



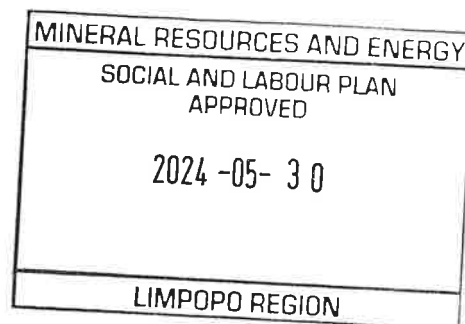
# PALABORA COPPER (Pty) Ltd

## SOCIAL AND LABOUR PLAN

FOR

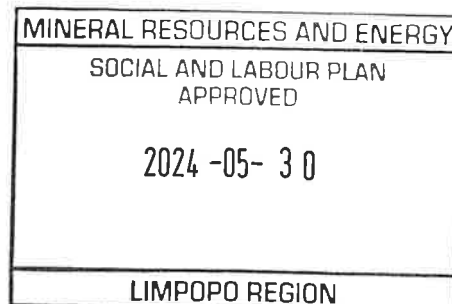
2023 – 2027

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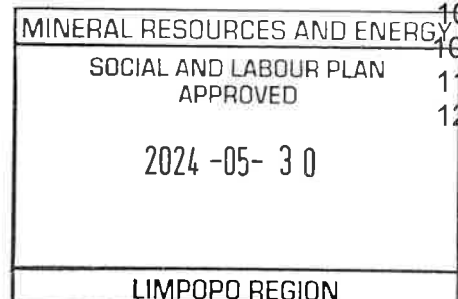
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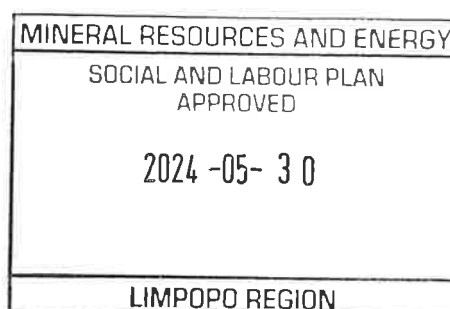
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## ACRONYMS

ABBREVIATION	DESCRIPTION
<b>AET:</b>	Adult Education and Training
<b>B-BBEE:</b>	Broad Based Black Economic Empowerment
<b>BEE:</b>	Black Economic Empowerment
<b>BLC:</b>	Business Linkage Centre
<b>BPLM:</b>	Ba-Phalaborwa Local Municipality
<b>CBOs:</b>	Community Based Organisations
<b>CEO:</b>	Chief Executive Officer
<b>CMR:</b>	Conversion of Mining Right
<b>CSR:</b>	Corporate Social Responsibility
<b>DMRE:</b>	Department of Minerals Resources and Energy
<b>DoL:</b>	Department of Labour
<b>DTI:</b>	Department of Trade and Industry
<b>DWAF:</b>	Department of Water Affairs and Forestry
<b>ED</b>	Enterprise Development
<b>EMEM:</b>	Earth Moving Equipment Mechanic
<b>FF:</b>	Future Forum
<b>GET:</b>	General Education and Training
<b>GMR:</b>	Granting Mining Rights
<b>HDSAs:</b>	Historically Disadvantaged South Africans
<b>HET:</b>	Higher Education and Training
<b>HLC:</b>	Housing and Living Conditions
<b>HRD:</b>	Human Resources Development
<b>HRDP:</b>	Human Resources Development Programme
<b>IDPs:</b>	Integrated Development Plans
<b>KNP:</b>	Kruger National Park
<b>LED:</b>	Local Economic Development
<b>LEDP:</b>	Local Economic Development Programme
<b>LRA:</b>	Labour Relation Act
<b>MDM:</b>	Mopani District Municipality
<b>MPRDA:</b>	Mineral and Petroleum Resources Development Act
<b>MQA:</b>	Mining Qualifications Authority

ABBREVIATION	DESCRIPTION
<b>NGOs:</b>	Non-Governmental Organisations
<b>NQF:</b>	National Qualifications Framework
<b>PDPs:</b>	Personal Development Plans
<b>PMIC:</b>	Phalaborwa Mining and Industrial Complex
<b>PPP:</b>	Public Private Partnership
<b>RDP:</b>	Reconstruction and Development Programme
<b>SAQA:</b>	South African Qualifications Authority
<b>SD:</b>	Supplier Development
<b>SETA:</b>	Sector Education and Training Authority
<b>SHEQ:</b>	Safety, Health, Environment, Quality
<b>SLP:</b>	Social and Labour Plan
<b>SMMEs:</b>	Small, Medium and Micro Enterprises
<b>TCF</b>	Transformation Consultative Forum
<b>UIF:</b>	Unemployment Insurance Fund
<b>VCT:</b>	Voluntary Counselling and Testing
<b>WIM:</b>	Women in Mining
<b>WSP:</b>	Workplace Skills Plan
<b>BCF:</b>	Ba-Phalaborwa Community Forum

**Definitions:**

TERM	MEANING
Palabora Copper (Pty) Ltd (Palabora)	Refers to the copper and vermiculite mines and plants and the copper smelter
Mining Charter	Refers to the Broad-Based Socio-Economic Empowerment Charter for the SA Mining Industry
Permanent employee	Refers to people employed by Palabora on a permanent basis
The Mine, or the Company	Refers to Palabora Mining Company



# SECTION 1

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## PREAMBLE:

***Introduction to and background information on the operation***

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Regulation 46 (a)

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN APPROVED
2024 -05- 3 0
LIMPOPO REGION

## 1. Introduction and Background information

Palabora Copper (Pty) Limited, a subsidiary of Palabora Mining Company Ltd, is a copper mine <http://www.palabora.co.za> that also operates a smelter and refinery complex based in the town of Phalaborwa, in South Africa's Limpopo Province. The mine owes its origins to a unique rock formation in the region known as the Palabora Igneous Complex.

Palabora has been operational since its incorporation in 1956 and is the country's major producer of refined copper, producing approximately 45 000 tonnages of copper per annum. Palabora Copper is South Africa's sole producer of refined copper, which it supplies mainly to the local market and export the balance. Whilst copper forms the baseload of its business, Palabora also mines and exports other by-products such as Magnetite, Vermiculite Sulphuric acid, anode slimes and nickel sulphate.

### More than a mine

Located directly adjacent to the world-renowned eco-tourism attraction, the Kruger National Park, Palabora coordinates several onsite wildlife management and cultural heritage programmes as part of its ongoing sustainability drive. The company also collaborates closely with various communities in the Ba-Phalaborwa district to boost economic development and alleviate poverty.

### Ownership

The company was owned and managed by Rio Tinto. Rio Tinto owned 57.7% and Anglo American had 16.8% of the shares. On 5 September 2012, the two companies announced their intention to sell their respective interests in Palabora. On 11 December 2012, Rio Tinto announced that it has reached a binding sales agreement with a consortium which is committed to the on-going sustainable management of Palabora. The sale agreement was concluded in July 2013, and the company's name changed from Palabora Mining Company to Palabora Copper (Pty) Limited, and the new shareholders are PMC holding 74% and Empowerment Partners holding 26%.

#### 1.1. Name of the company

Palabora Copper (Pty) Ltd

#### 1.2. Name of mine

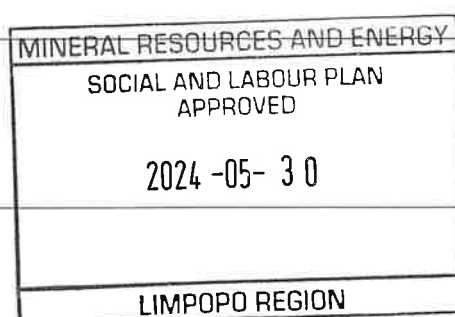
Palabora Mine (Palabora)

#### 1.3. Physical Address

1 Copper Road, Phalaborwa  
1389

#### 1.4. Postal Address

P O Box 65  
Phalaborwa, 1390



### 1.5. Telephone number

(015) 780 2911

### 1.6. Fax number

(015) 780 0448

### 1.7. Location of the mine

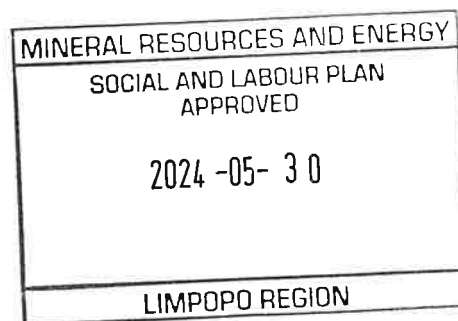
Palabora is situated approximately 5 km south of the town of Phalaborwa in the Phalaborwa Mining and Industrial Complex (PMIC), which comprises Palabora, Foskor and Transnet. Foskor, a phosphate rock mining company, is situated immediately to the west of Palabora and the Kruger National Park (KNP) to the east. The east and south of the mine is the Cleveland Game Reserve, which belongs to Palabora and is located between the mining activities and the KNP, with an interchange of wildlife between the two areas.

Palabora Copper (Pty) Ltd (PC) is located in the Ba-Phalaborwa Local Municipality (BPLM) which is situated in the Limpopo Province in the North-Eastern part of South Africa. It covers an area of 300,488 km<sup>2</sup> and forms part of the Mopani District Municipality (MDM).

Refer to the **Figures 1 and 2** for a regional setting of the Palabora operation.



Figure 1: Regional setting of Palabora Copper (Pty) Ltd in the Limpopo Province





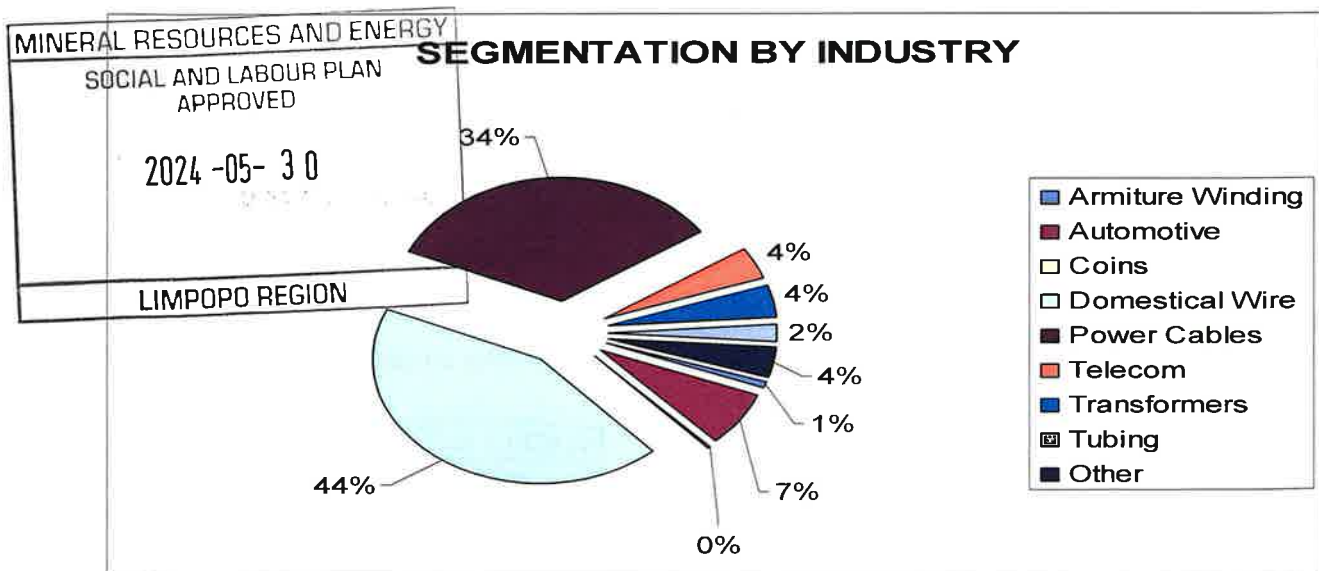


**Figure 2: Location of Palabora Copper (Pty) Ltd**

### 1.8. Commodity

Palabora extracts and beneficiates copper and vermiculite, and produces other by-products such as magnetite, nickel sulphate, anode slimes and sulphuric acid as well.

Palabora is South Africa's only producer of refined copper. Copper is sold as rod or cathode and 92% of the copper is sold locally. Only 8% is exported. The following chart provides a breakdown of the industries supplied with copper rod and cathode:



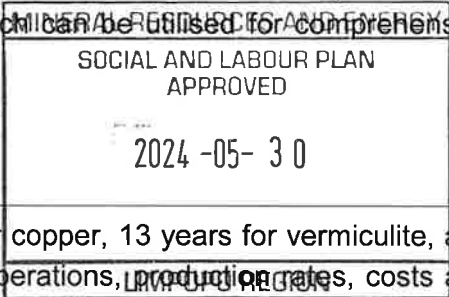
**Figure 3: Segmentation of copper rod and cathode provision per industry**

Copper wire rod and cathode production satisfy most of the South African demand, whilst the by-product magnetite fines is used as a heavy medium in most South African coal washeries.

Two stockpiles of by-product magnetite were formed from 1966 to 2000, containing 241 million tonnes of magnetite pre-concentrate at 56 % iron grade. The material is unmarketable, without further upgrading, even in the current market, due to a low iron grade and undesirable diluents, which are easily removed by low-cost magnetic separation. However, Palabora supplies the magnetite from current arisings to the local coal washing industry, and to the iron and steel industry in China.

Current magnetite production is a by-product of the copper operations and as such is recovered from the Concentrator floatation tails stream by magnetic separation. Approximately 15%, by weight, of magnetite is removed by 'cleaning' and 're-cleaning' of the magnetic concentrate from the first stage. This results in the upgrading of magnetite to 66% Fe (greater than 95% magnetite). This upgraded magnetite is then subjected to elutriation, to generate medium and coarse grade products. The medium grade is the DMS product, and the coarse grade is sold as a blend feed to iron- and steelmaking customers.

Palabora also produces Vermiculite. Vermiculite is the geological name given to a group of hydrated laminar minerals, which are aluminium-iron magnesium silicates and have the appearance of mica in its natural state. Vermiculite is used in a wide variety of applications, for example as a growth medium for plants, as an absorbent to contain hazardous spills, to replace asbestos in fireboards and to make asbestos free brake shoes. Vermiculite is chemically inert and, because of its nature, provides a safe alternative to a number of more hazardous materials commonly used in industry. At current consumption, the Palabora Phosphate and Vermiculite (PP&V) pit. Vermiculite Operations Dump, Vermiculite Operations Dump Tailings and Copper Vermiculite pits combined has proven vermiculite ore reserves for until year 2021, Copper until 2023, and magnetite until 2039. Palabora has recently developed a vermiculite mining model for the PP&V ore body, which can be utilised for comprehensive short- and long-term planning.



**1.9. Life of the mine**

The expected life of the mine is 12 years (from 2022) for copper, 13 years for vermiculite, and 30 years for magnetite, based on the current scale of operations, production rates, costs and product prices.

**1.10. Breakdown of employees and labour sending areas**

The total number of employment positions (permanent including fixed term employees and contractors) at Palabora is **5 200**. There are three groups of employees at Palabora engaged in the primary act of mining as at October 2022:

- Palabora permanent employees: 2 711 employees
- Palabora core contractor employees: 2 500 employees

The following definition was applied in the identification of Core contractors that require full integration into the SLP:

“Core contractors represent all those contractors at a given mine, in terms of the Section 1 and

Section 101 definitions in the Mineral and Petroleum Resources Development Act (MPRDA), which are involved in the core mining business and beneficiation of the mine, e.g., the Plant, the Mining, Tailings Disposal and Management. This definition of Core contractors can be further expanded to include those contractors that supply a significant portion of labour to the mine in positions that substitute the use of permanent employees, but whose core functions are of no less value and no less permanent than that of a permanent employee, and where that employee would suffer substantial negative impacts to his/her income were the mine to close at that point in time.”

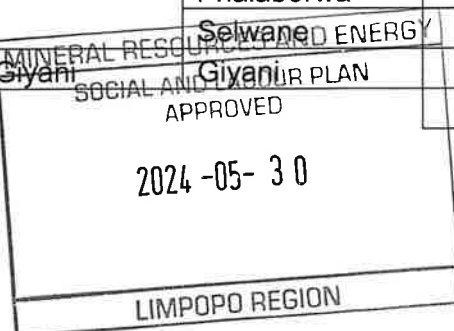
The following is a breakdown of employees, per Core contractor:

**Table 1: Palabora Copper Contractors**

Core Contractor		Secondary Contractor	
Name of Contractor	No. Employees	Name of Contractor	No. Employees
UMM Contracting Services	470	Nandzu	225
Lion One Mining Services	17	Long Island	15
Y N F Engineering	126	Thinavhuo Recycling	14
PGN Civils	170	Makaselaair	26
Afritop SA	50	Homus Environment	13
Gears Technologies	91	Analytical Risk Management	124
Bora Mining	191	Johnrendy Projects	22
Vexovax	217	4tify United	5
BGRIMM	147	Vexovax (Cafeteria)	10
XCMG	8	Air Products	4
TOTAL	1487	BP Masana	2
		Khongo	93
		Nalco	3
		TOTAL	556

**Table 2: Palabora employees per labour sending area as of August 2022**

Province	Local Municipality	Town	No.	%
Limpopo	Ba-Phalaborwa	Benfarm	65	2.41%
		Gravelotte	2	0.07%
		Lulekani	467	17.33%
		Majeje	43	1.60%
		Makhushane	217	8.05%
		Maseke	38	1.41%
		Mashishimale	146	5.42%
		Namakgale	933	34.03%
		Phalaborwa	738	27.38%
		Selwane	60	2.23%
	Greater Giyani	Giyani	2	0.07%
Total			2 711	100.00%





### 1.11. Financial year-end

31 December

### 1.12. Consultation Process

In order to effectively compile and implement the Palabora SLP, relevant stakeholders were consulted to provide up-to-date socio-economic information.

**Table 3: Consultation process**

Date	Process	Purpose
July - December 2022	PC Management	Building an understanding of the SLP, facilitating ownership and completion of the SLP.
13 July 2022	Consultation with the Ba-Phalaborwa Community Forum	Consultation with the BCF on the LED projects for PC.
20 July 2022 to present	Consultation with the Traditional Authorities	Consultation with the Traditional Leaders on the LED projects for PC.
25 July 2022 to present	Consultation with BPLM	Consultation with the BPLM on the LED projects for PC. Alignment with the IDP and priorities of BPLM.
At Contract award	Core Contractors	To build capacity with core contractors in the SLP. To integrate core contractors into the SLP.

### 1.13. Primary SLP Focus areas.

The SLP action plans are applicable to the permanent employees and core contractor employees of Palabora. The primary focus areas of the SLP are:

- Increasing literacy / numeracy,
- Implementing career development,
- Providing skills development opportunities,
- Mentoring Historical Disadvantaged South Africans (HDSAs) and empowerment groups,
- Providing study grants, bursaries, scholarships, learnerships to employees and the community,
- Increasing HDSA participation in management,
- Increasing women's participation in mining,
- Fostering enterprise and supplier development,
- Alignment with the IDPs of BPLM,
- Implementing local economic development projects, which focus on basic services & infrastructure, poverty eradication and welfare creation,
- Improving housing and living conditions of employees,

- Providing access to adequate basic services and housing,
- Providing access to primary health care,
- Ensuring healthy nutrition,
- Increasing the participation of HDSAs and communities in procurement opportunities,
- Continuing HIV/AIDS awareness programmes and Voluntarily Counselling and Testing (VCT),
- Transforming Palabora in line with the Mining Charter,
- Maintaining our training centre,
- Initiating a Future Forum (FF) with management and employees,
- Committing adequate funds for the SLP initiatives,
- Putting systems and performance indicators in place,
- Implementing and reporting on the progress of SLP initiatives,
- Measuring the sustainability and effectiveness of the SLP on employees and communities,
- Engaging with stakeholders, and
- Integrating Core contractors.

#### 1.14. Structure of the SLP

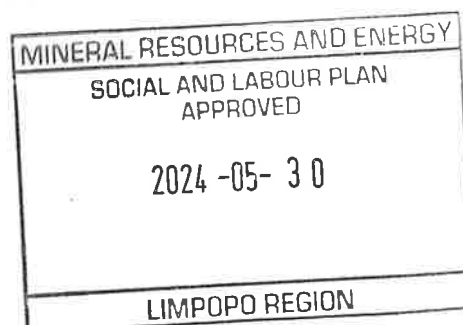
**Note:** This SLP document is supported by “*Supporting Policies/Strategies*”, which represent “*Working Documents*” to enable the practical implementation of the SLP and progress-reporting on a continuous basis.

The Palabora SLP forms the over-arching framework for the Human Resources Development Programme (HRDP), and Local Economic Development Programme (LEDP) activities at Palabora. Contracting companies involved in core mining activities at Palabora will be required to conduct their activities within the ambit of the Palabora SLP. **In its current format, this SLP contains baseline data and targets relevant to the permanent employees only.** However, action plans are indicated for the comprehensive integration of Core contractors into the Palabora SLP by certain dates.

In order to facilitate the appropriate management and execution of plans, a set of “Supporting Policies/Strategies”, have been compiled for Palabora. These policies contain procedures and action plans relevant to each functional area of the SLP.

The relevant SLP Supporting Working Plans are as follows:

- HRD Policy
- Employment Equity Plan
- Enterprise and Supplier Development Policy
- Housing and Living Conditions Plan
- Procurement Policy



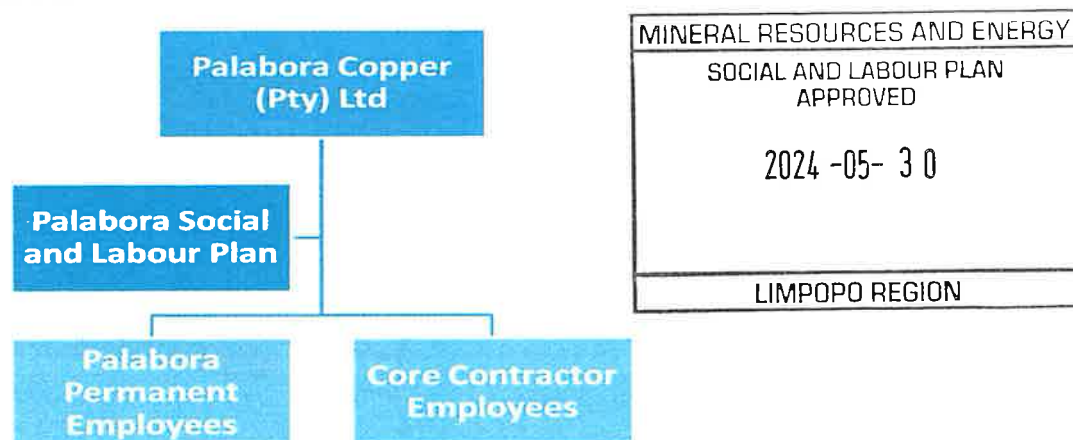
These policies/strategies have been put in place to comply with the requirements of the Mining Charter and to facilitate the implementation of the Palabora SLP. The Palabora policies have been designed to implement the Palabora SLP, which will constantly change to reflect progress in implementing the SLP.

As the SLP cannot be amended, without special consent by the minister of the DMRE, the policies have been designed for implementation purposes of the Palabora SLP and will be used for reporting purposes. Progress on the implementation will be submitted to the DMRE at the end of each reporting cycle.

As Palabora is the Mining Right holder, the mine is responsible in terms of the Section 1 and Section 101 of the definitions of the MPRDA, for ensuring the compliance of Core contractors within the Palabora SLP.

In order to ensure that Core contractors comply with the requirements of the MPRDA, Palabora has undertaken an intensive consultation process with Core contractors and developed a document called PMC Contractor Governance which aims to provide a Contractor Governance strategy and framework designed to accommodate the effective implementation and execution of the Palabora Mining Company. Palabora has assisted Core contractors with the establishment of HR systems that will make it possible for these companies to implement and monitor programmes related to the SLP. Unfortunately, not all systems and mechanisms are in place as yet, and certain gaps appear in this SLP in terms of baseline data and targets, related to Core contractors. Palabora will continue to assist Core contractors in the establishment of the necessary systems, and all gaps will be filled by the next reporting cycle.

**Figure 4** provides an illustration of the Palabora SLP and the relevant employee groupings for which sub-targets and sub-functional areas have been formulated.

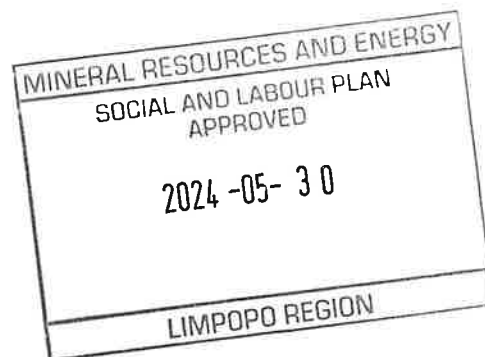


**Figure 4: Structure of the Palabora SLP**

**Table 3:** contains an action plan for the continuous updating of the above-mentioned information and the integration of Core contractors into the Palabora SLP and the establishment of overall targets.

**Table 4: Action plan for updating the SLP sub-plans and integration of Core contractors.**

ACTION	DELIVERABLES	TARGET DATE
Implementation of detailed plans and systems by Core contractors to align with the Palabora SLP.	Implementation of SLP programmes and initiatives	Ongoing
Establishment of mechanisms to ensure Core contractor compliance in terms of SLP implementation.	Mechanisms to monitor Core contractors' compliance with Palabora SLP.	Ongoing
Regular review and monitoring of implementation of SLP.	Review and monitoring.	Ongoing
Ensuring that Core contractors comply with the PMC Contractor Governance document	Update SLP annual report with Core contractor employment figures and compliance with the SLP requirements.	Annually



# SECTION 1

---

## PREAMBLE:

***Introduction to and background information on the operation***

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Regulation 46 (a)

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN APPROVED
2024 -05- 3 0
LIMPOPO REGION

## 1. Introduction and Background information

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Palabora has been operational since its incorporation in 1956 and is the country's major producer of refined copper, producing approximately 45 000 tonnages of copper per annum. Palabora Copper is South Africa's sole producer of refined copper, which it supplies mainly to the local market and export the balance. Whilst copper forms the baseload of its business, Palabora also mines and exports other by-products such as Magnetite, Vermiculite Sulphuric acid, anode slimes and nickel sulphate.

### More than a mine

Located directly adjacent to the world-renowned eco-tourism attraction, the Kruger National Park, Palabora coordinates several onsite wildlife management and cultural heritage programmes as part of its ongoing sustainability drive. The company also collaborates closely with various communities in the Ba-Phalaborwa district to boost economic development and alleviate poverty.

### Ownership

The company was owned and managed by Rio Tinto. Rio Tinto owned 57.7% and Anglo American had 16.8% of the shares. On 5 September 2012, the two companies announced their intention to sell their respective interests in Palabora. On 11 December 2012, Rio Tinto announced that it has reached a binding sales agreement with a consortium which is committed to the on-going sustainable management of Palabora. The sale agreement was concluded in July 2013, and the company's name changed from Palabora Mining Company to Palabora Copper (Pty) Limited, and the new shareholders are PMC holding 74% and Empowerment Partners holding 26%.

#### 1.1. Name of the company

---

Palabora Copper (Pty) Ltd

#### 1.2. Name of mine

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Palabora Mine (Palabora)

#### 1.3. Physical Address

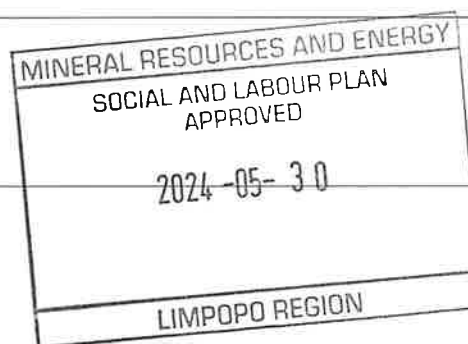
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1 Copper Road, Phalaborwa  
1389

#### 1.4. Postal Address

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P O Box 65  
Phalaborwa, 1390



### 1.5. Telephone number

(015) 780 2911

### 1.6. Fax number

(015) 780 0448

### 1.7. Location of the mine

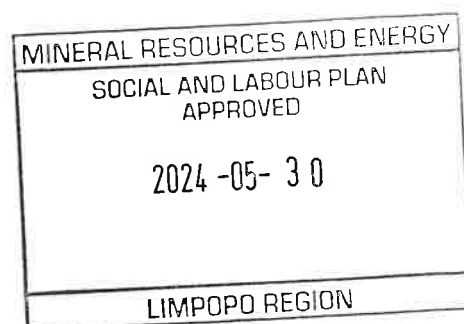
Palabora is situated approximately 5 km south of the town of Phalaborwa in the Phalaborwa Mining and Industrial Complex (PMIC), which comprises Palabora, Foskor and Transnet. Foskor, a phosphate rock mining company, is situated immediately to the west of Palabora and the Kruger National Park (KNP) to the east. The east and south of the mine is the Cleveland Game Reserve, which belongs to Palabora and is located between the mining activities and the KNP, with an interchange of wildlife between the two areas.

Palabora Copper (Pty) Ltd (PC) is located in the Ba-Phalaborwa Local Municipality (BPLM) which is situated in the Limpopo Province in the North-Eastern part of South Africa. It covers an area of 300,488 km<sup>2</sup> and forms part of the Mopani District Municipality (MDM).

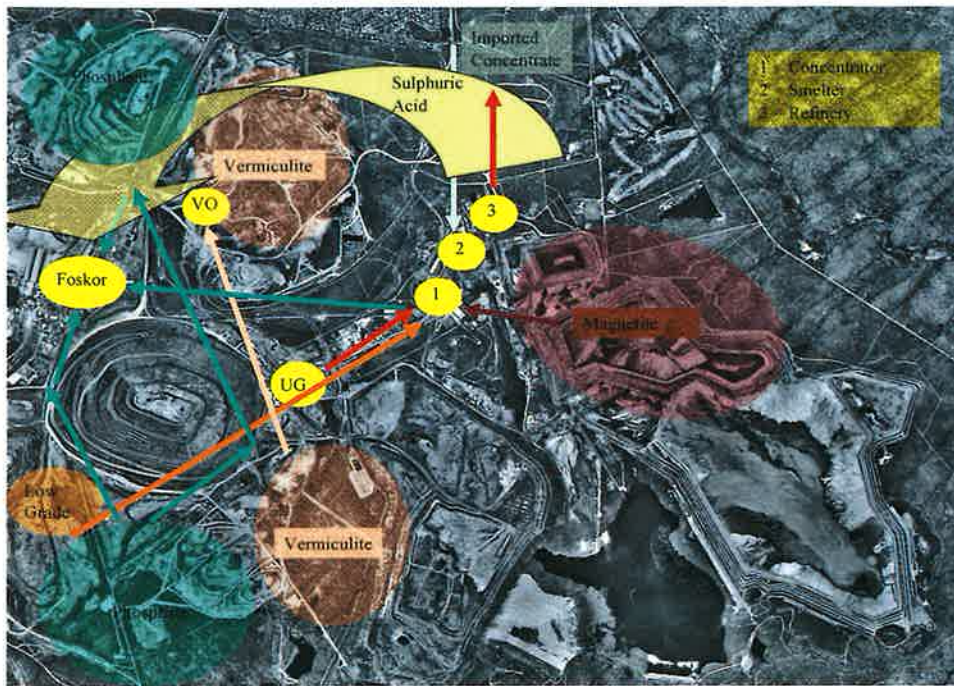
Refer to the **Figures 1 and 2** for a regional setting of the Palabora operation.



**Figure 1: Regional setting of Palabora Copper (Pty) Ltd in the Limpopo Province**





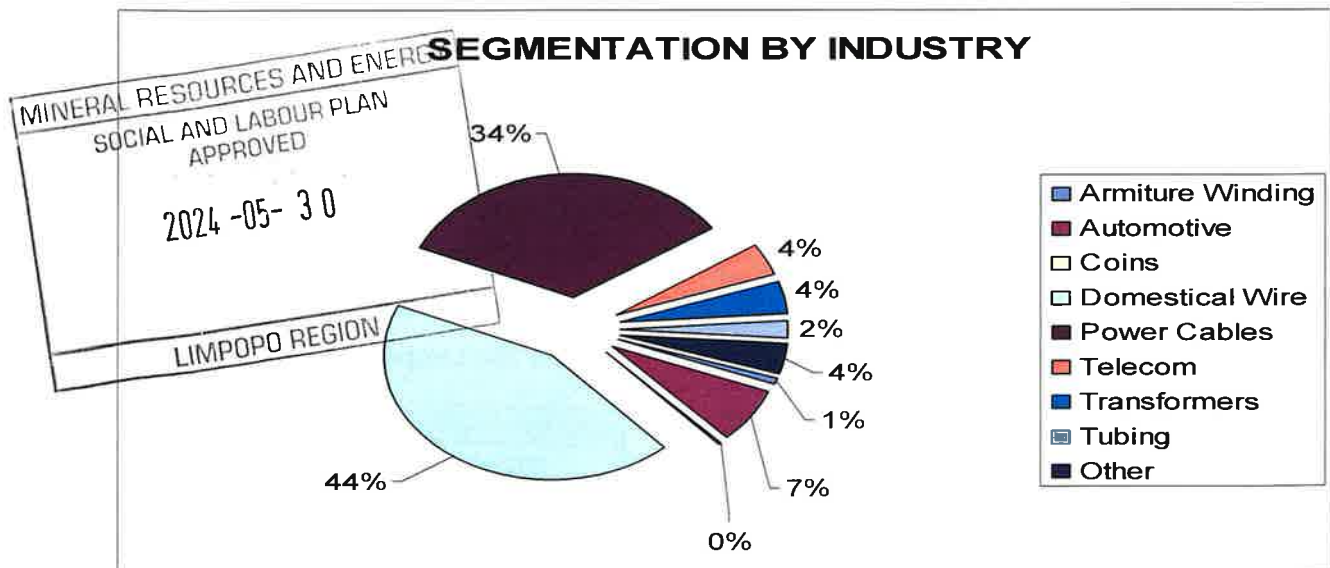


**Figure 2: Location of Palabora Copper (Pty) Ltd**

### 1.8. Commodity

Palabora extracts and beneficiates copper and vermiculite, and produces other by-products such as magnetite, nickel sulphate, anode slimes and sulphuric acid as well.

Palabora is South Africa's only producer of refined copper. Copper is sold as rod or cathode and 92% of the copper is sold locally. Only 8% is exported. The following chart provides a breakdown of the industries supplied with copper rod and cathode:



**Figure 3: Segmentation of copper rod and cathode provision per industry**

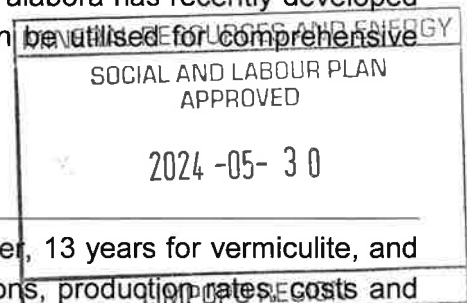
Copper wire rod and cathode production satisfy most of the South African demand, whilst the by-product magnetite fines is used as a heavy medium in most South African coal washeries.



Two stockpiles of by-product magnetite were formed from 1966 to 2000, containing 241 million tonnes of magnetite pre-concentrate at 56 % iron grade. The material is unmarketable, without further upgrading, even in the current market, due to a low iron grade and undesirable diluents, which are easily removed by low-cost magnetic separation. However, Palabora supplies the magnetite from current arisings to the local coal washing industry, and to the iron and steel industry in China.

Current magnetite production is a by-product of the copper operations and as such is recovered from the Concentrator floatation tails stream by magnetic separation. Approximately 15%, by weight, of magnetite is removed by 'cleaning' and 're-cleaning' of the magnetic concentrate from the first stage. This results in the upgrading of magnetite to 66% Fe (greater than 95% magnetite). This upgraded magnetite is then subjected to elutriation, to generate medium and coarse grade products. The medium grade is the DMS product, and the coarse grade is sold as a blend feed to iron- and steelmaking customers.

Palabora also produces Vermiculite. Vermiculite is the geological name given to a group of hydrated laminar minerals, which are aluminium-iron magnesium silicates and have the appearance of mica in its natural state. Vermiculite is used in a wide variety of applications, for example as a growth medium for plants, as an absorbent to contain hazardous spills, to replace asbestos in fireboards and to make asbestos free brake shoes. Vermiculite is chemically inert and, because of its nature, provides a safe alternative to a number of more hazardous materials commonly used in industry. At current consumption, the Palabora Phosphate and Vermiculite (PP&V) pit. Vermiculite Operations Dump, Vermiculite Operations Dump Tailings and Copper Vermiculite pits combined has proven vermiculite ore reserves for until year 2021, Copper until 2023, and magnetite until 2039. Palabora has recently developed a vermiculite mining model for the PP&V ore body, which can be utilised for comprehensive short- and long-term planning.



### 1.9. Life of the mine

The expected life of the mine is 12 years (from 2022) for copper, 13 years for vermiculite, and 30 years for magnetite, based on the current scale of operations, production rates, costs and product prices.

### 1.10. Breakdown of employees and labour sending areas

The total number of employment positions (permanent including fixed term employees and contractors) at Palabora is **5 200**. There are three groups of employees at Palabora engaged in the primary act of mining as at October 2022:

Palabora permanent employees: 2 711 employees

Palabora core contractor employees: 2 500 employees

The following definition was applied in the identification of Core contractors that require full integration into the SLP:

“Core contractors represent all those contractors at a given mine, in terms of the Section 1 and

Section 101 definitions in the Mineral and Petroleum Resources Development Act (MPRDA), which are involved in the core mining business and beneficiation of the mine, e.g., the Plant, the Mining, Tailings Disposal and Management. This definition of Core contractors can be further expanded to include those contractors that supply a significant portion of labour to the mine in positions that substitute the use of permanent employees, but whose core functions are of no less value and no less permanent than that of a permanent employee, and where that employee would suffer substantial negative impacts to his/her income were the mine to close at that point in time.”

The following is a breakdown of employees, per Core contractor:

**Table 1: Palabora Copper Contractors**

Core Contractor		Secondary Contractor	
Name of Contractor	No. Employees	Name of Contractor	No. Employees
UMM Contracting Services	470	Nandzu	225
Lion One Mining Services	17	Long Island	15
Y N F Engineering	126	Thinavhuo Recycling	14
PGN Civils	170	Makaselaair	26
Afritop SA	50	Homus Environment	13
Gears Technologies	91	Analytical Risk Management	124
Bora Mining	191	Johnrendy Projects	22
Vexovax	217	4tify United	5
BGRIMM	147	Vexovax (Cafeteria)	10
XCMG	8	Air Products	4
TOTAL	1487	BP Masana	2
		Khongo	93
		Nalco	3
		TOTAL	556

**Table 2: Palabora employees per labour sending area as of August 2022**

Province	Local Municipality	Town	No.	%
Limpopo	Ba-Phalaborwa	Benfarm	65	2.41%
		Gravelotte	2	0.07%
		Lulekani	467	17.33%
		Majeje	43	1.60%
		Makhushane	217	8.05%
		Maseke	38	1.41%
		Mashishimale	146	5.42%
		Namakgale	933	34.03%
		Phalaborwa	738	27.38%
		Selwane	60	2.23%
	Greater Giyani	Giyani	2	0.07%
	Total		2 711	100.00%

### 1.11. Financial year-end

31 December

### 1.12. Consultation Process

In order to effectively compile and implement the Palabora SLP, relevant stakeholders were consulted to provide up-to-date socio-economic information.

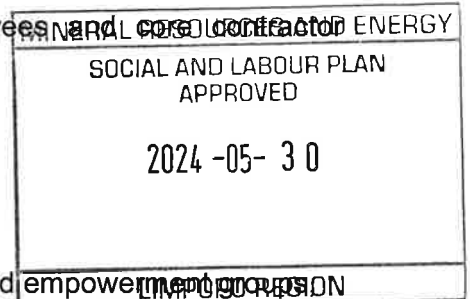
**Table 3: Consultation process**

Date	Process	Purpose
July - December 2022	PC Management	Building an understanding of the SLP, facilitating ownership and completion of the SLP.
13 July 2022	Consultation with the Ba-Phalaborwa Community Forum	Consultation with the BCF on the LED projects for PC.
20 July 2022 to present	Consultation with the Traditional Authorities	Consultation with the Traditional Leaders on the LED projects for PC.
25 July 2022 to present	Consultation with BPLM	Consultation with the BPLM on the LED projects for PC. Alignment with the IDP and priorities of BPLM.
At Contract award	Core Contractors	To build capacity with core contractors in the SLP. To integrate core contractors into the SLP.

### 1.13. Primary SLP Focus areas.

The SLP action plans are applicable to the permanent employees and core contractor employees of Palabora. The primary focus areas of the SLP are:

- Increasing literacy / numeracy,
- Implementing career development,
- Providing skills development opportunities,
- Mentoring Historical Disadvantaged South Africans (HDSAs) and empowerment groups
- Providing study grants, bursaries, scholarships, learnerships to employees and the community,
- Increasing HDSA participation in management,
- Increasing women's participation in mining,
- Fostering enterprise and supplier development,
- Alignment with the IDPs of BPLM,
- Implementing local economic development projects, which focus on basic services & infrastructure, poverty eradication and welfare creation,
- Improving housing and living conditions of employees,



- Providing access to adequate basic services and housing,
- Providing access to primary health care,
- Ensuring healthy nutrition,
- Increasing the participation of HDSAs and communities in procurement opportunities,
- Continuing HIV/AIDS awareness programmes and Voluntarily Counselling and Testing (VCT),
- Transforming Palabora in line with the Mining Charter,
- Maintaining our training centre,
- Initiating a Future Forum (FF) with management and employees,
- Committing adequate funds for the SLP initiatives,
- Putting systems and performance indicators in place,
- Implementing and reporting on the progress of SLP initiatives,
- Measuring the sustainability and effectiveness of the SLP on employees and communities,
- Engaging with stakeholders, and
- Integrating Core contractors.

#### 1.14. Structure of the SLP

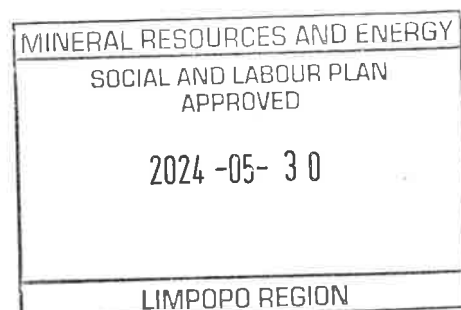
**Note:** This SLP document is supported by “*Supporting Policies/Strategies*”, which represent “*Working Documents*” to enable the practical implementation of the SLP and progress-reporting on a continuous basis.

The Palabora SLP forms the over-arching framework for the Human Resources Development Programme (HRDP), and Local Economic Development Programme (LEDP) activities at Palabora. Contracting companies involved in core mining activities at Palabora will be required to conduct their activities within the ambit of the Palabora SLP. **In its current format, this SLP contains baseline data and targets relevant to the permanent employees only.** However, action plans are indicated for the comprehensive integration of Core contractors into the Palabora SLP by certain dates.

In order to facilitate the appropriate management and execution of plans, a set of “Supporting Policies/Strategies”, have been compiled for Palabora. These policies contain procedures and action plans relevant to each functional area of the SLP.

The relevant SLP Supporting Working Plans are as follows:

- HRD Policy
- Employment Equity Plan
- Enterprise and Supplier Development Policy
- Housing and Living Conditions Plan
- Procurement Policy



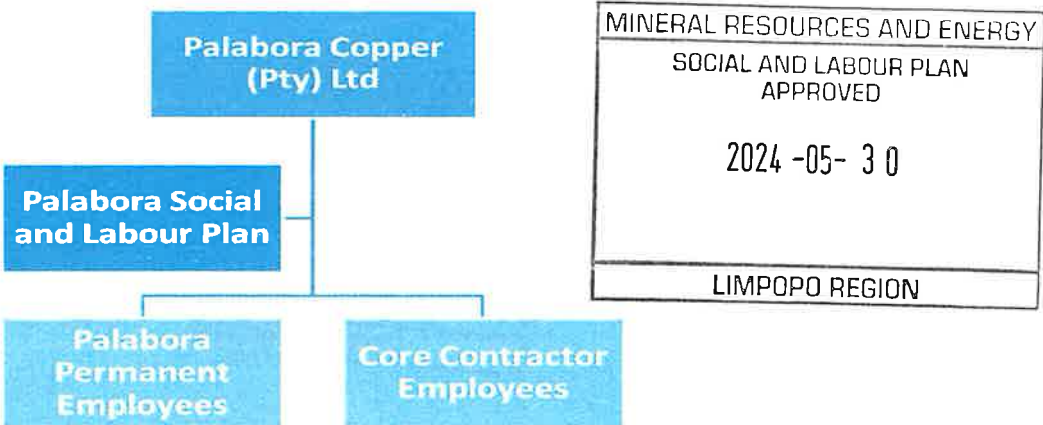
These policies/strategies have been put in place to comply with the requirements of the Mining Charter and to facilitate the implementation of the Palabora SLP. The Palabora policies have been designed to implement the Palabora SLP, which will constantly change to reflect progress in implementing the SLP.

As the SLP cannot be amended, without special consent by the minister of the DMRE, the policies have been designed for implementation purposes of the Palabora SLP and will be used for reporting purposes. Progress on the implementation will be submitted to the DMRE at the end of each reporting cycle.

As Palabora is the Mining Right holder, the mine is responsible in terms of the Section 1 and Section 101 of the definitions of the MPRDA, for ensuring the compliance of Core contractors within the Palabora SLP.

In order to ensure that Core contractors comply with the requirements of the MPRDA, Palabora has undertaken an intensive consultation process with Core contractors and developed a document called PMC Contractor Governance which aims to provide a Contractor Governance strategy and framework designed to accommodate the effective implementation and execution of the Palabora Mining Company. Palabora has assisted Core contractors with the establishment of HR systems that will make it possible for these companies to implement and monitor programmes related to the SLP. Unfortunately, not all systems and mechanisms are in place as yet, and certain gaps appear in this SLP in terms of baseline data and targets, related to Core contractors. Palabora will continue to assist Core contractors in the establishment of the necessary systems, and all gaps will be filled by the next reporting cycle.

**Figure 4** provides an illustration of the Palabora SLP and the relevant employee groupings for which sub-targets and sub-functional areas have been formulated.



**Figure 4: Structure of the Palabora SLP**

**Table 3:** contains an action plan for the continuous updating of the above-mentioned information and the integration of Core contractors into the Palabora SLP and the establishment of overall targets.

**Table 4: Action plan for updating the SLP sub-plans and integration of Core contractors.**

ACTION	DELIVERABLES	TARGET DATE
Implementation of detailed plans and systems by Core contractors to align with the Palabora SLP.	Implementation of SLP programmes and initiatives	Ongoing
Establishment of mechanisms to ensure Core contractor compliance in terms of SLP implementation.	Mechanisms to monitor Core contractors' compliance with Palabora SLP.	Ongoing
Regular review and monitoring of implementation of SLP.	Review and monitoring.	Ongoing
Ensuring that Core contractors comply with the PMC Contractor Governance document	Update SLP annual report with Core contractor employment figures and compliance with the SLP requirements.	Annually



## SECTION 2

# HUMAN RESOURCES DEVELOPMENT PROGRAMME

Regulation 46 (b)

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## 2. HUMAN RESOURCES DEVELOPMENT PROGRAMME (HRDP)

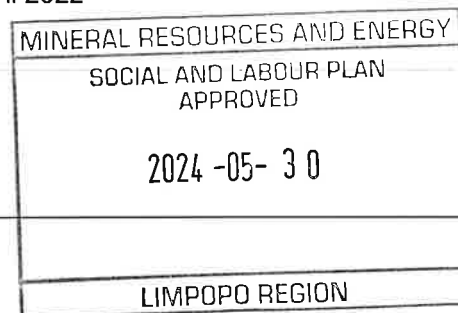
### Regulation 46 (b)

The following sections contain the strategic activities, which form the basis for the Palabora HRDP.

Compliance With Skills development Legislation

Applicants who by law have registered with the SETAs must provide the following:

<b>Name of SETA.</b>	<b>Mining Qualification Authority</b>
<b>Registration number with the SETA.</b>	L430771826
<b>Confirmation of having appointed a Skills Development Facilitator.</b>	Phumudzo Princess Moila (Refer to Appendix 2. – Appointment letter)
<b>To which institution have you submitted your workplace skills plan?</b>	MQA
<b>Proof of submission of Workplace Skills Plan and date of submission</b>	April 2022



### Background and Approach

Appendix 2: Supporting Documents

### Background

This SLP for Palabora Copper Mine Ltd, is the 3<sup>rd</sup> submission following the one submitted and approved in 2017 for the period (2018 – 2022). This SLP demonstrate Palabora Copper's commitment to contribute towards advancing the socio-economic welfare of Ba-Phalaborwa and South Africa at large with specific focus on social and economic impact that the operation has on the surrounding communities at large. The SLP further tabs into addressing the impacts of eventual downscaling and closure of the mine as part of the overall organizational strategic planning.

The SLP makes provision for the development of historically disadvantaged employees while also equipping members of the surrounding communities with the skills needed to create opportunities for employment. This plan emanated from Regulation 46 (a-f) of the MPRDA. The SLP makes reference to the Mining Charter which requires mines to formulate and implement an HRDP to enable transformation and the empowerment of the workforce to progress to higher levels in the organisation, and to exploit alternative income opportunities outside the organisation. Palabora Copper fully complied with the requirements of the Skills



Development Act (No 97 of 1998) and have submitted skills development plans and annual training reports to the MQA annually

As such, Palabora Copper implemented a strategy that focuses on the following key outcomes:

- The continuous improvement of skills of the workforce through **skills programmes** that add to the skills of team members with subsequent rewards upon achievement,
- The achievement of technical skills by miners and artisans through **learnerships**,
- The development of professionals and technicians by providing them with access to **experiential learning** opportunities.
- The support of students in various disciplines through **Bursary Scheme** (Bursaries) in line with the needs of the company,
- The development of graduate's skills through a **graduate/internship** programme for qualifying candidates,
- The achievement of management excellence through developmental programmes such as Management Development Programme, Digital Leadership Courses, Personal Development (i.e. Business Advance Courses) and Coaching & Mentorship initiatives, as well as role development and talent management initiatives,
- The implementation of a recruitment initiative focused on candidates who successfully completed various learning programmes.

Palabora Copper have progressed well in terms of participation and alignment with skills development bodies:

- Palabora Copper have achieved full accreditation status from the MQA.
- Palabora Copper have aligned its business skills needs to the unit standards, for skills sets that enables employees to be multi-skilled.
- Palabora Copper have continued to participate in industry skills development bodies such as Community of Expert Practitioners (CEPs) for the establishment of industry standards, qualifications and learning material.
- Palabora Copper is registered as an TVET with Department of Higher Education and Training (DHET) and Quality Assured by Umalusi and QCTO for basic education and occupational qualification respectively.
- Palabora Copper have an established and fully support AET center where employees and contractors can attend AET level 0-4.
- Palabora Copper has partnered with the local college to offer work integrated learning opportunities

## Palabora Copper Performance in SLP for the period (2018 – 2022)

Palabora Copper performance in the SLP for the period (2018 – 2022) in all reported interventions was below plan at an actual of (1842) against a plan of (2327) yielding a deficit of -485. Refer to the table for the performance of the various interventions for the organisation.

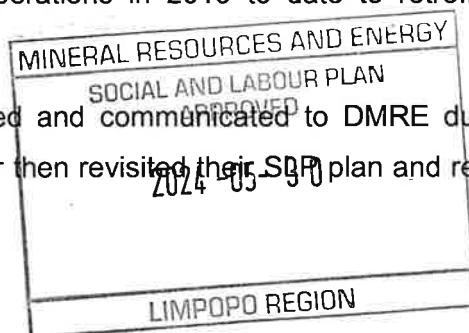
Palabora Copper SLP Performance for (2018 – 2022) per interventions

Programme Category	Programme Name	Plan (2018 - 2022)	Actual (2018 – 2022)	Shortfall (2018 – 2022)	Budget Spent (2018 – 2022)
Adult Education Training	AET Programmes	255	88	(167)	R4,079,103.1
	FLC	120	83	(37)	
	SAC	63	29	(34)	
Skills Programs	Artisan Skills Programs	195	244	49	R136,243,559.4
	Non-Artisan Skills Programs	375	307	(68)	
	TMM	55	68	13	
	OHS	425	271	(154)	
Learnerships	Artisan Learnership	249	162	(87)	
	Non-Artisan Learnership	168	92	(76)	
Graduate Programmes	Bursaries	82	160	78	R25,477,044.2
	In-service programme	72	92	20	R110,176,511.2
	Internship programme	268	143	(125)	
Mentorship	Coaching and Mentoring	0	68	68	R23,029,013.9
Career Progression	Blasting Ticket/GCC	0	35	35	
<b>Grand Total</b>		<b>2327</b>	<b>1842</b>	<b>(485)</b>	

The deficit was attributed to the following operational challenges or pointers:

- 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 without operational activities.
- The company board's 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
- The carry-over of learners across most programmes from the previous SLP which limited the company to onboard additional learners due to capacity issues.
- The 2020 global pandemic of Covid-19 resulted in all programmes been stopped as companies were required to operate at limited capacities for social distancing purposes.
- The stopping of the Smelter operations in 2019 to date to retrofit the operations to electric fired arc furnaces.

The pointers above were highlighted and communicated to DMRE during the 2020 SLP performance audit. Palabora Copper then revisited their SLP plan and revised it to 77.4% of



the original target. This activity was conducted through extensive engagement and consultations with DMRE where the approval was granted in Q1 of 2021.

### Palabora Copper Five (5) year SLP for the period (2023 – 2027)

Palabora Copper will continue to provide skills development interventions aimed at developing its employees and south African communities at large in areas that will support the long-term sustainability of the business. The new five (5) year SLP is provided in the table below.

It must be noted that the costing applied did not cater for learners that will remain in the system for periods longer than a year due to some learning interventions that run for more-than one (1) year. Some of the programme durations have been extended by one (1) year with the view to affording them an opportunity to practice the learned skills in the form of workplace experience which enhances their marketability. It must also be noted that given the number of learners to be carried over from the current SLP to the new one, onboarding of new learners will be limited in the first two (2) year (2023 - 2024) due to the catch-up plan to address the shortfalls of the previous SLP (2018-2022) but the number will gradually increase in 2025 onwards.

Palabora Copper SLP Plan for the period (2023 – 2027) per interventions

Programme Category	Programme Name	Five (5) Year Plan for SLP period (2023 – 2027)					
		Carry-Over	Employees (18.1)	Non-Employees (18.2)	Total Plan	% Performance Compliance	% Contribution
Adult Education Training	AET Programmes	88	7	12	19	0.97%	
	FLC	60	0	0	0	0.00%	
	SAC	46	4	4	8	0.41%	1.38%
Skills Programs	Artisan Skills Programs	31	38	30	68	3.47%	
	Non-Artisan Skills Programs	80	50	44	94	4.80%	
	TMM	1	40	0	40	2.04%	
	OHS	0	100	60	160	8.17%	18.48%
Learnerships	Artisan Learnership	75	16	28	44	2.25%	
	Non-Artisan Learnership	60	12	12	24	1.23%	3.47%
Career Progression	DMRE Government Certificate of Competence	0	37	10	47	2.40%	
	Role Development (External Training)	0	1042	0	1042	53.19%	55.59%
Graduate Programmes	Bursaries	133	112	125	237	12.10%	
	In-service programme	5	0	36	36	1.84%	
	Internship programme	81	0	60	60	3.06%	17.00%
Portable Skills	Portable Skills	0	40	40	80	4.08%	4.08%
Grand Total		660	1498	461	1959	100.00%	



Palabora Copper SLP Plan for the period (2023-2027) per mandatory interventions

Programme Category	Programme Name	Five (5) Year Plan for SLP period (2023 – 2027)					
		Carry-Overs	Employees (18.1)	Non-Employees (18.2)	Total Plan	% Performance Compliance	% Contribution
Mandatory Training	Licenses	0	101621	173681	275302	100.0%	100.0%
<b>Grand Total</b>		<b>675</b>	<b>103422</b>	<b>174587</b>	<b>278009</b>	<b>100.0%</b>	

## 2.1. Skills Development Plan

### Regulation 46 (b) (i)

#### Introduction

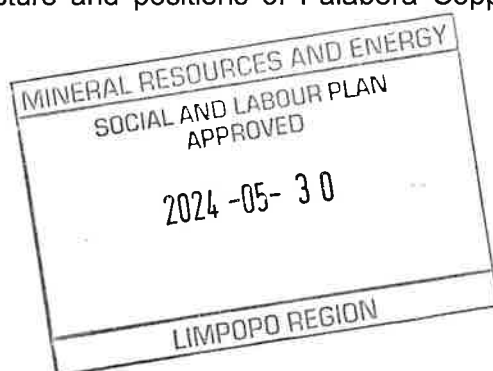
Palabora implemented Skills Development Plan that focuses on equipping employees and local communities with skills to enhance their progression in the mining industry and their development in respect of other sectors in the economy. Towards the end of the Mine, the company focus will increase towards offering portable skills training.

The objectives for skills development at Palabora are:

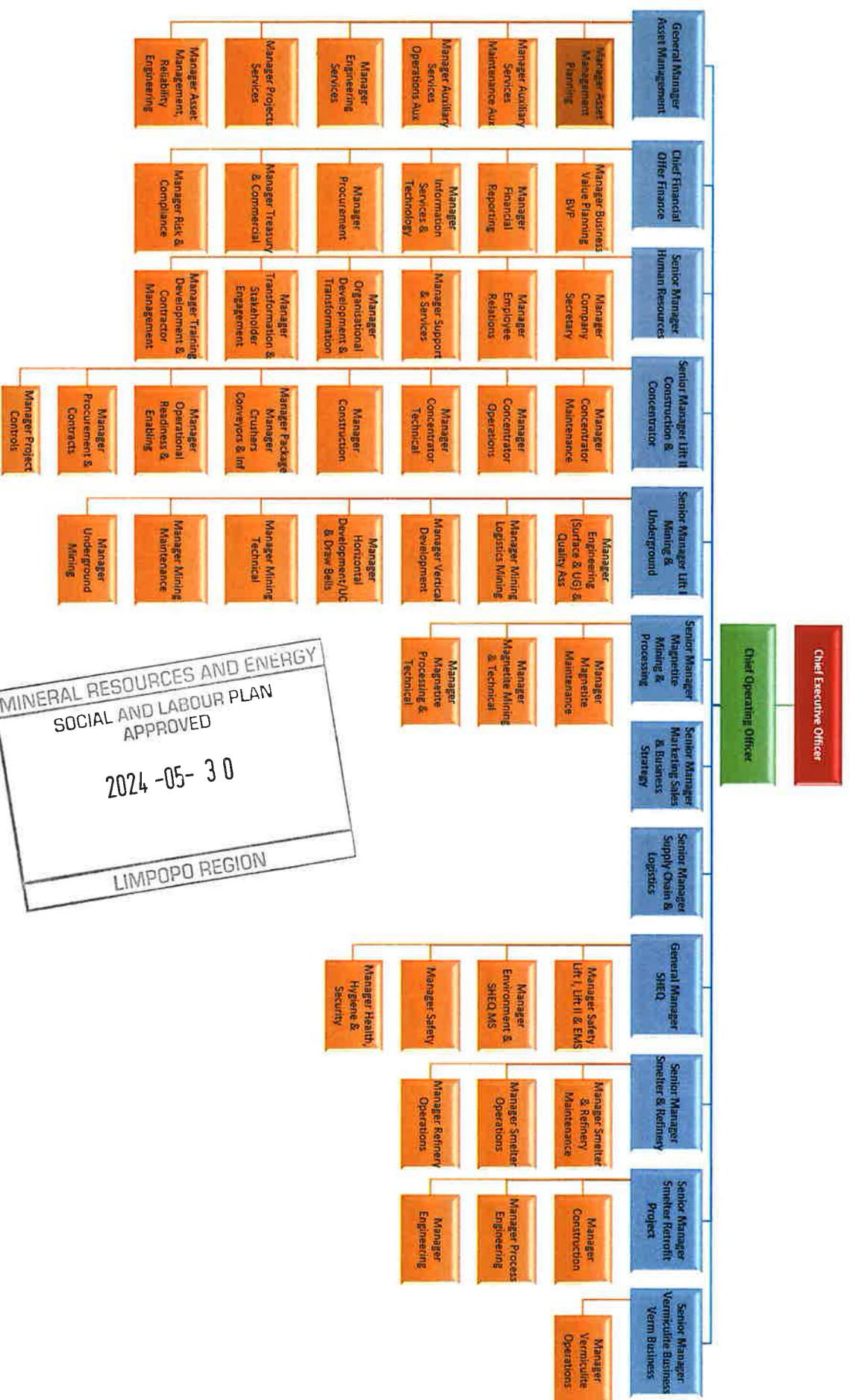
- To improve the quality of life of employees,
- To improve the prospects of work and labour mobility,
- To improve productivity and the competitiveness of the employee,
- To provide opportunities for self-employment,
- To improve the levels of investment in education and training,
- To encourage the use of the workplace as an active learning environment,
- To allow new entrants into the labour market to gain relevant work experience, and
- To improve the employment prospects of HDSAs through education and training.

The Palabora Skills Development Plan complies with skills development legislation that includes annual submission of a Workplace Skills Plan (WSP) and annual training reports (ATR), paying and claiming of levies and grants with the relevant SETAs.

The current employment structure and positions of Palabora Copper are indicated in the Organogram in Figure 5.







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Figure 5: Palabora Copper Organogram

Table 5: Number and Education Level of the workplace as per form Q for employees, Regulations 46(b) (i)

Band	NQF Level	Classification System	Male					Female					Total		Grand Total	
			African	Coloured	Indian	Asian	White	African	Coloured	Indian	Asian	White	Male	Female		
General Education and Training (GET)	1	No Schooling	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Grade 3 / Std 1 / AET 1	3	0	0	0	0	0	0	0	0	3	0	3	3	
		Grade 4 / Std 2	1	0	0	0	0	0	0	0	0	1	0	1	1	
		Grade 5 / Std 3 / AET 2	2	0	0	0	0	0	0	0	0	2	0	2	2	
		Grade 6 / Std 4	4	0	0	0	0	0	0	0	0	4	0	4	4	
		Grade 7 / Std 5 / AET 3	17	0	0	0	0	0	0	0	0	17	0	17	17	
		Grade 8 / Std 6	13	0	0	0	0	0	0	0	0	13	0	13	13	
Further Education and Training (FET)	2	Grade 9 / Std 7 / AET 4	31	0	0	0	2	2	0	0	0	31	4	35	35	
		Grade 10 / Std 8 / N1	107	3	0	0	6	2	0	0	0	116	3	119	119	
		Grade 11 / Std 9 / N2	253	1	0	0	12	38	1	0	0	2	266	41	307	307
Higher Education and Training (HET)	3	Grade 12 / Std 10 / N3	834	1	0	0	54	248	3	1	0	32	889	284	1173	1173
		Higher Certificates	451	10	4	0	160	137	0	0	0	14	625	151	776	776
		Diplomas and Advanced Certificates	137	0	1	0	17	58	1	0	0	9	155	68	223	223
Education and Training (HET)	6	Bachelor's Degree and Advanced Diplomas	145	0	1	3	8	103	1	0	0	12	157	116	273	273
		Honours Degree, Postgraduate Diploma and Professional Qualifications	14	0	0	1	4	31	0	0	0	4	19	35	54	54
		Master's Degree	7	0	0	3	5	5	0	0	0	1	15	6	21	21
	9	Doctoral Degree	1	0	0	0	0	0	0	0	0	0	1	0	1	1
		10														
		Grand Total	2020	15	6	7	268	624	6	1	0	75	2316	706	3022	3022

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**Table 6:** Number and Education Level of the workforce as per Form Q for contractors, Regulation 46 (b) (i)

Band	NQF Level	Classification System	Male					Female					Total		Grand Total
			African	Coloured	Indian	Asian	White	African	Coloured	Indian	Asian	White	Male	Female	
General Education and Training (GET)	1	No Schooling	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Preschool	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	5	0	0	0	0	1	0	0	0	0	5	1	6
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	12	1	0	0	1	4	0	0	0	0	14	4	18
Further Education and Training (FET)	2	Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	5	0	0	0	0	1	1	0	0	0	5	2	7
		Grade 8 / Std 6	4	0	0	0	0	0	0	0	0	0	4	0	4
		Grade 9 / Std 7 / AET 4	16	0	0	0	0	0	0	0	0	0	16	0	16
		Grade 10 / Std 8 / N1	45	0	0	0	6	0	0	0	0	1	51	1	52
		Grade 11 / Std 9 / N2	77	1	0	0	7	8	0	0	0	0	85	8	93
		Grade 12 / Std 10 / N3	1079	25	5	0	615	76	0	0	0	6	1724	82	1806
Higher Education and Training (HET)	3	Higher Certificates	225	9	4	0	146	20	0	0	4	384	24	408	
		Diplomas and Advanced Certificates	33	0	1	0	19	16	0	0	0	53	16	69	
		Bachelor's Degree and Advanced Diplomas	19	0	0	0	7	4	0	0	0	26	4	30	
		Honours Degree, Postgraduate Diploma and Professional Qualifications	0	0	0	0	0	0	0	0	0	0	0	0	
		Master's Degree	1	0	0	0	0	0	0	0	0	1	0	1	
		Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	
		Grand Total	1521	36	10	0	801	130	1	0	0	11	2368	142	2510

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### 2.1.1 Adult Education Training (AET)

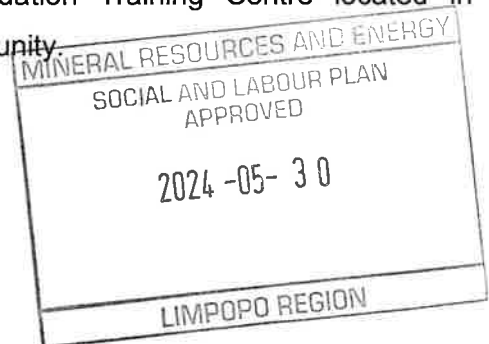
Palabora recognises the need to encourage literacy training amongst employees, contractors and the communities directly affected by its operation. To this end, Palabora Copper provides AET training as part of basic skills training on-site and off-site. AET is an education and training programme that provides general education to adults who have not had access to formal schooling, and for those who have attained less than Grade 9 (formerly standard 7) education. AET programme offered at Palabora Copper are learner paced for employees and full time for communities. The objective of the AET programmes is to promote further learning or life-long learning to employees and or contractors by improving or increasing literacy levels.

From the educational statistics in Table 5 and 6, Palabora's workforce has a reasonably high level of literacy, there are only approximately 75 employees and 51 contractors that are at, or below AET Level 4. The value of the AET programmes is realised where some of the employees are promoted and a reasonable number of contractors absorbed within the company after enrolling and completing the programmes.

AET learning facilities in place are fully equipped media centers, supported by qualified AET practitioners that ensures the highest possible support for the learning process. Palabora Copper also provides extensive opportunities for enrolment in AET programmes to affected communities in Phalaborwa through Palabora Foundation Training Centre located in Namakgale, Phalaborwa's largest labour sending community.

#### AET Levels Offered at Palabora includes:

- Pre-Level 1 (Beginners/Grade R)
- AET Level 1 (Equivalent to Grade 3)
- AET Level 2 (Equivalent to Grade 5)
- AET Level 3 (Equivalent to Grade 7)
- AET Level 4 (Equivalent to Grade 9)



Learners who successfully complete AET Level 4 receive an NQF Level 1 qualification and are therefore able to proceed to NQF level 2 programmes. To support this, Palabora has recently introduced FLC (Foundational Learning Competency) to breach the gap when employees progressing from AET Level 4 (NQF Level 1) to NQF Level 2 Qualification. FLC comprises of two learning areas which are Mathematics Literacy and Communication at NQF L2.

Palabora has also introduced Senior Amended Certificate (SAC) which is equivalent to NQF Level 4 qualification. Palabora Copper performance for the (2018 – 2022) SLP for the AET



programmes was below target at 45.6% on overall. The pointers listed above were the major contributing reasons for the failure to achieve the set target.

It must be noted that the costing applied to the new SLP targets for AET does not cater for learners that will remain in the system for periods longer than the planned training period due to that fact that AET learning at Palabora Copper is learner paced and some learners may stay in the system for periods longer than planned.

**Table 7:** Progress on AET programmes for Employees and Contractors to date: (2018 – 2022)

AET Programmes completed for employees/communities for the period (2018 – 2022)												
YEAR	2018		2019		2020		2021		2022		Grand Total	
AET Level	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Pre-Level 1	5	2	5	2	0	1	0	4	0	1	10	10
AET Level 1	10	3	5	8	5	0	0	4	0	5	20	20
AET Level 2	20	2	15	9	15	0	10	2	15	41	75	54
AET Level 3	10	0	15	1	15	1	10	0	15	1	65	3
AET Level 4 (NQF 1)	20	0	15	0	15	0	20	0	15	1	85	1
FLC (NQF 2)	30	29	25	0	25	24	20	3	20	27	120	83
SAC (NQF 4)	11	12	11	0	11	1	15	1	15	15	63	29
<b>Grand Total</b>	<b>106</b>	<b>48</b>	<b>91</b>	<b>20</b>	<b>86</b>	<b>27</b>	<b>75</b>	<b>14</b>	<b>80</b>	<b>91</b>	<b>438</b>	<b>200</b>

**Table 8:** (5) Year Plan for AET programmes for period: (2023 – 2027) for Palabora Copper employees/contractors

AET Five (5) Year Plan for Employees (18.1) and Contractors (18.1)						
AET Level	2023 New Intake	2024 New Intake	2025 New Intake	2026 New Intake	2027 New Intake	Total Employees
Pre-Level 1	0	0	0	0	0	0
AET Level 1	0	0	0	0	0	0
AET Level 2	0	0	0	0	0	0
AET Level 3	0	1	1	1	1	4
AET Level 4 (NQF 1)	0	0	1	1	1	3
SAC (NQF 4)	0	1	1	1	1	4
<b>Contractors (18.2) (Communities and Contractors)</b>						
Pre-Level 1	0	0	0	0	0	0
AET Level 1	0	0	0	0	0	0
AET Level 2	0	1	1	1	1	4
AET Level 3	0	1	1	1	1	4
AET Level 4 (NQF 1)	0	1	1	1	1	4
SAC (NQF 4)	0	1	1	1	1	4
<b>Grand Total</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>27</b>
<b>Overall Budget</b>	<b>R0.00</b>	<b>R887,892</b>	<b>R897,092</b>	<b>R897,092</b>	<b>R897,092</b>	<b>R3,579,168</b>

### Action plan for AET

AET will continue to form an integral part of Palabora Copper's business Training strategy to support Skills Development in SA. As a levy paying company that submit WSP to MQA, Palabora will continue to comply with the funding policy from MQA while applying for grants that will be given to employees completing AET. This will be done to encourage participation and reward learning. Palabora believes that an educated workforce is essential for its future success. Employees and Contractors who can read and write are able to follow and interpret

safe working procedure relevant to their work thereby been effective in undertaking their daily tasks as well as been able to identify hazards and risks in the workplace.

Although the company is employing employees with Grade 12 as the minimum entry requirement, there is still number of HDSA employees and contractors with high literacy challenges.

#### Action Plan table and deliverables

Action	Deliverables	Target Date
Verify educational and literacy levels of our employee and contractors	Educational and literacy level of our employees and contractors	On-going
Develop a detailed programme to provide AET to employees and contractors	AET programme for employees and contractors	On-going
Review and assess the past education and training programmes at Palabora Copper	Updated and life Palabora Training Strategy	On-going
Review and update skills and competency requirements for Palabora Copper	Update and live Skills Matrix	On-going

### **2.1.2 Core Business Training (Compliance Mandatory Skills Training)**

Palabora Copper as a responsible corporate citizen, complies with the Mine Health Safety Act (MHSA) by ensuring that employees are well trained and skilled to operate process plants, plant equipment, and mobile machinery safely. This is achieved through offering our employees with mandatory or core business training that include all legislative training requirements as well as nationally registered skills programmes specified in the company competency profiles. The programs are occupationally directed technical skills interventions that provide employees, communities and contractors with the requisite knowledge and skills required to execute their work safely and in a proficient manner affording them skills development towards career progression.

At Palabora, employees receive mandatory training before they start work and whenever significant changes are made within the organizational standards, COPs, SOPs and any other related procedures. All employees (new and current) including contractors are trained and found competent before they operate any equipment in their areas of responsibility.

Unit Standards are used where applicable to give employees training that have credibility and recognized by the South African Qualification Authority. A skills programme can be considered a sub-qualification in that it comprises an agreed cluster of unit standards (credits towards a registered qualification). In-house/compliance training offered to employees is aligned to the national skills programme that constitutes credits towards a NQF

registered qualification thereby awarding employees and contractors with qualifications that are nationally recognized.

The core business or compliance mandatory training includes the following:

- SHEQ Training,
- Mobile Machinery (TMM/TBMM),
- Plant/Process Machinery,
- Skills Programmes,
- Behavioral Training and E-learning.

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The table below indicate core business training (Skills Programs) for Palabora Copper:

Artisan Skills Programs	Non-Artisan Skills Programs
Artisan Aide: Electrical	Crushing
Artisan Aide: Auto Electrical	Flotation
Artisan Aide: Fitting and Turning	Copper Metal production
Artisan Aide: Fitting (Machining)	Dense Medium Separation
Artisan Aide: Boilermaker	Screening and Scrubbing
Artisan Aide: Instrumentation	Slimes and Reclamation
Artisan Aide: Diesel	Blasting Assistant (Surface)
	Blasting Assistant (Underground)
	Competent A (Surface)
	Competent A (UG)
	Trackless Mobile Machinery
	Occupational Health and Safety

Palabora Copper also promotes multi-skilling where employees are rewarded for acquiring additional skills set required to fulfil more responsibilities that are in line with their current and future roles. Skills sets are framed or structured in such a way that the training will translate to employees acquiring part-qualifications known as skills program. The skills set also allows employees to progress to the next logical roles.

The objectives of Skills sets is given below:

- To up employees' skills with the set of skills required to fulfil their responsibilities in their current roles.
- To ensure work readiness for employees identified by their leaders for the next logical role.
- To ensure that employees are trained on specified licenses fit purpose.
- Allow employees to obtain national recognized part-qualification (skills program).

- License Module built on Unit Standards that have credits and registered with SAQA (South African Qualification Authority)

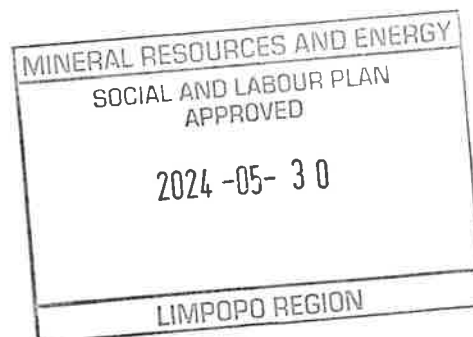
Top Management supports the development and training of employees by providing a significant budget for training every year. The training that Palabora provides is outcome based, learning takes place in the classroom and in the field.

Palabora Copper performance for the (2018 – 2022) SLP about non-artisan and artisan skills programs were 75.6% and 125.1% respectively yielding an overall performance across all skills programs of 84.8%. The shortfall was attributed to the pointers mentioned in the executive summary of this report.

It must be noted that the costing applied to the new SLP targets for the skills programs does not cater for learners that will remain in the system for periods longer than the planned training period.

### **Action Plan for Core Business Training**

Palabora will continue to provide core business training opportunities to its employees, communities, and contractors in the form of registered skills programmes and other legislated mandatory training. These programmes will be aligned with the skills matrices in line with employee's career progression plan and in support of employment equity. Where possible employees are credited through RPL for the skills they possess based on experience.





**Table 09:** Total mandatory training completed per division per occupational category at Palabora Copper for the period (2018 – 2022)

Occupational Category	Mining Operations	Construction and Processing	Smelter Refinery Operations	Magnetite Operations	Vermiculite Operations	Supply Chain and Logistics	Human Resources	Asset Management	Finance	Marketing, Sales & Logistics	SHEQ Services	Total
Top management	0	0	0	0	0	0	2	0	0	0	0	2
Senior Management	0	0	0	0	0	0	3	0	0	0	0	3
Legislators, Senior Officers	14	12	9	4	2	1	15	6	8	1	5	77
Professionals	62	13	21	15	7	6	119	23	25	3	12	306
Technicians	108	33	57	37	17	14	134	87	17	1	33	538
Clerks	19	8	5	5	2	11	23	42	73	10	7	205
Crafts and related trades	243	58	108	57	28	0	5	78	0	0	1	578
Plant & Machine Operators	539	196	224	249	163	55	155	60	44	3	17	1705
<b>Grand Total</b>	<b>985</b>	<b>320</b>	<b>424</b>	<b>367</b>	<b>219</b>	<b>87</b>	<b>456</b>	<b>296</b>	<b>167</b>	<b>18</b>	<b>75</b>	<b>3414</b>

**Table 10:** Employees trained on Core Business Training (Artisan Skills Programs) for the period (2018 – 2022)

Type of Training	2018		2019		2020		2021		2022		Total	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Artisan Aide: Electrical	3	0	8	11	8	4	8	14	8	12	35	41
Artisan Aide: Auto Electrical	0	0	2	0	2	0	2	0	2	0	8	0
Artisan Aide: Diesel	2	0	6	1	6	0	6	6	6	10	26	17
Artisan Aide: Fitting (Machining)	6	4	11	7	11	4	11	9	11	9	50	33
Artisan Aide: Fitting and Turning	0	0	4	0	4	0	4	0	4	0	16	0
Artisan Aide: Boilermaker	4	0	8	7	8	4	8	3	8	3	36	17
Artisan Aide: Instrumentation	0	5	6	10	6	4	6	2	6	0	24	21
Medium Voltage Switching	0	28	0	47	0	0	0	14	0	26	0	115
<b>Overall Total</b>	<b>15</b>	<b>37</b>	<b>45</b>	<b>83</b>	<b>45</b>	<b>16</b>	<b>45</b>	<b>48</b>	<b>45</b>	<b>60</b>	<b>195</b>	<b>244</b>

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**Table 11: Employees trained on Core Business Training (Non-Artisan Skills Programs) for the period (2018 – 2022)**

Non-Artisan Skills Program Employees and Non-Employees (18.1 and 18.2)																	
YEAR	2018			2019			2020			2021			2022			Grand Total	
	Plan	Actual		Plan	Actual		Plan	Actual		Plan	Actual		Plan	Actual		Plan	Actual
Crushing	8	4		8	11		8	0		8	9		8	10		40	34
Flotation	27	1		0	42		0	0		0	8		0	9		27	60
Copper Metal production	10	0		10	0		10	0		10	0		10	0		50	0
Dense Medium Separation	0	0		0	0		0	0		0	8		0	0		0	8
Screening and Scrubbing	0	0		5	0		5	0		5	8		5	0		20	8
Slimes and Reclamation	10	28		10	0		10	3		10	13		10	16		50	60
Thickening of Slurry	0	0		0	0		0	0		0	8		0	0		0	8
Blasting Assistant (Surface)	5	0		10	9		11	0		4	8		4	8		34	25
Blasting Assistant (Underground)	0	0		0	0		0	0		0	0		0	0		0	0
Secondary Blasting	0	0		4	1		4	0		10	0		10	0		28	1
Competent A (Surface)	20	8		14	14		14	0		14	11		14	11		76	44
Competent A (UG)	10	4		10	6		10	21		10	14		10	14		50	59
Trackless Mobile Machinery	11	13		11	6		11	7		11	29		11	13		55	68
Occupational Health and Safety	85	51		85	66		85	5		85	8		85	141		425	271
Overall Total	186	109		167	155		168	36		167	124		167	222		855	646

**Table 12: (5) Year Plan for Core Business Training (Skills Programs) for the period (2023 – 2027)**

YEAR	Planned Skills Programs for Employees and Non-Employees (18.1 and 18.2)															Grand Total	
	2023			2024			2025			2026			2027			18.1 Total	18.2 Total
Type of Training	18.1 New Intake	18.2 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.2 New Intake		
Mining Skills Programs	0	0	0	5	0	0	5	0	0	10	10	0	10	0	0	30	0
Metallurgical Skills Programs	0	0	12	0	12	12	10	10	10	10	10	10	10	10	10	20	44
Engineering Skills Programs	0	0	5	5	5	5	10	10	10	10	10	10	10	10	30	30	30
Medium Voltage Switching	0	0	0	0	0	0	4	0	0	4	0	0	4	0	8	8	0
TMM Skills Programs (Surface)	0	0	0	0	0	0	5	0	0	5	0	0	5	0	10	10	0
TMM Skills Programs (UG)	0	0	0	5	0	0	10	0	0	10	0	0	10	0	30	30	0
OHS Skills Programs	0	0	10	20	10	10	30	30	30	30	30	30	30	30	100	100	60
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>35</b>	<b>27</b>	<b>27</b>	<b>79</b>	<b>40</b>	<b>40</b>	<b>79</b>	<b>40</b>	<b>40</b>	<b>79</b>	<b>40</b>	<b>228</b>	<b>134</b>	
<b>Overall Budget</b>	<b>R0.00</b>	<b>R0.00</b>	<b>R526,848.5</b>	<b>R664,447.5</b>	<b>R526,848.5</b>	<b>R526,848.5</b>	<b>R1,421,242.0</b>	<b>R750,446.90</b>	<b>R750,446.90</b>	<b>R1,421,242.0</b>	<b>R750,446.90</b>	<b>R750,446.90</b>	<b>R1,421,242.0</b>	<b>R750,446.90</b>	<b>R6,725,969.95</b>		



**Table 13: (5) Year Plan for Mandatory Core Business Training for the period (2023 – 2027)**

Mandatory Training Interventions (Assessments & Refresher Training) for the period 2023 – 2027												
YEAR	2023		2024		2025		2026		2027		Grand Total	
	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2
SHEQ Training	11813	29773	12403	31261	13023	32824	13675	34465	14358	36189	65274	164514
Mobile Equipment (TMMs/TBMM)	2096	1001	2200	1051	2310	1103	2426	1158	2547	1216	11581	5531
Plant / Process Training	1656	539	1738	565	1825	594	1917	623	2012	65	9150	2978
Technical Training	2243	119	2355	124	2472	131	2596	137	2726	144	12393	657
Behavioural Training	583	0	612	0	642	0	674	0	708	0	3221	0
<b>Grand Total</b>	<b>18391</b>	<b>31423</b>	<b>19310</b>	<b>33003</b>	<b>20276</b>	<b>34653</b>	<b>21289</b>	<b>36386</b>	<b>22354</b>	<b>38205</b>	<b>101621</b>	<b>173681</b>

**Action Plan for Core Business Training or Mandatory Compliance/Skills training**

Action	Deliverables	Target Date
Evaluate Workforce planning and HR monthly engagement reports to identify new employees entering the business and employees requiring refresher training. (Same apply to newly promoted employees)	Needs analysis which will translate into employee developmental plan. Learner profile that outlines qualification levels and understanding of barriers to learning	On-going
Evaluate Supervisor Training Matrix to identify employees requiring refresher training or those in need of new skill due to a promotion or job change or determine employee competency gaps	Needs informed training schedule or plan for the employees	On-going
Carry out current skills assessment	Alignment of skills programs to current practices	On-going
Assess employees in-terms of skills and competency gaps, including employment equity requirements	Documented skill set matrices for employees	On-going
Review policies and procedures for portable skills training towards the mine closure period	Support non-mining programmes such as Plumbing, Brick laying, Agriculture, Carpentry, Tourism, etc.	On-going
Continuous delivery of training	Trained employees that are competent and authorised to operate equipment	On-going

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### 2.1.3 Learnerships (Artisan and Non-Artisan)

PMC is a private TVET College accredited by the Department of Higher Education and Training and the Mining Qualification Authority. As a responsible and a caring organization, we are committed to offer skills development opportunities through Artisan and Non-Artisan learnership programmes to our employees and surrounding communities. These Learnership programmes are primarily aimed at school leavers from the local communities interested in a career in mining industry. The majority of the beneficiaries end up being absorbed on permanent positions at the Mine (e.g., TMM Operators, Plant Operators etc.).

Learnerships programmes enable community learners and or employees to work towards a qualification that improves their prospects of obtaining employment as well as improving the prospects of promotions for the employed learners. All learnerships are quality assured under QCTO as required by the Skills Development Act of 1998.

Learnerships are conducted via an OBE training approach to provide the learners with Applied Competence (Foundational/Theoretical, Practical and Reflective competency) required for effective operations and maintenance of the mining and processing plants as well as career progression at different level.

The various learnership programmes on offer at Palabora Copper (Pty) Ltd are tabulated below:

Artisan Learnerships	Non-Artisan Learnerships
Electrical, NQF L3	Metals Production, NQF L2
Diesel Mechanic, NQF L3	Mineral Processing (Lump Ore), NQF L2
Instrumentation, NQF L4	Mining Operations for UG Hard Rock, NQF L2
Fitting (Machining), NQF L3	Rock Breaker for Surface Mines, NQF L3
Fitting and turning	Mining Technical Support, NQF L2
Boilermaker, NQF L3	DMRE Blasting Ticket (Surface Mines)
Auto Electrical	DMRE Blasting Ticket (UG Mines)

Palabora Copper performance for (2018 – 2022) SLP with respect to non-artisan and artisan learnership programmes was below target at 54.7% and 65.1% respectively yielding an overall below target performance across all learnerships of 60.9%. The shortfall is attributed to the pointers mentioned above in the executive summary of this report where the business experienced major disruptions.

It must be noted that the costing applied to the new SLP targets for learnerships does not cater for learners that will remain in the system for periods longer than the planned training period due to that fact that some learnerships such as artisan learnerships run over two (2) years with additional one (1) year of workplace placement to gain workplace experience. The same approach is used in the non-artisan learnership space where learners upon completion of the training programmes are afforded one (1) extension where learned skills are applied in the form of workplace practice.

## Action Plan

The mine will continue to strategically offer the various learnership programmes to the surrounding communities, employees and contractors in the disciplines that are relevant to its operation. In keeping up with the requirements and spirit of the Mining Charter, Palabora will implement a programme where it develops skilled people for the Palabora operation. Palabora has also initiated a partnership with other local mines and the TVET College to provide work experience to learners who are enrolled on various learnership programmes.

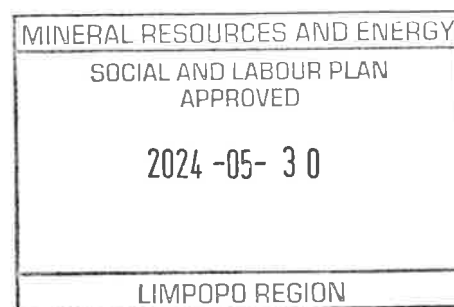


Table 14: Employees trained on Artisan Learnerships for the period (2018 – 2022)

Artisan Learnership Interventions for Employees and Non-Employees (18.1 and 18.2)												
YEAR	2018		2019		2020		2021		2022		Total	
Learnership	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Electrical Learnership	23	12	7	7	7	4	7	9	7	18	51	50
Auto-Electrical Learnership	1	1	2	0	2	0	2	1	2	1	9	3
Diesel Mechanic Learnership	9	9	5	6	5	0	5	3	5	12	39	30
Instrumentation Learnership	8	4	7	3	7	1	7	1	7	3	36	12
Fitting and Turning Learnership	4	4	3	0	3	0	3	1	3	2	16	7
Fitting (Machining) Learnership	18	9	8	7	8	6	8	7	8	10	50	39
Boilermaker Learnership	20	6	7	3	7	1	7	6	7	5	48	21
<b>Overall Total</b>	<b>93</b>	<b>45</b>	<b>39</b>	<b>26</b>	<b>39</b>	<b>12</b>	<b>39</b>	<b>28</b>	<b>39</b>	<b>51</b>	<b>249</b>	<b>162</b>

Table 15: Employees trained on Non-Artisan Learnerships for the period (2018 – 2022)

Non-Artisan Learnership Interventions for Employees and Non-Employees (18.1 and 18.2)												
YEAR	2018		2019		2020		2021		2022		Total	
Learnership	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Metals Production Learnership	13	4	8	0	8	0	8	0	8	0	45	4
Mineral Processing (Lump Ore) Learnership	9	0	8	8	8	0	8	8	8	24	41	40
Mining Operations for UG Hard Rock Learnership	9	0	8	9	8	2	8	9	8	13	41	33
Rock Breaker for Surface Mines Learnership	9	0	8	7	8	0	8	5	8	3	41	15
<b>Overall Total</b>	<b>40</b>	<b>4</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>2</b>	<b>32</b>	<b>22</b>	<b>32</b>	<b>40</b>	<b>168</b>	<b>92</b>

Table 16: Five (5) Year Planned Artisan Learnership Training for the period (2023 – 2027)

Five (5) Year Artisan Learnership SLP for Employees and Non-Employees (18.1 and 18.2)																
YEAR	2023				2024				2025				2026			
Type of Training	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake	18.1 New Intake	18.2 New Intake
Electrical Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Auto-Electrical Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Diesel Mechanic Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Instrumentation Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fitting and Turning Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fitting (Machining) Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Boilermaker Learnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mining Learnerships	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Metallurgical Learnerships	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Overall Budget</b>	<b>R0.00</b>	<b>R0.00</b>	<b>R0.00</b>	<b>R0.00</b>	<b>R2,441,453</b>	<b>R2,441,453</b>	<b>R0.00</b>	<b>R2,441,453</b>	<b>R2,918,419</b>	<b>R2,918,419</b>	<b>R2,441,453</b>	<b>R2,441,453</b>	<b>R2,918,419</b>	<b>R2,441,453</b>	<b>R15,602,650.00</b>	<b>40</b>

### Action Plan for the Learnership programmes

Action	Deliverables	Target Date
Analyse the business plan on the page to meet BBBEE	Compliance to the Mining Charter, BBBEE and SLP	Annually
Consult with Skills Development Committee members to determine training barriers	Future skills need of the Palabora to determine Learnership capacities	Bi-monthly
Identification of and internal learners Review and assess the current learnership programmes, including Palabora Copper future skills needs and targets	Implementation of Community Learnership Upgrade the learnership programmes and procedures for Palabora Copper	On-going Annually

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### 2.1.4 Portable Skills

The skills development needs analysis and the subsequent planning at Palabora Copper incorporates training and development that support the current position of the organisation as well as the needs of the employees and the surrounding communities. Palabora Copper will provide training in portable skills which are applicable to both the mining industry and other sectors. To this end I refer you to item (2.1.2 Core Business Training) above for the list of portable skills in the form of skills programs that were given to our employees and non-employees preparing them for life at the mine and beyond the mine.

The key objective is to offer portable skills training to the employees as and when retrenchments will occur. Portable skills programmes will also be offered to community members to reduce dependency on the mine and promote job creation opportunities.

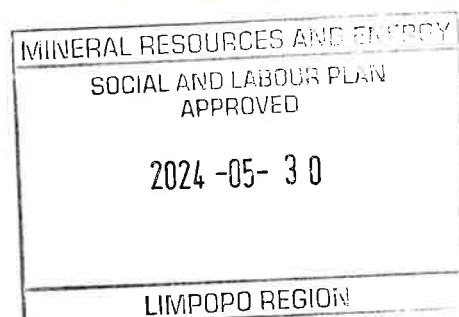
Some examples of portable skills supported by Palabora Copper are listed below:

- Welding
- Driving License and PDP
- Hospitality
- Beauty Technician
- Farming/Agriculture

The business has planned to engage both employees and communities at large to offer Portable Skills for the period 2023 – 2027. The business will continue to positively engage the Ba-Phalaborwa communities to identify and support these types of initiatives.

**Table 17:** Five (5) Year Planned Artisan Learnership Training for the period (2023 – 2027)

Five (5) Year Plan for Portable Skills						
Development Area	2023 New Intake	2024 New Intake	2025 New Intake	2026 New Intake	2027 New Intake	Total Employees
Welding	0	4	4	4	4	16
Driving License and PDP	0	8	7	8	7	30
Hospitality	0	4	4	4	4	16
Beauty Technician	0	0	5	0	5	10
Farming/Agriculture	0	4	0	4	0	8
<b>Grand Total</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>80</b>
<b>Total Budget</b>	<b>0</b>	<b>R200,000</b>	<b>R200,000</b>	<b>R200,000</b>	<b>R200,000</b>	<b>R800,000</b>



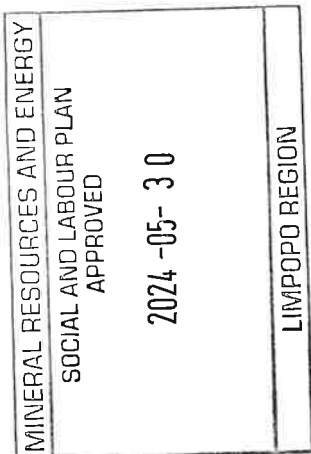


### 2.1.5 Hard-to-Fill Vacancies

Hard-to-fill vacancies represent both currently filled and vacant positions. Those positions are difficult to fill / replace due to limited availability of skills in the labour market for the specific positions. Those positions also represent positions where Palabora is non-compliant in terms of its employment equity obligations in terms of the Mining Charter. Hard-to-fill vacancies at Palabora are addressed through the implementation of bursaries, learnerships, Graduate Programmes as well as apprenticeship/Learnership. The hard-to-fill vacancies at Palabora have been recorded in Table 10 below.

**Table 18:** Hard-to-Fill vacancies as per Form R in Annexure II of the MPRDA regulations

Occupational Level	Job Title of the Vacancy	Job Title of the scarce and critical skill	Main reason for inability to fill the vacancy
<b>Top Management</b>	None		
<b>Senior Management</b>	None		
<b>Professionally Qualified and experienced specialist and Middle management</b>	Accountant	Management Accountant, Financial Planning Advisor or Manager	Skills shortage, few in the market
	Engineer	GCC Engineers (Electrical, Mechanical Engineers)	
	Training Officer	OETDP Mining and Processing Training Officer	
	Instrument Technician	Instrument Technologist	Lack of relevant qualifications (desired level of study not attained or inappropriate field of study or inappropriate subject specialization)
	Ventilation Specialist	Ventilation Specialist	
	Maintenance Management Engineer		Poor Remuneration
	Reliability Engineer		
	Rock Engineer		Market has pushed salaries high due to high demand and less qualified people
	Process Design Engineer		Lack of relevant experience
	Artisan	Auto-electrician	Lack of relevant qualifications (desired level of study not attained or inappropriate field of study or inappropriate subject specialization)
<b>Skilled technical and academically qualified workers, Junior Management, supervisors, Superintendent</b>	Draughtsperson		
	Onsetter		Lack of relevant experience



## 2.2. Career Progression Plan

### Regulation 42 (b) ii

#### Appendix 2.3: Career Progression Sub-Plan



### Introduction

The career progression plan aims to illustrate a career path for employees, indicating possible routes to move or change from one role or position to another within a specific discipline through defining competencies such as skills and experience required by the various job categories. The mine's training and development programmes then become a mechanism through which the required competencies are developed. The movement could either be to a position on the same level or a position on a higher level. The path of career progression could also be applied during selection and recruitment, training, and development, as well as talent management. Career Progression Planning reflects a pool of employees that have been identified (from the talent pool and capacity pool) and developed, not only for their current roles, but for future potential roles that they can occupy. The purpose is to create readiness so that identified individuals can be able to occupy future potential roles.

Significant numbers of employees have already progressed in their acquisition of skills and recognition of prior learning process and have consequently progressed in terms of salary as well as the obtaining of national qualifications. B-band employees (operators) that successfully complete a skills training programme or learnership, as part of a career progression programme, automatically receives a salary increase, regardless of whether he/she progresses into a higher position or not (This is skill set procedure).

Progression is based on whether an individual is able to obtain the core competencies for the next role while still employed in the current. Personal Development Plans (PDPs) have been successfully implemented and are monitored and managed centrally with employees progressing in their individual development programmes. Individual career paths are discussed with employees as part of the annual job evaluation process and employees are progressed in the company in terms of natural progression from one job level/salary grade, to the next.

Palabora has established detailed job and educational requirements for each position within the organisation, as indicated in the summary in Tables 13(a-c) below. Refer to the Organogram in Figure 1 for a detailed breakdown of the various positions. Detailed career paths and matrices have been established for each position within the operation.

Palabora will promote career progression and succession opportunities among its employees, for individuals to progress from lower skilled working levels to higher skilled working and management levels in line with the EE requirement. Palabora will improve awareness of career

progression opportunities available to employees through appropriate communication structures and processes.

Although the current SLP targets for the period 2018 -2022 did not cater for Career Progression plan, the employees below were trained as part of their development. Talent Pool comprising of exceptional performers, as well as potential management candidates with assessed potential at various levels, are to be identified, tracked, and placed into a talent pool for succession and accelerated development.

The number of people at Palabora trained for career progression opportunities to date is provided in Table 20 and 21 while table 22 provides detailed plan for the period 2023 - 2027.

**Table 19:** Number of employees trained on Career Progression opportunities to date.

Career Progression Interventions for the period (2018 – 2022)					
Divisional Area	Frontline Leadership Programme (E-learning Percipio)		DMRE Blasting Ticket	Coaching and Mentoring	Management Development programme
	SLDP	Business Advance			
Mining Operations	9	2	12	18	20
Construction and Processing Operations	3	0	0	5	16
Smelter – Refinery Operations	7	22	0	10	14
Magnetite Operations	5	0	0	5	10
Vermiculite Operations	0	0	0	2	5
Supply Chain and Logistics	0	0	0	1	5
Human Resources	6	0	5	6	14
Asset Management	3	0	0	9	14
Finance	3	0	0	4	15
Marketing, Sales, and Logistics	2	0	0	0	2
SHEQ Services	2	1	0	8	10
<b>Grand Total</b>	<b>40</b>	<b>25</b>	<b>17</b>	<b>68</b>	<b>125</b>

**Table 20:** Number of employees trained on Role Development opportunities to date

Role Development Interventions for the period (2018 – 2022)						
Intervention	2018	2019	2020	2021	2022	Total
First Aid Level 1,2,3	0	0	13	0	0	13
Advanced First Aid Level 2-3	40	0	0	0	0	40
Assessor Course	9	10	1	0	0	20
Laboratory System Course	11	0	0	0	0	11
Short Course	3	0	0	120	0	123
Heat tolerance Screening Supervisor	0	0	6	0	0	6
ISO/IEC 27001	0	0	1	0	0	1
Economic Literacy & Negotiation Skills	0	0	25	0	0	25
On-line radiation Safety Course	0	0	1	0	0	1
PMD 57 Modular	0	0	1	0	0	1
Legal Liability	0	20	10	0	100	130
Tailings 2020	0	0	3	0	2	5
Original Equipment Manufacturer (OEM)	0	0	0	20	20	40
Conference / Seminar	0	0	0	2	2	4
Ammonia Training Cat A & B	0	0	0	0	10	10

ArcGIS Basic Basic/Standard/Pro/Advance/	0	0	0	0	11	11
Boilers Training	0	0	0	0	11	11
Brokk Operator Training	0	0	0	0	7	7
Business Performance Improvement Program	0	0	0	0	43	43
Comsoc 1 Training	0	0	0	0	8	8
Concrete Technology	0	0	0	0	10	10
Job Profiling & Job Evaluation	0	0	0	0	2	2
GIM Starter Course	0	0	0	0	2	2
Incident Investigation Training	0	0	0	0	15	15
Inventor Advanced Fundamentals/Part/Assembly Modelling	0	0	0	0	14	14
ISO17025:2017/ISO 9001:2015	0	2	0	0	10	12
Managing Geo-Spatial Data	0	0	0	0	3	3
Mentoring and Coaching	0	21	0	0	15	36
Mine Managers Course	0	0	0	0	2	2
Operational Risk Management	0	1	0	0	9	10
Practical MEC Course	0	0	0	0	5	5
Pump Training	0	0	0	0	17	17
RCFA Training	0	0	0	0	10	10
Revit Fundamentals	0	0	0	0	5	5
Siemens- DR-DCM-DG	0	0	0	0	8	8
Simocode Training	0	0	0	0	12	12
Simret Brake Testing	0	0	0	0	6	6
Supervisor Competences And Analysis Sess	0	0	0	0	22	22
Talent Management in Mining Master Class	0	0	0	0	2	2
UniPro Training	0	0	0	0	14	14
Welding Appreciation	0	0	0	0	10	10
Woman In Mining	0	0	0	0	47	47
Working with 3D analyst using ArcGIS	0	0	0	0	3	3
Chairing and Initiating Disciplinary Hearing	0	49	0	0	0	49
Met Accounting	0	19	0	0	0	19
Mining Charter Update	0	2	0	0	0	2
Moderator Course	0	9	0	0	0	9
Scada Operator Training	0	31	0	0	0	31
Spiromery	0	10	0	0	0	10
<b>Grand Total</b>	<b>63</b>	<b>174</b>	<b>61</b>	<b>142</b>	<b>457</b>	<b>897</b>

**Table 21:** The Five (5) Plan for employees on Career Progression for the period (2023 – 2027)

Five (5) Year Plan for Career Progression for Employees						
Development Area	2023 New Intake	2024 New Intake	2025 New Intake	2026 New Intake	2027 New Intake	Total Employees
DMRE Government Certificate of Competence	3	14	10	10	10	47
Role Development (External Training)	262	300	160	160	160	1042
<b>Grand Total</b>	<b>265</b>	<b>314</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>1089</b>
<b>Total Budget</b>	<b>R8,738,993.1</b>	<b>R10,000,000</b>	<b>R5,507,324</b>	<b>R5,507,324</b>	<b>R5,507,324</b>	<b>R36,521,972</b>

## Action plan

Palabora will actively promote career progression and succession opportunities among its employees. A detailed career progression plan will be communicated and executed once the leadership development strategy has been finalized and approved. The programme will be implemented over a five (5) year period, ranging from one (1) year plan to five (5) year plan after which it will be reassessed. The Career Progression Programme will be linked to the Skills

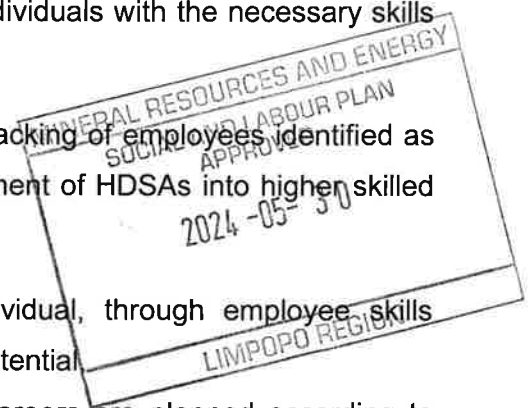
Development Programme, learnership programme, internship and bursary programme, mentorship programme and employment equity programme.

The career progression plan will ensure that the qualifications, aspirations, developmental needs, and potential capabilities of all employees are accounted for in line with the needs and capabilities of the Mine. This information will be used to plan adequate career paths for employees to progress from lower skilled positions to higher skilled or managerial levels.

Palabora Copper will implement its Career Progression Programme as a primary mechanism to empower its employees to internally fill the skills and employment equity needs of the Company. Furthermore, Palabora Copper will implement a skills training programme in the surrounding communities, which will focus on empowering individuals with the necessary skills to cater for the labour requirements of Palabora Copper.

The following mechanisms will be implemented for the fast-tracking of employees identified as having significant potential, in order to promote the advancement of HDSAs into higher skilled and management levels within Palabora:

- Conducting detailed assessments for identified individual, through employee skills interviews, to determine employees' aspirations and potential
- Implementing career planning whereby employees' careers are planned according to their own aptitudes, skills, qualifications, interests and values,
- Offering support and assistance to the employee for the achievement of his/her career planning goals,
- Facilitating the administration of AET courses, NQF courses and skills development programmes,
- Compiling and implementing an integrated Human Resources Development (HRD) awareness generation programme with employees, including their career progress opportunities,
- Communicating the benefits and available career development opportunities to employees,
- Describing and publishing minimum requirements for employment positions.
- Fast tracking the career progression of the HDSAs identified as having significant potential and aspiration,
- Facilitating the realisation of employees' personal developmental needs in line with the strategic objectives of Palabora,
- Ensuring that mentors are familiar with each employee's career aspirations,
- Ensuring that mentors and managers are kept up to date with all job training, and subsequent development opportunities that may be available to the employee, and
- Monitoring progress through on-going performance management.





Action	Deliverables	Target date
Formalise the Succession Planning process for D band and above.	Documented information on employees' potential and aspirations.	September 2022 (and annually in subsequent years)
Finalise the process of identifying critical and scarce skills and identify Successors.	Accelerate the development of internal and external talent pools.	Annually
Establish fast-tracking plans for succession of HDSAs and women identified from the Palabora and the Community talent pool, as having significant potential to progress to higher skilled and managerial roles within a short timeframe.	Fast-tracking plans for those HDSAs and women in the talent pools.	Annually
Implement formal career planning for those candidates identified to have potential through individual career progression plans.	PDPs for identified candidates.	Annually
Refine the career progression plan including fast tracking candidates, career pathways for all employees, related employment positions, related targets, related mentorships, required skills training, related training facilities, related resources, related timeframes and budgets for implementation.	Upgraded career progression plan.	Annually
Continue to provide training and career advice to employees that have not been identified to have potential for further development or are not interested in further development. Refine the communication programme to communicate details of training programmes and SLP opportunities available to employees.	Ongoing advice and refinement of the communication programme.	Ongoing





**Table 22: Typical Career progression Plan**

Current position					Possible Future Position	
Department	Job Title	Grade	Ethnic	Gender	Job Title	Grade
Mining	Operator	B1-B5	HDSA	M/ F	Coordinator	C1-C3
	Coordinator	C1-C3	HDSA	M/ F	Supervisor	C4-C5
Engineering	Maintainer	B3-B5	HDSA	M/ F	Artisan	C1-C2
	Artisan	C2	HDSA	M/ F	Technician	C4
	Graduate engineer	C1-C3	HDSA	M/ F	Specialist	C5
Management	Supervisor	C4-C5	HDSA	M/ F	Superintendent	D2
	Superintendent	D2	HDSA	M/ F	Manager	D4
Human Resources	Clerk	B1-B5	HDSA	M/ F	Coordinator	C1-C3
	HR Specialist	C5	HDSA	M/ F	Superintendent	D2
SHEQ	Safety Officer	C4-C5	HDSA	M/ F	Superintendent	D2
Finance	Accountant	C4-C5	HDSA	M/F	Superintendent	D2
Mining and Engineering	Coordinator	C3	HDSA	M/F	Supervisor	C4-C5
	Supervisor	C5	HDSA	M/F	Superintendent	D2
	Mining Engineer	C4	HDSA	M/F	Mining Specialist	C5
	Mining Engineer	C5	HDSA	M/F	Superintendent	D2
Plant and Engineering	Coordinator	C1 – C3	HDSA	M/F	Supervisor	C4-C5
	Supervisor	C5	HDSA	M/F	Superintendent	D2
	Metallurgist	C4	HDSA	M/F	Specialist	C5
	Metallurgist	C5	HDSA	M/F	Superintendent	D2

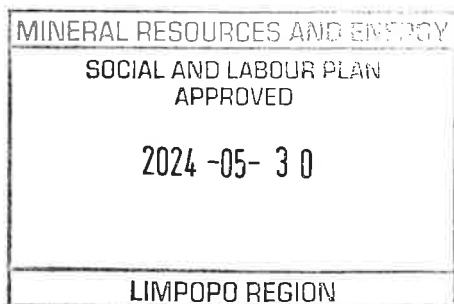



Table 23: Career Path for various disciplines - Support Services

Management, HR, SHEQ, Finance, Laboratory, Administration, and head-office if applicable					
NQF Level	Occupational level	Job Grade	Job Title	Educational requirements	Qualification Criteria
7	Top Management	F	Chief Executive Officer	B Sc, B Eng, MBA, Masters' Degree	Relevant Field of study
		F	Chief Operations Officer	B Sc, B Eng, MBA, Masters' Degree	
		E5	Chief Financial Officer	Chartered Accountant	
		E5	General Manager	B Fin, CA, B Comm, Masters' Degree	
6	Senior Management	E2	Senior Manager	Honours Degree, Post Graduate Qualification	Minimum 4 years of study at an institution of higher Education and Training
		E1	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D4	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D3	Superintendent	Bachelor's Degree, Bachelor of Technology, Higher Diploma	
5	Professional	D2	Superintendent	N Dip, B-Tech, Bachelor's Degree, Bachelor of Technology, Higher Diploma	Minimum 3 years of study at an institution of higher Education and Training
		D1	Superintendent	N Dip, B-Tech, B Admin	Minimum 3 years of study at an institution of higher Education and Training
4	Skilled	C5	Supervisor, Specialist, Coordinator, Technician	N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C4	Supervisor, Specialist, Coordinator, Technician	N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C3	Administrator, Coordinator, Specialist	National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C2	Administrator, Coordinator, Specialist	National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C1	Administrator, Coordinator, Specialist	National Certificate	Relevant Qualification for the role e.g., Trade Certificate
2	Semi-skilled	B5	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B4	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B3	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B2	Operator	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12



Table 24: Career Path for various disciplines - Mining and Engineering



Mining and Engineering					
NQF Level	Occupational level	Job Grade	Job Title	Educational requirements	Qualification Criteria
7	Top Management	E5	General Manager	B Fin, CA, B Comm, Masters' Degree	Relevant Field of study
6	Senior Management	E2	Senior Manager or Assistant Senior Manager	Honours Degree, Post Graduate Qualification	
		E1	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D4	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D3	Superintendent	Bachelor's Degree, Bachelor of Technology, Higher Diploma	Minimum 4 years of study at an institution of higher Education and Training
5	Professional	D2	Superintendent	N Dip, B-Tech, Bachelor's Degree, Bachelor of Technology, Higher Diploma	Minimum 3 years of study at an institution of higher Education and Training
		D1	Specialist	N Dip, B-Tech, B Admin	Minimum 3 years of study at an institution of higher Education and Training
4	Skilled	C5	Supervisor, Specialist, Coordinator, Technician	Grade 12, N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C4	Supervisor, Specialist, Coordinator, Technician	Grade 12, N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C3	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C2	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C1	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
2	Semi-skilled	B5	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B4	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B3	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B2	Operator	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12


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Table 25: Career Path for various disciplines - Plant and Engineering



Plant and Engineering					
NQF Level	Occupational level	Job Grade	Job Title	Educational requirements	Qualification Criteria
7	Top Management	E5	General Manager	B Fin, CA, B Comm, Masters' Degree	Relevant Field of study
		E1	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D4	Manager	B Sc, MBA, B-Tech, Honours Degree, Post Graduate Qualification	
		D3	Superintendent	Bachelor's Degree, Bachelor of Technology, Higher Diploma	Minimum 4 years of study at an institution of higher Education and Training
5	Professional	D2	Superintendent	N Dip, B-Tech, Bachelor's Degree, Bachelor of Technology, Higher Diploma	Minimum 3 years of study at an institution of higher Education and Training
		D1	Specialist	N Dip, B-Tech, B Admin	Minimum 3 years of study at an institution of higher Education and Training
4	Skilled	C5	Supervisor, Specialist, Coordinator, Technician	Grade 12, N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C4	Supervisor, Specialist, Coordinator, Technician	Grade 12, N Dip, National Certificate	Minimum 3 years of study at an institution of higher Education and Training
		C3	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C2	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
		C1	Administrator, Coordinator, Specialist	Grade 12, National Certificate	Relevant Qualification for the role e.g., Trade Certificate
2	Semi-skilled	B5	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B4	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B3	Administrator, Operator,	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12
		B2	Operator	Grade 12. NCV level 4, AET Level 4	School leaving qualification equivalent to Grade 12



## 2.3. Mentorship and Coaching Plan

### Regulation 42 (b) (iii)

Mentorship is a key process and tool in support of people development, employment equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by means of building skills and knowledge. A mentorship programme is in essence a process to foster a continuous mentorship relationship between the mentor and the mentee. The objective is to ensure that the maximum potential of the mentee is unlocked with the view creating mutual benefit for the mentee, mentor and the Mine.

Internal mentorship refers to "in-house" mentorship whereby lower-level employees are paired with higher level employees in order that a transfer of skills may take place. External mentorship refers to the coaching of the members of management occupational level (from Manager Level and above) by expert coaches from outside the organization. The Palabora Mentorship Plan represents a carefully planned and professional intervention to facilitate a larger initiative to support employment equity and skills development within the operation.

The business was able to train and formally appoint 68 mentors during the SLP period (2018–2022). In some cases, dedicated mentors are not available such as where Learnership learners are coached by training officers during their off-the-job training in the various training centers and by line supervisors during the on-the-job training phase.

This coaching process also forms part of the implementation of new skills and measuring of return on investment in terms of the application of learnt skills. Off-the-job coaching is direct and normally under the direction of the training officer. Palabora Copper have appointed coaches for each person within the Talent Pool. The coaches will be contractually linked with the individual members of the Talent Pool and will be trained in line with the PMC coaching process.

The mentorship and coaching processes were implemented specifically for individuals from HDSA groups in order to facilitate upward mobility and achieve transformation goals. Palabora Copper's internal mentorship plan is meant to mentor its employees in line with the skills development plan, career progression plan and employment equity plan.

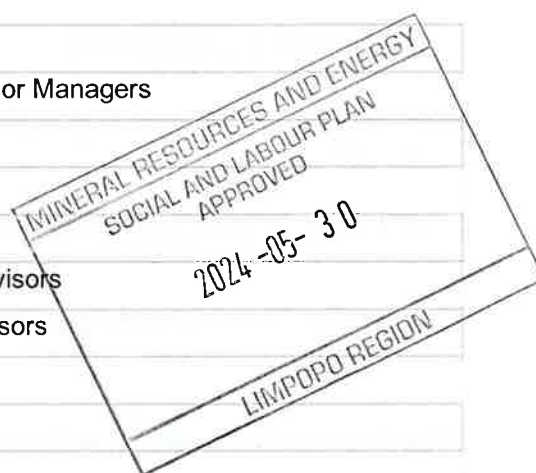
Regarding an internal mentorship and coaching of employees, Palabora Copper have implement the following mechanisms:

- Create mentoring/coaching implementation structures within Palabora,
- Identified mentors/coaches and mentees,
- Trained mentors/coaches,

- Matched mentors/coaches with suitable mentees,
- Set relationship goals and plans for learning programmes,
- Implemented a system to monitor mentee's progress, and
- Evaluated and fine-tuned the process.

#### Implemented Mentee/Mentor Assignments for Palabora Copper

Mentee	Mentor
Operator	Coordinator
Coordinator	Supervisor
Supervisor	Superintendent
Graduate/Interns/In-service	Superintendent and or Managers
Engineer	Superintendent
Specialist	Superintendent
Maintainer	Lead-hand
Artisan Learners	Maintenance Supervisors
Non-artisan Learners	Operational Supervisors
Artisan	Supervisor
Lead-hand	Supervisor
Technician	Engineer
Superintendent	Manager
Manager	General Manager/Senior Manager
General Manager/Senior Manager	Chief Operations Officer/Chief Executive Officer



#### Action plan

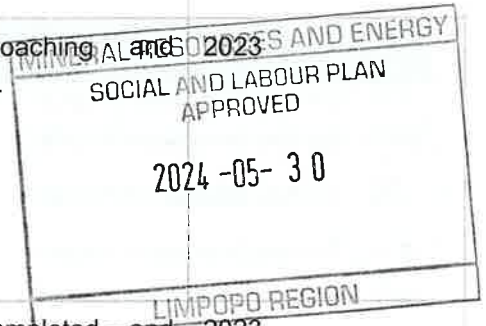
Palabora will continue to actively promote mentorship opportunities among its current and future employees. The Mentorship programme will focus on mentoring and coaching HDSAs and women into more specialized technical and managerial positions, in line with the employment equity requirements of Palabora.

During this period, detailed action plans for the Mentorship Programme will be implemented over a period ranging from (1) year to (5) years. At the end of each period, the mentorship plan will be reviewed, and a new plan will be formulated. The Mentorship Programme will be linked to the skills development programme, learnership programme, career progression programme, internships and bursary programme, and employment equity programme. An action plan for mentorship is provided in Table 14.



Action plan for Mentorship programmes

ACTION	DELIVERABLES	TARGET DATE
Mentoring of Core contractors in the formulation and implementation of SLP and HRDP.	Empowered Core contractors who are fully willing to implement the SLP.	Ongoing
Establish an external mentorship programme for the managers identified as High Potential	External mentorship programme for BBBEE partners.	Ongoing
Formalise the internal mentorship programme and align it with the career progression programme, skills development programme, internship & bursary programme and employment equity programme. Align with the skills need and employment equity need of Palabora.	Formalisation of coaching and mentoring programme.	Ongoing
Enrol mentors/coaches in formal, Palabora coaching system.	Mentors training completed and accredited.	Ongoing
Assign mentors to fast-tracking candidates from the Palabora internal talent pool of employees, as identified in the career progression programme. Match mentor/coach with mentee.	Enrol fast-tracking candidates in mentorships for certain positions, in line with the skills need and employment equity requirement of Palabora. Formalised mentor-mentee relationships.	Ongoing
Compile a new mentorship and coaching programme "action plans" table for 2022.	New mentorship and coaching programme actions plans table for 2022	Ongoing



The mentorship plan is implemented through the following steps:

- Transferring skills from employees to identified HDSAs,
- Mentoring and coaching employees with regard to learnership opportunities,
- Ensuring that mentors are sufficiently trained and capacitated for their role,
- Offering rewards for mentors who perform well and are successful through performance appraisal process,
- Ensuring that mentees are matched with suitable mentors in terms of, for example, personality type, and
- Providing accelerated individualized development programmes for those employees identified as having sufficient potential and aspiration.

Table 27 below outlines the mentorship plan for the period 2023 – 2027 for learners in various disciplines such as graduates, in-service, learnerships etc. The Mentorship plan for employees will be implemented once the organisation completes its process of identifying critical and scarce skills at all level and successors are established to be developed as part of the talent pool.

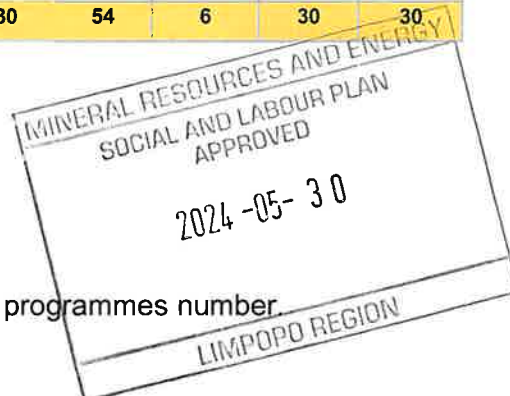
**Table 26: Mentorship Plan with Time-frames (2023 – 2027)**

Year	Mentoring Category	Career Deliverables	Duration	No. of Mentors	Target (Mentees)		Target	
					HDSA	Non-HDSA	Male	Female
2023	Graduate Development Program	Skilled Professionals	2 Years	0	0	0	0	0
2024	Graduate Development Program	Skilled Professionals	2 Years	5	9	1	5	5
2025	Graduate Development Program	Skilled Professionals	2 Years	5	9	1	5	5
2026	Graduate Development Program	Skilled Professionals	2 Years	10	18	2	10	10
2027	Graduate Development Program	Skilled Professionals	2 Years	10	18	2	10	10
<b>Grand Total</b>				<b>30</b>	<b>54</b>	<b>6</b>	<b>30</b>	<b>30</b>

The EPA figures within the Limpopo province is split as follows:

- HDSA = 96.9% and non-HDSA = 3.1%
- Males = 55.8% and Females = 44.2%

These stats were strategically used to calculate the mentorship programmes number.



## 2.4. Internship, In-service, and Bursary plan

### Introduction

Palabora is well aware of the need to not only assist its own employees with development opportunities, but also to provide opportunities for members of the local community to access tertiary education opportunities through bursaries and experiential work opportunities through internships and In-service programmes. The bursary, internship, and In-service plan links in with developing individuals to supply the organisation with skilled employees.

#### 2.4.1. Bursaries

Palabora Mining Company recognizes the need to encourage education at all levels and to this end makes available a limited number of bursaries to the community members and its employees at large. The Company operates a Bursary scheme with a view of assisting high performing students seeking to pursue a course of study for a first degree or diploma. This

bursary scheme is awarded for study in the fields of Engineering, Sciences, Accounting, Geology, Computer Science/Information Technology, Mining Survey and Analytical Chemistry.

Palabora has also established a scholarship scheme, designed as a mechanism which contributes to the overall attraction, development, and provides financial aid to highly disadvantaged, but exceptional learners in the local communities, in order to complete their secondary education at a private school. Palabora hopes to interest these high performing learners into a career in mining and engineering, and to attract them to the Palabora bursary scheme. Should these learners apply for employment positions at Palabora upon the completion of their studies, they will be absorbed into the Palabora talent pool further development and advancement.

Palabora Copper performance in the SLP (2018 – 2022) for the bursary scheme for both the employees and communities exceeded the target at 195.1%. This was achieved despite the pointers raised above where the organisation suffered major business disruptions resulting in major financial losses.

It must be noted that the costing applied to the new SLP targets for bursaries does not cater for learners that will remain in the system for full scale provision of the bursary rather the new entrants to the bursary scheme. This was done due to the difficulties experienced in trying to figure out who will prosper to the next level and who will not. However, as the business we will be monitoring the situation every year and additional costing required will be sourced and used as and when necessary.

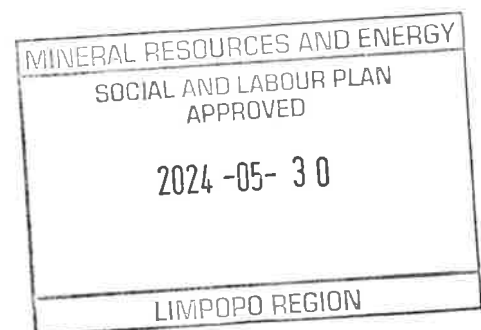


Table 27: Bursary Interventions for non -employees (2018-2022)

Bursaries Interventions for non-employees																											
Type of Bursary	2018				2019				2020				2021				2022				Grand Total						
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual							
Mining Engineering	8	0	4	0	2	1	3	1	3	3	1	3	3	5	7	20	5	3	20	7							
Metallurgical/Chemical Engineering	3	0	3	0	3	1	3	1	3	3	2	3	3	9	12	15	9	3	15	12							
Mechanical Engineering/Mechatronics	1	0	1	0	2	0	2	0	2	2	2	2	1	14	16	7	14	1	7	16							
Electrical Engineering	1	0	1	0	1	1	1	1	1	1	1	1	1	6	8	5	6	1	5	8							
Geology	2	0	2	0	2	0	2	0	2	2	1	2	2	0	1	10	0	2	10	1							
Analytical Chemistry	3	0	3	0	3	0	3	0	3	2	0	3	3	3	3	14	3	3	14	3							
Supply Chain/Logistics	0	0	0	0	0	0	0	0	0	0	1	0	0	4	5	0	4	0	0	5							
Safety Management	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	0	4	0	0	4							
Computer Science / Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	12	12	0	12	0	0	12							
Financial Accounting	0	0	1	0	1	3	2	0	2	2	0	2	11	6	14	6	11	2	6	14							
Industrial Engineering	1	0	1	0	1	0	1	0	1	1	0	1	0	0	5	5	0	1	5	0							
Environmental Management	0	0	0	0	0	1	0	1	0	0	1	0	2	4	0	0	2	0	0	4							
Human Resource Development	0	0	0	0	0	0	0	0	0	0	0	0	4	4	0	0	4	0	0	4							
LLB Law	0	0	0	0	0	1	0	1	0	0	0	0	3	4	0	0	3	0	0	4							
Actuarial Science	0	0	0	0	0	1	0	1	0	0	0	0	3	4	0	0	3	0	0	4							
Civil Engineering/Construction	0	0	0	0	0	1	0	1	0	0	1	0	3	5	0	0	3	0	0	5							
Bachelor of Science	0	0	0	0	0	1	0	1	0	0	0	0	3	4	0	0	3	0	0	4							
Physical and Mineral Science	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	1							
Investment/Property Development	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	2	0	0	2							
Business Studies/Internal Auditing	0	0	0	0	0	0	0	0	0	0	0	0	3	3	0	0	3	0	0	3							
Biotech/Medical Science/Diagnostic Ultra-sound	0	0	0	0	0	0	0	0	0	0	0	0	3	3	0	0	3	0	0	3							
Health Science/Physiology/Medicine	0	0	0	0	0	0	0	0	0	0	0	0	4	4	0	0	4	0	0	4							
Nursing/Pharmacy	0	0	0	0	0	0	0	0	0	0	0	0	4	4	0	0	4	0	0	4							
Arts and Communication	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1							
Mathematical Science	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	2	0	0	2							
Education/Hospitality	0	0	0	0	0	0	0	0	0	0	0	0	3	3	0	0	3	0	0	3							
Grand Total	19	0	16	0	16	11	16	11	16	16	11	16	108	82	130												

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Table 28: Bursary Interventions for employees (2018-2022)

Bursaries Interventions for Employees																
2018			2019			2020			2021			2022			Grand Total	
Type of Bursary	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Metallurgical/Chemical Engineering	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Mechanical Engineering/Mechatronics	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supply Chain/Logistics	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	2
Safety Management	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Financial Accounting/Commerce	0	0	0	0	0	0	0	0	0	0	0	4	0	4	0	4
Industrial Engineering	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Human Resource Development	0	0	0	0	0	0	0	0	0	0	0	5	0	5	0	5
LLB Law	0	0	0	0	0	0	0	0	0	0	0	3	0	3	0	3
Physical and Mineral Science	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Business Studies/Internal Auditing/Management	0	0	0	0	0	0	0	0	0	0	0	9	0	9	0	9
Project Management	0	0	0	0	0	0	0	0	0	0	0	2	0	2	0	2
Journalism	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Management Development Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	0	0	0	0	0	0	0	0	0	1	0	29	0	29	0	30

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Table 29: Five (5) Year Plan for Bursaries: (2023 – 2027)

Year Bursary	2023				2024				2025				2026				2027				Grand Total	
	New Intake		New Intake		New Intake		New Intake		New Intake		New Intake		New Intake		New Intake		New Intake		New Intake		18.1	18.2
	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2		
Mining Engineering	0	2	2	2	2	2	3	4	3	4	3	4	3	4	3	4	3	4	11	16	18.1	18.2
Metallurgical/Chemical Engineering	0	2	2	4	3	4	3	4	3	4	3	4	3	4	3	4	3	4	11	18		
Civil Engineering	0	2	0	1	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	9		
Mechanical Engineering/Mechatronics	0	3	0	4	3	4	3	4	3	4	3	4	3	4	3	4	3	4	9	19		
Electrical Engineering	0	0	0	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	9	13		
Geology/Mine Survey	0	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	6	7		
Analytical Chemistry	0	0	0	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	9	4		
Supply Chain/Logistics	1	0	1	2	3	0	3	0	3	0	3	0	3	0	3	0	3	0	11	2		
Safety Management/Quality Management	1	0	0	0	4	0	4	0	4	0	4	0	4	0	4	0	4	0	13	0		
Computer Science / Information Technology	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	2		
Financial/Management Accounting/Internal Auditing	1	6	0	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	4	6		
Industrial Psychology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Environmental Management/Health	0	0	0	3	1	0	1	0	1	0	1	0	1	0	1	0	1	0	3	3		
Human Resource Development/Management	3	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	7	4		
Business Studies/Management Studies/Post Graduate Studies	3	0	0	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	9	0		
Draughting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Industrial Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Process Instrumentation	0	1	0	0	0	0	0	2	0	2	0	2	0	2	0	2	0	2	0	7		
Others	1	9	0	3	3	1	3	1	3	1	3	1	3	1	3	1	3	1	10	15		
<b>Grand Total</b>	<b>10</b>	<b>27</b>	<b>6</b>	<b>26</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>32</b>	<b>24</b>	<b>112</b>	<b>125</b>		
<b>Overall Budget</b>	<b>R1,600,000</b>	<b>R14,040,000</b>	<b>R960,000</b>	<b>R13,520,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>R5,120,000</b>	<b>R12,480,000</b>	<b>112</b>	<b>125</b>	<b>R82,920,000</b>	

#### 2.4.2. In-service

In-service is a work experience programme aimed at supporting Higher Education and Training (HET) learners with relevant work experience to pursue their careers. Thus, includes Technical and Vocational Education and Training (TVET) students. The objective is to integrate the learners' academic studies with work experience through structured on-the-job training and to also assist them to attain their qualification. This programme also gives learners a better chance of finding meaningful employment within the mining sector.

Palabora offers a 12 months' work integrated learning programme (P1-P2) to learners studying at university of technologies who are Palabora bursary holders and to those within the community in need of the opportunity. This is an opportunity given to learners studying towards a National Diploma qualification. Palabora mining company has established a relationship with the local TVET College in line with the National Skills Plans' requirements by offering 18 months' work integrated learning programme to the college learners. This is to assist the learners to achieve their Diploma upon completing their N6 studies.

Palabora Copper performance in the SLP (2018 – 2022) for the in-service programme for both the employees and communities was above plan at 127.7%. This was achieved despite the organisation suffering major business disruptions resulting in major financial losses.

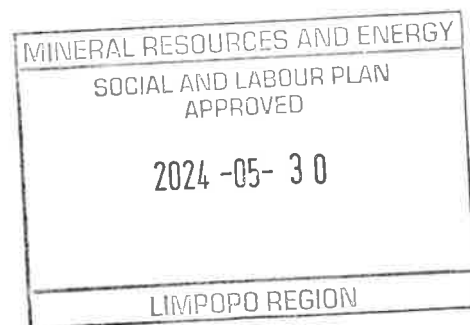


Table 30: In-service Training completed for Employees (18.1) and non-employees (18.2) for the period (2018-2022)

Year	In-Service Training (Institute of Technology and TVET College) for Employees and non-employees												Grand Total	
	2018		2019		2020		2021		2022		2023		Plan	Actual
Discipline	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Mining Engineering	4	0	2	0	4	0	2	0	4	0	4	0	16	0
Metallurgical Engineering	2	0	3	8	3	5	2	0	4	0	4	0	14	13
Chemical Engineering	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Mechanical Engineering	0	1	3	4	1	2	1	0	2	2	2	2	7	9
Electrical Engineering (Heavy Current)	1	1	2	0	3	4	2	0	2	0	2	0	10	5
Electrical Engineering (Light Current)	2	2	2	1	1	0	3	0	2	1	2	1	10	4
Geology	4	0	4	0	3	0	2	0	2	0	2	0	15	0
Analytical Chemistry	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Mining Survey	0	1	0	0	0	2	0	0	0	0	0	0	0	3
Business Management (TVET)	0	0	0	2	0	0	0	5	0	0	0	0	0	7
Other	0	3	0	18	0	1	0	0	0	27	0	0	0	49
<b>Grand Total</b>	<b>13</b>	<b>8</b>	<b>16</b>	<b>35</b>	<b>15</b>	<b>14</b>	<b>12</b>	<b>5</b>	<b>16</b>	<b>30</b>	<b>72</b>	<b>92</b>		

Table 31: In-service Training Plan for the period: (2023 – 2027)

Year	Five (5) Year In-service Training Plan for Institute of Technology and TVET College)												Grand Total	
	2023		2024		2025		2026		2027		2028		Plan	Actual
Discipline	New Intake	18.1	New Intake	18.1	New Intake	18.1	New Intake	18.1	New Intake	18.1	New Intake	18.1	Plan	Actual
Mining Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Metallurgical Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mechanical Engineering	0	0	0	1	0	0	2	0	1	0	1	0	0	5
Electrical Engineering	0	0	0	1	0	0	2	0	1	0	1	0	0	5
Process Instrumentation	0	0	0	2	0	0	2	0	2	0	2	0	0	8
Business Management (TVET)	0	4	0	0	0	0	0	0	4	0	4	0	0	12
<b>Grand Total</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>36</b>
<b>Grand Total</b>	<b>R0.00</b>	<b>R1,366,506.40</b>	<b>R0.00</b>	<b>R2,167,224.40</b>	<b>R0.00</b>	<b>R1,900,318.40</b>	<b>R0.00</b>	<b>R1,633,412.40</b>	<b>R0.00</b>	<b>R1,900,318.40</b>	<b>R0.00</b>	<b>R8,967,780.00</b>		

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### 2.4.3 Internships

The internship programme is intended to develop graduates for various career path by giving them an opportunity to gain experience in their chosen field of study over a period of 2 years. Upon successful completion of the internship programme, learners are further given 12 months extension in their field of study to gain hands-on experience within the company. This programme focuses on development of professional Mining, Metallurgy, Human Resources, Financial and Engineering skills through a graduate/internship development programme for the Palabora Copper bursars and other unemployed graduates within South Africa.

The objective of the internship/Graduate programme is to build organisational capacity through the development and retention of entry level qualified employees and to also support Employment Equity and BBBEE objectives. The graduate development program is part of the overall business strategy to ensure a competitive edge by investing in people and realising their maximum potential for the benefit of Palabora Copper and the individual.

Palabora Copper performance in the SLP (2018 – 2022) for the internship/Graduate programme for both the employees and communities was below target at 53.4%. This was attributed to the pointers raised above where the organisation suffered major business disruptions resulting in major financial losses.

It must be noted that the costing applied to the new SLP targets for internship does not cater for learners that will remain in the system for periods longer than the planned training period due to that fact that internship program have an additional one (1) year extension in the form of workplace placement experience where learned skills are put into practice.

#### Action plan for internship, In-service and Bursaries

Action	Deliverables	Target Date
Determine business needs in-terms of future requirements	Identified professional business needs	On-going
Determine onboarding for in-service, internship and bursaries based on business needs over and above the SLP targets.	Enrollment and application criteria or process	On-going
Continuous compliance to onboarding process of the dependents of employees and Palabora Copper communities to determine potential candidates to be enrolled for internship, in-service and bursary programs.	Suitable candidates included in the community talent database	On-going
Collaboration with institutions of higher learning and local TVET colleges to onboard students for internship during their vacations	List of interns from local Colleges and institutions of higher learning.	On-going
Develop and implement an awareness programme with employees, families, and in local communities for bursary opportunities at Palabora Copper	Formulation and implementation of an awareness and communication programme.	On-going



**Table 32: Internship Interventions for Employees and Non-Employees (2018 – 2022)**

Internships Interventions for Employees and Non-Employees																															
2018						2019						2020						2021						2022						Grand Total	
Discipline	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Mining Engineering	12	1	8	3	8	2	8	0	8	0	8	0	8	3	44	9															
Metallurgical/Chemical Engineering	15	6	10	9	10	0	10	7	10	6	55	28																			
Mechanical Engineering	9	2	6	2	6	1	6	5	6	4	33	14																			
Electrical Engineering	7	0	6	1	6	0	6	0	6	2	31	3																			
Process Instrumentation	0	0	0	0	0	0	0	1	0	0	0	1																			
Civil Engineering	0	0	0	0	0	0	0	1	0	2	0	3																			
Geology	8	0	4	5	4	0	4	0	4	2	24	7																			
Analytical Chemistry	6	3	5	3	5	1	5	0	5	1	26	8																			
Mining Survey	0	0	0	1	0	0	0	0	0	0	0	1																			
Logistics and Marketing	0	0	0	1	0	0	0	0	0	0	0	1																			
Safety Management	0	4	0	2	0	0	0	5	0	0	0	11																			
Industrial Engineering	1	1	2	0	2	0	2	0	2	0	9	1																			
Computer Science / Information Technology	0	2	0	0	0	0	0	5	0	3	0	10																			
Financial Accounting	3	2	2	3	2	0	2	0	2	2	11	7																			
Non-Destructive Testing	3	0	3	0	3	0	3	1	3	0	15	1																			
Industrial Psychology	0	0	0	0	0	0	0	1	0	0	0	1																			
Environmental Management	1	2	1	1	1	3	3	0	3	0	9	6																			
Human Resource Development	0	0	0	0	0	1	0	2	0	2	0	5																			
Occupational Hygiene	2	0	2	0	2	0	3	2	2	0	11	2																			
Business Management/Administration	0	0	0	3	0	3	0	5	0	7	0	18																			
Others	0	0	0	0	0	3	0	2	0	1	0	6																			
Grand Total	67	23	49	34	49	14	52	37	51	35	268	143																			

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Table 33: Five (5) Year Plan for Internship: (2023 – 2027)

Five (5) Year Internship Plan for Universities for the period (2023 – 2027)												
Discipline	2023		2024		2025		2026		2027		Grand Total	
	New Intake		New Intake		New Intake		New Intake		New Intake		18.1	18.2
	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2	18.1	18.2		
Mining Engineering	0	0	0	2	0	2	0	4	0	4	0	12
Metallurgical/Chemical Engineering	0	0	0	3	0	3	0	4	0	4	0	14
Mechanical Engineering	0	0	0	2	0	2	0	4	0	4	0	12
Process Instrumentation	0	0	0	1	0	1	0	1	0	1	0	4
Civil Engineering	0	0	0	0	0	0	0	0	0	0	0	0
Electrical Engineering	0	0	0	2	0	2	0	2	0	2	0	8
Geology	0	0	0	0	0	0	0	1	0	1	0	2
Analytical Chemistry	0	0	0	0	0	0	0	0	0	0	0	0
Mining Survey	0	0	0	0	0	0	0	0	0	0	0	0
Safety Management	0	0	0	0	0	0	0	0	0	0	0	0
Computer Science / Information Technology	0	0	0	0	0	0	0	0	0	0	0	0
Financial Accounting	0	0	0	0	0	0	0	0	0	0	0	0
Non-Destructive Testing	0	0	0	0	0	0	0	2	0	0	0	2
Industrial Psychology	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Management	0	0	0	0	0	0	0	0	0	2	0	2
Human Resource Management/Development	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Hygiene	0	0	0	0	0	0	0	1	0	1	0	2
Business Management/Administration	0	0	0	0	0	0	0	1	0	1	0	2
Others	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>60</b>
	<b>R0.0</b>	<b>R0.0</b>	<b>R0.0</b>	<b>R4,482,358.8</b>	<b>R0.0</b>	<b>R4,482,358.8</b>	<b>R0.0</b>	<b>R7,299,328.8</b>	<b>R0.0</b>	<b>R7,299,328.8</b>	<b>R23,563,375.2</b>	

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2.5. Employment equity plan

Regulation 46 (b) (v)

Appendix 2.2: Employment Equity Plan

Introduction

Palabora fully subscribes to the principles of the Mining Charter and strives to achieve more than the minimum requirements. The mine believes that employment equity is an integral part of building an effective and representative workforce and to ensuring equality for all employees. Particular effort will be directed to identifying HDSAs with talent and providing accelerated training and development initiatives to assist their progression.

Palabora continues with its efforts to meet the 2022 – 2025 Employment Equity Plan requirements. Management continuously monitors and evaluates progress on the implementation of the employment equity plan and ensures adherence to the plan and addresses any barriers that impacts on achievement of the plan. This constant monitoring and evaluation had impacted positively on the achievement of the targets. The target for Palabora’s Employment Equity Plan as detailed in the Social and Labour Plan is 40% HDSA at Management roles and 10% of Women in CORE Mining with an overall target of 22%.

As tabulated in the table above, Palabora’s actual Employment Equity statistics as at end of September 2022 reflects that the overall of 95% employees come from designated groups or previously Historically Disadvantaged Persons (HDPs). HDPs at Professional and above were at 71,8%. The overall participation of women at the Mine was at 20,6% 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.

Palabora is committed to exceeding the target for participation of HDSAs and women in particular over time. Table 28 below depicts Palabora’s estimated targets for increasing the participation of HDSA’s over the next five (5) years.



Table 34: Employment Equity statistics as per Form S in Annexure II of the MPRDA regulations

Occupational levels	Male					Female					Total	% HDSA	Disabled
	African	Coloured	Indian	White	Foreign	African	Coloured	Indian	White	Foreign			
Top management	6	0	1	3	3	1	0	0	0	0	14	73%	0
Senior management	23	0	1	12	7	6	0	0	3	0	52	55%	0
Professionally qualified and experienced specialists and mid-management	66	0	0	17	4	24	0	0	8	1	120	89%	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	689	11	4	190	3	206	4	0	49	2	1161	92%	10
Semi-skilled and discretionary decision-making	1066	5	0	30	5	246	1	1	4	0	1364	108%	9
Unskilled and defined decision-making													
Total number of permanent employees	1850	16	6	253	22	493	5		630	3	2711	99%	20

Palabora is already at 92% HDSA representation at skilled labour and 109% HDSA representation at semi-skilled. The focus will shift to the development of HDSA representation at professional and above. The next table indicate the mine's progression plan for the next five years at decision making levels.

Table 35: Five-year plan and targets for HDSEA participation in management

Category (Patterson grade)	Actual HDSEA in Management			Planned HDSEA in Management											
	2022			2023			2024			2025			2026		
	% HDSEA	No. HDSEA	Total No.	% HDSEA	No. HDSEA	Total No.	% HDSEA	No. HDSEA	Total No.	% HDSEA	No. HDSEA	Total No.	% HDSEA	No. HDSEA	Total No.
Top management	71%	8	14	71%	8	14	71%	8	14	71%	8	14	71%	8	14
Senior management	55%	30	52	62%	34	52	63%	35	51	65%	36	51	65%	36	51
Professionally qualified and experienced specialists and mid-management	91%	92	120	108%	97	134	111%	100	134	112%	101	134	112%	101	134
<b>Total HDSEA</b>		<b>130</b>	<b>186</b>		<b>139</b>	<b>200</b>		<b>143</b>	<b>199</b>		<b>145</b>	<b>199</b>		<b>145</b>	<b>199</b>

Note that these figures are estimates and depend on HDSEA progression. Figures will be verified annually and be made available to the DMR. The plan is to maintain the current figures as they have already exceeded the targets. This however does not mean that there will be no changes with the progression of HDSEA candidates. The mine will also adjust the figures to comply with the requirements of the New Mining Charter as soon as it becomes effective.

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**Table 36: Participation of HDSAs action plan**

ACTION	DELIVERABLES	TARGET DATE
Assess internal Palabora talent pool of employees for potential HDSA and women candidates to fast-track into these positions, in line with the career progression and skills development plan.	Identified HDSA and women candidates with potential for development and progression into these positions.	Ongoing
Assess external talent pool of community members for HDSA and women candidates with potential to be trained and progressed into Palabora HRDP.	Identified HDSA and women candidates with potential for development and progression into the Palabora programme.	Ongoing
Revise the empowerment plan to reach these targets over a longer time period based on training, mentoring and progressing HDSAs and women from lower levels within Palabora, and from communities, into these positions. Consultation with the DMR to ensure their awareness and guidance in the Palabora employment equity process.	Revised HDSA and women empowerment plan. Communicate this to the DMR and obtain sign-off.	Ongoing
Identify and recruit suitable HDSA and women candidates from other industries and companies as a last resort.	Recruitment plan and potential candidates interviewed for these positions.	Ongoing
Develop a community training programme for external candidates from local and surrounding communities to fill these positions, should internal employees not be suited for the management roles.	Community training/empowerment programme.	Annually
Monitoring and implementation of employment equity plan.	Progress in terms of outlined targets.	Ongoing





Table 37: Five-year plan and targets for female participation at Palabora

Category (Paterson grade)	Actual Women								Planned Women													
	2022								2023								2024					
	A	C	I	W	Total Wome men	% Wome n	Total No.		A	C	I	W	Total Wome men	% Wome n	Total No.	A	C	I	W	No. Wome n	% Wome n	Total No.
Top management	1	0	0	0	1	9%	1		4	0	0	0	4	29%	1	4	0	0	0	4	29%	1
Senior management	6	0	0	3	9	15%	9		10	0	0	3	13	15%	13	10	0	0	3	13	22%	13
Professionally qualified and experienced specialists and mid- management																						
	24	0	0	8	1	30%	33		33	0	0	22	55	51%	36	36	0	0	22	58	54%	59
Skilled technical & academically qualified workers, junior management,	209	4	0	47	2	25%	262		218	4	0	46	268	26%	270	264	4	0	43	311	30%	131
Semi-skilled and discretionary decision- making	253	1	1	4	0	21%	259		263	1	1	1	269	22%	269	302	1	1	4	308	25%	308
Total Woman	493	5	1	62	3	20.8%	564		528	5	1	75	609		589	616	5	1	72	86		512
Percentage per race category																						

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A= African; C=Coloured; I=Indian; W=White

Category (Paterson grade)	Planned Women 2025							Planned Women 2026						
	A	C	I	W	Total Women	% Women	Total No.	A	C	I	W	Total Women	% Women	Total No.
	A	C	I	W	Total Women	% Women	Total No.	A	C	I	W	Total Women	% Women	Total No.
Top management	4	0	0	0	4	29%	1	4	0	0	0	4	29%	1
Senior management	16	0	0	3	19	32%	19	16	0	0	3	19	32%	19
Professionally qualified and experienced specialists and mid-management	37	0	0	22	59	55%	60	37	0	0	22	59	55%	60
Skilled technical and academically qualified workers, junior management,	280	4	0	42	326	31%	328	280	4	0	42	326	31%	328
Semi-skilled and discretionary decision-making	319	1	1	4	325	27%	325	319	1	1	4	325	27%	325
Total Woman	656	5	1	71	733		733	656	5	1	71	733		733
Percentage per race category														

A= African; C=Coloured; I=Indian; W=White

## Participation of women

To address the historical issues of South Africa, which resulted in the majority of South Africans being excluded from participating in the mainstream economy, especially women, Palabora is committed to include women in the workforce, this is seen through the current status of 20.8% women representation mine wide, a slight positive progress since 2018. The new Mining Charter emphasises women representation at all levels, Palabora has an employment equity committee which will ensure that women are represented in positions that traditionally have been considered male only, i.e. to ensure that women are employed throughout various positions on the Mine. Palabora has already complied with the 10% labour quota for women in mining by as required by the MPRDA.



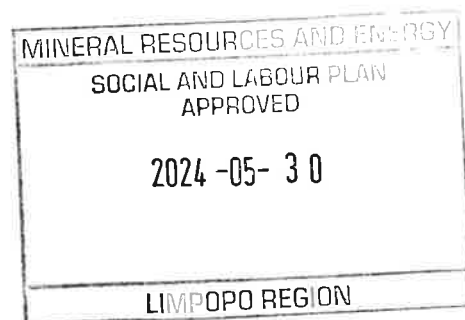
## SECTION 3

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# LOCAL ECONOMIC DEVELOPMENT PROGRAMME

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**Regulation 46 (c)**



### 3. LOCAL ECONOMIC DEVELOPMENT PROGRAMME (LEDP)

#### Regulation 46 (c)



#### Background and Approach

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##### Background

For the past 35 years Palabora Copper has used the Palabora Foundation as the project implementing agency to be able to assist with the Palabora Copper Transformation Agenda. As the Corporate Social Responsibility arm of the Company, Palabora copper usually signed a renewable annual Service Level Agreements with the Palabora Foundation to implement local economic development projects that ended in July 2022. Since this agreement has come to an end, it has now increased its capacity to implement all the community projects in-house. The plan is to fully initiate, implement, monitor and handover the projects internally and not use a third party to implement.

##### Approach

The following sections contain the strategic activities that form the basis for the Palabora LEDP. The LEDP will seek to promote Palabora's alignment and involvement in the LED initiatives of the BPLM IDP.

The following primary documents will form the basis of Palabora's LEDP:

- BPLM IDP (Appendix 3.1)
- A Housing and Living Conditions Plan (attached in Appendix 3.2);
- A Procurement Policy (attached in Appendix 3.3); and
- Enterprise and Supplier Development Policy (Appendix 3.4);
- Transformation Policy (Appendix 3.5);

The focus of the Palabora LEDP for 2023 – 2027 will be on:

- Implement the Palabora's LEDP in the surrounding and labour sending communities, in line with the IDP of the BPLM,
- Continuing current LED projects, and establishing new LED projects, that focus on infrastructure development, basic service provision, poverty eradication, skills development and education provision to communities,
- Increasing the levels of HDSA-based and Community-based procurement levels to the mine, and
- Promoting the establishment of entrepreneurs amongst the household members of employees and amongst other households in Palabora's surrounding and labour sending communities.



### 3.1 Background Socio-Economic information

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#### Regulation 46 (c) (i) and (ii) (a)

##### Introduction

The detailed background socio-economic information for Palabora's area of operation is provided in the Municipal Integrated Development Plan attached in Appendix 3.1. The IDP was based on public participation and a desktop study of existing socio-economic information and development strategies contained in the governmental, national, provincial, regional and local databases (i.e. Statistics South Africa, IDPs, Census data and the Municipal Demarcation Board). The desktop study includes researching the BPLM and the MDM IDP documents in order to identify contextual challenges and priorities.

The study also includes Palabora employees and aims to determine the nature of interaction of the mine with employees and communities. The IDP reveals the detailed socio-economic impact of Palabora in surrounding and major labour sending communities and on the BPLM and the MDM. The regional data from the municipality has been integrated with the socio-economic households' data from public participations.

##### Area of operation

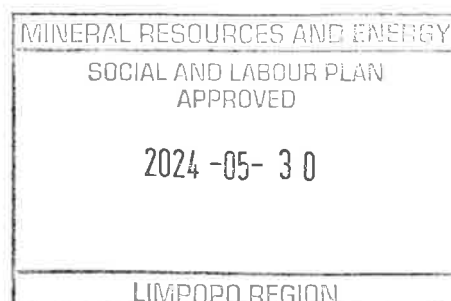
Palabora is situated in the BPLM that falls within the MDM in the Limpopo Province.

##### Labour sending areas

A detailed breakdown of the employee labour sending areas is given for Palabora in **Table 2**. In terms of the SLP, a major labour sending area requiring the mine's involvement in LED and the relevant IDP, is classified as *a local municipality where more than 80% of the mine's labour force permanently reside*.

According to the data contained in Table 2, the BPLM is both the host and major labour sending area, with 90% of the workforce permanently residing in this region. The workforce comes from the following communities within BPLM – 33.4% from Namakgale, 32.9% from Phalaborwa and nearly 16.2% from Lulekani.

Therefore, Palabora has to become involved in socio-economic development activities or LED projects within the BPLM, as the mine sources more than 80% of its workforce from this local municipality.



### **Action plan indicating the zone of focus of the Palabora LEDP**

The zone of impact<sup>1</sup> and focus areas of the Palabora LEDP, according to the requirements of the MPRDA, will be on the BPLM, within the MDM.

**Action Plan 1:** The host municipal area and primary labour sending area of Palabora is the BPLM within the MDM. Subsequently, the Palabora LED will focus on areas within this municipality. This approach is further supported by the fact, that the primary labour sending area for Palabora is the BPLM (90%).

**Action Plan 2:** The remaining 10% of employee households from Palabora are widely distributed among other municipalities outside of the BPLM (refer to **Table 2**). Therefore, the SLP initiatives will further seek to empower those employee households to engage in LED activities in the other affected local municipalities.

### **3.2. Socio-Economic impact of the operation on the mine community and economic activities**

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#### **Regulation 46 (c) (ii) (b)**

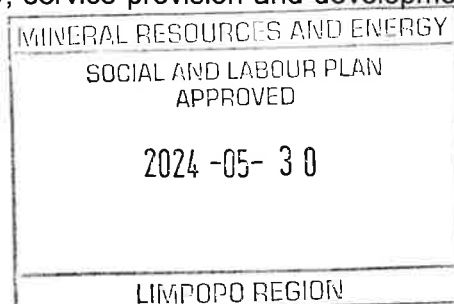
##### **The baseline situation**

Ba-Phalaborwa Municipality has approximately 168 000 total population, with about 42 111 households. The inhabitants are spread across the eight areas: Lulekani, Namakgale, Phalaborwa Town, Majeje, Maseke, Makhushane, Mashishimale and Selwane.

##### **The impact**

During the operation of a mine, local communities are provided with jobs and input services to the mining operation. In the case of Palabora, the socio-economic impact on the BPLM is significantly high for the following primary reasons:

- Approximately 4 000 people are directly impacted by the mine through a dependency on income from the mine. The employees of Palabora are mainly from the town of Phalaborwa, Namakgale and Lulekani and surrounding rural areas. On a broader scale, labour is obtained from other communities within a 60-kilometre radius of the mine.
- It is estimated that a further 20% of the BPLM population are indirectly dependent on the mine for an income supply, either through the provision of services/goods to the mine, or through income earned from downstream economic activities.
- The BPLM earn substantially high revenue from Palabora in the form of rates and taxes, which it uses for bulk infrastructure supply, service provision and development for local communities.



- The BPLM, and the MDM, benefit from Palabora in terms of poverty eradication, skills development and education opportunities.

The BPLM's economic wealth creation is inextricably linked to its three major mining operations: Palabora, Foskor and Stibium. These three operations make up as much as 80% of the economic output in the area. Therefore, the socio-economic impact of their eventual closure will be severe for the local area and further away in other regions.

In addition to the contribution to the economy, Palabora also pays significant amounts in annual taxes, including the following: skills levies, UIF, VAT Company, power, water, Telecommunications and rates and taxes.

It should also be emphasised that Palabora is the only producer of refined copper in South Africa and is committed to supplying the local market before exporting. Should the Mine cease to operate, however, South Africa will become a net importer of copper.

### **3.3. Measures to address housing and living conditions.**

Majority of Palabora employees are locals and have proper standard family houses. Family units have been established, 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 bachelor accommodation in surrounding areas such as Namakgale, Lulekani, Makhushane, Mashishimale, Majeje, depending on the employees' choice. Since June 2008, all employees receive an additional basic housing allowance which is negotiated as part of the substantive negotiations.

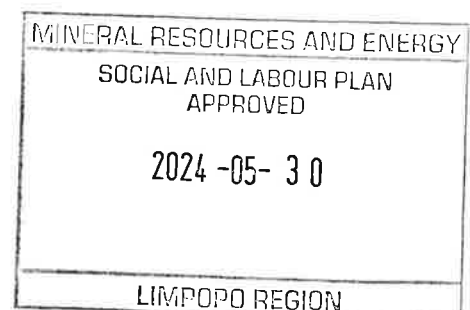
Palabora continues to provide its employees and their households with access to basic health care through the mine clinic, and the Palabora Foundation in the labour sending communities. Palabora also pays for medical costs of private medical treatment related to injuries and serious health issues for its employees. Palabora has an extensive primary health care programme and HIV/AIDS programme for its employees, their families and the affected communities.

During the 1990's and early 2000's Palabora Copper sold most of their houses to the Palabora employee residing in such property. To date the remaining assets, all situated in Phalaborwa, are as follows:

-7 houses (3 and 4 bedroomed) – 1 has been converted to a training centre and 1 has been converted to a medical facility

-20 flats (3 bedroomed)

14 of these residences are occupied by Palabora employees.



### Rental allowance

In an effort to assist all newly employed C bands and above employees, private rental accommodation is subsidised for a period of 6 months at a rental of R1000 per month. The market related rental for the residence is then phased in over the following twelve months.

### Legal fees assistance

The company assists employees with a 10% administration fee based on the purchase price of the residence, capped at R750, 000.00. The company will recover 50% of the administration fee from the employee's salary over a two-year period and will write off the remaining 50%.

### Bond subsidy

Employees who have property registered in their name are eligible for a monthly bond subsidy.

Bargaining unit 1	-	R 600
Bargaining unit 2	-	R 820
Bargaining unit 3	-	R 770
Staff	-	R1, 245

### Housing allowances

All employees are eligible for a monthly housing allowance as follows:

B1-B5	-	R1,231
C1	-	R1,231
C2-C5	-	R1,600
D1	-	R2,500
D2	-	R2,800
D3-E2	-	R3,500

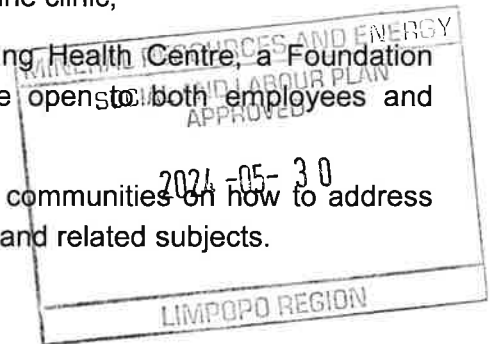


### Health care

Palabora will address the health care issues of its employees by means of the following measures:

- Referring to the housing and living conditions plan in Appendix 3.1,
- Through the Phelang Community HIV and AIDS programme,
- Continuing the HIV/AIDS Awareness Campaign,
- Continuing the VCT programme,
- Continuing financial provisions for potential future medical costs and employee support programmes,

- Creating awareness amongst employees and their dependants to the use of primary health care facilities established by local government in the area,
- Facilitating access to primary health care for all employees as well as their registered dependents, including those in major labour sending areas,
- Regularly assessing the quality, cost and appropriateness of services and standard/effectiveness of medication provided at the mine clinic,
- Continuing the health care programmes at the Phelang Health Centre, a Foundation initiative which serves as the mine clinic, which are open to both employees and communities members, and
- Providing educational programmes to employees and communities on how to address issues regarding family planning, marriage counselling and related subjects.



### **Measures to improve nutrition**

Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well-balanced diet and meals. Palabora is committed to improve the nutrition of its employees in accordance with the standards set out by the Chamber of Mines and the nationally accepted health standards. A 100% black owned enterprise was given preference to operate the cafeteria. The enterprise belongs to the Community Trust that is owned by the five Tribal Authorities of Phalaborwa. Palabora has ensured that:

- The food available for sale on site at the cafeteria is of an adequate dietary requirement,
- The food is provided at an affordable cost to all the employees of Palabora,
- Equitable access of all employees to food provision during working hours,
- Education to employees and their families on the importance of adequate and proper nutrition, by means of a nutrition awareness plan,
- Regular assessment of the quality of the meals and dietary intake of employees that do not use the canteen, and

### **3.4. Infrastructure and poverty eradication projects**

#### **Approach**

LED is an approach towards economic development which allows and encourages local communities, government and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improved quality of life for all residents in any local municipal area. Palabora actively promotes and provides LED projects, basic services, Skills development and Education opportunities to people in the communities of the BPLM and surrounds.

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. Over the past five years 2018 to 2022, Palabora has invested R125 million in



community development projects around its operations. 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 stakeholder, the aim of such partnership being to ensure mutual understanding and engender cooperative relationships. Our stakeholders include, the government, from the municipal level to provincial level, to the national level.

### Objectives for LED

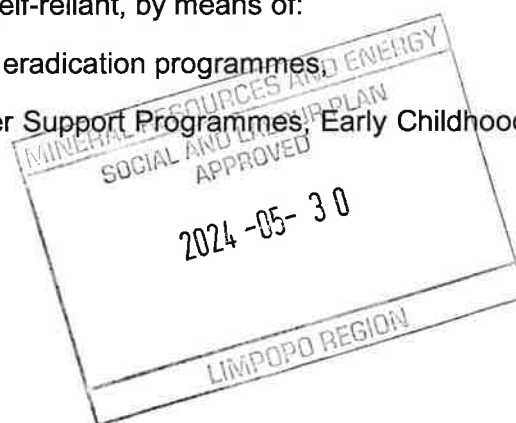
- Support and enable advancement of youth, women and disabled people to actively participate in local economic development programmes;
- Create long-term jobs;
- Stimulate sector-focused economic growth;
- Strengthen the cohesion between small enterprises; and
- Participate in strategic discussions with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

### Baseline situation

Palabora has a long-term commitment to social development and empowering communities in the BPLM. Palabora has built strong relationships with local government, traditional authorities and communities, based on transparency, trust, mutual respect and active consultation.

Palabora aims to assist local communities to become self-reliant, by means of:

- LED projects and Tourism Projects, i.e. poverty eradication programmes.
- Education (Whole School Development, Learner Support Programmes, Early Childhood Education and Environmental Education),
- Skills Development Training,
- Community Health (HIV and AIDS),
- LED and Tourism participation, and
- Small Scale Economic Development Projects.



**Table 38: Action plan for the implementation of LED projects**

ACTION	DELIVERABLES	TARGET DATE
Formal presentation of Palabora SLP to BPLM representatives, and discussion of SLP projects. Formal minutes of the meeting.	Meeting with BPLM. Formal minutes.	Ongoing
Continued implementation of LED projects and regular consultation with representatives of the BPLM, DMR, traditional authorities, community representatives and other stakeholders.	LED project implementation. Regular minutes of meetings.	Ongoing

ACTION	DELIVERABLES	TARGET DATE
Attract donor funding from other entities in South Africa and the rest of the world, to enhance socio-economic development in BPLM.	Other donor funding options.	Ongoing

The Infrastructure and Local Economic Development projects to be established from 2023 have been selected from the BPLM's IDP and through consultation with the Community via the Local Traditional Authority. The projects are as follows:

**Community (Traditional Authority) submitted SLP Projects 2023 to 2027:**

Traditional Authority	Contact Person	Requested Projects	Estimated Project Amount
Selwana Traditional Authority	T Modjela 060 324 0749	1. Renovation of Selwana Primary school and building a new nutrition Centre (Kitchen Facility)	5,000,000.00
		2. Building a new nutrition Centre (Kitchen Facility) and an 2X ablution Facility for Madjadji Primary School	5,000,000.00
		3. Construction of a new 3km Tar Road (Phase 2)	47,560,372.89
		4. Painting, Renovating, and building a new Admin Block at Makikele High School	8,200,000.00
Mashishimale Traditional Authority	R Shayi 081 089 5856	5. Construction of a new Technical High School in Mashishimale Village	13,000,000.00
Majeje Traditional Authorities	P Mabobo 072 310 1397 / 071 658 1659	6. Construction of a new Community Recreation Centre (Sports and Playground)	5,000,000.00
		7. 3km Tar and Pavement Road Construction - 2km Tarred and 1km paving road to Lulekani Cemetery	18,000,000.00
Ba-Phalaborwa Traditional Authorities	L Malatji 083 875 1495	8. Rehabilitation of 5km Tar Road in Makhushane Village	9,000,000.00
Maseke and Mashishimale Traditional Authorities	A Malatji 078 052 6547 & R Shayi 081 089 5856	9. Rehabilitating 10,1 km and Constructing 13km Tar Road (D4424) - In Partnership with RAL	50,000,000.00
Majeje, Makhushane Traditional Authorities and Lulekani Township	P Mabobo 072 310 1397 / 071 658 1659	10. Rehabilitating 16,7 km Tar Road (D8326) - In Partnership with RAL	50,000,000.00
<b>TOTALS</b>			<b>210,760,372.89</b>
<b>Average of 5 Years</b>			<b>42,152,074.59</b>

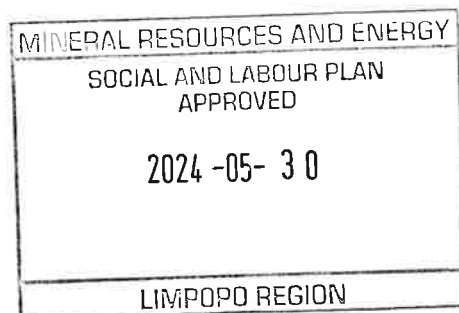


**Ba-Phalaborwa Municipality derived unfunded SLP Projects 2023 to 2027:**

Sector / KPA	Contact Person	Requested Projects	Beneficiaries	Estimated Project Amount
Electricity	S Madiope - 0724513335 and G Sekgobela 0718786611	1. Installation of remote control in Substations, upgrading of switchgear and protection	Phalaborwa Town	2 500 000,00
		2. Construction of a 3km Overhead line from EXT 6 Spar		5 000 000,00
		3. Upgrading the electrical infrastructure from single to three phase		4 500 000,00
		4. Replacement of Mini Sub-Stations in Phalaborwa Town		650 000,00
Sewer, Roads & Storm Water		5. Rehabilitation of 1.8 km Tar Road - Chris Hani Street in Lulekani Township	Lulekani Township	4 500 000,00
		6. Sewer Pump Stations	Phalaborwa Town and Namakgale	14 614 432,02
		7. Rehabilitation of 1km Tar Road - Desmond Tutu Street in Namakgale	Namakgale Township	4 000 000,00
Traffic & Licensing		8. Provision of a fully fitted Mobile Roadblock trailer	Phalaborwa Town	700 000,00
TOTALS				36 464 432,02
Average of 5 Years				7 292 886,40

Refer to **Table 40** for detailed Projects Plans for these above-mentioned projects

**Table 40: Project plans for the implementation of Infrastructure and LED projects:**

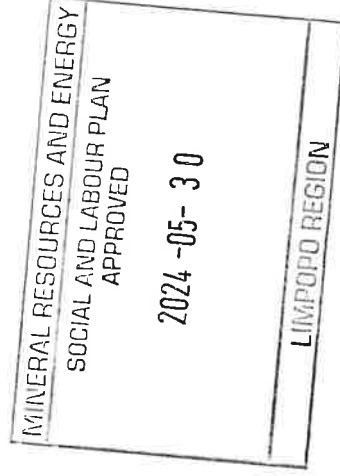


PROJECT NO. 1: Renovation of Selwana Primary School and building a new nutrition Centre (Kitchen Facility)						
PROJECT BACKGROUND & SCOPE OF WORK			OBJECTIVES/ PROJECT IMPACT			
<p>Selwane is a village situated approximately 50km away from Phalaborwa town. The village has only 2 Primary schools (Selwana and Madjadji Primary School) that needs to cater for the entire community. Selwana Primary school is currently accommodating approximately 600 learners from the local village. The school has an issue with overcrowding as each class accommodates almost 45/50 leaners, the school was built in 1978 so it has dilapidated and does not have an approved or required nutrition centre (Kitchen Facility). There is a need for a new nutrition centre to be able to cook proper hygienic food for the leaners and to plaster the whole school (3 blocks + Library) and repaint for it to assume a look.</p> <p><b>Detailed indication of the scope of work:</b></p> <p><b>Kitchen Facility</b> - Bulk &amp; Day storerooms, Food preparation area, cooking area and eating area, Toilets, Gas banks area, Plumbing and drainage &amp; Roofing &amp; Painting, Shelving.</p> <p><b>Renovations</b> – Patch walls &amp; scrub out existing painting on all classrooms &amp; admin block externally, supply new paint as per the school requirements colours &amp; Paint and clean up &amp; installing new windows where possible.</p>			<ul style="list-style-type: none"><li>Assist community leaners to have access to healthy food, better education, and a clean learning environment.</li><li>Through the project, we will assist in economic development within BPLM by also creating temporary employment to the locals.</li><li>To support the infrastructure programmes in line with the National Development Plan.</li></ul>			
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries):	LOCATION	EMPLOYMENT OPPORTUNITIES / JOBS TO BE CREATED		
<ul style="list-style-type: none"><li>Building a new Nutrition Centre at Selwana Primary School in Selwana Village.</li><li>Plastering and painting the whole school (3 blocks) + the Admin Block.</li></ul>		BPLM Community, Selwana Village	Selwana Village	20 people will be employed, at least youth 8 black females and 12 males		
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES				
<ul style="list-style-type: none"><li>Contribute financially towards building of the school a new nutrition centre and plastering &amp; painting the school.</li><li>Include the Department of Education including other key stakeholders in the process.</li><li>Provide consulting engineering services to ensure that the project is successfully completed.</li></ul>		Timelines / Year	July 2024 to June 2026			
		Budget	Estimated at 5 000 000.00			
		Milestones	Phase 1 – July 2024 to Sep 2025 (New Nutrition Centre Kitchen)	<ul style="list-style-type: none"><li>Notify the Department of Education and get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li><li>Develop technical scope of the project and advertise the tender.</li><li>Adjudicate and identify successful supplier and award contract.</li></ul>		
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**PROJECT NO. 1: Renovation of Selwana Primary School and building a new nutrition Centre (Kitchen Facility)**

<ul style="list-style-type: none"><li>Monitoring and evaluation of the project to completion and then handing over to the community, BPLM and the Department of Education</li><li>Involve HDSA contractors in the construction / refurbishment of the school.</li></ul>		<p><b>Phase 2 –</b> Nov 2025 – June 2026 <b>(Plastering and Painting of School)</b></p>	<ul style="list-style-type: none"><li>Site establishment by contractor and commencement of works Monthly inspection.</li><li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li></ul>
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PROJECT NO. 2: Building a new nutrition Centre (Kitchen Facility) and a 2 X Ablution Facility for Madjadji Primary School				
PROJECT BACKGROUND & SCOPE OF WORK		OBJECTIVES/ PROJECT IMPACT		
<p>Selwane is a village situated approximately 50km away from Phalaborwa town. The village has only 2 Primary schools (Selwana and Madjadji Primary School) that needs to cater for the entire community. Madjadji Primary school is currently having 13 educators and accommodating approximately 520 learners from the local village. The school also has an issue with overcrowding as each class accommodates almost 40/45 learners, the school does not have an approved or required nutrition centre (Kitchen Facility) and the ablution facilities are limited.</p> <p>There is a need for a new nutrition centre to be able to cook proper hygiene food for the leaners and 2 X additional ablution facilities (4 males and 4 females).</p> <p><b>Detailed indication of the scope of work:</b></p> <p><b>Kitchen Facility</b> - Bulk &amp; Day storerooms, Food preparation area, cooking area and eating area, Toilets, Gas banks area, Plumbing and drainage &amp; Roofing &amp; Painting, Shelving.</p> <p><b>Ablution facility</b> – X 2 male and female toilets - The work entails the supply, delivery, and installation of Enviro Loo waterless dehydration sanitation (20 users per toilet per day) units with an acceptable weatherproof structure to inhabitants of the farm at locations determined in collaboration with the beneficiary community and the municipality.</p>		<ul style="list-style-type: none"> <li>Assist community leaners to have access to healthy and clean food and proper enough sanitation.</li> <li>Through the project, we will assist in economic development within BPLM by also creating employment to the locals.</li> <li>To support the infrastructure programmes in line with the National Development Plan.</li> </ul>		
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries):	LOCATION	EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED
<ul style="list-style-type: none"> <li>Building a new Nutrition Centre and 2 X ablution facilities (4 Males &amp; 4 Females) at Madjadji Primary School in Selwana Village.</li> </ul>		BPLM Community, Selwana Village	Selwana Village	23 people will be employed, at least youth 8 black females and 15 males
TIMEFRAME – BUDGET and MILESTONES				
ACTIVITIES		Timelines / Year	June 2024 to June 2026	
		Budget	Estimated at 5 000 000.00	
<ul style="list-style-type: none"> <li>Contribute financially towards building of the school a new nutrition centre and 2 X ablution facilities (4 males &amp; 4 females) at the school.</li> <li>Include the Department of Education including other key stakeholders in the process.</li> <li>Monitoring and evaluation of the project to completion and</li> </ul>		Milestones	<p>Phase 1 – Dec 2024 to June 2025</p> <p>(New 2X Ablution Facilities)</p>	<ul style="list-style-type: none"> <li>Notify the Department of Education and get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>Develop technical scope of the project and advertise the tender.</li> <li>Adjudicate and identify successful supplier and award contract.</li> </ul>

PROJECT NO. 2: Building a new nutrition Centre (Kitchen Facility) and a 2 X Ablution Facility for Madjadji Primary School			
then handing over to the community, BPLM and the Department of Education		Phase 2 – Jan 2026 – June 2026 (New Nutrition Centre – Kitchen Facility)	<ul style="list-style-type: none"> <li>• Site establishment by contractor and commencement of works Monthly inspection.</li> <li>• Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>
<ul style="list-style-type: none"> <li>• Involve HDSA contractors in the construction phase of the project.</li> </ul>			



PROJECT NO. 3: Construction of a new 3km Tar Road in Selwane Village (Phase2)				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> <p>Selwane is a village situated approximately 50km away from Phalaborwa town. The main road at Selwane is gravel and poses a risk of dust as other households are right next to the road. There are limited buses that go to the area to transport people to town. Taxis do not cover the route due to the dusty road.</p> <p>There are high agricultural activities at Selwane, and farmers use the gravel road to transport their harvest to the market. We have built Phase one 3km tar road, this is an addition to that road.</p> <p><b>Detailed indication of the scope of work:</b>          Preparing the foundation, building a solid base, strengthening the roadbed, putting asphalt later, compacting and surface finishing.</p>	<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"> <li>• Provide reliable access to roads to the community especially going to the residents, tribal offices, and the school.</li> <li>• Assist local businesses to transport fresh produce to local markets and the community.</li> <li>• Through the project, we will assist in the economic development within BPLM by also creating employment to the locals.</li> <li>• To support the infrastructure programmes in line with the National Development Plan</li> </ul>		<b>EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED</b> It is anticipated that 30 local people to be employee, 10 females and 20 males, preferably youth.	
	<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>• Construction of an additional 3km Tar Road from the end of the phase one 3 km road that was also built by PMC in 2021 (Connection).</li> </ul>	<b>TARGET GROUPS (beneficiaries):</b> BPLM Community and Maseke village	<b>LOCATION</b> Selwane Village	
TIMEFRAME – BUDGET and MILESTONES				
ACTIVITIES		Timelines/ Year	2023 to 2025	
		Budget	Estimated at 47 560 372.89	
<ul style="list-style-type: none"> <li>• Contribute financially towards the construction of the</li> </ul>				

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PROJECT NO. 3: Construction of a new 3km Tar Road in Selwane Village (Phase2)			
3km Tar Road.			
<ul style="list-style-type: none"> <li>• Include the Department of Roads and Transports, BPLM &amp; BCF in the process of constructing the Tar Road</li> <li>• Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Roads and Transports</li> <li>• Involve HDSA contractors in the construction phase of the project.</li> </ul>	Milestones	July 2023 June 2025	<ul style="list-style-type: none"> <li>• Notify the Department of Roads and Transport also get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>• Develop technical scope of the project and advertise the tender.</li> <li>• Adjudicate and identify successful supplier and award contract.</li> <li>• Site establishment by contractor and commencement of works Monthly inspection.</li> <li>• Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>



PROJECT NO. 4: Painting, Renovating and Building of a new Admin Block at Makikele High School				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Makikele High School is situated in Selwana village situated approximately 50km away from Phalaborwa town. The school is currently accommodating approximately 1 550 learners from the local village. The painting, windows Ceiling and walls at the school have been damaged and dilapidated over the years. It was built around the 1979 and it is the only high school in Selwana Village. The school has 25 educators who are currently using a small admin block that does not cater for all of them. They have opted to use classrooms as the staff room. We will be repainting, fixing walls & ceiling including installation of new windows in some part of the school and building an additional Admin block.  <b>Detailed indication of the scope of work:</b> <b>Admin Block</b> - The scope of the work will cover a construction of an administration building as per the architectural approved layout from the department of education. – Staff seating area, meeting room and book storage with toilets. <b>Renovations</b> – Patch walls & scrub out existing painting on all classrooms & admin block externally, supply new paint as per the school requirements colours & Paint and clean up & installing new windows where possible.		<b>OBJECTIVES/ PROJECT IMPACT</b> <ul style="list-style-type: none"><li>Assist educators to have access to a better staff area and storage of books, study material and a clean learning environment.</li><li>Through the project, we will assist in economic development within BPLM by also creating temporary employment opportunities to the locals.</li><li>To support the infrastructure programmes in line with the National Development Plan</li></ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Painting, Renovating, and building a new admin block at Makikele High School in Selwana Village.</li></ul>	<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Selwana Village	<b>LOCATION</b> Selwana Village	<b>EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED</b>  It is anticipated that approximately 15 local people shall be employed, 7 females and 8 males, preferably youth.	
	<b>TIMEFRAME – BUDGET and MILESTONES</b>			
	<b>ACTIVITIES</b>		<b>Timelines/ Year</b>	<b>Feb 2026 – Feb 2027</b>
<ul style="list-style-type: none"><li>Contribute financially towards painting and building an</li></ul>	<b>Budget</b>	<b>Estimated at R8 200 000</b>		





PROJECT NO. 4: Painting, Renovating and Building of a new Admin Block at Makikele High School			
<p>additional Admin block at the school.</p> <ul style="list-style-type: none"> <li>• Include the Department of Education, BCF, Traditional Authorities, BPLM in the process of painting the school.</li> <li>• Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Education</li> <li>• Involve HDSA contractors in the construction phase of the project.</li> </ul>	<p><b>Milestones</b></p>	<p><b>Phase 1</b> – Feb 2026 to June 2027 (<b>New Admin Block</b>)</p> <p><b>Phase 2</b> – Sep 2026 (<b>Painting of the School</b>)</p>	<ul style="list-style-type: none"> <li>• Notify the Department of Education and get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>• Develop technical scope of the project and advertise the tender.</li> <li>• Adjudicate and identify successful supplier and award contract.</li> <li>• Site establishment by contractor and commencement of works Monthly inspection.</li> <li>• Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>

PROJECT NO. 5: Construction of a new technical high school in Mashishimale Village	
<p><b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b></p> <p>Mashishimale is a village situated approximately 20km away from Phalaborwa town. There are only two (2) existing High schools in the village, however due to the size of the population in the village it becomes difficult for the two schools to cater for the whole community and also offer some technical subject that would help with some of the drop out. The proposed technical high school will focus on studies related to wood works, plumbing, construction etc.</p> <p><b>Detailed indication of scope of work:</b></p> <p>The scope of the work covered a construction of an administration building, 4 x 4 classroom blocks as per the architectural approved layout from the department of education, 2 X ablution facilities (4 Males and 4 Females)</p>	<p><b>OBJECTIVES / PROJECT IMPACT</b></p> <ul style="list-style-type: none"> <li>• Assist community learners to have access to better education, water and sanitation and a clean learning environment.</li> <li>• Provide community learners with enough hygienically clean school facilities.</li> <li>• Through the project, we will assist in economic development within BPLM.</li> <li>• To support the infrastructure programmes in line with the National Development Plan.</li> </ul>

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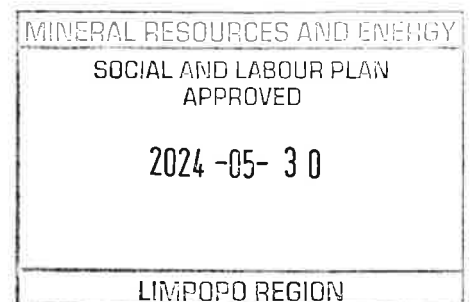
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PROJECT NO. 5: Construction of a new technical high school in Mashishimale Village				
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries): BPLM Community, Mashishimale Village	LOCATION Mashishimale Village	EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED  Approximately 20 local people to be employed, 7 females and 13 males, preferably HDSA youth.
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES		
		Timelines/ Year	2024 to 2027	
		Budget	Estimated at R 13 000 000	
<ul style="list-style-type: none"><li>Contribute financially towards building a proper Technical High School for learners.</li><li>Include the Department of Education, BPLM &amp; BCF in the process of constructing the new Technical High School.</li><li>Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Roads and Transports</li><li>Involve HDSA contractors in the construction phase of the project.</li></ul>	Milestones	Phase 1 - Jan 2024 to June 2025 Building the classrooms	<ul style="list-style-type: none"><li>Notify the Department of Education and get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li><li>Develop technical scope of the project and advertise the tender.</li><li>Adjudicate and identify successful supplier and award contract.</li><li>Site establishment by contractor and commencement of works Monthly inspection.</li><li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li></ul>	
		Phase 2 - Jan 2026 to Dec 2027 Building the admin block & Ablution facilities		



PROJECT NO. 6: Construction of a new Community Recreational Centre (Sports and Playground)				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Majeje Village is situated approximately 20km away from the Phalaborwa CBD. The community members of Majeje village also participate in a lot of sports activities that includes soccer, netball, marathon etc. There is a need to construct a sports recreational centre to accommodate the community members and to minimize criminal activities amongst children through physical activities and redirecting mindset to positivity.  <b>Detailed indication of scope of work:</b> The scope of the work covers the construction of play areas for children with all playing equipment, including exercising equipment. Sitting benches within the parks. Fencing around the facility, create walkways and pave, install training equipment's & Install play equipment's.		<b>OBJECTIVES</b> <ul style="list-style-type: none"> <li>Assist the community to have access to better sports recreational Centre, to assist in reducing crimes.</li> <li>Motivate communities to develop active lifestyles and channel talents into competitive areas of sports.</li> <li>Through the project, we will assist in economic development within BPLM.</li> <li>To support the infrastructure programmes in line with the IDP</li> </ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>Construction of a new sports recreational centre at Majeje Village.</li> </ul>		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Majeje village	<b>LOCATION</b> Majeje Village	<b>EMPLOYMENT OPPORTUNITIES</b> 10 local employees, HDSEA Youth
<b>ACTIVITIES</b>		<b>TIMEFRAME – BUDGET and MILESTONES</b>		
		<b>Timelines/ Year</b>	2024 to 2025	
<ul style="list-style-type: none"> <li>Contribute financially towards construction of a sports</li> </ul>		<b>Budget</b>	<b>Estimated at R 5 000 000</b>	

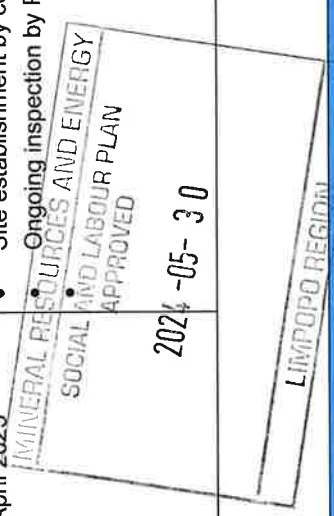
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LIMPOPO REGION

PROJECT NO. 6: Construction of a new Community Recreational Centre (Sports and Playground)			
<p>recreational centre for the community at Majeje village.</p> <ul style="list-style-type: none"> <li>Stakeholders to be consulted include the Department of Sports, Arts and Culture, BPLM &amp; BCF in the process of upgrading and rehabilitating the roads.</li> <li>Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Sports, Arts and Culture</li> <li>Involve HDSA contractors in the construction phase of the project.</li> </ul>	<p><b>Milestones</b></p> <p>November 2024</p> <p>April 2025</p>	<ul style="list-style-type: none"> <li>Notify the Department of Sports, Arts and Culture, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>Develop technical scope of the project and advertise the tender.</li> <li>Adjudicate and identify successful supplier and award contract.</li> <li>Site establishment by contractor and commencement of works Monthly inspection.</li> <li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>	
			
PROJECT NO. 7: 3KM Tar and Pavement Road Construction from Majeje Village to Lulekani Cemetery			
<p><b>PROJECT BACKGROUND</b></p> <p>Majeje Village is situated 20km away from the Phalaborwa CBD. There is a damaged Tar Road/Pavement from Majeje Village to Lulekani Cemetery, the road is now gravel, and has a lot of potholes and it poses danger to the community members when they need to go to the cemetery to bury their loved ones.</p> <p><b>Detailed indication of the scope of work:</b></p> <p>The scope of work covered the engineering services (Re - milling the road and upgrading some part of the damaged road to a good, surfaced road with asphalt) on the design of the 3 km road. Construction duration/timelines was estimated at 12 months.</p> <p>Relocation of services, Stormwater drainage, Road box cut (earthworks, cut and borrow to fill), Surfacing (30mm continuously graded asphalt, Kerbs installation &amp; Line Painting.</p>		<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>Assist community members to have access to good roads and all local means of transport.</li> <li>Assist community members to ferry their loved ones to the grave in the most decent manner possible.</li> <li>Through the project, we will assist in the infrastructure development within BPLM.</li> <li>To support the infrastructure programmes in line with the National Development Plan.</li> </ul>	

PROJECT NO. 7: 3KM Tar and Pavement Road Construction from Majeje Village to Lulekani Cemetery				
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries): BPLM Community & Majeje village	LOCATION Majeje Village	EMPLOYMENT OPPORTUNITIES 15 local employees, preferably HDSA youth.
Construction of a new (3km Road) 2km Tar and 1km paving road at Majeje Road to the Lulekani cemetery.				
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES		
		Timelines / Year	2026 - 2027	
		Budget	Estimated at R 18 000 000	
<ul style="list-style-type: none"><li>Contribute financially towards the construction of the Tar Road/Pavement</li><li>Include the Department of Roads and Transports in the process of constructing the Tar Road</li><li>Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Roads and Transports</li><li>Involve HDSA contractors in the construction phase of the project.</li></ul>	<b>Milestones</b>  February 2026 November 2027	-	<ul style="list-style-type: none"><li>Notify the Department of Roads and Transport, the Tribal Council, BCF and Municipality including other key stakeholders.</li><li>Develop technical scope of the project and advertise the tender.</li><li>Adjudicate and identify successful supplier and award contract.</li><li>Site establishment by contractor and commencement of works Monthly inspection.</li><li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li></ul>	

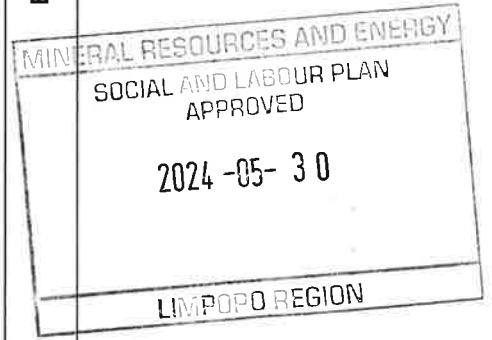




PROJECT NO. 8: Rehabilitation of 5km Tar Road in Makhushane Village				
<b>PROJECT BACKGROUND</b>  Makhushane village approximately 15km away from Phalaborwa town. There is a tar road on the main road, and it has dilapidated with a lot of potholes due to the poor quality of the road that was constructed years ago, and it poses danger to the community members.  <b>Detailed indication of the scope of work:</b> The scope of work covered the engineering services (Potholes patching, Re - milling the road and upgrading some part of the of the damaged road to a good, surfaced road with asphalt) on the design of the 5 km road. Construction duration/timelines was estimated at 18 months. Relocation of services, Stormwater drainage, Road box cut (earthworks, cut and borrow to fill), Surfacing (30mm continuously graded asphalt, Kerbs installation & Line Painting.	<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"> <li>Assist community members to have access to all local means of transport and good conditions roads.</li> <li>Through the project, we will assist in the economic development within BPLM.</li> <li>To support the infrastructure programmes in line with the National Development Plan</li> </ul>		<b>EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED</b>  It is anticipated that 20 local people to be employeee, 10 females and 10 males, preferably youth.	
	<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>Rehabilitation of a 5km tar road Makhushane, village. Only Strategic Main Roads will be rehabilitated.</li> </ul>	<b>TARGET GROUPS (beneficiaries):</b> BPLM Community and Maseke village	<b>LOCATION</b>  Makhushane Village	
TIMEFRAME – BUDGET and MILESTONES				
ACTIVITIES		Timelines/ Year	2026 to 2027	
<ul style="list-style-type: none"> <li>Contribute financially towards the rehabilitation of the 5km Tar Road.</li> <li>Include the Department of Roads and Transports, RAL, BPLM &amp; BCF in the process of constructing the Tar Road</li> <li>Monitoring and evaluation of the project to completion and then handing with RAL over to BPLM and the Department of Roads and Transports</li> <li>Involve HDSA contractors in the construction phase of the project.</li> </ul>		<b>Budget</b>	Estimated at R 9 000 000	
		<b>Milestones</b>	<div style="border: 1px solid black; padding: 5px; transform: rotate(-15deg); display: inline-block;"> <b>GENERAL RESOURCES AND LABOUR PLAN</b>  APPROVED  2024-05-30  LIMPOPO REGION  December 2026  September 2027 </div> <ul style="list-style-type: none"> <li>Notify the Department of Roads and Transport, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>Develop technical scope of the project and advertise the tender.</li> <li>Adjudicate and identify successful supplier and award contract.</li> <li>Site establishment by contractor and commencement of works Monthly inspection.</li> <li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>	

PROJECT NO.9: Rehabilitation of 10,1 km and Construction of a new 13km Tar Road from Maseke to Mashishimale Village (In Partnership with RAL)					
<p><b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b></p> <p>Maseke and Mashishimale Village are situated approximately 20km away from Phalaborwa town. The main road from R40 at Maseke and part of Mashishimale has a tar road that was built approximately 8 years ago, and it has dilapidated and has a lot of potholes, Part of Mashishimale Village toward the Tribal Office and homestead does not have a tar road at all.</p> <p>There are brick manufacturing and agricultural activities along the main road, and the farmers use the road to transport their harvest to the market. Most of employees from the Mines use the roads on daily basis to travel to work.</p> <p><b>Detailed indication of the scope of work:</b></p> <p>Rehabilitating.</p> <p>Preparing the foundation, building a solid base, strengthening the roadbed, putting asphalt later, compacting and surface finishing.</p>	<p><b>OBJECTIVES / PROJECT IMPACT</b></p> <ul style="list-style-type: none"><li>• Provide reliable access to roads to the community especially going to the residents, tribal offices, and the school.</li><li>• Assist local businesses to transport fresh produce to local markets and the community.</li><li>• Through the project, we will assist in the economic development within BPLM by also creating employment to the locals.</li><li>• To support the infrastructure programmes in line with the National Development Plan</li></ul>		<p><b>EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED</b></p> <p>It is anticipated that 30 local people to be employeee, 10 females and 20 males, preferably youth.</p>		
	<p><b>PERFORMANCE INDICATORS</b></p> <p>Rehabilitation of 10,1 km from R40 Makhushane, Maseke D4424 Road to construction and rehabilitation of 13 km Tar Road at Mashishimale that connects to the R71 main road.</p>	<p><b>TARGET GROUPS (beneficiaries):</b></p> <p>BPLM Community and Maseke village</p>	<p><b>LOCATION</b></p> <p>Makhushane, Maseke and Mashishimale Village</p>		
	TIMEFRAME – BUDGET and MILESTONES				
<p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"><li>• Contribute financially towards the rehabilitation of the 10,1 km and construction of the 13 km Tar Road in partnership with Road Agency Limpopo (RAL).</li><li>• Include the Department of Roads and Transports, RAL, BPLM &amp; BCF in the process of constructing the Tar Road</li><li>• Monitoring and evaluation of the project to completion and then handing with RAL over to BPLM and the Department of Roads and Transports</li><li>• Involve HDSA contractors in the construction phase of the project.</li></ul>	<p><b>Timelines/Year</b></p>	<p><b>2023 to 2025</b></p>			
	<p><b>Budget</b></p>	<p><b>Estimated at 50 000 000.00</b></p>			
	<p><b>Milestones</b></p>	<p><b>July 2023 December 2025</b></p>	<ul style="list-style-type: none"><li>• Both PMC and RAL, notify the Department of Roads and Transport also get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li><li>• Both PMC and RAL develop technical scope of the project and advertise the tender.</li><li>• Both PMC and RAL adjudicate and identify successful supplier and award contract.</li><li>• Both PMC and RAL assist with establishment by contractor and commencement of works Monthly inspection.</li><li>• Ongoing inspection by PMC, RAL, BCF, TCF and BPLM.</li></ul>		

PROJECT NO. 10: Rehabilitation of 16,7 km Tar Road from Lulekani to Matikoxikaya Village (In Partnership with RAL)				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Maseke and Mashishimale Village are situated approximately 20km away from Phalaborwa town. The main road from R40 at Maseke and part of Mashishimale has a tar road that was built approximately 8 years ago, and it has dilapidated and has a lot of potholes. Part of Mashishimale Village toward the Tribal Office and homestead does not have a tar road at all.  There are brick manufacturing and agricultural activities along the main road, and the farmers use the road to transport their harvest to the market. Most of employees from the Mines use the roads on daily basis to travel to work.  <b>Detailed indication of the scope of work:</b> Rehabilitating. Preparing the foundation, building a solid base, strengthening the roadbed, putting asphalt later, compacting and surface finishing.		<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"> <li>• Provide reliable access to roads to the community especially going to the residents, tribal offices, and the school.</li> <li>• Assist local businesses to transport fresh produce to local markets and the community.</li> <li>• Through the project, we will assist in the economic development within BPLM by also creating employment to the locals.</li> <li>• To support the infrastructure programmes in line with the National Development Plan</li> </ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>• Rehabilitation of 16,7km tar road from Lulekani to Matikoxikaya village. Part of the road will be paved.</li> </ul>		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community and Maseke village	<b>LOCATION</b> Lulekani Township and Majeje Village	<b>EMPLOYMENT OPPORTUNITIES / JOB TO BE CREATED</b> It is anticipated that 30 local people to be employee, 10 females and 20 males, preferably youth.
TIMEFRAME – BUDGET and MILESTONES				
ACTIVITIES		Timelines/ Year	2023 to 2025	
		Budget	Estimated at 50 000 000.00	
<ul style="list-style-type: none"> <li>• Contribute financially towards the rehabilitation of the</li> </ul>				

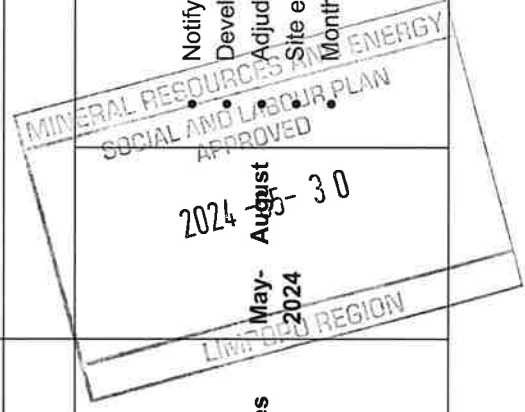


PROJECT NO. 10: Rehabilitation of 16,7 km Tar Road from Lulekani to Matikoxikaya Village (In Partnership with RAL)			
16,7 km Tar Road in partnership with Road Agency Limpopo (RAL).			
<ul style="list-style-type: none"> <li>• Include the Department of Roads and Transports, RAL, BPLM &amp; BCF in the process of constructing the Tar Road</li> <li>• Monitoring and evaluation of the project to completion and then handing with RAL over to BPLM and the Department of Roads and Transports</li> <li>• Involve HDSA contractors in the construction phase of the project.</li> </ul>	Milestones	July 2023 December 2025	<ul style="list-style-type: none"> <li>• Both PMC and RAL, notify the Department of Roads and Transport also get the required specifications, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>• Both PMC and RAL develop technical scope of the project and advertise the tender.</li> <li>• Both PMC and RAL adjudicate and identify successful supplier and award contract.</li> <li>• Both PMC and RAL assist with establishment by contractor and commencement of works Monthly inspection.</li> <li>• Ongoing inspection by PMC, RAL, BCF, TCF and BPLM.</li> </ul>





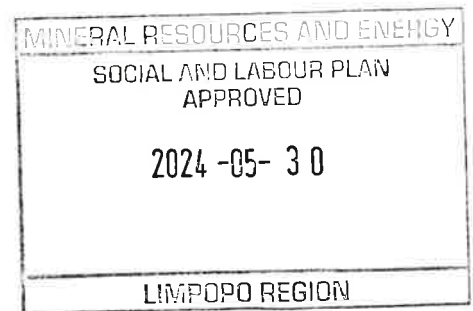
PROJECT NO. 11: Installation of Remote Control in Substations, Upgrading of Switchgear and Protection				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> <p>The project was derived from the current Municipal IDP as an unfunded Project listed by the Ba-Phalaborwa Municipality as per their priorities. The town has been having issues with the substations for years and they constantly trip whereby the community runs for day without electricity. The substations need to be upgraded.</p> <p><b>Scope of project description:</b>  8B substation – installation of the new 11kv substation panels, retrofitting of protection and metering systems, installation of communication, remote control, &amp; monitoring local systems. Minor civil refurbishment works to the substation buildings.</p>		<b>OBJECTIVES</b> <ul style="list-style-type: none"> <li>Assist community members to have access to electricity or power.</li> <li>Ensure that the substations are safe for the municipality employees.</li> <li>Through the project, we will assist in the economic development within BPLM.</li> <li>To support the infrastructure programmes in line with the National Development Plan</li> </ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>Upgrading of the Substations by installing remote control switching, general protection and a switchgear</li> </ul>		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Phalaborwa Town	<b>LOCATION</b> Phalaborwa Town	<b>EMPLOYMENT OPPORTUNITIES</b> 6 local employees, preferably HDSA local Youth
TIMEFRAME – BUDGET and MILESTONES				
ACTIVITIES		2024		
		Timelines/ Year		
		Budget	Estimated at R 2 500 000	
<ul style="list-style-type: none"> <li>Contribute financially towards the upgrading of the Substations.</li> <li>Include ESKOM &amp; BPLM in the process of upgrading the substations.</li> <li>Monitoring and evaluation of the project to completion and then handing over to BPLM.</li> <li>Involve HDSA contractors in the construction phase of the project.</li> <li>Ensuring that the substations are made safe and prevent any further loss of lives.</li> </ul>		<b>Milestones</b> May-2024 August-2024	<ul style="list-style-type: none"> <li>Notify ESKOM &amp; BPLM about the project.</li> <li>Develop technical scope of the project and advertise.</li> <li>Adjudicate and identify successful supplier and award contract.</li> <li>Site establishment by contractor and commencement of work.</li> <li>Monthly inspection by PMC and BPLM.</li> </ul>	





PROJECT NO. 12: Construction of a 3km overhead line from EXT 6 to Spar					
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> The project was derived from the current Municipal IDP as an unfunded Project listed by the Ba-Phalaborwa Municipality as per their priorities. The town has been having issues with the electricity for years and it constantly trips whereby the community runs for day without electricity.		<b>OBJECTIVES</b> <ul style="list-style-type: none"><li>Assist community members to have access Electricity / Power</li><li>Through the project, we will assist in the economic development within BPLM.</li><li>To support the infrastructure programmes in line with the National Development Plan</li></ul>			
<b>Scope of project description:</b> Appointment of a consultant on a turnkey basis to design a 3km line and construct it.		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Phalaborwa Town	<b>LOCATION</b> Phalaborwa Town	<b>EMPLOYMENT OPPORTUNITIES</b> 10 local employees, preferably HDSA local Youth	
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES			
Timelines/Year		2027			
Budget		Estimated at R 5 000 000			
Milestones		February-December 2027 <ul style="list-style-type: none"><li>Notify ESKOM &amp; BPLM about the project.</li><li>Develop technical scope of the project and advertise.</li><li>Adjudicate and identify successful supplier and award contract.</li><li>Site establishment by contractor and commencement of work.</li><li>Monthly inspection by PMC and BPLM.</li></ul>			
<div>Contribute financially towards the construction of the Overhead line between Spar and Masorini Garage</div> <div>Stakeholders to be consulted include ESKOM &amp; BPLM in the process of Construction of the overhead line.</div> <div>Monitoring and evaluation of the project to completion and then handing over to BPLM and ESKOM</div> <div>Involve HDSA contractors in the construction phase of the project.</div>		MINERAL RESOURCES AND ENERGY SOCIAL AND LABOUR PLAN APPROVED			
		2024 -05- 30			
		LIMPOPO REGION			

PROJECT NO. 13: Upgrading the Electrical Infrastructure from Single to Three Phase					
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> The Project was derived from the current Municipal IDP as an unfunded Project listed by the Ba-Phalaborwa Municipality as per their priorities. The town has been having issues with the electrical infrastructure for years and they constantly trip whereby the community runs for days without electricity. There is a need to upgrade the electrical infrastructure.		<b>OBJECTIVES/ PROJECT IMPACT</b> <ul style="list-style-type: none"> <li>Assist community members to have access to electricity or power.</li> <li>Through the project, we will assist in the economic development within BPLM.</li> <li>To support the infrastructure programmes in line with the National Development Plan.</li> </ul>			
<b>Scope of project description:</b> Upgrading of Ring A extension 1, Construction of miniature substation corner of van de Capelle and Frederick van Wyk street.		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Phalaborwa Town		<b>LOCATION</b> Phalaborwa Town	<b>EMPLOYMENT OPPORTUNITIES</b> 15 local employees, preferably HDSEA local Youth
<b>PERFORMANCE INDICATORS</b> Upgrading of Ring A extension 1, Construction of miniature substation corner of van de Capelle and Frederick van Wyk street.					
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES			
		Timelines/ Year		2024	
<ul style="list-style-type: none"> <li>Contribute financially towards the upgrading of the</li> </ul>		Budget		Estimated at R 4 500 000	

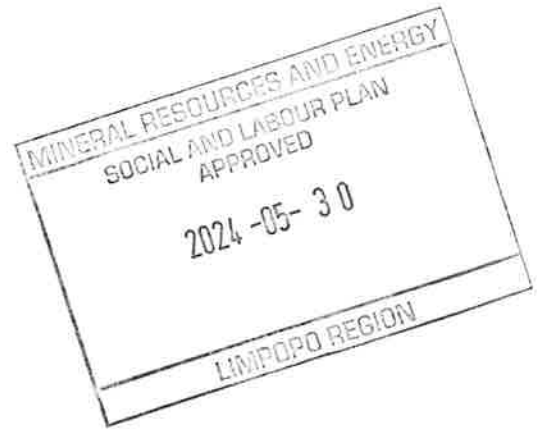


PROJECT NO. 13: Upgrading the Electrical Infrastructure from Single to Three Phase			
electrical infrastructure from single phase to three phase.			
<ul style="list-style-type: none"> <li>• Include the ESKOM in the process of upgrading the substations.</li> <li>• Monitoring and evaluation of the project to completion and then handing over to BPLM and ESKOM</li> <li>• Involve HDSA contractors in the construction phase of the project.</li> </ul>	<b>Milestones</b>  <b>June - November 2024</b>	<ul style="list-style-type: none"> <li>• Notify ESKOM &amp; BPLM about the project.</li> <li>• Develop technical scope of the project and advertise.</li> <li>• Adjudicate and identify successful supplier and award contract.</li> <li>• Site establishment by contractor and commencement of work.</li> <li>• Monthly inspection by PMC and BPLM.</li> </ul>	

PROJECT NO. 14: Replacement of Mini Substations in Phalaborwa Town				
PROJECT BACKGROUND & SCOPE OF WORK		OBJECTIVES/ PROJECT IMPACT		
The project was derived from the current Municipal IDP as an unfunded Project listed by the Ba-Phalaborwa Municipality as per their priorities. The town has been having issues with the Mini substations for years and they constantly trip whereby the community runs for day without electricity. The substations need to be upgraded.		<ul style="list-style-type: none"><li>Assist community members to have access to electricity or power.</li><li>Through the project, we will assist in the economic development within BPLM.</li><li>To support the infrastructure programmes in line with the National Development Plan</li></ul>		
Scope of project description: Mini Substations consist of high voltage compartment, transformer, and low voltage compartment.		LOCATION	EMPLOYMENT OPPORTUNITIES	
		Phalaborwa Town	8 local employees, preferably HDSA local Youth	
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries): BPLM Community, Phalaborwa Town		
<ul style="list-style-type: none"><li>Replacement of the Mini Substations by installing new ones.</li></ul>				
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES		
		Timelines/ Year	2025 to 2026	

PROJECT NO. 14: Replacement of Mini Substations in Phalaborwa Town				
<ul style="list-style-type: none"><li>Contribute financially towards the replacement of the Mini Substations</li><li>Stakeholders to be consulted Include ESKOM in the process of upgrading the substations.</li><li>Monitoring and evaluation of the project to completion and then handing over to BPLM and ESKOM</li><li>Involve HDSA contractors in the construction phase of the project.</li></ul>	Budget	Estimated at R 650 000		
	Milestones	Phase 1 - Jan 2025 to Jun 2025 Replacing the Mini subs	<ul style="list-style-type: none"><li>Notify ESKOM &amp; BPLM about the project.</li><li>Develop technical scope of the project and advertise.</li><li>Adjudicate and identify successful supplier and award contract.</li><li>Site establishment by contractor and commencement of works Monthly inspection.</li><li>Monthly inspection by PMC and BPLM.</li></ul>	
		Phase 2 - Jan 2026 to Jun 2025 Replacing the Mini subs		
PROJECT NO. 15: Rehabilitation OF 1.8 Km Tar Road in Lulekani – Chris Hani Street				
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Lulekani Township is situated approximately 15 km away for the Ba-Phalaborwa CBD. The tar road at Chris Hani Street has dilapidated with a lot of potholes due to the poor quality and it poses danger to the community members.  <b>Scope of project description:</b> The length of the road is 1.8km. According to the standard of Road Agency Limpopo (RAL), The scope of work covers the Milling of 150mm base layer, stabilisation of the base, surfacing to 30mm hot asphalt, road marking.		<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"><li>Assist community members to have access to all local means of transport and good conditions roads.</li><li>Through the project, we will assist in the infrastructure development within BPLM.</li><li>To support the infrastructure programmes in line with the National Development Plan</li></ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Chris Hani Street 1.8 km tar road rehabilitation.</li></ul>	<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Lulekani Township	<b>LOCATION</b> Lulekani Township	<b>EMPLOYMENT OPPORTUNITIES</b> 10 local employees, preferably local HDSA Youth	
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES		

PROJECT NO. 15: Rehabilitation OF 1.8 Km Tar Road in Lulekani – Chris Hani Street			
Timelines / Year		2027	
Budget		Estimated at R 4 500 000	
<ul style="list-style-type: none"> <li>Contribute financially towards the rehabilitation of the road.</li> <li>Include the Department of Roads and Transports in the process of rehabilitating the Tar Road</li> <li>Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Roads and Transports</li> <li>Involve HDSEA contractors in the construction phase of the project.</li> </ul>	<b>Milestones</b>	<ul style="list-style-type: none"> <li>Notify the Department of Roads and Transport, the Tribal Council, BCF and Municipality including other key stakeholders.</li> <li>Develop technical scope of the project and advertise the tender.</li> <li>Adjudicate and identify successful supplier and award contract.</li> <li>Site establishment by contractor and commencement of works Monthly inspection.</li> <li>Ongoing inspection by PMC, BCF, TCF and BPLM.</li> </ul>	
		<b>February – December 2027</b>	





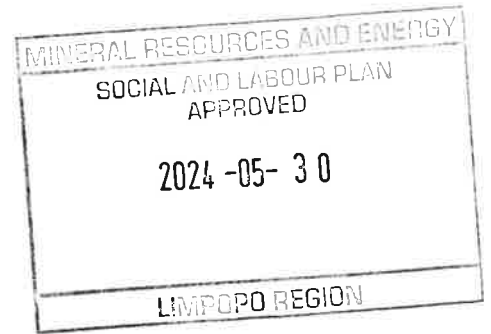
PROJECT NO. 16: Refurbishing of the Sewer Pump Stations						
PROJECT BACKGROUND & SCOPE OF WORK			OBJECTIVES / PROJECT IMPACT			
<p>The sewer infrastructure in Phalaborwa, Namakgale and Lulekani needs proper and new age refurbishment as the installations were old and most of the pumps do not have spares in the market and their refurbishment will not present a long-lasting solution.</p> <p><b>Scope of project description:</b></p> <p>The project entails where practical, refurbishment of old pumps or replacement and refurbishment of the pump stations buildings and control panels.</p>			<ul style="list-style-type: none"><li>• Ensure that there is no environmental contamination due to flow into local streams.</li><li>• Improvement on the potential to impact people with bad stench in the local communities.</li><li>• To support the infrastructure development programmes in line with the National Development Plan</li></ul>			
PERFORMANCE INDICATORS		TARGET GROUPS (beneficiaries):	LOCATION	EMPLOYMENT OPPORTUNITIES		
<ul style="list-style-type: none"><li>• Ensure that the pump stations are efficient and can function optimally.</li></ul>		Communities of Phalaborwa and Namakgale	Ba-Phalaborwa Communities	6 Temporary during installations.		
ACTIVITIES		TIMEFRAME – BUDGET and MILESTONES				
		Timelines/Year	2023 – 2024			
		Budget	Estimated at R 14 614 000			
<ul style="list-style-type: none"><li>• Appointment of the consulting engineers for the completion of the scope of works and the bill of quantities.</li><li>• Recommend appointment of the competent successful contractor.</li><li>• Monitoring and evaluation of the project to completion and then handing over to BPLM.</li><li>• Ensure the appointed service provider is 100% black owned consistent with our empowerment strategy to also improve in our procurement spending.</li></ul>		<b>Milestones</b>  2023 Aug - June 2024		<ul style="list-style-type: none"><li>• Notify the Municipality and our internal procurement.</li><li>• Develop technical scope of the project and advertise to procure.</li><li>• Adjudicate and identify successful supplier and award contract.</li><li>• Complete the project as per the scope of work and consistent with our standards.</li><li>• Handover over to the Municipality.</li></ul>		



PROJECT NO. 17: Rehabilitation of 1 km Tar Road in Namakgale – Desmond Tutu Street					
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Lulekani Township is situated approximately 15 km away for the Ba-Phalaborwa CBD. The tar road at Chris Hani Street has dilapidated with a lot of potholes due to the poor quality and it poses danger to the community members. <b>Scope of project description:</b> The length of the road is 1km. According to the standard of Road Agency Limpopo (RAL), where the scope of works entails Milling of 150mm base layer, stabilisation of the base, surfacing to 30mm hot asphalt, road marking.			<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"><li>Assist community members to have access to all local means of transport and good conditions roads.</li><li>Through the project, we will assist in the economic development within BPLM.</li><li>To support the infrastructure programmes in line with the National Development Plan</li></ul>		
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"><li>Desmond Tutu Street 1km tar road rehabilitation.</li></ul>			<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Namakgale Township	<b>LOCATION</b> Namakgale Township	<b>EMPLOYMENT OPPORTUNITIES</b> 10 local employees, preferably unemployed HDSA youth
<b>ACTIVITIES</b>		<b>TIMEFRAME – BUDGET and MILESTONES</b>			
		<b>Timelines / Year</b>		<b>2026</b>	
		<b>Budget</b>		<b>Estimated at R 4 000 000</b>	
<ul style="list-style-type: none"><li>Contribute financially towards the rehabilitation of the road.</li><li>Include the Department of Roads and Transports in the process of rehabilitation of the Tar Road</li><li>Monitoring and evaluation of the project to completion and then handing over to BPLM and the Department of Roads and Transports</li><li>Involve HDSA contractors in the construction phase of the project.</li></ul>		<div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div></div><div></div><div></div><div></div></div><div></div><div></div><div></div><div></div><div></div></div><div></div><div></div><div></div><div></div><div></div></div><div></div><div></div><div></div><div></div><div></div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> 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PROJECT NO. 18: Provision of a fully fitted mobile roadblock trailer					
<b>PROJECT BACKGROUND &amp; SCOPE OF WORK</b> Accidents on the major roads within Ba-Phalaborwa have been reported due to unroadworthy cars, reckless driving, negligence and driving under the influence of alcohol. The Ba-Phalaborwa traffic officials conduct major monthly roadblocks to assist the community. Currently they have only one fully fitted roadblock trailer that can only accommodate either the R40 or R71 road.		<b>OBJECTIVES / PROJECT IMPACT</b> <ul style="list-style-type: none"> <li>Assist community members to have access to safer accidents free roads.</li> <li>Through the project, we will assist in the economic development within BPLM.</li> <li>To support the infrastructure programmes in line with the National Development Plan</li> </ul>			
<b>Scope of project description:</b> The trailer will be mobile, hook up and go solution. All the equipment needed to hold an effective roadblock is contained inside. It consists of 3-in-1 signage system, Traffic Cones, Reflective vests, Generator, extension leads and a measuring wheel.		<b>LOCATION</b> Ba-Phalaborwa Communities		<b>EMPLOYMENT OPPORTUNITIES</b> None.	
<b>PERFORMANCE INDICATORS</b> <ul style="list-style-type: none"> <li>Provision of a fully fitted hook up and go solution roadblock trailer.</li> </ul>		<b>TARGET GROUPS (beneficiaries):</b> BPLM Community, Ba-Phalaborwa Communities		<b>TIMEFRAME – BUDGET and MILESTONES</b> 2024	
<b>ACTIVITIES</b> <ul style="list-style-type: none"> <li>Contribute financially towards the purchasing the fully</li> </ul>		<b>Timelines/Year</b> <b>Budget</b>		<b>Estimated at R 700 000</b>	



PROJECT NO. 18: Provision of a fully fitted mobile roadblock trailer			
fitted roadblock trailer. <ul style="list-style-type: none"> <li>• Monitoring and evaluation of the project to completion and then handing over to BPLM.</li> <li>• Ensure that procurement of this equipment is done through the HDSEA contractors in the construction phase of the project to improve on our procurement spending.</li> </ul>	<b>Milestones</b>	<b>June 2024</b>	<ul style="list-style-type: none"> <li>• Notify the Municipality and our internal procurement.</li> <li>• Develop technical scope of the project and advertise to procure.</li> <li>• Adjudicate and identify successful supplier and award contract.</li> <li>• Handover over to the Municipality.</li> </ul>



### 3.4.1 Small, Medium and Micro Enterprises (SMMEs) creation

#### Appendix 3.2 Enterprise and Supplier Development Policy

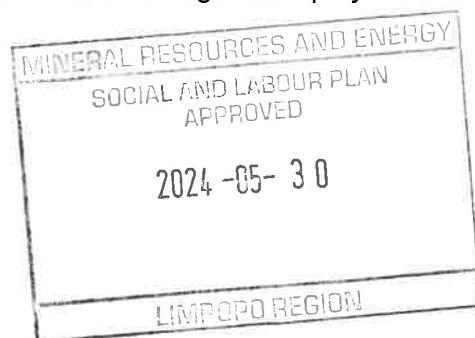
The support infrastructure required by companies in the Enterprise Development (ED) and Supplier Development (SD) Programmes is presumed to be similar. The key difference between these enterprises only relates to who they do business with – with the SD enterprises being the ones contracted to supply PC and ED entities not necessarily trading with PC, even though they could be supplying PC as well.

It is believed that economic growth is essential to addressing unemployment, gender equality health and other poverty related issues worldwide. In most cases, the keyway to ensure to an increase economic growth is mainly through Enterprise and Supplier Development, wherein sustainability, i.e., job creation and empowerment are facilitated.

With regards to the amended bill on Broad Based Black Economic Empowerment (B-BBEE) Act, as approved by the Cabinet, Enterprise and Supplier Development (ESD) is one of the 5 elements contained within the B-BBEE scorecard. It counts for 40 points towards the scorecard and has a strong link with procurement (Procurement counts for 25 points, Supplier Development 10 points and Enterprise Development has 5 points).

PC's SD journey dates back to 2011 when we ran a 30TEN+5 ED Programme. We learnt some key lessons from that Programme. KPMG was contracted to review the Programme and they picked up the following lessons on what makes for a successful Enterprise and Supplier Development:

- **Employment Potential:** An enterprise should demonstrate high employment potential.
- **Market Needs:** The project should meet a specific market needs.
- **Entrepreneurial traits:** Business owners of the enterprise must have entrepreneurial traits with the required balance of passion, business acumen and skills, and access to market.
- **Capacity building:** Technical support was embedded at design throughout the project life cycle without creating dependency on the support organization.
- **Social value creation:** Some of the projects had potential for high social value creation as these businesses addressed a social need such as high unemployment rate amongst the youth.





From 2018, PC onboarded 15 enterprise development programme beneficiaries and 17 supplier development programme beneficiaries whom we off boarded 2020 and then later in 2021 we onboarded 45 enterprises through the Palabora Link enterprise development programme and 30 enterprises through our Palabora Link supplier development programme. This ED programme will run for a period of two years and three years for SD.

## **Business Case for Supporting ED and SD**

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- To meet the B-BBEE prescriptions and improve our B-BBEE rating and ultimately improve our business activity wherein our B-BBEE rating will influence our business activity;
  - To use SD and ED instruments as transformational instruments to address community demands for employment and business opportunities;
  - To link SD and ED to develop and grow beneficiation drive, another link to ensuring our surrounding communities benefit from our existence
  - To join governmental strategy on the creation of alternate industries, specifically black industrialists;
  - To impact on the unemployment rate in the Ba-Phalaborwa following the understanding that PC alone cannot provide employment to all job seekers in the surrounding area;
  - To collaborate with other role players in pursuit of achievements of all above objectives
- 

## **ESD Support Elements**

The range of support to the ED and SD companies will be offered a range of support to enhance their businesses. These offerings will include but not limited to:

- Infrastructural support & equipment relevant to the business;
- Industry specific training from independent, specialized service providers;
- Business incubation that ensures technical, business and compliance excellence through mentorship;
- Facilitation of SABS approval;
- Business plan development (inclusive of marketing plans)
- Management System Development;
- Human Resource Policy and System Development;
- Financial projections;
- Market development; Etc.



### 3.5. Procurement progression plan

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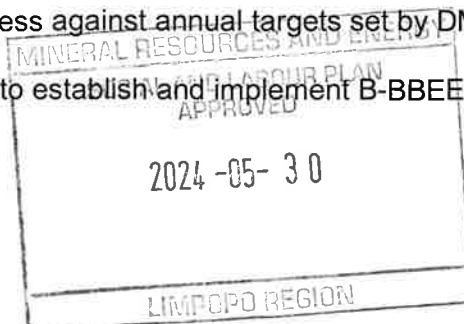
Palabora Copper (“Pty) Ltd (“PC”) is a good corporate citizen which complies with South African legislation as promulgated from time to time. PC complies fully with Broad Based Black Economic Empowerment (“BBBEE”) Act as a tool to enable Black owned companies into the mainstream economy / supply chain through preferential procurement. Appendix 3.4 provides Palabora’s Procurement Policy.

#### Approach

A preferential procurement policy was approved in 2014 that clearly states Palabora’s Copper commitment to B-BBEE. In line with the requirements of the Mining Charter, the policy specifically focuses on procurement from B-BBEE suppliers and promotes opportunities for meaningful participation by B-BBEE companies in Palabora’s Copper procurement spend.

The policy makes provision for the following methodology:

- Palabora wishes to drive transformation through the procurement activities it undertakes on a daily basis. This is carried out through strategic selection of new suppliers and the encouragement of existing suppliers to provide proof of transformation progress through the presentation of an accredited B-BBEE Certificate.
- Procurement shall analyse the demand plan for 2018 – 2022 and identify commodities and services where local black owned suppliers will be encouraged to participate on.
- Procurement shall advertise tenders in the local newspaper whereby local black owned companies are encouraged to participate.
- Targets shall be set for each staff member within the procurement department as a key performance indicator (KPI).
- Facilitate vendor application access of B-BBEE new entrance to Palabora’s procurement activities.
- Contribute to the development and growth of the B-BBEE Suppliers by ensuring that a target value of expenditure on goods, consumables and services is procured from such enterprises as determined by the Mining Charter (DMR) targets.
- Establish, monitor and report progress against annual targets set by DMR.
- Encourage non B-BBEE Suppliers to establish and implement B-BBEE initiatives.



- Procurement department will be required to implement and manage Preferential Procurement programs which will ensure Palabora achieves its transformation objectives.
- Palabora's primary requirement is to identify and engage with reliable suppliers which have the capability and capacity to deliver. Where a B-BBEE Supplier is deemed to lack the capability and capacity to deliver they may be assisted through Palabora's Enterprise and Supplier Development Program.

Engage Ba-Phalaborwa Community Forum (BCF) on local business opportunities within PC on a monthly basis.

- Palabora implemented measures to promote, affirm, prefer and advance procurement to persons who have been subjected to unfair discrimination in the past.
- All suppliers will be required to disclose information regarding their ownership/control and internal B-BBEE programmes,
- Palabora will put measures in place to monitor and verify the current status of various suppliers, and to ensure that such information is reliable,

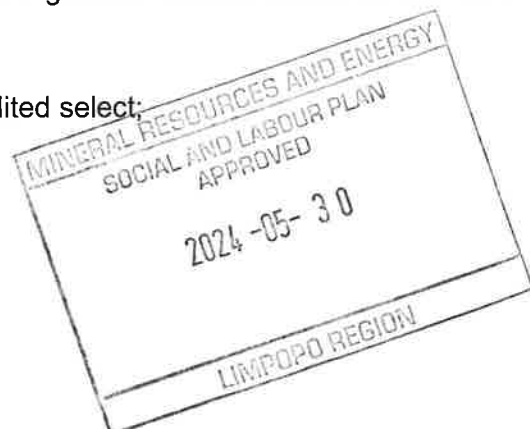
### **The baseline situation**

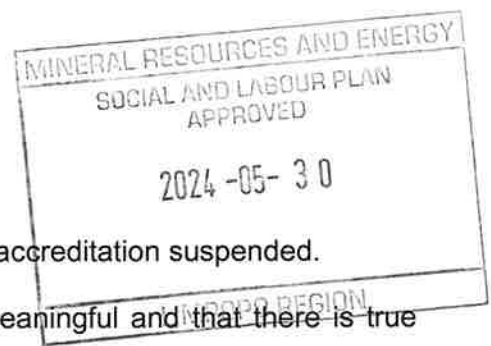
The DTI appointed SANAS to ensure standard application of the B-BBEE Codes is being applied in the B-BBEE audit process. SANAS does this by accrediting Verification Agencies as licensed operators permitted to perform standard verifications on companies claiming a B-BBEE status. Palabora elects to accept B-BBEE Certificates issued by SANAS accredited verification agencies and as such does not require Palabora staff to perform audits on suppliers to establish their B-BBEE status.

Palabora does however reserve the right to check any suppliers' B-BBEE claims should it identify or receive reports of any fronting or false claim activities related to the claims of any supplier. The list of accredited BBBEE Verification Agencies can be found on the following website; [www.sanas.co.za](http://www.sanas.co.za)

In order to check if the Verification Agency is accredited select;

- Accredited Facilities
- Directory of Accredited Facilities
- BBBEE Verification Agencies
- Select a Verification Agency





- Check to see if the Schedule has an active link.
- If the link is not active the Verification Agency has had its accreditation suspended.

Palabora wish to ensure that all supplier engagements are meaningful and that there is true transformation resulting from all Preferential Procurement activities. Black Ownership can be determined from the percentage Voting Rights and Economic Interest that black people have in the business. It is important to consider the Net Value achieved by the black shareholders/members.

Net Value is the differential between the value of the share asset and the associated liability which may exist in the form of a loan. The Net Value is the real value which the black owners in any business will realise if they were to sell their shares and pay off all related loans.

**Table 40: Palabora Spend in terms of Capital, Consumables and Services for a period of 2017 and 2022**

Category Spend	Total Spend 2017 (ZAR)	Annual Spend	BEE % BBEE Spend of Total	Total Spend 2018 (ZAR)	Annual Spend	BEE % BBEE Spend of Total
Capital	1,728,504,843.00	980,283,096.00	56.71	1,399,485,251.00	918,011,139.00	65.60
Consumables	839,436,126.50	406,665,608.50	48.45	1,569,320,591.00	254,992,288.50	16.25
Services	5,395,169,972.00	620,107,249.90	11.49	5,859,499,582.00	790,589,001.40	13.49
<b>Total</b>	<b>7,963,110,942.00</b>	<b>2,007,055,954.00</b>	<b>25.20</b>	<b>8,828,305,424.00</b>	<b>1,963,592,429.00</b>	<b>22.24</b>

Category Spend	Total Spend 2019 (ZAR)	Annual Spend	BEE % BBEE Spend of Total	Total Spend 2020 (ZAR)	Annual Spend	BEE % BBEE Spend of Total
Capital	1,705,556,988.00	1,153,262,706.00	67.62	1,259,755,210.00	813,654,061.20	64.59
Consumables	1,068,594,162.00	631,865,741.70	59.13	1,116,081,333.00	820,575,439.10	73.52
Services	6,862,335,555.00	4,151,381,183.00	60.50	6,823,453,964.00	4,037,438,436.00	59.17
<b>Total</b>	<b>9,636,486,705.00</b>	<b>5,936,509,630.00</b>	<b>61.60</b>	<b>9,199,290,507.00</b>	<b>5,671,667,936.30</b>	<b>61.65</b>

Category Spend	Total Spend 2021 (ZAR)	Annual Spend	BEE % BBEE Spend of Total	Total Spend Jan to Sep 2022 (ZAR)	BEE Spend	% BBEE Spend of Total
Capital	1,484,290,087.00	1,118,590,160.00	75.36	3,964,507,128.00	1,894,378,336.00	47.78
Consumables	719,071,100.30	321,512,153.10	44.71	984,776,223.00	531,517,130.10	53.97
Services	10,141,155,571.00	7,165,108,442.00	70.65	4,218,549,080.00	1,327,553,097.00	31.47
<b>Total</b>	<b>12,344,516,758.30</b>	<b>8,605,210,755.00</b>	<b>69.71</b>	<b>9,167,832,431.00</b>	<b>3,753,448,563.00</b>	<b>40.94</b>

**Table 41: Procurement spend of Palabora per Ba-Phalaborwa Community in 2018 and 2022.**

Category	2018 (ZAR)	2019 (ZAR)	2020 (ZAR)	2021 (ZAR)	2022 (ZAR)
Supplier Development (SD)	0	0	0	0	0
<b>Ba-Phalaborwa Spend</b>	1,482,066,439.00	1,769,804,179.00	1,551,792,241.00	1,371,289,010.00	2,255,657,254.00
<b>Total</b>	<b>1,482,066,439.00</b>	<b>1,769,804,179.00</b>	<b>1,551,792,241.00</b>	<b>1,371,289,010.00</b>	<b>2,255,657,254.00</b>

Palabora plans to increase the above spend by 5% year on year until 2027.

**Table 44:** below outlines specific targets that have been set by Palabora in order to increase the participation of B-BBEE supplier companies. Going forward Palabora will report annually to DMR and to local stakeholders on BBEE performance.

**Table 42: Targets for increasing the spend to B-BBEE companies**

Category Spend (%)	2023	2024	2025	2026	2027
Capital goods	45%	46%	47%	48%	49%
Consumables	75%	76%	77%	78%	79%
Services	55%	56%	57%	58%	59%
Local suppliers in Ba-Phalaborwa Municipality	31%	32%	33%	34%	35%



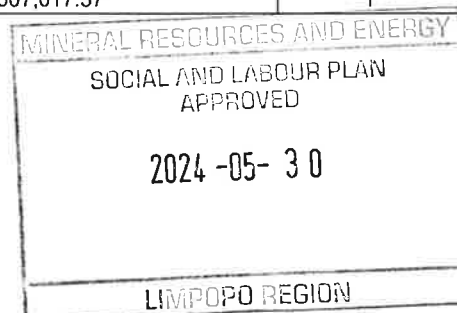
**Table 43: below** provides a breakdown of Palabora's expenditure with top 15 vendors in Ba-Phalaborwa.

**2018 vendors**

2018 Vendors	Annual expenditure	B-BBEE Level
	(ZAR )	
L A CRUSHERS (PTY) LTD	126,704,283.02	3
BARLOWORLD EQUIPMENT (MINING)	72,430,863.36	1
WALTZUZ PROJECTS CC	38,342,927.00	1
VEXOAX (PTY) LTD	27,942,000.88	1
GEARS TECHNOLOGIES (PTY) LTD	22,262,822.20	3
THABA NCHU MINING AND CONSTRUCTION	20,926,007.57	2
BEARING MAN GROUP (PTY) LTD	20,772,025.44	2
LUCID SCAFFOLDING (PTY) LTD	17,080,539.26	1
NANDZU TRADE AND GENERAL PROJECTS C	16,879,113.80	1
MJM MAINTENANCE INSTALLATIONS CC	16,692,080.40	1
BRIAN PIENAAR NORTH (PTY) LTD	16,432,960.94	4
MACSTEEL TRADING PHALABORWA	15,411,617.15	4
KLEVAN DEVELOPMENT CC	14,945,509.40	1
RICHLINE CONSTRUCTION (PTY) LTD	14,243,887.72	3
C MILLS INSULATORS CC	12,120,497.81	2

**2019 vendors**

2019 Vendors	Annual expenditure	B-BBEE Level
	(ZAR)	
L A CRUSHERS (PTY) LTD	157,053,002.74	3
VEXOAX (PTY) LTD	84,971,515.17	1
WALTZUZ PROJECTS CC	49,472,818.89	1
BEARING MAN GROUP (PTY) LTD	30,850,851.22	2
BORA MINING SERVICES (PTY) LTD	26,992,762.42	1
MACSTEEL TRADING PHALABORWA	21,052,814.86	4
MJM MAINTENANCE INSTALLATIONS CC	18,366,660.38	1
GEARS TECHNOLOGIES (PTY) LTD	18,056,417.48	3
BRIAN PIENAAR NORTH (PTY) LTD	17,778,557.80	4
LUCID SCAFFOLDING (PTY) LTD	17,104,021.93	1
NANDZU TRADE AND GENERAL PROJECTS C	17,048,513.93	1
SPRINGBOK MINING AND SUPPLIERS (PTY	14,153,223.15	1
PHALABORWA AUTO SPARES AND ACCESSOR	12,193,459.91	2
RICHLINE CONSTRUCTION (PTY) LTD	11,639,390.34	3
MODUPI MINING SUPPLIERS (PTY) LTD	11,507,017.37	1



## 2020 Vendors

2020 Vendors	Annual expenditure ( ZAR )	B-BBEE Level
L A CRUSHERS (PTY) LTD	152,405,770.81	3
VEXOVAX (PTY) LTD	53,817,859.50	1
WALTZUZ PROJECTS CC	49,484,295.72	1
BORA MINING SERVICES (PTY) LTD	29,621,279.50	1
MACLEAN ENG & MARKETING CO. LTD	26,387,995.14	8
MABELE NKL HOLDINGS INVESTMENTS	24,411,448.48	1
NANDZU TRADE AND GENERAL PROJECTS C	20,736,992.03	1
BRIAN PIENAAR NORTH (PTY) LTD	16,476,321.11	4
KHONGO INVESTMENTS (PTY) LTD	16,010,101.76	1
MACSTEEL TRADING PHALABORWA	14,071,107.09	4
MJM MAINTENANCE INSTALLATIONS CC	13,589,984.85	1
BEARING MAN GROUP (PTY) LTD	13,490,895.70	2
SULLWALD PROJECTS (PTY) LTD	13,426,390.98	6
LUCID SCAFFOLDING (PTY) LTD	12,007,710.23	1
LEOLO COMMUNITY TRUST	10,898,292.00	1

## 2021 Vendors

2021 Vendors	Annual expenditure (ZAR)	B-BBEE Level
VEXOVAX (PTY) LTD	481,297,835.96	10
L A CRUSHERS (PTY) LTD	157,475,221.87	30
KHONGO INVESTMENTS (PTY) LTD	56,763,839.29	1
MABELE NKL HOLDINGS INVESTMENTS	52,730,743.50	1
WALTZUZ PROJECTS CC	42,800,329.19	1
BORA MINING SERVICES (PTY) LTD	35,689,115.88	1
NANDZU TRADE AND GENERAL PROJECTS C	29,264,812.05	1
MACSTEEL TRADING PHALABORWA	21,079,022.11	4
MACLEAN ENG & MARKETING CO. LTD	18,802,606.14	8
GEARS TECHNOLOGIES (PTY) LTD	18,428,188.56	3
VAKANAYENA ENTERPRISE (PTY) LTD	18,160,572.15	1
MJM MAINTENANCE INSTALLATIONS CC	17,749,065.18	1
PHALABORWA AUTO SPARES AND ACCESSOR	15,864,859.38	2
ASISEBENZENI MAINTENANCE SERVICES A	14,646,156.72	1
BRIAN PIENAAR NORTH (PTY) LTD	14,504,628.76	4

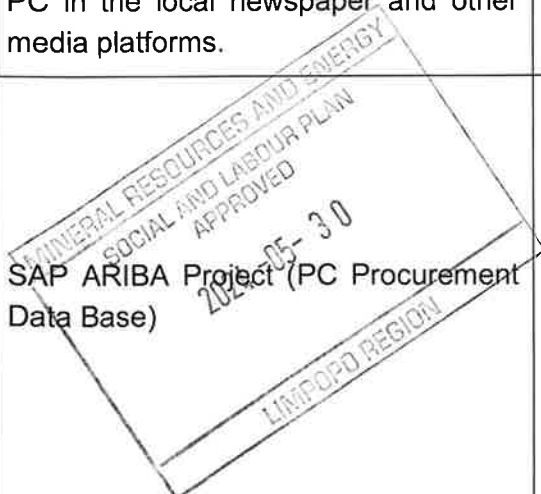
## 2022 Vendors

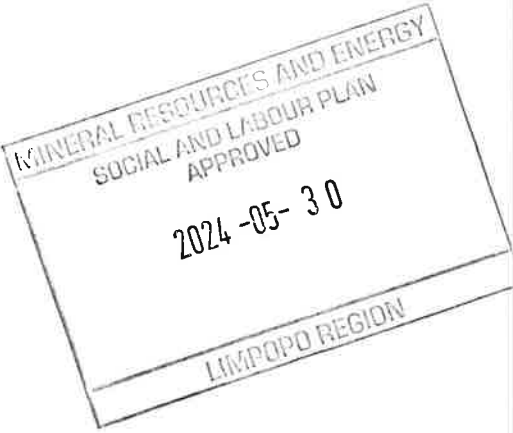
2022 Vendors	Expenditure Jan to Sep (ZAR)	BBBEE Level
KHONGO	65 341 505.44	1
MABELE NKL	52 804 410.97	1
BORA MINING	38 005 344.85	1
MOTHO KWENA	37 073 560.70	1
L A C CHRUSHERS	26 545 747.43	3
HUDACO	24 755 915.90	
NANDZU	23 595 878.45	1
MJM ELECTRICAL	19 436 156.06	1
LAELO	17 232 248.63	1
ASISEBENZENI	17 076 256.60	1

2022 Vendors	Expenditure Jan to Sep (ZAR)	BBBEE Level
MACSTEEL	16 313 984 .36	4
MNTK PROJECTS	10 121 686.86	1
HLARIHANI HOLDINGS	9 133 012.50	1
FIBRICON	9 007 288.95	
KGL ENGINEERING	8 838 472.13	1

**Table 44:** contains a concise action plan for implementing the Palabora procurement plan and measures contained in this section.

**Table 44: Action plan for preferential procurement**

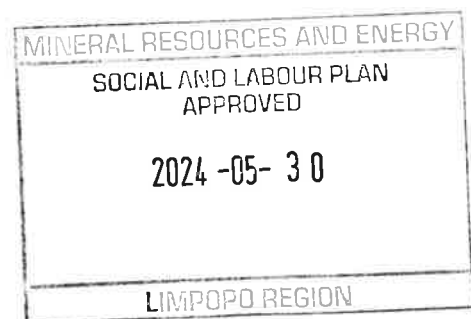
ACTION	DELIVERABLES	TARGET DATE
Constant reminders to non-compliant vendors for them to be compliant.	Supplier Evaluation with vendors to measure their performance on B-BBEE	Ongoing
Palabora to award tenders above R 100 000.00 to companies that are 51% black owned and have B-BBEE level 1 - 6 to enforce compliance from the vendors.	Current B-BBEE certificate received from vendors during the tendering stage.	Ongoing
PC to open up a vendor master file / supplier database for B-BBEE suppliers with preference given to black women owned companies.	Communication to the market through local newspaper and other media.	Ongoing
Encourage supplier development / enterprise development, youth and people with disabilities to partake in business opportunities advertised by PC in the local newspaper and other media platforms.	Quarterly reports on preferential procurement clearly indicating the progress made on these categories.	Ongoing
 SAP ARIBA Project (PC Procurement Data Base)	PC is pleased to announce Our Digital Transformation Drive which aims to Consolidate and Control all Spending from Source to Pay. Our Digital Transformation Drive and Strategy is to bring about business process efficiencies and effectiveness. With <b>SAP ARIBA Solution</b> we are digitalizing and simplifying all the business processes end-to-end, on a single,	Ongoing

ACTION	DELIVERABLES	TARGET DATE
	<p>integrated platform in the secured cloud solution.</p> <p><b>Supplier Lifecycle and Performance:</b> SAP Ariba Supplier Management is the industry-leading, end-to-end solution portfolio that enables us to manage supplier information, lifecycle, performance, and risk all in one place.</p> <p><b>Strategic Sourcing:</b> Our entire sourcing, contracting, and spend will all be done in one place. With SAP ARIBA, you can source and manage direct and indirect materials on a single platform.</p> <p><b>Contract Lifecycle Management:</b> To centralize contract storage, strengthen compliance, and automate the creation, execution, and management of any type of contractual agreement.</p>	

**The Procurement Plan will be implemented by means of the following measures:**

- Applying this procurement plan to all PC registered suppliers.
- On tender evaluation preference to be given to B-BBEE compliant and black owned companies.
- Adhering to the standards and practices in terms of the B-BBEE and reporting in terms of the BBBEE scorecard,
- PC to assign services and commodities taken from its annual demand plan to B-BBEE compliant vendors.
- Liaising with the Department of Mineral Resources (DMR) to identify B-BBEE companies with the necessary capability wishing to operate in the mining industry.
- Ensuring that B-BBEE tender requirements are comprehensively communicated to vendors,
- Assist aspiring B-BBEE companies on tender pricing and proposal compilation.
- Assist B-BBEE suppliers with their training requirements and better position them to compete on bigger and complex tasks.

- Notice boards will be made available in and around Ba-Phalaborwa where tender opportunities in Palabora Copper and other mining towns will be advertised to the benefit of local black owned companies.





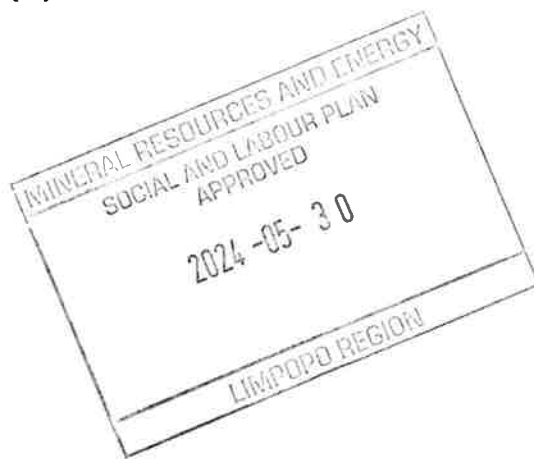
## SECTION 4

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### PROCESS PERTAINING TO MANAGING OF DOWNSCALING AND RETRENCHMENT

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#### Regulation 46 (d)



## 4. PROGRAMME FOR MANAGING OF DOWNSCALING AND RETRENCHMENT

### Regulation 46 (d)

#### 4.1. Establishing a Future Forum (FF)

#### Regulation 46 (d) (i)

#### Appendix 4: Life of Mine Document

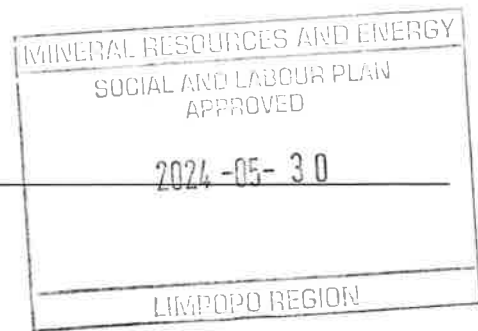
#### Approach

#### Appendix 4: Life of Mine Document

The establishment of a Future Forum is required under Regulation 46 (d) (i) of the MPRDA. A FF is a site specific labour management body that will focus on the implementation and monitoring of the SLP. The purpose is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the mine that may have the potential of leading to possible retrenchments in the future.

Palabora has established a Transformation Consultative Forum that meets quarterly to discuss progress on the implementation of SLP. This Forum constitutes representatives from Palabora, its employees and three recognised unions. The forum serves to promote ongoing consultation between the mine and employees. The following are main objectives of the Transformation Consultative Forum:

- To contribute to and monitor the implementation of the Palabora SLP,
- To regularly discuss the progress and issues pertaining to the implementation of the SLP, and to propose new solutions and programmes for the SLP,
- To promote discussions between the mine and employees/contractors, or their representatives and other relevant parties, with reference to any problems and challenges experienced by either of the parties in respect of, or relating to, possible retrenchments or job losses by employees,
- To jointly debate potential solutions to job losses and retrenchments by taking account of the viability and operational requirements of the mine as required in terms of section 189 of the Labour Relations Act No 66 of 1995 as amended,
- To jointly engage in strategic planning to avoid or minimise retrenchment and job losses, and to promote business sustainability and growth, thereby preventing and averting future retrenchments and job losses,
- To initiate turnaround and/or redeployment or other appropriate strategies, to prevent job losses whilst promoting business competitiveness and viability,
- To jointly structure and implement solutions to prevent job losses and retrenchments, and



- To address any issues, which are incidental and conducive to the attainment of the afore-going objectives.

Palabora has drawn up a Transformation Consultative Forum Terms of Reference, contained in Appendix 4, to govern and guide the operation of this forum.

## Approach

### Appendix 4: Life of Mine Document

The following sections contain the strategic activities applicable to the workforce, which form the basis for the Palabora Downscaling and Retrenchment Plan.

The following key strategies have been established and are focused on in the ensuing sections:

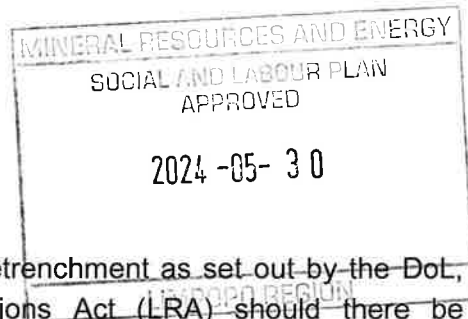
- Mechanisms to save jobs and avoid downscaling and retrenchment,
- Measures during downscaling and retrenchment,
- Alternative livelihood opportunities and integration with the IDP, and
- Integration of Core contractors.

The official expected life of the mine is 15 years (from 2018) for copper, 13 years for vermiculite, and 30 years for magnetite, based on the current scale of operations, production rates, costs and product prices.

A summary of the primary activities pertinent to Palabora's Downscaling and Retrenchment Plan is provided in **Table 40**.

**Table 45: Downscaling and retrenchment action plan**

ACTIVITY	DELIVERABLE	TARGET DATE
Review, audit and update downscaling and retrenchment policy/agreement, procedure, and plan, in line with the SLP. Consultation with unions on the update of these plans. Ensure compliance with all relevant legislation, e.g., Labour Relations Act, MPRDA, Mining Charter, Mine Health and Safety Act, etc.	Updated downscaling and retrenchment policy, procedure and plan informed by developments in labour legislation, industry best practice and jurisprudence.	December 2022
Formulation of measures and financial provisions for catering for unforeseen downscaling, large-scale retrenchment, and closure. Base this on dealing with past experiences of this nature in early 2000, which faced Palabora. Consultation with unions on the formulation of these measures.	Unforeseen downscaling and retrenchment plan.	Ongoing



Palabora will follow the procedures for downscaling and retrenchment as set out by the DoL, DMR, Retrenchment Agreement and the Labour Relations Act (LRA) should there be unforeseen downscaling or large-scale retrenchments.

## 4.2. Mechanisms to save jobs and avoid a decline in employment

### Regulation 46 (d) (ii) and (iii)

#### Appendix 4: Life of Mine Document

“Organizations have to retrench workers from time to time for economic or operational reasons and to remain globally competitive. This is one of the worst things that can happen to a worker and affects his/ her whole life. It is, therefore, important that employers should first make sure that there are no other viable options to achieve operational requirements before considering downscaling of workers” - *SLP guidelines for the mining and production industries*.

Palabora will develop strategies to introduce measures that could avoid, minimise, or prevent job loss in the event of circumstances threatening guaranteed employment. Certain processes will be followed when prevailing economic conditions cause the profit-to-revenue ratio of Palabora to drop below 6% on average for a continuous period of 12 months, or where the scenarios indicated in **Box 1** occur.

Box 1: Notification Process

Notification in terms of the Retrenchment Agreement	Notification to union / employee
Notification to the Chairperson of the Minerals and Mining Development Board	Notification to the Minister of Labour
Where Palabora foresees a physical depletion of the mineral being mined and/or becomes marginal where the mine becomes unprofitable.	Where Palabora contemplates or intends large scale retrenchments (10% or more of the workforce)
Where Palabora contemplates or intends large scale retrenchments (10% or more of the workforce) in a period of one (1) year.	

If it becomes evident that the operation will be entering a downscaling or closure phase, alternatives to save jobs and avoid downscaling / closure will be discussed at the FF, 18 months before this eventuality. In the event of potential challenges which Palabora might face and which may lead to downscaling or retrenchment, Palabora will develop and implement

turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling.

Palabora will formulate a plan containing measures and financial provisions for catering for unforeseen downscaling, large-scale retrenchment and closure.

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

##### **Regulation 46 d (iii)**

##### **Appendix 4: Life of Mine Document**

If it becomes evident, and after considering all other alternatives for prolonging the life of the mine, that downscaling and retrenchment are inevitable, the relevant provisions of the Retrenchment Agreement will be invoked. Alternatively, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised four (4) months before this eventuality, where appropriate. Except, unforeseen circumstances come to the fore during the event. During this phase, Palabora will regularly communicate with the FF to direct the retrenchment process and to provide job advice, counselling, and support to employees.

Palabora's most direct and appropriate intervention will be to assist employees, who could be retrenched, in securing alternative employment. A second direct intervention to maintain job security with employees that face retrenchment is through Palabora's **Redeployment Programme**, described hereafter.

Names of employees whose positions become redundant (the "affected employees") will, as from the date of redundancy, be placed on the Human Resources redeployment list. The main purpose for the creation of the redeployment list and the placement of affected employees onto such list is to avoid their dismissal as envisaged in section 189 of the Labour Relations Act No 66 of 1995 as amended. As such, the Company will seek to re-deploy the affected employees to permanent positions should such possibility exist in accordance with what is set out below.

The following will apply in respect of affected employees placed on the redeployment list:

- affected employees shall be carried against the strength of the Human Resources department until such time as suitable permanent vacancies can be found for them, or when the need for their retrenchment arises;
- whilst on the redeployment list, affected employees shall retain their Paterson grade and the remuneration which they received prior to their placement on the redeployment list;
- the Company shall endeavour to place the affected employees in suitable alternative permanent vacancies as and when such become available. Placement of affected employees meeting job specifications shall be subject to the length of service;
- should an affected employee be found suitable for such a vacancy, he/she shall be offered a transfer into this vacancy. Should the employee accept this offer of transfer, he/she shall be appointed in the said vacant job on the terms and conditions of employment applicable to that job. In the event of the vacancy being at a lower grade

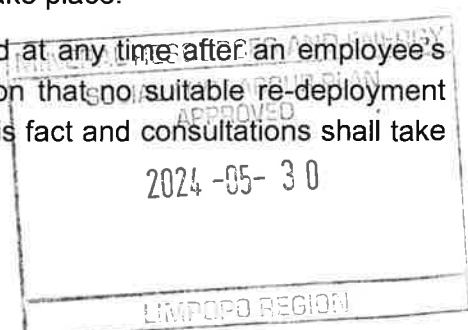


than that of the employee's position prior to being transferred, placed on the redeployment list, the employee shall be entitled to the same remuneration which the employee received prior to the placement on the redeployment list. Such employee will remain on his/her previous salary until his/her salary falls within his/her new position's salary scale;

- whilst an employee is on the redeployment list, and until such time that a suitable alternative permanent vacancy is found for that employee, the Company shall be entitled to utilise the services of the affected employee in temporary jobs throughout the Company as and when the need arises. In placing affected employees into temporary jobs, cognisance will be taken of age, medical conditions, health, safety, skills and training requirements. Employees shall be assessed by the company Medical Officer in order to determine their medical suitability for positions available or likely to be available within the company. Affected employees who are declared medically unfit to meet job specifications of the above-named positions will be treated in terms of the applicable Medical Separation Agreement at the time and the Company's Medical Separation Policy;
- where practicable, the Company may require of affected employees on the redeployment list to undergo training to enhance their skills in general or relating to specifically identified positions where re-deployment may be possible in the near future. The Company and the Unions shall consult as and when the Company has identified such training possibilities. Following such consultation, the Company will select the affected employees whom it is of the opinion qualify for such training;
- in the event of a refusal to accept a vacant position or a temporary re-deployment for alternative employment, the Company shall convene a formal enquiry to investigate whether such refusal is with or without good cause. In the event of a finding by the Company that the refusal was without good cause, such employee will enjoy no further rights as an affected employee and his/her services will be terminated by notice. Such employee will also not be entitled to any benefits accruing to affected employees duly retrenched in accordance with the provisions of this agreement;
- if any employee alleges that he/she suffers from a medical condition which precludes him/her from working in any temporary or permanent job offered or assigned to him/her, the company Medical Officer shall then determine whether such employee is medically fit to perform such temporary or permanent job offered or assigned to him/her; and
- whilst on the deployment list, employees shall continue to be subject to all company rules and regulations.

Although further measures to avoid retrenchment shall be considered as possible means of avoiding retrenchments, it is accepted that it may not be possible to find suitable vacancies for all affected employees and that retrenchments may have to take place.

In the event that the Company, within its sole discretion and at any time after an employee's placement on the redeployment list, comes to the conclusion that no suitable re-deployment opportunity exists, the Unions shall be given due notice of this fact and consultations shall take place in accordance with the provisions of this agreement.

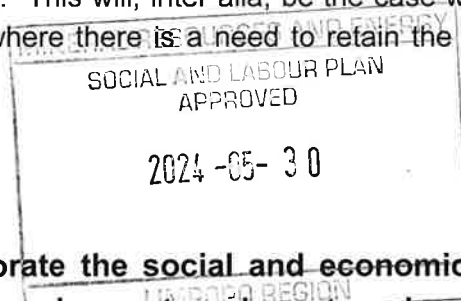


Following a decision, affected employees may apply for voluntary retrenchment.

At the Company's sole discretion affected employees over the age of 60 (may have to change this to 55, please check with Pensions) may be offered early retirement with benefits projected to normal retirement age, i.e. 63 years (may have to change this to 60, again please verify with Pensions). However, the Company reserves the right not to agree to early retirement on such terms, *inter alia* where the skills and services of the employee are still required.

In order to enhance the possibility of vacancies for affected employees, the following steps may be taken by the Company:

- the recruitment of new employees for vacant posts will only take place once the Company has taken reasonable steps in an attempt to fill the vacant position by re-deploying affected employees, who, in the opinion of the Company, are suitably qualified to fill such positions;
- the Company may terminate or not renew the contract of a temporary employee on a fixed term, and require of an affected employee to perform such duties as a permanent employee, subject to such affected employee being suitably qualified and the Company having the legal right to terminate the fixed term contract or not renew it;
- at the sole discretion of the Company employees, other than the affected employees, over the age of 55 may be offered the opportunity to apply for early retirement with benefits projected to normal retirement age. However, the Company reserves the right not to agree to early retirement on such terms, *inter alia*, where the skills and services of the employee are still required, or where the early retirement, of such employee will not lead to the creation of a vacancy that can be filled by an affected employee; and
- employees in such categories as designated by the Company may be permitted to apply for voluntary retrenchment. However, the Company reserves the right not to retrench an employee or employees within such categories or positions if this is deemed in the interest of the Company. This will, *inter alia*, be the case where the employee qualifies for early retirement or where there is a need to retain the skills and experience of the employee concerned.



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

### **Regulation 46 (d) (iv)**

#### **Appendix 4: Life of Mine Document**

A **Social Closure Plan** will be formulated six (6) years before planned closure and will focus on the following:

- Predicting the likely Socio-Economic impact on employee households, communities and the region,

- Identifying critical issues affecting the ongoing sustainability of employees and communities during closure, by means of a detailed consultation process,
- Identification of alternative livelihood and Socio-Economic development opportunities and projects, which may become sustainable over the long term,
- Mitigating and managing the adverse impacts of closure,
- Providing alternative livelihood options, and
- Implementing socio-economic development projects in the surrounding and affected communities through the Palabora Foundation, which will continue with activities, after the closure of the Mine.

Palabora will take the necessary measures to ameliorate the social and economic impact on individuals, regions and economies where retrenchment and closure of the Mine are certain.

Should downscaling and retrenchment take place, Palabora will assist affected employees in finding alternative employment or livelihood opportunities. This will be done where employees cannot be integrated or redeployed to any of the other mining operations, and where they are not of retirement age.

The Mine, in partnership with the Department of Corporate Governance, Human Settlements and Traditional Affairs (CoGHSTA), will jointly manage any process of this nature. The integration of the workforce into various LED projects, if required, will be done in collaboration with the district and local municipalities, and other stakeholders serving on the LED Forum. Where workers cannot be absorbed into LED initiatives, they will be furnished with skills training opportunities which will enable them to find alternative employment after decommissioning or retrenchment. Other initiatives will focus on assessment and counselling services for affected individuals.

In order to assist retrenched employees to find alternative employment, the Company agrees to pay the cost of approved vocational training programmes provided at the Palabora Foundation in Phalaborwa subject to the terms below:

The courses must be approved by the Company.

- The course must be of a maximum duration of 5 months.
- Employees must apply to the Company for such training within 4 (four) weeks of being retrenched.
- The Company will only pay the fees for the training, including the costs of prescribed books, and not additional costs relating to aspects such as accommodation and equipment, etc.
- Employees will qualify for one course only at Company expense.
- The number of retrenched employees accepted at any one time will depend on the Foundation's commitments.
- The Company agrees to consider alternate training centres which can provide similar/applicable training.



All these programmes provide the student with the ability to work independently.

The courses will last for 13 weeks and commence in January, May and August. Each course will accommodate 10 – 12 students with a maximum of two courses per trimester, dependent upon the availability of lecturers, workshops and the requirements of the other classes.

According to the BSETS that was conducted in the past, majority of employees are aware of the fact that the mine will close at some point, and most of them indicated that they have plans in place that will sustain their livelihood. However, a very small number of employees (5) would want to start their own business, especially in light of the lack of employment opportunities in the local area. The small number of employees who would like to start their own businesses implies that most employees lack the confidence to embark on such an enterprise. It reflects the workforce's dependency on the income from the mine for survival. Therefore, Palabora needs to encourage employees to change their mindsets from a dependency tendency into becoming entrepreneurs, in order create employment for themselves and other members of the surrounding communities. Palabora could expand the activities of the Enterprise Development Centre to include mentoring of employees showing initiative and capacity to start their own projects.

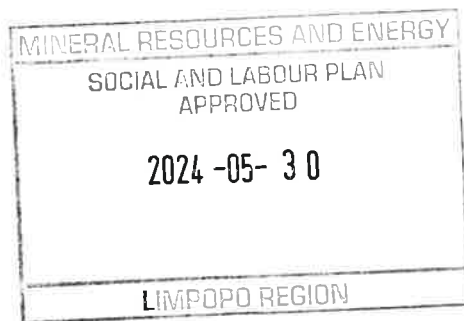


## SECTION 5

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### IMPLEMENTING MECHANISM

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## 5. Implementing mechanism

Palabora will implement the SLP in consultation with key stakeholders in consultative forums and committees as described below. Palabora will establish and implement the following forums:

- *HR Team.* The primary implementing mechanism for the Palabora SLP HRDP will be the Palabora HR team. This team will report to the Senior Manager Human Resources,
- *Palabora Copper Pty Ltd* will be the implementing mechanism for the Palabora LEDP. The management team will report to the Senior Manager Human Resources,
- *Future Forum (TCF).* Palabora refers to the Future Forum as Transformation Consultative Forum which provides an opportunity for management and selected employee representatives to meet and discuss issues related to the SLP. The Forum meets quarterly to discuss progress, and
- *LED Forum.* Representatives from Palabora will interact on the BPLM LED Forum. The purpose of this Forum will be to integrate all the SLPs into the IDP and promote the attainment of development objectives for the region. It will also attempt to diversify the regional economy in a manner that is independent of mining.

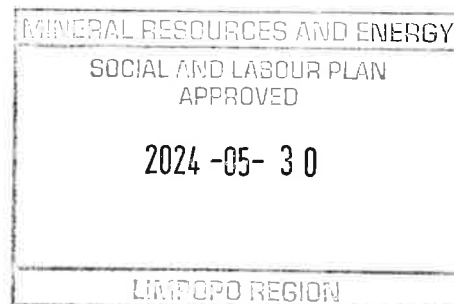
The Chief Executive Officer of Palabora will be held accountable to the DMRE for the implementation of the Palabora SLP.



## SECTION 6

# FINANCIAL PROVISION FOR IMPLEMENTING THE SOCIAL AND LABOUR PLAN

**Regulation 46 (e)**



## 6. Financial Provision For Implementing The SLP

Palabora will provide adequate finances for the implementation of its SLP programmes and projects. Palabora will commit the amounts described in the **Cash Flow Forecast in Table 47** for funding its HRDP and the LEDP over a five (5) year period. Funding for Downscaling and Retrenchment has been included in the operational cost of the mine, which falls under the funding arrangements and policies of Palabora. A total estimated budget of R 1 018 876 556 will be spent on funding the Palabora Copper SLP from 1 January 2023 – 31 December 2027.

The following assumptions apply to the financial mechanism:

- The financial year end is December, and as such the SLP Cost Schedule has been structured from 1 January (month beginning after financial year end) until 31 December of each year, which will be initiated from 1 January,
- The SLP amount will be increased every financial year to reflect increases in inflation as well as growth in the mine's size and economic sustainability, i.e. SLP funds have been escalated at an average of 8 - 10% per annum, varying for various projects.
- Any SLP funds that are not spent during the financial year will be added to the ensuing year's SLP budget, i.e. the funds not spent will be accumulated,
- Funds that are claimed back from the MQA in terms of the Skills Development Levy Claim Backs, will be added to the Palabora SLP funding mechanism and used for the implementation of the HRDP,
- Due to the capital investment nature of establishing LEDP projects and the costs involved in their initial sustainability period, Palabora may elect to spend funds budgeted for future annual periods within an earlier, or later, annual period, e.g. SLP funds that may be allocated for the 2019 period of the mine may need to be spent in the 2018 period of the mine,
- Palabora reserves the right to exercise full decision making and discretionary powers for SLP spending, or amendment, as contemplated in this SLP according to the financial viability of its activities, and
- At the end of the five (5) year forecast period (31 December 2027), a new SLP financial provision will be calculated.

HRDP funds have been based on 3 - 4% of annual payroll and added to any monies received from skills development levy claim backs.

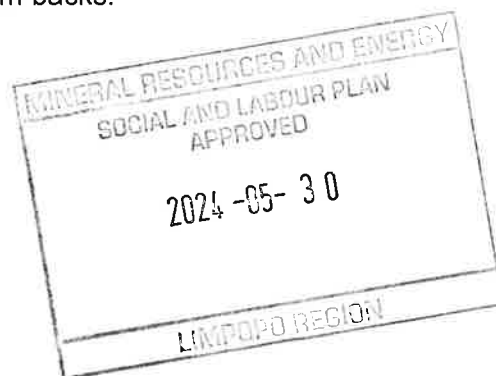


Table 46: Breakdown of the SLP financial provision from 1 January 2023 – 31 December 2027

COMPONENT OF THE SLP	TIMEFRAMES					TOTAL
	1 Jan 2023 - 31 Dec 2023	1 Jan 2024 - 31 Dec 2024	1 Jan 2025 - 31 Dec 2025	1 Jan 2026 - 31 Dec 2026	1 Jan 2027 - 31 Dec 2027	
Human Resource Development Programme						
Adult Education (AET, FLC and ASC)	R0.00	R887,892.00	R897,092.00	R897,092.00	R897,092.00	R3,579,168.00
Bursary programmes	R15,640,000.00	R14,480,000.00	R17,600,000.00	R17,600,000.00	R17,600,000.00	R82,920,000.00
Learnerships & Skills program	R0.00	R3,632,749.05	R3,632,749.05	R7,531,560.93	R7,531,560.93	R22,328,619.96
Career Progression programmes (Including Mentorship Programs)	R8,738,993.10	R10,000,000.00	R5,507,324.00	R5,507,324.00	R5,507,324.00	R35,260,965.10
Internship, GDP, and In-Service Training	R1,366,506.40	R6,649,583.20	R6,382,677.20	R8,932,741.20	R9,199,647.20	R32,531,155.20
Portable Skills	R0.00	R200,000.00	R200,000.00	R200,000.00	R200,000.00	R800,000.00
<b>Sub-total</b>	<b>R25,745,499.50</b>	<b>R35,850,224.25</b>	<b>R34,219,842.25</b>	<b>R40,668,718.13</b>	<b>R40,935,624.13</b>	<b>R177,419,908.26</b>
Local Economic Development Programme						
Infrastructure and LED Projects from the Community	R42,152,075.00	R42,152,075.00	R42,152,075.00	R42,152,075.00	R42,152,075.00	R210,760,375.00
Infrastructure and LED Projects from the IDP	R7,292,886.00	R7,292,886.00	R7,292,886.00	R7,292,886.00	R7,292,886.00	R36,464,430.00
Housing & living conditions, health care, nutrition, and procurement programmes	R4,338,016.00	R4,641,677.00	R4,966,595.00	R5,314,256.00	R5,686,254.00	R24,946,798.00
<b>Sub-total</b>	<b>R53,782,977.00</b>	<b>R54,086,638.00</b>	<b>R54,411,556.00</b>	<b>R54,759,217.00</b>	<b>R55,131,215.00</b>	<b>R272,171,603.00</b>
*** Provision for unforeseen management of downscaling and retrenchment (D&R)	R131,400,000.00	R131,400,000.00	R131,400,000.00	R131,400,000.00	R131,400,000.00	R657,000,000.00
Procurement - % of local Procurement spend from total Procurement						
Capital Goods	45%	45%	45%	45%	45%	
Services	55%	55%	55%	55%	55%	
Consumables	75%	75%	75%	75%	75%	
<b>ANNUAL TOTAL SLP</b>	<b>R210,928,476.50</b>	<b>R221,336,862.25</b>	<b>R220,031,398.25</b>	<b>R226,827,935.13</b>	<b>R227,466,839.13</b>	<b>R1,106,591,511.26</b>

NB: Budget committed under HRD was based on the total cost for the new intake over the total duration of the program.

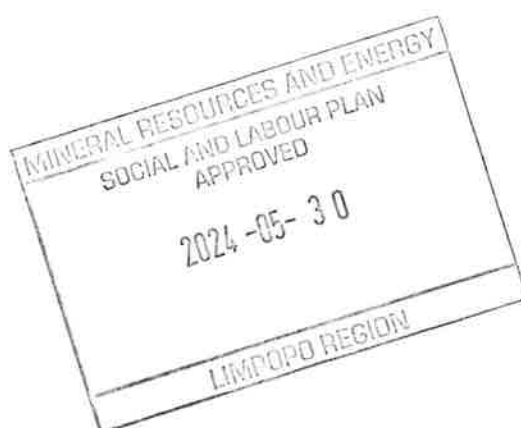
## SECTION 7

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## UNDERTAKING

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### Regulation 46 (f)





## 7. Undertaking

### Regulation 46 (f)

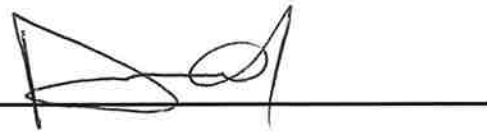
This represents an undertaking by the holder of the mining right to ensure compliance with the SLP and to make it known to employees.

I, **Dennis Modise** (Senior Manager: Human Resources) the undersigned and duly authorised thereto by

**Palabora Copper (Pty) Ltd** undertakes to adhere to the information, requirements, commitments, and conditions as set out in the Palabora SLP.

Signed at **Phalaborwa** on this **28<sup>th</sup>** day of **February** 2024.

Signature of responsible person: \_\_\_\_\_



Designation: Senior Manager: Human Resources

