

**SPITSVALE**  
**Social & Labour Plan**

**SEPTEMBER 2015**

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## ABBREVIATIONS AND ACRONYMS

### *ABBREVIATION*

### *DESCRIPTION*

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<b>ABET:</b>	Adult Basic Education and Training
<b>BEE:</b>	Black Economic Empowerment
<b>DMR:</b>	Department of Mineral Resources
<b>DoL:</b>	Department of Labour
<b>FET:</b>	Further Education and Training
<b>FF:</b>	Future Forum
<b>GTM:</b>	Greater Tubatse Municipality
<b>HDSAs:</b>	Historically Disadvantaged South Africans
<b>HET:</b>	Higher Education and Training
<b>HLC:</b>	Housing and Living Conditions
<b>HRD:</b>	Human Resources Development
<b>IDPs:</b>	Integrated Development Plans
<b>LED:</b>	Local Economic Development
<b>MPRDA:</b>	Mineral and Petroleum Resources Development Act
<b>MQA:</b>	Mining Qualifications Authority
<b>NQF:</b>	National Qualifications Framework
<b>SETA:</b>	Sector Education and Training Authority
<b>SD:</b>	Sekhukhune District
<b>SHEQ:</b>	Safety, Health, Environment, and Quality
<b>SLP:</b>	Social and Labour Plan
<b>WSP:</b>	Workplace Skills Plan

# SECTION 1

## PREAMBLE:

*Introduction to and background  
information on the operation*

Regulation 46 (a)

# 1 INTRODUCTION TO AND BACKGROUND INFORMATION

## 1.1 Introduction

This Social and Labour Plan (SLP) is submitted by BCR Minerals (Pty) Ltd for the Spitsvale operation, in application for a mining right in terms of the requirements of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA). The development and submission of a SLP is a requirement of the MPRDA and sets out the social and labour programmes to be in place for the life of the proposed mine.

The objectives of the SLP are to:

- a) Promote employment and advance the social and economic welfare of all South Africans;
- b) Contribute to the transformation of the mining industry; and
- c) Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

Progress in meeting the commitments set out in the programmes outlined in the SLP with regards to Human Resource Development (HRD), Local Economic Development (LED) and the Management of Downscaling and Retrenchment will be reported annually to the Limpopo regional Department of Mineral Resources (DMR).

## 1.2 Particulars of the Operation

Name of Company	BCR Minerals (Pty) Ltd
Name of Mine	Spitsvale
Physical Address	Farms Spitskop 333 KT and Kennedy's Vale 361 KT Limpopo Province
Postal Address	PostNet Suite 911, Private Bag, X 153, Bryanston, 2021
Telephone Number	011 467 5793
Fax Number	086 671 0418
Commodity	Chrome Ore
Life of Mine	20
Financial year	March to February

### 1.3 Locality

The proposed operation will be located 15km south west of Steelpoort town in The Greater Tubatse Municipal district (GTM), Limpopo Province.

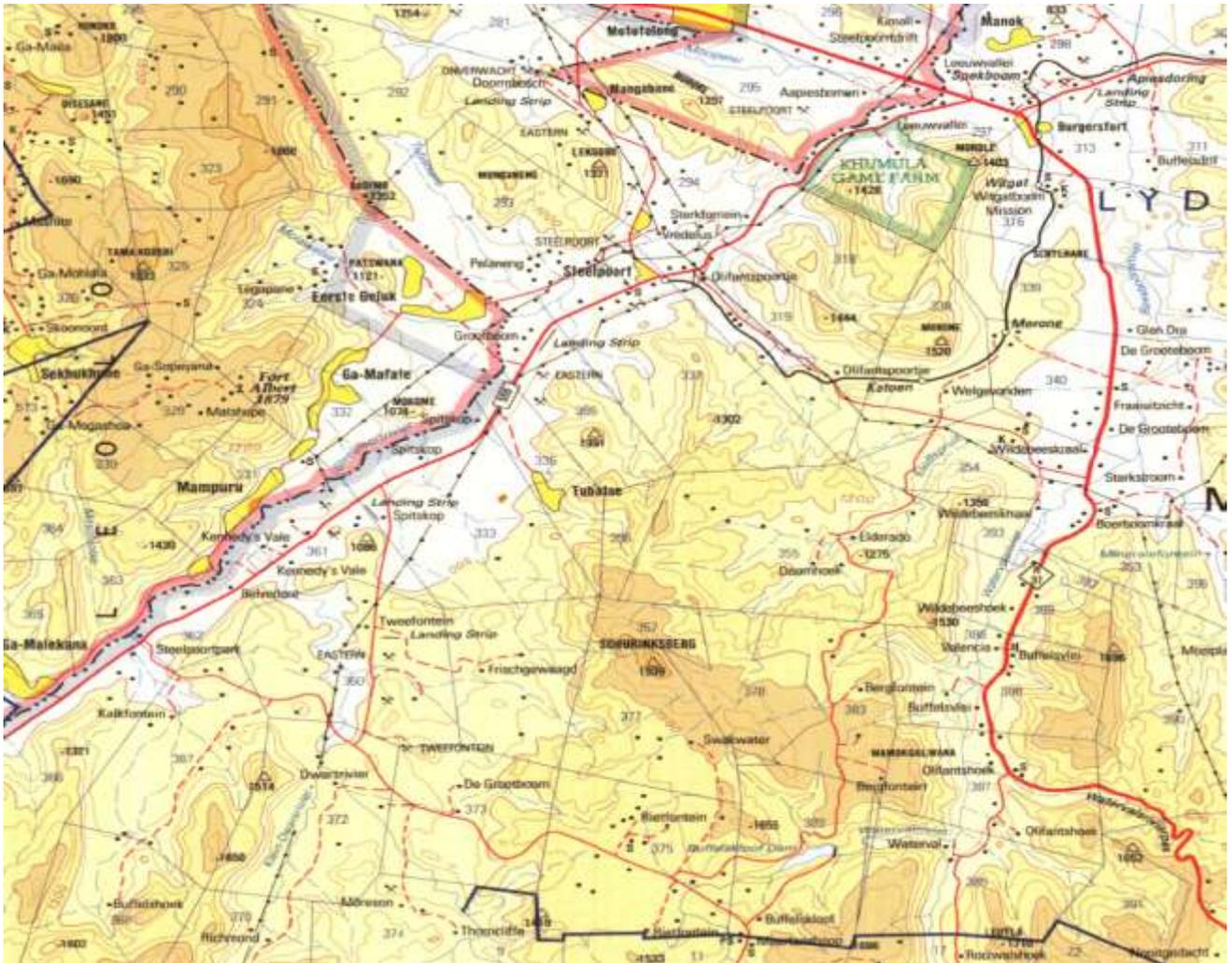


FIGURE : Locality plan of Spitsvale Area

Figure 1: Location of Spitsvale Mine

## 1.4 Mine Development Schedule

Mine development will commence once the feasibility study has been completed and the Mining Right has been secured. The proposed mine will commence on in January 2016 beginning with site establishment and preparation although temporary office and facilities have already been established as part of the prospecting and bulk sampling phase. The operation will comprise of an open pit mine and stockpile area including crushing and screening facilities if required. Commencement of stripping of additional topsoil will take place in January 2016, thereafter; the first ore to be available from open pit is estimated to be in February 2016. The steady state production from the opencast will take place from March 2016.

## 1.5 Breakdown of employees per labour sending area

As the entire workforce to be employed at the mine is yet to be appointed and it is not possible to document the exact labour sending areas at this early stage. However, the Company's policy of encouraging local recruitment wherever possible requires that the workforce, including contractors, to be employed mainly from the Greater Tubatse Municipal Area (GTM).

Details regarding labour-sending areas will be compiled and reported to the DMR following the appointment of the workforce.

Due to the timing of mine development, the workforce on the mine will increase over a five year timeframe as indicated in Table 1.

**Table 1: Anticipated Workforce**

Occupational Level	Timeframe				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Top Management	3	4	4	4	4
Senior management	9	9	10	10	10
Professionally qualified and experienced specialists and mid-management	13	14	15	15	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	20	22	22	22	22
Semi-skilled and discretionary decision-making and Unskilled and	22	24	25	25	25
<b>Total employees</b>	<b>67</b>	<b>73</b>	<b>76</b>	<b>76</b>	<b>76</b>

## 1.6 Methods to facilitate SLP Implementation

Spitsvale will use the following methods to ensure the successful and appropriate implementation of the SLP:

- a) Ensuring continuous implementation of the Action Plans set out in the various sections of the SLP;
- b) Updating all the baseline and target tables in this document to ensure continuous monitoring of successes and failures; and
- c) Conducting regular meetings to discuss successes and challenges.

**THE ENTIRE SLP DOCUMENT WILL BE UPGRADED ONCE ALL EMPLOYEES HAVE BEEN EMPLOYED AND AN EMPLOYEE SURVEY HAS BEEN CONDUCTED TO ESTABLISH DETAILED BASELINE INFORMATION ON THE WORKFORCE.**

## **SECTION 2**

### **HUMAN RESOURCES DEVELOPMENT PROGRAMME**

**REGULATION 46 (B)**

## **2 HUMAN RESOURCES DEVELOPMENT PROGRAMME**

### **2.1 Introduction**

This section will outline the mine's Human Resource Development (HRD) Programmes as required by Section 46 of the Regulations to the MPRDA. This mining project is still in its early phase of development and, ultimately, BCR Minerals will not employ the large majority of the workforce directly. Nonetheless, BCR Minerals takes full cognisance of the provisions of Section 101 of the MPRDA. As such the provisions of the HRD Programme outlined in this section will apply, where required, to the Core Contractor's workforce. *The Core Contractor in this case will be the Mining Contractor that will be appointed in Year 1/January 2016, before the site establishment.*

The HRD Programme for Spitsvale is based on the Company's HRD Strategy, with the following key focus areas:

- a) Recruitment;
- b) Talent Management;
- c) Learnerships; and
- d) Literacy and Numeracy Training.

Continuous monitoring and evaluation of the implementation of all HRD Programmes as contained in this SLP will be conducted by the Site Manager.

Spitsvale requires a skilled workforce for daily activities at the proposed mine, and will therefore offer training support and career development opportunities to its employees, in particular to the Historically Disadvantaged South African (HDSA) employees from the local labour-sending areas.

Spitsvale will comply with the requirements of the Skills Development Act (No 97 of 1998) and will submit Skills Development Plans and Annual Training Reports to the Mining Qualifications Authority (MQA).

In order to ensure proper implementation of the HRD Programme, Spitsvale will utilize accredited providers, where necessary, for their training needs, in order to ensure the on-going facilitation of transferable, accredited skills amongst employees.

### **2.2 Approach**

The integrated HRD Programme will seek to maximise the productive potential of people employed by or contracted to Nooitgedacht, through the implementation of the following plans:

- a) A Skills Development Plan;
- b) A Career Progression Plan;
- c) A Mentorship Plan;

- d) An Internship and Bursary Plan; and
- e) An Employment Equity Plan.

The HRD Programme will focus on providing employees with adequate opportunities for ABET, skills development, progression within Spitsvale as well as the compliance of Spitsvale with the Mining Charter requirements.

## **2.3 Recruitment**

One of the major challenges in developing the new mine will be the attraction of suitable skills to ensure operational readiness of the planned operation. Recruitment of labour will be guided by the Company's recruitment strategy, which stipulates the employment of local labour by the mine as well as by any appointed contractors. The current employment policy and recruitment process of BCR Minerals will be used.

Recruitment of labour at lower levels will be the function of the Core Contractor, which will be enforced to comply with Mining Charter and the SLP, and will therefore recruit labour from the local communities as far as possible.

## **2.4 Skills Development Plan**

### **2.4.1 Introduction**

Spitsvale Project recognises the importance of its future employees in the achievement of its business objectives and that skills development is the foundation for developing competent and productive employees who are able to participate in meeting the proposed mine's business objectives.

The Core Contractor will develop its own Skills Development Plans, which will be in line with the principles of Spitsvale HRD Programmes of BCR Minerals.

Spitsvale will implement a Skills Development Plan that focuses on equipping employees with skills to enhance their progression and development in the mining industry.

The Skills Development Plan provides action plans and targets how Spitsvale intends to offer its future employees opportunities to become functionally literate and numerate; to participate in learnerships, skills development programmes and various other training initiatives; and to acquire portable skills.

The Spitsvale Skills Development Plan links with Skills Development legislation, and includes the regular submitting of a Workplace Skills Plan (WSP) and annual training reports. This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the MQA.

## **2.4.2 Adult Basic Education and Training**

### **2.4.2.1 Overview**

Spitsvle is committed to developing the educational levels of its future employees and Adult Basic Education and Training (ABET) will be a key focus area. Spitsvle has employees at present and therefore we hereto attach the **Form Q** baseline information on educational levels and Functional literacy and Numeracy levels.

Statistics indicate that the local communities in this area have low percentages of people with matric and high unemployment rates. However, many of these people have the necessary skills to work on the mines as many were previously employed on the mines but subsequently retrenched due to the current economic downturn.

Although Spitsvle prescribes to employ locally, there is a strong possibility that these migrant workers will be employed at the proposed mine and will possible require ABET training as many of them are still illiterate. All employees who are identified as not having functional literacy and numeracy levels below ABET level 4 will be given the opportunity to participate part time in ABET training.

Education and training of employees over the five (5) years will focus on providing opportunities and giving assistance to the illiterate employees to become literate and numerate.

### **2.4.2.2 Form Q – educational levels of the workforce**

See attached form Q. It is anticipated that the work force might increase as the project continues therefore the form Q shall be updated after the first year of production after the mining right has been awarded.

**Table 2: Form Q – The employee educational levels Regulation 46 (b) (i) aa**

*A = African; C = Coloured; I/A = Indian/Asian; W = White*

**2.4.2.3 Targets**

The following targets are based on the assumption that some of the lower level workforce will be eligible and will require ABET training. Training will be conducted on a part-time basis.

**Table 3: Five year plan for ABET enrolments**

ABET Level	Targets				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ABET 1	2	2	2	3	3
ABET 2	2	2	2	2	2
ABET 3	1	1	1	2	2
ABET 4	1	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>8</b>

*\* Note that these anticipated targets will be reviewed once illiterate employees have been identified and assessed*

**Five year budget for ABET enrolments:**

ABET Level	Targets									
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
ABET 1	2	R 5 000	2	R 5 000	2	R 5 000	3	R 7 500	3	R 7 500
ABET 2	2	R 5 000								
ABET 3	1	R 2 500	1	R 2 500	1	R 2 500	2	R 5 000	2	R 5 000
ABET 4	1	R 2 500								
<b>TOTAL</b>	<b>6</b>	<b>R 15 000</b>	<b>6</b>	<b>R 15 000</b>	<b>6</b>	<b>R 15 000</b>	<b>8</b>	<b>R 20 000</b>	<b>8</b>	<b>R 20 000</b>

### 2.4.2.4 Action Plan

**Table 4: ABET - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
ABET	It is BCR Minerals' intention to ensure that all employees obtain a minimum level of literacy within 5 years	Year 1 Q 1
	Determine capacity and resources requirements	
	Identify accredited service provider through an internal assessment	
	Assess employees in terms of skills and competencies gaps once in employment	
	Secure commitment and buy-in from employees and Management	Year 1 Q2
	Create awareness amongst employees regarding training and education and encourage individuals to undergo training and education.	
	Commence with training	Year 1 Q3
	Update ABET plan with targets, timeframes and budgets	
	Collate information and populate Form Q	On-Going
	Annual assessment and revision of the implementation programme	Annually

### 2.4.3 Learnerships

#### 2.4.3.1 Overview

As part of its Skills Development Plan, Spitsvle will introduce Learnership Programmes with the aim to provide learners with an occupationally based qualification registered by the NQF. A learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Learnerships enable learners to work towards a qualification whilst being employed. Learners will be recruited externally from the local community and placed on in-house Learnerships to assist in addressing skills shortages and challenges.

#### 2.4.3.2 Targets

The following targets are based on a Learnership Programme in the fields of Rock breaker (30 months) and Engineering Learnership (between 24 and 36 months).

**Table 5: Five year plan for Learnership enrolments**

Learnership	Targets				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Dumper Operator	2	3	3	3	3
Excavator Operator	2	3	3	3	3
<b>Total number of learners supported</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

\*Note that these anticipated targets will be reviewed once the feasibility study has been completed.

**Five year budget for Learnership Enrolments**

LEARNERSHIP	TARGETS									
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
Dumper Operator	2	R 18 100	3	R 27 150						
Excavator Operator	2	R 18 100	3	R 27 150						
<b>TOTAL</b>	<b>4</b>	<b>R 36 200</b>	<b>6</b>	<b>R 54 300</b>						

### 2.4.3.3 Action Plan

**Table 6: Learnerships - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Learnerships	Advertise and promote learnerships amongst local communities	Year 1 Q2
	Re-evaluate the future skills needs of the mine	
	Refine and update five year learnership plan with targets, timeframes and budgets	Year 1 Q3
	Allocate mentors to learners tasked with supporting the learner through the process	
	Evaluate the future skills needs of the mine and the current workforce for potential candidates to be enrolled in Learnership Programmes	Year 1 Q4
	Annual assessment and revision of the implementation programme	Annually

## 2.4.4 Skills Training Programmes

### 2.4.4.1 Overview

Spitsvale's Skills Training Programmes offer employees the opportunity to acquire the necessary skills and competencies to successfully implement their employment responsibilities. These programmes are also designed to equip employees with the required capacity and skills to progress to higher levels of employment within Spitsvale as per individual Career Progression Plans. The career paths discussed in Section 2.6.2 will identify the minimum requirements and experience for each position. This will serve as a framework for planning any training and development.

Spitsvåle's Skills Training Programmes will cover a range of important skills. Given the challenges of Safety Management in mining, Health and Safety skills have been identified as one of the key skills priorities followed by technical, supervisory, education and environmental management skills. A further deliverable of the Skills Training Programme is to provide portable skills that will serve the employee beyond her/his employment at the mine – see Section 2.4.5.

Once the recruitment of the workforce commences, individual-specific training will be planned based on the outcomes of the skills analysis and individual Career Progression Plans developed there from.

Where appropriate, Skills Training Programmes implemented by Spitsvale will be registered by the MQA.

#### 2.4.4.2 Targets

The following table provides provisional training targets.

**Table 7: Five year plan for Skills Training Interventions**

Training Programme	Targets				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Job specific technical skills i.e. artisans and engineering	11	12	14	14	14
Up skilling and progression training	1	2	3	3	3
Supervisory & Management	1	2	3	3	3
Safety, Health & Environment	3	4	5	5	5
<b>Total</b>	<b>16</b>	<b>20</b>	<b>25</b>	<b>25</b>	<b>25</b>

#### 2.4.4.3 Action Plan

**Table 8: Skills Training - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Skills Training	Obtain skills data from relevant Governmental Departments to develop an analysis and understanding of the skills that can be obtained from local communities	Year 1 Q1
	Determine the availability and accessibility of training facilities and plan accordingly	
	Develop skills and competency requirements for proposed operation	Year 1 Q2
	Assess employees in terms of skills and competencies gaps	
	Develop skills training plan with targets, budgets and timeframes	
	Commence with training	Year 1 Q3
	Annual assessment and revision of the implementation programme	Annually

### 2.4.5 Portable Skills Training

#### 2.4.5.1 Overview

Spitsvale will equip its employees with portable skills to enable them to find other forms of livelihood in other sectors of

the economy. A Portable Skills Programme will be implemented from year 2 to a limited extent, but will be implemented in full from production year 4 and 5.

It is a reality that many employees will not be able to find employment in the mining sector. These employees will need to gain skills that they can use within other sectors to generate income. Closer to the end of the life of the mine or in the event of downscaling, Spitsvale will focus more strongly on the provision of such skills. The strategies and skills programmes will be determined in conjunction with the Future Forum and a fund will be made available for this purpose.

#### 2.4.5.2 Targets

Table 9 shows the targets Spitsvale has set for portable skills training for the five (5) years.

**Table 9: Five year plan for Portable Skills Training Interventions**

Training Programme	Targets				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Basic Artisanal Skills	1	2	2	1	2
Basic Entrepreneurship Skills	1	1	2	2	1
Basic Skills	2	2	1	2	2
<b>Total</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

#### 2.4.5.3 Action Plan

**Table 10: Portable Skills - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Portable skills	Develop portable skills strategy in line with life of mine and future downscaling exercises	Year 1 Q 4
	Identify service provider that could offer courses	
	Determine procedures and methodology of training in terms of frequency and duration	
	Consult with identified employees through engagement structures and use socio-economic baseline to establish portable skills requirement	Year 2 Q1
	Develop five year portable skills plan with targets, budgets and training schedules	
	Commence with training	Year 2 Q2
	Annual assessment and revision of the implementation Programme	Annually

## 2.5 Hard-to-fill vacancies

Spitsvale will report annually on its hard-to-fill vacancies through the submission of Form R (Table 11 below). Hard-to-fill vacancies represent, in the case of a new mining right application, anticipated hard-to-fill or “hard-to-find” positions due to the limited availability of related skills.

These “hard-to-find” vacancies will be addressed through special recruitment drives, learnership programmes and bursaries within the broader framework of Spitsvale’s long-term business strategy. Designated groups will be given preference in filling vacancies. The following hard-to-fill vacancies are based on the overall positions that is scarce and in high demand in the project area. These are not necessarily positions that will be hard-to-fill for the Spitsvale operation, and these positions will be confirmed once operational.

**Table 11: Hard-to-fill vacancies as per Form R in Annexure II of the MPRDA regulations**

<b>Occupational level</b>	<b>Job title of anticipated vacancy</b>	<b>Main reason for inability to fill when vacant</b>
Top Management	None	
Senior Management	Engineering (Mining, Mechanical, Geology)	High demand for these skills
Professionally qualified and experienced specialist and mid management	Engineering (Mining, Mechanical, Geology)	High demand for these skills
Skilled technical and academically qualified workers, junior management, supervisors	Artisans	Non availability of skills and competition with other mines
Semi-skilled and discretionary decision making	HV Operators	
Unskilled and defined decision-making	None	

## **2.6 Career Progression Plan**

### **2.6.1 Overview**

Career Progression Planning is the process that plans and shapes the progression of individuals within a Company in accordance with Spitsvale needs and objectives, employees' potential and their preferences. Career Progression Plans will be the outcome of workforce planning and skills analysis processes before mining commences and will be refined over time through discussions between line management and their employees.

At the time of employment and following a skills analysis, all employees will be given the opportunity of having a development meeting to establish a Career Progression Plan. Particular emphasis will be placed on Women in Core-Mining positions and HDSAs identified for development into management positions to ensure that the targets set in this regard are met.

The Mine's HRD Programme becomes a mechanism for developing employees' capabilities to progress to either a different post within their same level or higher.

### **2.6.2 Career Paths**

The Career Progression Plan aims to illustrate a Career Path for employees, indicating possible routes to move or change from one role or position to another within a specific discipline. This will be achieved through defining competencies, such as skills and experience required by the various job categories. Competency profiles for each job will be developed before recruitment commences.

Career Paths will be specific to the discipline and operational area for which they are determined and will be developed after competency profiles have been completed.

### **2.6.3 Progression Plan**

Spitsvale will promote career progression and succession opportunities among its employees. Spitsvale will implement a Career Progression Plan by means of the following:

- a) The operation specific and contextually relevant to the employment levels, organogram, workforce, skills needs and Employment Equity needs of Spitsvale, will be used.
- b) The Career Progression Programme will be implemented for a five (5) year period and will be reassessed annually.
- c) The Career Progression Programme will be linked to the Skills Training Programme, Learnership Programme, Internship and Bursary Programme, Mentorship Programme and Employment Equity Programme.
- d) These must be closely aligned and linked to scarce skills needs, job-related skills and employee development/progression at Spitskop.

- e) Mechanisms will be put in place for individuals to progress from lower skilled working levels to higher skilled working levels and management levels should job opportunities arise and positions become vacant.
- f) The Career Progression Plan will ensure that the qualifications, aspirations, developmental needs, and potential capabilities of employees are accounted for in line with the needs and capabilities of the Mine.
- g) Spitsvale will identify those employees who require further skills in their current position, as well as employees who require further skills aimed at Career Progression to fill a future position. In order to achieve this, Spitsvale will:
  - a. Identify HDSA employees that do not meet the skills requirement for their positions;
  - b. Schedule skills development interviews with these employees;
  - c. Develop suitable skills development plans with these employees;
  - d. Implement the actions necessary to achieve these plans; and
  - e. Monitor and review the plans on a monthly basis.

#### 2.6.4 Establishing a Talent Pool

Although the proposed mining operation will be relatively small, Spitsvale will endeavour to identify HDSA candidates with potential to accelerate their progression into management positions within a specific timeframe.

Attempts to establish the talent pool will begin during the recruitment stage.

#### 2.6.5 Action Plan

**Table 12: Career Progression - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Career Progression	Provide a list of the job categories, (all positions will have job descriptions), indicating minimum job-entry requirements and desirable qualifications	Year 1 Q2
	Develop career paths for each discipline	
	Identify specific HDSA employees and ensure that adequate resources are in place to assist them to reach their full potential	Year 1 Q3
	Develop fast-tracking plans for those HDSA employees identified as having significant potential to progress to managerial roles	
	Develop detailed five year career progression plan for talented lower level employees	Year 1 Q4
	Organize meetings between employee and supervisor to sign agreement on development path	
	Report on quarterly progression of skills development in line with development paths	Annually

## **2.7 Mentorship Plan**

### **2.7.1 Overview**

Mentorship is a key process and tool in support of people development, Employment Equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee, and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mine.

For Spitsvale, internal mentorship means an "in-house" mentorship whereby lower level employees are paired with higher level employees in order that a transfer of skills may take place. External mentorship on the other hand refers to the coaching of outside Black Economic Empowerment (BEE) companies who have an interest in becoming involved in mining.

Spitsvale will establish a detailed Mentorship Programme during the labour build-up stage and will be implemented as soon as all mentors and mentees have been identified. The Mentorship Programme will be based on the Spitsvale Career Progression Programme and Talent Pool.

### **2.7.2 Targets**

Spitsvale is not in a position to provide targets at this early stage. Spitsvale however will make the following commitments regarding mentorship at its proposed mining operation:

- a) The Mentorship Programme will focus on mentoring and coaching employees into more specialised positions. This will be aligned with the skills and Employment Equity requirements of Spitsvale.
- b) The Mentorship Programme will be linked to the Skills Training Programme, Learnership Programme, Career Progression Programme, Internships and Bursary Programme, and Employment Equity Programme.
- c) With regard to internal mentorship of employees, Spitsvale will implement the following mechanisms:
  - a. Establish mentoring implementation structures within Spitsvale;
  - b. Identify mentors / mentees;
  - c. Match mentors with suitable mentees;
  - d. Implement and monitor mentee's progress; and
  - e. Evaluate and fine-tune the process.
- d) Mentorship coordinators will be trained to facilitate the mentorship process and provide guidance where required, i.e. the relevant people from Spitsvale, who have been earmarked to be mentors, will need to be formally accredited as mentors.
- e) Empowerment Groups: Spitsvale will conduct an assessment of empowerment groups to determine the mentorship needs.

### 2.7.3 Action Plan

**Table 13: Mentorship - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Mentorships	Research framework and methodology for formal mentoring	Year 1 Q2
	Current in house mentorship training programme to present formal training for mentors participating in the programme	Year 1 Q3
	Identify mentors and mentees	Year 1 Q4
	Sign contract/agreement with identified mentors and mentees	
	Implement formal mentorship programme	
	Report on progress of mentees from mentors as well as process	Annually

## 2.8 Internship and Bursary Plan

### 2.8.1 Overview

Spitsvale understands the need not only to assist its own employees with development opportunities, but also those members of the local community to access tertiary education (bursaries) and experiential work (internships). The Bursary and Internship Plan helps to develop individuals, thus supplying the proposed mining operation with its required skills.

The Internship and Bursary Plan has been compiled for a five-year period. The Internship and Bursary Plan will be linked to the Employment Equity Programmes and Hard-to-fill vacancy requirements.

### 2.8.2 Internship Plan

Spitsvale's Internship Programme will consist of different programmes for students requiring practical experience towards their qualifications. All internships will be awarded to external members.

Spitsvale will make internships available to bursars or students of the local community who need work experience and exposure to the mining industry in order to complete their degrees/diplomas.

### 2.8.3 Bursary Plan

The objective of the Spitsvale Bursary Programme is to identify high-potential young HDSA candidates within the local communities as well as the development of the proposed mine's own development professionals who can fill critical skills gaps in the future.

Bursaries will be awarded to young HDSA candidates planning to study towards a mining-related tertiary education at a recognised South African University of Technology, tertiary college or university. Bursaries will be awarded to deserving students, preferentially from the local communities, with a focus on HDSAs but more specifically Black African females.

Bursars will undertake vacation work at the mining operation and mentors will be appointed for each bursar. The number of opportunities offered will be subject to the financial situation and employment need of Spitsvle.

## 2.8.4 Internship and Bursary Targets

The number of bursaries to be supported during the five years is shown in **Table 14** below. Bursary targets are planned based on a three/four year degree or diploma.

**Table 14: Five year plan for Internship and Bursary targets**

Category	Targets				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Internships	0	1	2	2	2
New bursaries awarded	1	1	2	2	2
<b>Total number of bursaries supported</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>

### Five year budget for Internship and Bursary targets

CATEGORY	TARGETS									
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
Internships	0	R 0	1	R 20 000	2	R 40 000	2	R 40 000	2	R 40 000
New bursaries	1	R 20 000	1	R 20 000	2	R 40 000	2	R 40 000	2	R 40 000
<b>TOTAL</b>	<b>1</b>	<b>R 20 000</b>	<b>2</b>	<b>R 40 000</b>	<b>4</b>	<b>R 80 000</b>	<b>4</b>	<b>R 80 000</b>	<b>4</b>	<b>R 80 000</b>

### 2.8.4.1 Action Plan

**Table 15: Internships and Bursaries - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Internships and Bursaries	Establish bursary policy and procedure	Year 1 Q2
	Redefine bursary requirements and targets	
	Align bursary requirements with skills gaps	
	Advertise locally for bursary candidates, visit schools and other local training institutions	Year 1 Q3
	Conduct detailed interviews and assessments with candidates before awarding bursaries	
	Update Social and Labour Plan with final bursary plan and targets	

Develop internship programs aimed at students within relevant mining disciplines	Year 1 Q4
Redefine internship targets for the operation once production has commenced	

## **2.9 Employment Equity Plan**

### **2.9.1 Overview**

Spitsvale fully subscribes to the principles of the Mining Charter and strives to achieve more than the minimum requirements. Spitsvale believes that Employment Equity is an integral part of building an effective and representative workforce to ensure equality among its future employees. Particular effort will be directed to identify women in core positions and HDSAs with talent and to then provide accelerated training and development initiatives to assist their progression – see Talent Pool (Section 2.6.4).

Spitsvale will report to the Department of Labour (DoL) annually in respect of its Employment Equity progress. Concurrently, Spitsvale will report progress in terms of HDSA in Management and Women in Core Mining to the DMR.

The following plans describe the participation of HDSAs in Management and Women in Core Mining in line with the requirements of the MPRDA and Mining Charter, and focuses on the following:

- a) The proposed mine's management structure will comprise 40% HDSAs during the employment process during 2017 as per the requirement of the Mining Charter; and
- b) Spitsvale will attempt to reach a target of 10% of its core mining activities comprising of women during the employment process. If this is not feasible, Spitsvale commits to reaching these targets within three (3) years of the commencement of the mine.

Spitsvale's Employment Equity Plan will be implemented from as early as the recruitment stage.

**Table 16: Preliminary Employment Equity statistics as per Form S in Annexure II of the MPRDA regulations**

Occupational levels	Permanent and Core Contractor										
	Male				Female				Total	Total	
	A	C	I/A	W	A	C	I/A	W		M	F
Top management	1			3					4	4	0
Senior management		1		3					4	4	0
Professionally qualified and experienced specialists and mid-management	2				1			2	5	2	3
Skilled technical and academically qualified workers	15								15	15	0
Semi-skilled and discretionary decision-making and Unskilled and defined decision-making	34				5				39		5
<b>TOTAL EMPLOYEES</b>		<b>53</b>		<b>6</b>		<b>6</b>		<b>2</b>	<b>67</b>	<b>58</b>	<b>8</b>

**A = African; C = Coloured; I/A = Indian/Asian; W=White**

*\*Note that these figures will be reassessed on a regular basis and updated on an annual basis.*

## 2.9.2 HDSAs in Management Targets

Spitsvale will ensure that a minimum of 40% in each level of management is composed of HDSAs during the employment process in 2017.

This mechanism will result in “true” empowerment of individuals and contribute more to transformation of the mining industry than “poaching” would. Spitsvale hopes that by following this approach, the mine will be able to make a sustainable contribution to the affected communities.

**Table 17: Five year plan and targets for HDSA participation at Spitsvale**

Employment Level	Forecast									
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	%	No	%	No	%	No	%	No	%	No
Top Management	25%	1	25%	1	25%	1	25%	1	25 %	1
Senior management	25%	1	40%	2	40%	2	40%	2	40 %	2
Middle management	40%	3	50%	3	50%	3	50%	3	50%	3
Core and Critical Skills	60%	5	70%	6	70%	6	70%	6	70%	6

*\*Note that these figures will be reassessed on a regular basis in terms of their applicability to Spitsvale’s circumstances at a given time.*

### 2.9.2.1 Action Plan

**Table 18: HDSAs in Management - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
HDSA in Management	Ensure that recruitment strategy is in line with targets set	Year 1 Q1
	Analyse employment policies, practices and procedures to ensure fairness and non-discrimination	
	Implement employment equity measures to appoint and promote suitably qualified HDSA employees	
	Setup Employment Equity committee that will comprise of members of Spitsvale management and employee representative bodies	Year 1 Q2
	Identifying a HDSA talent pool for the Mine	
	Resubmit revised HDSA in management targets	
	Annual assessment and revision of the implementation programme	Annually

### 2.9.3 Women in Core Mining Targets

In order to address the historical issues of South Africa, a gender equality policy and plan to ensure that women are represented in positions that were traditionally considered “male only” will be used. These positions are also referred to as Core Mining positions. Spitsvale endeavours to reach the 10% target in the third year of operation.

Table 19 provides a breakdown of the estimated targets that have been set for increasing the participation of women in core mining.

**Table 19: Five year plan and targets for the participation of women at Spitsvale**

Employment Level	Forecast									
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	%	No	%	No	%	No	%	No	%	No
Total Women	%	10	%	11	%	12	%	12	%	13
Women in Core Mining	%	2	%	3	%	4	%	5	%	6

*\*Note that these figures will be reassessed on a regular basis in terms of their applicability to Spitsvale’s circumstances at a given time.*

## **SECTION 3**

**LOCAL ECONOMIC  
DEVELOPMENT  
PROGRAMME:**

**Regulation 46 (c)**

## **3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME**

### **3.1 Overview**

This Local Economic Development (LED) Programme contains details on the core activities, programmes, targets, resources, facilitators, facilities, budgets and timeframes for the implementation of Spitsvale's LED plan. The programme has been designed as a Working Document to facilitate the appropriate implementation of the SLP.

Spitsvale will implement sustainable community development initiatives to ensure that they meet the requirements of participation in LED as intended in the SLP, thereby being a preferred business partner and a valued corporate citizen.

The LED Programme will seek to promote Spitsvale's alignment and involvement in the LED initiatives of the IDPs of the GTM. The following primary plans will form the basis of Spitsvale LED Programme:

- a) A LED Project Plan;
- b) A Housing and Living Conditions Plan; and
- c) A Procurement Plan.

The focus of the Spitsvale LED Programme for Year 1 to Year 5 will be on:

- a) Alignment of Spitsvale's sustainable development plans with the IDPs of local government;
- b) Establishing LED project(s) that can assist in infrastructure development, welfare creation and poverty eradication; and
- c) Increasing the Mine's HDSA-based and community-based procurement levels.

### **3.2 Background Socio-Economic information**

#### **3.2.1 Introduction**

Spitsvale is situated in the GTM, of the Limpopo Province of South Africa.

A desktop background socio-economic study on Spitsvale area of operation has been provided in the District and Local Socio-economic analysis, below.

#### **3.2.2 District and Local Socio-Economic Analysis**

Socio-economic data for **the Greater Tubatse Municipality** are based on the latest IDP data for each municipality and data from the 2014/15 Census as contained in the Municipal Demarcation Board's website, as well as data from the GTM IDP document.

### 3.2.2.1 Population

The population of GTM is dominated by black South Africans (98.25%) while the white population outweighs the other minor population groups, as depicted in

Table 20. Spitsvle will have to ensure that its Local Economic Development (LED) projects and procurement spending is aligned with this demographic representation.

**Table 20: Population distribution within GTM**

GROUP	GTM	
	NUMBER	%PEOPLE
Black African	329 810	98.25
Coloured	643	0.19
Indian and Asian	538	0.16
White	4 409	1.32
Other	277	0.08
<b>TOTAL</b>	<b>335 676</b>	<b>100</b>

### 3.2.2.2 Employment levels

Within the economically active age group (15 – 64 years), GTM have an unemployment rate of 18.12% while GTM has an employment rate of 14.75%, with 67.13% of its population being economically inactive (**Table 21**).

**Table 21: Employment levels at GTM (everyone between ages 15 and 64)**

Employment Status	GTM	
	Number	%
Employed	49 522	14.75
Unemployed	60 825	18.12
Not economically active	225 328	67.13
<b>Total</b>	<b>335 676</b>	<b>100</b>

**Table 22** shows the distribution of the population gender group brackets for the GTM. The population was split into the labour force.

The extremely high percentage of the female population in GTM is unemployed and is an indication that employment opportunities and income opportunities should be a focus in this sector.

The focus during the implementation of SLP initiatives should thus be on job creation, sustainability and skills development, in order to absorb the youth finishing school and secondly, to accommodate the economically active but unemployed sector of the population.

**Table 22: Gender groups employment breakdown within GTM**

	MALE	FEMALE
<b>Employed</b>	32 840	16 682
<b>Unemployed</b>	20 618	29 603
<b>Discouraged Work Seekers</b>	4 034	6 571
<b>Not Economically Active</b>	39 072	53 304
<b>Not applicable</b>	63 834	69 119
<b>TOTAL</b>	<b>160 398</b>	<b>175 278</b>

### **3.2.2.3 Dependency**

Age dependency ratios tell us how many young people (under 15 years of age) and older people (over 64 years of age) depend on the people of working age, classified as economically active (15 to 64 years).

Approximately 264 717 people (40.2% of the population) in GTM are either below the age of 15 years or above the age of 64 years. For GTM, a smaller percentage of the population (24.9%) are either below the age of 15 years or above the age of 64 years.

The age-dependency ratios (refer to **Table 23**) for GTM is **67.2** people dependent on every 100 people classified as economically active. When considering the unemployment dependency ratio, GTM are **297.0** dependent on every 100 people employed (refer to **Table 23**). The local municipality has a much lower age-dependency ratio than the district municipality. This places a relative burden on job creation and basic service provision to people within GTM.

The findings on dependency imply that both the district and local municipalities in the area should have programmes that cater for the development of the youth. Human Resource Development (HRD) and LED strategies, for example, should focus on implementing skills development programmes and creating income earning opportunities that may reduce unemployment levels and be able to absorb the large youthful population into the economic sector.

### **3.2.2.3 Languages**

There is a differentiation between the most commonly spoken language within the district and local municipality. Sepedi is the most common household language within the GTM (90.3%).

**Table 24: Household language groups of the GTM areas**

Language	TLM	
	Number	%
Afrikaans	340	0.66%
English	207	0.4%
IsiXhosa	224	0.43%
IsiZulu	532	1.03%
Sesotho	572	1.11%
Sepedi	46 592	90.3%
SiSwati	1 864	3.61%
Tshivenda	38	0.08%
Xitsonga	822	1.59%
Other	406	0.79 %
<b>Total</b>	<b>658 722</b>	<b>100</b>

The high proportion of Sepedi speaking people within the GTM implies that, in order for any development strategies within GTM to succeed, they must be sensitive to the predominant cultural systems and social dynamics related to the Sepedi culture. Communication processes and material should take these findings into consideration and should be made available in the Sepedi language.

### 3.2.2.5 Education

There is a significant percentage of people who have not received any formal education in GTM meaning that illiteracy is not uncommon in these areas. A higher number of people have obtained some form of primary education 49.94% while highest percentage groups of people have some secondary education 41.02%. A very low amount of people have obtained Grade 12 (3.92%) (**Table 25**). Tertiary education or qualifications are extremely rare in the GTM district.

**Table 25: Education levels of over 21 years old within the GTM area**

Group	TLM	
	Number	%
Grade 0 - 7	114 867	49.94 %
Grade 8 - 11	94 314	41.02 %
Diploma/Certificate (no matric)	6 236	2.71%
Matric	9 018	3.92%
Post Graduate Diploma	274	0.12%
Post-matric diploma/certificate	4493	1.95 %
Degree	790	0.34 %
<b>Total</b>	<b>229 992</b>	<b>100</b>

### 3.2.2.6 Occupations and industry

In terms of occupations, many industries within the GTM areas can be considered as elementary as they occur within industries such as mining, wholesale or retail, community services, agriculture and manual labour (**Table 26**). This could be one explanation why a percentage of people within the communities are not actively seeking employment. Spitsvle's LED initiatives should focus on creating economic developments that will offer opportunities in other sectors of the economy.

**Table 26: Industries at GTM**

Group	GTM	
	Number	%
Agriculture	1 184	2.2
Mining, Quarrying	26 610	50.0
Manufacturing	1 902	3.6
Electricity, gas, water	56	0.1
Construction	2 252	4.2
Wholesale, Retail	8 414	15.8
Transport, Communication	1 648	3.1
Finance, Insurance etc.	2 649	5.0
Community Services	4 440	8.3
General Government	4 063	7.6
<b>Total</b>	<b>53 218</b>	<b>100</b>

**3.2.2.7 Monthly income**

As is evident in **Table 27**, a significant portion of people does not receive any form of monthly income (50,6%). These figures are based on the entire population, but also include the grants. Furthermore, from the people receiving some form of income, approximately 25.2%, receive less than R401 per month.

**Table 27: Monthly household income within GTM**

Income	MALE		FEMALE	
	Number	% People	Number	% People
No income	69 361	21.85	91 242	28.74
R1 - R400	39 653	12.5	40 537	12.77
R401 – R800	3 376	1.06	4 834	1.52
R801 - R1 600	12 704	4.00	19 715	6.21
R1 601 - R3 200	6 815	2.15	3 332	1.05
R3 201 – R6 400	9 925	3.13	2 916	0.92
R6 401 – R12 800	5 785	1.82	2 137	0.67
R12 801- R25 600	2 611	0.82	1 253	0.39
R25 601- R51 200	930	0.29	253	0.08
R51 201 – R102 400	81	0.02	40	0.01
<b>Total</b>	<b>147 865</b>	<b>47.64</b>	<b>166 259</b>	<b>52.36</b>

The low levels of permanent and reliable income amongst the district and local population reinforces the need to support a strong local economic development drive focusing on enterprise creation and the development of sustainable livelihoods for rural communities.

### 3.2.2.8 Transportation

**Table 28** The GTM has developed an integrated transport plan, which indicates that the municipality has two modes of transport found in the area, viz, railway and road transport. The road transport is the common public transport to provide service to the community in remote areas i.e. buses and mini-bus taxis. It also serves as the mode to transport raw materials to and from the mines including agricultural products.

The route utilization survey recorded 405 taxi vehicles and 18 Great North Transport buses and a number of other private bus transport companies like Sekhukhune express, Nnyanashakwane bus services, Mahlangu bus services, Thembaletu bus services, Midbank buses and Vuthimlilo and Segweka bus services are providing service in this municipal area.

The availability of stable public transport and different modes of transport (taxis and buses) is a strength that is acknowledged in the GTM area. However lack of infrastructure has become a challenge. There is a lack of public transport facilities and as such the overwhelming majority of the taxi facilities are informal. The National department of transport, Provincial department of transport together with the GTM is busy with the development plans for the integrated modal transport facility in the Burgersfort town which will also add value to the transport service after completion.

**Table 28: Challenges facing Transport**

Type
Insufficient taxi rank infrastructure
Most of the mini or metered taxis are not roadworthy and do not have operating permits
Traffic congestion in Burgersfort town
No transport facilities in some parts of the municipality especially in rural areas
Mushrooming of pick up points within town by mini taxis
Mini taxi operating beyond their boundaries
Delay by the department of road and transport to issue permits for taxis

### 3.2.2.9 Energy

In terms of access to energy, the majority of villages within the GTM (72%) areas has access to electricity. Although GTM is not the electricity authority nor provider the GTM has developed electricity acceleration program which started in 2012/13. Plans are underway for the GTM to start positioning itself to assist in speeding up the process

Electricity is by far the most common source of energy within the GTM area. Interestingly, the second most common source of energy is candles and then paraffin.

**Table 30 Energy sources within GTM**

ENERGY SOURCE	NUMBER	PERCENTAGE
ELECTRICITY	62983	75,73%
GAS	138	0,16%
PARAFFIN	731	0,87%
CANDLES (NOT A VALID OPTION)	18422	22,15%
SOLAR	593	0,71%
NONE	297	0,35%

The main electricity challenges facing GTM revolves around the electricity capacity in the area as outlined by Eskom. Improved awareness in terms of the collection of tokens by beneficiaries also needs to be improved. Currently only 22.1% of the total households in GTM are receiving free basic electricity. GTM is always budgeting for FBE through equitable shares allocations.

**Table 29: Number of households receiving basic free electricity and backlogs**

SERVICE	TOTAL HOUSEHOLDS	TOTAL INDIGENT HOUSEHOLDS	TOTAL HOUSEHOLD ACCESS	HOUSEHOLD SERVED PERCENTAGE	BACKLOGS	BACKLOGS PERCENTAGE
FREE BASIC ELECTRICITY	83199	39000	6471	22.1%	32529	70.8%

### **3.2.2.10 Sanitation and waste removal**

The provision of adequate sanitation and formal waste removal is severely lacking and limited to the primary economic centers in the GTM. This poses a health risk to people through the spread of diseases such as cholera and other communicable diseases.

In terms of sanitation GTM is not designed to provide sanitation services within the area of jurisdiction but instead the Sekhukhune District is responsible for the services. In rural areas, it is estimated that 25% of all villages are served to RDP level of service.

**Table 30: Level of sanitation provision in the GTM areas**

Type	GTM	
	Number	%
Flush toilet connected to sewage system	5661	7,11%
Flush toilet with septic tanks	5252	6.60%
Dry toilet facility		
Chemical toilets	737	0,95%
Pit latrine without ventilation	60097	75,54%
Pit with ventilation	7795	9,78%
None	1382	7,12%
<b>Total</b>		<b>100</b>

The portion of the population that does not have any form of access to a sanitation service and the large percentage that still make use of the pit latrines, is further indicative of poverty and a low level of access to basic services. This represents a LED need within these areas and a priority area to be addressed for the respective IDPs.

With reference to waste removal within GTM is in the process of ensuring that the whole area of GTM receives waste services. These have triggered the municipality to develop a PPP program of which the process is currently at the implementation stage.

The most villages in GTM do not have access to this service. The rate of improvement in refuse removal has also been very slow. Starting off with a low base of only 4707 in 2007/08 the households having their refuse removed by municipality weekly, the situation only improved to 4 729 of the households receiving the service by 2012. The landfill site in Burgersfort is licensed for the period in use. **(Table 31)**.

**Table 31: Refuse removal at GTM Households**

Type	GTM	
	Number	%
Removed once week	4920	7,45
Removed less often	733	1,11
Communal dump	932	1,41
Own refuse dump	50454	76,40
No Disposal	8926	13,51
Other	71	0,11

### 3.2.2.11 Water supply

Legislative standards require that communities have at least 20 – 30 liters of clean safe water per person per day, within 200m of their household.

Historically piped potable water at GTM was available only in the towns of Burgersfort, Steelpoort and Ohrigstad, few “black” townships e.g. Praktiseer and Eerste Geluk, mines and public institutions e.g. hospitals, police stations etc. Most public institutions had their own supply system mainly from boreholes.

It is therefore not surprising that 17% of people obtain their water from natural resources that includes rivers, streams and rainfall, 51% of people obtain water from public taps, 6,8% from boreholes and only 12,3% from an “on site” tap.

The protracted drought in Sekhukhune region has forced the public authorities to speed up the extension of water network or delivery of water through tanks in rural / peri-urban areas. Increasing densification of few settlements where population is gravitating towards has exacerbated this demand. The recent proliferation of mining activities, edging closer to twenty in the municipal area will result in more than double the amount of water required in the future.

**Table 32** reveals that only a small number of households in GTM have access to free basic water. Although a large percentage of households have access to water, the provision of piped water services to the rest of the households in in the GTM needs to be prioritised.

**Table 32: Free basic water service backlogs per households.**

SERVICE	TOTAL	TOTAL INDIGENT REGISTERED	TOTAL INDIGENT SERVED	TOTAL INDIGENT SERVED IN A PERCENTAGE	TOTAL SERVED	TOTAL SERVED AS PERCENTAGE
FREE BASIC WATER	83199	39000	41610	105.5%	41610	105.5%

The level of access to water by households in GTM is indicative of the many rural areas that do not have access to potable water. It seems that both the local and the district municipalities require further capacity, resources and support, in order to supply households with improved water supply and other basic services. The need for provision of adequate water supply to communities represents an SLP opportunity for Spitsvle to assist in the regional LED activities.

### 3.2.2.12 Implications

From the above sections it can be seen that, in terms of concentration of major economic activities, income levels, service provision and related socio-economic benefits and access for communities, disparities exist between urban and rural communities. Poverty levels and

community needs are more strongly felt in rural areas. Furthermore, local government seems to lack the capacity and resources to guide a strong LED programme aimed at spreading socio-economic benefits and development equitably across all communities, with particular reference to rural areas. Strong support may be needed from industry and the private sector to strengthen these institutional deficiencies.

The high unemployment figures, poverty levels, poor infrastructure and lack of an adequate provision of good basic services to all people in GTM, presents opportunities for Spitsvale's potential involvement to bring about improvements in the situation.

### **3.3 Socio Economic Impact of Operation**

#### **3.3.1 The Impact**

During the operation of a mine, local communities are provided with jobs and input services to the mining operation. They also benefit from direct and indirect spending by a mine. Spitsvale will have a beneficial socio-economic impact on the region and the local communities in many significant ways.

##### ***3.3.1.1 Job Creation, employees and their households:***

Spitsvale will employ approximately 60 people (permanent and the Core Contactor), which translate into many more individuals being impacted through direct and indirect income from bread winner support. These employees and their households are impacted positively from salaries and other employment benefits. Considering that Spitsvale has an expected mining life in excess of 20 years, these benefits should be sustainable into the short to long-term future. In order to ensure that these constructive impacts do not become destructive upon closure, it is important for Spitsvale to plan towards their eventual closing and to put mitigating measures in place. These will assist their employees to find alternative sources of income outside of Spitsvale and mining.

##### ***3.3.1.2 Surrounding and labour sending communities:***

As noted, Spitsvale's workforce will come mainly from the local community, but these people may be representative of other labour sending areas. The future incomes earned by these employees will translate into spending power, benefiting businesses and entrepreneurs not only in the area surrounding the operation where the employees spend their working week, but also in those economies further away. Spitsvale's spending on goods and services can also contribute significantly to the local economy (refer to Procurement Section 3.6).

##### ***3.3.1.3 Poverty eradication:***

Besides the positive impact Spitsvale can have on the livelihoods of the households of its future employees in the neighbouring and labour sending communities, Spitsvale will contribute to the upliftment of the local communities surrounding the operation. In addition to a contribution of the economy, Spitsvale will also pay significant amounts in annual taxes, which will be used by the

Government. One of the many uses of taxes is for the distribution of wealth, which alleviates poverty within the poorer communities.

### 3.4 Local Economic Development Projects

#### 3.4.1 Overview

LED is an approach towards economic development, which allows and encourages local communities, government and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improving the quality of life for all residents in any local municipal area.

Spitsvale will implement sustainable community development initiatives to ensure that the Mine meets the requirements of participation in LED programmes, as intended in the SLP.

Spitsvale has identified preliminary LED projects and will undertake feasibility studies on these projects. Spitsvale will consult Community Committee Forums and GTM to ensure that these LED projects are acceptable.

#### 3.4.2 Action Plans and Project

The following refers to actions for the implementation of the LED projects:

1. Spitsvale will continually assess the IDP and LED projects/initiatives in GTM.
2. A Five (5) Year LED Programme, will be implemented within area(s) affected by Spitsvale over the life of mine.

**Table 33: LED Projects - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
LED	Present LED Programme and acquire management approval for LED projects and funds.	Year 1 Q1
	Continuous and ongoing liaison with municipality and communities regarding strategies, initiatives and needs for sustainable local development in the area of operation.	
	Upgrade of the five (5) year LED Programme, based on the outcome of consultation process with LED stakeholders.	
	Continued implementation of LED projects. Regular refinement of LED projects. Consideration of new projects.	Year 1 Q2
	Annual review and monitoring of the implementation of the LED Programme.	Annually

*\*Progress in terms of achieving the above, as well as the new Action Plan for the next reporting period, will be updated and recorded by the next reporting period.*

The project that has been identified for Spitsvale is the following:

1. Access road upgrade to the Dithamaga Trust community as well as the building of a bridge as part of the access road.

This project will be assessed continuously throughout the five (5) year period. Basic business plans have been compiled and the projects are described below. A detailed business plan for the project will be created once a feasibility study has been conducted. The budgets allocated to the project are estimations, and will be revised once the feasibility study has been completed, and will also be based on the actual financial situation during operation.

**Project 1: Upgrade of the access road and building a bridge**

<b>Project Name:</b>	<b>Access road and bridge upgrade</b>
<b>Project Category:</b>	Infrastructure development, Job creation and skills development and Education
<b>Background to Project:</b>	<p>Spitsvale Mine commits itself to establishing and implementing an LED project that can assist increasing job creation, skills development, infrastructure development and welfare creation at the local Dithamaga village. Spitsvale together with the Community and the GTM saw the need to invest in this project to benefit its local village, as well as its mining employees. The programme will focus on the following aspects:</p> <ol style="list-style-type: none"> <li>1. Availability of suitable skills and enterprises within the community structure to spearhead and be part of the project</li> <li>2. Provision of construction skills to the surrounding village members</li> <li>3. Provision of construction employment to local village members</li> <li>4. Provision of employment to service providers (preferential procurement)</li> </ol> <p>Needs that have been identified based on the information provided by the Dithamaga Trust and GTM regarding backlog of road and other infrastructure in the area, but the exact scope of work will be determined by the feasibility study that will be undertaken.</p>
<b>Project Objectives:</b>	<sup>35</sup> <sub>17</sub> Infrastructure development <sup>35</sup> <sub>17</sub> Job creation and skills development to be provided to local community members <sup>35</sup> <sub>17</sub> Increasing living standards of surrounding community

<b>Measurable Deliverables:</b>	<b>Year 1:</b> <ol style="list-style-type: none"> <li>1. Feasibility studies</li> <li>2. Consultations</li> <li>3. Identification of service providers</li> <li>4. Appointment of local service providers to assist with construction</li> <li>5. Continuous upgrading of the roads and resurfacing it.</li> </ol>	R 1 000 000
<b>Measurable Deliverables:</b>	<b>Year 2:</b> <ol style="list-style-type: none"> <li>1. Further construction of the bridge during winter or dry season</li> <li>2. Continuous upgrading and re-surfacing of the roads</li> </ol>	R 1 500 000
<b>Measurable Deliverables:</b>	<b>Year 3:</b> <ol style="list-style-type: none"> <li>1. On-going upgrading and re-surfacing/tarring of a portion of the roads</li> </ol>	R 1 500 000

<b>Project Name:</b>	<b>Public Library and literacy improvement project</b>	
<b>Measurable Deliverables:</b>	<b>Year 4:</b> <ol style="list-style-type: none"> <li>1. On-going upgrading and re-surfacing/tarring of portion of the roads</li> </ol>	R 1 500 000
<b>Measurable Deliverables:</b>	<b>Year 5:</b> <ol style="list-style-type: none"> <li>1. On-going upgrading and re-surfacing/tarring of portion of the roads</li> </ol>	R 1 500 000
<b>Provisional Project Start Date:</b>	Year 2016	
<b>Provisional Project End Date:</b>	Year 2036	
<b>Target Group/ Beneficiaries:</b>	Steelpoort Town, Dithamaga, Mamphuru, Phasha and Ingwenyama communities	
<b>Number of Jobs Created:</b>	5 – 10 jobs for the duration of the access road and bridge upgrade	
<b>Partners/ Associates in Project:</b>	Spitsvale, GTM, Dithamaga Community	

	Total Financial Contribution	Year 1	Year 2	Year 3	Year 4	Year 5
Upgrading of Roads	R 7 000 000	R 1 000 000	R 1 500 000			
Creche	R 800 000	R 0	R 500 000	R 100 000	R 100 000	R 100 000

<b>Project Name:</b>	<b>School Cresche</b>
<b>Project Category:</b>	Infrastructure development, Job creation and skills development and Education
<b>Background to Project:</b>	<p>Spitsvale Mine commits itself to establishing and implementing an LED project that can assist increasing job creation, skills development, infrastructure development and welfare creation at the local Dithamaga village. Spitsvale together with the Community saw the need to invest in this project to benefit its local village, as well as its mining employees as it has been established that this is a dire need of the Dithamaga Community.</p> <p>The programme will focus on the following aspects:</p> <ol style="list-style-type: none"> <li>1. Availability of suitable skills and enterprises within the community structure to spearhead and be part of the project</li> <li>2. Spitsvale has already sent two individuals on a skills development course as tutors and teachers to look after the young children of the Village as soon as the facilities have been erected.</li> <li>2. Provision of construction skills to the surrounding village members</li> <li>3. Provision of construction employment to local village members</li> <li>4. Provision of employment to service providers (preferential procurement)</li> </ol> <p>Needs that have been identified based on the information provided by the Dithamaga Trust regarding the requirement of a nursery school in the Dithamaga community as no such facility is available currently, but the exact scope of work will be determined by the feasibility study that will be undertaken.</p>
<b>Project Objectives:</b>	<sup>35</sup> <sub>17</sub> Infrastructure development <sup>35</sup> <sub>17</sub> Job creation and skills development to be provided to local community members <sup>35</sup> <sub>17</sub> Increasing living standards of surrounding community

<b>Measurable Deliverables:</b>	<b>Year 2:</b> <ol style="list-style-type: none"> <li>1. Feasibility studies</li> <li>2. Consultations</li> <li>3. Identification of service providers</li> <li>4. Appointment of local service providers to assist with construction</li> <li>5. Construction of Nursery School</li> </ol>	R 500 000
<b>Measurable Deliverables:</b>	<b>Year 3:</b> <ol style="list-style-type: none"> <li>1. Maintenance of Structures.</li> <li>2. Remuneration for teachers and assistants</li> </ol>	R 100 000
<b>Measurable Deliverables:</b>	<b>Year 4 and 5:</b> <ol style="list-style-type: none"> <li>1. Maintenance of Structures</li> <li>2. Remuneration for teachers and assistants</li> </ol>	R 100 000

### 3.5 Measures to address Housing, Living Conditions and Nutrition

#### 3.5.1 Overview

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

#### 3.5.2 Housing Plan

Spitsvale’s housing strategy consists of considerations to provide employees with a housing allowance which will give the employee the opportunity to reside in formal housing structures of an acceptable standard in line with the relevant legislation in South Africa. The details of the Housing Allowance Scheme, should it be the preferred option, will be incorporated into the SLP at the end of Year 1.

#### 3.5.3 Action Plan

**Table 34: Housing and living conditions - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Housing	Determine accurate housing requirement during Feasibility Study	Year 1
	The Spitsvale housing strategy, policy and plan which is in line with the requirements of the MPRDA and the Mining Charter will be used	
	Consult with internal stakeholders	
	Collaborating with surrounding land owners and mining houses to prevent and control informal settlement on mine owned properties	
	Update SLP with strategy, plan and commitments	

#### 3.5.4 Health care and nutrition

Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well-balanced diet and meals. It is anticipated that the mine will not provide food for its employees. However, the mine will consider implementing regular awareness programmes to inform workers of the benefits of good nutrition, balanced diets, correct method of food preparation to maximize nutritional benefits of food, as well as, the use of nutritional diets in the management of HIV/Aids.

## **3.6 The Procurement Progression Plan and its implementation for HDSA companies in terms of capital goods, services and consumables**

### **3.6.1 Overview**

Spitsvale fully recognises the role that HDSA procurement plays on creating a broader base for economic empowerment in South Africa and is therefore committed to using its purchasing power to contribute towards this objective. Spitsvale is particularly committed in assisting the procurement from and the development of HDSA companies, mainly from in the Limpopo Province.

Spitsvale's approach to procurement will be guided by the following three principles:

1. To facilitate access to procurement activities resulting in greater HDSA participation in mining related industries.
2. HDSA suppliers will not be treated differently than the norm with regard to quality, price, safety standards, environmental impact or any other commercial or technical requirements.
3. Support for small HDSA suppliers may include setting aside certain tenders, in part or in whole, for procurement from HDSA suppliers only.

### **3.6.2 Procurement Progression Plan**

The current preferential procurement policy for BCR Minerals will be used, and it clearly states Spitsvale's commitment to procuring from HDSA vendors and to promote new opportunities for meaningful participation by HDSA companies in Spitsvale's procurement spend.

The following guidelines will be used to develop the policy:

- a) Preference will be given to products supplied and services rendered by HDSA suppliers, provided that these meet the required specifications, with tendered prices that are commercially competitive;
- b) All the suppliers of this future mining operation will be required to disclose information regarding their ownership/control and internal BEE programmes;
- c) Spitsvale will encourage suppliers to form partnerships or joint ventures with HDSA supplier companies where there is no HDSA Company tendering to supply the required goods or services;
- d) Tender requirements will be comprehensively communicated to HDSA companies; and
- e) Aspiring HDSA vendors will be assessed, assisted and mentored in the formulation of appropriate business plans.

Spitsvale will complete Form T after Year 1, and will continue to update Form T annually. The Core Contractors will only complete Form T after the first year of production (Year 1).

### 3.6.3 Procurement Progression Targets

Spitsvale undertakes to monitor progress in the achievement of the targets on a regular basis through the SLP monitoring mechanisms. Progress in respect of the mine's progressive procurement plan will be reported in the Annual SLP report.

The following provisional targets, as per the Mining Charter requirements, below in Table 35 apply to total discretionary spend placed with HDSA vendors. These targets will be updated after the tendering process and incorporated into the SLP.

**Table 35: Targets for increasing the HDSA/BEE spend (South Africa) over the five years in percentages**

Category	Targets YEAR 1 to YEAR 5
Capital Goods	40 %
Services	50 %
Consumables	50 %

### 3.6.4 Action Plan

**Table 36: Procurement Progression - Commitments, activities and timeframes**

Category	Action Plan	Timeframe
Procurement	Compile a specific preferential procurement policy, procedure and plan for all future Spitsvale vendors.	Year 1 Q 1
	Develop a classification system to define the HDSA status of suppliers	
	Put measures in place to obtain each vendor or supplier's BEE status as part of the contractor agreement	Year1 Q 2
	Develop a database of potential HDSA and local suppliers	
	Communicate tender requirements with HDSA companies	
	Complete Form T and revise targets to progress Spitsvale's expenditure from HDSA vendors if necessary	Year 2 Q1

*\*Progress in terms of achieving the above, as well as the new Action Plan for the next reporting period, will be updated and recorded by the next reporting period.*

## **SECTION 4**

### **PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT:**

**Regulation 46 (d)**

## **4 PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT**

### **4.1 Establishing a Future Forum**

#### **4.1.1 Overview**

The establishment of a Future Forum (FF) is required under Regulation 46 (d) (i) of the MPRDA. A FF is a site specific labour management body that will focus on the implementation and monitoring of the SLP. The purpose is to provide a formal vehicle, where all affected parties can discuss challenges and possible solutions to problems facing the Mine that may have the potential of leading to possible retrenchments in the future.

The strategies and the mechanisms for implementing the above objectives will largely be managed through a Future Forum. The key mandate for the Future Forum will be to:

- a) Identify and analyse issues, problems, challenges and solutions surrounding job losses and retrenchment management in good time for mine closure;
- b) Provide a channel of communication between management, employees and their representatives;
- c) Ensure valuable inputs from the key stakeholders are utilized to develop an appropriate and, more importantly, acceptable plan of action for production and employment turnaround strategies as well as the inevitable downscaling period;
- d) To implement this plan of action agreed upon by both the employer and worker parties; and
- e) To continuously assess and report on, the success and progress of all job loss management and retrenchment management programmes implemented during the closure, and subsequently the post-closure period, through the Annual SLP Reports.

### **4.2 Mechanisms to save jobs and avoid a decline in employment**

#### **4.2.1 Overview**

“Organizations have to retrench workers from time to time for economic reasons and to remain globally competitive. It is therefore important that employers should first make sure that no other viable options to achieve operational requirements are available before considering downscaling of workers” - *SLP guidelines for the mining and production industries*.

In the event of potential challenges that face Spitsvale and may lead to downscaling or retrenchment, Spitsvale will develop and implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling. This will be done through:

1. Seeking to prevent retrenchments from taking place, where possible.

2. Utilising the FF to identify strategies to prolong the life of mine or avoid retrenchments and downscaling.
3. Consulting with the DoL, the DMR, and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure.
4. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Spitsvale to drop below 6% on average for a continuous period of 12 months:
  - a) Consultations – the consultation process in terms of Section 52 (1) of the Act;
  - b) Implementing Section 189 of the Labour Relations Act, 1995 – the process to implement Section 189 of the Labour Relations Act, 1995;
  - c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act; and
  - d) Complying with ministerial directive – compliance with the Minister’s directive and confirming how corrective measures will be taken.

#### **4.2.2 Consultation Processes**

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

##### ***4.2.2.1 Implementing Section 189 of the Labour Relations Act, 1995 (As Amended)***

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

1. The Labour Relations Act prescribes a 60 day consultation process.
2. Regarding the Section 189 and 189(A) requirements, Spitsvale need to enter into an agreement with unions representing the workforce that specifically addresses the following:
  - a) Prevention of forced retrenchments
  - b) Voluntary separations (early retirement and voluntary retrenchment packages)
  - c) Redeployment of employees
  - d) Company assistance to alleviate the negative effects of retrenchment include:
    - a. Pursuing alternative employment opportunities;
    - b. Financial advice;
    - c. Counseling services;
    - d. Provision of entrepreneurial skills;
    - e. Training opportunities including re-skilling; and
    - f. Assistance with continuing medical care.
  - e) Recall of retrenched employees, if required by Spitsvale.

### **4.2.3 Notification to Government Authorities**

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

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

### **4.2.4 Strategic Plans for Providing Job Security**

Spitsvale's strategy for providing job security is as follows:

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

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

### **4.3.1 Overview**

After considering all other alternatives for prolonging the life of the mine, which is currently 25 years, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised 4 months before this eventuality (at current planning, within 20 years).

This phase will be implemented in partnership with the DoL and the representative unions. Here, affected employees will be helped to maximise their chances of re-employment. During this phase, Spitsvale will regularly communicate with the FF to direct the retrenchment process and the establishment of a Job Advice Centre, which will provide counseling and support to employees in locating alternative employment e.g.: through the formulating of employee CVs, interaction mechanisms with potential employers, interview strategies etc.

Names of employees whose positions become redundant (the "affected employees") will, as from the date of redundancy, be placed on the Human Resources database for twelve (12) months. The main purpose for the creation of the database of affected employees is to ensure that when opportunities arise, people on the list will be considered for permanent positions before the employment of external candidates.

Additional measures that Spitsvale may take include, amongst others:

- a) Assistance, prior to retrenchment date, with retraining, portable skills training and other courses to enhance further employment practices.
- b) Assistance in accessing available and suitable jobs with other local mines or companies.
- c) Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence.
- d) Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centers in the community.
- e) Assistance with completing job application and other relevant forms.
- f) Financial planning advice as well as advice and support in accessing pension/provident fund pay-outs and UIF claims or other state assistance.
- g) Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind.

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

##### **4.4.1 Overview**

A Social Closure Plan will be formulated five (5) years before planned closure, and will consist of the following:

- a) Undertaking a Socio-economic Baseline Survey to determine the social dynamics between Spitsvale and the affected regions, the workforce and the affected local municipalities;
- b) Predicting the likely socio-economic impact on employee households, communities and the region;
- c) Identifying critical issues affecting the ongoing sustainability of employees and communities during closure, by means of a detailed consultation process;
- d) Identification of alternative livelihood and socio-economic development opportunities and projects, which may become sustainable over the long term;
- e) Mitigating and managing the adverse impacts of closure; and
- f) Providing alternative livelihood options.

Spitsvale will make every effort to ameliorate the social and economic impact on its employees where retrenchment and closure of the Mine are certain. Should downscaling and retrenchment take place, Spitsvale will assist affected employees in finding alternative employment or livelihood opportunities. This will be done where employees cannot be integrated or redeployed to any of the other mining operations, and where they are not of retirement age.

The primary mechanism that will be employed to promote opportunities for alternative livelihoods and employment in other sectors of the economy will be to implement Spitsvale's HRD Programme on a consistent basis throughout the life of the operation. Through the implementation of Skills Development Programmes and the creation of LED opportunities for employees and their households in local communities, the negative socio-economic impacts of downscaling, closure and retrenchment should be minimised. This will enable the employee to access alternative livelihood opportunities in other sectors of the economy.

## **SECTION 5**

**FINANCIAL PROVISION  
FOR IMPLEMENTING  
THE SOCIAL AND  
LABOUR PLAN:**

**Regulation 46 (e)**

## 5 FINANCIAL PROVISION FOR IMPLEMENTING THE SLP

Section 23(1) (e) of the MPRDA state that “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan.”

Spitsvle has made financial provision for each component of the SLP as required.

Table 37 presents a summary of the financial commitment by Spitsvle to each element of the SLP for a five (5) year period.

**Table 37: Breakdown of the SLP financial provision**

CATEGORY	TARGETS				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>Human Resources Development</b>	<b>R 231 200</b>	<b>R 309 300</b>	<b>R 404 300</b>	<b>R 404 300</b>	<b>R 404 300</b>
▪ <i>Skills Training Interventions</i>	<i>R 160 000</i>	<i>R 200 000</i>	<i>R 250 000</i>	<i>R 250 000</i>	<i>R 250 000</i>
▪ <i>ABET Enrolments</i>	<i>R 15 000</i>	<i>R 15 000</i>	<i>R 20 000</i>	<i>R 20 000</i>	<i>R 20 000</i>
▪ <i>Learnership Enrolments</i>	<i>R 36 200</i>	<i>R 54 300</i>	<i>R 54 300</i>	<i>R 54 300</i>	<i>R 54 300</i>
▪ <i>Internship and Bursary Enrolments</i>	<i>R 20 000</i>	<i>R 40 000</i>	<i>R 80 000</i>	<i>R 80 000</i>	<i>R 80 000</i>
<b>Local Economic Development</b>	<b>R 1 000 000</b>	<b>R 2 000 000</b>	<b>R 1 600 000</b>	<b>R 1 600 000</b>	<b>R 1 600 000</b>
▪ <i>Upgrading of roads</i>	<i>R 1 000 000</i>	<i>R 1 500 000</i>			
▪ <i>Creche</i>	<i>R 0</i>	<i>R 500 000</i>	<i>R 100 000</i>	<i>R 100 000</i>	<i>R 100 000</i>
<b>Management of Downscaling</b>	<b>R 0</b>				

## **SECTION 6**

**UNDERTAKING:**

**Regulation 46 (f)**

## 7 UNDERTAKING

### Regulation 46 (f)

I \_\_\_\_\_ the undersigned and duly authorised thereto by **BCR MINERALS (PTY) LTD** undertake to adhere to the information, requirements, commitments, and conditions as set out in the **Spitsvale Social and Labour Plan**.

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 2015

Signature of responsible person \_\_\_\_\_

Designation \_\_\_\_\_

### Approved (board approval)

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 2015

Signature \_\_\_\_\_

Designation \_\_\_\_\_