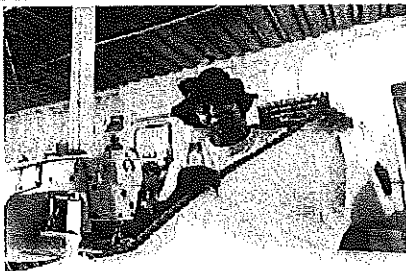
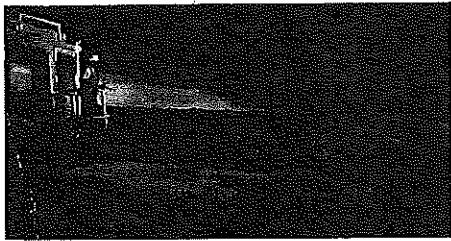
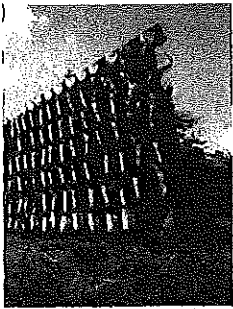
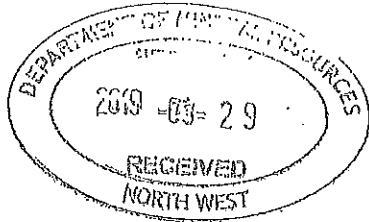


tharisa

SOCIAL AND LABOUR PLAN (SLP)

NW30/5/1/2/5/2(258 &358) MR

Mining Rights Date: August 2008



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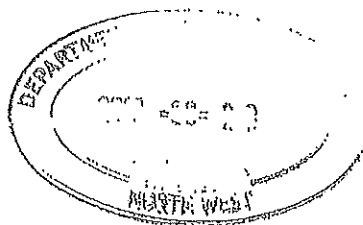
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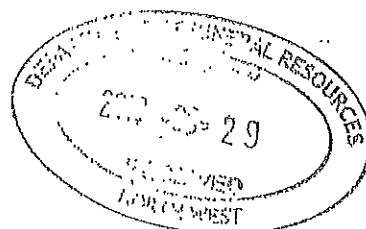
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GLOSSARY OF TERMS

ABBREVIATION	MEANING
AET	Adult Education and Training
APM	African Pioneer Mining
ATR	Annual Training Report
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
BDPM	Bojanala District Platinum Municipality
CPP	Career Progression Plans
CV	Curriculum Vitae
DMR	Department of Mineral Resources
DoL	Department of Labour
EE	Employment Equity
EIA	Environmental Impact Assessment
EME	Exempted Micro Enterprise
ETD	Education, Training and Development
FY	Financial Year
HDSAs	Historically Disadvantaged South Africans
HRD	Human Resources Development
HRDP	Human Resources Development Programme
HOD	Head of Department
IDPs	Integrated Development Plans
JHTTT	Joint Housing Technical Task Team
JV	Joint Venture
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
Ltd	Limited
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PGDS	Provincial Growth & Development Strategy
PPE	Personnel Protective Equipment
Pty	Proprietary
QSE	Qualifying Small Enterprise
RDP	Reconstruction and Development Programme
RLM	Rustenburg Local Municipality
RPL	Recognition of Prior Learning
RSA	Republic of South Africa
SAHRA	South African Housing Resource Association
SAPBCOR	South Producers & Beneficiators of Chrome Ore (Pty) Ltd

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ABBREVIATION	MEANING
SDF	Skills Development Facilitator
SEIA	Socio Economic Impact Assessment
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
THARISA	Tharisa Minerals
VAS	Value Adding Supplier
TM	Tharisa Mine
WIM	Women in Mining
WSP	Workplace Skills Plan



5.1

SECTION 1

INTRODUCTION AND PREAMBLE

7.1

1.1 Introduction

The Tharisa Mine is an open-pit Chrome and PGM mine, which is owned and operated by Tharisa Minerals (Pty) Ltd. The Mine is located on the south-western limb of the Bushveld Complex. It is located approximately 95 kilometres north-west of Johannesburg and 35 kilometres east of Rustenburg, and is supported by well-developed Infrastructure.

This Social and Labour Plan (SLP) is a submission in terms of the requirements of the Minerals and Petroleum Resources Development Act (Act No. 28 of 2002) (MRPDA). The development and submission of a SLP is a requirement of the MRPDA and sets out the social and labour plan programmes to be in place for the life of every mining right.

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

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

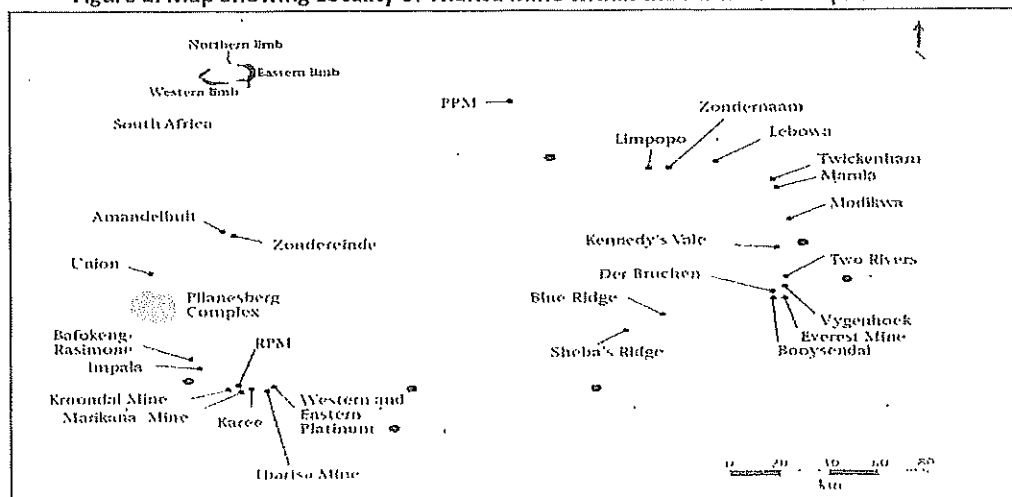
Furthermore in terms of clause 18.1 and 18.2 of the mining right issued, scorecard and regulation 46 (d) (i), of the MRPDA, companies are required to submit annually a detailed Implementation Plan, Annual Report and the Mining Charter Report in line with the approved Social and Labour Plan, as well as proof of an established and functional Future Forum.

Figures 1, 2 and 3 below show the location of Tharisa Mine in terms of :

- Tharisa Mine's locality within the Bushveld Complex (Figure 1)
- Map of the Mining Right Area (Figure 2)
- Map of the Surface Right Area (Figure 3)

Following these location maps, Figure 4 provides an overview of the Tharisa Minerals' Ownership Structure.

Figure 1: Map Showing Locality of Tharisa Mine within the Bushveld Complex¹



¹ Source: <http://www.tharisa.com/our-geology.php>

Figure 2: Location of the Operation at Tharisa Mine - Mining Rights Area Map

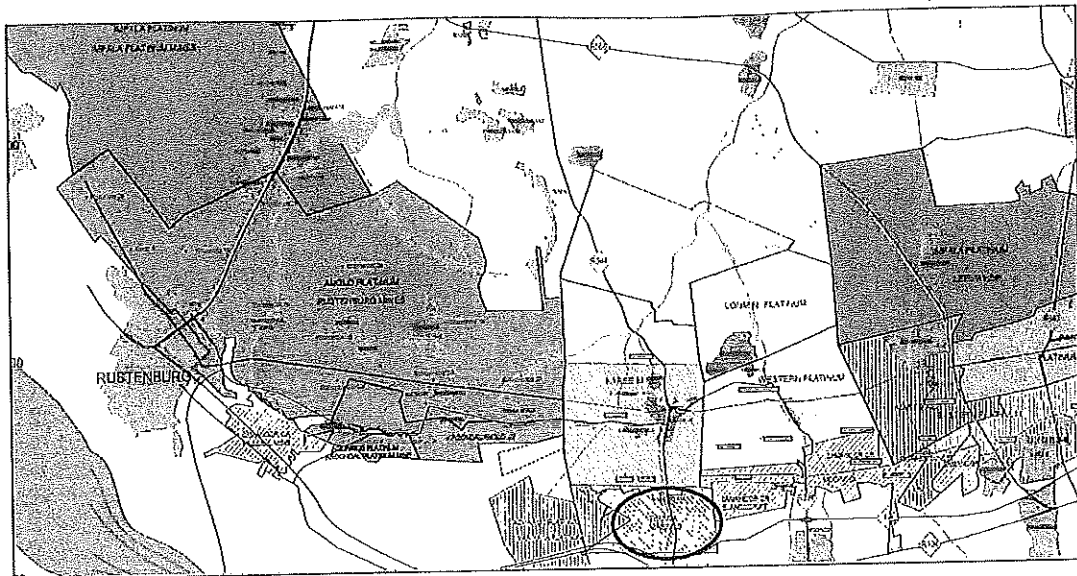


Figure 3: Surface Plan of Tharisa Minerals

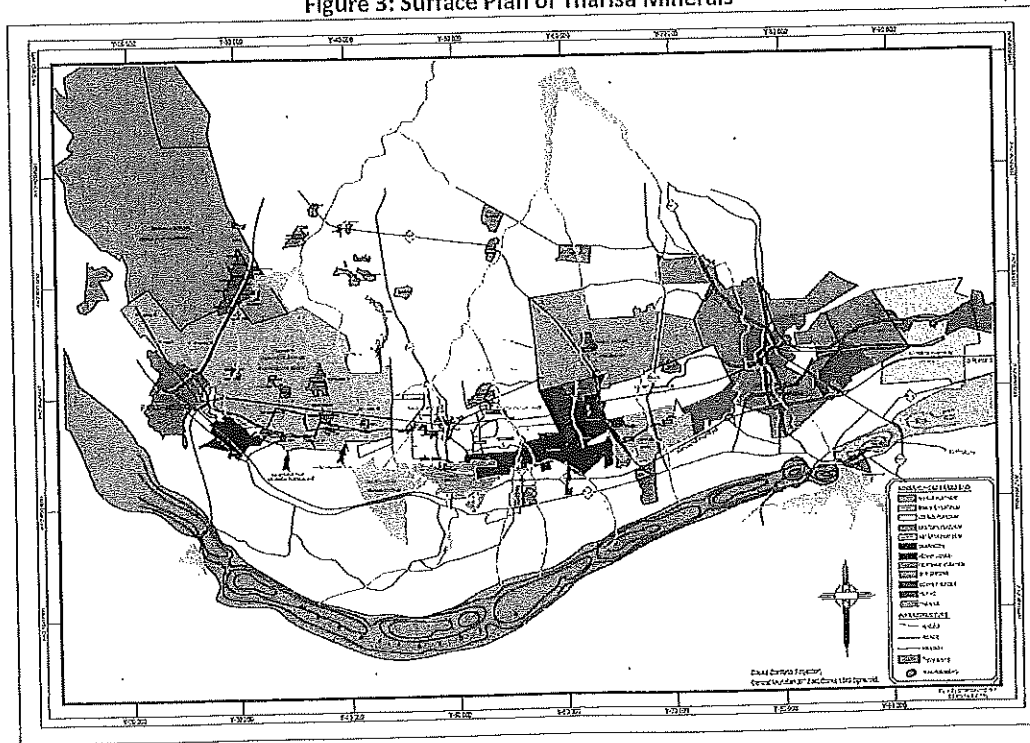
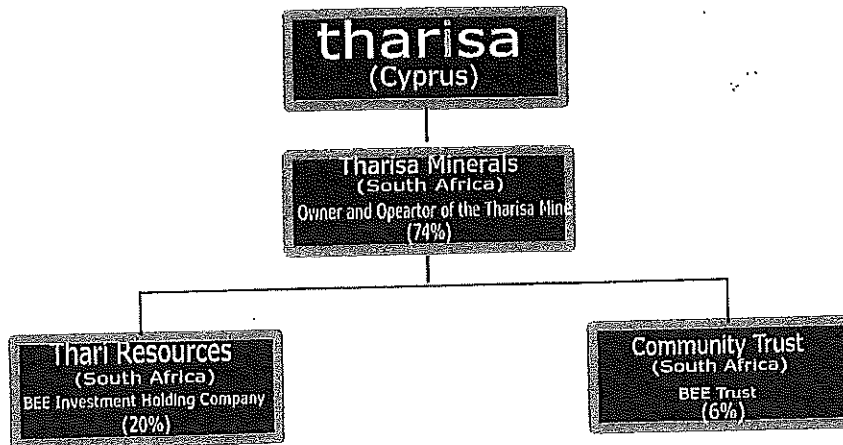


Figure 4: Ownership Structure of Tharisa Minerals



Tharisa plc (Tharisa) is a European-headquartered mining and metallurgical group. Tharisa Group owns 74% shares in Tharisa Minerals, with the other 26% being held by Thari Resources (20%) and the Tharisa Community Trust (6%). The Tharisa Mine has an estimated open-pit life-of-mine of at least 15 years, and a further estimated underground life of mine of approximately 40 years. The Tharisa Mine's processing facilities comprise the Genesis Plant and the Voyager Plant, both PGM and chrome concentrators capable of processing a total of 400ktpm of ROM ore. Table 1 below provides a summary of Tharisa Minerals Company and Mine information.

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1.2 Preamble

Table 1: Company Information for Tharisa Minerals

Name of Company:	Tharisa Minerals (Pty) Ltd (Holding Company Tharisa plc)
Name of Mine:	Tharisa Mine
Physical Address:	372, Main Road Second Floor, The Crossing, Bryanston, Johannesburg
Postal Address:	Postnet Suite 473, Private Bag X51, Bryanston, 2021
Contact Person:	Thabang Maluke 014 572 0728
Telephone Number:	011 996-3500
Fax Number:	011 996-3535
Location of Mine:	The Mine is located 6km south of Marikana, Rustenburg on the farm 342 JQ in the Magisterial district of Rustenburg, North West Province
Commodity:	Platinum Group Metals (PGM) and Middle Group (MG) Chromite
Life of Mine:	55 Years
Financial Year:	The financial year for the company is from 1 October to 31 September

1.3 Mining Methodology

Tharisa Minerals currently envisages two (2) Methods of mining at the Tharisa Mine, which will be rolled out in phases, namely open-pit mining and underground bord-and-pillar method of mining. Open-pit operations will continue until 2033; this is based on the production profile of 450 Ktpm. Underground mining will commence in 2028 and underground operations will increase in line with the reduction in open pit production, the depth of the underground operations will not exceed 750m until 2037.

The identified mineral deposit is the mining of an occurrence of MG1, MG2, MG3, MG4 and MG4a Chromite Layers and Platinum Group Elements (PGEs), together with gold, silver and associated base metals, contained within the Middle Group of the Critical Zone of the Bushveld Complex. The Tharisa Minerals project area is located in the Western limb of the Bushveld Complex within the Marikana section, on the farms 342-JQ and Rooikoppies 297-JQ. The Marikana section is separate from the Brits section to the East by Wonderkop and the Rustenburg section to the West by Spruitfontein upfold. From the minerals identified to be mined, the Mine will produce charge chrome as the primary, together with the PGM product from the processing of the MG Chromitite Layers.

Within the MG1, MG2, MG3, MG4 and MG4 (a) Chromitite reefs outcropping within the Tharisa project area, the deposit lends itself to open pit and shallow underground mining methods. The project area is split into two (2) mining pits (east and west) by a public road and river. Open pit mining is proposed to mine for the shallow areas near the outcrop with a two hundred meter (200 m) vertical pit pushback on the MG1 reef horizon. Below this depth, underground mining methods become more feasible as the opencast stripping ratios become too high. The MG3 and MG4 (a) are usually sub-economical due to low channel widths, low iron/chrome ratios and geotechnical constraints and are therefore not mined with underground mining methods. Opencast mining however represents the opportunity to mine the MG3 and MG4 (a) as the overall mining costs includes the removal of the reef volume to the stockpile. The proposed

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underground mining method for the MG1 is a hybrid method with mechanised method for the MG2 and MG4 reef horizon.

The stockpiling of MG1 to MG4 and MG4 (a)'s will be scheduled to ensure a constant feed of ROM at the correct Chrome/Iron (Cr/Fe) ratio to ensure that the production requirements are stable. The open pit scheduling outputs was completed by FY 2017. Steady state production from two (2) open pits and four (4) advancing faces are 4.4Mtpa and 600ktpa of charge chrome. An average of 16.7 million cubic metres of waste will therefore need to be moved each year.

1.4 Workforce for the Tharisa Minerals

The Tharisa Minerals is fairly anticipated to be on a steady state during the next five (5) years; with one thousand six hundred and forty six (1646) employees for the Tharisa Mine over this period. Table 2 below indicates the full five (5) year view of the employees compliment.

Table 2: Summary of Workforce at Tharisa Minerals for FY 2019-2023 (Sept 2018)

Occupational Level	Current	2019	2020	2021	2022	2023
Top management (F)	3	3	3	3	3	3
Senior management (E)	14	17	17	17	17	17
Professionally qualified and experienced specialists and middle management (D)	75	75	75	75	75	75
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (C)	477	477	477	477	477	477
Semi-skilled and discretionary decisions making (B)	902	903	903	903	903	903
Unskilled and defined decision making (A)	151	151	151	151	151	151
Total/Permanent	1622	1626	1626	1626	1626	1626
Non-Permanent Employees	22	10	12	14	16	20
Total	1647	1636	1638	1640	1642	1646

1.5 Local Recruitment

Tharisa Minerals undertakes to fill all novice and entry level positions at the mine with labour from the surrounding local communities; provided that positions that cannot be filled through local recruitment efforts will be filled from outside the boundaries of these communities. The local communities will be developed through training opportunities availed during employment at the mine. Training opportunities will also be accessible on an ongoing basis to local community members who are not employed by the mine. Table 3 below indicates the commitment made by Tharisa Minerals with regards to local recruitment as well as the Implementation Strategies (Table 4 below) for the next five (5) years.

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Table 3: Local Recruitment Undertaking and Guidelines

Undertaking	The mine is well aware of the socio-economic pressure on the host community, as alternative work in the surrounding farms and mines further away in the Rustenburg areas are limited, as well as the additional needs for municipal service delivery and infrastructure. In order to limit the negative impact of the mining operation on the area, the mine has a focus on local recruitment. The mine undertakes to retain this focus on local recruitment for the life of mine.
Guidelines	The mine's skills development programmes have been aligned to enable unskilled employees (especially from the local communities) to gain access to skills and career development opportunities offered by the mine.

Table 4: Local Recruitment Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP, HR & HRD Managers	1. Advertise vacancies in local newspaper and provide training to community members.	Ongoing
SLP Manager	2. Provide learnership and bursaries, in accordance to the appropriate policies of the company, to the local communities of the mine.	Ongoing
HR Manager	3. The unskilled and semi-skilled labour to be sourced preferentially from the local communities.	Ongoing
HR Manager	4. Only when requisite skills on any level cannot be found within the host communities will the operation look within the Province and only thereafter nationally.	Ongoing

Table 5: Occupational Categories of Employees at Tharisa Minerals as at 30 September 2018

OCCUPATIONAL CATEGORY	DESIGNATED							NON-DESIGNATED			TOTAL
	Male			Female				Male	Foreign Nationals		
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female	
Top Management	1	0	0	0	0	0	1	1	0	0	3
Senior Management	5	1	0	0	0	1	1	7	2	0	17
Professionals	32	0	0	13	0	2	5	22	1	0	75
Technicians and associated professionals	301	11	0	56	1	0	19	79	10	0	477
Plant and Machine Operators or Skilled	702	5	0	180	1	0	0	11	4	0	903
Elementary Occupations or Semiskilled	119	0	0	24	0	0	0	8	0	0	151
TOTAL	1160	17	0	273	2	3	26	128	17	0	1626

Table 6: Labour-Sending Areas of Current Workforce for Tharisa Minerals as at 30 September 2018

Sending Areas	Count	%
Local	827	50.27%
In Province Employment	411	24.98%
Inter Provincial Employment	389	23.64%
Foreign Employment	18	1.09%
Total	1645	100%

Whilst Section 1 of the SLP reviews the workforce plan and labour recruitment practices of Tharisa mine, Section 2 of this document will provide an overview of the planned interventions to the planned labour aligned.

SECTION 2

HUMAN RESOURCES DEVELOPMENT PROGRAMME

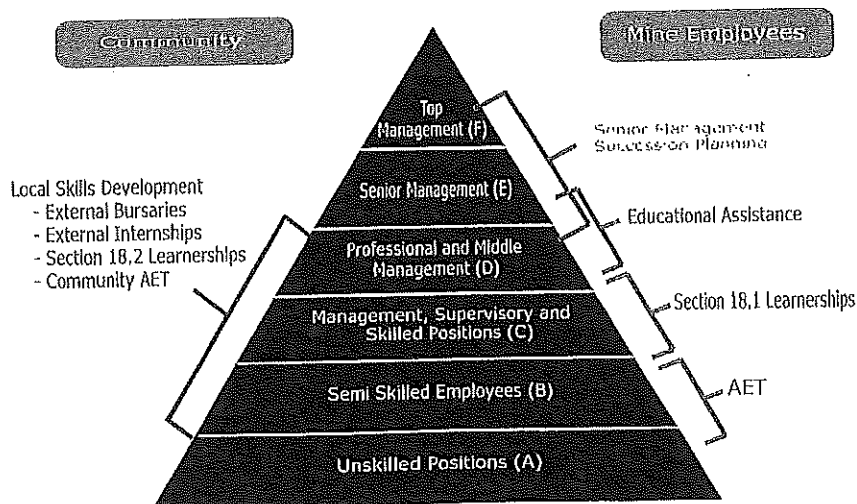
2.1 Introduction

Tharisa Minerals' focus on skills development is geared to deliver an appropriately skilled workforce for its operational needs at the Tharisa mine. It is also the intention to equip individuals with suitable skills which can be utilised to further themselves within Tharisa Minerals, as well as beyond the Tharisa mines' life; either within the mining sector or within other employment sectors. The portability of skills is therefore dependent on the achievement of accredited qualifications through accredited training providers and programmes. Tharisa Minerals will therefore ensure, where viable, that all training delivered at the mine will be outcomes based within accredited (with the relevant SETA's) training programmes.

Tharisa Minerals has adopted a strategic approach to the Implementation of the Human Resources Development planning (Figure 5), and this will not only benefit the employees at the Tharisa mine, but also the communities in which the mine operates.

Furthermore, Tharisa Minerals has a training and development policy, providing direction and guidelines towards the accumulation of individual and team competencies and in so doing enhancing Tharisa Minerals' performance in safety and production. Through the Implementation of the Training and Development Policy, Tharisa Minerals has applied strategic linkages via appropriate investment in education, training and development (ETD) of the Educational Development Group, which will be a key contributor to achieving the best possible human performance throughout the Tharisa mine. Members of the Educational Development Group will be encouraged to take accountability for their own development within the integrated framework of available ETD structures, systems and procedures, subject to alignment with realistic current and future employment/career options and management endorsement.

Figure 5: Balanced Approach to HRD planning at Tharisa Minerals



Through Tharisa Minerals' Integrated skills development strategy, the skills of employees at the Tharisa mine and those of the local community in which the Tharisa mine operates will be developed. By adopting the balanced HRD Approach (as indicated in Figure 5 above); preferential local recruitment will improve local skills through development such as:

- External Bursaries;
- External Internships;
- Section 18.2 Learnerships; and
- Community AET.

Furthermore, the Human Resources Development Plan will provide employees opportunities to develop in their current positions as well as with the potential to grow into future positions; with the focus being HDSAs and women aligned to the mine's Employment Equity Strategies. The mine will also abide with the relevant skills development legislative frameworks as indicated in tables below.

Table 7: Compliance with Skills Development Legislation for Tharisa Minerals

SETA Information Required	SETA Details
Name of SETA:	MQA
Registration Number with relevant SETAs:	2006/009544/07
Skills Development Facilitator:	Yes, Ms Lydia Mongale
Proof of submission of Workplace Skills Plan and date of submission	MQA April 2018

Table 8 Workplace Skills Plan (WSP)/Annual Training Reports (ATR) Strategic Plan

Action	Reporting	Submission Date
Tharisa Minerals to submit a WSP-ATR to the MQA to qualify for Mandatory Grant Application for training facilitated at the Mine.	Annually	April

2.2 Skills Development Plan

Tharisa Minerals' focus will be skill development and Human Resource Development (HRD) elements as outlined in this Social and Labour Plan. The bulk of the recruitment has now been completed and therefore within the next five (5) year plan, the focus will shift towards successful implementation of Skills Development. As part of this approach the Tharisa Minerals will within the next 5 years implement a skills audit, further formalise mentorship and align the Career Progression Plans (CPPs) at the Tharisa Mine to support and ensure overall individual development progression.

The Integrated Human Resources Development Plan will seek to maximise the productivity and potential of people employed at Tharisa Minerals and will be the responsibility of the SLP and Human Resource Development Manager. The Implementation of the Skills Development Plan will be aligned to the Tharisa mine's operational requirements and will be part of the SLP and Human Resource Development Manager's responsibilities to coordinate the Career Progression Plans (CPPs), employees and courses to ensure career path progression, development of employees and an effective productive workforce. Through the adoption of the balanced approach (Figure 5) to effective HRD planning, the strategic requirement of the Tharisa Mine will be determined through skills analysis, which will be a key element for the identification of employees with potential for further development

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of HDSAs in management positions. Table 9 below provides the undertaking and guideline for the Skills Development Plan at Tharisa Minerals.

Table 9: Skills Development Undertaking and Guideline

Undertaking	The Mine recognises the importance of its 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 mine's business objectives. Cognisance of the existing skills base amongst the current workforce as well as personnel to be recruited will be a key element in guiding the skills development programme to be implemented at the mine.
Guidelines	The focus of skills development will be on providing employees with opportunities for acquiring skills and to promote their advancement within the mine and mining industry, in compliance with the requirements of the Mining Charter, where this is feasible and sustainable for the Tharisa mine. In the last two (2) years of the operation, the focus will shift to providing employees with opportunities for gaining portable skills in other sectors of the economy.

Table 10: Skills Development Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP and HRD Manager	1. Skills Development plan to be aligned and implemented to facilitate quality education and improvement of skills required in the workforce.	Ongoing
SLP and HRD Manager	2. Identify employee skills gaps in terms of initial job requirements as well as future jobs as mapped by Tharisa Mine's career path structure and skills analysis	Ongoing
SLP, HR and HRD Manager	3. Skills analysis to focus on the identification of employees with the potential to be developed into management positions.	Ongoing
SLP and HRD Manager	4. Incorporate mentoring and coaching of learners to support their development.	Ongoing
SLP and HRD Manager	5. Create awareness among employees regarding the fact that improved competency levels facilitate career progression and support the acquisition of skills that can be transferred and used in other environments.	Ongoing

2.2.1 Adult Education Training.

Tharisa Minerals is dedicated to the improvement of the foundations for skills development by providing employees with the opportunity of increasing literacy levels and involvement in a career development plan. Tharisa Minerals has a well-established AET facility on site, which services Tharisa employees, as well as the community. With the AET Centre, Tharisa Minerals aims to empower the community and employees at the Tharisa mine with basic education and training, which can be used to enhance their knowledge and skills. Tharisa Minerals believes that through implementing this approach, it helps to change power relations in society because it arms people with knowledge and skills, that it should be part of development projects and community organisations struggling for social change.

Table 11: AET Undertaking and Guidelines

Undertaking	Tharisa Minerals' training and development objective places a specific focus on literacy and numeracy skills development for employees who are not functionally literate and numerate. In this regard, it bears mention that the Mine will embark on AET training, in which both employees and community members could participate free of charge.
Guidelines	Tharisa Minerals will identify eligible employees and ascertain current interest from such candidates with the objective to direct the provision of quality adult education and training, in line with the South African Qualifications Authority (SAQA) requirements, and with the needs of the Tharisa Mine and the individual employees.

Table 12: AET Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP, HR and HRD Manager	1. Skills audit with associated proof of educational levels and or qualifications to be completed. Employees identified as requiring AET to be enrolled in the programme.	To be completed by 2019
SLP and HRD Manager	2. Training and development objectives to be focused specifically on literacy and numeracy skills development.	Ongoing
SLP, HR and HRD Manager	3. Individual assessments to be conducted with each employee, in order to determine their current and aspired levels of education and training beyond AET in line with the needs of the Company's business and other economic sectors within the region.	Ongoing
SLP and HRD Manager	4. Mechanisms to be created to increase the participation in AET by Tharisa Minerals'	Ongoing
SLP, HR and HRD Manager	5. Communication of AET programme to all employees (linked to a clear career path and communicated through HR, posters, internal news bulletins, etc.) as well as specified hours allocated per employee.	Ongoing
SLP and HRD Manager	6. Bridging Programmes will be utilised to assist with entrance into learnerships as well as future development for employees at the Tharisa Mine.	Ongoing

Table 13 below indicate the functional literacy levels (Form Q) at Tharisa Minerals. Table 14 specify the targets for AET for FY 2019 – 2023.

Table 1: Form Q Functional Literacy amongst Employees at Tharisa Minerals as at 30 January 2019

BAND	NQF LEVEL	PLANNED AS PER ENVISAGED ORGANOGRAIM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)		No Schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1/ Sub A	0	0	0	0	0	0	0	0	2	0
		Grade 2/ Sub B	2	0	0	0	0	0	0	0	1	0
		Grade 3/ Std 1/ ABET 1	1	0	0	0	0	0	0	0	2	0
		Grade 4/ Std 2	2	0	0	0	0	0	0	0	5	0
		Grade 5/ Std 3/ ABET 2	5	0	0	0	0	0	0	0	8	0
		Grade 6/ Std 4	4	0	0	4	0	0	0	0	43	7
		Grade 7/ Std 5/ ABET 3	43	0	0	0	7	0	0	1	42	7
		Grade 8/ Std 6	34	0	0	8	6	0	0	0	57	7
Further Education and Training (FET)	1	Grade 9/ Std 7/ ABET 4	57	0	0	0	7	0	0	0	114	9
	2	Grade 10/ Std 8/ N1	108	1	0	5	9	0	0	0	245	34
	3	Grade 11/ Std 9/ N2	228	2	0	15	31	0	0	17	664	210
	4	Grade 12/ Std 10/ N3	613	10	0	41	191	2	0	2	101	20
Higher Education and Training (HET)	5	Diplomas / Certificates	47	1	0	53	18	0	0	3	41	14
	6	First Degrees / Higher Degrees	35	1	0	5	9	0	2	0	6	6
	7	Honours / Master's degrees	2	1	0	3	5	0	1	0	0	0
	8	Doctorates	0	0	0	0	0	0	0	0	131	314
TOTAL			1131	16	0	134	291	2	3	26	1331	314

Table 14: AET Training Targets for Employees at Tharisa Minerals (Mine) for FY 2019 – 2023

ABET LEVEL	Enrolment Target: FY 2019		Enrolment Target: FY 2020		Enrolment Target: FY 2021		Enrolment Target: FY 2022		Enrolment Target: FY 2023		TOTAL ENROLMENT	
	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy
Pre ABET	0	0	0	0	0	0	0	0	0	0	0	0
ABET - Level 1	0	0	0	0	0	0	0	0	0	0	0	0
ABET - Level 2	0	0	0	0	0	0	0	0	0	0	0	0
ABET - Level 3	5	5	5	5	5	5	5	5	5	5	25	25
ABET Level - 4 (NQF Level 1)	5	5	5	5	5	5	5	5	5	5	25	25
Total	10	10	10	10	10	10	10	10	10	10	50	50
Budget	R30 510	R38 140	33 561	R41 954	R36 905	R46 149	R40 595	R50 763	R44 654	R55 839	R186 214	R232 845

2.2.2 Community AET Programme

Tharisa Minerals aims to have a positive effect on the socio-economic climate within the local communities by affording them the opportunity to become functionally literate and numerate through its Community AET Programme.

The objectives of providing AET to the community are to:

- Afford the previously illiterate and innumerate community members with an opportunity to access learnerships or employment opportunities either with Tharisa Minerals or elsewhere; and
- Create a pool of candidates within the host community from which the Tharisa Mine can either recruit future employees or recruit candidates for the Section 18.2 learnership programme.

Table 15 below provides targets for AET with regards to community learners at Tharisa Minerals for FY 2019 to 2023.

Table 15: Community AET Undertaking and Guidelines

Undertaking	Tharisa Minerals is dedicated to improving the foundations for skills development by providing community members with the opportunity for increasing literacy and numeracy rates by means of AET programmes.
Guidelines	Tharisa Minerals will communicate Community AET opportunities through various channels to the relevant communities.

Table 16: AET Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP and HRD Manager	1. Training and development objectives to be focused specifically on illiteracy and numeracy skills development.	Ongoing
SLP and HRD Manager	2. Promote AET opportunities to the surrounding communities through a variety of media and methods.	Ongoing
SLP and HRD Manager	3. AET classes can be attended at the Tharisa mine or the community centre in order to enable community members to become functionally literate.	Ongoing

Table 17: Community AET Targets

ABET LEVEL	Enrolment Target: FY 2019		Enrolment Target: FY 2020		Enrolment Target: FY 2021		Enrolment Target: FY 2022		Enrolment Target: FY 2023		TOTAL ENROLMENT	
	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy	Literacy	Numeracy
Pre ABET	0	0	0	0	0	0	0	0	0	0	0	0
ABET - Level 1	5	5	5	5	5	5	5	5	5	5	25	25
ABET - Level 2	10	10	10	10	10	10	10	10	10	10	50	50
ABET - Level 3	10	10	10	10	10	10	10	10	10	10	50	50
ABET Level - 4 (NQF Level 1)	10	10	10	10	10	10	10	10	10	10	50	50
Total	35	35	35	35	35	35	35	35	35	35	175	175
Budget	R 106 800	R 133 500	R 117 480	R 146 880	R 129 228	R 161 568	R 142 150	R 177 724	R 156 365	R 195 496	R 652 023	R 815 168

2.2.3 Learnership

Learnership Programmes plays an important role and form part of Tharisa Minerals' Skills Development Plan. These programmes will allow employees to complete qualifications relevant to their occupation, address critical skills, as well as local recruitment. Furthermore, this will address hard to fill vacancies, HDSAs and women in core mining positions.

Currently the Sectoral Determination five (5) does not define a learner, however, it regards a learner as contemplated by section 18 (2) of the Skills Development Act.

A Learnership includes:

- (a) A structured learning component;*
- (b) A structured work experience component;*
- (c) The learnership would lead to a qualification registered by the South African Qualifications Authority associated with a trade, occupation or profession; and*
- (d) The intended learnership is registered with the Director-General in the prescribed manner.*

An Apprenticeship²:

Is a learnership in respect of a listed trade, and includes a trade-test in respect of the specified trade.

Each learner will be allocated a mentor, who will be outside the direct line of supervision and who will meet with learners on a regular basis to review progress and provide support with respect to performance issues. As a mechanism to address the objective of increasing the pool of available labour, learners will also be recruited externally and placed on in-house Learnership. The mine will also look at developing learners from the local community equipped with the skills required for the plant operation.

Table 18: Learnerships Undertaking and Guidelines

Undertaking	The provision for learners within the Tharisa Mine is aimed at addressing current and future skills and competency needs in terms of the Career Pathing structure. Tharisa Minerals will further use the learnership programme as a vehicle not only to attain its women in mining targets as such, but also to fill Hard to Fill Vacancies according to the supply and demand of the company.
Guidelines	Learnerships will enable learners the opportunity to become qualified miners and artisans, with prospects for future development in various career paths; depending on their performance and aspirations. The primary aim of Tharisa Minerals' learnerships is to empower learners with theoretical studies, as well as practical work experience. Critical focus will be placed on the transfer of skills and experience.

² As per DoL

Table 19: Learnerships Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP and HRD Managers	1. Learnerships to be awarded to learners in accordance with shortages in specific needs.	Ongoing
SLP, HR and HRD Managers	2. Skills Analysis to be conducted in order to identify gaps and ensure that the programmes offered are informed by the outcome of the business requirements.	Ongoing
SLP, HR and HRD Managers	3. Employees to be identified by a formal company process as a potential Learnership Student (e.g. via the Talent Review) for advancement and/or development towards a position identified and targeted by Tharisa Minerals.	Ongoing
SLP and HR Managers	4. Learnership positions to be advertised internally and externally through community newspapers and counsels to ensure recruits from local community.	Ongoing
SLP and HRD Managers	5. At least 10% of learnership intake will be allocated to women.	Ongoing

Table 20 -21 provide targets for Learnership Section 18.1 and Section 18.2, which will be provided for the Mine for the next five (5) years.

5.1

Table 20: Learnership Targets at Tharisa Minerals (Section 18.1) for FY 2019 – 2023

Learnership Program	Duration of the program	FY 2019				FY 2020				FY 2021				FY 2022				FY 2023				Total Enrolment FY 2019-2023
		Year 1 (2018 to 2019)				Year 2 (2019 to 2020)				Year 3 (2020 to 2021)				Year 4 (2021 to 2022)				Year 5 (2022 to 2023)				
		Cont..	Target Enrolments	Total	Cont..	Target Enrolments	Total	Cont..	Target Enrolments	Total	Cont..	Target Enrolments	Total	Cont..	Target Enrolments	Total	Cont..	Target Enrolments	Total			
Engineering Artisan Trainees/Learners	3 Years	11	0	11	8	4	12	4	4	8	8	8	2	2	10	6	2	8	12			

**Tharisa Minerals Learnership programme will include Electrician, Fitter, Boilermaker, Instrumentation, Rigger, Earthmoving mechanic and Auto electrician

Table 21: Learnership Targets at Tharisa Minerals (Section 18.2) for FY 2019 – 2023

Learnership Program	Duration of the program	FY 2019				FY 2020				FY 2021				FY 2022				FY 2023				Total Enrolment FY2019-2023
		Year 1 (2018 to 2019)				Year 2 (2019 to 2020)				Year 3 (2020 to 2021)				Year 4 (2021 to 2022)				Year 5 (2022 to 2023)				
		Cont..	Target Enrolm ents	Total	Cont..	Target Enrolm ents	Total	Cont..	Target Enrolm ents	Total	Cont..	Target Enrolm ents	Total	Cont..	Target Enrolm ents	Total	Cont..	Target Enrolm ents	Total			
Engineering Artisan Trainees/Learners	3 Years	53	9	62	42	0	42	13	10	23	16	6	22	16	4	20			29			

**Tharisa Minerals Learnership programme will include Electrician, Fitter, Boilermaker, Instrumentation, Rigger, Earthmoving Mechanic and Auto electrician

2.2.4 Core Business Skills Programme

Core Business Skills Programmes play an essential part in equipping employees with the skills and required competencies to execute successfully their employment responsibilities. These programmes are also designed to prepare employees and provide them with the necessary capacity and competence to progress to higher employment levels. A specified Career Path with the necessary mentorship programmes is in place and taking note of the minimum requirements to proceed to the next level.

Table 22: Core Business Skills Training Undertaking and Guidelines

Undertaking	Core Business Skills Training will be linked to the Career Progression Plan. The career paths identify the minimum requirements and experience for each position. This serves as a framework for planning any training and development to support promotion in terms of the workforce plan. It is the intention of Tharisa Minerals to ensure that each employee meets the requirements of their position and will compile core business skills training to be aligned to each position.
Guidelines	The training of employees will be aligned in accordance to the outcomes of the skills analysis and individual career progression plans. This link between individual skills and the Tharisa Mine's business plan will ensure that employees have the skills to fulfil their initial positions effectively and that they are given the opportunity to grow their skills and move up the career path.

Table 23: Core Business Skills Training Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
HR & HRD Managers	1. Skills analysis to be conducted to take cognisance of each employee's potential and aptitude in the planning of skills development programmes.	Ongoing
HR & HRD Managers	2. Develop a comprehensive skills training plan with targets, budgets and timeframes (in line with commitments made in the SLP and the business plan).	Ongoing
HR & HRD Managers	3. Focus to be placed on attracting and retaining HDSAs including women and nurturing talent to supplement the workforce complement and to plan for succession.	Ongoing
HR & HRD Managers	4. Targeting the recruitment of HDSAs and Women in Mining positions is a specific focus of management.	Ongoing

5.1

Table 24: Core Business Skills Training Targets for Employees at Tharisa Minerals for FY 2019 - 2023

Core Business Area	Portable Inside the Mining Industry	Portable Outside the Mining Industry	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		Total Planned Training 2019 to 2023
			Expected Enrolments		Expected Enrolments		Expected Enrolments		Expected Enrolments		Expected Enrolments		
Process Skills programme	x		10		10		10		10		10		50
Supervisory Legal responsibility	x		52		60		80		80		80		352
Telescopic Boom Handler	x		5		60		20		60		20		165
Basic Rigging	x		119		63		119		100		119		520
First Aid training	x		174		119		229		179		119		820
TMM Operator Licensing	x		100		100		100		100		100		500
Safety Rep Training	x		10		0		0		0		0		10
Basic Fire Fighting	x		195		93		195		93		195		771
Samtrac	x		2		2		2		2		2		10
Induction Training	x		1600		1600		1600		1600		1600		8000
Supervisory Skills (ABC Mining)	x		20		10		10		10		10		60
Competent A	x		10		10		10		10		10		50
Blasting Assistant	x		8		8		8		8		8		40
Blasting Ticket	x		4		4		4		4		4		20
Mining Artisan Technical training	x		10		10		10		10		10		50
Confined space	x		65		80		80		100		100		425
Overhead crane	x		19		18		20		20		20		97
Working on heights	x		112		228		120		228		120		808
Mobile crane	x		0		4		6		4		6		20
Track Mounted crane	x		8		16		8		16		8		56
Subtotal			2523		2495		2631		2634		2541		12 824
Budget:			R3 271 310.00		R3 505 620.00		R3 906 951.00		R4 627 171.00		R4 304 167.00		R19 615 219.00

Table 25: Non- Core Business Skills Training Targets for Employees-at Tharisa Minerals for FY 2019 - 2023

Non-Core Business Area	Portable Inside the Mining Industry	Portable Outside the Mining Industry	Target: 2019	Target: 2020	Target: 2021	Target: 2022	Target: 2023	Total Expected Enrolments 2019 to 2023
			Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Care and Growth	x		10	10	10	0	0	30
Presentation Skills	x	x	3	3	3	0	0	9
Conflict Management	x		3	3	3	3	3	15
Finance for non - Finance Managers	x	x	1	1	1	1	1	5
Time Management	x		5	5	0	0	0	10
Mentorship Training	x		5	5	5	5	5	25
Emotional Intelligence	x		3	3	3	0	0	9
			30	30	25	9	9	103
Budget:			R74,531.00	R74,531.00	R 43,329.00	R 33,608.00	R 33,608.00	R 259,607.00

2.2.5 Portable Skills Programme

Portable skills programmes equip employees with skills that promote their absorption into alternative sectors of the economy i.e. skills independent of mining. Portable skills programmes should be aligned to the Local Economic Development (LED) priorities and projects of the Integrated Development Programmes (IDPs) of the major labour sending areas. Tharisa Minerals takes cognisance of the need of its employees to be multi-skilled and remain economically active in the event of closure or downscaling of the mining operation.

Tharisa Minerals undertakes to investigate skills requirement in the Local Municipality (the socio-economic activities of the labour sending area). Portable skills training opportunities will therefore, be aligned to the requirements of the labour sending areas in line with compliance to the objective of creating opportunities for employment and self-employment.

Table 26: Portable Skills Training Undertaking and Guidelines

Undertaking	Tharisa Minerals recognises the needs of its employees to be multi skilled in the event of closure or downscaling of the mining operation. Therefore, Tharisa Minerals is dedicated to providing Portable Skills in order to ensure a workforce that is trained in mining and non-mining related skills.
Guidelines	Provision of portable skills to employees during the life of the Tharisa Mine in accordance with the skills development plans and workforce planning particularly non-mining related skills. Ramp-up of portable skills training in the last two (2) years of life of mine, (or when downscaling becomes inevitable). Such portable skills will have an impact beyond Tharisa Minerals and provide for sustained employability and will, wherever feasible: 1. Build on employees' existing skills and be recognised nationally; 2. Enable employees to manage their careers by addressing identified skills gaps; and

ST

3. Supplement existing skills with business-related training where appropriate.

Table 27: Portable Skills Training Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP & HRD Managers	1. A training programme and service provider to be identified to provide a portable skill in terms of enhancing the learner's potential.	Ongoing
SLP & HRD Managers	2. Communicate opportunities for portable skills training to employees.	Ongoing
SLP & HRD Managers	3. Most vulnerable employees to be identified and sent for portable skills training.	Ongoing

Table 28: Portable Skills Training Targets For Employees at Tharisa Minerals for FY 2019 – 2023

Portable Skills Training	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total Expected Enrolments 2019 to 2023
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Portable skills initiatives	20	30	20	30	20	120
Total Participants	20	30	20	30	20	120
Budget:	R120 000	R144 000	R135 000	R158 400	R148 500	R705 500

Tharisa portable skills will include: Building construction, Entrepreneurship, basic welding, agriculture, Hospitality & Basic interior designs.

5.1

2.2.6 Hard-to-Fill Vacancies

Tharisa Minerals' training and skills programmes are aligned with its business objectives and aim to balance the development and advancement needs of employees whilst alleviating current and anticipated skills shortages. In an attempt to address the skills scarcities denoted by the Mine's Hard-to-Fill vacancies, the company will identify learners currently enrolled on Learnership programmes with demonstrated potential and motivation, assisting these employees to further their qualifications at tertiary educational institutions and providing multi-skilling opportunities.

Furthermore, through the implementation of Bursaries, Career Progression Plans and Employment Equity Strategies, Tharisa Minerals will endeavour to fill the Hard-to-Fill Vacancies in areas where required. Tables 29 below specify the Hard-to-Fill Vacancies identified at Tharisa Mine.

Table 29: Hard to Fill Vacancies Undertaking and Guideline

Undertaking	Tharisa Minerals will endeavour to find suitable internal and external candidates to fill hard-to-fill vacancies within the organisation.
Guidelines	Hard to fill vacancies which have been identified will be addressed through various human resources development interventions to create a talent pool from which these scarce skills can be drawn.

Table 30: Form R: Hard-To-Fill Vacancies at the Tharisa mine

Occupational Level	Job title vacancy	Main reason for being unable to fill the vacancy	Strategies to address identified challenges
Top Management (F)			
Senior Management (E)	Engineering Manager	Candidates not having relevant experience	Current Section Engineers to be developed for Engineering Manager position
Professionally qualified and experienced specialists and mid management (D)	Blasting Manager	Candidates not having relevant experience	Candidates have been identified for development on the role with more acting opportunities to close the gaps identified. Mentoring and coaching provided for them.

5.1

2.2.7 Career Progression Plan

Career management is the process that plans and shapes the progression of individuals in accordance with business' needs and objectives, employees' potential and their preferences. It is a planned effort to link the employees' career needs with the workforce requirements. It is a structured opportunity for the purpose of increasing awareness, knowledge and skills among employees with regard to the direction and progression of their careers. Career Progression Plans link these initiatives and will be utilised as a tool to plan the development of employees as well as track their progress. The Generic Career Progression Plans for Tharisa Mine can be reviewed in Figures 5 to 9. Career progression plans will be explored via the outcomes of the skills analysis process and workforce planning process and will be refined over time through discussions between the line managers and employees. Following the 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 mining positions and HDSAs identified for development into management positions as well as women in core mining positions.

Employees identified as having significant potential will be fast-tracked in career paths, dependant on the availability of employment positions and the needs of the Tharisa Mine. The Career Progression Plan will further be aligned with the Employment Equity Plan and will be used as a means to promote the advancement of HDSAs and Women in Mining into more senior and managerial positions. Furthermore, Tharisa Minerals will utilise Career Progression Plans as a mechanism to fill Hard-to Fill Vacancies, through the skills development initiatives at the Tharisa Mine. Tables 31 to 32 below specify the commitments in terms of the Tharisa Mine's Career Progression Plans for the next five (5) years.

Table 31: Career Progression Plans Undertaking and Guideline

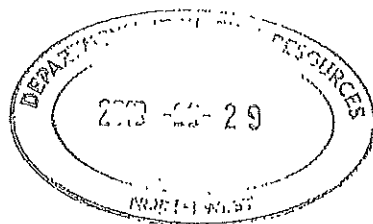
Undertaking	The Mine offers structured opportunities to employees with regard to the direction and progression of their careers. Career Progression Plans will be the tool used to plan the development of employees and track progress and will be extended over the full five (5) years and beyond.
Guidelines	The Career Progression Plan will be linked to Career Path Identification, Succession Planning and Developmental Positions as a centralised function. Furthermore, employees will be fast tracked by means of training and development plans.

Table 32: Career Progression Plans Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP, HR and HRD Managers	1. Development to take place, regardless of availability of vacant positions.	Ongoing
SLP, HR and HRD Managers	2. Individual development and training plans to be implemented for high achievers with potential progress to more highly skilled and in particular, management level.	Ongoing
SLP, HR and HRD Managers	3. A Performance Management Appraisal to be implemented in order to identify employees as fast trackers.	TBC

7.1

SLP, HR and HRD Managers	4. Performance assessments to be conducted on an Intermittent basis in order to assist with the identification of employees with potential.	TBC
SLP, HR and HRD Managers	5. Career discussion to be held with employees in order to identify career development opportunities.	Ongoing



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Table 33: Career Progression Plan Targets at Tharisa Minerals for FY 2019 – 2023

Employee Categories	FY 2019			FY 2020			FY 2021			FY 2022			FY 2023		
	No. of Employees with IDP	% with IDP	No. of Employees with IDP	No. of Employees with IDP	% with IDP	No. of Employees with IDP	No. of Employees with IDP	% with IDP	No. of Employees with IDP	No. of Employees with IDP	% with IDP	No. of Employees with IDP	No. of Employees with IDP	% with IDP	No. of Employees with IDP
Paterson E Level	3	36%	3	3	45%	3	3	55%	3	3	58%	3	3	54%	
Paterson D Level	7	56%	7	7	61%	7	7	67%	7	7	78%	7	7	83%	
Paterson C Level	40	57%	40	40	60%	40	40	67%	40	40	76%	40	40	82%	
Paterson B Level	130	66%	130	130	72%	130	130	75%	130	130	77%	130	130	80%	
Paterson A Level	14	72%	14	14	78%	14	14	81%	14	14	84%	14	14	87%	
Total	194	64%	194	194	70%	194	194	80%	194	194	96%	194	194	96%	

Table 34: Career Development Programmes at Tharisa Minerals for FY 2019 – 2023

Current Position	No. of Employees FY 2019		No. of Employees FY 2020		No. of Employees FY 2021		No. of Employees FY 2022		No. of Employees FY 2023	
	New		New		New		New		New	
Human Resources Diploma	1		1		1		1		1	
Finance Diploma	1		1		1		1		1	
Health, Safety and Environmental Management	1		1		1		1		1	
Engineering Diploma Electrical	1		1		1		1		1	
GCC - Engineering (DMR)	0		0		1		1		1	
Mining Engineering Diploma	1		1		1		1		1	
Advanced Survey Certificate (DMR)	1		1		1		1		1	
Total	6		6		7		6		7	

Figure 5: Engineering Career Path at Tharisa Minerals

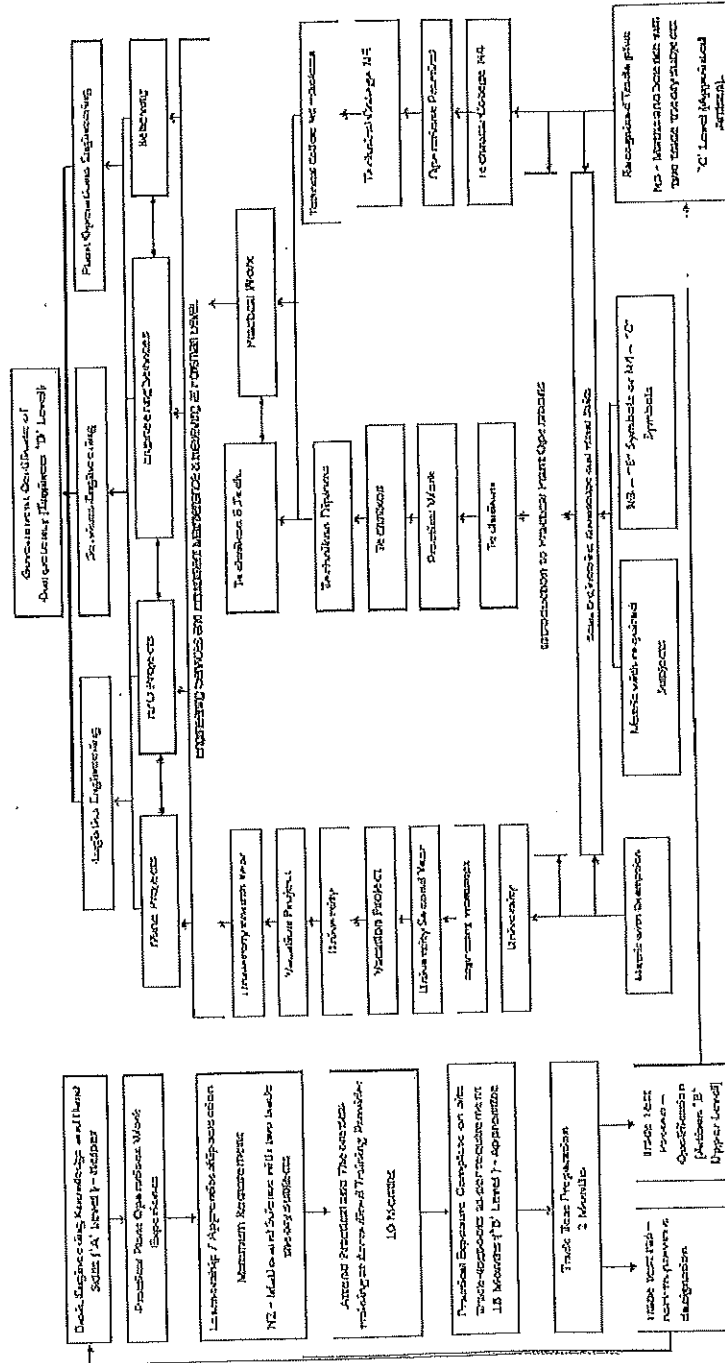


Figure 6: Career Path in Production at Tharisa Minerals

Career Path Production															
A1	A2	A3	B1	B2	B3	B4	B5	C2	C4	C5	D3	D4	E1	E2	E3
General Labourer	Diesel Bowser Assistant	Rock-breaker Operator	Excavator Operator <50t	Excavator Operator <80t	Excavator Operator <120t	Excavator Operator <350t	Supervisor (salaried Shift Foreman)	Junior Production Foreman	Production Foreman	Snr Foreman	Production Manager	Site Manager	Group Manager	Project/Area Manager	Director
Learner	Crusher Assistant	Crusher Operator	Equipment Controller	Top Hammer Drill	DTH Drill Rig Operator / TH 5000	Supervisor or Grade		Junior Water Pump Foreman	Pump Foreman						
Cleaner	Lightplant Attendants	Diesel Clerk	Dozer Operator <D9	Dozer Operator <D10	Dozer Operator <D11	Supervisor or Production									
Tea Lady	Tally Clerk	Junior clerk	Senior Clerk	Front end Loader Operator <988	Wheel-Dozer Operator <834	SKF Drill Rig Operator									
Diesel Assistant	Blasting Assistant		Hydraulic Drill Rig Operator	Watercart Operator / Driver <100kl	ADT <150t	Supervisor or - Drill Rig									
Waterpump Assistant	Waterpump Attendants	Pneumatic Drill Rig Operator	TLB Operator	RD T <100t	RD T <150t	Blasting Supervisor or Front end Loader Operator <993									
Watchman	Tipman		Tractor Operator	Wheel-Dozer Operator <824	DK 25 Blasting Team Leader										
Drill Rig Assistant			Bell <50t	Grader Operator <16M											

Career Path Production															
A1	A2	A3	B1	B2	B3	B4	B5	C2	C4	C5	D3	D4	E1	E2	E3
			SP Roller Operator												
			Wheel-dozer Operator												
			Tr-814												
Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications
1. Grade 12 Cert	1. Skills Program me Blasting	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes	1. Skills Program mes
2. Pass Lab Test	2. Assistant	2. PC Literacy	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training	2. Formal Training
3. Pass Medical	3. Formal Training	3. Formal Training	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate	3. Rockbre aking Certificate
4. Operators - Code 10 Lic															
5. Pass Dover Test															
↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑

Figure 7: Career Paths in Mining Engineering at Tharisa Minerals

Career Path in Engineering														
A1	A2	A3	B1	B2	B4	B5	C2	C4	C5	D3	D4	E1	E2	E3
General Labourer	Service man Assistant	Junior clerk	Crane Truck Operator / Driver	Site Spraypainter	Supervisor - Plant Service	Supervisor (salaried Shift Foreman)	Diesel Mechanic	Engineering Foreman	Snr Foreman	Plant Manager	Engineering Manager	Group Manager	Project/Area Manager	Director
Learner (Appie)	Service Truck Assistant	Storeman	Personnel Carrier driver	Site Tyre Fitter	Maintenance Fitter		Fitter & Turner							
Cleaner	Mechanic Assistant		Spares Driver	Site Auto Electrician	Site Welder		Auto Electrician							
Tea Lady	Welder Assistant		Senior Clerk		Crane Truck Driver		Boilermaker							
Washbay Assistant	Auto Electric Assistant		Service Bay / Service Truck Operator / Driver				Spraypainter							
	Spraypainter						Welder							
	Assistant													
	Boilermaker Assistant													
	Tyre Assistant													
Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications	Entry Level Qualifications

Figure 8: Career Path in Shared/ Support/ Administrative Services at Tharisa Minerals

Career Path in Shared/ Support/ Administrative Services						
A1	A2	A3	B1	C2	D2	E1
General Labour	Admin Clerk	Admin Assistant	Senior Admin Clerk	Junior Admin Manager	Middle Manager	Hr Manager
Leaner						
Cleaner						
Tea Lady						
Entry Level Qualifications	Entry Level Qualifications Formal Training	Entry Level Qualifications Formal Training	Entry Level Qualifications Formal Training	Entry Level Qualifications 1. Formal Training 2. Certificate in Junior	Entry Level Qualifications Formal Training	Entry Level Qualifications Formal Training
1. Grade 12 Cert					Diploma in Admin Management	Master's Degree in Admin Management
2. Pass Medical				Management-Admin		
	↑	↑	↑	↑	↑	↑
↑						

2.2.8 Mentorship Plan

Tharisa Minerals firmly supports mentorship programmes and believes that it is one of the most progressive yet simplest means of achieving the expected outcomes of the Career Progression Plan, which will fit together the Individual development plans of employees on career development programmes such as learnerships, bursaries and Internships. Mentorship is a key process in the maintenance of people development, employment equity, HRD planning, and performance management. Mentorship is a formalised relationship between a mentor and a mentee, established to enhance the mentee's career by means of transferring and building skills and knowledge. The mentoring process at the Tharisa Mine will be conducted between experienced managers and supervisors who will provide guidance to the junior employees. The training for both groups will be conducted to assist in facilitating the relationship building. This will be an ongoing programme.

Table 35: Mentorship Plans Undertaking and Guideline

Undertaking	Tharisa Minerals uses mentorship to assist and support the development of individual employees. This forms part of the broader Training and Development strategy and is linked to the performance assessment outcomes and individual training and development needs.
Guidelines	All learners will be assigned a coach in terms of the Tharisa Mine's skills development process. They will receive training for the duration of the specific developmental programme. Mentors will be assigned to all learners on bursary programmes, Internships/experiential training and learnerships as well as all employees who have been identified for development and fast tracking programmes in terms of the skills analysis and workforce planning process.

Table 36: Mentorship Plans Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP and HRD Manager	1. Identify employees with potential for career development and fast tracking programmes through the skills assessment and performance management process. Documentation of such individuals to be formal with a development plan in place and communicated to the employee.	Ongoing
SLP and HRD Manager	2. Mentorship agreements to be formalised within the next five (5) years.	To be completed by end 2023
SLP and HRD Manager	3. A mentorship plan to be provided for employees, which is aligned to the Skills Development plan and the implementation thereof.	Ongoing
SLP and HRD Manager	4. Skills agreements signed by all Learnership Candidates to be in accordance with MQA requirements	Ongoing
SLP and HRD Manager	5. Assist and support employees in managing their own learning so as to maximise their own potential, develop skills and improve performance as they grow into new roles.	Ongoing

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Tables 37-38 provides the targets for mentoring at Tharisa Minerals for FY 2019 – 2023.

Table 37: Mentorship training Targets at Tharisa Minerals for FY 2019 – 2023

Mentoring Programme	Training Deliverable	Duration of Programme	Target	
			HDSA	Non-HDSA
Learnerships	Mentorship training	1 day	10	2
Bursaries	Mentorship training	1 day	5	2
Internships (Internal and External)	Mentorship training	1 day	20	5
Employment Equity Strategies	Mentorship training	1 day	30	0
Total:			65	9
Trained Mentors:	30		74	
Untrained Mentors:	0			
Total:	30			
Budget:	R 50 000			

Table 38: Mentorship formalised agreements Targets for FY 2019 – 2023

Mentoring Programme	Career Deliverable	Duration of Programme	Target	
			HDSA	Non-HDSA
Formalised agreements	Learnerships	3 Years	30	5
Formalised agreements	Bursaries	4 Years	5	2
Formalised agreements	Internships	2 Years	20	5
Total:			55	12
Trained Mentors:	30		67	
Untrained Mentors:	0			
Total:	30			
Budget:	R 0			

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2.2.9 Internship and Bursary Plan

Tharisa Minerals recognises that Bursaries and Internships are a critical building block in striving to achieve the HDSA targets and targets for women in mining. Internships provide the opportunity for work related experience that will help learners prepare for the world of work. These programmes contribute towards human resources development within the company by identifying and nurturing potential at an early stage and providing opportunities for more skills at the levels required in the organisation, particularly those relevant to present and future workforce needs as identified in the workforce plan.

Furthermore, Tharisa Minerals has implemented a bridging programme in maths and science at schools within the local communities, which will be utilised as a stepping-stone to increase the intake of external Bursaries and Internships offered at the Tharisa Mine.

Table 39: Internships and Bursary Plan Undertaking and Guideline

Undertaking	Tharisa Minerals is well aware of the need, not only to assist its own employees with development opportunities, but also undertakes to provide opportunities to the members of the local community and surrounding areas to access experiential work opportunities. The internship and bursary plan is linked with the development of individuals in order to supply the operation with the required skilled people. Furthermore, Tharisa Minerals is also aware of the need to develop qualified individuals from the local community, affected by the Tharisa Mine.
Guidelines	Through the Bursary Scheme that was implemented at the Tharisa Mine, fulltime study for selected learners (excluding employees) who wish to pursue their studies in various fields of learning can be provided. Part time studies for employees who wish to pursue their studies in various fields of learning have also been implemented and are managed at the Tharisa Mine by the Training and Development Department. Tharisa Minerals intends to develop Women in Mining and HDSA's through the Internship programme. Mentoring will be linked to the Internships, in order for interns to gain experience, through proper supervision and support during the practical phase.

Table 40: Internships and Bursary Plan Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP and HR Managers	1. Adverts for Internship and Bursary programmes advertised on the Local newspapers	Ongoing
SLP and HRD Managers	2. Bridging programmes to be utilised as mechanism for local bursary and Internship intakes	Ongoing
SLP Manager	3. Enrolment and application criteria to be refined for bursaries based on the SLP and Bursary programme.	Ongoing
SLP Manager	4. Potential candidates to be identified and to become involved in bursaries and internships, both for the skills and EE needs of the Company.	Ongoing
SLP and HRD Managers	5. An awareness programme to be developed and implemented with employees and communities for bursary and Internship opportunities at Tharisa Minerals.	Ongoing
SLP Manager	6. Higher education institutions to be consulted with to procure students for internships during their vacations.	Ongoing

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Table 41 : External Bursary Targets at Tharisa Minerals for FY 2019 – 2023

Bursary Programme	Length of Programme	FY 2019			FY 2020			FY 2021			FY 2022			FY 2023		
		Target	Expected	Pass-out	Target	Expected	Pass-out	Target	Expected	Pass-out	Target	Expected	Pass-out	Target	Expected	Pass-out
Mining related disciplines	4 Years	5	1	1	1	1	1	1	1	3	3	0	0	0	0	0
Total		5	1	1	1	1	1	1	1	3	3	0	0	0	1	1
Total Number of New Bursars:		3			1			1		3				0		
Budget Provision:		R 550 000			R 605 000			R 665 500			R 732 050			R 805 255		

*Cognisance has been taken in the budget provision for new intakes as well as bursaries in progress from previous intakes. Tharisa Minerals mining related disciplines include Mining (including Geology & Survey), Mechanical, Electrical, Chemical and Metallurgical Engineering, Chemistry and Safety and Environment.

Table 42 : Internal Bursary (Educational assistance for employees) Targets at Tharisa Minerals for FY 2019 – 2023

Bursary Programme	Length of Programme	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		Target Enrolment	Expected Pass-out	Target Enrolment	Expected Pass-out	Target Enrolment	Expected Pass-out	Target Enrolment	Expected Pass-out	Target Enrolment	Expected Pass-out
HR Diploma	1-3 Years	1	2021	1	2022	1	2023	1	2024	1	2025
SHE Diploma	1-3 Years	1	2021	1	2022	1	2023	1	2024	1	2025
Engineering Diploma	1-3 Years	1	2021	1	2022	1	2023	1	2024	1	2025
Advance Survey Certificate (DMR)	4 Years	1	2022	1	2023	1	2024	1	2025	1	2026
Finance Diploma	1-3 Years	1	2021	1	2022	1	2023	1	2024	1	2025
Blasting Ticket	1 Year	1	2019	1	2020	1	2021	1	2022	1	2023
Total		6		6		6		6		6	
Total Number of New Bursars:		6		6		6		6		6	
Budget Provision: *		126 970		133 318		139 948		146 945		154 293	

Table 43: Internship Targets at Tharisa Minerals for FY 2019 – 2023

Internships	Length	Budget per person per year	Current Candidates	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2019 – 2023	
				New Intake	Total	New Intake	Total	New Intake	Total	New Intake	Total	New Intake	Total	Total No.	Total No.
Mining related discipline	2 years	R 82 000	27	13	13	10	10	12	12	10	10	7	7	52	52
Total				13	13	10	10	12	12	10	10	7	7	52	52
Budget Provision:				R 1 056 000		R 820 000		R 984 000		R 820 000		R 574 000		R 4 254 000	

Tharisa Minerals mining related disciplines include Mining (including Geology & Survey), Mechanical, Electrical, Chemical and Metallurgical Engineering, Chemistry and Safety and Environment.

2.3 Employment Equity Plan

Tharisa Minerals believes that Employment Equity is an integral part of building an effective and representative workforce as well as ensuring equality for all employees. Tharisa Minerals will therefore make sure that HDSA employees, especially women, are developed and targets are met. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist progression. In order to comply with the provisions of the Employment Equity Act (Act No. 55 of 1998), Tharisa Minerals will further submit a report to the DMR as required by Section 21 of the MPRDA. As per the requirement of the New Mining Charter of 2018, the mine will identify and fast track its existing talent pools to ensure high-level operational exposure in terms of career path programmes.

In line with this, Tharisa Minerals' Individual Career Development Plans will be a key mechanism to ensure that HDSAs identified as having potential based on the skills analysis are earmarked for management positions and develop the employees in line with the requirements. Furthermore, Tharisa Minerals will also utilise its Employment Equity Strategies as a strategy to fill scarce skills as far as possible.

Table 44: Employment Equity Plan Undertaking and Guideline

Undertaking	Tharisa Minerals is committed to the strategic objectives of the Employment Equity Act that include having individuals from previously disadvantaged groups (including women) represented in all positions of skills, responsibility and at all levels within the next five (5)-year period.
Guidelines	The Employment Equity Programme at the Tharisa Mine is integrated with Tharisa Minerals' business plan and aims to balance the development and advancement needs of designated employees with the objectives of the company. A critical success factor is the improvement of literacy and numeracy, at the lowest level, to being part of identifying and developing potential at all levels. In line with this strategy, Tharisa Minerals firstly considers existing employees for advancement and specifically those from designated groups.

Table 45: Employment Equity Plan Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
HR Manager	1. Focus will be placed on attracting and retaining HDSAs including women and nurturing talent to supplement the workforce complement and to plan for succession.	Ongoing
HR Manager	2. Targeting the recruitment of HDSAs and Women in Mining Positions is a specific focus of the workforce plan.	Ongoing
HR Manager	3. Recruitment targets for HDSAs to be specifically aimed at developing and promoting such employees into management positions as and when these opportunities arise.	Ongoing
HR Manager	4. Skills analysis to focus on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.	Ongoing
HR Manager	5. Appropriate skills training in line with the career path structure and individual development plans will be provided for HDSAs and	Ongoing

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Responsible Position	Strategic Plan	Timeframe
	Women to ensure that they acquire the appropriate skills and competencies.	
HR Manager	6. Mentoring of HDSAs to provide them with support and assistance to ensure that they can assume their roles with success.	Ongoing

Table 46 indicates the Employment Equity status for Tharisa Minerals in the final financial year (FY 2017/2018). The table shows the Employment Equity statistics both in the Occupational Level and in demographics.

7.5

Table 46: Form S: Employment Equity Statistics – Tharisa Minerals as at 30 September 2018

Occupational Levels	Male				Female				TOTAL	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top management (Board)	1	0	0	1	0	0	0	1	3	0	0
Senior management (ExCo)	5	1	0	7	0	0	1	1	15	0	0
Middle Management	32	0	0	22	13	0	2	5	74	0	0
Junior Management	301	11	0	79	56	1	0	19	467	0	0
Core Skills	821	5	0	19	204	1	0	0	1051	0	0
Total Permanent	1160	17	0	128	273	2	3	26	1611	0	0
Non-Permanent	0	0	0	0	0	0	0	0	0	0	0
Total	1160	17	0	128	273	2	3	26	1611	0	0

2.3.1 Participation of Historically Disadvantaged South Africans

Tharisa Minerals has aligned its HDSAs in Management undertaking and targets to that of the Employment Equity undertakings, strategies and plans. Tharisa Minerals' strategic plan is to empower and develop the local community as well as internal potential HDSA candidates into management positions through bursaries, learnerships, internships, talent pools and fast tracking programmes. Table 49 below specifies the HDSAs in Management Targets for the next five (5) years.

Table 47: HDSAs in Management Undertaking and Guideline

Undertaking	Tharisa Minerals' Employment Equity targets are to achieve a minimum targets as outlined in line with the 2018 Mining Charter requirements. HDSA participation in management at the Tharisa Mine.
Guidelines	Tharisa Minerals will endeavour to develop HDSA candidates from within the company as well as to create a talent pool through the bursary, internship and experiential training programme.

Table 48: HDSAs in Management Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
HR Manager	1. Talent pools to be implemented in order to identify fast tracking employees.	Ongoing
HR Manager	2. Target recruitment practices to be implemented such as advertisements in targeted areas and selected media.	Ongoing
HR Manager	3. Employees in the Company's talent pool (high achievers) to be identified, by means of the formal "Performance Assessment (performance appraisal) System"	Ongoing

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Table 49: HDSAs in Management Targets at Tharisa Minerals For FY 2019 – 2023

HDSAs in Management Positions	Compliance Target	Current (FY 2018)			FY 2019			FY 2020			FY 2021			FY 2022			FY 2023		
		Designated	Non-Designated	Designated	Designated	Non-Designated	Prescribed %	Designated	Non-Designated	Prescribed %	Designated	Non-Designated	Prescribed %	Designated	Non-Designated	Prescribed %	Designated	Non-Designated	Prescribed %
Executive Management (Paterson F level)	50%	2	1	2	1	1	66.6%	2	1	66.6%	2	1	66.6%	2	1	66.6%	2	1	66.6%
Senior Management (Paterson E level)	80%	8	10	8	10	10	44.4%	10	8	55.5%	11	7	61.1%	11	7	61.1%	11	7	61.1%
Middle Management Levels (Paterson D Level)	60%	51	28	54	22	22	64.55%	51	28	64.55%	51	28	64.55%	51	28	64.55%	51	28	64.55%
Junior Management Levels (Paterson C Level)	70%	369	108	369	108	108	77.35%	369	108	77.35%	369	108	77.35%	369	108	77.35%	369	108	77.35%
Total HDSAs in Management		430	147	430	147	147	74.52%	430	147	74.52%	430	147	74.52%	430	147	74.52%	430	147	74.52%
HDSA in Core and Critical Skills	60%	430	147	430	0	0	34.13%	430	0	0%	430	0	0%	430	0	0%	430	0	0%
Total Core Skills - All Races		577		577	0	0		577	0	0%	577	0	0%	577	0	0%	577	0	0%
Percentage of HDSAs in Core Skills		75%						75%			75%			75%			75%		
Total HDSAs in Management		75%			75%			75%			75%			75%			75%		

2.3.2 Participation of Women

Tharisa Minerals is committed to offering women an equal opportunity to participate in its operations at all levels. Local recruitment initiatives provide the opportunity for women to enter the mining environment. Provision is made for females within the company's skills development and training programmes, with a view to developing the pool of female talent within the industry. These include opportunities for females within core training programmes, learnership programmes, bursary schemes and internships.

Tharisa Minerals is also mindful of the physical working environment at the Tharisa Mine and the necessary provisions that have to be made for female facilities at the operation. To address any stereotyping and preconceptions revolving around women within the mining environment, Tharisa Minerals is committed to implementing a diversity management plan, aimed at sensitizing the workforce on race and gender issues, and ensure integration of women into the predominantly male environment. Table 52 below indicates the targets for the mine for FY 2019 – 2023.

Table 50: Women in Mining Undertaking and Guideline

Undertaking	Tharisa Minerals undertakes to employ a minimum of 20% on Board & Executive WIM, 25% on Middle 25% & 30% Junior WIM, of which will be represented at all Paterson levels and will endeavour to fill more management positions with women. Tharisa Minerals will ensure that the appropriate resources are made available and effectively utilised to maintain the target of 20% women in core mining positions.
Guidelines	Tharisa Minerals will ensure safe working conditions for WIM at the mine. All development programmes such as learnerships, bursaries and internships will be required to have at least a 20% female representation.

Table 51: Women in Mining Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
HR Manager	1. Measures to be addressed and implemented with regards to issues/obstacles preventing the successful integration and retention of women in core mining positions.	Ongoing
HR Manager	2. Bursaries, succession planning and talent pools to be utilised as a mechanism to develop women into core mining positions	Ongoing
HR Manager	3. Awareness programmes to be implemented to sensitise the perception of men towards women within the mining industry.	Ongoing
HR Manager	4. Recruit female candidates into learnerships and specific skills programmes.	Ongoing
HR Manager	5. Find best fit for female candidates for Career Progression Programmes.	Ongoing
HR Manager	6. Provide necessary infrastructure to cater for WIM, i.e. change rooms, suitable PPE.	Ongoing

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Table 52: Women In Mining Targets at Tharisa Minerals for FY 2019 – 2023

Women participation in Management Positions	Compliance Target	CURRENT FY		FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		Target %	Non-Permanent Target %
		Female representation	Totals at this level	Female representation	Employees at	Female representation	Employees at	Female representation	Employees at	Female representation	Employees at	Female representation	Employees at		
Executive Management (Paterson F level)	20%	1	3	1	3	1	3	1	3	1	3	1	3	33.3%	33.3%
Senior Management (Paterson E level)	25%	2	17	3	16	4	15	4	15	4	15	4	15	26.66%	26.66%
Middle Management Levels (Paterson D Level)	25%	20	72	24	68	24	68	24	68	24	68	24	68	35.21%	35.21%
Junior Management Levels (Paterson C Level)	30%	76	449	87	438	95	430	100	425	105	420	105	420	25%	25%
Total number of Women in Management		99	541	115	525	124	516	129	511	134	506	134	506		
Women in Core and Critical Skills	60%	202	1068	235	1033	250	1018	250	1018	250	1018	250	1018	24.55%	24.55%
Total Core Skills - All employees		1068		1068		1068		1068		1068		1068			
Percentage of Women in Core Skills		19%													
Total Women in Management:															

*Women in mining tables exclude non-permanent employees

SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

5.1

3.1 Introduction

The Local Economic Development pillar of the Social and Labour Plan will seek to enable the community, in which the Tharisa Mine is operating to become an economically stronger entity by, and not limited to, increasing (amongst others) business skills, entrepreneurship and income. These skills and initial assistance given by the Tharisa Mine will have the potential to ensure that livelihoods created during the Local Economic Development phase, will be able to survive independently after the Tharisa Mine has exited each programme and more specifically after the Mine has closed.

Local Economic Development is ³“about local people working together to achieve sustainable economic growth and development for the benefit of all the people in the local area... it aims to promote and develop all sectors and dimensions of the economy. The retention and expansion of the existing economic activities in a local area receives as much attention as new enterprise growth and the diversification of the economy”

Tharisa Minerals is located within the North West Province in the Bojanala District Municipality and Rustenburg Local Municipality. The closest town and likely major labour sending area is Rustenburg and for the purpose of the SLP the socio-economic profile provided, is representative of the socio-economic environment prevalent in the labour sending area.

3.2 The Aims of Local Economic Development (LED) Projects

LED Projects are aimed at ensuring poverty eradication and community upliftment in the area within which the Tharisa Mine operations take place and in areas from which the majority of employees are sourced. These are identified in consultation with the local authorities and flow from the Integrated Development Plans (IDP's) of the respective Local Municipality of the host and labour source communities.

Community Survey⁴: Tables 53 to 63 provide an overview of the Socio-Economic profile of the regions as derived from the 2011 Community Surveys as provided by STATSSA.

Table 53: Socio-Economic Profile of the Surrounding Region in 2011 – Population

Population	Male					Female				
	Black African	Coloured	Indian or Asian	White	Other	Black African	Coloured	Indian or Asian	White	Other
North West	45.50%	1.01%	0.36%	3.64%	0.20%	44.30%	1.02%	0.23%	3.64%	0.09%
Bojanala District Municipality	48.20%	0.37%	0.34%	3.57%	0.22%	43.19%	0.36%	0.23%	3.41%	0.11%
Rustenburg Local Municipality	49.01%	0.46%	0.43%	4.75%	0.27%	39.50%	0.43%	0.34%	4.68%	0.14%
Moolihooi SP (Town)	21.09%	1.61%	0.08%	30.04%	0.32%	16.86%	1.31%	0.13%	28.38%	0.19%
Marikana SP (Town)	61.53%	0.07%	0.38%	0.51%	0.16%	36.81%	0.07%	0.09%	0.34%	0.03%
Brief Analysis	The majority of the population in the Marikana area and on average across the surveyed areas are Black Africans (81.20%) with other races consisting of very small percentages. This shows that most of the population in the focus areas comes from previously disadvantaged backgrounds; therefore, there might still be community needs that have to be addressed.									

³ (p.11, The draft South Africa Local Economic Development Policy and Strategy, 2003).

⁴ Community Survey statistics was based on STATSSA census data 2011.

5.1

Table 54: Type of Dwellings in 2011

Dwelling Type	House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/s structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan /tent	Other
North West	69.56%	1.65%	1.83%	0.37%	0.44%	0.52%	2.76%	7.17%	14.01%	0.75%	0.11%	0.82%
Bojanala District Municipality	61.61%	0.81%	1.50%	0.45%	0.45%	0.44%	3.38%	10.74%	18.80%	0.95%	0.10%	0.73%
Rustenburg Local Municipality	58.50%	0.64%	2.09%	0.67%	0.84%	0.27%	5.68%	15.36%	14.42%	0.65%	0.11%	0.78%
Mooi-nooi SP (Town)	95.61%	0.23%	0.00%	0.00%	0.23%	0.00%	1.67%	1.21%	0.38%	0.23%	0.23%	0.23%
Marikana (Town)	41.21%	2.69%	1.15%	0.09%	0.04%	0.15%	12.63%	17.56%	22.81%	0.99%	0.07%	0.60%
Brief Analysis	The most dominant type of dwelling is the house/brick structure at an average of 65.30%. The informal dwelling such as shacks is the next dominant at 24.49% across the region. There is a need for more housing infrastructure to limit the increase in informal settlements.											

Table 55: Toilet Facilities in 2011

Toilet Facilities	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	Unspecified	Not applicable
North West	5.84%	42.07%	3.32%	0.85%	11.33%	34.22%	1.00%	1.36%	0.00%	0.00%
Bojanala District Municipality	4.33%	33.43%	3.80%	1.04%	11.01%	44.18%	0.93%	1.28%	0.00%	0.00%
Rustenburg Local Municipality	3.86%	52.73%	3.51%	1.24%	8.11%	28.92%	0.57%	1.07%	0.00%	0.00%
Mooi-nooi SP (Town)	1.51%	92.28%	3.93%	0.00%	0.83%	0.53%	0.23%	0.68%	0.00%	0.00%
Marikana SP (Town)	5.17%	50.48%	4.12%	0.65%	8.58%	27.47%	0.44%	3.10%	0.00%	0.00%
Brief Analysis	Basic services infrastructure appears to be less formalised with only 57.93% of households, throughout the province, having access to flush toilets. Based on this it is clear that infrastructure in the surrounding areas is still a high priority. The use of pit toilets constitutes 35.04% of toilet facilities which may be due to the fact that most households are in semi-rural areas.									

Table 56: Access to Potable Water in 2011

Potable Water Access	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other
North West	74.34%	15.22%	0.31%	0.28%	0.42%	0.20%	1.98%	4.36%	2.89%
Bojanala District Municipality	74.40%	11.91%	0.37%	0.33%	0.53%	0.21%	3.54%	4.62%	4.09%
Rustenburg Local Municipality	83.39%	6.59%	0.27%	0.16%	0.41%	0.11%	2.48%	2.96%	3.62%
Mooi-nooi SP (Town)	87.95%	9.70%	0.23%	0.00%	0.00%	0.00%	0.23%	0.76%	1.14%
Marikana SP (Town)	70.80%	5.18%	1.36%	0.39%	0.07%	0.33%	2.97%	7.33%	11.56%
Brief Analysis	On average the majority of households (78.18%) throughout the region have access to piped water in their yards provided by the municipality and/or other water service providers. Only a small percentage (less than 1%) still gets water from the dam/pool/stagnant sources. It is also evident that the Marikana area (70.80%) falls below the average of water supply within the North West Province. The municipality must provide a source of water to the affected population such that the lack of water sources would not lead to health hazards.								

Table 57: Refuse Removal in 2011

Refuse Removal	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
North West	48.75%	1.50%	1.91%	40.39%	6.38%	1.08%
Bojanala District Municipality	49.21%	1.67%	2.08%	39.08%	6.79%	1.17%
Rustenburg Local Municipality	69.18%	2.21%	2.26%	19.10%	5.71%	1.53%
Mooi-nooi SP (Town)	85.84%	4.84%	0.45%	7.65%	0.98%	0.23%
Marikana SP (Town)	34.43%	1.89%	2.19%	49.11%	10.67%	1.71%
Brief Analysis	On average 57.48% of the households have their waste removed by the local municipality or private company once a week. When looking at the requirements for the area and Bojanala Municipal Services as set out in their IDP's, universal access to quality, affordable and reliable municipal services are being addressed and is part of the municipality's Key Performance Areas (KPA's) of which refuse removal is one (1) of the focus areas. However, it is further evident that there is still 31.06% on average of households that has to use own means to remove refuse, of which the Marikana area has the highest (49.11%) need for refuse removal services, within the surveyed area.					

Table 58: Energy Source used for Cooking in 2011

Energy Source for Cooking	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None
North West	75.26%	2.32%	11.21%	10.20%	0.15%	0.38%	0.14%	0.07%	0.26%
Bojanala District Municipality	77.21%	1.80%	13.23%	7.15%	0.13%	0.05%	0.17%	0.07%	0.19%
Rustenburg Local Municipality	80.24%	1.67%	15.66%	1.85%	0.11%	0.05%	0.19%	0.12%	0.13%
Mooiwool (Town)	92.66%	3.10%	2.72%	1.06%	0.00%	0.00%	0.23%	0.00%	0.23%
Marikana (Town)	57.91%	1.88%	39.30%	0.36%	0.16%	0.03%	0.23%	0.07%	0.05%
Brief Analysis	An average of 75.66% of households has access to electricity for cooking purposes. 18.58% of households use paraffin and wood for cooking and very small percentages (6.74%) of people use other means.								

Table 59: Energy Source used for Heating in 2011

Energy source for Heating	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None
North West	61.76%	1.47%	5.03%	16.07%	0.56%	0.48%	0.19%	0.01%	14.43%
Bojanala District Municipality	66.38%	1.20%	6.11%	10.58%	0.40%	0.10%	0.22%	0.00%	15.00%
Rustenburg Local Municipality	71.89%	1.13%	8.91%	4.21%	0.15%	0.11%	0.31%	0.01%	13.27%
Mooiwool SP (Town)	88.26%	1.89%	0.30%	3.41%	0.00%	0.00%	0.23%	0.00%	5.91%
Marikana SP (Town)	52.31%	0.66%	17.90%	2.71%	0.15%	0.14%	0.22%	0.00%	25.90%
Brief Analysis	An average of 68.12% of households has access to electricity for heating purposes. Less than 20% of households use paraffin and wood for heating and very small percentages (9.32%) of people use other means. On average 14.90% of households have no means of heating at all. It is also evident that 25.90% of the population within the Marikana area as no means of energy for heating within the region.								

Table 60: Energy Source used for Lighting in 2011

Energy Source for Lighting	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar	None
North West	84.03%	0.15%	2.06%	13.23%	0.25%	0.29%
Bojanala District Municipality	84.21%	0.16%	3.04%	12.04%	0.26%	0.29%
Rustenburg Local Municipality	82.99%	0.20%	5.34%	10.92%	0.28%	0.27%
Mooiwool SP (Town)	96.44%	0.00%	0.00%	2.95%	0.30%	0.30%
Marikana SP (Town)	58.69%	0.45%	19.32%	21.07%	0.29%	0.18%
Brief Analysis	More than 80% of households have access to electricity for lighting purposes. 12.04% of households use candles for lighting and very small percentages (6.42%) of households use other means.					

Table 61: Educational Profiles in 2011

Educational Profile		No schooling	Some primary	Completed primary	Some secondary	Completed secondary	Higher	Total
North West		11.78%	16.78%	5.28%	33.59%	25.37%	7.09%	100.00%
Bojanala District Municipality		7.53%	14.64%	5.43%	36.89%	28.87%	6.64%	100.00%
Rustenburg Local Municipality		5.40%	12.95%	5.41%	36.92%	31.45%	7.87%	100.00%
Brief Analysis		Overall statistics at district and local levels indicate poor educational profiles. This results in a shortage of educated labour, which is a critical problem in the province, with less than 15% of the adult population having received either no schooling or only limited primary education. On average only 5.38% of the population in the province had completed primary education and a mere 7.20% were cited to have higher qualifications. In terms of the available skills within all industries in the provincial economy, finance for the extension of education and training will be essential to provide the skills required for a growing regional economy.						

Table 62: Annual Household income in 2011

Annual household income	No income	R1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 600	R 2 457 601 or more
North West	16.58%	4.21%	7.16%	18.88%	19.85%	15.35%	8.78%	5.33%	2.64%	0.78%	0.25%	0.19%
Bojanala District Municipality	17.26%	3.47%	5.50%	16.50%	18.75%	19.13%	10.01%	5.33%	2.75%	0.87%	0.27%	0.17%
Rustenburg Local Municipality	16.79%	2.70%	4.11%	11.18%	17.21%	23.09%	12.13%	7.09%	3.96%	1.24%	0.30%	0.19%
Mooiriool SP (Town)	15.00%	0.45%	0.68%	6.44%	6.67%	7.65%	13.11%	26.06%	18.03%	4.47%	0.45%	0.98%
Marikana SP (Town)	15.33%	2.29%	2.80%	5.77%	16.98%	36.61%	15.66%	3.62%	0.86%	0.05%	0.03%	0.00%
Brief Analysis		On average 16.19% of the region received no income during the time of this survey. Almost half of the households (18.43%) within the various geographical levels receive a minimal monthly income of R1600 and below. It therefore remains that a secure, formal income on a monthly basis within the surveyed area and the average household earns the minimal wage, which is indicative of a developing regional economy.										

Table 63: Employment Status in 2011

Employment Status	Employed	Unemployed	Discouraged work-seeker	Other not economically active
North West	37.12%	17.05%	5.61%	40.21%
Bojanala District Municipality	42.42%	18.76%	4.01%	34.81%
Rustenburg Local Municipality	49.19%	17.66%	2.83%	30.32%
Mooihooi SP (Town)	56.38%	10.57%	1.29%	31.75%
Marikana SP (Town)	58.50%	21.35%	1.09%	19.06%
Brief Analysis	Most of the people in the surrounding communities are of working age. However, unemployment figures on average (20.05%) are relatively high with a substantial proportion (31.23%) of the community stated as economically not active. It is clear that the Marikana area (22.44%) exceeds the average of unemployment and discouraged work-seekers by more than 2% of the population within the surveyed area. It is however, the Mine's drive to employ local people together with their LED projects which will have a significant impact on the community by creating income generating opportunities for both men and women.			

3.3 Local Economic Development Planning: Integrated Development Planning: Bojanala District Municipality

The information regarding the integrated development planning for Bojanala District Municipality was sourced from the revised Integrated Development Plan (IDP) (2015/2016 – 2017/2018). The vision of the municipality is that of a model of cooperative governance for effective and efficient service delivery in partnership with local municipalities and all stakeholders. The Key Performance Areas (KPA's) or strategic priorities as outlined in the Local Government Strategic Agenda (LGSA) (2006-2011) together with benchmarks for an ideal functional municipality are as follows:

- Municipal Transformation and Institutional Development;
- Local Economic Development;
- Basic Service Delivery and Infrastructure Investment;
- Financial Viability and Financial Management; and
- Good Governance and Community Participation.
- As the focus for this SLP will be the Local Economic Development objectives of the LGSA and IDP, the Key Performance Indicators (KPI's) for local economic development within the Bojanala District Municipality are:
- Thriving and vibrant local economy and neighbourhoods;
- Ongoing programme contributing to the development of an employable, educated and skilled citizenry;
- Facilitation of job creation and access to business opportunities;
- Continuous and positive interactions with all key economic anchors and actors;
- Clean, safe and healthy municipality;
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation); and
- Regular investment in infrastructure and productive equipment.

3.4 Integrated Development Planning: Rustenburg Local Municipality

Rustenburg Local Municipality (RLM) is one of the five municipalities within the Bojanala District Municipality in the North West Province and is divided into 45 wards, with a total population of 631 000 people comprising of 54.21% males and 45.79% females. The largest share of this population is within the young working age (25-44 years) category with a total number of 258 000 or 40.8% of the total population (RLM annual IDP report May 2018.) The municipality is reputed to be one of South Africa's fastest growing urban areas with an annual compound economic growth rate of 6% between 1996 and 2002.

In accordance with the Local Economic Development Strategy the local stakeholders of RLM has indicated their view on the local strengths, weaknesses/limitations, and threats (SWOT) within the local municipality. The impact of the operation of the area as indicated in Table 64 below.

Table 64: Executive Summary - Analysis of the local municipality according to local stakeholders in RLM

Strengths	Weakness and Risks
Labour availability	Availability of Industrial Land Land availability is a big challenge within the LM - Land is concentrated in a few hands only; development of other business activities on that particular land; and - This impacts on the ability to provide housing in terms of land acquisition
Geographic position (in close proximity to cities)	Quantity and quality of water
Existing infrastructure provides other opportunities	Influx of people (uncontrolled, impact on crime levels)
Mining	Vulnerable economy (dependent on the mining industry)
Road infrastructure (generally pretty good)	Declining agriculture (affected by the cost of labour and crime (farm attacks))
Existing schools and health facilities	Lack of development in the retail sector
Relatively stable political climate	Individual/ pressure groups obstructing development
The number of persons with skills	Education levels of Local communities: - A lack of Universities within the local Municipality - An absence of sufficient English medium schools
	Electricity supply not granted and thus prevents expansion of businesses
	A lack of markets: this was illustrated by indicating that some people travel really far in order to obtain tomatoes
	Lack of maximisation opportunities from the mining activities (procurement, enterprise development, beneficiation, opportunities for the youth)
	Lack of rehabilitation of mining activities
	Corruption
	Lack of interest in participation from the private sector
	Political risks and unrests
	Environmental risks which specifically includes the quality of air due to mining activities

From Table 64 above, it is observed that the strengths identified within the local municipality include its locational advantages - (relative proximity to Pretoria and Johannesburg), high concentration of mining activities and the level of skills of some residents within the local municipality. On the other hand, a number of weaknesses and risks were identified for the municipality. These include a lack of availability to land, insufficient quality and quantity of water and electricity, a declining agricultural sector, the general level of education of most of the locals and a lack of interest (in participating to further develop the local economy) from the private sector.

The inputs provided by the local stakeholders are of critical importance as they provide an overview of the local municipality from a local point of view. One (1) of the major challenges identified within the Rustenburg Local Municipality (RLM) is the availability of land, which has a significant impact on the ability to provide housing in terms of land acquisition and as indicated in the Community Statistics (Table 64 above), there is a need for more housing infrastructure to limit the increase in informal settlements.

RLM has undertaken to utilise the inputs from the SWOT-analysis, to guide the identification of opportunities that will further develop the existing strengths and mitigate the identified weaknesses and risks.

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3.5 Tharisa Minerals' Infrastructure Development and Poverty Alleviation Programmes:

Tharisa Minerals takes cognisance of the socio-economic challenges and is committed to contributing to the improvement, through a consultative process with the Rustenburg Local Municipality, of the Infrastructure and service delivery in their affected communities.

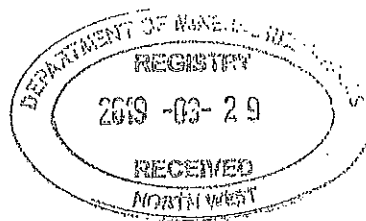
Tharisa Minerals has identified a water shortage, land shortage and lack of facilities for schools in an around the community where the mine operates. These shortages affect the community negatively and some hinder an active participation of community members in the economy.

Throughout the life of the Mine, Tharisa Minerals intends to participate in local economic development through the established IDP frameworks. Following approval for funds, the projects will be monitored and progress recorded on a regular basis indicating information such as, the number of jobs created, the number of beneficiaries and the financial expenditure on the projects. Both quantitative and qualitative information will be reported in the Tharisa Mine's Annual SLP Report to be submitted to the regional DMR. Table 65 below provide an overview of the LED project planned for the next five (5) years. Further to the Community water supply project, Tharisa Mine will participate in various Corporate Social Investment (CSI) Initiatives on an annual basis.

3.5.1 Tharisa Minerals LED Project Summary

Table 65: Tharisa Minerals LED Project Summary

No.	Name of Identified Project	Focus Area	Start Date	End Date	Location	2019	2020	2021	2022	2023	Total (2019 to 2023)
1	Land purchase for relocation purpose	Local Community Infrastructure	March 2019	Nov 2019	Marikana	R 19 000 000	R 0	R 0	R 0	R 0	R19 000 000
2	Water supply extension to the new identified area for relocation purpose	Local Community Infrastructure	April 2021	Nov 2023	Marikana	R 0	R 0	R1 000 000	R1 000 000	R 0	R2 000 000
Total Expected Contribution per Year:						R 19 000 000	R 0	R 1 000 000	R 1 000 000	R 0	R21 000 000
Total Expected Contribution all Projects Combined:						R21 000 000					



LED Projects

Table 66: Local Community Land for Relocation Project

Project Name	Land purchase for relocation purpose of the community of Mmaditlhokwa					FY of Project Sheet	FY 2019 - 2023	
Background to project	Community was initially relocated within Mining Footprint and now plans are underway purchase land and donate to the municipality for the purpose of relocating the community.					Project start date	FY 2019	
Project Partners	None					Project End Date	FY 2020	
Project Incorporated into which IDP	TBC					Information Valid as at:		
IDP Reference Number of Project	Mmaditlhokwa Community							
TBC with RLM	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	This project will take place within the Marikana area	
		0	0	0	0			
	Male	Female	Youth	Disabled				
	0	0	0	0				
	Total Employment Opportunities Created:							
	Short Term	Medium Term	Long Term					
	0	0	0					
Output	Responsible Entity	Activity		Timeframe		FY		
		KPA (key performance area)	KPI (key performance indicator)	Quarter 1	Quarter 2		Quarter 3	Quarter 4
		Indicator						
To provide land for 900 (Household / families to relocates to.	Tharisa Minerals	Land Purchased	Land donated to RLM	Consultation on identification and purchasing of suitable Land	EIA Assessments	The Land purchase phase	The donation to the Municipality	
Total: R 19 000 000								
Exit Strategy:	Land to be donated to the municipality once purchase transaction has been completed.							

Table 67: The extension of the water supply to the relocation area for the community of Mmadithlokwa

Project Name	Extension of the water supply to the new relocation area of the community of Mmadithlokwa					FY of Project Sheet	FY 2021 - 2023										
Background to project	The company has been supplying water to the community of Mmadithlokwa in the past five years. With the project to relocate this community to the new area, Tharisa saw it fit to extend this infrastructure to the newly identified area where this community will be relocated. This will include the diversion of all the systems currently in place and additional infrastructure to the area as identified for the relocation.					Project start date	FY 2021										
						Project End Date	FY 2023										
Project Partners	None					Information as at:	Valid										
Project Incorporated into which IDP	TBC					Mmadithlokwa Community											
IDP Reference Number of Project TBC with RLM	Total Expected Number of Jobs to be created Spin off employment opportunities	Male	Female	Youth	Disabled	Geographical Location of Project This project will take place within the Marikana area											
								0	0	0							
											Male	Female	Youth	Disabled			
															0	0	0
		Long Term															
		Short Term	Medium Term	Long Term													
					0	0	0										
		Output	Responsible Entity	KPA (key performance area)				KPI (Key Performance Indicator)	Timeframe		FY						
Year 1					Year 3	Quarter 4	Budget Allocation										
Project initiate and environmental Assessments																	
The diversion of the water to new area project start																	
To provide water for 900 (Household / families to relocated area of Mmadithlokwa	Tharisa Minerals	Piping Infrastructure	Water diverted	Project initiate and environmental Assessments	The diversion of the water to new area project start	The handing over to the Municipality	R2 000 000										
Total: R2 000 000																	
Exit Strategy: Water supply system to be handed over to the municipality once the installation has been completed.																	

3.5.2 Mentoring of Empowerment Groups:

Tharisa Minerals facilitates the mentoring and/or skills development of Small Medium Micro Enterprises (SMME's) as required through applicable service providers in the area of operation. Tharisa Minerals intends to continue with this relationship with the various service providers for as long as is feasible and to further assist the companies to expand their service delivery to additional clients. Tharisa Minerals foresees the development of further SMMEs in the future to align their procurement targets with their SMME development programme and therefore, enable them to achieve their HDSA targets in terms of mining goods and services.

Furthermore, Tharisa Minerals has recently established an enterprise development programme to assist with practical community engagement with a focus on community and youth development. The programme will focus on development on skills to grow business into a formal and viable business by the process of incubation and mentorship.

Table 68: Implementation Strategy for Mentoring of Empowerment Groups

Ref	Action	Planned Intervention	Expected Results
1	Community Youth development programme	- Target a group of individuals in the community with the aim to train on modules to identify their own skill sets, passion and experience and paired into small working groups. - This workshop is to identify and explore any business models and ideas that this participants might have. - The next phase of the workshop is to have individuals formalising a business model formal and viable business plan through the process of incubation	Assist youth in becoming entrepreneurs trained and introduced to a wide finance and funding partners and ensuring financial capacity is available for their established business
2	Practical Community engagement programme	- A three-month practical incubation programme with the aspiring, start-up and existing entrepreneurs in the local community. - The programme is to assist in how to start and grow a business model to become a sustainable business	Successful completion of this programme will assist in moving to the practical supplier development programme.
3	Supplier development programme	- Assist with full statutory compliance - Operational business - Mapping of Companies	Fully compliant service provider with marketing skills for his business.

Ref	Action	Planned Intervention	Expected Results
		- Mentorship and Incubation programme - Legal compliance	

Table 69: SMME Development and Training

SMME/ED	2019	2020	2021	2022	2023	TOTAL 2019 to 2023
Local Supplier Development	2	1	1	0	0	4
HDSA Supplier Development	6	2	2	1	1	12
LED Project Associated Supplier Development	2	1	0	0	0	3
Total:	10	4	3	1	1	19
Budget:	R1 500 000	R 21 000	R 15 750	R 5 250	R 5 250	R 1 547 250

3.5.3 Mentoring of Empowerment Partners

Figure 4 in Section 1 of the SLP provides an overview of the Company Structure. Tharisa Minerals meets the ownership requirement, with 20% of Tharisa Minerals being owned by Thari Resources, an HDSA company focusing on the South African minerals and energy sector, and with The Tharisa Community Trust holding the remaining 6%. Rocasize is 100% owned by the Community Trust. Tharisa Minerals, Thari Resources and the Tharisa Community Trust have also entered into a shareholder's agreement relating to Tharisa Minerals. This agreement contains certain binding provisions, which ensure that Thari Resources and the Tharisa Community Trust continue to be fully HDSA equity compliant, and restrict their ability to sell or transfer their shares in Tharisa Minerals. As such, the Tharisa mine through mentorship will provide the requisite skills and knowledge as and when required, with Rocasize playing a key role in this process.

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3.5.4 Procurement

3.5.4.1 Procurement Progression Plan at the Mine

The objective of Tharisa Minerals preferential procurement policy is to maximise opportunities for HDSAs to supply goods and services to the Tharisa Mine. This will contribute to the development of sustainable HDSA business enterprises and ensure a uniform approach to affirmative procurement.

Table 70: Procurement Progression Plan Undertaking and Guideline

Undertaking	Tharisa Minerals is committed to ensuring the growth of HDSA suppliers and undertakes to maximise the value of cost effective and reliable procurement of mining goods and services from companies owned and controlled by HDSAs of in the area in which it operates.
Guidelines	Tharisa Minerals has implemented a Preferential Procurement Policy and has maintained this policy as standard operating procedure.

Table 71: Procurement Progression Plan Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
Procurement Manager	1. Identify and record the level of procurement from HDSA companies on a quarterly basis as well as geographical sources of procurement.	Ongoing
Procurement Manager	2. Encourage all suppliers to form partnerships with HDSA companies without overlooking the necessary requirements of the tender process.	Ongoing
Procurement Manager	3. Where necessary and feasible, provide mentoring and capacity building assistance to HDSA suppliers in order to facilitate improvements in their business practices with an aim of facilitating a successful SMME sector operating in conjunction with the Mine.	Ongoing
Procurement Manager	4. Give HDSAs preferred supplier status wherever possible in all three (3) levels of procurement.	Ongoing
Procurement Manager	5. Create awareness, understanding, and support of economic empowerment objectives among key stakeholders.	Ongoing

5.5

Table 72: Targets for Preferential Procurement at Tharisa Minerals FY 2019-2023

Targets						
Procurement Category	Current Contribution %	2019	2020	2021	2022	2023
Procurement of Mining goods	34.60%	70%	70%	70%	70%	70%
Procurement of services	58.50%	80%	80%	80%	80%	80%

3.6 Housing and Living Conditions of Employees at the Tharisa mine

The provision of mine accommodation is not required as the Tharisa Mine recruits most of its workforce locally and within the District Municipality. As such no or limited housing construction is envisaged to be required to service the needs of the Tharisa mine's workforce. However, cognisance of the infrastructural needs of the local region will inform the Tharisa mine's Local Economic Development Programme and associated assistance will therefore aim to facilitate improvements in the living conditions of local communities in general and as such the mine's workforce and their families.

Table 73: Housing Strategy Undertaking and Guideline

Undertaking	Tharisa Minerals has a focus on local recruitment with a target of (30%) of the workforce to be recruited from within the area where the Mine operates. The remainder of the labour is from the surrounding areas. Tharisa Minerals undertakes to encourage employees to become homeowners.
Guidelines	Tharisa Minerals' employees should have the opportunity to live with their families in a sustainable social environment and have the opportunity to participate in wealth accumulation through ownership of property. Tharisa Minerals therefore endeavours to improve knowledge regarding as well as promote homeownership to employees.

5.1

Table 74: Housing Strategy Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP Manager	1. An appropriate and affordable housing strategy to be developed.	TBC
SLP Manager	2. Implementation of strategies and the housing policy to be monitored and evaluated.	TBC
SLP Manager	3. Employees to be trained and educated on all housing issues.	Ongoing

3.8 Nutrition

As Tharisa Minerals does not provide accommodation to its employees, Tharisa Minerals is not in the position to provide nutritious meals to the employees and therefore have limited scope for direct impact on the nutrition of its workforce. However, local SMMEs have been contracted to run canteens on the Tharisa mine through which nutritionally balanced food is provided. Tables 76 and 77 provide the Nutrition and Wellness undertaking and implementation strategy for Tharisa Minerals.

Table 75 Nutrition Amongst Employees Undertaking and Guideline

Undertaking	With regard to nutrition the Mine does not provide food for its employees, however Tharisa Minerals is looking at implementing awareness programmes at the Tharisa mine so that they can inform workers how they can benefit from good nutrition.
Guidelines	Tharisa Minerals intends to implement regular awareness programmes to inform workers at the Tharisa mine of the benefits of good nutrition, balanced diets, correct method of food preparation to maximise nutritional benefits of food, as well as, the use of nutritional diets in the management of HIV/Aids.

Table 76: Nutrition Amongst Employees Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SHE Manager & Wellness coordinator	1. Wellness programme covers a wide variety of information to the employees regarding healthy eating and living. The mine will report annually on interventions rolled out at the mine for that year.	Annually
SHE Manager & Wellness Coordinator	2. HIV/Aids and TB programmes are available to all Tharisa Minerals employees. The Wellness Programme at Tharisa is called Thusanang, which has been rolled out to the community.	Ongoing

5.1

SECTION 4

DOWNSCALING AND RETRENCHMENT

5.1

4.1 Introduction

The fact that at some stage Tharisa Minerals may have to retrench some or all of its employees, due to unforeseen circumstances, such as external forces which result in reduced profitability, technical innovation, the need to remain globally competitive or changes to the Tharisa mine's strategic business plan, may necessitate downscaling of the operation or total closure of the Tharisa mine. It is therefore vital to have in place innovative closure management programmes including mechanisms to avoid job losses.

Table 77: Downscaling and Retrenchment Plan Undertaking and Guideline

Undertaking	Tharisa Minerals undertakes to employ all the legislated and required mechanisms to manage the negative impacts related with downscaling and retrenchment.
Guidelines	Tharisa Minerals will facilitate a sound business plan and the required strategies for avoiding job losses and a decline in employment.

Table 78: Downscaling and Retrenchment Plan Implementation Strategy

Responsible Position	Strategic Plan	Timeframe
SLP Manager	1. Ongoing discussion with Future Forum members.	Ongoing
HR Manager	2. Consultations with the relevant unions, worker representatives and employees likely to be affected by the retrenchment.	Ongoing
HR & SLP Manager	3. Applying creative mechanisms to avoid or minimise retrenchments.	Ongoing

4.2 Future Forum

Tharisa Minerals has established a Future Forum which meets twice per annum. The Future Forum consists of representatives of Tharisa Minerals management at the Tharisa mine, worker representatives and trade unions, and plays a major role in all the issues surrounding downscaling and/or retrenchment.

The main functions of the Future Forum include, but are not limited to:

- Participating in identifying production related problems and challenges facing the Tharisa mine, and the solutions thereto;
- Generate awareness of SLP and associated activities; and
- Act as communication mechanism on company related issues.

4.3 Communication with Authorities

Tharisa Minerals undertakes to inform, in line with Section 52(1) of the MPRDA, the Minerals and Mining Development Board of any possible mine retrenchments as and when required during the life of the mine and within three (3) to five (5) years prior to the end of the life of the mine. Such notice will include the

timeframes for the closure process and issues discussed at the Future Forum. Other interested parties that would be informed would be the DoL, the Local Municipality and the relevant authorities of any major sending areas as determined by the mine's labour-sending area records. As outlined in the section below a comprehensive consultation process in terms Section 189 of the LRA will also be initiated.

4.4 Mechanisms to Save Jobs and Avoid Job Losses and a Decline in Employment

In terms of section 52 (1) of the MRPDA, should the profit to revenue ratio be less than six percent (6%) on average for a continuous period of three (3) months or should ten percent (10%) or more of the workforce or more than five hundred (500) employees have to be retrenched, Tharisa Minerals undertakes to notify immediately the Minerals and Mining Development Board of such an event. It also undertakes to comply with any ministerial directive arising from such a process.

Nonetheless, planning for downscaling and/or retrenchment will be undertaken in terms of the SLP and the associated workforce planning process that will be in place for the life of the Tharisa mine. As part of this process, every effort will be made to promote security of employment through sound management of the operations of the Tharisa mine.

Where the need for downscaling or retrenchment occurs, opportunities will be sought with other mining houses to transfer the affected employees. In addition, in terms of the Tharisa mine's skills development strategy, there is a focus on the provision of portable skills within the workforce throughout the life of the Tharisa mine. These skills will provide those employees who either do not wish to be transferred or who cannot be accommodated in other operations to remain employable when downscaling and/or retrenchments are unavoidable.

In circumstances where the Tharisa Minerals is of the opinion that retrenchments are unavoidable, it will embark on a proper consultation process with all interested and affected parties, as envisaged in terms of Section 189 of the Labour Relations Act, No. 66 of 1995 (LRA).

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

In order to save employment, the mine will appoint the optimum staff component to run the Tharisa mine efficiently. Tharisa Minerals will recruit people from the community, thus enabling them to stay within the community and minimising the risk of losing their homes, should retrenchment occur. This will also lessen the impact of retrenchment, as communal support systems will still be available. Table 113 provides an action plan in terms of provision of alternate solutions.

Table 79: Plan of Action to Provide Alternative Solutions and Procedures for Creating Job Security

No.	Mechanisms
1.	Assistance, prior to retrenchment date, with retraining, entrepreneurship training and other courses to enhance further employment practices.
2.	Guidance and assistance to support employees in making use of any internal redeployment procedures.
3.	Assistance in accessing available and suitable jobs with other local mines or companies.
4.	Informing neighbouring mines of the retrenchment process and ascertaining the availability any job vacancies.
5.	Assistance in registering as a job seeker with the relevant DoL and/or employment agencies
6.	Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community.
7.	Assistance with completing job application and other relevant forms.
8.	Financial planning advice as well as advice and support in accessing pension/provident fund payouts and UIF claims or other state assistance.
9.	Portable Skills Training to be provided to employees.

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

To ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain, Tharisa Minerals management, together with the Future Forum, will assess in advance the impact that will be caused by the retrenchment and/or closure of its operations. This will be communicated to the affected individuals and communities involved so as to make all affected parties aware of what the outcome of the retrenchment and/or closure will be. Proposals to lessen the impact on the socio-economic situation of the area concerned will be considered. In order to assess this impact, specialist consultants will carry out a socio-economic impact analysis (SEIA) prior to the development of detailed closure management plans. Such an impact assessment will incorporate interaction with both the Future Forum and relevant community structures.

Table 80: Plan of action to Ameliorate the Socio Economic Impact of Retrenchments and/or Closure

Responsible Department	Mechanisms to Ameliorate Socio-Economic Impact Strategic Action Plan	Timeframe
HR Manager	1. Psychological counselling to be provided to employees.	At times of downscaling/closure
SLP Manager	2. Portable skills training interventions to be increased and to include comprehensive self-employment opportunities within these interventions.	Ongoing throughout the Life of mine (LoM)/ At times of downscaling/closure

5.1

Responsible Department	Mechanisms to Ameliorate Socio-Economic Impact Strategic Action Plan	Timeframe
HR Manager	3. In conjunction with the DoL, the mine to facilitate retrenched employees in the completion of UIF claim forms at the Tharisa mine premises.	At times of downscaling/closure
SLP Manager	4. Tharisa Minerals to ensure that sufficient financial provisioning is in place for the implementation of all plans relating to the process of downscaling and retrenchments.	Ongoing throughout the Life of Mine (LoM)

4.7 Post-Closure Planning

Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. Ongoing consultation and advisory roles facilitated through the Future Forum structure will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and ongoing management role of local government in this respect will be essential to this post-closure management process.

Table 81: Social and Labour Plan (SLP) Communication Plan for Tharisa Minerals

Responsible Department	Action	Timeframe
SLP, HR and HRD Managers	Tharisa Minerals and the core contractor will both be responsible for communicating SLP related matters to their employees at the mine	Ongoing
SLP, HR and Skills Development Managers	Each party will be required to hold dedicated meetings on an annual basis to provide feedback to its employees with regards to the progress made within the SLP	Annually
SLP, HR and HRD Managers	Feedback sessions must be presented in an appropriate format which will be understood by all employees and may include verbal, face-to-face communications with the assistance of interpreters	Ongoing
SLP, HR and HRD Managers	Further communication structures to be set up by the Tharisa mine and will be utilised as a mechanism to address all SLP related issues	Ongoing

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SECTION 5

FINANCIAL PROVISION

7.1

5.1 Financial Provision (Regulation 46 (e))

In terms of Section 23(1) (e) of the MPRDA "The Minister grants a mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan". This section intends to outline the manner in which Tharisa Minerals aim to provide financially for each component of the Social and Labour Plan. Table 85 provides a summary of the financial commitment by the mine for the next five (5) years.

Table 82: Summary of Financial Provision for Key Elements of Tharisa Minerals' SLP for Tharisa mine for FY 2019 – 2023

Category	2019	2020	2021	2022	2023	Combined (2019 - 2023)
Human Resources Development Programmes	R 17 303 761	R 14 080 344	R 12 210 578	R 12 280 402	R 11 221 181	R 67 096 266
Local Economic Development Programmes	R 20 500 000	R 21 000	R 1 015 750	R 1 005 250	R 5 250	R 22 547 250
Closure and Retrenchment Management Programmes	R 150 000	R 200 000	R 250 000	R 280 000	R 300 000	R 1 180 000
Estimated Total Provision for SLP	R 37 953 761	R 14 301 344	R 13 476 328	R 13 565 652	R 11 526 431	R 90 823 516

5.1 Financial Provision for Human Resources Development Programmes (Regulation 46 (e)(i))

The Tharisa Mine has commenced full operations and at a steady state. The skills audit process has been conducted with all new recruits as well as with the current employees. This will assist with more informed training needs in terms of AET and core skills training required to ensure the workforce has the necessary skills and competencies to operate effectively. The outcome of the skills analysis process may identify a greater or lesser need for expenditure on different elements of the skills development training programmes. Also evolving business needs during the life of the Tharisa mine may require training programmes to be modified and associated expenditure to be updated. Tables 86 provides the financial commitment for the HRD elements of this SLP.

5.1

Table 83: Summary Breakdown of Human Resources Development Five (5) Year Budget for Tharisa Minerals for FY 2019-2023

Tharisa HRD	2019	2020	2021	2022	2023	Total Financial Provision (2019 to 2023)
Financial Provision for AET and Community AET Programmes	R 308 950	R 339 875	R 373 850	R 411 232	R 452 354	R 1 886 261
Financial Provision for Learnership Programmes	R 11 776 000	R 8 448 000	R 6 032 000	R 5 664 000	R 4 416 000	R 36 336 000
Financial Provision for Core Business Training Programmes	R 3 271 310	R 3 505 620	R 3 906 951	R 4 304 167	R 4 627 171	R 19 615 219
Financial Provision for non-Core business Training Programmes	R 74 531	R 74 531	R 43 329	R 33 608	R 33 608	R 259 607
Financial Provision for Portable Skills Training Programmes	R 120 000	R 144 000	R 135 000	R 158 400	R 148 500	R 705 900
Financial Provision for Bursaries, Study Aid and Internships	R 1 742 970	R 1 558 318	R 1 709 448	R 1 698 995	R 1 533 548	R 8 243 279
Mentoring related to HRD Initiatives	R 10 000	R 10 000	R 10 000	R 10 000	R 10 000	R 50 000
Total Financial Provision for Human Resources Development Programme	R 17 303 761	R 14 080 344	R 12 210 578	R 12 280 402	R 11 221 181	R 67 096 266

Table 85 provides the summary of the financial commitment of Tharisa in terms of Local Economic Development and Table 86 is the mine's financial commitment to the management of downscaling and retrenchment for the next financial period.

Table 84: Summary of Financial Commitment for Local Economic Development for Five (5) Years for Tharisa Minerals (2019-2023)

Financial Provision for Local Economic Development Programmes	2019	2020	2021	2022	2023	Combined (2019-2023)
Financial Provision for Local Economic Development Programmes	R 19 000 000	R 0	R 1 000 000	R 1 000 000	R 0	R 21 000 000
Financial Provision for ED/ SMME Mentoring Programme	R 1 500 000	R 21 000	R 15 750	R 5 250	R 5 250	R 1 547 250
Total Financial Provision for LED Programmes	R 20 500 000	R 21 000	R 1 015 750	R 1 005 250	R 5 250	R 22 547 250

5.1

Table 85: Summary of Financial Provision for Closure and Retrenchment Management Programmes at Tharisa Minerals' for the Next Five (5) Years (2019-2023)

Financial Provision for Closure and Retrenchment Management Programmes	2019	2020	2021	2022	2023	Combined (2019-2023)
Financial Provision for Closure and Retrenchment Management Programmes	R 150 000	R 200 000	R 250 000	R 280 000	R 300 000	R 1 180 000
Financial Provision for Closure and Retrenchment Management Programmes	R 150 000	R 200 000	R 250 000	R 280 000	R 300 000	R 1 180 000

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SECTION 6

UNDERTAKING

5.1

6.1 Undertaking

I Thobany Maluke the undersigned and duly authorized thereto by Tharisa Minerals (Pty) Ltd undertake to adhere to the information, requirements, commitments and conditions as set out in the SLP, and to communicate the SLP once it has been accepted by the DMR to all relevant stakeholders and to further report on progress achieved on an annual basis to these stakeholders.

Signed at Marikana on this 29th day

of March 2019

Signature of responsible person [Signature]

Designation Director: Community & Transformation

Approved

Signed at [Signature] on this 29th day

of March 2019

ACKNOWLEDGEMENT OF DOCUMENTS RECEIVED

REGISTRY KLERKSDORP OFFICE

Applicant /Holder of Right: Tharisa Minerals (Pty) Ltd

File No: NW 30/5/1/2/2/252100 NW 30/5/1/2/3/2/1/358...EM

File No : NW 5/3/2/..... NW 6/2/2/.....

CHECKLIST: MINERAL LAW ADMINISTRATION

- ☒ Joint venture agreement / Bee
- ☒ Proof Of Consultation with Landowner/Interested/Affected Parties
- ☒ Other Mining charter report annual
report, SLP and section 93 update

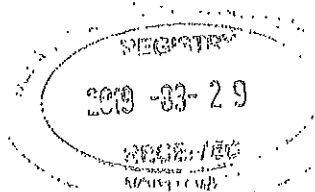
CHECKLIST: MINE ENVIROMENTAL MANAGEMENT

- ☒ 1 Original + Copies (Scoping Report / EMP/BAR /EIA)
- ☒ Closure application
- ☒ Memorandum Agreement
- ☒ Itemisation as required in terms of Section 24 P(3) of NEMA
- ☒ Letter from the Bank : Financial Provision
- ☒ Bank Guarantee

Receipt of the above-mentioned documentation is hereby acknowledged and the responsible sub-directorate will revert back to you once the documents has been assessed.

REGISTRY OFFICIAL [Signature]CLIENT SIGNATURE [Signature]

COPY TO BE PROVIDED TO CLIENT

RECEIVING STAMP

tharisa

Memorandum

To : Department of Mineral Resources (SLP Division)

From : Tharisa Minerals Pty Ltd (Mining Right: NW 30/5/1/2/5/2 (258&358) MR

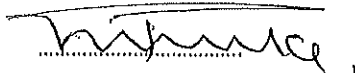
Date : 29 March 2019

Subject: Tharisa Minerals Social and Labour Plan 2019-2023

Sir/ Madam

Please receive the Tharisa Minerals Social and Labour Plan for the period 2019-2023 for Tharisa Minerals Pty

Kind regards



Thabang Maluke

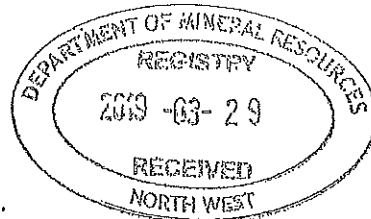
Executive Director (Stakeholder Engagement and Transformation)

Acknowledgement of receipt

DMR Official:

Name and Surname:

Signature..... Date.....



Tharisa Minerals Proprietary Limited

Registration number 2006/009544/07 Vat number 4860238387

Registered address 2nd Floor • The Crossing • 372 Main Road • Bryanston • 2191 • South Africa

Postal address Postnet Suite 473 • Private Bag X51 • Bryanston • 2021 • South Africa

Telephone +27(0) 11 996 3500 Facsimile +27(0) 11 996 3535

Directors P Pouroullis MG Jones ML Taylor HJ van Wyk TG Maluke JD Salter MJ Jaquet-Briner SR Ngwenya

GYD Ditodi (Alternate director)

Company Secretary S de Witt

