



AQUARIUS

PLATINUM (SOUTH AFRICA) (PROPRIETARY) LIMITED

Kroondal Platinum Mine Social and Labour Plan

Social and Labour Plan 5 Year Targets.

2011 - 2016

November 2011

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CHAPTER 1 - INTRODUCTION AND PREAMBLE

1. Introduction

1.1.1 Submission of a Social and Labour Plan

In November 2006 the then Minister of Mineral And Energy approved the application for converting the Old Mining Order Right to the New Mining Order Right of AQPSA - Conversion number NW 104 MR.

When submitting the application, AQPSA submitted SLP targets for a 5 year period ending October 2011. These targets are now due for revision for the next 5 years starting October 2011 to September 2016.

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

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

The Elements of the Mining Charter as announced by the Minister of Mineral Resources in September 2010 form the basis of the next 5 year target setting.

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

1.1.2 Aquarius Platinum's business model and contractor compliance

AQPSA is the South African operating subsidiary of Aquarius Platinum Limited (AQP) which is currently listed on the Australian, London and Johannesburg stock exchanges.

AQP has been uniquely successful in bringing into operation small-scale deposits using methods and operating systems that differ from those used by the major players in the industry. The key principles underlying AQP's philosophy include:

- identifying, acquiring and mining small-scale deposits, which have often been overlooked by the major players;
- utilising an Australian approach of capital- rather than labour-intensive mining. This results in a higher degree of mechanisation and safety, and other innovations in design, mining and processing;
- employing the concept of contract mining and processing which brings with it 'bought-in' expertise and resources which results in a quicker build-up and leaner more cost-effective structure and flexibility;
- ensuring a low overhead structure across the board, from exploration to operations, management and corporate finance;
- raising capital on international markets in the form of both equity and debt; and
- entering into long-term contracts for the sale of concentrate to overcome barriers to entry within the platinum group metals (PGMs) business of processing facilities and marketing infrastructure.

An understanding of AQP's business model is vital when considering Kroondal Platinum's SLP and its subsequent implementation. A fundamental implication of the business model on the SLP provisions and implementation is the limited number of AQPSA employees on the mine and conversely the extensive use of contractor companies to carry out the majority of the mine's operations. Whilst AQP has always considered the contractors' employees as falling largely under their own ambit as employees, the MPRDA's definition of employees (section 1 of the Act) has reinforced this perspective.

Section 101 of the Act refers to the utilisation of contractors to carry out mine-related activities on behalf of the mineral rights holder. AQP has, in the course of compiling this SLP, very closely adhered to the requirements to ensure that its contractors comply with both the spirit and letter of the minerals legislation, with due cognisance of its unique business model. Furthermore, it is important to note that throughout this SLP, reference to the mine's workforce is assumed to include that of its contractors' employees and not simply AQPSA's employees.

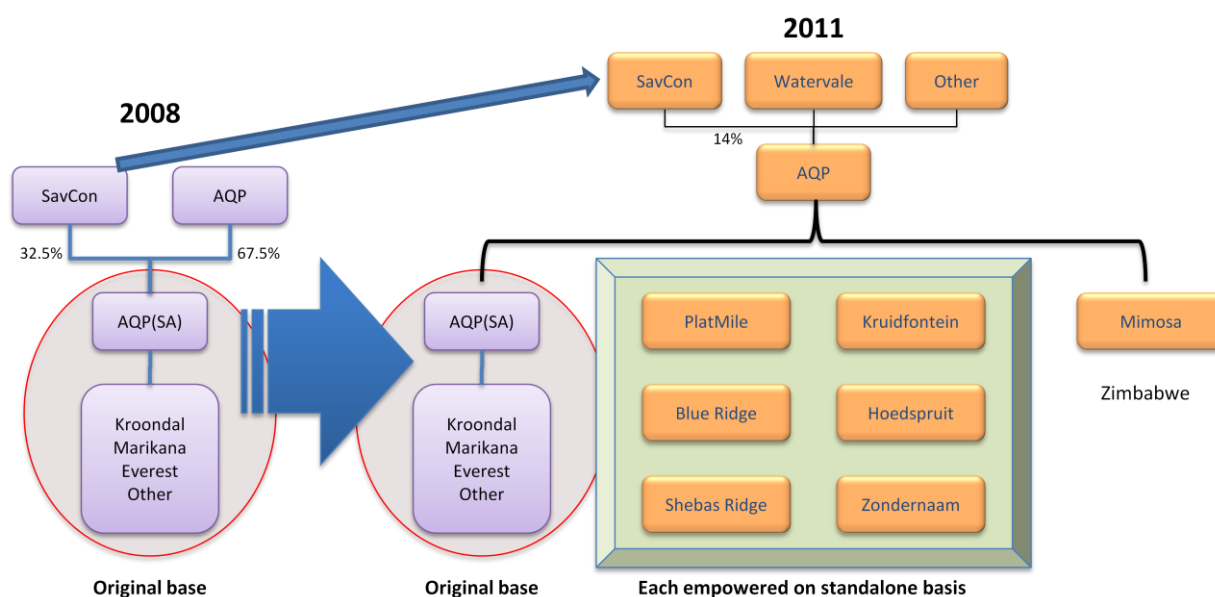
1.1.3 Aquarius Platinum's shareholding structure

Savannah Resources Consortium (SavCon), a black empowerment consortium, which consists of Savannah Resources, Chuma Holdings (owned and managed by three women) and Malibongwe, a rural non-governmental organisation (NGO), focusing on the development of women is the AQPSA BEE partner. The history of this relationship is as follows:

- Aug 2004: Savannah Consortium purchased 29.5% of AQP(SA) for R 860 million. Funds used to construct the Everest Platinum Mine. Balance is owned by AQP (50.5%) and Impala Platinum (20%)
- Oct 2006: Kroondal, Marikana and Everest Platinum mines granted new order mining rights
- Nov 2006: Aquarius purchased 3.5% shareholding in AQP(SA) from SavCon with Ministerial consent - SavCon then owned 26% of AQP(SA) with balance owned by AQP (54%) and Impala Platinum (20%)
- Apr 2008: A repurchase of 20% Impala Platinum shareholding in AQP(SA), SavCon owned 32.5 % of AQP(SA) with resource base of 100 4E PGM Moz
- Oct 2008: SavCon converted its 32.5% shareholding in AQP(SA) to 20% shareholding in AQP. Ownership in LSE listed entity with exposure to broader Group activities, including Mimosa Platinum in Zimbabwe.
- Nov 2008: Global market collapse and suspension of operations at Everest Platinum Mine impacted AQP Group.
- Mar 2009: AQP Group raised capital through a rights issue, equity placement and bond placement to settle RMB Bridging Facility. SavCon shareholding in AQP consequently diluted from 20% to 16.5%
- Jul 2009: Acquisition of Blue Ridge and Sheba's Ridge, included equity payment. Savcon shareholding in AQP consequently diluted to 14% but resource base grew to 120 4E PGM oz. Attributable empowered resource basis back to AQP(SA) of 17.25%.
- Nov 2010: Establishment of Watervale as transactional empowerment partner, 52.5 % owned by Savannah Resources. Watervale purchased 1.8 million AQP shares from SavCon. Combined BEE shareholding in AQP at 14% with attributable empowered resource basis back to AQP(SA) of 17.25%
- Apr 2011: Acquisition of Hoedspruit and Kruidfontein, included partial equity payment. Savcon and Watervale shareholding in AQP consequently diluted to 13.8% but resource base grew to 147 4E PGM oz with attributable empowered resource basis back to AQP(SA) increasing to 21%
- Apr 2011: Proposed cash acquisition of Booyendal South, growing resource base to 189 4E PGM Moz which will increase the attributable empowered resource basis back to AQP(SA) to 27%. This transaction will include additional 5% empowerment within Southern Booyendal to comply with 26% requirement on stand-alone basis.

Figure 1.1 below illustrates how the empowerment in a subsidiary company has been converted to a shareholding into the primary entity, representation on the AQP Board. AQP is listed on the London Stock Exchange, Australian Stock Exchange and Johannesburg Stock Exchange. Thus, there is enhanced empowerment exposure to further transactions on AQP's ability to raise capital and transact on an equity basis. Although Savcon now has a smaller shareholding this is in a larger and growing resource base.

Figure 1.1: Aquarius Platinum's shareholding structure



1.1.4 Aquarius Platinum's Transformation Programme

AQP has recognised the need to go beyond a mere 'tick-box' approach to legislation and regulatory compliance with BEE and to move away from solely equity compliance towards a measurable commitment to all the underlying objectives of the Broad-Based Socio-Economic Charter (the Charter) and Mining Charter Scorecard. The AQPSA Board has established a shared transformation vision for the company with the objective of restructuring a wide spectrum of activities within the company regarding BEE. As a first step a Transformation Committee was established comprising AQPSA's corporate affairs director as Chairperson, the managing director and a non-executive director. However, in 2008 the Board appointed a Director: HR and Transformation to report both at Exco and Board Level in driving the Transformation Agenda. Transformation issues are discussed and decided at these levels.

The Transformation Agenda includes:

- driving transformation at all levels within the company as well as assisting with formulation of company-wide transformation policy;
- building alignment at board and leadership levels around transformation and clearly and effectively conveying these policies throughout the company;
- achieving a culture of transformation and devising appropriate structures to assimilate the Charter and Scorecard into all AQP operations;
- aligning transformation with the company's strategic decision-making process and integrating it into existing individual employee, mine and company performance measures;
- monitoring and reviewing transformation in the company and to developing an internal Aquarius Scorecard based on the Charter Scorecard, which is actively debated at Board level regarding progress in transformation; and
- ensuring that AQP remains ahead of the curve in delivering a positive contribution to the so-called 'triple bottom line' where, in addition to financial performance, the economic, social and environmental performance of the company is engrained in the thinking and actions of all our investors/owners, managers, employees, customers, suppliers, communities and consultants.

1.1.5 Current operations at Kroondal Platinum

Kroondal Platinum is situated close to Rustenburg in the North West Province and mines PGMs. Kroondal Platinum, which has been in operation since 1999, had a planned life of mine until 2006. However, as part of a Pooling and Sharing Agreement (PSA) between AQPSA and Rustenburg Platinum Mines Ltd (RPM), the operations at Kroondal were expanded to include additional mining activity on the farms Klipfontein 300JQ and Brakspruit 299JQ.

These mineral reserves form part of the RPM UG2 Reef ore, within the Rustenburg Layered Suite of the Western Bushveld Complex. The expansion of Kroondal Platinum facilitated by the PSA agreement, has extended the life of Kroondal Platinum by 13 years to 2019.

Only underground mining is employed with the ore being processed at two on-site metallurgical plants to produce a concentrate which is shipped to Impala Refining Services (IRS) and RPM in Rustenburg.

In accordance with AQPSA's business model, the operational activities at the mine are outsourced to two specialised contractors (refer to Table 1.1). These are:

- Murray and Roberts Cementation (MRC), which undertakes underground mining; and
- Minopex, which operates the metallurgical plants.

A summary of the workforce at Kroondal Platinum, consisting of the employees of AQPSA and of the contractors, is presented in Table 1.1 below.

Table 1.1: Workforce at Kroondal Platinum - information as at 30 September 2011

AQPSA/contractor	Service provided to the mine	Number of employees at the mine	Company's BEE classification
Aquarius Platinum (SA) (Pty) Ltd	Management	23	14% BEE shareholding
Murray and Roberts Cementation (Pty) Ltd (MRC)	Underground mining operations	4612	26% BEE shareholding
Mineral Operations Executive (Pty) Ltd (Minopex)	Operations and maintenance of platinum processing plant	244	25% BEE shareholding
		4879 ¹	

¹ This figure may fluctuate according to changes in workforce requirements as the mine's business plan changes during the course of the mine's life.

1.2 Preamble

1.2.1 Name of holding company

Aquarius Platinum (South Africa) (Proprietary) Limited (AQPSA)

1.2.2 Name of the mine

Kroondal Platinum Mine

1.2.3 Physical address

Waterval Road, off Kroondal Village, North West Province.

1.2.4 Postal address

PO Box 624, Kroondal, 0350

1.2.5 Telephone and fax number

Tel: +27 (0)14 536 4000; Fax: +27 (0)14 536 4015

1.2.6 Location of the mine

The Kroondal Platinum Mine is located in the North West Province within the Bojanala Platinum District Municipality, some 25 kilometres north-east of Rustenburg.

1.2.7 Commodity

The mine produces platinum group metals and associated minerals (PGMs).

1.2.8 Life of the mine

The expected remaining life of Kroondal Platinum is 8 years.

1.2.9 Financial year

23 June to 22 June

CHAPTER 2 - HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

This section will outline AQPSA's Human Resources Development Programmes at Kroondal Platinum as required by Section 46 of the Regulations to the MPRDA and the HRD objectives of the Broad Based Socio-Economic Charter for Mining.

Although the mining and operational activities at Kroondal Platinum are carried out by contracting companies (MRC, and Minopex) under the management of AQPSA, there is a common approach to the collective Human Resources Development Programme at Kroondal Platinum and the contractors are working closely with AQPSA to ensure that the appropriate implementation and reporting mechanisms are in place to fulfil the requirements of the MPRDA.

The structure of the section is based on the underlying human resources development principles and methodology that is used by both AQPSA and its contractors. The HRD elements addressed and emphasized on this SLP are:

- Labour Planning
- Skills Audit
- Skills Development, which are inclusive of
 - Functional literacy and numeracy
 - Core and portable skills training
 - Learnerships
 - Internships
 - Bursary
 - Mentorship

2.2 Labour Planning

2.2.1 Introduction

AQPSA and its contractors use a process of Labour Planning that provides the basis for the implementation of the SLP at Kroondal Platinum. Labour Planning is a systematic, fully integrated organisational process that involves proactively planning ahead to determine future organisational human resources needs and to avoid talent surpluses and shortages within the organisation.

2.2.2 Commitment

Whilst labour forecast is a medium to long term methodology of predicting the human resources requirements, Aquarius Platinum and its main contractors, annually review its production and financial targets and at the same time engages on a complement process to determine its labour requirements and how to further enhance the skills capacity of the workforce.

With a shorter life of mine than it was five (5) years ago when the first SLP was submitted and with the changing mining environment, Aquarius Platinum commits to review its labour planning accordingly on an ongoing basis and commits to:

- Review, update, and maintain position profiles and career paths that have already been put in place by AQPSA and each contractor over the last five (5) years
- Based on the requirements of the business, determine year-on-year the human resource requirements of the mine and plan with employees the appropriate interventions for advancement and development of employees
- Update the mine's employment equity targets for women in mining and HDSAs in management and continue implement interventions to maintain or surpass current achievements

- invest a percentage of annual payroll in essential skill development activities reflective of the demographics, but excluding mandatory skills levy, as follows:
 - Target for 2011 = 3.5%
 - Target for 2012 = 4%
 - Target for 2013 = 4,5%
 - Target for 2014 = 5%%

2.3 Skills Audit

2.3.1 Introduction

To continually evaluate the skills base, AQPSA and its contractors will maintain the process of performing a Skills Audit on the existing workforce at Kroondal Platinum. The assessments performed during the Skills Audit will also be inclusive of the recruitment process to ensure that any new employees' skills requirements are covered.

2.3.2 Commitment

Over the years Aquarius Platinum and its contractors have been conducting an ongoing skills audit either at appointment phase of new employees or with the general workforce. The ongoing skill audit process will continue and it will be aimed at:

- Identifying and determining new recruits'/employees' qualification and skills profile from the recruitment and placement phases and carried through to the employee development planning phase
- Assessing ABET levels as we progress on the current ABET programme towards 2014
- Determining core and portable skills that are required and could be used by employees should they leave Aquarius employment
- Determining any previous employee experience which should be assessed through RPL
- Identifying which skills are required for future jobs

2.4 Functional literacy and numeracy

2.4.1 Introduction

The objective of functional literacy and numeracy programmes at Kroondal Platinum is to make the opportunity available to all interested employees at all levels and job categories so that they are actively encouraged and are able to participate in further training and development opportunities.

Over the last years Aquarius Platinum and its contractors put in place the ABET programme. Although ABET is at no cost to the employees, the programme has its challenges in attracting and retaining participants from the workforce. In this regard, in 2010 Aquarius platinum constructed a fully fledged ABET Centre at Kroondal Mine with full time facilitators. To encourage and retain employees' participation an incentive based retention strategy was also implemented. This initiative has improved access and attendance of ABET and the opportunity to study on a part-time basis.

2.4.2 Commitment

Towards 2014 Aquarius Platinum has committed to at least get most if not all current employees qualifying for ABET to have reached a minimum of ABET level 3 with the aim of having every willing and able employee to have reached or surpass ABET level 4 by 2016.

Current information regarding the literacy and numeracy of the Kroondal Platinum workforce is that there are 1482 employees in need of ABET training up to Level 3. The table below outlines the current ABET training need:

ABET Level	Total
Pre-ABET	461
Level 1	297
Level 2	420
Level 3	304
Total	1482

2.4.3 Implementation plan

The ABET Centre, situated at Kroondal Mine, can accommodate 300 part-time ABET participants per annum. In order to fully utilize this facility Kroondal mine commits to:

- Continue to find ways and means to attract encourage and retain a higher levels of participation in BET by employees who needs it.
- Enrol on an annual basis, across all ABET levels, at least 225 part-time learners. The adjacent Marikana Mine employees who need to improve their literacy, will also be accommodated at the ABET Centre and shall constitute the rest of the annual 300 learner intake.
- Despite the ongoing challenges with part-time ABET participation, Kroondal shall endeavour to achieve a target pass rate of 80% of those participants who stay /remain with the programme.

On an annual basis from FY2012 to FY2016 Aquarius commits to ensuring employees who needs ABET to enrol and participate in ABET as per table below:

	ABET need as at 30 September 2011			Targeted enrolment per Financial Year up 2016				
	Total Employees (2011)	Total ABET need (2011)	% ABET need vs. Total employees	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Targeted annual part-time ABET participants across all levels based on current ABET need (NB. not absolute number of employees but participants p.a.)	4879 ²	1482	30%	225	225	225	225	225

² This figure may fluctuate according to changes in workforce requirements as the mine's business plan changes during the course of the mine's life.

2.5 Core & portable skills training

2.5.1 Introduction

While core skills training are targeted at addressing both the company's and the individual's training needs, it is also important that this provides the employee with marketable skills beyond his/her employment at the mine. Thus, skills training should be, wherever feasible, portable outside the platinum mining industry into other mining and related sectors. Further, skills development should address the need for skills that are portable beyond the mining industry.

2.5.2 Implementation

Core skills training is targeted at meeting AQPSA's and the contractors' needs to meet their business objectives. However, AQPSA and the contractors are also committed to training additional employees so as to create a 'skills pool' from which they can draw from over and above those that can be foreseen in the planning process. This 'skills pool' will also contribute to the general enhancement of skills among the workforce and prepare employees for possible future advancement should the opportunities arise.

Core Technical Skills Training including Portable Skills Training within and outside the mining industry.

Table 2.2(a): AQPSA skills development at Kroondal Platinum

	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Engineering		2	2	2	2
Operational skills	10	15		10	
Health and Safety		1	1	1	1
Induction	4	4	4	4	4
Change management/Management Dev skills		15	10	10	15
Labour relations/Contractor Management		4	4	4	4
Mentorship Training		8	4	4	4

The above skills development plan is for AQPSA employees only. Development courses are aimed at professional development and are of a higher level

Table 2.2 (b): Minopex skills development at Kroondal Platinum

	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Engineering	40	40	40	40	40
First Aid	40	40	40	40	40
Health and Safety rep	20	20	20	20	20
Induction	258	258	258	258	258
Overhead Crane	10	10	10	10	10
Manitou Driver	10	10	10	10	10
Basic Rigging	2	2	2	2	2
Basic PLC	2	2	2	2	2
Advanced PLC	1	1	1	1	1
Basic Fire Fighting	40	40	40	40	40
Advanced Fire Fighting	5	5	5	5	5
Mentorship Training	4	4	4	4	4
VSD Training	2	2	2	2	2
Sampling and Evaluation	8	8	8	8	8
Basic Computer Training	5	5	5	5	5
Basic Mineral Processing	40	40	40	40	40

Above skills development plan is for Minopex employees only. Courses are of a more technical nature and related to the operation and maintenance of the metallurgical plant.

Table 2.2 (c): MRC skills development at Kroondal Platinum

	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Mining Comp A (Total)	119	119	119	119	119
Mining Comp B (Total)	435	435	435	435	435
Blasting assistants skills program	237	237	237	237	237
Engineering	601	601	601	601	601
Operational skills	671	671	671	671	671
Artisan Training	250	250	250	250	250
Blasting Ticket Holder	225	225	225	225	225
First Aid	250	250	250	250	250
Health and Safety rep	90	90	90	90	90
Induction	4398	4398	4398	4398	4398
Supervisory training eg LTS	90	90	90	90	90
Mine Overseer's Certificate	2	2	2	2	2
Mine Manager's Certificate	2	2	2	2	2

Above skills development plan is for MRC employees only. Courses are of a more technical nature and related to the mining operations.

2.6 Learnerships

2.6.1 Introduction

A learnership is a structured process for gaining theoretical knowledge and practical skills in the workplace. Learners learn on and off the job to get a qualification and workplace experience simultaneously. It is occupationally directed and leads to a nationally recognised qualification that is made up of registered unit standards consisting of learning outcomes. As such, it provides the learner with a portable skill.

The provision of learnerships within AQPSA and its core contractors is aimed at addressing current and future skills and competency needs in terms of the Labour Planning process. Learnerships are also aimed at addressing hard to fill vacancies. In addition, learnerships will assist in addressing skills shortages and unemployment challenges by recruiting learners externally and training them in-house. This will support the objective of increasing the pool of available labour particularly in communities surrounding the mine.

Table 2.3 represents the targets to be achieved in respect of learnerships for the period 2011-16.

Table 2.3 Learnership targets at Kroondal Platinum

Study Field	Duration	2011/2012				2012/2013				2013/2014				2014/2015				2015/2016			
		Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out
MINOPEX																					
Engineering Electrician	3 Years	1	0	1	0	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	0
Engineering Fitter	3 Years	1	0	1	0	0	1	1	0	0	1	1	0	0	1	1	1	1	1	1	0
Total Minopex Learnerships		2	0	2	0	0	2	2	0	0	2	2	0	0	2	2	2	2	2	2	0
AQPSA																					
Engineering Electrician	3 Years	3	0	3	0	0	3	3	0	0	3	3	0	0	3	3	3	1	3	3	0
Engineering Boilermaker	3 Years	3	0	3	0	0	3	3	0	0	3	3	0	0	3	3	3	1	3	3	0
Engineering Fitters	3 Years	4	0	4	0	0	4	4	0	0	4	4	0	0	4	4	4	1	4	4	0
Blasting Certificates	2 Year	4	0	4	0	0	4	4	4	4	4	4	0	0	4	4	0	0	4	4	4
Total MRC Learnerships		14	0	14	0	0	14	14	4	4	14	14	0	0	14	14	10	3	14	14	4

2.7 Bursary and Internship Plans

2.7.1 Introduction

AQPSA recognises the responsibility to provide opportunities for HDSAs and/or students to gain work-related experience that will help prepare them for the world of work. In addition, as a key strategic objective of attracting and retaining top calibre people into the organisation, the provision of bursaries and internships is fundamental. Further objectives of AQPSA's Internship and Bursary Programmes are:

- to establish a framework of financial assistance (bursaries) to students who have the potential to be developed into senior managerial positions;
- to create career paths to senior positions for students with potential to be developed.

2.7.2 Bursaries

The bursary programme endeavours to assist students studying through a recognised tertiary institution, to meet enrolment fees and study costs, as well as offering them work experience in their fields of study during vacation periods.

Although all bursaries on the mine will be provided by AQPSA only, some of the contracting companies provide bursaries at corporate level. In such instances, the bursary students may undertake experiential training at Kroondal Platinum.

Table 2.4 below reflects the AQPSA bursars.

Disciplines that will be considered for bursaries	Year	Total Number of Bursaries
Mechanical Engineers Electrical Engineers Mining Engineers	FY 2011/2012	8
	FY 2012/2013	8
	FY 2013/2014	8
	FY 2014/2015	8
	FY 2015/2016	8

2.7.3 Internships

Internships are an organised professional training and work experience programme with the goal of providing high quality training and practical exposure. These programmes have a logical sequence that would build on the skills and competencies acquired during university training. Internships are critical building blocks to alleviate past discriminatory practices and contribute to AQPSA attracting and retaining top calibre people.

The duration of the internships may be from one to 12 months depending on the nature and field of study. Table 2.5 below reflects the targets for the provision of internships at Kroondal Platinum.

Table 2.5 Targets for the provision of internships at Kroondal Platinum

Study Field	Duration	2011/2012				2012/2013				2013/2014				2014/2015			
		Expected No. of New Enrolments	Participants from previous year	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year	Total Participants	Expected Pass out	Expected No. of New Enrolments	Participants from previous year
MINOPEX																	
Electrical Engineering	2 to 12 months	1	0	1	0	0	1	1	1	0	1	1	1	0	1	1	1
Metallurgy	2 to 12 months	0	1	1	1	1	1	1	0	1	1	1	0	1	1	1	0
Total Internships at Minopex		1	1	2	1	1	0	2	1	1	1	0	2	1	2	1	0

2.8 Mentorship

Mentoring is a mutually agreeable relationship that is sustained over time and intended to further the education and professional development of the protégé. It is a broad activity in which an experienced and wiser employee hands on to a junior employee (the protégé), in a very personal way, not just the skills but also the experience, attitudes and attributes that create successful people. The aim of mentorship is to improve the competencies (knowledge, skill, attitude) of employees to meet the current and future demands of the job. Mentorship assists and supports employees to manage their own learning in order to maximise their potential, develop their skills, improve their performance and grow into new roles.

Table 2.6 below reflect the targets for the provision of mentorship at AQPSA and its core contractors
Table 2.6: Targets for the mentoring of employees at Kroondal Platinum

	Mentoring Category:	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
AQPSA	Successors	6	6	6	6	6
	Bursary students	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below
	Learnership students	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below
	Internships	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below	Included in Contractors below
MINOPEX	Learnership students	3	3	3	3	3
	Internships	2	2	2	2	2
	TOTAL	5	5	5	5	5
	No. of mentors available	6	6	6	6	6
MR	Bursary students	9	8	8	8	8
	Learnership students	14	14	14	14	14

Learner miners	24	25	25	25	25
TOTAL	47	47	47	47	47
No. of mentors available	25	25	25	25	25

2.9 Employment Equity Plans

2.9.1 Overview

The revised Mining Charter (September 2010) describes employment equity as “Diversification of the workplace to reflect the country’s demographics to attain competitiveness” The Kroondal Platinum SLP incorporates two specific employment equity objectives that are in line with the broad objectives of the MPRDA and the Mining Charter, i.e:

- the development and retention of HDSAs in management within AQPSA and its contractors; and
- an increase in the participation of women in mining.

2.9.2 HDSAs in management

Of key concern to AQPSA, in line with the broad objectives of the MPRDA and the Mining Charter, is the development and retention of HDSAs in management within AQPSA and its contractors. Equity in management can only be achieved through the development of coherent policies and practical programmes. The attraction and retention of HDSAs and the nurturing of talent to supplement current numbers and provide for succession within the core business contractors will be the focus of both AQPSA and its contractors.

The revised Mining Charter (September 2010) states as a requirement that by 2014 “In order to create conducive environment to ensure diversity as well as participation of HDSA at all decision making positions and core occupational categories in the mining industry, every company must achieve a minimum of 40% HDSA demographic representation at:

- Executive Management (Board)
- Senior Management (Exco)
- Middle Management
- Junior Management
- Core and Critical Skills

In addition, mining companies must identify and fast track their talent pools to ensure high level operational exposure in terms of career path programmes”.

The current status and specific annual targets in respect of employment equity at Kroondal Platinum are detailed in Table 2.7 for the next five years.

Table 2.7 Current statistics and targets for HDSAs in management at Kroondal Platinum

Number of employees as at end September 2011										
Category	African		Coloured		Indian		White	Subtotals (A)	White	Grand totals (B)
	Male	Female	Male	Female	Male	Female	Female		Male	
Top Management (1)	1	0	0	0	0	0	1	2	2	4
Senior Management (2)	2	0	0	0	1	0	0	3	6	9
Middle Management (3)	35	3	1	0	1	0	17	57	81	138
Junior Management (4)	32	1	2	0	2	0	1	38	105	143
Core & Critical Skills (5)	3481	518	13	5	4	0	31	4052	560	4612
Total of the above	3551	522	16	5	8	0	50	4152	754	4906

(1) Board level. Only AQPSA board members. (2) AQPSA EXCO members plus contractors' senior management. AQPSA plus contractors. (4) Only contractors since AQPSA do not have any employees in this category. (5) These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This could include artisans, engineers incl rock engineers, professionals (i.e. recognized by a professional body), specialists (e.g. surveyor, safety, geologist, metallurgist, winding engine driver, environmental, etc.), technologists, technicians, and

Percentage HDSAs at different levels										
	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B	TARGET						
				2010	2011	2012	2013	2014		
Top management	2	4	50.00	20%	25%	30%	35%	40%		
Senior management	3	9	33.33	20%	25%	30%	35%	40%		
Middle Management	57	138	41.30	30%	35%	40%	40%	40%		
Junior Management	38	143	26.57	40%	40%	40%	40%	40%		
Core and Critical Skills	4052	4612	87.86	15%	20%	30%	35%	40%		
TOTAL	4152	4906								

2.9.3 Women in mining

Encouraging and retaining women in the employ of AQPSA and its contractors, particularly within mine-related employment areas, is also of significant concern and receives appropriate resources and attention in line with the Labour Plans developed in order to meet the companies' employment equity targets.

Although the revised Mining Charter (September 2010), does not specifically set targets for Women in Mining, Kroondal Platinum Mining has, in the previous SLP made progress towards achieving the 10% WIM and commit to continue to use the 10% WIM target as a minimum requirement, whilst it endeavours to achieve more WIM.

Table 2.8 represents the current status and the targets to be achieved in respect of women in mining positions for the period 2011-16.

Table 2.8 Current statistics and targets for women in mining at Kroondal Platinum

	Total Women (A)	Grand totals as in table above (B)	A as percentage of B	TARGET				
				2010	2011	2012	2013	2014
Women in Mining occupations	558	4612	12.10%	10%	10%	10%	10%	10%

CHAPTER 3 - LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

3.1 Local Economic Development Projects at Kroondal Platinum Mine

3.1.1 Overview

Kroondal Platinum will commit 0.5% of its annual pre-tax profit towards all its LED project for each financial year. This financial provision is R5,008,000 for FY2011/12 and will meet the costs of the mine's participation and implementation of the various projects identified. Table 3.1 presents the LED projects for 2011/12 and following years. Please note the financial commitments listed for the following years starting 2012/2013 are subject to the Mine's declared pre-tax profits and may change compared to the indicated figures for each year.

Table 3.1 LED Projects for 2011/12 and following years

No.	LED Projects	Project partners	Location	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	Total
1	Socio Economic Needs Assessments of Mine Adjacent Communities	Stakeholders, RLM Councilors & community	Mine adjacent communities	R 500,000.00					R 500,000.00
2	Infrastructure Development and/or Formalisation of Ikemeng e.g. water, electricity, sanitation & roads	Rustenburg Local Municipality	Ikemeng Village	R 3,647,000.00	R 2,420,000.00	R 2,390,000.00	R 2,310,000.00	R 0.00	R 10,767,000.00
	2.1 Professional & Legal Fee			R 127,000.00	R 200,000.00	R 170,000.00	R 90,000.00	R 0.00	R 587,000.00
	2.1.1 Consultants & Town Planner			R 50,000.00	R 50,000.00	R 50,000.00			150,000
	2.1.2 Legal fees			R 20,000.00	R 50,000.00	R 20,000.00	R 20,000.00		110,000
	2.1.3 Surveyor			R 30,000.00	R 50,000.00	R 50,000.00	R 20,000.00		150,000
	2.1.4 Marketing			R 27,000.00	R 50,000.00	R 50,000.00	R 50,000.00		177,000
	2.2 Chemical Toilets			R 1,220,000.00	R 915,000.00	R 609,996.00	R 304,998.00	R 0.00	R 3,049,994.00
	2.2.1 Service & Maintenance			R 1,220,000.00	R 915,000.00	R 609,996.00	R 304,998.00	R 0.00	3,049,994
	2.3 Infra Structure Development			R 2,300,000.00	1,305,000	1,610,004	1,915,002		7,130,006
	2.3.1 Sanitation - 30% (R3.3m) of Municipal Infra structure Grants + Chemical Toilet Operational Cost (R1.2m) Recapitalization			R 0.00	1,305,000	1,610,004	1,915,002		4,830,006
	2.3.2 Metered Water Connections - 30% of Municipal Infra structure Grants			R 2,300,000.00	R 0.00	R 0.00	R 0.00	R 0.00	2,300,000
3	Community Projects			R 381,000.00	R 400,000.00	R 400,000.00	R 400,000.00	R 400,000.00	R 1,981,000.00
	3.1 Community Mine Skills development	Community Leaders	Mine adjacent communities	R 341,000.00	R 400,000.00	R 400,000.00	R 400,000.00	R 400,000.00	1,941,000
	3.2 Community Bursary Funding	Department of Mineral Resources	North West Province	R 40,000.00	R 0.00	R 0.00	R 0.00	R 0.00	40,000
	3.3 Facilitation of Local SMME / Entrepreneurial Skills Development				R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	2,000,000
4	Educational Projects		Ikemeng Village	R 480,000.00	R 360,000.00	R 240,000.00	R 0.00	R 0.00	R 3,580,000.00
	4.1 Tirelong Early Childhood Development Centre Operations	Community Leaders	Kroondal	R 480,000.00	R 360,000.00	R 240,000.00			1,080,000
	4.2 Tirelong School Yard Improvements		Kroondal		R 500,000.00	R 0.00	R 0.00	R 0.00	500,000
5	Partnership in facilitating Ikemeng/ Kroondal Community Resource Centre					R 500,000.00	R 900,000.00	R 600,000.00	2,000,000
	TOTAL			R 5,008,000.00	R 4,180,000.00	R 4,030,000.00	R 4,110,000.00	R 1,500,000.00	R 21,877,994.00

3.1.2 Project 1: Socio Economic Needs Assessment

There is a growing need for the assessment of the socio economic needs of mine adjacent communities. This will assist in the identification and prioritization of projects to meet the identified needs and/or future changing needs.

Table 3.2 Socio Economic Needs Assessment

PROJECT No 1 : Socio Economic Needs Assessment of Mine Adjacent Communities							
PROJECT BACKGROUND: There is a growing need for the assessment of the socio economic needs of mine adjacent communities. This will assist in the identification and prioritization of projects to meet the identified needs.				OBJECTIVES : To identify needs in the social and economic sphere, prioritize them and plan the execution of the projects.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng and adjacent communities	Ikemeleng and adjacent communities			Male: 10	Female: 10	Disabled : 1
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Planning and consultation	SLP Co-ordinator	20 000					20 000
Assessment	SLP Co-ordinator	450 000					450 000
Report writing	SLP Co-ordinator	30 000					30 000
	Total	500 000				-	500 000

3.1.3 Project 2: The Formalisation of Ikemeleng

Ikemeleng is an informal settlement, situated near Kroondal Platinum and spread over 200 hectares of land that formerly belonged to: Aquarius Platinum SA (Pty) Ltd, BHP Billiton, Kroonvest (Pty) Ltd, Aug Behrens (Pty) Ltd and Deutsche Evangelisch Lutheran Church (Kroondal).

In 2004 the Board of AQPSA initiated a process to formalise this settlement in order for it to become a proper residential area within the Rustenburg Local Municipality (RLM). Over the last five years significant progress has been achieved to formalize this settlement and only a few administrative and town planning processes are still outstanding to close the formalization process. In subsequent years the rest of the funds will be used towards the provision of relevant professionals to assist with whatever spatial planning / adjustments required as the development of the township progresses.

Table 3.3 Project Framework for the Formalisation of Ikemeleng

PROJECT No 2 : Formalisation of Ikemeleng							
PROJECT BACKGROUND: The informal settlement near Kroondal has grown to unmanageable size and therefore formalisation of this community will enhance the livelihoods of the residents in the communities				OBJECTIVES: To facilitate the formalisation of this community in conjunction with RLM to ensure sustainable provision of local municipal services.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Informal settlers in Ikemeleng	Ikemeleng			Male : 7	Female: 5	
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	Total	
Surveying/registrations/Transfers	SLP Coordinator	100,000	150,000	120,000	40,000	410,000	
Marketing and erection of signage boards	SLP Coordinator	27,000	50,000	50,000	50,000	177,000	
	Total	127,000	200,000	170,000	90,000	587,000	

3.1.4 Project 3: Ikemeleng Metered Water Connections

Ensure there is water provision in the village, promote health to all members of the community and meet the basic services of the community members.

Table 3.4 Ikemeleng Metered Water Connections

PROJECT No 3 : Ikemeleng Metered Water Connections							
PROJECT BACKGROUND: There was a lack of basic services at the Ikemeleng Informal settlement and AQPSA signed an MOU with the RLM to ensure water provision in the settlement following formalization. The RLM sought MIG funding and AQPSA would contribute 30% of the total project cost.				OBJECTIVES : To ensure water provision in the village, promote health to all members of the community and meet the basic services of the community members.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng Community	Ikemeleng			Male: 8	Female: 8	Disabled : 0
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Designs/ drawings	SLP Co-ordinator	400 000					400 000
Surveying	SLP Co-ordinator	380 000					380 000
Technical Services/ Construction	SLP Co-ordinator	1 520 000					1 520 000
Stakeholder Engagement	SLP Co-ordinator						
	Total	2 300 000					2 300 000

3.1.5 Project 4: Ikemeleng Chemical Toilets

Ensure basic sanitation and reduce the threat of waste to human health and environment.

Table 3.5 Ikemeleng Chemical Toilets

PROJECT No 4 : Ikemeleng Chemical Toilets							
PROJECT BACKGROUND: There was a lack of basic services at Ikemeleng and AQPSA over the years leased 200 chemical toilets for the community. However, with the imminent housing development on the individual unit stands AQPSA intend to phase out these toilets over a period of time whilst in a reduce manner maintain their existence. As the toilets are reduced the operational cost of the eliminated toilets will be recapitalized towards the sanitation infrastructure agreed upon in 2008 with RLM				OBJECTIVES : To maintain current chemical toilets whilst phasing in the (Ventilated pit latrines) VIP toilets parallel by reinvesting the chemical toilet funds into the VIP toilets			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng Community	Ikemeleng			Male: 4	Female: 2	Disabled : 0
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Establishment	SLP Co-ordinator	250 000					250 000
Service and maintenance	SLP Co-ordinator	970 000	915 000	609 996	304 998		2 799 994
	Total	1220 000	915 000	609 996	304 998	-	3 049 994

3.1.6 Project 5: Ikemeleng Sanitation Infrastructure

Ensure there is a basic sanitation infrastructure in the village, promote health to all members of the community and meet the basic services of the community members.

Table 3.6 Ikemeleng Sanitation Infrastructure

PROJECT No 5 : Ikemeleng Sanitation Infrastructure							
PROJECT BACKGROUND: There was a lack of basic services at the Ikemeleng Informal settlement and AQPSA signed an MOU with the RLM to ensure basic sanitation in the settlement following formalization. The RLM sought MIG funding and AQPSA would contribute 30% of the total project cost.				OBJECTIVES : To ensure basic sanitation infrastructure in the village, promote health to all members of the community and meet the basic services of the community members.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng Community	Ikemeleng			Male: 15	Female: 10	Disabled : 1
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Designs/ Drawings	SLP Co-ordinator		100 000	100 000	100 000		300 000
Surveying	SLP Co-ordinator		10 000	10 000	10 000		30 000
Technical services/ Construction	SLP Co-ordinator		1 195 000	1 500 000	1 805 000		4 500 000
Stakeholder Engagement	SLP Co-ordinator						
	Total		1 305 000	1 610 000	1 915 000	-	4 830 000

3.1.7 Project 6: Early Childhood Development Centre

Providing assistance in the operational costs of the ECD to ensure foundational education for the children of Ikemeleng and surrounding areas in preparation for further learning.

Table 3.7 Early Childhood Development Centre Operational Costs

PROJECT No 6 : Tirelong Early Childhood Development Centre (ECD) Operations							
PROJECT BACKGROUND: AQPSA was responsible for the construction and equipment of an ECD Centre at Tirelong school in Ikemeleng. The centre ran short of operational funding as it was not yet registered with relevant Government departments to ensure funding. AQPSA consented to funding the centre for a period of three years while granting it time to secure funding.				OBJECTIVES : To ensure foundational education for the children of the village and surrounding areas in preparation for further learning.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng Community	Ikemeleng			Male: 1	Female: 6	Disabled :
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Salaries/ Wages	SLP Co-ordinator	232 800	155 976	104 503.92			493 279.92
Consumables	SLP Co-ordinator	108 000	72 360	48 481.20			228 841.20
Overheads/Maintenance	SLP Co-ordinator	139 200	93 264	62 486.88			294 950.88
Stakeholder Engagement	SLP Co-ordinator						
	Total	480 000	321 600	215 472			1 017 072

3.1.8 Project 7: Tirelong School Yard Improvements

A need was identified to complete the renovations by ensuring a neat and structured environment to enhance the school's milieu and ensure a holistic approach to education

Table 3.8 Tirelong School Yard Improvements

PROJECT No 7 : Tirelong Schoolyard improvements							
PROJECT BACKGROUND: AQPSA was responsible for the construction and extension of infrastructure at the school. A need was identified to complete the renovations by ensuring a neat and structured environment to enhance the school's milieu and ensure a holistic approach to education.				OBJECTIVES : To ensure whole school development including the environment.			
PERFORMANCE INDICATORS	TARGET GROUPS:	LOCATION:			EMPLOYMENT OPPORTUNITIES:		
	Ikemeleng Community	Ikemeleng			Male: 4	Female: 2	Disabled :
ACTIVITIES	RESPONSIBILITY	TIME FRAME					
		2011/12	2012/13	2013/14	2014/15	2015/16	Total (R)
Designs/ Drawings	SLP Co-ordinator		50 000				50 000.00
Surveying	SLP Co-ordinator		30 000				30 000.00
Technical services/ Construction	SLP Co-ordinator		420 000				420 000.00
Stakeholder Engagement	SLP Co-ordinator						
			500 000				500 000.00

3.2 Procurement progression plan at Kroondal Platinum Mine

3.2.1 Overview

AQPSA has recognised that to effectively participate in the transformation of the South African economy, it has to institute preferential procurement within its purchasing operations and across its entire supplier base

The objective of AQPSA’s preferential procurement policy is to maximise opportunities for HDSAs to supply goods and services to AQPSA. This will contribute to the development of sustainable HDSA business enterprises, and will contribute to the purchasing and procurement requirements of the MPRDA and Mining Charter.

Table 3.1 presents the procurement distribution as at September 2011 (current) and the targets for the procurement areas of services, capital and consumables for the next five years at Kroondal Platinum and are in line with the changes made to the MRPDA.

Table 3.1: Preferential procurement targets at Kroondal Platinum Mine

YEAR	SERVICES	CAPITAL	CONSUMABLES
Current	76%	64%	95%
FY2012	70%	40%	50%
FY2013	70%	40%	50%
FY2014	70%	40%	50%
FY2015	75%	45%	60%
FY2016	75%	50%	70%

CHAPTER 4 - FINANCIAL PROVISIONS FOR THE SOCIAL AND LABOUR PLAN

4.1 Overview of financial provisions

As the associated market and economic conditions surrounding the operations may change the need to update the financial provisions may arise. Where changes in these assumptions are required, they will be reported on in the annual SLP Report. Actual financial expenditure in each of the three areas of the SLP, human resource development, local economic development, and closure and retrenchment management will be reported on in the annual SLP Report for the mine. Table 4.1 presents a summary of the financial commitment by the mine to each element of the SLP as from 2011.

Table 4.1: Five year financial undertakings in respect of Kroondal Platinum's SLP starting from 2011

	2011-12	2012-13	2013-14	2014-15	2015-16
Human Resource Development Programmes	3,5% of payroll	4% of payroll	4,5% of payroll	5% of payroll	5% of payroll
Local Economic Development Programmes	R5,008,000	0.5% of annual pre-tax profit	0.5% of annual pre-tax profit	0.5% of annual pre-tax profit	0.5% of annual pre-tax profit

4.2 Financial provision for human resource development programmes

While the exact breakdown of the financial provision for the Human Resource Development Programmes as outlined in Chapter 2 may change according to company needs and the evolving business plan during the life of the mine, three and half percent (3.5%) of the total wage bill a year will be committed for the programmes at Kroondal Platinum (inclusive of the contractors' workforce) for 2011/2012. It will increase to 5% by 2014 and remain at 5% till 2015/2016

4.3 Financial provision for local economic development programmes

In order to meet the scope of the Local Economic Development Programme as outlined in Chapter 3, Kroondal Platinum will commit 0.5% of its annual pre-tax profit for FY2011/2012 and subsequent years

4.4 Financial provision for the management of downscaling and retrenchment programmes

Two (2) to three (3) years prior to the planned closure at end of life of mine as stipulated in the approved mining rights, the company will enter into consultations with all the recognised unions and affected employees to implement the processes as outlined below.

This process will specifically include:

- A down scaling strategic plan and alternatives to avoid job losses and a decline in employment
- 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

In anticipation of the latter the company commits to refocus a portion of its Human Resource Development financial undertakings, (i.e.5% of the total wage bill (payroll) allocated to training as per above table 4.1) towards up-skilling or retraining for self-employment and/or re-employment of employees who may either face the prospects of retrenchment or not able to be reabsorbed into the employment market.

Should the need be determined for obtaining the specific skills development pertinent to the need of such employees, the budgeted financial undertakings under the Human Resource Development Programme will be paid directly to an agreed upon Service Provider identified to execute such training. The amount shall not exceed the budgeted amount per employee based upon the stipulated percentage of the payroll.

CHAPTER 5 - STATEMENT OF UNDERTAKING

5.1 Statement of undertaking

I, _____ the undersigned and duly authorised thereto by
_____ (Company) undertake to adhere to the information,
requirements, commitments and conditions as set out in this Social and Labour Plan.

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Contact details _____

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Contact details _____