149	11	120

Source: MLM IDP 2018/19

Education

Of the 307 682 residents of MLM, 96,1% are black African, 3% are white, with the other population groups making up the remaining 0,9%. Of those aged 20 years and above, 18,2% completed/have some primary education, 35,6% have secondary education, 21,7% have completed matric, 8,5% have some form of higher education, and 16% have no form of schooling.

Services

Health

According to the MLM IDP 2018/19 document, there are three provincial hospitals located within the MLM; they are Voortrekker and Mokopane Hospitals, which are situated within the Mahwelereng area, and George Masebe Hospital, located within the Bakenberg area. There are no private hospitals within the MLM's jurisdiction. The MLM has clinics and mobile clinics in the locations shown in Table 44.

Table 44: Mogalakwena clinics and mobile clinics

LOCATION	POPULATION	CLINIC	MOBILE CLINIC
Mahwelereng	126081	Mahwelereng Clinic 1	Greater Potgietersrus
		Mahwelereng Clinic 2	Sekgagapeng
		Mahwelereng Zone 2	Potgietersrus Mobile
		Bokwalakwa Clinic	
		Mogalakwena Clinic	
Bakenberg	64573	Bakenberg Clinic	Bakenberg Mobile 1
		Paulos Clinic	Bakenberg Mobile 2
		Mokamole Clinic	Bakenberg Mobile 3
		Tiberius Clinic	
		Jakkelskuil Clinic	
Mapela	61482	Mapela Clinic	Sterkrivier Mobile
		Tshamahansi Clinic	Mapela Mobile 1
		Pholotjie Clinic	Mapela Mobile 2
		Phafola Clinic	Gillemburg Mobile
		Masaselela Clinic	
		Mosetjane Clinic	
		Sterkwater Clinic	
		Vaalkop Clinic	
Rebone	52325	Bavaria Clinic	
		Lekhureng Clinic	
		Mankuwe Clinic	
		Mattanau Clinic	
		Rebone Clinic	

LOCATION	POPULATION	CLINIC	MOBILE CLINIC
		Segole Clinic	
		Weltevreden Clinic	

Source: Department of Health

Libraries

The MLM's newest IDP document states that there are eight libraries within the municipal area. They are situated in:

- Setupulane;
- Breda;
- Thabaleshoba;
- Ga-Molekoa;
- Hlongoane;
- Extension 19;
- Mahwelereng; and
- Makobe.

Water

According to the MLM's IDP 2010/11, the municipality's main water sources within the urban areas are derived from the Doorndraai Water Resources System. Water is also obtained from Uitloop Farms and the Planknek area.

Schemes which supply villages are all in need of refurbishment or upgrading in design, or due to the increase in population capacity as the villages have outgrown the schemes. The following schemes supply water to villages:

- Sefakaola Water Supply Scheme;
- Glen Alpine Water Supply Scheme;
- Mapela Regional Water Scheme (25 boreholes);
- Bakenberg Regional Water scheme (40 boreholes);
- Inkidikitlana Regional Water Scheme (15 boreholes); and
- Salem Regional Water Scheme (12 boreholes).

The MLM does not own a water treatment works for potable water production, which causes the area to be under a constant threat of water shortages as a result of conveyance bottlenecks.

The infrastructure has deteriorated due to ageing corrosion and is prone to bursts and leaks, which results in water being lost. The incidence of bursts has increased over the past few years. The Municipality will have to consider a systematic replacement program to ensure that the infrastructure continues to function economically.

Table 45: Mogalakwena clinics and mobile clinics

DISTANCE	NUMBER OF HOUSEHOLDS
Less than 200 meters	55376
201-500 meters	38560
501 meters 1 kilometer	10747
More than 1 kilometer	2103
Do not know	607
Not applicable	217807
Unspecified	91

Source: StatsSA census Community survey 2016

Sanitation

The Mogalakwena Municipality Quality of Life Study indicates that 79% of people in traditional areas and 18% of people in informal settlements have access only to basic pit latrines. The WSDP indicates the following backlog in respect of access to sanitation in Mogalakwena Municipality where there is only one treatment works, namely: Mokopane Wastewater Treatment Works. The WWTW is fed from one pump stations at Ext. 20, which was upgraded in 2008/2009 FY, refurbishment or upgrading of its capacity. Refer WWTW optimization program from AURECON Technical Report.

The number of households that have flush toilets connected to the sewerage system increased from 14 369 in 2001 to 23 486 in 2012. Chemical toilets had a low utilization rate in 2001 of 428 households with an increase in usage to 1012 households in 2012. The number of households without toilets decreased from 38 388 to 36 754 during the same period with current status of VIP toilets built being 12 845 in 2014/2015 FY.

Table 46: Mogalakwena access to sanitation

TOTAL NO OF HOUSEHOLD		Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit toilet with ventilation (VIP)		Pit toilet without ventilation		Bucket toilet		Other		None	
2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
70132	79396	14369	20486	1348	1473	428	807	5322	8729	40424	44270	7482	687	755	470	3388	2475

Source: StatsSA Census 2001/11

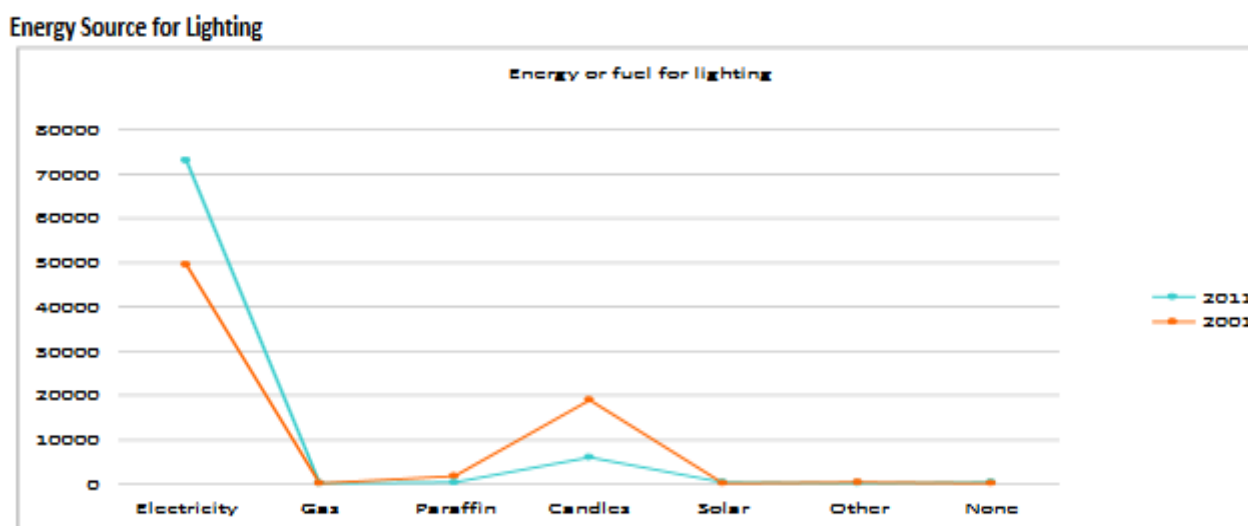
There is only one wastewater treatment works located within the MLM, known as the Mokopane Wastewater Treatment works. A second facility at Masodi is under construction but delayed due to unforeseen circumstances.

Energy and Fuels Used for Cooking, Heating and Lighting

The municipal area of jurisdiction is serviced by both Eskom directly and the Municipal distribution network. The majority of the rural area is serviced by Eskom while the municipality is licensed to service the area in town and farming areas surrounding town. The municipality services a total area of 2800km². The municipality supplies electricity to almost 11 093 consumers (which includes industrial, commercial, agriculture and residential consumers).

The above is achieved by making use of almost 1200km of 33kV, 11kV and 400V overhead electrical lines and ± 400km underground cables. MLM furthermore are making use of 4 major 33kV/11kV substations with a total firm capacity of 90MVA. There are 4 minor 33kV/11kV substations supplying electricity to the almost 2800km² farming area surrounding Mokopane town as far as 10km from Mookgophong in the south west, 50km in a western direction and 30km in a northern direction from Mokopane town.

Figure 11: Energy and fuels utilised for cooking, heating and lighting



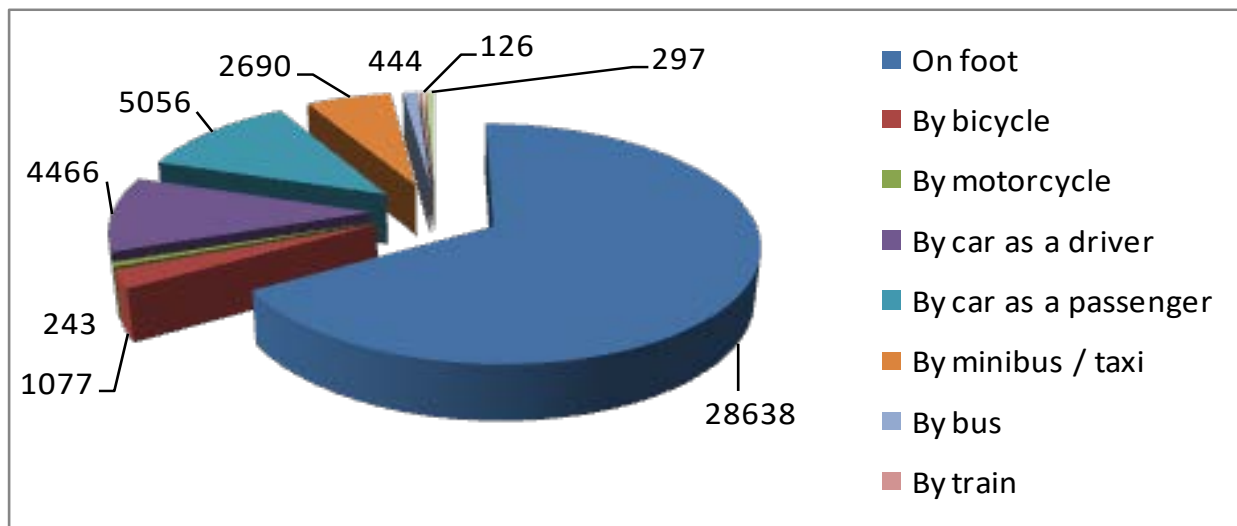
Source: StatsSA Census 2001 and 2011

Transport

Very few people are financially able to own a car within the MLM area. The majority of commuters depend on public transport (bus and taxi operations). Donkey carts are mainly used in many parts of the rural villages and villages surrounding Mokopane Town (Madiba, Sekgagapeng, Masodi, and Vaaltyn).

Sixty-six-point five percent (66.5%) of the population travel by foot, which is a further indication of the rural environment and low income of people in the municipality. Figure 16 describes the different modes of transport used by the population.

Figure 12: Modes of transport



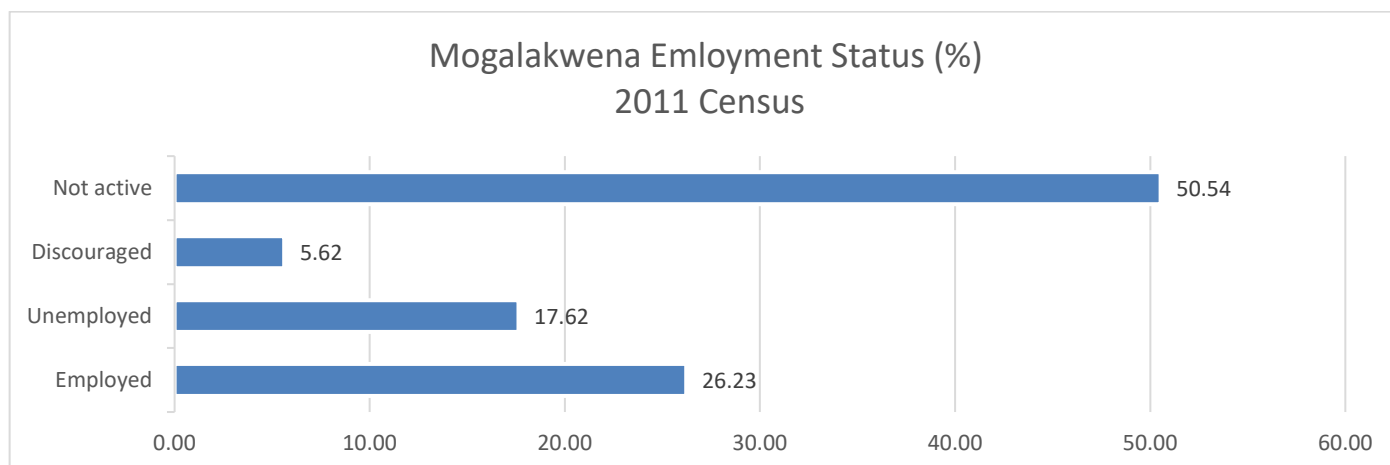
Source: MLM IDP 2018/19

Regulation 46 (c) (ii): Key Economic Activities

Economic Overview

According to Census 2011, of the 78 647 economically active (employed or unemployed but looking for work) people in the district, 40,2% are unemployed. The unemployment rate of Mogalakwena is almost double that of the other municipalities in the district. This could be attributed to a reduction in mining activities in recent years.

Figure 13: Employment status



Source: StatsSA Census 2001/11

According to Census 2011 the MLM's employment is dominated by the community sector (29.3% of jobs) and the wholesale, retail, repairs, hotels and restaurants sector (21.6%). Agriculture is the third largest employer sector with 13.5% and manufacturing fourth with 10.6%, mining only contributes 5.6% to the total employment within MLM.

Of the 39 515 economically active youth (15–35 years) in the area, 51,7% are unemployed, which is also the highest in the district. Agricultural activities include farming of cattle, poultry, game and citrus.

Mining

The MLM's 2010/11 IDP document states that the mining industry has contributed towards the economic development of the district, province and nationally. Mogalakwena is the largest platinum producing area in Limpopo.

Agriculture

According to the MLM's 2010/11 IDP the agricultural production capacities of the area includes a number of variables such as, soil types, climate, and access to service infrastructure, distance to markets, and access to suitable water. It is important to identify various agricultural production areas as they impact upon land use patterns (e.g., irrigation regions and extensive cattle production). There is a gradual movement away from cattle farming towards game farming. A survey done by the Mara Research Station has indicated that there are about 2 400 game ranches in the province (1997), totalling an area of about 4.1 million ha. About 40% of these game ranches are owned by persons that reside outside the province. Table 47 contains a list of agricultural crops, fruit, vegetables and livestock being produced in the municipal area.

Table 47: Crops and livestock produced

CROPS	FRUIT	VEGETABLES	LIVESTOCK
Peanuts Maize Sorghum and Babala Sunflower Wheat Cotton Tobacco	Citrus (oranges)	Potatoes Onions Tomatoes Melons Pumpkin Beet Carrot Beetroot	The most dominant breed is the Bonsmara in this area. The capacity for Game and goat farming has been identified

Source: MLM IDP 2012/16

Tourism

The MLM's 2010/11 IDP document states that the region of Mogalakwena has a rich history and cultural heritage resources, which has potential for tourism. The Mogalakwena tourism sites include:

- Waterberg Biosphere Reserve received its international status in March 2001 and now forms part of the World Network of biosphere reserves, registered with the United Nations Educational, Scientific and Cultural Organization (“**UNESCO**”). The Waterberg Biosphere Reserve is the first “savannah” biosphere reserve registered in Southern Africa; and
- the Makapan World Heritage Site has been a site for paleo- anthropological discoveries as well as the conflict between Boer and Pedi in 1854. The Makapan Valley was declared as one of the first World Heritage Sites of the United Nations.

Regulation 46 (c) (ii): Impact of the Operation on Local and Sending Communities

It is possible to predict potential issues and impacts of the operation before its commissioning. These potential impacts cannot be viewed in isolation from the regional impact of other mining operations and economic activities. Positive impacts relate to effects on the economy, the local skills base, physical infrastructure and social services.

There are several potential negative impacts that can be identified by the mining operation, including:

- The proposed Mine will need to procure a wide variety of goods and services and the majority of these goods will be highly specialised mining equipment. It is unlikely that these goods will be locally or regionally available;

- The operation can cause an influx of unemployed job seekers into the area. This influx could negatively influence the incidence of social ills in the area such as crime, prostitution and substance abuse;
- The perception that the Mine will employ a large number of people could encourage the immigration of people;
- The housing demand in the area will be increased by individuals earning stable incomes from the Mine. It is not certain if sufficient housing will be available or that the MLM will be able to plan for the densification of housing with the concurrent increase in services. The value of the present housing stock could create artificially high housing prices;
- Should there still be a demand for additional housing stock, this will place extra pressure on the municipality to make land available for housing developments and infrastructure; and
- The quality of road surfaces could deteriorate due to increased traffic, especially heavy vehicles, which will place additional pressure on road surfaces that are unlikely to have been constructed to withstand heavy vehicles.

This list is by no means exhaustive but represents the most important impacts that will affect people in the MLM as a result of the development of the proposed Mines. It should be noted, however, that these impacts will not occur in isolation, but will combine with the current and expected future impacts of other mines that operate within the Mokopane area. These mines include but are not limited to:

- Mogalakwena Platinum Mine (Anglo Platinum);
- Platreef Project;
- Volspruit Project;
- Vanadis Project;
- Haaspan Granite; and
- Matlala Stone Crushers.

Economic Impact

The Mine will contribute to the local economy through the employment of approximately 2500 people. If a rule-of-thumb multiplier effect of 1:6 is considered, this will positively influence the quality of life of approximately 15 000 people in a direct manner.

Although the Mine will only employ this relatively small number of permanent employees due to its highly mechanised mining methodology the economic impact within the community will be substantial due to the R50 million to be invested through the implementation of the Social and Labour Plan over five (5) years.

The projected monthly wage bill will result in a substantial injection of cash into the economy of the MLM for both the formal and informal retail and service sectors and downstream secondary industries.

The Mine will also have a positive impact on development in the district and, thanks to the company's procurement transformation strategy and procurement capacity building programmes, there will be a further increase in opportunities for local HDP suppliers of goods and services to the operation.

Social Impact: Community Representation

Recent developments recommended by the Department of Rural Development and Land Reform ("**DRDLR**") and the DMR have supported the Mine in its efforts to establish representation models free from financial expectation, corruption and personal benefit. The SLP had also been presented to the Executive Committee as well as the Councillors of the MLM.

Labour Sending Areas

The MPRDA legislation for SLPs requires that consideration be given to labour sending areas for projects and investment, and not only to the direct vicinity of the Mine, as part of socio-economic profile of the mining area.

The Mine will endeavour to employ a majority of the projected labour force from the MLM and surrounding areas. As part of the tender conditions of the contractors who will be responsible for the infrastructural development phase of the Mine, will have to employ 100% of the entry level labour required and a minimum of 30% of the semi-skilled and skilled labour required, from the local sending areas. Some highly skilled jobs will require that these employees be recruited from areas outside the MLM; these will, however, be limited as far as possible.

Regulation 46 (c) (iii): Infrastructure and Poverty Eradication Projects

Involvement in Integrated Development Plans

The IDP is the overarching development framework of a given district; the Mine's SLP and sustainable development initiatives will therefore conform to the district and local IDPs. By building on the development strategies existing at local government level, a partnership will be formed between the Mine and local government, which can work together to build community sustainability. Although agreement has been reached between the Mine and the MLM regarding the LED projects to be implemented, the Mine awaits the DMR approval, and therefore no formal Memorandums of Understanding(s) ("**MOUs**") can be signed.

Local Economic Development Projects

Expectations of stakeholders and communities often become unrealistic when potential livelihood project investigations are undertaken. People are likely to develop the expectation that the company will pay for, or sponsor, development projects and basic services indefinitely. There may be perceptions by employees and local communities that they will receive substantial benefits from the Mine. Outside stakeholders may also try to capitalise on projects, to the disadvantage of local stakeholders.

The role of the Mine and its commitments in terms of the SLP needs to be clearly communicated to key stakeholders, communities, local government and other organisations during any stakeholder engagement to avoid future misunderstandings. This should be achieved through the implementation of a clear and comprehensive communication strategy. Communication should be open and transparent and delivered in a language that is understandable to stakeholders. Community relations assistants have already been employed under the SED Department of the Mine. The Mine had been in consultation with the MLM about the LED projects.

Table 48 identify the needs of the MLM in order of priority.

Table 48: MLM needs

General	Specific	Type of need	Municipality
Water provision	Boreholes and equipping for supply extraction	Infrastructure	Mogalakwena Local Municipality Phase 1: Magongoa Phase 2: Sekgoboko, Kgobudi, Malepetleke, Mokaba & Tshamahansi Phase 3: Mzombane.
Health facility	Tshamahansi Clinic Construction	New Facility / Expansion	Tshamahansi
Sewerage	Masodi Waste Water Treatment Plan	Treatment facility completion	Masodi

Detailed Project Plans

Projects will be updated and where necessary added or amended to reflect shifting local priorities and to accommodate the findings of feasibility studies undertaken during this period. Projects will be supported with skills training as outlined in the Training sections.

The following tables represent action plans for the LED projects which will be implemented by the Mine. The Mine will issue annual progress reports regarding the success and amendments, if required, for these initiatives.

The development partners proposed will be approached with a view to establishing memorandums of understanding relating to the LED projects focussed on the execution and exit of projects and social development.

Detailed Project Plans

Project 1: Municipal Boreholes

- Phase 1 – Magongoa,
- Phase 2 – Sekgoboko, Kgobudi, Malepetleke, Mokaba & Tshamahansi, and
- Phase 3 – Mzombane.

Project Name:	Project 1: Municipal boreholes (Ph 1 – Magongoa) (Ph 2 – Sekgoboko, Kgobudi, Malepetleke, Mokaba & Tshamahansi) (Ph 3 – Mzombane)		Focus area: Infrastructure and Development		
Background	<p>The Mine intends to provide equipped boreholes which will serve selected host villages under the governance of the Mogalakwena Local Municipality. This project was identified in conjunction with the Mogalakwena Local Municipality relying on the latest Integrated Development Plan (2018 / 2019). The initiative was triggered by the current state of affairs for water provision within the Republic of South Africa, and specifically within the Limpopo Province where the effects of climate change is becoming more evident.</p> <p>This Project is in line with the needs expressed in the MLM Final IDP 2020 – 2021, which recognizes inadequate water provision as a challenge in rural villages and states that providing communities with water is necessary for the following reasons:</p> <ul style="list-style-type: none"> • Water sources are scarce and those alternatives available are utilised; • There is a backlog in water provision to the village areas; • Water quality and reliability will always remain problematic, especially in rural areas; • Operation and maintenance costs are economically unsustainable; and • Inadequacy in terms of yields to address the growing demand due to un-planned settlements / insufficient infrastructure upgrades. <p>The attempt to address the current state of affairs will be mitigated through provision of communal supply boreholes to the villages within affected communities. The supply from these holes may be diverted to more formal distribution networks by the Municipality as time goes by.</p> <p>For the period within which the Mine will be involved in this Project, continuous support will be provided by means of setting up an advisory committee comprised of the Mine representatives and representatives from across the relevant government departments to ensure sustainability and smooth running of the Initiative.</p> <p>The allocated Provision for this project is R5 025 000</p>				
Geographical location of project	District Municipality	Local Municipality	Village names	Project start date	Project end date

Area identified by MLM	Waterberg District	MLM	TBC	Year 1	Year 5
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PLANNING

Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROVISION
Establishment of Project Advisory Committee (PAC)	Conclude a committee for guidance and reporting	Establishment completed	Mine, MLM, DWA	6,250	0	0	0	0	6,250
Define Scope of Work	Professional Services	Set of scope and business Plan	Mine, PAC, External subject matter specialists	12,500	0	0	0	0	12,500
Agree on handover terms	Deliberate handover	Agreement	Mine, PAC and MLM	0	0	0	0	0	0
Screening and Selection Processes	Identification of suitable service providers (EOI)	Communication of Identified suitable applicants	Mine, PAC	6,250	0	0	0	0	6,250
Due Diligence	Vetting processes	Confirmation of Scope and viability report	Mine, PAC	0	0	0	0	0	0
TOTAL				25,000	0	0	0	0	25,000

IMPLEMENTATION

Tender and appointment Phase 1	RFQ / tender process	Appointment and compliance	Mine, PAC, Service providers	6,250	0	0	0	0	6,250
Execution of Phase 1	Monitoring and reporting	Completion per delivery area	Mine, PAC, Service providers	1,112,500	0	0	0	0	1,112,500
Handover Phase 1	Project sign off and handover to Municipality	Complete terms and agreement	Mine, PAC, Service providers	6,250	0	0	0	0	6,250

PLANNING

Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROVISION
Tender and appointment Phase 2	RFQ / tender process	Appointment and compliance	Mine, PAC, Service providers	0	7,500	0	0	0	7,500
Execution of Phase 2	Monitoring and reporting	Completion per delivery area	Mine, PAC, Service providers	0	3,110,000	0	0	0	3,110,000
Handover Phase 2	Project sign off and handover to Municipality	Complete terms and agreement	Mine, PAC, Service providers	0	7,500	0	0	0	7,500
Tender and appointment Phase 3	RFQ / tender process	Appointment and compliance	Mine, PAC, Service providers	0	0	7,500	0	0	7,500
Execution of Phase 3	Monitoring and reporting	Completion per delivery area	Mine, PAC, Service providers	0	0	735,000	0	0	735,000
Handover Phase 3	Project sign off and handover to Municipality	Complete terms and agreement	Mine, PAC, Service providers	0	0	7,500	0	0	7,500
Administration	All Administration support regarding the project	Continuous on delivery	PAC, External Auditors	0	0	0	0	0	0
TOTAL				1,125,000	3,125,000	750,000	0	0	5,000,000
TOTAL PROVISION									
				1,150,000	3,125,000	750,000	0	0	5,025,000

Link to the IDP: Infrastructural Development

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	15	0	6	9	0	15	Borehole workers
Semi-skilled	3	3	0	0	0	3	Supervisors
Skilled	0	0	0	0	0	0	General assistant
Management	3	3	0	0	0	3	Management team
Total	21	6	6	9	0	21	

Short Term	Liase with Municipality, Traditional Authorities and Department of Human Settlement, Water and Sanitation for implementation of project
Medium Term	Installation of equipped boreholes

Long Term	To ensure positive impact on water provision capacity
Exit Strategy	Municipality takes over each borehole once the installation work is completed as per initial agreement - to be reached first off

Project 2: Tshamahansi Clinic Construction (Anglo Mogalakwena Collaboration)

Project name	Project 2: Tshamahansi Clinic Construction (Anglo Mogalakwena Collaboration)	Focus Area: Healthcare facility construction
Background	<p>Ivanplats and Anglo Mogalakwena agreed in principles that an area of common interest to invest project funding is the supply of a larger clinic facility in the Tshamahansi Village. The current facility is overcrowded as it serves an area much wider as only the Tshamahansi Villages (it serves State based Patients from 6 villages in total). Ivanplats and Anglo Mogalakwena will jointly execute the project with shared resources and expertise. An agreement for the purpose of execution and exit arrangements will be signed by all parties involved (including the relevant State Departments). Ivanplats and Anglo Mogalakwena aims to fund the project on a 50/50 percent capital investment value arrangement.</p> <p>Proposed sustainability aspects (breakdown of key activities)</p> <ul style="list-style-type: none"> • Extending of the clinic to accommodate the need for more consulting rooms, offices and potentially wards. • Facility for South African Police Services who frequent uses Tshamahansi Clinic to provide services using mobile van. • Provision of portable and reliable water supply in the form of borehole and or sourcing from municipal water source. • Provision of ablution facilities for both the clinic staff and members of the community. • Installation of internet connectivity for convenient communication (Upgrading of Wi-Fi services) • Upgrading of security apparatus surrounding the premises and storage rooms. • Installation of palisade fence around the clinic premises for security. • Installation of backup generator in case of load shedding and power failures. • Installation of Net Structures for Vegetable Garden, Installation of Irrigation systems, provision of seedlings and fertilizers. • Provision of shaded parking for staff members. • Agreement with Department of Health on which proposed upgrades can be accommodated and maintained solely by the budget of DOH in future. <p>Stakeholder roles and responsibilities in the project</p> <ul style="list-style-type: none"> • Provision of Funding for the project (Ivanplats and Anglo Mogalakwena Mine) • Surveying services for the project (Ivanplats and Anglo Mogalakwena Mine) • Engagement and refinement of the project deliverables (Traditional leadership, Mogalakwena Municipality, DOH, IVP, Anglo) • Approval of the Memorandum of Understanding (Traditional leadership, Mogalakwena Municipality, DOH, IVP, Anglo) • Assign agreed Project Team members • Project planning, bill and rollout supervision and updates (All identified stakeholders) • Monitoring the tender process and appointment of contractors (Method to be agreed among identified stakeholders). • Advisory Committee for the Project Implementation team and contractors to meet once a month 	

- Coordinated execution of project deliverables by Project Team members (Anglo & Ivanplats) and Advisory Committee.

Ownership of the facility

The facility will be owned by the Department of Health and the community as each clinic needs to have a clinic committee comprising of representatives from village council/s, municipality (councillor, ward committee members), and management of the clinic.

Company's exit strategy

Ivanplats and Anglo American will hand over the completed facility to the Department of Health for ownership and administration. The planning of the facility will take into cognisance the capacity to support and fund activities by the DOH. The project will avoid creating facilities that cannot be sustainably supported in funding and functionality by DOH.

The Companies will maintain aspects relating to internet connectivity (WI-FI) on a routine basis through appointed connectivity providers,

The following issues will seek a guarantee from service providers for a period of one year after completion as per IVP Standard Terms and Conditions;

- Any defects on the premises sourcing from new additions or upgrades
- Water supply, electricity installations and plumbing
- Irrigation systems in the garden.

A close-out and handover report will be commissioned, engaged and approved by the Department of Health, IVP, Anglo, Municipality and Traditional leadership of the area.

The allocated Provision for this project is R25,000,000 from Ivanplats (in anticipation of the agreed R25,000,000 contribution from Anglo Mogalakwena Mine to fund a total of R50,000,000 for this project).

- Development goals of the clinics as per municipal IDP
- Construction of new clinics
- Some people in the community are not covered by the km radius to the hospitals (20km) and clinics (5km)
- Clinic to operate 24 hours and additional staff being accommodated
- Construct nurses home for clinic to operate 24 hours
- Staffing of Clinics
- Paving of space in front of the clinics
- Mobile clinic to visit the areas twice a week
- Construction of drug rehabilitation centre

- Equipping of clinic with all required equipment and medication for chronic patients
- Construction of additional clinics

The allocated Provision for this project by Ivanplats is R25,000,000.

PLANNING

Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3 (2022)	YEAR 4	YEAR 5	TOTAL PROVISION
Principle agreement between funding mines	Agree on common interest	Principles agreed	Mines	0	0	0	0	0	0
Following approval at both ends from DMR, enter into an execution agreement	MOU conclusion	Agreements drafting and signature conclusion	Mines, DOH, Community	0	0	0	0	0	0
Exit strategy development and agreement	MOU conclusion	Agreements drafting and signature conclusion	Mines, DOH, Community	0	0	0	0	0	0
TOTAL				0	0	0	0	0	0
IMPLEMENTATION									
Stakeholders engagement and inputs	Design parameters, costing and planning	Evaluation of Applications completed	Mines, DOH, Community	0	0	0	0	0	0
CIBD processes	On-boarding and contracting work	Continuous on delivery	PAC, Mines, Contractor/s	0	0	0	0	0	0
Execution and exit	Construction and exit		PAC, Mines, Contractor/s, DOH	0	0	25,000,000	0	0	0
TOTAL				0	0	25,000,000	0	0	0
TOTAL PROVISION									
GRAND TOTAL				0	0	25,000,000	0	0	25,000,000

[Link to the IDP: Health Facilities Expansion relating to the Mogalakwena IDP](#)

Classification of jobs (*estimate)	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	30	10	5	10	5	30	Construction workers
Semi-skilled	13	4	3	4	2	13	Supervisory & specific skills
Skilled	6	2	1	2	1	6	Artisanry skills & HSE
Management	2	1	1	0	0	2	Direction and administration
Total	51	17	10	16	8	51	

Short Term Actions	Conclude initiative definitions with stakeholders.
Medium Term Actions	Agreements, tenders & on-boarding
Long Term Actions	Conclude construction
Completion date and exit strategy NB: Beneficiaries should be outlined	Exit strategy will be concluded with the mines and beneficiary institutions.

The consolidated Provisions for these projects are found in the Table 49 below:

Table 49: Consolidated LED project totals

PROPOSED LED PROJECTS						
Project Title	2021	2022	2023	2024	2025	Total
Municipal boreholes	1,150,000	3,125,000	750,000	0	0	5,025,000
Tshamahansi Clinic Construction (Anglo Mogalakwena Collaboration)	0	0	25,000,000	0	0	25,000,000
Total	1,150,000	3,125,000	25,750,000	0	0	30,025,000

Regulation 46 (c) (v): Housing and Living Conditions of Employees

Housing

Background: Housing in the Mogalakwena District

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right.

Housing is the competency of National Government. All housing challenges and programmes are governed by the Housing Act 1997 (Act No.107 of 1997). The Housing Act is the supreme housing law in the country, repealing all other housing legislation that came before it. The National Housing Code is developed in line with the Housing Act. According to the code for the municipality to take part in the national housing programme, it must be firstly accredited.

With an established town and townships within the municipal area, there are sprawling informal settlements that are found adjacent to the nodes, especially where there are mining economic activities. The existence of the informal settlements within the municipal area extends the service delivery backlogs in the municipality. The distribution and density of households is usually a good indication of development activities and more importantly development potential.

Settlements are dispersed across the municipal area. Settlements are relatively small with an average of 506 stands per village. The only clear deviation from this pattern is in the urban core where the settlements are large & clustered. The functional urban density in 2011 was 401 persons per square kilometre.

The majority of houses in the municipal area are good quality brick structures. They are uniformly distributed across the municipal area.

The period of residence of households in the area highlights two very important issues:

- The population in the municipal area is very stable, and
- Growth (shorter period of residence) occurred in very specific places. The only detectable growth was around the mines and in Mokopane itself.

Tenure and ownership are very difficult to assess. In rural areas, mainly tribal land, the households indicated that they have free occupation. This is in line with the fact that land ownership issues in tribal areas are sensitive and complicated.

The Mine has no intention of building hostels as an average of 70% of the labour force are recruited from the local communities. The Mine supports the concept of home ownership and upgrading of existing dwellings. The housing strategy of Ivanplats will be communicated as per the requirements of the Draft Reviewed Housing and Living Conditions Standard for the Minerals Industry, now called Housing and Living Conditions Standard for the Minerals Industry, 2019 and through the collective guidance of the Minerals Counsel.

Housing Development Plans: Mogalakwena Municipality

In the IDP of Mogalakwena Municipality the following projects have been identified by other Sector Departments with a Provision allocation for 2012/2013:

Table 50: State of housing in the municipality

House or brick/concrete block structure on a separate stand or yard or on a farm	377280
Traditional dwelling/hut/structure made of traditional materials	4106
Flat or apartment in a block of flats	2032
Cluster house in complex	376
Townhouse (semi-detached house in a complex)	1815
Semi-detached house	477
House/flat/room in backyard	2684
Informal dwelling (shack; in backyard)	8107

House or brick/concrete block structure on a separate stand or yard or on a farm	377280
Informal dwelling (shack; not in backyard; e.g., in an informal/squatter settlement or on a farm)	6557
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	481
Caravan/tent	115
Other	1081
Unspecified	1094
Not applicable	5679

The Mine's perspective: Living Conditions

The Mine has no intention to build hostels. Home ownership will be the focus of the housing strategy of the Mine. It has conducted a housing survey to evaluate availability of sufficient housing.

The Mine's housing strategy will focus on the assisting of access to funding for own home ownership and specifically home improvement schemes as the Mines' recruitment is committed to 70% average local hire.

The Mine restructured the unionised labour's wages to include a Housing Allowance as seen as part of the early steps towards the ultimate housing solution.

The Mine will discourage the development of unsustainable settlements by employees surrounding the Mine by means of:

- Ensuring that contractor labour accommodation complies with the Mine's standards;
- Facilitating access to improved accommodation, or residential housing for employees in the towns;
- As per recruitment policy the Mine will employ individuals from established settlements with access to purchase their own accommodation or improve their current dwelling; and
- Assisting employees in arranging accommodation in urban areas.

Based on the slower development tempo of the mine the SLP will consist of contractors building the production and ventilation shafts and the infrastructure of the Mine and the plant. The Mine fully accepts its responsibility, as the mining right holder in line with the new mining legislation, with regard to facilitating adequate quality housing amongst the Mine's workforce. The following principles and policies have therefore been put in place with which the appointed contractors have to comply on appointment by the Mine:

- Establishing of appropriate monitoring, evaluation and reporting mechanisms, by the time the contractors are on site, enabling the status of contractor's employees' housing and living conditions to be monitored in order to facilitate compliance with the letter and ethos of the MPRDA in this regard.
- The Mine's Key Principles:
 - Core business should remain that of mining and not the provision of housing for its workforce.
 - Every employee has the right to live with his/her family within a private dwelling and this should be encouraging as a contribution to employee well-being.
 - The Mine and the contractors will work together with regards to housing to achieve common practice and economies of scale at the operation.

Regulation 46 (c) (vi): Nutrition of Employees

The Mine was required to create a job grading and salary system that pays a competitive rate compared with the mines in the region and with the regional labour market.

One of the key employment strategies at the Mine is the creation of a safe and healthy working environment. The emphasis on a healthy lifestyle after work hours will be supported by the following initiatives to be undertaken by the Mine:

- Create awareness among employees and employees' dependants as to the use of primary health care facilities established by local government in the area;
- Promote home-based care to employees who have to cease employment because of medical reasons;
- Include an education program on nutrition in induction programs at the Mine.

The greatest future health threat to the workforce will continue to be the threat of HIV/AIDS. The Mine will implement an AIDS awareness program by means of:

- Workforce education and training;
- A HIV Voluntary Counselling and Testing (VCT) campaigns;
- Assist employees in accessing government sponsored expert treatment programs.

The Mine through its ESD initiative has established an onsite kiosk which supplies meals and snacks to employees which aims to be improved by the ESD Kiosk expansion project. To prevent fatigue the mine has committed to supply underground employees a daily supplement per shift. This supplement augments the daily dietary nutrition requirement.

Regulation 46 (c) (vii): The Procurement Progression Plan in terms of Mining Goods and Services

Overview

The Minerals and Petroleum Resources Development Act (MPRDA) was passed by parliament in May 2004, in which it referred to the Mining Charter.

The Charter puts forward a range of empowerment issues, including Inclusive Procurement, Supplier and Enterprise Development, that has been agreed to by Government, Mining Companies and Unions.

The Charter specifically requires the Mine to promote economic growth through the development or nurturing of SMMEs and suppliers of mining goods and mining services. The Mine's procurement policies must therefore align with the prescribed Charter criteria for local spend on HDSA-owned, woman and youth-owned and BEE companies.

The Mine has recognised that to effectively participate in the transformation on the South African economy, it has to institute preferential procurement practices across its entire supplier base. The Mine has drafted a preferential procurement policy to maximise opportunities for HDP's to supply goods and services to the Mine and will support skills development in this area as outlined in our Training and Enterprise Development plans.

Strategic Plan

The Mine recognises the fact that a number of HDP, women and youth, and BEE providers would like to supply goods and services to the Mine. The Mine has therefore identified the capacitating of SMME's in the area as one of the LED (ESD) projects.

With this project the Mine aims to:

- Ensure that SMME's obtain the necessary resources to be able to provide services, goods and capital goods to the Mine by delivering training programmes for these SMME's, through the Mine's capacitating programmes.

- Encourage current and future suppliers to form partnerships, joint ventures, or consortia with qualifying supplier companies where there is no qualifying company tendering to supply the required goods or services;
 - Communicate with the DTI to identify qualifying companies with the necessary capability wishing to operate in the minerals industry;
 - Ensure that tender requirements are comprehensively communicated to qualifying companies;
 - Assist aspiring qualifying entities in the formulation of appropriate business plans; and
 - Assist qualifying entities in identifying external markets, outside of the company, with a view to becoming more self-sufficient and less dependent on mining activity for income opportunities.
- Negotiate favourable commercial terms with qualifying entities and SMME's;
- Setting and measuring targets for all procurement management on a regular basis;
- Communicate the procurement needs of the Mine to the SMME's via the established communication channels within the communities;
- Provide a complete list of goods and services, which are required by the Mine and that could be supplied by qualifying suppliers;
- Establish structures to partner with other entities or with government to develop procurement capacity; and
- A selection checklist will be developed to discourage subjectivity and "fronting" with regard to supplier selections. Policy and procedure will be communicated to relevant stakeholders, including current suppliers at all times.

According to the Mining Charter local procurement is attributable to competitiveness and transformation, captures economic value, presents opportunities to expand economic growth that allows for creation of decent jobs and widens scope for market access of South African goods and services. In order to achieve this, the mining industry must attempt to procure goods and services in accordance with the following criteria (scorecard), progressively within a period of five (5) years:

Mining Goods minimum 70% of total mining goods procurement spend must be on South African manufactured goods, allocated as follows:

- 21% to be spent on SA manufactured goods produced by an HDSA owned and controlled company;
- 5% to be spent on SA manufactured goods produced by a woman- or youth owned and controlled company; and
- 44% to be spent on SA manufactured goods produced by a BEE compliant company.

Mining Services minimum 80% of total spend on services must attempt to be sourced from South African based companies, allocated as follows:

- 50% must be spent on services supplied by HDSA owned and controlled companies;
- 15% must be spent on services supplied by women owned and controlled companies;
- 5% must be spent on services supplied by youth; and
- 10% must be spent on services supplied by BEE compliant companies.

The Mine will continually seek and aim to adhere to the annual expenditure in services and goods as prescribed in the Charter.

Ivanplats has procured from a number of suppliers during the exploration and early development phases of the Mine. A supplier database is therefore available and is displayed in Form T below. Form T reflects the procurement and relevant percentages of procurement at the date of writing this SLP. The data has been obtained from the suppliers used in 2019.

The scores in Table 52 (Form T) have been calculated using the following format: The score under Preferential Procurement is dependent on the BEE scores of the suppliers. This means that the higher a supplier's BEE Score, the more they will count towards the Preferential Procurement score. The ratio of contribution is illustrated in the table 51 below:⁷

Table 51: Preferential Procurement Targets at the Mine

BEE SCORE	BEE STATUS	RECOGNITION LEVEL
100+	Level 1	135%
85 – 100	Level 2	125%
75 – 85	Level 3	110%
65 – 75	Level 4	100%
55 – 65	Level 5	80%
45 – 55	Level 6	60%
40 – 45	Level 7	50%
30 – 40	Level 8	10%
< 30	Non-compliant	0%

⁷ Added explaining Table 53 (Form T)

Table 52: Form T: Procurement at Ivanplats (Pty) Ltd

Procurement report 1 July 2018 - 30 June 2019 (Excl Gov)											
Capital Goods				Services				Consumables			
Provider	Address	Percentage of total capital goods procurement	HDSA Composition	Provider	Address	Percentage of total capital goods procurement	HDSA Composition	Provider	Address	Percentage of total capital goods procurement	HDSA Composition
Aveng Mining & Shafts	Johannesburg	81.2%	BEE Level Two	Ivanhoe Mines SA	Johannesburg	35.0%	No BEE rating	University of Limpopo	Polokwane	14.8%	BEE Level Four
Murray & Roberts	Johannesburg	13.6%	BEE Level Three	Bonega Trust	Mokopane	7.4%	BEE Level One	Mogalakwena Municipality	Mokopane	6.7%	BEE Level Four
Securomesh	Eastgate	1.6%	BEE Level Four	Bidvest Protea Coin	Centurion	6.6%	BEE Level Two	IMP Scientific Materialographic	Johannesburg	6.3%	BEE Level Four
DRA Projects	Johannesburg	1.3%	BEE Level Four	RMA- The Rand Mutual Assurance	Johannesburg	6.1%	BEE Level Two	Abby Annah Business Enterprise	Mokopane	6.2%	BEE Level One
Aurecon	Pretoria	1.1%	BEE Level One	Northam Platinum Limited	Thabazimbi	3.1%	BEE Level Eight	Etsweletse Trading Solutions	Mokopane	5.2%	BEE Level One
Suppliers with less than 1% spend		1.1%		Falcon & Hume	Johannesburg	2.8%	No BEE rating	Stands Stationery	Mokopane	4.1%	BEE Level One
		100%		Societe Generale Corp & Invest	London	2.1%	No BEE rating	Ark Printers & Stationers	Polokwane	3.1%	BEE Level One
				Webber Wentzel	Sandton	1.7%	BEE Level Two	Koty Pompe	Mokopane	2.9%	BEE Level Four
				Jardine Lloyd Thompson	Johannesburg	1.5%	BEE Level Three	Daphney Business	Mokopane	2.7%	BEE Level One
				Umoja Geomatics	Pretoria	1.5%	BEE Level Two	Print Master - Enkwanati 92	Mokopane	2.3%	BEE Level Four
				Turner & Townsend	Johannesburg	1.2%	BEE Level One	The Park Hotel	Mokopane	1.8%	BEE Level Four
				Read Swatman & Voight SA	Marshalltown	1.0%	BEE Level Three	Jabula Safety	Middelburg	1.8%	BEE Level One
				Orewin	Adelaide	1.0%	No BEE rating	Batho Ema Emang Trading Enterprise	Mokopane	1.7%	BEE Level One
				Murray & Roberts Cementation	Johannesburg	1.0%	BEE Level Three	Mogalakwena Brandstof Verspreiders	Mokopane	1.6%	BEE Level Four
				Suppliers with less than 1% spend		28.2%		The Entrust Foundation Trust	Pretoria	1.6%	BEE Level Four
						100%		Telkom	Tswane	1.4%	BEE Level Six

Procurement report 1 July 2018 - 30 June 2019 (Excl Gov)

Capital Goods				Services				Consumables			
Provider	Address	Percentage of total capital goods procurement	HDSA Composition	Provider	Address	Percentage of total capital goods procurement	HDSA Composition	Provider	Address	Percentage of total capital goods procurement	HDSA Composition
								Selaki Sports & Leisure	Mokopane	1.4%	BEE Level One
								Forms Media Independent Africa	Polokwane	1.3%	BEE Level Two
								Sejekula Trading	Mokopane	1.3%	BEE Level One
								Alzu Voere (Ricardo Rentroia)	Roedtan	1.3%	BEE Level Four
								Mohamedy's	Mokopane	1.3%	BEE Level One
								The Ranch Hotel	Polokwane	1.2%	BEE Level Six
								Labotec	Gauteng	1.2%	BEE Level Four
								Masi Con	Mokopane	1.1%	BEE Level One
								Barbarian Clothing	Mokopane	1.0%	BEE Level Four
								Brian Pienaar North	Johannesburg	1.0%	BEE Level Three
								The Cleaning Company	Mokopane	1.0%	BEE Level Two
								GL Printing Solutions	Mokopane	1.0%	BEE Level One
								Suppliers with less than 1% spend		21.7%	
										100%	

Enterprise and Supplier Development (ESD) Projects:

Project 1: Five (5) Year Integrated Business Accelerator and Funding

Project name	Project: Five (5) year Integrated Business Accelerator and Funding Project	Focus Area: Enterprise and Supplier Development (Five (5) year Integrated Business Accelerator and Funding Project)
Background	<p>Ivanplats shall give effect to the imperatives of the Broad-Based Black Economic Empowerment Act and the Mining Charter by supporting a holistic approach to enterprise and supplier development within the local mine community. The purpose of the mine's enterprise and supplier development project will be to engender a vibrant eco-system of entrepreneurship, innovation and inclusiveness within the host community and thereby contribute to meaningful economic growth and poverty alleviation. This shall involve eradicating barriers to entry to the integration of local SMME's into the supply chain by building their financial and operational capabilities through targeted ESD interventions.</p> <p>Ivanplats intends to work with high potential start up enterprises and small enterprises as they encounter challenges on their path to growth. Through our ESD funding initiatives we intend to help these entrepreneurs by readying them to do business in a formalised manner throughout the Business Accelerator Programme.</p> <p>The Company will also focus on established enterprises who are existing suppliers to Ivanplats by assisting them to grow and mature their business through developing customised business strategies that we facilitate for implementation. By working in partnership with other stakeholders we aim to ensure that HDP suppliers have increased access to all levels of procurement within the Ivanplats business environment, this will result in an increased momentum of HDP Procurement and thereby potentially achieving the agreed targets and strategy.</p>	

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROVISION
Project Initiation	Ensure that all project initiation activities are carried out.	Project Charter/Project Initiation Document	Mine, DOE	0	0	0	0	0	0
Stakeholder Identification	Ensure that all possible stakeholders are identified	Stakeholder List	Mine, DOE	0	0	0	0	0	0

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROVISION
Scope definition and detailed planning	Improve definition of project scope	Project Plan	Mine, DOE	0	0	0	0	0	0
Scheduling	Undertake improved scheduling of plan	Project Schedule/Timelines	Mine, DOE	0	0	0	0	0	0
Preliminary Provision	Effective allocation of project resources	Initial Project Provision	Mine, DOE	0	0	0	0	0	0
Recruitment/Selection	Recruitment and selection strategy of beneficiaries	Recruitment Plan/Selection Criteria	Mine, DOE	0	0	0	0	0	0
Exit Strategy	Agree on exit strategy	Signed exit strategy	Mine, DOE	0	0	0	0	0	0
TOTAL				0	0	0	0	0	0
IMPLEMENTATION									
Execution	Business Accelerator Training Programme; Incubation Platform; Establishment of an ESD Funding mechanism	Project Launch	Mine, Subject Matter Specialist	200,000	216,000	233,280	251,942	272,098	1,173,321
Administration	All Administration support	Continuous monitoring and evaluation	DOE, Mine						

PLANNING									
Output	Key Performance Area	Key Performance Indicator	Responsible Entity (inclusive of all role players)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROVISION
	regarding the project								
TOTAL				200,000	216,000	233,280	259,942	272,098	1,173,321
TOTAL PROVISION									
GRAND TOTAL				200,000	216,000	233,280	259,942	272,098	1,173,321

Link to the IDP: Poverty Eradication; Job creation; Business skills training; Development of SMME's; Entrepreneurial training

Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Unskilled	0	0	0	0	0	0	
Semi-skilled	0	0	0	0	0	0	
Skilled	1	0	0	0	1	1	
Management	1	0	0	1	0	1	
Total	2	0	0	1	1	2	

Short Term Actions	Liaise with Limpopo Department of Economic Development and Tourism (LEDET) and Small Enterprise Development Agency (SEDA) to improve the sustainability of the project.
Medium Term Actions	Implement project to ensure maximum sustainability.
Long Term Actions	Ensure the long-term improvement of local SMME's operational and financial capabilities towards supplier development.
Completion date and exit strategy NB: Beneficiaries should be outlined	Ivanplats shall endeavour to sustain this project and arrangements into the next SLP. To further provide opportunities for enterprises to be developed into suppliers.

Table 53: Consolidated ESD project totals

PROPOSED ESD PROJECTS						
Project Title	2021	2022	2023	2024	2025	Total
Five (5) year Integrated Business Accelerator and Funding Project	200,000	216,000	233,280	251,942	272,098	1,173,321
Total	200,000	216,000	233,280	251,942	272,098	1,173,321

PART FOUR

Regulation 46 (d): Downscaling and Retrenchment/Closure

Introduction

The life of the Mine is in excess of 30 years; however, the establishment of the SLP/Future Forum will not be left until the last remaining years of the Mine's life. Consultative bodies from within the Mine representing employees will be considered legitimate vehicles for communication on the topics which are outlined in the regulations of the MPRDA relating to future forums. The Mine's communication process will ensure active participation by employees, Mine Management, communities, government authorities and community organisations.

In addition to the above engagement framework, the Mine will take cognisance of and follow the procedures for downscaling and retrenchment as set out by the Department of Labour and the Labour Relations Act.

Regulation 46 (d) (i): Establishment of the SLP/Future Forum

During its project phase, the Mine has been required to engage in consultations with representatives of the community and labour force over a variety of matters relating to contractor end of contracts and other sensitive community issues. The experience of the project management team in dealing with these issues has given knowledge in the agendas of communities, the levels of commitments required by community representatives and the legal implications of the correct composition and process behind the establishment of these forums. This informal mine management experience external to the SLP gives vital ideas and methods for the established SLP/future forum to the closure of the Mine.

The establishment of a Future Forum is required under Regulation 46 (d) (i) of the MPRDA. A Future Forum is a site-specific labour-management body that will consult on general issues relating to the social and labour plan as well as specific issues relating to the economic future and job security of employees.

Strategies and Objectives

This SLP/Future Forum has the following specific objectives:

- To promote ongoing discussions between labour force representatives and the Mine about the future of the Mine;
- To assess the future threats to job security, to identify problems and challenges facing the Mine that may contribute to future job losses or the economic decline of the Mine, and to propose possible solutions;
- To assist in the development of turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- To assist in the structuring and implementation of proposals on which topics have been consulted; and
- To assist in the necessary regulatory notifications by the relevant government departments should the need for downscaling and/or retrenchment become evident.

Regulation 46 (d) (ii) and (iii): Mechanisms to Save Jobs and Avoid Job Losses and a Decline in Employment

In line with the requirements of Regulations 46 (d) (ii) and (iii), the Mine will develop turnaround or redeployment strategies in an attempt to reduce job losses and to improve business sustainability. The two sections of this regulation have been combined in that these issues often overlap and are contained within the same policies.

Processes for Creating Job Security

Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of the Mine to drop below 6% on average for a continuous period of 12 months. These processes will include, but not be limited to:

- The consultation process in terms of Section 52 (1) of the MPRDA;
- Implementing Section 189 of the Labour Relations Act and any other Department of Labour requirements;
- Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the MPRDA;
- Complying with the Minister's directive and confirming how corrective measures will be taken;
- Internal transfers to other South African operations; and
- Reskilling of workers for other jobs on the Mine or for jobs outside the mining sector.

Internal Transfers to Other Mines

Where applicable, one of the Mine's strategies encompasses an understanding by employees that jobs and duties, subject to individual skills and capabilities, are flexible within the mining industry. In the event of possible downscaling and closure, the Mine will publicise to mines in the industry that excess skills are available and seek to place these employees on transfer.

Reskilling of Employees for Internal and External Employment Opportunities

One of the objectives of multi-skilling workers is to increase the opportunity for alternative employment, either in a different occupation on the Mine or in a job outside the mining sector. In pursuit of this aim, the Mine will provide alternative skills training to workers to put them in an improved position to seek work in a greater variety of positions or occupations. The focus of this training will be on subsistence, life skills and entrepreneurial activities but more specifically on skills that will be required for proposed socio-economic projects upon mine closure or large-scale retrenchments. In addition, the Mine will:

- Apply for technical assistance and support from the National Productivity Institute ("**NPI**"), though which access is given to the Department of Labour's Advice Centres and Social Plan Centres;
- Apply to the Mining Qualifications Authority, the mining sector's education and training authority, for applicable grants in terms of the Skills Development Act 97 of 1998 and its regulations;
- Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment; and
- Facilitate training layoff schemes.

In the life skills education program, the Mine will address critical retrenchment and retirement planning issues such as:

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

Regulation 46 (d) (iii): Mechanisms that Provide Alternative Solutions for Creating Job Security where Job Losses Cannot be Avoided

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

Measures When Job Loss is Unavoidable

Under these circumstances, the key issues that need to be considered are the degree of dependence of the Mine community and labour-sending areas on the mine operations, and the policies and procedures in place at the Mine to provide financial security for individual employees.

When the Mine is to be scaled down (with the possible effect of job losses) or when mining and production are to cease, the following processes will be followed:

- Consultations in terms of Section 52 (1) of the MPRDA;
- Implementing Section 189 of the Labour Relations Act, which will deal with possible retrenchment details and any other Department of Labour requirements;
- Notification to the Minerals and Mining Development Board in terms of Section 52 (1) (b) of the MPRDA Act;
- Communicating possible retrenchments by means of an effective communication strategy;
- Informing employees of possible retrenchments at the Mine;
- Informing other affected parties (such as sending areas and their municipalities) of the possible retrenchments; and
- Informing outside parties (such as the media) of the possible retrenchments.

Alternative Solutions for Creating Job Security

Support for SMME's

In this context, the Mine will consider the following options, suggested by the Department of Labour:

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

Retrenchment and Redundancy Compensation

There is a range of circumstances under which retrenchment of workers will eventually become the only appropriate solution to the economic viability of the Mine. Retrenchment of employees generally arises out of changing operational requirements and will only be pursued after all other avenues of alternative employment within the Mine have been investigated.

On retrenchment or redundancy, employees will receive benefits from either the Retirement or Provident fund to which they belong.

Mine management will approach the Department of Labour for the utilisation of its resources and support services, such as counselling services, and placement services offered by its Labour Centres. The consultation process calls for effective communication between the prospective retrenches and Mine management. An important aspect that will receive consideration is the impact of such retrenchments on those employees who remain at the workplace and are not retrenched.

The Mine will offer prospective retrenches:

- Skills assessments and written recognition of their prior learning, experience and qualifications;
- Assessment of potential and actual career planning;

- Referrals to accredited training providers;
- Consideration for bursary initiatives; and
- Step-by-step guidelines on starting their own business.

The Mine will provide job-hunting tips and assistance in identifying labour market opportunities, local economic development initiatives and any other employment opportunities.

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

Preamble

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

On-going engagement, consultation and advice obtained through the informal mine management experience model and the formal Future Forum will ensure that the closure and post-closure management programmes and plans are undertaken sustainably and effectively.

Given that the projected life of mine is in excess of 30 years, planning for specific LED projects and training programmes at closure is difficult. The Mine has, nevertheless, remained cognisant of the need for comprehensive LED projects which are implemented towards the achievement of sustainable social and economic development in the surrounding labour sending areas and communities, particularly for the workforce, residents and families dependent on the Mine for their livelihoods. These LED projects should include interventions aimed at the upliftment of local entrepreneurs and suppliers.

Strategy and Objectives

The Mine will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure is certain.

Self-employment Training and Re-employment Programs

The Mine recognises that its operations have a limited life span and that the demands of the business could require a reduction in Human Capital in the future. As part of its SLP commitments the Mine intends to equip the affected employees as well as members of the community – with portable skills that will benefit the individuals concerned. The Mine has identified the following portable skills as useful for gainful self-employment and self-maintenance for employees who might leave the service of the company due to downscaling and closure:

- Welding
- Bricklaying
- Plumbing
- Tiling
- Plastering
- Carpentry
- Household Electricity installation
- Sewing
- Torch cutting.

The Mine Management will coordinate the provision of the above self-employment training and re-employment programs after consultation with the SLP/Future Forum for all employees affected by retrenchments.

Closure Planning

The Mine will develop a closure plan that will consider the optimal use of Mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle. This plan will be a focus area of the LED strategy to diversify the economy and will take into account the potential social benefits of utilising existing land and infrastructure. Of importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require inclusion into the Environmental Management Plan Reports (“*EMPRs*”) in consultation with the DMR.

The SLP is geared towards mitigating the impact of mine-closure on Mine communities and labour-sending areas, specific planning is required regarding the post-mining use of the physical assets of the Mine for potential community development purposes. These physical assets include:

- Land holdings by the Mine;
- Physical infrastructure;
- Social infrastructure;
- Commercial and industrial infrastructure; and
- Administrative infrastructure.

All infrastructure and Mine management programs on projects will be conceived and implemented within the context of accepted standards of sustainable development.

Other Enterprises on Mine property

The Mine will consider the option of outsourcing current jobs that could be performed on a contractual basis by existing mineworkers. A suggestion that will be considered involves the voluntary retrenchment of certain employees, who would then be assisted in the establishment of businesses through a supplier assistance program. When the Mine closes, such businesses could remain operational by supplying their services to other mines or commercial enterprises in the area.

- Fledgling businesses could be allocated premises on Mine property from which to operate. These premises could be:
 - Buildings, workshops or land no longer used by the Mine and that are essentially redundant;
 - Facilities currently used for functions considered for outsourcing that could be sub-let to the former employee; or
 - New premises specifically constructed on mine land for these functions. These could be financed using funding from SMME assistance schemes offered by government or development agencies, or possibly as future Mine LED projects.

Post-closure Use of Mine Infrastructure

Once the possibilities for concurrent use of Mine land and infrastructure have been exhausted, the future of the remaining land and infrastructure belonging to or managed by the Mine will be considered. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes dams. However, the Mine will examine each component of its land and infrastructure and assess the extent to which post-mining use is possible.

These options will include the following:

- Transfer of land and associated infrastructure to mine communities for conversion and use in local economic development, skills development and training programs to build capacity in a number of vocational or technical areas;
- Sale of land and infrastructure to private individuals;
- Transfer of land and associated infrastructure to the government or state agencies; and
- Rehabilitation of the land or demolition and removal of the infrastructure.

Training and Mentorship of Community Members

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

- Training and educating community leaders and owners to manage the resources in a sustainable manner;
- Understanding the post-mining use potential of the mining infrastructure, land and natural resources;
- Communication skills;
- Negotiations in terms of the economic aspects after closure; and
- Ensuring that the non-renewable mineral resources can be replaced by the enhancement of biologically renewable resources.

PART FIVE

Regulation 46 (e): Financial Provision

Financial Summary

The financial provision in this SLP comprises the HRD, LED and ESD provisions only. Funding for Downscaling and Closure is provided for in the Mine's operational Provisions allocated on a year to year basis or as applicable.

The consolidated Provision for the Social and Labour Plan is found in the Table 54 below:

Table 54: Consolidated Provision : SLP

SLP ITEM	2021	2022	2023	2024	2025	Total
Human Capital Development Provision Summary	3,648,808	2,666,501	2,816,715	2,958,133	2,998,446	15,088,603
LED Consolidated Provision	1,150,000	3,125,000	25,750,000	0	0	30,025,000
ESD Consolidated Provision	200,000	216,000	233,280	251,943	272,097	1,173,320
Downscale and Closure Provision	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	6,000,829	7,009,523	29,802,018	4,212,100	4,272,568	51,286,923

Regulation 46 (e) (i): Human Resource Development Programme

The Provision for the Human Resource Development Programme for the Mine is outlined in the Table 55 below:

Table 55: Human Capital Development: Provision

Per Employee/ Intervention and Allocation	2021	2022	2023	2024	2025	Total
Allocation 18.1						
Mentorship People per year	2	3	3	3	4	15
Provision; Mentorship	2,500	4,125	4,538	4,991	7,321	23,475

Per Employee/ Intervention and Allocation	2021	2022	2023	2024	2025	Total
Internal Core Non-Technical Skills Core Technical Skills Educational Assistance; Interventions per year (One intervention per employee)	36	35	34	25	29	159
Provision; Internal Core Non-Technical Skills Core Technical Skills Educational Assistance	175,000	137,500	475,531	282,838	186,973	1,257,842
Portable Skills – Legend Programme People per year	2	2	2	2	2	10
Provision; Portable Skills – Legend Programme	18,000	18,000	18,000	18,000	18,000	90,000
WIM Events per Year	1	1	1	1	1	5
Provision; Women in Mining	50,000	54,000	58,320	62,986	68,024	293,330
Learnership; People per year	0	0	0	2	2	4
Provision; Learnership	0	0	0	424,106	457,516	881,622
Allocation 18.2						
AET People per year	15	20	20	20	20	95
Provision; AET	419,816	515,731	522,304	529,534	537,487	2,524,872
Learnership People per year	5	2	2	0	0	9
Provision; Learnership	1,130,750	358,765	394,642	0	0	1,884,157
Core Technical Skills Training People per year	8	17	23	31	21	100
Provision; Core Technical Skills Training	181,000	338,800	425,679	627,568	583,444	2,156,491
Non-core Skills Training People per year	35	35	35	35	35	175

Per Employee/ Intervention and Allocation	2021	2022	2023	2024	2025	Total
Provision; Non-core Skills Training	90,877	99,965	109,961	120,957	133,053	554,813
Scholarships People per year	90	85	75	65	60	375
Provision; Scholarships	225,000	233,750	226,875	216,288	219,615	1,121,528
Bursaries People per year	3	3	1	2	2	11
Provision; Bursaries	717,500	717,500	392,500	392,500	418,648	2,638,648
Internships People per year	7	2	2	3	4	18
Provision; Internships	638,365	188,365	188,365	278,365	368,365	1,661,825
Targeted Interventions	204	205	198	189	180	976
Provision	3,648,808	2,666,501	2,816,715	2,958,133	2,998,446	15,088,603

Regulation 46 (e) (ii): Local Economic Development Programmes

The total planned expenditure for the LED programmes is found in Table 56 below.

Table 56: LED Consolidated Provision

PROPOSED LED PROJECTS						
Project Title	2021	2022	2023	2024	2025	Total
Municipal boreholes	1,150,000	3,125,000	750,000	0	0	5,025,000
Tshamahansi Clinic Construction (Anglo Mogalakwena Collaboration)	0	0	25,000,000	0	0	25,000,000
Total	1,150,000	3,125,000	25,750,000	0	0	30,025,000

Enterprise and Supplier Development

The total planned expenditure for the ESD programmes is found in Table 58 below.

Table 57: ESD Consolidated Provision

PROPOSED ESD PROJECTS						
Project Title	2021	2022	2023	2024	2025	Total
Five (5) year Integrated Business Accelerator and Funding Project	200,000	216,000	233,280	251,943	272,097	1,173,320,
Total	200,000	216,000	233,280	251,943	272,097	1,173,320,

Regulation 46 (e) (iii): Process to Manage Downscaling and Retrenchment

Retrenchments by the Mine will be subject to the prevailing economic circumstances of the Mine upon closure. Given the projected life of mine the Mine has not planned for retrenchments ahead of this time. Provision for the management of retrenchments (inclusive of the prescribed consultation requirements and forums) will however be provided for as part of the operational Provision should operational or economic circumstances require the need to consider retrenchments.

In SLP 1 the Mine has implemented several training internally which is portable. Management will coordinate the provision of self-employment training and re-employment programs still required after consultation with the SLP/Future Forum for all employees affected by retrenchments. The implementation of the Legents Programme will assist in attaining portable skills. The provision for the downscaling and closure is set at R1M per annum and accumulated to R5M over the period of the Provision depicted in Table 58.

Table 58: Downscale and Closure

SLP ITEM	2021	2022	2023	2024	2025
Downscale and Closure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

**PART SIX
UNDERTAKING**

I Patricia Makhsha the undersigned and duly authorised thereto by Ivanplats (Pty) Ltd undertake to adhere to the information requirements commitments and conditions as set out in the Social and Labour Plan.

Signed at Sandton on this 12th day of March 2021



Signature of person responsible:

Designation: Executive Chairperson

Contact details: 079 138 5140

Approved:

Signed at _____ on this _____ day of _____ 20_____

Signature of person responsible:

Contact details:
