



ASSMANG
IRON ORE

BEESHOEK MINE

SOCIAL LABOUR PLAN

BEESHOEK IRON ORE MINE

2019 - 2024

**Submitted in support of requirements as set out in
Regulation 46 of the
Mineral and Petroleum Resources Development Act, 2002
(Act number 28 of 2008)
Social and Labour Plan Regulation 46 (a) to (f)**



**ASPECTS OF THE SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC
EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY**

DESCRIPTION	5-YEAR TARGET		REGULATION	SECTION
Human Resource Development				
Has the company offered every employee the opportunity to be functionally literate and numerate by the year 2018 and are employees being trained?	Yes ✓		No 46 (b) (i)	2
Has the company implemented career paths for HDP employees including skills development plans?	Yes ✓		No 46 (b) (ii)	5
Has the company developed systems through which empowerment groups can be mentored?	Yes ✓		No 46 (b) (iii)	6
Employment Equity				
Has the company published its employment equity plan and reported on its annual progress in meeting that plan?	Yes ✓		No 46 (b) (v)	8
The company to established a plan to achieve a target for HDP's participation: <ul style="list-style-type: none"> • Senior Management 60% and 25% Women, • Middle Management 60% and 25% Women, • Junior Management 70% and 30% Women, • Core Skills 60% and • 1.5% of PWD all employees within five years. 	Yes ✓		No 46 (b) (v)	10
• Has the company identified a talent pool and is it fast-tracking it?	Yes ✓		No 46 (b) (i)	2
Migrant Labour				
Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour?	Yes ✓		No 46 (a)	1
Mine Community and Rural Development				
Has the company cooperated in the formulation of integrated development plans and is the company co-operating with government in the implementation of these plans for communities where mining takes place and for communities in major labour-sending areas?	Yes ✓		No 46 (c) (iii)	13
Has there been an effort on the side of the company to engage the local mine community and major labour-sending area communities? Companies will be required to cite a pattern of consultation, indicate money expenditures and show a plan.	Yes ✓		No 46 (c) (iii)	13



DESCRIPTION	5-YEAR TARGET			REGULATION	SECTION
Housing and Living Conditions					
For company-provided housing, has the mine (in consultation with stakeholders) established measures for improving the standard of housing – including the upgrading of hostels, conversion of hostels to family units, and promotion of home ownership options for mine employees? Companies will be required to show what they have done to improve housing, a plan to progress the issue over time, and how the plan is being implemented.	Yes ✓		No	46 (c) (iv)	14
For company-provided nutrition, has the mine established measures for improving the nutrition of mine employees? Companies will be required to show what they have done to improve nutrition, a plan to progress the issue over time, and how they are implementing the plan.	Yes ✓		No	46 (c) (v)	15
Procurement					
Has the mining company given BEE preferred supplier status?	Yes ✓		No	46 (c) (vi)	16
Has the mining company identified the current level of procurement from BEE companies in terms of capital goods, consumables and services?	Yes ✓		No	46 (c) (vi)	16
Has the mining company indicated a commitment to a progression of procurement from BEE companies over a 3-5-year timeframe in terms of capital goods, consumables and services? To what extent has the commitment been implemented?	Yes ✓		No	46 (c) (vi)	16
Reporting					
Has the company reported (on an annual basis) its progress towards achieving its commitments in its annual report?	Yes		No	Not applicable until the year after conversion.	



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ACRONYMS AND ABBREVIATIONS

Below a list of acronyms and abbreviations used in this report.

Acronyms / Abbreviations	Definition
AET	Adult Education and Training
BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
Beeshoek	Assmang Beeshoek Iron Ore Mine Mining
FET	Further Education Training
GDP	Gross Domestic Product
GET	General Education Training
HDPs	Historically Disadvantaged Person(s)
HET	Higher Education and Training
HR	Human Resources
HRD	Human Resource Development
IDPs	Integrated Development Plan
IDPs	Individual Development Plans
LED	Local Economic Development
LRA	Labour Relations Act
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
SAQA	South African Qualifications Authority
SEIA	Socio-Economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME	Small Medium Micro Enterprise
TLM	Tsantsabane Local Municipality
ZFMDM	ZF Mgcawu District Municipality



1. INTRODUCTION

1.1 Submission of a Social and Labour Plan

A Social and Labour Plan (SLP), which is a requirement of the Mineral and Petroleum Resources Development Act (28/2002) (MPRDA), is a prescribed plan of the social and labour programmes to be in place for the remaining life of every mining right¹. The objectives of the SLP (section 41 of the Regulations) are to:

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

This SLP is submitted by Beeshoek Iron Ore Mine (Beeshoek) in support of its continued mining licence. This SLP is for the 3rd five-year period from July 2019 to June 2024.

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

1.2 Beeshoek Iron Ore Mine Mining

Beeshoek is the oldest of Assmang's iron ore mining operations, which predominantly produces iron ore for sales in the domestic market. The iron ore at Beeshoek has favourable physical and chemical properties making it attractive for use in the ore blend used in iron-making blast furnaces.

¹ It is noted that the SLP is applicable until the closure certificate (under section 43 of the Mineral and Petroleum Resources Development Act (2002)) has been issued.



Beeshoek is a mature operation that was developed by Assmang Pty Ltd. Operations started in 1964 with a basic hand sorting operation mining the extensive reserves of iron ore near Postmasburg in the Northern Cape province of South Africa. In 1975, a full washing and screening plant was installed and production increased to over a million tonnes per annum. Over the years, production peaked at 6.2Mtpa.

The budgeted production out of the plant for the FY2019 (July 2018 – June 2019) is 3.5Mtons of production, which is produced from 5.62Mtons of ore feed to the plant. The only customer is Acelor Mittal South Africa, purchasing a total of 3.0MTPA on a contract. Beeshoek budgets that an additional 500ktons of product will be sold on the market.

The current life of mine is reported at ten years, which considers a production rate of 3.5Mton of product per year.

Figure 1: Aerial view of Beeshoek Iron Ore Mine



1.2.1 Location

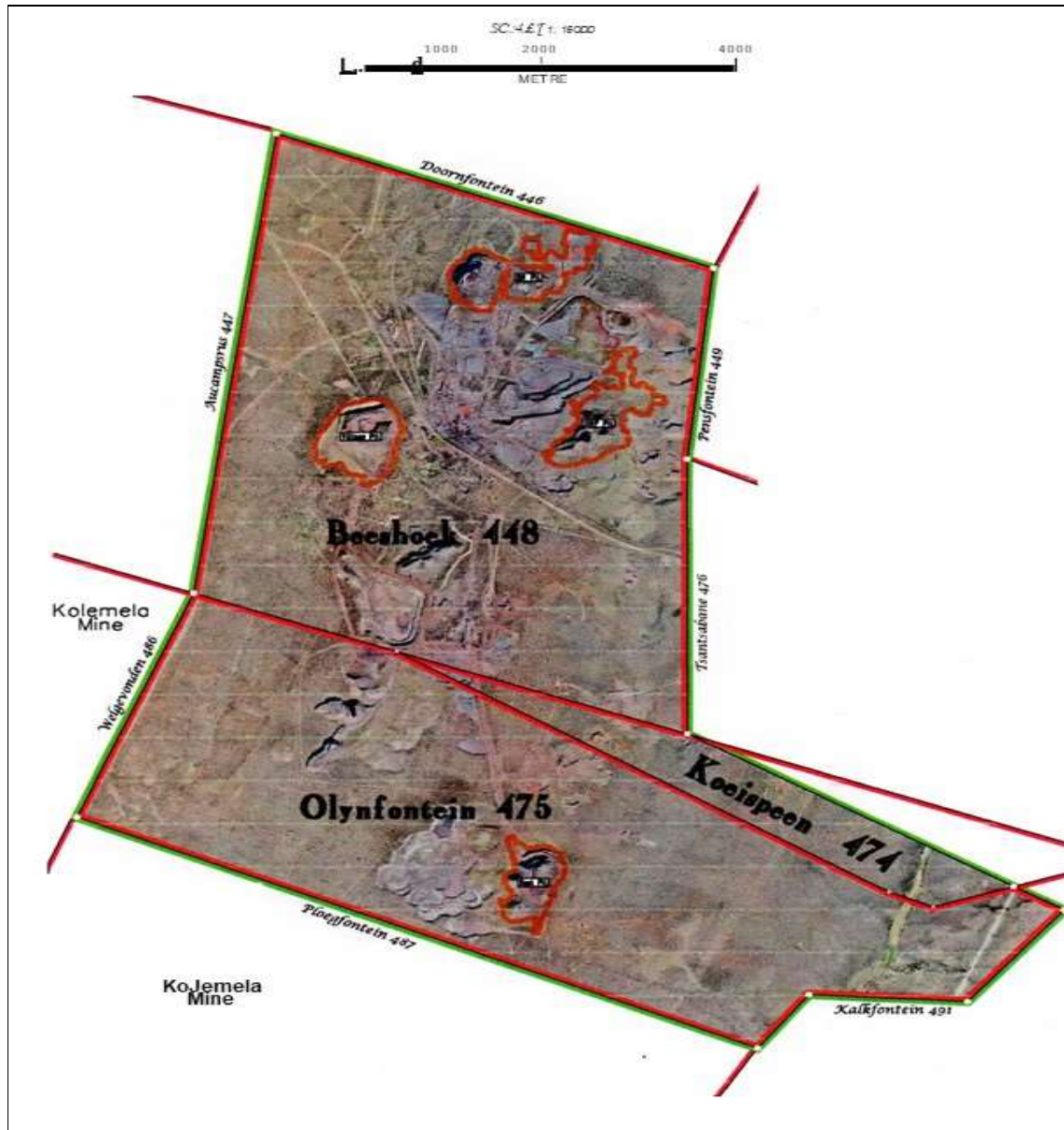
Beeshoek is located near Postmasburg is situated in the Tsantsabane Local Municipality (TLM) in the Northern Cape Province of South Africa at latitude 28° 17' 46.63" S and longitude 23° 0' 11.51" E, at an average elevation of 1330m AMSL. The mine is situated approximately 60 km south of the Khumani mine, situated near the town of Postmasburg, in the Northern Cape Province of South Africa.

The surrounding land is classified as 'Mediterranean Scrubland', and is comprised of gently undulating rangeland used for cattle grazing.

Figure 2: Locality Map of Beeshoek Iron Ore Mine



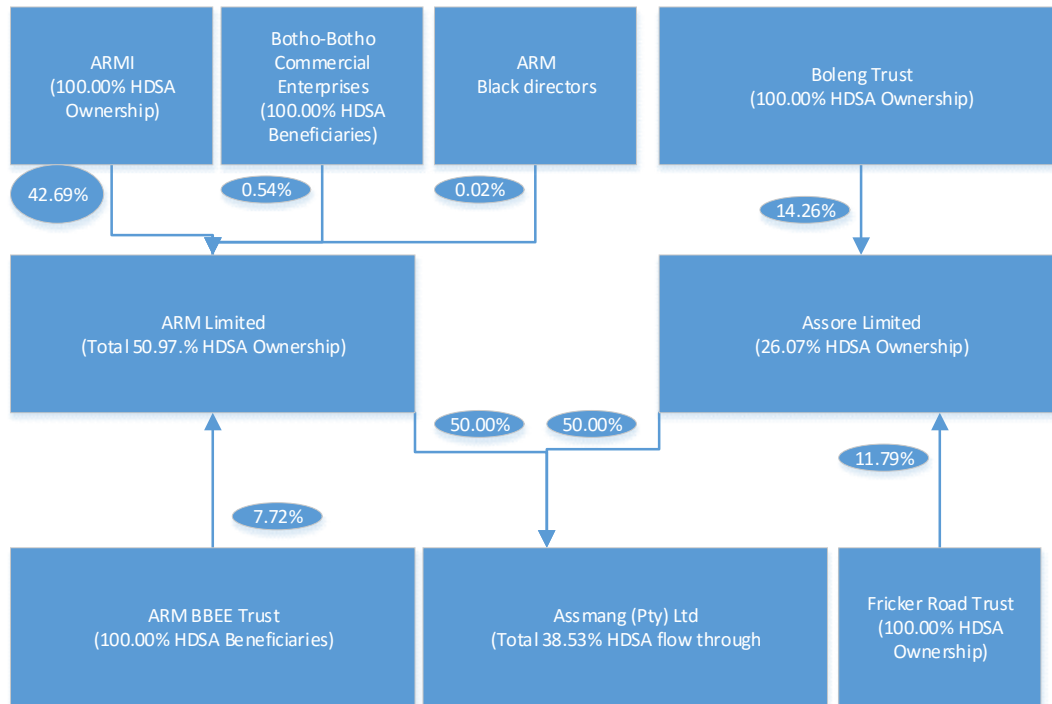
Figure 3: Beeshoek Iron Ore Mine Mining Area



1.3 Beeshoek Iron Ore Mine Shareholding and Management Structure

Figure 4 below reflects the current shareholding structure as set out above.

Figure 4: Beeshoek Iron Ore Mine Shareholding



Assmang is 50% owned by ARM and 50% by Assore. The Black Economic Empowerment (BEE) status of Assmang is accordingly ascertained by examining the BEE status of the two shareholders. ARM has an effective 50.97% Historically Disadvantaged South Africans ownership base, which comprises of African Rainbow Minerals & Exploration Investments Proprietary Limited (ARMI) owning 42.69%, Botho-Botho Commercial Enterprises (Pty) Ltd owning 0.54%, the ARM Broad Based Economic Empowerment (BBBEE) Trust owning 7.72% and Black ARM directors owning 0.02%. The BEE flow through from ARM to Assmang is therefore 25.49% $((7.72+42.69+0.54+0.02) / 2)$.

Assore has an effective 26.07% Historically Disadvantaged Person (HDP) ownership base comprising of Boleng Trust owning 14.28% and Fricker Road Trust owning 11.79%. The BEE flow through from Assore to Assmang is 13.04% $((14.28+11.79) / 2)$. The total HDP flow through from ARM and Assore to Assmang is therefore 38.53 %. It should be noted that Assmang has not sold any assets to its beneficiaries. It also does not have ESOPs for employees however it has a cash scheme.



1.4 Current Operations at Beeshoek Iron Ore Mine

1.5 Preamble

Name of Company:	Assmang Pty Ltd
Name of Mine:	Beeshoek Iron Ore Mine
Physical Address:	Beeshoek Mine Postmasburg 8420
Postal Address:	Private Bag X 3002 Postmasburg 8420
Telephone Number:	+27 53 311 6600
Fax Number:	+27 53 311 4642
Location of the Mine:	Beeshoek
Commodity:	Iron Ore- For both local and International Markets
Life of Mine:	7 years based on current reserves
Financial Year:	July - June

1.6 Size and composition of the workforce

Table 1 sets out the workforce size, gender and ethnic origin while Table 2 to Table 5 set out a comprehensive list of labour-sending towns for the employees of Beeshoek Iron Ore Mine.

Table 1: Workforce Size, Gender and Ethnic Origin as at 31 May 2018 – Assmang Beeshoek Iron Ore Mine

Gender	African	Coloured	Indian	White	Grand Total
BEESHOEK EMPLOYEES					
Female	93	33	1	22	149
Male	417	131	0	69	617
Total	510	164	1	91	766
CORE CONTRACTORS' EMPLOYEES					
Female	1	1	0	2	4
Male	133	41	0	29	203
Total	134	42	0	31	207
ASSMANG BEESHOEK IRON ORE MINE TOTAL EMPLOYEES					
Female	94	34	1	24	153
Male	550	172	0	98	820
Grand Total	644	206	1	122	973



Table 2: Summary of labour-sending areas for Beeshoek Employees as at 31 May 2018

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province	Percentage of Employees per Province
Eastern Cape	Amahlati	1	28	3.7%
	Buffalo City MM	3		
	Enoch Mgijima	1		
	Ingquaza Hills	1		
	Intsika Yetu	1		
	Inxuba Yethemba	1		
	King Sabata Dalindyebo	3		
	Kouga	2		
	Matatiele	2		
	Mbizana	2		
	Nelson Mandela MM	3		
	Oudtshoorn	1		
	Port St Johns	1		
	Senqu	4		
Umzimvubu	2			
Free State	Letsemeng	1	34	4.4%
	Mangaung MM	3		
	Mantsopa	2		
	Matjhabeng	14		
	Metsimaholo	3		
	Mohokare	2		
	Moluti A Phofung	1		
	Moghaka	2		
	Nala	2		
	Ngwathe	4		
Gauteng	City of Johannesburg MM	12	30	3.9%
	Ekurhuleni Mm	4		
	Emfuleni	7		
	Mogale City	1		
	Rand West City	1		
	Tshwane Mm	5		
KwaZulu Nata	Alfred Duma	2	8	1.0%
	eThekwini MM	3		
	Newcastle	1		
	Nongoma	1		
	Okhahlamba	1		



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province	Percentage of Employees per Province
Limpopo	Blouberg	1	22	2.9%
	Greater Giyani	2		
	Greater Tsubatse	1		
	Makhado	2		
	Makhuduthama	2		
	Musina	1		
	Polokwane	6		
	Thukamela	7		
Mpumalanga	Bushbuckridge	2	17	2.2%
	Emalahleni	2		
	Govan Mbeki	4		
	Govin Mbeki	2		
	Greater Tsubatse	1		
	Lekwa	1		
	Mbombela	2		
	Steve Tshwete	2		
	Victor Khanye	1		
North West	City of Matlosana	4	116	15.1%
	Ditsobotla	4		
	Greater Taung	34		
	Kagisano-Molopo	13		
	Kudumane	1		
	Lekwa-Teemane	2		
	Madibeng	2		
	Mahikeng	16		
	Mamusa	4		
	Maquassi Hills	6		
	Nala	2		
	Naledi	19		
	Ramotshere Moiloa	1		
	Rustenbrg	1		
	Rustenburg	4		
	Tswaing	2		
Willome	1			



Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province	Percentage of Employees per Province
Northern Cape	!Kheis	1	476	62.1%
	Dawid Kruiper- Khara Huis	23		
	Dikatlong	2		
	Dikgatlong	7		
	Emathanjeni	5		
	Gamagara	3		
	Ga-Segonyana	145		
	Hantam	1		
	Kai !Garib	5		
	Kareeberg	1		
	Kgatlopela	1		
	Kgatlopele	8		
	Khai-Ma	2		
	Magareng	4		
	Nama Khoi	17		
	Namaqualand	1		
	Phokwane	8		
	Richtersveld	1		
	Siyancuma	8		
	Siyathemba	11		
Sol Plaatjie	34			
Thembelihle	4			
Tsantsabane	183			
Usombomvu	1			
Western Cape	Breede Valley	2	28	3.7%
	City of Cape Town MM	10		
	Drakenstein	3		
	Langeberg	1		
	Matzikama	6		
	Saldanah Bay	1		
	Swartland	3		
	Witzenberg	1		
	Worcester	1		
UNKNOWN	Unknown	1	1	0.1%
OTHER	Namibia	4	4	0.5%
	Botswana	1	1	0.1%
	Zimbabwe	1	1	0.1%
Grand Total		766	766	100%



Table 3: Summary of labour-sending areas for Booyesen Bore Employees as at 31 May 2018

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province	Percentage of Employees per Province
Free State	Manguang MM	1	1	1.1%
Gauteng	Tshwane Mm	1	1	1.1%
Limpopo	Mogala Kwena	1	2	2.1%
	Polokwane	1		
North West	Greater Taung	2	6	6.4%
	Naledi	2		
	Tsantsabane	1		
	Ventersdorp/Tlokwe	1		
Northern Cape	Ga-Segonyana	27	83	88.3%
	Joe Morolong	1		
	Kgatelopele	1		
	Naledi	4		
	Siyancuma	1		
	Sol Plaatje	2		
	Tsantsabane	40		
	Dikgatlong	1		
	Gamagara	2		
	Phokwane	1		
	Siyathemba	1		
Dawid Kruiper- Khara Huis	2			
Other	Namibia	1	1	1.1%
Total		94	94	100.0%



Table 4: Summary of labour-sending areas for Lenfield Employees as at 31 May 2018

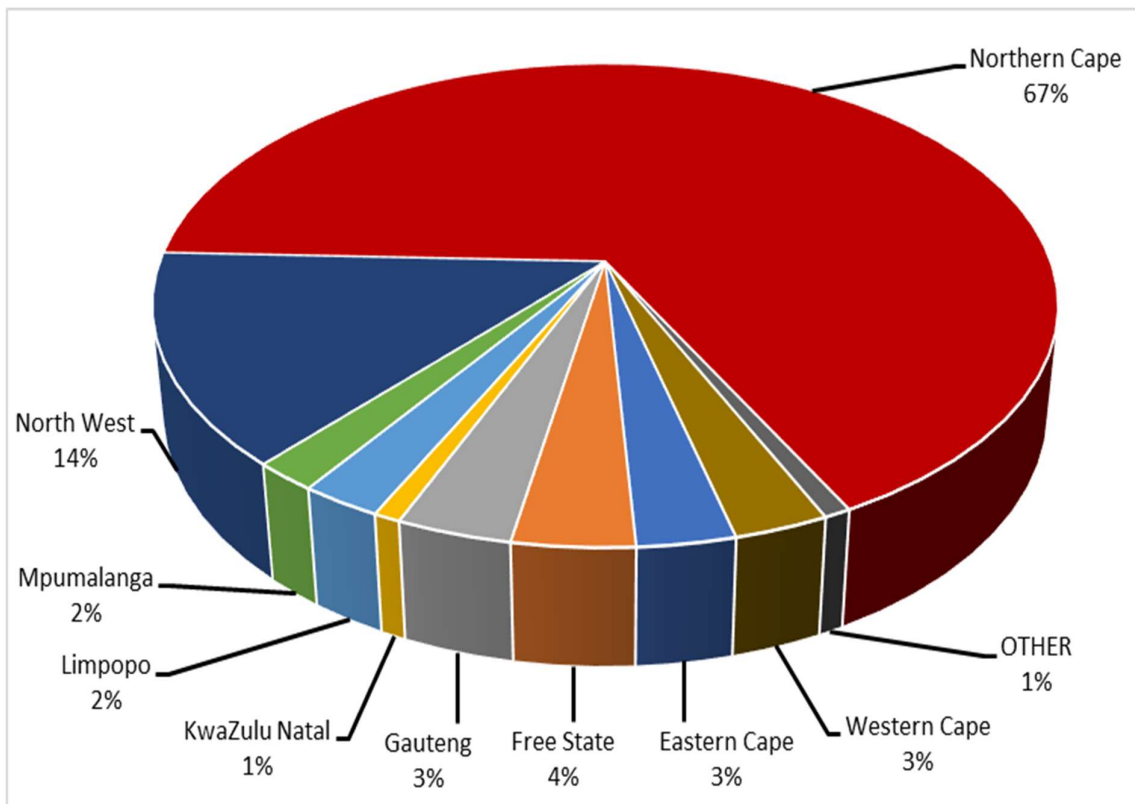
Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province
Free State	Matjhabeng	1	1	1.2%
Gauteng	City of Johannesburg MM	1	3	3.5%
	Emfuleni	1		
	Tshwane Mm	1		
North West	Greater Taung	3	12	14.0%
	Mahikeng	1		
	Mamusa	1		
	Maquassi Hills	3		
	Naledi	3		
	Rustenburg	1		
Northern Cape	Dikaglong	2	70	81.4%
	Gamagara	28		
	Ga-Segonyana	8		
	Joe Morolong	1		
	Kgatelopele	15		
	Nama Khoi	1		
	Phokwane	2		
	Siyancuma	3		
	Siyathemba	2		
Sol Plaatjie	8			
Total		86	86	100.0%

Table 5: Summary of labour-sending areas for Sasol Employees as at 31 May 2018

Labour Sending Area (Province/Country)	Labour Sending Area (Town)	Labour Sending Area (Town)	Number of Employees at the Mine	Total No. of Employees per Province
Eastern Cape	Uzimvuba	1	1	3.7%
Mpumalanga	Lekwa	1	2	7.4%
	Greater Tubatse	1		
North West	Greater Taung	3	3	11.1%
Northern Cape	Tsantsabane	15	21	77.8%
	Ga-Segonyana	5		
	Sol Plaatjie	1		
Total		27	27	100.0%



Figure 5: Summary of Labour Sending Areas for All Employee at Assmang Beeshoek Iron Ore Mine as at 31 May 2018



2. HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

According to the National Development Plan, education, training and innovation are central to South Africa's long-term development. They are the core elements in eliminating poverty, reducing unemployment, inequality, and serve as foundations of an equal and prosperous society as envisioned in the Constitution. Education empowers people to define their identity, take control of their lives, raise healthy families, take part confidently in developing a just society, and play an effective role in the politics and governance of their communities.

Beeshoek's Human Resource Development (HRD) strategy is aimed at empowering and giving employees opportunities to develop within the company and also offers the communities in our host and major Labour Sending areas opportunities to better their skills and knowledge in order to be absorbed more easily into the economy.

Our HRD strategy is therefore primarily driven by our operational needs and requirements, as well as the national imperative as contained in the MPRDA and Mining Charter.

The objectives of the company's HRD programme are outlined below:

- Ensuring development of requisite skills in respect of Learnerships, bursaries (of core and critical skills), artisans, and other training initiatives reflective of demographics as defined in the Mining Charter.
- To contribute towards Black Persons' human resource development as a whole and align this with the company's mission, vision and values which also address Employment Equity objectives.
- Comply with the Skills Development Legislation and all other relevant legislation.
- Contribute to the upliftment and development of employees' skills (18.1 learners), local and major labour sending communities (18.2 learners) through education training and development initiatives
- Through skills development contribute to the social development of employees and host communities
- Address scarce and critical skills



2.2 Skills Development Plan (Regulation 46 (b) (i))

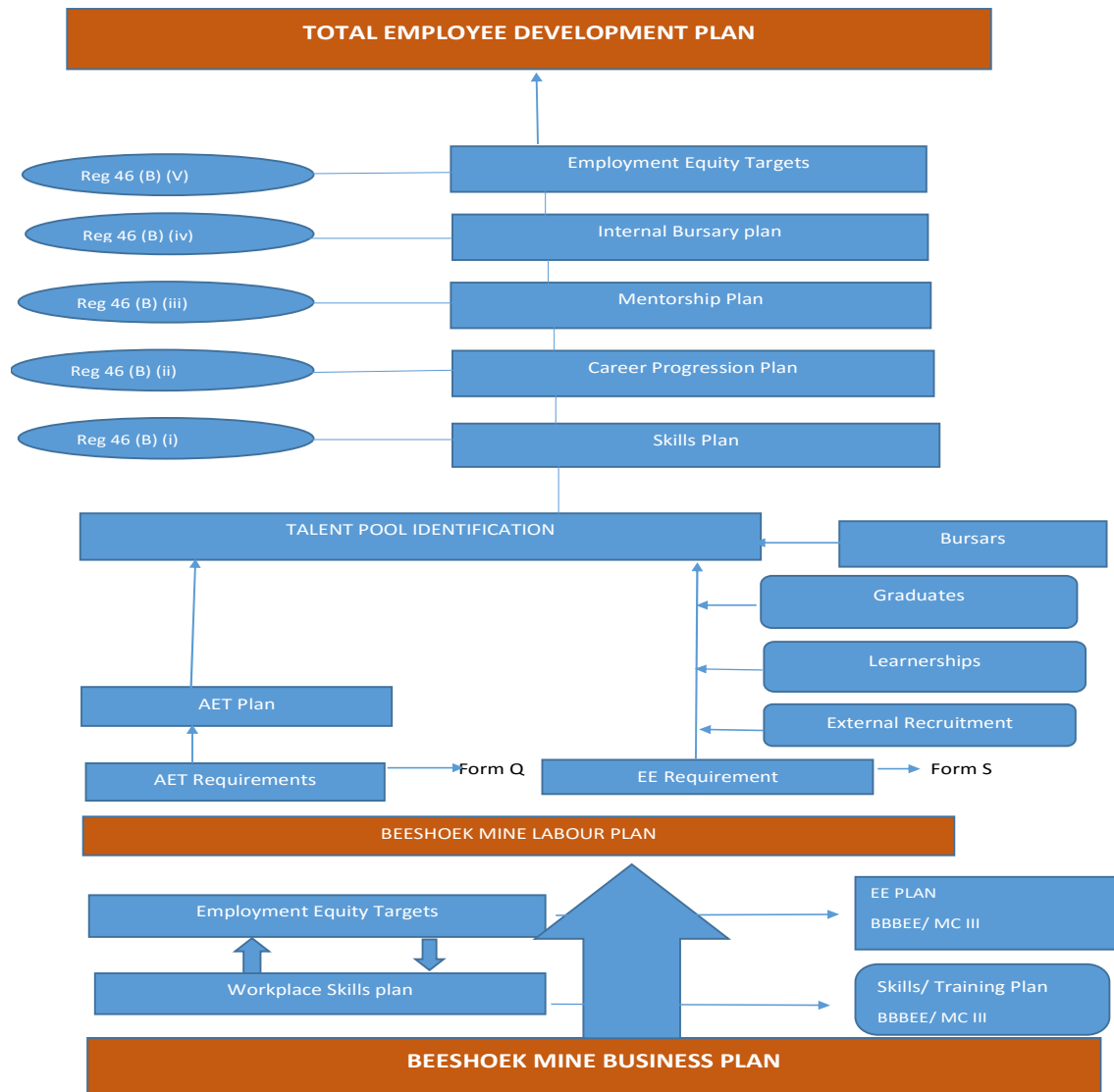
2.2.1 Introduction

Beeshoek Iron Ore Mine is committed to developing processes and systems that will allow an integrated approach to its Human Resources practices where the resource requirements of the mine are matched against the availability of skills and the training and development needs this identifies. This approach will complement the requirements as detailed in Section 46 of the MPRDA which sets out to address the following issues:

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



Figure 6: Integrated Approach to Human Resource Practices at Beeshoek Iron Ore Mine



2.2.2 Compliance with Skills Development Legislation

Beeshoek Iron Ore Mine is registered with the Mining Qualifications Authority (MQA) and will submit its WSP annually in June of each year. This section of the Social and Labour Plan is structured according to Regulation 46 (b) is outlined below:

Regulation 46 (b) (i)	Skills Development Plan
Regulation 46 (b) (ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46 (b) (iv)	An Internship and Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46 (b) (v)	The Employment Equity statistics and the mine's plan to achieve the following targets as per Mining Charter III: Board Level – 50% HDP participation of which 20% women Executive Management - 50% HDP participation of which 20% women Senior Management - 60% HDP participation of which 25% women Middle Management - 60% HDP participation of which 25% women Junior Management - 70% HDP participation of which 30% women Employees with Disabilities – 1.5% participation Core Skills - 60% HDP participation

The integrated Human Resources Development Plan will seek to maximise the productive potential of people employed at Beeshoek Mine through the implementation of the following action plans which includes a five-year Skills Development plan; a five-year Mentorship plan; a five-year Learnerships plan; a five-year Graduate and Bursary plan; a five-year plan for Individual Development Plans (IDPs), a five-year Portable Skills Plan; **Grade 12 & AET five-year plan**, contractor Management (Core Mining Contractors) and a five-year Employment Equity (EE) plan.

The focus of skills development will aim to primarily provide technical competencies to achieve production and sales commitments; Secondary to this will be the aim of providing opportunities for obtaining prioritised skills and support progression within respective fields of discipline; and finally, the provision of portable or transferable skills

2.2.2.1 Workplace Skills Plan (WSP) and Annual Training Report (ATR)

In compliance with the Skills Development Act, the company submits on an annual basis the Workplace Skills Plan (WSP) and the Annual Training Report (ATR), which is signed off annually in consultation with Organised Labour and aligned to the company HRD plan. This is then submitted to the Mining Qualifications Authority (MQA), before 30 April each year.



Table 6: Skills Development Legislative Compliance

Registration number with the SETA	L080704960
Confirmation of having appointed a Skills Development Facilitator.	MQA
Proof of submission of workplace skills plan and date of submission	30 April
Skills Development Facilitator	Ms Thembeke Makhoba

Below is a detailed skills development plan that outlines how the Mine or Production Operation intends to offer employees development of requisite skills in respect of learnerships, artisan aides, artisans, job-specific training and other training initiatives.

2.2.3 Career Progression Plans (Regulation 46 (b) (ii))

Career Progression Planning at Beeshoek is driven through a system of career management that supports the development of current and future skills to ensure that the mine can meet its strategic objectives. The principles underlying the system include:

- The active participation of employees to ensure they know where their careers are headed and what is required to acquire the necessary competencies in relation to their current and potential future positions;
- Open communication channels between employees and management through discussions that clearly outline job requirements and responsibilities;
- An environment that allows for realistic feedback to employees with regard to their career aspirations, eliminating unrealistic expectations and disappointments in terms of career growth and promotion;
- Providing organisational career information as well as the support processes and resources required including on-the-job experience, training, education and mentoring;
- Maintaining a stringent record system that provides accurate information in terms of employee development and progress thereof;
- Updating career progression plans on a continuous basis as specific goals have been reached or when promotions take place.



Career pathing at Beeshoek consists of the following:

- Identifying the core skills requirements of the mining and exploration operations;
- Providing employees (and new recruits) with information about designated career paths;
- Ensuring that mechanisms are in place for employees to move up career paths, or change from one role or position to another within a specific discipline. The movement could either be to a position on the same level or a position on a higher level.

Organograms for Beeshoek provide a clear indication of career paths and provides a support to learner paths. The organograms identify opportunities for people to enhance their skills and earning capacity and spell out what is required to move forward at Beeshoek, based on the mine's strategy.

The roles described in the career path are linked to job descriptions that cover what is expected of an employee. These role descriptions provide information regarding the role title, general information about the department, nature of the appointment, grade, profile description, required abilities, work outputs, performance indicators, descriptions of tasks, role decisions and reporting relationships, as well as internal and external interfaces and their relationship to the role.

Furthermore, the Performance Management process in which all employees are entitled to participate provides an opportunity to discuss the development opportunities within the department or unit in which the employee is deployed. The objectives are to maximize the employee's potential; and to develop a competency development plan to enhance the employee's capabilities and performance in support of Beeshoek's business plan / objectives for the ensuing year, thereby ensuring that all KPA's are met and adding to the achievement of Beeshoek's strategic objectives.

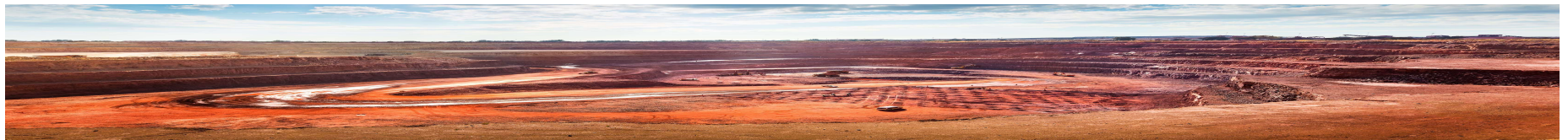
While performance management is a continuous process, the frequency and duration of performance review discussions will depend on the level of development and the development needs of the employee.

The current grading system and organogram at Beeshoek provide generic career progression paths within the various disciplines at the mine. Table 7 identifies the various disciplines and the jobs/grades associated therewith.

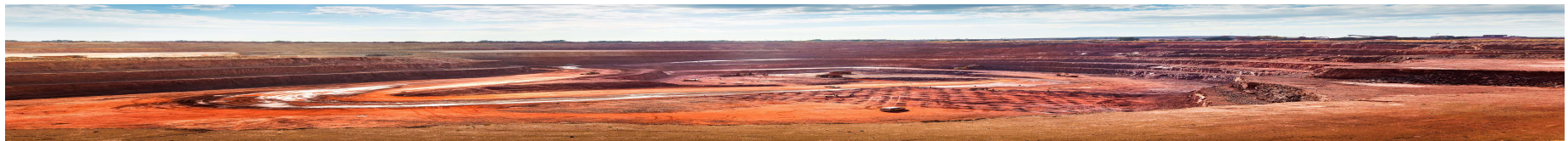


Table 7: Generic Disciplines and Associated Positions at Beeshoek Iron Ore Mine

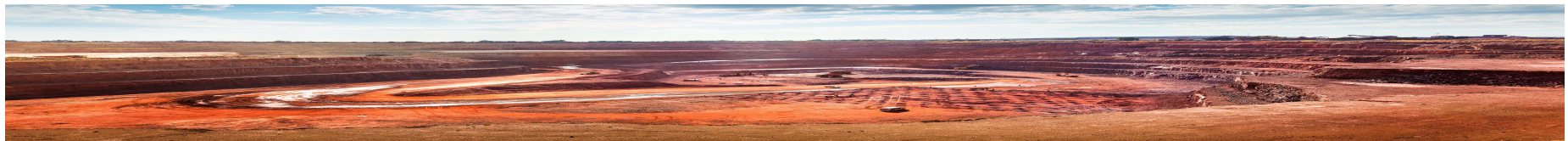
GRADE	ADMIN	HUMAN RESOURCES	MINING	OPERATIONS	ENGINEERING	TECHNICAL SERVICES	SAFETY
EU	General Mine Manager						
EL	Manager Administration	Manager HR	Manager Mine Production	Manager Operational	Manager Engineering	Manager Technical Services	
D4			Manager- Mineral Resources Management				
			Engineer Workshop				
D3	Accountant Management	Manager HR Operational	Mining Engineer	Senior Metallurgical	Section Engineer	Chief Surveyor	Manager SHERQ
	Manager Supply Chain & Enterprise Development	Manager HRD			Engineer Services		
D2	Superintendent Enterprise & Supplier Development		Mine Overseer		Specialist Control Systems	Superintendent Product Quality	
	Superintendent Socio Economic Development					Superintendent Occupational Hygiene	
D1	Accountant Mine	Superintendent Employee Relations	Geologist	Superintendent Production Process	Chief Planner	Superintendent Environmental Services	Chief Safety officer
		Superintendent Contingent worker					
		Superintendent EE & Transformation	GES Mechanical		Engineer Services		
		Superintendent Training			GES Mechanical		



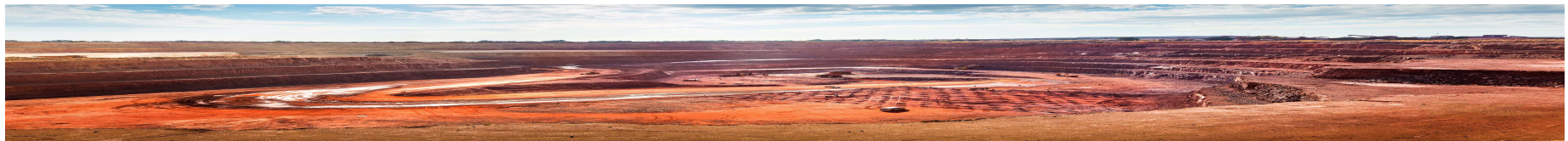
GRADE	ADMIN	HUMAN RESOURCES	MINING	OPERATIONS	ENGINEERING	TECHNICAL SERVICES	SAFETY
C5	Office Investigator	Practitioner HR Senior	Supervisor SHERWQ Mining and Geology	Supervisor Load Out	Foreman Civils	Supervisor Section	
	Supervisor Network	Coordinator HRD Systems	Supervisor SHERQ TMM		Supervisor SHERQ Engineering	Chief Quality Officer	
	Chief Storekeeper	Specialist OD & HRD Compliance	Supervisor Drill and Blast		Clerk of Works	Supervisor Wellness & Clinic	
			Foreman Mobile Equipment		Planner Maintenance		
					Foreman electrical		
					Foreman Instrumentation		
					Instrumentation Technician Senior		
					Foreman Mechanical		
C4		Training officer Metallurgical	Officer Mine Planning	Supervisor Team Wash and Screen	Instrumentation Technician	Supervisor Laboratory	Officer SHERQ
		Officer ER					
		Training Officer Engineering	Supervisor Shift	Supervisor Team Jig		Environmental Officer	
		Training Officer Mining				Occupational Hygiene officer	
		Officer HRD Systems				Surveyor	
	Skills Development Facilitator						



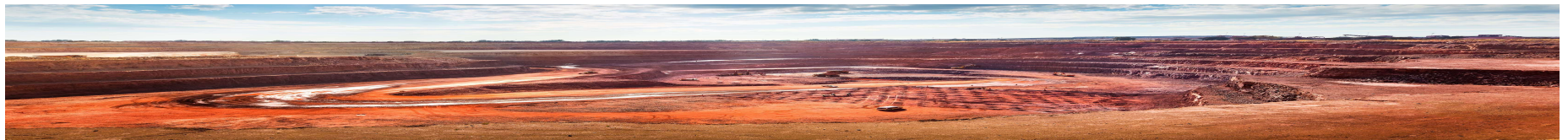
GRADE	ADMIN	HUMAN RESOURCES	MINING	OPERATIONS	ENGINEERING	TECHNICAL SERVICES	SAFETY
C3	Network Specialist	Office HR Systems Administration	Chargehand Mobile Equipment	Supervisor Team Loading	Chargehand Pumps	Supervisor Product quality	
	Buyer Contracts	OD Practitioner			Chargehand Electrical		
	Buyer Senior				Instrumentation Technician Junior		
					Chargehand Mechanical		
C2	Payroll Clerk	Assistant HR Officer Recruitment	Production Analyst	Process Controller	Graduate Trainee	Administrator Systems	
	Senior Costing Clerk	Assistant Training Officer Metallurgical	Supervisor Shift Assistant		Draughtsperson Engineering	Draughtsperson Surveying	
	Secretary General Mine Manager	Assistant Training Officer Engineering	Supervisor Shift Assistant (De-Watering)		Rigger	Surveyor Field	
	Supervisor Club	Assistant Training Officer Induction	Mineral Resources Analyst		Boilermaker		
	IT technician		Assistant Geologist		Fitter		
	Buyer		Diesel Mechanic		Electrician		
	Clerk Store Senior		Welder		Technician Refrigeration		
	Practitioner Socio Economic Development		Auto Electrician				
		Diesel Mechanic					
C1	Clerk Fixed Assets	NUM Regional Office Bearer	Fatigue Analyst	Coordinator Metallurgical	Supervisor Driver	Analyst	
			Quality Controller	Manager Operational		Fire and Emergency Services Officer	
				Supervisor cleaning		Healthcare Wellness Officer HIV	
				Process Controller Crusher			
				Supervisor Assistant			



GRADE	ADMIN	HUMAN RESOURCES	MINING	OPERATIONS	ENGINEERING	TECHNICAL SERVICES	SAFETY
B5	Clerk Accounts	Assistant ER and Housing	Coordinator Production	Section Controller		Shift Analyst	Full Time Health and Safety Representative
	Clerk Civils inspection	Administrator HR		Section Controller Jig			
	Clerk Procurement						
	Administrator Master Data						
B4		Clerk Contractor Registration	Clerk Mine Production		Secretary Engineering	Sample Processor Senior	
		Coordinator Training Mining	Coordinator Production Assistant		Administrator Planning		
		Clerk Access Systems	Operator Front End Loader (992)				
		Coordinator Training	Operator Excavator				
			Assistant Quality Controller				
B3	Cycle Counter Stores	Clerk HR Administration	Data Capturer Mining Geology	Clerk Operational	Driver Transport	Routine Analyst	
	Clerk Issuing	Clerk administration Temp	Operator Multi Skilled	Operator Front End Loader	Driver Sanitation	Assistant Survey	
	Clerk Receiving Truck Driver		Tool handler Multi Skilled	Driver Loco	Driver Utility		
	Clerk Receiving			Operator Load Out	Tool handler Multi skilled		



GRADE	ADMIN	HUMAN RESOURCES	MINING	OPERATIONS	ENGINEERING	TECHNICAL SERVICES	SAFETY
B2	Telephonist	Shop Steward NUM Representative	General Worker	Operator Utility Equipment	Sample Processor	Clerk Administration Temp	
	Clerk Administration	Clerk Administration	Spotter	Equipment Controller			
	Materials Handler		Trainee Operator Multi Skilled	Handyman Screens			
			Trainee Spotter				
			Service Assistance Multi Skilled				
			Operator Wash Plant				
B1		NUM Full time Chairperson		Belt Attendant	Attendant Lorry (Grading)		
				Weighbridge Controller			
				Attendant loading			
AA	Administration Trainee			Operational Trainee	Engineering Trainee	Trainee Sample Processor	
						Environmental Trainee	
						Occupational Hygiene Trainee	
						Survey Trainee	
						Analytical Chemistry Trainee	



Succession Planning

Through succession planning Beeshoek Mine aims to address the transfer of essential skills and knowledge, promote transformation, promote career progression for employees and ensure the future sustainability of the business through ensuring availability of essential skills.

The Succession Planning process allows for the organisation to determine whether it has the talent necessary to deliver on its current and future strategic objectives. This enables the organisation to develop a pipeline of talent through which candidates can be sourced for current and future role vacancies. This may increase the effectiveness of role appointments and as such decisions are more accurate when candidates are from within the organisation.

Growth of talent is facilitated, thereby providing opportunities for all employees to contribute to their full potential. Identification of potential capability, and a projection of its maturation, will enable career development programmes to be created for all positions in relation to capability which is required.

The Mines' training and development programmes are the mechanism through which the required competencies for succession are developed. The move or change could either be to a position on the same level or a position on a higher level of employment, should natural vacancies be available as per company's 3year labour plan budget reflected in the organograms.

Table 8: Succession Planning Strategic Action Plan

Succession Planning Strategic Action Plan	Responsible Department	Date to be completed
To develop career paths of each discipline (inclusive of minimum entry requirements and timeframes)	HR Operations	Annually
To match individuals to appropriate roles based on current and future capability.	HR Operations	Annually
To identify employee development needs in line with likely career progression and company objectives	HR Operations	Annually
To identify companywide development needs; and	HR Operations	Annually
To support our individual employees in their aspirations to become the best they can be, within the scope of what is viable in the company.	HR Operations	Annually
To promote transformation through development of Black Persons candidates for future roles.	HR Operations	Annually



Table 9: Targets for Succession Planning at Beeshoek Mine

Occupational level	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Senior Management	0	0	0	0	0
Prof Qualified and Experienced Specialist and Mid-Management	2	3	2	3	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	2	3	2	3
TOTAL	5	5	5	5	5

Note: the figures above reflect the total number of succession candidates and not necessarily new intakes per annum.

The number of actual placements of these succession candidates will be dependent upon the number of vacancies that arise through natural/ forced labour turnover at any given point in time.

Leadership Development Programmes

Managerial/leadership training and development is generally based on the career development plans of the employees as identified through the talent pool and succession planning processes which also links into the Employment Equity imperatives and drivers of Assmang Beeshoek. Management training is an essential part of ensuring that the company will run as productively and efficiently as possible now, and into the future with further emphasis on creating a skilled leadership base to sustain the organisation.

The company enters into partnerships with academic institutions and service providers in order to tailor education and training programmes to suit Assmang individual needs and also to promote transformation within the company.



Table 10: Leadership Training Programmes Targets at Beeshoek Mine

Leadership Training Programmes	Occupational Level	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
Supervisory Training	Skilled technical and Academically qualified workers, junior management, supervisors, foremen and superintendents	3	3	3	3	3	15
Leadership Training (FLD)	Professionally qualified and experienced specialists and mid-management	2	2	2	2	2	10
Women in Leadership	Professionally qualified and experienced specialists and mid-management	2	2	2	2	2	10
Totals		7	7	7	7	7	35
Budget		49000	49500	50000	55000	60000	263500

Note: the figures above reflect the total number of leadership training candidates and not necessarily new intakes per annum.

Core Business Skills Programmes within the Technical Training Environment

Core Business Skills Programmes play an essential part in equipping employees with the skills and required competencies to successfully execute their employment responsibilities. Table 12 below sets out the Strategic Action Plan which Beeshoek will employ in order to ensure that it achieves the Core/ Technical, Business Skills Training objectives as set out.

Table 11: Core Business Skills Training Strategic Action Plan

Core Business Skills Training Strategic Action Plan	Responsible Department	Date to be completed
Assess employees in terms of skills and competency gaps - resulting in an employee competency profile (Individual Development Plan).	HR Department	Ongoing
Develop a (WSP) with targets, budgets and time frames (in line with commitments made in the SLP and the business plan).	HR Department	Annually
Coordinate the Individual Development Plans to facilitate career path progression, job specific development of employees and an effective productive workforce.	HR Department	Ongoing



Table 12: Core Business Training Plan at Beeshoek Mine

Type of Training - Technical	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
TMM (Various operators)	40	20	20	20	20	120
Metallurgy Skills Programs	0	20	20	20	20	80
Lifting equipment training	30	30	30	30	30	150
OHS	10	10	10	10	10	50
Competency A	10	10	10	10	10	50
First aid training	25	25	25	25	25	125
Total	115	115	115	115	115	575
Budget	120000	150000	150000	150000	150000	720000

Type of Training – Non-Technical	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
Microsoft Training	10	10	10	10	10	50
Mentor Training Programme	2	3	2	3	2	12
Total	12	13	12	13	12	62
Budget	96000	104000	96000	104000	96000	496000

Portable Skills for Employees (18.1)

Beeshoek is committed to a further programme of providing portable skills to employees from the age of fifty-three (53) onwards. The objective of this programme will be to provide portable skills training to employees who show an interest in obtaining such training and with a special emphasis on employees who are nearing retirement, incapacitated through ill-health or retrenched in order to remain economically active, employable or self-sustaining within their communities. Employees will be entitled to a once-off course at no cost to the participant. The individuals will complete specific modules and will be issued with a certificate of attendance on completion of the said course.

Beeshoek will provide voluntary skills training programmes to employees with skills which are valuable outside of the mining industry.

Employees will be trained in portable skills, as indicated in the table below.



In the situation where there are insufficient employees to meet the targets below, the numbers will be supplemented with community members.

Table 13: Portable Skills Training Targets for Beeshoek Mine

Portable Skills Training per Patterson Band	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
B	3	1	5	2	2	32
C	3	3	2	4	6	
D	0	0	0	1	0	
Total	6	4	7	7	8	
Budget	30000	550000	65000	75000	75000	795000

Table 13.1: Portable Skills Training Targets for Communities and Contractors

Portable Skills Training per Patterson Band	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
	0	4	3	4	5	16
Total	0	4	3	4	5	
Budget	0	45000	30000	45000	50000	170000

Note: the figures above reflect the total number of portable skills training candidates and not necessarily new intakes per annum.

Individual Development Plans (IDPs)

It is a legal requirement that every employee has an IDP. At Beeshoek Mine, however, we also recognized that beyond the legal requirement, an IDP ensures that every employee receives relevant learning in terms of our objective to be a learning organization in order to remain competitive in the market place. The IDP are used to address the development needs of each employee as it prioritizes the competencies (knowledge, skills, attributes) required to execute all the duties of the current job in respect of the particular job holder. Beeshoek set itself targets to ensure that IDP's are developed for employees.

The Integrated Human Resource Development Plan seeks to maximise the productive potential of people employed at Beeshoek Mine through the implementation of IDP's:

Beeshoek Mine commits to have 75% of the workforces IDPs completed at all times.



Table 14: IDP's Targets for Beeshoek Mine

IDP's across Patterson Bands	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Total	75%	75%	75%	75%	75%

2.2.4 Skills Development Programmes

In addition, all training and development will seek to address the current hard-to-fill vacancies. Current hard-to-fill vacancies experienced by Beeshoek Iron Ore Mine are also presented in Table 15 below.

Table 15: Form R - Hard-to-fill vacancies among Beeshoek Iron Ore Mine employees as at 31 May 2018

PERMANENT				
OCCUPATIONAL LEVEL	JOB TITLE OF VACANCY	JOB TITLE OF SCARCE SKILL	MAIN REASON FOR INABILITY TO FILL VACANCY	SUMMARY OF STRATEGIES & INTERVENTIONS
Senior Management	Manager Mine	Mine Manager	Scarcity of the resource/ Regional concerns	Internal succession candidate was identified
	Manager Engineering	Manager Engineering	Skills and experience	Internal succession candidate was identified
Professionally qualified and experienced specialist and mid management	Engineer Section	Engineer Section	Skills and experience	Internal recruitment for potential succession candidates
	General Engineering Supervisor (GES)	General Engineering Supervisor (GES)	Skills and experience	Internal recruitment for potential succession candidates
Skilled technical and academically qualified workers, junior management, supervisors	Technician Instrumentation	Technician Instrumentation	Demand and supply	Learnership development programs
	Diesel Mechanic	Diesel Mechanic	High staff turnover/ supply & demand	Internal programs
	Boilermaker	Boilermaker	High staff turnover/ supply & demand	Learnership development programs
	Fitter	Fitter	High staff turnover/ supply & demand	Learnership development programs
Semi-skilled	Operator Multi Skilled	Operator Multi Skilled	Skills and experience	Internal programs



2.2.5 AET

Based on the Form Q there are employees with levels of education below National Qualifications Framework (NQF) level 1. There is a need for Adult Education & Training (AET) training for employees and it is provided to employees who volunteer for it. AET is full-time and is provided daily on-site. Employees attending full-time are still entitled to full benefits as well as shift allowance where applicable.

For employees whose highest level of education is below NQF level 4 and who wishes to improve their education levels up to NQF level 4, i.e. Grade 12, the Study Assistance programme provides support and funding for them to acquire further education. Beeshoek Mine will endeavour to fund applications for Study Assistance within the framework of the applicable procedure.

Table 16: Form Q: Functional literacy - Beeshoek Employees as at 31 May 2018

Band	10 Point Scale- NQF Level	Education Classification system Interim	African		Coloured		Indian		White		Total		
			M	F	M	F	M	F	M	F	M	F	
General Education & Training (GET)	Below NQF 1	No Schooling	0	0	0	0	0	0	0	0	0	0	
		Pre- ABET	0	0	0	0	0	0	0	0	0	0	
		ABET 1	0	0	0	0	0	0	0	0	0	0	
		ABET 2/Std 3, Grade 5	0	0	0	0	0	0	0	0	0	0	
		ABET 3/Std 5, Grade 7	0	0	0	0	0	0	0	0	0	0	
1		ABET 4/ Std 7, Grade 9	23	0	2	0	0	0	0	0	25	0	
Further Education & Training (FET)	2		Std 8/Grade 10, NATED 1/ NCV Level 1	56	3	24	2	0	0	9	0	89	5
	3		Std 9/Grade 11, NATED 1/ NCV Level 2	109	17	22	4	0	0	11	0	142	21
	4		Std 10/Grade 12, NATED 1/ NCV Level 3	180	40	57	18	0	0	31	13	268	71
Higher Education & Training (HET)	5		National/Higher Certificate	22	12	11		0	0	5	4	38	16
	6		National Certificate/Diploma/Advanced Certificate	12	11	6	4	0	1	9	3	27	19
	7		National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	14	9	4	3	0	0	3	1	21	13
	8		Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)	0	1	0	0	0	0	1	1	1	2
	9		National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0
	10		Doctoral Degree & Post-Doctoral Degree	0	0	0	0	0	0	0	0	0	0
		Undefined	1	0	5	2	0	0	0	0	6	2	
Total			417	93	131	33	0	1	69	22	617	149	
Grand Total											766		



Table 17: Form Q: Functional literacy – Booyesen Bore Employees as at 31 May 2018

Band	10 Point Scale-NQF Level	Education Classification system Interim	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education & Training (GET)	Below NQF 1	No Schooling	7	0	1	0	0	0	0	0	8	0
		Pre- ABET	3	0	0	0	0	0	0	0	3	0
		ABET 1	3	0	0	0	0	0	0	0	3	0
		ABET 2/Std 3, Grade 5	6	0	0	0	0	0	0	0	6	0
		ABET 3/Std 5, Grade 7	7	0	1	0	0	0	2	0	10	0
1	ABET 4/ Std 7, Grade 9	5	0	0	0	0	0	1	0	6	0	
Further Education & Training (FET)	2	Std 8/Grade 10, NATED 1/ NCV Level 1	7	0	2	0	0	0	2	0	11	0
	3	Std 9/Grade 11, NATED 1/ NCV Level 2	11	0	1	0	0	0	0	0	12	0
	4	Std 10/Grade 12, NATED 1/ NCV Level 3	8	0	1	0	0	0	10	1	19	1
Higher Education & Training (HET)	5	National/Higher Certificate	0	0	0	0	0	0	0	0	0	0
	6	National Certificate/Diploma/Advanced Certificate	0	1	0	0	0	0	0	1	0	2
	7	National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	0	0	0	0	0	0	1	0	1	0
	8	Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)	0	0	0	0	0	0	0	0	0	0
	9	National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree & Post-Doctoral Degree	0	0	0	0	0	0	0	0	0	0
	Undefined	10	0	0	0	0	0	2	0	12	0	
Total			67	1	6	0	0	0	18	2	91	3
Grand Total											94	



Table 18: Form Q: Functional literacy – Lenfield Employees as at 31 May 2018

Band	10 Point Scale-NQF Level	Education Classification system Interim	African		Coloured		Indian		White		Total		
			M	F	M	F	M	F	M	F	M	F	
General Education & Training (GET)	Below NQF 1	No Schooling	1	0	2	0	0	0	0	0	3	0	
		Pre- ABET	0	0	0	0	0	0	0	0	0	0	
		ABET 1	0	0	0	0	0	0	0	0	0	0	
		ABET 2/Std 3, Grade 5	2	0	0	0	0	0	0	0	2	0	
		ABET 3/Std 5, Grade 7	4	0	0	0	0	0	0	0	4	0	
1		ABET 4/ Std 7, Grade 9	3	0	0	0	0	0	0	3	0		
Further Education & Training (FET)	2		Std 8/Grade 10, NATED 1/ NCV Level 1	8	0	6	0	0	0	2	0	16	0
	3		Std 9/Grade 11, NATED 1/ NCV Level 2	4	0	4	0	0	0	1	0	9	0
	4		Std 10/Grade 12, NATED 1/ NCV Level 3	1	0	3	0	0	0	4	0	8	0
Higher Education & Training (HET)	5		National/Higher Certificate	0	0	0	0	0	0	0	0	0	0
	6		National Certificate/Diploma/Advanced Certificate	0	0	0	0	0	0	0	0	0	0
	7		National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	0	0	0	0	0	0	0	0	0	0
	8		Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)	0	0	0	0	0	0	0	0	0	0
	9		National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0
10		Doctoral Degree & Post-Doctoral Degree	0	0	0	0	0	0	0	0	0	0	
		Undefined	25	0	13	0	0	0	3	0	41	0	
Total			48	0	28	0	0	0	10	0	86	0	
Grand Total											86		



Table 19: Form Q: Functional literacy – Sasol Employees as at 31 May 2018

Band	10 Point Scale-NQF Level	Education Classification system Interim	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education & Training (GET)	Below NQF 1	No Schooling	0	0	0	0	0	0	0	0	0	0
		Pre- ABET	0	0	0	0	0	0	0	0	0	0
		ABET 1	0	0	0	0	0	0	0	0	0	0
		ABET 2/Std 3, Grade 5	0	0	0	0	0	0	0	0	0	0
		ABET 3/Std 5, Grade 7	0	0	1	0	0	0	0	0	0	1
1	ABET 4/ Std 7, Grade 9	0	0	0	0	0	0	0	0	0	0	
Further Education & Training (FET)	2	Std 8/Grade 10, NATED 1/ NCV Level 1	2	0	2	0	0	0	0	0	4	0
	3	Std 9/Grade 11, NATED 1/ NCV Level 2	4	0	1	0	0	0	0	0	5	0
	4	Std 10/Grade 12, NATED 1/ NCV Level 3	4	0	1	0	0	0	0	0	5	0
Higher Education & Training (HET)	5	National/Higher Certificate	6	0	2	1	0	0	2	0	10	1
	6	National Certificate/Diploma/Advanced Certificate	1	0	0	0	0	0	0	0	1	0
	7	National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	0	0	0	0	0	0	0	0	0	0
	8	Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)	0	0	0	0	0	0	0	0	0	0
	9	National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree & Post-Doctoral Degree	0	0	0	0	0	0	0	0	0	0
		Undefined	0	0	0	0	0	0	0	0	0	0
Total			17	0	7	1	0	0	2	0	26	1
Grand Total											27	



Table 20: Form Q: Functional literacy – Assmang Beeshoek Iron Ore Mine - All Employees as at 31 May 2018

Band	10 Point Scale- NQF Level	Education Classification system Interim	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education & Training (GET)	Below NQF 1	No Schooling	8	0	3	0	0	0	0	0	11	0
		Pre- ABET	3	0	0	0	0	0	0	0	3	0
		ABET 1	3	0	0	0	0	0	0	0	3	0
		ABET 2/Std 3, Grade 5	8	0	0	0	0	0	0	0	8	0
		ABET 3/Std 5, Grade 7	11	0	2	0	0	0	2	0	15	0
1	ABET 4/ Std 7, Grade 9	31	0	2	0	0	0	1	0	34	0	
Further Education & Training (FET)	2	Std 8/Grade 10, NATED 1/ NCV Level 1	73	3	34	2	0	0	13	0	120	5
	3	Std 9/Grade 11, NATED 1/ NCV Level 2	128	17	28	4	0	0	12	0	168	21
	4	Std 10/Grade 12, NATED 1/ NCV Level 3	193	40	62	18	0	0	45	14	300	72
Higher Education & Training (HET)	5	National/Higher Certificate	28	12	13	1	0	0	7	4	48	17
	6	National Certificate/Diploma/Advanced Certificate	13	12	6	4	0	1	9	4	28	21
	7	National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	14	9	4	3	0	0	4	1	22	13
	8	Bachelor Honour's Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)	0	1	0	0	0	0	1	1	1	2
	9	National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree & Post-Doctoral Degree	0	0	0	0	0	0	0	0	0	0
	Undefined	36	0	18	2	0	0	5	0	59	2	
Total			589	101	549	94	172	34	0	1	99	24
Grand Total											973	

Table 21 below sets out the current AET training needs and the number of people to whom Beeshoek and its core contractors plan to provide the opportunity for AET training over the next 5 years.



Table 21: AET plan at Assmang Beeshoek Iron Ore Mine 2019 -2024

LEVEL	CURRENT NEED	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
Beeshoek Employees (1)							
Pre-ABET	0	0	0	0	0	0	0
ABET 1	0	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0
Booyesen Bore Employees							
Pre-ABET	7	4	3		0	0	7
ABET 1	3	3	3	0	0	0	7
ABET 2	3	3	3	4	0	0	10
ABET 3	6	3	3	3	3	4	16
ABET 4	7	3	4	3	3	3	16
TOTAL	26	15	17	11	6	7	56
BUDGET	0	20000	15000	18000	15000	20000	88000
Lenfield Employees							
Pre-ABET	1	1	0	0	0	0	1
ABET 1	0	0	1	0	0	0	1
ABET 2	0	0	0	1	0	0	1
ABET 3	2	2	0	0	0	0	2
ABET 4	4	2	2	2	0	0	6
TOTAL	7	5	3	3	0	0	11
BUDGET	0	10000	5000	7000	0	0	22000
Sasol Employees							
Pre-ABET	0	0	0	0	0	0	0
ABET 1	0	0	0	0	0	0	0
ABET 2	0	0	0	0	0	0	0
ABET 3	0	0	0	0	0	0	0
ABET 4	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0
Assmang Beeshoek Iron Ore Mine							
Pre-ABET	8	4	3	1	0	0	8
ABET 1	3	3	5	0	0	0	8
ABET 2	3	3	3	5	0	0	11
ABET 3	8	5	3	3	3	4	18
ABET 4	11	5	6	5	3	3	22
TOTAL	33	20	20	14	6	7	67
BUDGET		30000	30000	21000	9000	10500	100500

Note: The AET figures above reflect the total number of participants annually and not only the number of new intakes

- (1) Beeshoek AET will be directed at Community members as there is no current need at Beeshoek
- (2) There is no current need for AET among the Sasol employees at Beeshoek. Sasol, however, undertakes AET training at other sites.



2.2.6 Learnerships (18.1 & 18.2)

Learnership Programmes assist employees and learners to work towards a qualification while at the same time providing work exposure. An Apprenticeship/Learnership is an agreement between a learner, employer and a training provider for a set period of time during which the learner works and receives training in the workplace. Learnerships are learning programmes that require learning on the job supported by structured or institutional learning. These are normally designed in the Sector Education Training Authorities (SETAs), approved by South African Qualifications Authority (SAQA), partially funded from the Skills Levy and must lead to a qualification on the NQF.

Beeshoek mine recognise the importance of technical and non-technical skills which supports the core and support mining activities and hence the focus on developing these skills.

Table 22: Non-Technical Learnership Strategic Action Plan at Beeshoek Mine

Non-Technical Learnership Strategic Action Plan	Responsible Department	Date to be completed
Candidates for learnerships will be identified through advertisements. The potential candidates will undergo and medical assessments, and practical work knowledge assessments.	HR	Annually
Advertise learnership positions externally through community newspapers.	HR	Annually
Section 18.2 learners are primarily recruited from the Tsantsabane Labour Desk.	HR	Annually
List specific requirements for enrolment such as: a. Grade 12 (subjects as per learnership enrolment requirement) b. Medically fit; c. Other requirements i.e. psychometric assessments.	HR	Annually
Candidate's representative of the EAP if available to be offered learnership contracts.	HR Operations	
The learnership needs and programmes will be assessed in terms of the Company skills needs on an annual basis and any changes to the targets or programmes will be reported on in the annual SLP Report to DMR.	HR Operations	

Table 23: Technical Learnership Strategic Action Plan at Beeshoek Mine

Technical Learnerships/ Apprenticeship Strategic Action Plan	Responsible Department	Date to be completed
Candidates for the Section 18(1) Learnerships / apprenticeships will be identified through internal advertisements. The potential candidates will undergo psychometric and medical assessments, and practical work knowledge assessments.	HR Operations	Annually
Advertise apprenticeships / Learnerships positions externally (e.g. through community newspapers).	HR Operations	Annually



Technical Learnerships/ Apprenticeship Strategic Action Plan	Responsible Department	Date to be completed
Section 18.2 Learners are primarily recruited locally (specific requirements for enrolment such as Grade 12 Maths & Science; Medically Fit, Other requirements (psychometric assessments))	HR Operations	Annually
The Learnerships needs and programmes will be assessed in terms of Artisan market scarcity considerations and operational skills requirements on an annual basis and any changes to the targets or programmes will be reported on in the annual SLP Report to DMR.	HR Operations	Annually
Upon qualification, artisans may be absorbed by the mine (appointed), as and when vacancy opportunities arise and also considering their performance during Learnerships programme.	HR Operations	Annually

Table 24: Learnership Plan for Beeshoek Mine 2019 -2024

DISCIPLINE	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	total
Engineering	17	18	17	18	17	87
OD & Talent Management (Soft Skills)	2	3	2	3	2	12
TOTAL	19	21	19	21	19	99
Budget	285000	365000	335000	365000	335000	1685000

Note: The Learnership figures above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.

Beeshoek commits to enrol learnerships for the 5-year period of the SLP, however the disciplines will be determined as per the requirements of the operation.



2.3 Mentorship and Coaching (Regulation 46 (b) (iii))

2.3.1 Mentorship and Coaching of Employees

Beeshoek promotes and actively drives the practices of mentoring and coaching as part of all development interventions i.e. succession planning, bursary programmes, graduates and internship programmes. Mentorship and coaching are considered key processes in people's development, Employment Equity, and HRD as well as 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 formalisation of this process entails scheduled meetings, clear objectives, regular monitoring and specified timeframes for achievement of goals.

Coaching is an often an informal relationship, mostly between a line manager and or specialist instructing and training the employee in terms of a specific skill or competency. Coaching is typically an integral part of every line manager's responsibilities and an on-going process.

Table 25: Strategic Plan for the Implementation of Bursaries and Graduate Trainee Programmes at Beeshoek Mine

Mentorship Strategic Action Plan	Responsible Department	Date to be completed
Identify employees within the company with specific mentoring and coaching needs and link them a suitable mentor and/ or coach.	HR Department	Ongoing
Assess line and senior management aptitude to be mentors, enrol as mentors.	HR Department	Ongoing
Ensure formal contracting between Mentor and mentee (Official contract available on DOS)	HR Department	Ongoing
Present formal training to mentors and mentees.	HR Department	Ongoing
Implement and monitor the mentoring programme.	HR Department	Ongoing



Table 26: Mentorship Plan for Beeshoek Mine 2019 -2024

Mentorship	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
	5	5	5	5	5	25
TOTAL	5	5	5	5	5	25

Note: The Mentorship figures above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.

2.4 Internship and Bursary Plan (Regulation 46 (b) (iv))

Internships and Bursaries are seen as essential components in ensuring Beeshoek meet its requirements in terms of HDP targets and targets for women in mining as well as supporting capacity building within the industry as a whole.

Internships will add further value by providing work-related experience and, through this, prepare learners for the requirements and demands of an operational environment. As part of the mine's retention drive, the aim would be to identify potential at an early stage. This will then be nurtured in order to support future skills requirements. Employees/learners recognise that the business is committed to their development and as a result are more likely to make a positive contribution.

It, furthermore, provides students with an opportunity to gain exposure to the mine's full value chain process and allows greater flexibility in terms of later placement in the mine or the Beeshoek management team. Where possible, Beeshoek will link the Bursary and Internship processes e.g. a bursary student may continue with a graduate programme/internship and later full-time employment.

Table 27 sets out the targets for the number of internships to be offered at Beeshoek.

Table 27: Internship Plan for Beeshoek Mine 2019 -2024

INTERNSHIP	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	5	5	5	5	5
TOTAL	5	5	5	5	5

Note: The Internship figures above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.



2.4.1 Bursars and Graduate Trainee Programmes

Beeshoek's Bursary and Graduate training programmes are provided under the following categories:

- Internal Bursaries (Study Assistance) is made available to Beeshoek employees
- Bursaries (Mining Related Disciplines) is made available to external applicants
- Graduate Training Programme
- External Bursaries (All Disciplines) are made available to external applicants

Beeshoek's bursary scheme is aimed at the development of suitable students who, on completion of their studies, may be afforded professional career opportunities within Beeshoek. Within the Beeshoek Graduate Programme some learners may be transferred to ARM to gain specific training that cannot be offered at Beeshoek. Beeshoek actively promotes these opportunities at the local schools and local municipalities. All bursar appointments are made in line with EAP and transformation targets and Beeshoek commits to promote the inclusion of HDP candidates in the bursary development scheme.

Table 28 to

Table 30 below set out the number of bursaries to be offered by Beeshoek.

Table 28: Graduates Plan for Beeshoek Mine 2019 -2024

GRADUATES	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	5	5	5	5	5
TOTAL	5	5	5	5	5
Budget	140000	145000	150000	155000	160000

Note: The Graduate figures above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.



Table 29: Study Assistance (Internal Bursary) Plan for Beeshoek Mine 2019 -2024

STUDY ASSISTANCE	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	20	20	20	20	20
TOTAL	20	20	20	20	20
Budget	100000	125000	150000	175000	550000

Note: The Study Assistance figures above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.

Table 30: External Bursary Plan for Beeshoek Mine 2019 -2024

EXTERNAL BURSARIES	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	5 yrs
	20	20	20	20	20	100
TOTAL	20	20	20	20	20	100
Budget	100 000,00	215 000,00	230 000,00	245 000,00	260 000,00	1 050 000,00

Note: The External bursary figures for Beeshoek Mine above reflect the total number of participants annually and not only the number of new intakes and will be influenced by operational requirements.

Table 311: External Bursary Plan for Communities 2019 -2024

EXTERNAL BURSARIES	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	5 yrs
	0	20	20	20	20	80
TOTAL	0	20	20	20	20	80
Budget	0	1652500	1652500	1652500	1652500	6610000

Note: The External bursary figures for Communities above reflect the total number of participants annually and not only the number of new intakes.



2.5 Employment Equity plan (Regulation 46 (b) (v))

Beeshoek views the key objectives of Employment Equity Plan are to ensure the following:

- Eliminating unfair discrimination;
- Ensuring that the company is recognised as an equal opportunity's employer;
- Establishing and exceed the required degree of representation of designated groups in all occupational categories and levels of the mine;
- Integrating the mine's equity initiatives with the terms of the Skills Development Act, as far as is practically possible; and
- Increasing the number of women as well as HDPs in management positions, over time

In excess of 80% of the Beeshoek workforce is made up of HDPs and mine is committed to maintaining this ratio wherever possible in the future.

The current Employment Equity statistics – Form S - of the Beeshoek and its core contractors staff complements is set out in the tables below.



Table 32: Form S – Employment Equity Distribution of Beeshoek Employees as at 31 May 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloureds	Indians	Whites	African	Coloureds	Indians	Whites	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	2	0	0	0	2	0	0	6
Professionally qualified and experienced specialists and mid-management	6	4	0	3	6	3	0	1	0	0	23
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	75	44	0	55	23	11	0	9	0	1	218
Semi-skilled and discretionary decision making	325	77	0	9	47	16	1	9	1	0	485
Unskilled and defined decision making	8	6	0	0	17	3	0	0	0	0	34
TOTAL PERMANENT	416	131	0	69	93	33	1	21	1	1	766
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	416	131	0	69	93	33	1	21	1	1	766



Table 33: Form S – Employment Equity Distribution of Booyen Bore Employees as at 31 May 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloureds	Indians	Whites	African	Coloureds	Indians	Whites	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	3	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	1	0	9	0	0	0	1	1	0	14
Semi-skilled and discretionary decision making	65	5	0	5	1	0	0	1	0	0	77
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	67	6	0	17	1	0	0	2	1	0	94
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	67	6	0	17	1	0	0	2	1	0	94



**Table 34: Form S – Employment Equity Distribution of Employees at Lenfield
Employees as at 31 May 2018**

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloureds	Indians	Whites	African	Coloureds	Indians	Whites	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	3	0	3	0	0	0	0	0	0	6
Semi-skilled and discretionary decision making	48	25	0	6	0	0	0	0	0	0	79
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	48	28	0	10	0	0	0	0	0	0	86
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	48	28	0	10	0	0	0	0	0	0	86



Table 35: Form S – Employment Equity Distribution of Employees at Sasol Employees as at 31 May 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloureds	Indians	Whites	African	Coloureds	Indians	Whites	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	2	0	2	0	0	0	0	0	0	6
Semi-skilled and discretionary decision making	14	5	0	0	0	1	0	0	0	0	20
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	17	7	0	2	0	1	0	0	0	0	27
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	17	7	0	2	0	1	0	0	0	0	27



Table 36: Form S – Employment Equity Distribution All Employees at Assmang Beeshoek Iron Ore Mine as at 31 May 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloureds	Indians	Whites	African	Coloureds	Indians	Whites	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	3	0	0	5	0	0	0	2	0	0	10
Professionally qualified and experienced specialists and mid-management	6	4	0	4	6	3	0	1	0	0	24
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	79	50	0	69	23	11	0	10	1	1	244
Semi-skilled and discretionary decision making	452	112	0	20	48	17	1	10	1	0	661
Unskilled and defined decision making	8	6	0	0	17	3	0	0	0	0	34
TOTAL PERMANENT	548	172	0	98	94	34	1	23	2	1	973
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	548	172	0	98	94	34	1	23	2	1	973



Table 37: Employment Equity Baseline Statistics - Beeshoek Employees 28 February 2019 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	1	2	0	0	2	2	4	3	2	75	50	60	25
Middle Management	8	6	4	3	0	0	3	1	0	0	15	10	25	22	10	88	40	60	25
Junior Management	73	24	40	11	0	0	54	10	0	0	167	45	212	158	45	75	21	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.8		1.5	
Core and Critical Skills	397	78	112	16	0	0	55	7	0	0	564	101	665	610	101	92		60	



Table 38: Employment Equity Plan for Beeshoek Employees 2019-2020 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	1	0	0	1	2	0	0	3	4	7	6	4	86	57	60	25
Middle Management	8	8	5	4	0	0	3	2	0	0	16	14	30	27	14	90	47	60	25
Junior Management	80	29	43	15	0	0	56	14	0	0	179	58	237	181	58	76	24	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.3		1.5	
Core and Critical Skills	370	82	114	30	0	0	53	16	0	0	537	128	665	612	128	92		60	



Table 39: Employment Equity Plan for Beeshoek Employees 2020-2021 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	1	0	0	1	2	0	0	3	4	7	6	4	86	57	60	25
Middle Management	7	7	5	4	0	0	4	3	0	0	16	14	30	26	14	87	47	60	25
Junior Management	79	30	43	15	0	0	56	14	0	0	178	59	237	181	59	76	25	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.3		1.5	
Core and Critical Skills	370	82	114	30	0	0	53	16	0	0	537	128	665	612	128	92		60	



Table 40: Employment Equity Plan for Beeshoek Employees 2021-2022 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	1	0	0	1	2	0	0	3	4	7	6	4	86	57	60	25
Middle Management	6	6	6	5	0	0	4	3	0	0	16	14	30	26	14	87	47	60	25
Junior Management	76	32	44	17	0	0	54	14	0	0	174	63	237	183	63	77	27	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.3		1.5	
Core and Critical Skills	370	82	114	30	0	0	53	16	0	0	537	128	665	612	128	92		60	



Table 41: Employment Equity Plan for Beeshoek Employees 2022-2023 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	1	0	0	1	2	0	0	3	4	7	6	4	86	57	60	25
Middle Management	6	6	5	5	0	0	5	3	0	0	16	14	30	25	14	83	47	60	25
Junior Management	74	33	44	18	0	0	54	14	0	0	172	65	237	183	65	77	27	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.3		1.5	
Core and Critical Skills	370	82	114	30	0	0	53	16	0	0	537	128	665	612	128	92		60	



Table 42: Employment Equity Plan for Beeshoek Employees 2023-2024 – all employees

Occupational Level	African		Coloured		Indian		White		Foreign Nationals		Demographics		Total Employees	Total HDP's		HDP's %		MC III Targets	
	M	F	M	F	M	F	M	F	M	F	M	F		HDP's	F	HDP's %	F%	HDP's %	F%
Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	1	0	0	1	2	0	0	3	4	7	6	4	86	57	60	25
Middle Management	6	6	5	5	0	0	4	4	0	0	15	15	30	26	15	87	50	60	25
Junior Management	70	38	44	19	0	0	51	15	0	0	165	72	237	186	72	78	30	75	30
People with Disabilities	8	5	7	7	0	0	1	0	0	0	16	12	28	28	12	3.3		1.5	
Core and Critical Skills	370	82	114	30	0	0	53	16	0	0	537	128	665	612	128	92		60	



3. LOCAL ECONOMIC DEVELOPMENT (LED) PROGRAMMES

3.1 Socio-economic background and key economic activities in the region surrounding Beeshoek Iron Ore Mine

The statistical information captured within Table 43 to Table 48 has been sourced from Stats SA Census 2011 unless otherwise indicated. These tables provide the statistical data and brief analysis on the social and economic indicators for the geographical regions surrounding the mine.

3.1.1 Baseline Information

Table 43: Socio-Economic Profile of Surrounding Region – Population

Socio Economic Indicators	Northern Cape	ZF Mgcawu District Municipality	Tsantsabane Local Municipality
Black African	48.68%	24.03%	47.53%
Coloured	43.16%	66.63%	43.48%
Indian/ Asian	0.51%	0.34%	0.50%
White	7.64%	9.01%	8.49%
Brief Analysis:	Indians/Asians together with Whites proves to be the inferior races in the whole population and in all geographic levels whereas Black Africans are dominant in the Northern Cape and TLM followed by Coloured in all geographic levels and forms a large population in the ZF Mgcawu with a percentage of 66.63%.		



Table 44: Socio-Economic Profile of Surrounding Region – Housing

Socio Economic Indicators	Northern Cape	ZF Mgcawu District Municipality	Tsansabane Local Municipality
Formal	85.75%	77.81%	83.29%
Traditional	2.23%	3.24%	0.18%
Informal	12.02%	18.93%	16.54%
Flush toilets with sewage system	83.10%	87.55%	89.49%
Pit latrines (without ventilation)	11.82%	5.40%	0.14%
No access to toilet facilities	5.08%	7.05%	10.36%
Piped water in dwelling	73.63%	22.75%	3.62%
Piped water in yard	71.73%	24.84%	3.43%
Water further than 200meters	92.38%	5.88%	1.73%
Waste removed by local municipality at least once a week	71.55%	84.19%	76.35%
Own refuse dump	23.65%	12.09%	20.28%
No rubbish dump	4.80%	3.72%	3.37%
Electricity used for cooking	85.31%	85.20%	87.06%
Electricity for heat	79.80%	84.99%	86.18%
Gas for cooking	6.82%	8.65%	9.57%
Gas for heat	2.41%	1.98%	5.97%
Paraffin for cooking	1.80%	0.55%	1.10%
Paraffin for heat	4.27%	0.77%	2.37%
Wood for cooking	6.07%	5.60%	2.27%
Wood for heat	13.52%	12.27%	5.48%
Brief Analysis:	<p>Majority of individuals resides in formal settlements; they have access to flush toilets with sewage systems, which makes the housing profile and the toilet facility appear more formalised in all geographical levels. In the Northern Cape region majority have access to water in comparison to the District and Local Municipalities shown by the very low percentage, more especially in the TLM with an average of 2.9% in water access</p> <p>Waste is mostly removed by local municipality in all geographic level and this proves to be the popular refuse removal method in comparison to other methods. The main source of energy for both cooking and heating is Electricity in all Geographic Levels.</p>		



Table 45: Socio-Economic Profile of Surrounding Region – Individual Monthly Income

Socio Economic Indicators	Northern Cape	ZF Mgcawu District Municipality	Tsansabane Local Municipality
No Income	50.48%	44.58%	52.88%
R1- R1600	29.31%	36.12%	24.18%
R1601- R6400	12.63%	13.40%	17.13%
R6401- R51200	7.16%	5.57%	5.68%
R51201 or more	0.41%	0.33%	0.12%
Brief Analysis:	Approximately 44% of the population in all municipalities has no income and an average total of 30% of the population earns from R1-R1600 per month which means they earn R19200 and less per annum		

Table 46: Socio-Economic Profile of Surrounding Region – Employment Status

Socio Economic Indicators	Northern Cape	ZF Mgcawu District Municipality	Tsansabane Local Municipality
Employed	38.44%	47.32%	45.33%
Unemployed	14.51%	11.25%	15.99%
Discouraged workers	5.42%	3.15%	1.77%
Other not economically Active	41.63%	38.27%	36.92%
Brief Analysis:	Of the working age population less than 50% were employed at the time the community survey 2016 was conducted and in the Northern cape it shows that 41.63% of the population was not economically active and in overall, an average of 39% was not economically active.		

Table 47: Socio-Economic Profile of Surrounding Region – Highest Level of Education

Socio Economic Indicators	Northern Cape	ZF Mgcawu District Municipality	Tsansabane Local Municipality
No or limited primary	27.23%	24.61%	24.59%
Completed Primary	13.12%	13.20%	10.61%
Completed some Secondary	20.12%	22.11%	20.35%
Completed Secondary	35.10%	36.81%	41.73%
Higher Education	4.24%	3.09%	2.33%
Brief Analysis:	The level of education within the municipalities proves to be very poor and this is supported by the low numbers in terms education in all geographic levels. Less than 40% of the population managed to complete their secondary education however out of that 40% only a total average of 3% managed to get higher education.		



Table 48: Socio-Economic Profile of Surrounding Region – Demographic Profile by Age

	Northern Cape							
	Black African		Coloured		Indian/Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
0-14 (Children)	30.12%	30.09%	27.42%	26.24%	18.87%	38.37%	19.10%	18.57%
15-34 (Youth)	37.99%	35.93%	38.31%	36.45%	52.24%	32.49%	29.21%	25.53%
35-64 (Adults)	24.74%	24.12%	27.33%	27.42%	23.58%	15.49%	32.00%	30.28%
65+ (Elderly)	7.14%	9.86%	6.93%	9.89%	5.30%	13.65%	19.69%	25.61%
Brief Analysis:	The dominant proportion of the population is the youth (Aged 15-34) across all population groups.							

3.2 Key Economic Indicators for the Northern Cape

The Northern Cape has by far the smallest population and economy of any of the provinces. Its real economy has been dominated by iron ore and ferro alloys, with the mines linked to the coast by significant investments in rail transport. As a result, its economy has been closely linked to the price of iron ore, with rapid growth during the commodity boom and a significant slowdown since then. The province has seen significant out-migration over the past 20 years.

The Northern Cape accounted for only 2% of South Africa's population in 2014/2015, and contributed a similar share of the Gross Domestic Product (GDP). In 2014 the real economy (represented by agriculture, mining, manufacturing and construction) made up 34% of the Northern Cape's output. The largest real-economy sector was mining, at 22% of the provincial economy, followed by agriculture at 7%, manufacturing at 3%, and construction at 2%. The Northern Cape contributed 6% of national mining, 0,5% of national manufacturing and 7% of national agriculture, but just 1% of construction.

The TLM is rich in minerals, mining, agriculture, manufacturing and farming sectors. It has reinvented itself over the years as one of the leading investment hot spots in the Northern Cape. It is the largest contributor to the district economy, contributing R 5.6 billion during 2016. The mining sector accounts for 45.8% of the local economy while Community services sector contributes 17.6%



3.3 Socio-economic impact of Beeshoek Iron Ore Mine Mining

Housing & Infrastructure Backlogs

- Due to the influx of people into Postmasburg, housing remains an issue leading to an increase in informal settlement and to pressure in the existing infrastructure.
- Proper Maintenance of Existing Infrastructure;
- Economic and Social Development under Risk of Infrastructure Deterioration;
- Adherence to Statutory Plans such as the Spatial Development Framework (SDF)
- Verification process as per the Department of Housing's Standards.
- Need seems to be higher than the actual approved allocations

Education: Challenges relating to schools include:

- There is an urgent need for additional School Facilities in Newtown (Postmasburg) and Skeyfontein.
- Lack of Setswana and English medium Schools.
- Lack of private schools focusing on specialized traits i.e. Technical or Agricultural
- Lack of proper water and sanitation services at schools
- Not enough classrooms and teachers in ratio to the amount of learners

Health: Challenges that were highlighted are:

- HIV/AIDS increase & TB increase
- High rate of teenage pregnancies
- Lack of sufficient and qualified staff – limited skills amongst current nurses and nursing sisters
- Lack of sufficient facilities to render a proper health service to all communities
- Lack of necessary health equipment and medication at clinics



Crime: Safety & crime challenges are:

- Lack of sufficient police vehicles
- Lack of accommodation for police officials
- Increase in crime, i.e. family abuse and robberies, related to alcohol and drug abuse.
- Fire / Disaster Management Centre, not functional, but Lohattha and Assmang currently provide that service in a 30km radius if and when necessary.

3.4 Beeshoek Iron Ore Mine's participation

3.4.1 Participation in LED and Integrated Development Plan (IDP) processes

Beeshoek has engaged the local community, the TLM and other stakeholders on an ongoing basis as shown in Table 49 below.

Table 49 : Engagement with LED and IDP Process

Date	Agenda	Present
05 April 2018	SLP Projects	Mr H.Mathobela – Municipal Manager Mr Julius Theys – Community Director Mrs A. Lourence - SED Superintendent
08 August 2018	IDP review process	All key stakeholders
23 November 2018	Pre –engagement SLP 3	Mr Mack Jacobs - Acting Municipal Manager Mrs S. Mogale - Superintendent Transformation Mrs A. Lourence - Superintendent SED Mr. Mack Jacobs - SED Officer
24 January 2019	LED Forum	All Key stakeholders
11 June 2019	Tsantsabane Municipal Council Meeting	Executive Mayor and the council

3.5 Beeshoek Iron Ore Mine Local Economic Development Projects

3.5.1 Introduction

The objective of Beeshoek Iron Ore Mine Mining is to assist with the development of a vibrant local economy with extensive participation by local residents in the area of operation. The focus of the mine's LED programme is to strengthen the local economy and assist with projects that will uplift the community as a whole with local, sustainable initiatives.



3.5.2 LED Projects

Table 50 : Summary of Infrastructure Development and LED Projects to be undertaken by Assmang Beeshoek Iron Ore Mine (FY 2019/2020 – 2023/2024)

Project	Type	Project phase	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total
Community development Sub total			7 700 000,00	8 550 000,00	7 700 000,00	4 900 000,00	3 700 000,00	32 550 000,00
1 Education improvement programme (teacher development, SGB, infrastructure learner support)	SLP	Concept phase	5 500 000,00	2 550 000,00	2 700 000,00	2 400 000,00	2 700 000,00	15 850 000,00
2 Establish a disabled center	SLP	Concept	1 500 000,00	1 500 000,00	0,00	0,00	0,00	3 000 000,00
3 Upgrade of Boichoko sports field	SLP	Concept phase	0,00	0,00	3 500 000,00	0,00		3 500 000,00
4 Upgrade of Postdene sportsground	SLP	Concept phase	0,00	0,00	0,00	2 500 000,00	1 000 000,00	3 500 000,00
5 Improving facilities of local libraries	SLP	Concept phase	700 000,00	500 000,00	0,00	0,00	0,00	1 200 000,00
6 Improving water infrastructure of Postmasburg hospital phase 2	SLP	Concept	0,00	2 000 000,00	0,00	0,00	0,00	2 000 000,00
7 Tsantsabane Education and Communication initiative	SLP	Concept phase	0,00	2 000 000,00	1 500 000,00	0,00	0,00	3 500 000,00
Enterprise development Sub Total			3 300 000,00	3 400 000,00	3 500 000,00	3 600 000,00	3 700 000,00	17 500 000,00
8 Support to local entrepreneurs	SLP	Concept phase	3 300 000,00	3 400 000,00	3 500 000,00	3 600 000,00	3,700,000	17 500 000,00
Infrastructure Total			19 700 000,00	18 000 000,00	15 000 000,00	9 000 000,00	0,00	61 700 000,00
Roads			3 700 000,00	6 000 000,00	5 000 000,00	4 000 000,00	0,00	18 700 000,00
9 Improvement of storm water drainage in Postmasburg (including End street)	SLP	Concept phase	0,00	3 000 000,00	2 000 000,00	2 000 000,00	0,00	700 000,00
10 Upgrade of internal main roads	SLP	Concept phase	3 700 000,00	3 000 000,00	3 000 000,00	2 000 000,00	0,00	11 700 000,00
Electricity			4 000 000,00	4 000 000,00	1 500 000,00	0,00	0,00	9 500 000,00
11 Upgrading of electricity infrastructure	SLP	Concept phase	4 000 000,00	4 000 000,00	1 500 000,00	0,00	0,00	9 500 000,00
Water			11 000 000,00	6 000 000,00	6 500 000,00	5 000 000,00	0,00	28 500 000,00
12 Installation of Pre-paid water meters	SLP	Concept Phase	6 000 000,00	0,00	0,00	0,00	0,00	6 000 000,00
13 Improvement of Postdene water supply	SLP	Concept Phase	0,00	3 000 000,00	4 000 000,00	4 000 000,00	0,00	11 000 000,00
14 Construction of 11 ml reservoir in Mountain view	SLP	Concept Phase	5 000 000,00	0,00	0,00	0,00	0,00	5 000 000,00
15 Replace Asbestos pipes in Postmasburg/ CBD	SLP	Concept phase	0,00	3 000 000,00	2 500 000,00	1 000 000,00	0,00	6 500 000,00
Waste			1 000 000,00	2 000 000,00	2 000 000,00	0,00	0,00	5 000 000,00
16 Integrated Waste management programme: Community Education and awareness, waste equipment greening of community areas	SLP	Concept phase	1 000 000,00	2 000 000,00	2 000 000,00	0,00	0,00	5,000,000
Grand Total			30 700 000,00	29 950 000,00	26 200 000,00	17 500 000,00	7 400 000,00	111 750 000,00



Table 51: Project 1 – Education Improvement Programme

PROJECT NAME	Education Improvement programme					FOCUS AREA	Education and skills					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
							2019	2020	2021	2022	2023	
	X	ZF Magawu	Tsantsabane	Department of Education		Postmasburg	3,800,000	2,550,000	2,700,000	2,400,000	2,700,000	14,150,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X	X	X									
PROJECT BACKGROUND						DEVELOPMENT GOAL						
Schools in Tsantsabane experiences challenges in 3 main areas which is overarching in 3 areas namely learner empowerment, teacher development and capacity of teachers as well as school infrastructure. It is against this background that Beeshoek mine will embark on an education improvement programme that aims to adress the challenges in the education system holistically.						An improved education system in Tsantsabane						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
							2019	2020	2021	2022	2023	
Capacity building	Lifeskills training		Number of learners enrolled lifeskills programmes			Q1	X	X	X	X	X	
Learner development	Learning interventions		number of learners benefiting from learning interventions			Q2	X	X	X	X	X	
Improved academic performance of schools	Career guidance		Number of learners provided with career guidance			Q3	X	X	X	X	X	
Infrastructure support	Infrastructure development		Number of sites improved			Q4	X	X	X	X	X	
Teacher development	Skills development		Number of teachers supported through interventions									
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	10	10	10	40							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	This is a multi year project											



Table 52: Project 2 – Establish a disabled centre

PROJECT NAME	Establish a disabled centre					FOCUS AREA	Education and skills development					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek mine	ZF Mcgawu	Tsantsabane Municipality	Department of Social development	APD	Postmasburg	1,500,000	1,500,000	0	0	0	3,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND	The current centre for disabled people is operating at the Newtown community hall, which poses challenges to the learners as they need to vacate the hall when there are activities. There is a need within the Community for a centre that will serve and develop children, youth and adults with disabilities holistically.					DEVELOPMENT GOAL	Inclusive development for disabled population in Tsantsabane.					
PROJECT OUTPUT	KEYPERFORMANCE AREA	KEY PERFORMANCE INDICATOR			SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Functional centre servicing disabled people	Infrastructure improvement	Improved infrastructure for people with disabilities				Q1	X					
						Q2	X					
						Q3	X					
						Q4	X					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	5	5			10							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Centre will be handed over to the Department of Social Development											

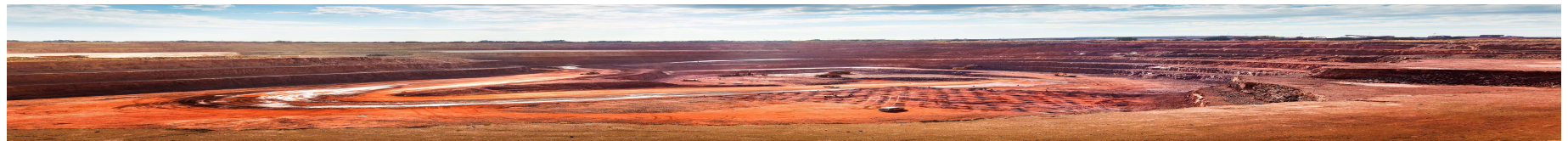


Table 53: Project 3 - Upgrade of Boichoko Sportsground

PROJECT NAME	Upgrade of Boichoko Sportsground					FOCUS AREA	Sports and recreation					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
							2019	2020	2021	2022	2023	
		ZF Mkgawu	Tsantsabane municipality	DSAC		Boichoko			3,500,000	0		3,500,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
The lack of recreation facilities within the Tsantsabane results in substance abuse and community violence and various other social ills. Recreation offers numerous benefits to the community that will contribute to the overall wellness of the community. It is against this background that the project aims to establish a community facility that will provide the community of Boichoko facilities to engage in recreational activities. The construction of this facility will also provide short term employment and skills development to the local community. This will be social infrastructure that can be used by the local schools and local sports clubs.						Boichoko community have access to recreational facilities						
PROJECT OUTPUT	KEYPERFORMANCE AREA	KEY PERFORMANCE INDICATOR	SLP TARGET		PROJECT DELIVERY TIMEFRAMES							
					2019	2020	2021	2022	2023			
Sp#orts facility in the community	Job creation	Number of jobs created	20	Q1				X				
	Youth development	Community infrastructure established		Q2				X				
	Community# wellness			Q3				X				
				Q4								
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		10	10		20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Tsantsabane Municipality											



Table 544: Project 4 - Establish Postdene Sportsground

PROJECT NAME	Establish Postdene Sportsground					FOCUS AREA						
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Beeshoek mine	ZF Mcgawu	Tsantsabane municipality	DSAC		Postdene				2,500,000	1,000,000	3,500,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
	The lack of recreation facilities within the Tsantsabane results in substance abuse and community violence and various other social ills. Recreation offers numerous benefits to the community that will contribute to the overall wellness of the community. It is against this background that the project aims to establish a community facility that will provide the community of Postdene the opportunity to engage in recreational activity. The construction of this facility will also provide short term employment and skills development to the local community. this will be social infrastructure that can be used by the local schools and local sports clubs.					Postdene community have access to recreational facilities						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Community sports facility	Community wellness		Number of jobs created			Q1				X		
	Job creation		Community infrastructure established			Q2				X		
						Q3			X			
						Q4			X			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		10	10		20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Municipality											



Table 555: Project 5 - Equipping and resourcing the local libraries

PROJECT NAME	Equipping and resourcing the local libraries					FOCUS AREA	Sports arts and culture					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
							2019	2020	2021	2022	2023	
		ZF Mcgawu	Tsantsabane	DSAC		Postmasburg	700,000	500,000				1,200,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
Access to information is important and therefore facilities needs to be developed that will allow the community to be connected and to gain access to platforms that will ensure connectivity to technology. It is against this background the project will aim to develop the local libraries to serve as a hub of information to the community of Tsantsabane. The aim is also to establish a toy library that will promote learning in children through play. Access to internet facilities is important to provide access to information.						Functional libraries servicing the community of Tsantsabane						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANACE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
							2019	2020	2021	2022	2023	
Fully functional E-learning centre	Knowledge management		Number of jobs created				Q1					
	Capacity building		Number of community member benefitting from the e - learning centre				Q2	X				
	Early childhood development		Number of children benefitting from the toy library.				Q3	X				
							Q4					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM												
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be handed over to the municipality											

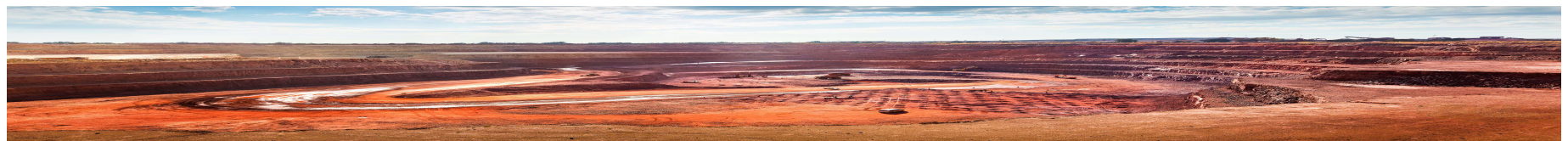


Table 56: Project 6 Improving internal water network of Postmasburg Hospital

PROJECT NAME	Improving internal water network of Postmasburg Hospital					FOCUS AREA	Improving internal water network of Postmasburg Hospital					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
			TLM	DOH			2019	2020	2021	2022	2023	
			TLM	DOH		Postmasburg		2,000,000				2,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X	X	X									
PROJECT BACKGROUND						DEVELOPMENT GOAL						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
							2019	2020	2021	2022	2023	
Improving water network	Job creation		Number of people employed on the project		20	Q1		X				
	Infrastructure development		Improved sites /sustainable water supply			Q2		X				
						Q3		X				
						Q4		X				
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM			10	10	20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be a handed over to the Department of Health											



Table 57: Project 7 - Tsantsabane Education and Communication initiative

PROJECT NAME	Tsantsabane Education and Communication initiative					FOCUS AREA	Community development					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek mine	ZF Magawu	Tsantsabane			Postmasburg		2 000 000	1 500 000			3 500 000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
X												
PROJECT BACKGROUND						PROJECT OUTPUT						
Tsantsabane is a relatively small community. Media platforms for communications are limited to 2 newspapers. The need for a platform where community can be educated, informed and communicated through has been expressed by the community. This initiative will provide access to information and seek to empower the community through media on a daily basis. This will also assist to improve community cohesion. It also presents an opportunity for local jobs to be created.						Acquiring the necessary licence and permits to operate the media platform Identification of infrastructure to operate a medial platform. Training of volunteers to operate the media platform						
PROJECT OUTPUT	KEY PERFORMANCE INDICATORS		KEY PERFORMANACE INDICATOR			SLP TARGET	PROJECT DELIVERY TIMEFRAMES					
A platform that will educate and inform the community of Tsantsabane	access to information		number of jobs created			3	2019	2020	2021	2022	2023	
	Job creation		number of community members benefitting from the station			Q1		x	x			
	capacity building		number of local businesses benefitting from media platforms			Q2		x	x			
			number of community members trained to operate the platform			Q3		x	x			
						Q4		x	x			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		3	3		6							
MEDIUM TERM												
LONG TERM	1	1			2							
COMPLETION AND EXIT STRATEGY	Project will be handed over to the board.											

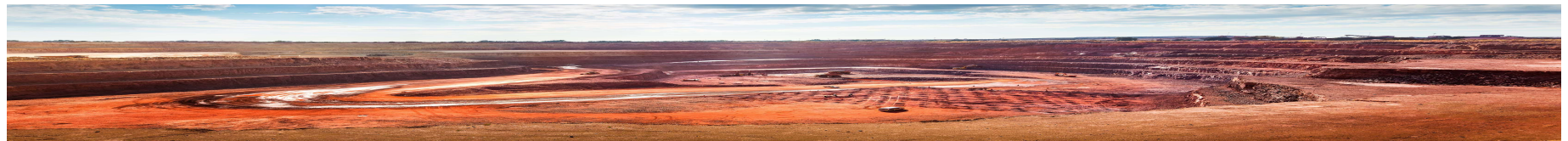


Table 58: Project 8 - Support income generating initiatives within the community

PROJECT NAME	Support income generating initiatives within the community					FOCUS AREA	Enterprise development					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek mine	ZF Mcgawu	TLM	DTI economic affairs		Postmasburg	3,300,000	3,400,000	3,500,000	3,600,000	3,700,000	17,500,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
PROJECT BACKGROUND	The aim of the project is to alleviate poverty through the support of income generation and job creation projects. This project is aimed at creating sustainable livelihoods through supporting small enterprises that is not necessarily geared at enterprise development, but to sustain livelihoods					DEVELOPMENT GOAL						
						Sustainable SMME's operating and contributing to the local economy						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Sustainable businesses having access to markets	Job creation		Number of jobs created			Q1	X	X	X	X	X	
Capacity building	Capacity building		Number of improved livelihoods			Q2	X	X	X	X	X	
	Financial support					Q3	X	X	X	X	X	
						Q4	X	X	X	X	X	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	10			20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Support and Mentorship will be provided to the beneficiaries											

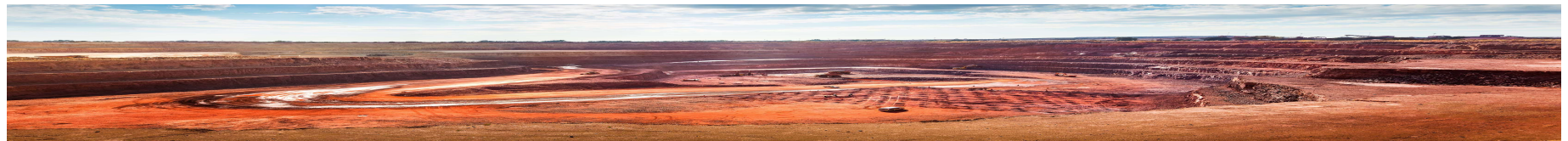


Table 59: Project 9 - Implementation of Storm water drainage in Postmasburg including End street

PROJECT NAME	Implementation of Storm water drainage in Postmasburg including End street					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek	ZF Mcgawu	TLM			Postmasburg		3,000,000	2,000,000	2,000,000		7 000 000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
The construction of End street was an SLP project in partnership with the municipality. Beeshoek mine delivered on its commitment, but due to disputes with local contractors the storm water drainage and ancillary works are still outstanding. In order to mitigate reputational risks, the purpose of the project will be to finalise the outstanding project deliverables, which is the storm drainage and ancillary works. The street experiences severe challenges with stormwater during rainy seasons. The project will also address other identified streets that have challenges with stormwater drainage.						An attractive town with functional infrastructure						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Improve road construction	Job creation		Number of jobs created		10	Q1			X			
	Road construction		Improved road construction			Q2		X	X			
	Capacity building		Number of jobs created			Q3		X				
			Number of economic opportunities created for local people			Q4						
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	10	10		30							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY												



Table 60: Project 10 - Upgrade of internal main roads

PROJECT NAME	Upgrade of internal main roads					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
			TLM			Postmasburg	2019	2020	2021	2022	2023	5,700,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
X												
PROJECT BACKGROUND	Poor road conditions are one of the challenges the community are facing. The aim of the project will be to improve road conditions of the main routes in town in order to promote road safety. The conditions of roads pose a risk for road accidents.					DEVELOPMENT GOAL						
						An attractive town with functional infrastructure						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANACE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
							2019	2020	2021	2022	2023	
Improved road condition	Job creation		Number of jobs created		20	Q1	X					
	Opportunities for local contractor		Number of local companies benefitting from opportunities			Q2	X					
	Infrastructure development		Quality of the road			Q3	X					
						Q4	X					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		10	10									
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY												



Table 61: Project 11 – Upgrading of electricity infrastructure

PROJECT NAME	Upgrade of electrical infrastructure					FOCUS AREA	Infrastructure development					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek mine	ZFM	TLM			Postmasburg	4,000,000	4,000,000	1,500,000			4,500,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND	The aim of the project is to improve the electric infrastructure of the Tsantsabane Municipality to reduce energy losses. The current infrastructure is delapidated resulting in energy losses. It also aims to install new electrical infrastructure in identified areas in the community to improve the overall safety in the community. This can also contribute to revenue enhancement of the Municipality.					DEVELOPMENT GOAL	An attractive town with functional electrical infrastructure					
PROJECT OUTPUT	KEYPERFORMANCE AREA	KEY PERFORMANCE INDICATOR			SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Improved electricity infrastructure	Electricity supply	Improved revenue and reduction of electricity bill.			10	Q1	X	X	X			
	Revenue enhancement	Number of jobs created				Q2	X	X	X			
Installation of electric lights at main entrances	Job creation	Number of areas improved				Q3	X	X	X			
						Q4	X	X	X			
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	0	10		20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Municipality											

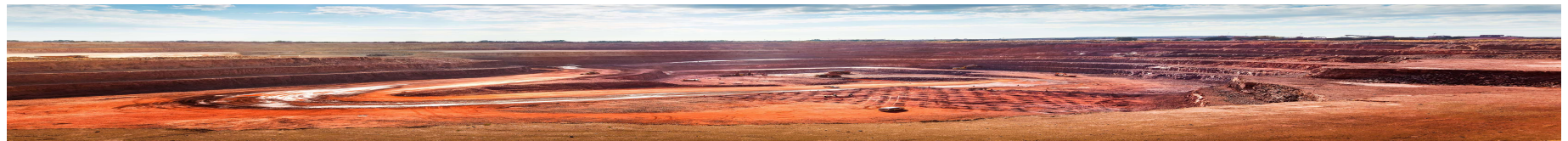


Table 622: Project 12 - Installation of Pre-paid water meters

PROJECT NAME	Installation of Pre-paid water meters					FOCUS AREA	Infrastructure development					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
			TLM				2019	2020	2021	2022	2023	
							6,000,000					6,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
The aim of the project is to install additional prepaid water meters to enable the Tsantsabane municipality to create revenue that will ultimately allow them to pay their service providers. This will ultimately contribute to the improvement of service delivery.						An attractive town with functional infrastructure						
PROJECT OUTPUT	KEYPERFORMANCE AREA	KEY PERFORMANCE INDICATOR	SLP TARGET		PROJECT DELIVERY TIMEFRAMES							
					2019	2020	2021	2022	2023			
Improved revenue collection	Revenue enhancement for the municipality	Revenue enhancement	20	Q1	X							
Sustainable service delivery	Job creation	Number of jobs created		Q2	X							
	Capacity building			Q3	X							
				Q4	X							
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	10			20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY												



Table 63: Project 13 - Improvement of Postdene water supply

PROJECT NAME	Improvement of Postdene water supply					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
	2019	2020	2021	2022	2023							
	Assmang Beeshoek mine	ZFM	TLM			Postdene		3,000,000	4,000,000	4,000,000	0	11,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
					Water Masterplan							
PROJECT BACKGROUND						DEVELOPMENT GOAL						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET	PROJECT DELIVERY TIMEFRAMES						
						2019	2020	2021	2022	2023		
Improved infrastructure	Water supply		Improved water supply			Q1	X	X	X			
	Capacity building					Q2	X	X	X			
	Job creation					Q3	X	X	X			
						Q4						
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	10	10			20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY												

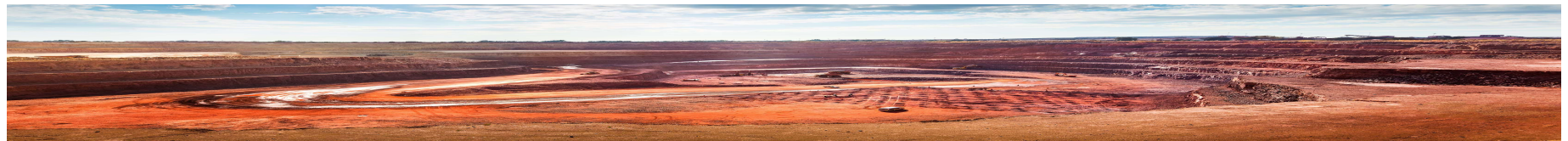


Table 64: Project 14 - Collaboration on construction of Newtown Reservoir

PROJECT NAME	Collaboration on construction of Newtown Reservoir					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
		ZFM	TLM			Postmasburg	2019	2020	2021	2022	2023	5,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
PROJECT BACKGROUND	The aim of the project is to contribute to the construction of the Newtown Reservoir in collaboration with the municipality There is a shortfall of R 5 million rand on the project and therefore the purpose of the collaboration with Tsantsabane Local Municipality. The project will establish bulk water infrastructure for the intended mix typology housing project. The Municipality is the implementing agent and Beeshoek mine will resume the role of funder. The project will be jointly monitored by the Municipality and Beeshoek mine.					DEVELOPMENT GOAL An attractive town with functional infrastructure						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANACE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
Improved water infrastructure	Water supply		Improved water supply			Q1						
	Capacity building					Q2	X					
	Job creation				20	Q3	X					
						Q4	X					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		10	10		20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be the asset of the Municipality											

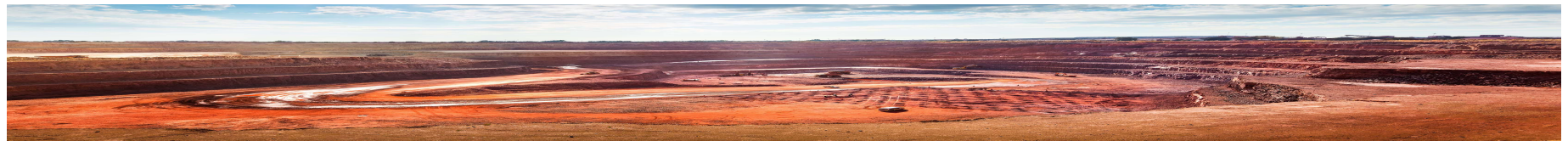


Table 65: Project 15- Replacement of Asbestos pipes in Postmasburg town

PROJECT NAME	Replacement of Asbestos pipes in Postmasburg town					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
			TLM				2019	2020	2021	2022	2023	
						Postmasburg		3,000,000	2,500,000	1,000,000		6 500 000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X				Water masterplan							
PROJECT BACKGROUND						DEVELOPMENT GOAL						
PROJECT OUTPUT	KEYPERFORMANCE AREA		KEY PERFORMANCE INDICATOR		SLP TARGET		PROJECT DELIVERY TIMEFRAMES					
							2019	2020	2021	2022	2023	
Improved water infrastructure	Water supply		Improved water supply			Q1		X	X	X		
	Capacity building					Q2		X	X	X		
	Job creation					Q3		X	X	X		
						Q4		X	X	X		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM		10	10		20							
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	The project will be handed over to Municipality											



Table 66: Project 16 – integrated Waste management Programme: Community Education and awareness, waste equipment, greening and cleaning

PROJECT NAME	Waste management: Community Education and awareness, waste equipment					FOCUS AREA	Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	GOVERNMENT DEPARTMENT	CIVIL SOCIETY	COMMUNITY	BUDGET TIMEFRAME					TOTAL BUDGET
			TLM	DENC			2019	2020	2021	2022	2023	
						Postmasburg	1,000,000	2,000,000	2,000,000			5,000,000
STRATEGIC ALIGNMENT	IDP	NDP	SDG	PGDS	OTHER							
	X											
PROJECT BACKGROUND						DEVELOPMENT GOAL						
Pollution is a serious concern within Postmasburg and hence the need for intervention. The aim of the project is to address the waste issue in Postmasburg through an integrated waste strategy that will focus on waste education, waste infrastructure and town cleaning and greening.						A clean and green town attractive to investors.						
PROJECT OUTPUT	KEYPERFORMANCE AREA	KEY PERFORMANCE INDICATOR	SLP TARGET		PROJECT DELIVERY TIMEFRAMES							
					2019	2020	2021	2022	2023			
Community members taking ownership for the waste management in town	Job creation	Reduction in waste	40	Q1	X	X	X					
Reduce, Reuse and recycle	Capacity building	Promotion of a green town.		Q2	X	X	X					
	Nature conservation			Q3	X	X	X					
				Q4	X	X	X					
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM												
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be a multiyear project											



3.6 Housing and living conditions of employees at Beeshoek Iron Ore Mine

The provisions of the Mining Charter, mining companies are called upon to implement measures to improve housing and living standards of its employees. Assmang Ltd through its Khumani Housing Development Company (Pty) aims to facilitate and assist with the process of homeownership for its Employees. Assmang considers the support of appropriate and sustainable employee home ownership as an integral part of its dedication to enrich the communities in which its operations are located.

Through the Khumani Housing Development Company, Assmang Beeshoek Iron Ore Mine has to date built 357 homes in the main residential areas of Postmasburg, namely Boichoko (51), Postdene (163) and Airfield (143).

The entire Housing Strategy is currently under review and likely to be amended before the implementation of this SLP. Details of the changes will be provided in the Annual SLP Reports.

During the initial stages of the Housing Scheme only home owners (KHDC and Private home owners) received a housing subsidy.

Employees who bought a house through the KHDC Scheme receive a subsidy equivalent to the table below, based on their respective grading:

Table 67 below sets out the total value over 10 years of the home ownership subsidy provided to each grade level at Beeshoek Mine.

Table 67: Monthly Home ownership Subsidy for 10 Years at Beeshoek Mine

Band	Monthly subsidy for ten years
A-B3	R2680.00
B4-B5	R2650.00
C1-C2	R2610.00
C3-C5	R2560.00
D1-D2	R2520.00
D3-D4	R2395.00
E	R2275.00



Table 68 below illustrates the cost of housing subsidy at Beeshoek over a twelve-month period from July 2017 to June 2018

Table 68: Annual Housing Subsidy Costs at Beeshoek Iron Ore Mine for the period July 2017 – June 2018

Month	Number of employees	Amount
Jul-17	71	R 346,706.00
Aug-17	71	R 334,257.00
Sep-17	73	R 337,203.00
Oct-17	76	R 356,206.00
Nov-17	77	R 353,341.00
Dec-17	78	R 356,206.00
Jan-18	80	R 414,017.00
Feb-18	85	R 427,821.00
Mar-18	84	R 436,156.00
Apr-18	85	R 447,026.00
May-18	82	R 430,706.00
Jun-18	79	R 417,157.00
Total		R 4,656,802.00

Employee who privately own houses and have applied for a Housing subsidy, receives a subsidy of R175 000.00 over 10 years. This amount is paid as a monthly subsidy of R1458.33.

However due to the close proximity of the Assmang Northern Cape Mines to a vast number of communities established on tribal land, the need for a more flexible housing solution became evident. The implementation of a Tribal land subsidy was introduced to the housing policy. Those qualifying employees will receive R120 000.00 over a 10-year period which is equal to a monthly subsidy of R1000.00

Assmang Northern Cape and Organised Labour has signed a Memorandum of Understanding for housing towards seeking a sustainable and collective solution. The parties have agreed on the establishment of a working committee to address the current housing challenge. The parties agreed to an interim arrangement where all employees who do not participate in the current KHDC housing scheme, qualifies for R1000.00 pre-tax subsidy.



Assmang Northern Cape has also established an Assmang Northern Cape Housing Forum driven by its CEO Andre Joubert along with various Stakeholders to address all strategic housing challenges and needs. A subsidiary working committee, iKhaya Housing Committee, was established in order to address the current housing complaints through research and interventions on all its Northern Cape Mines (Beeshoek, Khumani, and Black Rock).

The main aim of the establishment of NC Housing Forum is to ensure ongoing engagements between the employer and its various stakeholders on housing issues pertaining to the current Housing model and Policy.

In a further effort to address all housing issues the Assmang NC Mines have approved the appointment of an independent Ombudsman to address all housing maintenance complaints.

Furthermore, the Mine has strategically reserved and developed approximately 125 empty stands in Postdene (60) and Airfield (65). This initiative is aimed at ensuring that the company has more flexibility in addressing any future housing needs for its employees over the next 5 years.

Through this strategy, employees are also eligible to buy stands and build their own homes through the KHDC process.

The company's housing strategy over the next 5 years are illustrated in the table below.

Table 699: Housing Strategy for Beeshoek Mine 2019 -2024

	TOTAL KHDC HOUSES	KHDC EMPTY STANDS	OWNER	RENTALS
2019	357	125	200	80
2020	357	125	200	80
2021	357	125	200	80
2022	357	125	200	80
2023	357	125	200	80



3.7 Nutrition amongst employees at Beeshoek Iron Ore Mine

The mine requires that all staff are properly fed to maintain a fit workforce. It is, therefore, important that the workforce is properly fed to ensure improved health and well-being as well as the ability to perform better for a longer period. To support this, Beeshoek supplies all employees with the Back-to-Basic nutritional supplement. This supplement support both the Nutritional value of our employees and assists in the fatigue management programme. The Supplement range is divided into Energy drinks, Mageu range, Milkshake range and Soup range that is supplied during the winter months.

As from July 2019, a Dietician will be on site at Beeshoek Mine to assist with malnutrition, High BMI and Low BMI monitoring and assistance. From July 2019, the nutritional range will be expanded to include a protein loaded Nutritional Bar that will be issued to our employees together with the supplement.

3.8 Procurement Progression Plan at Beeshoek Iron Ore Mine

3.8.1 Introduction

Beeshoek Mine fully recognises the role that Preferential Procurement, through the BBBEE plays on the creating of a broader base for economic empowerment in South Africa. The mine is therefore committed to using the available vehicles to contribute towards the Local Economic Development objective, with the bias to our surrounding areas.

The mine is committed in contributing assisting the procurement from and the development of local SMMEs and BO/BWO/YO companies, mainly from in the Northern Cape Province. There are three distinct areas of intervention:

- a) Local economic development through local procurement in the Northern Cape Province;
- b) Active engagement to developmental interventions support of emerging SMME entrepreneurs, and creation of possible opportunities in the provincial and national mining supply sector; and
- c) Continue to embrace BBBEE codes at a national level.



In so doing, the company seeks to underline its subscription to the political imperative of South Africa becoming a more inclusive society, particularly in terms of the benefits from the mainstream market economy.

3.8.2 The supply of goods and services to Beeshoek Mine

Procurement at Beeshoek Mine will fall into these categories:

- a) Capital expenditure
 - i. New projects; and
 - ii. Ongoing projects.
- b) Working cost expenditure
 - i. Goods (mining equipment and consumables); and
 - ii. Services.

Of these categories, the bulk of both capital expenditure and working cost expenditure items will be purchased centrally through the Beeshoek Mine Supply Chain.

3.8.3 Local Procurement

Beeshoek Mine is in the process to reconfigure its policies on SMMEs developmental approach, with the bias of creation of value-add environment for local suppliers in order to create a balance of its expenditures where feasible. Integral to this strategy is the proactiveness of the mine to engage with SMMEs at both the local, municipality and district level to be part of the process which endeavours to fully capacitate them in running their businesses effectively and efficiently.

3.8.3.1 Objectives and Action Plans

Objectives

The overall objective here is to promote and enhance the constructive participation of BO/BWO/YO SMMEs in the mine's value chain possible opportunities, be they secondary or tertiary.



Specific objectives for Beeshoek Mine will be to:

- a) Draft specific BEE plans and opportunities at departmental level;
- b) Secure awareness of and buy-in to the set targets and strategies by all heads of departments and other procurement-related decision-makers;
- c) Establish long-term, mutually beneficial relationships with local SMMEs and vendors that can contribute to the mine's procurement wellbeing.
- d) Ensure that the e-procurement systems used by the mine provide easy access to tenders and do not inadvertently discriminate against the BEE or SMME vendors;

Action Plans

The following **action steps** will enable Beeshoek Mine to achieve the above objectives and targets:

- a) A change to the way in which the high-volume/low-value contracts are being done. To target local BEE vendors in this environment thus giving them an opportunity to be sustainable over a longer period due to the commitment of a contract;
- b) Identification of contracts that will be only for local vendors;
- c) Standardize procurement processes in all areas of Beeshoek Mine and its operations;
- d) The maintenance of a vendor data base that clearly identifies local vendors, commodities and services and their capacity;
- e) Play a role in conjunction with the Beeshoek Mine Enterprise & Supplier Development, in relation to its SMMEs developmental processes.

3.8.4 Preferential procurement policy

Criteria

Suppliers to Beeshoek Mine that represent BEE interests will be given preference on a scale that reflects the extent of BEE equity which may vary from >25% to 100%. Other factors such as gender participation are also taken into account.

Preferential opportunities for discretionary procurement in both capital and operating expenditure will be afforded to BEE -owned or BEE -empowered companies.



This preference will be ranked in terms of:

- a) BEE -owned companies > 50,0%;
- b) BEE -empowered companies > 25,0%;
- c) BEE -influenced companies 5,0-25,0 %; and
- d) Companies without BEE participation.

In all instances gender-influenced companies will be ranked a notch higher than their BEE ranking would be if they were not gender-influenced.

This ranking will, however, be subject to the condition that all transactions are based on sound commercial processes and conform to all of Beeshoek Mine general procurement policies. The following purchasing criteria will be applied to bids:

- a) Where there are equal bids from different vendors, the contract will be awarded to the BEE vendor in preference to a non- BEE vendor;
- b) In the event that no BEE organisations tender for the work, those suppliers tendering are to be encouraged to form partnerships with BEE companies where possible; and
- c) Non- BEE vendors could be considered if they are compliant with the BEE Codes of Good Practice and achieved acceptable scores.

Guiding principles

The allocation of preferential status to BEE suppliers presupposes that these are competent and competitive suppliers. All procurement processes will be transparent and subject to audit in accordance with sound business principles and practices. In addition, the current Beeshoek Mine general procurement policy and procedures will apply. All potential vendors will compete through the same process and on equal platforms.

The opportunities that will be provided by Beeshoek Mine will therefore be subject to the following guiding principles:

- a) Added value to strategic commodity initiatives;
- b) Maintenance of ethical values;
- c) Maintenance of quality, health and safety standards.



Table 70: Preferential Procurement Targets at Beeshoek Iron Ore Mine in Compliance with Mining Charter III

Compliance Target	Measure	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Procure 70% locally manufactured mining goods with a 60% local content	21% of total mining goods procurement budget must be spent on South African manufactured goods produced by Historically Disadvantaged Persons owned and controlled company	3%	6%	11%	15%	21%
	5% of total mining goods procurement budget must be spent on South African manufactured goods produced by women owned and controlled company or youth owned and controlled company	1%	1%	3%	4%	5%
	44% of total mining goods procurement budget must be spent on South African manufactured goods produced by BEE compliant company	6%	13%	22%	31%	44%
	% of total spend on Mining Goods	10%	20%	35%	50%	70%
80% Services	50% of the total services budget must be spent on services supplied by Historically Disadvantaged Persons	44%	50%	50%	50%	50%
	15% of total services budget must be spent on services supplied by women owned and controlled companies	13%	15%	15%	15%	15%
	5% of total services budget must be spent on services supplied by the youth owned and controlled company	4%	5%	5%	5%	5%
	10% of total services budget must be spent on services supplied by a BEE compliant company	9%	10%	10%	10%	10%
	% of total spend on Services	70%	80%	80%	80%	80%
70% Research & Development	A minimum of 70% of total research & development budget to be spend on South African based research and development entities	70%	70%	70%	70%	70%
100% Sample Analysis	Utilise South Africa base facilities or companies for the analysis of 100% of all mineral samples across the mining value chain	100%	100%	100%	100%	100%



3.8.5 Beeshoek Mine Enterprise and Supplier Development

SLPs are our commitments to the DMR and more importantly to the communities around our operations.

Implementation Plan Enterprise and Supplier Development

- **Local SMMEs gap analysis**

SMMEs/Supplier Open Days

In order to provide opportunities to our local companies to participate competitively in the mining value chain. Local SMMEs various platforms, proactive engagements with the view to ascertain their value propositions, compliance levels, sharing information about the operation, how to become a potential vendor, upcoming procurement opportunities, safety, financial support, etc.

Additional value propositions solicitation would be conducted through Annual Open Days, when the need arises

Local SMMEs Enterprise and Supplier Development: Diagnostic Assessments

The Beeshoek Enterprise and Supplier Development process is closely linked to the prescripts of the Mining Charter, and forms an integral part of the SMMEs stakeholders' engagement.

- **The Local SMMEs Process**

The Beeshoek Enterprise and Supplier Development process, seeks to undertake the following approach in order to mitigate the potential risks factors while at the same time canvassing for the:

- **Enterprise development**

Identification of potential local potential enterprise development beneficiary/s and any developmental gaps

- i. Undertaking of local supplier diagnostic assessments and analysis in order to:
- ii. Fairly identify potential Enterprise Development beneficiaries



- iii. Identify potential ready local SMMEs for supplier status
 - * ESD internal liaise with Supply Chain for possible integration of local SMMEs into the Vendor list
 - * Supply Chain to further liaise with End-Users for possible new entrants into the Vendor list and their value propositions Enterprise and Supplier Development
 - * End-Users to set up developmental perimeters in collaboration with, Supply Chain and ESD
 - iv. Address all identified shortfalls through various appropriate value add interventions to the deserving SMME/s
 - * Provide full support for capacity building & skills development interventions
 - * Emphasis should be on Youth owned and Woman owned companies
 - v. Provide some support in the form of grants solely for business development infrastructure
 - vi. Facilitation of collaboration among local SMMEs where possible
- **Supplier development**
Identification of potential local potential enterprise development beneficiary/s and any developmental gaps
 - i. Undertaking of local supplier diagnostic assessments and analysis in order to:
 - ii. Fairly identify potential Supplier Development beneficiaries
 - iii. Address all identified shortfalls through various appropriate value add interventions to the deserving SMME/s
 - * Provide full support for capacity building & skills development interventions
 - * Emphasis should be on Youth-owned and Woman-owned companies
 - iv. Provide some support in the form of grants solely for business development infrastructure
 - v. Facilitation of collaboration among local SMMEs where possible



Supplier Development Programme

Supplier development programme is one of the initiatives that Beeshoek Iron Ore Mine engages upon in order to develop local SMMEs in a formal and structured approach. The programme is strictly geared for SMMEs that are already providing a service to the organisation.

- i. The deserving SMME/s from the local mining host community shall be enrolled in the SD Programme for the duration of FIVE YEARS, both in respect of
 - * Supplier Development Agreement, with stringent milestones and
 - * Commercial Service Level Agreement

Table 71: Supplier Development Targets at Beeshoek Mine

Targets	Actual 2018	2019	2020	2021	2022	2023	2024	2024 SLP Target	5 Year Target
Local supplier gap analysis	30	0	0	0	0	0	0	30	30
New contract with local HDP (Commercial and Supplier Development)	3	3	3	3	3	3	3	3	3
TOTAL: SUPPLIER DEVELOPMENT	33	3	3	3	3	3	3	33	33

Note: The reflected target of 3 for the Commercial and Supplier Development Agreement is for the duration of the SLP. These targets will endeavour to entail Youth-owned and Woman-owned companies. It does not reflect that in each year there will be a new intake of 3 SMMEs.



4. MANAGEMENT OF DOWNSCALING AND RETRENCHMENT PROGRAMMES

4.1 Processes pertaining to management of downscaling and retrenchment

4.1.1 Preamble

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Beeshoek Mine management and recognised trade union representatives can meet on a monthly basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the workplace that may have the potential to lead to large-scale retrenchment in the future. In line with the requirements of Regulations 46 (d) (ii) and (iii), Beeshoek Mine will develop turnaround or redeployment strategies to reduce job losses and to improve business sustainability. The two sections of this regulation have been combined, as Beeshoek Mine's strategies to deal with these issues often overlap and are contained within the same policies

4.1.2 Future Forum

The purpose Future Forum as contemplated in Regulation 46(d)(i) to (iv) of the MPRDA regulations, state that contents of the Social and Labour Plan must include the establishment of the Future Forum and its purpose shall include the following:

- 1.1 To discuss how job losses can be minimized and assist, where possible, communities where Beeshoek mine operates to develop programs and projects as outlined in the Municipal IDP and committed in Beeshoek Social and Labour Plan which will assist in sustaining them both during and after mining operations; and
- 1.2 To discuss possible and researched means to extend the life of the mine in order to retain employment opportunities for current employees and the surrounding community members, and achieve the objectives of the Social and Labour Plan (SLP) as set out in the Mining Charter, the Scorecard and the Mineral and Petroleum Resources Development Act and its Regulations.



- 1.3 Act as the internal communication channel in respect of the broader SLP monitoring and progress report.
- 1.4 Maintain ongoing discussions between worker representatives (trade unions) and employers about the future of the mine;
- 1.5 The Forum will also discuss the progress of the company in the compliance of the following:
 - 1.5.1 DTI/BBBEE Scorecard and reporting
 - 1.5.2 Mining Charter Scorecard and reporting
 - 1.5.3 SLP reporting

The role of the Future Forum is to provide early warnings and information of potential circumstances that may trigger retrenchments and/or lead to organisational restructuring or growth strategies. The Future Forum must also proactively and transparently identify challenges and solutions, develop turnaround or redeployment strategies to implement agreed actions, such as portable skills training.

A further role is to optimise government assistance, i.e. DOL portable skills training assistance, and to ensure advice and assistance through, *inter alia*, the National Productivity Institute and the Social Plan and Productivity Advisory Council, which manages these services for the Department of Labour (DoL). Retrenchments will be dealt with in terms of Section 189 of the Labour Relations Act (LRA) as amended or in terms of the retrenchment agreement if and when in place and applicable.

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

4.2.1 Overview

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

Despite this, during the life of the mine, downscaling of operations may be inevitable as a result of severe interruptions in production, the completion of certain phases of the mining process, the reduction in profitability of the operation as a result of external market forces or changes to the company's business plan. Such events may necessitate a review of the manpower complement and a need to establish mechanisms to avoid, as far as possible, the loss of jobs.



In order to determine creative mechanisms to save jobs and avoid job losses Beeshoek is committed to a process of consultation with relevant stakeholders, including trade unions, worker representative committees, and/or affected employees.

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

4.2.2 Notification to Government Authorities

The Department of Labour and the Department of Minerals and Energy (specifically the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA will be notified of the need for downscaling and retrenchment processes as and when required during the life of the mine and some four to five years prior to the end of the life of the mine. The government authorities will be given notice of the time-frame for the closure process as well as the ongoing consultation and details within the Social Plan as discussed through Future Forum structures. Regular progress reports will subsequently be distributed to the necessary departments. The Board's directive will be complied with in order to meet the corrective measures as stipulated by the Board.

4.2.3 Strategic plans for providing employment security

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



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

- redeployment/transfers
- early retirement;
- retraining
- voluntary retrenchment;
- cessation of full-time employee recruitment;
- change in shift cycles;
- Sunday work;
- wage moderation; and.
- employee subcontracting.

4.2.4 Strategic plans for providing employment security

Beeshoek Mine will develop strategies to introduce measures that will enable mine management to introduce appropriate measures to prevent job loss in the event of circumstances threatening guaranteed employment.

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

4.3.1 Overview

The most direct and appropriate intervention is for Beeshoek Mine to assist employees facing retrenchment to secure alternative employment. Beeshoek Mine has, in co-operation with Assmang Pty Ltd and its other mining operations put a number of mechanisms in place to mitigate the impact of job losses in the event of downscaling or closure of the mine.

Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio to drop for a continuous period of 12 months. These processes will include:



- a) Consultations – the consultation process in terms of Section 52 (1) of the MPRDA;
- b) Implementing Section 189 of the Labour Relations Act;
- c) Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act;
- d) Complying with the Minister's directive and confirming how corrective measures will be taken;
- e) Internal transfers to other Assmang mines;
- f) Providing training for proxy earners; and
- g) Reskilling of workers for other jobs on the mine or for jobs outside the mining sector.

4.3.2 Strategic plans for providing alternative employment

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

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

- extended unpaid leave for employees during which time the company will maintain the employees' benefits and service;
 - job-sharing where two or more employees share the same job. This would generally work in tandem with the reduction of the number of hours each employee would work in any week;
 - reducing overall working hours and/or the number of shifts worked; and
 - multi-skilling of employees to allow them to assume other positions within the company and to make them more marketable.
- In addition, the continued focus on developing portable skills within the workforce throughout the life of mine in line with the Manpower Plan and the Skills Development programmes at the mine, will facilitate acquisition of a range of skills by employees, portable both within and external to the mining industry, which are of value when downscaling and if retrenchment cannot be avoided.

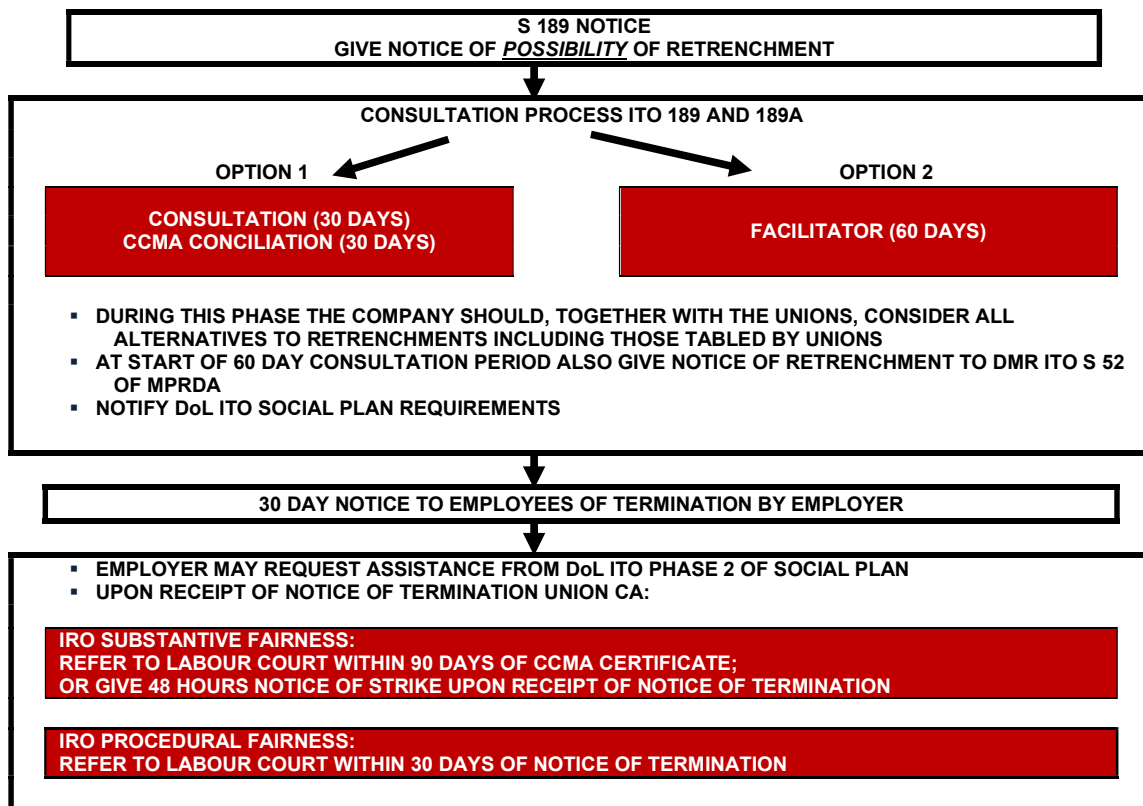


4.4 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

4.4.1 Overview

In compliance with Section 52 (1) of the Act, on identifying the need to scale down or cease mining operations which will result in the need for retrenchment of the workforce, a comprehensive consultation process with the relevant worker representative committee as well all affected employees will commence in accordance with the provisions of sections 189 and 189a of the LRA as amended – See Figure 7 below.

Figure 7: Flowchart: Statutory Requirements iro Large-scale Retrenchments



LRA: 50 OR MORE PEOPLE TO BE RETRENCHED BY A COMPANY EMPLOYING MORE THAN 500
MPRDA: SCALING DOWN OR CEASING OF MINING OPERATION WITH POSSIBLE EFFECT OF 10% OR MORE THAN 500 EMPLOYEES, WHICHEVER IS THE LESSER, TO BE RETRENCHED.



4.5 Strategic plans for providing alternative employment

The Human Resources Development Programme (as outlined in detail in section 2) will facilitate the workforce's access to accredited training and certified skills which can be utilised, within and outside the mining sector (as well as across mineral sectors) following employment at the mine.

It is Beeshoek's aim to assist employees to move out of the company with as little stress as possible to those affected. All employees who have been involved in a retrenchment exercise should feel that they have been kept informed openly and continuously, and that the company has been professional and responsible towards them through the exercise. Assistance, in line with the Department of Labour's Social Plan and largely facilitated through the Department's established structures, will be offered by way of:

- Personal counselling: on both a macro and micro level involving the needs of both individual employees and groups of employees. This will be extended to those directly affected and may also be given to those left behind;
- Redeployment: where feasible, internal redeployment procedures will be explained and guidance offered for making job applications to demonstrate the company's commitment to the people involved.
- Financial issues: employees affected by the retrenchment exercise will be advised on the terms of their retrenchment, pension/provident fund position and financial options, and will receive financial counselling through the company, with particular focus on the preservation of finance according to their family needs. Assistance will also be provided to the employee's claiming of UIF and other state assistance if required;
- Employees affected by the retrenchment exercise will be introduced to an outplacement and career transition consultancies as well as Job Advice Centres in the local community or the relevant labour source community;
- Financial provision will be made to assist interested employees affected by retrenchment in obtaining skills to enhance their marketability outside of the company;
- The mine will refocus a portion of its Human Resource Development financial undertakings towards up-skilling or retraining for self-employment and/or re-employment of employees who may either face the prospects of retrenchment or not able to be reabsorbed into the employment market;



- Those who remain behind: Creative intervention needs to be put in place by the company to deal with those who remain behind after a major retrenchment programme. Such programmes will deal with issues such as doing additional work, retraining, etc.;
- Assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- Assistance may be offered to employees affected by retrenchment via networking with other local companies to proactively seek suitable employment outside the company.

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

4.6.1 Overview

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

Detailed planning some four to five years prior to the scheduled mine closure will take place in conjunction with the affected stakeholders and the relevant government departments. The mine cannot provide the ultimate closure or post-closure plan for the operations in terms of the socio-economic impact. The very nature of rural and low-income communities, dependent on the operations for a substantial period of time necessitates flexible and appropriate closure planning utilising those community structures that exist at the time of closure. The socio-economic circumstances in the area at the time of closure are impossible to predict.

A socio-economic impact analysis (SEIA) will, therefore, be carried out by specialist consultants prior to commencing detailed closure planning and will incorporate interaction with community structures and the Future Forum. A review of original closure plans will also be carried at this stage to refresh knowledge of original motivations, commitments, guidelines and policies.



4.6.2 Communication with stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders, including local businesses (both reliant on and independent of the mine operation). Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate in the established Future Forums or a sub-committee thereof and facilitate discussions on priorities for local economic development within the closure planning framework to ensure community interventions are sustainable during closure periods.

4.6.3 Strategic plans for managing the social and economic impact

The approach to managing the social and economic impact of mine closure and/or retrenchments must, of necessity, be multi-focused. A variety of diverse strategies, as outlined below, are envisaged to assist Beeshoek in managing this as and when required:

4.6.4 Capacity building in local business

Beeshoek and its core contractor will assist local business and retrenched employees who wish to set up their own businesses, through informal, ad hoc mechanisms. Beeshoek's corporate social responsibility programme and its mentorship programme will operate in this regard under the following principles:

- through continued involvement, Beeshoek will offer support, guidance and assistance to local business during the life of the mine and interested employees at times of retrenchment;
- the mentorship role will have a clear purpose and well-defined objectives;
- the climate in which mentorship operates will be supportive and will endeavour to meet the needs of local business and interested retrenched employees;
- the relationship will endeavour to be sustainable;
- the mentorship programmes will attempt to grow and change with the changing needs and priorities of local business and interested retrenched employees;



- measures will be established to sustain the momentum generated at the establishment of the programme; and
- attempts to adopt a spirit of entrepreneurship among local business and interested employees will be fostered.

Beeshoek endeavours, through its involvement with local business and through its retrenchment programme, to provide a mentoring role as and when feasible. This mentoring role will be implemented through:

- an analysis of the needs of the relevant organisations/communities;
- consultation with relevant stakeholders; and
- implementation of programmes and support planned in conjunction with all the relevant stakeholders.

Development support will be ongoing and will focus around a variety of competencies according to needs and through a process of experiential and adult learning whereby existing knowledge, skills and social norms are incorporated and built on. The programmes will be monitored and improvements made where necessary and success stories celebrated.

4.6.5 Portable skills

Skills Portability will be a key strategy during the life of the mine. During downscaling exercises, Beeshoek and its core contractor will ensure that skills development for those employees facing retrenchment takes place - this will be in addition to skills development initiatives that take place during the life of the mine. Such skills development will not only focus on mine-related skills training but also provide the opportunity to transfer to other industries and promote employability. This will allow a process of building skills that are nationally recognised, building on existing employees skills, closing development gaps and enable employees to pursue a career path. In addition to this business related will take place where applicable.

Beeshoek and its core contractor will endeavour to ensure that mine-related training will, wherever practical, be linked to the NQF.



All training to be undertaken at the mine will be evaluated to ensure that it provides skills that are portable within –and, where possible, outside- the mining industry. Specific attention will be paid to non-mine-related training to ensure that these skills will also be provided through accredited trainers. The principles underlying portable skills training are:

- to ensure that employees' existing skills are recognised and, where feasible, further training qualifications are recognised nationally;
- to enable employees to manage their careers by identifying, with their manager, the skills gaps that exist and addressing these by enhancing or supplementing business-aligned training with complementary, portable skills;
- to improve customer satisfaction and then improve profitability by reducing costs and, where possible, increase profitability; and
- to enable employees to remain economically active following retrenchment or mine closure.

Beeshoek and its core contractor, by aligning its skills development programmes during the life of mine with the NQF and unit standards, will ensure that such skills development is recognised nationally and is, therefore, portable. In this way, and by the provision of skills that are non-mining specific, employees will be provided with the potential to remain economically active. The costs of portable skills development including skills development for community undertaken during the life of mine is shown in the table below:

Further, a fund will be made available as part of the Human Resource Development Programme budget to facilitate employees in redundant positions to obtain additional training in a variety of areas (such as SMME, farming or other marketable activities) to enable them to remain economically active in the community. As the exact needs of the individuals at the time of mine closure and/or retrenchment are hard to predict, it is difficult to plan for the exact programmes, content, timeframes and costing. As part of closure planning Beeshoek will do a needs' assessment to identify SMME opportunities in the area, to guide the company in what type of training should be provided. The exact financial spend in this regard when required will be recorded by Beeshoek and reported to the DMR in the annual SLP Reports.



5. FINANCIAL PROVISIONS FOR THE SOCIAL AND LABOUR PLAN

5.1 Overview of financial provisions

Table 72 presents a summary of the financial commitment by the mine to each element of the SLP as from 2019/2020.

Table 72: Five Year Financial Undertakings in respect of Beeshoek Iron Ore Mine's SLP FY 2019-2024

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total
Human Resource Development Programmes	22 731 450,00	25 603 850,00	27 124 100,00	28 123 550,00	29 176 950,00	132 759 900,00
Local Economic Development Programmes	30 700 000,00	29 950 000,00	26 200 000,00	17 500 000,00	7 400 000,00	111 750 000,00
Closure & Retrenchment Management Programmes	673 950,00	714 387,00	757 250,00	802 685,00	850 850,00	3 799 122,00
Total	54 105 400,00	56 268 237,00	54 081 350,00	46 426 235,00	37 427 800,00	248 309 022,00

5.2 Financial provision for human resource development programmes

While the exact breakdown of the financial provision for the Human Resource Development Programmes as outlined in Chapter 2 may change according to company needs and the evolving business plan during the life of the mine, approximately 5% of the total wage bill per annum will be committed for **ALL** Human Resource Development programmes at Beeshoek.



5.3 Financial provision for local economic development programmes

In order to meet the scope of the Local Economic Development Programme as outlined in Chapter 3, Beeshoek will commit a minimum of 1% of its annual after-tax profit. This financial provision will meet the costs of the mine's participation in and implementation of various projects identified through the process of consultation with the municipality and with the community as well as the housing and nutrition programmes and the procurement progression plan (Refer to Table 50 Chapter 3).

5.4 Financial provision for the management of downscaling and retrenchment programmes

The decision to retrench employees is subject to the prevailing economic circumstances of the mine at a particular point in time. Therefore, Beeshoek Mine does not plan for retrenchments ahead of time. However, in the event of such a decision having to be taken for operational or other economic-related reasons, provision for the management of retrenchments will be provided for as part of the operational budget. This would also cover costs for **consultation processes and forums that must**, of necessity, take place in the event of any retrenchment process.

All provisions in this regard will therefore be captured in the preceding implementation plans. With respect to downscaling in general and in accordance to the Life of Mine plan (Mine Works Programme), provision has been made for natural attrition, as per the table below, in accordance with (i) changes in production, and (ii) related workforce requirements.

The budget will consist of annual salaries of Future Forum Committee members, their travelling, accommodation and catering for those consultations.



6. STATEMENT OF UNDERTAKING – VERSION 01

6.1 Statement of Undertaking

I, Anna Maria Jacoba Burger the undersigned and duly authorised thereto
by Beeshoek Iron Ore Mine (Company) undertake to adhere to the
information, requirements, commitments and conditions as set out in this social and labour plan.

Signed at Beeshoek on this 14th day of June 2019

Signature of responsible person M Burger

Designation Snr. General Mine Manager

Contact details 053-311-6506

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature _____

Contact details _____



7. STATEMENT OF UNDERTAKING – VERSION 02

7.1 Statement of Undertaking



mineral resources

Department:
Mineral Resources
REPUBLIC OF SOUTH AFRICA

Private Bag X 6093, Kimberley, 8300, 41 Telkom Building, Schmidtsdrift
Tel: 053 807 1731 Fax: 053 832 5671, Email: Ndletenhle.Zindela@dmr.gov.za, Ref: NC30/5/1/2/2/223 MR
From: Mineral Regulation Enquiries: Ndletenhle Zindela

The General Manager

Assmang (Pty) Ltd (Beeshoek Mine)
Private Bag X 3002
Postmasburg
8423

Email: Sophie.Mogale@assmang.co.za
Annalise.Lourence@assmang.co.za

Sir/ Madam

APPLICATION FOR DEPUTY DIRECTOR GENERAL CONSENT IN TERMS OF SECTION 102 READ WITH REGULATION 44 OF THE MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT, 2002 (ACT 28 OF 2002) AS AMENDED (HEREINAFTER REFERRED TO AS "the Act"): TO AMEND SOCIAL AND LABOUR PLAN 2 BY SUBSTITUTING IT WITH SOCIAL AND LABOUR PLAN 3.

This serves to inform you that your application in terms of section 102 read with regulation 44 to amend the current Social and Labour Plan has been granted. The Regional office will contact you with regard to the date of execution of the relevant Deed of Amendment.

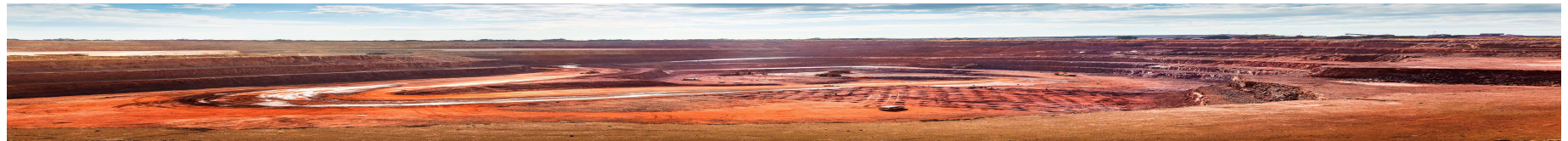
ADV, MMADIKELEDI SUZAN MALEBE
DEPUTY DIRECTOR GENERAL: MINERAL REGULATION
DEPARTMENT OF MINERAL RESOURCES
DATE: 25 March 2020

Application in terms of Section 102: Assmang (Pty) Ltd (Beeshoek Mine) 223MR



APPENDIX A - FORM T – June 2017 – July 2018

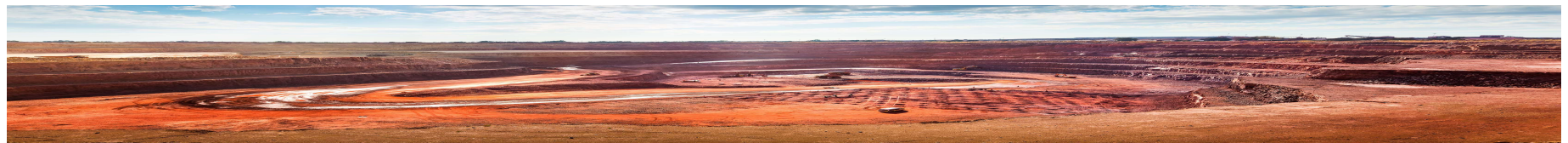
CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
EXPERT MINING SOLUTIONS SA (PT	0.89%	BO & BWO	QOTHO LABORATORY SOLUTIONS	0.00%	BO & BWO	QOTHO LABORATORY SOLUTIONS	0.00%	BO & BWO
DEZZO EQUIPMENT (PTY) LTD	1.06%	BO	GLOBAL WHEEL (PTY) LTD	0.00%	BO	AFRIPOWER T/A HYTEC	0.05%	BE
ABERDARE CABLES (PTY) LTD	0.07%	BO & BWO	BRELKO CONVEYOR PROD(PTY) LTD	0.02%	BO	BOLT AND ENGINEERING DISTRIBUT	0.01%	BO & BWO
LINCOLN LUBRICATION SA CC	0.00%	BWO	DEZZO EQUIPMENT (PTY) LTD	0.01%	BO	GLOBAL WHEEL (PTY) LTD	0.80%	BO
IMT KURUMAN AUTO (PTY) LTD	0.01%	BE	G4S INTEGRITY ASSESMENTS (PTY)	0.05%	BO & BWO	LOMAEN MEDICAL PTY LTD	0.03%	BE
TRY SOME AUTO ELECTRICAL & PLAN	2.40%	BE	G4S SECURE SOLUTIONS (PTY) LTD	0.06%	BO & BWO	FIRE SECURITY INTERNATIONAL	0.03%	BO
THEMBELIHLE EQUIPMENT (PTY) LT	0.24%	BO	J.J. LOFTY-EATON T/A PMG BRAND	0.19%	BE	EXPERT MINING SOLUTIONS SA (PT	0.19%	BO & BWO
JOEST KWATANI (PTY) LTD	1.64%	BE	LINCOLN LUBRICATION SA CC	0.44%	BWO	EXPERT MINING SOLUTIONS SA	0.21%	BO & BWO
SANDVIK MINING & CONSTRUCTION	0.96%	BE	MACCAUVLEI LEARNING ACADEMY (P	0.05%	BWO	BRELKO CONVEYOR PROD(PTY) LTD	1.63%	BO
IST HADCO (PTY) LTD	0.01%	BO	MULTOTEC MANUFACTURING (PTY) L	0.43%	BE	DEZZO EQUIPMENT (PTY) LTD	0.19%	BO
PONOCA CC	0.04%	BE	AFRICAN CONSULTING SURVEYORS (0.34%	BE	MELCO CONVEYOR EQUIPMENT (PTY)	0.55%	BE
INTROSTAT (PTY) LTD	0.27%	BE	IMT KURUMAN AUTO (PTY) LTD	0.00%	BE	GBeeshoekIA SPARES CC	0.00%	BO & BWO
WEBA SOUTH AFRICA (PTY) LTD	0.40%	BE	R & H RAILWAY CONSULT (PTY) LT	0.06%	BE	SISONKE HYDRAULICS & ENGINEERI	0.63%	BO & BWO
DAVID BROWN GEAR INDUSTRIES (P	0.05%	BE	SOUTHERN AMBITION 940CC T/A JP	-0.05%	BE	J.J. LOFTY-EATON T/A PMG BRAND	0.01%	BE
METSO MINING & CONSTRUCTION SA	9.85%	BE	FLSMIDTH SOUTH AFRICA (PTY) LT	0.00%	BE	EFFECTIVE LABORATORY SUPPLIES	0.05%	BO & BWO
BARLOWORLD EQUIPMENT A DIVISIO	3.04%	BO	LIFE HEALTHCARE GROUP (PTY) LT	0.01%	BE	CHEMSERVE (PTY) LTD	0.02%	BO
BARLOWORLD EQUIPMENT A DIV OF	7.78%	BO	SANDVIK MINING & DRILLING (ROC	-0.03%	BE	COBRA PETRO PROJECTS PTY LTD	0.00%	BWO
BARLOWORLD MOTOR RETAIL - JOHN	1.18%	BO	IST HADCO (PTY) LTD	0.00%	BO	LINCOLN LUBRICATION SA CC	0.58%	BWO
BARLOWORLD POWER A DIV OF BARL	0.32%	BO	PONOCA CC	0.00%	BE	IMPROCHEM(PROPRIETARY)LIMITED	0.70%	BO
PURPLEGLAZE 3CC TA E-CAT	0.60%	BO & BWO	GIJIMA AST HOLDINGS (PTY) LTD	0.10%	BO & BWO	VEGA CONTROLS SA (PTY) LTD	0.01%	BE
VAN DER LINDE MOTORS	1.92%	BO	CMI ENGINEERING SERVICES (PTY)	0.65%	BO	KURUMAN RADIATORS (PTY) LTD	0.04%	BO



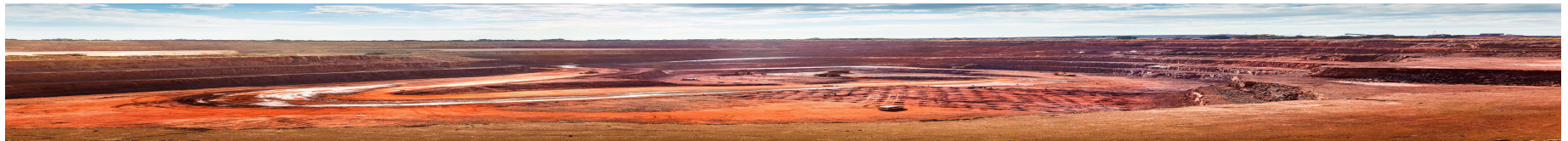
CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
KENRU FIRE PROTECTION (PTY) LT	0.01%	BE	MONEO PROFESSIONAL SERVICES (P	2.47%	BO	MULTOTEC MANUFACTURING (PTY) L	0.97%	BE
MINERAL INNOVATIVE TECHNOLOGIE	0.07%	BWO	DAVID BROWN GEAR INDUSTRIES (P	0.10%	BE	IMT KURUMAN AUTO (PTY) LTD	0.36%	BE
BVI CONSULTING ENGINEERS	0.06%	BO	METSO MINING & CONSTRUCTION SA	0.20%	BE	R & H RAILWAY CONSULT (PTY) LT	0.03%	BE
OTRACO SOUTHERN AFRICA (PTY) L	0.60%	BE	BARLOWORLD EQUIPMENT A DIVISIO	-0.37%	BO	RWW ENGINEERING (PTY) LTD	0.08%	BE
WALTONS STATIONARY (PTY) LTD	0.12%	BE	AVIS RENT A CAR	0.17%	BO	VOLTEX (Pty)LTD t/a VOLTEX KUR	0.66%	BE
DRA MINERAL PROJECTS (PTY) LTD	6.10%	BE	BARLOWORLD EQUIPMENT A DIV OF	0.05%	BO	SCHNEIDER ELECTRIC SA (PTY) LT	0.08%	BE
BRONCOH ENGINEERING (PTY) LTD	0.02%	BE	PURPLEGLAZE 3CC TA E-CAT	0.76%	BO & BWO	TRANS ORANJE DRUKKERS (PTY) Lt	0.34%	BO & BWO
THERMO RADIATORS PTY LTD	0.33%	BO & BWO	VAN DER LINDE MOTORS	0.01%	BO	METROHM SA (PTY) LTD	0.05%	BE
SASOL CHEMICALS (NITRO) A DIV	1.30%	BE	CC STEELWORKS & MINING SUPPLIE	0.22%	BO	MACSTEEL TRAD KIM A DIV OF M/S	0.17%	BE
INTERCONNECT SYSTEMS (PTY) LTD	0.34%	BE	KENRU FIRE PROTECTION (PTY) LT	0.16%	BE	MACSTEEL/VRN	0.70%	BE
FIRST TECHNOLOGY (PTY) LTD	0.23%	BO & BWO	BVI CONSULTING ENGINEERS	0.01%	BO	BACK TO BASICS PTY LTD T/A REA	0.46%	BE
DIRAMOGO SAND MINING CC	0.15%	BO	ADVANCED AERIAL (PTY) LTD	0.05%	BE	SOUTHERN AMBITION 940CC T/A JP	0.06%	BE
SEBETSA TRADING (PTY) LTD	0.02%	BO	OTRACO SOUTHERN AFRICA (PTY) L	0.99%	BE	FLSMIDTH SOUTH AFRICA (PTY) LT	3.99%	BE
BUHLEBETFU TRADING CC	0.26%	BO	COMPENSATION TECHNOLOGIES CONS	0.04%	BE	TRYSOME AUTO ELECTRICAL & PLAN	0.08%	BE
THE WORKFORCE GROUP (PTY) LTD	0.50%	BO & BWO	MANAGED INTEGRITY EVALUATION (0.04%	BE	MULTITECH AFRICA (PTY) LTD	0.02%	BO
IRITRON (PTY) LTD	1.17%	BE	PROCESS AUTOMATION (PTY) LTD	0.05%	BE	THEMBELIHLE EQUIPMENT (PTY) LT	3.56%	BO
RUFECO CONSTRUCTION CC	1.47%	BO	BOBCAT EQUIPMENT S.A. (PTY) LT	0.04%	BE	JOEST KWATANI (PTY) LTD	2.94%	BE
RUFECO ENGINEERING CC	1.17%	BO	SASOL CHEMICALS (NITRO) A DIV	1.81%	BE	ESCO SOUTH AFRICA WEARPARTS PT	0.57%	BE
BEARING MAN GROUP (PTY) LTD PM	0.00%	BE	CONTITECH SOUTH AFRICA (PTY) L	0.13%	BE	EQUIPMENT SPARE PARTS (PTY) LT	0.13%	BE
C - PAC PUMPS AND VALVES	0.15%	BO	INTERCONNECT SYSTEMS (PTY) LTD	0.03%	BE	HYFLO SA (PTY) LTD	0.05%	BE
PHAMBILI BASIE CONTRACTORS & P	0.00%	BO & BWO	SASCO METROLOGY SERVICES (PTY)	0.14%	BE	SANDVIK MINING & CONSTRUCTION	8.50%	BE
LOUISQUE 705 CC T/A NC MINING	0.01%	BO	MELLETS TRANSPORT BK	1.26%	BE	IST HADCO (PTY) LTD	0.09%	BO



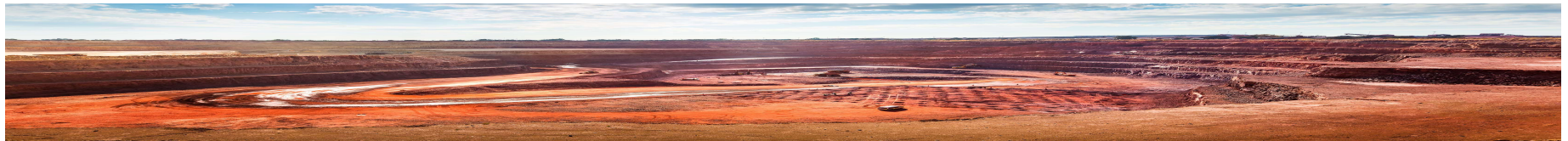
CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
NC MINING SUPPLIES	0.00%	BO	SWIFT HUMAN RESOURCES (PTY) LT	2.55%	BE	GIJIMA AST HOLDINGS (PTY) LTD	0.25%	BO & BWO
MVD KALAHARI	0.30%	BO	UMOYA-NILU CONSULTING-001773	0.09%	BO	SANITECH A DIV WACO AFRICA (PT	0.45%	BO
SA CRANES AND HOISTS (PTY) LTD	0.42%	BO	C&E ENGINEERING PTY LTD	0.01%	BO	INTROSTAT (PTY) LTD	0.14%	BE
ROSSBURG INDUSTRIAL ENTERPRISE	0.36%	BO & BWO	DIRAMOGO SAND MINING CC	0.77%	BO	WEBA SOUTH AFRICA (PTY) LTD	1.96%	BE
SUPER ARMATURE WINDING AFRICA	0.00%	BE	BUHLEBETFU TRADING CC	0.13%	BO	DAVID BROWN GEAR INDUSTRIES (P	1.30%	BE
KRS FIRE (PTY) LTD	0.47%	BE	PRISMA TRAINING SOLUTIONS (PTY	0.03%	BO & BWO	METSO MINING & CONSTRUCTION SA	8.26%	BE
AFRICAN OXYGEN LIMITED	0.10%	BO	THE WORKFORCE GROUP (PTY) LTD	0.00%	BO & BWO	BARLOWORLD EQUIPMENT A DIVISIO	19.84%	BO
TOTAL SA	0.05%	BO	IRITRON (PTY) LTD	0.05%	BE	BARLOWORLD EQUIPMENT A DIV OF	7.86%	BO
AGRICULTURE MINING DISTRIBUTOR	0.04%	BE	RUFCO CONSTRUCTION CC	0.48%	BO	BARLOWORLD POWER A DIV OF BARL	0.06%	BO
CON-SOLVE CIVILS	1.07%	BO	RUFCO ENGINEERING CC	1.15%	BO	LEACH TOYOTA (PTY) LTD	0.30%	BO
ELEKTRO VROOMEN	0.01%	BE	INTERACTIVE TUTOR PTY LTD T/A	0.17%	BE	PURPLEGLAZE 3CC TA E-CAT	0.02%	BO & BWO
BENMARC ENVIRONMENTAL (PTY) LT	0.51%	BE	BDM MANAGEMENT (PTY) LTD	0.37%	BE	AUTOMOTIVE NORTHERN CAPE T/A B	0.02%	BO
BOOYSEN BORE DRILLING COMPANY	17.65%	BO & BWO	MEDIA 24-VOLKSBLAD (E-BANDS)	0.02%	BO	VAN DER LINDE MOTORS	1.83%	BO
JEFFARES AND GREEN (PTY) LTD	0.02%	BO	MATCH CAST CC	0.02%	BE	CC STEELWORKS & MINING SUPPLIE	0.03%	BO
NC WHEEL AND TYRE	0.02%	BO	PHAMBILI BASIE CONTRACTORS & P	0.92%	BO & BWO	KENRU FIRE PROTECTION (PTY) LT	0.05%	BE
			LOUISQUE 705 CC T/A NC MINING	0.01%	BO	MINERAL INNOVATIVE TECHNOLOGIE	0.23%	BWO
			TRANSVAAL RUBBER COMPANY PTY L	0.01%	BO	DUPLEIX LIQUID METERS - DLM	1.15%	BE
			SA CRANES AND HOISTS (PTY) LTD	0.42%	BO	EATON ELECTRIC (SOUTH AFRICA)	0.07%	BE
			RAUBEX INFRA (PTY) LTD	0.31%	BE	RECORD ENGINEERING (PTY) LTD	0.16%	BO & BWO
			ROCKWELL AUTOMATION (PTY) LTD	0.01%	BE	BVI CONSULTING ENGINEERS	0.38%	BO
			ROSSBURG INDUSTRIAL ENTERPRISE	0.45%	BO & BWO	OTRACO SOUTHERN AFRICA (PTY) L	0.03%	BE
			DE BEERS	0.78%	BE	CS HYDRAULIC AND MINING SUPPLI	0.00%	BO & BWO



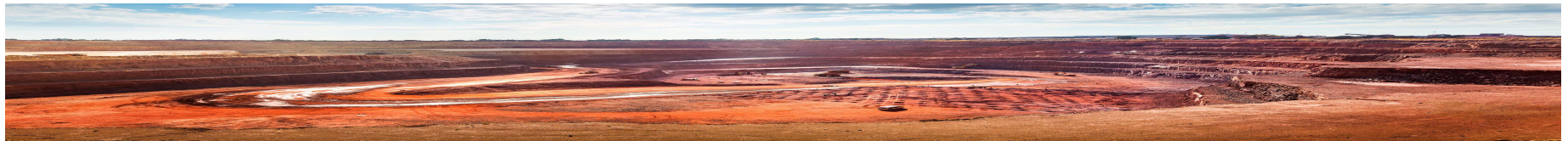
CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
			PRAGMA AFRICA (PTY) LTD	0.01%	BE	PROCESS AUTOMATION (PTY) LTD	0.17%	BE
			BIDVEST SERVICES (PTY) LTD	0.32%	BO	NC TECH SERVICES KATHU (PTY) L	0.01%	BO
			KRS FIRE (PTY) LTD	0.22%	BE	NC TECH SERVICES	0.01%	BO
			GARIEP MOTORS	0.02%	BE	DELBA ELECTRICAL CO 1980 (PTY)	0.20%	BE
			AFRICAN OXYGEN LIMITED	0.11%	BO	WALTONS STATIONARY (PTY) LTD	0.05%	BE
			AGRICULTURE MINING DISTRIBUTOR	0.05%	BE	PROPSHAFT MASTER (PTY) LTD	0.03%	BO
			ELEKTRO VROOMEN	0.01%	BE	BRONCOH ENGINEERING (PTY) LTD	0.24%	BE
			BENMARC ENVIRONMENTAL (PTY) LT	0.01%	BE	SET POINT INDUSTRIAL TECHNOLOG	0.15%	BE
			JO AND D TRADING CC	0.67%	BO	TRACTOR & GRADER SUPPLIES / T.	0.00%	BE
			LICENCE WISE TRAINING SPECIALI	0.01%	BO & BWO	THERMO RADIATORS PTY LTD	0.41%	BO & BWO
			BOOYSEN BORE DRILLING COMPANY	10.80%	BO & BWO	BOBCAT EQUIPMENT S.A. (PTY) LT	0.09%	BE
			TRANSGEN REC-INV TRANSGEN00435	0.20%	BO	SASOL CHEMICALS (NITRO) A DIV	18.82%	BE
			KPMG-2009052	0.06%	BE	CONTITECH SOUTH AFRICA (PTY) L	5.88%	BE
			NC WHEEL AND TYRE	0.02%	BO	INTERCONNECT SYSTEMS (PTY) LTD	0.30%	BE
			LENFIELD CONSTRUCTION	11.08%	BE	SASCO METROLOGY SERVICES (PTY)	0.08%	BE
			MORENA CORPORATE SERVICES (PTY	1.25%	BO & BWO	TENOVA MINING AND MINERALS SOU	0.23%	BE
						FIRST TECHNOLOGY (PTY) LTD	0.45%	BO & BWO
						NANDINA TRADING 551 T/A TRS	0.01%	BE
						ARB ELECTRICAL WHOLESALERS (PT	0.02%	BE
						ZEST ELECTRIC MOTORS (PTY) LTD	1.21%	BO & BWO
						LABCHEM PTY LTD	0.00%	BO
						BEARINGS INTERNATIONAL	0.78%	BE



CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
						POWERMITE AFRICA	0.14%	BE
						ELECTRO DIESEL GROUP (PTY) LTD	0.21%	BO
						WELKOM INDUSTRIAL CONTROLS (PT	0.00%	BE
						C&E ENGINEERING PTY LTD	0.26%	BO
						DIRAMOGO SAND MINING CC	1.15%	BO
						SANLANI OPUS CC	0.01%	BWO
						SEBETSA TRADING (PTY) LTD	0.18%	BO
						BUHLEBETFU TRADING CC	0.01%	BO
						NOREX ELECTRICAL MOTORS AND PU	0.16%	BO
						TRENTYRE (PTY) LTD (POSTMASBUR	3.69%	BE
						INCLEDON DPI A DIVISION OF DPI	0.00%	BE
						GEO POLLUTION TECHNOLOGIES	0.22%	BO
						IRITRON (PTY) LTD	0.14%	BE
						RUFECO CONSTRUCTION CC	0.60%	BO
						RUFECO ENGINEERING CC	1.90%	BO
						BEARING MAN GROUP (PTY) LTD PM	0.67%	BE
						C - PAC PUMPS AND VALVES	0.56%	BO
						MATCH CAST CC	0.23%	BE
						THUSANO ELECTRICAL CC	0.20%	BO
						PHAMBILI BASIE CONTRACTORS & P	0.00%	BO & BWO
						MAN-DIRK (PTY) LTD	0.14%	BE
						RE-EME MINING & INDUSTRIAL SUP	1.40%	BO



CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
						LOUISQUE 705 CC T/A NC MINING	0.06%	BO
						NC MINING SUPPLIES	0.24%	BO
						E-LEK ENGINEERING (PTY) LTD	0.02%	BO
						NCPS TRUST T/A NC PUMPS	0.61%	BO
						TRANVAAL RUBBER COMPANY PTY L	2.33%	BO
						SA CRANES AND HOISTS (PTY) LTD	0.31%	BO
						YINGISA LUBRICANT SUPPLIERS	0.39%	BO & BWO
						ELECTROTRON CC	0.02%	BO
						ROSSBURG INDUSTRIAL ENTERPRISE	0.12%	BO & BWO
						SUPER ARMATURE WINDING AFRICA	0.00%	BE
						ADLAM ENGINEERING PTY LTD	0.00%	BE
						KRS FIRE (PTY) LTD	0.59%	BE
						REMA TIP TOP S.A. (PTY) LTD	0.13%	BE
						GARIEP MOTORS	0.07%	BE
						AFRICAN OXYGEN LIMITED	0.38%	BO
						TOTAL SA	119.93%	BO
						AGRICULTURE MINING DISTRIBUTOR	0.05%	BE
						ELEKTRO VROOMEN	0.34%	BE
						BENMARC ENVIRONMENTAL (PTY) LT	0.29%	BE
						ELECTRI CITY MINING (PTY) LTD	0.02%	BO & BWO
						VIKELA ROAD (PTY) LTD	0.08%	BO
						NC WHEEL AND TYRE	3.06%	BO



CAPITAL GOODS			SERVICES			CONSUMABLES		
Supplier Name	% of total Capital Goods	NB Status	Supplier Name	% of total Services	NB Status	Supplier Name	% of total Consumables	NB Status
						PRIME INSTRUMENTATION CC	0.10%	BWO
						JICAMA 167 CC T/A AAS OPERATIO	0.06%	BO
						FLOSOLVE (PTY) LTD	0.06%	BE
						ENDRESS & HAUSER (PTY) LTD	0.01%	BE
						CONWAY JOHNSON	0.11%	BE
						TSHENOLO RESOURCES (PTY) LTD	0.00%	BO

