



DE BEERS
GROUP OF COMPANIES

VENETIA MINE SOCIAL AND LABOUR PLAN 2013 – 2017



CONTENTS

1. INTRODUCTION

- 1.1 [Objectives of the Social and Labour Plan](#)
- 1.2 [Venetia Mine's Mining Right](#)

2. PREAMBLE

- 2.1 [Information](#)
- 2.2 [Locality of the Mine](#)
- 2.3 [Size and Breakdown of the Workforce](#)
- 2.4 [Labour Sending Areas](#)

3. HUMAN RESOURCES DEVELOPMENT PROGRAMME

- 3.1 [Introduction](#)
- 3.2 [Compliance with Skills Development Legislation](#)
- 3.3 [Hard-to-Fill Vacancies](#)
- 3.4 [Skills Development Plan](#)
- 3.5 [Career Advancement Plan](#)
- 3.6 [Mentoring Plan](#)
- 3.7 [Bursar and Internship Plan](#)

4. EMPLOYMENT EQUITY PLAN

- 4.1 [Objectives to be achieved for Each Year of the Plan](#)
- 4.2 [Workplace Barriers and Affirmative Action Measures](#)
- 4.3 [Employment Equity Profile and Goals](#)
- 4.4 [HDSA in Management](#)

5. MINE COMMUNITY DEVELOPMENT PROGRAMME

- 5.1 [Introduction](#)
- 5.2 [Stakeholder Engagement](#)
- 5.3 [Socio-Economic Background](#)
- 5.4 [Key Economic Activities](#)
- 5.5 [Social Impacts](#)
- 5.6 [Community Needs](#)

6. HOUSING AND LIVING CONDITIONS PLAN

- 6.1 [Introduction](#)
- 6.2 [Homeownership Survey](#)
- 6.3 [Deliverables](#)
- 6.4 [Scope and Limits](#)
- 6.5 [Milestones and Timelines](#)

7. PREFERENTIAL PROCUREMENT PLAN

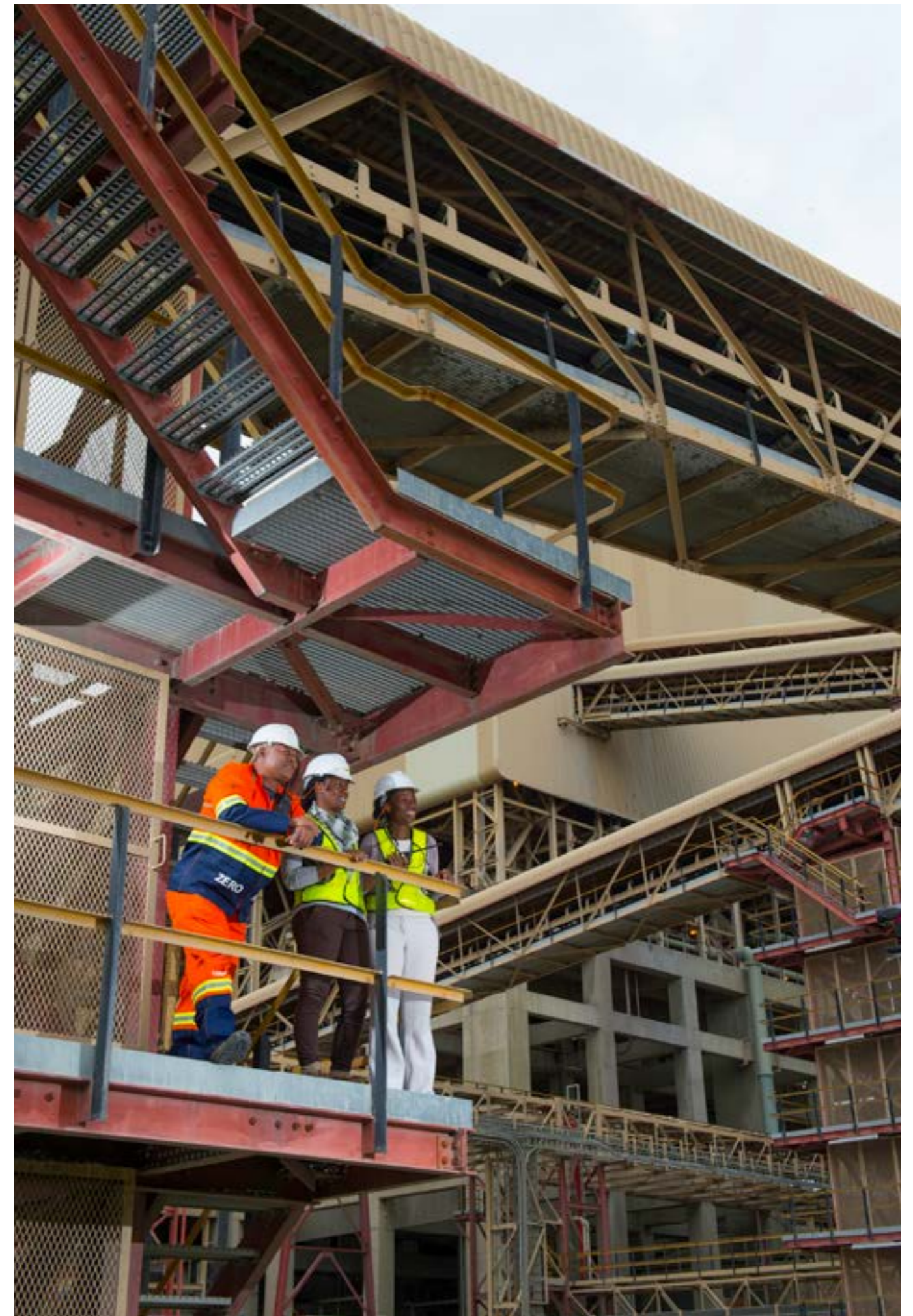
- 7.1 [Introduction](#)
- 7.2 [Basis for Targets](#)
- 7.3 [Definitions](#)
- 7.4 [Influence of Preferential Procurement](#)
- 7.6 [Procurement Systems](#)

8. PROCESS TO MANAGE DOWNSCALING AND RETRENCHMENTS

- 8.1 [Introduction](#)
- 8.2 [Future Forum](#)
- 8.3 [Process to be followed to avoid job losses and a decline in employment](#)
- 8.4 [Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided](#)

9. FINANCIAL PROVISION

10. UNDERTAKING





SECTION 1

INTRODUCTION

De Beers Consolidated Mines Limited (“DBCM”) officially opened Venetia Mine on 14 August 1992. Venetia Mine is situated on the farm Venetia 103-MS, which lies approximately 80 km west of Musina and 36 km north east of Alldays in the Limpopo Province. The mine is located in the Musina Local Municipality of the Vhembe district. Specifically, the mine is situated just off the R521 road between Alldays and Pontdrift; approximately 540 km north of Johannesburg as indicated in Figure 1 (see Figure 1).

The mining method includes drilling, blasting, loading and hauling waste rock and kimberlite using conventional truck and shovel methods. A waste rock dump exists along the pit boundary and the kimberlite ore is stockpiled adjacent to the plant where it is crushed and processed to recover the diamonds. A coarse resource tailings dump is generated along with a fines residue disposal facility for the kimberlite fines (silt and clay). As such the production process is a physical extraction process and not a chemical one.

Venetia Mine currently follows an Open Pit Mining method with a view going underground in ten (10) years’ time. Based on the current Mine Works Programme, the current Open Pit mining

method can only sustain the Life of Mine up until the end of 2022. In order to extend the Life of Mine beyond this period, Venetia Mine will then convert into an underground mining method which will increase its Life of Mine to approximately another 20 years.

1.1 OBJECTIVES OF THE SOCIAL AND LABOUR PLAN

In accordance with the Mineral and Petroleum Resources Development Act, No. 28 of 2002, the objectives of Venetia Mine’s Social and Labour Plan is to consider Venetia Mine’s social development programmes in the context of generally recognized standards of sustainable development by integrating the social, economic and environmental factors in planning the mining operations throughout the life of the Mine. This will be accomplished by:

- *Promoting employment and advancing the social and economic welfare of the people of the Blouberg and Musina Municipalities and South Africans in general;*
- *Contributing to the transformation of the mining industry;*
- *Extending Venetia Mine’s contribution to the socio-economic development of the Capricorn and Vhembe districts*

and more specifically the Blouberg and Musina Local Municipalities.

1.2 VENETIA MINE’S MINING RIGHT

DBCM converted its old order mining right in terms of Item 7 of Schedule II of the Mineral Petroleum Resources Development Act, 28 of 2002 (“MPRDA”) to mine diamonds in kimberlite for its Venetia Mine on 02 September 2008. As part of the conversion of the above-mentioned mining right, DBCM submitted a Social and Labour Plan for the period 2007 to 2012.

In order to achieve the overall objectives of the Social and Labour Plan associated to Mining Right: LP:30/5/1/2/5/58MR issued to DBCM for Venetia Mine, DBCM has developed a new Social and Labour Plan for the period 2013 to 2017 in terms of Regulation 46 as read with Regulation 43 and 44 of the Act, and will be referred to as the Venetia Mine’s Social and Labour Plan Version 2. The Social and Labour Plan Version 2 document will supersede the Social and Labour Plan dated 13 September 2007 submitted with the application for the conversion of the old order mining right.



SECTION 2

PREAMBLE

2.1 INFORMATION

Name of the Company	De Beers Consolidated Mines Limited
Name of the Mine	Venetia Mine
Mining Right Number	LP:30/5/1/2/5/58MR
Mine Physical Address	01 National Road, Musina, 0900
Mine Postal Address	PO Box 668, Musina, 0900
Mine Telephone Numbers	015 534 9000
Mine Fax Number	015 534 2019
Product Mined	Diamonds, Diamond (Alluvial), Diamond (General), Diamond (In Kimberlite)
Life of Mine	30 Years (2043)
Financial Year	1 January to 31 December
Reporting	By 31 March each year
Responsible Person	General Manager: Ludwig von Maltitz

2.2 LOCALITY OF THE MINE



2.3 SIZE AND BREAKDOWN OF THE WORKFORCE

As at 31 December 2011, Venetia Mine employed a total number of 1124 employees. The workforce is diverse in that it has 18% women with 12% being women in mining, employees with disabilities representing 1% and 41% HDSA in management. 54% of the employees are recruited from the labour sending area articulated in paragraph 2.4.

The number of permanent employees per occupational level is reflected in Table 1.

DBCM as the holder of Venetia Mine's mining right as defined in the MPRDA, acknowledges that the holder of a mining right remains responsible for compliance with the requirements of the MPRDA even if the holder appoints a contractor to perform work within the boundaries of the mining area.

In light of the above, DBCM will use its best endeavours through its contractual requirements to ensure compliance by its contractors with the requirements of the Human Resources Development and Employment Equity Programmes as stipulated in Regulation 46 of the MPRDA, and will also make it known not only to its own employees but also to the employees of its contractors.

TABLE 1: PERMANENT AND TEMP EMPLOYEE PER OCCUPATIONAL LEVELS AS AT DECEMBER 2011

Occupational Category	Male						Female						Grand Total
	A	C	I	W	FN	Total	A	C	I	W	FN	Total	
Senior Management	3	1	0	5	1	10	0	0	0	0	0	0	10
Professionally qualified and experienced specialists and mid-management	15	1	0	32	6	54	7	1	0	3	1	12	66
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	149	17	1	91	2	260	33	6	0	24	0	63	323
Semi-skilled and discretionary decision making	538	7	0	11	0	556	85	3	0	16	0	104	660
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	705	26	1	139	9	880	125	10	0	43	1	179	1059
Temporary Employees	32	2	0	4	0	38	20	2	0	5	0	27	65
Grand Total	737	28	1	143	9	918	145	12	0	48	1	206	1124

Note: Senior management refers to all OPCO members irrespective of the band, whilst Professional, is all D band, Skilled is all C band, Semi-skilled is all B band and Unskilled is all A band.

As indicated above, Venetia Mine currently follows an Open Pit Mining method with a view going underground in ten (10) years' time. A team that will oversee the underground project has been put together and their labour is as follows:

TABLE 2: PERMANENT AND TEMP VENETIA MINE UNDERGROUND PROJECT EMPLOYEES PER OCCUPATIONAL LEVELS AS AT DECEMBER 2011

Occupational Category	Male						Female						Grand Total
	A	C	I	W	FN	Total	A	C	I	W	FN	Total	
Senior Management	0	0	0	2	1	3	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	0	0	0	2	2	4	2	0	0	1	0	3	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	1	0	0	1	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	0	0	0	4	3	7	2	0	1	1	0	4	11
Temporary Employees	0	0	0	1	0	1	1	0	0	0	0	1	2
Grand Total	0	0	0	5	3	8	3	0	1	1	0	5	13



SECTION 2

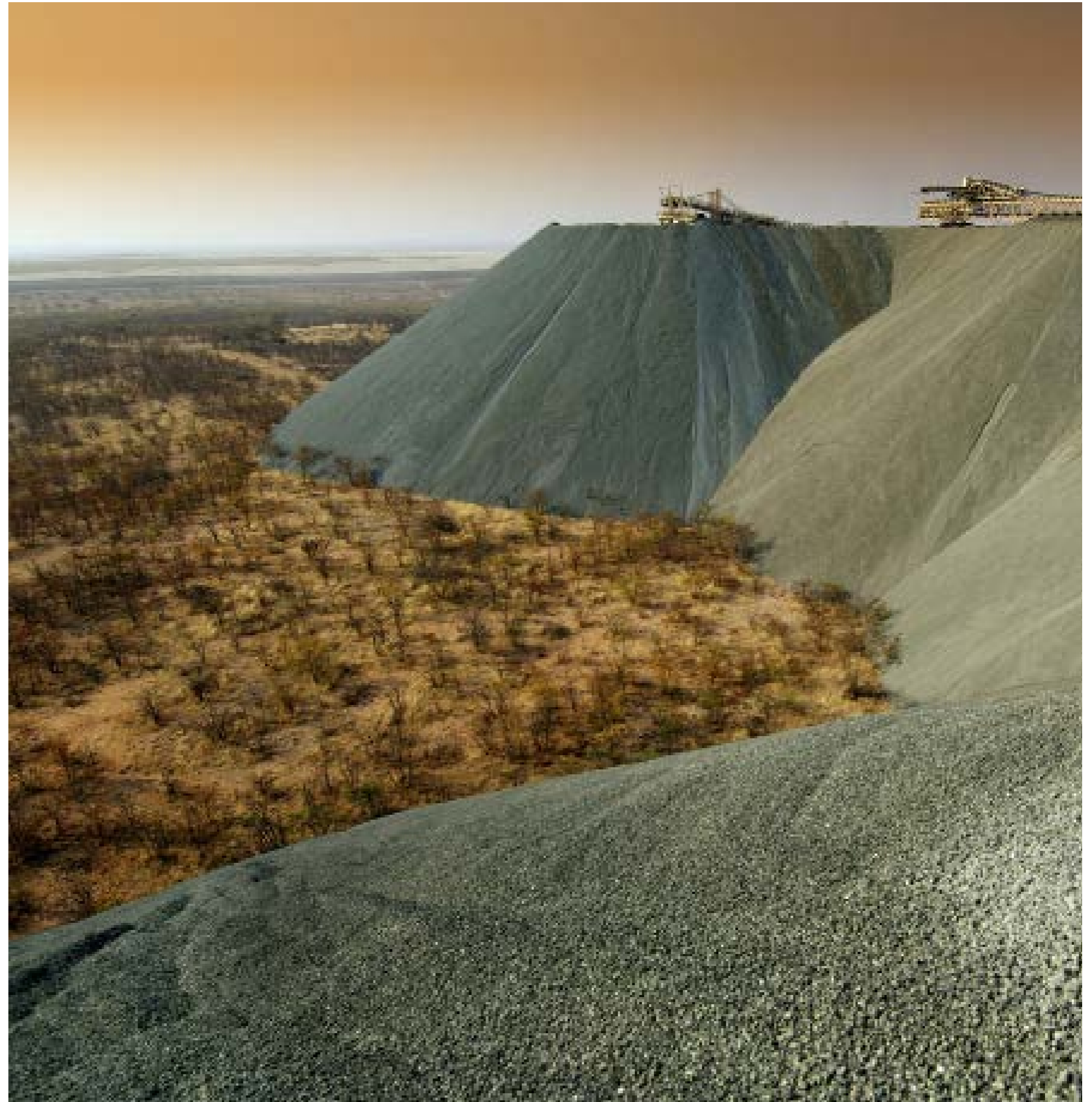
PREAMBLE

2.4 LABOUR SENDING AREAS

Venetia Mine is located in the Musina Municipal area and Table 3 below reflects the areas from which the majority of the workforce has been sourced.

TABLE 3: VENETIA MINE'S LABOUR SENDING AREAS

Municipal Area	Cities/Towns/Villages	Number	%
Musina	Musina Town, Nancefield, Tshipise, Sagole, Muswodi, Folovhodwe	536	45.2%
Blouberg	Alldays, Grootpan, Devrede, Taaiboschgroet, Ga-Kibi, Ga-Makgato, Babirwa, Longden, Juniorsloop, Dendron, Eindermark, Harrietswich Village, Kromhoek, Senwabarwana	206	17.6%
Thohoyandou	Dzanani, Mutale, Makonde, Nzhelele, Manenzhe, Mudimeli, Shayandima, Sibasa, Masisi, Vuwani, Dzimauli, Mashau.	116	16%
Polokwane	Polokwane, Mashashane, Ramokgopa, Seshego, Botlokwa, Seleka, Modjadji, Tzaneen, Chuenespoort, Phalaborwa, Zebediela, Kgapane.	85	7.1%
Louis Trichardt	Polokwane, Makhado, Xitachi, Waterval, Sinthumule.	49	4%
Other	Johannesburg, Cape Town, Koffiefontein, Windhoek, Nederland, Zimbabwe, Bloemfontein	185	9.8%





SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

3.1 INTRODUCTION

DBCM recognises that the achievement of its strategic objectives is dependent on optimising the capability and potential of its employees. DBCM is fully committed to the structured and systematic training and development of all its employees on an on-going basis to enable them to perform their duties safely, effectively and efficiently. Training and development also ensures that employees acquire the necessary competencies and related qualifications to meet DBCM's future human resources needs.

DBCM's Human Resources Development Programme shall accordingly support the Mining Works Programme, as well as, the Country's National skills strategy and transformation objectives. Training and development will flow from DBCM's strategic objectives, performance management system, human resources planning processes, as well as Skills Development and Employment Equity Plans. Human Resources Development will take place in a coordinated and structured manner within the parameters of annual budgets.

The DBCM Human Resources Development Programme will take cognisance of a framework that include:

- A Skills Development Plan:
 - ABET
 - Learnerships
 - Skills Development Programmes
- Career Progression Plan
- Mentoring Plan
- Internship Plan
- Bursary Plan

3.2 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

DBCM Human Resources Development Programme has been developed and will be implemented in accordance with the National Skills Development Framework as provided for in terms of the Skills Development Act 97 of 1998 and the general requirements of the Mining Qualifications Authority. The following compliance details are pertinent in this regard:

Name of SETA:
Mining Qualifications Authority (MQA)

Accreditation Number:
16/MQA/0312/AC4/170412

MQA Skills Levy No
L910750852

Skills Development Facilitator:
Koos Nel

Workplace Skills Plan Submission Date:
30 June of each year and WSP, SDL number T999990012 attached hereto as Annexure 1

3.3 HARD-TO-FILL VACANCIES

The provision of quality training is not only a matter of upgrading employee skills, but forms the cornerstone of Venetia Mine's future success and sustainability. The alignment of training to key business outcomes is therefore integral to DBCM's human resources development approach. Training and development interventions will be prioritised in terms of positions regarded mission critical and high impact and which are hard-to-fill. Table 4 reflects the relationship between mission critical/high impact positions and the hard-to-fill positions of Venetia Mine. "Form Q" – Depicts the Hard-to-fill vacancies at Venetia Mine attached hereto as Annexure 2.

TABLE 4: HARD-TO-FILL VACANCIES

Occupational Levels	Reason for Scarcity and Challenges	Intervention / Learning Programme
Mining Engineer	Relative scarce skill- geographical location	Job specific development programme
Occupational Health and Safety Manager	Relative scarce skill- industry attractiveness	Job specific development programme
Mining Engineer Systems Engineer Geotech	New and emerging skill	Job specific development programme
Surveyor	Relative scarce skill – geographical location	Job specific development programme
Analyst MRM	Relative scarce skill – geographical location and lack of skilled people	Job specific development programme
Technicians	Relative scarce skill – industry attractiveness	Job specific development programme. Learnership Programme
Apprentice – Riggers	Lack of skilled people	Apprentice programme
Engineering Operatives	Relative scarce skill – geographical location and lack of skilled people	2 year operative programme
Apprentice – Boilermakers	Relative scarce skill – geographical location and lack of skilled people	Apprentice programme
Apprentice – Fitters	Relative scarce skill – geographical location and lack of skilled people	Apprentice programme
Apprentice – Mechanics	Relative scarce skill – geographical location and lack of skilled people	Apprentice programme

3.4 SKILLS DEVELOPMENT PLAN

The objective of DBCM's Skills Development Plan is to provide quality learning and growth opportunities for people development in pursuit of individual, operational, corporate and national training and development goals. The Skills Development Plan interprets the company's strategy into workable and standardised processes and procedures which will harness the full potential of the skills development processes operationally centrally and nationally.

The main focus of the DBCM's Skills Development Plan in respect of Venetia Mine is to provide an enabling environment that delivers:

- an appropriately qualified workforce;
- the opportunity to develop the potential of its employees;
- the opportunity for employees to attain self-mastery;
- the creation of a culture of continuous improvement; and
- the embedding of an organizational culture that promotes a stimulating working environment that is conducive to skills development and retention.

"Form Q" – Depicts the numbers and education Levels of Venetia Mine employees attached hereto as Annexure 3.

TABLE 5: EMPLOYEE EDUCATION PROFILES – DECEMBER 2011

Education Levels	Male						Female						Grand Total
	A	C	I	W	FN	Total	A	C	I	W	FN	Total	
No schooling	2	0	0	0	0	2	0	0	0	0	0	0	2
Unknown	23	2	0	1	1	27	2	0	0	0	0	2	29
Grade 0/Pre-school	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 1	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 2	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 3/ABET 1	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 4	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 5/ABET 2	1	0	0	0	0	1	0	0	0	0	0	0	1
Grade 6	1	0	0	0	0	1	0	0	0	0	0	0	1
Grade 7/ABET 3	3	0	0	0	0	3	0	0	0	0	0	0	3
Grade 8	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 9/ABET 4	4	0	0	0	0	4	0	0	0	0	0	0	4
Grade 10/N1	80	2	0	5	0	87	0	0	0	1	0	1	88
Grade 11/N2	48	6	0	22	1	77	4	0	0	2	0	6	83
Grade 12/N3	474	13	1	55	1	544	91	6	0	30	0	127	671
Diplomas/ Certificates	30	0	0	18	0	48	10	0	0	2	0	12	60
1st Degrees/ Higher Dip	61	4	0	34	2	101	36	5	0	9	1	51	152
Honours/Masters	10	1	0	7	4	22	2	1	0	4	0	7	29
Doctorates	0	0	0	1	0	1	0	0	0	0	0	0	1
Total	737	28	1	143	9	918	145	12	0	48	1	206	1124



SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

3.4.1 ABET

Venetia Mine have offered ABET training to all employees since 1998. The opportunity to attend ABET classes was widely communicated. Currently we have a total of 36 employees with a qualification less than Grade9/Std7.

DBCM is committed to ensure its workforce is given opportunity towards timeous, cost effective and appropriate development programmes. Any of the above employees wishing to attend ABET will be allowed to enrol in private institutions offering ABET classes and Venetia Mine will provide financial assistance with regard to class fees.

With the latest developments in the Skills Development arena and the establishment of the Quality Council for Trades and Occupations (QCTO), the focus will now move towards the attainment of

the Foundational Learning Certificate (FLC). This certificate will be required for all the Level 2, 3 and 4 Occupational Learnerships in future.

All employees selected for Learnerships (as per the Learnerships tables) will do the FLC before embarking on the technical aspects of the Learnership.

Venetia Mine will also make available ten (10) positions for employees to do the FLC certificate full-time and preference will be given to the six employees currently enrolled in ABET. The remaining 25 will be consulted to determine their willingness to participate in this programme.

This will allow employees earmarked for further development the opportunity to acquire the skills and thus meet the entry-level requirements.

The selected ten employees will be allowed five months to complete the FLC, after which another ten candidates will be selected.

The recruitment of engineering operatives is proving to be problematic due to most candidates not meeting the required psychometric profile. In addition to the 10 employees mentioned, 5 additional community members will also be given an opportunity to participate in the programme.

The need for literacy and numeracy training also exist more especially for employees with formal qualifications above Grade 9. A working literacy programme, which consists of 70% curriculum of the FLC, will be provided free of charge to all employees who wish to improve their working literacy skills. This will be a part-time programme.

TABLE 6: FOUNDATIONAL LEARNING CERTIFICATE INTAKE

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Employees embarking on FLC training	20	20	20	20	20
Community members embarking on FLC training	10	10	10	10	10

3.4.2 LEARNERSHIPS

DBCM has identified learnerships as a key route to achieving its transformation objectives. The company accordingly offers learnerships in a number of supervisory, managerial and technical disciplines. The number of learnerships is determined with reference to employee turnover, DBCM's employment equity objectives, as well as mission critical/high impact positions which are hard-to-fill. The objectives of DBCM's learnership programmes are the following:

- Integrate a structured learner and work-place experience;
 - Provide employees opportunities to obtain national recognised qualifications;
 - Facilitate diversity and transformation in the workplace; and
 - Bridge a gap between the current educational and labour needs.
- DBCM's learnership programme focuses on the following fields of study:
- Supervisory and Management;
 - Engineering;

- Ore Processing; and
- Mining.

3.4.3.1 Supervisory and Managerial Learnerships

DBCM has contracted a number of service providers to assist with the development of accredited supervisory and managerial development programmes outlined in Table 7. In most instances supervisory and managerial learners are drawn from the workplace and developed through a combination of in-service and class room training.

TABLE 7: SUPERVISORY AND MANAGERIAL LEARNERSHIPS

Name of programme	NQF level	Learnership programme purpose
Supervision for energised work teams	NQF Level 3	The programme aims at equipping every first-line manager with the essential knowledge and skills necessary to: Develop, lead and inspire productive workplace teams. Ensure that all team members are developed to their full potential.
Energised Leadership and Management of Productivity Programme	NQF level 4/5	The qualification is intended for junior managers of small organisations, first line-managers of business units in medium and large organisations, or those aspiring to these positions. Junior managers include team leaders, supervisors, foremen and section heads. It lays the foundation for further management development. The focus of this qualification is to enable learners to develop competence in knowledge, skills, attitudes and values.
Management Development Programme	NQF 7/8	To develop the management and leadership capability of employees occupying and/or those identified to, in future occupy management and/or leadership roles. Individuals will gain knowledge and insight of their natural management and leadership styles, how to enhance their styles and successfully manage and lead teams.

The numbers of participants identified to participate in the Supervisory and Managerial Learnership programmes for the duration of this plan are reflected in Table 8.

TABLE 8: SUPERVISORY AND MANAGEMENT DEVELOPMENT PROGRAMMES

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Supervisory Learnership (NQF Level 3)	20	0	20	0	20
Supervisory Learnership (NQF Level 5) 18 months	20	14	0	0	0
Management Development (NQF Level 7) 10 months	8	6	6	6	6

3.4.2.2 Engineering Learnerships

A relatively large proportion of DBCM's learnerships are focused on the development of technicians and artisans in the engineering field. The focus on engineering learnerships is due to technicians and artisans being of particular importance to DBCM and the severe national shortage of these skills. DBCM offers engineering learnerships in the following fields:

- Mechanician;
- Electrician;
- Fitting and Turning;
- Instrumentation Technician;
- Platter / Boilermaker;
- Rigger; and
- Platter / Welder

DBCM's Engineering Learnerships encompasses both Section 18(1) and Section 18(2) Learners as prescribed by the SDA. Section 18(1) learners are

individuals in the full-time employ of the company and are offered an opportunity to complete a formal learnership. Section 18(2) learners are offered fix term employment for the specific purpose of completing a registered learnership. Section 18(2) learnerships provide an important mechanism for the training of new entrants to the mining industry.



SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

Tables 9.1 and 9.2 below reflect the number of 18(1) and 18(2) learnerships planned for each year of this Social and Labour Plan.

TABLE 9.1: 18.1 ARTISAN/ APPRENTICE LEARNERSHIPS

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Electrician	0	0	1	0	0
Fitter and Turner	0	0	0	0	1
Mechanician	1	0	0	1	0
Plater / Welder	0	0	0	1	0
Rigger	1	0	0	1	0
Total 18.1	2	0	1	3	1

TABLE 9.2: 18.2 ARTISAN / APPRENTICE LEARNERSHIPS

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Electrician	0	2	2	1	1
Fitter and Turner	2	2	2	1	1
Mechanician	0	0	0	0	0
Plater / Welder	2	3	2	1	2
Rigger	0	0	0	0	0
Total 18.2	4	7	6	3	4
Intake per annum (18.1 and 18.2)	6	7	7	6	5

3.4.2.3 Mining and Processing Learnerships

Venetia Mine also offers learnerships in the mining and ore processing disciplines, which is similar to the engineering disciplines. Mining and processing learnerships are registered with the Department of Labour and comply with the NQF qualifications. The learnerships will be demand-led in that they will address gaps identified through labour and talent reviews. The following mining and processing learnerships are offered by Venetia Mine;

- National Certificate: Mineral Processing NQF Level 2;
- National Certificate: Rock breaking: Surface Excavations NQF Level 3; and
- National Certificate: Mineral Processing NQF Level 3.

Table 10 reflects the estimated number of beneficiaries for the Mining and Ore Processing learnerships for each year of the plan.

TABLE 10: MINING AND ORE PROCESSING LEARNERSHIPS

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Rock Breaking: Surface Excavations	0	6	6	6	6
National Certificate: Mineral Processing NQF Level 2	4	6	7	9	11

3.4.2.4 Other Skills Training Programmes

Skills programmes form an important component of the training and development programmes of the machine operator, drivers and elementary workers within DBCM. Skills programmes offered by Venetia Mine comply with the unit standard requirements of the National Qualifications Framework and the Mining Qualification Authority and therefore offer participants credits towards a NQF-registered qualification. The Skills Programmes offered by Venetia Mine is outlined in Table 11.

TABLE 11: VENETIA MINE'S SKILLS PROGRAMMES

Skills Programme	Objective
Dense Medium separation	This skills programme is aimed at persons who work or intend to work within the Dense Medium Separation section of a processing plant and who seek recognition for essential skills in this area.
Skills programme in Crushing	This skills programme is aimed at persons who work or intend to work within the Crushing and Screening section of a processing plant and who seek recognition for essential skills in this area.
Skills programme in Diamond Recovery	This skills programme is aimed at persons who work or intend to work within the Diamond Recovery section of a processing plant and who seek recognition for essential skills in this area.
Skills programme in Scrubbing and Screening	This Skills programme is aimed at person who or intend to work within the Scrubbing and Screening section of a processing plant and who seek recognition for essential skills in this area.
Skills programme in Water Reticulation	This skills programme is aimed at persons who work or intend to work within the Water Reticulation section of a processing plant and who seek recognition for essential skills in this area.
Skills programme is for Occupational Health and Safety Representatives	People credited with this skills programme are able to represent employees on all aspects of occupational health and safety.
The examination, making safe and declaring safe on surface mines, quarries, Dumps and stockpiles	Fall of ground regulations promulgated by the Minister of Minerals and Energy requires a competent person to examine and make a workplace safe and determine that such competence will vest in a candidate having achieved the requirements of the relevant skills programme registered with the Mining Qualifications Authority.
Diamond Professional Graduate Certificate	To develop Senior Management and leadership capability of employees occupying or those identified, in future occupy management and/or leadership roles. Individuals will gain full understanding of the De Beers Business Diamond pipeline.
Operator Mobile Machinery for Surface Excavations Operations	There is a need in the industry for people to operate mobile machinery in surface mining and quarrying operations and have expanded skills and knowledge.

Table 12 reflects the estimated number of beneficiaries for the various skills programme for each year of the plan.



SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

TABLE 12: SKILLS TRAINING PROGRAMME

Type of Development Programme	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Ore Processing:					
Crushing	9	3	0	12	10
Diamond Recovery	4	6	6	4	4
DMS	9	13	12	12	10
Scrubbing and Screening	9	12	12	12	10
Water Reticulation	9	13	12	12	10
Mining:					
Competent A	18	18	18	18	18
Operator Mobile Machinery for Surface Excavations Operations	90	90	90	90	90
Technical Support:					
Operatives: Phase 1 – Off the job	14	6	6	14	14
Operatives: Phase 1 – On the job	15	14	6	6	14
Operatives: Phase 2 – Off the job	6	15	14	6	6
Operatives: Phase 2 – On the job	4	6	15	14	6
Safety and Health:					
Occupational Health and Safety Programme: SHE Representatives	50	38	33	6	29

3.4.2.5 Unit Standard and Modular Based Training

In-service training forms an important component of Venetia Mine’s Skills Development Programme. In-service training incorporates a wide array of skills areas and is needs driven and linked strategically to Venetia Mine’s objectives. The following unit standard and modular based accredited in-service training programmes are offered by Venetia Mine.

TABLE 13: UNITS STANDARD AND MODULAR BASED TRAINING PROGRAMME

Unit Standard & Modular Based Training Programme	Objective
Operate a pendant controlled overhead crane	Demonstrating an integrated practical and theoretical grounding in Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operate Truck Mounted cranes	A learner accredited with this standard will be able to demonstrate an integrated practical and theoretical grounding in Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operating lift trucks	A learner accredited with this standard will be able to operate lift trucks for the safe and efficient movement and stacking of freight in a variety of work environments, and take basic care of the equipment in compliance with lift truck manufacturers` and legislated standards.
Operate counter-balanced lift truck	The person credited with this Unit Standard is able to operate a counter-balanced lift truck in a safe manner
Operate a Mobile Elevating Work Platform (MEWP)	The person credited with this unit standard is able to safely operate and use a Mobile Elevating Work Platform.
Monitor, report and make recommendations pertaining to specified requirements in terms of working at heights	People credited with this unit standard will be able to describe the requirements with regard to working at heights.
Operate a Skid Steer Loader	Operating Skid Steer Loader’s and demonstrating knowledge of the functions of Skid Steer Loader’s and starting, shutting down and operating procedures for the machine.
Lift and move a load using manual lifting equipment and tackle	This unit standard is for a learner within the mechanical handling (rigging) context.
Lift and move a load using mechanical lifting equipment	This unit standard will be useful to people who are required to lift and move loads not exceeding five tons.
Arrange and complete lifts on site using lifting equipment	The person credited with this unit standard will be able to prepare for, lift and move a load. They are also able to prepare the equipment and resources required to move the load.
Operating Mobile cranes	A learner accredited with this standard will be able to demonstrate an integrated practical and theoretical grounding in Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operating lift trucks	A learner accredited with this standard will be able to operate lift trucks for the safe and efficient movement and stacking of freight in a variety of work environments, and take basic care of the equipment in compliance with lift truck manufacturers and legislated standards.
Operating Rough Terrain Forklift Truck	A learner accredited with this standard will be able to operate lift trucks for the safe and efficient movement and stacking of freight in a variety of work environments, and take basic care of the equipment in compliance with lift truck manufacturers and legislated standards.
Erect, alter/reposition and dismantle load bearing scaffolding	Learners who are assessed as competent against this unit standard will be able to erect, alter/ reposition and dismantle load bearing scaffolding under supervision.
Move trailing cable using cable reeler	This unit standard will be useful to people who are responsible for trailing cables using a Cable Reeler.
Operate a tractor	Operating a Tractor and demonstrating knowledge of the functions of Tractor’s and starting, shutting down and operating procedures for the machine.
Convey dangerous goods by road	The purpose of learning is to ensure safe loading, conveying and off-loading of dangerous goods according to legal and organisational requirements.
Provide risk-based primary emergency care/ first aid in the workplace	Provide risk-based primary emergency care/first aid in the workplace.



SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

Table 14 reflects the estimated number of beneficiaries for the aforementioned programmes.

TABLE 14: UNIT STANDARD AND MODULAR TRAINING PROGRAMMES

Type of Development Programme	2013 Intake	2014 Intake	2015 Intake	2016 Intake	2017 Intake
Operate a pendant controlled overhead crane	28	36	36	36	36
Operate Truck Mounted cranes	16	12	12	12	12
Operating lift trucks	8	8	8	8	8
Operate counter-balanced lift truck	8	8	8	8	8
Operate a Mobile Elevating Work Platform (MEWP)	4	4	4	4	4
Monitor, report and make recommendations pertaining to specified requirements in terms of working at heights	96	50	50	50	50
Operate a Skid Steer Loader	4	2	2	2	2
Lift and move a load using manual lifting equipment and tackle	4	4	4	4	4
Operating Mobile cranes	1	2	2	2	2
Operating lift trucks	0	4	4	4	4
Operating Rough Terrain Forklift Truck	4	2	2	2	2
Move trailing cable using cable reeler	2	1	1	1	1
Operate a tractor	2	1	1	1	1
Convey dangerous goods by road	4	4	4	4	4
Provide risk-based primary emergency care/ first aid in the workplace	84	95	95	95	95

3.5 CAREER PROGRESSION PLAN

3.5.1 CAREER PATHING

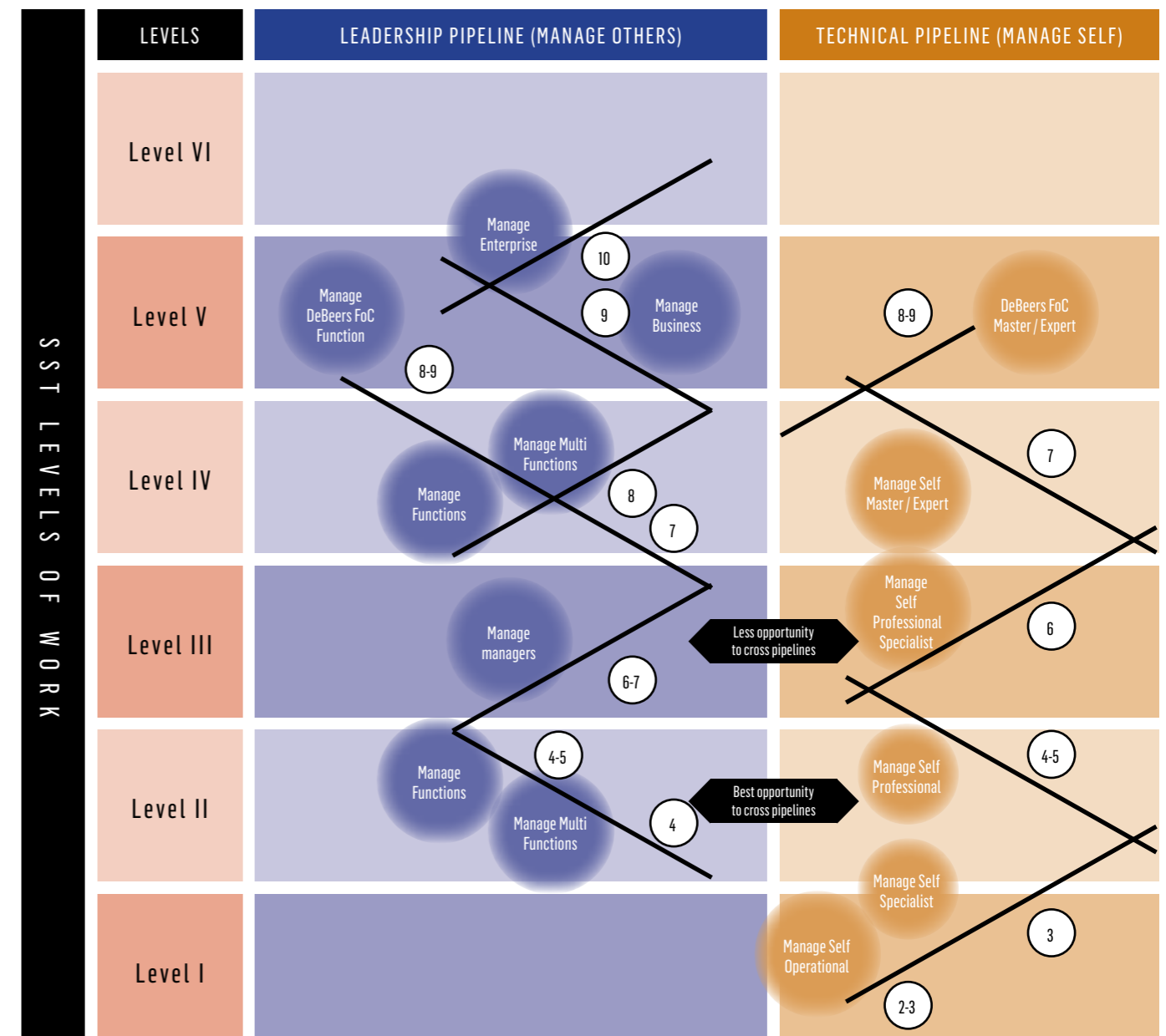
DBCM recognises the need for realism in career paths to sustain employee engagement and development over time. Career paths essentially maps out the successive steps and possible job titles available to employees during the course of their employment with the Company. By ensuring that employees are matched with career paths that are both relevant and achievable, DBCM aims to assist

employees in realizing tangible career progression and avoid setting unrealistic expectations. DBCM has accordingly identified relevant and achievable career path opportunities and enables employees to independently pursue these opportunities. Career pathing within DBCM is regarded as a process in which responsibility must be shared by DBCM and employees alike. The onus of creating career development goals and achieving those goals falls upon the employee, while the Company's role includes support for the employee in his/

her career development objectives and provision of the tools such as:

- Creating awareness of possibilities and challenges;
- Performance management reviews;
- Assessment centres;
- Assistance in meeting minimum educational qualifications;
- Assistance in focusing on coaching in areas of technical deficiency; and
- Assistance in coaching/training in non-technical areas.

A generic Job & Career Path Framework as well as discipline specific career paths has been developed to guide and standardise leadership and technical career development in DBCM. The generic Job & Career Path Framework is reflected in Figure 2 below.





SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

DBCMM has also established discipline specific career paths for employees in the following core disciplines:

- Mining;
- Engineering;
- Human Resources Management;
- Ore Processing;
- Mineral Resources Management;
- Commercial Management;
- Public and Corporate affairs; and
- Security, Safety, Health and Environment.

Discipline specific career paths are attached hereto as Annexures 4. Generic as well as discipline career paths will be used to guide employees regarding potential career progression, development and output necessary to achieve the various job levels. Although all employees have the opportunity to be developed, DBCMM has identified a talent pool to be

fast tracked in line with its needs and the above Framework.

3.5.2 TALENT POOL

Talent planning (succession) and talent pools is regarded as one of the most effective means to ensure an adequate future supply of scarce and critical skills and to achieve the objectives of this Plan. DBCMM and Venetia Mine have created a number of talent pools aimed at accelerating the development of high potential individuals, especially from HDSA categories. This involves the development of people within the company, and is aimed at key leadership, supervisory and technical skills positions. The following talent pools exist in DBCMM and Venetia Mine.

- Internal Succession Talent Pool (STP) – Using talent pools for succession

planning is one way of ensuring that Venetia Mine’s future talent needs are met. The internal succession talent pool will assist in cultivating supervisory, leadership and technical talent through targeted individual and organisational skill development activities that are aligned with DBCMM’s strategic 3 to 5 year plan.

- Fast Track Talent Pool- Venetia Mine has identified employees as part of its internal talent pool.

TABLE 15 REFLECTS INDIVIDUALS TO BE FAST TRACKED FOR EACH YEAR OF THE PLAN

Current position	Targeted position	Training intervention	2013	2014	2015	2016	2017
			Intake	Intake	Intake	Intake	Intake
Artisan	Planner	Planner-in-training Programme	2	0	0	2	0





SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

3.6 MENTORING PLAN

DBCM believes that mentoring is an important process to use in the development of its people specifically in regard to the transfer of knowledge and skills. Mentorships will be prioritised towards individuals on the various company skills programmes, including:

- Learnerships
- Internships
- Supervisors and Management Trainees
- Individuals with identified potential on a planned career path

Individuals on these programmes will be assigned mentors to facilitate their developmental needs, the transfer of skills, knowledge and competence. Details of the number of employees who have been assigned formal mentors are reflected in Table 14.

TABLE 16: MENTORING PLAN

Mentee Name	Career Deliverables	Duration	Target			Gender	
			HDSA	Non-HDSA	Male	Female	
MD Shiloane	Engineer in Training	2 years	X				X
LA de Carvalho	Engineer in Training	2 years		X	X		
C Bouwer	Engineer in Training	2 years	X				X
MC Molangoane	Engineer in Training	2 years	X				X
SW Sadike	Engineer in Training	2 years	X				X
LE Koto	Metallurgist in Training	2 years	X				X
MD Napo	Metallurgist in Training	2 years	X				X
KL Nndwambi	Metallurgist in Training	2 years	X			X	
OC Kiessig	Metallurgist in Training	2 years		X	X		
W Banda	Team leader learnership	12 months	X		X		
G De Bruyn	Team leader learnership	12 months		X	X		
F de Villiers	Team leader learnership	12 months		X	X		
P Dikosha	Team leader learnership	12 months	X		X		
A Dorman	Team leader learnership	12 months		X	X		
J Jacobs	Team leader learnership	12 months		X	X		
N Lehong	Team leader learnership	12 months	X		X		
P Makgeta	Team leader learnership	12 months	X		X		
A Manwatha	Team leader learnership	12 months	X		X		
M Mashaba	Team leader learnership	12 months	X		X		
M Mojalefa	Team leader learnership	12 months	X		X		
G Molema	Team leader learnership	12 months	X				X
T Moyo	Team leader learnership	12 months	X		X		
R Muchuane	Team leader learnership	12 months	X		X		
M Mulelo	Team leader learnership	12 months	X		X		
L Nemafohoni	Team leader learnership	12 months	X		X		
M Phaswana	Team leader learnership	12 months	X		X		
E Pieterse	Team leader learnership	12 months	X		X		
V Rankoese	Team leader learnership	12 months	X		X		
N Roets	Team leader learnership	12 months		X	X		

3.7 BURSARY AND INTERNSHIP PLAN

3.7.1 BURSARY PLAN

Talent and knowledge management is the essential lifeblood of any organisation. It is in the best interest of any organisation to ensure that these two essential pillars in the human resources structure is maintained and optimized. Over the years, De Beers Consolidated Mines (DBCM) has implemented various initiatives to ensure a consistent flow of talent into the organisation.

With the emphasis in South Africa on job creation and experiential training

for young professionals, DBCM has weighted its development approach towards graduate trainees (internships) with particular emphasis on technical professions and Women in Mining.

Where a shortage of young graduates with technical skills has been identified in specific labour sending areas, DBCM augments its development programmes with the De Beers Bursary Scheme.

The bursary scheme targets three key areas: - Mechanical and Electrical Engineering, Metallurgy and Mining. These target areas are reflective of the direction pursued by The Mining Charter. Over the years the EE profile of

the bursary scheme has evolved to reflect 100% EE and 100% females. This was done through targeted selection and includes students from the communities surrounding De Beers' mining operations.

The number of bursars in the scheme has been determined based upon Venetia Mine's business plan the number of graduate interns identified from labour sending areas and the need to achieve the Company's transformation objectives.

The table below reflects the number of bursars' Venetia Mine plans to have in the system per technical discipline for each year of the plan:

TABLE 17: BURSARY PLAN

Bursaries	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Engineering	2	2	2	2	2
Metallurgy	2	2	2	2	2
Mining	2	2	2	2	2

3.7.2 INTERNSHIP PLAN

DBCM offers practical training to students and bursars in terms of vacation work and experiential training. Graduate trainees are also accommodated through postgraduate training with each professional-in-training being assigned a mentor. Although the graduate trainees

are employed by DBCM, they are trained at different operations and an average of graduate interns is assigned to Venetia Mine annually.

DBCM offers Graduate Training Programs in Geology, Electrical and Mechanical Engineering, Mining and Metallurgy.

The following table provides a qualitative reflection of Venetia Mine's Intern allocations for 2013 – 2017.

TABLE 18: INTERNSHIP PLAN

Internships	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Engineering	6	6	6	6	6
Metallurgy	5	4	4	4	4
Mining	0	0	0	0	0

NB:* All mining trainees are placed at Anglo Development Centre in Rustenburg during their 3 years training, thereafter substantively placed at operations.

3.7.3 SELF-STUDY SCHEME

A key component of Venetia Mine's in-service training is the DBCM self-study scheme. This scheme offers financial assistance to all permanent employees for part-time courses of study

leading to any approved qualification, provided the proposed studies falls within the relevant mine business disciplines. The self-study scheme offers employees opportunities to further their development in line with personal and

organisational goals. Table 19 reflects the average number of recipients that benefits from the self-study scheme per year.



SECTION 3

HUMAN RESOURCES DEVELOPMENT PROGRAMME

TABLE 19: SELF-STUDY SCHEME

Study Field	Actual No. of Recipients
Accounting	1
Commercial Practice	1
Engineering – Chemical	1
Engineering – Electrical	3
Engineering - GDE Rock	1
Engineering - Trade (Mechanician)	1
Engineering – Mining	3
Environmental Management	2
Human Resources Management	2
Information Technology	2
Logistics	2
Process Instrumentation	1
Productivity	1
Purchasing and Supply Chain Management	2
Safety Management	4
Security Risk Management	1
Transport Management	1

3.7.4 FINANCIAL STUDY ASSISTANCE SCHEME

In 2012 Venetia Mine introduced a Financial Study Assistance Programme

that aims at providing learners from the Mine's labour sending areas, who are registered with any public tertiary institution, with financial

assistance that will help them cover part of their tuitions fees.

TABLE 20: FINANCIAL STUDY ASSISTANCE SCHEME

Field of study	2013	2014	2015	2016	2017
	Intake	Intake	Intake	Intake	Intake
Any tertiary qualification from a Tertiary Public Institution	10	10	10	10	10

SOURCE: Venetia Mine Financial Study Assistance Policy





SECTION 4

EMPLOYMENT EQUITY PLAN

4.1 INTRODUCTION

DBCM is committed to the socio-economic transformation of South Africa and aims to establish a workforce that more realistically reflects the demographics of the country. DBCM accordingly supports the intent and principles underlying the MPRDA and the Employment Equity Act, No. 59 of 1998 (“EEA”). DBCM, through its commitment to Employment Equity, will therefore continually strive towards:

- Eliminating unfair discrimination;
- Promoting a broadly representative workforce;
- Redressing imbalances caused by past practices of unfair discrimination;
- Ensuring fair equality of opportunity for all;
- Managing diversity for the long-term benefit of the organisation and its employees;
- Ensuring compliance with the MPRDA and the EEA; and
- Valuing the contribution made by all employees.

Giving effect to these commitments require the development and implementation of a roadmap that embodies timeframes, goals and positive measures through which DBCM’s Employment Equity objectives can be achieved. DBCM has accordingly developed a three year EE plan not only to comply with its statutory obligation in terms of the MPRDA and the EEA, but also seeks to address the Company’s strategic objectives by accessing a broader skills base. This plan covers the period 2012 – 2014. Following the expiry of this plan, a subsequent plan will be developed and submitted to align with Venetia Mine’s Social and Labour Plan period.

4.2 OBJECTIVES TO BE ACHIEVED FOR EACH YEAR OF THE PLAN

Specific objectives have been set for each year of the plan to ensure reasonable progress towards a representative workforce. The narrative objectives are reflected below.

TABLE 21: OBJECTIVES TO BE ACHIEVED FOR EACH YEAR OF THE PLAN

Timeframe	Objective	Who
2011-2012	Eliminate all barriers to employment equity by improving the efficiency of the EE Policy Committee	EE Policy Committee
	Preferential treatment of suitably qualified employees from designated groups, with appointment and promotions.	HR Managers
	Achievement of numerical targets for each year of the plan	DBCM Head: HR
	Retain critical skills and designated employees to achieve DBCM’s strategic objectives	DBCM Head: HR
	Fast track employees from designated groups by implementing appropriate skills training measures (coaching/mentoring)	HRD Practitioner-OD
2012-2013	Improve DBCM’S disability profile through targeted recruitment and workplace accommodation.	Snr HR Practitioner-Projects
	Preferential treatment of suitably qualified employees from designated groups, with appointment and promotions	HR Managers
	Achievement of numerical targets for each year of the plan	DBCM Head: HR
	Retain critical skills and designated employees to achieve DBCM’s strategic objectives	DBCM Head: HR
	Fast track employees from designated groups by implementing appropriate skills training measures (coaching/mentoring)	HRD Practitioner- OD
2013-2014	Improving the number of females through internal learnerships and skills programmes	Snr. HR Manager Northern Cape
	Improve DBCM’S disability profile through targeted recruitment and workplace accommodation	Snr HR Practitioner Projects
	Preferential treatment of suitably qualified employees from designated groups, with appointments and promotions.	HR Managers
	Achievement of numerical targets for each year of the plan	DBCM Head: HR
	Retain critical skills and designated employees to achieve DBCM’s strategic objectives	DBCM Head: HR
2013-2014	Fast track employees from designated groups by implementing appropriate skills training measures (coaching/mentoring)	HRD Practitioner-OD
	Improving the number of females through internal learnerships and skills programmes	Snr HR Manager Northern Cape
	Improve DBCM’s disability profile through targeted recruitment and workplace accommodation	Snr HR Practitioner Projects



SECTION 4

EMPLOYMENT EQUITY PLAN

4.3 WORKPLACE BARRIERS AND AFFIRMATIVE ACTION MEASURES

In accordance with the requirements of the EEA, an analysis of the employment equity policies, procedures and the working environment was conducted at Venetia Mine in order to identify employment barriers which adversely affect people from designated groups. The workplace analysis for Venetia Mine is reflected in Table 22.

TABLE 22: VENETIA MINE'S EMPLOYMENT EQUITY BARRIERS AND AFFIRMATIVE ACTION MEASURES

Categories	Barriers (Narration)	Affirmative action measures (narration)
Recruitment Procedures	• N/A	
Advertising positions	<ul style="list-style-type: none"> Line Managers tailor make adverts to suit their preferred candidates. Wording on the Advert especially Regarding company EE Policy does not attract PWD 	<ul style="list-style-type: none"> Once job descriptions (JD's) are signed all adverts are to be drawn from JD's
Selection criteria	• Linked to Job classification and grading	
Appointments	• Linked to Job classification and grading	
Job classification and grading	<ul style="list-style-type: none"> Lack of signed JD's make it easy for Line Managers to manipulate the process and get their preferred candidates 	<ul style="list-style-type: none"> Line Managers to get access to the Portal Job Description Link Include guideline on the link on what can be changed or not on JD's Identify all the positions that don't have JD's and do the JD's and put them on the link
Remuneration and benefits	<ul style="list-style-type: none"> Most HDSA employee's query the TRP's when they get paid at the end of the month. That what the offer letter states and the pay slip are not the same 	<ul style="list-style-type: none"> Continue with dummy pay slips with the offer letter for potential candidates
Terms and conditions of employment	<ul style="list-style-type: none"> COE state that when you are on Training and development you forfeit your allowances (i.e. Contops etc.) and this becomes a barrier especially on people that are dependent on this income 	<ul style="list-style-type: none"> Reconsider the COE rule that you forfeit allowances when on training
Job assignment	• N/A	
Work environment and facilities	<ul style="list-style-type: none"> The environment and facilities are currently not accessible and conducive for people with disabilities 	<ul style="list-style-type: none"> Venetia Mine to come –up with measure for the Long term on how to make the environment and facilities more accessible

Categories	Barriers (Narration)	Affirmative action measures (narration)
Training and development	<ul style="list-style-type: none"> There is no framework that guides Training and development of employees that have been identified as successors 	<ul style="list-style-type: none"> Do a succession Planning audit on skills and then plan all the training and development accordingly. Align the budget process closing date to the O&C timelines
Performance and evaluation	• N/A	• N/A
Promotions	• This talks to the succession planning issue	
Transfers	• N/A	• N/A
Succession & experience planning	<ul style="list-style-type: none"> People are identified as success, however when positions become available they are not promoted because they are not developed and trained 	<ul style="list-style-type: none"> Do a succession Planning audit on skills and then plan all the training and development accordingly. Align the budget process closing date to the O&C timelines
Budget allocation in employment equity consultative committee to meet	• N/A	

4.4 EMPLOYMENT EQUITY PROFILE AND GOALS

To determine the degree of under-representation of people from designated

groups in various occupational categories and levels, Venetia Mine conducted a workplace profile analysis comparing its diversity profile against the economic active population of South Africa and

the region in which it operates. Table 23 represents the current employment equity staff profile according to gender and race at Venetia Mine as at December 2011.

TABLE 23: VENETIA MINE WORKFORCE PROFILE AS AT DECEMBER 2011

Occupational Levels	Male					Female					Total	Disabled	
	A	C	I	W	FN	A	C	I	W	FN		Male	Female
Senior Management	3	1	0	5	1	0	0	0	0	0	10	0	0
Professionally qualified and experienced specialists and mid-management	15	1	0	32	6	7	1	0	3	1	66	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	149	17	1	91	2	33	6	0	24	0	323	6	0
Semi-skilled and discretionary decision making	538	7	0	11	0	85	3	0	16	0	660	4	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	705	26	1	139	9	125	10	0	43	1	1059	10	0
Temporary Employees	32	2	0	4	0	20	2	0	5	0	65	0	0
Grand Total	737	28	1	143	9	145	12	0	48	1	1124	10	0

The Employment Equity Act requires that a designated employer must, as part of its Employment Equity Plan, determine numerical goals and targets to achieve equitable representation of suitably qualified people from all designated groups (including persons with disabilities) within each occupational category of the workforce. The targets will form the framework for implementation of this plan. Venetia Mine has made a policy decision to set goals at two levels:

- National economic active population demographics taken into account at Top Management, Senior Management and Professionally qualified levels.
- Regional economic active population demographics taken into account at Skilled Technical, Semi-skilled and Unskilled levels.



SECTION 4

EMPLOYMENT EQUITY PLAN

Table 24 reflects the employment equity goals Venetia Mine will endeavour to achieve at the end of its current

Employment Equity Plan. Targets for each year of the plan are attached hereto as Annexures 5 and “Form S” – Depicts

Venetia Mine’s Employment Equity Statistics attached hereto as Annexures 6.

TABLE 24: VENETIA MINE'S WORKFORCE PROFILE AS AT 2012

Occupational Levels	Male					Female					Total	Disabled	
	A	C	I	W	FN	A	C	I	W	FN		Male	Female
Senior Management	3	0	0	3	0	0	0	0	0	0	6	0	0
Professionally qualified and experienced specialists and mid-management	17	2	0	32	13	1	0	4	8	1	78	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	156	17	1	92	40	6	0	24	1	0	337	1	4
Semi-skilled and discretionary decision making	527	8	0	11	79	3	0	15	0	0	643	5	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	703	27	1	138	132	10	0	43	9	1	1064	6	5
Temporary Employees	44	2	0	4	27	1	0	3	0	1	82	0	0
Grand Total	747	29	1	142	159	11	0	46	9	2	1146	6	5

TABLE 25: VENETIA MINE'S WORKFORCE PROFILE AS AT 2013

Occupational Levels	Male					Female					Total	Disabled	
	A	C	I	W	FN	A	C	I	W	FN		Male	Female
Senior Management	3	0	0	4	0	0	0	0	0	0	7	0	0
Professionally qualified and experienced specialists and mid-management	18	2	0	30	15	2	0	6	7	1	81	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	155	17	1	92	40	6	0	23	2	0	336	1	3
Semi-skilled and discretionary decision making	550	7	0	11	90	3	0	12	0	0	673	5	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	726	26	1	137	145	11	0	41	9	1	1097	6	3
Temporary Employees	5	1	0	1	2	0	0	0	0	0	9	0	0
Grand Total	731	27	1	138	147	11	0	41	9	1	1106	6	6

TABLE 26: VENETIA MINE'S WORKFORCE AS AT 2014

Occupational Levels	Male					Female					Total	Disabled	
	A	C	I	W	FN	A	C	I	W	FN		Male	Female
Senior Management	3	0	0	3	0	0	0	0	0	0	6	0	0
Professionally qualified and experienced specialists and mid-management	25	2	0	29	7	22	1	0	8	0	94	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	158	17	1	90	2	55	7	0	23	0	353	1	5
Semi-skilled and discretionary decision making	567	7	0	12	0	107	3	0	15	0	711	5	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	753	26	1	134	9	184	11	0	46	0	1164	6	7
Temporary Employees	0	0	0	1	0	0	0	0	0	0	1	0	0
Grand Total	753	26	1	135	9	184	11	0	46	0	1165	6	7



SECTION 4

EMPLOYMENT EQUITY PLAN

HDSA IN MANAGEMENT

Recognizing that transformation within the mining industry remains a national imperative Venetia Mine is fully committed to ensure diversity as well as participation of HDSA's at all decision-making positions. Venetia mine firmly believes that diversity is an organisational strength.

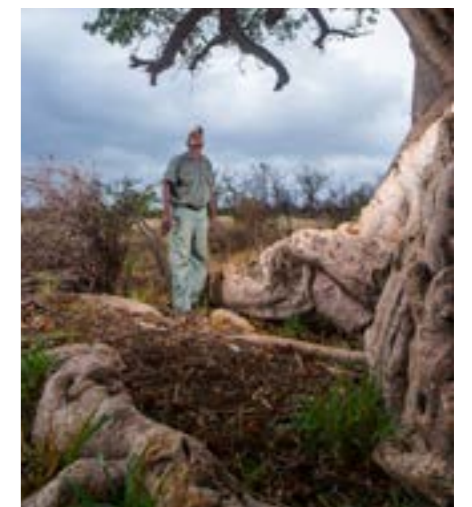
By the end 2012, 58% of total management at Venetia Mine were categorised as being HDSA. This is compared with the Mining Charter target of having 40% of management being HDSA. In line with DBCM's commitment of meeting the Mining Charter targets at each level of management the following quantitative targets has been set for each year of the plan as reflected in Tables 27 and 28.

TABLE 27: HDSA IN MANAGEMENT

Year	Occupational Category	Male					Female					Total	HDSA %
		A	C	I	W	FN	A	C	I	W	FN		
2012	Top Management	1	1	0	5	1	0	1	0	0	0	9	33
	Senior Management	2	1	0	6	1	0	0	0	0	10	30	
	Middle Management	16	2	0	34	6	8	1	0	4	1	72	43
	Junior Management	63	7	0	53	0	2	0	0	2	0	127	58
2013	Top Management	0	0	0	0	0	0	0	0	0	0	0	0
	Senior Management	3	0	0	5	0	0	0	0	0	8	38	
	Middle Management	18	2	0	29	7	15	2	0	6	1	80	54
	Junior Management	155	17	1	92	2	40	6	0	23	0	336	72
2014	Top Management	0	0	0	0	0	0	0	0	0	0	0	0
	Senior Management	3	0	0	4	0	0	0	0	0	7	43	
	Middle Management	25	2	0	28	7	22	1	0	8	0	93	62
	Junior Management	158	17	1	90	2	55	7	0	23	0	353	74
2015	Top Management	0	0	0	0	0	0	0	0	0	0	0	0
	Senior Management	3	0	0	4	0	0	0	0	0	7	43	
	Middle Management	25	2	0	28	7	22	1	0	8	0	93	62
	Junior Management	158	17	1	90	2	55	7	0	23	0	353	74
2016	Top Management	0	0	0	0	0	0	0	0	0	0	0	0
	Senior Management	3	0	0	4	0	0	0	0	0	7	43	
	Middle Management	25	2	0	28	7	22	1	0	8	0	93	62
	Junior Management	158	17	1	90	2	55	7	0	23	0	353	74
2017	Top Management	0	0	0	0	0	0	0	0	0	0	0	0
	Senior Management	3	0	0	4	0	0	0	0	0	7	43	
	Middle Management	25	2	0	28	7	22	1	0	8	0	93	62
	Junior Management	158	17	1	90	2	55	7	0	23	0	353	74

TABLE 28: CORE AND CRITICAL SKILLS

Year	Occupational Category	Male					Female					Total	HDSA %
		A	C	I	W	FN	A	C	I	W	FN		
2012	Core Skills	670	18	1	118	7	100	2	0	13	1	930	86
2013	Core Skills	674	21	1	116	8	112	4	0	23	1	960	87
2014	Core Skills	697	22	1	132	9	143	4	0	28	0	1036	86
2015	Core Skills	697	22	1	132	9	143	4	0	28	0	1036	86
2016	Core Skills	697	22	1	132	9	143	4	0	28	0	1036	86
2017	Core Skills	697	22	1	132	9	143	4	0	28	0	1036	86





SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

5.1 INTRODUCTION

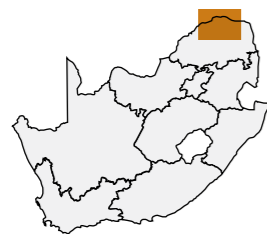
Venetia Mine is situated on the farm Venetia 103-MS, which lies approximately 80 km west of Musina and 36 km north east of Alldays in the Limpopo Province. The mine is located in the Musina (as indicated in Figure 3) Local Municipality of the Vhembe district. Specifically, the mine is situated just off the R521 road between Alldays and Pontdrift, approximately 540 km north of Johannesburg. Majority of the Mine employees are from the Blouberg and Musina Municipalities and therefore the Mine

considers these two municipalities as its primary labour sending areas.

The Mine Community Development Programme for Venetia Mine is based on DBCM's Community Development strategy and the Venetia Mine Socio-Economic Assessment (SEAT 2009) and the Social Impact Assessment (Digby Wells: June 2005). The Socio-Economic Assessments focused on the possible impacts that Venetia Mine would have on the communities of Vhembe District Municipality, and more specifically the two host municipal areas, Blouberg and Musina Local Municipalities.

This Mine Community Development Programme, which is integrated with the Integrated Development Plans (IDPs) of Blouberg and Musina Local Municipalities, will demonstrate commitment to the sustainable upliftment of these communities. The legacy for Venetia Mine will stretch over and above the direct economic benefits that the mine will bring to the region. This process will result in Venetia Mine becoming fully integrated within the local communities and being seen as a partner in poverty alleviation and job creation.

FIGURE 3: AREA MAP



5.2 STAKEHOLDER ENGAGEMENT

Venetia Mine has built a sound working relationship with the Blouberg and Musina Local Municipalities, the Capricorn and Vhembe District Municipalities as well as the Limpopo Provincial Government. These partnerships have resulted in community based initiatives, more specifically in the area of education and enterprise development, being successfully implemented. These initiatives include the Venetia Mine Small Business Development Hub and the Limpopo Rural Schools programme.

During the SIA conducted during 2005 and subsequent SEAT engagements, various stakeholders were engaged in identifying impacts regarding Venetia Mine's activities as well as the identification of potential areas for community development and poverty alleviation. The projects that are listed in this Mine Community Development Programme are as a consequence of these engagements and are directly linked to the Integrated Development Plans (IDP's) of the Blouberg and Musina Municipalities. The engagements have been comprehensive and letters of support in terms of Venetia Mine's Mine Community Development Programme from the Blouberg and Musina Municipalities are attached as Annexure 7.

Venetia Mine will continue its involvement in local IDP processes, as well as in relevant development structures or forums which may be established in the broader area. This will be achieved through active participation in local community development structures and implementation of Venetia Mine's Community Engagement Plan

5.3 SOCIO-ECONOMIC BACKGROUND

5.3.1 INTRODUCTION

The Socio-Economic Impact Assessment (SIA) that was conducted in June 2005 highlighted the socio-economic development challenges that are faced by the Blouberg and Musina local communities. This section focused on the historical, socio-economic and institutional aspects of the local authorities in relation to Venetia Mine. This information continues to assist Venetia Mine in making informed decisions concerning its role as a good corporate citizen and in particular live up to the spirit and intent of Venetia Mine's Mine Community Development Programme. Venetia Mine will soon be conducting the next round of the Socio-Economic Assessment process (SEAT) which will further highlight community issues and needs and guide the Mine's Community Development Programme.

Venetia Mine is located within the Musina Local Municipality. However, the mine is also close to the border of the Blouberg Municipality and it was therefore deemed proper that the Mine considers the profiles of both the Blouberg and Musina Local Municipalities within its Community Development Programme. The main reason for this is that the Mine draws majority of its unskilled employees from the two local municipalities.

As indicated above, De Beers Venetia Mine has two labour sending areas, viz. Musina and Blouberg Municipalities. Musina Local Municipality falls within the Vhembe District Municipality, which is made up of four local municipalities, namely Musina, Makhado, Thulamela and Mutale, of which Musina Local Municipality is bounded by Makhado Local Municipality to the South and Mutale local Municipality to the east. Musina is also bounded in the South West by the Local Municipality of Blouberg which falls within the

Capricorn District Municipality. Musina Local Municipality is located in the very North of the Limpopo Province, bordering Botswana and Zimbabwe. This municipality covers an area of approximately 757 829 ha that extends from the confluence of the Mogalakwena and Limpopo rivers in the West to the confluence of the Nwanedi and Limpopo rivers in the East and from Tshipise and Mopane in the South to Botswana/Zimbabwe borders in the North. The municipal area consists mainly of commercial farms and only 0.08% of the total area is urban in nature.

The main contributors to the economy of Musina municipality are: Agriculture, Forestry and Fishing (35%), Mining (30%), Transport and communication (15%), Manufacturing (11%), Finance and business services (9%), wholesale & retail trade, catering and accommodation (6%), community, social, personal services (6%), government services (5%), construction (5%). The unemployment rate stands at 25% with the highest percentage amongst the youth aged between 15 to 19 years and declining with age. Musina local municipality contributes 11% of GDP to the Vhembe district municipality.

And Blouberg municipality is located at the far northern part of the Capricorn District Municipality and is made up of five local municipalities, namely; Aganang, Lepelle-Nkumpi, Molemole, Polokwane and Blouberg falls within this district. Five growth points have been identified within the Blouberg local municipal area and they are; Senwabarwana, Alldays, Eldorado, Tolwe and the Puraspan-Avon-Indermark corridor. Of these areas, three of them fall within Venetia Mine's immediate labour sending areas, i.e. Alldays, Eldorado and Tolwe.



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

The central locality of the municipal area in relation to the rest of the country ensures that a number of important regional routes transverse the area, of which the R521 (Polokwane-Alldays) and D1200 (Mogwadi-Senwabarwana-GaMankgodi) routes link the municipal area with the rest of the country. Other routes, which are also of a regional and sub-regional importance, are the D1589 which links Blouberg with the Waterberg district municipal area and Botswana and the D1468 (Senwabarwana-Vivo-Indermark), which should be prioritized due to its economic importance.

The major economic sectors or sources within Blouberg are agriculture, mining and tourism. There are mining prospects at Dalmy, Windhoek-

Papegaai, and Silvermyn; platinum and gold prospects at Towerfontein that could complement Venetia Mine. In terms of tourism the Municipality houses one of the six kings in the province in King Malebogo; Maleboho and Blouberg Nature Reserves and Mapungubwe heritage sites. The Municipality's proximity of Lephalale, Botswana and Zimbabwe and this has a positive impact on the local economy. The municipality also hosts three border posts i.e. Platjan, Zanzibar and Groblersbrug that go into Botswana.

5.3.2 POPULATION

5.3.2.1 Size and Distribution

The Limpopo Province has a total of 25 local municipalities, one district management area (DMA) and five

district councils. And 10 of the 25 local municipalities recorded increases above the provincial level (4,9%). Musina local municipality recorded the highest percentage change (45,5%), followed by Mutale local municipality with 30,9%. And as per the new Demarcations Board report (2011), the Blouberg Municipality covers an area of about 9,248.44km².

The total population is estimated at 194 119 with the total number of households at 35 598. Average house hold size is 5.72 (Source: Community Survey, 2007).

TABLE 29: MUNICIPALITY SIZE

Municipality	2001	2007	% Change
Vhembe District	1 198 055	1 240 035	3,5%
Musina Local Municipality	39 310	57 195	45,5%
Capricorn District	1 154 692	1 243 167	7,7%
Blouberg Local Municipality	161 323	194 119	20,3%

(Source: Census 2001 and Community Services 2007, pg. 7)

5.3.2.2 Gender

The table below indicates that the population breakdown of Musina local municipality per Age and gender

TABLE 30: MUSINA MUNICIPALITY AGE AND GENDER DEMOGRAPHICS

Age	Males	Females	Total
0 – 4	3674	3594	7268
5 – 9	3221	2938	6159
10 – 14	2393	2552	4945
15 – 19	2231	2592	4823
20 – 24	2403	3467	5870
25 – 29	3413	3276	6689
30 – 34	3373	3145	6518
35 – 39	2194	2630	4824
40 – 44	1603	1479	3082
45 – 49	877	1338	2215
50 – 54	687	778	1465
55 – 59	653	409	1062
60 – 64	192	416	608
65 – 69	355	274	629
70 – 74	209	253	462
75 – 79	102	136	238
80 – 84	80	75	155
85 +	102	82	184
Total	27762	29434	57195

SOURCE: Musina Municipality IDP (Pg. 22)

The table below depicts an age and gender breakdown of the Blouberg population

TABLE 31: BLOUBERG MUNICIPALITY AGE AND GENDER DEMOGRAPHICS

Age	Males	Females	Total
0 – 4	11968	12869	24837
5 – 9	15273	15390	30663
10 – 14	14259	15929	30188
15 – 19	13996	14351	28347
20 – 24	7550	7152	14702
25 – 29	2722	5590	8312
30 – 34	3543	4464	8007
35 – 39	2206	4966	7172
40 – 44	2289	5713	8002
45 – 49	1936	3877	5813
50 – 54	1261	3498	4759
55 – 59	1884	2706	4590
60 – 64	915	2834	3749
65 – 69	1809	2331	4140
70 – 74	1179	2230	3409
75 – 79	522	2709	3231
80 – 84	830	749	1579
85 +	903	1717	2620
Total	85045	109075	194119

SOURCE: Blouberg Municipality IDP (pg. 41)



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

5.3.3 EDUCATION AND LANGUAGE

5.3.3.1 Education Levels

The education profiles of the two District Municipalities areas are similar. The group with primary and secondary levels are the highest with educational levels between 34% - 37% at primary level and 25% - 26% at secondary level of the adult population.

TABLE 32: EDUCATION LEVELS

Level	Vhembe	Musina	Capricorn	Blouberg
Primary	134493	7551	134668	72238
High School	292414	16946	266713	57616
Matric	86005	4279	91602	6762
Tertiary	58503	3502	73908	5669
No schooling	113076	5202	89419	32095
Unspecified	9155	305	4781	869
Other	0	0	147865	32095
Total	693646	37785	808956	207344

<http://www.statssa.gov.za/timeseriesdata/pxweb2006/Dialog/Saveshow.asp>: (2001 stats)

5.3.3.2 Languages

Sepedi and Tshivenda are the most dominant languages in Capricorn and Vhembe District Municipalities respectively.

TABLE 33: LANGUAGES

	Vhembe	Musina	Capricorn	Blouberg
Sepedi	2,3%	17,6%	88,2%	97,2%
Tshivenda	68,4%	54,6%	0,3%	0%
Xitsonga	26,3%	5,5%	3,1%	0%
Afrikaans	1,1%	5,3%	2,6%	0%
Other (English, Siswati, IsiZulu, IsiXhosa, IsiNdebele)	1,9%	17%	5,8%	2,8%
Total	100%	100%	100%	100%

SOURCE: en.wikipedia.org/wiki/Limpopo#Municipalities (Census 2001)

5.3.3.3 Schools

The next table gives the breakdown of Limpopo schools in the Venetia Mine labour sending areas. Vhembe has the highest proportion of schools in Limpopo (23,4%).

TABLE 34: SCHOOLS

Type of School	Vhembe	Musina	Capricorn	Blouberg
ECD Centres (Farm schools)	1	1	0	0
Primary Schools	676	32	557	29
Secondary / High Schools	320	13	374	19
Total	997	46	931	48

SOURCE: http://www.edu.limpopo.gov.za/index.php?option=com_wrapper&view=wrapper&Itemid=40
<http://www.education.gov.za/EMIS/EMISDownloads/tabid/466/Default.aspx>

5.3.4 HOUSING

5.3.4.1 Household Sizes

The average household size in Limpopo Province is determined by diverse demographic and socio-economic factors. Figure show that the average household size slightly declined from 4,5 persons in 2001 to 4,3 persons in 2007. Five municipalities recorded more than five persons in a household: Mutale (5,1 persons), Blouberg (5,5 persons), Fetakgomo (5,1 persons), Elias Motsoaledi (5,3 persons) as well as the Greater Tubatse (5,2 persons) local municipalities.

TABLE 35: HOUSEHOLD SIZES

Areas	Populations	Number of Households	Average Household Size
Vhembe District	1 240 035	287 190	4,3
Musina Local Municipality	57 195	14 203	4,0
Capricorn District	1 243 167	285 565	4,4
Blouberg Local Municipality	194 119	35 598	5,5

Source: (Community Survey 2007, Stats SA Pg. 8)

5.3.4.2 Type of Housing

The proportion of households living in formal dwellings in Limpopo Province increased from 72,5% in 2001 to 83,2% in 2007. A majority of the local municipalities (21) recorded an increase. However, the province recorded a decrease in the proportion of households living in informal dwellings, from 7,1% in 2001 to 5,6% in 2007. Sixteen of the 25 municipalities in the province recorded a decrease in the proportion of households living in informal dwellings in 2007.

TABLE 36: TYPE OF HOUSING

Areas	% Formal Dwellings	% Informal
Vhembe District	81,5	2,4
Musina Local Municipality	67,3	13,5
Capricorn District	88,3	6,9
Blouberg Local Municipality	91,1	1,7

Source: (Community Survey 2007, Stats SA, Pg. 10)

5.3.4.3 Household Tenure Status

Limpopo Province has had an increase in the proportion of households who owned and had dwellings fully paid off from 53,9% in 2001 to 73,2% in 2007. The proportion of households that rented their dwellings slightly increased from 5,8% in 2001 to 8,6% in 2007.

TABLE 37: HOUSEHOLD TENURE STATUS

	Owned and Fully Paid	Owned But not yet paid off	Rent	Occupied Rent free	Other
Vhembe District	83,3	2,1	4,0	10,4	0,2
Musina Local Municipality	29,5	3,9	39,2	27,1	0,3
Capricorn District	75,0	5,9	8,9	10,1	0,1
Blouberg Local Municipality	95,8	0,3	0,8	2,7	0,3

Source: (Community Survey 2007, Stats SA pg. 12)



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

5.3.5 MUNICIPAL BASIC SERVICES

5.3.5.1 Use of Electricity

The proportion of households using electricity for lighting in the Limpopo Province has increased from 62,9% in 2001 to 81,2% in 2007. The same trend was recorded by all municipalities. Fourteen municipalities however, recorded proportions below the provincial average. The census results show that the proportion of households using electricity for cooking increased from 25,3% in 2001 to 40,3% in 2007. Almost half of the municipalities recorded proportions below the provincial average. The proportion of households using electricity for heating increased from 27,4% in 2001 to 36,8% in 2007.

The table below depicts the various electricity usages per Venetia Mine labour sending area municipality:

TABLE 38: USE OF ELECTRICITY

	Vhembe	Musina	Capricorn	Blouberg
% Using electricity for lighting	79,2%	79,8%	81,8%	74,7%
% Using electricity for cooking	29,8%	66,6%	52,2%	23,0%
% Using electricity for heating	23,8%	52,3%	48,6%	22,2%

Source: (Community Survey 2007, Stats SA pg. 13)

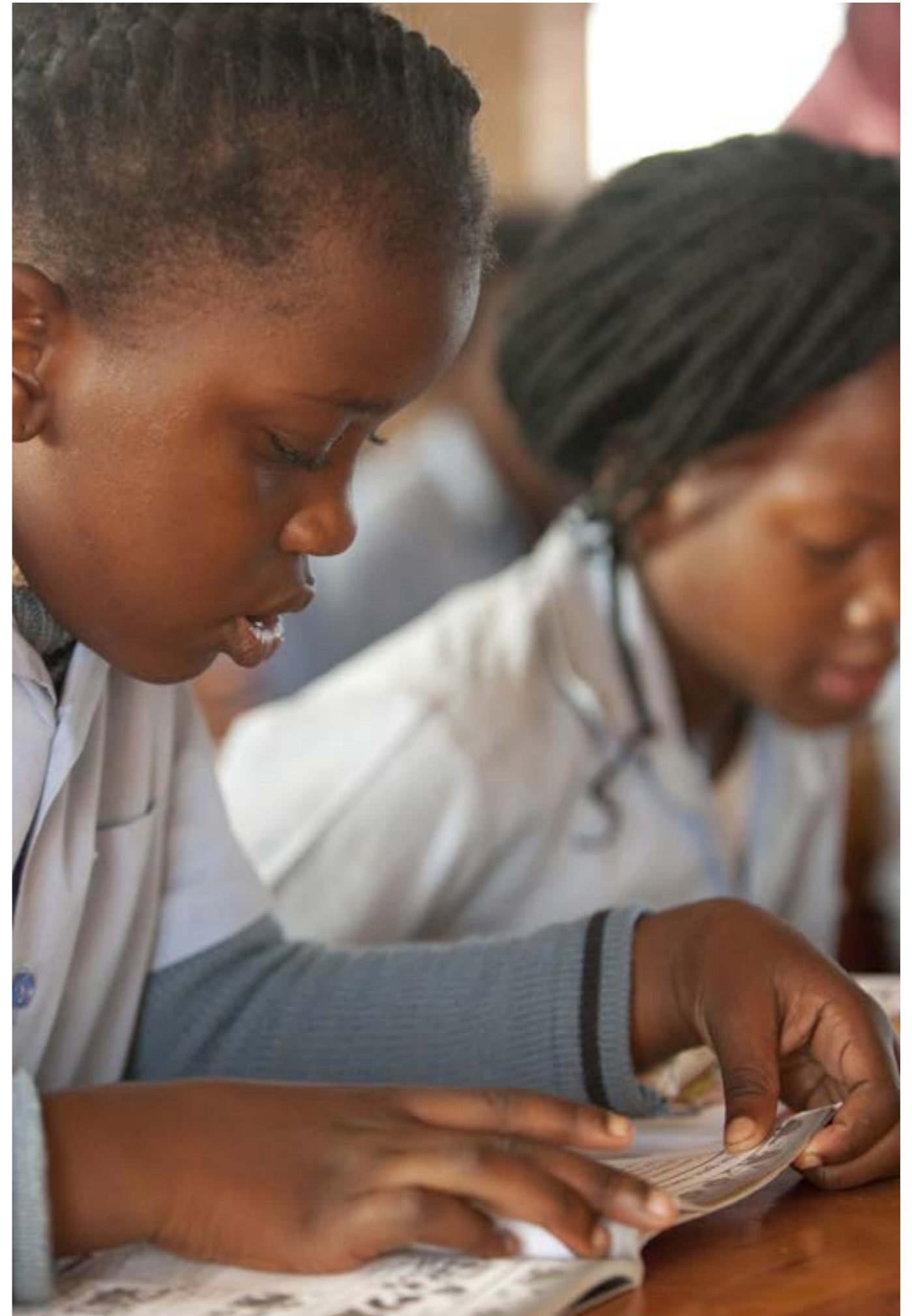
5.3.5.2 Access to Water

The census results show that the proportion of households in the Limpopo Province having access to piped water increased from 78,1% in 2001 to 83,6% in 2007. Of the 25 municipalities, 19 recorded an increase over the period 2001 and 2007.

TABLE 39: ACCESS TO WATER

	Vhembe	Musina	Capricorn	Blouberg
Piped water inside dwelling	15,6%	33,6%	17,4	2,2%
Piped water inside yard	28,5%	38,7%	30,8	30,8%
Piped water from outside the yard	47,9%	20,8%	34,9	46,3%
Total piped water	92,0%	93,1%	83,1	79,2%

Source, (Community Survey 2007, Stats SA, pg. 15)





SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

5.3.5.3 Sanitation

The proportion of households using pit latrines in Limpopo Province has increased from 58,4% in 2001 to 64,5% in 2007. All local municipalities recorded an increase except for Musina. The prevalence of the use of bucket toilet system has almost been eradicated. However, the proportion of households which had no toilet is still high (12,4%). All the municipalities in Mopani DC; Musina, Mutale, and Thulamela municipalities in Vhembe DC; and Blouberg municipality in Capricorn DC recorded proportions above the provincial average.

Below table show percentages of sanitation sources in municipalities that form part of the Venetia Mine labour sending areas:

TABLE 40: SANITATION

Sanitation Sources	Vhembe	Musina	Capricorn	Blouberg
Flush toilets connected to sewerage system	37 487	9 203	54 776	320
Pit latrine (Not ventilated)	65,7%	14,7%	69,5%	76,1%
Bucket latrine	0,0%	0,4%	0,0%	0%
No Toilet	14,9%	12,6%	8,7%	21,4%

Source: (Community Survey 2007, Stats SA, pg. 16)

5.4 KEY ECONOMIC ACTIVITIES

5.4.1 EMPLOYMENT

The average unemployment rate in 2007 within Vhembe District Municipality was 33.6%, in comparison with the 41.3% of the Limpopo Province. The Musina Local Municipality has a high unemployment rate with some 9.3% of the population classified as unemployed, while in Blouberg 7.1% were classified as unemployed (Table 25). More concerning is the fact that a large percentage of the population were classified as not economically active. This means that in total some 36.1% of the potentially economically active population of Blouberg and some 14.9% of the population of Musina are not in any sort of formal employment. While some of these people will have alternative sources of income, for example in the informal sector, seasonal farming and through government welfare grants, this is still likely to be insecure and indicates severe economic problems within the region.

TABLE 41: EMPLOYMENT STATUS IN MUSINA AND BLOUBERG MUNICIPALITIES

Category	Musina		Blouberg	
	Number	%	Number	%
Employed	16 197	41,2%	8305	4.2%
Unemployed	5384	13,6%	13919	7.1%
Not economically active	5073	12,9%	70265	36.1%
Unspecified	839	1.4%	1245	0.6%
Total	36625	64%	93734	48.2%

Source: Musina IDP pg. 31. Blouberg IDP

Coal of Africa Limited has set up a Mining operation called Vele Colliery in the Musina area. This operation is located in the Tuli Basin Coalfield of the Limpopo Province and contains an estimated 720.847 million tonnes of coal. The Mine hopes to provide employment to 648 people by 2014 of which 40% will come from the Musina area.

As indicated in Table 40, Manufacturing is the largest economic contributor in Vhembe District.

TABLE 42: SECTORAL ECONOMIC CONTRIBUTION IN VHEMBE DISTRICT

Sector	Vhembe%	Musina%
Agriculture, hunting, forestry and fishing	0.50%	54%
Mining and quarrying	1.30%	18%
Manufacturing	38.20%	5%
Electricity, gas and water supply	3.10%	0%
Construction	3.90%	2%
Trade	15.20%	6%
Transport, storage and communication	7.10%	1%
Financial, insurance, real estate and business services	11.60%	4%
Community, social and personal services	19.20%	23%

Source, Community Survey 2007, Stats SA

5.4.2 HOUSEHOLD INCOME

Given the high rate of unemployment and the large number of non-economically active people in these two areas it is not surprising to see very low levels of household income (Table 27).

TABLE 43: HOUSEHOLD INCOME

Annual household income	Musina	Blouberg
No income	1 949	13 062
R1 - R4 800	4 740	4 396
R4 801 - R 9 600	3 253	9 112
R9 601 - R 19 200	1 639	4 565
R19 201 - R 38 400	1 039	1 864
R38 401 - R 76 800	600	1 487
R76 801 - R153 600	444	472
R153 601 - R307 200	204	106
R307 201 - R614 400	58	34
R614 401 - R1 228 800	16	21
R1 228 801 - R2 457 600	10	32
R2 457 601 and more	8	9
Not applicable (institutions)	20	13
TOTAL	13 980	35 173

SOURCE: <http://www.statssa.gov.za/timeseriesdata/pxweb2006/Dialog/Saveshow.asp> (2001)

<http://www.statssa.gov.za/timeseriesdata/pxweb2006/Dialog/Saveshow.asp> (2001)



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME



5.5 SOCIAL IMPACTS

In 2005 Venetia Mine contracted Digby Wells and Associates to undertake a Socio-Economic Assessment of the mine's external environment in order to comply with current legislation. The study aimed at identifying opportunities that would assist in optimizing positive outcomes with regard to the mine's involvement in local communities.

The following concerns and issues were raised by the communities:

- *Employment of non-local people. Most of the people employed by the mine are allegedly from Ga-Manthata and Musina, and not from the neighbouring villages like Alldays and Taaibosch.*
- *Dust: Transportation buses that are used for the transportation of Venetia's personnel cause dust creation since they are extensively making use of the gravel roads.*
- *Lack of training and development for personnel and the community: The mine allegedly does not adequately train or develop their workers and there are no learnership programmes to assist the youths in employment*

opportunities inside and outside the Company.

SOURCE: 2005 Digby Wells Socio-Economic Assessment Document

5.6 COMMUNITY NEEDS

5.6.1 INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS

When considering the results of the SIA for Venetia Mine as well as the IDPs of the Musina and Blouberg Local Municipalities, it is clear that the Community Development priorities needs are in the following areas:

- *Community Infrastructure Development*
- *HDSA SME development and job creation*
- *Educational support and infrastructure development*

After interaction with the Musina Municipality it became very clear that the problem of roads infrastructure in the community is a serious challenge. The municipality therefore requested that assistance in this area. The following are their needs in a prioritized order:

TABLE 44: MUSINA COMMUNITY NEEDS

Musina Local Municipality	
<i>Cluster</i>	<i>Project</i>
<i>Infrastructure Cluster</i>	<ul style="list-style-type: none"> • <i>Resurfacing of Access roads</i> • <i>Storm water drainage system</i> • <i>Provision of high mast lights at ext. 9 and 10</i> • <i>Provision of additional infrastructure at local schools, i.e Renaissance High School, Beit Bridge Primary and Musina High</i>
<i>Local Economic Development Cluster</i>	<ul style="list-style-type: none"> • <i>Provision of Small Business Infrastructure</i> • <i>Setting up of a Skills Development Centre</i>
<i>Education Cluster</i>	<ul style="list-style-type: none"> • <i>Provide support to local schools</i>
<i>Social Cluster</i>	<ul style="list-style-type: none"> • <i>Renovation of Municipality testing ground</i>

As indicated above, the Blouberg area is primarily rural and the interaction with this municipality revealed that they would like assistance in developing certain parts of the municipality so that they are able to attract tangible investment into their area. They therefore requested assistance in the following areas:

TABLE 45: BLOUBERG COMMUNITY NEEDS

Blouberg Local Municipality	
<i>Cluster</i>	<i>Project</i>
<i>Infrastructure Cluster</i>	<ul style="list-style-type: none"> • <i>Construction of Sports Complex at Alldays</i> • <i>Paving of internal streets in Kromhoek</i> • <i>Construction of a tarred road from Deorede to Alldays</i> • <i>Provision of additional infrastructure in local schools, i.e. Mama Primary school.</i>
<i>Local Economic Development Cluster</i>	<ul style="list-style-type: none"> • <i>Assistance with the acquisition of land in the Alldays area for business development purposes</i>
<i>Education Cluster</i>	<ul style="list-style-type: none"> • <i>Provide support to local schools</i>
<i>Social Cluster</i>	<ul style="list-style-type: none"> • <i>Assist with the compilation of the town master plan for the Alldays area.</i>



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

The Community Development projects that are proposed for Venetia Mine, and will cover the period 2012 to 2017, will now be focused on the below mentioned areas:

TABLE 46: MINE COMMUNITY DEVELOPMENT PROJECTS

Name of Project	Area	Focus	Financial Years			Financial Years			Infrastructure and Community Development	Poverty Eradication	Total
			2013	2014	2015	2016	2017				
Renovations of Roads in Musina	Musina	Infrastructure (Basic Services)	R 3 800 000.00	R 2 800 000.00	R 0.00	R 0.00	R 0.00	R 6 600 000.00	R 0.00	R 6 600 000.00	
Renovation of Musina Vehicle Testing Station	Musina	Infrastructure (Basic Services)	R 1 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 1 000 000.00	R 0.00	R 1 000 000.00	
Continuation of Electrical Project from previous SLP	Musina	Infrastructure (Basic Services)	R 3 740 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 3 740 000.00	R 0.00	R 3 740 000.00	
Alldays Water Pump and Reservoir	Blouberg	Infrastructure (Basic Services)	R 1 500 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 1 500 000.00	R 0.00	R 1 500 000.00	
Alldays Refuse Disposal Site – Fencing and Gates	Blouberg	Infrastructure (Basic Services)	R 0.00	R 1 500 000.00	R 0.00	R 0.00	R 0.00	R 1 500 000.00	R 0.00	R 1 500 000.00	
Limpopo Rural Schools Programme in Musina and Blouberg	Musina Blouberg	Infrastructure (Education)	R 0.00	R 3 000 000.00	R 3 000 000.00	R 3 000 000.00	R 3 000 000.00	R 12 000 000.00	R 0.00	R 12 000 000.00	
Early Childhood Development Centres in Blouberg	Blouberg	Infrastructure (Education)	R 0.00	R 2 500 000.00	R 2 150 000.00	R 0.00	R 0.00	R 4 650 000.00	R 0.00	R 4 650 000.00	
Repairs to Ratanang School Hostel	Blouberg	Infrastructure (Education)	R 7 800 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 7 800 000.00	R 0.00	R 7 800 000.00	
Aquaculture Project	Musina	(Poverty Eradication)	R 1 000 000.00	R 1 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 2 000 000.00	R 2 000 000.00	
Enterprise Development through the De Beers Zimele Business Hub	Musina Blouberg	(Poverty Eradication)	R 400 000.00	R 400 000.00	R 400 000.00	R 400 000.00	R 400 000.00	R 0.00	R 2 000 000.00	R 2 000 000.00	
Ventilations Pipes Factory	Blouberg	(Poverty Eradication)	R 0.00	R 0.00	R 300 000.00	R 600 000.00	R 600 000.00	R 0.00	R 1 500 000.00	R 1 500 000.00	
Building Materials Factory	Musina	(Poverty Eradication)	R 0.00	R 0.00	R 300 000.00	R 600 000.00	R 600 000.00	R 0.00	R 1 500 000.00	R 1 500 000.00	
Maths and Science Programme	Musina	Education (School Support)	R 300 000.00	R 300 000.00	R 300 000.00	R 300 000.00	R 300 000.00	R 1 500 000.00	R 0.00	R 1 500 000.00	
Musina School Subventions Programme	Musina	Education (School Support)	R 1 800 000.00	R 1 800 000.00	R 1 800 000.00	R 1 800 000.00	R 1 800 000.00	R 9 000 000.00	R 0.00	R 9 000 000.00	
Totals			R 21 340 000.00	R 13 300 000.00	R 8 250 000.00	R 6 700 000.00	R 6 700 000.00	R 49 290 000.00	R 7 000 000.00	R 56 290 000.00	



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

PROJECT CHARTER 01: MUSINA ROADS AND INTERSECTIONS

Project Details								
Project Name:	Repaving of roads intersections and access roads in Musina		Project Classification: Infrastructure Development (Basic Services)					
Background: The state most of the roads in Musina and Nancefield has seriously deteriorated to a point that most of them need complete re-construction. This has affected traffic flow in and around town tremendously. In their Integrated Development Plan, the Musina Local Municipality has identified roads as a major concern.								
Geographic Location	District Municipality Vhembe Municipality	City/Town/Village Musina Town and Nancefield	Project Start Date: 01 March 2013					Project End Date: 31 December 2014
Output	Key Performance Indicator Repaved roads and intersections as agreed with the Musina Municipality	Beneficiaries Musina Community	2013 Milestones All identified road intersections renovated at an estimated cost of R3,8million	2014 Milestones All identified access roads renovated at an estimated cost of R2,8million	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R6,6million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	0	0	0	0	0	Number of jobs will be determined by the Musina municipality
Final Completion date: 2014		Exit Strategy: After completion of the project the Musina local municipality will take full responsibility for the regular maintenance.				

PROJECT CHARTER 02: MUSINA VEHICLE TESTING STATION

Project Details								
Project Name:	Upgrade of the Municipal Vehicle Testing Station		Project Classification: Infrastructure Development (Basic Services)					
Background: The vehicle testing station for Musina Local Municipality has since been closed down due to none compliance with the basic traffic standards. These include adhering to proper marking regulations on the testing ground. The Musina Local Municipality requested that the Mine assist with the upgrading of this facility.								
Geographic Location	District Municipality Vhembe Municipality	Local Municipality Musina Municipality	City/Town/Village Musina Town	Project Start Date: 01 February 2013				Project End Date: 31 December 2013
Output	Key Performance Indicator The testing station fully renovated and operational	Beneficiaries: Musina Communities	2013 Milestones Renovation work completed	2014 Milestones	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R1,0million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	0	0	0	0	0	Number of jobs will be determined by the Musina municipality
Final Completion date: 2013			Exit Strategy: The station will be handed back to the Municipality for regular Maintenance.			

PROJECT CHARTER 03: MUSINA ELECTRICAL NETWORK INSTALLATIONS

Project Details								
Project Name:	Musina Electrical Network Upgrade and Installation		Project Classification: Infrastructure Development (Basic Services)					
Background: In the 2008 - 2012 SLP, De Beers Venetia Mine committed to assisting the Musina Local Municipality with the upgrade of electrical reticulation network in the Musina area at a total budget of R5,0million. Only the first phase of the project was completed in 2009 at a total budget of R1,28million. It was agreed that the other outstanding phases will be completed during this SLP. This project is carried over from the 2008 – 2012 SLP which is amended accordingly.								
Geographic Location	District Municipality Vhembe Municipality	Local Municipality Musina Municipality	City/Town/Village Musina Town and Nancefield	Project Start Date: 01 February 2013				Project End Date: 31 December 2013
Output	Key Performance Indicator Upgrade of the identified electrical installation completed and commissioned	Beneficiaries: Musina and Nancefield Communities	2013 Milestones Project fully completed	2014 Milestones	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R3,74million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	0	0	0	0	0	Number of jobs will be determined by the Musina municipality
Final Completion date: 2013			Exit Strategy: After completion of the project the Musina local municipality will take full responsibility for regular maintenance.			



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

PROJECT CHARTER 04: ALLDAYS WATER PUMPS AND RESERVOIR

Project Details								
Project Name:	Upgrade of the Alldays Water Pumps and Reservoir			Project Classification: Infrastructure Development (Basic Services)				
Background: With the expansion and growth of the Alldays town, the current water supply infrastructure became inadequate to maintain a sustainable supply of potable water to the community. This project seeks to address the current challenges faced with the pumping capacity as well as the storage capacity of the current reservoir.								
Geographic Location	District Municipality Capricorn Municipality	Local Municipality Blouberg Municipality	City/Town/Village Alldays Town	Project Start Date: 01 March 2013				Project End Date: 31 December 2013
Output	Key Performance Indicator Upgrade water pumps and reservoir in Alldays	Beneficiaries: Alldays Communities	2013 Milestones Project fully completed	2014 Milestones	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R1,5million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	0	0	0	0	0	Number of jobs will be determined by the Blouberg municipality
Final Completion date: 2013			Exit Strategy: After completion of the project the Blouberg local municipality will take full responsibility for regular maintenance.			

PROJECT CHARTER 05: ALLDAYS WASTE DISPOSAL SITE FENCING

Project Details								
Project Name:	Fencing of the Alldays Waste Disposal Site			Project Classification: Infrastructure Development (Basic Services)				
Background: As part of the Blouberg Municipality's strategic plans, the town of Alldays has been classified as a developmental node for the area. Part of the process is to upgrade the current waste disposal site, which is situated on the provincial road to Mapungubwe World Heritage Site. The current site is not fenced off resulting in unauthorized access to the area and is a serious safety and health hazard to the close by community. The dispersment of litter onto the road is also a major problem during windy days.								
Geographic Location	District Municipality Capricorn Municipality	Local Municipality Blouberg Municipality	City/Town/Village Kromhoek Village	Project Start Date: 01 March 2014				Project End Date: 31 December 2014
Output	Key Performance Indicator Waste Disposal site fenced and access secured	Beneficiaries Alldays Community		2014 Milestones Project fully completed	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R1,5million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term	0	0	0	0	0	Not Applicable
Long Term	0	0	0	0	0	Number of jobs will be determined by the Blouberg municipality
Final Completion date: 2014		Exit Strategy: After completion of the project the Blouberg local municipality will take full responsibility for the regular maintenance.				

PROJECT CHARTER 06: LIMPOPO RURAL SCHOOLS DEVELOPMENT PROGRAMME

Project Details							
Project Name:	Limpopo Rural Schools Programme			Project Classification: Infrastructure Development (Educational Support)			
Background: Most of the schools in Limpopo, more, especially those that are located in the remotest parts of the province, are dilapidated and in some instances collapsed such that there is no building at all and learners have to study underneath trees. One of Venetia Mine's labour sending areas, the Blouberg Municipal area, is primarily rural and most of the schools in this area are in such a state. De Beers, through the De Beers Fund, entered into a ground-breaking partnership with the Limpopo Department of Education to look into such schools and assist with the provision of infrastructure. This infrastructure includes classrooms, science laboratories, administration blocks, ablution facilities, water provision and furnisher.							
Geographic Location	District Municipality Capricorn Municipality	Local Municipality Blouberg Municipality	City/Town/Village Blouberg and Musina	Project Start Date: 01 March 2014			Project End Date: 31 December 2017
Output	Key Performance Indicator Construction of school infrastructure	Beneficiaries: Community in Blouberg and Musina	2014 Milestones Project fully completed at schools identified for the year	2015 Milestones Project fully completed at schools identified for the year	2016 Milestones Project fully completed at schools identified for the year	2017 Milestones Project fully completed at schools identified for the year	Total Budget R12,0million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase
Medium Term	0	0	0	0	0	Not Applicable
Long Term	0	0	0	0	0	Number of jobs will be determined by the Limpopo Department of Education
Final Completion date: 2017		Exit Strategy: After construction, the schools will be handed back to the Limpopo Department of Education for regular maintenance.				



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

PROJECT CHARTER 7: EARLY CHILDHOOD DEVELOPMENT CENTRES IN BLOUBERG

Project Details								
Project Name:	Early Childhood Development Centres in Blouberg			Project Classification: Infrastructure Development (Educational Support)				
Background: Blouberg Municipality would like to take a holistic approach on education development. And would, as a result, like to start by putting more emphasis on creating sustainable Early Childhood Development Centres (“ECD”) in the area. Most of these initiatives are currently not properly regulated and operate under challenging conditions. Some of them do not even have infrastructure to operate from.								
Geographic Location	District Municipality Capricorn Municipality	Local Municipality Blouberg Municipality	City/Town/Village Alldays, Mokwena and Pax Villages	Project Start Date: 01 March 2014				Project End Date: 31 December 2015
Output	Key Performance Indicator Construction of two Early Childhood Development Centres	Beneficiaries Alldays, Mokwena and Pax Communities		2014 Milestones Construction of a ECD Centre in Pax Village and the Completion of the sewer system at Alldays ECD Centre	2015 Milestones Construction of a ECD Centre in Mokwena Village	2016 Milestones	2017 Milestones	Total Budget R4,65million
Job Creation								
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments		
Short Term	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase		
Medium Term	0	0	0	0	0	Not Applicable		
Long Term	0	0	0	0	0	Number of jobs will be determined by the Musina municipality		
Final Completion date: 2014		Exit Strategy: After completion of the project the Blouberg local municipality will take full responsibility for the regular maintenance.						

PROJECT CHARTER 8: RATANANG SCHOOL HOSTEL

Project Details								
Project Name:	Ratanang Special School	Project Classification: Infrastructure Development (Educational Support)						
Background: Ratanang Special School is one of the few special schools in the Limpopo Province. It caters for children with mental learning impairments and provides accommodation for children from all over the province. It provides grades 1 to 10 classes and currently has an enrolment of +400 learners. In 2011 the De Beers Fund, in partnership with the Department of Education in Limpopo, completed the construction of a hostel facility that can accommodate 300 learners at the school. Unfortunately, due to heavy storms in the area, half of the hostel roof was blown off by the storm and now needs serious repairs. The scope of the project will include the fixing of the damaged roof, repairing of the electrical reticulation of the entire building, re-plastering at the wall, and fresh painting of the whole structure.								
Geographic Location	District Municipality Capricorn Municipality	Local Municipality Blouberg Municipality	City/Town/Village Senwabarwana Town	Project Start Date: 01 March 2013				Project End Date: 31 December 2013
Output	Key Performance Indicator Repairs to the hostel complex completed	Beneficiaries: Learners from all over the Limpopo Province	2013 Milestones Project fully completed	20134 Milestones	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R7,8 Million
Job Creation								
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments		
Short Term	20%	30%	20%	30%	100%	Number of jobs will be determined during construction phase		
Medium Term	0	0	0	0	0	Not Applicable		
Long Term	0	0	0	0	0	Number of jobs will be determined by the Musina municipality		
Final Completion date: 2017		Exit Strategy: After construction, the hostels will be handed back to the Limpopo Department of Education for regular maintenance.						

PROJECT CHARTER 9: AQUACULTURE AND VEGETABLE FARMING

Project Details								
Project Name:	Aquaculture Business	Project Classification: Poverty Alleviation and Job Creation						
Background: The Musina Municipality LED strategy has highlighted that there is a need for job creation project in the area. Campbell has been identified as a possible location for the Aquaculture cluster project. There are currently no small scale aquaculture initiatives in the area. The cluster concept will create more jobs and grow the business. Venetia Mine has recently conducted a feasibility study on the Aquaculture business in the area and it proved to be viable.								
Geographic Location	District Municipality Vhembe District	Local Municipality Musina Municipality	City/Town/Village Musina	Project Start Date: 01 March 2013				Project End Date: 31 December 2014
Output	Key Performance Indicator Aquaculture and Vegetable Farming business established and continually supported for three years	Beneficiaries: Musina Community	2014 Milestones Project fully implemented	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget R2,0million	
Job Creation								
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments		
Short Term:	10	10	10	10	40	During the Construction phase		
Medium Term:	0	0	0	0	0	Not Applicable		
Long Term:	10	10	10	10	40	These are permanent jobs		
Final Completion date: 2017		Exit Strategy: This will be run as a private business, with a community trust registered against the business to ensure that this business also contributes to other community development initiatives.						



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

PROJECT CHARTER 10: ENTERPRISE DEVELOPMENT – DE BEERS ZIMELE VENETIA HUB

Project Details								
Project Name:	Blouberg and Musina Enterprise Development			Project Classification: Educational (School Support)				
Background: The Blouberg and Musina Local Municipalities have agreed to support all their future entrepreneurial projects through the support of the De Beers Zimele Venetia Mine Business Hub. The De Beers Zimele Hub established in 2011 aims to create sustainable jobs in the area. Since its establishment it has created over 171 jobs in the Community.								
Geographic Location	District Municipality	Local Municipality	City/Town/Village	Project Start Date:				Project End Date:
	Capricorn and Vhembe	Blouberg and Musina Municipalities	Towns/Villages in the Musina and Blouberg areas	01 January 2013				31 December 2017
Output	Key Performance Indicator	Beneficiaries:	2013 Milestones	2014 Milestones	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget
	Jobs created on an annual basis	Communities Blouberg and Musina	200 Jobs created through the support of SMMEs	200 Jobs created through the support of SMMEs	200 Jobs created through the support of SMMEs	200 Jobs created through the support of SMMEs	200 Jobs created through the support of SMMEs	R2,0million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	10%	40%	25%	25%	100%	Jobs created as a result of support to once off project related small business entities
Medium Term:	20%	30%	20%	30%	100%	Jobs created as a result of support to Venetia Mine local suppliers
Long Term:	20%	30%	20%	30%	100%	Jobs created as a result of support to long term SMMEs
Final Completion date: 2017			Exit Strategy: Project to continue even after the Mine has closed because it is envisaged that the project will continue to create sustainable jobs in the area.			

PROJECT CHARTER 11: ENTERPRISE DEVELOPMENT – VENTILATION PIPE FACTORY

Project Details					
Project Name:	Setting up of Underground Ventilation Pipes Factory		Project Classification: Poverty Alleviation and Job Creation		
Background: The De Beers Consolidated Mines Board of Directors has approved an underground project for the Venetia Mine operation. This project will see the current open pit mining model being gradually replaced by an underground model which will then extend the life of the Mine to 2042. As part of the business plan for the underground project, there will be a need for seven kilometre length of ventilation pipes to ensure fresh air circulation underground. At the moment, companies that supply these pipes are based in Gauteng and other parts of South Africa, save for Limpopo. With the Venetia Mine underground project underway, Vele Colliery also implementing the underground project and the fact that most mining companies have started prospecting in the Musina area, it was therefore suggested that a Ventilations Pipes business be established in the Blouberg area which will supply local mining companies with these pipes. This idea is still at a conceptual stage and De Beers will be conducting a feasibility study to determine the viability of this type of business.					
Geographic Location	District	Local Municipality	City/Town/Village	Project Start Date:	Project End Date:
	Capricorn District	Blouberg Municipality	Blouberg community	01 March 2015	31 December 2017
Output	Beneficiaries:	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget
Infrastructure for the Ventilations Pipes Business fully set up and resourced	Communities of Blouberg	Conduct a Business feasibility study by 2015	Set up business infrastructure by 2016	Business fully set up and running at a profit by 2017	R1.5 Million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	10	10	10	10	40	During the Construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	10	10	10	10	40	These are permanent jobs
Final Completion date: 2014			Exit Strategy: This will be run as a private business, with a community trust registered against the business to ensure that this business also contributes to other community development initiatives.			

PROJECT CHARTER 12: ENTERPRISE DEVELOPMENT – BUILDING MATERIAL FACTORY

Project Details					
Project Name:	Setting up of Building Materials Business		Project Classification: Poverty Alleviation and Job Creation		
Background: Musina has been identified as one of the growth points within Limpopo Province. This means, as from 2013, the Limpopo Provincial government will focus most of its infrastructure development projects in Musina and ensure that it is converted into to sustainable industrial area. Also by virtue of its location, the fact that it's a border town, Musina finding people from the neighbouring country, Zimbabwe, with daily provisions including building materials. Observations have revealed that there's a huge market for building materials in Musina and Zimbabwe. These materials are mostly door and window frames. It was therefore felt that a building material business be established in Musina and supplies locals with door and window frames.					
Geographic Location	District	Local Municipality	City/Town/Village	Project Start Date:	Project End Date:
	Vhembe District	Musina Municipality	Musina community	01 March 2015	31 December 2017
Output	Beneficiaries:	2015 Milestones	2016 Milestones	2017 Milestones	Total Budget
Infrastructure for the Building Materials Business fully set up and resourced	Communities of Musina	Conduct a Business feasibility study	Set up business infrastructure	Business fully set up and running at a profit	R1.5 Million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term:	10	10	10	10	40	During the Construction phase
Medium Term:	0	0	0	0	0	Not Applicable
Long Term:	10	10	10	10	40	These are permanent jobs
Final Completion date: 2014			Exit Strategy: This will be run as a private business, with a community trust registered against the business to ensure that this business also contributes to other community development initiatives.			



SECTION 5

MINE COMMUNITY DEVELOPMENT PROGRAMME

PROJECT CHARTER 13: VENETIA MINE MATHEMATICS AND SCIENCE PROGRAMME

Project Details								
Project Name:	Venetia Mine Mathematics and Science Programme			Project Classification: Education, School Support				
<i>Background: Venetia Mine will establish a Mathematics and Science programme to support learners in the Musina and Blouberg areas. This support is aimed at learners from Grade 10 to Grade 12 with Mathematics and Science tuition on Saturdays and to improve their chances of access university and bursaries.</i>								
Geographic Location	District Municipality Vhembe Municipality	Local Municipality Musina Municipality	City/Town/Village Musina Town and Nancefield	Project Start Date: 01 January 2013	Project End Date: 31 December 2017			
Output	Key Performance Indicator 30% improvement in the overall pass rate at all schools supported in terms of qualitative and quantitative results	Beneficiaries: Learners from Musina and Eric Louw High and Messina primary Schools	2013 Milestones 10% improvement	2014 Milestones 15% improvement	2015 Milestones 20% improvement	2016 Milestones 25% improvement	2017 Milestones 30% improvement	Total Budget R9.0 Million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term	0	0	0	0	0	Not Applicable
Medium Term	5	2	10	0	15	These are educators in all the three schools
Long Term	0	0	0	0	0	Not applicable at this stage
Final Completion date: 2017		Exit Strategy: Encourage the Department of Education to absorb these educators permanently at the end of the programme.				



PROJECT CHARTER 14: VENETIA MINE EDUCATIONAL SUPPORT PROGRAMME

Project Details								
Project Name:	Venetia Mine Educational Support Programme			Project Classification: Education, School Support				
<i>Background: Venetia Mine provides financial support to three schools in the Musina area. This support is aimed at encouraging schools to recruit additional Maths and Science educators as well as provide financial assistance to some of the learners at the schools that come from indigent families and find it hard to pay their school fees. This support also includes a programme on Maths and Science programmes and caters for Grades 10 to 12 learners.</i>								
Geographic Location	District Municipality Vhembe Municipality	Local Municipality Musina Municipality	City/Town/Village Musina Town and Nancefield	Project Start Date: 01 January 2013	Project End Date: 31 December 2017			
Output	Key Performance Indicator 30% improvement in the overall pass rate at all schools supported in terms of qualitative and quantitative results	Beneficiaries: Learners from Musina and Eric Louw High and Messina primary Schools	2013 Milestones 10% improvement	2014 Milestones 15% improvement	2015 Milestones 20% improvement	2016 Milestones 25% improvement	2017 Milestones 30% improvement	Total Budget R9.0 Million

Job Creation						
	Male Adults	Male Youth	Female Adults	Female Youth	Total	Comments
Short Term	0	0	0	0	0	Not Applicable
Medium Term	5	2	10	0	15	These are educators in all the three schools
Long Term	0	0	0	0	0	Not applicable at this stage
Final Completion date: 2017		Exit Strategy: Encourage the Department of Education to absorb these educators permanently at the end of the programme.				



SECTION 6

HOUSING AND LIVING CONDITIONS PLAN

6.1 INTRODUCTION

DBCM has implemented and managed a number of schemes aimed at facilitating homeownership for semi-skilled employees at its different operations over many years. These have included subsidies, housing allowances, water and electricity allowances and access to low interest revolving loan facilities. Since the inception of Venetia Mine the financial provision for the allowances has been included in employees' Total Remuneration Packages.

Whilst there have been many successes related to the above processes, the fact that many of these interventions were not properly coordinated has led to a situation where measurement of compliance with the notion of facilitated homeownership is difficult.

As has been evident in the mining industry, the Company and the National Union of Mineworkers (NUM) have also concentrated their efforts to facilitate home ownership. This resulted in the current Framework Agreement on Accommodation signed between the parties in 2004. Attached hereto as Annexure 8

The parties have agreed that the current agreement is no longer relevant and have been re-engaging on the matter of housing and accommodation since 2011, with a specific emphasis on facilitated homeownership.

6.2 HOMEOWNERSHIP SURVEY

To assist De Beers to meet the Mining Charter objective of facilitated home ownership for semi-skilled employees, and to ensure compliance with revised Social and Labour Plans (SLP's), the Company has engaged the services of an independent and experienced consultant to conduct a survey of home ownership in its operations.

The main aims of the survey are to:

- establish current home ownership levels for semi-skilled employees,
- explore alternative facilitator roles for the company in assisting semi-skilled employees to achieve home ownership, and
- consider options towards achieving a fair and equitable dispensation in respect of housing and accommodation.

To help clarify this facilitator role, the company has requested that benchmarking be carried out of best

practices relating to housing in other mining companies.

The survey will also identify key service providers active in the housing sector, including their proposed service offerings for engaging employees around home ownership.

The NUM has been actively engaged in the process.

6.3 DELIVERABLES

The specific deliverables of the survey are to:

- Establish a baseline of current home ownership levels among semi-skilled employees in the operations;
- Identify additional housing needs and affordability levels among these employees;
- Benchmark housing conditions against industry best practice in other relevant mining companies;
- Review home ownership service offerings of selected independent service providers; and
- Explore alternative facilitator roles to support home ownership for employees in the De Beers group, together with their financial implications.



6.4 SCOPE AND LIMITS

The survey was undertaken at the Venetia, Voorspoed and Kimberley operations and was conducted among a representative proportion of up to level 2 semi-skilled employees across these operations.

6.5 MILESTONE AND TIMELINES

Subsequent to the actual survey, the following milestones and timelines are envisaged. The outcomes of the above processes and plans will inform Venetia Mine's Social and Labour Plans and

lead to compliance with the Mining Charter and ultimately the intent of the MPRDA.

TABLE 47: MILE STONES AND TIMELINES

ACTION	BY WHEN
Interaction with NUM	On-going
Conduct an assessment and needs analysis of all operations relative to housing and accommodation (current levels of ownership, affordability etc.)	June 2012
Interrogate current Housing Subsidy Scheme and viability going forward	July 2012
Benchmark against industry and best practice	July 2012
Identify and assess capability of external stakeholders (Developers, Financial Institutions, LED's, Municipalities, De Beers Pension Fund etc.)	July 2012
Develop best fit solution for DBCM per operation including financial implications and detailed plan	January 2013
Agreement with NUM	March 2013
Implementation	2013 – 2015



SECTION 7

PREFERENTIAL PROCUREMENT PLAN

7.1 INTRODUCTION

Venetia Mine is committed to the preferential purchasing and procurement objectives of the Mining Charter. The purpose of the Venetia Mine Procurement Progression Plan is to ensure the identification, procurement and subsequent management of suppliers categorized as BEE Entity - HDSA suppliers (i.e. Ownership >25%). Venetia Mine is also committed to the establishment and growth of local SMMEs.

In 2009, DBCM adopted the Anglo American Model for funding entrepreneurs in the areas in which we operate. The De Beers Zimele Venetia Business Hub is an Enterprise Development initiative adopted from the Anglo Zimele Businesses development model and focused on poverty eradication and creating sustainable employment in the communities where we operate.

The broad objectives of the Procurement Plan are to:

- Actively identify new BEE Entity - HDSA suppliers in the procurement environment of the Limpopo region.
- Establish a comprehensive and accurate

supplier and or vendor database in order to ensure that future HDSA expenditure is reflected and reported correctly.

- Progressively align the levels of spend with BEE Entity - HDSA and other category suppliers by setting realistic targets over the next five years.
- Encourage existing DBCM suppliers, who are anticipated to have capacity in the Limpopo region, to embark on a transformation process whereby they create BEE Entity - HDSA shareholding in their ownership structures or enter into joint ventures in order to transfer skills, particularly in the case of Multinational suppliers.
- Encourage suppliers who are not economically active in the Limpopo region to form partnerships or to expand into sustainable entities within the Limpopo region.

7.2 BASIS FOR TARGETS

DBCM has used the 2011 expenditure analysis and the Working Cost Escalation (CPI) from the De Beers Group Accounting Economic Indicators dated 11 May 2012 as the base for formulating the Preferential Procurement Targets.

7.3 DEFINITIONS

For the purposes of this submission the following definitions will prevail:

7.3.1 BEE ENTITIES:

- means - an entity of which a minimum of 25% + 1 vote of share capital is directly owned by HDSA as measured in accordance with the flow through principle.

HDSA Owned	> 50% +1 vote
HDSA Empowered	> 25% +1 vote = 50%
HDSA Influenced	>5% + 1 vote = 25%
White Owned	> 1 Vote = 5%

7.3.2 NON-DISCRETIONARY PROCUREMENT EXPENDITURE:

- means - expenditure that cannot be influenced by a mining company, such as procurement from the public sector and public enterprises.





SECTION 7

PREFERENTIAL PROCUREMENT PLAN

7.3.3 LOCAL PROCUREMENT – GEOGRAPHICAL AREA IN ORDER OF EXECUTION PREFERENCE:

- Municipal Area – Host Area
- District
- Province
- National – South Africa

7.3.4 MULTINATIONAL COMPANIES:

- means - “Only companies whose ownership is held outside South Africa and it has facilities or other assets in South Africa”

7.4 INFLUENCE OF PREFERENTIAL PROCUREMENT

7.4.1 MULTINATIONAL COMPANIES – CONTRIBUTION TO SOCIO-ECONOMIC DEVELOPMENT

DBCM will use its best endeavours, through its contractual requirements, to ensure compliance by its Multinational contractors with the requirements for suppliers of capital goods, to contribute a minimum of 0.5% of annual income generated from DBCM towards socio-economic development of local communities.

7.4.2 CONTRACTING COMPANIES - WORKFORCE

DBCM will use its best endeavours through its contractual requirements to ensure compliance by its contractors with the requirements of the Human Resources Development and Employment Equity Programmes as stipulated in Regulation 46 of the Act, and will also make it known not only to its own employees but also to the employees of its contractors.

7.4.3 PROCUREMENT SUPPORT TO LOCAL ECONOMIC DEVELOPMENT AND SOCIO ECONOMIC INITIATIVES

DBCM will utilise the Governance, Best Business Principles, Ethical Contracting and Supply Chain Procurement Policies and Procedures to support and guide the activities of Local Economic Development and Socio Economic projects and initiatives, thereby creating an environment which is fair and equitable in execution to achieve the objectives of this document.

7.5 PROCUREMENT SYSTEMS

DBCM has developed a system of capturing and classifying spend when purchase orders are raised in SAP.

The spend is grouped into the capital, services, consumables and the sundry unknown or unclassified group. Spend data is analysed every quarter in order to measure the effectiveness of the company’s programs in achieving the set targets. “Form T” – Depicts Venetia Mine’s Preferential Procurement and is attached hereto as Annexure 9.

TABLE 48: PREFERENTIAL PROCUREMENT TARGETS FOR BEE ENTITY SUPPLIER AS A PERCENTAGE OF THE TOTAL CATEGORY SPEND – NATIONAL TARGETS

	2013	2014	2015	2016	2017
Capital	30%	40%	42%	44%	46%
Services	60%	70%	72%	74%	76%
Consumables	40%	50%	52%	54%	56%
Multinational Companies – Socio Economic	0.50%	0.50%	0.50%	0.50%	0.50%

TABLE 49: PREFERENTIAL PROCUREMENT TARGETS FOR BEE ENTITY SUPPLIER AS A PERCENTAGE OF THE TOTAL CATEGORY SPEND – PROVINCIAL TARGETS

	2013	2014	2015	2016	2017
Capital	2%	2%	2%	3%	3%
Services	28%	32%	33%	34%	35%
Consumables	23%	29%	30%	32%	33%

TABLE 50: PREFERENTIAL PROCUREMENT SPEND TARGETS – DISCRETIONARY

(R)	Spend	2013	2014	2015	2016	2017
Capital	Total Spend	840 537 546	881 723 885	924 046 632	970 248 964	1 018 761 412
	National BEE Entity Spend	252 162 376	352 691 110	388 101 297	426 911 427	468 632 316
	Provincial BEE Entity Spend	1 316 288	3 272 973	3 970 742	4 793 703	5 751 431
Services	Total Spend	732 459 368	768 349 877	805 230 671	845 492 204	887 766 814
	National BEE Entity Spend	440 574 168	539 189 353	581 215 311	627 228 190	676 389 318
	Provincial BEE Entity Spend	73 276 296	122 061 686	139 201 532	158 683 212	180 495 301
Consumables	Total Spend	523 353 762	548 998 096	575 350 004	604 117 505	634 323 380
	National BEE Entity Spend	215 927 080	283 134 384	308 593 828	336 485 963	366 395 826
	Provincial BEE Entity Spend	20 210 775	41 408 404	48 814 606	57 399 794	67 217 513
Totals	Total Spend	2 096 350 675	2 199 071 858	2 304 627 307	2 419 858 672	2 540 851 606
	National BEE Entity Spend	908 663 624	1 175 014 846	1 277 910 436	1 390 625 579	1 511 417 461
	Provincial BEE Entity Spend	94 803 358	166 743 063	191 986 880	220 876 710	253 464 245



SECTION 8

PROCESS TO MANAGE DOWNSCALING AND RETRENCHMENTS

8.1 INTRODUCTION

Venetia Mine will manage all future downscaling and retrenchments in conjunction with the relevant employee representative bodies. The parties agree to the following overarching principles in order to:

- Prevent job losses and a decline in employment through turnaround or redeployment strategies, and to seek alternative solutions to the threats to job security and potential measures to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance, aimed at improving access to employment opportunities for those that are unemployed.
- Seek to improve the quality of life of retrenched employees and the affected communities.
- Promote on-going discussions between the Venetia Mine, the union(s) and other relevant parties in respect of any problems and challenges experienced by either of the parties, and in relation to possible alternative job creation projects.

- Jointly and openly discuss issues that concern the employees' future, and jointly structure and implement potential solutions to job losses.
- Jointly engage in strategic planning, deployment or other appropriate strategies that affect jobs, and evaluate progress at regular intervals.

8.2 FUTURE FORUM

The core functions of the Venetia Mine Future Forum are summarized as follows:

- promote on-going discussions between the union(s) and Venetia Mine regarding the future of the mine;
- proactively identify problems, challenges and possible solutions with regards to productivity and employment;
- identify production and employment turn-around strategies
- implement strategies agreed between the parties.

Attached hereto as Annexure 10 is the Future Forum (FF) Terms of Reference (TOR) document. Once the above mentioned FF TOR is signed by all parties, the FF will be established and act as a governing body and provide

recommendations where applicable as stipulated in the attached draft FF TOR.

8.3 PROCESSES TO BE FOLLOWED TO AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

The resource information upon which the Mine Work Programme was based indicates that Venetia Mine has a remaining 30 year operational life span. However, this may be impacted upon by various economic factors, both internal and external. This could negatively affect the future economic viability of the mine. The unfortunate real scenario that such a condition will have on Venetia Mine is job losses or premature closure.

During Venetia Mine's planned life of mine all efforts will be made to prevent job losses and premature closure.

Initiatives will include, but will not be limited to, the following:

- Proactive and timeous consultations with employee representatives and other key stakeholders on ideas and



suggestions to reduce operating costs and or productivity improvement in order to prevent job losses.

- Revision of shift configurations and overtime provision
- Reduction in the number of contractors on site
- Offer voluntary separation and / or early retirement incentives

In the event that the above initiatives are unsuccessful, the following legislated process will be followed:

- When initiating a retrenchment process, the parties will jointly notify the Minerals and Mining Development Board or the Director General of the situation at the mine, and Venetia Mine will provide the required information to the Board to the Director General.
- Venetia Mine and / or all the affected parties will comply with the Ministerial directive that may be issued in respect of this process.
- Section 189 of the Labour Relations Act, 1995 shall regulate the retrenchment processes to be followed.

8.4 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED

Venetia Mine aim to ensure that through the effective implementation of its HRD Plan systems for creating employee mobility will be in place. In addition to these plans, where it is clear that job losses cannot be avoided, the skills base of retrenched employees will be further diversified. This will be through specific learnership programmes aimed at providing employees with alternative skills and experience which will enhance their employability outside of the mining sector.

The following process will be adopted by Venetia Mine in conjunction with all affected parties:

- Conduct a comprehensive skills audit of the affected employees
- Identify learnership programmes that are aligned to the interests of the affected employees as well as the current and forecast skills requirements for the Limpopo region
- Implement the accredited learnership programmes

This process will ensure that retrenched employees are more marketable and can capitalize on current and emerging employment opportunities that exist within the local labour market. Mechanisms to ameliorate the Social and Economic Impact on individuals, regions and economies resulting from Mine Closure.

As previously stated, the resource information upon which the Mine Work Programme was based indicates that Venetia Mine has a 30 year operational life span. Based on the current mine plan a gradual downscaling process will commence in 28th year of the operation. This downscaling is associated with the reduction in operational activities as the economically viable open pit resource diminishes.

Assuming that no additional economically viable resources are available, Venetia Mine will implement the necessary mechanisms to ameliorate the social and economic impacts on individuals, the Limpopo region and the Capricorn and Vhembe Districts, Blouberg and Musina local communities.



SECTION 9

FINANCIAL PROVISION

In line with the commitments included in the Social and Labour Plan, Venetia Mine will provide financially for the following programmes:

- Human Resources Development Programme
- Community Development Programme
- Housing and Living Condition Plan
- Process to manage Downscaling and retrenchments

TABLE 51: FINANCIAL PROVISION

Programme	2013	2014	2015	2016	2017	TOTAL
<i>Human Resource Development</i>	R23,700,000	R25,900,000	R28,300,000	R30,800,000	R33,600,000	R142,500,000
<i>Mine Community Development</i>	R 21 340 000.00	R 13 300 000.00	R 8 250 000.00	R 6 700 000.00	R 6 700 000.00	R56,290,000
<i>Housing and Living Conditions</i>	<i>In line with the implementation of the Housing and Living Conditions Plan, Venetia Mine will determine the total cost during 2013 and amend the SLP to include the financial provision for the Housing and Living Conditions Plan.</i>					
<i>Downscaling and Retrenchment</i>	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00

SECTION 10

UNDERTAKING

The undertaking in terms of the Social and Labour Plan for Venetia Mine is made on behalf of De Beers Consolidated Mines Limited by Mr. Ludwig Von Maltitz, General Manager – DBCM Venetia Mine.

I, Mr. Ludwig Von Maltitz the undersigned and duly authorized thereto by De Beers Consolidated Mines Limited, undertake to adhere to the information, requirements, commitments and conditions as set out above, and to make the Social and Labour Plan known to all employees at Venetia Mine.

Signed at Musina on this 20th day of January 2013.

Mr. Ludwig Von Maltitz
General Manager – DBCM Venetia Mine.