



mineral resources

Department:
Mineral Resources
REPUBLIC OF SOUTH AFRICA

**SOCIAL AND LABOUR PLAN
OF**

BLACK ROYALTY MINERALS (PTY) LTD

TO BE SUBMITTED FOR MINING RIGHTS APPLICATION TERMS OF THE MINERAL AND
PETROLEUM RESOURCES DEVELOPMENT ACT (ACT 28 of 2002 REGULATION 11(1))



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Annexure to the Social and Labour Plan

This document makes provision for various plans as required in terms of the standard

DMR Social and Labour Plan template. The said plans are:

1. Training plan
2. Skills Development plan
3. Career progression plan
4. Mentorship plan
5. Bursary and Internship plan
6. Employment Equity plan
7. Mine Community Economic Background
8. Project Plan
9. Current Status of dwellings at the Mine
10. Mechanism to save jobs Plan
11. Management of retrenchments Plan
12. Mechanism to ameliorate the social and economic impact

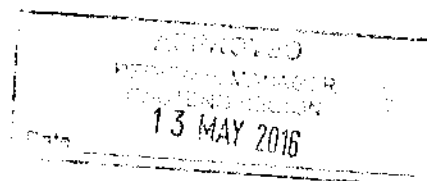
1. Description of workforce

It is estimated that the mine will employ 60 permanent people as of 2016 . Employees will be sourced locally from Bronkhorstspuit area, and the vast majority will be local community's members. However, many (possibly over 50%) will come into the area seeking work from traditional labour- sending areas, within South Africa. During 2015 a survey will be taken of the workforce to establish the places of origin, and the SLP will be updated accordingly.

A breakdown of all permanent employees required by the Mine as per skills category, minimum level of education and sending area is provided in Table1 below.

Table1: Breakdown of permanent workforce per sending area

Skills category	Number	Min level of education required	Labour sending area		
			Gauteng	Bronkhors tspruit	Rest of South Africa
Legislators, senior officials, managers & owner managers	10	Degrees, Diplomas, and Certificates	4	2	4
Clerks	4	Grade 12	0	4	0
Craft & related trade workers	10	Grade 12, N1-N3 & Blasting Certificate	4	6	0
Plant & machine	10	Grade 8 &	4	6	0



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Skills category	Number	Min level of education required	Labour sending area		
			Gauteng	Bronkhors tspruit	Rest of South Africa
operators & assemblers		Provincial Driving Licence			
Labourers & related workers	26	ABET Level 4	6	20	
Total personnel	60		18	38	4

(Although it is anticipated that the mine will use the services of the contractor mine, the information will be provided when the information is sourced from the relevant contractors). Breakdown of all contractor employees required by the Mine as per skills category, minimum level of education and sending area will be provided in Table 2 below.

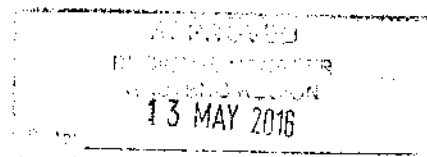
Table 2: Breakdown of contractor workforce per sending area

Skills category	Number	Min level of education required	Labour sending area		
			Gauteng	Bronkhors tspruit	Rest of South Africa
Legislators, senior officials, managers & owner managers	0	Degrees, Diplomas, and Certificates	0	0	0
Clerks	0	Grade 12		0	
Craft & related trade workers	0	Grade 12, N1-N3 & Blasting Certificate	0	0	0
Plant & machine operators & assemblers	0	Grade 8 & Provincial Driving Licence	0	0	0
Labourers & related workers	0	ABET Level 4	0	0	0
Total personnel	0		0	0	0

In the following section the applicant's human resource development programme will be considered.

1.1 Human resource development programme

Wachtenbietjeskop Project ensures that a common value system, culture, vision and set of goals apply across the operation and head office. Accordingly, Wachtenbietjeskop Project, through its Corporate Centre, provides the mining



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operation with strategic direction and human resource management support. This direction and support covers such issues as employment equity, career development, talent pool management, and succession planning, mentoring and bursary and internship management. Workers with a level of higher education level /FET will; be employed also workshops will be held by a skilled development facilitator to train workers on environmental issues and drilling issues.

The Human Resources strategy for the Wachtenbietjeskop Coal project is designed and aligned with the Wachtenbietjeskop Project strategic plan and, in turn, is in line with the direction of Corporate Centre. The Human Resources (HR) mission is to provide an integrated HR strategy that will enable management to:

- F o c u s on core business
- L e a d , manage and develop people
- A c h i e v e targets

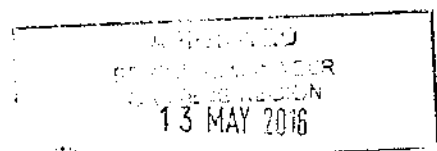
The use of a competency-based HR approach for the Bronkhorstspruit Coal project will serve as a foundation upon which management can **select, train, develop and manage the performance of their employees.**

Wachtenbietjeskop Project recognizes that people constitute one of the most crucial sources of the company's competitive edge. Therefore, a well-defined and focused HR strategy to support management through all the phases of the project will be developed. The Bronkhorstspruit Coal project HR strategy is developed according to the various phases of the project and the needs of the business.

The concepts of sharing, outsourcing and contracting of services poses a great challenge to the management team of the Wachtenbietjeskop Project and HR as a business partner has a vital role to play in supporting and guiding line management in this regard.

The elements that will emerge as outcomes of a model are:

- Clarification, communication, assessment, and development of characteristics that focus on individuals and core organization goals.
- Description of skills, attitudes, traits and behaviours (and values) that can be attached to pay, performance management, organizational staffing and hiring criteria, learning and development, career development and succession planning.



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- The identification of characteristics and behaviours that differentiate top performers from others in relation to their contribution to the company's strategic objectives.
- The link and integration of competency-based HR model with the Labour Relations Act, Employment Equity Act and the Skills Development Act.

The HR strategy recognises that the Wachtenbietjeskop Project will cater for mining activities, crushing and screening activities and logistical activities. The impact on skilled labour will be mining related skills, metallurgical and/or crushing and screening skills and logistical and transportation related skills.

Implementation phase

The focus of this phase will be to stabilize the recruitment and remuneration strategies, to ensure the recruitment and retention of critical skills, and ensure the entrenchment of a performance culture in the behaviour of all employees. During the implementation phase the HR strategy will focus on the following:

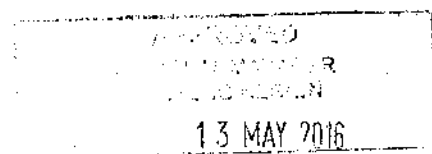
- Recruitment plan;
- Competent workforce;
- Performance culture;
- Values and culture;
- Leadership development; and

The implementation phase will also be accompanied by appointment of project personnel and the contractors on site.

Operational phase

To maximise production, operations are planned for 24 hours per day, seven days per week. It is anticipated that the initial workforce will comprises of experienced personnel, with an emphasis on the latter, thereby introducing new local employees into economic activity and reducing the impact of past work habits.

The organizational design for Wachtenbietjeskop Project intended mining project is based on the operation organization structure taking into account the higher volumes that will be mined and crushed and screened.



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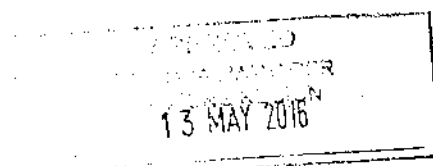
The following principles will be used to design an efficient Wachtenbietjeskop Project

Bronkhorstspuit Coal project structure:

- Structure will support the business plan and strategies of the Bronkhorstspuit Coal project;
- Structure will be designed around the work that needs to be done; and
- It will enable and support delivery of the core work of the business.

The Bronkhorstspuit Coal project is committed to the requirements of Wachtenbietjeskop Project business plan and the following elements were taken into account when developing the HR strategy:

- Bronkhorstspuit Coal project will publish its employment equity plans and report on progress annually ;
- Employment Equity will be integrated in all staffing plans for all job levels to reflect the demographics of the country;
- HR will identify and develop talent from the local community for skills development and future management positions;
- HR will formulate integrated development plans and engage the local community for developing the infrastructure;
- Wachtenbietjeskop Project will identify and give preference status to BEE and local companies in its procurement practices;
- A Wachtenbietjeskop Project will establish an integrated human resource development strategy for further skills development, including **learner ships, bursaries, skills audit, mentorships and career pathing**; and
- Wachtenbietjeskop will subscribe to government and industry agreements to ensure non-discrimination against foreign migrant labour.



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ANNEXURE 1.

**SKILLS DEVELOPMENT PLAN
AND
TRAINING PLAN**

APPROVED
R. M. M. M. M. M.
DIRECTOR GENERAL
13 MAY 2016



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SKILLS DEVELOPMENT AND TRAINING PLAN

Introduction

Development of training modules and standard operating procedures (SOPs) will be part of the Project Team's responsibilities during the construction phase. This would ensure that training could commence during the construction phase and be completed well in advance of the commissioning of the new mine and beneficiation plant. The philosophy of Wachtenbietjeskop Project is based on a competency-based & National Qualifications Framework (NQF) aligned HR development applications focusing on training needs analysis, training curriculum, and coaching, mentoring, and career/leadership/team development initiatives.

The human resource development philosophy aims to:

- develop and sustain core competencies and maximize its human resources in order to meet its strategic objectives and to improve its operational performance;
- Create a learning culture by assisting and facilitating the process whereby employees and their dependants take responsibility to improve their own educational and competency levels, to the mutual benefit of the individual and organization;
- Ensure integration and uniformity in all learning and development process through the leverage of technologies;
- Support and reinforce, through the various learning and development interventions, the values of the company;
- Ensure that learning and development initiatives are career focused and aligned with business objectives;
- Establish life-long learning as the major thrust of learning and development;
- Create a learning charter
- Enhance employees' ability to obtain future employment necessitated by closure or the downscaling of operations; and



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- Redress imbalances resulting from the past education and training.

The following will be applicable:

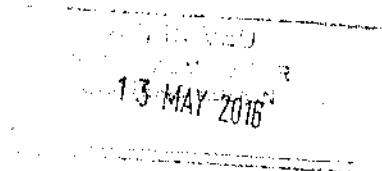
- A development plan will be compiled for every employee
- Formal training is supportive to on-the-job training
- Own training programmes:
 - Formal structured development programmes will be in place for technicians, engineers and also operational positions e.g. drivers and maintenance operators, based on job outputs.
- On-the-job training will be conducted by competent and dedicated personnel (Technical and operational training positions to be placed in line).
- Training to comply with NQF standards (training linked to industry).

1. Basic Adult Education

Although Wachtenbietjeskop Project Projects is a small scale mine and not a signatory to the Mining Qualifications Authority (MQA), Adult Basic Education and Training (ABET) summit, Statement of Intent, Wachtenbietjeskop Project is committed to the eradication of illiteracy. Accordingly, Wachtenbietjeskop Project will provide all employees with the opportunity to become functionally literate. Towards this end the Bronkhorspruit Coal project's five year ABET plan, to be implemented at the Mine, is illustrated in Table 1.

Table1: Five year ABET plan

ABET Level	2016	2017	2018	2019	2020
Mother tongue literacy needs 2013	5	10	10	10	10
Mother tongue literacy in class	10	5	10	5	10
ABET 1 needs	10	15	10	15	10
ABET 1 in class	7	10	15	10	15
ABET 2 needs	8	9	9	10	10



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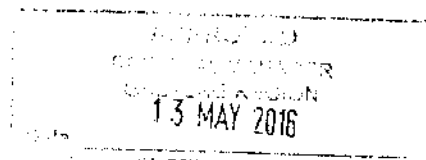
ABET 2 in class	6	7	7	7	7
ABET 3 needs		6	8	9	10
ABET 3 in class		6	7	8	9
ABET 4 (NQF 1) needs		4	6	6	6
ABET 4 in class		4	6	6	6
Annual needs	9	10	10	10	10
Total in ABET programme annually	55	86	98	96	103
Budget	R100,000.00	R150,000.00	R200,000.00	R200,000.00	R200,000.00

The ABET plan includes:

- Block release (seven weeks full time) for Mother Tongue Literacy
- Block release (eight weeks full time) for ABET 1
- Delivery by accredited ABET trainers employed by the Mine
- Afterhours classes in the local ABET centre, which provides accredited training
- Financial incentives for completing each level, with 50% of the MQA grant to the employer being paid to the student
- Monthly meetings with all ABET students to determine needs and progress
- Six monthly meetings with potential and lapsed ABET students, and with the unions, to motivate them to enrol
- Six monthly screening of new applicants
- Five dedicated and trained mentors, one for each ABET level
- Career progression planning for learners entering ABET 4
- Monitoring of implementation by mine management and Corporate Centre

2. Learnerships

Wachtenbiefjeskop Project approach to learner ships is to utilise the Section 18.2 route and focus on the unemployed. The technique is to recruit students not attached to other



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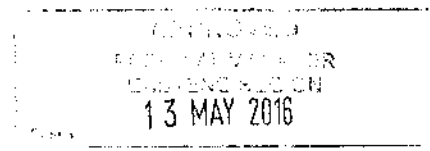
Organizations and to offer them a bursary. Once qualified the student is then appointed within the company. Where employees with the required minimum qualifications show potential they are qualified as artisans through the Section 28 route.

Through its engineering learner ship programme, Wachtenbietjeskop Project intends to contribute in addressing the shortage of qualified engineers (artisans) within the mining industry. Engineering learnerships for Bronkhorstspuit Coal operation will be completed at the mine. The five year engineering plan for the project is illustrated in table 2.

Table2: Five year engineering learnership plan

Year	Engineering learnership title	Male				Female				Totals	Budget
		A	C	I	W	A	C	I	W		
2016	Electrician	2		1		1				4	150,000.00
	Fitting	1	1		1	1				4	100,000.00
	Diesel	1	1					1		3	200,000.00
Total 2016		4	2	1	1	2	1	1		12	450,000.00
2017	Mining	1				1				2	150,000.00
	Metallurgical	1								1	60,000.00
	Civil	1				1				2	150,000.00
Total 2017		3				2				5	360,000.00
2018	Electrician					1				1	36,000.00
	Fitting					1				1	34,000.00
	Diesel										50,000.00
Total 2018						2				2	120,000.00
2019	Electrician					1				1	50,000.00
	Fitting	1								1	60,000.00
	Diesel										100,000.00
Total 2019		1				1				2	210,000.00
2020	Metallurgical	1				1				2	120,000.00
	Fitting										00,000.00
	Civil	2			1					3	150,000.00
Total 2020		3			1	1				5	350,000.00

Apart from learnerships in engineering, other learnerships in mining, plant and in fields such as finance, supervision and management will also be considered.



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Table 3: Five year mining learnership plan

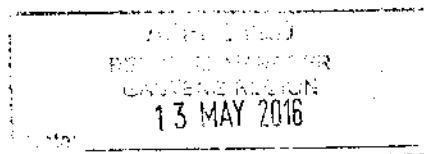
Year	Mining learnership title	Male				Female				Totals	Annual Budget
		A	C	I	W	A	C	I	W		
2016	Learner Miner	4				2				6	200,000.00
2017	Learner Miner	2				1		3		6	200,000.00
2018	Learner Miner	1							2	3	100,000.00
2019	Learner Miner	1		1		3	1			6	200,000.00
2020	Learner Mine	1	1			1	1		1	7	300,000.00

Skills programmes

A range of job appropriate skills training coverings various operator skills, gas testing, blasting, first aid health and safety training amongst others will be provided at Bronkhorstspuit Coal project. The Bronkhorstspuit Coal project's five year accredited skills training plan is indicated in table 4.

Table 4: Five year training plan in accredited skills

Year	Course title	Accredited technical training								Total		Budget
		Male				Female				Male	Female	
		A	C	I	W	A	C	I	W			
2015	Induction	65			2	4				67	4	85,000
	Front End Loader	27								27		
	Dumper Operator	24				1				25	1	
	Water Cart	2				1				2	1	
	Grader Operator	2								2		
	First Aid Training	15				4				15	4	45,000
	Health & Safety Representative Training	6				1				6	1	80,000
	Gas Testing											30,000
	Blasting Certificate	1								1		40,000
	Artisan Aide Training	10			1	4				11	4	40,000
	Computer Courses	8				2				8	2	35,000
	Assessor Training	3				1				3	1	40,000



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Year	Course title	Accredited technical training								Total		Budget
		Male				Female				Male	Female	
		A	C	I	W	A	C	I	W			
	Introduction to Supervision Effectiveness	3								3		45,000
	Comsoc 1											
	Total											440,000
2016	Induction	65			1	6				67	6	150 000
	Gas Testing	6		2					1	7	1	110 000
	Total											260 000
2017	Induction	65			2	4				67	4	40 000
	Front End Loader	27								27		
	Dumper Operator	24				1				25	1	
	Water Cart	2				1				2	1	
	Grader Operator	2								2		
	First Aid Training	15				4				15	4	30 000
	Health & Safety Representative Training	3				1				3		20 000
	Gas Testing											
	Total											90 000
2017	Induction											
	Health & Safety Representative Training	9				8	2		2	9	12	100 000
	Gas testing											
	Total											100 000
2018	Induction	70			2	2				72	2	150 000
	Front End Loader	27								27		
	Dumper Operator	26				3				26	3	
	First Aid Training	10								10		60 000
	Gas Testing				1					1		40 000
	Total											250 000



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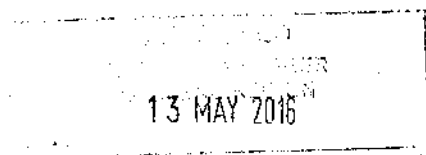
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ii. Managerial skills development

The Wachtenbietjeskop Coal operation will provide a range of managerial skills development programmes to ensure that both new and existing managers have the capacity to function at an optimal level and are fully equipped to take advantage of promotional opportunities when they become available. The five year managerial training plan for the Wachtenbietjeskop Project is provided in table 5.

Table 5: Five year managerial skills training plan

Year	Discipline	Managerial Skills								Total		Budget
		Male				Female				Male	Female	
		A	C	I	W	A	C	I	W			
2015	Project management	2			1	2	1		1	3	4	100 000
	Management Development	7		1	3					11		90,000
	Presentation skills											
	Stress management skills					1			1		2	60,000
	Finance for non-financial managers	2			2					4		130,000
	Practical skills for new managers	2			1	1				3	1	
	Manganese Prep											
Total												380 000
2016	Project management	2			1		2		1			100,000
	Decision Making and Creative Problem Solving techniques	5				1				5	1	30,000
	Mentorship and Coaching Skills	4		1	1	1				6	1	20 000
	Finance for non-financial managers	2	2			2			1			50 000
	Practical skills for new managers					1					1	40 000
	Manganese Prep Advance	2			3					2	3	100 000
	Total											
2017	Project management											
	Business writing skills		3		3	2						10 000
	Presentation skills	4				1			1	4	2	20 000



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Year	Discipline	Managerial Skills								Total		Budget
		Male				Female				Male	Female	
		A	C	I	W	A	C	I	W			
	Stress management skills											
	Practical skills for new managers	2				2						90 000
	Finance for non-Financial managers						1		1	2	1	60 000
	Total											180 000
2018	Business writing skills											
	Presentation skills											
	Practical skills for new managers						2		1	5		60 000
	Financial for non-Financial managers											
	Manganese Prep	1			1					1	1	60 000
	Total											120 000
2019	Assertiveness Skills for Managers	3	1	1		1	2					90 000
	Total											90 000

The matter of post-mining portable skills will be dealt with in the next section.

iii. Portable skills for post-mining employment

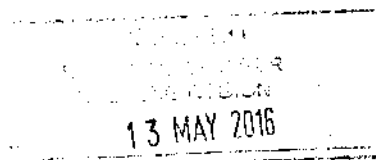
Apart from ensuring that, while employed at Bronkhorstspuit Coal project, employees will be provided with every opportunity to upgrade their skills, the Company will also provide a range of post-mining portable skills in the event of mine closure. This opportunity is offered to employees who are not at a managerial level and who are not qualified as artisans. Post-mining portable skills consists of training in a range of topics that lead to a full SETA accredited learner ship qualification. These topics include, amongst others, construction contractor, construction painter, vehicle servicing, community house builder and tourism guide. Although the life span of the Bronkhorstspuit Coal project is predicted to be 20 years at 4 Mtpa of sales, the five year portable skills training plan of the project is provided in table 6 below.



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Table 6: Portable skills training 2012-2016

Year	Skills	NQF level	SETA	Male	Female	Budget(R)
2015	Community house builder	2	CETA	2	1	250, 000
	Construction contractor	2	CETA	1		
	Electrical engineering	2	ESETA	4	4	
	Construction painter	2	CETA	2	1	
	Construction road worker	2	CETA			
	Vehicle servicing	2	FIETA	1	1	
	Tourism (Guiding)	2	THETA		3	
	Total				6	
2016	Community house builder	2	CETA	1	1	300,000
	Construction contractor	2	CETA	1		
	Electrical engineering	2	ESETA	1	1	
	Construction painter	2	CETA	5	1	
	Construction road worker	2	CETA	1	8	
	Vehicle servicing	2	FIETA	1		
	Tourism (Guiding)	2	THETA		1	
	Total				3	
2017	Community house builder	2	CETA	1	1	350,000
	Construction contractor	2	CETA	1		
	Electrical engineering	2	ESETA	8	1	
	Construction painter	2	CETA	1	3	
	Vehicle servicing	2	FIETA	1		
	Farm worker/owner	2	AGRISSET			
	Tourism (Guiding)	2	THETA	9	1	
	Total				3	
2018	Community house builder	2	CETA	1	7	400,000
	Construction contractor	2	CETA	8	6	
	Electrical engineering	2	ESETA	8	4	
	Construction painter	2	CETA	2	8	
	Construction road worker	2	CETA			
	Vehicle servicing	2	FIETA	1	1	
	Tourism (Guiding)	2	THETA	2	1	
	Total					
2019	Community house builder	2	CETA	1	4	450,000
	Construction contractor	2	CETA	2	3	
	Electrical engineering	2	ESETA	3	2	
	Construction painter	2	CETA	2	2	
	Vehicle servicing	2	FIETA	5		
	Farm worker/owner	2	AGRISSET	6	1	
	Tourism (Guiding)	2	THETA		1	
	Total				3	
Total (5 years)						1 750 000



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iv. Skills and Planning Report

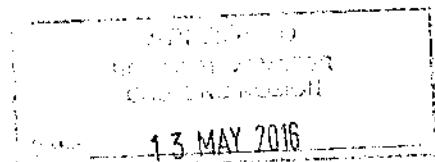
The mine will complete and submit Workplace Skills Plans and Annual Training Reports on the appropriate annual dates. The requisite skills levy payments will be made to the South African Revenue Services and grants for learnerships and skills programmes will be accessible.

The mine's skills levy number is: (this will be provided when right is granted)

The details of the Mines Skills Development Facilitator (SDF) are:

Name: Ms Tsakani Ndlovu

Tel: 076 118 6190



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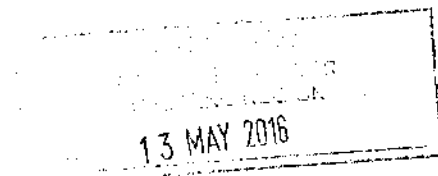
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ANNEXURE 2.

**CAREER PROGRESSION PLAN
AND
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CAREER PROGRESSION AND MENTORSHIP PLAN

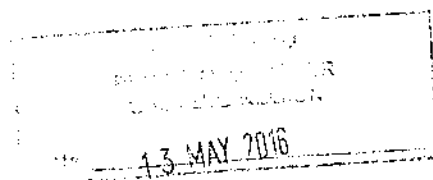
1. Career progression path plan


The Bronkhorstspuit Coal project's philosophy to career path planning closely follows that of the Wachtenbietjeskop Project and entails the development of the employee through:

- Accelerated development opportunities in line with employment equity strategies;
- Fast tracking of employees with leadership and management potential and
- Accelerated in terms of occupationally based skills ; Life Skills Programmes; and Learnerships;

In this respect, all training and development will be based on a thorough needs analysis, taking cognizance of future/intended business strategy and identified skills deficiencies through the performance management process, succession planning requirements, employee career path planning, and the relevant employment equity plans. Employee development will emphasize the co-responsibility of the employee to manage his/her own career growth. Wachtenbietjeskop Project will provide financial assistance to permanent employees with potential to further their education through part-time studies of certain recognized, approved courses and programmes. Employees nominated by departments, in accordance with the relevant individual development plan, succession plan and/or fast tracking programme, may attend selected courses with the normal company policy that will apply regarding subsistence and travelling and study leave.

The mentoring and fast-tracking programme is derived from the employment equity plan and is linked to the Mine's skills development plan and Wachtenbietjeskop Project's succession planning system. It comprises mentoring of protégés by various line managers, with a formal contract between both parties, linked to the performance management system. An illustration of the Wachtenbietjeskop Project's five year talent pool, fast tracking and mentoring plan is provided in table 1.



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Table 1: Watchenbietetjieskop five year plan – talent pool, fast tracking and mentoring

Year	Discipline	Male				Female				Mentors
		A	C	I	W	A	C	I	W	
2015	Electrical/Mechanical	6	1	3		1				6
	Industrial	1				3				2
	Metallurgy	2	1	1	2	1				1
	Mining/Geology	3	1			4				1
	Support	1				1				
	Total	13	3	4	2	10	5			10
2016	Electrical/Mechanical	33	2	11	80	1	1	0	19	49
	Industrial	1	0	0	5	0	0	4	5	5
	Metallurgy	26	1	14	63	7	0	4	10	41
	Mining/Geology	35	1	4	62	5	0	0	22	43
	Support	44	5	8	117	18	5	12	68	92
	Total	139	9	36	327	30	6	19	124	230
2017	Electrical/Mechanical	38	3	12	78	1	1	0	21	52
	Industrial	1	0	0	3	0	0	4	7	5
	Metallurgy	30	1	16	61	8	0	4	12	44
	Mining/Geology	41	1	4	60	5	0	0	24	45
	Support	52	5	10	115	21	5	14	70	97
	Total	163	11	42	317	36	7	22	134	244
2018	Electrical/Mechanical	45	3	14	74	2	2	0	22	54
	Industrial	2	1	0	3	0	1	5	8	6
	Metallurgy	35	2	19	57	10	0	5	13	47
	Mining/Geology	48	2	5	56	6	0	0	25	47
	Support	61	6	11	105	24	6	16	71	100
	Total	191	14	50	295	42	9	26	139	255
2019	Electrical/Mechanical	52	4	17	72	2	2	1	24	58
	Industrial	2	1	1	2	1	2	6	10	8
	Metallurgy	41	2	22	55	11	1	6	15	51
	Mining/Geology	56	2	6	54	8	3	1	27	52
	Support	71	7	13	103	28	7	19	73	107
	Total	223	16	59	286	50	15	32	149	277



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Table 2: Watchenbietjeskop five year plan – talent pool, fast tracking and Mentoring

Year	Discipline	Male				Female				Mentors
		A	C	I	W	A	C	I	W	
2015	Mining/ Geology	1								
	Support	2			1					1
	Total	3			1					1
2016	Mining/Geology	2								1
	Support	3			1				1	2
	Total	5			1				1	3
2017	Mining/Geology	2								1
	Support	4			1	1			1	2
	Total	6			1	1			1	3
2018	Mining/Geology	3								1
	Support	5			1	1			1	3
	Total	8			1	1			1	4
2019	Mining/ Geology	4				1				2
	Support	6			1	1			1	3
	Total	10			1	2			1	5

Table 3: Watchenbietjeskop five year plan – talent pool, fast tracking and mentoring

Year	Discipline	Male				Female				Mentors
		A	C	I	W	A	C	I	W	
2016	Mining/ Geology	1								1
	Support	1								1
	Total	2								2
2017	Mining/Geology	1				1				1
	Support	2				1				1
	Total	3				2				2
2018	Mining/Geology	1				1				1
	Support	2				1				1
	Total	3				2				2



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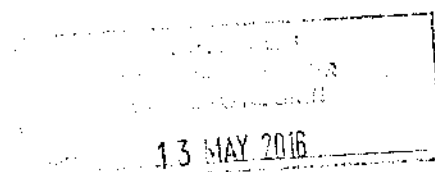
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Year	Discipline	Male				Female				Mentors
		A	C	I	W	A	C	I	W	
2019	Mining/Geology					1				1
	Support					1				1
	Total					2				2
2020	Mining/ Geology	1								1
	Support	1								1
	Total	2								2

The company encourages all employees to upgrade their qualifications, or obtain new qualifications and, towards this end, provides assistance to those studying in their own time in mining-relevant and other key disciplines. This assistance takes the form of help with study fees and leave. Table 3 below indicates the five year study assistance plan for the Bronkhorstspuit Coal project.

Table 3: Five year plan – Study assistance for employees

Year	Qualification	Male				Female				Totals	Budget(R)
		A	C	I	W	A	C	I	W		
2015	Certificate in First Line Management	4				2				6	150,000
	Management Development Programme	2				2				4	200,000
Total		6				4				10	350,000
2016	Dip. in Logistics	1				2				3	100,000
	Management Development Programme	1		1		1				3	100,000
	Certificate in First Line Management	1				1		1		3	100,000
Total		3	1	1		4		1		9	300,000
2017	Dip. in Logistics										
	Certificate in Safety Management	5		2		2				9	150,000
Total		5		2		2				9	150,000



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Year	Qualification	Male				Female				Totals	Budget
		A	C	I	W	A	C	I	W		
2018	Dip. in Logistics	3			5	3		2		13	200,000
Total		10	5	5	5	10	5	5	5	50	200,000
2019	Dip. In Safety Management	10		5		6			5	26	300,000
Total		10	5	5	5	10	5	5	5	2	300,000
TOTAL (5 YEARS)											1 300,000

The company is committed to actively advancing Historically Disadvantaged South Africans (HDSA). In this regard Table 4 demonstrates that the Mine will target to achieve 5% of the Charter Employment Equity Target of 40% HDSA being in management by 2017.

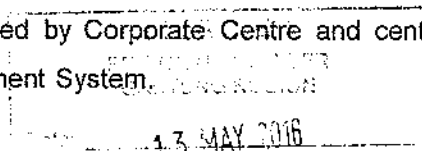
Table 4: Levels by Paterson Grade as at January 2016

Paterson	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Grade F	1								1
Grade E									
Grade D	2								2
Grade C	7			4	3				14
Grade B	55			2	13				70
Grade A	6				7				13
Totals	76			6	23				100

2. Mentorship plan

The career progression of all individual employees within the company is managed through individual development plans in conjunction with the Skills Development Plan. In this regard, mentoring takes on one of two forms. It can either be more formal in structure or it may take on a less formal structure.

A formal mentorship programme, in accordance with Wachtenbietjeskop Project's mentorship policy, is coordinated and managed by Corporate Centre and centrally administered through the Succession Management System.



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Wachtenbietjeskop Project's formal mentorship programme involves a process of:

Matching Training Tracking & Evaluation.

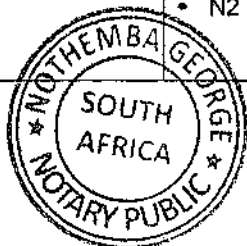
In this process, protégés are matched with mentors and mentors are trained to utilise a tracking and evaluation system which is an electronic system on how to manage the mentor-protégé relationship. The policy incorporates selection criteria for protégés which include qualifications profile, past job performance, leadership potential, potential to acquire future-related competencies and value orientation.

The following areas are critical components of the mentor-protégé relationships:

- Career guidance and support
- Discussion of career paths and career mobility
- General setting of priorities and aims
- Support and guidance when facing difficult career decisions
- Managerial and leadership development and guidance
- Self-management tools
- Providing a sounding board for protégés' thoughts and ideas
- Orientation into Wachtenbietjeskop Project's culture
- Socialisation of the individual into the organisation
- Enabling and empowering the protégé within the organisation
- Conflict handling and personality styles needed as a leader
- Developing a visionary focus.
- A less formal process of mentoring also exists within Wachtenbietjeskop Project Group and as such will apply to the Bronkhorstspuit Coal project. This informal mentoring takes the shape of 'coaching' which requires a career progression path dependent on the career stage that the employee is at. An indication of the various career progression plans are provided below in table 1 through to table 10.

Table 1: Career progression: Grade 4 to Artisan level

Position	Grading (A Wachtenbietjeskop Project)	Grade 4 to Artisan Level	Time frame and requirements	Mentor/Coach
		A r		• Forman is coach
Artisan ↑	J4	<ul style="list-style-type: none"> • Trade assessment section 28 • N2 x 4 Subjects 	<ul style="list-style-type: none"> • ± 6-8 months • Formal evaluation report 	<ul style="list-style-type: none"> • Master artisan is coach • Trade Training Centre



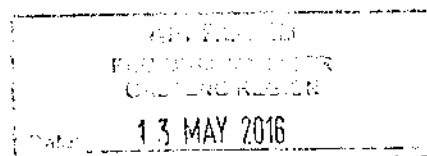
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Maintenance operator (artisan level) ↑	J5	<ul style="list-style-type: none"> Practical training Preparation for section 28 trade assessment N1 x 4 Subjects 	<ul style="list-style-type: none"> Experience (3 years working in trade) Medical 	<ul style="list-style-type: none"> Artisan is coach Technical College Trade Training Centre
Grade 10				
Maintenance operator (artisan level) ↑	J6	<ul style="list-style-type: none"> Grade 10 Technical College Practical training Theoretical training 	<ul style="list-style-type: none"> 1 year ± 6 months ± 4 months 	<ul style="list-style-type: none"> Technical college Trade Training Centre
Grade 9 (ABET 4)				
↑	NQF 1	<ul style="list-style-type: none"> ABET level 4 (8 learning areas) ABET level 3 ABET level 2 ABET level 1 Mother Tongue 	<ul style="list-style-type: none"> Course hours ± 1920 plus additional for 8 learning areas ABET 4 	<ul style="list-style-type: none"> Facilitator of ABET is coach Supervisor is mentor Development officers are mentors Mine management are mentors
maintenance helper	J8	Grade 4		<ul style="list-style-type: none"> Artisan is coach
Total Time frame from Grade 4 to artisan ± 5,5 years				



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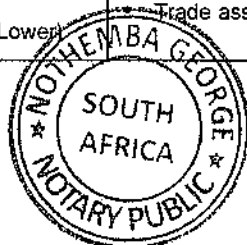
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Table 2: Career progression: Artisan level to Management

Position	Grading (A Wachtenbietj eskop Project)	Negotiation to Management category Artisan to Engineer	Time frame and requirements	Mentor-coach
		Engineer		
Engineer ↑	E	<ul style="list-style-type: none"> • Application for engineering ticket (government ticket) • Requirement for professional registration • Approval • Project report • Practical experienced 	<ul style="list-style-type: none"> • Exam • ± 5-6 years 	<ul style="list-style-type: none"> • Resident Engineer is coach
		Head maintenance		
Head maintenance ↑	F	<ul style="list-style-type: none"> • National "N" Diploma • (12 Subjects above 50%) • N6 	<ul style="list-style-type: none"> • ± 3 years 	<ul style="list-style-type: none"> • Assistant Resident Engineer coach • Formal mentorship system exists
		Foreman		
Foreman ↑	G	<ul style="list-style-type: none"> • N5 • N4 (Technical college)	<ul style="list-style-type: none"> • ± 2 years 	<ul style="list-style-type: none"> • Head maintenance is coach
		Artisan		
Artisan ↓	J4	<ul style="list-style-type: none"> • N3 • N2 		<ul style="list-style-type: none"> • Foreman master artisan is coach
Total Time frame from Artisan to Engineer ± 10 years				

Table 3: Career progression: General Worker to Artisan level

Position	Grading (A Wachtenbietj eskop Project)	General Worker to Artisan Level	Time frame and requirements	Mentor/Coach
		Artisan		
Artisan ↓	J4.1-J4.3 (C-Lower)	Trade assessment section 28	<ul style="list-style-type: none"> • ± 18 months 	<ul style="list-style-type: none"> • Foreman is coach



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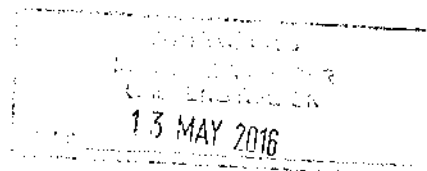
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		<ul style="list-style-type: none"> Registered Learnership N2 x 4 Subjects for single trades and N3 x 4 subjects for double trades such as Millwrights (specified) 	<ul style="list-style-type: none"> through formal learnership Formal evaluation reports 	<ul style="list-style-type: none"> Master artisan is coach Trade Training Centre
Maintenance operator (artisan level) ↑	J5 (B-upper)	<ul style="list-style-type: none"> Practical training Preparation for section 28 trade assessment N1 x 4 Subjects (specified) 	<ul style="list-style-type: none"> Experience (4 years working in trade as helper) N1 x 4 Subjects (Comply to requirements) Psychometric evaluation 	<ul style="list-style-type: none"> Artisan is coach Technical College/Trade Training Centre
		Maintenance operator		
Maintenance operator ↑	J6 (B-lower)	<ul style="list-style-type: none"> Grade 10/N1 Practical training Theoretical training 	<ul style="list-style-type: none"> 3-5 years 	<ul style="list-style-type: none"> Technical college / Trade Training Centre
		Maintenance helper/General Worker		
Maintenance helper/General Worker	J8 A-band	<ul style="list-style-type: none"> NQF 1/ABET 4 ABET level 4 (8 learning areas) ABET level 3 ABET level 2 ABET level 1 Mother Tongue 	<ul style="list-style-type: none"> Course hours ± 1920 plus additional for 8 learning areas ABET 4 	<ul style="list-style-type: none"> Facilitator of ABET is coach Supervisor is mentor
<p>Total time frame from General worker/Maintenance Helper to artisan ± 5, 5 years depending on the potential of the employee, availability of positions and the selection process.</p>				



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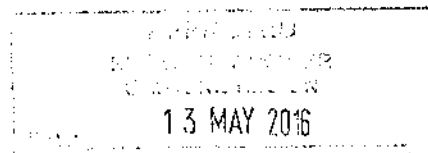
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Table 4: Career progression: Artisan level to Departmental Manager

Position	Grading (A Wachtenbietetj eskop)	Artisan to Resident Engineer/Department Manager	Time frame and requirements	Mentor-coach
		Department Manager/Resident		
Resident Engineer/ Department manager ↑	D-role (E – Lower)	<ul style="list-style-type: none"> • Registrations as professional Engineer. • Practical experienced as Assistant Resident Engineer • Middle Management Programme or equivalent 	<ul style="list-style-type: none"> • 8-10 years experience as Engineer 	<ul style="list-style-type: none"> • General Manager
Assistant Resident Engineer/ Senior Engineer ↑	E-role (D-upper)	<ul style="list-style-type: none"> • Registrations as professional Engineer. • Practical experience as Engineer • Middle Management Programme or equivalent 	<ul style="list-style-type: none"> • ± 5-6 years 	<ul style="list-style-type: none"> • Resident Engineer is coach
		Head maintenance		
Head Maintenance/ Engineer in Training ↑	F –role (D-Lower)	<ul style="list-style-type: none"> • National Diploma • N6 • Artisan qualification • BSc Degree.(applicable) 	<ul style="list-style-type: none"> • ± 3 years • Professional in training • 2 years 	<ul style="list-style-type: none"> • Assistant Resident Engineer coach
		Forema		
Foreman ↑	G-role (C-upper)	<ul style="list-style-type: none"> • N3 - N4 • Registered Learnership at the MQA • Basic Management Programme • First Line Management Programme 	<ul style="list-style-type: none"> • ±3 years • Master artisan 	<ul style="list-style-type: none"> • Head maintenance is coach
		Artisa		
Artisan	J4.1-J4.3 (C-Lower)	<ul style="list-style-type: none"> • Trade assessment section 28 • Registered Learnership • N2 x 4 Subjects for single trades and N3 x 4 subjects for double trades such as Millwrights (specified) 	<ul style="list-style-type: none"> • ± 18 months through formal learnership • Formal evaluation reports 	<ul style="list-style-type: none"> • Master artisan is coach • Trade Training Centre

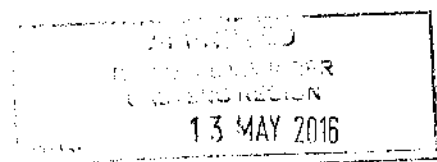


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Total time frame from Artisan to Department Manager/Resident Engineer ± 12 years depending on the potential of the candidate to reach that level, availability of positions and the selection process.

Table 5: Career progression in Mining: Grade P8 to Pit Worker level

Position	Grading (A Wachtenbietetj eskop)	Grade 8 to Pit Worker Level	Time frame and requirements	Mentor/Coach
Pit Worker/Miner				
Pit Worker/Miner	P3/C1 (C-Lower)	<ul style="list-style-type: none"> Trade assessment section 28 N3 x 4 Subjects in Mining at Technikon. 	<ul style="list-style-type: none"> ± 3-5 years Formal evaluation report Diploma in Mining Blasting Certificate 	<ul style="list-style-type: none"> Foreman is coach
Operator Grade 1 ↑	P5/B4,5 (B-Upper)	<ul style="list-style-type: none"> Theoretical Training Practical training 	<ul style="list-style-type: none"> Must be P6 Experience and knowledge of Pit. Evaluation 	<ul style="list-style-type: none"> Supervisor is coach
Grade				
Operator Gr 2 and Gr 3. Driver Tractor ↑	P6/B1,2,3 (B Lower)	<ul style="list-style-type: none"> Grade 9/ABET 4 Practical training Theoretical training 	<ul style="list-style-type: none"> 1 year ± 1 month ± 1 month 	<ul style="list-style-type: none"> Pit worker is coach
Grade 9 (ABET 4)				
General Worker/ Drilling Helper/ Blaster Assistant	A Band	<ul style="list-style-type: none"> ABET level 4 (8 learning areas) ABET level 3 ABET level 2 ABET level 1 Mother Tongue 	<ul style="list-style-type: none"> Course hours ± 1920 plus additional for 8 learning areas ABET 4 	<ul style="list-style-type: none"> Facilitator of ABET is coach Supervisor is mentor



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Total Time frame from A Band to Pit Worker ± 5 years for high potential candidates depending on availability of positions and selection processes.

Table 6: Career progression in Mining: Pit Worker/Miner level to Management

Position	Grading (A Wachtenbietjieskop Project)	Pit Worker/Miner to Manager Mining	Time frame and requirements	Mentor-coach
		Manager Mining/Underground/Production Manager		
Manager Mining Department	E-Lower	<ul style="list-style-type: none"> Government Ticket and/or BSc Eng. Degree Requirement for registration as professional Engineer Practical experience as Pit Superintendent 	<ul style="list-style-type: none"> 8-12 years experience applicable experience 	<ul style="list-style-type: none"> Mine Manager/General Manager/Business Unit manager
		Pit Superintendent/ Senior Mining		
Pit Superintendent /Senior Mining Engineer	D-Upper	<ul style="list-style-type: none"> Government Ticket and/or BSc Eng. Degree Requirement for registration as professional Engineer Practical experience 	<ul style="list-style-type: none"> ± 5-6 years previous experience of the Mine 	<ul style="list-style-type: none"> Manager Mining is coach
		Head Production/Mine Overseer		
Head Production/ Mining Engineer	D-Lower	<ul style="list-style-type: none"> Mine Overseers certificate Grade 12 	<ul style="list-style-type: none"> ± 3 years 	<ul style="list-style-type: none"> Assistant Resident Engineer coach Formal mentorship system exist
		Foreman/Shift Boss		
Foreman	C-Upper	<ul style="list-style-type: none"> Blasting Certificate Grade 12/Mining diploma 	<ul style="list-style-type: none"> ± 2 years 	<ul style="list-style-type: none"> Head maintenance is coach
		Pit Worker/Miner		



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Pit Worker/Miner	C-Lower	• N2	•2 years	•Foreman/Miner is coach
Total Time frame from Pit Worker to Manager Mining ± 10 years for high potential candidates. Employees will be promoted when positions are available and the employee is successful as applicant for the position.				

Table 7: Career progression in the Plant: General Worker to Senior Process Controller level

Position	Grading (A Wachtenbietj eskop Project)	General Worker to Senior Process Controller level	Time frame and requirements	Mentor/Coach
Senior Process Controller				
Senior Process Controller ↑	P3 (C – Middle band)	<ul style="list-style-type: none"> • Skills Programme as Learner completed • N3/Grade 12 with Maths and Science • Psychometric evaluation 	<ul style="list-style-type: none"> • ± 3-5 years • Formal evaluation report 	• Foreman is coach
Process Controller ↑	P4 (C Lower)	<ul style="list-style-type: none"> • Skills Programme as Learner completed • N3/Grade 12 with Maths and Science • Psychometric evaluation 	<ul style="list-style-type: none"> • Minimum 18 Months training as Learner. 	• Foreman is Mentor
Process Operator	P6 (B-Middle band)	<ul style="list-style-type: none"> • N1/Grade 9/ABET 4 	<ul style="list-style-type: none"> • 12-24 months 	• Process Controller is coach
General Worker				
General Worker ↑	A Band	<ul style="list-style-type: none"> • NQF level 1/Grade 9 • ABET level 4 (8 learning areas) • ABET level 3 • ABET level 2 • ABET level 1 • Mother Tongue 	<ul style="list-style-type: none"> • Course hours ± 1920 plus additional for 8 learning areas ABET 4 	<ul style="list-style-type: none"> • Facilitator of ABET is coach • Supervisor is mentor
Plant Skills Programme				



APPROVED
FOR THE MANAGER
GENERAL WORKER
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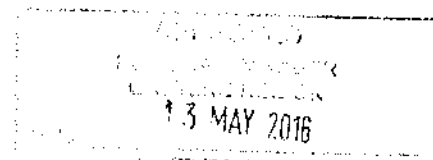
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Learner (Not employee of A Wachtenbietjes kop Project)		<ul style="list-style-type: none"> • N3/Grade 12 with Maths and Science • Psychometric Tests 	<ul style="list-style-type: none"> • No experience required 	<ul style="list-style-type: none"> • Senior Training Officer (Plant) • Foreman
Total Time frame from General Worker to Senior Process controller ±6 years for candidates with high potential depending on the availability of positions and selection of candidates for specific positions				

Table 8: Career progression Plant: Senior Process Controller level to Manager Plant

Position	Grading (A Wachtenbietjeskop)	Senior Process Controller to Manager Plant	Time frame and requirements	Mentor-coach
Manager Plant				
Manager Plant ↑	D-role (E- Lower)	<ul style="list-style-type: none"> • BSc Degree – Metallurgy/Chemical • B Tech Degree 	<ul style="list-style-type: none"> • 8 -10 years • experience 	<ul style="list-style-type: none"> • General Manager is the mentor
Chief Engineer Process development	D-role (E- Lower)	<ul style="list-style-type: none"> • BSc Degree – Metallurgy/Chemical • B Tech Degree 	<ul style="list-style-type: none"> • 8 years • experience 	<ul style="list-style-type: none"> • Manager Plant is the mentor/coach
Senior Engineer/ Plant Superintendent	E-role (D-upper)	<ul style="list-style-type: none"> • BSc Degree – Metallurgy/Chemical • B Tech Degree 	<ul style="list-style-type: none"> • Applicable experience as Head • 8 years 	<ul style="list-style-type: none"> • Manager Plant is the mentor/coach
Head Production				
Head Production/Head Laboratory	F role (D-Lower)	<ul style="list-style-type: none"> • National "N" Diploma • N4 • Advanced Coal Prep • Skills Programme as Learner completed 	<ul style="list-style-type: none"> • ± 6-8 years 	<ul style="list-style-type: none"> • Superintendent is coach
Foreman				
Foreman ↑	G-role (C-Upper)	<ul style="list-style-type: none"> • N4 • Skills Programme as Learner completed 	<ul style="list-style-type: none"> • ± 6 years 	<ul style="list-style-type: none"> • Head production is coach



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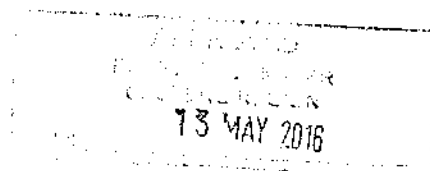
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		<ul style="list-style-type: none"> • N3/Grade 12 with Maths and Science • Basic Management Programme • First Line Management Programme • Coal Prep 		
		Senior Process Controller		
Senior Process Controller	P3 (C-Middle band)	<ul style="list-style-type: none"> • Skills Programme as Learner completed • N3/Grade 12 with Maths and Science • Psychometric evaluation 	• 3-5 years	• Foreman master artisan is coach
Total Time frame from Senior Process Controller to Plant Manager ± 10 years if employee has potential to be developed and positions are available.				

Table 9: Career progression Services Departments: Cleaner/General Worker to Accountant/Practitioner/Buyer level

Position	Grading (A Wachtenbietje skop Project)	Cleaner to Accountant/Practitioner/Buyer level	Time frame and requirements	Mentor/Coach
		HR Practitioner/Buyer/Accountant		
HR Practitioner ↑	H-role/A3 (C-middle band)	<ul style="list-style-type: none"> • Grade 12 N3 Technical College • Practical training • Theoretical training • Microsoft qualification • Diploma/Certificate 	• Experience (3-4 years applicable)	• Supervisor is coach.
		Clerk/Admin Assistant/Book keeper		
Clerk/Admin Assistant/Book keeper ↑	A5 (B-upper)	<ul style="list-style-type: none"> • Grade 12 N3 Technical College • Practical training • Theoretical training • Microsoft qualification 	<ul style="list-style-type: none"> • 1 year • ± 6 months • ± 4 months 	<ul style="list-style-type: none"> • Technical college • Supervisor
		Cleaner/General worker		



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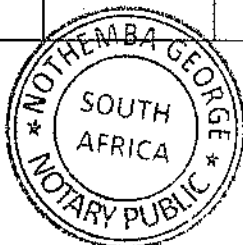
Cleaner/General worker 	P 8 (A band)	<ul style="list-style-type: none"> • NQF 1/Grade 9 • ABET level 4 (8 learning areas) • ABET level 3 • ABET level 2 • ABET level 1 • Mother Tongue 	<ul style="list-style-type: none"> • Course hours ± 1920 plus additional for 8 learning areas ABET 4 	<ul style="list-style-type: none"> • Facilitator of ABET is coach • Supervisor is mentor
Total Time frame from General Worker/Cleaner to Practitioner/Buyer level depending on the potential of the employee, positions available and the selection of candidates for the position when more than one applied.				

Table 10: Career progression in the Services Departments: Practitioner to Department Manager

Position	Grading (A Wachtenbietetj eskop Project)	Practitioner to Department Manager	Time frame and requirements	Mentor-coach
Departmental Manager				
Departmental Manager 	D-role (E-lower)	<ul style="list-style-type: none"> • Applicable BA/B.com degree • B. Tech degree • First Line Management Programme • Middle Management Programme Application for engineering ticket (government ticket) 	<ul style="list-style-type: none"> • ± 8-10 years relevant experience 	<ul style="list-style-type: none"> • General Manager is coach and mentor
Manager Organisation Performance/Senior Accountant/	E-role (D-upper)	<ul style="list-style-type: none"> • Applicable BA/B.com degree • B. Tech degree • First Line Management Programme • Middle Management Programme 	<ul style="list-style-type: none"> • ± 5-8 years experience. • Trained as Graduate in training in the specific field of expertise 	<ul style="list-style-type: none"> • Departmental Manager
Head of section/HR Consultant/accountant				
Head of section/HR Consultant/accountant 	F-role (D-lower)	<ul style="list-style-type: none"> • Applicable BA/B.com degree • B. Tech degree • First Line Management Programme 	<ul style="list-style-type: none"> • ± 2-5 years experience. • Trained as Graduate in training in the specific field of expertise 	<ul style="list-style-type: none"> • Manager Organisational Performance • Supervisor



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		Senior Buyer/Senior Training Officer/Subject expert		
Senior Buyer/Senior Training Officer/Subject expert	G-role (C-upper)	<ul style="list-style-type: none"> • Applicable Diploma/Certificate • Basic management Programme 	• ± 4 years	• Consultant/Supervisor is coach
		HR Practitioner/Buyer/Accountant		
HR Practitioner ↑	H-role/A3 (C-middle band)	<ul style="list-style-type: none"> • Grade 12 N3 Technical College • Practical training • Theoretical training • Microsoft qualification • Diploma/Certificate 	• Experience (3-4 years applicable)	• Supervisor is coach.
Total Time frame from Practitioner to Department Manager is ± 8-10 years depending on the potential of the employee, positions available and the selection of candidates for the position when more than one applied.				

Wachtenbietetjieskop Project Project's mentorship policy also covers the mentorship of empowerment

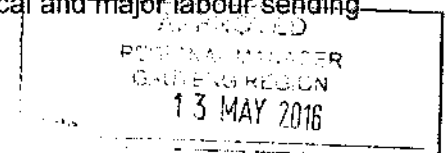
Partners and small, medium and micro enterprise (SMME) suppliers to the Mine. This policy will apply to the Bronkhorstspruit Coal project.

Procurement Plan

Procurement and Enterprise Development - With respect to Procurement, Wachtenbietetjieskop project will target over 50% HDSA spend on Capital Goods, Consumable Goods and Services. With respect to Enterprise Development, Wachtenbietetjieskop project will engage with with the Jobs Fund and to set up the Enterprise Development Centres in the Municipality with the main objective of supporting and incubating the Small, Medium and Micro Enterprises (SMMEs) in these areas, which will serve as the main sources of employment creation in the above mentioned localities.

Give HDSA's preferred supplier status.

- Supply a database of BEE suppliers
- Set up targets for BEE procurement
- Implement a plan to measure and facilitate BEE procurement and Local Procurement.
- Implement SMME development programmes.
- implement approved community projects in line with IDP's of local and major labour sending municipalities.

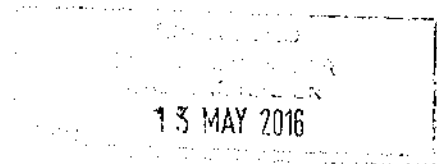


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ANNEXURE 3

BURSARY AND INTERSHIP PLAN
AND
EMPLOYMENT EQUITY PLAN



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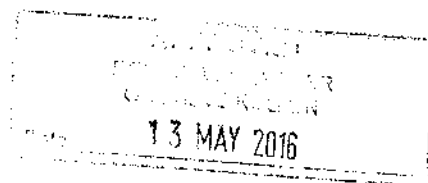
INTERNSHIP, BURSARY AND EMPLOYMENT EQUITY PLAN

1. Internship and bursary plan

To ensure an adequate supply of the required professional skills for its operations Wachtenbietjeskop will integrate bursary and professional-in-training scheme largely for engineering and geology studies. This professional –intern programme will employ 5 students during June/ December vacation who are still in their 1st-3rd year level. This will help students to familiarise themselves with working conditions in the mine.

Once graduated, young professionals will be put through a structured development programme. This programme will function as an internship, lasting at least 24 months, to ensure proper training and development in each candidate's respective fields of study. During this period, the young professionals will be provided with proper mentorship and coaching. The number of students taken into the bursary and professionals-in-training scheme will depend on the skills needed in a specific area and on the skills development plans for the Wachtenbietjeskop Project mine.

Over the next five years, Wachtenbietjeskop Project intends to offer 5 bursaries per annum, of which 3 are reserved for HDSA candidates. The cost of this scheme is covered by Corporate Centre. A breakdown of the numbers of bursaries that will be offered at the Bronkhorstspruit Coal project is illustrated in table 1.



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Table 1: Wachtenbietjeskop Project internship programme 2015-2020

YEAR	African		Coloured		Indian		Total HDSA	White		Total in pool	Budget(R)
	M	F	M	F	M	F		M	F		
2016	1	2		1			4		1	5	150000
2017	2	1	1			1	5			5	150000
2018		3		1			4	1		5	150000
2019	1	1	1	1	1		5			5	150000
2020			1	2	1	1	5			5	150000
Total (5 Yr)											750 000

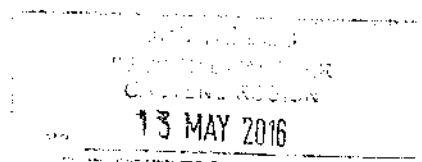
Table 2: Wachtenbietjeskop Project Talent pool bursars 2021-2025

YEAR	African		Coloured		Indian		Total HDSA	White		Total in pool	Budget
	M	F	M	F	M	F		M	F		
2021	2		1		1		4		1	5	200 000
2022		2		1		1	4	1		5	200 000
2023	1	2					3	1		5	200 000
2024	1	2	1				4		1	5	200 000
2025			1	1	1		3	1		5	200 000
Total (5 Yr)											1000 000

Of the allocated budget, approximately 92.5% is spent on university or technikon fees, accommodation, and an allowance to cover books, travel and other incidentals. The remaining 7.5% represents operational costs incurred by Wachtenbietjeskop Project. On completion of their studies, bursary candidates will be taken through an internship or structured development programme, as "professionals-in-training", to ensure a steady supply of qualified personnel to the Wachtenbietjeskop Project.

2. Employment Equity Plan

The responsibility for the implementation of the employment equity plan, in accordance with the Mining Charter targets, and the monitoring of this plan at Wachtenbietjeskop Project operation, resides with Wachtenbietjeskop Project's Human Resources Department at Corporate Centre.



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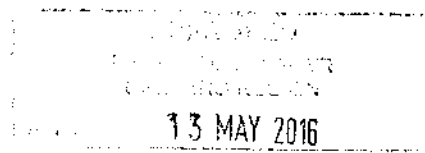
Wachtenbietjeskop Project has aligned its employment equity policy with the Employment Equity Act, No. 55 of 1998, and the amendments made to the Act in 2006. This policy will be fully implemented at Wachtenbietjeskop Project. It is regarded as a vital tool for achieving the Mining Charter employment equity targets. The policy is designed with the following goals in mind:

- No unfair discriminatory practices, implicit or explicit, to exist anywhere in the Mine
- Sexual and racial harassment will not be tolerated
- No barriers to exist in the workplace that unfairly restrict employment and promotion opportunities of any person
- An enhanced representation of currently under-represented categories of people, with the emphasis on persons from designated groups, at all levels in the Mine, focused on the long-term objective of reflecting the demographics of the South African population
- Creation of an organisational culture in which diversity is encouraged and valued while focusing on shared values in order to develop team spirit, promote mutual understanding, optimise potential and achieve organisational goals in serving the community.

The Wachtenbietjeskop Project will be aligned to Wachtenbietjeskop Project which undertakes to strive to meet the target of 10% women in mining. Table 1 below shows the Wachtenbietjeskop Project intend towards achieving this target as at 2020.

Table 1: Women in mining – Wachtenbietjeskop Project mine

Women in Mining Paterson Bands		Actual 2017					
		African	Coloured	Indian	White	Total	%
F & E	Top & Senior Management	1	1	0	0	2	1
D	Middle Management	2	1	0	0	3	1.5
C	Junior Management, non-managerial	6	3	0	0	9	4.5
B	Semi-skilled	7	0	0	0	7	3.5
A	Unskilled	9	0	0	0	9	4.5
Total number of women		25	5	0	0	30	
Total number of employees = 60							



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Table 2 shows the Wachtenbietjeskop Project's Bronkhorstspuit Coal project projection into 2025 in an effort to achieve this target.

Table 2: Women in mining – Bronkhorstspuit Coal project projection

Women in Mining Paterson Bands		Projection 2025					
		African	Coloured	Indian	White	Total	%
F & E	Top & Senior Management	8	3	1	1	13	32.5
D	Middle Management	6	1	1	1	9	22.5
C	Junior Management, non-managerial	4	0	0	0	4	10
B	Semi-skilled	10	0	0	0	10	25
A	Unskilled	25	0	0	0	25	62.5
Total number of women		53	4	2	2	61	
Total number of employees = 250							

The need for redressing access for HDSAs to the mining industry, especially at highly-skilled and managerial levels is acknowledged. Consequently, the aims of the Employment Equity Policy are to ensure that HDSAs, in particular, are assisted and encouraged to be able to fully participate at all managerial levels.

The current HDSA participation in Wachtenbietjeskop Project P in management is 100% and this is forecast to remain unchanged to 100% by 2019 as illustrated in table 3.



Table 3: Targets for HDSAs in management, 2015-2019

Grade	HDSAs in Management	Actual 2015		Forecast 2019	
		%	No	%	No
D	Middle Management	100%	1	100%	1
E	Senior Management	100%	1	100%	1
Total HDSAs in Management		100%	2	100%	2
Total Mine Management		2		2	
Total Number of Employees		60		74	

The employment equity statistics for the Wachtenbietjeskop Project mine are provided in table 4 below.

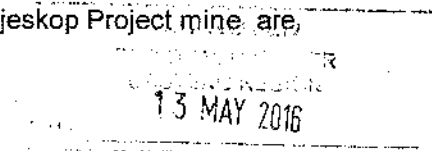


Table 4: Employment equity statistics for Wachtenbietjeskop Project as per Form S in

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Annexure II of the MPRDA regulations

Occupational Levels/ Paterson Grade	Male				Female				Total		
	A	C	I	W	A	C	I	W	M	F	All
Top management/ F	2	0	0	2	0	0	0	0	4	0	4
Senior management/ E	2	0	0	2					2	2	4
Professionally qualified and experienced specialists and mid-management/ D	4	0	0		4	0	0	0	4	4	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents/ C	6	0	0	0	8	0	0	0	6	8	14
Semi-skilled and discretionary decision-making/ B	8	0	0	0	15	0	0	0	8	15	33
Unskilled and defined decision-making/ A	6	0	0	0	10	0	0	0	6	10	16
Total permanent employees	28	0	0	4	37	0	0	0	25	10	69



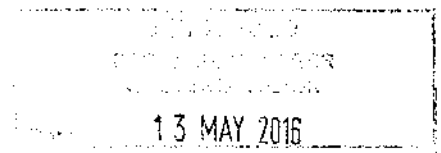
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ANNEXURE 4.

MINE COMMUNITY ECONOMIC BACKGROUND



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Local-economic development programme

Under this section the socio-economic background of the area will be provided against which the impact of the mining operation on the area will be discussed. Issues such as key economic activities, measures to address housing and living conditions, infrastructure and poverty eradication projects and procurement progression plans will be addressed on a separate annexure below.

1. Social and economic background information

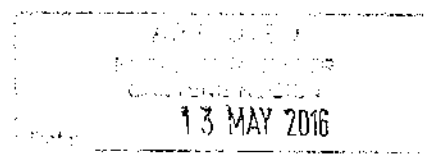
As indicated earlier, the proposed project falls within the boundaries of Bronkhorstspruit Municipality which in turn is situated in the province of Gauteng. A social and economic profile of this area is provided below commencing at the Province level.

1.1 Province Level

Gauteng shares common boarders with the provinces of KwaZulu-Natal, Free State, and Northern Province. On a geographical basis Gauteng covers an area of comprising some 6.5% of the land mass of South Africa and incorporates the district municipalities of Tshwane Local Municipality.

Census 2001 (Statistics South Africa, 2001) placed the population of Gauteng at 12.27 million people living within 785 433 households, while the Community Survey indicated that by 2007 the population of Gauteng was estimated to stand at approximately 3 643 435 people living within 940 403 households (Statistics South Africa, 2007, p. 14). Calculated at a medium variant, the Mid-year Population Estimate – 2010 projected that by 2010 the population of Gauteng would experience a negative net migration rate and was estimated at approximately 3 617 600 people thus contributing 7, 2% to the total population of South Africa (Statistics South Africa, 2010, p.

4). It is also estimated that by 2011 Gauteng will have a negative net migration rate of - 44 200 people (Statistics South Africa, 2010, p. 13) many of whom would be seeking employment elsewhere.



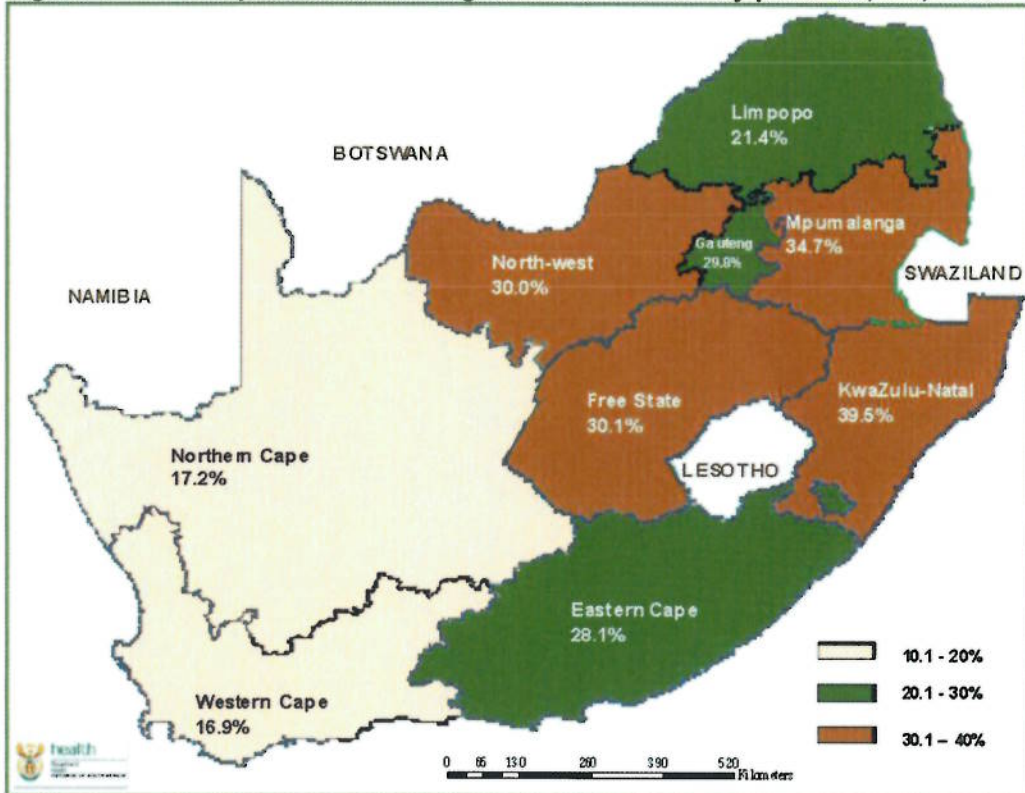
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Apart from growing levels of unemployment the province also faces concern relating to a high rate of HIV and AIDS amongst the population with the province having an HIV perseverance rate of 29.8% amongst antenatal women. The HIV and AIDS rate amongst antenatal women across South Africa is illustrated in Figure 1 below.

Figure 1: HIV prevalence among antenatal women by province, SA, 2009.



APPROVED
 REGIONAL MANAGER
 GAUTENG REGION
 Date: 13 MAY 2016

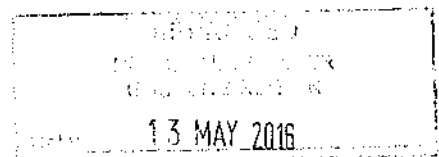
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Attention will now be turned to the municipal levels.

3.1.1 Municipal levels

The proposed Wachtenbietjeskop Project is located approximately 10 km East of Bronkhorstspuit in Gauteng Province. Accessibility is via a well maintained gravel road that turns off the R25 Bronkhorstspuit to Groblersdal road. The project area is used for cattle grazing and farming. Project area is located in the Witbank Coalfield that contains sedimentary basins.

During the Community Survey 2007, data was gathered at the provincial, district and local levels and will initially be used, on a comparative basis, to provide background to the demographic description provided here.



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Table 1: Demographic data

Description	Gauteng		Tshwane			
Gender						
Female	1,769,400	48.6%	612,081	49.9%	16,100	49.0%
Male	1,874,047	51.4%	614,439	50.1%	16,739	51.0%
Total	3,223,365	100%	1,226,520	100%	32,839	100%
Population Grouped						
Black African	3,352,730	92.0%	1,115,221	90.9%	28,568	87.0%
Coloured	28,508	0.8%	11,186	0.9%	103	0.3%
Indian or Asian	12,871	0.4%	4,216	0.3%	118	0.4%
White	249,326	6.8%	95,897	7.8%	4,050	12.3%
Total	3,643,435	100%	1,226,520	100%	32,839	100%
Employment Status						
Employed	886,502	39.0%	325,885	41.0%	10,005	46.5%
Unemployed	442,001	19.5%	153,305	19.3%	2,996	13.9%
Not Economically active	882,124	38.8%	294,751	37.1%	7,291	33.9%
Total	2,270,944	100%	794,338	100%	21,516	100%
Household Income						
No income	1,209,526	56.0%	404,620	54.5%	8,617	43.6%
R 1 - R 400	101,839	4.7%	25,262	3.4%	470	2.4%
R 401 - R 800	165,483	7.7%	50,861	6.9%	1,602	8.1%
R 801 - R 1 600	287,208	13.3%	107,700	14.5%	4,022	20.4%
R 1 601 - R 3 200	153,602	7.1%	64,585	8.7%	1,858	9.4%
R 3 201 - R 6 400	107,761	5.0%	40,684	5.5%	1,501	7.6%
R 6 401 - R 12 800	79,207	3.7%	27,231	3.7%	1,187	6.0%
R 12 801 - R 25 600	38,316	1.8%	13,592	1.8%	445	2.3%
R 25 601 - R 51 200	11,838	0.5%	4,729	0.6%	41	0.2%
R 51 201 - R 102 400	3,050	0.1%	976	0.1%	0	0.0%
R 102 401 - R 204 800	1,508	0.1%	816	0.1%	0	0.0%
R 204 801 or more	987	0.0%	719	0.1%	0	0.0%
Response not given	82,155	3.8%	45,952	6.2%	720	3.6%
Institutions	28,467	1.3%	6,614	0.9%	1,048	5.3%
Total	2,160,325	100%	741,775	100%	19,743	100%
Industry						
Agriculture; hunting; forestry and fishing	54,388	2.4%	13,301	1.7%	1,068	5.0%
Mining and quarrying	50,923	2.2%	28,528	3.6%	452	2.1%
Manufacturing	99,861	4.4%	36,386	4.6%	1,152	5.4%
Electricity; gas and water supply	11,173	0.5%	7,003	0.9%	70	0.3%
Construction	49,087	2.2%	21,877	2.8%	573	2.7%
Wholesale and retail trade	97,642	4.3%	29,185	3.7%	1,257	5.8%
Transport; storage and communication	27,969	1.2%	11,053	1.4%	675	3.1%
Financial/insurance/real estate/business services	71,072	3.1%	26,381	3.3%	881	4.1%
Community; social and personal services	109,255	4.8%	36,359	4.6%	1,598	7.4%
Other and not adequately defined	103,050	4.5%	44,403	5.6%	981	4.6%



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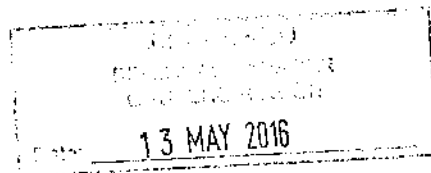
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Unspecified	212,082	9.3%	71,413	9.0%	1,298	6.0%
Not applicable	1,355,976	59.7%	461,837	58.1%	10,457	48.6%
Institutions	28,467	1.3%	6,614	0.8%	1,048	4.9%
Total	2,270,945	100%	794,340	100%	21,510	100%

Data source: Statistics South Africa: Community Survey 2007



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Table 2 below provides an analysis of the service delivery indicators across the province, district and local municipal levels based on data gathered during Community Survey, 2007. This comparison points towards the Tshwane Local Municipality having an overall higher level of service deliver than the provincial and district averages indicates.

Table 2: Service delivery indicators

Percentage of	Gauteng	Nkangala	Tshwane
Households living in formal dwellings	77,0%	73,5%	77,3%
Households living in informal dwellings	11,7%	19,2%	3,6%
Households owned & fully paid	62,7%	58,5%	53,5%
Households owned but not yet paid off	7,9%	10,3%	12,2%
Rented	13,3%	13,8%	16,7%
Occupied rent free	15,9%	17,1%	17,6%
Households using electricity for lighting	82,2%	81,5%	89,2%
Households using electricity for cooking	55,7%	59,6%	55,9%
Household using electricity for heating	45,0%	49,3%	45,7%
Household using pit latrines	46,7%	44,8%	6,1%
Households using bucket toilets	0,5%	0,8%	0%
Households with no toilet facilities	8,0%	3,5%	4,3%
Refuse removed	41,5%	45,1%	77,7%
No refuse removal	6,0%	3,9%	3,2%
Piped water inside dwelling	34,9%	36,6%	58,9%
Piped water inside yard	33,4%	39,3%	25,6%
Piped water outside yard in community	22,7%	15,7%	8,7%
Total piped water	91,0%	91,6%	93,2%

Data source: (Statistics South Africa, 2007)

Figure 2 below provides a graphic illustration of 6 of the important service deliver indicators illustrating the level of performance, of the Tshwane Local Municipality against that of the Gauteng and the Nkangala District Municipality.



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At the local municipal and ward levels the following comparisons will be based on data gathered by Stats SA during Census 2001 as data gathered during Community Survey 2007 does not extend to the ward level. In order to remain consistent data gathered during Census 2001 in respect of the Tshwane Local Municipality will also be compared to that of wards 1, 2 and 3. Consequently the statistics provided for the Tshwane Local Municipality here will be somewhat different to those previously presented in comparing the local municipality to the provincial and district levels above.

With regard to education, at 37,1% Ward 2 has the highest percentage of the population having no schooling while at 6,5% Ward 1 has the highest percentage of the population having than a Standard 10 or Grade 12 level of education. While Ward 1 has a higher proportion of males to females at a ratio of 52:48% both wards 2 and 3 have a higher proportion of females to males at 53,3:46,7% and 50,8:49,2% respectively. On an industry level, the highest percentage of agricultural related workers occur in Ward 1 at 21, 8%, with the highest number of mining and quarrying.

Table 1: socio – economic profile of the area

Gender Profile	F: 16,100(49%); M: 16,737 (51%)
Population Profile	Black:92%;Coloured:0.8%;Indian/Asian: 0.4%;White:6.8%
Economic Profile	83.7% population fall within poverty level;9.4% earn a middle income and 1% earn a high income
Education level	No schooling:26.5%;Some primary:16.35; Completed primary:7.1%;Some secondary: 28.0%;Std10/Grade12: 16.4%;Higher:5.6%
Employment Profile	Employed:36.0%;Unemployed: 13.9%;Not Economically active 33.9%
Income Profile	No income:43.6%;R1-R400:2.4%;R401-R800:8.1%;R801-R1600:20.4%;R1601-R3200:9.4%;R3201-R6400;R6401-R12800:6.0%;R12801-R25600 2.3%;R25601-R51200 0.2%
Infrastructure	No major infrastructure the area is highly characterized by gravel roads and farming activities
Housing	Household in formal dwelling:3,6%;Households in informal dwelling 77.3%



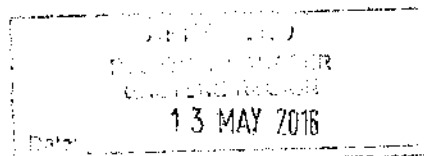
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Water and Sanitation	Household using pit latrines 65.05%; Household using bucket toilets 30%; Household with no toilet facilities 4.3%
Electrically	Household using electricity 45.0%; Household without electricity 51.0%
Unemployment	Unemployed 13.9%
Other	Refusal removal 41.5%; Piped water inside yard 10.5%; Piped water outside yard in community 56.7%;

COMMUNITY PROJECTS

Bronkhorstspuit Coal project will ensure effective management of relationships with the local community and it will therefore consult with the municipality.

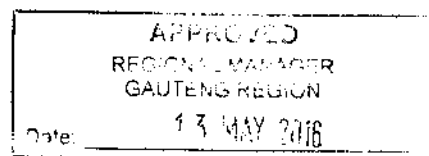
Measures will be made to provide nutrition to mine employees . Thus workers will be paid market related wages to buy food and performance bonuses will be given when the mine is doing well. An awareness program will be held to teach the community about healthy food .Mobile clinics will also be available on site for workers to ensure medical treatment is given in case they get injured or if they are not feeling well



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ANNEXURE 5

PROJECT PLAN



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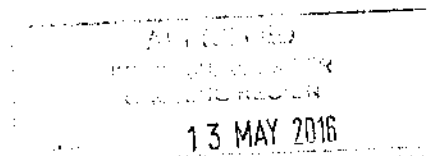
PROJECT PLAN

1. Infrastructure and poverty eradication projects

Wachtenbietjeskop Project will be involved with a number of poverty eradication projects and in this regard has two focus areas; to assist with service delivery and to help in building the local economy, creating jobs and eradicating poverty through enterprise development. Table 1 throughout provide the projects plans.

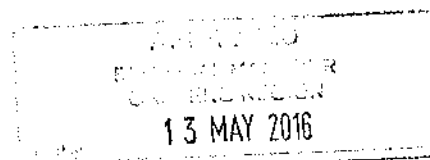
Table 1: Hydroponics vegetable farm

Project Name: Hydroponics Vegetable Farm	
Project details	
Project location and social and economic background of the area in which the mine operates	
The project will be located in the Bronkhorstspuit areas, on land to be acquired by the Department of Agriculture and local Municipality.	
Project background	
The project will involve 30 local community members, who will be trained in hydroponic vegetable production. The municipality is to provide the land for the new farm. A simplified hydroponic technique, developed by the Agricultural Research Council for resource-poor farmers, will be used.	
Project deliverable / product	
<ul style="list-style-type: none"> • Jobs for 30 community members • Improved household food security in the community • Transforming subsistence farmers into commercial farmers • New agricultural skills for beneficiaries • Business management skills for beneficiaries 	
Impact on community / beneficiaries	
Target group	How the group will benefit
Unemployed local community members	Jobs; improved household food security
Emerging local farmers	Transformation into commercial farmers
Mukulu manganese retrenched employees	Post-mining employment
Sustainability of project	
The mine will assist with the establishment of the project, and support it for a total period of five years, as it grows into a commercial farming business. Thereafter, it will be self-sufficient.	



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Quality of project specification			
Accredited trainers will be used Infrastructural will be installed according to applicable legislation. National skills development strategy will be adhered to.			
Mentorship, coaching and skills development / capacity building			
The mine will assist on a continuous basis with the building of capacity through mentoring, coaching and skills development.			
Project contribution to Enterprise Development			
Job creation	30 jobs will be created during the life of the project.		
BEE ownership	The project will result in a 100% black-owned business entity		
Poverty Alleviation	30 households will benefit from improved incomes levels. Local community members will benefit from the availability of more nutritious vegetables.		
Other assistance to local community. Local Govt	During implementation of project other needs not mentioned in this project plan may arise and appropriate assistance will be given.		
PROJECT ALIGNMENT			
The project is aligned with local, provincial and national government's agricultural and local economic development strategies.			
Describe how this project adds value/complements other existing projects			
The project complements the municipalities and the departments' of Agriculture and Land Affairs existing land reform, emerging farmer and household food security projects.			
MEASURABLE DELIVERABLES AND TIME FRAMES			
Duration	Five years	Anticipated start date	October 2015
Description of milestones	Time complete	Cost	
Identification of land Identification of first group of 5 beneficiaries Registration of business entity Installation of infrastructure Purchase of inputs Agricultural training Business management skills training Project review	March 2016 – May 2016	R150,000	
Identification of second group of 5 beneficiaries Expansion of infrastructure Purchase of inputs Agricultural training Business management training Project review	June 2017 – September 2018	R250,000	



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Identification of third group of 5 beneficiaries Expansion of infrastructure Purchase of inputs Agricultural training Business management training Project review	October 2018 – September 2018	R500 000
Identification of fourth group of 5 beneficiaries Expansion of infrastructure Purchase of inputs Agricultural training Business management training Project review	October 2019 – September 2019	R850,000
Identification of fifth group of 5 beneficiaries Expansion of infrastructure Purchase of inputs Agricultural training Business management training Project review and exit	October 2020 – September 2020	R1,059,928

RISK MANAGEMENT

Project risks (events that may cause the project to fail)

<i>Risk description</i>	<i>Risk management action</i>	<i>Impact (HML)</i>	<i>Probability (HML)</i>
Poor quality of training	Ensure accredited service providers used	High	Low
Poor quality of infrastructure	Ensure quality through monitoring by mine project manager	High	Low
Group conflict	Ensure project manager has conflict management skills	High	Medium
Conflict with community	Ensure regular consultations and feedback	Medium	Medium

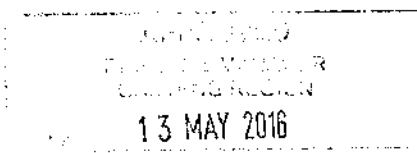
PROJECT PARTICIPANTS

Role of Wachtenbietjeskop Project Mine

The mine will provide the funding as above, and ongoing quality control, with appropriate employees using their time and skills to assist in building capacity. The mine's Sustainable Development Practitioner will oversee the project on a daily basis.

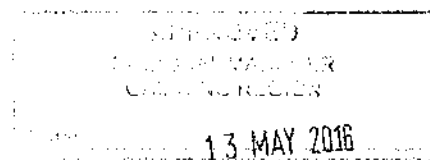
Stakeholders and Partners

Organisation	Bronkhorstspuit
Description	Local municipality, responsible for IDP and LED implementation
Responsibility	Identification of beneficiaries; community consultations



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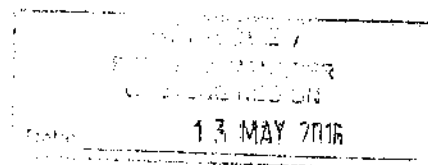
Organisation	Dept of Agriculture	
Description	Nurtures the agricultural sector; ensures the upliftment of emerging farmers	
Responsibility	Provides land; provides extension support and some training	
Organisation	Dept of Land Affairs and Department of Labour	
Description	Implements land reform and Department of Labour to support with Skills Development	
Responsibility	Grants for some infrastructure, inputs and skills development	
COMMUNICATION AND CONSULTATION		
Stakeholder	Method of communication	Frequency
Municipality, Dept of Agriculture	Written reports of consultation	Weekly
Dept of Land Affairs	Written reports of consultation	Monthly
Community stakeholders	Presentations to ward meetings	Monthly
FINANCIAL INFORMATION (cost)		
Description of item	Amount	
Year 1, infrastructure, training	R100,000.	
Year 2, infrastructure, training	R250 ,000	
Year 3, infrastructure, training	R450,000	
Year 4, infrastructure, training	R850, 000	
Year 5, infrastructure, training	R1,059,928	
Sub-total: Funds secured by Wachtenbietjeskop Project	R 2,509,928	
Project contributions from other partners	To be advised	
Description of item (money, in kind, capacity building)	Partner	Value
Land	Dept of Agriculture	TBA
Extension and project support	Dept of Agriculture	nominal
Infrastructure (water, fencing, etc.)	Dept of Land Affairs	nominal
SMME support	Dept of Trade & Industry	nominal
Accredited training	Gert Sibande FET	TBA
Subtotal: Contributions required from other partners	To be advised	
Total cost of project	R 2,509,928	



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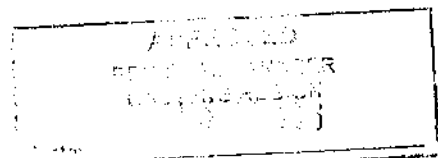
Table 2. Poultry farming project

PROJECT DETAILS			
Project location and social and economic background of the area in which the Mine operates			
The project will be located in the Bronkhorstspuit area, on land to be identified by the municipality, in an area where there is a need for jobs creation.			
Project background			
The project will create jobs for 20 community members and be self-sustaining by the time of mine closure.			
Project deliverable / product			
<ul style="list-style-type: none"> • Jobs for 20 community members • Improved household food security in the community • New skills for beneficiaries • Business management skills for beneficiaries 			
Impact on community / beneficiaries			
Target group		How the group will benefit	
Unemployed local community members		Jobs; improved household food security	
Emerging local community		Transformation into commercial workers	
Sustainability of project			
The mine will assist with the establishment of the project, and support it for a total period of five years, as it grows into a commercial business. Thereafter, it will be self-sustainable.			
Quality of project specification			
Accredited trainers will be used Infrastructure will be installed according to applicable legislation. National skills development strategy will be adhered to.			
Mentorship, coaching and skills development / capacity building			
The mine will assist on a continuous basis with the building of capacity through mentoring, coaching and skills development.			
Project contribution to Enterprise Development			
Job creation	20 jobs will be created during the life of the project.		
BEE ownership	The project will result in a 100% black-owned business entity.		
Poverty Alleviation	20 households will benefit from improved incomes levels. Local construction firms will benefit from the availability of materials, and be able to expand their operations.		
Other assistance to Local community.	During implementation of the project other needs not mentioned in this project plan may arise and appropriate assistance will be given.		
PROJECT ALIGNMENT			
The project is aligned with local, provincial and national government's local economic development strategies.			
Describe how this project adds value/complements other existing projects			
The project complements the municipalities and the Provincial and National Departments of Labour and Trade and Industry project alleviation and skills development projects.			
MEASURABLE DELIVERABLES AND TIME FRAMES			
Duration	Five years	Anticipated start date	October 2015
Description of milestones		Time complete	



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<ul style="list-style-type: none"> • Project planning • Identification of site • Identification of beneficiaries • Registration of business entity • Installation of infrastructure & equipment • Training of first 10 beneficiaries 	June 2015 – December 2015	R120 000
<ul style="list-style-type: none"> • Training of next 5 beneficiaries • Supply of inputs • Project monitoring and evaluation 	December 2015 – March 2016	R150,000
<ul style="list-style-type: none"> • Training of next 5 beneficiaries • Supply of inputs • Project monitoring and evaluation 	September 2015 – December 2015	R320,000
<ul style="list-style-type: none"> • Supply of inputs • Project monitoring and evaluation 	January 2016 – December 2016	R360,000
<ul style="list-style-type: none"> • Project monitoring and evaluation, final report • Project exit 	January 2016 – December 2016	R550,000



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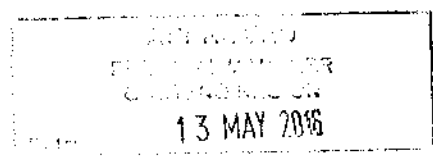
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RISK MANAGEMENT			
Project risks (events that may cause the project to fail)			
Risk description	Risk management action	Impact (HML)	Probability (HML)
Poor quality of training	Ensure accredited service providers used	High	Low
Poor quality of product	Ensure quality through monitoring by mine project manager	High	Low
Group conflict	Ensure project manager has conflict management skills	High	Medium
Conflict with community	Ensure regular consultations and feedback	Medium	Medium
PROJECT PARTICIPANTS			
Role of Wachtenbietjeskop Project			
The mine will provide the funding as above, and ongoing quality control, with appropriate employees using their time and skills to assist in building capacity. The mine's Sustainable Development Practitioner will oversee the project on a daily basis.			
Stakeholders and Partners			
Organisation	Bronkhorstspruit		
Description	Local municipality, responsible for IDP and LED implementation		
Responsibility	Identification of beneficiaries; community consultations		
Organisation	Dept of Labour		
Description	Training provider		
Responsibility	Responsible for skills development; provides training		
The departments of Trade & Industry and of Economic Affairs will provide additional business start-up support and training.			
COMMUNICATION AND CONSULTATION			
Stakeholder	Method of communication	Frequency	
Municipality, Dept of Labour	Written reports of consultation	Weekly	
Community and employee stakeholders	Presentations to ward meetings	Monthly	
FINANCIAL INFORMATION (cost)			
Description of item	Amount		
Infrastructure & equipment	R1 000,000		
Inputs; monitoring & evaluation	R 300,000.		
Stipends	R 200,000		
Subtotal: Funds secured by Wachtenbietjeskop Project	R1,500,000		
Project contributions from other partners: - includes site and training.			
Description of item (money, in kind, capacity building)	Partner	Value	
Site	Local Municipality	nominal	
SMME support	Dept of Trade & Industry	nominal	
Training	Dept of Labour/SETA	nominal	
Business set up advice and training	DTI/Dept of Economic Affairs	nominal	
Accredited training	Nkangala - FET	Nominal (grants)	
Subtotal: Contributions required from other partners			
Total cost of project	R1 500 ,000		

It is envisaged that the Wachtenbietjeskop will provide an opportunity for the Mine to expand on its infrastructure and poverty eradication projects.

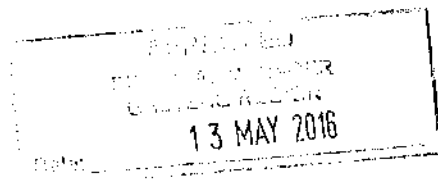


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ANNEXURE 6

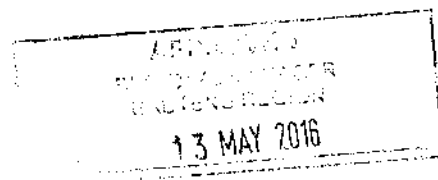
CURRENT STATUS OF DWELLING
AT
Bronkhorstspuit
Coal Project



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**CURRENT DWELLING AT WACHTENBIETJESKOP PROJECT
MINE**

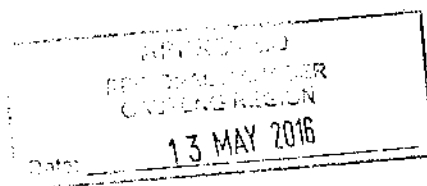
There are no current dwellings on site, the project is new and the issues pertaining to dwellings are not applicable in this mine.



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ANNEXURE 7

MECHANISM TO SAVE JOBS PLAN
AND
MANAGEMENT OF RETRENCHMENT PLAN
AND
MECHANISM TO AMELIORATE THE SOCIAL AND ECONOMIC PLAN



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**MECHANISM TO SAVE JOBS, MANAGE RETRENCHMENT AND MECHANISM TO
AMELIORATE THE SOCIAL AND ECONOMIC IMPACT PLAN**

4 Processes pertaining to management of downscaling and retrenchment

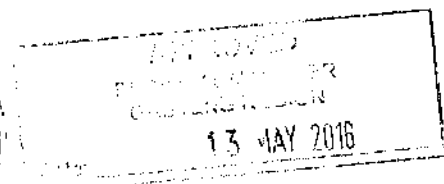
All downscaling and retrenchments that may, from time-to-time, occur at the Mine will be dealt with in strict accordance with section 189 of the Labour Relations Act (66) of 1995, as amended and any collective agreement that exists at the time. It is the stated intention of the Mine to limit any job losses and, wherever feasible, to redeploy any redundant labour to other appropriate mining operations within the group.

4.1 Establishment of future forum

A Mine Future Forum will be established within two years after the new mining right has been granted. The Forum will consist of representatives of the employees and the management of the mining operation. The employee representatives will consist of at least one representative from each of the trade unions and any employee representative bodies as agreed on. There will be equal number of employer and employee representatives, with the chair of the Forum being a person jointly agreed on by both parties, who is a representative of neither. The aim of the Forum will be to promote an enduring dialogue between the employee representatives and management regarding the mining operation and factors affecting the Mine's viability and impact.

The duties of the Forum include regular consultations between employee representatives and management on matters affecting the future of the Mine, such as the:

- Promotion of ongoing discussions between worker representatives and employers about the future of the Mine;
- Identification of possible solutions to problems and challenges facing the mining operation regarding productivity and employment;
- Identification of production and employment turnaround strategies;
- Assistance in the development of appropriate redeployment strategies; and
- To implement strategies agreed upon by both employer and worker parties.



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The Forum will meet at least bi-annually or as regularly as its members deem necessary. When the closure of the Mine is imminent, the Forum will meet at least monthly.

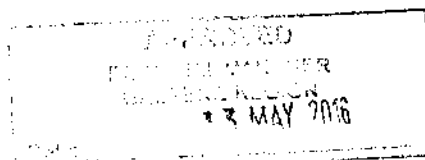
4.2 Mechanisms to save jobs and avoid job losses and a decline in employment

As soon as the company anticipates it will have to consider dismissing any employee(s), for reasons based on the operational requirements of the Mine, the Mine will consult with trade union and other employee representatives as required by section 189 (1) of the LRA.

These consultations will take place within the Future Forum, which will attempt to reach a consensus on possible solutions to reduce the impacts of retrenchment on employees and the local community. The following will be discussed as part of the process:

- Reason(s) for the possible reduction in employee numbers
- Possible alternative solutions
- Number of employees likely to be affected
- Proposed method of selecting the affected employees
- The period during which such downsizing is likely to take place
- Proposed severance pay
- The possibility of future re-employment
- Support process that will be in place for the affected employees
- Support process that will be in place for the affected communities

When consultation has been completed, the Minerals and Mining Board (the Board) will be informed of the outcome of these discussions. At this point the Board can commence with its investigation and make recommendations to the Minister. Should the Minister impose a directive based on the Board's investigation, the Mine will comply with the said directive and confirm in writing that the corrective measures have been taken.



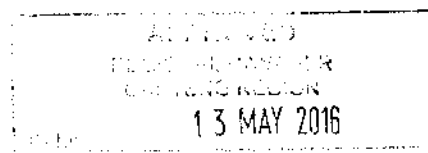
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4.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

In the event of significant downscaling being necessary at the Mine and within the consultation forums as stipulated above, the Mine will consider taking the measures indicated below

- Placing a moratorium on external appointments
- Placing a moratorium on all new and/or renewal of contracts with external contractors
- Terminating the services of temporary staff and employees who have reached pensionable age in terms of the rules of the fund to which they belong
- Offer voluntary separation packages
- Offer employees the option to go on early retirement
- Offer employees the option of redeployment in other Wachtenbietjeskop operations where possible
- Limit any excessive overtime

Where job losses are unavoidable, the Mine will seek to ameliorate the impact and co-operate to develop infrastructure, as well as to provide assistance with the establishment of an appropriate environment that will enable employees to create post-mine employment. This will be done through the Future Forum and in consultation with and/or with assistance from other relevant forums, the local Department of Labour and other applicable provincial and/or national government department/s. The mine's Agricultural LED project, is specifically designed so that it can absorb ex-mineworkers. Hence more resources are devoted to it as end of life-of-mine approaches. The plan provided here for portable skills may also be amended, depending on the numbers of employees who wish to participate in the Agricultural project, with a view to becoming viable farmers, after employment at the Mine has ceased.



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4.4 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

In an effort to ameliorate the social and economic impact of retrenchments the following retrenchment package applicable to Wachtenbietjeskop operations will apply at the Mine.

Severance package

The severance package payable to affected employees at the Mine will be calculated as follows:

The sum of the following:

- One (1) month's salary in lieu of notice
- One (1) month's severance pay
- Four (4) week's pay for the first year of continuous service, or for any part of the year, if less than a full year's service
- Four (4) week's pay for the last year of continuous service, or for any part of the year, if less than a full year's service
- Two (2) week's pay for each other year of continuous group service after the first year (excluding the last year, which has already been covered)
- All overtime, which has been logged and approved by the relevant Head of Department

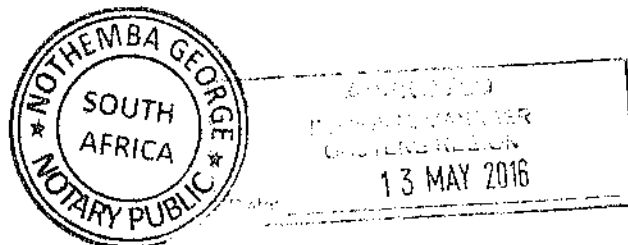
Broken service up to one (1) year will be waived for the purposes of package calculation.

One week's salary will be calculated as basic salary plus 30% multiplied by 13 months (Holiday leave allowance) divided by 52 weeks.

Leave calculation

In addition to the above, the following will be paid:

- All outstanding holiday leave pay, including holiday leave allowance.



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Retirement funds

The mine's employees belong to a variety of retirement funds. The trustees of the respective funds determine the benefits available to employees in the case of retrenchments.

Study loans

All study loans will be cancelled and the Mine will waive its rights to any recovery.

Alternative work

The employer will assist affected employees through:

- Alternative employment at A Wachtenbietjeskop Project;
- Should alternative employment at a lower grade be available the difference between the current basic monthly rate and the new lower basic rate multiplied by 30% will be used to calculate the following partial package:
 - One (1) months' notice pay
 - One (1) month's severance pay
 - Four (4) weeks' pay for the first year of service in the occupation
 - Two (2) week's pay per year of service in the occupation

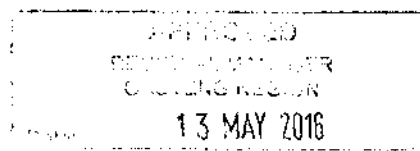
This benefit will be paid over a three-month period. The new salary will be implemented on notice of change in the occupation.

Where an employee does not accept the offer of a position in the lower job level, she/he will still qualify for a retrenchment benefit as specified in **severance package** above.

- Liaison with other companies regarding employment opportunities with them; and providing letters confirming the employees' retrenchment and details of service.

Redeployment

Employees with comparable qualifications, who have been retrenched by the Mine will, as far as it is practicable and in compliance with inherent job requirements of the particular job, be considered for redeployment at other Wachtenbietjeskop operations at mine closure. Employees' IDPs are planned with the possibility of this eventuality in mind. This arrangement will be applicable for a period of 12 months after date of retrenchment.



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Re-employment

Employees retrenched or redeployed due to downscaling, will be allowed to apply for re-employment at Wachtenbietjeskop Project, should suitable vacancies arise. This will be applicable for duration of two years.

Every endeavour shall be made by Wachtenbietjeskop to trace such employees.

Employees who request voluntary retrenchment packages will not necessarily be considered first for any vacancy within A Wachtenbietjeskop Project.

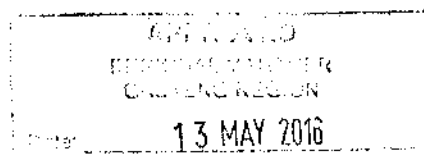
Mechanisms and procedures for skills training on retrenchment

During the life-of-mine, training in accredited portable skills is available to all employees who request it. Unskilled and semi-skilled employees are particularly encouraged to take advantage of this opportunity (see section iii above). Wachtenbietjeskop Project's LED programme is designed to take advantage of alternative economic opportunities that can absorb ex-mineworkers.

Employees to be retrenched during downscaling or closure will additionally receive basic life skills, financial skills and small, medium and micro enterprise (SMME) training on a voluntary basis. Training shall be offered from three years prior to planned retrenchments, and shall be limited to the relevant disciplines available for a limited period and a limited amount to be determined by the employer in consultation with the consulting parties/affected employees, including the Future Forum, after the date of retrenchment. Training will be provided by an external service provider (preferably a BEE company). Costs of training shall be paid directly to the applicable service provider. The mine will make the sum of R5000 per employee available for this purpose.

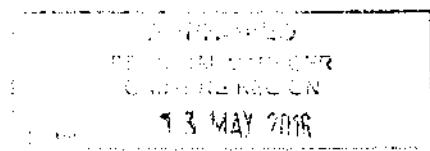
Mine Closure Objectives and alternative use of Infrastructure and Land for Sustainable Community Development

At closure the land on which the Mine is located will be rehabilitated and made suitable for agricultural projects. The mine farm will be offered for sale to the farmers who are occupying it at the time of closure, on a right-of-first-refusal basis.



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In partnership with the local municipality, projects will be set up prior to closure that will ensure optimal, sustainable, land use. Discussions will be held with the local municipality.



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