



Social and Labour Plan



2018—2022 Close-up Report

2022

Ref: LP30/5/1/2/2/116 SLP

SLP Close-Up Report 2018 - 2022

Keeping you updated and informed before moving on together

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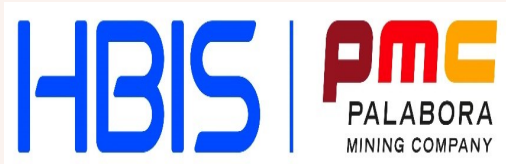
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Section A

Why do we report?



This report provides a detailed update on Palabora Copper's efforts to comply with the stipulations made in our Social and Labour Plan for the period 2018—2022, which was drafted in terms and influence of the South African Mining Charter and the Mineral and Petroleum Resources Development Act (MPRDA).

Thus far, the DMRE is very impressed with the calibre of community projects being implemented in the communities and their hand-over process where key stakeholders are invited.

Palabora Copper's (Pty) Ltd Social and Labour Plan, Ref LP30/5/1/2/2/116 SLP for the period 2018 - 2022 was approved by the DMR on 28 January 2019.

This close-up report will provide feedback on the 2018—2022 implemented SLP projects and their success stories thus far. The report also looks at the Palabora Link Enterprise and Supplier Development Programme (ESDP) and the achievements thus far.

Human Resource Development

Skills Development Plan

Palabora Copper performance in the SLP for the period (2018 – 2022) in all the reportable interventions was 0.8% below plan at 76.6% actual against a revised and approved plan target of 77.4%. This revised planned target was a collective effort taken between Palabora Copper and DMRE following the DMRE SLP audit conducted in December 2020 where a full scale of operational challenges were shared and analysed between the (2) organisations. Refer to the write-up below for some of the major challenges referencing to our shortfalls in compliance to SLP targets.

Employees Trained

Programme Category	Programme Name	SLP Target (2018 - 2022)	SLP Actual (2018 – 2022)	SLP Var. (2018 – 2022)	5 Years Performance
Adult Education Training	AET Programmes	255	111	(144)	43.5%
	FLC	120	53	(67)	44.2%
	SAC	63	68	5	107.9%
Skills Programs	Artisan Skills Programs	195	249	54	127.7%
	Non-Artisan Skills Programs	375	340	(35)	90.7%
	TMM	55	88	33	160.0%
	OHS	425	179	(246)	42.1%
Learnerships	Artisan Learnership	249	172	(77)	69.1%
	Non-Artisan Learnership	168	87	(81)	51.8%
Career Progression	Blasting Ticket	0	17	17	100.0%
Graduate Programmes	Bursaries	82	170	88	207.3%
	In-service programme	72	45	(27)	62.5%
	Internship programme	268	136	(132)	50.7%
Mentorship	Coaching and Mentoring	0	68	68	100%
Grand Total		2327	1783	(544)	76.6%
Revised Approved New SLP Target		2327	1802	(525)	77.4%

The deficit was attributed to the pointers below:

- The unfortunate fatal conveyor fire accident in July 2018 which resulted in the death of six employees and the operations suspended for almost a year.
- As a result of COVID-19, the company's board decision in 2020 to stop all external recruitments making it impossible to engage new learners
- Extension of graduate/internship programmes from the normal 2 years to 3 years keeping learners active in the system for additional year

Where we make sure all our
employees are given the
required skills to enhance
individual and organizational
performance.





AET

Palabora Copper continues to ensure that every employee is offered the opportunity to literacy training, through the promotion and delivery of the Adult Education and Training (AET) programme.

The Skills development structure/plan is aimed at ensuring that every employee is being offered an opportunity to read and write. AET offers employees an opportunity to progress within the National Qualification Framework.

Palabora Copper compliance in SLP for the period 2018—2022 on AET interventions stands at 43.5% with 111 employees enrolled against a plan of 255. The shortfall is attributed to the pointers given above in the summary page.

AET Level	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
AET LO	3	1	0	5	1	10	10
AET 1	1	8	1	14	5	29	20
AET 2	0	8	0	12	38	58	75
AET 3	0	2	1	5	1	9	65
AET 4	0	0	0	3	2	5	85
TOTAL	4	19	2	39	47	111	225

Certificate Programmes

Foundational Learning Competency (FLC) refers to the competence needed in the two key areas of Communication and Mathematical Literacy in order to deal successfully with occupational learning at NQF Levels 2-4. Its key purpose continues to remove barriers to learning and encourage progress in occupational pathways and skills development.

Palabora Copper compliance for this intervention was 44.2% with 53 enrolments completed against a plan of 120. Again the pointers mentioned above played a pivotal role in lack of compliance for the intervention.

Programme	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
FLC	0	0	24	2	27	53	120
TOTAL	0	0	24	2	27	53	120

Our learnership program aims to facilitate linkages between structured learning and work experience in order to obtain a registered qualification. In the period (2018—2022) a total of 259 learners (i.e. 172 Artisans and 87 Non-artisan learners) were trained in different disciplines within the learnership space. Note that both the artisan and non-artisan learnership learners are offered a 12 months extension to gain the relevant industry required experience to increase.



Artisan Learnership

Artisan Learnership is a recognised occupational qualification that allow for both vertical and horizontal progression within the NQF Framework with the intention of imparting skills required to ensure effective maintenance of the organisational infrastructures. Post the completion of the learnership programme, students are enrolled for 12 months on Artisan internship programme aimed to give recently qualified Artisans work experience to develop their skills to better their employment opportunities.

Palabora Copper SLP performance for the period (2018 – 2022) for Artisan learnership programmes was below target at 69.1% with 172 students onboarded and developed against a planned target of 249. The shortfall is attributed to the pointers mentioned above where the

Artisan Learnership	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Electrical	12	7	4	7	25	55	51
Auto-Electrical	1	1	0	1	2	5	9
Diesel Mechanic	9	6	0	0	14	29	39
Instrumentation	6	3	1	0	7	17	36
Fitting and Turning	5	0	0	1	0	6	16
Fitting (Machining)	9	7	4	4	15	39	50
Boilermaker	6	3	1	4	7	21	48
TOTAL	48	27	10	17	70	172	249

Non-Artisan Learnership

Learnership lead to a recognised occupational qualification that allow for both vertical and horizontal progression within the NQF Framework. All learnerships comprise of 3 learning areas, which are Fundamentals, Core and Electives. They are conducted via an OBE training approach to provide the learners with Applied Competence (Foundational/Theoretical, Practical and Reflective competency). Operator in training is a programme aimed at giving the recently qualified learnership candidates an opportunity to gain work experience over 12 months period which enhance their employment opportunities.



Artisan Learnership	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Metal Production	0	3	0	0	0	3	45
Mineral Processing	0	7	0	8	13	28	41
Mining Operation for Underground	0	10	2	9	14	35	41
Rock Breaking Surface	0	4	0	5	12	21	41
TOTAL	0	24	2	22	39	87	168

Internship/Graduates

The internship programme is intended to develop graduates for various career paths, preparing them to take on full-time employment. Palabora Copper performance in the SLP (2018 – 2022) for the internship/Graduate programme for both the employees and communities was below target at 50.7% with 136 interns onboarded against a plan of 268. This was attributed to the pointers raised above where the organisation suffered major business disruptions

Discipline	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Mining Engineering	1	3	2	0	3	9	44
Metallurgical/Chemical Engineering	6	9	0	7	4	26	55
Mechanical Engineering	4	2	0	3	4	13	33
Electrical Engineering	4	2	1	1	3	11	31
Process Instrumentation	0	0	0	1	0	1	0
Civil Engineering	0	0	0	1	2	3	0
Geology	0	5	0	0	2	7	24
Analytical Chemistry	0	3	1	0	0	4	26
Mining Survey	0	1	0	0	0	1	0
Logistics and Marketing	0	1	0	0	0	1	0
Safety Management	3	2	0	5	0	10	0
Industrial Engineering	1	0	0	0	0	1	9
Computer Science / Information Technology	1	0	0	5	2	8	0
Financial Accounting	1	2	0	0	1	4	11
Non-Destructive Testing	0	0	0	2	0	2	15
Industrial Psychology	0	0	0	1	0	1	0
Environmental Management	1	0	2	0	1	4	9
Human Resource Development	0	0	1	2	2	5	0
Occupational Hygiene	1	1	1	2	0	5	11
Business Management/Administration	0	3	3	5	3	14	0
Fire Technology	0	0	0	0	1	1	0
Environmental Sanitation	0	0	1	0	0	1	0
Economics	0	0	0	1	0	1	0
Communication	0	0	2	0	0	2	0
Developmental Studies	0	0	0	1	0	1	0
Grand Total	23	34	14	37	28	136	268

In-Service Programme

In-service training formally integrates a student's academic studies with work experience. This programme aims to provide opportunities to tertiary students to complete their required practical training.

Palabora Copper performance in the SLP (2018 – 2022) for the in-service programme for both the employees and communities was below target at 62.5%. This was attributed to the pointers raised above where the organisation suffered major business disruptions.

Discipline	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Mining Engineering	0	0	0	0	0	0	16
Metallurgical Engineering	1	6	5	0	0	12	14
Chemical Engineering	0	1	0	0	0	1	0
Mechanical Engineering	2	3	3	0	2	10	7
Electrical Engineering (Heavy Current)	2	1	4	0	1	8	12
Electrical Engineering (Light Current)	2	1	0	0	0	3	8
Geology	0	0	0	0	0	0	15
Analytical Chemistry	0	1	0	0	0	1	0
Mining Survey	1	0	2	0	0	3	0
Business Management (TVET)	0	2	0	5	0	7	0
TOTAL	8	15	14	5	3	45	72

Skills Programme

The company has a skills programme in place, which consists of unit standards that form part-qualifications to allow learners to be employable and progress to a full occupational qualification. Palabora Copper performance in the SLP (2018 – 2022) for the Skills Programme for both the employees and communities was below target at 81.5%. This was attributed to the pointers raised above where the organisation suffered major business disruptions

Skills Program	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Metallurgical Skills Programs	28	42	7	56	26	159	187
Surface Mining Skills Programs	0	15	21	26	3	65	110
UG Mining Skills Programs	0	10	10	54	42	116	78
OHS Skills Programs	44	72	5	7	51	179	425
Artisan Aide Skills Programs	9	36	16	32	50	143	195
Medium Voltage Switching Skills Programs	14	48	7	13	24	106	0
TMM Skills Programs	11	6	7	64	0	88	55
TOTAL	106	229	73	252	196	856	1050

Career path

Career Development / Progression Intervention

Palabora Copper remains committed to implementing programmes designed to improve the competencies of its talent pool and to ensure that there is a culture of continuous learning.



Programme	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5) Year Actual	(5) Year Planned
Management Development	0	0	0	67	58	125	0
TOTAL	0	0	0	67	58	125	0

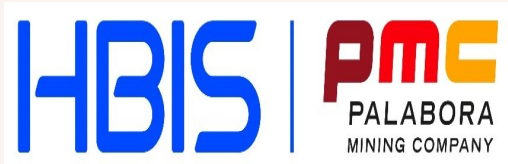
We give the skill that
you can actually use.



Financial Aid granted to external candidates and employees on merit

The bursary programme is intended to help both the school leaving learners and employees who need to further their studies at institutions of higher learning. Palabora Copper performance in the SLP (2018 – 2022) for the bursary scheme for both the employees and communities exceeded the target at 207.3%.

Discipline	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	(5)	Year Actual	(5) Year Planned
Mining Engineering	0	0	1	1	5	7	7	20
Metallurgical/Chemical Engineering	0	0	1	2	10	13	13	15
Mechanical Engineering/Mechatronics	0	0	0	2	15	17	17	7
Electrical Engineering	0	0	1	1	6	8	8	5
Geology	0	0	0	0	1	1	1	10
Analytical Chemistry	0	0	0	0	3	3	3	14
Supply Chain/Logistics	0	0	0	2	6	8	8	0
Safety Management	0	0	0	0	6	6	6	0
Computer Science / Information Technology	0	0	0	0	12	12	12	0
Financial Accounting	0	0	3	0	14	17	17	6
Industrial Engineering	0	0	0	0	1	1	1	5
Environmental Management	0	0	1	1	2	4	4	0
Human Resource/Management Development	0	0	0	0	15	15	15	0
LLB Law	0	0	1	0	6	7	7	0
Actuarial Science	0	0	1	0	3	4	4	0
Civil Engineering/Construction/Draughting	0	0	1	1	4	6	6	0
Bachelor of Science	0	0	1	0	3	4	4	0
Physical and Mineral Science	0	0	0	0	2	2	2	0
Investment/Property Development/Project Mana	0	0	0	0	6	6	6	0
Business Studies/Internal Auditing	0	0	0	0	12	12	12	0
Biotech/Medical Science/Diagnostic Ultra-sound	0	0	0	0	3	3	3	0
Health Science/Physiology/Medicine	0	0	0	0	4	4	4	0
Nursing/Pharmacy	0	0	0	0	4	4	4	0
Arts and Communication	0	0	0	1	0	1	1	0
Mathematical Science	0	0	0	0	2	2	2	0
Education/Hospitality	0	0	0	0	3	3	3	0
TOTAL	0	0	11	11	148	170	170	82



Section B

Employment Equity

Employment Equity

Given the mining sector's historic profile in terms of both race and gender, representation particularly at professional levels and above did not represent the South African demographics in an accurate manner comparative to the Economically Active Population statistics. We continued to make positive strides in this area within the time leading up to 2022. We have particularly made efforts to improve representation of Historically Disadvantaged Persons (HDP's) at professional levels. We have put a lot of attention on women specifically those in core mining roles and persons with disabilities (PwD's).

We are mindful of the fact that we have not met our target in attracting PwD's however, we are continuing with our efforts to collaborate with the organizations responsible for co-ordinating people with disabilities. The overall HDP's representation at professional levels is sitting at 75% and women is at 20% , which is 15% above the industry norm.

We aim to attract,
retain and develop talent
In our people.

Employment Equity

Occupation levels	African		Coloured		Indian		White		Foreign nationals		De-mographics	Total Employees
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Executive management	6	1	-	-	1	-	3	-	3	-		14
Senior management	23	6	-	-	1	-	12	3	7	-		52
Middle management	66	24	-	-	-	-	17	8	4	1		120
Junior management	689	209	11	4	4	-	192	47	3	2		1,161
People with disabilities	10	2	1	-	-	-	4	3	-	-		20
Core and critical skills (reflective of working demographics)	1,066	253	5	1	-	1	29	4	5	-		1,364
Total employees in the organisation	1,850	493	16	5	6	1	253	62	22	3		2,711

- ♦ The table above is prepared consistent with the templates as provided by the DMRE Mining Charter report.

Employment Equity

As tabulated in the table above, Palabora's actual Employment Equity statistics as at end of September 2022 reflects that 95% of employees are part of the designated groups or previously Historically Disadvantaged Persons (HDPs). HDPs at Professional and above were at 75%. The overall participation of women at the Mine was at 20% and 20 employees with disabilities were reported while the required is 52 in line with our total workforce.

Palabora will continue to make opportunities available by identifying positions that will be suitable for people with disabilities.

Palabora continues to develop unemployed learners or graduates in the communities around Ba- Phalaborwa by recruiting them on learnership, internships, in service and vocational employment. Local employees are recruited and trained to operate mobile equipment wherein they are appointed permanently in positions as and when such becomes available in line with relevant legislation.

Progress on employment equity is published each year in the annual report and communicated to stakeholders through employment equity forums.

Women in Mining (WIM)

Female representation is recognised in the company through the **WOMEN IN MINING** Forum (WIM).

Established to support the company's transformation initiatives, the WIM Forum seeks to identify barriers to diversity, so as to design solutions to challenges that come along in this male dominated environment.

The Forum further aims to:

Provide support and guidance for personal growth, leadership and career development through building relationships;

The WIM engagement strategy is built around the efforts to share integrated ideas and processes to minimize turnaround time and efficiencies. WIM forum is very close to the activities on the ground, it thus ensure that women at Palabora receive deserving equal opportunities and are developed accordingly. Attraction, retention, health, safety & security are some of the elements that the forum will be engaging in to ensure that the business targets are achieved. The forum is be represented by a total of 41 women from various departments.





Palabora women supported by their male colleagues in getting involved in community work on Nelson Mandela Day.



Part B

Section A

Migrant Labour

Discrimination against Migrant Labour

Palabora does not discriminate against migrant labour and it welcomes all skills that will ensure efficiency in the company's maintenance and production processes to maintain its world class status. Palabora is committed to organisational integrity and sound business ethics as set out in the codes of Corporate Governance best practices.

All migrant labourers that meet the company's selection and recruitment criteria are normally employed on fixed term contracts as is allowed by their work permits. The Human Resources policy remains not to discriminate against foreign/migrant labour but to recruit locally where possible.

Government and Industry

agreements for non-discrimination against migrant labour

Palabora's code of ethics and business principles promotes the advancement of workplace equality and the elimination of all forms of discrimination. The Company fully ascribes to and implements all government and industry agreements (i.e. government Sectorial determinations) and has aligned its policies and procedures to ensure non-discrimination against foreigners or migrant laborers.

We do not discriminate against foreign nationals/migrant laborers, but in the interest of creating and spreading wealth in the local communities, we try to recruit locally, where possible.



Part B

Section B

Housing and Living Conditions

Options for home ownership for miners

Majority of Palabora employees are locals and have proper standard family houses. Employees are encouraged to buy properties and as such there are no hostels. Palabora continues to promote home ownership by facilitating opportunities for employees to secure housing loans where required, housing allowance is also granted to employees.

In line with this policy, most employees have purchased their own houses in Phalaborwa and the surrounding district, making use of company housing bond subsidies.

All employees are eligible for housing subsidies in order to assist employees to obtain ownership of their homes. Single employees live either in rented flats in Phalaborwa, or in single quarter accommodation in Namakgale, depending on the employees' choice. Since June 2008, all employees receive an additional basic housing allowance.

Palabora continues to provide its employees with access to basic health care through the mine clinic.

Palabora also pays for medical costs of private medical treatment related to injuries and serious health issues for its employees. Palabora has an extensive primary health care programme and HIV/AIDS programme for its employees, their families and the affected communities. A detailed Housing and living conditions plan was submitted to the DMRE in March 2021.



Part C

Section A

Local Economic Development (LED)

Palabora's development continues to be guided by a number of constructive documents which includes the Mining Charter, our Social and Labour Plans and its corporate citizenship principles. Thus far, Palabora has invested over R150 million in community development projects for the period 2018 to 2022.

Palabora's business principles underpin its mission, values, and stakeholder relationships. As a company, we seek to create value for our employees and their families as well as the communities and other stakeholders, the aim of such partnership being to ensure mutual understanding and inculcate cooperative relationships.

Our stakeholders include the local community and the spheres of government, including the municipal, province and national.

The local community is engaged through the Transformation & Stakeholder Engagement Department, which is responsible for all our Socio Economic Development, Enterprise and Supplier Development activities.

Palabora is responsible for the development of a model to support Local Economic Development, Enterprise and Supplier Development in Ba-Phalaborwa and to adopt a proactive strategy of change to foster and encourage Broad-Based Black Economic Empowerment (B-BBEE) and Transformation at the tiers of ownership, management control, skills development, procurement and rural development in line with the requirements of the relevant legislation.

Objectives for LED

- Support and enable advancement of youth, women and disabled people to actively participate in Local Economic Development programmes;
- Create long-term jobs and alleviate poverty;
- Stimulate sector-focused economic growth;
- Strengthen the cohesion between small enterprises; and
- Participate in strategic discussions with the Ba-Phalaborwa Municipality on formulation of Local Economic Development programme and plans.



Part C

Section B

Social and Labour Plans (SLP) Projects



Palabora has collaborated with the local community and Ba-Phalaborwa municipality and other relevant stakeholders within the government, in the formulation and implementation of the Integrated Development Plans.

Thus all the Social and Labour Plan projects have been aligned with the submissions and derived from the local Ba-Phalaborwa Municipality's active Integrated Development Plan (IDP). Palabora's Social and Labour Plan is valid for the period 2018 to 2022.

Local Economic Development Projects 2018—2022

Project Description	Implementation		Status	Committed Budget	Amount Spent	Community Name
	Start Date	End Date				
1. Community Bus Shelters (19)	2018	2019	Completed and Handed Over	33,300,000.00	61,675,642.00	All 8 Ba-Phalaborwa Communities
2. Painting & Renovating of Lepato High School in Makhushane	Nov-18	Jan-19	Completed and Handed Over			Makhushane Village
3. Building of kitchen for feeding scheme at Makhushane Primary	2018	Jul-19	Completed and Handed Over			Makhushane Village
4. Upgrading of 4 Classrooms at Matome Malatji High School at Maseke	Nov-18	Dec-18	Completed & Handed over			Maseke Village
5. Upgrading of 3 Streets in Town •Molengraaf Street •Park Street •Theiler Street	•2018 •2019 •2021	•2018 •2020 •2022	Completed and Handed Over			Phalaborwa Town
6. Construction of a 3km tar road at Selwane	Jul-20	Jul-21	Completed and Handed Over			Selwane Village
7. Paving 1.8km in Lulekani (OR Tambo Road)	Mar-20	Jul-22	98% Completion			Lulekani Township
8. New Community Clinic at Prisca	2021	2022	Re-Engagement with the Dept of Health for support on the project			Prisca Village
9. Ablution and kitchen facilities at Bollanoto Higher Primary	2021	2022	Completed and Handed Over			Makhushane Village
10. Ablution facility at ST Patrick Mathibela	2021	2022	Completed and Handed Over			Makhushane Village
11. Paving 1.5km at Mashishimale Road	2021	2022	in Progress, 80% completed			Mashishimale Village

Local Economic Development Projects 2018—2022

Project Description	Implementation		Status	Amount Spent	Community Name
	Start Date	End Date			
1. 40 Laptops	2022	2022	Completed and Handed Over	20,808,767.62	All 8 Ba-Phalaborwa Communities
2. Ba-Phalaborwa Clean-up Campaign	2022	2022	Ongoing		All 8 Ba-Phalaborwa Communities
3. Potgieter Street	2021	2022	Completed and Handed Over		Phalaborwa Town
4. Pothole repair Project	2021	2022	Ongoing		All 8 Ba-Phalaborwa Communities

Comments

- All the projects (13) above have been agreed upon with the Municipality and the local community led by the Traditional Authorities.
- The projects have been submitted by the local affected communities and derived from the Ba-Phalaborwa Municipal IDP.
- Once projects are done / completed, they get handed over to the Municipality and / or the community as the beneficiaries.
- To date, 10 projects have been completed and handed over. The above 4 projects are our CSI Projects that are not committed on the SLP.

Local Economic Development Projects—Completed Project



Makhushane Primary School Kitchen Facility

- ♦ Makhushane Primary is a public school located at Makhushane Village, Phalaborwa, Limpopo Province.
- ♦ The school runs a feeding scheme and they did not have a proper kitchen facility. Palabora built a kitchen facility at the school as part of SLP.
- ♦ The kitchen facility includes a food preparation area, storeroom and serving point for the learners.
- ♦ The project started in December 2018 and it was officially handed over to the school in December 2020.

Local Economic Development Project



Molengraaf Street—Phalaborwa Town

- ♦ Molengraaf street is located in Phalaborwa town.
- ♦ Palabora rehabilitated the 0.9Km street in 2019.
- ♦ The project has been handed over to the municipality for maintenance.

Local Economic Development Project



Matome Malatji HighSchool

- ♦ Matome Malatji High School is located at Maseke Village, Phalaborwa, Limpopo Province.
- ♦ Palabora revamped a block with three classrooms that were dilapidated, the project started in December 2018, and was completed in February 2019.
- ♦ The project has since been handed over to the school.

Local Economic Development Project



Lepato High School

- ♦ Lepato High is a public school located at Makhushane Village, Phalaborwa, Limpopo Province.
- ♦ Palabora painted and fixed the ceiling at the school in November to December 2018, and the work overlapped to the first quarter of 2019.
- ♦ The project was officially handed over to the beneficiaries on 08 March 2019.

Local Economic Development Project



Community Bus Shelters

- ♦ Palabora built 19 bus shelters in the local municipality in 2018 and 2019.
- ♦ The bus shelters have been handed over to the municipality of Ba-Phalaborwa. Allocation was as follows:

Community	Phalaborwa	Namakgale	Lulekani	Majeje	Mashishimale	Maseke	Makhushane	Selwane
No. of bus	2	3	2	2	3	2	3	2

Local Economic Development Project



Park Street

- ♦ Park street is situated in Phalaborwa town.
- ♦ Palabora rehabilitated the street in 2020 and it will be handed over to the municipality in 2021.

Local Economic Development Project





Part D

Procurement

Category	Spend 2021
RSA Spend	R14 346 382 383.91
B-BBEE	R 2 368 725 224.00
EME	R 857 166 767.40
QSE	R 739 872 808.80
BO	R 2 368 725 224.00
BWO	R 1 630 244 220.00
SDP	R 102 648 564.00

Contracts Awarded to Ba-Phalaborwa Black Owned Companies

BARLOWORLD EQUIPMENT UG MINE PTY LT	SUPPLY AND DELIVERY OF BARLOWORLD SPARES
MAKASELAAIR CC	AIRCONDITIONING MAINTENANCE SERVICE
VAKANAYENA ENTERPRISE (PTY) LTD	SCAFFOLDING SERVICE
THARAMA TRADING ENTERPRISE CC	SANDBLASTING AND PAINTING
MJM MAINTENANCE INSTALLATIONS CC	ELECTRICAL SPARES
L A CRUSHERS (PTY) LTD	BATCH PLANT OPERATIONS AND MAINTENANCE
NORTHLITE ELECTRICAL WHOLESALERS	ELECTRICAL SPARES
PHALABORWA TRANSPORT CO-OPERATIVE	MINE WIDE STANDBY AND CALL OUT TRANSPORT
MJM MAINTENANCE INSTALLATIONS CC	ARC SURVIVE PPE
SPRINGBOK MINING AND SUPPLIERS (PTY)	POLYPROPYLENE FIBRE
NANDZU TRADE AND GENERAL PROJECTS C	CLEANING MATERIAL
CAREBLEND TRADING AND PROJECTS (PTY)	VEHICLE SPARES
PACHOTO TRAINING	ANTI-POACHING SERVICES AT FARM POMPEY

Enterprise Development Programme

Company	Ownership			B-BBEE level	Development Type ⁷	Development Activity ⁸	Development Duration	
	HDPs	Women	Youth				Start date	End date
Mpule Sekedi	Yes	Yes		Level 1	Training	Equipment	01-Mar-18	16-Sep-21
Kuzai Trading	Yes			Level 1	Training	Equipment	01-Mar-18	16-Sep-21
ED Advertisement	Yes			Level 1	Training	Equipment	01-Mar-18	16-Sep-21
Trick Tinyiko	Yes	Yes		Level 1	Training	Equipment	01-Mar-18	16-Sep-21
Dinakane Traditional Homestead	Yes			Level 1	Training	Equipment	23-Mar-18	16-Sep-21
Victofin (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Namakgale Mojakathata Auto Electrical	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Boiketlo Trading	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Ntiyiso Electrical Services	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Ditsong Trading & Projects	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Nomcebo Developers	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Motheti (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Malekgele Projects (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dlazi Trading	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dlazi Trading	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Bonmail (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Bonmail (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Mathipeng 7687 Fitment Centre	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
TS Mabunda Trading & Projects	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
TS Mabunda Trading Projects	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
House of Dominique (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
House of Dominic (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Mudzuga MS Business	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Northgate Services	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Bowa TNJ (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Warthog Kolobe Trading	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khindlimuka Agricultural Primary Cooperative	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23

Enterprise Development Programme

Company	Ownership			B-BBEE level	Development Type ⁷	Development Activity ⁸	Development Duration	
	HDPs	Women	Youth				Start date	End date
RJ ITCommsstatroners (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
MEC Ngobeni	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khorone Car wash & Restaurant	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Montsheng Magase Construction	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Maiteddy (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Maiteddy (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Maiteddy (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Maiteddy (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Maiteddy (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Websites and Incremental	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Websites and Incremental	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Big Worm Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Tengo Interiors (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Tengo Interiors (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Tengo Interiors (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Tengo Interiors (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Tengo Interiors (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Morula Electrical (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Morula Electrical (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Morula Electrical (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khorone Car wash	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Batubatse Global Construction (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Batubatse Global Construction (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Batubatse Global Construction (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Boinmail (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Motheti (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Motheti (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23

Enterprise Development Programme

Company	Ownership			B-BBEE level	Development Type ⁷	Development Activity ⁸	Development Duration	
	HDPs	Women	Youth				Start date	End date
TS Mabunda Trading and Projects (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
TS Mabunda Trading and Projects (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
SS Nthoke (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
SS Nthoke (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Payporwax (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Makhamane Holdings	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
CEDOH Trading	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dlazi Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Branding for All ED Beneficiaries by Paywax	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Just the Phee Construction Enterprise (Pty) Ltd	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khotso and Mohau services (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khotso and Mohau services (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dlazi Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dlazi Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Warthog Kolobe Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Warthog Kolobe Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Jakhuso Trading Enterprise CC	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Mankukhe Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Mankukhe Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Bonmail (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23

Enterprise Development Programme

Company	Ownership			B-BBEE level	Development Type ⁷	Development Activity ⁸	Development Duration	
	HDPs	Women	Youth				Start date	End date
MEC Ngobeni	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Bonmail	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Itirele Mosadi Trading & Pro-	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Itirele Mosadi Trading & Pro-	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dikelman	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Dikelman	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Khorone	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Molakgadi Group	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Molakgadi Group	Yes	Yes		Level 1	Training	Equipment	03-Jun-21	30-Jun-23
Big Worm Trading (Pty) Ltd	Yes			Level 1	Training	Equipment	03-Jun-21	30-Jun-23

Amount spent on Development Activity[®]

13 634 267.57

Supplier Development Programme

Company	Ownership			B-BBEE level	Development activity ¹⁰	Development duration	
	HDP	Women	Youth			Start date	End date
Noyongo Developers	Yes	Yes		Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Thinavhuo (Pty) Ltd	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
ESD Signing of Agreements	Yes			Level 1	Equipment /Training	03-Jun-21	03-Jun-21
Mangena MRP	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Mangena MRP	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Mangena MRP	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
MJJ Radiators	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
MJJ Radiators	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Tshoane Graphix Centre	Yes			Level 1	Equipment /Training		
Dikelo Trading	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Makasela Air	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Abanang Logistics	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Laelo Construction	Yes	Yes		Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Laelo Construction	Yes	Yes		Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Laelo Construction	Yes	Yes		Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Josmeck Trading	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
KGL Engineering	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
KGL Engineering	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Tharama Trading Enterprise	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24

Supplier Development Programme

Company	Ownership			B-BBEE level	Development activity ¹⁰	Development duration	
	HDP	Women	Youth			Start date	End date
Asisebenzeni Maintenance Ser-	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Rhali Trading and Projects (Pty)	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Josmeck Trading	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Emnam General Trading (Pty) Ltd	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Merwa Business Projects (Pty)	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Vexovax (Pty) Ltd	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Velsmo Trading and Projects CC	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Velsmo Trading and Projects CC	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Velsmo Trading and Projects CC	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Velsmo Trading and Projects	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Rhali Trading and Projects	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Rhali Trading and Projects (Pty)	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Petmery Engineering Technologies (Pty) Ltd	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
EMNAM General Trading (Pty)	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Laelo Construction	Yes	Yes		Level 1	Equipment /Training		
Asisebenzeni Maintenance Ser-	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Asisebenzeni Maintenance Ser-	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
C Mabaso Optometrist	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24

Supplier Development Programme

Company	Ownership			B-BBEE level	Development activity ¹⁰	Development duration	
	HDP	Women	Youth			Start date	End date
KGL Engineering	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Josmeck Trading	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Klevan	Yes	Yes		Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Klevan	Yes	Yes		Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Klevan	Yes	Yes		Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Mathicks	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Marulamed	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Marulamed	Yes			Level 1	Equipment /Training	01-Mar-18	16-Sep-21
Nandzu Trading	Yes			Level 1	Equipment /Training	03-Jun-21	30-Jun-24
Amount spent on Development Activity ®						26,414,358.88	



Part E

Ownership and Joint Ventures

HDSA Participation in the ownership equity

In line with two of the main objectives in the Mineral and Petroleum Resources Development Act (MPRDA) of 2002, we:

- 1) Promote equitable access to the nation's mineral and petroleum resources to all the people of South Africa; and
- 2) Substantially and meaningfully expand opportunities for historically disadvantaged persons, including women, to enter the mineral and petroleum industries and to benefit from the exploitation of the nation's mineral and petroleum resources.

Palabora has completed the Ownership Transaction on 1 August 2013.

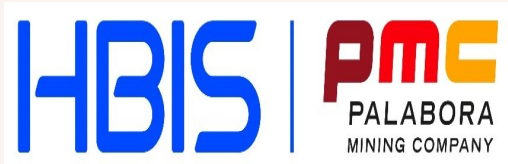
Following this completion, the company has achieved HDSA participation in terms of ownership by placing 26% equity ownership in black hands, wherein:

- 1) 10% of the shares has been transferred to the Communities, this is managed by the Leolo board of trustees, five (5) of the trustees are representing the five (5) tribal authorities, one is the founder trustee on behalf of Palabora Copper, whereas four other trustees are independent, two (2) with financial background, and two (2) other trustees with a legal background. All trustees are 100% black.

- 2) 10% has been transferred to the employees, through the Employee Share Ownership Programme (ESOP). Four beneficiary trustees have been appointed in line with the key provisions of the Employee Trust deed and also in consultation with organised labour i.e. the Union, to manage the employee trust. Of the four trustees, one is the founder Trustee on behalf of the mine, one is a beneficiary Union of Mineworkers, and the other two are independent Trustees.

- 3) 6% is held by the BEE consortium of 100% black ownership.

Currently, Palabora Copper has achieved a level 4 B-BBEE contributor status, independently verified, and based on the recognition of the Ownership element.



Part F

Reporting



In line with the MPRDA and the SLP compliance, the company has reported on an annual basis, its progress towards achieving its commitments in its annual report to the DMR as follows:

Mining Charter and SLP Reporting

Annually, the Mining Charter report is submitted to the DMR in March. Progress on the mining charter scorecard and implementation of Social and Labour Plan commitments is a permanent feature of the annual report.

Independently verified annual reports on the implementation of social and labour plans are submitted to the Department of Mineral Resources in accordance with legislative requirements.

Extensive reporting on sustainability and social performance indicators is included in the annual report accordingly.

Published by:
Palabora Copper (Pty) Limited
Department of Human Resources

Signature
Executive Manager Human Resources

Date

Social and Labour Plan 2022 Report