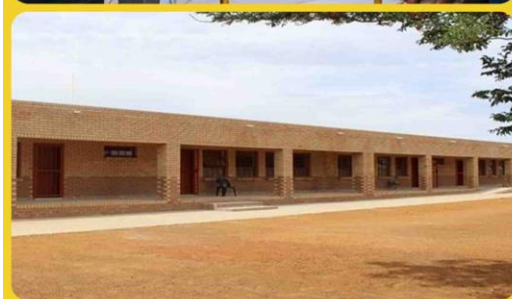


SOCIAL AND LABOUR PLAN 3 (2021 – 2025)



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Abbreviations:

AET	Adult Basic Education and Training
ADC	Siyanda Bakgatla Platinum Mine Development Centre
BBSEE	Broad-Based Socio-economic Empowerment
BEE	Black Economic Empowerment
CED	Community Engagement and Development
CSI	Corporate Social Investment
DMRE	Department of Mineral Resources and Energy
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DSD	Department of Social Development
HBSS	Housing Bond Subsidy Scheme
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HRD	Human Resources Development
IDC	Individual Development Charter
IDP	Integrated Development Plan
IPA	Individual Performance Agreement
LED	Local Economic Development
MDGs	Millennium Development Goals
MKLM	Moses Kotane Local Municipality
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organisation
NPO	Non-profit Organisation
NPI	National Productivity Institute
NQF	National Qualifications Framework
PGMs	Platinum Group Metals
SADC	Southern African Development Community

SBPM	Siyanda Bakgatla Platinum Mine
SED	Socio-economic Development
SEDA	Small Entrepreneurial Development Agency
SMME	Small, Micro and Medium Enterprise
SLP	Social and Labour Plan
TLM	Thabazimbi Local Municipality
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan

Definitions:

Black women	African, Indian and Coloured women.
Broad-Based Socio-economic Empowerment (BBSEE)	<p>A social or economic strategy, plan, principle, approach or act, which is aimed at:</p> <p>Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and</p> <p>a) Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from:</p> <ol style="list-style-type: none"> Ownership participation in existing or future mining, prospecting, exploration and beneficiation operations; Participation in or control of management of such operations; <p>Development of management, scientific, engineering or other skills of HDSAs; Involvement or participation in the procurement chains of operations; and Integrated socio-economic development of host communities, major labour-sending areas and areas that (due to unintended consequences of mining) are becoming ghost towns, by mobilising all stakeholder resources.</p>
Community	A coherent, social group of persons with interests or rights in a particular area of land which the members have or exercise communally in terms of agreement, custom or law.
Employee	An employee is defined as any full-time person who directly works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical cooperation permit, exploration right and production right, and who is entitled to receive any direct remuneration from the holder of any of the abovementioned rights, including any person working for an independent contractor.
Historically Disadvantaged Person (HDP)	Any person, category of person or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) took effect; Any association, a majority of whose members are persons contemplated in Paragraph (a); and Any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members' interest and are able to control a majority of the members votes.

Historically Disadvantaged South African (HDSA)	Any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation. In this plan, HDSA refers to Black, Coloured, Indian males and all females (incl. white females).
Integrated Development Plan (IDP)	A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act No. 117 of 1998); and for the purposes of this SLP, IDP is taken to mean the IDP for all those municipalities falling within the determined mine community from which more than 10% (the significance factor) of the mine's labour is sourced.
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally from within the mine community.
Major labour-sending area (see also Labour-sending areas)	In the context of the mine community, a major labour-sending area is a municipality from which more than 10% of the mine's workforce is sourced; and, in the context of rural areas outside the mine community, a major labour-sending area is a municipality from which more than 5% of the mine's workforce is sourced. Special consideration is given to the municipalities hosting such communities because of: The scattered nature of rural labour-sending areas and the need to focus the effort of the mine's rural development strategy and its programmes; The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the mine's efforts; and The need to ensure that those communities directly affected by the mine's prospective closure are equipped to meet that eventuality.
Management	All employees within the Paterson C, D, E, and F Bands.
Migrant labour	Migrant labour refers to workers who originate from the rural labour-sending areas, who live in hostels or other mine-provided accommodation, and who have no formal local dependants. Three types of migrant labour are referred to in this SLP: Provincial migrant workers are those who come from areas within the mine's host province but outside the mine community; South African migrant workers are those who come from other South African provinces; and foreign migrant workers are those who come from neighbouring Southern African Development Community (SADC) states. It is these workers that are referred to as migrant workers in the Mineral and Petroleum Resources Development Act.

Mine community	<p>The mine community is defined as those towns, villages and settlements that fall within the surrounding area of the mine.</p> <p>As far as the SLP is concerned, only the municipality or municipalities within the mine community from which the mine sources 10% or more of its labour are regarded as major labour-sending areas. Special consideration is given to these municipalities because of the requirements for planning and implementation of Integrated Development Plans (IDPs).</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this SLP: Existing and expected patterns of human settlements and villages within this community; Patterns of labour sourcing for the mine; Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work; Spending patterns of the mine's employees; The use of social amenities, recreational facilities and infrastructure; Commercial and industrial linkages; Provincial and municipal boundaries; Existing and proposed functional boundaries, including magisterial districts; Existing and expected land use, transport modes and routes; The need for coordinated social development programmes and services including the need for housing, nutrition and healthcare; and The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this SLP, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.</p>
Municipality	<p>A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in Section 155 (1) of the Constitution as a Category B municipality.</p>
Rural labour-sending area (also see Major labour-sending areas)	<p>A rural labour-sending area is a municipality outside the mine community from which the mine sources its labour. It is almost always located in what is traditionally regarded as a rural area such as the Eastern Cape Province. The following rural labour-sending issues are required by the Mineral and Petroleum Resources Development Act (MPRDA) regulations to be addressed in this SLP: Patterns of labour sourcing for the mine; Areas of traditional rural communities; Existing and proposed functional boundaries, including magisterial districts; Wage remittances to such areas; Existing and expected land use, transport modes and routes; The need for coordinated social development programmes and services, including the need for housing, nutrition and healthcare; and The need to rationalise the delivery of sustainable services and other socio-economic programmes as committed to in this SLP, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.</p>

Total discretionary spend	Total discretionary spend means that portion of mine capital and working cost component which comprises expenditure over which the mine management has discretion. The working cost component is made up of the mine's total ongoing operating expenditure less that money paid to: Government; Central government departments; Parastatal companies; Provincial government; and Municipalities and other local authorities. Imported proprietary technology; Key raw materials; and Inter-company transfers.
Total procurement spend	Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.
Transitional workers	Those workers who originate from rural labour-sending areas (such as the Eastern Cape Province), who have established local, urban (second) families but support other (first) families in the rural areas.

SECTION 1 - PREAMBLE AND BACKGROUND INFORMATION OF THE MINE (REGULATION 46 (a))

1. Preamble

1.1. Introduction

A Social and Labour Plan (SLP), which is a requirement of the Mineral and Petroleum Resources Development Act (28/2002) (MPRDA), is a prescribed plan of the social and labour programmes to be in place for the remaining life of every mining right.¹ The objectives of the SLP (section 41 of the MPRDA Regulations) are to:

- promote employment and advance the social and economic welfare of all South Africans;
- contribute to the transformation of the mining industry; and
- ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

This SLP for Siyanda Bakgatla Platinum Mine Ltd (SBPM), referred to as Union Mine, is the third submission following after the one covering 2016-2020 which was approved in May 2021. This SLP covers the following production areas and plant:

- Richard Shaft;
- Spud Shaft
- Decline;
- Open Cast
- Central Services; and
- Union Concentrator.

The SLP has been compiled as a commitment to contributing towards the advancement of the socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on the surrounding communities, as well as rural communities from which migrant labour tends to be drawn. This plan recognises that minerals are non-renewable, hence the SLP also focuses on managing the impacts of eventual downscaling and closure as part of strategic business planning. The SLP further makes provision for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through different training interventions. This plan has been developed in terms of MPRDA Regulation 46 (a-f).

The 2019 – 2023 Mining Charter has been developed and in this SLP we seek to reach the targets which have been set in the Mining Charter. Where there are elements that are not mentioned in the Mining Charter this SLP seeks to improve on the targets set in the previous SLP (2016-2020). In alignment with the spirit of the Mining Charter and the previous SLP, this SLP will cover Human Resources Development, Employment Equity, Procurement, Housing, Local Economic Development, Management of Downscaling and Retrenchments.

Progress with regards to the programmes outlined within the SLP with regards to human resource development, local economic development and the management of downscaling and retrenchment will be reported in annual SLP reports and submitted to the relevant regional Department of Minerals Resources and Energy (DMRE).

¹ It is noted that the SLP is applicable until the closure certificate (under section 43 of the MPRDA) has been issued.

1.2. Siyanda Bakgatla Platinum Mine

SBPM is the holder of two mining rights which were converted to new order mining rights on 29 July 2010 and 7 October 2011, both in force for 30 years. Although the two new order mining rights are adjacent, they are inextricably linked through geological features and mining infrastructure, such that the mining rights cannot be mined as separate entities.

Union Mine was acquired from Anglo American Platinum in 2018 through a joint venture with Siyanda Resources; the Bakgatla-Ba-Kgafela Traditional Authority (BBKTA); and an employee Trust. Siyanda Resources concluded an empowerment transaction with BBKTA to acquire a 27 percent interest in Union Mine.

The Bakgatla community comprises some 350 000 residents in the greater Pilansberg area and members make up approximately 31.7% of SBPM's Mine's workforce. The deal represents a sustainable transaction with a truly broad-based and strategically-placed empowerment partner that is integral to the company's mining operations in the region. The objectives of the transaction and the principles of the SLP underline SBPM's commitment to transforming the mining industry by providing ownership and participation in existing and future mining activities. Although SBPM management accept responsibility for the day-to-day management of the mine, the BBKTA are represented at the board of SBPM where issues of a strategic nature are concluded. The SLP specifically makes provisions for the development of management, scientific, engineering and a variety of other skills of the historically disadvantaged members of the community through Learnerships, AET training, portable skills and bursaries. Mentoring will also be provided to empowerment groups such as the BBKTA to ensure the sufficient transfer of knowledge especially at the Board level.

The SLP has been compiled for the Mine as a commitment by SBPM to assist in addressing the social and economic impacts that its operations have on the surrounding communities, as well as on rural communities from which migrant labour tends to be drawn. These plans recognize that minerals are non-renewable and focus on managing the impacts of eventual downscaling and closure as part of strategic business planning.

SBPM operations are ISO 9001 certified, demonstrating the Mine's commitment to international quality management standards. SBPM strives to be compliant with all applicable labour, health and safety and environmental legislation.

1.3. Company Details:

1.3.1 Location of the Mine

SBPM is operating a platinum mine situated on the border of the Limpopo and North West provinces, approximately 16km west of Northam and 50km south of Thabazimbi. The mine is located on the north-western limb of the Bushveld Complex. Access roads are tarred and the Kilkenny siding connects the mine to the Lephalale-Rustenburg railway line.

Table 1: Preamble

1.1 Name of the company/ applicant	Siyanda Bakgatla Platinum Mine Ltd
1.2 Name of mine/ production operation	Union Mine
1.3 Physical address	Union Mine, Swartklip, 0370
1.4 Postal address	Blackwell Highway, Private Bag X351, Swartklip, 0370
1.5 Telephone number	(014) 786 1119
1.6 Fax number	n/a
1.7 Location of mine or production operation	Straddles two local municipalities – Thabazimbi Local Municipality and Moses Kotane Local Municipality
1.8 Commodity	Platinum, palladium, rhodium, iridium, ruthenium, gold, chrome, silver, cobalt, nickel and copper
1.9 Life of mine	13 Years
1.10 Financial year	February - March
1.11 Reporting year	2021-2025
1.12 Responsible person	H. Jantjies (General Manager)
1.13 Geographic origin of employees (mine community and labour-sending areas).	
a) Mine Community	b) Labour-Sending Area
Province	
Limpopo and North West	
District Municipality	
Waterberg / Bojanala	
Local Municipality	
Moses Kotane and Thabazimbi	

The figure below shows the map in terms of where Union Section is located.

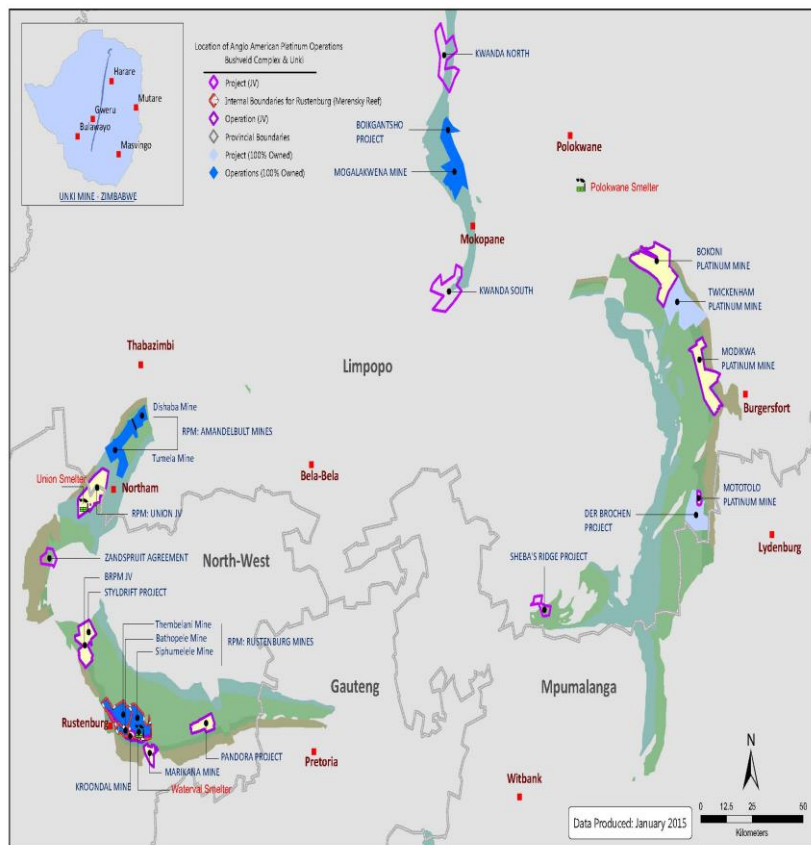


Figure 1: Location of SBPM Union Mine

1.4. Ownership

Union Mine was acquired from Anglo American Platinum in 2018 through a joint venture with Siyanda Resources, the Bakgatla-Ba-Kgafela Traditional Authority (BBKTA) and an employee Trust. SBPM shareholders include local communities (27%) and employees who participate in an employee share scheme (7.3%).

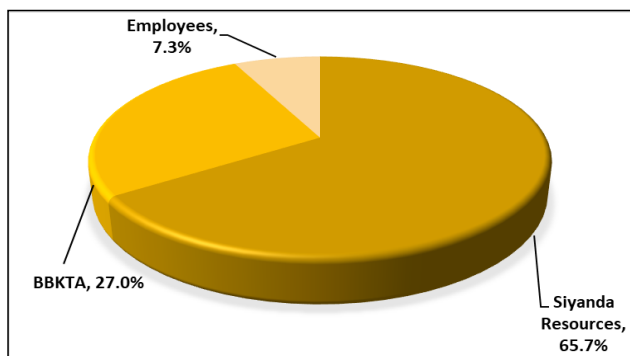


Figure 2: SBPM Shareholding

1.5. Labour Sending Areas

Table 2: Areas where the Mine procures its labour

Provinces from which over 1% of employees originate		
	Number of employees	% of total workforce
North-West	2402	46.6%
Eastern Cape	1006	19.5%
Limpopo	867	16.8%
Gauteng	126	2.4%
Free State	91	1.8%
Mpumalanga	70	1.4%
Northern Cape	13	0.3%
KwaZulu Natal	2	0.04%
Western Cape	2	0.04%
SADC	578	11.2%

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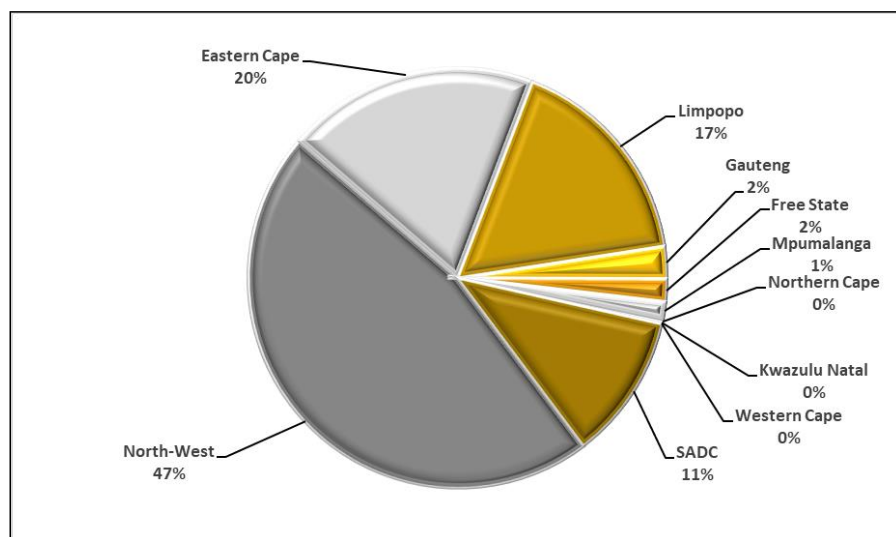


Figure 3: Breakdown of Labour Sending Areas

1.6. Mine Community

The mine community is defined as those towns, villages and settlements that fall within the municipality where the mine operates. Aligned with this definition, MKLM and TLM can be regarded as the mine's primary host municipalities.

SECTION 2 - HUMAN RESOURCES DEVELOPMENT PROGRAMME

(REGULATION 46 (b))

2. Human Resources Development Programme

SBPM is committed to developing processes and systems that will allow an integrated approach to its Human Resources practices. This approach will complement the requirements as detailed in Section 46 of the MPRDA which sets out to address the following issues:

- The promotion of employability and the advancement of the social and economic welfare of all South Africans.
- Contributing to transforming the mining industry.
- Contributing towards the socio-economic development of the areas in which the mine operates as well as the areas from which the majority of the workforce is sourced.

2.1. Human Resource Development Programme (HRD) (Regulation 46 (b))

The HRD strategy takes cognisance of the demand and supply of skills in the mining industry with specific reference to scarce and critical skills. The development of HDSA leadership, including creating an ongoing pipeline of HDSA leadership, is a key strategic focus area.

HRD is managed across all levels of employment and is also considered a critical component of achieving the mine's employment equity targets. Consequently, the mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the long-term business plan to cover the organisation's short-term, medium-term and long-term human capital development requirements.

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

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

2.2. Compliance with Skills Development Legislation

SBPM complies with the Skills Development Act and Skills Development Levies Act.

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L040798714
Has your company appointed a Skills Development Facilitator? If yes, provide name	Thereza Steyn
To which institution have you submitted your workplace skills plan?	Mining Qualifications Authority (MQA)
Proof of submission of Workplace Skills Plan	Attached Annexure A

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

- a) Become functionally literate and numerate;
- b) Participate in learnerships,
- c) Internal and external bursaries
- d) Graduates' programmes;
- e) Participate in skills programmes;
- f) Acquire portable skills; and
- g) Participate in various other training initiatives.

The plan includes a range of initiatives from AET Level 1 – 4 classes and after school qualifications. These programmes will be consistent with the requirements of the National Qualifications Framework (NQF), Mining Qualifications Authority (MQA) and other SETA's. SBPM is ISO Certified and MQA Accredited. The purpose of the Skills Development Plan is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps at the mine and also have a special focus on the training needs of HDSAs, various development of individuals and mentoring programmes.

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

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

Table 3 and Table 4 (Form Q) provide an indication of the number and educational levels of SBPM employees and contractor employees respectively.

Table 3: Form Q - Number and Education Level of all SBPM Employees as per Form Q, Regulation 46 (b) (i)

MINE EMPLOYEES												
			Male				Female				Gender	
Clusters	NQF	Schooling	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	304	0	0	1	21	1	0	1	305	23
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	109	0	0	0	2	0	0	0	109	2
		Grade 2 / Sub B	8	0	0	0	0	0	0	0	8	0
		Grade 3 / Std 1 / AET 1	55	0	0	0	2	0	0	0	55	2
		Grade 4 / Std 2	72	0	0	0	0	0	0	0	72	0
		Grade 5 / Std 3 / AET 2	87	0	0	0	1	0	0	0	87	1
		Grade 6 / Std 4	142	0	0	0	0	0	0	0	142	0
		Grade 7 / Std 5 / AET 3	185	0	0	1	2	0	0	0	186	2
		Grade 8 / Std 6	213	0	0	1	1	0	0	0	214	1
		Grade 9 / Std 7 / AET 4	300	0	0	1	8	0	0	0	301	8
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	1106	0	0	11	208	0	0	2	1117	210
	3	Grade 11 / Std 9 / N2	32	0	0	24	8	0	0	0	56	8
	4	Grade 12 / Std 10 / N3	1482	1	1	121	471	3	1	37	1613	512

			Male				Female				Gender	
Clusters	NQF	Schooling	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
Higher Education and Training (HET)	5	Higher Certificates and Advanced	24	1	0	6	5	0	0	2	31	7
	6	Diploma and Advanced Certificates	60	1	0	6	33	0	0	6	67	39
	7	Bachelor's Degree and Advanced Diplomas	34	0	1	6	22	0	0	3	41	25
	8	Honours Degree, Postgraduate Diploma and Professional Qualifications	7	0	1	1	5	0	0	0	9	5
	9	Master's Degree	1	0	0	1	0	0	0	0	2	0
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0
Total			4223	10	2	180	789	4	1	51	4415	845

Table 4: Form Q - Number and Education Level of all SBPM Contractor Employees as per Form Q, Regulation 46 (b) (i)

CONTRACTORS EMPLOYEES												
			Male				Female				Gender	
Clusters	NQF	Schooling	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling	1835	6	3	68	368	2	0	8	1912	378
		Grade 0 / Pre	2	0	0	0	0	0	0	0	2	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	2	0	0	0	1	0	0	0	2	1
		Grade 4 / Std 2	1	0	0	0	0	0	0	0	1	0
		Grade 5 / Std 3 / AET 2	1	0	0	0	0	0	0	0	1	0
		Grade 6 / Std 4	5	0	0	0	0	0	0	0	5	0
		Grade 7 / Std 5 / AET 3	10	0	0	0	1	0	0	0	10	1
		Grade 8 / Std 6	5	0	0	0	0	0	0	0	5	0
		Grade 9 / Std 7 / AET 4	29	0	0	1	5	0	0	0	30	5

			Male				Female				Gender	
Clusters	NQF	Schooling	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	596	2	0	19	68	0	0	0	617	68
	3	Grade 11 / Std 9 / N2	160	0	0	19	17	0	0	0	179	17
	4	Grade 12 / Std 10 / N3	35	0	0	2	13	0	0	1	37	14
Higher Education and Training (HET)	5	Higher Certificates and Advanced	3	0	0	5	0	0	0	0	8	0
	6	Diploma and Advanced Certificates	1	0	0	0	0	0	0	0	1	0
	7	Bachelor's Degree and Advanced Diplomas	0	0	0	0	2	0	0	0	0	2
	8	Honours Degree, Postgraduate Diploma and Professional Qualifications	0	0	0	0	0	0	0	0	0	0
	9	Master's Degree	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0
Total			2685	8	3	114	475	2	0	9	2810	486

2.3. Literacy Levels and AET Needs

Literacy is a key component for all employees in enabling them to have the opportunity to acquire skills and knowledge. With the current high levels of illiteracy, employees and contractors are afforded opportunities to participate in AET to increase their level of literacy.

The number of employees that do not have AET 3 qualifications inclusive of contractor employees amounts to 3102.

The table below summarises the literacy and numeracy status of the permanent and contractor workforce as at 01 March 2021.

Table 5: Literacy Levels and AET need

AET Level	Permanent Employees	Contractor Employees	Total Need
No Schooling	328	2290	2618
AET 1	119	2	121
AET 2	129	4	133
AET 3	230	6	236
AET 4	403	16	419

The operation acknowledges the obligation to uplift the literacy levels of all those employees who have not achieved an AET Level 3 qualification or above and have offered the opportunity to obtain such a qualification to the majority of functionally illiterate employees. There is a commitment to improve the education levels of all employees, as well as developing their full potential toward safer and more efficient work practices. All employees are continuously informed about personal career advantages of furthering their educational levels. All employees who register for AET are assessed and then placed on the most appropriate level from which they will then commence further studies.

AET is broken down into the following levels:

- AET Level 1 (literacy and numeracy at Standard 1/Grade 3);
- AET Level 2 (literacy and numeracy at Standard 3/Grade 5);
- AET Level 3 (literacy and numeracy at Standard 5/Grade 7); and
- AET Level 4 (equivalent to Standard 7/Grade 9) (see note below).

In terms of AET 4 we will only provide Communication and Numeracy to enable employees to become functionally literate.

2.3.1 Training Planned

Out of the overall workforce of 5256 employees, the mine will be offering an opportunity to 25 illiterate employees on a full-time basis to become functionally literate and numerate by 2025.

Table 6: Training Planned – AET Full-time Employees.

Full-time AET	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
AET 1	1	1	2	1	2	7
AET 2	2	1	1	2	1	7
AET 3	1	2	1	1	1	6
AET 4	1	1	1	1	1	5
Total Number	5	5	5	5	5	25

Table 7: Training Planned – AET Own-time Employees.

Own-time AET	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
AET 1	16	0	0	16	0	32
AET 2	8	0	0	8	0	16
AET 3	2	0	0	2	0	4
AET 4	4	0	0	4	0	8
Total Number	30	0	0	30	0	60

AET Implementation Plan

Besides offering full-time AET classes to employees, contractor employees will have the opportunity to attend Own-time AET classes.

Full-time AET Plan

Full-time AET refers to the arrangement in which the employee is relieved of their normal duties and attends AET classes on a Full-time basis. The following action steps will enable SBPM to achieve the AET Full-time targets:

- A commitment has been made by management to offer an average of 15 employees (including continuations) per year the opportunity to attend AET classes on a Full-time basis, with full salaries, ex-gratia bonuses, and to pay for replacement labour;
- The normal recruitment process will be followed. In special circumstances we will accept nominations from the shafts for potential learners for developmental purposes. These employees will go through a placement assessment before being placed into Full-time AET;
- Employees that are 'good performers' from the Own-time programme will be offered the opportunity to enrol for Full-time AET; and
- Continuous awareness sessions are held with employees.

Own-time AET Plan

Own-time AET refers to the arrangement in which the learner attends AET classes in their Own-time. The following action steps have been undertaken to enable SBPM to achieve AET Own-time targets:

- a) Provide fully equipped and furnished AET centre;
- b) AET centre to have the capacity to provide daily training sessions for Own-time learners;
- c) Budgets will be prepared and aligned to meet the mine's Own-time targets;
- d) There are computers available for learners to use;
- e) AET centre have formal assessment rooms;
- f) Continuous awareness sessions are held with employees; and
- g) Registration notices for each intake are being placed at the shafts.

Infrastructure and Capacity

The AET Centre will provide Full-time and Own-time classes to address the illiteracy challenge. Suitably qualified facilitators are in place to ensure that quality teaching and learning takes place. With a facilitator - learner ratio of not more than 1:20.

Marketing and Enrolment

The number of employees enrolled for AET Own-time training has not yet reached the desired number that is required to fully address the illiteracy problem. In addition, advertisements will be circulated on mine when recruitment for AET learners is taking place. SBPM also host AET graduation ceremonies.

The following initiatives have also been put in place:

- a) We have established an AET committee which consists of Management, Organised Labour and AET Management to address concerns regarding learning interventions and marketing.
- b) Implement open-days sessions at the AET Centre where Management can come and view the progress of learners and have one on one sessions with them.
- c) Employees that 'drop out' of the Own-time programme will be encouraged and motivated through consultation with HRD to continue with AET classes.

2.4. Core Business Training

2.4.1 Core Business Training (Mining, Engineering and Process)

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

Apart from core business training, there are specific training interventions that support core business such as Human Resources, Safety, Health and Environment, Protection Services.

Table 8: Core Business Training - Mining

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
SPFOG B: U/ground Hard Rock Narrow Tab.	220	220	220	220	220	1100
SPFOG A: U/ground Hard Rock Narrow Tab.	90	90	90	90	90	450
SP U/G Hardrock Blasting Assistant	70	70	70	70	70	350
SP Rock drill operator in UG hard rock	120	120	120	120	120	600
Total Mining	500	500	500	500	500	2500

Table 9: Core Business Training - Engineering

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Engineering Level 1 Training Phase 1 (Artisan Assistant)	5	5	5	5	5	25
Engineering Phase 2	2	2	2	2	2	10
Engineering Level 2 (Stope serviceman)	1	2	1	2	1	7
Total Engineering	8	9	8	9	8	42

2.4.2 Core Business Training (Support Services)

Table 10: Core Business Training - HRD

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Assessor	4	4	4	4	4	20
Moderator	2	2	2	2	2	10
Total Human Resources Development	6	6	6	6	6	30

Table 11: Core Business Training - Safety

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Occupational Health & Safety Course (Safety representatives)	80	80	80	80	80	400
Legal Liability	2	2	2	2	2	10
Total Safety	82	82	82	82	82	410

Table 12: Core Business Training - Protection Services Core Business Training - Protection Services

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Basic firearm training US 123511, – Handle and use a self-loading rifle or carbine for business purposes. US 123514 – Handle and use a shotgun for business purposes. US123515 – Handle and use a handgun for business purposes. US 117705 – Demonstrate knowledge of the Firearms Control Act 2000.	2	3	2	3	3	13
Firearm training (Reg. 21) Assessment	33	33	33	33	33	165
Service delivery (US 120306)	70	30	5	5	5	115
Crime scene management (US 253988 & US 11508)	5	5	5	5	5	25
Total Protection Services	110	71	45	46	46	318

Table 13: Core Business Training - Concentrator

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Generic Safety L2	60	3	3	3	3	72
Tools & Equipment L2						
Ore Reception SP	15					27
Crushing SP						
Milling SP						
Flotation SP						
Concentrate Handling SP						
Water Reticulation SP						
Control Room Training	10	0	2	0	2	14
Total Concentrator	85	3	5	3	5	113

Table 14: Core Business Training – Rock Engineering

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Chamber of Mines (P1 - P3)	8	1	0	0	0	9
Total Safety	8	1	0	0	0	9

2.5. Learnerships (Mining)

2.5.1 Learnerships (Mining – Internal)

Learnerships (Internal) – a learnership is a structured learning programme in which a learner obtains practical work exposure in line with the required risk shifts as per guidelines from DMRE. Candidates are subject to acceptance and examination from DMRE to obtain Blasting Certificate.

Table 15: Learnership - Mining

	Targets and Timelines											
	2021		2022		2023		2024		2025		5-year target	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.		
Learner Miner Programme	0	0	10	0	0	10	10	0	0	10	20	
Total Number	0	0	10	0	0	10	10	0	0	10	20	

The targets projected above are only for DMRE Blasting Certificate, which is a two-year programme that will start effectively from 2022. The two-year programme will include:

- Classroom based training;
- Underground training;
- Underground practical exposure;
- Examination; and
- Shadowing.

Learnership Implementation Plan

The following action step will enable SBPM to achieve the above-mentioned targets:

- Learnerships will be advertised internally.
- 80% of these learners must be HDSA's, 30% of the 80% should be women. The remaining 20% may be allocated to non-HDSA's.
- Mentorship training will be provided to the candidates. Mentees will be allocated to miners as mentors.

2.6. Learnerships (Engineering)

2.6.1 Learnerships (Engineering – Internal) 18.1

Learnerships (Internal) – Internal refers to learners that are employees of SBPM (18.1). A learnership is a structured learning programme that is registered with the Department of Higher Education and Training in which, a learner obtains theoretical knowledge and practical work experience of a specified discipline which is required by the relevant SETA. Candidates will be required to undergo a practical examination to obtain Trade Certificate.

Table 16: Learnership - Engineering 18.1

	Targets and Timelines										
	2021		2022		2023		2024		2025		5-year target (New Intakes)
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Ncert: Engineering Fitter and Turner LS	6	4	0	6	0	6	3	0	0	3	9
Ncert: Engineering Rigger LS	5	4	0	5	0	5	2	0	0	2	7
Ncert: Engineering Electrician LS	4	0	0	2	0	2	2	0	0	2	6
Ncert: Engineering Diesel Mechanic LS	0	0	0	0	0	0	2	0	0	2	2
Ncert: Engineering Auto Electrician LS	0	0	0	0	0	0	0	0	0	0	0
Ncert: Engineering Boilermaker LS	5	3	0	4	0	4	3	0	0	3	8
Ncert: Engineering Motor Control and Instrumentation LS	5	1	0	4	0	4	3	0	0	3	8
Total Number	25	12	0	21	0	21	15	0	0	15	40

Learnership Implementation Plan

The following action step will enable SBPM to achieve the above-mentioned targets:

- Learnerships will be advertised internally.
- 80% of these learners must be HDSA's, 30% of the 80% should consist of women. The remaining 20% will be allocated to non-HDSA's.
- Mentorship training will be provided to the candidates. Mentees will be allocated to trade specific mentors.

2.6.2 Learnerships (Engineering – external) 18.2

Learnerships (external) – External refers to learners that are not employees of SBPM (18.2). A learnership is a structured learning programme that is registered with the Department of Higher Education and Training in which, a learner obtains theoretical knowledge and practical work experience of a specified discipline which is required by the relevant SETA. Candidates will be required to undergo a practical examination to obtain Trade Certificate.

Table 17: Learnership - Engineering 18.2

	Targets and Timelines										
	2021		2022		2023		2024		2025		5-year target (New Intake)
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Ncert: Engineering Fitter and Turner LS	1	4	1	5	0	3	0	1	2	0	4
Ncert: Engineering Rigger LS	1	3	1	4	0	3	0	1	2	0	4
Ncert: Engineering Electrician LS	1	0	0	0	0	0	0	0	0	0	1
Ncert: Engineering Diesel Mechanic LS	0	0	1	0	0	1	0	1	0	0	1
Ncert: Engineering Auto Electrician LS	0	0	0	0	0	0	0	0	0	0	0
Ncert: Engineering Boilermaker LS	1	2	2	4	0	3	0	2	1	0	4
Ncert: Engineering Motor, Control and Instrumentation LS	1	2	1	3	0	2	0	1	1	0	3
Total Number	5	11	6	16	0	12	0	6	6	0	17

Learnership Implementation Plan

The following action step will enable SBPM to achieve the above-mentioned targets:

- Learnerships will be advertised externally.
- 80% of these learners must be HDSA's, 30% of the 80% should be women. The remaining 20% may be allocated to non-HDSA's.
- Mentorship training will be provided to the candidates. Mentees will be allocated to trade specific mentors.

2.7. LED School Support and Post-Matric Programmes

Table 18: Post-Matric Programmes (LED)

	Targets and Timelines										
	2021		2022		2023		2024		2025		5-year target (New Intake)
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Engineering Learnership (CED) 18.2											
Ncert: Engineering Fitter and Turner LS	1	2	1	3	0	2	0	1	0	0	2
Ncert: Engineering Rigger LS	1	1	1	2	0	2	0	1	0	0	2
Ncert: Engineering Electrician LS	1	3	2	5	0	4	0	2	2	0	5
Ncert: Engineering Diesel Mechanic LS	0	0	1	1	0	1	0	1	2	0	3
Ncert: Engineering Auto Electrician LS	0	0	0	0	0	0	0	0	0	0	0
Ncert: Engineering Boilermaker LS	1	2	0	2	0	1	0	0	1	0	2
Ncert: Engineering Motor, Control and Instrumentation LS	1	2	1	3	0	2	0	1	1	0	3
Total - Engineering Learnership (CED) 18.2	5	10	6	16	0	12	0	6	6	0	17
Hospitality Learnership	0	5	0	5	8	0	0	5	8	0	16
Cadets	90	0	90	0	90	0	90	0	90	0	450
Total Number	90	15	96	21	98	12	90	11	104	0	478

School Support and Post-Matric Programmes Implementation Plan:

The main objective of these programmes is:

- CED Engineering Learnerships will be allocated to our local community.
- Hospitality and engineering skills has been identified as critical skills required by the community. All these programmes will be run in full consultation with stakeholders.
- Cadet Training.

2.8. Portable Skills

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

Table 19: Portable Skills Training

	Targets and Timelines					
	2021	2022	2023	2024	2025	5-year target
Portable Skills Training Interventions	30	30	60	60	60	240
Total Number	30	30	60	60	60	240

The operation recognises that mining has a limited lifespan and that the demands of the business could require a reduction in human resources in the future. SBPM makes provision for interested mine employees to be continuously exposed to skills and competencies that will enable them to enhance their skills to apply for internal or external vacancies in the mining industry, and/or enable them to utilise the skill to be financially self-sustainable.

Portable skills training strategy will be applied at two levels:

- Portable skills will be implemented by providing skills which are relevant to the mining industry or create self-sustainability. The programmes identified should be determined by the needs and interests of the employees and the delivery capacity of the operation.
- SBPM will make provision to train employees on non-mining-related skills at times of potential retrenchment, downsizing or mine closure. In the event of changes in the market conditions which necessitate potential retrenchment, downsizing or closure, SBPM will create a portable skills fund to cater for the training of those identified or affected employees.

Portable skills during the life of mine:

- The HRD department will identify programmes which will be conducted on site for mine employees only.
- These skills will be reported as part of the workplace skills plan.

These training interventions may be offered to employees approaching retirement age or employees indicating interest.

2.9. Hard to Fill Vacancies (Form R)

Role descriptions are outlined with respect to minimum job entry requirements, desirable qualifications and relevant courses.

Table 20: Hard to Fill Vacancies (Form R)

Occupational Level	Job Title of Vacancy	Main reason for being unable to fill the vacancy		
Top management	N/A	N/A	N/A	N/A
Senior management	N/A	N/A	N/A	N/A
Professionally qualified and experienced specialists and mid-management	Section Engineer Engineering Specialist Winders Safety Officer (UG) With Blasting Certificate Senior Foreman Electrical (UG) Senior Foreman Mechanical (UG)	Competitive market	Specialized Skill	Qualification limited to mining industry
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Winding Engine Driver Shaft Timberman Banksman Onsetter Foreman Electrical (UG) Foreman Mechanical (UG)	Competitive market	High turnover	Qualification limited to mining industry
Semi-skilled and discretionary decision making	Lampsman	Skills Shortage	Scarcity Skill	Qualification limited to mining industry
Unskilled and defined decision making	N/A	N/A	N/A	N/A

2.10. Career Progression Path Plan (Regulation 46 (b) (ii))

2.10.1 Comprehensive career progression plan

The intent is to show upward career mobility of talent / capacity pool employees through the various occupational levels with the aim of staffing the Business Plan requirements and reaching Employment Equity targets by 2025 and beyond.

Career progression planning reflects a pool of employees that have been identified from succession planning not only for their current roles, but for future potential roles that they can occupy. The purpose is to create readiness so that identified individuals can be able to occupy future potential roles.

The development of the career path matrices is dependent on having clear and up-to-date Job Descriptions or Job Profiles. The career paths guide the mine and its employees on a desirable path for career progression necessary for achieving the various job levels. Because of the dynamics of the mining operation and the changes that have taken place as a result of the change of ownership, some Job Descriptions have become outdated or no longer relevant. An intensive process of updating the Job Profiles will be undertaken in due course.

Employees targeted for Career development discussions will be issued with an Individual Development Charter that will indicate their training for a specific period.

Table 21: Career Progression Plan – Mining (Excluding Learnerships / Internal Bursars: Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
General Miner, Stoper, Developer	Shift Supervisor Certificate	Shift Supervisor Certificate	3	0	3	0	3	0	3	0	3	0	15
Shift Supervisor	Mine Overseer Certificate	Mine Overseer Certificate	0	0	1	0	0	0	1	0	0	0	2
Mine Overseer	Mine Manager Part A, B & C	Mine Manager Certificate	0	0	1	0	0	0	1	0	0	0	2
Total Number			3	0	5	0	3	0	5	0	3	0	19

Table 22: Career Progression Plan – Engineering (Excluding Learnerships / Educational Assistance)

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Artisan / Foreman	Engineering Foreman Certificate	Engineering Foreman Certificate	0	1	2	1	0	2	2	4	0	2	4
Artisan / Foreman	Engineer in Training Programme	Government Certificate of Competence (GCC)	0	0	2	0	0	2	0	2	2	0	4
Total Number			0	1	4	1	0	4	2	6	2	2	8

Table 23: Career Progression Plan – HRD

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Instructor's Group / Nominations	FET Certificate in OD ETDP Level 3	ETDP Level 3 Certificate	3	0	3	0	3	0	3	0	3	0	15
HRD Trainer / Nominations	FET Certificate in OD ETDP NQF 4	ETDP Level 4 Certificate	2	0	2	0	2	0	2	0	2	0	10
HRD Officer / Nominations	FET Certificate in OD ETDP NQF 5	ETDP Level 5 Certificate	1	0	1	0	1	0	1	0	1	0	5
Total Number			6	0	6	0	6	0	6	0	6	0	30

Table 24: Career Progression Plan – Survey, Ventilation and Rock Engineering

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Survey	Chamber of Mines Certificate of Competence	Chamber of Mines Certificate of Competence – Advanced	2	0	0	2	0	2	2	0	0	2	4
Total Number			2	0	0	2	0	2	2	0	0	2	4
Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Ventilation	Chamber of Mines Certificate of Competence	Chamber of Mines Certificate of Competence – Advanced	2	0	1	2	0	3	1	2	1	3	5
Total Number			2	0	1	2	0	3	1	2	1	3	5
Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Rock Engineering	Diploma / Degree in Rock Engineering	Diploma / Degree in Rock Engineering	1	0	0	1	1	0	0	1	0	1	2
Total Number			1	0	0	1	1	0	0	1	0	1	2

Table 25: Career Progression Plan - Safety

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Safety Officers / Nominations	Intro to SAMTRAC	Intro to SAMTRAC Certificate	1	0	0	0	1	0	1	0	1	0	3
Safety Officers / Nominations	SAMTRAC	SAMTRAC Certificate	1	0	0	0	1	0	1	0	1	0	3
Total Number			2	0	0	0	2	0	2	0	2	0	6

Table 26: Career Progression Plan - Protection Services

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Patrol Person	PSIRA C-B	PSIRA B	2	0	1	0	1	0	2	0	2	0	8
Protection Officer	PSIRA B-A	PSIRA A	1	0	1	0	1	0	1	0	1	0	5
Total Number			3	0	2	0	2	0	3	0	3	0	13

Table 27: Career Progression Plan - Finance

Current Position	Training Intervention	Qualification to be Achieved	2021		2022		2023		2024		2025		5-year target
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Finance Department	Certificate / Diploma / Degree	Certificate / Diploma / Degree	14	3	3	4	5	3	2	2	1	1	25
Total Number			14	3	3	4	5	3	2	2	1	1	25

Table 28: Career Progression Plan – Process Operations

Current Position	Training Intervention	Qualification to be Achieved	2021	2022	2023	2024	2025	5-year target
			New	New	New	New	New	
Processors Grade 2	Crushing Course L2	Crushing Skills Programme	40	5	5	5	5	60
Processors Grade 2	Milling Course L2	Milling Skills Programme						
Processors Grade 2	Flotation Course L2	Flotation Skills Programme						
Processors Grade 2	Concentrate Handling Course L2	Thickening of Slurry Skills Programme						
Processors Grade 2	Tailings Handling Course L2	Water Reticulation Skills Programme						
Process Supervisors / Shift Leaders	Supervisory Development Programme	Shift Leader Development	0	2	0	0	2	4
Total Number			40	7	5	5	7	64

2.11. Mentorship Plan (Regulation 46 (b) (iii))

Mentorship is a key process and tool in support of people development. In addition, mentorship and coaching support transferring of knowledge and skills, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.

Table 29: Mentorship Plan with Time Frames

Mentorship	Targets and Timelines										
	2021		2022		2023		2024		2025		5-year target
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Learnerships	35	32	22	53	0	55	25	22	12	25	94
Bursars	10	4	0	14	0	14	20	4	0	20	30
Graduates	10	4	0	10	0	10	10	0	0	10	20
Talent Pool	10	10	10	15	10	22	10	16	10	26	50
Total Number	65	50	32	92	10	101	65	42	22	81	194

Table 30: Mentorship Training

Mentoring Programmes	Year	Target				Gender	
		Career Deliverables	Duration	HDSA	Non-HDSA	Male	Female
Learnerships	2021 - 2025	94	2 - 3 Years	76	18	65	29
Bursars	2021 - 2025	30	2 - 3 Years	24	6	21	9
Graduates	2021 - 2025	20	2 - 3 Years	16	4	14	6
Talent Pool	2021 - 2025	50	2 - 3 Years	40	10	35	15
Total Number	-	194	-	156	38	135	59

The table above provides the current and future targets for establishing mentorship relationships for all employees in the various training and development programmes, i.e., learnerships, bursars, graduates and talent pool candidates which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are in development programmes will be in mentorship programmes. Employees have a choice between formal and informal mentors.

The following **action steps** will enable the achievement of the above targets:

- Mentees to select Mentors, both parties must be trained on Mentorship training.
- Employees that are not participating in formal mentorship programmes will be coached on the job by relevant supervisors.
- An agreement between mentee and mentor will be signed, which specifies each role players expectations and commitments for the duration of the learner's programme.

2.12. Internal Bursaries

Table 31: Bursaries to be Awarded (Internal – Educational Assistance)

	Targets and Timelines										5 Year target
	2021		2022		2023		2024		2025		
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Mineral Resources Management	2	0	2	2	1	2	1	1	1	0	7
Ventilation	0	0	1	0	0	1	1	1	0	1	2
Safety	1	0	0	0	1	0	0	1	1	0	3
Human Resources	4	0	1	3	0	2	1	1	0	1	6
HRD	1	0	1	0	1	0	1	1	1	1	5
Protection Services	0	0	2	0	2	2	2	2	2	3	8
Rock Engineering	1	0	0	1	1	1	0	2	1	2	3
Finance & Accountancy	14	0	3	9	5	7	2	5	1	2	25
Total Number	23	0	10	15	11	15	8	14	7	10	59

Internal bursaries are available to all employees. Individuals commit themselves to career development and the company will where applicable support the initiatives. It is important to mention that studies within the educational assistance scheme are conducted on an Own-time basis, normally through correspondence learning. The process will be implemented in line with the Company Educational Assistance Policy.

The educational assistance scheme will continuously be aligned with the requirement of the business.

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

- To encourage current employees to progress their careers, internal bursaries will be available to qualifying employees;
- These will be granted on condition that the course of study is relevant to the employee's current occupation; and
- The final approval of internal bursaries for identified employees and/or employees who apply will be given by their immediate supervisors and heads of department in consultation with the HRD Manager and any other relevant subject matter experts.

2.13. Bursaries to be Awarded (External)

External bursaries are awarded to people that are not currently employees of the Company. SBPM has a bursary scheme orientated towards the development of suitably qualified and competent people who, upon graduating, will automatically become part of the Graduate Scheme.

Through this bursary scheme, SBPM will develop its own young professionals. The emphasis of this scheme will be to identify high-potential young HDSA candidates.

Table 32: External Bursaries

	Targets and Timelines										
	2021		2022		2023		2024		2025		5 Year target
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Mining Engineering	1	1	0	2	0	2	4	1	0	4	5
Metallurgical Engineering / Chemical Engineering	2	1	0	3	0	3	2	1	0	2	4
Geology	1	1	0	1	0	1	1	0	0	1	2
Mine Surveying	1	0	0	1	0	1	1	0	0	1	2
Rock Engineering	2	1	0	3	0	3	2	1	0	2	4
Mechanical /Electrical Engineering	2	0	0	3	0	3	4	1	0	4	6
Ventilation	0	0	0	0	0	0	1	0	0	1	1
Financial Accountant / Supply Chain	0	0	0	0	0	0	1	0	0	1	1
Management Accountant	1	0	0	1	0	1	1	0	0	1	2
Human Resources	0	0	0	0	0	0	1	0	0	1	1
Communications	0	0	0	0	0	0	1	0	0	1	1
IT Specialist	0	0	0	0	0	0	1	0	0	1	1
Total Number	10	4	0	14	0	14	20	4	0	20	30

Accordingly, the Company will direct significant resources towards these schemes in terms of both direct financing and staff support.

The following **action steps** will enable the achievement of the above targets:

- Bursars will be recruited externally;
- Commitment to 80% HDSAs being selected for these bursaries;
- 30% of these HDSA bursaries will be reserved for women;
- The remaining 20% may be allocated to non-HDSA's; and
- Bursars at university are integrated with periods of practical training (vac students) during holiday breaks. This is intended to equip the bursars with all they will need to translate their development into practical exposure in the workplace.

2.14. Internships

The Internship Programme provides people from the surrounding communities with learning experience in fulfilment of tertiary qualifications and also those that have tertiary qualifications so that they can be eligible to seek employment opportunities.

Table 33: Internships

	Targets and Timelines										
	2021		2022		2023		2024		2025		5 Year target
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Partial fulfilment in terms of qualification (P1 & P2)	5	0	5	0	5	0	5	0	5	0	25
Workplace experience	5	0	5	0	5	0	5	0	5	0	25
Total Number	10	0	10	0	10	0	10	0	10	0	50

Internship Programme Implementation Plan

SBPM will assist students from our communities who are studying without bursaries with the opportunity to obtain practical work experience and exposure in areas where the mining industry can assist. All identified interns will be provided with on-the-job training, candidates will be placed under supervision.

2.15. Graduate Development Scheme

The Graduate Development Scheme, is aimed at filling critical skills gaps and HDSA targets in core activities.

Table 34 : Graduate Development Scheme

Graduates	Targets and Timelines										
	2021		2022		2023		2024		2025		5 Year target
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Mining Engineering	3	2	0	3	0	3	3	0	0	3	6
Metallurgical Engineering / Chemical Engineering	1	1	0	1	0	1	1	0	0	1	2
Geology	1	0	0	1	0	1	0	0	0	0	1
Mine Surveying	0	0	0	0	0	0	1	0	0	1	1
Rock Engineering	1	0	0	1	0	1	1	0	0	1	2
Mechanical /Electrical Engineering	3	1	0	3	0	3	2	0	0	2	5
Ventilation	1	0	0	1	0	1	1	0	0	1	2
Financial Accountant / Supply Chain	0	0	0	0	0	0	0	0	0	0	0
Management Accountant	0	0	0	0	0	0	1	0	0	1	1
Human Resources	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0
Total Number	10	4	0	10	0	10	10	0	0	10	20

The following **action steps** will enable achievement of the above targets:

- a) Graduates will be recruited externally;
- b) Graduates are developed in line with discipline-specific training for 24 months;
- c) During the programme, they are provided with basic training, exposure and courses which will enable them to gain the core competencies and knowledge required by the operation; and
- d) Graduates will have an appointed mentor; appraisals will be conducted twice a year.

2.16. Employment Equity Plan

The tables below reflect the workforce profile for permanent as well as contractor employees as at the end of March 2016 and it is reflected in terms of race and gender as required in the Employment Equity Regulations and the Mining Charter guidelines. The occupational levels used are as per the Employment Equity Act and the Mining Charter (2010-2014) Scorecard templates.

Table 35: Permanent Employees at SBPM as at 31 March 2021 (Form S)

Occupational Levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Board	1	0	0	0	0	0	0	0	0	0	0	0	1
Top Management	1	0	1	1	0	0	0	0	0	0	0	0	3
Senior Management	11	0	0	8	1	0	0	0	0	0	1	0	21
Middle Management	96	1	2	46	25	0	0	16	0	0	7	0	193
Junior Management	402	7	0	104	129	2	1	28	4	2	22	1	696
Core Skills	341	5	1	122	55	0	0	8	0	0	25	0	557

Table 36: Contractor Employees at SBPM as at 01 March 2021 (Form S)

Occupational Levels	Male				Female				Disabled		Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Senior Management	3	1	0	1	0	0	0	0	0	0	0	0	5
Middle Management	52	1	0	24	12	0	0	4	0	0	1	0	94
Junior Management	250	1	0	50	44	0	0	3	0	0	26	0	374
Core Skills	220	2	0	50	22	0	0	1	0	0	26	0	321

2.16.1 Annual HDSA Progressive Targets, Permanent Employees

The targets have been developed in compliance with the Employment Act Regulations which expect employees to set progressive annual Employment Equity targets until the EAP (Employees Active Population) demographics' equivalent of each race and gender is reached. The Mining Charter, which was released in 2018 has been used to inform the targets in Table 37 below.

Table 37: SBPM Annual HDSA Progressive Targets

Occupational Levels	Targets									
	2021		2022		2023		2024		2025	
	HDSA%	WIM%	HDSA%	WIM%	HDSA%	WIM%	HDSA%	WIM%	HDSA%	WIM%
Board	100.0%	0.0%	100.0%	0.0%	50.0%	20.0%	50.0%	20.0%	50.0%	20.0%
Top Management	66.7%	0.0%	66.7%	0.0%	50.0%	20.0%	50.0%	20.0%	50.0%	20.0%
Senior Management	60.9%	7.1%	60.9%	9.0%	60.0%	25.0%	60.0%	25.0%	60.0%	25.0%
Middle Management	73.5%	29.9%	73.5%	29.9%	60.0%	25.0%	60.0%	25.0%	60.0%	25.0%
Junior Management	82.0%	28.5%	82.0%	30.0%	70.0%	30.0%	70.0%	30.0%	70.0%	30.0%
Core Skills	60.0%		60.0%		60.0%		60.0%		60.0%	

Implementation for Employment Equity targets

1. Identify positions which will become vacant during the five years of the plan, using retirement age as a stepping stone.
2. Replace positions vacated with more focus on the groups with a high percentage of under-representation when compared to EAP demographics.
3. Target positions left vacant by non-HDSAs, who are overrepresented, and fill them with HDSAs accordingly.
4. Identify HDSAs with potential and develop them to become suitably qualified for positions which might become vacant.
5. Put more emphasis in the development of HDSAs in core and critical skills.
6. Develop Employment Equity Plan in terms of the Employment Equity Act.
7. Develop an Employment Equity and Skills Development Committee to be consulted on development of targets, implementation of the plan and reporting to the Department of labour.
8. Remove all barriers which may be identified in the process of consultations in order to attract and retain HDSAs.

SECTION 3 (MINE COMMUNITY ECONOMIC DEVELOPMENT)

3. Mine Community Development

According to the amended MPRD Regulations, mine community refers to communities where mining takes place, major labour sending areas, adjacent communities within a local municipality, metropolitan municipality or district municipality.

Labour sending areas are local municipalities in South Africa from which a majority of mineworkers are, from time to time, permanently resident. Of the more than 100 municipalities from which SBPM's South African employees originate, 52.1% are from MKLM and TLM.

3.1. Social and economic background information (Regulation 46 (c)(i))

SBPM is located on the farm Zwartklip 405 KQ, Swartklip, Limpopo Province. The mine straddles two local municipalities: TLM in Waterberg District, Limpopo Province; and MKLM in Bojanala District, North West Province (Figure 4) The mine is surrounded by several traditional villages and settlements which are subject to the jurisdiction of the following three traditional authorities:

- Bakgatla-Ba-Kgafela Tribal Authority (BBKTA).
- Baphalane Ba Ramokoka Tribal Authority.

Baphalane Ba Mantserre Tribal Authority.Error! Reference source not found.

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Figure 4: Locality map of the SBPM

In support of the objectives of mine community development, it is incumbent upon a mining right holder to gain an understanding of the social and economic circumstances that exist within the mine community. Baseline information included in this section was obtained through a desktop analysis of the following available sources:

- Bojanala and Waterberg District Development Profiles.
- MLM and TLM IDP documents.
- Analysis of Statistics South Africa (Stats SA) data related to socio-economic characteristics of the MLM and TLM.
- BBKTA Master Plan.

Reference will also be made to a recent social baseline study undertaken in the region by ELR Project Solutions (ELR). SBPM and Pilanesberg Platinum Mine (PPM) commissioned ELR to undertake a joint community baseline study to guide planning of developmental agendas.

3.2. North West Province

The North West Province covers a geographical area of 104 882km². The province has an estimated population of 3 748 436 people.² Based on population size, it is the seventh largest province in South Africa. A majority of the population (54%) reside in rural areas. Urban centres are located around Mahikeng (the provincial capital), Brits, Klerksdorp, Lichtenberg, Mmabatho, Potchefstroom and Rustenburg.

According to the current North West Provincial Development Plan,³ the North West Province economy accounts for 6.01% of the South African economy (in terms of the total current Rand value of goods and services produced in the province measured in Gross Value Added (GVA)). The structure of the provincial economy, measured by the contribution of each economic sector to the total value of goods and services produced, is dominated by the tertiary sector (trade, transport, finance, community services), which contributes approximately 60% to total GVA. Mining contributed more than a quarter (39%) to the total provincial economy, influenced largely by significant mining activities in Bojanala District and Dr Kenneth Kaunda District Municipality.

3.2.1 Bojanala Platinum District Municipality

Bojanala District is situated in the North West Province, spanning an area of approximately 18 333km². It is bordered by the Waterberg District to the north, Dr Kenneth Kaunda District Municipality to the south, City of Tshwane Metro to the east, West Rand District Municipality to the south-east, and Ngaka Modiri Molema District Municipality to the west. It is one of four district municipalities in the province and comprises five local municipalities: Kgetleng River, Madibeng, Moses Kotane, Moretele and Rustenburg. Main economic sectors in the district include mining (30-35%), community services (15-20%), finance (10-15%), trade (10-15%), transport (5-10%) manufacturing (5-10%).⁴

² Stats SA Community Survey 2016.

³ North West Provincial Government <http://www.nwpg.gov.za/Documents/Provincial%20Development%20Plan.pdf> (accessed 19 April 2021).

⁴ Local Government Handbook <https://municipalities.co.za/overview/139/bojanala-platinum-district-municipality> (accessed 5 April 2021).

3.2.2 Moses Kotane Local Municipality

MKLM is located on the R510 in the north-western region of the Bojanala District directly to the south of the TLM. The municipality covers an area of approximately 5 719 km² and is comprised of 107 villages and two formal townships (Mogwase and Madikwe). MKLM is currently comprised of 34 Wards and is led by Council, the Speaker, Mayor and the Executive Committee. The Mayor is the Head of the Executive Committee which comprises six Councillors who are heads of various departments and serve in portfolios. Main economic sectors include tourism, manufacturing, agriculture and mining.⁵ The BBKTA is located within the MKLM.

3.3. Limpopo Province

Limpopo, South Africa's northernmost province, borders onto Mozambique, Zimbabwe and Botswana. It also borders the Mpumalanga, Gauteng and North West Provinces. Limpopo ranks fifth in South Africa in both surface area and population, covering an area of 125 754km² and being home to a population of 5 779 090 people. The provincial capital is Polokwane and other major cities and towns include Bela-Bela, Lephalale, Makhado, Musina, Thabazimbi and Tzaneen. Mining is the primary driver of economic activity. Limpopo is rich in mineral deposits, including PGMs, iron ore, chromium, high and middle-grade coking coal, diamonds, antimony, phosphate and copper, as well as gold, emeralds, scheelite, magnetite, vermiculite, silicon and mica. The province is a typical developing area, exporting primary products and importing manufactured goods and services. The climate in the province allows for double harvesting seasons, which results in it being the largest producer of various crops in the agricultural market. Sunflowers, cotton, maize and peanuts are cultivated in the Bela-Bela–Modimolle area. Bananas, litchis, pineapples, mangoes and pawpaw's, as well as a variety of nuts, are grown in the Tzaneen and Makhado areas. Extensive tea and coffee plantations create many employment opportunities in the Tzaneen area. Cattle farming and controlled hunting also contributes to economic activity in the province. Limpopo is divided into five district municipalities, which are further subdivided into 22 local municipalities.⁶

3.3.1 Waterberg District Municipality

The Waterberg District is located in the western part of the Limpopo Province spanning an area of 44 913km². The municipality is the largest district in the province, making up just more than a third of its geographical area. It is comprised of five local municipalities: Bela-Bela, Lephalale, Modimolle-Mookgophong, Mogalakwena and Thabazimbi. Major towns in the district include Amandelbult Mine Town, Bela-Bela, Lephalale, Modimolle, Mokopane, Mookgophong, Pienaarsrivier, Thabazimbi and Vaalwater. Main economic sectors include mining, agriculture and tourism.⁷

3.3.2 Thabazimbi Local Municipality

TLM is located within the Waterberg District in the south-western part of the Limpopo Province. It has Botswana as its international neighbour and is host to the Marakele National Park. Thabazimbi has been mined since the 1930s, when iron and steel production started. Other minerals mined in the area include PGMs and andalusite. Agriculture has also proven to be a strong economic sector in the municipality with commodities such as wheat, beans and maize produced in TLM. TLM spans an area of 11 190km² with Amandelbult Mine Town and Thabazimbi being its main towns. The main economic sectors in the TLM include mining, agriculture and tourism.

⁵ MKLM Reviewed Final IDP 2020-2021 <https://www.moseskotane.gov.za/idp-2/> (accessed 5 April 2021).

⁶ Local Government Handbook <https://municipalities.co.za/provinces/view/5/Limpopo> (accessed 5 April 2021).

⁷ Local Government Handbook <https://municipalities.co.za/overview/130/waterberg-district-municipality> (accessed 5 April 2021).

3.4. Population size, gender distribution, age and population group

According to the Stats SA Community Survey 2016, the total population size and gender distribution for the above provinces and municipalities are as follows:

Table 38: Population and gender distribution

Gender	North West Province	Bojanala District	MKLM	Limpopo Province	Waterberg District	TLM
Male	1 909 589	876 689	121 385	2 738 547	381 493	57 259
Female	1 838 846	780 459	122 263	3 060 543	364 265	38 973
Total population	3 748 435	1 657 148	243 648	5 799 090	745 758	96 232

According to Stats SA Community Survey 2016 data, a majority of both MKLM and TLM populations (63.58% and 64.62% respectively) are below the age of 35. Figure 5 shows the broad age distribution and the respective percentages of each group within the two local municipalities. 40.8% of the MKLM population is below the age of 20. Within TLM, this figure is 31.9%.

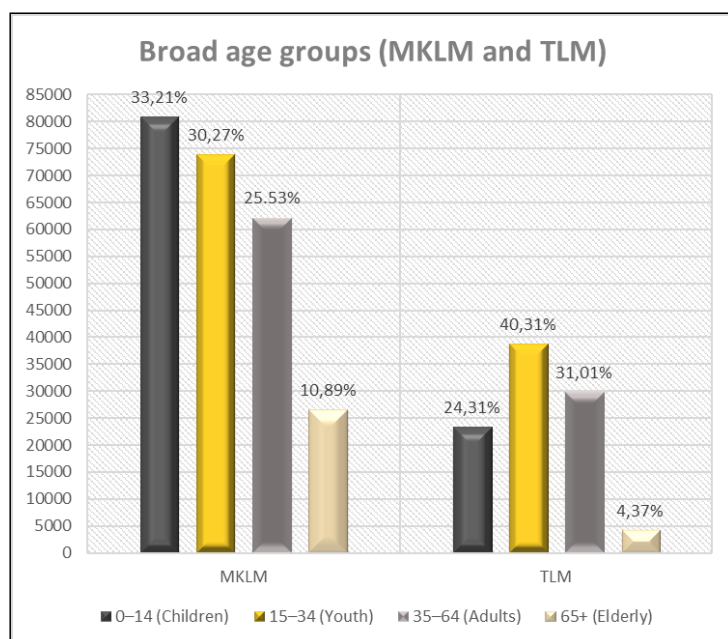


Figure 5: Broad age groups in MKLM and TLM

Table 39 summarises household size as per the Stats SA Community Survey 2016. The data indicates that 51.2% of households in the MKLM have more than 5 occupants.

Table 39: Household size

Number of people per household	MKLM	TLM
1 - 4 people	48.8%	62.7%
5 - 10 people	48.3%	34.5%
11 - 18 people	2.9%	2.7%

Stats SA Community Survey 2016 revealed that the majority of the population in both MKLM and TLM is Black African (Figure 6).

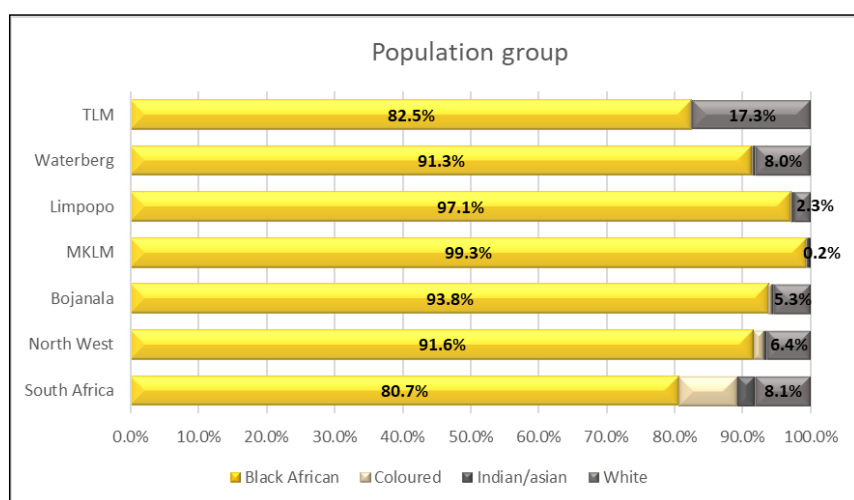


Figure 6: Population group

As mentioned previously, the BBKTA is geographically located within the MKLM. While the Bakgatla Ba Kgafela tribe consists of approximately 350 000 people, it is estimated that only 117 000 members reside in the BBKTA jurisdiction which is located within the MKLM.⁸ Gender distribution within the BBKTA mine community population, according to the BBKTA Master Plan is 54.4% female versus 45.5% male. The high female to male ratio is attributed to limited economic opportunities within the BBKTA which forces men to leave the region in search of employment in other areas.

While the data suggests that only a third of Bakgatla Ba Kgafela tribe members reside within the BBKTA geographic jurisdiction, the BBKTA mine community still represent a significant proportion of

⁸ BBKTA Master Plan 2014, p29.

the MKLM population. The relative population size and distribution of the various BBKTA villages located in the MKLM is illustrated in Figure 7 below.

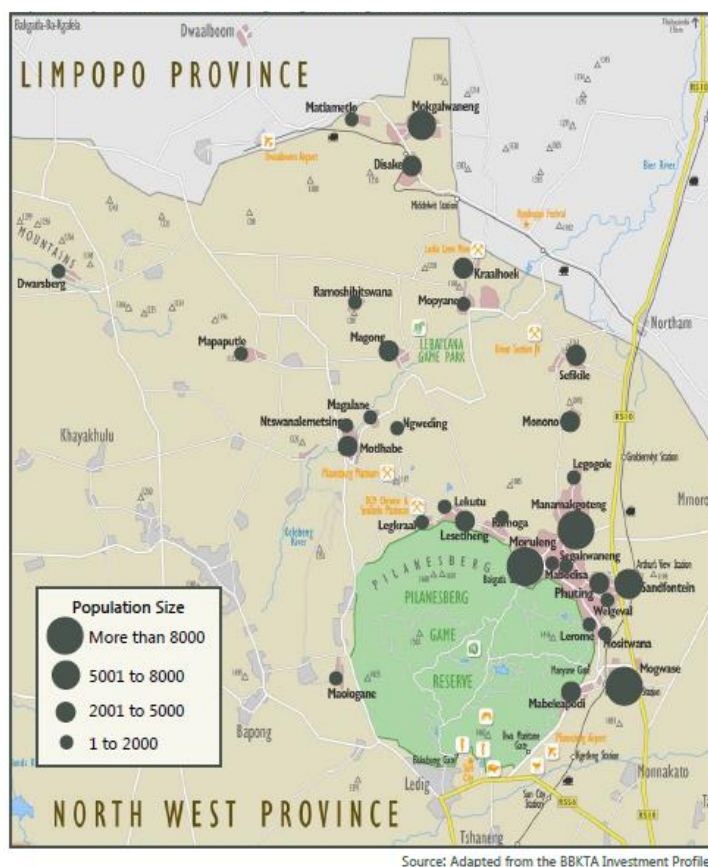


Figure 7: Population distribution of Bakgatla Ba Kgafela settlements within the MKLM

3.5. Health, education and basic services

Table 40 outlines various measures that could determine the health and well-being of a designated population. Percentages highlighted in red indicate measures where the local population is performing worse than the national average.

Table 40: Social determinants of health

Determinant	South Africa	North West Province	Bojanala District	MKLM	Limpopo Province	Waterberg District	TLM
Female headed households	51.8%	50.8%	48.0%	56.6%	58.4%	52.2%	36.9%
Child headed households	0.4%	0.4%	0.3%	0.4%	0.8%	0.6%	0.2%
Household heads older than 65 years	15.1%	15.1%	14.0%	21.7%	18.3%	15.8%	3.6%
Informal dwelling	9.7%	14.6%	22.1%	9.8%	3.8%	9.5%	23.6%
Traditional dwelling	9.7%	2.0%	1.0%	1.4%	5.2%	1.0%	0.6%
Households with no access to piped (tap) water	9.2%	6.9%	8.5%	7.4%	10.2%	5.0%	11.2%
Households with no access to electricity	7.3%	7.0%	7.6%	3.2%	4.2%	8.5%	17.1%
Households with no flush toilet connected to sewerage	44.0%	56.7%	66.8%	89.8%	82.8%	58.0%	37.3%
Households with no access to refuse removal	40.6%	42.1%	35.8%	17.6%	79.6%	53.5%	51.0%
No schooling	14.7%	16.1%	14.7%	15.6%	19.3%	16.8%	12.7%
Matric or equivalent	20.9%	18.7%	20.9%	19.1%	14.9%	16.0%	22.0%
Higher education	5.9%	3.8%	3.5%	2.1%	4.5%	4.6%	3.8%

Source: Stats SA Community Survey 2016

The ELR report, citing the MKLM IDP, notes that the area has limited water resources; aging water supply infrastructure; bulk water supply shortages; and constrained financial means to eradicate the backlog in supply of water and decent basic sanitation facilities for household use. Within this municipality, the ELR report notes that Madikwe and Mogwase townships are the only settlements where households are connected to the municipal sewer system. All other villages are dependent on

VIP toilets provided by the MKLM and pit latrines.⁹ The scale of this need within the MKLM is evident from Stats SA Community Survey 2016 data summarised below in Table 41. The data reveals that the vast majority of MKLM residents still rely on pit latrines.

Table 41: Main type of toilet facility used

Main type of toilet facility used	MKLM	TLM
Flush toilet	14.5%	71.6%
Chemical toilet	0.7%	0.5%
Ecological toilet	1.7%	0.0%
Pit latrine	79.4%	21.3%
Bucket toilet	0.2%	0.0%
Other	1.7%	1.4%
None	1.9%	5.1%

In relation to electricity supply, the ELR report notes that while most households in MKLM and TLM have access to electricity, the supply is erratic and unstable with limited availability of cost-effective alternatives in the region. The problem of unreliable electricity supply is of particular concern for local clinics that are unable to procure cost effective means to ensure refrigeration of medication, such as vaccines.¹⁰

3.5.1 Causes of death and disease prevalence

According to Stats SA 2016 and 2017 data¹¹ and the Bojanala District Development Profile, the leading causes of death within the Bojanala District are as follows:

⁹ ELR Project Solutions, Joint Community Baseline Report for Siyanda Bakgatla Platinum Mine and Pilanesberg Platinum Mine, 2020 (ELR report) p 14.

¹⁰ ELR report p 16.

¹¹ Stats SA mortality and causes of death in South Africa, 2016: Findings from death notification (2016); and Stats SA Mortality and causes of death in South Africa, 2017: Findings from death notification (2017).

Table 42: Leading causes of death in the Bojanala District

Adults	Children
1. HIV/AIDS and tuberculosis related complications	1. Diarrhoeal disease
2. Tuberculosis	2. Lower respiratory tract infection
3. Lower respiratory tract infection	3. Pre-term birth complications
4. Hypertensive diseases	4. Birth asphyxia
5. Cerebrovascular disease	5. HIV/AIDS related complications
6. Interpersonal violence	6. Malnutrition including severe acute malnutrition
7. Trauma due to road accidents	7. Neonatal sepsis

A similar trend is recorded in the Waterberg District Development Profile which cites the leading causes of death in children below the age of 5 as diarrhoea; lower respiratory infections; and pre-term birth complications. The top causes of death for young women between the ages 15-24 are HIV/Aids and TB, whereas for young men in the same age group road accidents and accidental deaths due to substance abuse are the main causes of death. In the age group 25-64, the top causes of death for males and females are HIV/AIDS and TB. The leading causes of death in the elderly are cerebrovascular diseases, hypertensive heart disease, ischaemic heart disease and lower respiratory tract infections.

Prevalence of HIV infections in the Bojanala District is estimated at 13,3% of the total district population.¹² Bojanala District is also recorded in the South African National Strategic Plan (SANSP) for HIV, TB and STIs 2017 -2022 as being a district with a high HIV and TB burden. Waterberg District records a lower estimated HIV prevalence at 8.65%.¹³ This district is however recorded in the SANSP as a district with a high TB burden.¹⁴ Mine workers and peri-mining communities are considered key populations for TB who could benefit from targeted interventions to mitigate; control and reduced the spread of this disease.¹⁵

In relation to the COVID-19 pandemic, both Bojanala District and Waterberg District Development Profiles detail the extent (as at mid-June 2020) and measures that have been put in place to prevent the spread of the corona virus. The full impact of the pandemic on MKLM and TLM local communities is yet to be assessed and quantified. To date (8 April 2021) the following provincial data was recorded:¹⁶

¹² The Bokone Bophirima (North West) Provincial Implementation Plan on HIV, TB and STIs (2017 – 2022).

¹³ Profile and analysis, Waterberg District Development Model, 2018 (Waterberg District Development Profile) p15.

¹⁴ <https://tbfacts.org/tb-south-africa/> (accessed 8 April 2021).

¹⁵ South Africa's National Strategic Plan for HIV, TB and STIs 2017 – 2022 p 68.

¹⁶ National Institute for Communicable Diseases <https://www.nicd.ac.za/our-services/surveillance/> (accessed 8 April 2021).

Table 43: COVID-19 provincial totals¹⁷

	Limpopo Province	North West Province
Confirmed cases	83 384	102 723
Recoveries	71 875	82 620
Active cases	8 743	17 628
Deaths	2 766	2 475

3.5.2 Available healthcare facilities

During its recent social baseline study, ELR noted that the MKLM is serviced by 49 ill-equipped clinics, three health centres and 1 hospital which is deemed by North West Department of Health officials as being insufficient for the population. These facilities are plagued by a myriad of issues such as unreliable electricity supply that compromises service, dilapidated structures which have not been maintained since their construction and a lack of access to water. Within the TLM, the situation is not much better, even though the municipality is host to four hospitals (one public, one private and three mine hospitals). The TLM IDP document also records that there are 10 clinics and three mobile clinics to service the TLM population.

Recognising the dire need for improved healthcare facilities, SBPM provided support to clinics and healthcare providers under its previous SLPs as indicated in the table below.

Table 44: Support provided by SBPM to clinics and healthcare providers (SLP1 and 2)

Project	Village / Beneficiaries	Budget
Construction of Jalamba Clinic	Mqanduli (Eastern Cape)	R1 000 000
Sefikile clinic infrastructure project	Sefikile	R24 400 000
Nutrition project, BBKTA learners	All 32 BBKTA villages	R2 500 000
Three ambulances delivered to the Department of Health	MKLM residents	R1 019 892
Medical equipment procured for Kraalhoek, Mantserre, Modderkuil, Motlhabe and Sefikile Clinics	Kraalhoek, Mantserre, Modderkuil, Motlhabe and Sefikile	R1 172 332
Upgrades at Kraalhoek Clinic	Kraalhoek	R2 952 758
Upgrades at Modderkuil Clinic	Modderkuil	R3 906 614

3.5.3 Education and skills

The ELR report notes that while access to primary and secondary schooling in the region is acceptable, school buildings and infrastructure are dilapidated and in a state of disrepair. The report notes furthermore that transportation and accessibility; supply of learning and teaching supplies; access to computers for learners and teachers; ongoing professional development of teachers; and

¹⁷ <https://sacoronavirus.co.za/2021/07/06/update-on-covid-19-06-july-2021/> (accessed 7 July 2021).

active involvement by parents in the education of their children is lagging behind and could impact on the achievement of NDP 2030 goals and targets.

As indicated in Table 40, the percentage of individuals in MKLM and TLM who have matriculated and attained a tertiary qualification is lower than the national average. The lower than national average values for tertiary education could be due to out-migration from the area by people searching for employment opportunities elsewhere. Unsurprisingly, the number of persons who consider themselves sufficiently skilled to meet the demands of the local economy is correspondingly low. As noted in the ELR report, most participants in the social baseline survey indicated that they have no skills. Almost 80% of study participants indicated that they needed opportunities to acquire the skills necessary to meet the demands of the local economy.¹⁸ Figure 8 indicates the skills profile as per the ELR baseline survey results.

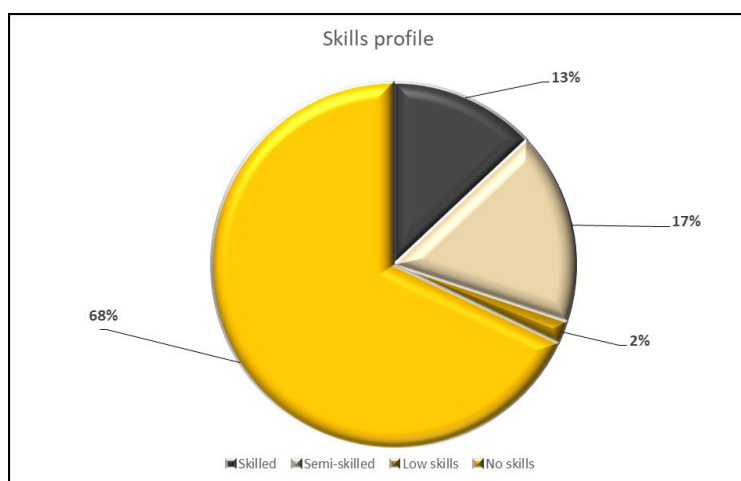


Figure 8: Skills profile of mine community

SBPM's commitment to primary and secondary education and skills development is evidenced by the company's support by way of the following projects undertaken as part of its SLP 1 and 2 community development projects:

¹⁸ ELR report p 22.

Table 45: Support provided by SBPM to schools (SLP1 and 2)

Project	Village / Beneficiaries	Budget
School support programme (ICT, learnership)	All BBKTA Villages	R11 300 000
Construction of Sebele Primary School	Legkraal	R8 500 000
Renovation of Kgabutle and Mochudi Schools	Lesetlheng and Mokgalwana	R1 900 000
Renovation of Kgabutle, Gaopotlake and Makuka administration block and science laboratory	Lesetlheng and Sefikile	R00 000
Renovation of Segale Middle School	Mochudi	R3 000 000
Renovation of Mokgalwana Primary	Mokgalwana	R3 000 000
Renovation of Science Lab at Gaopotlake High	Mokgalwana	R450 000
Renovation of Phadi High	Phadi	R1 700 000
Community portable skills and engineering learnership	All BBKTA Villages	R13 000 000
Upgrade of school ablution facilities, Nkobong Secondary School	Kraalhoek	R1 982 598
Upgrade of ablution facilities at Mokgalwana Primary School	Mokgalwana	R1 980 749
Upgrade of ablution facilities at Sedibelo Secondary School	Moruleng	R1 887 453
Infrastructure upgrades at Dinkwe Primary School	Sandfontein	R6 779 570
Infrastructure upgrades at Okomelang Primary School	Sandfontein	R8 252 742
Upgrade of ablution facilities Makuka Primary School	Sefikile	R2 062 623
Construction of Admin Block Tlhalapitse	Mokgalwana	R4 500 000
Construction of ablution facility at Tshomankana Secondary School	Lesetlheng	R2 500 000
June 2017/ 2018 / 2019 winter school camp at Sedibakwele, Rustenburg Kloof and Mogwase Orbit College BBKTA secondary school learners	All 32 BBKTA villages	R2 700 000.00

3.6. Levels of employment

Table 46 details labour force characteristics for North West and Limpopo Provinces as per the Stats SA Quarterly Labour Force Survey for Quarter 4: 2020. Key labour force characteristics include:

- Unemployment rate,¹⁹ which is the proportion of the labour force that is unemployed. Labour force refers to all persons who are employed, plus all persons who are unemployed.
- Employed/population ratio (absorption) or the employment-to-population ratio (labour absorption rate) is the proportion of the working-age population that is employed. The working-age population comprises all persons aged 15–64 years.
- Labour force participation rate refers to the proportion of the working-age (15-64 years of age) population that is either employed or unemployed.

Table 46: Labour force characteristics

Labour force characteristics	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
North West Province					
Unemployment rate	28,8	33,2	21,6	28,3	33,3
Employed/ population ratio (absorption)	37,9	36,9	33,1	35,1	35,5
Labour force participation rate	53,2	55,2	42,2	49,0	53,2
Limpopo Province					
Unemployment rate	23,1	23,6	21,9	26,3	27,3
Employed/ population ratio (absorption)	36,8	36,3	30,1	33,0	33,1

The Bojanala District and Waterberg District Development Profiles indicated unemployment rates of 48,7% and 28,8% for Bojanala District and Waterberg District respectively in 2018. Within the MKLM, the unemployment rate is 51% which is attributed to low levels of education and a lack of skills to meet the demands of the local economy.²⁰ Unemployment within the TLM is recorded as 13%.²¹ Within the TLM, the mining sector is the most significant employer.²²

According to the ELR report, household income in the local community is derived largely from old age pensions and social grants as indicated in Figure 9.

¹⁹ Note that this rate excludes the disillusioned or long-term unemployed and people who chose not to participate in the workforce or are, for other reasons, unable to do so (e.g., housewives or severely disabled).

²⁰ MKLM Final Amended IDP/Budget for the Financial Year 2020/2021.

²¹ Waterberg District Development Profile p 10.

²² Thabazimbi 2020/21 IDP Document p 153.

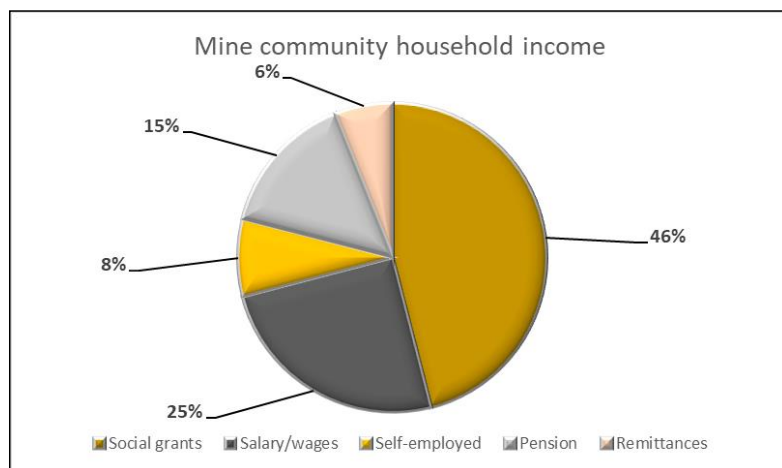


Figure 9: Household income of mine community

3.7. Preferred means of communication

Given the important role that access to information plays in the lives of mining-affected communities, it is useful to note the following regarding preferred means of mass communication that was recorded by survey participants during the ELR study:²³

- 72% of households surveyed indicated that they have access to a functional cell phone.
- 75% of survey respondents have access to the internet, usually via their cell phones.
- More than 60% of respondents listen to local radio (Jacaranda – 60% and Madibeng Community Radio Station – 30%).
- The Daily Sun is the most popular newspaper in the area with 70% of respondents indicating that they rely on it for news.

3.8. Other mining companies operating in the area

Other mining operations within the MKLM and TLM are listed in Table 47.

²³ ELR report p 36-37.

Table 47: Other mining companies in the area

Name of Mining Company	Commodity
Anglo American, Amandelbult Mine	Platinum
Batlhako Mining, Ruighoek Mine	Chrome
Northam Platinum, Zondereinde Mine	Platinum
Pilanesberg Platinum Mine	Platinum
PPC Ltd, Dwaalboom/Koedoespoort Operations	Cement
Rhino Andalusite Mine	Andalusite Resources
Sibanye Stillwater, Marikana, Kroondal and Rustenburg	Platinum
Wesizwe, Bakubang Platinum Mine	Platinum

3.9. Negative impacts of the mining operation

The SBPM's updated Environmental Management Programme (EMPr) provides a detailed breakdown of assessed impacts; management objectives; and mitigation and monitoring measures associated with its opencast and underground mining operations.²⁴ The EMPr is available on site at the mine and on request from the SBPM Environmental Manager. In relation to socio-economic impacts of the mine, SBPM has committed to the following management outcomes:

- Ensuring positive and transparent relationships with interested and affected persons (I&AP's).
- Ensuring that the operation does not negatively affect the I&AP's surrounding the site.
- Alleviate poverty in the surrounding community.

Measures to achieve these objectives include:

- Implementing an approved SLP.
- Maintaining a database of I&APs.
- Addressing I&AP issues, concerns and complaints in an appropriate and timely manner.
- Maintaining clear, transparent and open communication channels with I&APs.
- Keeping a complaints register.
- Instituting a grievance redress process and mechanism.

Potential negative impacts of the mine which are closely managed, monitored and mitigated through existing procedures and actions are listed in Table 48.

²⁴ ENVASS Environmental Assurance (Pty) Ltd, Environmental Management Programme (EMPr) Siyanda Bakgatla Platinum Mine, EMPr-REP-346-18_19 March 2020.

Table 48: Negative impacts of the mining operation

Impact category	Examples of potential impacts	Post mitigation impact rating
Job creation	<ul style="list-style-type: none"> Creation of permanent employment opportunities through ongoing operations 	High / positive impact
Influx	<ul style="list-style-type: none"> In-migration of jobseekers into the project area which may alter the social structure and dynamics of communities, as well as impact on service provision. 	Medium / low
Geology, topography and soils	<ul style="list-style-type: none"> Loss of topsoil from erosion. Soil erosion through wind and stormwater run-off. Soil compaction by vehicles. 	Medium / low
Hydrology – surface and groundwater	<ul style="list-style-type: none"> Use of limited natural resources. Contamination of stormwater runoff and groundwater. Hazardous material spills and environmental contamination or degradation. 	Medium / low
Noise and vibrations	<ul style="list-style-type: none"> Nuisance and health risks caused by an increase in the ambient noise level as a result of noise impacts associated with the operational phase. Disturbance due to vibrations caused by vehicles. Increased dust from vehicles. 	Medium / low
Air quality and emissions	Ambient air pollution and emissions generation.	Medium / low
Biodiversity and land use	<ul style="list-style-type: none"> Loss of biodiversity. Loss of fauna through noise, light and dust pollution. Spreading of alien invasive species in areas within and around the mine site. 	Low
Archaeological and heritage resources	Although no heritage features including archaeological, historical and paleontological resources have been identified on site, these features may occur below ground level and can therefore be discovered and altered through subsurface excavations, including opencast mining, ground levelling, landscaping, foundation preparation, road cuttings, bridge and pipeline construction and or maintenance, construction and maintenance of electrical infrastructure or alternation work.	Low

Impact category	Examples of potential impacts	Post mitigation impact rating
Aesthetic environment	<ul style="list-style-type: none"> ▪ Potential visual impact on the nearby roads in close proximity to the mine. ▪ Potential visual impact of lighting at night on observers in close proximity to the mine. ▪ Potential visual impact of the mine on the sense of place. ▪ Light pollution. 	Low
Traffic	<ul style="list-style-type: none"> ▪ Nuisance, health and safety risks caused by increased traffic on roads adjacent to the mine area including cars, busses and other vehicles. ▪ Increased traffic frequency on road infrastructure. ▪ Safety hazard to pedestrians due to a lack of walkways adjacent to the roads. 	Low

3.10. Needs of the area in order of priority

Based on consultation with local residents in the various municipal wards, the MKLM IDP document lists, the following priorities:²⁵

1. Water and sanitation
2. Roads and stormwater
3. Solid waste and environment
4. Human settlements / housing
5. Land and housing (land for residential and business use)
6. Sports and recreation
7. Institutional development
8. Public participation and communications
9. Economic development
10. Public safety
11. Health and social development
12. Education
13. Transport and traffic
14. Electricity
15. Upgrade of railway bridges

The TLM IDP document, aligned with the Waterberg District Development Profile lists the following priorities:²⁶

²⁵ MKLM Reviewed Final IDP 2020-2021 <https://www.moseskotane.gov.za/idp-2/> (accessed 5 April 2021) p 154.

²⁶ TLM IDP 2020/2021 adopted https://www.cogta.gov.za/cogta_2016/wp-content/uploads/2020/12/TBZ-IDP-2020-21-FINAL-ADOPTED.pdf (accessed 19 April 2021) p 220.

1. Water, sanitation and electricity
2. Land and housing
3. Institutional development and financial viability
4. Waste management, environment and tourism
5. Roads and stormwater
6. Local economic development
7. Community participation and communication
8. Disaster management
9. Transport and community safety
10. Sports, arts and culture

Similarly, the ELR study identified the following needs and priority measures:²⁷

- Infrastructure: Clinics, internal roads, sports grounds, parks, computer laboratories, high-mast lights
- Education: Bursaries, learnerships, internships
- Economic development: Employment, procurement opportunities for emerging small businesses
- Water: Water provision has to be prioritized as the mines are deemed to be benefiting from, exclusionary access that locks communities out.

3.11. Local Economic Development Plan

3.11.1 Background and Context

The sustainability of our mining activities depends on our ability to contribute to the well-being and prosperity of our host communities. The challenging social context in South Africa highlights the need for sustainable community development as both a commercial and a social imperative. SBPM remains committed to the transformation and economic empowerment of the host communities of its operations. The empowerment is executed in partnership with the relevant stakeholders, particularly the members of the host communities. Broad stakeholder consultation and engagement formed a part of the development of this SLP.

3.11.2 Our Strategic Approach to Community Development

Inclusive stakeholder engagement underpins our approach to ensuring that we are respectful of human rights, and responsive to stakeholder aspirations and concerns in the communities in which we operate and from where we source labour. We are building durable relationships with these communities and delivering developmental benefits and opportunities aimed at increasing their capacity now and in the future.

- -.

The Strategic Goal of the mine is to increase the Life of Mine and generate extended shareholder value. This is reinforced by the mine's approved strategy, the mission of which is to create shareholder value and to support the economy and the development of the Region.

Our operation is located in a rural area characterised by low levels of formal economic activity, inadequate provision of infrastructure and poor levels of service delivery. Our mine represents a centre of socio-economic activity and an important source of welfare. Our approach to community

²⁷ ELR report p 45.

development is based on understanding the local context and using our core business to promote development. These activities typically involve:

- Developing local procurement and local suppliers;
- Building local capacity;
- Providing access to infrastructure, education and health facilities; and
- Investing in enterprise and skills development.

Many of these programmes will be undertaken in partnership with communities, local government and non-governmental organisations (NGOs). Our Social Performance department works closely with our Sustainability, Supply Chain and Local Procurement departments to promote socio-economic upliftment in communities close to our operations. We seek to align our social and infrastructure investment projects with South Africa's National Development Plan (NDP); municipal integrated development plans and the Department of Cooperative Governance and Traditional Affairs (COGTA) District Development Model. Our operations have a functioning Community Engagement Forum that meets at least quarterly. We continuously monitor the quality of our engagement and the structures and communication channels in place, especially at community level, to ensure that these are effective.

3.11.3 Our Stakeholders

Our approach to engaging stakeholders is based on:

- Understanding and being responsive to the interests and concerns of our stakeholders.
- Maintaining effective stakeholder relations.

Our ability to create a sustainable business is inextricably linked to our stakeholders – most directly our employees and the communities surrounding our operations, but equally the stakeholders who are indirectly affected by what we do. In this regard, we are committed to working with our stakeholders in government, business and civil society to promote good governance and the responsible use of mineral resources.

We believe that establishing relationships built on trust and respect is fundamental to our ability to create value. The need to invest in building mutually beneficial relationships is of increasing importance given the fact that many stakeholders currently have low levels of trust in business generally. Some of the key issues we have been addressing include:

- Job security, and the limited opportunities for local recruitment as a result of a skills gap.
- Industry-wide issues such as migrant labour, and employee housing and accommodation.
- Communicating with government, employees, unions and communities regarding our intended sale of non-core assets.

Our stakeholder engagement processes are underpinned by the following strategic intents:

- To build a reputation for consistent and reliable delivery – whether on production or on social or environmental commitments made to stakeholders.
- To effectively engage stakeholders in obtaining the right to, and support for, safe and profitable PGM mining.

The following initiatives were identified through rigorous consultation and engagement with communities, municipalities and relevant government departments. A detailed record of engagements with the local municipalities; traditional authorities; and the mine community is provided in Annexure B.

3.11.3 Infrastructure Projects

PROJECT 1										
PROJECT NAME	CONSTRUCTION AND UPGRADE OF BULK WATER INFRASTRUCTURE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Moses Kotane has limited water resources; aging water supply infrastructure; bulk water supply shortages; and constrained financial means to eradicate the backlog in supply of water and decent basic sanitation facilities for household use. Adequate water and sanitation is recorded in this municipality as being the top priority in the Moses Kotane IDP list. To help address the need for adequate water and sanitation, SBPM proposes to construct and upgrade water infrastructure by, for example, drilling/upgrading boreholes and constructing reservoirs. The proposed upgrades will be undertaken over a 5-year period.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE(S)		TIMEFRAME					TOTAL BUDGET
SP Manager, Engineering Manager, PPM and MKLM	Bojanala	Moses Kotane	Dwarsberg, Mapaputle, Motlhaba, Magong		2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		1,000,000	3,040,000	3,040,000	3,040,000		10,120,000
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Signed memorandum of understanding.		Q3					
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.		Q4					
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.		Q4					
	4. Manage the construction process.		Project construction progress report.			Q1-Q4	Q1-Q4	Q1-Q3		
	5. Project Close-out and handover.		Close-out report.						Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	10	12	10	12	44	44 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility for maintenance and upgrading will revert to the Moses Kotane Local Municipality. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Moses Kotane Local Municipality.									

PROJECT 2										
PROJECT NAME	ELECTRICITY INFRASTRUCTURE UPGRADES			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Reduction of energy consumption through lights retrofitted with energy savings fitting and bulbs. Installation of high mast lights.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE(S)		TIMEFRAME					TOTAL BUDGET
Thabazimbi Local Municipality	Waterberg District	Thabazimbi	Northam (Wards 7 & 8)		2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		500 000	2,500,000	4,000,000	1, 000,000		8,000,000
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Signed memorandum of understanding.		Q4					
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.			Q1				
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.			Q2				
	4. Manage the construction process.		Project construction progress report.			Q4	Q1 -Q4			
	5. Project Close-out and handover.		Close-out report.					Q1		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	7	6	6	5	24	24 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility for maintenance and upgrading will revert to the Thabazimbi Local Municipality. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Thabazimbi Local Municipality.									

PROJECT 3											
PROJECT NAME	FIBRE ROLLOUT/INSTALLATION			FOCUS AREA	INFRASTRUCTURE						
BACKGROUND	It is widely accepted that South Africa is a Country in transition and that, to achieve accelerated and sustained growth, it is critical to develop its people. Throughout the Country there is agreement that, a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. The current COVID-19 situation has highlighted challenges in remote learning and the need to ensure reliable e-learning resources. Coupled with the availability of these resources, is the need for a reliable, stable and affordable internet connection. In addition, a stable and reliable internet connection is critical in other public places such as clinics. To this end, SBPM, in partnership with the Department of Education/Department of Health will facilitate installation of fiber in schools, clinics and other public areas to digitalize and create smart schools, clinics and other smart public areas. The programme will be rolled out to a minimum of 10 schools and 5 clinics.										
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME		TIMEFRAME					TOTAL BUDGET	
SP Manager and the Department of Education / Department of Health, MKLM.	Bojanala	Moses Kotane	All BBKTA Villages		2021	2022	2023	2024	2025		
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			3,000,000	5,333,333			8,333,333	
Approval by all key role players to implement the project.	Communication with the Department of Education, the school governing body, the local municipality, and Department of Health to confirm support for the project and agree on a way forward.		Minutes of meetings and any other necessary documentation to confirm approval.		Q4						
Memorandum of Understanding signed between the Department of Education, Department of Health and SBPM.	A Memorandum of Understanding that defines the roles and responsibilities of both SBPM and the various organs of state.		Signed Memorandum of Understanding.			Q1					
Appointment of contractors/supplies on a quotation/tender basis.	Call for quotations/tenders on the basis of the phased upgrade plan.		Newspaper advert; receive proposals and appoint contractor/s.			Q2					
Supply and installation of fibre.	Project completed with inspected sign-off.		Completed assignment with signed off contractor/supplier.			Q3-Q4	Q1-Q2				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS					
SHORT TERM	3	1	2	1	8	8 short term jobs may be created during installation phase					
MEDIUM TERM											
LONG TERM											
COMPLETION AND EXIT STRATEGY	The completion date for the roll-out, the responsibility of ongoing supply and maintenance costs will revert to the Department of Education/Department of Health. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the respective organs of state.										

PROJECT 4										
PROJECT NAME	BRIDGE CONSTRUCTION AT DIKWEIPI VILLAGE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Construction of a bridge at Dikweipi village that will ensure safety of the learners when they go to school.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE(S)		TIMEFRAME					TOTAL BUDGET
SP Manager and Moses Kotane Local Municipality	Bojanala	Moses Kotane	Dikweipi		2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		2,000,000	2,000,000				4,000,000
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Signed memorandum of understanding.		Q1-Q4					
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.			Q1				
	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.			Q2				
	4. Site establishment and construction.		Project construction progress report.			Q3				
	5. Project Close-out and handover.		Close-out report.			Q4				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	10	2	15	5	32	32 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility for maintenance and upgrading will revert to the Moses Kotane Local Municipality. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Moses Kotane Local Municipality.									

PROJECT 5										
PROJECT NAME	UPGRADE OF MANAMAKGOTHA SECONDARY SCHOOL			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Manamakgotha Secondary School is located in Modderkuil village in Moses Kotane Local Municipality. The school offers secondary phase education to 1372 learners with 38 educators. Creating an environment conducive for learning and teaching at the school is one of the major priorities of Government in its quest to improve the education system. SBPM is committed to partnering with Government to facilitate and contribute towards improvement of school infrastructure in the host communities. Overcrowding is a challenge in most of schools around Moses Kotane Local Municipality and the improvements in the infrastructure such as a hall for assemblies and examinations; and four additional classrooms will ultimately translate to an increased pass rate at Manamakgotha Secondary School. The improvements will make it easier for the teachers and learners to conduct their work effectively and efficiently. Beneficiaries of this project will be the learners, teachers and the community at large.									
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager and DoE	Bojanala		Moses Kotane	Modderkuil	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			500 000	4,500,000	4,000,000		9,000,000
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Sign Memorandum of Understanding.		Q4					
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.			Q1				
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.			Q2				
	4. Manage the construction process.		Project construction progress report.				Q3	Q1-Q2		
	5. Project Close-out and handover.		Close-out report.					Q3		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	8	0	10	2	20	20 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility of the school’s maintenance and upgrading will revert to the Department of Education. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Department of Education.									

PROJECT 6										
PROJECT NAME	UPGRADE OF OFENTSE PRIMARY SCHOOL				FOCUS AREA	INFRASTRUCTURE				
BACKGROUND	Ofentse Primary School is located in Moruleng village in Moses Kotane Local Municipality. The school offers foundation and intermediate phase education to 803 learners with 21 educators. Creating an environment conducive for learning and teaching at the school is one of the major priorities of Government in its quest to improve the education system. SBPM is committed to partnering with Government to facilitate and contribute towards improvement of school infrastructure in host communities. Overcrowding is a challenge in most of the schools around Moses Kotane Local Municipality. At Ofentse Primary School, for example, the average class size is 75 learners to a classroom. Improvements in the infrastructure, such as four additional classrooms (three of which were damaged in a recent incident of arson), will ultimately translate to an increased pass rate. Further upgrades include completion of water infrastructure upgrades (work started on 8 Jojo tanks and 2 boreholes); painting of 3 blocks (indoor and outdoor); renovation of the school's roof; construction of an admin block and science lab; and providing bookshelves for the library. These improvements will make it easier for the teachers and learners to conduct their work effectively and efficiently. Beneficiaries of this project will be the learners, teachers and the community at large.									
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager and DoE	Bojanala		Moses Kotane	Moruleng	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			2,000,000	3,523,804			5,523,804
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Sign Memorandum of Understanding.		Q4					
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.			Q3				
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.			Q4				
	4. Manage the construction process.		Project construction progress report.				Q1 – Q4	Q1		
	5. Project Close-out and handover.		Close-out report.					Q2		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	7	4	3	3	17	17 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility of the school's maintenance and upgrading will revert to the Department of Education. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Department of Education.									

PROJECT 7										
PROJECT NAME	UPGRADE OF MAGONG PRIMARY SCHOOL			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Magong Primary School is located in Magong village in Moses Kotane Local Municipality. The school offers foundation and intermediate phase education to 181 learners with 7 educators. Creating an environment conducive for learning and teaching at the school is one of the major priorities of Government in its quest to improve the education system. SBPM is committed to partnering with Government to facilitate and contribute towards improvement of school infrastructure in host communities. Upgrades are urgently required at Magong Primary School as the school is in a very delapidated state. The current school environment is unsafe, unhealthy and not conducive for teaching and learning. The upgrades will go a long way to realising the rights to teachers and learners to a safe workplace/learning environment; and dignity through provision of basic amenities at the school. Improvements in the infrastructure, such as renovation of the hall and existing 22 classrooms, a science lab, toilets, new administration block and upgrade of the water system. These improvements will make it easier for the teachers and learners to conduct their work effectively and efficiently. Beneficiaries of this project will be the learners, teachers and the community at large.									
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager and DoE	Bojanala		Moses Kotane	Magong	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR				2,523,804	3,000,000		5,523,804
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Sign Memorandum of Understanding.				Q1			
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.				Q1			
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.				Q2			
	4. Manage the construction process.		Project construction progress report.				Q3	Q1-Q4	Q1	
	5. Project Close-out and handover.		Close-out report.							
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	6	4	2	2	14	14 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility of the school's maintenance and upgrading will revert to the Department of Education. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Department of Education.									

PROJECT 8										
PROJECT NAME	UPGRADE OF MELOTONG PRIMARY SCHOOL			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Melotong Primary School is located in Mopyane village in Moses Kotane Local Municipality. The school offers foundation and intermediate phase education to 218 learners with 9 educators. Creating an environment conducive for learning and teaching at the school is one of the major priorities of Government in its quest to improve the education system. SBPM is committed to partnering with Government to facilitate and contribute towards improvement of school infrastructure in host communities. Overcrowding is a challenge in most of schools around Moses Kotane Local Municipality and the improvements in the infrastructure such constructing a new Grade R Block and administration block at Melotong Primary School will alleviate this situation. Further upgraded required include digging a borehole and constructing a fence for security. The improvements will make it easier for the teachers and learners to conduct their work safely and with dignity. Beneficiaries of this project will be the learners, teachers and the community at large.									
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager and DoE	Bojanala		Moses Kotane	Mopyane	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR					2,523,804	3,000,000	5,523,804
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Sign Memorandum of Understanding.				Q1			
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.				Q2 – Q4			
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.					Q3		
	4. Manage the construction process.		Project construction progress report.					Q4	Q1-Q3	
	5. Project Close-out and handover.		Close-out report.						Q4	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	7	4	2	2	15	15 jobs may be created during construction phase				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	On completion of the infrastructure upgrades, the responsibility of the school’s maintenance and upgrading will revert to the Department of Education. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Department of Education.									

PROJECT 9										
PROJECT NAME	UPGRADE OF NEO CLINIC			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Neo clinic is located in Moses Kotane Local Municipality in Disake village. Services rendered at the clinic include emergency services for maternity patients, community outreach, nutrition support, integrated management childhood illness, HIV /AIDS counselling and sexual andreproductive health. An ideal clinic, is a clinic with good infrastructure, adequate staff, medicine and supplies, good administrative process and sufficient bulk supplies that use applicable clinical policies, protocols, guidelines as well as partner stakeholder support to ensure provision of quality health service to the community. The upgrade of the infrastructure of Neo clinic will address one of the combination elements that must be present in order to render an ideal clinic as prescribed by the Department of Health.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET	
SP and DOH	Bojanala	Moses Kotane	Disake	2021	2022	2023	2024	2025		
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			500,000	1,500,000	1,500,000	1,357,138	4,857,138
Renovate /upgrade of clinic infrastructure	1. Scope Project.		Project scope report.			Q1				
Procurement opportunities for local contractors	2. MoU with DoH.		Signed MoU with DoH.			Q2				
100% labour will be sourced from local communities	3. Procurement of service provider.		Appointment of service provider.			Q3-Q4				
	4. Project execution.		Project scope, schedule vs progress report.				Q1-Q4			
	5. Project Close-out.		Close-out report.					Q1		
	6. Handover.		Handover report.					Q2		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	10	5	10	5	15	30 community jobs created during construction phase of the project				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	Handover to DOH									

PROJECT 10												
PROJECT NAME	UPGRADE OF MONONONO CLINIC				FOCUS AREA	INFRASTRUCTURE						
BACKGROUND	Neo clinic is located in Moses Kotane Local Municipality in Mononono village. Services rendered at the clinic include emergency services for maternity patients, community outreach, nutrition support, integrated management childhood illness, HIV /AIDS counselling and sexual andreproductive health. An ideal clinic, is a clinic with good infrastructure, adequate staff, medicine and supplies, good administrative process and sufficient bulk supplies that use applicable clinical policies, protocols, guidelines as well as partner stakeholder support to ensure provision of quality health service to the community. The upgrade of the infrastructure of Neo clinic will address one of the combination elements that must be present in order to render an ideal clinic as prescribed by the Department of Health.											
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY		VILLAGE NAME		TIMEFRAME					TOTAL BUDGET
SP and DOH	Bojanala		Moses Kotane		Mononono		2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA			KEY PERFORMANCE INDICATOR				2,428,569	2,428,569			4,857,138
Renovate /upgrade of clinic infrastructure	1. Scope Project.			Project scope report.			Q4					
Procurement opportunities for local contractors	2. MoU with DoH.			Signed MoU with DoH.				Q1				
100% labour will be sourced from local communities	3. Procurement of service provider.			Appointment of service provider.				Q2				
	4. Project execution.			Project scope, schedule vs progress report.				Q3-Q4	Q1-Q2			
	5. Project Close-out.			Close-out report.					Q3			
	6. Handover.			Handover report.					Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	8	4	10	5	27	27 community jobs created during construction phase of the project						
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Handover to DOH											

PROJECT 11										
PROJECT NAME	YAGA RONA DAYCARE CENTRE			FOCUS AREA	INFRASTRUCTURE					
BACKGROUND	Yaga Rona Day Care Centre in Northam provides a safe place for pre-school children while their parents are at work. The Day Care Centre requires playground equipment and toys.									
RESPONSIBILITY	DISTRICT MUNICIPALITY		LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGE
SP Manager and DoE	Waterberg		Thabazimbi	Northam	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			200,000				200,000
Approval by all key role players to implement the project	Communication with the school principal/manager and agree on implementation actions.		Minutes of meetings and any other necessary documentation to confirm approval.			Q4				
Provide safe equipment and toys to stimulate early learning and care facilities at the day care center.	Supplement and enrich learning and care.		Procurement and provision of required equipment and materials.			Q4				
	Project close-out and handover.		Close-out report.			Q4				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	3	2	1	1	2	7 jobs may be created				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	Handover to Day Care Centre Management									

3.11.4 Education and Skills Development

PROJECT 12										
PROJECT NAME	E-LEARNING SUPPORT FOR SECONDARY SCHOOLS			FOCUS AREA	EDUCATION					
BACKGROUND	It is widely accepted that South Africa is a Country in transition and that, to achieve accelerated and sustained growth, it is critical to develop its people. Throughout the Country there is agreement that, a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. The current COVID-19 situation has highlighted challenges in remote learning and the need to ensure reliable e-learning resources. Coupled with the availability of these resources, particularly to secondary school learners, is the need for a reliable, stable and affordable internet connection. To this end, SBPM, in partnership with the Department of Education will supply electronic devices (tablets) which contain the prescribed learning materials; training of educators on paperless learning; and install Smart Boards as part of a wholistic paperless/e-learning programme. The programme will benefit between 7000 – 8000 Grade 10, 11 and 12 learners.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME		TIMEFRAME					TOTAL BUDGET
SP Manager and the DoE	Bojanala	Moses Kotane	Minimum 10 schools and 5 clinics in MKLM		2021	2022	2023	2024	2024	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		2,100,000	2,184,000	2,271,360	2,316,787	2,346,419	11,218,567
Approval by all key role players to implement the project.	Communication with the Department of Education, the school governing body, and the local municipality to confirm support for the project and agree on a way forward.		Minutes of meetings and any other necessary documentation to confirm approval.		Q1					
Memorandum of Understanding signed between the Department of Education and SBPM.	A Memorandum of Understanding that defines the roles and responsibilities of both SBPM and the Department of Education.		Signed Memorandum of Understanding.		Q1					
Appointment of contractors/supplies on a quotation/tender basis.	Call for quotations/tenders on the basis of the phased upgrade plan.		Newspaper advert; receive proposals and appoint contractor/s.		Q2	Q1	Q1	Q1	Q1	
Devices and equipment supplied.	Project completed with inspected sign-off.		Completed assignment with signed off contractor/supplier.		Q3-Q4	Q2	Q1	Q1	Q1	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	1	2	1	1	5	5 community jobs created during installation phase of the project				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	The completion date for the roll-out of the e-learning support programme, the responsibility of the school's maintenance and upgrading will revert to the Department of Education. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and the Department of Education.									

PROJECT 13											
PROJECT NAME	SCHOOL LEADERSHIP DEVELOPMENT			FOCUS AREA		EDUCATION					
BACKGROUND	It is widely accepted that South Africa is a country in transition and that, to achieve accelerated and shared growth, it is critical to develop its people. Throughout the country there is agreement that a severe shortage of skills hampers long-term, sustained economic growth and the effectiveness of service delivery. There is a huge need to produce more matriculates proficient in mathematics, science and technical skills and it is the aim of SBPM to support schools in the communities where they operate in order to strengthen the pipeline that they depend on to provide the candidates who are competent and confident, and who have the skills and experience required for the workplace. SBPM intends to contribute towards addressing these challenges by supporting Grade 12 learners in attending an annual winter school programme in preparation for their final matric examinations.										
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME		TIMEFRAME					TOTAL BUDGET	
DoE Moses Kotane West and East	Bojanala	Moses Kotane	Lerome Sandfontein, Modderkuil, Wilgevaal, & Ramokokastad		2021	2022	2023	2024	2025		
OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR				800,000	840,000	882,000	926,100	3,448,100	
Improved management knowledge competency to improve learner performance.	Development school management competencies.	Gap analysis and developmental needs reports.			Q4						
		Appointment of the agreed training provider and implement the identified training.				Q2					
		Attendance of annual winter school camp facilitated.				Q3	Q3	Q3	Q3		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS					
SHORT TERM	0	0	0	0	0	Province not necessarily from the village / host community					
MEDIUM TERM	0	0	0	0	0	Necessarily from the villages/host communities.					
LONG TERM	0	0	850	850	1700	Will increase changes of a good matric pass and later employability					
COMPLETION AND EXIT STRATEGY	Focused on systems strengthening via multi stakeholders partnership led by DoE hence a transition plan rather than an exit plan would be incorporated and guided by a signed MoU in terms of the ongoing project maintenance.										

3.11.5 Health and Social Welfare

PROJECT 14									
PROJECT NAME	PROCUREMENT OF AMBULANCES			FOCUS AREA	HEALTH				
BACKGROUND	North West Province has the highest Maternal Mortality Ratio in South Africa at 185 deaths per 100 000 live births (Health Systems Trust, 2015). This is well above the Millennium Development Goal (MDG) goal of 4/100 000 and the national average of 133/100 000. One of the contributing causes of this significant health aspect is the availability and timely transport of mothers requiring emergency care which cannot be offered at a primary care level. Similarly, generic emergency care vehicles which are not adequately equipped to provide sufficient care on route, therefore, DoH has specialised vehicles which are stationed at clinics with maternal and obstetrics units. A significant challenge for health care users in poor communities is the cost of accessing health care. While primary health care is offered free of charge, it is not truly free in the sense that, it still costs the user in other ways. In an investigation for operation Phakisa, it is estimated that the economic burden associated with accessing health care can be as much as R1140.00 per year for transport alone. Should the person require referral and regular follow up at a district, regional or central facility this amount multiplies exponentially, with the cited example of R1400 per facility visit. Within poor communities the affordability such as expenses is beyond most people means, resulting in them failing to attend facilities which impacts their long-term health.								
	Linked to this problem is the people then falling critically ill due to not receiving the required care, who then in turn require emergency transport. To address this challenge, planned patient transport services are offered to patients that cannot afford cost of accessing care or attend higher level facilities on referral. This project helps augment limited resources of North West Department of Health to fund their fleet requirements in these two critical impact areas.								
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
SP Manager and DoH	Bojanala	Moses Kotane	MKLM villages	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR	600,000	600,000	600,000			1,800,000
Specific agreement	1. Signing of a specific contract.		North West Department of Health and Mine concludes a purchase contract and MoU.	Q4	Q1 - Q3				
Emergency transport	2. Maternal health and emergency medical care.		Procure ambulances based on departmental requirements.	Q4	Q4	Q1			
	3. Improving access to health care.		Delivery of the ambulance to the beneficiaries.	Q4	Q4	Q2			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS			
SHORT TERM									
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY	Hand over to DoH								

PROJECT 15											
PROJECT NAME	PROCUREMENT OF MEDICAL EQUIPMENT FOR THE CLINICS				FOCUS AREA	HEALTH					
BACKGROUND	This initiative aims to ensure that all clinics meet the National Care Standards Compliance based on the new Primary Health Care Model and a system strengthening approach as advocated by the World Health Organization. The ideal Clinic initiative does not stand alone as a vertical programme but rather as an approach to strengthen the whole primary health care system to ensure a more effective, efficient and ultimately sustainable health system. The project will help support these facilities by providing them with medical equipment such as turning fork, baby schedule, stethoscopes, patella hammer, HB meter, urine jars, baby warmers, dressing trolleys, heavy duty scissors and wheelchairs to achieve the Ideal Clinic standards as prescribed by the Department of Health.										
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME			TIMEFRAME					TOTAL BUDGET
SP Manager	Bojanala	Moses Kotane	MKLM villages			2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			500,000	500,000	500,000			1,500,000
List of needs signed off by North West Department of Health.	Engagement with Department of Health to determine the needs.		Availability of the medical equipment list from the Department of Health.			Q1	Q1	Q1			
Identified Clinic meets 80% threshold for Ideal Clinic status.	Procurement of medical equipment for the clinics based on departmental needs.		Availability of medical equipment.			Q4	Q4	Q4			
Identified Clinic meets 80% threshold for Ideal Clinic status.	Delivery and handover of medical equipment to the clinics.		Signing off of the project.			Q4	Q4	Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS					
SHORT TERM	0	0	0	0	0						
MEDIUM TERM	0	0	0	0	0						
LONG TERM	0	0	0	0	0						
COMPLETION AND EXIT STRATEGY	As Part of the partnership implementation Plan-the Mine, Department of Health and Implementing partners will put in place a transition plan from the start of the project which includes the aspects such as sustaining the service beyond 2020 in terms of the quality and norms for the service Supporting customers’ expectations, on-going financing of the activities as well as on- going activities to improve the service delivery.										

3.11.6 Income Generating Projects (Enterprise Development)

PROJECT 16										
PROJECT NAME	INCOME GENERATING PROJECTS			FOCUS AREA	ENTERPRISE DEVELOPMENT					
BACKGROUND	Communities who are disadvantaged and living below the poverty line will be assisted with projects that create income to improve their livelihoods.									
RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE(S)		TIMEFRAME					TOTAL BUDGET
SP Manager and Procurement Manager	Bojanala	Moses Kotane	BBKTA villages		2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR			2,500,000	2,500,000			5,000,000
Upgrade in accordance with applicable specifications and standards.	1. Pre stage initiation of the project.		Project charter, stakeholder mapping and approvals. Engagement with all stakeholders to finalise and agree to the project. Signed memorandum of understanding.			Q1-Q3				
Procurement opportunities for local communities.	2. Pre stage planning and design of the project.		Project scoping and approvals.			Q2	Q2			
100% labour will be sourced from host communities.	3. Compile procurement documentation and procure a construction service provider.		Bid documentation and appointment of service provider.			Q3	Q3			
	4. Manage the implementation process.		Project implementation progress report.			Q1-Q4	Q1-Q4			
	5. Project Close-out and handover.		Close-out report.			Q4	Q4			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	1	1	1	2	5					
MEDIUM TERM	1	1	2	4	8					
LONG TERM	2	2	2	4	10					
COMPLETION AND EXIT STRATEGY	On completion of the project, the responsibility for ongoing operations will revert to BBKTA. This will be described in detail in a Memorandum of Understanding document to be signed between SBPM and BBKTA.									

3.12. Measures to Address Housing and Living Conditions (Regulations 46 (c) (iv))

3.12.1 Introduction

Historically the mining industry was characterized by a lack of proper housing and poor living conditions, this has adversely impacted the mining worker's social lives, health, and productivity. SBPM therefore aims to be one of the catalysts in restoring the human dignity of the mine employee by attaining the occupancy rate of one person per room, upgrading or converting of old hostels into family units, provision of home ownership options and balanced nutrition.

SBPM would also ensure that a broader objective is attained, of ensuring that mine employees live in decent housing and better living conditions which include all requisite infrastructure including water, and related amenities.

3.12.2 SBPM Housing Policy

SBPM aims to provide for a progressive realization and protection of basic constitutional right to human dignity of our employees through provision of adequate access to housing, better living conditions and related amenities.

The Company's social overarching goal is to ensure mutually beneficial growth with our key stakeholders, manage our compliance and social risks. Henceforth, improving access to housing, better living and related amenities, is one of the key factors for stable relationship with our key stakeholders, which includes employees, communities, and government.

To achieve the above SBPM would endeavor through a housing and living condition plan and strategy to provide a range of housing options to cater for the diverse circumstances and preferences of our employees. We shall collaborate with all our key stakeholders which includes, organized labor, host communities, municipalities, relevant governments departments, financial institutions to provide housing projects which would include but not limited the provision of roads, electricity, water supplies, and ablution facilities.

We aim to provide for a progressive realization and protection of basic constitutional right to human dignity of our employees through provision of adequate access to housing, better living conditions and related amenities.

3.12.2 Home Ownership Scheme

The main objective of the HOA is to promote and facilitate home ownership amongst all employees. This scheme provides assistance to qualifying employees to acquire home loans for residential properties in locations within close proximity to the mines and be integrated into the existing communities.

3.12.3 Key Milestones

SBPM's housing strategy encompassed a number of key milestones as set out in

Table 49: Action Plan for developing the SBPM Housing and Living Standards Plan

Key Activity	Target Date
Draft housing and living conditions policy developed and approved	Complete
Procure expert services to assist SBPM with the formulation of the housing and living strategy, including the requisite plans.	August 2021
Engage the services of a full-time internal resource to manage our housing and living conditions for our employees	Complete
Develop Housing and Living Conditions plan and strategies	December 2021
Ensure Internal alignment at operational level from GM to HOD level	Completed
Housing Plan and Living Conditions Strategy and Plan in place and MOU with labour finalised	September 2022
External stakeholder engagement to foster partnerships (Local Municipalities and Dept of Human Settlements).	September 2022
MOU agreed with Local Government and Department of Human Settlements on the SBPM Housing & Living Conditions Strategy and Plan	September 2022
Submission of SBPM Housing and Living Conditions Plan to DMRE	On completion of the above

3.13. Procurement

SBPM recognises the need to participate meaningfully in the socio-economic development of South Africa. To remain relevant and compliant with our core values, legislation and communities, we have identified certain procurement principles and policies at the forefront whose implementation will address economic transformation imperatives

A strategy has been developed to demonstrate the commitment to increasing local participation of aspiring entrepreneurs in our areas of operation. The unbundling process has been designed to help fast-track the empowerment of locals without placing any additional strain on the mining processes and compliance with our safety standards and technical requirements.

Contractors are sourced in accordance with SBPM's procurement policy and its shareholders agreement with the BBKTA which requires that 40% of the mine's procurement spend be set aside for the local community.

The process (unbundling) entails identifying, on a continuous basis, the opportunities that can be allocated to Local suppliers in areas where they would otherwise not be able to access such opportunities, due to:

- Service provider locked up in a contract;
- No relevant skills available locally; or
- Lack of finance available for local suppliers on procurement of machinery etc.

The success of the programme also implies that the following requirements be addressed:

- Availability of a willing and readily available local supplier;
- Willingness of the local supplier to undergo a training programme; and
- Signing a mentorship agreement with the existing service provider to receive such mentorship.

The process will be conducted annually where new opportunities are identified for local supplier participation. The process will be handled in collaboration with the Supplier Development programme, to ensure that local Supplier gaps identified are addressed through a dedicated training programme by external service providers. The existing service provider, who will be providing mentorship, will ensure that the local suppliers are assisted technically to meet the requirements to perform in the area where they are appointed to supply or provide services.

A dedicated effort continues through unbundling interviews, involving local supplier identification and Classification. Women- and youth-owned companies are identified through this process and linked to opportunities at the mine.

Table 50: SBPM Procurement Targets

Categories	Targets				
	2021	2022	2023	2024	2025
2.1.1 Procurement of mining goods	35%	50%	60%	60%	60%
2.1.2 Procurement of services	70%	72%	75%	75%	75%

3.13.1 Achieving SLP Targets

SLPs are SBPM's commitments to the DMRE, and more importantly, to the communities around our operations to provide procurement opportunities for local companies to participate competitively.

This includes:

Identifying potential suppliers and any developmental gaps

- Local supplier gap analysis.

Addressing gaps identified

- Courses and training for local suppliers.
- Supplier development partners.

Providing procurement opportunities to locals

- Identifying role models.
- New contracts to locals.
- Unbundling opportunities.
- Youth owned and women owned companies.

Plans to achieve targets

1. Local supplier gap analysis

A. Supplier interviews

- These are done to gather information about the types of businesses in a particular area and their experience and expertise (e.g., through CIDB grading or similar accreditation).
- Local companies are invited to these through Social Performance teams, using appropriate communication methods (e.g., notice boards, business forums, traditional councils, hubs, local municipalities, etc.).

A. Tender drop-out lists

- When companies participate in tender processes, it is obvious that as the process moves, some companies will fall out of the shortlist process because they not able to meet the requirements. Understanding the point of drop-out and the reasons for the drop-outs allows better targeted development.

B. Current suppliers (improvement identification)

- Reviewing current local suppliers that are experiencing difficulties (e.g., safety, quality, delivery, etc.). This will allow specific development to address these areas and for the supplier to improve.
- Reviewing suppliers that are performing well will allow a collaborative approach to further improve their competitiveness and potentially move them into becoming role models.

C. Next Step

- As new means of identifying potential suppliers and analysing their potential, these will be explored.

2. Supplier development partners

A. Who are supplier development partners?

- These are any persons or organisations that provide development to local companies or individuals.
- The development may take the form of courses, training, mentorship or any other method as appropriate to the need identified.
- The development partner which may be contracted by SBPM, can be an NGO / NPO, a collaboration partner (e.g., financial institute, government agency, or any other organisation or individual that can add to the development of the companies with whom we work).
- These can be long term partners or collaborators for a specific need.

3. Role models created

A. Who are potential role models?

- Local HDSA companies
- Companies with high employment potential

- Sustainable, competitive businesses
- Ideally these should be companies that SBPM can purchase from, but this may not necessarily be the case.

B. What does being a role model mean

- This should be a collaborative relationship where all parties contribute to the success of the role model company.
- The potential role model should be willing to improve their company and performance.
- SBPM will provide more intensive support and mentorship where appropriate, directly or through a suitable 3rd party.
- There is no guarantee that SBPM will purchase from the potential role models.

4. New contracts with local HDSA

A. How will we achieve this?

- Look at the suppliers that we are currently working with on an ad hoc order basis that can be moved to contract.
- If they are performing well and there is demand for their offering, we should put an appropriate contract in place with them.
- If there are areas that they need to address before a contract is awarded to them and they are performing well in other areas or have high potential, they should undergo a supplier development intervention and if successful be reviewed to have an appropriate contract award.

Look at which suppliers whose scope we can potentially expand There may be some suppliers who are already doing some work on contract and are performing well, if there is scope to expand their contract we should do so.

5. Unbundling of opportunities

A. What is opportunity unbundling?

- These can be where contracts are broken down into smaller portions or packages
- Or
- Where the entire contract is awarded to local companies
- Or
- Where certain opportunities are set-aside for local companies only
- Or
- Where local companies and non-local companies work together to deliver the goods or services. In these cases, the non-local company must demonstrate meaningful, appropriate skills transfer to the local company.

B. How to unbundle opportunities

- Implement opportunities identified, through tenders or other suitable means appropriate to the opportunity and the local supply market

- Identify next batch of opportunities, as the “low-hanging fruit” are implemented, the more challenging opportunities will be identified and steps taken to implement these.
- Local suppliers should be assisted to be, and remain, competitive so that they remain relevant to their clients and potential clients.
- They should also be encouraged to diversify their client base to reduce their sustainability risk.

6. Training of local suppliers

A. Attendance on course and training based on the table below above, this should be targeted at the identified needs.

- Based on the courses appropriate to the local companies, this measures the number of companies / individuals who attend training courses offered by SBPM or the supplier development partners.

As the courses offered may be aimed at various levels within the organisation and could stimulate individuals to either be more productive in their current role or to create their own company in the community. We will measure the number of individuals present at the training.

7. Youth-owned companies

A. What are Youth-owned companies?

- Any company where 51% or more of the company’s shares are owned by persons 35 years old and under.

B. How do we identify youth-owned companies?

- This will be done through a combination of approaches (e.g., through company documents which state ownership percentages and identity numbers of owners, through social performance and hub teams, through traditional offices and municipal offices, etc.)
- These identified companies will be provided with opportunity to participate in procurement opportunities.
- They will, where gaps are identified, be offered the opportunity to participate in development activities that will enable them to improve themselves and be better placed to participate in future opportunities.

8. Women-owned companies

A. What are Women-owned companies?

- Any company where 51% or more of the company’s shares are owned by a woman / women.

B. How do we identify women-owned companies?

- This will be done through a combination of approaches (e.g., through company documents which state ownership percentages and identity

numbers of owners, through social performance and hub teams, through traditional offices and municipal offices, etc.)

- These identified companies will be provided with opportunity to participate in procurement opportunities.
- They will, where gaps are identified, be offered the opportunity to participate in development activities that will enable them to improve themselves and be better placed to participate in future opportunities.

9. Enterprise and Supplier Development budget

An Enterprise and Supplier Development budget has been created, which will assist SBPM to achieve the targets and objectives set out above.

Procurement Spend is calculated as Total Available Spend less Non-discretionary Spend.

Table 51: SBPM Supplier Development Targets

Enterprise and Supplier Development	Targets and Timelines					
	Local Supplier					
	2021	2022	2023	2024	2025	5-year target
South African supplier gap analysis	20	10	15	15	15	75
Supplier development partners	2	2	2	2	2	10
Role models created	2	2	2	2	2	10
New contract with local HDSA	2	2	1	1	1	7
Unbundling of opportunities	2	2	2	2	2	10
Training of local suppliers	10	10	10	10	10	50
Youth-owned companies	2	2	2	2	2	10
Women-owned companies	2	2	2	2	2	10
Total Number	44	34	36	36	36	186

SECTION 4 (PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT)

4. Downscaling and Retrenchment

4.1. Overview and objectives

An unavoidable outcome of mine closure is the loss of employment opportunities on the mine. Consequently, a key consideration within the SLP is appropriate retrenchment and closure management programmes that are in place during the life of the mine, alongside the Human Resources and Local Economic Development Programmes, as well as at times of closure or downscaling.

The fundamental objectives of the plans for managing downscaling and retrenchment, in line with the ethos of the Department of Labour's 'Social Plan' as well as the Act are:

- to minimise as far as possible, job losses resulting from major restructuring or retrenchment exercises;
- to facilitate, as far as practically possible, access to alternative employment opportunities within the company on other operations or other local businesses where possible;
- to facilitate, as far as practically possible, access to suitable training programmes to enhance access to alternative employment outside the mine or even the mining industry;
- to mitigate negative social and economic impacts on local and regional economies and labour-sending areas should retrenchment or closure be required;
- to ensure the relevant processes for effective closure management are in place some four to five years prior to planned mine closure;
- to effectively communicate with key stakeholders when appropriate on the issue of retrenchment management as well as appropriate training and re-skilling programmes with the aim of sensitising the workforce (and the surrounding community) to the changes that will occur.

4.2. Establishment of Future Forum

The Future Forums has been established with the fundamental objective of creating and maintaining communication channels with the workforce on issues related to the life of the mine:

- establish and maintain a channel of communication between management, employees and their representatives on issues surrounding retrenchment, redeployment and appropriate training programmes as well as the broader SLP issues.
- the communication channel will facilitate knowledge amongst the workforce on the current status of the mine's business plan with particular focus on risks to employment levels in the near future with a view to making the labour force aware of any potential retrenchment programmes as well as the expected life of mine;
- to develop appropriate and acceptable plans of action for production and employment turnaround strategies as well as the inevitable downscaling period;
- identify and analyse issues, problems, challenges and solutions surrounding job losses and retrenchment management;
- to facilitate access to various external support structures as required; and

- to ensure continuous assessment and reporting on the progress of retrenchment management programmes specifically and broad progress against the various SLP objectives.

Date of Establishment	10 October 2014
No. of planned meetings per annum	Minimum quarterly

Two years prior to the planned closure at end of life of mine or anticipated downscaling which may lead to retrenchment, the mine will enter into consultations with all the recognised unions and affected employees to implement the processes outlined below.

This process will specifically include:

- A downscaling strategic plan and alternatives to avoid job losses and a decline in employment; and
- Skills audit to determine skills within the workforce which may be most vulnerable or difficult to be reabsorbed into the employment market and employees who may require up-skilling or retraining for self-employment and re-employment.

4.3. Mechanisms to Save Jobs, Providing Alternative Solutions and Procedures for Creating Job Security Where Job Losses Cannot Be Avoided

SBPM abides by the King Code of Good Governance in order to maintain sound corporate governance and practices. The leadership of the company is bound by the Companies Act to maintain solvency of the company, thereby avoiding job losses.

Despite this, during the life of the mine, downscaling of operations may be inevitable as a result of severe interruptions in production, the completion of certain phases of the mining process, the reduction in profitability of the operation as a result of external market forces or changes to the company's business plan. Such events may necessitate a review of the manpower complement and a need to establish mechanisms to avoid, as far as possible, the loss of jobs. In order to determine creative mechanisms to save jobs and avoid job losses SBPM is committed to a process of consultation with relevant stakeholders, including trade unions, worker representative committees, and/or affected employees.

In compliance with relevant legislation, on identifying the need to curtail mining operations should the profit to revenue ratio of the relevant operation be less than six percent (6%) on average for a continuous period of 12 months or should ten percent (10%) or more of the workforce (or more than 500 employees) have to be retrenched, a comprehensive consultation process with the relevant trade union structures, worker representative committees or affected employees will commence.

Planning for the Social Plan and its associated job loss and retrenchment management programmes will continue during the life of the mine. Every effort will be made to facilitate employment security through a sound, operational mine. The mine's business plan will endeavour to ensure the operation remains viable in the prevailing economic climate and market conditions. In this way, every effort will be made to avoid the need for downscaling and retrenchment.

In order to avoid job losses, the company will explore a number of creative solutions. In addition to the above, the company will consider other alternatives including:

- Self-employment training and re-employment programmes.
- The Social Performance Department as well as the HRD unit will coordinate the provision of the above self-employment training and re-employment programmes for all employees affected by retrenchments. The Social Performance Department will give feedback to the Future Forum.
- Identify and consider SMME initiatives which have the potential to create future employment opportunities in the event of a large-scale retrenchment.
- Identify the creation of opportunities for SMMEs to supply the mine with goods and services.

4.4. Management of Retrenchments

- Implementing Section 189 and/or Section 189a of the Labour Relations Act.
- Consultations – the consultation process in terms of Section 52 (1) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002; and Section 189.
- Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the MPRDA.
- Complying with the Minister's directive and confirming how corrective measures will be taken.
- Internal transfers to other departments within SBPM where vacancies and skills match exist.
- Apply to the MQA, the mining sector's education and training authority, for applicable grants.

4.5. Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies Where Retrenchment or Closure of the Operation is certain

Although the Human Resources and Local Economic Development Programmes (Sections 2 and 3) have been planned and will be implemented with the objective of facilitating sustainable social and economic growth in local communities during the life of SBPM, additional measures for managing the impact of closure on the local community and labour source communities at key points will be necessary.

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders, including local businesses (both reliant on and independent of the mine operation). Consultation and communication with stakeholder groups from local communities, relevant government departments and local business forums will also be carried out. The plan will include:

- Inform neighbouring mines and other possible employers of available skills
- Job hunting tips.
- Assistance in identifying labour market opportunities.
- Skills assessments and written recognition of prior learning, experience and qualifications.
- Referrals to accredited training providers.
- Provide time off so that workers can undergo such training before they leave.

- Provide assistance and mentoring in feasibility studies and the development of business plans.
- Include business and technical training for self-employment or employment outside of the mining industry.
- Engage with banks and other lending institutions to explore and facilitate arrangements for workers who want to use all or part of their retrenchment packages as collateral security for business loans.
- Provide assistance and mentoring in feasibility studies and the development of business plans.
- Step-by-step guidelines on starting their own businesses.
- Collection of mine pensions.
- Access to state benefits for pensioners.
- Financial planning for retirement.
- Possibilities for supplementing pension income.
- Assessment and counselling services for affected individuals
- Personal financial planning.

SECTION 5 (FINANCIAL PROVISION (REGULATION 46 (i), (ii), (iii)))

5. Financial Provisions

Table 52: Five – Year Financial Provision

Financial Provision for a Five-Year Period						
Item	2021	2022	2023	2024	2025	Total
HRD	R76,258,675.00	R94,066,207.00	R88,635,013.00	R93,545,565.00	R98,791,505.00	R451,296,965.00
LED	R6,700,000.00	R24,752,569.00	R34,560,870.33	R15,262,591.20	R7,629,657.47	R88,905,688.00
Downscaling and Retrenchment	R123,868.00	R123,868.00	R123,868.00	R123,868.00	R123,868.00	R619,340.00
Total	R83,082,543.00	R118,942,644.00	R123,319,751.33	R11,932,024.20	R106,545,030.47	R540,821,993.00