

ANNEXURE 'A'

Lonmin Social and Labour Plan Analysis – Quantitative Assessment

The tables below were used as part of the Centre for Applied Legal Studies (CALs) methodology to track the performance of Lonmin's Eastern Platinum Limited (EPL) and Western Platinum Limited (WPL) mining sites over the 5 years from 2006 to 2011. Where information is not present, it is either missing from the text or unclear in the documentation provided. These tables were used to assist the team with a compliance evaluation and not meant to be official compliance assessments themselves. All the information contained below can be found in the Lonmin EPL and WPL SLPs and annual reports from 2007-2011.

Executive Summary of Lonmin's Commitments (2006-2011)

Western Platinum Limited (WPL)

Key Human Resource Development Committee for Western Platinum

Area	Commitment	2007	2008	2009	2010	2011	Total
*ABET-FT	52 % of workforce NQF Level 1 by 2012	1420	1420	1420	1420	1420	7100
*ABET-PT		554	554	554	554	554	2770
*ABET-Community		100	100	100	100	100	600
Mentorship ¹	HDSA to receive mentoring	314	603	670	-	-	670
Portable Skills ²	Employees to be offered PS	480	585	690	-	-	1755
Learnerships	60% of learnerships for HDSAs	133	140	87	94	81	535
Bursaries	Bursaries to non-employees	26	27	27	28	-	108
Sponsorships	Sponsorships to GLC Members	22	22	23	24	-	91
Internships	Practical	20	25	30	25	-	110

¹ The final year for this programme was 2009

² This final year for this programme was 2009.

	training to graduates						
Career Progression	Specific and general career paths	100%	100%	100%	100%	100%	100%

Key Employment Equity Commitments for Western Platinum

Area	Commitment	2007	2008	2009	2010	2011	Total
HDSA Management	Employ 40% HDSA (Mang)	38%	40.4%	44.4%	46.2%	48.5%	48.5%
Women in Mining	10% by 2012 graduates	2%	3.5%	5%	6.8%	8.8%	10%
Women at the Mine	10% by 2012 graduates	5%	7%	8.5%	10%	10.5%	10.5%

Key Procurement Commitments for Marikana

Area	Commitment	2007	2008	2009	2010	2011	Total
Procurement³	Procure 50% by 2007 and 60% by 2009	50%	55%	60%	=	=	60%

Key Housing and Hostel Conversion Commitments for Marikana

Area	Commitment	2007	2008	2009	2010	2011	Total
Housing	5500 houses by 2011	700	1300	1200	1200	1100	5500
Hostel Conversion	Conversions into single and family units	25	23	22	22	22	114

Area	Commitment	2007	2008	2009	2010	2011	Total
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³ Lonmin's procurement targets were for the period 2004-2009.

Mining Community	Socio-economic development in GLC and sending areas	21.3 mil	21.3 mil	15.3 mil	15.3 mil	15.3 mil	89.1 mil
Area	Commitment	2007	2008	2009	2010	2011	Total
Housing	5500 houses by 2011	700	1300	1200	1200	1100	5500

Key Mine Community Commitments for Western Platinum

Eastern Platinum Limited (EPL)

Key Human Resource Development Committee for Eastern Platinum

Area	Commitment	2007	2008	2009	2010	2011	Total
*ABET-FT	52 % of workforce NQF Level 1 by 2012	410	410	410	410	410	2460
*ABET-PT		300	300	300	300	300	1800
*ABET-Community		40	40	40	40	40	240
Mentorship⁴	HDSA to receive mentoring	60	83	114	-	-	114
Portable Skills⁵	Employees to be offered PS	99	129	160	-	-	388
Learnerships	60% of learnerships for HDSAs	47	57	67	77	87	335
Bursaries	Bursaries to non-employees	11	12	13	14	-	50
Sponsorships	Sponsorships to GLC Members	22	22	23	24	-	91
Internships	Practical training to graduates	8	9	10	11	-	38
Career Progression	Specific and general career paths	100%	100%	100%	100%	100%	100%

Key Employment Equity Commitments for Eastern Platinum

Area	Commitment	2007	2008	2009	2010	2011	Total
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⁴ The final year for this programme was 2009.

⁵ The final year for this programme was 2009.

HDSA Management	Employ 40% HDSA (Mang)	37.8%	40%	44.4%	46%	48%	48%
Women in Mining	10% by 2012 graduates	1%	2%	5%	6.8%	8.8%	10%
Women at the Mine	10% by 2012 graduates	5.9%	7.2%	9.0%	10%	10.5%	11%

Key Procurement Commitments for Marikana

<u>Area</u>	<u>Commitment</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>Total</u>
<u>Procurement⁶</u>	<u>Procure 50% by 2007 and 60% by 2009</u>	<u>50%</u>	<u>55%</u>	<u>60%</u>	<u>=</u>	<u>=</u>	<u>60%</u>

Key Housing and Hostel Conversion Commitments for Marikana

<u>Area</u>	<u>Commitment</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>Total</u>
Housing	5500 houses by 2011	700	1300	1200	1200	1100	5500
Hostel Conversion	Conversions into single and family units	25	23	22	22	22	114

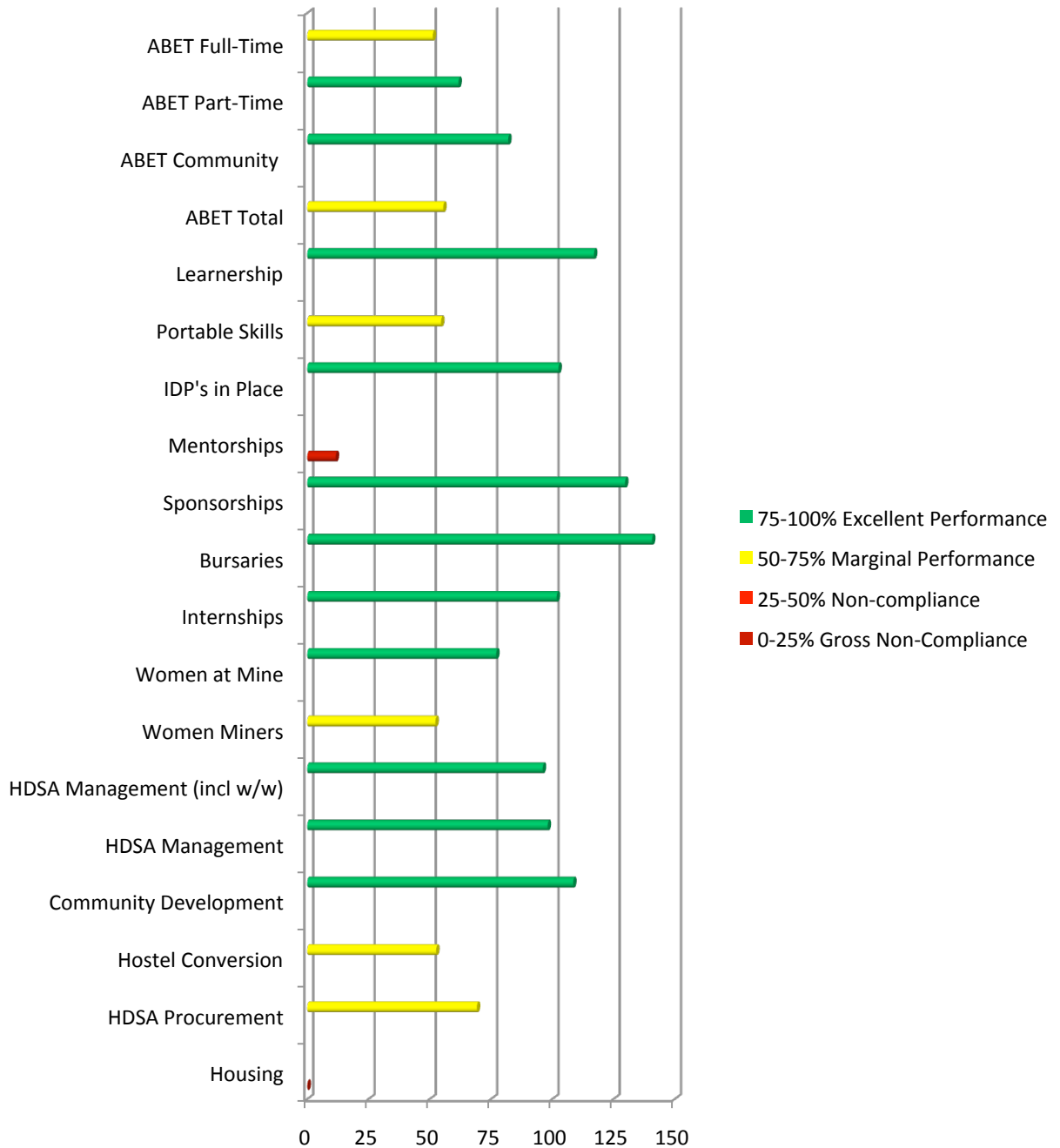
Key Mine Community Commitments for Eastern Platinum

<u>Area</u>	<u>Commitment</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>Total</u>
Mining Community	Socio-economic development in GLC and sending areas	21.3 mil	21.3 mil	15.3 mil	15.3 mil	15.3 mil	89.1 mil

⁶ Lonmin's procurement targets were for the period 2004-2009.

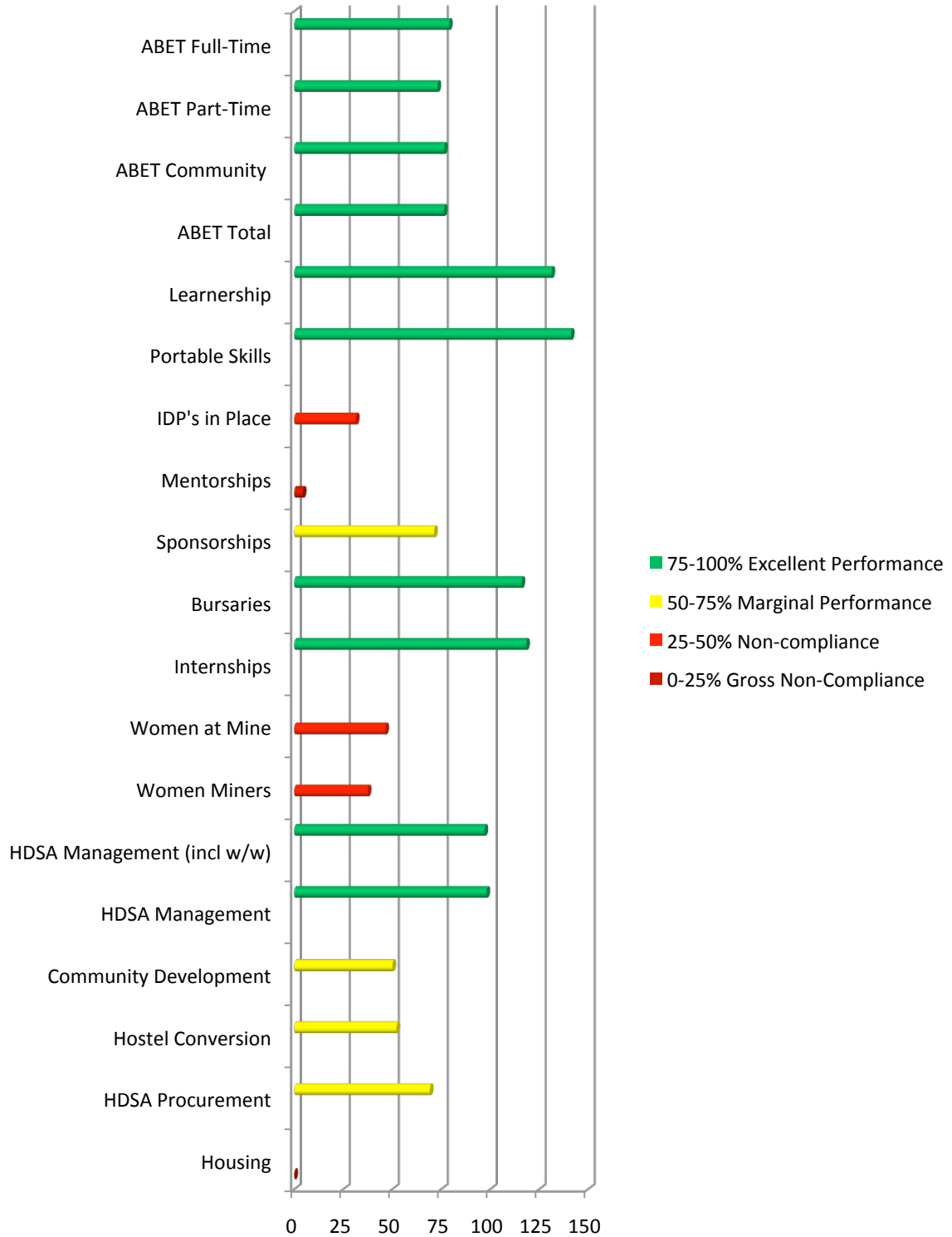
Executive Summary of Lonmin's Performance (2006-2011)⁷

Western Platinum Limited



⁷ This performance graph could be misleading as amendments have been made throughout the 5 years to decrease and increase targets.

Eastern Platinum Limited



Lonmin Quantitative Assessment: Investigative Tables

Western Platinum Limited

ABET

ABET: Full Time Employees⁸

2007⁹

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	Percentage of revised target met	%
BTL	451	Not available				
PRE -	356	Not available				
ABET 1	263	Not available				
ABET 2	200	Not available				
ABET 3	162	Not available				
NQF 1	88	Not available				
Totals	1520	Not available				

2008

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	637	147	23%			
ABET 1	295	312	106%			
ABET 2	210	502	239%			
ABET 3	162	479	295%			
NQF 1	216	539	249%			
Totals	1520	1979	130%			

2009¹⁰

Level	Target in SLP	Actual	% of Target	Revised target	% of revised target met	% target revised

⁸ Shifting terminology. SLP category of BTL dissolves into Pre-ABET.

⁹ The three page 2007 annual report does not give results. The issue of this inadequate annual report is raised in the qualitative assessment under the heading 'Quality of Reporting'.

¹⁰ Pattern of dramatic reductions lead to apparently far exceeding targets that are in fact far from being met.

			Met			
PRE -	617	0	0%	157 ¹¹	0%	-75%
ABET 1	289	99	34%	74	134%	-74%
ABET 2	236	212	90%	60	353%	-74%
ABET 3	164	268	163%	42	638%	-74%
NQF 1	214	589	275%	55	1071%	-74%
Totals	1520	1168			301%	-74%
Percentage of overall compliance with original 2008 SLP target: 77%						

2010

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target	% of revised target met	% target revised
BTL ¹²	387	0	0%	0	0%	100%
PRE -	319	12	4%	12	100	-96%
ABET 1	183	29	16%	29	100	-84%
ABET 2	231	49	21%	49	100	-79%
ABET 3	184	99	54%	99	100	-46%
NQF 1	216	178	82%	178	100	-18%
Totals	1520	367		367		
Percentage of overall compliance with original 2008 SLP target: 24%						

2011

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target	% of revised target met	% target revised
PRE ¹³ -	700	0	0%	7	0%	99%
ABET 1	255	6	2%	7	85.7%	97.3%
ABET 2	146	13	9%	7	185.7%	95.2%
ABET 3	187	19	10%	7	271.4%	96.3%
NQF 1	232	6	3%	7	116.7%	97%
Totals	1520	44		35	125.7%	
Percentage of overall compliance with original 2008 SLP target: 2.9%						

¹¹ Following the tables of ABET performance in the 2009 WPL SLP report there is a caveat that “the tables above show the number of interventions during the year and not the number of learners that received training (headcount)”. ‘Interventions’ are not defined in the Report, hence there is no indication on what has actually been achieved. The targets were defined in terms of number of learners in the original SLP (at p.19). Lonmin thus appears to have been in breach of its obligation to report on the achievement on its SLP targets.

¹² Having been subsumed into pre-abet, BTL makes a sudden re-appearance as a discrete category in the 2010 report

¹³ BTL again disappears as a category.

Total

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	2660 (1222 excluding BTL)	159	6% (13% excluding BTL)			
ABET 1	1022	446	89%			
ABET 2	823	776	44%			
ABET 3	697	548	79%			
NQF 1	878	1312	149%			
Totals	6080	3241				
Percentage of overall compliance with original SLP target: 53%						
Comments						
There is no reporting for 2007. The total performance figures were based upon the annual reports 2008-2011. Hence the total targets are only comprised of the SLP targets for 2008, 2009, 2010 and 2011.						

ABET: Part-Time Employees

2007

Level	Target in SLP	Actual	% of Target Met	Revised target	% of revised target met	% reduction in target
BTL	151	Not available				
PRE -	126	Not available				
ABET 1	94	Not available				
ABET 2	62	Not available				
ABET 3	61	Not available				
NQF 1	60	Not available				
Totals	554	Not available				

2008

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% reduction in target
PRE ¹⁴ -	200	49	25%			
ABET 1	91	49	54%			
ABET 2	62	53	86%			
ABET 3	61	57	93%			
NQF 1	140	0	0%			
Totals	554	208				
Percentage of compliance with original 2008 SLP target: 38%						

¹⁴ Including BTL.

2009

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	203	45	22%			
ABET 1	96	86	90%			
ABET 2	64	79	123%			
ABET 3	61	73	120%			
NQF 1	130	25	19%			
Totals	554	308				
Percentage of compliance with original 2009 SLP target: 56%						

2010

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	207	71	34%	241	48%	+16%
ABET 1	91	86	95%	124	69%	+36%
ABET 2	67	66	99%	107	62%	+60%
ABET 3	59	58	98%	118	49%	+50%
NQF 1	130	49	38%			
Totals	554	330 (LA)				
Percentage of compliance with original 2010 SLP target: 60%						

2011

Qualification	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	% target revised
PRE -	197	42	21%	87	48%	-56%
ABET 1	96	94	98%	87	108%	-9%
ABET 2	67	80	119%	87	92%	+30%
ABET 3	54	56	104%	87	64%	+61%
NQF 1	140	30	21%	29	103%	-79%
Totals	554	302		377		
Percentage of compliance with original 2011 SLP target: 55%						

Total

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	807 (465 excluding BLT)	207	26%			
ABET 1	374	315	84%			

ABET 2	260	278	107%			
ABET 3	235	244	104%			
NQF 1	540	104	19%			
Totals	2216	1148				

Percentage of overall compliance with original SLP target: 52%

Comments

There is no reporting for 2007. The total performance figures were based upon the annual reports 2008-2011. Hence the total targets are only comprised of the SLP targets for 2008, 2009, 2010 and 2011.

ABET

ABET: Community ABET

There are neither clear targets for community ABET in the body of the SLP nor is there consistent and clear reporting of compliance in the annual reports. As a result there is insufficient information to fully assess the extent to which targets have been met. This suggests non-compliance with the reporting obligations.

2008

Skill	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Engineering/Technical Skills	100	0	0%		
Life Skills Trainers	45	0	0%		
HIV/AIDS Peer Counsellors	100	128	128%		
Carpentry	100	0	0%		
Boiler Making	60	0	0%		
Welding	80	0	0%		
Brick-laying	100	0	0%		
Computer Skills	0	170	Added programmes		
Learners Licences	0	140	Added programmes		
Total (including community peer counsellors)	585	438			

Achieved compliance is **78%**, this is due to 2 programs being added which were not a part of the initial SLP.

2009¹⁶

Skill	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Basic electrical		15		13	115%

¹⁵ The project timelines make it a challenge to assess compliance due to the inconsistencies of reporting dates.

¹⁶ A complete overhaul of the programs that were to be supplied as per the initial SLP

Welding	100	50	50%	44	114%
Motor repair		69		61	
Bricklaying	120	9	8%	8	113%
Carpentry	120	14	12%	12	117%
Painting		1	Added programmes	1	100%
Plastering		0	Added programmes	0	0%
Plumbing		14	Added programmes	13	108%
tiling		11	Added programmes	10	110%
PC skills		9	Added programmes	8	113%
Multi-sewing and beadwork		9	Added programmes	8	113%
Farming skills		10	Added programmes	9	111%
Total (including community peer counsellors)	690	211		187	
The actual level of compliance was 31% , this is in relation to the initial targets set out in the 2006 SLP. Due to the complete revision of the portable skills programmes it is difficult to benchmark compliance against the SLP.					

Skills Programme (for Employees¹⁷)

2008

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	Percentage of target revised
Rock Breaking ¹⁸	30	20	67%			
Engineering Skills	110	116	106%			
Totals	133	136				

Percentage of compliance with initial 2006 SLP: **102%**

2009

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	Percentage of target revised
Rock Breaking	37	34	92%	6	576%	-84%
Engineering Skills	50	73	146%	12	608%	-76%
Totals	87	107		18		

Percentage of compliance with initial 2006 SLP: **116%**

2010¹⁹

¹⁷ In line with National Skills Development Strategy (2005-2010). WPL SLP 24.

¹⁸ A change in terminology from the SLP to the reports, referring to mining.

¹⁹ Not reported on in 2010 SLP annual report. Portable skills programme paused.

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Rock Breaking	44				
Engineering Skills	50				
Totals	94				

2011²⁰

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Rock Breaking	51				
Engineering Skills	30				
Totals	81				

Management Mentorship and Management Learnerships²¹

2008

Programme	Target	Actual ²²	% of Target Met	Revised target (if applicable)	% of revised target met	% of targets revised
Management Mentorship	112					
Management Learnership	491					
Totals	603	285				
Percentage compliance with initial 2006 SLP: 47%						

2009

Programme	Target	Actual ²³	% of Target Met	Revised target (if applicable)	% of revised target met	% of target revised
Management Mentorship	143					
Management Learnership	527					
Totals	670	178		183	97%	-73%
Percentage compliance with initial 2006 SLP: 27%						

²⁰ Not reported on in 2010 SLP annual report.

²¹ Programme runs from 2006 to 2009.

²² The two programmes are not distinguished in the 2008 report.

²³ The two programmes are not distinguished in the annual reports.

Sponsorships

Planned Sponsorships²⁴

2008²⁵

Target number of students	Actual number of students	% of target met	Budget	Actual Spend	Revised student target	% of revised student target met	Revised budget	% of revised budget met	% of student numbers adjusted
22	31	141%							
Total compliance with initial 2006 SLP target: 141%									

2009

Target number of students	Actual number of students	% of target met	Budget	Actual Spend	Revised student target	% of revised student target met	Revised budget	% of revised budget met	% of student numbers adjusted
23	15	65%			15	100%			-35%
Total compliance with initial 2006 SLP target: 65%									

2010

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers adjusted
24	5 ²⁶	21%			
Percentage of initial target in 2006 SLP met: 21%					

Bursaries

2008²⁷

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers adjusted
27	28	104%			
Percentage of initial target in 2006 SLP met: 104%					

2009

²⁴ To learners in the GLC with a 'focus on Math and Science'.

²⁵ The sponsorship programme runs from 2006 – 2010.

²⁶ With LA (Limited Assurance)

²⁷ The programme runs from 2006 – 2010

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers adjusted
27	29	107%	31	94%	+7%
Percentage of initial target in 2006 SLP met: 107%					

2010

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers adjusted
28	30 ²⁸	102%			
Percentage of initial target in 2006 SLP met: 102%					

Internships

2008

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised target met	% of intern numbers adjusted
25	24	96%			
Percentage of initial target in 2006 SLP met: 96%					

2009²⁹

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised target met	% of intern numbers adjusted
30	15	50%	18	83%	-40%
Percentage of initial target in 2006 SLP met: 50%					

2010

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised target met	% of intern numbers adjusted
35	21 ³⁰	60%	13	127%	-69%
Percentage of initial target in 2006 SLP met: 60%					

Employment Equity

HDSA Management

2008

²⁸ LA

²⁹ Contents page for Annual SLP Report for 2009: all pages labelled as 12 after the actual page 12.

³⁰ LA

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	329	698	206%			
HDSA Men	90	157	174%			
HDSA Women ³¹	43	142	330%			
%HDSA of Management	40.4%	42.8%	106%			

2009

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	333	537	161%	537	100%	+61%
HDSA Men	103	109	106%	162	67%	+57%
Women	45	111	247%	76	146%	+69%
%HDSA of Management	44.4	41%	92%			

2010

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	320	249				
HDSA Men	103	Not available				
Women	45	110 ³²				
%HDSA of Management	46.2%	43.3 ³³	94%	44.9%	96%	-3%

Women at the mine

2007³⁴

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	841	unavailable				
% women at the mine	5%	unavailable				
Women in Mining (Paterson B)	100	unavailable				

³¹ Confusing whether they are referring to black women specifically or just to women as an HDSA category. SLP just refers to women while report refers to 'HDSA women'

³² The 2010 Western Platinum Limited SLP contains states on female participation in mining but, it does not seem to refer specifically to black women.

³³ LA

³⁴ 2007 report does not contain specific project information.

& C)						
% women in mining	2%	unavailable				
Total employees in Mining (Paterson B&C)	4959	unavailable				
Total employees at the Mine	16828	unavailable				
<u>Comments</u>						

2008

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	1217	1354	111%			
% women at the mine	7%	6.4%	91%			
Women in Mining (Paterson B & C)	184	unavailable ³⁵				
% women in mining (Paterson B&C)	3.5%	unavailable				
Total employees in mining	5242	unavailable				
Total employees at the mine	17385	20994				
<u>Comments</u>						

2009

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	1555	1250	80%	1518	82%	-2%
% women at the mine	8.5%	7%		9%	78%	+6%
Women in	276	unavailable ³⁶				

³⁵ The table provided seems to conflate the broader category of women at the mine with the narrower category of women in mining.

³⁶ The table provided seems to conflate the broader category of women at the mine with the narrower category of women in mining.

Mining (Paterson B & C)						
% women in mining (Paterson B&C)	5%	unavailable				
Total employees in mining	5524	unavailable				
Total employees at the mine	18294	17985	98%			
<u>Comments</u>						

2010

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	1935					
% women at the mine	10%	7.4% ³⁷	74%	8%	93%	-20%
Women in Mining (Paterson B & C)	376	140				
% women in mining (Paterson B&C)	6.8%	4%	59%			
Total employees in mining	5524	13495 ³⁸	244%			
Total employees at the mine	19357	19181	99%			
<u>Comments</u>						
.						

2011

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed	2032	1779	88%			

³⁷ LA

³⁸ This and other figures includes the classification of 'core' in the 2010 report corresponds exactly to 'in mining' in the original SLP. This is not certain and different classification of core or non-core could account for the significant divergence.

at the mine						
% women at the mine	10.5%	8.1% ³⁹	77%	7%	105%	-33%
Women in Mining (Paterson B & C)	486	Not available ⁴⁰				
% women in mining (Paterson B&C)	8.8%	Not available				
Total employees in mining	5524	Not available				
Total employees at the mine	19357	Not available				
<u>Comments</u>						
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Local Economic Development

Project 1: Provision of water and sanitation⁴¹

2007

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
VIP latrines ⁴²	200	Not available				
Waterborn sewer systems	Unavailable ⁴³	Not available				
Water reticulation to house/yard connections ⁴⁴	Unavailable ⁴⁵	Not available				

³⁹ LA

⁴⁰ The categories on the table are illegible.

⁴¹ For Rustenburg and Madibeng Local Municipalities.

⁴² Ventilated improved pit latrines

⁴³ While there are targets and budgetary commitments over a 5 year period there are no annual targets in the 2006 SLP project log. It appears that they might have been mistakenly excluded. The other possibility is that they had not been set at the time the SLP was submitted.

⁴⁴ Target measured in terms of number of erven connected

Comments

2008

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
VIP latrines	200	0 ⁴⁶				
Waterborn sewer systems	unavailable	unavailable				
Water reticulation to house/yard connections	unavailable	unavailable				
Percentage of initial targets in SLP met:0%						
<u>Comments</u>						

2009

Service	Target	Actual	% of target met	Budget	Actual Spend	% of budget spent	Revised Target	% of revised target met
VIP latrines	200	unavailable						
Waterborn sewer systems	unavailable	unavailable						
Water reticulation to house/yard connections	400 ⁴⁷	360	-	-	R7 162 280			
Percentage of initial targets in SLP met: 60%								

⁴⁵ There are no annual targets and benchmarks in the original SLP.

⁴⁶ 'The project to provide 1000 VIPs (Portable Toilets) was postponed due to concerns from the communities regarding the design. Consultation is ongoing to obtain a way forward in terms of sanitation facilities in the GLC. The water reticulation projects will be implemented in FY 2009 subject to Availability of funding' WPL SLP Annual Report at 53. Thus there was no sanitation plan by 2008 leading to the missing of targets. Further it seems that there has been no proper financial provision for the water reticulation.

2010⁴⁸

Service	Target	Actual	% of target met	Budget	Actual Spend	% of budget spent	Revised Target	% of revised target met
VIP latrines ⁴⁹	200							
Waterborn sewer systems ⁵⁰	Unavailable ⁵¹							
Water reticulation to house/yard connections ⁵²	- unavailability ⁵³							
Percentage of initial targets in SLP met: 0%								

2011

Service	Target	Actual	% of target met	Budget	Actual Spend	% of budget spent	Revised Target	% of revised target met	% target revised
VIP latrines ⁵⁴	200								
Waterborn sewer systems	Unavailable								
Water reticulation to house/yard connections ⁵⁵	Unavailable								
Percentage of initial targets in SLP met: 0%									

⁴⁷ It seems that the water reticulation annual target was only finalised after the 2008 report.

⁴⁸ No annual target for 2010 provided.

⁴⁹ Ventilated improved pit latrines

⁵⁰ While there are targets and budgetary commitments over a 5 year period there are no annual targets in the 2006 SLP project log. It appears that they might have been mistakenly excluded. The other possibility is that they had not been set at the time the SLP was submitted.

⁵¹ While there are targets and budgetary commitments over a 5 year period there are no annual targets in the 2006 SLP project log. It appears that they might have been mistakenly excluded. The other possibility is that they had not been set at the time the SLP was submitted.

⁵² Target measured in terms of number of erven connected

⁵³ No annual target for 2010 provided.

It is very difficult to assess Lonmin's compliance with WPL project 1. First the SLP did not set annual targets and budgets for two of the components (water reticulation and sanitation) hence the absence of clear benchmarks. Second, this lack of benchmarking translates into shifting data sets being reported in annual reports. For example the report moves from the standard of approach of reporting on annual deliverables to only reporting on annual expenditure. Further the sanitation project was still at planning phase as of 2012.

Project 2: Brickmaking factory⁵⁶

Project 3: Educational support⁵⁷

Project 4: Housing provision⁵⁸

2007/2008⁵⁹

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1300	0	0%			
Percentage of initial targets in SLP met: 0%					
Comments					
The reason provided for Lonmin's failure to build any houses are delays in the process of proclaiming the townships where the houses are to be built. Further the challenges and risks identified for the programme include 'availability of home loans to prospective buyers given the current economic climate' (challenge); 'financial constraints of current economic climate' (risk) and 'high interest rates, availability of capital'. The SLP project log frame and description did not include a comparable identification of the risks involved in the project.					

2008/2009

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1200	3 ⁶⁰	0.25% or 0% ⁶¹	3 ⁶²	100%	- 100% ⁶³

⁵⁴ Ventilated improved pit latrines

⁵⁵ Target measured in terms of number of erven connected

⁵⁶ Project abandoned by the 2008 annual report due to the feasibility study having found the project unfeasible for the following reasons: First the proposed tailings used for the manufacture of the bricks were found to be live hence unusable. Second, the SLP notes that there are around 13 brick makers in the local area; establishing a larger factory might harm these. WPL SLP 2008 annual report at 50. This therefore serves as an illustration of the importance of conducting feasibility studies before the SLP is submitted. The SLP states that the project is being reviewed to examine alternatives. It appears that no implementation took place until 2012, when the pilot of a revised version of the project began. The nature of the revision is not clearly explained.

⁵⁷ The SLP states that targets are set out in Appendix 6: School Plan. In fact the Appendix 6 we were provided with in discovery is a table giving a broad overview of corporate social investment (CSI) projects. There is no in depth schools plan with targets.

⁵⁸ In the SLP it is counted as a LED project but in the annual reports is no longer dealt with under this heading.

⁵⁹ In contrast to the other programmes, the years are referred to as 2006/2007 etc, which makes for confusing reading.

⁶⁰ Three show houses were built in 2009.

Percentage of initial targets in SLP met: **0.25%**

Comments

The 2009 report states that the housing programme was revised due to the global economic recession and the decline in the platinum price. There is insufficient elaboration for such a dramatic decrease in commitments. It is also not clear whether Lonmin applied for, and obtained, permission to make this revision to the SLP. Without such permission, the company would be in non-compliance in respect of the largest programme in the SLP.

2009/2010⁶⁴

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1200	0	0%	0 ⁶⁵	0%	100%
Percentage of initial targets in SLP met: 0%					

2010/2011

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1100					
Percentage of initial targets in SLP met: 0%					

201/2012

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
0					
Percentage of initial targets in SLP met: 0%					

Hostel Conversion

2007/2008

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
23	29	126%			
Percentage of initial targets in SLP met: 126%					

2008/2009

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised

⁶¹ This depends upon whether one counts the building of show houses in measuring compliance.

⁶² 3 show houses.

⁶³ 99.75% downwards revision.

⁶⁴ Original housing programme was to have achieved its overall target of 5500 houses by the end of year 2010/2011.

⁶⁵ During FY 2010 the company decided to 'review' (abandon) its existing housing programme and targets, citing the 'impact of the global economic meltdown and the consequent financial position of the company.'

22	0	0%	0	0%	-100%
Percentage of initial targets in SLP met: 0%					

2009/2010

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
22	5 ⁶⁶	23%	5	100%	- 77%
Percentage of initial targets in SLP met: 23%					
Comments					
The 2010 report states that the target of the completion of the hostel conversion programme by 2011 will not be reached. The deadline for completion is extended until 2014, thus falling outside the life of this SLP. The Minister of Mineral Resource's permission would be required for such an amendment to the SLP.					

2010/2011

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
22	26 ⁶⁷	118%	26	100%	
Percentage of initial targets in SLP met: 118%					

Project 5: Provision of access to basic services⁶⁸

2007

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	50	Unavailable ⁶⁹				
Safe water supply (borehole or piped) to villages ⁷⁰	No annual target in SLP	Unavailable ⁷¹				
Percentage of initial targets in SLP met: 0%						

2008

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	50					
Safe water supply (borehole)	No annual target in SLP	Water reticulation in 4 villages ⁷²				

⁶⁶ LA

⁶⁷ LA

⁶⁸ Labour sending area (Alfred Nzo Municipality, Eastern Cape)

⁶⁹ Not reported in 2007 joint WPL and EPL annual report.

⁷⁰ 5 villages 'to be identified'.

⁷¹ Not reported in 2007 joint WPL and EPL annual report.

or piped) to villages						
Reporting very unclear. Headings of 'project' and 'description' each contain different deliverables (water reticulation and VIP latrines) and further provides budget. There is a column entitled % completion which gives the figure of 80%. Is this 80% of project fund? Deliverables for either/or project or both combined?						

2009

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	50					
Safe water supply (borehole or piped) to villages	No annual target in SLP					
Percentage of initial targets in SLP met: 0%						

2010

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	50					
Safe water supply (borehole or piped) to villages	No annual target in SLP					
Percentage of initial targets in SLP met: 0%						

2011

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	50					
Safe water supply (borehole or piped) to villages	No annual target in SLP					
Percentage of initial targets in SLP met: 0%						

Total

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
pit latrine per household	250 houses with VIP ⁷³	?	? ⁷⁴			

⁷² 405 households.

⁷³ Presumably one per household.

Safe water supply (borehole or piped) to villages	5 villages					
The 2010 project log says this whole project has been completed. Does this mean 250 houses were supplied with VIPs and 5 additional villages had 'protected water'. Under deliverables to date the 2011 project log also states that 10 schools were providedwith VIP (157 in total). Is this in addition to or instead of the 250 households with VIPs?						

Project 6: Institutional Support & Capacity Development

2007

Target (No officials trained) ⁷⁵	Actual	% target met	Revised target	% revised target met	% target revised
7	unavailable	unavailable	unavailable	unavailable	unavailable
Unknown					

2008

Target (No officials trained)	Actual	% target met	Revised target	% revised target met	% target revised
7	20	286%	20	100%	+186%
Percentage of initial targets in SLP met: 286%					

2009

Target (No officials trained)	Actual	% target met	Revised target	% revised target met	% target revised
6	unavailable	unavailable	unavailable	unavailable	unavailable
Unknown					

2010

Target (No officials trained)	Actual	% target met	Revised target	% revised target met	% target revised
6					
Not clear if any training occurred this year . 2010 SLP states project completed with 40 officials having been trained. ⁷⁶					

2011

Target (No officials trained)	Actual	% target met	Revised target	% revised target met	% target revised

⁷⁴ The 2010 project log says this whole project has been completed. Does this mean 250 houses were supplied with VIPs and 5 additional villages had 'protected water'. Under deliverables to date the 2011 project log also states that 10 schools were providedwith VIP (157 in total). Is this in addition to or instead of the 250 households with VIPs?

⁷⁵ Finance, planning and engineering skills.

⁷⁶ Note that it is not clear exactly what skills and level were obtained and how this was measured.

6					
Project completed by 2010.					

Total

Target (No officials trained)	Actual	% target met	Revised target	% revised target met	% target revised
32	40 ⁷⁷	125%			
Percentage of initial targets in SLP met: 125%					

Project 7: Multi-purpose community centre

2007

Target	Actual	Target met/partially met/not met	Revised target	Revised target met/partially met/not met
Build multi-purpose community centre facility with dual purpose – school with 12 classrooms and ‘multi-purpose centre’	To be completed in January 2008	Partially met		
Percentage of initial targets in SLP met: N/A				

2008

Target	Actual	Target met/partially met/not met	Revised target	Revised target met/partially met/not met
Build multi-purpose community centre facility with dual purpose – school with 12 classrooms and ‘multi-purpose centre’ (carried over from 2007)	Completed and handed over	Met		
Maintain the facility and equipment	Not clear	Not clear (but seems to have been met)		

Comments

The target of constructing the multi-purpose centre, initially set for 2007 was met in 2008 when the centre was handed over. By agreement with the Encgobo municipality, Lonmin would be responsible for capital expenditure while the municipality would fund maintenance. It is not clear who would be responsible for facilitating the maintenance though (probably the municipality). There is no reporting on maintenance activities.

Slindini Bridge

2008

Target	Actual	Target met/partially met/not met	Revised target	Revised target met/partially met/not met
Complete bridge	Bridge under	Partially met	Build bridge to	

	construction		make multi-purpose centre accessible to the community	
<u>Comments</u>				
This is described as an additional project to ensure the community centre is sustainable (i.e. accessible)				

2009

Target	Actual	Target met/partially met/not met	Revised target	Revised target met/partially met/not met
Complete bridge	Bridge under construction	Partially met		
<u>Comments</u>				
Partially met				

2010

Target	Actual	Target met/partially met/not met	Revised target	Revised target met/partially met/not met
Complete bridge	Bridge completed	met		
<u>Comments</u>				
Bridge completed				

Procurement Progression Plan⁷⁸

Procurement from HDSA companies for capital goods, consumables and services

2007

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	16%					
Consumables expenditure	26%					
Services expenditure	7%					
Total	49%					
<u>Comments</u>						
The 2007 SLP report (for both EPL and WPL) simply states that 'the target of approximately 50% HDSA procurement has not been met and which represents 46% attainment of the SLP Planned Increase'						

⁷⁸ Manner in which targets shall be realised described in more detail in Procurement Progression Plan (Appendix 7). Also note that because the procurement department is housed within Lonmin Platinum rather than its projects, these targets apply to both WPL and EPL.

2008

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	18%	Unavailable				
Consumables expenditure	28%	Unavailable				
Services expenditure	9%	Unavailable				
Total	55%	56.5%	103%			
Percentage of initial targets in SLP met: 103%						

2009

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	20%	Unavailable				
Consumables expenditure	30%	Unavailable				
Services expenditure	10%	Unavailable				
Total	60%	66.7%	111%			
<u>Comments</u>						
<p>The target in the SLP was exceeded. What is interesting is that the report also contains the performance with regard to GLC procurement (local content). These targets are not in the main SLP but presumably in Appendix 7. This demonstrate that the local procurement targets were low (R322 million in contracts and R68 million in actual spend). The local spend target was thus only 1.36% out of a total spend of R5 billion and only 84% of this was attained.</p>						

Procurement from GLC Companies⁷⁹

2008

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend	Actual spend	% spend target met
R154m	R226m	148%	1.2% (R60m)	1.3% (R63m)	105%
Percentage of initial targets in SLP met: 148%					

2009

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend ⁸⁰	Actual spend	% spend target met
R322m	R248m	77%	1.4% (R68m)	1.1% (R57m)	84%

⁷⁹ The targets below are not contained in the body of the 2006 SLP but have been reported on in the 2008, 2009 and 2010 annual reports

⁸⁰ Measured out of a projected spend of R5bn. Note the actual procurement spend was R6.7 billion.

Percentage of initial targets in SLP met: **77%**

2010

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend	Actual spend	% spend target met
R101.5m	R35m	35%	R73m ⁸¹	R63m	86%
Percentage of initial targets in SLP met: 35%					

Financial Provision

Overall financial provision

2006/2007

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R57.320m	unavailable				
LED	R132m	unavailable				
Downscaling and retrenchment ⁸²	Not annual spend	unavailable				
Percentage of initial targets in SLP met: Unknown						

2007/2008

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R56.018m	Not available ⁸³				
LED	R207.3m	R19.38m (R16m if exclude housing and hostel conversion)	9% (121% if exclude housing and hostel conversion)			
Downscaling and retrenchment	Not annual budget	Not available	Not available			
Percentage of initial targets in SLP met: insufficient information						

2008/2009

Component SLP	Target spend	Actual spend	% of target	Revised	% of revised	% target
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⁸¹ The 2010 annual report doesn't state the total procurement spend hence we were unable to determine the percentage of procurement on GLC HDSA companies.

⁸² Given that the life of the mine is expected to be 50 years, the financial provision in this SLP is expressed as a lump sum (R527.605 million) and not budgeted annually.

⁸³ No financial provision section in report.

spend			spent	target spend	target spent	revised
Human Resources Development	R62.699m	Not available ⁸⁴				
LED	R194.2m (R19 m excluding housing and hostels and including the Silindini bridge)	R21 263 497	11% (112% excluding housing and hostels and including the Silindini bridge)			
Downscaling and retrenchment	Not annual budget					

Percentage of initial targets in SLP met: **insufficient information**

2009/2010

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development ⁸⁵	R59.486m	R183.055149m	308%	R175.979680	104%	+208%
LED	R194.2m (R19m excluding the housing and hostels and including the Silindini bridge)	R28.175126m ⁸⁶	15% (148% excluding the housing and hostels and including the Silindini bridge)	R31.300000	90%	-84% (+65% excluding the housing and hostels and including the Silindini bridge)
Downscaling and retrenchment	Not annual budget	Not available				

A discrete section on financial provision makes its first appearance in the 2010 annual report.

2010/2011

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R64.377m	R198.426580m	30%	R190.082562	104%	+195%
LED	R170.2m (R16m excluding the housing and hostels) ⁸⁷	R37.980955m	22% (237% excluding the housing and hostels)	R31.300000	121%	-82% (+96% excluding the housing and hostels)

⁸⁴ No financial provision section in report.

⁸⁵ The social and labour plan refers to 'human resources development' whereas the 2010 report instead refers to 'human resources.' Does the latter category encompass a broader range of company programmes?

⁸⁶ RA (reasonable assurance).

⁸⁷ Silindini bridge was completed in 2010.

Downscaling and retrenchment	Not annual budget	Not available				
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2011/2012

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R67.868m					
LED	Not available ⁸⁸					
Downscaling and retrenchment	Not available					

Local economic development financial provision

2007

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC⁸⁹)						
Provision of water and sanitation	R5m	unavailable				
Brick making factory	R6m	unavailable				
Educational support and upliftment	R8.7m	unavailable				
Housing ⁹⁰ provision	R77m	unavailable				
Hostel conversion ⁹¹	R32m	unavailable				
Alfred Nzo District Municipality (labour sending area)						
Provision of access to basic services	R1m	unavailable				
Institutional support and capacity development	R0.1m	unavailable				
Multi-purpose community centre	R2.2m	unavailable				
Access bridge to		unavailable				

⁸⁸ LED projects in the 2006 SLP run until 2011.

⁸⁹ Terminology regarding the focus area is inconsistent.

⁹⁰ For both WPL and EPL

⁹¹ For both WPL and EPL

community centre ⁹²						
		unavailable				
<u>Comments</u> No data on LED in 2007 report						

2008

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC⁹³)						
Provision of water and sanitation	R5m	unavailable				
Brick making factory	R1m	R0.65m				
Educational support and upliftment	R8.7m	R12.488000m				
Housing ⁹⁴ provision	R162m	R0				
Hostel conversion ⁹⁵	R29.3m	unavailable				
Alfred Nzo District Municipality (labour sending area)						
Provision of access to basic services	R1m	R1.1m				
Institutional support and capacity development	R0.1m	R0.2m	200%	unavailable	unavailable	unavailable
Multi-purpose community centre	R0.2m	R2.691000m	1346%	unavailable	unavailable	unavailable
Access bridge to community centre ⁹⁶	n/a	R3.025000m	unavailable	unavailable	unavailable	unavailable
No enough information to make a percentage calculation						

2009

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC⁹⁷)						
Provision of	R5m	R7.162280	unavailable	unavailable	unavailable	unavailable

⁹² Not originally in the SLP

⁹³ Terminology regarding the focus area is inconsistent.

⁹⁴ For both WPL and EPL

⁹⁵ For both WPL and EPL

⁹⁶ Not originally in the SLP

⁹⁷ Terminology regarding the focus area is inconsistent.

water and sanitation						
Brick making factory	R1m	R0	unavailable	unavailable	unavailable	unavailable
Educational support and upliftment	R8.7m	R8.996930	unavailable	unavailable	unavailable	unavailable
Housing ⁹⁸ provision	R150m	unavailable	unavailable	unavailable	unavailable	unavailable
Hostel conversion ⁹⁹	R28.2m	unavailable	unavailable	unavailable	unavailable	unavailable
Alfred Nzo District Municipality (labour sending area)						
Provision of access to basic services	R1m	unavailable	unavailable	unavailable	unavailable	unavailable
Institutional support and capacity development	R0.1m	unavailable	unavailable	unavailable	unavailable	unavailable
Multi-purpose community centre	R0.2m	N/A ¹⁰⁰	N/A	N/A	N/A	N/A
Access bridge to community centre ¹⁰¹	N/a	unavailable	unavailable	unavailable	unavailable	unavailable
No enough information to make a percentage calculation						

2010

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁰²)						
Provision of water and sanitation	R5m	R0.487538 ¹⁰³	9.8%			
Brick making factory	R1m	R0	0%			
Educational support and upliftment	R8.7m	R12.2m	140.5%			
Housing ¹⁰⁴ provision	R150m	R0	0%	R0	0%	-100%
Hostel conversion ¹⁰⁵	R28.2m	R15.410767m	55%	R15.410767m	100%	-45%

⁹⁸ For both WPL and EPL

⁹⁹ For both WPL and EPL

¹⁰⁰ Project completed

¹⁰¹ Not originally in the SLP

¹⁰² Terminology regarding the focus area is inconsistent.

¹⁰³ 'R5 million was transferred to the implementing agent. However only R487538.4 was spent.'

¹⁰⁴ For both WPL and EPL

¹⁰⁵ For both WPL and EPL

Alfred Nzo District Municipality (labour sending area)						
Provision of access to basic services	R1m	R0	0%			
Institutional support and capacity development	R0.1m	R0	0%			
Multi-purpose community centre	R0.2m	N/A	N/A	N/A	N/A	N/A
Access bridge to community centre ¹⁰⁶	Not clear	R7.2m	Unavailable	Unavailable	Unavailable	Unavailable
<u>Comments</u>						
The reason for the lack of expenditure on the labour sending area projects regarding access to basic services (pit latrines) was that the project had already been completed. A budget of R9million was given for the access bridge project but this seems to have been for the entire period of the project rather than for 2010.						

2011

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁰⁷)						
Water and sanitation	R5m	unavailable	unavailable	unavailable	unavailable	unavailable
Brick making factory	R1m	unavailable	unavailable	unavailable	unavailable	unavailable
Educational support and upliftment	R8.7m	unavailable	unavailable	unavailable	unavailable	unavailable
Housing ¹⁰⁸ provision	R126m	R0	0%	0	0%	-100%
Hostel conversion ¹⁰⁹	R28.2m	R82.1m	291%	R85.8m	96%	+204%
Alfred Nzo District Municipality (labour sending area)						
Provision of access to basic services	R1m	unavailable	unavailable	unavailable	unavailable	unavailable
Institutional support and capacity development	R0.1m	unavailable	unavailable	unavailable	unavailable	unavailable
Multi-purpose comm centre	R0.2m	unavailable	unavailable	unavailable	unavailable	unavailable
The 2011 annual report only gave the total 5 year expenditures for each LED project (excluding housing and hostel conversion).						

¹⁰⁶ Not originally in the SLP

¹⁰⁷ Terminology regarding the focus area is inconsistent.

¹⁰⁸ For both WPL and EPL

¹⁰⁹ For both WPL and EPL

Lonmin Social and Labour Plan Analysis – Quantitative Assessment

Eastern Platinum Limited

ABET

ABET: Full Time Employees¹¹⁰

2007

Qualification	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
BTL	114	Unavailable			
PRE -	96	Unavailable			
ABET 1	81	Unavailable			
ABET 2	45	Unavailable			
ABET 3	34	Unavailable			
NQF 1	34	Unavailable			
Totals	404	Unavailable			
The SLP erroneously gives a total of 450					

2008

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% revision in target
PRE -	205	124	60%			
ABET 1	84	147	175%			
ABET 2	44	120	278%			
ABET 3	41	117	285%			
NQF 1	41	203	376%			
Totals	415	711				
Percentage of overall compliance with original 2006 SLP target: 171%						

2009

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target	% of revised target met	% revision in target
PRE -	210	94	45%	208	45%	-1% (-0.95%)
ABET 1	83	191	230%			
ABET 2	42	199	474%	73	273%	+74%

¹¹⁰ Shifting terminology. SLP category of BTL dissolves into Pre-ABET.

ABET 3	43	165	38%	51	324%	+19%
NQF 1	43	209	486%	27	777%	-37%
Totals	421	858				
Percentage of overall compliance with original 2006 SLP target: 204%						

2010

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target	% of revised target met	% revision in target
BTL ¹¹¹	114	0	0%	0	0%	-100%
PRE -	92	0	0%	0	0%	-100%
ABET 1	84	0	0%	0	0%	-100%
ABET 2	42	0	0%	0	0%	-100%
ABET 3	48	31	65%	31	100%	-35%
NQF 1	48	93	194%	93	100%	+94%
Totals	428					
Percentage of overall compliance with original 2006 SLP target: 30%						

2011

Level	Target in SLP	Actual re: original commitment	% of Target Met	Revised target	% of revised target met	% revision in target
PRE ¹¹² -	206	0	0%	0	0%	-100%
ABET 1	87	0	0%	0	0%	-100%
ABET 2	35	0	0%	0	0%	-100%
ABET 3	59	0	0%	0	0%	-100%
NQF 1	59	0	0%	15	0%	-75%
Totals	446	0				
Percentage of overall compliance with original 2006 SLP target: 0%						
SLP acknowledges 'underachievement on EPL's ABET targets as a whole.' This is explained as due to the conversion of contract workers to full time employees.						

ABET

ABET: Part-Time Employees

2007

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% revision in target
BTL	75	Unavailable				
PRE -	65	Unavailable				
ABET 1	66	Unavailable				
ABET 2	64	Unavailable				

¹¹¹ Having been subsumed into pre-abet, BTL makes a sudden re-appearance as a discrete category in the 2010 report

¹¹² BTL again disappears as a category.

ABET 3	21	Unavailable				
NQF 1	9	Unavailable				
Totals	300					

2008

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% revision in target
PRE -	137	53	39%			
ABET 1	54	73	135%			
ABET 2	59	63	107%			
ABET 3	37	50	135%			
NQF 1	13	0	0%			
Totals	300					
Percentage of compliance with original 2006 SLP target:						
<u>Comments</u>						

2009

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	141	33	23%	137	24%	-3%
ABET 1	58	43	74%	54	80%	
ABET 2	56	32	57%	59	54%	
ABET 3	33	28	85%	37	76%	
NQF 1	12	12	100%	13	92%	
Totals	300	148		300		
Percentage of compliance with original 2009 SLP target: 49%						
<u>Comments</u>						
The targets in the 2009 report are the same as the original SLP targets for 2008. This suggests that the programme might have started a year later than planned.						

2010

Qualification	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% target revised
PRE -	141	21	15%	177	12%	+26%
ABET 1	59	62	105%	95	65%	+61%
ABET 2	56	30	54%	92	33%	+64%
ABET 3	34	25	74%	70	36%	+106%
NQF 1	10	34	340%	46	74%	+360%
Totals	300	172LA		480		+60%

Percentage of compliance with original 2010 SLP target: 57%LA	
BTL is a separate category, like in the SLP in 2010 report. Here Pre and BTL are combined	

2011

Qualification	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	% target revised
PRE -	136	23	17%	30	77%	
ABET 1	71	60	85%	30	200%	
ABET 2	46	51	110%	30	170%	
ABET 3	34	24	71%	30	80%	
NQF 1	13	32	246%	26	123%	
Totals	300	190				
Percentage of compliance with original 2011 SLP target: 63%						

Total

Qualification	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
PRE -	833 (390 excluding BTL)	695	83%		
ABET 1	366	476	130%		
ABET 2	337	352	104%		
ABET 3	195	254	130%		
NQF 1	69	156	226%		
Totals					
<u>Observations</u>					

ABET: Community ABET

There are neither clear targets for community ABET in the body of the SLP nor is there consistent and clear reporting of compliance in the annual reports. As a result there is insufficient information to fully assess the extent to which targets have been met. This suggests non-compliance with the reporting obligations.

2008

Skill	Target	Actual	% of Target Met	Revised	% of revised target met	% target revised
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¹¹³ The project timelines make it a challenge to assess compliance due to the inconsistencies of reporting dates.

				target (if applicable)		
Engineering/Technical Skills	22	0	0%			
Life Skills Trainers	11	0	0%			
HIV/AIDS Peer Counsellors	27	53	196%			
Carpentry	20	0	0%			
Boiler Making	15	0	0%			
Welding	20	0	0%			
Brick-laying	14	0	0%			
Computer Skills	0 ¹¹⁴	167	unavailable			
Learners Licences	0 ¹¹⁵	139	unavailable			
Total (including community peer counsellors)	129	359				
Percentage of compliance with original SLP target: unavailable						

2009¹¹⁶

Skill	Target	Actual	% of Target Met	Revised target (if applicable)	% revised target met	% target revised
Basic electrical	4 ¹¹⁷	6	150%			
Welding	30	18	60%	10	180%	-67%
Motor repair	14 ¹¹⁸	26	186%			
Bricklaying	14	3	21%	2	150%	-86%
Carpentry	26	5	19%	3	167%	-88%
Painting	0 ¹¹⁹	0	0%			
Plastering	0 ¹²⁰	0	0%			
Plumbing	3 ¹²¹	5	167%			
Tiling	2 ¹²²	4	200%			
PC skills	1 ¹²³	3	300%			
Multi-sewing and beadwork	2 ¹²⁴	3	150%			
Farming skills	2 ¹²⁵	4	200%			
Water purification	0 ¹²⁶	4	-			

¹¹⁴ Programme not in original SLP

¹¹⁵ Programme not in original SLP

¹¹⁶ A complete overhaul of the programs that were to be supplied as per the initial SLP

¹¹⁷ Not in SLP.

¹¹⁸ Not in SLP.

¹¹⁹ Not in SLP.

¹²⁰ Not in SLP.

¹²¹ Not in SLP.

¹²² Not in SLP.

¹²³ Not in SLP.

¹²⁴ Not in SLP.

¹²⁵ Not in SLP.

¹²⁶ Not in SLP.

Driver training	0 ¹²⁷	0	0%			
Total (including community peer counsellors)	98	81				
Percentage of compliance with original target: unavailable. Due to the complete revision of the portable skills programmes it is difficult to benchmark compliance against the SLP.						

Skills Programme (for Employees)

2008

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	Percentage of target revised
Rock ¹²⁸ Breaking	16	19	119%			
Engineering Skills	41	30	73%			
Totals	57	49				
Percentage of compliance with initial 2006 SLP: 86%						

2009

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met	Percentage of target revised
Rock Breaking	21	13	62%	4	325%	-81%
Engineering Skills	46	27	59%	10	270%	-78%
Totals	67	40		14		
Percentage of compliance with initial 2006 SLP: 60%						

2010¹²⁹

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Rock Breaking	26	unavailable			
Engineering Skills	51	unavailable			
Totals	77				

2011¹³⁰

¹²⁷ Not in SLP.

¹²⁸ A change in terminology from the SLP to the reports. The latter refers to 'mining'. The target for 2008 is the same.

¹²⁹ While SLPs give separate targets for EPL and WPL in 2010 and 2011 annual reports they are merged. Compliance for 2010 with reference to the original WPL and EPL targets combined seemed to be 81% for mining/rock breaking and 31% for engineering.

Skills set	Target	Actual	Percentage of Target Met	Revised target (if applicable)	Percentage of revised target met
Rock Breaking	31	unavailable			
Engineering Skills	56	Unavailable			
Totals					

Management Mentorship and Management Learnerships¹³¹

2007¹³²

Programme	Target	Actual	% of Target Met	Revised target (if applicable)	% of revised target met	% of targets revised
Management Mentorship	10	Unavailable	Unavailable			
Management Learnership	50	Unavailable	Unavailable			
Totals	60					
Percentage compliance with initial 2006 SLP:						

2008

Programme	Target	Actual ¹³³	% of Target Met	Revised target (if applicable)	% of revised target met	% of targets revised
Management Mentorship	12	Unavailable	Unavailable			
Management Learnership	71	Unavailable	Unavailable			
Totals	83	76				
Percentage compliance with initial 2006 SLP: 92%						

2009

Programme	Target	Actual ¹³⁴	% of Target Met	Revised target (if applicable)	% of revised target met	% of target revised
Management	13	unavailable				

¹³⁰ Again performance of the two projects was merged in 2011. Compliance for 2010 with reference to the original WPL and EPL targets combined seemed to be 45% for mining/ programme and 21% for engineering.

¹³¹ Programme runs from 2006 to 2009. Note that in 2011 an additional training programme entitled 'process' was added. The nature of this programme and the reason for the addition is not explained.

¹³² No separate data for EPL and WPL in 2007 annual report.

¹³³ The two programmes are not distinguished in the 2008 report.

¹³⁴ The two programmes are not distinguished in the annual reports.

Mentorship						
Management Learnership	101	unavailable				
Totals	114	25		67	37%	-41%
Percentage compliance with initial 2006 SLP: 22%						

Sponsorships

Planned Sponsorships¹³⁵

2008¹³⁶

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
22	29	132%			
<u>Comments</u>					

2009

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
23	15	65%	15	100%	-35%
<u>Comments</u>					

2010

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
24	5LA	21%			
<u>Comments</u>					

Bursaries

2008¹³⁷

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
12	14	116.7%			
<u>Comments</u>					

¹³⁵ To learners in the GLC with a 'focus on Maths and Science'.

¹³⁶ The sponsorship programme runs from 2006 – 2010.

¹³⁷ The programme runs from 2006 – 2010

2009

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
13	12	92%	10	120%	-23%
<u>Comments</u>					

2010

Target number of students	Actual number of students	% of target met	Revised student target	% of revised student target met	% of student numbers revised
14	15LA	107%LA			
<u>Comments</u>					

Internships

2007

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised intern target met	% of intern numbers revised
8	unavailable				
<u>Comments</u>					

2008

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised intern target met	% of intern numbers revised
9	9	100%			
<u>Comments</u>					

2009¹³⁸

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised intern target met	% of intern numbers revised
10	9	90%	6	150%	
<u>Comments</u>					

¹³⁸ Contents page for Annual SLP Report for 2009: all pages labelled as 12 after the actual page 12. Makes for difficult reading. Pattern of sloppy as well as inconsistent reporting.

2010

Target number of interns	Actual number of interns	% of target met	Revised intern target	% of revised intern target met	% of intern numbers revised
11	14LA	127%LA			
<u>Comments</u>					

Employment Equity

HDSA Management

2008

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	50	25	50%			
HDSA Men	19	5	26%			
HDSA Women ¹³⁹	1	3	300%			
%HDSA of Management	40%	32%	80%			
Percentage of initial targets in SLP met: 80%						
<u>Comments</u>						

2009

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	50	35	70%			
HDSA Men	21	13	62%	20	65%	-5%
Women ¹⁴⁰	1	7	700%	2	350%	+100%
%HDSA of Management	44.4%	57.1%				
Percentage of initial targets in SLP met: 129%						
<u>Comments</u>						
Note that while the HDSA representation target was exceeded, the total number of managers declined by 30%.						

¹³⁹ Confusing whether they are referring to black women specifically or just to women as an HDSA category. SLP just refers to women while report refers to 'HDSA women'

¹⁴⁰ Confusing whether report refers to black women specifically or just to women as an HDSA category. SLP just refers to women while report refers to 'HDSA women'

Note also very low target for women

2010

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	50					
HDSA Men	22					
Women ¹⁴¹	1					
%HDSA of Management	46%					
Percentage of initial target in SLP met:						
<u>Comments:</u>						
Numbers of HDSAs in management are only given for Marikana globally in the 2010 SLP report						

2011

HDSA Category	Target	Actual	% target met	Revised Target	% revised target met	% target revised
Total D-F Band including Women	50					
HDSA Men	23					
Women ¹⁴²	1					
%HDSA of Management	48%					
Percentage of initial target in SLP met:						
<u>Comments:</u>						
Numbers of HDSAs in management are only given for Marikana globally in the 2011 SLP report						

Women at the mine¹⁴³

2007

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	275	Unavailable				
% women	5.9%	Unavailable				

¹⁴¹ Confusing whether report refers to black women specifically or just to women as an HDSA category. SLP just refers to women while report refers to 'HDSA women'

¹⁴² Confusing whether report refers to black women specifically or just to women as an HDSA category. SLP just refers to women while report refers to 'HDSA women'

¹⁴³ As will be shown below inconsistency in terminology and in the nature of targets measured render it difficult to assess compliance based on the reports.

at the mine						
Women in Mining (Paterson B & C)	13	Unavailable				
% women in mining	2%	Unavailable				
Total employees in Mining (Paterson B&C)	1282	Unavailable				
Total employees at the Mine	4169	Unavailable				
<u>Comments</u>						

2008¹⁴⁴

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	336	136	40%			
% women at the mine	7.2%	4.1%	57%			
Women in Mining (Paterson B & C)	45	24	53%			
% women in mining (Paterson B&C)	3.5%	2.7%	77%			
Total employees in mining	1282	Unclear				
Total employees at the mine	4677	Unclear				
<u>Comments</u>						

2009

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	421	179	43%	302	59%	-28%

¹⁴⁴ It is not completely clear whether the table 'Demographics of Woman in Mining' is using this term in the same sense as in the SLP which distinguishes between what appear to 'core' activities ('in mining') and 'core' and 'support' functions ('at the mine') or whether this is conflated with the broader category.

% women at the mine	9%	5.3%	59%		59%	
Women in Mining (Paterson B & C)	64	97	152%	Not clear		+116%
% women in mining (Paterson B&C)	5%	13%	260%			
Total employees in mining	1282	2720	212%			
Total employees at the mine	4677	3360	72%			

Comments

For 2009 the core and support breakdown is provided. This is presumably based on the same parameters as the 'in mining' 'at the mine' distinction in the original SLP. While the SLP creates a target of percentage women in mining (Patterson B and C), there are no specific figures for this deliverable provided in the annual reports from 2009 onwards. There is, however an overall breakdown of male and female employees of both core and support in the bands A-F (it is not certain if this refers to the same Patterson grades). The calculation was made using the 'core' B and C figures for male and female employees.

2010

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	336					
% women at the mine	7.2%	5.5%LA	76%	8%	69%	+11%
Women in Mining (Paterson B & C)	45	36	80%			
% women in mining (Paterson B&C)	6.8%	3%	44%			
Total employees in mining	1282	4250				
Total employees at the mine	4677	4656				

Comments

There has been a considerable fluctuation in employee demographics and designations between 2009 and 2010 suggestive of a significant restructuring. This is not explained in the SLP. Women seem to be increasingly represented at the lowest (A) band.

2011

Data set	Target	Actual	% of Target Met	Revised Target	% of revised target met	% target revised
Women employed at the mine	491	Unavailable				
% women at the mine	10.5%	Unavailable				
Women in Mining (Paterson B & C)	113	Unavailable				
% women in mining (Paterson B&C)	8.8%	Unavailable				
Total employees in mining	1282	Unavailable				
Total employees at the mine	4677	Unavailable				
<u>Comments</u>						
The categories in the copy of the EPL annual report for 2011 are illegible.						

Local Economic Development

Project 1: Improving health care services (to tackle HIV/AIDS)¹⁴⁵

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
Mobile health clinics with nursing staff employed	Clinics Rolled out for 2 communities Assist with the training of peer educators in community to raise awareness re HIV/AIDS	unavailable				
<u>Comments</u>						
The Multi-purpose community centre (Alfred Nzo municipality) was the only LED initiative addressed in the 2007 annual report.						

¹⁴⁵ For Rustenburg and Madibeng Local Municipalities.

2007

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
Mobile health clinics with nursing staff employed	<p>Clinics Rolled out for 2 communities</p> <p>Assist with the training of peer educators in community to raise awareness re HIV/AIDS</p>	<p>'2...mobile clinics were acquired for Rustenburg and Madibeng sub-districts in 2008 to provide school health services and PHC'</p> <p>'Lonmin funds Rustenburg Hospice which employs 2 professional nurses and 18 care givers to provide home based care to 320 clients on a regular basis'</p>				
<u>Comments:</u>						

2008

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
Mobile health clinics with nursing staff	<p>Rolled out for 2 communities</p> <p>Assist with</p>	<p>'upgrading at 5 GLC clinics and mobile building at</p>				

Mobile health clinics with nursing staff employed	Rolled out for 2 communities Assist with the training of peer educators in community to raise awareness re HIV/AIDS	'upgrading at 5 GLC clinics and mobile building at Majakaneng Clinic' 'peer education and Home based Care'				
---	--	---	--	--	--	--

2009

2010

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
Mobile health clinics with nursing staff employed	Clinics Rolled out for 2 communities Assist with the training of peer educators in community to raise awareness re HIV/AIDS	Provision of an obstetric ambulance for GLC clinics Extension of modderspruit clinic Peer education and home-based care through Rustenburg Hospice and Lonmin/IFC partnership				

Comments:

Most of the deliverables discussed in terms of 2007-2010 period. It seems that a total of two mobile clinics were rolled out. It is not clear from the SLP if there were meant to be additional clinics for two further communities each year or that the provision of two clinics covers 10 communities

2011

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
---------	--------	--------	-----------------	----------------	-------------------------	------------------

<p>Mobile health clinics with nursing staff employed</p>	<p>Clinics Rolled out for 2 communities</p>	<p>Construction of Wonderkop clinic in 2008</p> <p>2 mobile clinics acquired for Rustenburg and Madibeng sub-districts to provide school health services and PH in 2009</p> <p>Upgrading 5 GLC clinics and mobile building at Madibeng Clinic in 2009</p> <p>Provision of an obstetric ambulance to serve GLC</p> <p>Provision of an obstetric ambulance to serve GLC clinics in 2010</p> <p>Extension of modderspurit clinic in 2010</p> <p>Peer education and Home Based Care Programme</p>				
--	---	---	--	--	--	--

		Extension of Marikana Clinic in 2011				
		HIV and AIDS programme in Marikana and Eastern Cape				
Comments:						

Total

Service	Target	Actual	% of target met	Revised Target	% of revised target met	% target revised
Mobile health clinics with nursing staff employed	Rolled out for 2 communities					

Project 2: Commercial Agri-business

2007

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	100 jobs created	Unavailable				
GLC members trained in skills relevant to farming, marketing and management	Unavailable	Unavailable				
Comments						

No annual targets in SLP with respect to training though this appears to have been transferred to the portable skills training component.

2008

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	100 jobs created	'Agisanang Farm (previously known as Gill Lonmin Kibbutz Farm) currently employs 68 workers and training is provided to all of them.	22% complete			
GLC members trained in skills relevant to farming, marketing and management	Unavailable	'Itereleng community co-operative has 16 beneficiaries trained...	68% complete			

Comments

Very difficult to assess compliance. No annual targets in SLP with respect to training though this appears to have been transferred to the portable skills training component. It is not clear at which stage these jobs were created (prior to or subsequent to the SLP). Neither is it clear precisely what has been 22% and 68% completed respectively. Report states that 'infrastructure is in place and planting will commence as soon as soil sample results are received.' 68 jobs have been created to date but not clear from reporting whether all of those were in 2008.

2009

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	75 jobs created	Not clear how many jobs				
GLC members trained in skills relevant to farming,	Unavailable	Not clear how many have been trained				

marketing and management						
<u>Comments</u>						

2010

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	75 jobs created	0	0%			
GLC members trained in skills relevant to farming, marketing and management	Unavailable					
<u>Comments</u>						
The bottom of the project logframe states that 'this project could not be sustained due to lack of capacity within the GLC to run it. The attempts to find an investor were also unsuccessful. It states that 68 members of the community were employed on the mine, this being the total number of people employed and not the number of new people employed in 2010						

2011

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	50 jobs created	0	0\5			
GLC members trained in skills relevant to farming, marketing and management	Unavailable					
<u>Comments</u>						
No change from 2010.						

Total

Output	Target	Actual	% of target met	Revised target (if applicable)	% revised target met	% target revised
GLC members employed in agricultural objects	400 jobs created	68 jobs created	17%			
GLC members trained in skills relevant to farming, marketing and management	Unavailable	Training to 68 employees of the farm and to 16 community members through Itereleng Community Co-operative				

Comments

17% of the job creation target was attained during the initial phase of the project but ultimately the project failed. The model of the project was that first, Lonmin would 'set up the farm to operating levels', second community members would be capacitated and skilled in order to manage and operate the farm and finally, the farm would be transferred to the community. It should be noted that the expenditure of the mine during the first two phases (over R50 million) significantly exceeded the projected expenditure (R35 million). The project was halted or paused ('could not be sustained') due to the inability to find an appropriate entity in the community. This gives rise to a number of questions. First, how thorough was the costing process? Second, at what point did consultation with members of the community begin. It is possible that earlier consultation could have led to the determination of whether the correct community structure existed – and hence the feasibility of the project - during the SLP design phase. The phrasing in the SLP 'Lonmin Platinum *will* identify [emphasis added] previously disadvantage people in the Bojanala District Municipality who are interested in commercial farming' suggests that the answer is in the negative. Third, during the design phase, was there any consultation with potential purchasers of the farms produce (i.e .large retailers)?

Project 3: Community Skills Development

Total

Output	Target	Actual	% target met	Revised target (if applicable)	% of revised target met	% target revised
Fund learners in tertiary maths and science studies	10 or 50	26	260% or 52%			
Job creation - 'Unemployed local people offer technical at EPM	20 or 100	69	345% or 69%			

Comments

It is not clear whether the targets for this programme are once-off or cumulative. For each year (2007-2011)

the target of 10 learners funded in Maths and Science fields is provided. However, under the heading of performance indicators, which for other projects encompasses a cumulative total from each year's outputs, only 10, as opposed to 50 matriculate students constitute the intended beneficiaries. Presumably this means that the target is for 10 matriculates to have their university studies to be funded for 5 years each. The language used to describe the employment output ('20 unemployed people offered technical at EPM) is also vague. The relationship of this latter goal to the sponsoring of tertiary studies is also unclear. The lack of clarity on the benchmarks makes it difficult to assess the company's level of compliance.

Project 4: Sports and Recreation¹⁴⁶

2007

Output	Target	Actual	Extent target met	Revised target (if applicable)	Extent compliance with revised target	Extent target revised
Existing facilities upgraded & Maintained	Existing facilities upgraded & Maintained	Unavailable	Unavailable	Unavailable	Unavailable	Unavailable
Comments:						

2008

Output	Target	Actual	Extent target met	Revised target (if applicable)	Extent compliance with revised target	Extent target revised
Existing facilities upgraded & Maintained	Existing facilities upgraded & Maintained	unavailable	unavailable	unavailable	unavailable	unavailable
Comments:						
Project not addressed in the 2008 annual report.						

2009

Output	Target	Actual	Extent target met	Revised target (if applicable)	Extent compliance with revised target	Extent target revised
Existing facilities upgraded & Maintained	Existing facilities upgraded & Maintained	unavailable	unavailable	unavailable	unavailable	unavailable
Comments:						
Project not addressed in the 2009 annual report.						

2010

¹⁴⁶ For the GLC. Involves assisting the Bojanala Municipality through upgrading and maintaining its sports and recreation facilities.

Output	Target	Actual	Extent target met	Revised target (if applicable)	Extent compliance with revised target	Extent target revised
Existing facilities upgraded & Maintained	Existing facilities upgraded & Maintained					

Comments:

There is no indication regarding the commitments in the original SLP. However, a series of other sports and recreation deliverables to date (2007-2010) are reported. These were:

- 'Lonmin initiated 'Super Sixteen' Soccer Tournament, involving 650 learners from the GKC schools. This, it should be noted is one of the non-SLP CSI initiatives contained in Appendix 6 but is from 2010 reported as part of the compliance of this SLP project.
- '30 local local scholars were given rugby coaching & 15 were funded to participate in Tour aid in England'
- 'Lonmin supported the Confederations Cup indaba and assisted various schools with transport and catering'
- '28 schools participated in the "GLC Soccer World Cup Tournament" which included coaching clinics, full soccer kits to each of the 28 schools and 560 learners that were transported to events' (in 2010)

2011

Output	Target	Actual	Extent target met	Revised target (if applicable)	Extent compliance with revised target	Extent target revised
Existing facilities upgraded & Maintained	Existing facilities upgraded & Maintained					

Comments:

Sports and recreation deliverables for 2011 were:

- '28 schools participated in coaching clinics and a netball tournament'
- '28 netball teams were fully kitted [in]2011'
- 'transport provided to 700 netball and soccer players who participated in the tournaments during 2011
- 'various local, provincial and national sporting events and or teams were supported through provision of sporting fields, catering and or transport from 2007 to 2011

It further states that 'Existing mine facilities are upgraded, maintained and communities are given access at no cost.' Based on the SLP it appeared that the sports facilities to be maintained belonged to the municipality.

Again the lack of clear yardsticks and the lack of reporting on how and why yardsticks have changed renders it difficult to assess compliance.

Project 5: Provision of Water and Sanitation¹⁴⁷

2007

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide	100 latrines	Not available				

¹⁴⁷ Labour sending area (Alfred Nzo Municipality, Eastern Cape)

VIP ¹⁴⁸ latrines to communities						
Provide waterborne sewer systems to communities	100 sewer systems	Not available				
Water reticulation systems	100 erven	Not available				
<u>Comments</u>						

2008

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	Money handed over to Alfred Nzo municipality for ablution facilities at schools - 157 ablution facilities with toilets at 5 schools to date				
Provide waterborne sewer systems to communities	100 sewer systems	Money handed over to the Alfred Nzo municipality for two projects, both 'under construction': Access to sewer treatment infrastructure for 320 households in Mt Frere Replacement of sewer servicing 584 houses in Matatiele				
Water	100 erven	Money				

¹⁴⁸ Ventilated Improved Pit.

reticulation systems		handed over to Alred Nzo municipality – 405 households connected. Project deemed completed in full (initial target was 500 over 5 years)				
<u>Comments</u>						
Project is defined as to 'in collaboration with these municipalities, other mining companies, appropriate government departments and other stakeholder support the delivery of these poverty eradication initiatives.'						

2009

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	22 latrines	22%	22%	100%	-78%
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			-
<u>Comments</u>						
Water reticulation reported as completed in the 2008 annual report.						

2010

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	55 latrines ¹⁴⁹				
Provide waterborne sewer systems to communities	100 sewer systems	unavailable				
Water reticulation systems	100 erven	Unavailable				

¹⁴⁹ In 6 schools. Project in SLP spoke of household needs hence seemed to target households as beneficiaries.

Comments

2011

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	0	0%			
Provide waterborne sewer systems to communities	100 sewer systems	0	0%			
Water reticulation systems	100 erven	0	0%			

Comments

The 2011 report explains the failure to complete the water and sanitation project:

‘the rural areas of the Eastern Cape District municipalities do not have bulk services, thus making it not feasible to provide waterborne sanitation facilities for households. Given the limitation of funds and resources, the District Municipality advised on the implementation of a project that would provide water facilities for affected villages. Engagements are under-way to derive the best model that would assist in addressing the service delivery challenges.

This is the first mention of this problem. Again annual reporting is insufficiently clear on delivery, changes to projects/targets and the reasons therefore.

Total

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	500 latrines	134 ¹⁵⁰	27%			
Provide waterborne sewer systems to communities	500 sewer systems	0	0%			
Water reticulation systems	500 erven	405	81%			

Comments

The failures of the programme is suggestive of blockages in communication between Lonmin and the

¹⁵⁰ At 11 schools.

municipality.

Project 6: Housing provision¹⁵¹

2007/2008¹⁵²

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1300	0	0%			
<u>Comments</u>					

2008/2009

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1200	3 ¹⁵³	0.25% or 0% ¹⁵⁴	3 ¹⁵⁵	100%	- 100% ¹⁵⁶
<u>Comments</u>					

2009/2010¹⁵⁷

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1200	0	0%	0 ¹⁵⁸	0%	100%
<u>Comments</u>					

2010/2011

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
1100					
<u>Comments</u>					

2011/2012

¹⁵¹ In the SLP it is counted as a LED project but in the annual reports is no longer dealt with under this heading. Was this because of a change in the DMR's reporting format? In addition, this project, while counted as part of the LED spend for each project actually contains a single budget and targets for Marikana. While consolidation is desirable, presenting it as LED spend for both projects gives an inflated picture of Lonmin's SLP expenditure.

¹⁵² In contrast to the other programmes, the years are referred to as 2006/2007 etc, which makes for confusing reading.

¹⁵³ Three show houses were built in 2009.

¹⁵⁴ This depends upon whether one counts the building of show houses in measuring compliance.

¹⁵⁵ 3 show houses.

¹⁵⁶ 99.75% downwards revision.

¹⁵⁷ Original housing programme was to have achieved its overall target of 5500 houses by the end of year 2010/2011.

¹⁵⁸ During FY 2010 the company decided to 'review' (abandon) its existing housing programme and targets, citing the 'impact of the global economic meltdown and the consequent financial position of the company.

Target number of houses built	Actual	% of target met	Revised target	% of revised target met	% target revised
0					
<u>Comments</u>					

Hostel Conversion

2007/2008

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
23	29	126%			
<u>Comments</u>					

2008/2009

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
22	0	0%	0	0%	-100%
<u>Comments</u>					

2009/2010

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
22	5 ¹⁵⁹	23%	5	100%	- 77%
<u>Comments</u>					

2010/2011

Target number of hostels built	Actual	% of target met	Revised target	% of revised target met	% target revised
22	26 ¹⁶⁰	118%	26	100%	
<u>Comments</u>					

Project 7: Provision of water and sanitation¹⁶¹

2007

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP ¹⁶²	100 latrines	Unavailable	Unavailable			

¹⁵⁹ LA

¹⁶⁰ LA

¹⁶¹ Exactly the same as project 5. No separate reporting on this project. It could be an erroneous duplication in the SLP.

¹⁶² Ventilated Improved Pit.

latrines to communities						
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			
<u>Comments</u>						
Reporting very unclear. Headings of 'project' and 'description' each contain different deliverables (water reticulation and VIP latrines) and further provides budget. There is a column entitled % completion which gives the figure of 80%. Is this 80% of project fund? Deliverables for either/or project or both combined?						

2008

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	Unavailable	Unavailable			
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			

2009

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	Unavailable	Unavailable			
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			

2010

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
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Provide VIP latrines to communities	100 latrines	Unavailable	Unavailable			
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			
<u>Comments</u>						

2011

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	100 latrines	Unavailable	Unavailable			
Provide waterborne sewer systems to communities	100 sewer systems	Unavailable	Unavailable			
Water reticulation systems	100 erven	Unavailable	Unavailable			

Total

Service	Target	Actual	% of target met	Revised target	% of revised target met	% target revised
Provide VIP latrines to communities	500 latrines	Unavailable	Unavailable			
Provide waterborne sewer systems to communities	500 sewer systems	Unavailable	Unavailable			
Water reticulation systems	500 erven	Unavailable	Unavailable			

Procurement progression plan¹⁶³

Procurement from HDSA companies for capital goods, consumables and services

2007

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	16%					
Consumables expenditure	26%					
Services expenditure	7%					
Total	49%					
The 2007 SLP report (for both EPL and WPL) simply states that 'the target of approximately 50% HDSA procurement has not been met and which represents 46% attainment of the SLP Planned Increase'						

2008

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	18%	-				
Consumables expenditure	28%	-				
Services expenditure	9%	-				
Total	55%	56.5%	103%			

2009

Goods or services procured	Target	Actual	% target met	Revised target	% revised target met	% target revised
Capital goods expenditure	20%					
Consumables expenditure	30%					
Services expenditure	10%					
Total	60%	66.7%	111%			
Comments						
The target in the SLP was exceeded. What is interesting is that the report also contains the performance with regard to GLC procurement (local content). These targets are not in the SLP. This demonstrate that the local procurement targets were low (R322 million in contracts and R68 million in actual spend). The local spend target						

¹⁶³ Because the procurement department is housed within Lonmin Platinum rather than its projects, these targets apply to both WPL and EPL.

was thus only 1.36% out of a total spend of R5 billion and only 84% of this was attained.

Procurement from GLC Companies¹⁶⁴

2008

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend	Actual spend	% spend target met
R154m	R226m	148%	1.2% (R60m)	1.3% (R63m)	105%
<u>Comments</u>					

2009

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend ¹⁶⁵	Actual spend	% spend target met
R322m	R248m	77%	1.4% (R68m)	1.1% (R57m)	84%
<u>Comments</u>					

2010

Target contracts awarded	Actual Contracts awarded	% contract target met	Target spend	Actual spend	% spend target met
R101.5m	R35m	35%	R73m ¹⁶⁶	R63m	86%
<u>Comments</u>					

Financial Provision

Overall financial provision

2006/2007

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R57.320m					
LED	R133.3m (R24.3m excluding housing provision and hostel)					

¹⁶⁴ The targets below are not contained in the body of the 2006 SLP but have been reported on in the 2008, 2009 and 2010 annual reports

¹⁶⁵ Measured out of a projected spend of R5bn. Note the actual procurement spend was R6.7 billion.

¹⁶⁶ The 2010 annual report doesn't state the total procurement spend hence we were unable to determine the percentage of procurement on GLC HDSA companies.

	conversion)					
Downscaling and retrenchment ¹⁶⁷						
<u>Comments</u>						

2007/2008

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spend	% target revised
Human Resources Development	R56,018m					
LED	R212.6m (R21.3m excluding housing and hostel conversion)	R14.4m	68%			
Downscaling and retrenchment	Unavailable					
<u>Comments</u>						

2008/2009

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spend	% target revised
Human Resources Development	R62.699m					
LED	R193.5m (R15.3m excluding housing and hostel conversion)					
Downscaling and retrenchment	Unavailable					
<u>Comments</u>						

2009/2010

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spend	% target revised
Human Resources Development ¹⁶⁸	R59,486m	Unavailable ¹⁶⁹				

¹⁶⁷ Given that the life of the mine is expected to be 50 years, the financial provision in this SLP is expressed as a lump sum (R527.605 million) and not budgeted annually.

LED	R193.5m (R15.3m excluding housing and hostel conversion)	Unavailable				
Downscaling and retrenchment	Unavailable					
<u>Comments</u>						
A discrete section on financial provision makes its first appearance in the 2010 annual report.						

2010/2011

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R64,377m	Unavailable ¹⁷⁰				
LED	R1695m (R15.3m excluding housing and hostel conversion)	Unavailable				
Downscaling and retrenchment	Unavailable					
<u>Comments</u>						

2011/2012

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human Resources Development	R67,868m					
LED	n/a					
Downscaling and retrenchment	Unavailable					
<u>Comments</u>						

Total

Component SLP spend	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Human	367.770m	Unavailable				

¹⁶⁸ The social and labour plan refers to 'human resources development' whereas the 2010 report instead refers to 'human resources.' Does the latter category encompass a broader range of company programmes?

¹⁶⁹ Expenditure is only provided for Marikana as a whole.

¹⁷⁰ Expenditure is only provided for Marikana as a whole.

Resources Development						
LED	R899.4m(R88.5 m excluding housing and hostel conversion)	Unavailable				
Downscaling and retrenchment	R65m	Unavailable				
<u>Comments</u>						

Local economic development financial provision

2007

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷¹)						
Improving health care services	R3m	Unavailable				
Commercial agri-business	R10m	Unavailable				
Community skills development	R2m	Unavailable				
Sports and recreation	R0.3m	Unavailable				
Provision of water and sanitation	R3m	Unavailable				
Housing provision	R77m	N/A ¹⁷²				
Hostel conversion	R32m	N/A				
Alfred Nzo District Municipality (labour sending area)						

¹⁷¹ Terminology regarding the focus area is inconsistent.

¹⁷² Marikana project counted for WPL. It therefore should not be counted for EPL as well.

Provision of water and sanitation	R3m	Unavailable				
<u>Comments</u>						
No concrete data on LED in 2007 report						

2008

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷³)						
Improving health care services	R3m	R1.73m	58%			
Commercial agri-business	R10m	R7.956m	80%			
Community skills development	R2m	R0.673m	34%			
Sports and recreation	R0.3m	Unavailable	Unavailable			
Provision of water and sanitation	R3m	R2,454m	82%			
Housing provision	R162m	N/A				
Hostel conversion	R29.3m	N/A				
Alfred Nzo Municipality (labour sending area)						
Provision of water and sanitation	R3m	R3.314m	110%			
<u>Comments</u>						

2009

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷⁴)						
Improving health care services	R2m	R1,162259m	58%			
Commercial agri-business	R5m	R4,788611m	96%			
Community skills development	R2m	R0,559m	28%			
Sports and recreation	R0.3m	Unavailable				
Provision of water and	R3m	Unavailable				

¹⁷³ Terminology regarding the focus area is inconsistent.

¹⁷⁴ Terminology regarding the focus area is inconsistent.

sanitation						
Housing provision	R150m	N/A				
Hostel conversion	R28.2m	N/A				
Alfred Nzo District Municipality (labour sending area)						
Provision of water and sanitation	R3m	R0.549999m	18%			
<u>Comments</u>						

2010

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷⁵)						
Improving health care services	R2m	R3.22m	161%			
Commercial agri-business	R5m	R0.227688m	5%			
Community skills development	R2m	R1.14m	57%			
Sports and recreation	R0.3m	R0.298741m	100% (99.5%)			
Provision of water and sanitation	R3m	N/A				
Housing provision	R150m	N/A				
Hostel conversion	R28.2m					
Alfred Nzo District Municipality (labour sending area)						
Provision of water and sanitation	R3m	R0.436720m	15%			

2011

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷⁶)						
Improving	R2m	R3,992955	200%			

¹⁷⁵ Terminology regarding the focus area is inconsistent.

¹⁷⁶ Terminology regarding the focus area is inconsistent.

health care services						
Commercial agri-business	R5m	R0.216225m	4%			
Community skills development	R2m	R3,852518m	193%			
Sports and recreation	R0.3m	R0.208566m	70%			
Provision of water and sanitation	R3m	unavailable				
Housing provision	R126m	N/A				
Hostel conversion	R28.2m	N/A				
Alfred Nzo District Municipality (labour sending area)						
Provision of water and sanitation	R3m	R0.785075m	26%			
<u>Comments</u>						
The 2011 annual report only gave the total 5 year expenditures for each LED project (excluding housing and hostel conversion).						

Total

LED Component	Target spend	Actual spend	% of target spent	Revised target spend	% of revised target spent	% target revised
Bojanala District Municipality (GLC¹⁷⁷)						
Improving health care services	R12m	R10.565545m (based on information in yearly reports) R13,173,261m based upon 5 year tally in 2011 report)				
Commercial agri-business	R35m	R13.188524m				
Community skills development	R10m	R6.224518m (based on information in yearly reports) R10,776,735 (based upon 5 year tally in 2011 report)				
Sports and recreation	R1.5m	R0.857831m				
Provision of water and sanitation	R15m	Incomplete information R8,85075 (based				

¹⁷⁷ Terminology regarding the focus area is inconsistent.

		upon 5 year tally in 2011 report)				
Housing provision		N/A				
Hostel conversion		N/A				
Alfred Nzo District Municipality (labour sending area)						
Provision of water and sanitation	R15m	R5,085785m (based upon information in yearly reports R8,585075m (based upon 5 year tally in 2011 report)				
<u>Comments</u>						