

Barberton Mines (Pty) LTD



A subsidiary of:



Social and Labour Plan

Sheba Mine

Mpumalanga Province

MP/189/MR

Prepared by

Barberton Mines (Pty) Limited

01 July 2019 – 30 June 2024

(3rd Submission)

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A. BACKGROUND

Submission of Social and Labour Plan for Sheba Mine, under the management of Barberton Mines (Pty) Limited.

Sheba Mine: MP/189/MR

The five year period as stipulated in the 2015-2019 Social and Labour Plan (SLP) of Barberton Mines expires in April 2019. For this reason it is important to revise the period in line with the strategic planning for Barberton Mines.

We draw your attention to regulation 25 of the Mineral and Petroleum Resources Development Act, Act 28 of 2002 (MPRDA) which reads:

“25. (1) In addition to the rights referred to in section 5, the Holder of a mining right has, subject to section 24, the exclusive right to apply for and be granted a renewal of the mining right in respect of the mineral and mining area in question.

(2) The holder of a mining right must-

- a) Lodge such right for registration at the Mining Titles Office within 30 days of the date on which the right –
 - i) Becomes effective in terms of section 23(5); or*
 - ii) Is renewed in terms of section 24(3).**
- b) Commence with mining operations within one year from the date on which the mining right becomes effective in terms of section 23(5) or such extended period as the Minister may authorise*
- c) Actively conduct mining in accordance with the mining work programme*
- d) Comply with the relevant provisions of this Act, any other relevant law and the terms and conditions of the mining right*
- e) Comply with the requirements of the approved environmental management programme*
- f) Comply with the requirements of the prescribed social and labour plan*
- g) Pay the State royalties, and*
- h) Submit the prescribed annual report, detailing the extent of the holder’s compliance with the provisions of section 2(d) and (f), the charter contemplated in section 100 and the social and labour plan.”*

This SLP is prepared in accordance with Regulations of the Mineral and Petroleum Resources Development Act 2002 and Mining Charter 2018, and is a prescribed plan for dealing with the

social and labour issues for the remaining life and or the next coming 5 contemplated years of every mining right (Sheba Mine, Fairview Mine and New Consort Mine) as detailed above.

This document sets out review to the SLP in respect of the shaft' mining licence MP/189/MR, covering Sheba Mine.

The starting point for this review, which serves as the first year for the next five year cycle from which the company intends to progress, is the calendar year beginning July 2019.

For further information in relation to this document please contact:

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Location of Barberton Mines' Operations

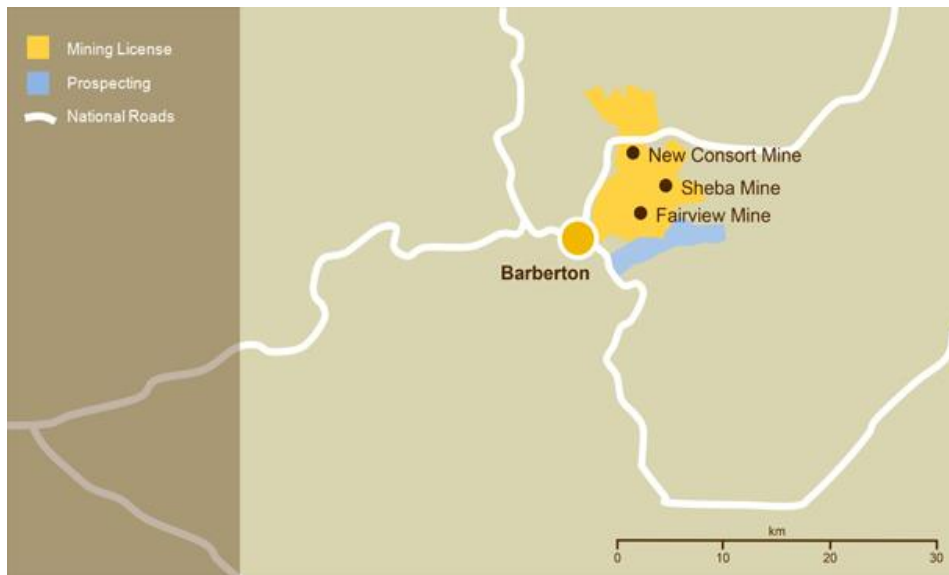


Figure 1: BML Operations (Pan African Resources: 2017)

Barberton Mines' operations are in the hub of Barberton Makhonjwa Mountainlands, in Mpumalanga Province, South Africa. Its proximity to the 3 Swazi borders and 1 Mozambique boarder attracts a number of both legal and illegal immigrants into the area, in seek of employment opportunities.

Section 1: Preamble

1.1 Objectives of the Social and Labour Plan

Guidelines for the Submission of a Social and Labour Plan (2010) stipulate these objectives of SLPs:

- a) Promote economic growth and mineral and petroleum resources development in the Republic (section 2(e) of the MPRDA),
- b) Promote employment and advance the social and economic welfare of all South Africans (Section 2(f) of the MPRDA),
- c) Ensure that holders of the mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter), and
- d) To utilise and expand the existing skills base for the empowerment of HDSA and to serve the community.

Barberton Mines' SLP is therefore aimed at extending the life of the mines, improving the skills of its employees, the transformation of its mines, as well as the normalisation of the company and the socio-economic development of communities around its mines, and from which Barberton Mines recruits its employees.

1.2 Significant information on the application

Name of the Holding Company	Pan African Resources
BBEEE Partners	<ul style="list-style-type: none">• Concrete Rose (Pty) LTD = 22.1%• Barberton Mines BEE Trust (ESOPS) = 5%
Name of the Mine	Barberton Mines (PTY) LTD
Name of Operations	Sheba Mine
Commodity	Gold and Silver
Physical Address (Head Office)	Off-Kaapmuiden Road Barberton

	1300 Ehlanzeni District Mpumalanga Province, South Africa.
Postal Address	P.O. Box 121 Barberton 1300
Telephone Number	+27 (0) 13 712 8500
Fax Number	+27 (0) 013 712 9060
Location of Sheba Mine	25 42 52.0 S 31 08 17.0 E

1.3 Life of the Sheba Mine

Name of Mine	Current status	Date first commissioned	Remaining life span (as at January 2019)
Sheba Mine	Operational	1885	17 years

1.4. Workforce Composition

Profile of Workforce	Total Workforce	Percentage
Total workforce (excluding Contractors)	561	
Male	513	91%
Female	48	9%

Black SA Females	48	9%
Black non-SA Females	0	0%
White Females	0	0%
Black SA Males	472	80%
Black non-SA Males	7	1%
White Males	38	10%
Designated Employees	0	0
Contractors	233	N/A

1.4.1 Total Workforce profile per discipline at Barberton Mines as at 01 January 2019

Discipline	Workforce total	Contractors
Mining	389	123
Engineering	89	110
Human Resources	14	0
Finance and Admin	0	0
Services	20	0
Metallurgy	49	0
Total	561	233
Grand Total	794	

1.4.2 Breakdown of employees per labour sending community as at 01 January 2019

Labour Sending Area (Province)	Labour Sending Area (Town)	Number of Employees from LSA	Total Number of Employees	% of Total Employees from labour- Sending Area
Mpumalanga	Barberton & Surrounding Areas	420		79%
	Matsulu	54		8%
	Shongwe (Nkomazi Municipality)	67		9%
	KaBokweni	2		1%
	Elukwatini	4		1%
	TOTAL	549		98%
Limpopo		7		1%
Eastern Cape		0		0.1%
KwaZulu Natal		1		0.25%
	TOTAL	8		1%
Swaziland		1		0.2%
Mozambique		5		0.7%
Zimbabwe		0		0.1%
	TOTAL	6		1%
	GRAND TOTALS	561		100%

Section 2: Human Resource Development (HRD)

2.1 Introduction

Barberton Mines supports an inclusive talent and human development model where career opportunities are primarily created from within the organisation and external recruitment is considered if a vacancy cannot be filled from our talent pipeline.

This section of the SLP deals comprehensively with Barberton Mines' five-year plan to achieve the optimal development of its human resource through education, training and development (ETD) interventions, as envisaged in the MPRDA and the Mining Charter.

(Mining Charter) Broad-Based Socio-Economic Empowerment Charter (2018: 21) stipulates the three strategic aims of HRD, which are to:

- a) Produce a skilled, trained and diverse workforce to meet the demands of a modern industry,
- b) Develop skills that enhance productivity of the workforce and improve the employment prospects of Historically Disadvantaged Persons, and
- c) Develop entrepreneurial skills that improve people's livelihoods, and create mining-led local and regional economic diversification.

Broad-Based Socio-Economic Empowerment Charter (2018: 21) further stipulates that regard, a mining right holder must invest a minimum 5% of leviable amount (excluding the statutory skills development levy) on essential skills development. The minimum 5% must be invested in the following manner:

1. Invest 5% of the leviable amount on essential skills development activities such as science, technology, engineering, mathematics skills, as well as artisans, internships, learnerships, apprentices, bursaries, literacy and numeracy skills for employees and non-employees (community members), graduate training programmes, research and development of solutions in exploration, mining processing, technology efficiency (energy and water use in mining) beneficiation as well as environmental conservation and rehabilitation.
2. The skilling and research investment referred to in paragraph 1 above must be apportioned in line with national and provincial demographics.

2.2 Compliance with Skills Development Legislation

Item	Information
Name of SETA	Mining Qualifications Authority
Registration number with the SETA	L160714939
Confirmation of having appointed a Skills Development Facilitator	Yes (see ANNEXURE A)
Proof of submission of workplace skills plan and date of submission	Submission date: <u>12 July 2018</u> (see ANNEXURE B)

2.3 Skills Development Plan

In line with Mining Charter (2018), the five year-plan for Human Resource Development programme is outlined in detailed as follows:

- Educational levels: Employees
- Educational levels: Contractors
- Training strategy and plans:
 1. Adult Basic Education and Training (ABET)
 2. Plan for the provision of portable skills for post mining employment
 3. High School Science, Technology and Mathematics Skills Development plan
 4. Artisan Development plan: Employees
 5. Artisan Development plan: Non-Employees (Community Members)
 6. Bursaries for Employees
 7. Bursaries for Non-employees
 8. Work Experience/Learnership plan
 9. Internship plan
 10. Career progressions plan
 11. Research and development

2.3.1 Educational Levels: Employees

EDUCATIONAL LEVELS AS AT 01 JANUARY 2019																		
			African		Coloured		Indian		White		Total				Age Categories			
Band	10 Point Scale-NQF Level	Education Classification system Interim	M	F	M	F	M	F	M	F	M	F	PWD	Non-SA	<35	35-55	>55	
General Education & Training (GET)	Below NQF 1	No Schooling	67								67	0		1	0	21	45	
		Pre- ABET																
		ABET 1	11			1					11	1					9	3
		ABET 2/Std 3,Grade 5	12								12	0					6	6
	ABET 3/Std 5,Grade 7	19								19	0					9	10	
1	ABET 4/Std 7,Grade 9	31	2							31	2				9	23	1	
Further Education & Training(FET)	2	Std 8/Grade 10, NATED 1/NCV Level 1	69	1						10	79	1			52	26	2	
	3	Std 9/Grade 11, NATED 1/NCV Level 2	35	1						2	37	1			18	17	3	
	4	Std 10/Grade 12, NATED 1/NCV Level 3	233	36		1				18	251	37			150	117	21	
Higher	5	National/Higher Certificate	2						5	7	0			1	5	1		

Education & Training (HET)	6	National Certificate/Diploma/Advanced Certificate	2	2							2	2			4			
	7	National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree																
	8	Bachelor Honors' Degree/Postgraduate Diploma/Bachelor's Degree (480 credits)																
	9	National Certificate/Master's Degree/Master's Diploma																
	10	Doctoral Degree & Post-Doctoral Degree																
Total			482	42	1	1			35		518	44		1	187	198	73	
Grand Total											561							

2.3.2 Training Strategy and Plans

2.3.2.1 Adult Basic Education and Training (ABET)

ABET Level	TARGET AND TIMELINES										
	2020		2021		2022		2023		2024		Total Budget
	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	
ABET 1	7	0	7	0	7	0	9	0	8	0	R111 500
ABET 2	5	0	5	0	5	0	6	0	5	0	R111 500
ABET 3	3	0	3	0	3	0	3	0	3	0	R111 500
ABET 4	2	0	3	0	3	0	2	0	1	0	R111 500
Total number	16		18		18		20		17		
Budget	R90 000		R86 600		R90 000		R93 000		R86 600		R446 200

2.3.2.2 ABET Implementation Plan

ABET Implementation Plan 2020-2024
Plan to provide employees with the opportunity to become functionally literate and numerate
<p>Objective:</p> <ul style="list-style-type: none"> To promote employment and advance the social and economic welfare of all South Africans To utilize and expand the existing skills base for empowerment of the Barberton Mine Employees To offer employees development

Beneficial change:

- **Employees:**

- ✓ Greater personal income
- ✓ Increased happiness and wellbeing
- ✓ Improved health
- ✓ Enhanced community cohesion

- **The mine:**

- ✓ Improved literacy levels of employees
- ✓ Advancement in career –skills development
- ✓ Strong partnership
- ✓ Improved productivity and performance

- **Organised labour:**

- ✓

- **Families:**

- ✓ Income
- ✓ Health
- ✓ Independence
- ✓ Motivation

Beneficiaries:

- Barberton Mines employees
- Communities around our Mines
- The Mine
- South Africa – country with literate citizens

Implementation plan:

- Mine HOD's to nominate candidates for full time attendance

2.3.2.3 Plan for provision of Entrepreneurial Skills

Barberton Mines are committed to provide entrepreneurial skills that are not mining industry specific and therefore applicable across many sectors, the Mine will therefor commit to the following:

Employees

The purpose of the employee Portable skills programme is to enable employment, job creation and small business development by:

- Equipping employees with skills to use post their employment at Barberton Mines to perform other non-mining jobs
- Enabling the employees post their employment at Barberton Mines to have the skills to start small businesses

Community

The purpose of the community Portable skills program is to reduce overreliance on Mine jobs and enable a reduction in the number of the unemployed community members by:

- Equipping community members with skills that would enable increase to either individual or collective income earning ability
- Possibility thereby providing access to Barberton Mines development opportunities to existing and new Small/emerging enterprises (Procurement and development Projects)
- To link them to feasible Social and Labour Plan or other projects in and around the mine where feasible

Medical Repatriation

- These employees are medically unfit to perform their normal duties for which they were appointed for by the company and / or any alternative occupation.
- Affected employees will be afforded the opportunity to choose any type of course (available at the time) to get them not to rely solely on their benefits, but to get them to start a small business which suits their needs or alternatively apply their newly acquired skill elsewhere.
- Training cost and affordability considerations will be subject to Company discretion.

Downscaling

- When the company needs to down scale portable skills training is provided to the down scaled employees as part of the down scaling agreement with the relevant parties.
- Cost is stipulated in the down scaling agreement and the courses are up to the discretion of the down scaled employee.
- There is a separate procedure that needs to be followed in the event that the company starts with down scaling. This procedure will then work hand in hand with the down scaling agreement that is determined. If in the case that there is no new down scaling agreement then the previous accepted one will be applied automatically.

Available Programmes

The following programmes are available for selection:

- Sewing
- Welding

Any other courses not listed above on request (subject to review and approval)

Entrepreneurship Development Plan

Barberton Mines Portable Skills Development Plan					
Portable skills course	2020	2021	2022	2023	2024
Sewing	3	3	3	3	3
Welding	3	3	3	3	3
Total Employees to be trained	6	6	6	6	6
Cost at R24 150-00 per employee					

2.3.2.4 High School Science, Technology & Mathematics Skills Development Plan

This program seeks to enhance Mathematics and Science learning environment & programs in the local/Barberton HDSA high schools. The program also seeks to introduce the CAT curriculum in the aforementioned HDSA local high schools.

High School Science, Technology & Mathematics Skills Development Plan								
Project Name	School Name	Objectives	2020	2021	2022	2023	2024	Total
Mathematics and Physical Science development program	-KaMhola Secondary School.	-Provision of extra mathematics classes for Grades 10 to 12 at no cost for registered learners, effective 2020. -Equip the three schools (excluding Emjindini School) with necessary equipment (no infrastructure) for Maths and Science by 2023.	R170 000	R183 000	R190 000	R200 000	R230 000	R973 000
	-Chief Funwako Secondary School							
	-Barberton Secondary School							
	-Emjindini Senior Secondary School							
TOTAL			R170 000	R183 000	R190 000	R200 000	R230 000	R973 000

2.3.2.5 Small Scale Mining in Barberton

In partnership with the University of Mpumalanga, this program seeks to explore mining and business opportunities for the locals through small scale mining.

Small Scale Mining Development Plan							
Project Name	Objectives	2020	2021	2022	2023	2024	Total
Small Scale Mining in Barberton	-To investigate possible opportunities for small scale mining in Barberton.	0	0	R200 000	250 000	R200 000	R650 000
TOTAL		0	0	R200 000	R250 000	R200 000	R650 000

2.3.2.6 Bursaries for Employees

Bursary Field	Target and timelines										Total Budget
	2020		2021		2022		2023		2024		
	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	
Commerce/Supply Chain Management											
Safety Management											
Accounting Science											
BA (Health Science and Social Services)											
National Certificate: Engineering Mechanical		1	1		1		1		1		R100 000
Bachelor of Administration – Degree	1		1		1		1		1		R100 000
Total number	2		2		2		2		2		
Budget	R40 000		R40 000		R40 000		R40 000		R40 000		R200 000

2.3.2.7 Bursaries for Non-Employees (Community Members)

Bursary Field	Target and timelines										Total Budget
	2020		2021		2022		2023		2024		
	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	
BENG/BSC Mining	1	0	1	0	1	0	0	1	1	0	R625 000
BENG/BSC Mechanical	1	0	0	0	0	0	0	1	1	0	R375 000
BENG/BSC Electrical	1	0	1	0	0	0	0	0	0	0	R250 000
Bachelor of Mineral Survey	0	1	1	0	1	0	0	0	0	0	R375 000
Bachelor of Medicine	1	0	1	0	1	0	0	0	0	0	R375 000
BCOM Accounting	0	1	1	0	1	0	1	0	0	0	R500 000
Total number	6		5		4		3		2		
Budget	R750 000		R625 000		R500 000		R375 000		R250 000		R2 500 000

Note:

- R125 000.00 is reserved for each full time student per annum.
- 20X full time bursaries to be awarded during the 5 year period.

Bursary Breakdown:

- Year 2020: 4X continuations, 2X new enrolments and 1X completion of a qualification.
- Year 2021: 5X continuation, no new enrolments and 1X completion of a qualification.
- Year 2022: 4X continuation, no new enrolments and 1X completion of a qualification.
- Year 2023: 1X continuation, 2X new enrolments and 1X completion of a qualification.
- Year 2024: 2X continuation, no new enrolments and no completion of a qualification.

2.3.2.8 Work Experience/Learnership Plan: 18.2 - Community members

Field of study	2020	2021	2022	2023	2024	Total Cost
Mechanical Engineering	0	2	2	2	2	R1 152 000
Chemical Engineering	0	0	0	0	0	0
Electrical Engineering	0	1	1	2	1	R720 000
Environmental Studies	0	0	0	0	0	0
Geology	0	0	0	0	0	0
Mining Engineering	2	2	2	2	2	R1 440 000
Metallurgical Engineering	0	1	0	0	0	R144 000
Mineral Surveying	0	1	1	1	1	R576 000
Process Instrumentation	0	0	0	0	0	0
Occupational Health & Safety	0	0	0	0	0	0
Industrial Engineering	0	0	0	0	0	0
Occupational Medicine	0	0	0	0	0	0
Occupational Hygiene	0	0	0	0	0	0
Total Number	2	7	6	7	6	
Total Budget	R288 000	R1 008 000	R864 000	R1 008 000	R864 000	R4 032 000

Note: funding for this program relies on the MQA discretionary grant

2.3.2.9 Vacation Work Plan

Field of study	2020	2021	2022	2023	2024	Total Cost
Mechanical Engineering	2	1	1	0	0	R44 000
Electrical Engineering	1	1	0	1	0	R33 000
Mining Engineering	1	1	1	1	1	R55 000
Mineral Surveying	1	1	1	1	1	R55 000
Occupational Medicine	0	0	0	0	0	0
BCOM Accounting	1	1	1	1	1	R55 000
Total Number	6	5	4	4	3	
Total Budget	R66 000	R55 000	R44 000	R44 000	R33 000	R242 000

Note: -R11000.00 reserved for each student for 8 weeks' vacation work period.

2.3.2.10 Internship Plan

Field of study	2020	2021	2022	2023	2024	Total Cost
Mechanical Engineering	1	1	0	0	0	R316 000
Electrical Engineering	1	1	0	0	0	R316 000
Mining Engineering	1	1	1	1	2	R948 000
Mineral Surveying	0	1	1	1	1	R632 000
Geology	0	0	0	0	0	0
Metallurgical Engineering	0	0	0	0	0	0
Total Number	3	4	2	2	3	
Total Budget	R474 000	R632 000	R316 000	R316 000	R474 000	R2 212 000

Note: funding for this program relies on the MQA discretionary grant, equivalent to R158 000.00 per annum (new enrolments every year)

2.3.2.11 Community Learnership Plan (18.2 Learnership)

Field of study	2020	2021	2022	2023	2024	Total Cost
Boiler making	0	0	2	2	2	R510 000
Total Number	0	0	2	2	2	
Total Budget	0	0	R170 000	R170 000	R170 000	R510 000

2.3.2.12 Individual Development Plan

Leadership Plan

Type of training	2020	2021	2022	2023	2024	Total Nominees	Total Cost
Leadership Development (D Band)	0	0	0	0	0	0	0
Advanced management development program	0	0	0	0	0	0	0
Management development program (including mentorship)	2	2	2	2	2	10	R433 000
Supervisory Development Program	2	2	2	2	2	10	R400 000
Mine Manager's Certificate	0	0	0	0	0	0	0
Total	4	4	4	4	4	20	R2 300 000

Individual Development Plan

Current Position	Training Intervention	Qualification to be achieved	2020		2021		2022		2023		2024	
			No of identified employees		No of identified employees		No of identified employees		No of identified employees		No of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Miner	Supervisory Skills	Supervisor	2		2		2		2		2	
Shift Supervisor	Supervisory Skills	Supervisor	2		2		2		2		2	
Trainee Met. Plant Foreman	Plant Foreman Training	Supervisor Plant Foreman	2		2		2		2		2	
All Categories	WED Certificate	Qualified WED	2		2		2		2		2	
All Categories	Onsetters Certificate	Qualified Onsetter	2		2		2		2		2	
All categories	Artisan Training (Learnership)	Qualified Artisan	2		2		2		2		2	

SECTION 3: EMPLOYMENT EQUITY

3.1 INTRODUCTION

As progressively prescribed in the Mining Charter (2018:22), the intention of this plan is to achieve equity in the workplace, hence the promotion of equal opportunity and fair treatment in employment to eliminate unfair discrimination. The implementation of affirmative action measures to redress disadvantages experienced by designated groups, and ensuring equitable representation in all levels of the workforce.

Mining Charter (2018) further prescribes the following:

a) Board;

A minimum of 50% Historically Disadvantaged Persons with exercisable voting rights, proportionally represented in terms of provincial or national demographics, 20% must be women.

b) Executive Management;

A minimum of 50% Historically Disadvantaged Persons at the executive director level as a percentage of all executive directors proportionally represented in terms of provincial or national demographics, 20% of which must be women.

c) Senior Management;

A minimum of 60% Historically Disadvantaged Persons in Senior Management proportionally represented in terms of provincial or national demographics, 25% of which must be women.

d) Middle Management;

A minimum of 60% of Historically Disadvantaged Persons in Middle Management proportionally represented in terms of provincial and national demographics, 25% of which must be women.

e) Junior Management;

A minimum of 70% of Historically Disadvantaged Persons in Junior Management proportionally represented in terms of provincial or national demographics, 30% of which must be women.

f) Employees with Disabilities

A minimum of 1.5% of employees with disabilities as a percentage of all employees, reflective of national or provincial demographics.

g) Core and Critical Skills

A mining right holder must ensure that a minimum of 60% Historically Disadvantaged Persons are represented in the mining right holder's core and critical skills by diversifying its existing skills pool. Core and critical skills must include science, technology, engineering and mathematical skills representation across all organisational levels. To achieve this, a mining right holder must:

- 1) Identify and implement its existing skills pool in line with the approved Social and Labour Plan, and
- 2) The abovementioned implementation must be reflective of the demographics.

h) Career Progression (aligned to Social and Labour Plan)

A mining right holder must develop and implement a career progression plan consistent with the demographics of the country by providing the following:

- 1) Career development matrices of each discipline (inclusive of minimum entry requirements and timeframes,
- 2) Individual development plans for employees,
- 3) An identified talent pool to be fast tracked in line with the needs, and
- 4) A comprehensive plan with targets, timeframes and implementation framework.

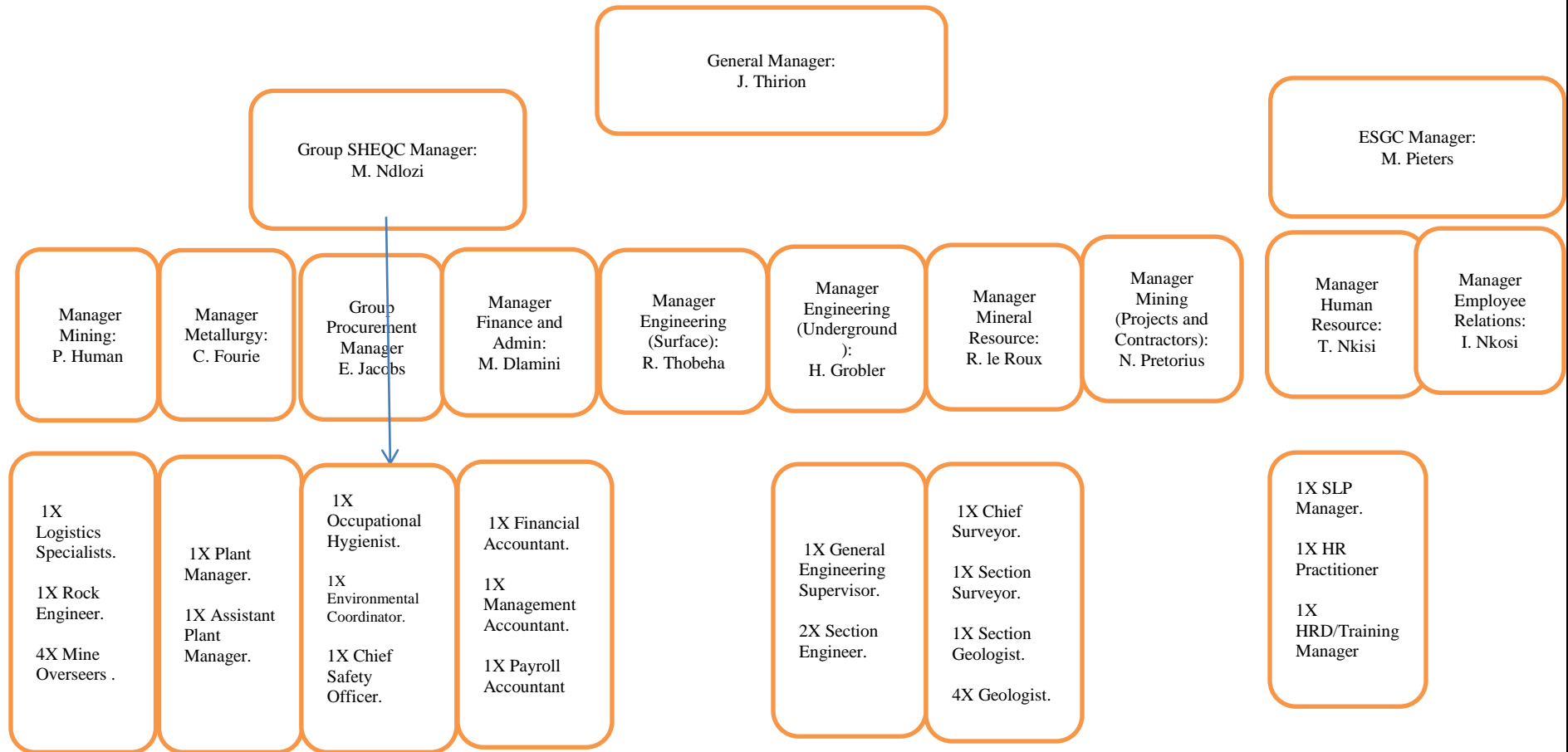
The abovementioned prescribed board and executive management targets must include BEE shareholders, in line with the MPRDA's and Mining Charter (2018) objectives for Historically Disadvantaged Persons' active participation in the management and control of the mining industry.

3.2 Employment Equity Snapshot: as at 01 July 2019

OCCUPATIONAL LEVELS	Male				Female				TOTAL	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top Management											
Senior Management											
Professionally qualified and experienced specialist and mid-management	1	0	0	3	0	0	0	0	4	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	37	0	0	25	0	0	0	0	62	0	0
Semi-skilled and discretionary decision making.	205	1	0	7	11	0	0	0	224	0	0
Unskilled and defined decision making	230	0	0	2	36	1	0	0	269	0	0
TOTAL PERMANENT	473	1	0	37	47	1	0	0	559	0	0
Non-permanent employees	1	0	0	1	0	0	0	0	2	0	0
TOTAL	474	1	0	38	47	1	0	0	561	0	0

Note: in accordance with the structured partisan grading, Top Management structure is accommodated at Pan African Resources. Senior Management for Sheba Mine is housed at Fairview Mine.

3.3 Organogram: Management (July 2019) – accommodated at Fairview Mine



3.4 Hard to Fill Vacancies

Occupational level	Job title of Vacancy	Main Reason for being unable to fill the vacancy
Top Management		
Senior Management		
Professionally qualified and experienced specialists and middle management	Section Engineer	Difficulty in sourcing this specialised skill from the local (Barberton and surrounding) HDSA skilled human resource pool.
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Diesel Mechanic	Difficulty in sourcing this specialised skill from the local (Barberton and surrounding) HDSA skilled human resource pool.
	Boiler-maker	Difficulty in sourcing this specialised skill from the local (Barberton and surrounding) HDSA skilled human resource pool.
Semi-skilled and discretionary decision making	Miner	Difficulty in sourcing this specialised skill from the local (Barberton and surrounding) HDSA skilled human resource pool.

Unskilled and defined decision making		

3.5 Strategies in support of Employment Equity:

Barberton Mines (Pty) Limited operates 3 gold mining operations (Sheba, Consort and Fairview) in Barberton, (45 kilometres from Mbombela/Nelspruit), under Ehlanzeni District Municipality in Mpumalanga Province, South Africa.

The company believes that it has a role to play in the growth and transformation of adjacent communities and the society in which it operates. In line with its Vision and Mission, the company commits itself to supporting the creation of an environment conducive to social and economic empowerment and development. The company therefore subscribes fully to the Government's Socio-economic Development programme, which includes Broad-Based Black Economic Empowerment, Environmental Awareness, Health Care, Job Creation, Skills Development, Social Security and Education.

The Corporate Social Investment Programme (CSI) is designed to be an integrated, sustainable and consultative process, with due consideration to the following goals of the Company:

The promotion and facilitation of Black Economic Empowerment.

Promotion of capacity building, innovation and technical excellence.

Promotion of entrepreneurship.

To be recognized as a socially responsible Corporate Citizen.

Corporate and Social Responsibility is viewed as the management of the Group's overall contribution to society, including its role as social investor, employer and capacity builder.

3.6 Employment Equity Progression Plan

Training programme within career progression path	Occupation	Position start from	Current training intervention	Target position working towards	Year 1 – 5
					No of identified employees
Mineral Survey	Bursar	Survey Student	Survey Qualification (Degree or National Diploma)	Surveyor	1
	Surveyor	Surveyor	Advanced Survey Certificate	Senior Surveyor	1
Bachelor of Science (Metallurgy)	Bursar	Trainee Metallurgist	Metallurgist Qualification (Degree or National Diploma)	Metallurgist	1
	Metallurgist	Metallurgist	Superintended development training program	Superintended	1
	Operators	Trainee Foreman	Development program	Foreman	3

Mine Geology	Geologist	Geologist	Geologist development program	Senior Geologist	1
Mining Engineering	General Worker	General Worker	Blasting Certificate	Miner	2
	Miner	Miner	Shiftboss development program	Shiftboss	1
	Shiftboss	Shiftboss	Mine Captain development program	Mine Captain	1
Engineering Learnership	General Worker	Learnership	Trade Learnership	Artisan	2
Winding Engine Driver Trainee	General Worker	Learner Onsetter	Winding Engine Driver Certificate	Winding Engine Driver	1
Trainee Engineering Supervisor	Artisan	Trainee General Engineering Supervisor	Engineering Diploma	General Engineering Supervisor	1

3.7 Retention Strategies:

Competitive remuneration

Leave benefits

Medical Aid benefits

Health Care Benefits

Training opportunities

Promotional opportunities

3.8 Management Plan: Downscaling and Retrenchment:

Barberton Mines recognises that as a mining company sometimes due to harsh trading conditions, mining companies have to consider downscaling their operations by either putting them under care and maintenance or total shut down. Barberton Mines also recognises that due to the high unemployment rate in South Africa, as a mining company there is a legal and moral obligation to investigate all possibilities to save jobs.

The laws to manage the downscaling and retrenchment processes are set out in section 52 of the MPRDA and all mining companies operating in South Africa are expected to adhere. The process under section 52 compels all mining companies to work in line with the Department of Labour's guidelines on the social plan. The social guidelines under Regulation 46 d (i), (ii) and (iv) stipulate that the mine must follow the following process:

- (i) Establishment of a future forum,
- (ii) Promote on-going discussion between worker representative and employers,
- (iii) Pre-empt problems, challenges and possible solutions regarding productivity and employment,
- (iv) Identify and develop turn-around strategies to improve business sustainability,
- (v) Implement strategies agreed upon by management and worker parties,
- (vi) Provide a plan to save jobs and alternative solution,

(vii) Outline the process to be followed for retrenchment, and

Provide a retraining programme for employee self-sustainability and portable skills that are beyond the mining industry.

3.9 Mechanism to ameliorate the socio-economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain:

The process to be followed to ameliorate the social and economic impact on individuals, regions and economies includes the following:

1. A comprehensive self-employment training programme. This training programme is conducted in line with the development of small and medium enterprises to afford self-employment opportunities to employees who will be retrenched,
2. A comprehensive training and re-employment programme, and
3. Comprehensive portable skills development plan, which will provide employees with skills in industries that are long term and sustainable. The provision of these skills will be advised through a re-assessment and training process that is on-going within the organisation.

The areas of training in portable skills are:

- Starting and running your own business,
- Skills in construction, brick laying, plumbing, tiling, etc.,
- Skills in motor mechanics,
- Skills in computer literacy,
- Skills in plant and animal farming,
- Skills in office management, and

Any other skills that employees will deem necessary to equip themselves with in order to enter a different sector.

The overall objective of Barberton Mines regarding employment is always to where commercially viable preserve employment and offer opportunities for employment that is suitable. This policy and philosophy extends to all operations of the organisation (Sheba, Fairview and Consort Mine).

In the event that the economic conditions worsen to a point where it is no longer commercially viable for the mine to continue operating and the shareholders of the mine decide to review their options which might include closure of the mine, the mine has the strategy to manage job losses in the following manner:

- Redeployment and or transfer of employees to other operations,
- Restructuring of hours or work,
- Reduction of overtime,
- Encouraging job sharing,
- Halting recruitment where applicable,
- Fostering unpaid leave, and
- Encouraging early retirement.

The initial process is to consult with the Department of Labour (DOL) over other services on the basis of specific agreements between the DOL and representatives of management and workers at the mine. The services will include but are limited to:

- Group and individual counselling to assist workers to emotionally cope with the impact of retrenchment,
- Assessment of workers potential and development of an alternative career including retraining in different skills sets,
- Retraining of workers in line with the National Skills Development Strategy,
- Offering a placement service for new employment, and
- Clarification of prior learning to aid new employment in a different or similar sector.

In addition to the above, Barberton Mines will comply with the process outlined in the guidelines of the SLP which include but not limited to:

- Consultation in line with the process in terms of Section 52 (1) of the MPRDA,
- Implementing section 189 of the Labour Relations Act of 1995,
- Notifying the Minerals and Mining Development Board as stipulated in Section 52 (1) (a) of the MPRDA, and
- Complying with the Ministerial directive.

3.10 Future Forum:

Barberton Mines has established a future forum and below is a list of the current members with the organisations that they represent on the forum:

Member Name	Organisation Representing
Jan Thirion	General Manager: Barberton Mines
Pierre Human	Manager Mining: Barberton Mines
Martin Pieters	ESGC Manager: Barberton Mines
Mthandazo Dlamini	Manager Finance and Admin: Barberton Mines
Thobeha Rataemane Oupa	Manager Engineering: Barberton Mines
Israel Nkosi	Manager Employee Relations: Barberton Mines
Tumelo Nkisi	Manager HR: Barberton Mines
Fortunate Ngomane	SLP Manager
T. Mahlangu	NUM
B. Zimba	NUM
Johan Holl	UASA
J Nel	UASA

Section 4: Inclusive Procurement, Supplier and Enterprise Development

As prescribed in Mining Charter (2018:17), a mining right holder is required to promote economic growth through the development or nurturing of small, medium and micro enterprises and suppliers of mining goods and services. In instances where a mining right holder procures goods and services of a contractor to undertake extraction or processing (crushing and concentration) of minerals on their behalf, such goods and services will be deemed to have been procured by the mining right holder.

To achieve inclusive procurement, supplier and enterprise development; a mining right holder must identify all goods and services that will be required in its operations and ensure that its procurement policies adhere to the following criteria:

4.1 Mining Goods

A minimum of 70% of total mining goods procurement spend (excluding non-discretionary expenditure) must be on South African manufactured goods. The 70% shall be allocated as follows:

- a) 21% to be spent on South African manufactured goods produced by a Historically Disadvantaged Persons owned and controlled company,
- b) 5% to be spend on South African manufactured goods produced by women or youth owned and controlled company, and
- c) 44% to be spend on South African manufactured goods produced by BEE compliant company.

4.2 Services

A minimum of 80% of the total spend on services (excluding non-discretionary expenditure) must be sourced from South African based company. The 80% shall be allocated as follows:

- a) 50% must be spent on services supplied by Historically Disadvantaged Persons owned and controlled company,
- b) 15% must be spent on services supplied by women owned and controlled companies,
- c) 5% must be spent on services supplied by youth, and
- d) 10% must be spent on services supplied by BEE compliant company.

A mining right holder must ensure that the terms and conditions offered to women owned and controlled companies, or youth, are not less favoured that those offered to other suppliers.

4.3 Procurement Progression Plan

PROCUREMENT PROGRESSION PLAN						
Description	National Targets	Timelines and Action Plan (Local SMME development strategy)				
		2020	2021	2022	2023	2024
Procurement of consumable goods	70%	5%	15%	45%	65%	70%
Procurement of services	80%	10%	25%	45%	70%	80%

4.4 Enterprise and Supplier Development Plan

HDSA: SUPPLIERS/MANUFACTURED OF CONSUMABLE GOODS						
Company Control	5 Year Financial Development Plan					
	National Targets	2020	2021	2022	2023	2024
HDSA	21%	3%	7%	11%	16%	21%
Youth Owned	5%	0.5%	1%	2.5%	3.5%	5%
Female Owned	5%	0.5%	1%	2.5%	3.5%	5%
BEE Compliant	44%	3%	8%	16%	29%	44%
HDSA: SUPPLIERS OF SERVICES						
Company Control	5 Year Financial Development Plan					
	National Targets	2020	2021	2022	2023	2024
HDSA	50%	4%	13%	26%	38%	50%
Youth Owned	5%	0.5%	1%	2.5%	3.5%	5%
Female Owned	15%	1%	3%	6%	10%	15%
BEE Compliant	10%	0.5%	1%	4%	7%	10%

RESEARCH AND DEVELOPMENT					
National Targets	2020	2021	2022	2023	2024
2.5%	0.5%	1%	1.5%	2%	2.5%
SAMPLE ANALYSIS					
National Targets	2020	2021	2022	2023	2024
2.5%	0.5%	1%	1.5%	2%	2.5%

4.5 Small Enterprise Development Programme

Project name	Objectives	Start date	End date	Expected Outcome	Budget
Small Enterprise Development Programme	To identify, support and grow community-based Black owned Enterprises through a developmental programme from Start-Up; Incubation; Nurturing to Independence	1 July 2019	30 June 2024	During the time frame listed, grow not less than 100 Enterprises to achieve "Independence/Maturity" status.	R4 350 000
Total Budget					R4 350 000

Section 5: Housing and Living Conditions

Mining Charter (2018) stipulates that human dignity and privacy of mine employees remains hallmarks towards enhancing productivity and expediting transformation in the mining industry, in terms of housing and living conditions. In this regard, mining companies must improve the standards of housing and living conditions of mine employees, as stipulated in the Housing and Living Conditions Standard for the Mining and Minerals Industry, developed in terms of Section 100 of the MPRDA. The Standards provides, amongst others, the following principles:

5.1 Principles of Housing Conditions

- Decent and affordable housing
- Provision for home ownership
- Provision for social, physical and economic integration of human settlement
- Secure tenure for mine employees in housing institutions.

5.2 Principles of Living Conditions

- Proper healthcare services
- Affordable, equitable and sustainable health system, and
- Balanced nutrition

5.3 Mine Village and Hostels

COMPANY OWNED ACCOMMODATION		
Workplace	No. of Family Units	No. of Hostels
Sheba Mine	6	No Hostel

5.4 Mine Villages and Hostels Upgrade Expenditure Plan

Expenditure Plan						
Workplace	Nr. of Units	2020	2021	2022	2023	2024
Sheba Mine	6	100 700	201 443	219 981	219 981	229 880
Total	6	1 927 687	2 014 432	2 105 082	2 199 811	2 298 802

5.5 Healthcare Services

Health Care Service - Expenditure Plan						
Workplace	Nr. of health care units	2020	2021	2022	2023	2024
Sheba Mine	1	R250 000	R250 000	R250 000	R250 000	R250 000
Total	1	R750 000	R750 000	R750 000	R750 000	R750 000

5.6 Medical Aid Plan – Employees belonging to Medical Aid Schemes:

CAT 4 – 8			
Total number of Company's Employees	Total number of employees belonging to medical aid schemes	Percentage contributed by Employer	Percentage contributed by member
459	410	60%	40%
OFFICIALS AND UNION MEN			
Total number of Company's Employees	Total number of employees belonging to medical aid schemes	Percentage contributed by Employer	Percentage contributed by member
104	104	50%	50%

Section 6: Mine Community Development

(Please see ANNEXURE C: Confirmation letters from the City of Mbombela Local Municipality and Nkomazi Local Municipality)

This socio-economic development plan is consulted with the City of Mbombela Local Municipality, Ehlanzeni District Municipality, Nkomazi Local Municipality and relevant community stakeholders within the jurisdiction of the City of Mbombela Local Municipality, especially adjacent Ward Committees in Ward 41, Ward 42, Ward 43, Ward 44 and Ward 45.

This plan is also developed in line with the City of Mbombela's approved non funded IDP (2018) programmes, and in accordance with the SERO (2017) report.

6.1 KAAPVALLEI PRIMARY SCHOOL PROJECT: WARD 43 (Sheba Siding - Emjindini)

Project Background:

Kaapvallei Primary School is a public school currently operating in old Mine hostel building in the premises of Barberton Mines (Sheba Mine) in Barberton. This is a no fee school, offers primary education, from Grade R to Grade 7.

Currently, the school has a total number of 375 learners and 8 educators, with 8 dilapidated classrooms, 1X ablution block, admin block with 2 offices and no fence. This excludes the 2 Grade R classrooms with 2 educators.

The school needs to be relocated from the Mine premises to Sheba Siding, within the vicinity of the community. The City of Mbombela Local Municipality, through the IDP consultation processes, identified and donated land to the Department of Education for school development at Sheba Siding.

The community is anticipating converting this primary school into a combined school, which offers Grade R to Grade 9 primary education.

Type of Project:

Infrastructure development.

Objective:

- Provision of adequate educational infrastructure in the mining community.

- Create a safe learning environment for both educators and learners.

Beneficial Change:

- Quality and better education infrastructure will automatically result in an increased number of learning attending school.
- The possible talent pool identification for the mining environment will be expanded.
- The illiteracy level in the area will be reduced.

Beneficiaries:

- Mpumalanga Department of Education.
- City of Mbombela Local Municipality (Ward 43).
- Local community

Implementation Plan:

Phase 1 (July 2019 to June 2020):

- Mobilize relevant stakeholders and sign MoU between Barberton Mines (Pty) LTD and the Mpumalanga Department of Education.
- Conduct detailed needs analysis and project costing (BoQ).
- Finalise municipality's town planning and geo-tech studies.
- Finalise drawings/building plans and submit for approval to the Mpumalanga Department of Education and the City of Mbombela Local Municipality.
- Application and provision of basic services on site: Water, Electricity and Road.

Phase 2 (July 2020 to June 2021):

- Tender phase.
- Fencing
- Construct 8X Classrooms.
- Construct 1X Ablution.

Phase 3 (July 2021 to June 2022):

- Construct Grade R Block.
- Construct School Kitchen with a dining space.
- Relocate the school.

Phase 4 (July 2022 to June 2023):

- Construct multimedia block (computer centre, library and science laboratory).
- Construct Admin Block

Phase 5 (July 2022 to June 2023) – Exit:

- Construct Assembly point & Parking Bay.
- Official project handover.

Proposed Budget:

- R9 000 000

6.2 LED; FRUITS & VEGETABLES MARKET STALLS UPGRADE: MATSAMO (SHONGWE MISSION) TRIBAL AUTHORITY (NKOMAZI LOCAL MUNICIPALITY – LABOUR SENDING AREA)

Project Background:

Mpumalanga Provincial Department of Public Works, Roads and Transport, together with Ehlanzeni District Municipality built two fruits and vegetables market stalls at Tonga Trust and Mzinti Trust in 2001. The designs were concluded in consultation with the Nkomazi Local Municipality, without consulting the end users – hawkers. The current market stalls have no storage facilities, no running water, no electricity and no ablution.

This has resulted into disputes between the municipality and the local hawkers, and as a result, the stalls are abandoned while hawkers resorted into continuing using their old shack markets.

Type of Project:

Infrastructure upgrade.

Objective:

- Provision of decent and safe market stalls for the local hawkers – Tonga Trust and Mzinti Trust.
- Provision of decent ablution for the hawkers.

Beneficial Change:

- Business growth.
- Hygienic market stalls.

Beneficiaries:

- Nkomazi Local Municipality (Matsamo Tribal Authority).
- Local community

Implementation Plan:

(July 2022 to June 2023):

- Sign MoU with Nkomazi Local Municipality and the Matsamo Hawkers Association.
- Re-design and upgrade both market stalls
- Project handover

Proposed (Barberton Mines) Budget:

- R500 000

**6.3 LED SMALL ENTERPRISE DEVELOPMENT PROGRAMME: LOMSHIYO TRIBAL AUTHORITY
(MATSULU – LABOUR SENDING AREA)**

Project Background:

The program is designed to provide relief to 3 local established enterprises in need of machinery for production purposes and market linkages to grow their businesses.

The Sinqobile Skills Centre will be used as the incubation centre for these emerging businesses.

Type of Project:

Small business development

Objective:

- Provision of capital/machinery to three local established small businesses in the Matsulu area.
- Provision of sustainable and bankable business and marketing plan with business linkages to nurture and grow businesses.

Beneficial Change:

- Job creation
- Small business development

Beneficiaries:

- City of Mbombela Local Municipality – Matsulu
- Local community

Implementation Plan:

Phase 1: July 2020 to June 2021:

- Business Mentoring Skills
- Provision of Machinery/Working Tools

Phase 2: July 2021 to June 2022):

- Business Mentoring Skills
- Marketing Plan and Implementation

(July 2022 to June 2023):

- Business Mentoring Skills
- Exit

Proposed (Barberton Mines) Budget;

- R750 000

SECTION 7: FINANCIAL PROVISION

As per Regulation 46(e) which stipulates that Mining companies must provide financially for the implementation for the implementation of the social and labour plan in terms of implementation of:

- i. The human resource development programme;
- ii. The local economic development programme; and
- iii. The processes to manage downscaling and retrenchment.

The details of the five year financial provision for Fairview Mine development programmes are outlined below.

a) The Human Resource Development Programme Financial Provision

PROGRAMME	2019/20	2020/21	2021/22	2022/23	2023/24
ABET	R90 000	R86 000	R90 000	R93 000	R86 600
Entrepreneurship Development	R144 900	R144 9000	R144 900	R150 000	R150 000
Maths and Science Development Program	R170 000	R183 000	R190 000	R200 000	R230 000
Small Scale Mining (Research)	0	0	R200 000	R250 000	R200 000
Bursaries for Employees	R40 000	R40 000	R40 000	R40 000	R40 000
Bursaries for Communities	R750 000	R625 000	R500 000	R375 000	R250 000
Work Experience Program (Community members)	R288 000	R1 008 000	R864 000	R1 008 000	R864 000
Vac Work Program	R66 000	R55 000	R44 000	R44 000	R33 000
Internship Program	R474 000	R632 000	R316 000	R316 000	R474 000
Community Learnership Program (18.2)	0	0	R170 000	R170 000	R170 000

Individual Development Program	R173 200	R173 200	R173 200	R200 000	R200 000
SUB-TOTAL	R2 196 100	R2 947 100	R2 732 100	R2 846 000	R2 697 600
TOTAL	R13 418 900				

b) Local Economic/Community Development Programme Financial Provision

PROGRAMME	2019/20	2020/21	2021/22	2022/23	2023/24
Kaapvallei Primary School Project	R50 000	R2 950 000	R2 000 000	R2 000 000	R2 000 000
Fruits and Vegetables Market Stall	0	0	0	R500 000	0
LED Small Enterprise Dev. Program at LoMshiyo Traditional Council	0	R250 000	R250 000	R250 000	0
Enterprise and Supplier Development Program	R870 000	R870 000	R870 000	R870 000	R870 000
SUB-TOTAL	R920 000	R4 070 000	R3 120 000	R3 650 000	R2 870 000
TOTAL	R14 630 000				

c) Management of Downscaling and Retrenchment Financial Provision

PROGRAMME	2019/20	2020/21	2021/22	2022/23	2023/24
Management of Downscaling and Retrenchment	R200 000	R200 000	R200 000	R200 000	R200 000
SUB-TOTAL	R200 000	R200 000	R200 000	R200 000	R200 000
TOTAL	R1 000 000				

SECTION 8: UNDERTAKING

This undertaking is in terms of the Social and Labour Plan of Barberton Mines (Pty) Limited, which will be implemented by Barberton Mines.

I, JDV Thirion, the undersigned and duly authorised thereto by Pan African Resources PLC & Barberton Mines (PTY) LTD undertake to adhere to the information, requirements, commitments and conditions as set out in the social and labour plan of Barberton Mines (Pty) Limited.

In addition, the contents of this Social and Labour Plan and all subsequent revisions and performance assessments will be made available to all employees and stakeholders.

Signed at Barberton on this _____ day October 2019.

Signature: Jan DV Thirion
Designation: General Manager
Barberton Mines (Pty) Ltd

Approval by Department of Mineral Resources:

Signed at _____ on this _____ day of _____ 2019

Signature: _____

Designation: _____



BARBERTON MINES

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Enq. F. Ngomane

21 November 2019

The Regional Manager
Department of Mineral Resources
Mpumalanga Regional Office
P/Bag X 7279
Emalahleni, 1035

Attention: Mr. M. Mavata,

RE: REVISED 5-YEAR EMPLOYMENT EQUITY PROGRESSION PLAN AND HRD BUDGET FOR EMPLOYEES' BURSARY SCHEME: SHEBA MINE SLP – MP 30/5/1/2/2 189 MR

1. With reference to the above mentioned subject.
2. I refer to the meeting held between yourself and Barberton Mines' SLP team on Tuesday, 12 November 2019 at your regional offices, Emalahleni.
3. Below please see our revised 5-year Employees' Bursary Scheme (HRD) of Sheba Mine:

Bursary Field	Target and timelines										Total Budget
	2020		2021		2022		2023		2024		
	Co nt.	Ne w	Con t	Ne w	Con t.	New	Con t.	New	Con t.	New	
Accounting Science	2	1	3	1	3	0	2	1	1	1	R350 000

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Barberton Mines (Pty) Ltd • Incorporated in the Republic of South Africa • Registration No. 1938/011761/07
 A subsidiary within the Pan African Resources PLC Group
 An ISO SANS 9001:2008 certified company • MQA Accredited Training Facility: 16/MQA/0660/AC4/230816
 Directors • M Pieters • NA Reynolds • MM Dlamini • AA van den Berg



LSE-AIM: PAF • JSE: PAN

F.N.

BA (Health Science and Social Services)	1	0	1	0	0	1	1	0	1	1	R150 000
Total number	4		5		4		4		4		
Budget	R100 000		R100 000		R100 000		R100 000		R100 000		R500 000

4. I have further attached our revised 5-year Employment Equity progression plan for Sheba Mine.

5. I trust you find the above in order.

Regards,



Mr. P. Human
Acting General Manager
Barberton Mines Limited

Sheba Mine: Mining Right Nr: MP 189 MR

ELEMENT	ELEMENT DESCRIPTION	CURRENT COMPLIANCE %					TARGET MEASURE	2020	2021	2022	2023
		Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
E M P L O Y M E N T	BOARD LEVEL	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
	Total Number of Directors										
	Total Representation										
	Female Representation										
	EXECUTIVE MANAGEMENT	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
	Total Number of Employees										
	Total Representation										
	Female Representation										
	SENIOR MANAGEMENT	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
	Total Number of Employees										
	Total Representation										
	Female Representation										
	MIDDLE MANAGEMENT	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
	Total Number of Employees	1	0	0	3	0	4	4	4	4	4
	Total Representation	25%	0%	0%	75%	0	60%	25%	50%	50%	60%

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Female Representation	0%	0%	0%	25%	0	25%	5%	10%	15%	25%
JUNIOR MANAGEMENT	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
Total Number of Employees	37	0	0	25	0	62	62	62	62	62
Total Representation	60%	0%	0%	40%	0	70%	60%	65%	70%	70%
Female Representation	0%	0%	0%	0%	0	30%	2%	10%	20%	30%
EMPLOYEES WITH DISABILITIES	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
Total Number of Employees	1	0	0	0	0	8	1	3	5	8
Total Representation	0,18%	0%	0%	0%	0	1.5%	0,18%	0,53%	1%	1.5%
Female Representation	0%	0%	0%	0%	0		0%	0,05%	0,05%	0,05%
CORE AND CRITICAL SKILLS	Blacks	Indians	Coloureds	Whites	Foreign Nationals	TARGET MEASURE	2020	2021	2022	2023
Total Number of Employees	54	0	0	17	0	60%	54	54	54	54
Total Representation	76%	0%	0%	24%	0		65%	65%	65%	65%

Note: The Board and Top Management structure for Sheba Mine is accommodated at Pan African Resources. The Senior Management structure is at Fairview Mine

F.N.