

SOCIAL AND LABOUR PLAN

BOOYSENDAL PLATINUM (PTY) LTD

LP30/5/1/2/3/2/1(188) MR

2021 – 2025



TABLE OF CONTENTS

1. INTRODUCTION TO AND BACKGROUND INFORMATION OF THE OPERATION.....	5
1.1 Introduction.....	6
1.2 Location.....	6
1.3 Ownership of the Mine.....	8
1.4 The mine operation.....	9
1.5 Particulars of the operation.....	11
2. HUMAN RESOURCES DEVELOPMENT PROGRAMME (HRDP).....	12
2.1 Introduction.....	13
2.2 Skills Development Plan.....	13
2.3 Career Progression Plan.....	20
2.4 Mentorship Plan.....	24
2.5 internship and Bursaries.....	24
3. EMPLOYMENT EQUITY.....	27
3.1 Overview.....	28
3.1.1 HDP's in Management.....	29
3.1.2 Strategy and Objectives.....	30
4. MINE COMMUNITY DEVELOPMENT PROGRAMME.....	32
4.1 Social and Economic background information.....	33
4.2 Key Economic Activities.....	39
4.3. Negative impact of the Mining Operations in the area.....	40
4.4 Intrastructure and Poverty eradication projects.....	46
5. PREFERENTIAL PROCUREMENT.....	52
5.1 Introduction.....	53
5.2 Five year planwith progressive implementation of inclusive procurement.....	53
6. MEASURES TO ADDRESS THE HOUSING AND LIVING CONDITIONS.....	56
6.1 Introduction.....	57
6.2 Strategy and Objectives.....	57
6.3 Implementation Plan for Employee Housing.....	57
7. DOWNSCALING AND RETRENCHMENT PROGRAMME.....	59
7.1 Approach.....	60
7.2 Establishment of the Future Forum.....	60
7.3 Mechanisms to save jobs and avoid a decline in employment.....	61
7.4 Mechanisms to provide alternative solution and procedure.....	63
7.5 Mecahnisms to Ameliorate the Social and Economic Impact.....	64
8. FINANCIAL PROVISION.....	67
9. UNDERTAKING.....	69
Appendix i: Proof of consultation.....	71
Appendix ii: Future Forum Constitution.....	71

List of Tables

Table 1: Typical Shift Cycle.....	10
Table 2: Typical Night Cycle.....	10
Table 3: Occupational profile of Booyssendal Division's entire workforce forecast to 2020-2024.....	14
Table 4: Number and Educational level of employees – Form Q.....	15
Table 5: AET Budget and target.....	16
Table 6: AET Action Plan.....	16
Table 7: Learnership targets 18.2.....	17
Table 8: Learnership targets 18.1.....	17
Table 9: Process Based Competency Development.....	18
Table 10: Portable Skills targets.....	18
Table 11: Expected Hard-to-to fill vacancies – Form R.....	19
Table 12: Career Progression target.....	21
Table 13: Career Pathing Process.....	21
Table 14: Mentorship targets.....	24
Table 15: Bursary target.....	25
Table 16: Internship target.....	26
Table 17: Form S	28
Table 18: Occupational Profile of Booyssendal Division's entire workforce.....	29
Table 19: Target for female participation in Mining at Booyssendal.....	30
Table 20: Target for HDP's Participation in Management.....	31
Table 21: Population by Age and Gender.....	34
Table 22: Population by Geography and Gender.....	35
Table 23: Population group by Gender.....	35
Table 24: Population Language.....	36
Table 25: Income levels within FTLM.....	36
Table 26: Poverty levels within the District.....	37
Table 27: Highest level of education or person at FTLM.....	37
Table 28: Land use composition FTLM.....	38
Table 29: Host towns.....	43
Table 30 Labour sending areas from Towns and Villages.....	44
Table 31: LED/Community Development Projects.....	47
Table 32-35: Community Development Projects.....	48
Table 36: Five year plan on Goods and Services spent targets (Rand value).....	54
Table 37: Five year plan on Goods and Services spent targets (% of total spent).....	54
Table 38: Enterprise Development and Supplier Development Programme (Annual Rand Value).....	55
Table 39: Financial Provision for Social and Labour Plan.....	68

List of Figures

Figure 1: Locality Map – Regional setting.....	7
Figure 2: Booyssendal Locality Map – Mining Boundaries.....	7
Figure 3: New HDP Shareholding Structure.....	8
Figure 4: Participants in BEE SPV.....	9
Figure 5: Career Path Flow Chart.....	21
Figure 6: Career Path Flow Chart: Engineering.....	22
Figure 7: Career Path Flow Chart: MTS –Geology Career Path.....	22
Figure 8: Career Path Flow Chart: MTS – Ventilation Career Path.....	23
Figure 9: Career Path Flow Chart: MTS – Mine Planner Career Path.....	23
Figure 10: Regional Context Map.....	33

Acronyms and Definitions

AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
BEE	Black Economic Empowerment
BEE SPV	Black Economic Empowerment Special Purpose Vehicle
CMIP	Consolidated Municipal Infrastructure Programme
CSI	Corporate Social Investment
DMRE	Department of Minerals Resources and Energy
DoE	Department of Education
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EE	Employment Equity
EIA	Environmental Impact Assessment
EMP	Environmental Management Program
FTLM	Fetakgomo Tubatse Local Municipality
GGP	Gross Geographic Product
HDPs	Historically Disadvantaged Persons
HR	Human Resources
HRD	Human Resources Development
IDP	Integrated Development Plan
IDP	Individual Development Plan
JV	Joint Venture
Khumama	Khumama Platinum (Pty) Limited
Ktpm	A thousand tonnes per month
LED	Local Economic Development
LOM	Life of Mine
LP	Limpopo Province

LRA	Labour Relations Act
Mamsl	Metres above mean sea level
Micawber	Micawber 278 (Pty) Ltd
MP	Mpumalanga Province
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
MRC	Murray and Roberts Cementation
NGO	Non-Governmental Organisation
Northam	Northam Platinum Limited
NPI	National Productivity Institute
NQF	National Qualifications Framework
OEM	Original Equipment Manufacturer
PGDS	Provincial Growth and Development Strategy
PGEs	Platinum Group Elements
PGMs	Platinum Group Metals
RDP	Reconstruction and Development Programme
RFQ	Request for Quotation
RPM	Rustenburg Platinum Mines Ltd
SAMPPF	South African Mining Preferential Procurement Forum
SAQA	South African Qualifications Authority
SDM	Sekhukhune District Municipality
SEIA	Socio-economic Impact Assessment
SLP	Social and Labour Plan
SMMEs	Small, Micro and Medium Enterprises
SPF	Steelpoort Producers Forum
VAT	Value-added Tax
WSP	Workplace Skills Plan

SECTION 1

*PREAMBLE
INTRODUCTION TO AND BACKGROUND
INFORMATION ON THE OPERATION:*

REGULATION 46(A)

1. INTRODUCTION TO AND BACKGROUND INFORMATION ABOUT THE OPERATION

1.1 Introduction

The purpose of the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) is amongst others to transform the mining and production industries in South Africa. In order to ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights. The Social and Labour Plan requires applicants for mining and production rights to develop and implement comprehensive Human Resources Development Programmes, Mine Community Development Plan, Housing and Living Conditions Plan, Employment Equity Plan, and Processes to save jobs and manage downscaling and/or closure.

The above programmes are aimed at promoting employment and advancement of the social and economic welfare of all South Africans whilst ensuring economic growth and socio-economic development. The management of downscaling and/or closure is aimed at minimizing the impact of commodity cyclical volatility, economic turbulence and physical depletion of the mineral or production resources on individuals, regions and local economies. To this effect the Department of Mineral Resources (DMRE) deemed it appropriate to provide the relevant guidelines for the development and implementation of the Social and Labour Plan in tandem with the MPRDA and the National Social Plan.

1.2 Location of the Mine

The Booyseendal Platinum (PTY) Ltd is located on the border of the Limpopo and Mpumalanga Provinces and within the geographical area of two municipalities, Fetakgomo Tubatse Local Municipality (FTLM) under Sekhukhune District Municipality in Limpopo and Thaba Chweu Local Municipality (TCLM) under Ehlanzeni District Municipality in Mpumalanga. The northern border of the Mine abuts against Anglo Platinum's Der Brochen Project. The nearest railway station is at Steelpoort, located approximately 43km by road to the north-east.

The Mine can be reached from the R555 (between Stofberg and Steelpoort) via a tarred road R557 to Lydenburg. Access to the Mine is from this road by means of a private road passing the Thorncliff, Helena and Magareng mines as well as crossing the Der Brochen Project area. The mining area is considered environmentally sensitive and special care has been taken to protect flora and fauna species in line with the approved environmental management plan.

Figure 1: Locality Map – Regional Setting

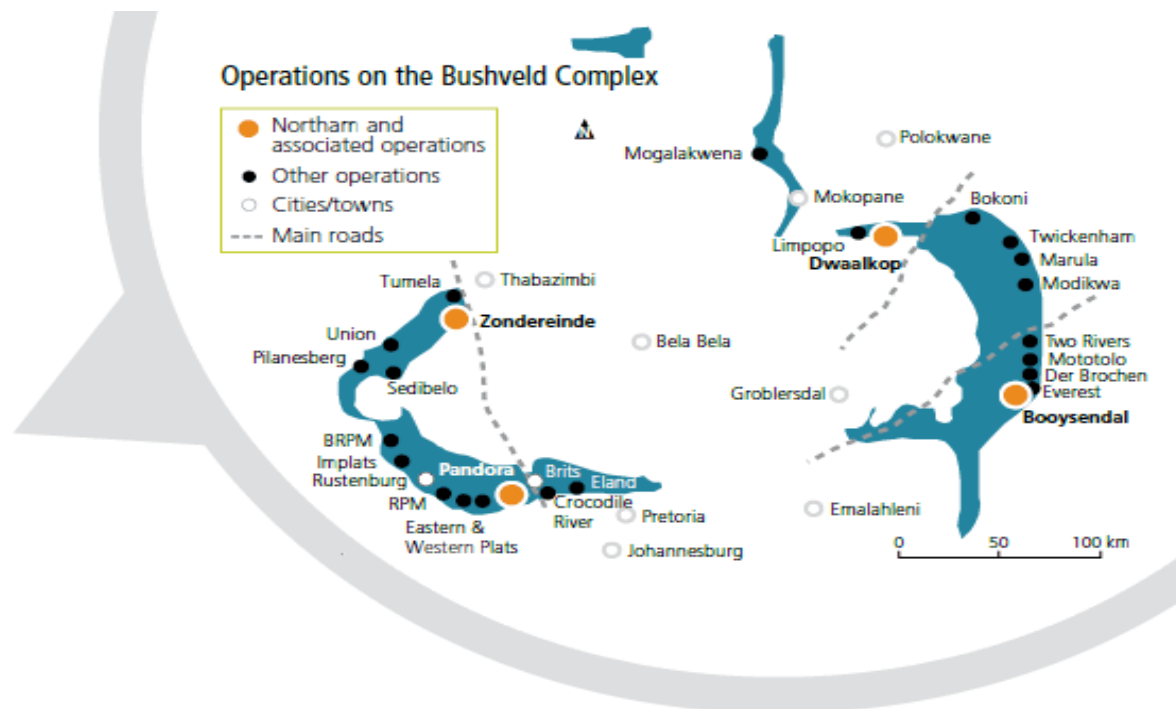
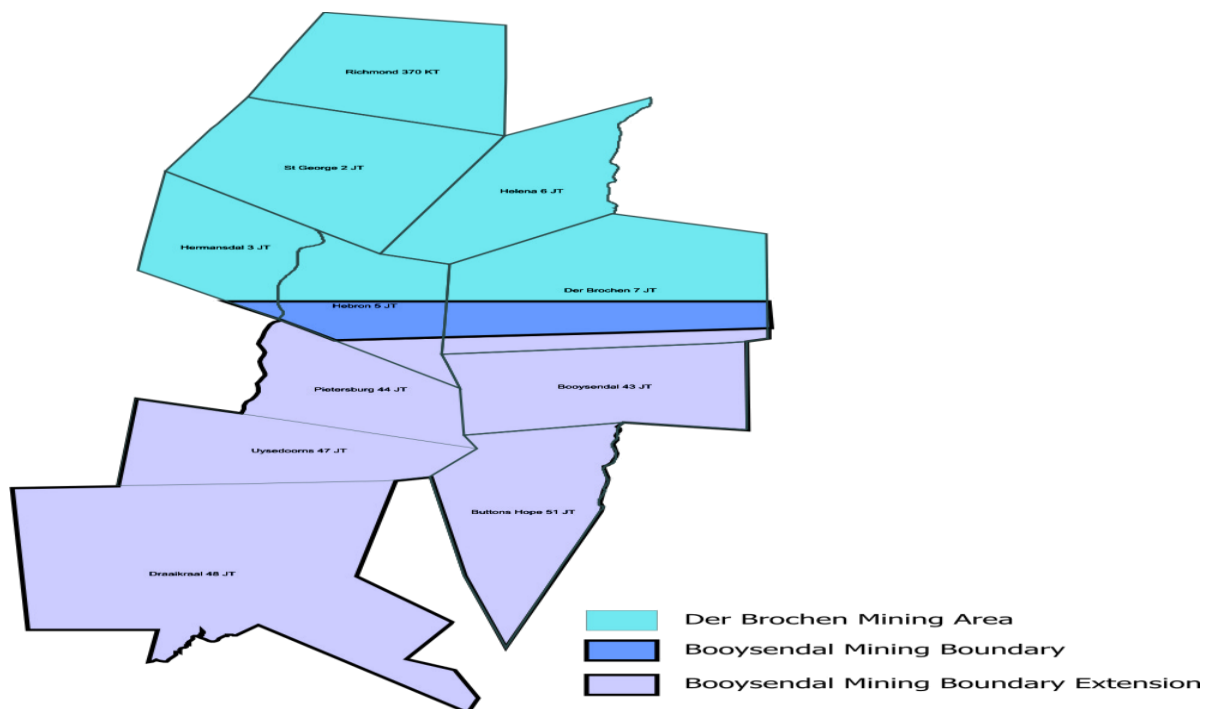


Figure 2: Booyensdal Locality Map - Mining Boundaries



1.3 Ownership of the Mine

In 2011, Afripalm Resources (Afripalm) and Mvelaphanda Holdings (Mvela) were Northam's major direct BEE shareholders, holding 26% of the company's equity. As a result of a collapse in the share price of platinum producers, including Northam, both Afripalm and Mvela found themselves in breach of covenants under their respective BEE financing arrangements. Consequently, Afripalm and Mvela were required to dispose of their Northam shares in order to address the breach of covenants, resulting in Northam's BEE shareholding being eroded.

Northam continued to engage with potential empowerment partners and with the DMRE to re-establish its BEE shareholding structure. To this end the company has concluded a transaction which will secure a sustainable 35.4% HDP interest in Northam.

HDP's has acquire 31.4% of Northam's issued share capital through the subscription of new ordinary and the acquisition of existing ordinary shares thereby increasing the company's total effective HDP shareholding to 35.4% including the 4% direct participation in profits by Northam employees through the Toro Trust.

A special purpose vehicle (BEE SPV) is housing the combined economic interests of the HDP beneficiaries who participate in the transaction. The subscription for new shares and the acquisition of existing shares is funded by a preference share structure issued by the BEE SPV. The following figures, 3 and 4 illustrate the Boysendal Division's shareholding structure following the implementation of the new BEE transaction.

Figure 3: New HDP Shareholding Structure

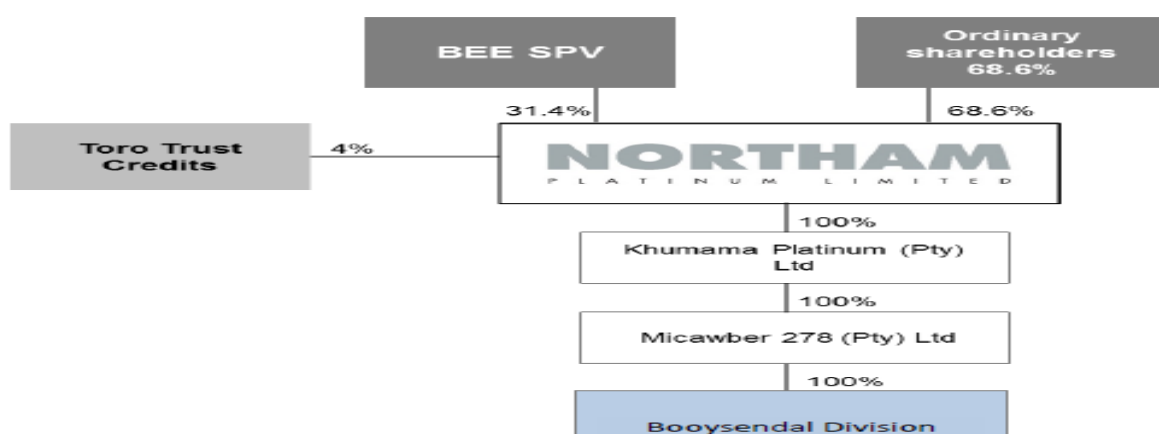
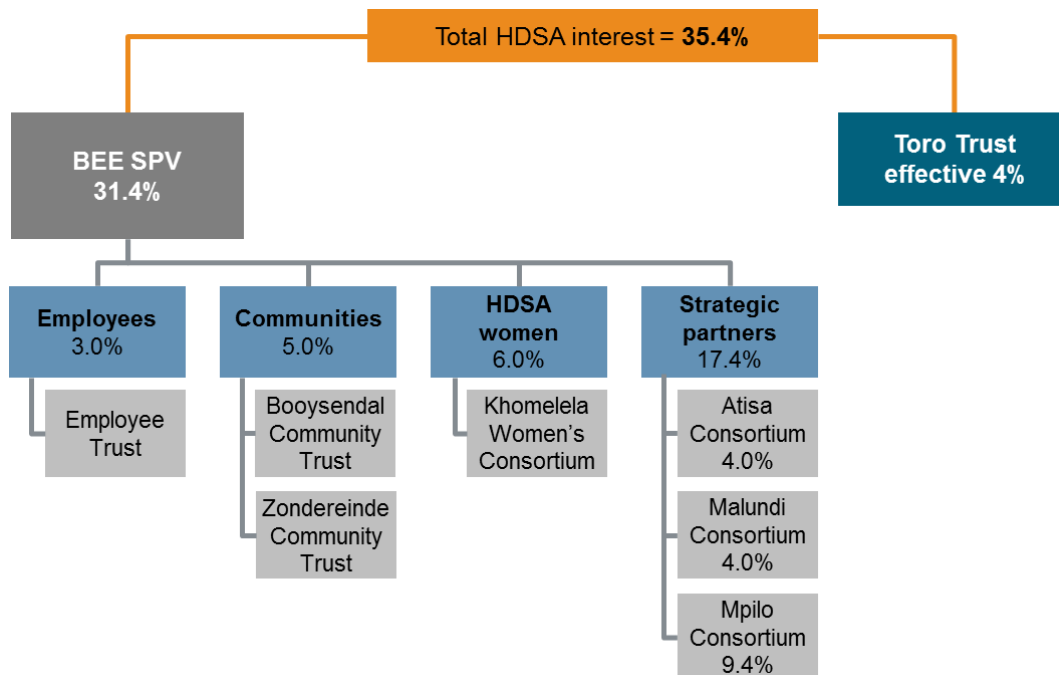


Figure 4: HDP Participants in BEE SPV



1.4 The Mining Operation- change to current

Booyesendal Platinum (PTY) Ltd Proprietary Limited “Booyesendal Platinum (PTY) Ltd” (Micawber 278 Proprietary Limited), a wholly owned subsidiary of Northam is the holder a mining right (LP188EM), converted in terms of Item 7 of Schedule II of the Mineral and Petroleum Resources Development Act 2002 “MPRDA” (Act No. 28 of 2002). The consolidated mining right was executed on the 15th of December 2010 and remains in force until the 9th of December 2040.

The mining method being utilised in the existing UG2 mining process is a mechanised on- reef room and pillar operation, using low profile mechanised equipment, which provides a rapid ramp-up to reef production, with the various associated benefits in terms of safety and productivity. This has also been rolled out into the current and planned Merensky mines.

Booyesendal North UG2 (BNU) is currently at steady state of 220ktpm while the Booyesendal North Merensky (BNM) is currently averaging 40ktpm and will build up to 50ktpm in financial year 2023.

Table 1 and 2 below is indicative of a shift cycles.

To maintain this roster three full crews are employed, i.e. while two crews are working day and night shift, the third crew are on days off.

Table 1: Typical Shift Cycle mining shift cycle

Booyesendal Platinum (PTY) Ltd – Typical Shift Cycle			
Shift Schedule	Start Time	End Time	Duration (hours)
Day Shift	07H00	16H00	9
Afternoon Shift	16H00	01H00	9
Night Shift	23H00	08H00	9
Blast and Re-entry	16H00	17H00	1
Total Operating Time/ day			24:00:00

Table 2: Plant shift cycle

Booyesendal Platinum (PTY) Ltd – Typical Shift Cycle			
Shift Schedule	Start Time	End Time	Duration (hours)
Day Shift	07H00	16H00	9
Night Shift	19H00	07H00	9
Total Operating Time/ day			24:00:00

Day and night shifts can each run to a permissible 09:00 hours and are dedicated to the full cycle of cleaning, drilling of support, drilling of the face and blasting. Drill rigs will undergo routine maintenance during the day shift and hence swing (spare) units are provided for. Blasting will take place each day at the end of the day shift. The average time for a complete mining cycle for a production panel is 3 days.

The ore from the two mine sections will be processed in separate concentrator plants. The ore in both is crushed and milled prior to flotation processing. The concentrate from both plants will be sent to an external smelter and from the point of view of Booyesendal Platinum (PTY) Ltd the point of sale is the concentrate being dispatched.

1.5 Particulars of the operation

A	Name of Company	Booyesendal Platinum (PTY) Ltd (This SLP refers to Northam as “the Company”)
B	Mining Right Numbers	LP30/5/1/2/3/1(188)EM
C	Name of Mine	Booyesendal Platinum (PTY) Ltd (hereafter referred to as Booyesendal)
D	Physical Address	Farm Booyesendal 43 JT Fetakgomo Tubatse Local Municipality
E	Postal Address	Post net Suite #199 Private Bag x20097 Lydenburg 1120
F	Contact Person	Mr Mosala Letebele
G	Email	mosala.letebele@norplats.co.za
H	Telephone Number	013 235 6702
I	Number of Employees	1949
j	Location of Mine	Border of Mpumalanga & Limpopo Province in Fetakgomo Tubatse Local Municipality
K	Commodity	Platinum, palladium, rhodium, gold, iridium, ruthenium, chrome, silver, cobalt, nickel & copper,
l	Estimated Life of Mine	50 Years
m	Geographic Origin of Employees	Municipality: Fetakgomo Tubatse District: Sekhukhune Province: Limpopo
O	Financial Year-end	30 June

SECTION 2

*HUMAN RESOURCES DEVELOPMENT:
REGULATION 46 (B)*

2. HUMAN RESOURCE DEVELOPMENT

2.1 Introduction

Booyssendal Platinum (PTY) Ltd is committed to ensuring that its employees are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operational objectives.

The National Qualifications Framework (NQF), the Mining Qualifications Authority (MQA), the Department of Minerals Resources and Energy (DMRE) and the Quality Council for Trades and Occupation (QCTO) will be used to assess these programmes. Other training interventions include AET, life skills and portable skills.

Progress on training and development will be measured on a regular basis. The Company submits an Annual Training Report in line with the Workplace Skills Development Plan and the Employment Equity Plan. Booyssendal's Skills Development Plan will cover programmes based on the Workplace Skills Plan (WSP).

The HRD programme comprises action plans to formulate, develop and implement an HRD and EE plan. HRD consists of skills development plan, career progression plan, mentorship plan, internship and bursary plan.

2.2 Skills Development Plan

Skills training in mining and other technical skills that allows employees to upgrade their competencies and qualifications, will be offered to employees. Given the challenges of Safety Management and related issues associated with hard rock mining, Health and Safety skills has been identified as one of the key skills priorities followed by technical, supervisory, education and environmental management skills.

The following broad category of skills will be offered at Booyssendal:

- Basic Mining Training;
- Competency A and B Training;
- Leadership and Supervisory Training;
- Geology and Rock Engineering Training;
- Financial Training;
- Health and Safety Training.

2.2.1 Size and Composition of Workforce

The total planned complement for Booyseendal North Mine is estimated at 1850 employees in 2020/2021 and 1949 employees in 2024/2025. The labour will include development, production, shaft, management and technical services which will be recruited and drawn from the local labour sourcing communities and South Africa at large.

Table 3: Occupational Profile of Booyseendal Division's entire workforce Forecast to 2024

Occupational Levels	Male				Female				Foreign Nationals		Disabled		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior management	3	-	-	2	1	-	-	-	-	-	-	-	6
Middle Management	23	1	-	22	5	-	-	3	1	-	-	-	55
Junior Management	294	3	-	111	69	1	-	13	8	-	-	-	499
Semi-skilled	1115	1	-	2	264	1	-	5	1	-	-	-	1389
Unskilled	-	-	-	-	-	-	-	-	-	-	-	-	0
TOTAL PERMANENT	1435	5	-	137	339	2	-	21	10	-	-	-	1949

2.2.2 Recruitment and Sourcing of labour

One of the major challenges of the mine is the attraction of suitable skills to ensure operational effectiveness. Recruitment of labour will be guided by the Company's recruitment policies which stipulate preference to the employment of local labour by the mine as well as by any appointed contractors. A local employment policy and recruitment process is developed to give effect of the latter. Booyseendal will ensure that a transparent process of employment is followed (contractors included) to limit opportunities for conflict that may arise between affected communities.

Table 4: Number and Educational Level of Employees - Form Q – Booysendal (1515)

Form Q			Male				Female				Total	
BAND	NQF LEVEL	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
		Grade2/ Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3/ Std1/ABET 1	0	0	0	0	0	0	0	0	0	0
		Grade4/ Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3/ ABET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6/ Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7/Std 5/ABET 3	1	0	0	0	0	0	0	0	1	0
		Grade 8/ Std 6	5	0	0	0	2	0	0	0	5	2
		Grade 9 /Std 7/ ABET 4	20	0	0	0	4	0	0	0	20	4
Further Education and Training	2	Grade 10/ Std 8/ N1	161	1	0	14	29	0	0	0	176	29
	3	Grade 11/ Std 9/ N2	276	1	0	10	55	0	0	0	287	55
	4	Grade 12/ Std 10/ N3	774	1	0	53	159	1	0	10	828	170
Higher Education and Training (HET)	5	Diplomas / Certificates	113	2	0	44	49	1	0	5	159	55
	6	First Degrees / Higher Degrees	29	0	0	5	13	0	0	2	34	15
	7	Honors / Master's degrees	4	0	0	0	4	0	0	0	4	4
	8	Doctorates	0	0	0	1	0	0	0	0	1	0
TOTAL			1383	5	0	127	315	2	0	17	1515	334

Table 5: AET Budget and Targets

AET Levels	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
AET 1	3	3	3	3	3
AET 2	3	3	3	3	3
AET 3	3	3	3	3	3
AET 4 / NQF Lev	3	3	3	3	3
TOTAL	12	12	12	12	12
Budget	R 200 000	R 212 000	R224 720	R238 203	R252 495

2.2.3 Adult Education and Training (AET)

At Booyseendal all employees have completed Grade 9 / Standard 7 / AET 4 on appointment, therefore Booyseendal's AET programme will focus on the community. The Booyseendal approach assuming 100% pass rate, would be to have the AET level 1 intake group more annually to exit at AET level 4.

The following action plan provide actions steps and deliverables to implement AET at Booyseendal.

Table 6: AET Action Plan

Action step	Target date
Booyseendal will share information through established Structures on a suitable centre that is near to the community and appointment of service provider	Within 6 months of SLP approval
Advertise a call for interested people	Commence with classes

2.2.4 Learnerships

Recognising that a major focus of the National Skills Development Strategy is the training of unemployed learners and Booyseendal is committed to present nationally recognised learner ships that will be quality assured by the MQA and DMRE. Learner ship programmes are based on three years with combinations of theoretical and practical training and Booyseendal should be influenced by the scarce skill concept when prioritising learnerships to focus on.

Table 7: Learnership Targets 18.2 confirm current 2021 numbers

Category 18.2	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining Learner ships	10	0	10	0	0	5	5	0	0	5
Engineering Learner ships	49	7	10	7	0	8	15	0	0	8
Process Learner ships			0	5	0	5	0	5	0	5
Total	59	7	20	12	0	18	20	5	0	18
	66		32		18		25		18	
Budget	R 2 195 871		R 1 707 385		R 1 017 969		R 1 498 676		R 1 143 879	

Table 8: Learnership Targets 18.1

Category 18.1	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining Learner ships	0	0	0	0	0	0	0	0	0	0
Engineering Learner ships	9	21	21	18	39	0	18	21	21	18
Process Learner ships	0	0	0	5	0	5	0	5	0	5
Total	9	21	21	23	39	5	18	26	21	23
	30		44		44		44		44	
Budget	R 1 509 981		R 2 347 518		R 2 488 369		R 2 637 671		R 2 795 931	

2.2.5 Workplace Skills Plan and Annual Training Report

Workplace Skills Plans and Annual Training Reports will be updated, completed and submitted on the appropriate annual submission dates. The requisite skills levy payments will be made to the South African Revenue Services and grants for learner ships and skills programmes will be accessed.

The following (but not limited) broad category skills will be offered at Booyssendal:

- Basic Mining Training
- Competency A and B Training
- Leadership and Supervisory Training
- Geology and Rock Engineering Training

Table 9: Process Based Competency Development (WSP)

Training Category	Targets				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Mining	1255	1550	1693	1741	1779
Engineering	675	790	842	846	846
Process / Concentrator	235	238	238	238	238
Services	305	242	242	242	242
TOTAL	2470	2820	3015	3067	3105
Budget	2,800,000	2,968,000	3,146,080	3,334,845	3,534,935

2.2.6 Portable Skills Training

The aim of providing portable skills is to provide employees with skills that they can apply outside of the mining environment, taking into account their age profile and the area from which they originate. Maximum duration of the courses is three months. Accredited service providers will be enlisted to run these training programs.

Table 10: Portable Skills Targets

	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Basic Artisanal Skills					
	4	4	4	4	4
	4	4	4	4	4
	4	4	4	4	4
Sub-total	12	12	12	12	12
Basic Entrepreneurship Skills					
	4	4	4	4	4
	4	4	4	4	4
	2	2	2	2	2
	14	14	14	14	14
Sub-total	24	24	24	24	24
Total	36	36	36	36	36
Budget	R 188 858	R 200 189	R 212 200	R 224 932	R 238 427

2.2.7 Hard to fill vacancies

Booyse sendal has analysed the human resource requirements per discipline to determine scarce skills and developed relevant action plans such as learner ship programmes and bursaries. Instrumentations Technicians, Rock Engineers, Ventilation Staff, Mining Draughtsperson and operators are among skills we still need to develop.

Table 11: Expected Hard-to-fill Vacancies – Form R

Occupational level	Job title of vacancy	Main reason for inability to fill the vacancy
Top management	None	
Senior management	None	
Professionally qualified and experienced specialists and mid-management, academically qualified workers, junior management and supervisors	1. Instrumentation Technicians 2. Rock Engineers 3. Electrical and Mechanical Engineers	Scarce skills
Skilled technically and academically qualified workers, foremen and superintendents	1. Mining Draughtsperson 2. Riggers 3. Ventilation / Survey	Scarce skills
Semi-skilled and discretionary decision-making	Operators	
Unskilled and defined decision-making	None	

2.2.8 Actions for addressing scarce skills vacancies:

- Sourcing and the development of Engineering students for instrumentation and rigger trades – see Learner Ship Targets (Table 6)
- Identify persons in the survey department and develop them to a draught person according to a development plan
- Sourcing and development of bursary students from the first year up to 3rd year in the rock engineering field.

2.3 Career Progression Plan

2.3.1 Introduction

Booyseendal aims to effectively manage its talent pool in order to optimise the human resources deployed in a manner that will meet the requirements of the Company's business plan. This section describes Booyseendal's Career Progression approach, its implementation in line with the Skills Development Plan and a Career Progression Plan. The career progression of individual employees will be managed via Individual Development Plans in conjunction with the Skills Development Plan.

2.3.2 Career Progression Targets

In light of the general scarcity of skills and relevant experience and in order to meet the HDP management targets Booyseendal will identify an HDP Talent Pool together with detailed skills development requirements for identified individuals.

In addition to the formal mentorship programme, Booyseendal will identify candidates for fast tracking and mentoring, through their Individual Development plans. This will include specific training requirements for their current jobs and identifying their future jobs and stipulating the related training requirements.

HR, together with line-management, will be responsible for their mentorship and monitoring. The mentoring and fast-tracking programme will be further derived from the employment equity plan and will be linked to the mine's skills development plan and the succession planning system. It will comprise mentoring by various line managers to protégés, with a formal contract between both parties, linked to the performance management system.

Additional initiatives to develop and fast-track HDPs will include:

- Career pathing and skills development programmes not only for talent pool high flyers but also for lower levels employees;
- Mentoring processes for HDPs;
- Succession planning;
- Employee Development Programmes in departments;
- Management Development programmes
- Considering selected employees for secondment opportunities and accelerated learning programmes;
- Awarding bursaries to promising young people to study for a commercial or technical degree, with a view to working in the mining industry; and
- Measuring the success of initiatives introduced to develop HDP candidates in the talent pool through the Performance Management System.

Table 12: Career Progression Targets (accelerated development programme)

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
No of HDPs in Talent Pool/ people with potential	9	9	10	10	10

2.3.3 Career Pathing Process

Booyseindal has developed career path charts for all related disciplines which exist on the Mine. The career path charts show the educational, skills and experience to progress.

Table 13: Career Progression Plan

CAREER FIELD	2020/2021			2021/2022			2022/2023			2023/2024			2024/2025			TOTAL
	BP	Act	Var	BP	Act	Var	BP	Act	Var	BP	Act	Var	BP	Act	Var	
Engineering	675			790			842			846			846			
Mine Tech Services	64			65			65			65			65			
SHEQ	34			34			34			34			34			
Finance	72			72			72			72			72			
HR	135			71			71			71			71			
Mining	1255			1550			1693			1741			1779			
Process	235			238			238			238			238			

Figure 5: Career Path Flow Chart: Mining – Miner Career Path

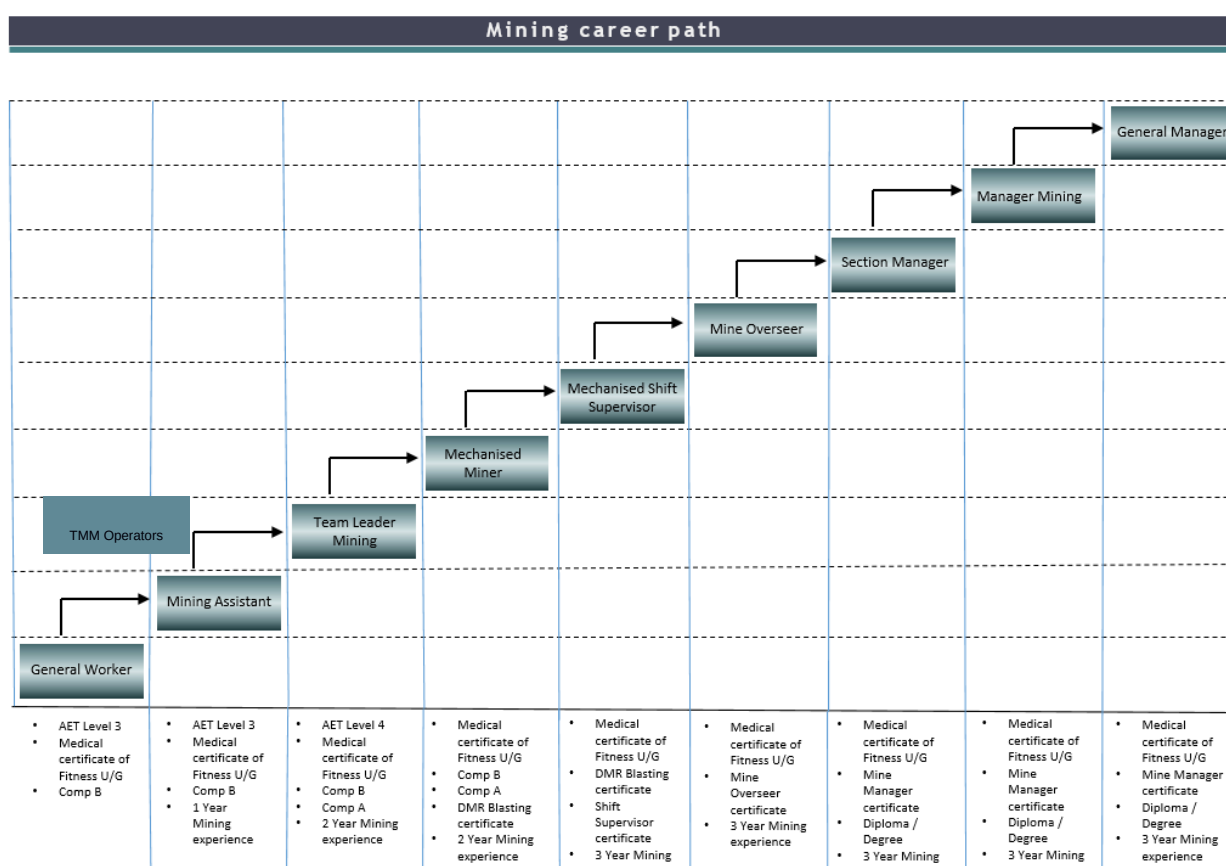


Figure 6: Career Path Flow Chart: Engineering – Engineering Career Path

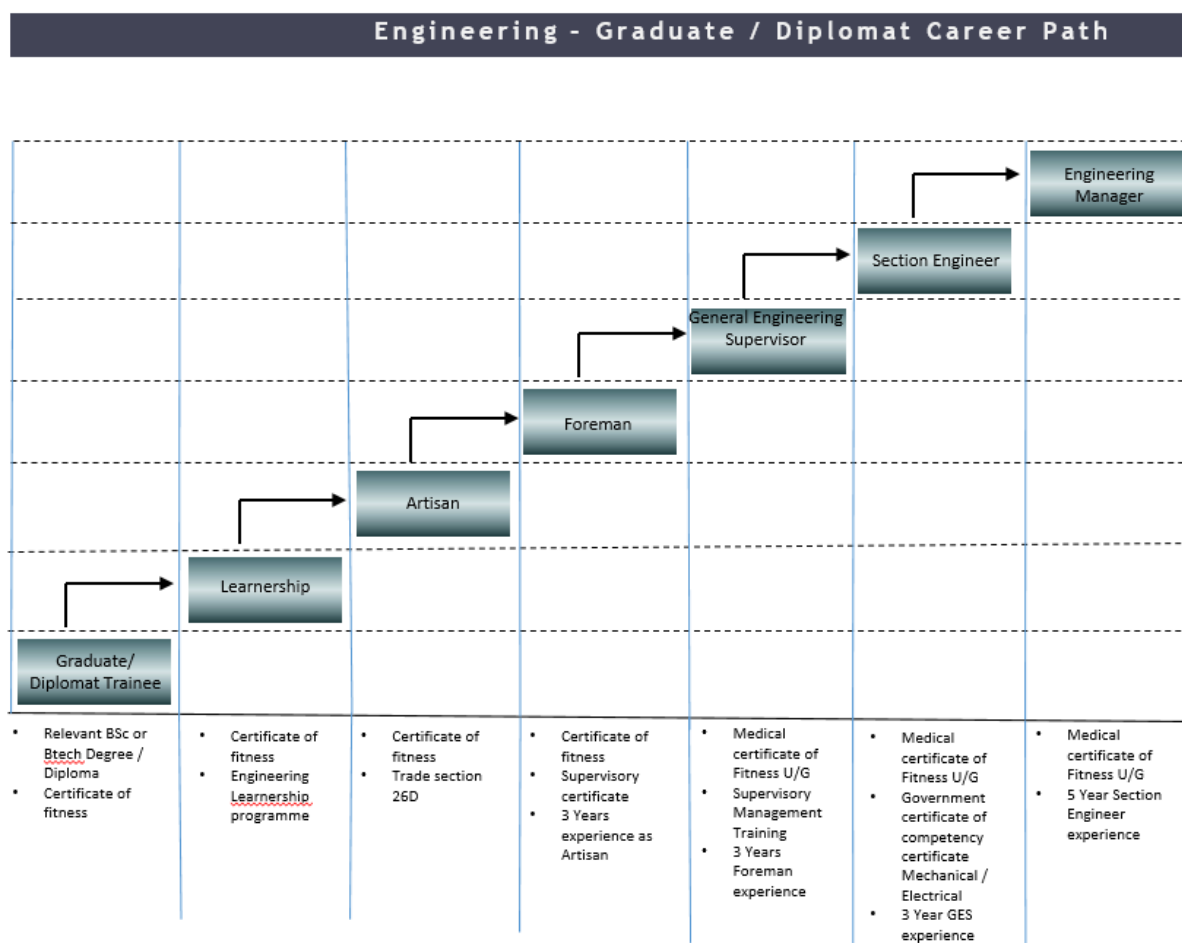


Figure 7: Career Path Flow Chart: MTS – Geology Career Path

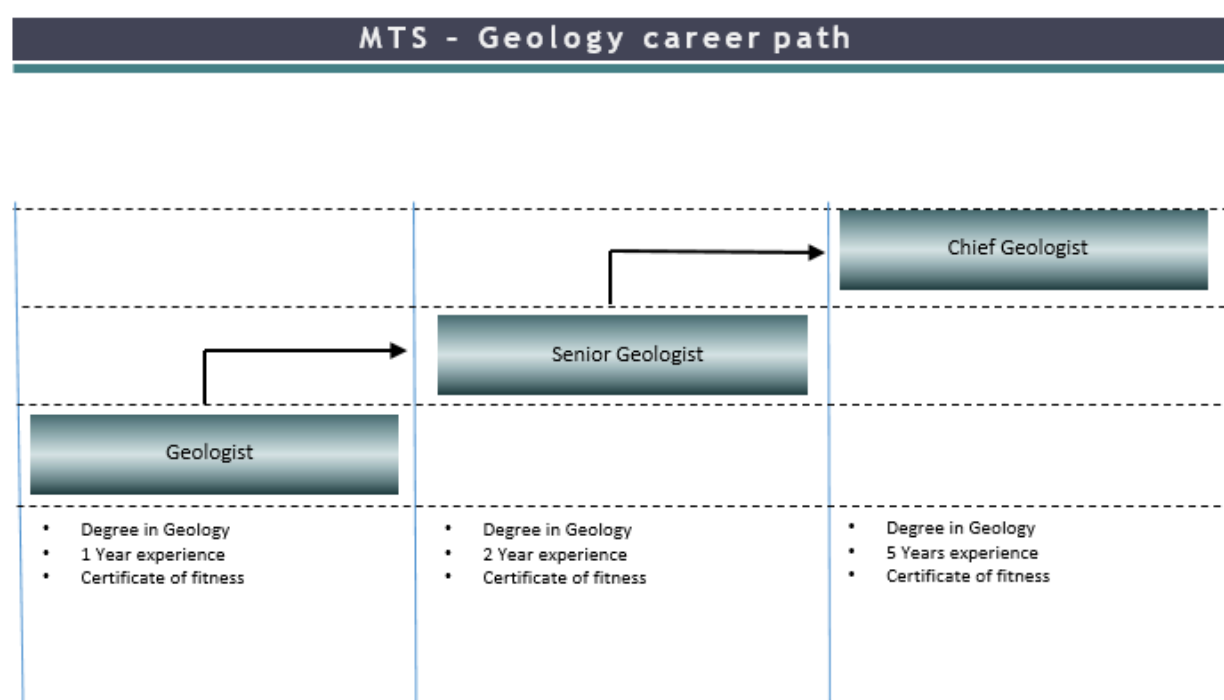


Figure 8: Career Path Flow Chart: MTS – Ventilation Career Path

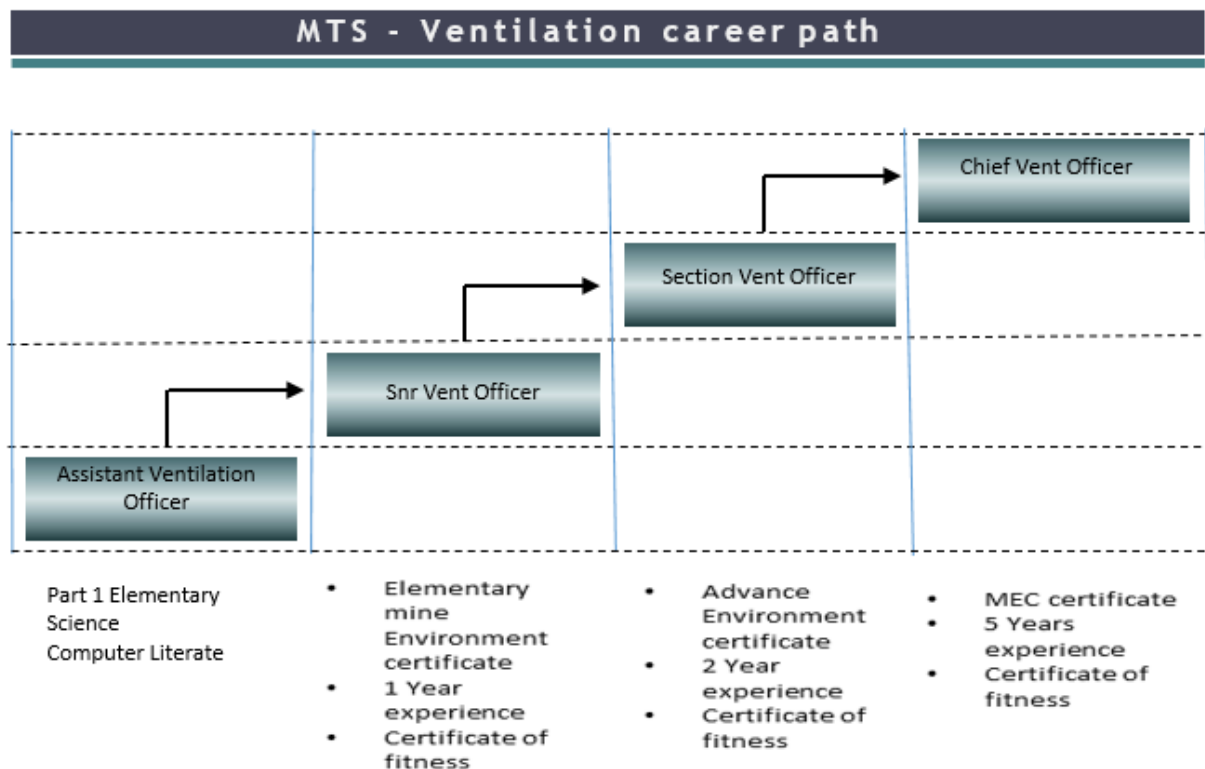
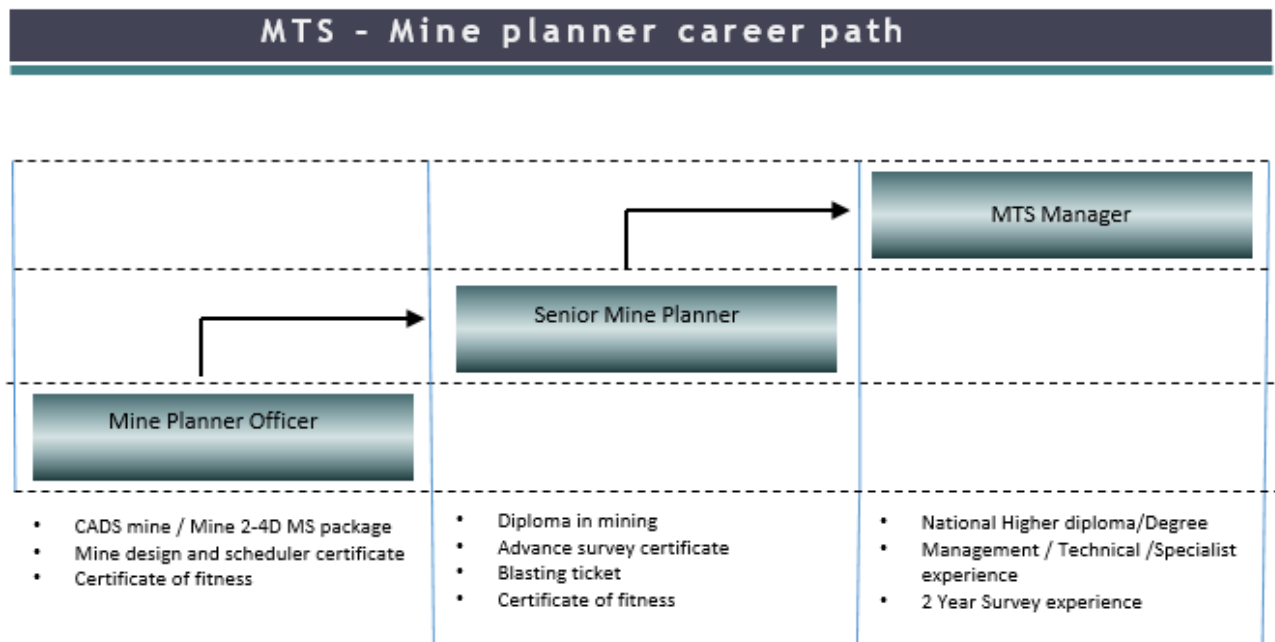


Figure 9: Career Path Flow Chart: MTS – Mine Planner Career Path



2.4 Mentorship Plan

2.4.1 Introduction

Mentoring is a process that Booysendal will use as far as possible to nurture and grow its employees and its empowerment partners from whom it procures services and products. Mentoring will be done on an informal and formal basis. Mentorship will be used to ensure proper transfer of knowledge, skills and experiences that underpin the Company's focus on people and supplier development as well as equity, career and succession management systems.

2.4.2 Employee Mentorship Programmes

Booysendal's mentorship programme will be based on objective criteria as decided by management. These criteria will include fast tracking of high potential (especially HDPs) employees. Mentees will be identified through the succession planning process and will also include individuals whose performance needs improvement. The proposed mentorship programme will consist of guidelines, or common principles to help guide the development of employees.

The following preliminary targets will apply to the talent pool.

Table 14: Mentorship Targets

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Mentees in mentorship relationship	36	38	34	40	34

2.5 Internship and Bursary Plan

2.5.1 Introduction

This section covers Booysendal's internships, study assistance and bursary plan and its implementation in line with the Skills Development Plan. All employees are encouraged to upgrade their qualifications, or obtain new qualifications. Booysendal will embrace the study assistance scheme as approved by the Company, which is available to all employees studying towards an appropriate school qualification.

2.5.2 Bursary Scheme

The objective of the Booyseendal Bursary Scheme is to ensure the recruitment, development and retention of high quality human capital. The emphasis of this scheme will be to identify high-potential young HDP candidates within the local community schools as well as the development of the mine's own development professionals who can fill critical skills gaps now and in the future. Each department will determine human resource requirements through a process of HR planning. This will be linked to strategic and operational plans, and take cognisance of Employment Equity requirements and current diplomats or graduates in the system. The approved plans will determine the number of graduates / diplomats to be appointed and the number of bursaries to be granted.

Table 15: Bursary Target

Bursary category	Forecast									
	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
	Current	New intake	Current	New intake	Current	New intake	Current	New intake	Current	New intake
Mining engineering	3	4	5	1	5	1	6	0	2	4
Metallurgical engineering	2	1	3		1	2	3	0	2	1
Electrical and mechanical engineering	2	4	5	1	5	1	6	0	2	4
Geology	1	1	2		1	1	2	0	1	1
Rock engineering		1	1	1	2		2	0	1	1
Finance and accountancy		0		1	1		1	0	1	0
HR		1	1		1		1	0	0	1
Mine surveying	1	1	1		1		1	0	0	1
Total	9	13	18	4	17	5	22	0	9	13
	22		22		22		22		22	
Budget	R3 415 459		R3 620 386		R3 837 609		R4 067 865		R4 311 936	

2.5.3 Internship Program

Booyssendal internship strategy consists of two approaches:

1. That which is aimed at ensuring a steady supply of suitable qualified professionals. Newly graduated professionals / University of Technology students' practical's are taken through a structured development programme, which operates as an internship, for at least 24 months, ensuring proper training and development in the respective fields of study. During this period the young professionals are properly mentored and coached; and
2. That which is aimed at making internships available to bursars and / or graduates from the local community who need work experience and exposure to the mining industry in order to complete their degrees / diplomas. These targets also would be aligned to the scarce skills. Therefore, preference shall be given to geology, survey, rock engineering and engineering. The following preliminary targets apply.
- 3.

Table 16: Internship Targets

Category	Forecast				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Internships	53	53	53	53	53
Budget	R1 911 000	R2 025 660	R2 147 199	R2 276 030	R2 412 591

2.5.4 Scholar Awareness

Booyssendal is aware that the Company can create awareness of mine related opportunities at scholar level within its communities. Students that show an interest and potential will be incorporated into the bursary system or exposed to different career progression or opportunity options within the mine. This will form part of the long-term upliftment intervention for the mine's local and rural communities.

SECTION 3

*EMPLOYMENT EQUITY PLAN:
REGULATION 46 (B)*

3 Employment Equity

3.1 OVERVIEW

Booyseendal Mine maintains the determination of the Employment Equity Act of 1998 of transforming from previous inequalities and disparities in the workforce environment. Booyseendal Mine adopts the Employment Equity Act as a strategy to promote equal opportunity and fair treatment of its employees regardless of their variances.

Based on section 21 of the Employment Equity Act, Booyseendal will submit a total complement of the workforce, including breakdown of HDSAs in management and women in mining to the Department of Labour during prescribed reporting timelines. Prior to sending the report the Employment Equity Committee will meet in order to identify any areas of attention.

Employment Equity Statistics, as per Form S in Annexure II of the MPRDA Regulations:

Table 17: Form S for Booyseendal employees – 2024

Occupational Levels	Male				Female				Foreign Nationals		Disabled		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior management	3	-	-	2	1	-	-	-	-	-	-	-	6
Middle Management	23	1	-	22	5	-	-	3	1	-	-	-	55
Junior Management	294	3	-	111	69	1	-	13	8	-	-	-	499
Semi-skilled	1115	1	-	2	264	1	-	5	1	-	-	-	1389
Unskilled	-	-	-	-	-	-	-	-	-	-	-	-	0
TOTAL PERMANENT	1435	5	-	137	339	2	-	21	10	-	-	-	1949

Table 18: Occupational Profile of Booyseendal Division's entire workforce (Table T Disability Profile: Forecast)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	-	-	-	-	-	-	-	-	-	-	-
Senior management	-	-	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	-	-	-	-	-	-
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	-	-	-	-	-	-	-	-	-	-	-
Semi-skilled and discretionary decision making	-	-	-	-	1	-	-	1	-	-	2
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERMANENT	-	-	-	-	1	-	-	1	-	-	2
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	-	-	-	-	1	-	-	1	-	-	2

3.1.1 HDP's in Management

Booyseendal's Employment Equity policy will be an integral part of the Company's commitment to building an effective and representative workforce, to ensure equality for all employees and it also forms an essential element of the Company's Human Resources Strategy.

The Company will enhance its Employment Equity vision through attracting high-calibre staff. Particular effort will be directed at identifying HDPs with talent, and providing accelerated training and development initiatives to assist their progression.

The New Mining Charter requires specific targets HDPs participation in management levels and therefore this document provides strategies to ensure that the mine maintains the current compliance level and up, and grow HDP participation in management as per business plan.

3.1.2 Strategy and Objectives

Booyssendal will implement four main strategies to ensure that its Employment Equity targets are realistic and achievable. These will be to:

- Develop HDPs employees with potential;
- Fast-track HDPs high flyers;
- Recruit HDPs externally for qualified staff, trainees and bursars; and
- Retention of existing staff.

Developing and fast-tracking of HDPs candidates In order to reach HDPs targets in more senior management positions, HDPs candidates need to be developed and fast-tracked to ensure they are suitably qualified for the positions into which they will be appointed. The scarcity of skills in the mining industry means that Employment Equity targets for Booyssendal will be achievable through creative ways, over and above the headcount in the normal operating structures.

Table 19: Targets for Female Participation in Mining at Booyssendal

Booyssendal Platinum (Pty) Ltd		WIM Forecast									
Occupational Level	Grade	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
		%	No	%	No	%	No	%	No	%	No
Top management	F	0	0	0	0	0	0	0	0	0	0
Senior management	E	0	0	0	0	0	0	0	0	0	0
Middle management	D	20.6	7	21.6	8	21.6	8	21.1	8	21.1	8
Junior management	C	21.6	104	21.0	113	21.5	123	21.5	124	21.6	126
Semi-skilled	B	17.4	199	14.9	211	14.6	223	14.7	231	15.2	244
Unskilled	A	14.1	84	14.2	82	14.2	86	14.6	89	14.3	87
Women In Mining		17.5	394	16.1	414	16.0	440	16.1	452	16.4	465

Table 20: Targets for HDP's Participation in Management

Booyssendal Division		HDPS Forecast									
Occupational Level	Grade	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
		%	No	%	No	%	No	%	No	%	No
Top management	F	0	0	0	0	0	0	0	0	0	0
Senior management	E	66.7	4	66.7	4	71.4	5	71.4	5	71.4	5
Middle management	D	52.3	34	54.4	37	54.4	37	55.1	38	55.1	38
Junior management	C	73.7	482	72.7	539	73.0	573	73.0	577	73.2	583
Semi-skilled	B	99.2	1141	99.0	1413	98.8	1530	98.7	1571	98.7	1603
Unskilled	A	100	595	100	578	100	607	100	610	100	609
Total HDPS's in Management		53.5	38	55.4	41	56.0	42	56.6	43	56.6	43
Total Mine Management		71		74		75		76		76	
Total Employees		2470		2820		3015		3067		3105	

Percentages per Level (Paterson Band) represent the percentage of women or HDPs of the total number of employees within that specific Level. Rounding in tables where percentages are reflected may result in computational discrepancies.

+

SECTION 4

*MINE COMMUNITY DEVELOPMENT:
REGULATION 46 ©*

4. MINE COMMUNITY ECONOMIC DEVELOPMENT

4.1. Social and economic background information

4.1.1 Fetakgomo Tubatse Local Municipality

Fetakgomo Tubatse Local Municipality is a category B municipality, and one of the four municipalities in Sekhukhune District Municipality. Formerly known as “The Lim 476”. Fetakgomo Tubatse Local Municipality was established and officially proclaimed in terms of Section 12 Notice Limpopo Provincial Gazette no. 2735, titled: “Notice in terms of s12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998): Disestablishment of Existing Municipalities and Establishment of New Municipalities”, dated 22nd July 2016 issued by the Member of the Executive Council (MEC) for local government in Limpopo Province.

Fetakgomo Tubatse Local Municipality was formed as a sequel to an amalgamation between the former Fetakgomo Local Municipality and the former Greater Tubatse Municipality, which municipalities were established after the 2000 Local Government Elections as an outflow of the municipal demarcation board. The amalgamation was given a force of law in the aftermath of the 2016 Local Government Elections, which municipal elections were held on the 3rd August 2016. Both the former FTM and former GTM were classified as categories B municipalities due to their spatial and economic characteristics.

The Limpopo Employment Growth and Development Plan identifies Burgersfort town as a provincial growth point. The intrusion of the volcanic Bushveld igneous complex into the sedimentary rock of the Transvaal system has resulted in a great metamorphism, causing the introduction of minerals such as: chrome, vanadium, platinum, asbestos, andalusite and magnetite. With the exception of the creativity of people, mining still presents the largest opportunity in the area to a sustainable base whereby the local economy and the area is growing at a high pace.

The mining activities and natural resources available in the area have created a definite potential to develop tourism and thereby to diversify the economic base of the municipality.

Figure 10: Regional Context Map



4.1.2 Demographic Parameter

According to 2011 STATSA information; the total population of the former Fetakgomo and Greater Tubatse municipality combined is approximately 429 471 with 106 050 households; these make Fetakgomo Tubatse Local Municipality a municipality with highest population in the District. 2016 Community Survey as compared to the 2011 STATSA results that the FTLM records population increase of 489 902 (12%) with household increase of 125 454.

As per the current community survey 2016 the FTLM households increased with 19 404 (15%). The total percentages of municipality increased with 0.43% which put the municipality as the highest in the District. The municipality has shown a growth of 8% in 2016; this might be due to the mining activities taking place in the area.

4.1.3 Population by Age and Gender

Table 21: Population by Age and Gender

	Population by age and gender distribution		
	Male	Female	Grand Total
00-14	74 304	73 171	147 475
15-19	32 003	28 667	60 670
20-24	30 329	27 152	57 481
25-29	30 051	28 938	58 989
30-59	61 847	72 347	134 194
60-84+	9 645	21 449	31 094
GRAND TOTAL	238 179	251 724	489 903

Source: Statistics South Africa, Community Survey 2016 from FTLM IDP 2017/18. Please refer to comprehensive table on pages 43-44 of the IDP.

The table above indicates ample evidence demonstrating that the Fetakgomo Tubatse population has increased. 2011 Census demographic research observes that median age for the municipality population is around 15-19 years for both female and male at 60670.

4.1.4 Population by Geography and Gender

Table 22: Below indicates population by Geography and Gender:

2011 STATSA				2016 COMMUNITY SURVEY			
Municipalities	Male	Female	Total	Male	Female	Total	Growth Rate
Sekhukhune District	497 648	579 191	1 076 840	548 463	621 299	1 169 762	0.019
Ephraim Mogale	58 207	65 442	123 648	59 908	67 260	127 168	0.006
Elias Motsoaledi	115 503	133 860	249 363	125 133	143 123	268 256	0.017
Makhuduthamaga	121 282	153 075	274 358	124 963	158 993	283 956	0.008
Fetakgomo Tubatse	202 656	226 814	429 470	238 458	251 923	490381	0.04

Source: Statistics South Africa, CS 2016

4.1.5 Population Group

Table 23: below indicates Population group by Gender.

	Female	Male	Total
POPULATION GROUP			
Black African	172 654	157 156	329 810
Coloured	284	358	643
Indian or Asian	307	230	538
White	2 029	2 380	4 409
Other	81	196	277
Total	175 278	160 398	335 676

Source: Statistics South Africa, CS 2016

4.1.6 Language

The table below shows the breakdown of language by population group. Almost all Black Africans (94%) speaks/spoke Sepedi as the first home language, followed by IsiZulu at (1.2%), and White people are almost evenly divided between English at (0.5%) and Afrikaans at (0.5%). As compared to 2001 Statistics South Africa Sepedi decreased by 3.4 and IsiZulu increased by (1.07%).

Table 24: Population Languages

Language	Total (2011)	%	Total (2001)	%
Afrikaans	536	0.5	669	0.7
English	546	0.5	84	0.09
IsiNdebele	570	0.6	65	0.07
IsiXhosa	334	0.3	166	0.01
IsiZulu	1 159	1.2	1234	0.13
Sepedi	88 142	94	89 725	97.4
Sesotho	147	0.1	108	97.4
Setswana	459	0.4	101	0.11
Sign Language	129	0.1	-	-
SiSwati	460	0.4	434	0.47
Tshivenda	161	0.1	92	0.09
Xitsonga	632	0.6	495	0.53
Other	445	0.4	22	0.02
Not applicable	74	0.0		
Total	93 814	100%	92 084	100%

Source: Statistics South Africa, 2011 from FTLM IDP 2017/18.

4.1.7 Income Levels

Table 25: below reveals Income levels within FTLM

Income level	(2011)	(2007)	(2001)
No income	45,253	64,233	121
R 1 – R 400	22,187	26,218	484
R 401 – R 800	2,419	1,905	509
R 801 – R 1 600	12,087	13,699	831
R 1 601 – R 3 200	1,678	1,685	1,475
R 3 201 – R 6 400	2,281	761	1,224
R 6 401 – R 12 800	1,810	1,864	165
R 12 801 – R 25 600	1,034	588	33
R 25 601 – R 51 200	157	167	8
R 51 201 – R 102 400	25	0	6
R 102 401 – R 204 800	28	0	0
R 204 801 or more	27	0	3

Unspecified	4,736	-	-
Not applicable	74	-	-
Total	93,795	111,120	4859

Source: Statistics South Africa (2011)

4.1.8 Poverty Levels in Sekhukhune District

Table 26: below indicates Poverty levels within the district

2011 STATSA			2016 Community Survey	
Municipality	Poverty headcount	Intensity poverty	Poverty headcount	Intensity poverty
Sekhukhune	11.3	41.6	13.6	42.4
Ephraim Mogale	27.4	41.4	23.3	45.0
Elias Motsoaledi	28.2	42.2	23.3	44.5
Makhuduthamaga	25.3	42.2	24.2	43.8
Fetakgomo	37.2	43.1	24.5	44.1
Tubatse	22.9	41.1	27.7	43.2

Source: Statistics South Africa (2011)

4.1.9 Level of Education

Table 27: Highest level of education for Person at FTLM

No schooling	95 120	19.42
Grade 0	18 553	3.79
Grade 1/Sb A/Class 1	12 883	2.63
Grade 2/Sub B/Class 2	12 709	2.59
Grade 3/Standard 1/AET 1	15 633	3.19
Grade 4/ Standard 2	14 459	2.95
Grade 5/Standard 3/AET 2	15 429	3.15
Grade 6/Standard 4	17 087	3.49
Grade 7/ Standard 5/AET 3	14 222	2.90
Grade 8/ Standard 6/ Form 1	22 789	4.65
Grade 9/Standard 7/Form 2/AET 4/Occupational certificate NQF Level 1	37 182	7.59
Grade 10/Standard 8/Form 3/ Occupational certificate NQF Level 2	52 040	10.62
Grade 11/Standard 9/Form 4/NCV Level 3/Occupational certificate NQF Level 3	63 487	12.96
Grade 12/Standard 10/Form 5/NCV Level 4/ Occupational certificate NQF Level 4	69 789	14.25

NTC I/N1	652	0.24
NTC II/N2	1 188	0.24
NTC III/N3	1 921	0.39
N4/NTC 4/Occupational certificate NQF Level 5	2 264	0.46
N5/NTC 5/Occupational certificate NQF Level 5	1 148	0.23
N6/NTC 5/Occupational certificate NQF Level 5	2 667	0.54
Certificate with less than Grade 12/Std 10	205	0.04
Diploma with less than Grade 12/Std 10	358	0.07
Higher/National/Advanced Certificate with Grade 12/Occupational Certificate NQF	1 445	0.29
Diploma with Grade 12/Std 10/Occupational Certificate NQF 6	3 695	0.75
Higher Diploma/Occupational Certificate NQF 7	1 456	0.30
Post-Higher Diploma (Masters)	1 241	0.25
Bachelor's Degree/Occupational Certificate NQF Level 7	2 071	0.42
Honours Degree/Professional Masters at NQF Level 7	1 481	0.30
Master's Degree (Master's Degree/Professional Master's Degree at NQF Level 9	106	0.02
PHD (Doctoral Degree/Professional Doctoral Degree at NQF Level	80	0.02
Other	1 372	0.28
Do not know	4 945	1.01
Unspecified	224	0.05
Grand Total	489 902	100.0

4.1.10 Land Use Composition

Table 28: Land use composition of FTLM

PLANNING POPULATION (2002)	SETTLEMENT CLASSIFICATION	POPULATION PROJECTIONS			INCREMENTAL POPULATION		GROWTH RATE	
		2005	2010	2020	2005-2010	2010-2020	2005-2010	2010-2020
577	Growth Point: Burgersfort Total	600	8589	28431	7989	19842	70.3	12.7
14700	Growth Point: Driekop Total	15291	16155	18985	864	2830	1.1	1.6
11065	Growth Point: Ga-Kgwete Total	11510	12161	14291	651	2130	1.1	1.6
207	Growth Point: Ohrighstad Total	215	227	267	12	40	1.1	1.6
998	Growth Point: Penge Total	1038	1097	1289	59	192	1.1	1.6

2019	Growth Point: Steelpoort Total	2100	2219	2607	119	388	1.1	1.6
54569	Pop Concentration: Batau Total	56762	59968	70475	3206	10507	1.1	1.6
804	Popo Concentration: Ga-Masete Total	836	883	1038	47	155	1.1	1.6
15475	Pop Concentration: Ga-Masha Total	16098	17007	19986	909	2979	1.1	1.6
34773	Third Order Settlements Total	36171	38213	44910	2042	6697	1.1	1.6
6952	Commercial Farm Land Total	7231	7640	8979	409	1339	1/1	1.6
115439	Tribal Areas Scattered Total	120080	126867	149085	6787	22218	1.1	1.6
257578	Grand Total	267932	291026	360343	23094	69317	1.7	2.2

4.2 Key Economic Activities

The following sections will give a broad overview of the key sectors contributing to the economy in the FTLM:

- Agriculture;
- Mining; and
- Tourism.

4.2.1 Agriculture

Farming is an important economic resource as a wide range of products are cultivated owing to good soil conditions, the sub-tropical climate and reasonable access to water. The following type of products is produced: fruit, vegetables, grain, cotton, citrus, maize, tobacco and meat. The main resources that encourage agricultural production are the Olifants, Steelpoort and Spekboom Rivers, which provide water to the region. These sources of natural water are essential for present and long-term irrigation of crops.

Potential land for agricultural purpose is found on the river banks of three above mentioned rivers, however some of the land is not used optimally e.g. the land at Penge on the river bank of Olifants River and others.

Good agricultural land (Tswelopele agricultural land) near Praktiseer and Bothashoek is invaded by illegal squatters leaving agricultural activities with not enough land for cultivation. The Tswelopele agricultural scheme in Praktiseer was a very good initiative and has been abandoned by the department of agriculture leaving the entire infrastructure vulnerable to theft.

No other region in the FTLM reveals a higher potential for desertion, resultant from overgrazing over a prolonged period by a highly impoverished rural population that struggles

to plan and control their area. Their lack of skills prevents them from managing their resource for long-term production. This type of farming makes the region vulnerable to periodic droughts that affect both the regional resources and the potential to generate work opportunities for the unemployed.

4.2.2 Mining

The intrusion of the Volcanic Bushveld Igneous Complex into the sedimentary rock of the Transvaal system resulted in great metamorphism, which caused the introduction of many minerals including chrome, vanadium, platinum, asbestos and magnetite in the area.

Although there are several mines in the area, the existing resources remain unexploited. Investment in this sector is important as it brings with it investment in infrastructure, results in creation of job opportunities and generates many other economic spin-offs. The lack of economic growth in the region warrants special attention and support to optimize the available opportunities. However, cognizance should be taken of the outflow of money from the mines in Fetakgomo Tubatse to other regions.

4.2.3 Tourism

Tourism in FTLM is underdeveloped as most tourist attraction places are found beyond the boundaries of the municipality, particularly the world's famous Blyde River Canyon and a couple of game farms e.g. Kruger National Park, Malamala Game Reserve, etc. are found on the east of the municipal area. FTLM municipal area has a potential to develop tourism industry by way of adopting two different strategies as indicated in the FTLM LED strategy. The first is to promote a small number of high-impact projects as identified in the GSDM Tourism Development strategy which aims to promote small, local community tourism projects that can be financially sustainable. The area is very rich in tourist attractions particularly cultural diversity, historic places and the natural beauty of the land associated with dramatic topography. The eastern part of the municipal area (around length of R36) is a better place to lead the exploitation of tourism potential, as it is the part of the well-marketed Panaroma Route.

4.3 Negative Impact of the Mining Operations in the area

Potential impacts include population influx and informal settlement development. In addition, the potential exists for partial collapse in the economy of the surrounding area at closure.

Booyesendal Platinum (PTY) Ltd has established a Stakeholder Engagement Forum at which issues of informal settlements are discussed and discouraged. The mine also has a housing strategy that promotes house ownership. Booyesendal Platinum (PTY) Ltd participates in Mine

Crime Prevention Forum with the SAPS. In this forum issues regarding informal settlements are discussed.

Road disturbances and road traffic, public exposure to heavy vehicle traffic on poorly maintained roads can be hazardous. Booyseendal Platinum (PTY) Ltd donates money into a Road Maintenance Fund that has been established by the local mines for maintaining the roads. This will be maintained as it is of strategic importance to the mine.

Graves and environment disturbances could occur as a result of the mining activities. Booyseendal Platinum (PTY) Ltd fenced off all the graves on site and through EMP maintains all disturbed land. An environmental maintenance contractor has been appointed dedicated to maintain the environment and this will continue.

4.3.1 Comparative and Competitive Advantages of the Local Economy

Fetakgomo Tubatse area has significant mining and manufacturing sectors, but unemployment is still significantly above the provincial average. Information from different sources suggests that the new mining developments that have already been around could reduce unemployment significantly. The municipality has also been proposed as a Special Economic Zone (SEZ) to be developed.

Further reduction in the unemployment rate will depend on effective intervention by public sector institutions to facilitate economic sector diversification through competitive cluster value-chain development. This implies upstream development in the manufacturing and trade sector to provide essential items in the mining supply chain by local entrepreneurs. It also implies side-stream development in the form of construction and urban renewal. This approach is consistent with the Limpopo Employment Growth and Development Plan.

General challenges facing economic development:

- Brain drain;
- High level of illiteracy;
- Lack of infrastructure for agriculture and tourism development;
- Migration and immigration;
- High level of HIV/AIDS.

4.3.2 Key Development and Strategies of the Sekhukhune - IDP

4.3.2.1 Economic Growth, Development and Job Creation

- Envisaged outputs:

Development should be people-centred and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective, it is thus critical that people participate in the main stream economy of the district and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents.

- Key programmes:

Among programmes to be engaged in this exercise are:

- Enterprise and Supplier Development;
- Agricultural Development;
- Tourism Development;
- Mining Development;
- Marketing;
- Investment Attraction;
- Expanded Public Works Programmes;
- People's Skills Development.

4.3.2.2 Access to Basic Services and Infrastructure

- Envisaged outputs:

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterized by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development.

The municipality is therefore faced with two challenges in this area:

- First is the issue of extending access to basic municipal services (water, sanitation, electricity and solid waste removal) to communities with access.
- The second issue relate to the general provisioning and maintenance of infrastructure and services over the municipal area.

- Key programmes:

In terms of this priority the municipality will develop the following programmes:

- Free basic services programme;
- Access to municipal services to areas;
- Water services provisioning and maintenance;
- Solid Waste Removal;
- Electricity provisioning;
- Transport;
- Roads;
- Storm-water management

4.3.2.3 Community Development and Social Cohesion

Envisaged outputs:

Community development is a critical challenge facing the municipality in an attempt to create a stable and cohesive community.

4.3.3 Labour Sending Areas from Province

Table 29: Host Towns

Town/Settlement	District Municipality	Local Municipality	Province
Immediate Focus Areas			
Steelpoort, Burgersfort	Sekhukhune	Fetakgomo Tubatse	Limpopo
Broader Focus Areas			
Jane Furse	Sekhukhune	Makhuduthamaga	Limpopo
Roosenekal	Sekhukhune	Elias Motsoaledi	Limpopo
Apel-Gankwana	Sekhukhune	Fetakgomo	Limpopo
Labour Sending Areas			
Jane Furse	Sekhukhune	Makhuduthamaga	Limpopo
Roosenekal	Sekhukhune	Elias Motsoaledi	Limpopo
Apel-Gankwana	Sekhukhune	Fetakgomo	Limpopo
Lydenburg	Enhlazeni	Thaba Chweu	Mpumalanga

4.3.4 Labour Sending Areas

A key characteristic of the labour areas is that they have relatively small economies which means that any mining development will have massive impacts on the economy; but also that a subsistence economy is largely in place, corroborating the strong migration out of the area.

Table 30: Labour sending areas from Towns and Villages

Town/Village			
Boleu	Ga Nkwana	Maseven Ga-Magolego	Sekhukhune
Bothashoek	Ga Ntake	Mashishing	Skaapkraal
Brooklyn	Ga-Malekane	Mohlaletsi	Steelpoort
Burgersfort	Ga-Marota	Monsterlus	Steelpoort Ga-Mampuru
Draaikraal	Ga-Masha	Mpudulle	Steelpoort Ga-Phasha
Driekop	Ga-Mawela	Nebo	Steelpoort Longtill
Ga Choma	Ga-Phasha	Ngwaabe	Steelpoort Park
Ga -Madiseng	Ga-Rantho	Ngwaabe Ga-Masha	Strydkraal
Ga Magolego	Ga-Ratau	Ngwaabe Ga-Ntake	Tafelkop
Ga Makua	Glen Cowie	Ngwaabe Ga-Rantho	Thohoyandou
Ga Malekane	Groblersdal	Nokaneng	Thokakgomo Village
Ga Mampuru	Jane Furse	Phokwane	Thohoyandou
Ga Maphopha	Kalkfontein	Polokwane	Tshehlwaneng
Ga Maphutha	Kutullo	Praktiseer	Tubatse
Ga Maroga	Lydenburg	Rantho	Tukakgomo
Ga Mashabela	Mankweng	Roosenekal	Vleischboom
Ga Mashamothane	Manyaka	Schoonoord	
Ga Mogoshoa	Maphopha	Sehlakwane	

4.3.5 The Key Activities of the Area in which Booyendal Operates (SDM)

The main economic activities in Sekhukhune District (SDM) are mining and agriculture. Platinum Groups Metal mines are situated in the eastern part of the district which hold the highest concentrations of Platinum Group Metals in the world. This has led to an enormous growth in the mining sector that will provide increased economic opportunity in the district.

There are commercial irrigated farms near Groblersdal and Marble Hall in the south west and Zebediela in the north, however only 30% of the land area of the district is under commercial farming. Water scarcity hampers the growth of the agricultural sector as sparse rainfall and high evaporation rates limit the success of subsistence farming activities.

It is estimated that the economy in Sekhukhune needs to grow in such a way so as to create 2 800 new jobs per year if the unemployment rate is to be reduced by 1% per year (Sekhukhune District Municipality, 2005). Many people who have no formal income rely on government grants and remittances from family members working in other areas, while others engage in activities in the informal economic sector with varying degrees of success.

According to the IDP, there is a total of 14 growth points in the Sekhukhune District. These include:

- Provincial growth points situated around Burgersfort, Groblersdal and Marble Hall;
- Two district growth points namely Steelpoort and Jane Furse; and
- Nine municipal growth points including Atok, Monsterlus, Motetema, Phokwane, Van Der Merweskraal, Elandskraal, Kgwete, Driekop and Ohrighstad.

The majority of these growth points are situated in Greater Tubatse followed by Greater Groblersdal and Marble Hall. The challenge for Sekhukhune is to support the growth in the mining, agriculture and tourism sectors in such a way that it maximises the development impact and addresses the high levels of poverty in the district municipality.

4.3.6 The Socio-economic Impact of Booysendal Platinum (Pty) LTD

Apart from the permanent, directly created job opportunities there will be scope for other entrepreneurial jobs. During the life of the mine, contractors and service industries in the region will benefit from the mining activities. This will have a knock-on effect on suppliers of goods and services in other areas of the country.

While wage flow itself is the key indicator of economic benefit to the community, it is the retention of these wage flows that in fact constitutes the net economic impact. For example, while wage flows might report to the local town or village, the money is spent in larger commercial centres a further distance away or even outside the mine community. It is also presumed that the higher income earners at Booysendal live in the larger commercial centres which, in turn will benefit from a greater wage spend. The broader economic impacts (or multipliers) are as important to the economic dependence equation as local benefit. It is therefore appropriate to estimate the actual distribution of economic benefit beyond the place of residence of the mineworker.

Our operation is located near communities with low levels of socio-economic development. Therefore, our presence there means that we have a special responsibility to uplift and bring prosperity to host communities. One of the key objectives of the Mining Charter is to promote the social and economic welfare of communities living close to mines or in labour-sending areas. Of particular relevance to Booysendal community engagement and development function is the formulation, through cooperation, of integrated development plans for these

communities. This includes support in the provision of infrastructure, training and skills development, enterprise development and preferential procurement.

4.3.7 Local Economic Development Programmes

The community and local economic initiatives of Booyseendal Platinum (PTY) Ltd are mainly focused on provision of income generation through employment, supply chain initiatives, basic infrastructure, education and health related initiatives. Booyseendal Platinum (PTY) Ltd also believes that the projects it supports should have an impact to a sizeable number of community members.

4.3.8 Participation in integrated development planning

Booyseendal Platinum (PTY) Ltd participates in the Local Economic & Development Forum of the Fetakgomo Tubatse Local Municipality, Integrated Development Plan Meeting of the Municipality and Sekhukhune District Municipality and Sustainable Managers Forum of the Eastern Limb Mines.

4.4 Infrastructure and Poverty eradication projects

A comprehensive LED budget has been finalised based on the findings of the socio-economic baseline study within the confines of the project financial feasibility. The Company commits to the required financial provision as per Regulation 46 (e) ii in Section 5 and below provides an indication of the Company's planned contribution towards LED with a total commitment of R 27 000 000 over five years.

4.4.1 Key Economic Activities and Stakeholder Engagement

Sustainability of mining activities depends on the ability of the mine management and staff on how they interact with the community and all relevant and affected stakeholders living close to the mine proximity. In the case of Booyseendal, the company has conducted a broad stakeholder consultations and engagement was done as part of the development of this Social and Labour Plan. This is to improve relations with stakeholders and the company's reputation. Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights and responsive to stakeholder concerns in the communities in which we operate and from where our labour comes from. This is one of the key elements of Economic activities as better engagement with stakeholders leads to stable environment where mining can take place productively.

4.4.2 SMME Economic Enhancement

The community members will benefit through community development opportunities that will be initiated and through job opportunities during the implementation of the LED projects in the next five years and through human resources development and skills training. Small, micro and medium enterprise (SMME) development around the mining operation is generally a natural result of the primary mining activity. SMME activity cannot be predicted with accuracy, but experience has shown that activities such as farming, upgrading of infrastructure, provision of safe community environment can be expected to occur.

4.4.3 Community Development Projects

Table 31: LED/Community Development Projects

PROJECT NAME	2020	2021	2022	2023	2024	TOTAL
Installation of High Mast Lights at Maseven	R0	R4 000 000	R0	R0	R0	R4 000 000
Installation of high mast light at Kutullo	R0	R0	R4 000 000	R0	R0	R4 000 000
Installation of high mast light at Ga-Rantho and Ga-Masha	R0	R0	R0	R3 000 000	R2 000 000	R5 000 000
Special Presidential Project	R10 000 000	R0	R0	R0	R0	R10 000 000
Total	R10 000 000	R4 000 000	R4 000 000	R3 000 000	R2 000 000	R23 000 000

NB: Above Table represents all the projects to be undertaken by Booyssendal for the next five years (2020 – 2024) as per the commitments made by the mine. The total budget for the projects is R23 million which consists of community infrastructure projects.

Table 32: Community Development Project 1

Project Name	Presidential Special Package Road Project			Roads Infrastructure Project			
Background	As part of the Special Presidential Package (SPP) DMRE proposed a major joint infrastructure project in the form of a major road. This shall be done in conjunction with other southern cluster mines. Such joint venture shall be facilitated by the DMRE. At this point in stage, the earmarked road hasn't been identified by the role players, specification are not being done so as costing. This is an exercise which will be done in assistance by the DMRE. Upon completion of this exercise a joint venture model and a project management program will be endorsed. Booysendal shall form part of that Joint venture.						
Geographic Location of Project	District Municipality: Sekhukhune	Local Municipality: Fetakgomo Tubatse	Village name	Project Start date: 2020		Project End date: 2020	
Output	Key Performance Area	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly time-lines and year	Quarterly time-lines and year	Quarterly time-lines and year	Budget: R10 000 000
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short-Term	20	5	5	5	5	20	
Medium-Term							
Long-Term							
The project has been planned to be implemented in 2020 and will be managed by DMRE together with Road Agency Limpopo and Sekhukhune District Municipality. A Memorandum of Agreement has been signed between Road Agency Limpopo and mining houses so that upon completion, the project can be handed over to Road Agency Limpopo for maintenance purpose going forward. The project is designated to all road users of Sekhukhune.							

Table 33: Community Development Project 2

Project Name:	Installation of High Mast Lights at Maseven			Infrastructure Project			
Background	Booyseendal after a lengthy consultation with Fetakgomo Local Municipality Officials from the LED and IDP Department, was requested to do the High Mast Lights at Maseven Village. The project will in some way provide a sense of safety during the night for the people of Maseven and create social change. This is the new project all together which will help community to have lighting during the night with illuminated area. The project will start in January 2021 and it will be completed by end of 2021.						
Geographic Location of Project	District Municipality: Sekhukhune	Local Municipality: Fetakgomo Tubatse	Village name: Maseven	Project Start date: January 2021		Project End date: December 2021	
Output	Key Performance Area: Design designated areas to install the high masts lights	Key Performance Indicator: Completion and handover of the project to FTLM	Responsible entity (inclusive of all role players): Booyseendal in partnership with Eskom	Quarterly time-lines and year	Quarterly time-lines and year	Quarterly time-lines and year	Budget: R4 000 000
Classification of jobs	No of jobs to be created: 20	Male Adults:	Female Adults:	Male Youth:	Female Youth:	Total: 20	Comments:
Short-Term		5	5	5	5		
Medium-Term							
Long-Term							
The project has been planned to be implemented in 2021, pending the approval of the SLP by DMRE. A Memorandum of Agreement between Booyseendal and Fetakgomo Tubatse Local Municipality will be entered into so that upon completion, the project can be handed over to Fetakgomo Tubatse Local Municipality for maintenance purpose. The project is designated to Maseven community.							

Table 34: Community Development Project 3

Project Name:	Installation of High Mast Lights at Kutullo			Infrastructure Project			
Background	Outdoor lighting can play a critical role in building sustainable communities which can create social change and enhance safety and increase attendance of positive activities in the evenings. Ensure that communities have access to activities in the evenings. Increase safety within the communities in the evening and night.						
Geographic Location of Project	District Municipality: Sekhukhune	Local Municipality: Fetakgomo Tubatse	Village name: Kutullo	Project Start date: January 2022		Project End date: December 2022	
Output	Key Performance Area: Design designated areas to install the high masts lights	Key Performance Indicator: Completion and handover of the project to FTLM	Responsible entity (inclusive of all role players): Booysendal in partnership with Eskom	Quarterly time-lines and year	Quarterly time-lines and year	Quarterly time-lines and year	Budget: R4 000 000
Classification of jobs	No of jobs to be created: 20	Male Adults:	Female Adults:	Male Youth:	Female Youth:	Total: 20	Comments:
Short-Term		5	5	5	5		
Medium-Term							
Long-Term							
The project has been planned to be implemented in 2022, pending the approval of the SLP by DMRE. A Memorandum of Agreement between Booysendal and Fetakgomo Tubatse Local Municipality will be entered into so that upon completion, the project can be handed over to Fetakgomo Tubatse Local Municipality for maintenance purpose. The project is designated to Kutullo community.							

Table 35: Community Development Project 4

Project Name:	Installation of High Mast Lights at Ga-Rantho and Ga-Masha			Infrastructure Project			
Background	Booyesendal after a lengthy consultation with both Ga-Rantho and Ga-Masha Tribal Authorities and Fetakgomo Local Municipality Ward Councillors, a resolution was taken to opt for installation of Mast Lights at both communities. The project will in some way provide a sense of safety during the night for the people of Ga-Rantho and Ga-Masha and create social change. This is the new project all together which will help community to have lighting during the night with illuminated area. The project will start in 2023 and it will be completed by end of 2024 as per financial allocation.						
Geographic Location of Project	District Municipality: Sekhukhune	Local Municipality: Fetakgomo Tubatse	Village name: Ga-Rantho and Ga-Masha	Project Start date: January 2023		Project End date: December 2024	
Output	Key Performance Area: Design designated areas to install the high masts lights	Key Performance Indicator: Completion and handover of the project to FTLM	Responsible entity (inclusive of all role players): Booyesendal in partnership with Eskom	Quarterly time-lines and year	Quarterly time-lines and year	Quarterly time-lines and year	Budget: R5 000 000
Classification of jobs	No of jobs to be created: 20	Male Adults:	Female Adults:	Male Youth:	Female Youth:	Total: 20	Comments:
Short-Term		5	5	5	5		
Medium-Term							
Long-Term							
The project has been planned to be implemented in 2023-2024, pending the approval of the SLP by DMRE. A Memorandum of Agreement between Booyesendal and Fetakgomo Tubatse Local Municipality will be entered into so that upon completion, the project can be handed over to Fetakgomo Tubatse Local Municipality for maintenance purpose. The project is designated to Ga-Rantho and Ga-Masha community.							

SECTION 5

*PREFERENTIAL PROCUREMENT:
REGULATION 46 (B)*

5. PREFERENTIAL PROCUREMENT

5.1 Introduction

In accordance with the Mining Charter III, “A Mining Right Holder is required to promote economic growth through the development of small, medium and micro enterprises and suppliers of mining good and services. To ensure inclusive procurement, Enterprise and Supplier development, “A mining right holder/Applicant must identify goods and services that will be required in its operation in order to strengthen local procurement, enhance the ease and cost competitiveness.

Therefore, Booyssendal Platinum (Pty) Ltd submits herewith to the regulator a five year plan which is backed up by narrative towards Inclusive Procurement, Supplier and Enterprise Development, empowerment of local suppliers and, as well as proposed strategy, which includes but not limited to continued support of existing transformed companies, shifting spend towards transformed entities as well as engagement of strategic suppliers for transformation.

5.2 Five year plan with progressive implementation of inclusive procurement

In an effort to enhance Booyssendal Mine’s transformed spend, a four-pronged strategy will be applied.

- Test the market through the tender process on expired contracts;
- Test the market through the tender process on non-compliant supplier’s spend, based on our commodity analysis
- Where feasible, shift spend from untransformed suppliers to transformed suppliers within commodity baskets.
- Supplier development through engagement with Original Equipment Manufacturers (OEM) suppliers

NB: Depicted in Table 35 & 36, below is the five year plan based on goods and services spend, which is currently not compliant (Local content verification in progress):

Table 36: Five year plan on Goods and services spent targets (Rand value)

	Cumulative Compliant Spent Rand Value				
	FY2020 Actual	FY2021_projected	FY2022_Projected	FY2023_Projected	FY2024_Projected
Mining Goods	R861 928 221.20	R861 928 221.20	R917 494 581.69	R1 016 521 003.09	R1 032 942 124.74
Services	R1 118 576 805.35	R1 118 576 805.35	R1 399 170 577.42	R1 557 561 171.98	R1 574 710 999.17
Total	R1 980 505 026.55	R1 980 505 026.55	R2 316 665 159.11	R2 574 082 175.07	R2 607 653 123.91

Table 37: Five year plan on Goods and services spent targets (% of total spent)

	Cumulative Compliant Spent as percentage of Total spent				
	FY2020 Actual	FY2021_projected	FY2022_Projected	FY2023_Projected	FY2024_Projected
Mining Goods	78%	78%	83%	93%	94%
Services	62%	62%	78%	86%	87%
Total	68%	68%	80%	88%	90%

Our approach on the ESD element (Preferential procurement, Enterprise development and Supplier Development) includes:

Leveraging preferential procurement to support Supplier Development (SD) and Enterprise Development (ED) beneficiaries:

- Favourable Adjudication Criteria
- Preferred Contracting
- Promotion of Sub Contracting
- Including ED beneficiaries in Request for Quotations (RFQ's)

Leveraging Supplier Development Programme to:

- Boost Preferential Procurement Spend
- Promote Diversified Supplier Database
- De-risk supply concentration and uncompetitive supplier base

Leveraging Enterprise Development Programme to:

- Create a pool of prospective suppliers
- Support local economic development

Table 38: Enterprise Development and Supplier Development Programme (Annual Rand Value)

	Enterprise and Supplier Development (ESD)				
	FY2020 Actual	FY2021_projected	FY2022_Project	FY2023_Project	FY2024_Project
Supplier Development	R 3 453 520.00	R 5 361 528.00	R 5 400 000.00	R 5 400 000.00	R 5 400 000.00
Enterprise Development	R 1 687 455.95	R 1 700 000.00	R 1 700 000.00	R 1 700 000.00	R 1 700 000.00

SECTION 6

*HOUSING & LIVING CONDITIONS:
REGULATION 46 (C)*

6. Measures to Address the Housing and Living Conditions

6.1 Introduction

The mining industry is facing enormous challenges to reverse the widely acknowledged historical problem of housing and to provide reasonable and affordable accommodation to all employees.

Booyseendal's housing practice is aimed at enhancing the quality of life of all employees through provision of improved housing opportunities, infrastructure, and basic services projects. In essence Booyseendal and its core contractors provide a range of sustainable accommodation options to employees that are aimed at promoting secure tenure through home ownership scheme and rental option that are financially assisted by the company.

External issues which will be considered in the development of a housing strategy for the Booyseendal Platinum (PTY) Ltd include tribal lands, informal settlements, housing demands and the housing market. Furthermore, Booyseendal will engage with local, provincial and national government to improve the quality and effectiveness of local Integrated Development Plans.

6.2 Strategy and Objectives

Booyseendal's overall approach and philosophy with regards to facilitating home ownership and decent housing and living conditions aimed to:

- Ensure that all employees have the opportunity to access available accommodation that meets certain minimum standards and criteria;
- Assist in affordable housing;
- Promote home ownership as the accommodation solution of choice;
- Further promote access to secure tenure through rental options;
- Discourage the growth of informal settlements.

The strategic intent for Booyseendal is "to provide, by 2020, to every employee, in a financially responsible and commercially appropriate manner, the opportunity to avail him/herself of secure and decent tenure which promotes their workplace contribution to Booyseendal."

6.3 Implementation Plan for Employee Housing

The salient features of the Booyseendal home ownership and rental programme will be as follows:

- Phased and flexible build approach to match employee demand and growth of the mining operation;
- Company will act as the developer and facilitator;
- The Company will provide financial assistance to assist with affordability;

- The mix of home ownership and rental will reflect the preference of tenure.

The Company commenced with the acquisition of land in 2015. Thereafter municipal and other legislative approvals were secured.

The following matters relating to implementation of the accommodation programme are raised:

- The Booyssendal Platinum (PTY) Ltd is within a 65 km radius from Jane Furse, Steelpoort / Burgersfort and Lydenburg areas. Houses and housing-related subsidies will be available to the employees. All management employees preferably are living in Lydenburg, whilst the majority of the employees are living in the Greater Sekhukhune area.
- A system is in place for the bussing of employees to and from their residential areas. Transporting of employees have created an opportunity for BEE entrepreneurs to provide shift-time related transport on assigned routes which are promoted by the Company.
- Therefore, Booyssendal' s housing programme is flexible, allowing for a variety of solutions based on the affordability levels of employees, the availability of land, and the availability of municipal services.
- A critical issue is that people are generally not willing or do not have adequate funding to invest in the areas surrounding the mines. The Company will continue to consider all affordability options to develop and structure viable end user financing options to the benefit of the employees, but that are financially sustainable to the Company.

SECTION 7

*PROGRAMME FOR MANAGING
DOWNSCALING AND RETRENCHMENT:
REGULATION 46 (D)*

7. Downscaling and retrenchment programme

7.1 Approach

This section encompasses the planned activities that form the foundation for the mine's downscaling and retrenchment plan applicable to the workforce. Please refer to the Supporting Downscaling and Retrenchment Sub plan for mine.

The Downscaling and Retrenchment Plan will seek to implement measures that may mitigate the adverse social impacts caused by eventual downscaling, retrenchment and mine closure. Consequently, a key consideration for the mine is to have mine closure management programme that aims:

- Facilitate as far as possible training programmes to facilitate access to alternative employment outside the Mine or within mining industry;
- Mitigate social and economic impacts on local and regional economies and labour sending areas;
- To communicate with key stakeholders on retrenchment pending.
- Mechanisms to save jobs and avoid downscaling and retrenchment
- Measures during downscaling and retrenchment

Separately from the establishment of the FF, the remainder of the mechanisms, although they relate closely to the HRDP of, will only be initiated when downscaling or large-scale retrenchments are foreseen, for example, the ongoing viability of the mine is threatened. The mine will follow the procedures for downscaling and retrenchment as set out by the Department of Labour (DoL) and the Labour Relations Act, referred to in the following sections.

7.2 The Establishment of the Future Forum

7.2.1 Introduction

Regulation 46 (d) (i) of the MPRDA requires the establishment of a Future Forum. A Future Forum is a joint labour-management committee established at mine-site level that will focus on the implementation and monitoring of the Social and Labour Plan.

Booyseendal has established a structured Future Forum in 2017 consisting of management, the workers and / or their representatives. The mandate of this forum will be to “look ahead into the future, at problems facing Booyseendal that may result in job losses and / or decline of the Company, and come up with possible solutions to address potential job losses or organisation decline”.

7.2.2 Strategy and Objectives

The operational purpose of the Future Forum is to:

- Promote ongoing discussions between worker representatives and employers about the future of the mine;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Identify production and employment turnaround strategies; and
- Implement strategies agreed upon by both employer and worker parties.

The Forum will also be responsible for:

- Notifying the Minerals and Mining Development Board (as required by section 52 of the MPRDA), where retrenchment of 500 employees or 10 percent of the labour force, whichever is the lesser, is to take place in any 12-month period; and
- Notifying the Minister of Labour if retrenchment of 500 employees or ten percent of the workforce, whichever is the greater in this case, is contemplated.

Furthermore, the Future Forum liaises between the Department of Labour and other affected parties. The Forum will meet bi-annually or as regularly as its members decide. When the closure of the mine is imminent, the Forum will meet at least monthly.

7.3 Mechanisms to save jobs and avoid a decline in employment

Organisations have to retrench workers from time to time for economic reasons and to remain globally competitive. This is one of the worst things that can happen to a worker that affects his or her whole life. It is therefore important that employers should first make sure that no other viable options to achieve operational requirements are available before considering downscaling of workers.

(SLP guidelines for the mining and production industries).

If challenges arise that may lead to downscaling or retrenchment, the mine will develop and implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling. This will be done through the following measures:

- Seeking to prevent retrenchments from taking place, where possible
 - Utilising the FF to identify strategies to prolong the life of mine or avoid retrenchments and downscaling
 - Consulting with the DoL, the DMRE and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure
- 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:

- Consultations – the consultation process in terms of section 52(1) of the act
- Implementing section 189 of the Labour Relations Act, 1995
- Notification to the Minerals and Mining Development Board; following the notification process to the board in terms of section 52(1)(a) of the act
- Complying with Ministerial directive – compliance with the Minister’s directive and confirming how corrective measures will be taken

7.3.1 Consultation processes

The consultation process on saving jobs, avoiding job losses and a decline in employment will be managed by the mine in accordance with the provisions of sections 189 and 189A of the Labour Relations Act, 1995 (as amended).

7.3.1.1 Implementing section 189 of the Labour Relations Act, 1995 (as amended)

Any downscaling or retrenchment will be done in accordance with sections 189 and 189(A) of the Labour Relations Act. In this regard the following will apply

1. The Labour Relations Act prescribes a 60-day consultation process.
2. In terms of the section 189 and 189(A) requirements, the mine needs to enter into an agreement with unions representing the workforce. This agreement should specifically address the following:
 - a. Prevention of forced retrenchments
 - b. Voluntary separations (early retirement and voluntary retrenchment packages)
 - c. Redeployment of employees
3. Company assistance to alleviate the negative effects of retrenchment includes the following:
 - a. Pursuing alternative employment opportunities
 - b. Financial advice
 - c. Counselling services
 - d. Provision of entrepreneurial skills
 - e. Training opportunities including re-skilling
 - f. Assistance with continuing medical care
 - g. Recall of retrenched employees, if required by the mine.

7.3.2 Notification to government authorities

As planning for the Social and Labour Plan and its associated job loss and retrenchment management programmes commences, the DoL and the DMRE (specifically the Minerals and Mining Development Board, in accordance with section 52(1)(a) of the act) will be notified.

The government authorities will be given notice of the time frame for the closure process, as well as the ongoing consultation and social plan, through the FF structure. Regular progress reports will subsequently be distributed to the relevant departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be ensured in order to meet the corrective measures as stipulated by the board.

7.3.3 Strategic plan for providing job security

The mine's strategy for providing job security is as follows:

- Ensuring that the business remains viable by keeping the cost structure as low and competitive as possible
- Ensuring a productive workforce through training and motivation
- Making continuing adjustments to production methods to remain competitive
- Seeking ways of growing and extending the business to ensure enhanced future sustainability

7.4 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

If it becomes evident that downscaling and retrenchment is inevitable, after considering all other alternatives for prolonging the life of the mine, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised four months before this eventuality, where appropriate, except in the event that unforeseen circumstances arise. This phase will be implemented in partnership with the DoL and the representative unions. At this stage, affected employees will be helped to maximise their chances of re-employment.

During this phase, the mine will regularly communicate with the Unions to direct the retrenchment process and identify a job advice centre, which will provide counselling and support to employees in locating alternative employment, for example, through formulating employee CVs, interaction mechanisms with potential employers, and interview strategies. The names of employees whose positions become redundant (the "affected employees") will be placed on the Human Resources database for 12 months, calculated from the date of redundancy. The main purpose of the database of affected employees is to ensure that when opportunities arise, people on the list will be considered for permanent positions before the employment of external candidates.

Additional measures the mine may take include the following:

- Assistance prior to the retrenchment date, with retraining, portable skills training and other courses to enhance further employment practices

- Assistance in accessing available and suitable jobs with other local mines or companies, such as the neighbouring PPC
- Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence
- Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community
- Assistance with completing job applications and other relevant forms
- Financial planning advice, as well as advice and support on accessing pension or provident fund pay-outs and UIF claims, or other state assistance
- Personal counselling for individuals and groups to help them deal with the trauma associated with retrenchment (this will be extended to retrenched employees and those left behind)

7.5 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of the Mine is certain

7.5.1 Introduction

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

Booyseendal has made financial provision for its envisaged downscaling and subsequent retrenchment processes. This amount, which will be reviewed annually and the budget is estimated at R71 million by 2024 as per table 39.

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

- The mine will provide R3 000 per employee. This is exclusive of any Department of Labour grants that may be available for re-skilling. Note that this figure will be revised on an annual basis;
- Two (2) Weeks per one (1) year service with Booyseendal;
- One (1) month notice pay; and
- Leave provision equivalent to 30 days.

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

7.5.2 Strategy and Objectives

Booyssendal will make every effort to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure is certain. These initiatives will focus on:

- Assessment and counselling services for affected individuals;
- Comprehensive self-employment training and re-employment programmes; and
- Closure planning.

7.5.3 Assessment and Counselling Services

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

7.5.4 Self-employment training and re-employment programmes

Booyssendal recognises that its proposed mining operation has a limited life span and that the demands of the business could require a reduction in human resources in the future. Booyssendal intends to offer retrenched and/or affected employees with portable skills that will benefit the individuals concerned.

These initiatives will be aligned to the Limpopo Province's Provincial Growth and Development Strategy as well as the skills needs within labour sending areas. To realise this commitment, Booyssendal will offer portable skills training once retrenchment or mine closure is known.

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

7.5.5 Portable Skills

The approach to skills development throughout the life of mine should also be focused on the eventual need to manage the social and economic impact of mine closure and or retrenchment. Therefore, Booyssendal Platinum (PTY) LTD is committed to skills development that has an impact beyond the organisation and industry and provides basis for sustained employability through the provision of portable skills development.

Booyssendal will use skills audit to determine which portable skills are currently available in the workforce and which areas are of particular interest to the employees. Based on this assessment Booyssendal intends to constitute portable skills training.

7.5.6 Closure Planning

Booyseendal in consultation with the DMR, will determine a Closure Liability Cost, including a Rehabilitation Schedule for Booyseendal, to provide funding for the rehabilitation of infrastructure. It is recommended that infrastructure with good potential for alternative use after closure of the Mine would be costed but excluded from the rehabilitation cost to determine the Mine's ongoing closure fund contributions.

SECTION 8

*FINANCIAL PROVISION FOR IMPLEMENTING
THE SOCIAL LABOUR PLAN:*

REGULATION 46 (E)

8. FINANCIAL PROVISION

Section 23(1) (e) of the MPRDA states: “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan.” The tables below presents a summary of the financial commitment by the mine to each element of the SLP for a five-year period.

Table 39: Financial Provision for the Social and Labour Plan

SLP BUDGET						
Years	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	TOTAL
Human Resource Development	R12 421 169	R13 281 138	R13 274 146	R14 478 222	R14 890 194	R68 344 869
Local Economic Development	R10 000 000	R4 000 000	R4 000 000	R3 000 000	R2 000 000	R23 000 000
Downscaling and Retrenchment	R14 237 680	R14 237 680	R14 237 680	R14 237 680	R14 237 680	R71 188 400
TOTAL	R36 658 849	R32 518 818	R32 511 826	R32 715 902	R32 127 874	R166 533 269

SECTION 9

UNDERTAKING *Regulation 46(e)*

9. UNDERTAKING

AN UNDERTAKING BY THE HOLDER OF THE MINING RIGHT TO ENSURE COMPLIANCE WITH THE SOCIAL AND LABOUR PLAN AND TO MAKE IT KNOWN TO EMPLOYEES

We, the undersigned and duly authorised thereto by Booyseendal Platinum (PTY) Ltd, for the revision of the Social and Labour Plan, undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour plan and make it known to our employees.

Signed at _____ on this _____ day of _____ 2021

(1)

Name of responsible person _____

Designation _____

Signature of responsible person _____

(2)

Name of responsible person _____

Designation _____

Signature of responsible person _____

Approved

Signed at _____ on this _____ day of _____ 20____

Signature: _____

Designation: _____.

Appendix i: see the attached proof of consultation

Appendix ii: see the attached proof of constitution of the future forum