

IMPUNZI COMPLEX

A
GLENCORE
OPERATION

Social & Labour Plan: 2023 - 2027
Mining Right Reference Numbers:

MP 30/5/1/2/2/375 MRF
MP30/5/1/2/2/288M

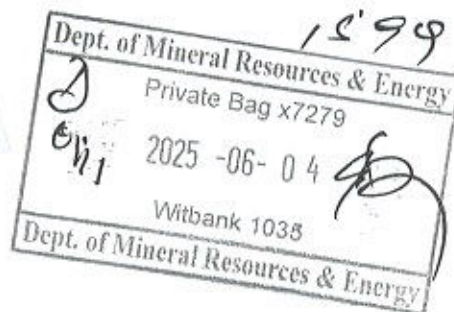


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List of Abbreviations and Acronyms

ABBREVIATION/ ACRONYM	DESCRIPTION
ALOB	Advanced Lump Ore Beneficiation
ATR	Annual Training Report
CTC	Colliery Training College
DMRE	Department of Minerals Resources and Energy
FLC	Foundational Learning Competency
FMS	Fleet Management System
GCOM	Glencore Communication Meeting
HDSA	Historically Disadvantaged South Africans
HRD	Human Resources Development
ILOB	Introduction to Lump Ore Beneficiation
MPRDA	Mineral and Petroleum Resources Development Act
NCOR	National Certificate of Orientation
NQF	National Qualifications Framework
ROM	Run of Mine
WSP	Workplace Skills Plan

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SECTION 1: PREAMBLE

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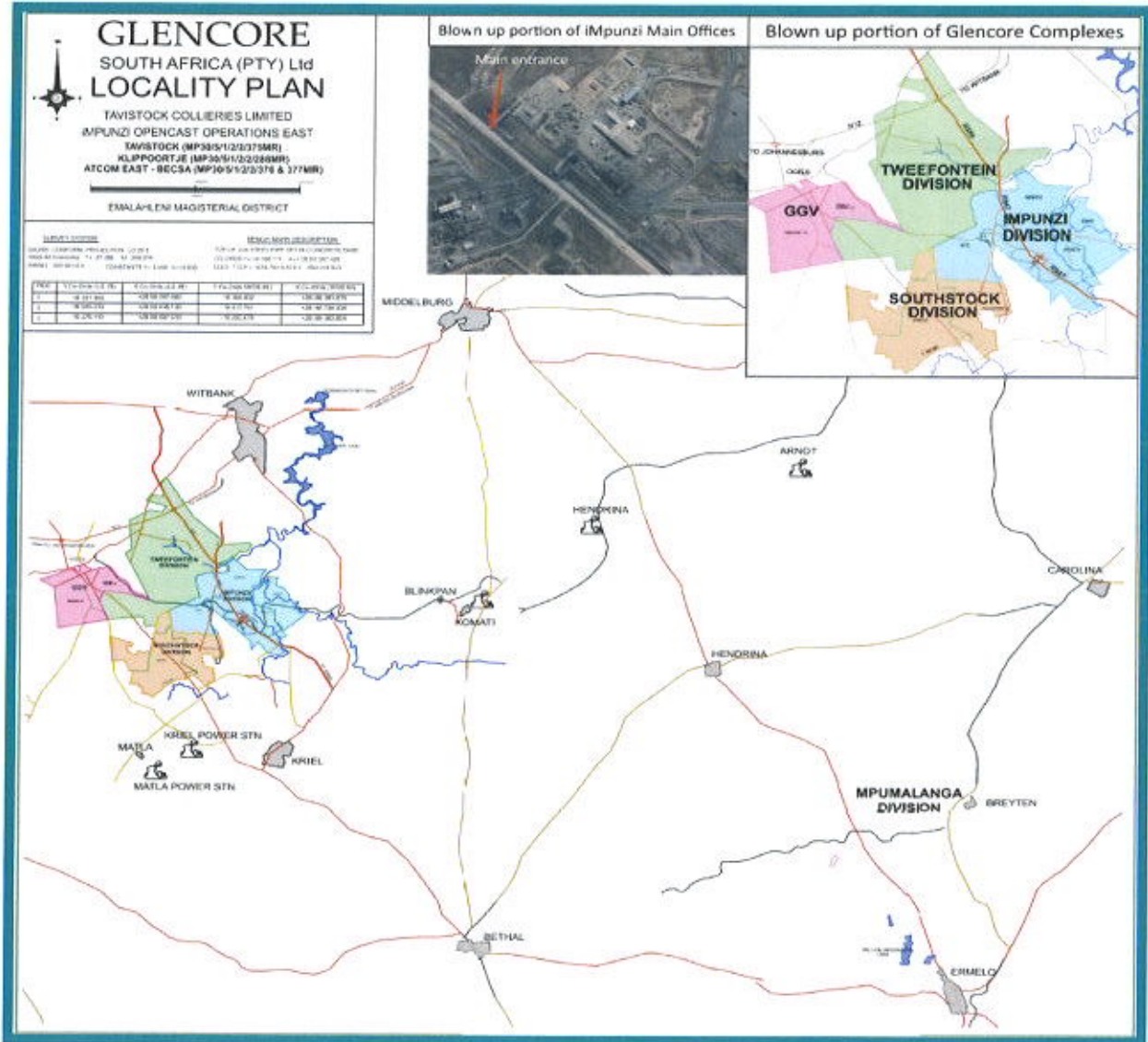
This section addresses Regulation 45 (a) of the Mineral and Petroleum Resources Development Act which provides for the contents of the Social and Labour Plan to include, amongst others, a Preamble which provides the background information of the Mine.

1.1 Introduction

iMpunzi Complex is an asset of Glencore Operations (Pty) LTD, an Opencast operation with a life of mine coming to an end in 2031. Coal from Opencast is hauled to the Run of Mine tip and goes through to Central Plant coal handling and processing, to produce products that are railed out using a rapid load-out facility through to Richards Bay. Products produced at ATC plant are destined for Eskom and is transported by truck. Some of the Opencast coal is also beneficiated to supply domestic markets. Rejects from the Plant processing are taken directly to the mine discard facility.

Run of Mine production is 12 million tons per annum and the annual saleable of 7million tons split between 1.2 million tonnes of Eskom supply and 5.8 million tonnes of export. The ATC Plant is expected to shut down in 2024, this will impact on the Run of Mine, with an expected decrease of 2.2 million tons to approximately 9.8 million tons for the life of the Social Labour Plan ending in 2027.

1.2 Mining Right Information



NAME OF COMPANY	GLENCORE OPERATIONS SA (PTY) LTD
NAME OF MINE	iMpunzi Complex
PHYSICAL ADDRESS	Portion 31 IS Farm Blesbokfontein District Bethal
POSTAL ADDRESS	Private Bag X7265, Witbank, 1035
TELEPHONE NUMBER	013 687 8200
FAX NUMBER	013 655 2346
LATITUDE	S26° 6' 20.2"
LONGITUDE	E29° 13' 28.7"
MINING RIGHT NUMBERS	MP 30/5/1/2/2/375 MR MP 30/5/1/2/2/288 MR
LOCATION OF MINE	The Mine is situated between the towns of Emalahleni and Kriel
COMMODITIES MINED	Coal
LIFE OF MINE	2031
FINANCIAL YEAR END	December
RESPONSIBLE PERSON	Jan Nel

1.3 Breakdown of Employees

1.3.1 Workforce as at 31 July 2022 and Expected Workforce

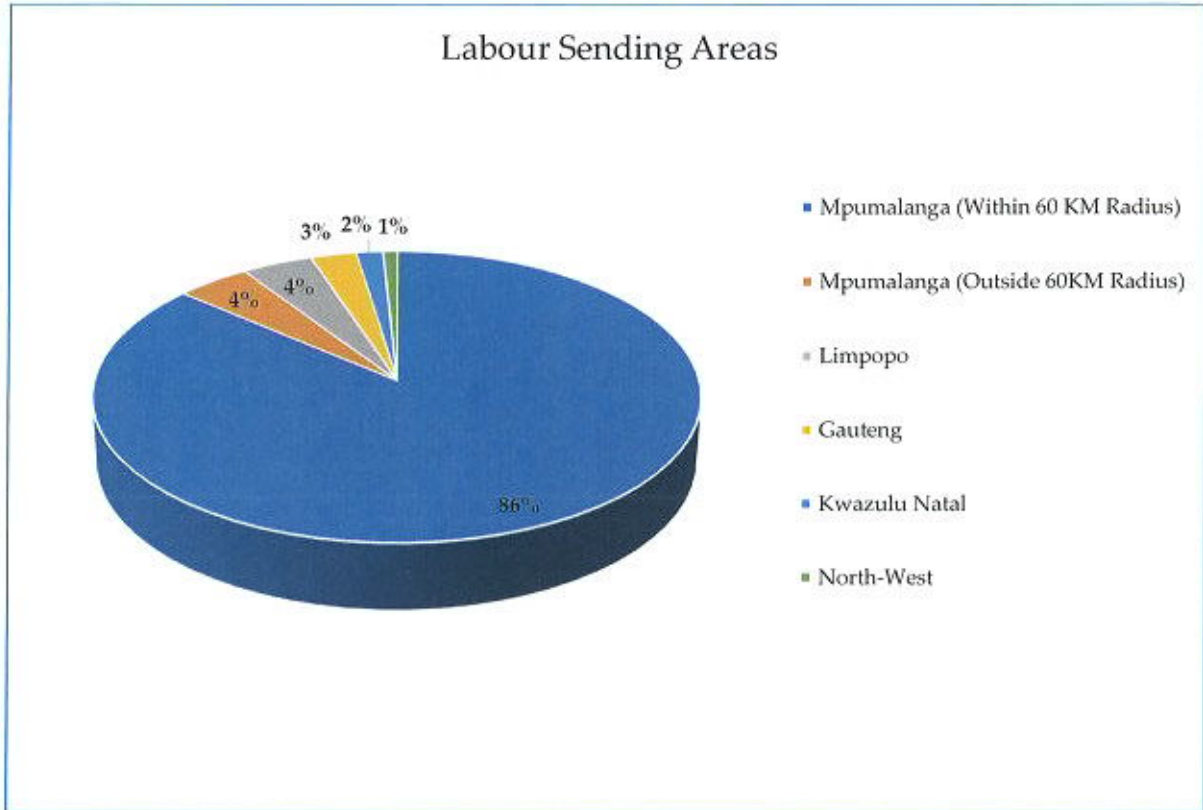
TABLE 1: SUMMARY OF EXPECTED WORKFORCE

Occupational Level	Jul-22	2023	2024	2025	2026	2027
Senior Management	9	9	9	9	9	9
Professionally Qualified and experienced Specialists and Middle Management	43	45	45	40	40	40
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors and Foremen	341	346	346	318	318	318
Semi-Skilled and Discretionary Decision-making	761	799	799	731	731	731
Unskilled and Defined Decision-Making	1	1	1	1	1	1
TOTAL PERMANENT	1155	1200	1200	1099	1099	1099

1.4 Labour Sending Areas

The Company places a strong focus on local recruitment. Preference is given to internal employees for promotional opportunities and then candidates from local communities, with due regard to the inherent requirements of the vacancy to be filled. The workforce from iMpunzi Complex is largely from the local communities. The Labour Sending Areas for iMpunzi Complex as at 31 July 2022 were as follows:

FIGURE 1: LABOUR SENDING AREAS AS AT 31 JULY 2022



SECTION 2: SKILLS DEVELOPMENT PROGRAMME

SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

Glencore Operations SA (iMpunzi Complex) believes that its competitive advantage lies in having competent and experienced employees and a skilled external talent pool to draw from to meet its current and future business needs.

The Company further recognises that the growth of the South African society and economy rests in reducing inequality, poverty and unemployment and that education and training play a critical role in achieving these objectives. To this end, the approach to training and development is a strategic growth one, based on:

- Ensuring employees' competency in their current role.
- Ensuring that the Company's future skills requirements in line with the Life of Mine and Business Plan and Transformation goals are met by:
 - Developing a strong internal pipeline through the identification of employees with potential and developing them; and
 - Developing an external pipeline of skills as not all future Company skills requirements can be met through the internal talent pool only.
- Developing a strong leadership culture which is underpinned by our values of Safety, Integrity, Openness, Simplicity, Responsibility and Entrepreneurialism.
- Conscious efforts to equip members of local communities with the qualifications and skills that can be used within and outside the mining industry.

2.2 Compliance with Skills Development Legislation

iMpunzi Complex's Human Resources Development Program has been developed in accordance with the Skills Development Act No. 97 of 1998 and is also aligned with the objectives of the Mining Qualifications Authority. Glencore Operations SA (Pty) LTD is registered with the Mining Qualifications Authority as follows:

TABLE 2: COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

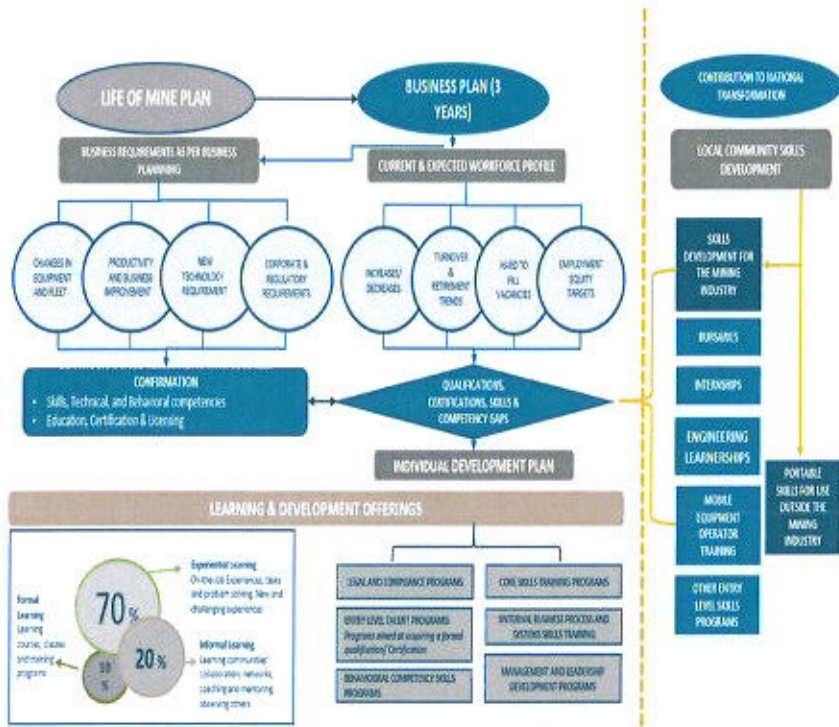
Name of SETA	Mining Qualifications Authority
Registration Number at the SETA	L460 714 654
Name of Skills Development Facilitator	Sellah Moreku

The Company submits the Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority on an annual basis following consultation with the Employment Equity and Skills Development Committee of iMpunzi Complex.

2.3 Approach Followed in Developing the Human Resources Development Programme

The following approach is followed in putting together a Human Resources Development Programme for the Company:

FIGURE 2: HUMAN RESOURCE DEVELOPMENT FRAMEWORK



2.4 Human Resources Development Programme Undertakings

iMpunzi Complex undertakes to:

- 2.4.1 Contribute towards the **development of its own employees** for current and future needs in line with the Business Plan and the Life of Mine Plan.
- 2.4.2 Contribute towards the **development of its local communities** in skills and qualifications that they can use to:
 - Obtain employment
 - Utilise the skills acquired to be self-employed and/or create further employment opportunities through entrepreneurship opportunities.
- 2.4.3 Ensure:
 - That employee training is in line with the Skills Development Act and supports the achievement of the goals in the Employment Equity Act, the Mineral and Petroleum Resources Development Act and the Mining Charter.

INPUTS IN COMPILING THE HRD PROGRAMME

- MPRDA, Mining Charter, Skills Development Act, Employment Equity Act.
- The National Economically Active Population and Regional Demographics
- Current Representation Statistics and Employment Equity Goals
- Form Q
- Striving for minimum of 5% of the payroll spend on Skills Development

- That employee training is in line with **the Company's Employment Equity Goals and the Workplace Skills Plans** submitted annually to the Mining Qualifications Authority.
- Compliance with the Employment Equity Act and Mining Charter Requirements and linking the Company's **Employment Equity Plans** to the Human Resources Development initiatives.
- That training conducted aims to ensure that employees are **first competent in their current roles** and that they **produce coal safely** and that those with potential are identified and developed for **future Business Skills Requirements**.
- That as far is possible, members of **local communities** are provided with the **education and skills and competencies** to make them employable within and outside the mining industry and /or provided with the skills to be self-employed.
- The Mitigation of **Hard to Fill Vacancies** and the reasons thereof.
- The provision of **Development Programs** to enable **Career Progression Opportunities** for Employees.
- The provision of **Leadership Development Opportunities**; and
- The preparation of employees who exit the Company through retirement and/or operational requirements with **Portable Skills**.

2.5 Adult Education

TABLE 3: FORM Q STATISTICS AS AT 31 JULY 2022

BAND	NQF LEVEL	QUALIFICATION DESCRIPTION	FEMALE				MALE			TOTAL HDSA	WHITE			FOREIGN NATIONALS		TOTAL NON-DESIGNATED	GRAND TOTAL
			AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN		MALE	FEMALE	MALE				
		Unknown Qualification Level															
		No Schooling															
		Grade 0 / Pre															
		Grade 1 / Sub A	3				37		40				4		4	44	
		Grade 2 / Sub B	1				9		10						0	10	
		Grade 3 / Std 1 ABET 1	5				15		20				2		2	22	
		Grade 4/ Std 2 /	1				4		5						0	5	
		Grade 5 / Std 3 / ABET 2					8		8	1					1	9	
		Grade 6 / Std 4					8		8				2		2	10	
		Grade 7 / ABET 3	1			1	15		17						0	17	
		Grade 8/Std 6	3				24		27						0	27	
General Further Education and Training Qualifications Sub		General Certificate /	2														
	1	Grade 9 / Std 7 / ABET 4					19		21				2		2	23	
	2	Elementary Certificate	4				53	2	59	16					16	75	
	3	Intermediate Certificate	30			1	136		167	13					13	180	
4	National Certificate	179			6	370	1	556	38					38	594		
Higher Education Qualifications Sub Framework	5	Higher Certificates	13			1	12		26	3					3	29	
	6	Diploma / Advanced Certificate	26				24		50	10					10	60	
	7	Bachelor's Degree / Advanced Diploma	16		1	3	15		37	2					2	39	
	8	Bachelor's Honours Degree	2				4		6						0	6	
	9	Master's Degree	1				3		4	1					1	5	
	10	Doctorate							0						0	0	
TOTAL			287	0	1	32	756	3	1061	84	0	10		94	1155		

Advertisements placed in the local communities during 2018-2020 yielded very low returns of applications for these programs. Following these low levels of interest in AET Levels 1-3 that were being offered by the Company, a review was undertaken to understand the reasons for the low uptake primarily with employees. The findings of the review were that employees with low levels of education were mostly in the 50+ age bracket and were not interested in undertaking literacy and numeracy studies. The company engaged employees who did not have an opportunity to finish a high school qualification for whatever reason thus having limited career progression opportunities; majority of which indicated disinterest in furthering their studies and completed waiver forms.

Therefore, due to the poor uptake of Adult Learning and Training (AET) opportunities (AET Levels 1-3), the Company decided to gradually phase out AET Levels 1-3 and phase in the Foundation Learning Competence (FLC) Program as well as the Matric Examination Preparation Program as these would enable both community members to enter the Company and the industry, whilst ensuring career progression for those already employed. The compilation of numerical targets were based on employees who showed interest in obtaining matric certification.

Foundational Learning Competence (FLC) provides learners with the minimum levels of competency they require in the two key areas of Mathematical Literacy and Communication. This enables them to deal successfully with occupational learning at NQF levels 2 -4 and removes barriers to learning and ensures progress in their occupational careers and further development of skills. It is designed to enable the learner to access further qualifications, be more efficient and able to work and engage better in real-life situations by establishing a proper foundation in their abilities to communicate efficiently and calculate, think critically, and solve problems in their everyday life. At Glencore, it is used as a bridging program to enable candidates who have a high school education but have not completed matric to acquire the foundation that will enable them to progress to the Matric Preparation Program that will enable them to write the Amended Senior Certificate (ASC).

The ASC offers learners the opportunity to complete a matric full time using a blended approach of computer based subject learning and tutor support face to face. Both the FLC and the ASC Programs are offered on a full-time basis to both employees and community members.

2.5.2 Foundational Learning Competency Targets

2.5.2.1 Year on Year Targets

The targets for Full-Time Employee and Community FLC are shown in the tables below (**Tables 4-5**) below together with the budgetary provision. It is envisaged that the planned number of FLC candidates will progress to completing the ASC Program. The planned number of candidates per year for iMpunzi is 3. iMpunzi had a backlog of one AET candidate from the 2018-2022 SLP, which will be covered with the 2025 intake where 3 candidates will be the planned target for the year and 1 addition will cover the backlog for employee targets. For community, there was a backlog of 12 from the 2018 2022 SLP, and a planned annual target of 4 candidates each year will be to cover the backlog whereas the remainder will be the current SLP commitments.

The budgetary provision is inclusive of both the training cost as well as the salary cost for employees as they are transferred from the Operations to the Group Training Centre for the period of training and their roles backfilled at the operations. For the community members, the budgetary provision is inclusive of both the training cost and the stipend to cover transport and meals during the period.

TABLE 4: ADULT EDUCATION & TRAINING – EMPLOYEE TARGETS (VARIOUS LEVELS)

PLAN	Backlog from 2018 - 2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
FLC	1	3	0	4	0	3	10
ASC		0	3	0	4	0	7
BUDGET		R1 386 423	R731 934	R2 117 162	R1 129 179	R1 788 834	R7 153 532

TABLE 5: ADULT EDUCATION & TRAINING – TARGETS FOR COMMUNITY MEMBERS (VARIOUS LEVELS)

PLAN	Backlog from 2018 - 2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
FLC	12	6	0	6	0	5	17
ASC		3	6	0	6	0	15
BUDGET		R487 529	R241 656	R410 520	R223 154	R491 717	R1 854 576

2.6 Learnerships

2.6.1 Overview of Learnerships

A learnership is an occupationally directed, planned learning experience that is a combination of structured theoretical training and structured work experience. It therefore includes both the academic component and an on-the-job component. Through the learnership, structured learning programmes and work experience are integrated and organised for accreditation on the National Qualifications Framework (NQF).

2.6.2 Learnership Programs Offered

2.6.2.1 Engineering Learnerships

The Company offers engineering learnerships for both employees and community members. The nominated individuals are transferred (employees) /appointed on a fixed term contract (community) in the Group Training Centre books for a period of up to three years to enable them to complete the learnership. The learnership programme is registered with the Mining Qualifications Authority.

The Engineering Learnerships offered by the Company include Auto Electrical, Boilermaking, Diesel Mechanics, Electrical, Fitting and Rigging.

Learners do theoretical training at the Colliery Training College (CTC) in Emalahleni, with the practical training done at any of the Glencore Operations SA Operations depending on the practical modules that are required to complete. A coach is assigned to each of the learners for the practical component of the programme.

2.6.2.2 Engineering Learnerships Targets

There was no backlog of 18.1 Learnership in the 2018 – 2022 SLP. The 3 candidates planned for 2023 will be enrolled to start the program earlier in September 2022. The planned number reflects the overall number of employees that will be in the system in 2023 and the new intakes year-on-year. Although in some of the years of the SLP there is no planned number of candidates in the targets table, this is indicative of there being no new intake but candidates continuing with the program from previous year(s) and the related cost allocations in the budget provision. The budgetary provision is inclusive of the training cost, the cost of the toolbox and the salary cost for employees as they are transferred from the Operations' books to the Group Training Centre books for the period of training and backfilled at the Operations. For the community members, the budgetary provision is inclusive of the training cost, the stipend and the cost of the toolbox.

TABLE 6: ENGINEERING LEARNERSHIP TARGETS – EMPLOYEES (18.1)

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
Diesel Mechanic	2	0	1	0	0	3
Fitter	1	0	0	0	0	1
Auto Electrician	0	0	2	0	0	2
PLAN	3	0	3	0	0	6
BUDGET	R1 517 285	R1 606 976	R1 656 201	R1 896 308	R1 342 385	R8 019 155

TABLE 7: ENGINEERING LEARNERSHIP TARGETS – COMMUNITY (18.2)

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
Electrician	2	0	0	0	0	2
Diesel Mechanic	2	0	4	3	1	10
Fitter	9	0	0	2	0	11
Auto Electrician	5	0	0	2	1	8
Rigger	0	0	2	0	0	2
Boilermaker	5	0	4	2	0	11
PLAN	23	0	10	9	2	44
BUDGET	R1 967 588	R2 063 121	R1 964 123	R1 683 964	R2 263 630	R9 942 426

2.6.3 Mining Learnerships

In order to ensure career progression for existing employees, the following mining learnership is provided:

2.6.3.1 Rock Breaking Certificate

The Rock Breaking Certificate learnership is only provided for current employees as part of the Opencast Mining Career Progression Path. Employees who complete the programme serve as a talent pool for the positions of:

- Blasting Controller
- Blaster
- Production Supervisor

The Opencast blasting ticket program is undertaken over a period of 32 months for permanent trainees and the training is broken up as follows:

TABLE 8: ROCK BREAKING CERTIFICATE ELEMENTS AND TIMELINES

ELEMENT	DURATION
Blasting Assistant Course	5 Weeks
Examine and Make Safe	5 Weeks

60 Shifts on the Block	+ 16 weeks – 4 months based on an average of 16 shifts per month
Blasting Board Provisional Ticket Preparation & Certification	3 weeks
INDICATIVE PERIOD TO PROVISIONAL BLASTING Ticket	29 weeks - +_ 7 months
Shifts to Permanent Ticket	98 weeks – 23 months based on an average of 16 shifts per month
Leave Provision	8 weeks – 2 months – 2 leave cycles over the period
TOTAL INDICATIVE PERIOD FULL PERMANENT TICKET	135 weeks/ 32 months

As at 01 July 2022, iMpunzi had five candidates busy with the blasting ticket program training and an additional eleven (11) candidates either with a full blasting ticket or a provisional blasting ticket. As a result, it was decided that the planned intake of 3 for 2022 be suspended creating a backlog which will be addressed in this SLP. With the close out of the 2018 – 2022 SLP there will be 3 candidates will roll-over into 2023. The planned number reflects the overall number of employees that will be in the system in 2023 and the new intakes year-on-year. Although in some of the SLP years there is no planned number of candidates, this is reflective of the employees continuing with the program from previous years and the related cost allocations in the budget provision.

TABLE 9: ROCK BREAKING CERTIFICATE TARGETS

YEAR	Backlog from 2018 - 2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	3	0	2	0	1	6
BUDGET		R1 791 113	R1 898 580	R3 205 027	R1 492 015	R2 254 747	R10 641 482

2.7 Study Assistance and Bursaries

2.7.1 Study Assistance and Study Leave

The Company encourages employees to study further in line with their Development Plans. Study Assistance is therefore offered within the employee's current discipline for all employees and outside of the employee's discipline but still relevant to the mining industry for employees in the B-Band. This is based on the recognition that employees may occupy positions that they did not choose as careers but rather because those may have been the only options available to them to gain employment.

To promote employee self-development, study assistance benefits are advertised internally, and career days are hosted to inform of career options available within the Company and encourage employees to apply. Additionally,

employees have access to guidance and resources (videos and brochures) to help them align their studies with career development opportunities. The studies are undertaken on a part-time basis.

The application and approval of the study assistance is subject to the employee's career aspirations and recommendation by the employee's current supervisor and/or manager, recommendation by the development committee of the discipline in which the employee wants to study further and approval by the Glencore Coal SA's Human Resources Committee. Other considerations in making the recommendation and the approval process include the Company's skills requirements, hard to fill vacancies, employment equity and budgetary provisions. Employees are required to apply annually as approval for study assistance is based on the year of study and not the course duration.

The Company also offers study leave for all employees whose study assistance has been approved. For employees who opt to study at their own cost, the Company may approve study leave subject to the employee applying and getting approval from the relevant development committee.

The figure below indicates the number of employees projected to study in that particular year. Beneficiaries are counted based on the total candidates supported annually, whether they are new applicants or continuing with their studies from previous year.

TABLE 10: EMPLOYEE BURSARY PLAN (STUDY ASSISTANCE)

YEAR	Backlog from 2018 - 2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	5	5	5	5	5	
BUDGET		R103 216	R111 512	R120 695	R125 295	R135 613	R596 331

2.7.2 Bursaries for Community Members

The Company also offers study Bursaries for community members from local communities who have been admitted studying a full-time recognised degree or diploma at an approved tertiary institution.

The Company offers bursaries in the following disciplines, in line with the skills requirements and development pipeline of the Company:

- Mining Engineering
- Electrical and Mechanical Engineering

- Metallurgy
- Geology
- Financial Accounting

The initiative is marketed through an internal advertisement so that employees are aware of opening and closing dates should their dependents want to apply as well as through local community structures, newspapers and the Glencore Careers Website.

The successful candidates are offered a full bursary which includes tuition, books, approved excursions, a laptop and printer, accommodation and a monthly allowance. The candidates sign a contract with the Company to work back the period of the assistance provided once they complete through the Graduate Development Programme. However, where the Company is unable to accommodate the candidate in the Graduate Development Programme either due to poor performance during the studies or due to operational requirements, the candidate will be absolved of the payback obligation.

The planned numbers below are actual number of beneficiaries who would be afforded bursaries in the SLP period. The actual number of qualifications achieved in the period would be determined by duration of the qualification enrolled for.

TABLE 11: COMMUNITY BURSARY PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
MINING	1	1	0	0	1	3
ENGINEERING	1	1	0	1	0	3
METALLURGY	1	0	0	0	0	1
FINANCE	0	0	1	0	0	1
TOTAL PLAN	3	2	1	1	1	8
BUDGET	R706 040	R1 003 091	R1 303 213	R1 650 053	R1 463 054	R6 125 451

2.8 Internships

The Company offers internships to enable students who are still studying to fulfil the tertiary institution's requirements to complete the programme as well as the Graduate Development Programme and Supervisor in Training Program for candidates who have completed their tertiary studies in the fields to provide them with the exposure needed to eventually take up a substantive role.

2.8.1 Graduate Development Programme

The candidates for the Graduate Development Programme are largely sourced from the Bursary pool and where no bursaries are offered for a discipline, the candidates are sourced through both internal and external advertisement and the normal selection process as per the Company's Recruitment, Selection and Placement Policy.

The Company offers a Graduate Development Programme in the following disciplines:

- Mining Engineering
- Electrical and Mechanical Engineering
- Metallurgy
- Geology
- Finance
- Human Resources
- Environment
- Occupational Health and Hygiene
- Rock Engineering

The Graduate Trainees are managed from the Group Training Centre and allocated to the various Complexes and Operations. They follow a structured development programme and their progress throughout the programme is managed on a day-to-day basis by the assigned coach and monitored on a regular basis by the assigned mentor and the development committee for the specific discipline. The graduate trainees are required to provide monthly and quarterly reports to the Company to monitor their progress on the programme. They are also required to present to the development committee at least once per annum. Although allocated to a certain Operation and Complex,

they may be moved across the various Glencore Coal SA operations depending on the element of the programme that they are busy with.

The programmes range from 2 years to 4 years for the disciplines where a Government Certificate of Competence is required to be completed as part of the programme.

TABLE 12: GRADUATE DEVELOPMENT PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
MINING	2	0	2	0	2	6
ENGINEERING	0	0	0	0	2	2
METALLURGY	1	0	0	0	0	1
REGULATORY	1	0	0	0	0	1
FINANCE	2	0	1	0	0	2
SAFETY	0	1	0	0	0	1
TOTAL PLAN	6	1	3	0	4	9
BUDGET	R3 994 232	R3 521 375	R2 996 671	R3 173 677	R3 378 908	R17 014 864

2.8.2 Supervisors in Training

In order to address the under-representation of women in the Mining and Engineering Supervisor level, the Company embarked on an accelerated development programme to train and develop Supervisors. For the Mining Programme, Graduates with a Mining Engineering Tertiary qualification are sourced. The pool for the Engineering Supervisor in Training Programme are the internal artisan candidates who have at least 5 years' experience as an artisan.

There was no backlog of Engineering Supervisors in Training in the 2018 – 2022 SLP. The 1 candidate planned for 2023 will be enrolled to start the program earlier in September 2022. The planned number reflects the overall number of employees that will be in the system in 2023 and the new intakes year-on-year. Although in some of the years of the SLP there is no planned number of candidates in the targets table, this is indicative of there being

no new intake but candidates continuing with the program from previous year(s) and the related cost allocations in the budget provision.

TABLE 13: SUPERVISOR IN TRAINING PLAN

YEAR	Backlog from 2018-2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
MINING PLAN	1	2	0	2	0	2	6
MINING BUDGET		R734 424	R778 489	R822 555	R871 908	R924 223	R4 131 599
ENGINEERING PLAN	0	1	1	0	1	0	3
ENGINEERING BUDGET		R650 427	R688 982	R729 621	R773 398	R818 459	R3 660 887
TOTAL PLAN	1	3	1	2	1	2	9
TOTAL BUDGET		R1 384 851	R1 467 471	R1 552 176	R1 645 306	R1 742 682	R7 792 486

This is a two-year Programme, as a result there is a new intake of candidates every two years.

2.8.3 Practical Trainees

The candidates for the Practical Training Programme are largely sourced from local communities. These are students who are already studying at tertiary institutions who need to complete P1 & P2 as part of their requirements to fulfil the qualification requirements. These candidates are sourced through external advertising and follow the normal recruitment process. They are then placed on a fixed term contract for the duration of their programme and receive a monthly allowance and are assigned a coach and mentor at the end of the programme, candidates are required to present to the development committee the results of the project that they were assigned before returning to the tertiary institution.

The Programme is for one year, as a result there is a new intake of candidates every year.

TABLE 14: PRACTICAL TRAINEE PLAN

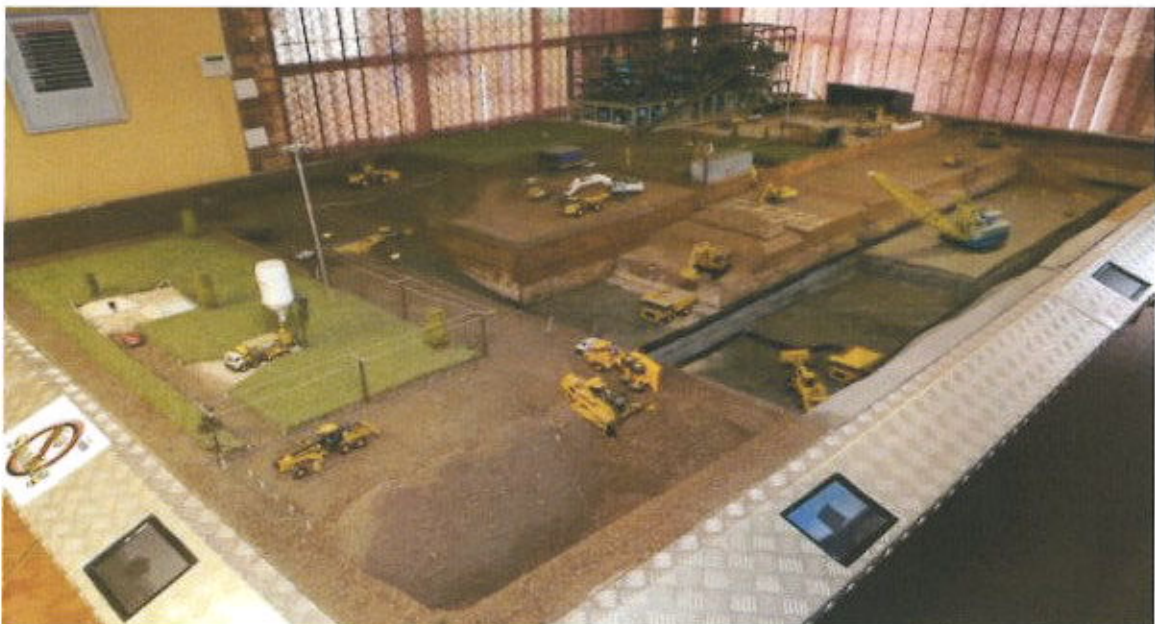
YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	3	3	3	3	15

BUDGET	R312 231	R330 965	R350 823	R371 872	R394 185	R1 760 076
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2.9 Core Skills Training and Programmes

Core Skills Training is offered in the Core Areas of Mining, Processing, Survey and Engineering to enable employees to progress as part of the career path.

2.9.1.1 Mining Training Programmes for Employees



(Opencast Mining - value chain simulation at the Group Training Centre)

2.9.1.1.1 Machine Licence Training

Over and above the Opencast Operator Training that is provided to ensure that licences remain current, training is also provided to enable employees to move from non-operator sections and other parts of the business-like coal processing into the mainstream mining sections that require operators.

Employees are able to progress from:

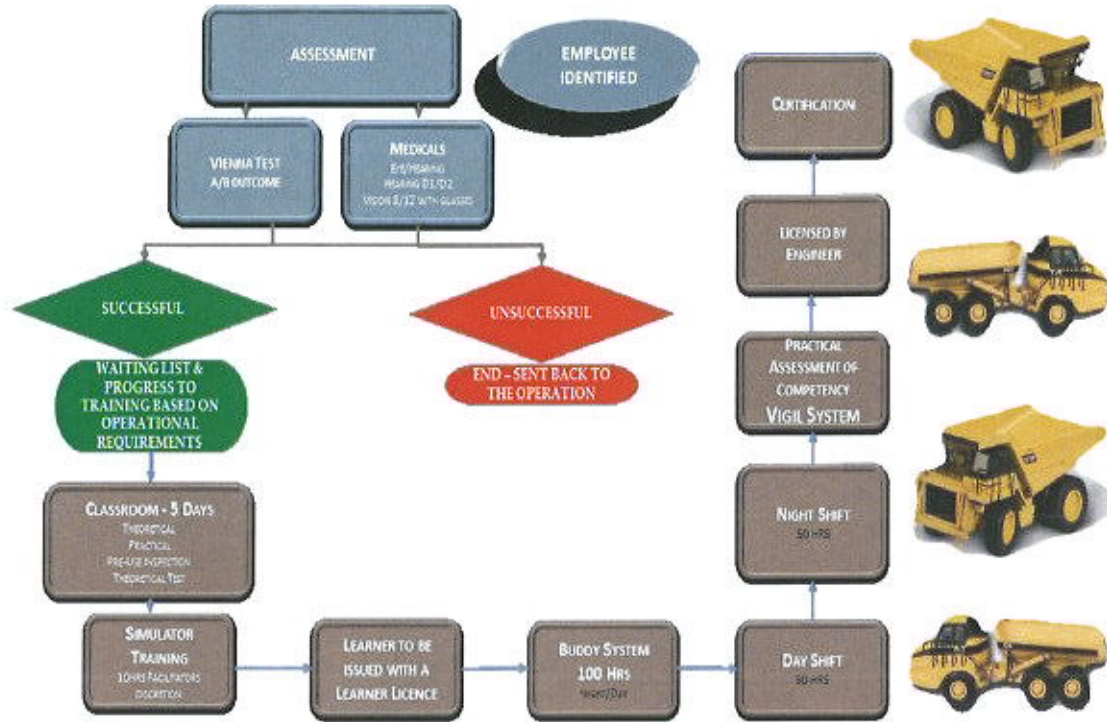
- Driver (Cat 6/B1) to Composite Driver (Cat 7/B2) upon licencing for a second entry level machine.
- Operator (Cat 7/B3) to Composite Operator (Cat 8 / B4) upon being licenced for a second machine.
- Composite Operator (Cat 8/ B4) to Digger Operator (Cat 12/ C1)
- Dozer Operator (Cat 8 / B4) to Dragline Operator (Cat 14/ C3)

The minimum entry requirements for training for existing employees include two years' experience in an opencast environment and a competency score of an A or B in the hand/eye co-ordination assessment (Vienna Test System) depending on the complexity of the machine for which the candidate will be trained.

Training takes place over an average of 10 weeks and candidates are exposed to the theoretical component followed by simulator training and then on-the-job buddy training before being licenced.

The process from identification to certification is as follows:

FIGURE 3: OPENCAST MACHINE TRAINING PROCESS FLOW



Employees J Mmadi, B Vilanculo and Simphiwe Mabona busy with simulator training at the Group Training Centre

TABLE 15: NEW/PROGRESSION OPERATOR TRAINING PLAN FOR EMPLOYEES

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
TMM Operator Training	8	8	8	8	8	40
Training for Digger Operator Roles	0	2	0	2	0	4
TOTAL PLAN	8	10	8	10	8	44
TOTAL BUDGET	R56 720	R75 154	R63 731	R84 443	R71 608	R351 656

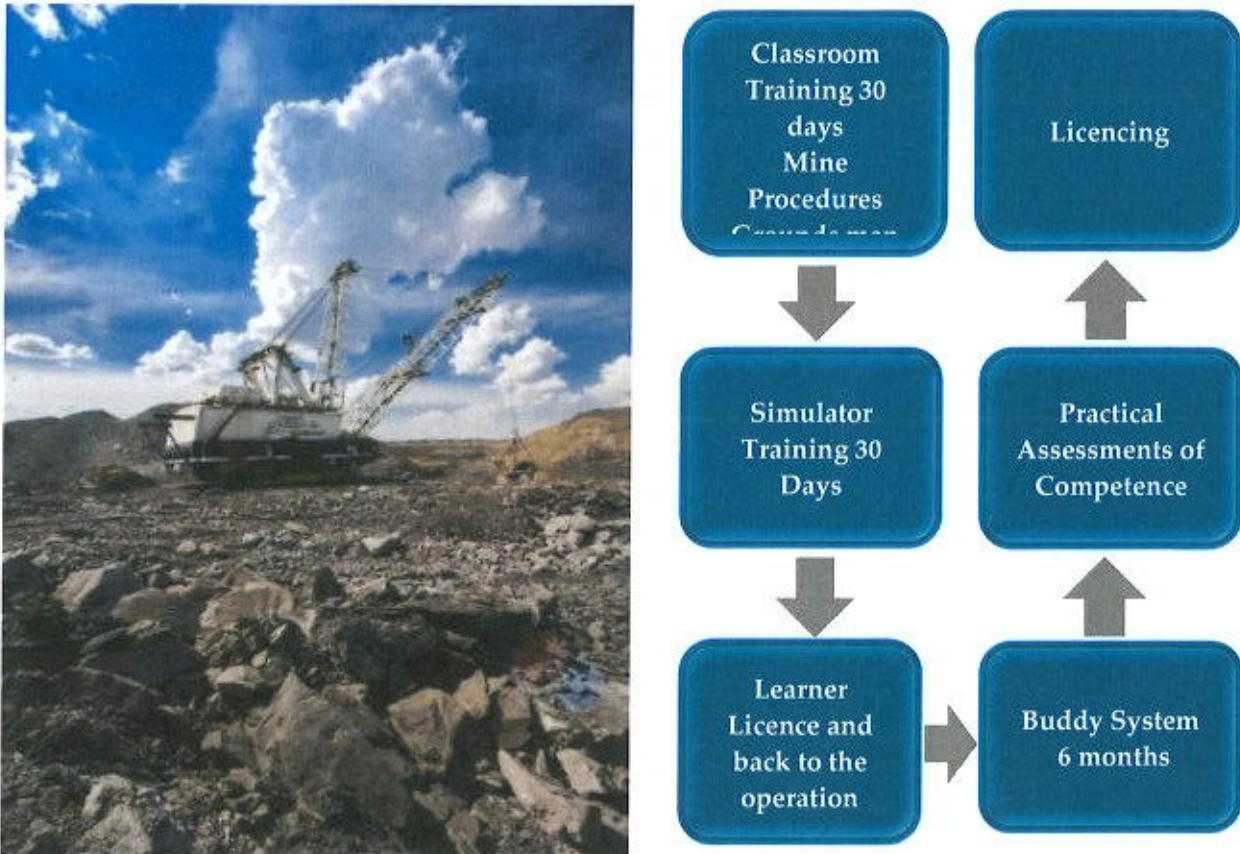
2.9.1.1. 2 Dragline Operator Training

Dragline Operator training is part of the opencast career progression path. The selection criteria for the Dragline operator training include:

- Grade 12 and a minimum of two Opencast Mining Equipment Operator Licences, one of which must be a Digger and/or Dozer.
- A minimum of 5 years Opencast Mining Experience, of which 2 years should be as a Dozer Operator.

The duration of the programme is 9 months.

FIGURE 4: PROCESS FOLLOWED IN DRAGLINE OPERATOR TRAINING AND LICENSING



From the 2018 – 2022 SLP iMpunzi trained 10 Dragline Operators against a plan 5. Due to business needs, the training of 2 of the 3 candidates planned for 2023 will be brought forward to 2022 and they will be enrolled in October 2022 and continue the program during 2023. The planned number reflects the overall number of employees that will be in the system in 2023 including the new intakes year-on-year.

TABLE 16: DRAGLINE OPERATOR TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	2	1	1	1	8
BUDGET	R1 810 489	R1 287 176	R694 548	R736 221	R752 653	R5 281 087

2.9.1.2 Mining Training Programmes for Community Members

2.9.1.2.1 Opencast Blasting Assistant Programme

The Opencast Blasting Assistant Programme is provided to community members to equip them with the skills to enter the industry.

The programme consists of 5 days of classroom training and practical on the job exposure totalling 3 months.

TABLE 17: OPENCAST BLASTING ASSISTANT PROGRAMME TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	4	4	4	4	4	20
BUDGET	R67,705	R71,767	R76,073	R80,638	R85,476	R381 659

2.9.1.2.2 Machine Operator Programme

Community members who apply for opportunities to be trained as Operators are assessed using the Vienna test (hand eye coordination) prior to being selected. They then follow the same route as employees to undergo theoretical training, simulator training and then be allocated to a buddy and operate in the field prior to being licenced.

TABLE 18: COMMUNITY MACHINE OPERATOR TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	8	8	8	8	8	40
BUDGET	R138 718	R178 704	R189 426	R200 792	R212 839	R920 479

2.9.1 Plant Training Programmes



2.9.2.1 Introduction to Lump Ore Beneficiation (ILOB):

The programme enables employees in the Plant to progress to the Plant Operator role. The programme is presented by the Colliery Training College (CTC) over a period of 7 weeks, 2 days per week, and consists of theoretical as well as practical training and equips learners with the skills to master coal beneficiation techniques.

The minimum entry criteria include Grade 12, 2 years' coal processing experience and attendance of the 2-week plant competency course.

TABLE 19: INTRODUCTION TO LUMP ORE PREPARATION TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	1	1	1	1	1	5

BUDGET	R 117 586	R 125 104	R 132 610	R 140 567	R 149 001	R 664 868
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2.9.2.2. Advanced Lump Ore Beneficiation (ALOB)

This programme is presented by the Colliery Training College (CTC) and is presented over 4, 3-week study schools over a period of one year. Apart from the final theoretical examination for each study school, the student is required to do a thesis, which is to be presented to a panel of external examiners after completion of all four study schools. The programme outcomes include a wider and more advanced scope regarding lump ore beneficiation and utilisation in general. It also prepares the learner to play a more meaningful role in the management of the ore beneficiation environment and is targeted at employees identified to progress into Plant Supervisor roles.

The minimum entry criteria are Grade 12, a minimum of 5 years' experience as a Plant Operator and a minimum 60% pass mark in the Introduction to Lump Ore Beneficiation (ILOB) Programme.

TABLE 20: ADVANCED LUMP ORE PREPARATION TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	1	1	1	1	1	5
BUDGET	R48 252	R51 456	R80 217	R85 030	R90 132	R355 087

2.10 Leadership Development Programmes

The Leadership Development Programmes at Glencore Operations SA are aimed at equipping those who currently occupy leadership roles with the skills and competencies that will enable them to create an environment and culture in which their team members feel valued to be part of the team and are able to perform at their peak, in a safe way. They are also aimed at equipping those who have been identified as having potential to progress in their career with the skills and competencies to transition from specialist roles to line management roles.

The following Leadership Development Programmes are offered by the Company:

2.10.1 SafeWork Leadership Program (SWLP)

The SWLP forms part of a comprehensive Health and Safety management system. The objective of the SWLP is to increase the safety of operations by positively influencing the behaviour of all employees through a process of improved leadership at all levels of the business from Top Management down to Supervisory level.

The Program is delivered by leaders in the business commencing with Senior Leaders to Managers, Managers to Superintendents, and Superintendents to Supervisors. The Program runs as a workshop with significant practical application during the program rather than simply a theoretical, classroom training program.

2.10.2 Supervisor Development Program

The Program is aimed at ensuring that Supervisors are familiar with their roles and responsibilities. It is targeted at current Supervisors and those candidates identified as having potential to be developed as Supervisors.

The Programme takes place over 5 days and is structured as follows:

DAY	CONTENT
Day 1	Business Overview Operating Environment Business Expectations of a Supervisor
Days 2 & 3	Planning Organising Leading Controlling
Days 4 & 5	Legal Liability Planning, Preparing and Executing <ul style="list-style-type: none"> • GCOM (Glencore Pre-Shift Communication with Team) • JHA and the role of the Supervisor • Planned Task Observations • Safety Interactions • Planned Inspections • Fatigue Management Introduction to Incident Investigations

In addition to the attendance of the Programme, candidates are expected to go back and implement what they have learnt and submit a Portfolio of Evidence after 8 weeks for internal review and external moderation by the training service provider prior to being certified.

TABLE 21: SUPERVISOR DEVELOPMENT PROGRAMME TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	3	3	3	3	15
BUDGET	R27 496	R29 145	R30 894	R42 572	R45 126	R175 233

2.10.3 Middle Management Development Programme

The Middle Management Development Programme is aimed at strengthening the management skills of all D-Level Managers. The programme is undertaken over 2 days covering planning, organising, leading and controlling. At the end of the programme, the candidates are expected to implement the learnings and submit a Portfolio of Evidence after 8 weeks for internal marking and external moderation by the training service provider prior to being certified.

TABLE 22: MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	3	3	3	3	3	15
BUDGET	R29 893	R31 687	R33 588	R35 603	R37 739	R168 509

2.10.4 External Leadership Development Programs

The Company also enrolls candidates already in Middle Management and Senior Management and those identified as having potential to progress in their careers for development programmes to enhance their management and leadership capabilities.

2.10.4.1 Senior Leadership Development Programme

The Senior Leadership Development Programme is undertaken in conjunction with the Wits Business School. The Senior Leadership Development Programme is targeted at employees in Paterson grades D-Upper and E-Lower. The focus is on strengthening their leadership abilities and general management skills and broader understanding of the business in general.



The specific outcomes of the programme are:

- Broadening the perspective of participants whose previous experience has been mainly in a specialist area.
- Providing managers with knowledge, skills and techniques that will lead to more professional management and leadership skills.
- Developing the ability to make sound and informed decisions.
- Increasing effectiveness in working with people with different cultures and values.
- Increasing awareness of the economic, political and social factors which affect business management in South Africa.

TABLE 23: SENIOR LEADERS DEVELOPMENT PROGRAMME TRAINING PLAN

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	1	1	1	1	1	5
BUDGET	R193 240	R204 835	R217 125	R230 152	R243 961	R1 089 313

2.10.4.2 Programme in Management Development

The programme is offered to middle managers who need to enhance their managerial competence. The Programme is targeted at employees in Middle Management positions. The focus is on strengthening their leadership abilities and general management skills and broader understanding of the business in general.

iMpunzi had a backlog of one PMD candidate for from the previous SLP, which would be covered with the 2023 intake. For the current SLP 4 new candidates are planned for the period 2024 to 2027.

TABLE 24: PROGRAMME IN MANAGEMENT DEVELOPMENT PROGRAMME TRAINING PLAN

YEAR	Backlog from 2018 - 2022	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	1	1	1	1	1	1	5
BUDGET		R149 745	R170 719	R180 962	R191 819	R203 329	R896 574

2.11 Hard to Fill Positions

Hard to fill positions are those positions which the Company generally struggles to find candidates for sustained periods. In the previous three years preceding the compilation of this SLP there were no hard to fill positions.

2.12 Career Progression Plan

2.12.1 Career Management Context

Career Management and Progression within Glencore Operations SA is split between Junior Management and Graduate Development Programme talent which is managed centrally through Development Committees and the HR Committee across the business. As such, the talent is owned centrally and not by any one of the Complexes. Therefore, although the Career Progression tables below will reflect employees at iMpunzi Complex who are part of the talent, where opportunities development or progression arise, talent across the business is considered and not only those from the Complex.

C-Lower and below talent is managed at Complex level although career progression opportunities are also advertised widely in the business and all the employees who meet the requirements considered.

2.12.2 Career Paths and Skills and Competency Matrices

Career Paths and Skills and Competency Matrices have been mapped out for all the disciplines inclusive of minimum requirements for each position and indicative progression timeframes as well as the education, skills and competencies (both technical and behavioural) required for each of the levels.

2.12.3 Talent Pool

A talent review is conducted annually for C-Upper plus roles across the business to identify and confirm employees to be considered for career progression.

For C-Lower and below roles, the identification of candidates is part of the development interview process undertaken by Supervisors and the HRD Department, the assessment of candidates and the subsequent selection. The third pool of candidates identified for progression comes from the internship and learnership programmes at strengthening the pipeline.

Following the identification, a process is undertaken to assess the candidates, map them against the Skills and Competency Matrix. This enables the formulation of the Individual Development Plan which may include either or a combination of educational qualifications / certification, technical development through courses, exposure on the job through acting/shadowing, management and leadership development, mentoring and coaching.

The Career Progression plan table below highlights employees at iMpunzi Complex who are part of the talent pool. The **X** markings indicate the specific developmental interventions anticipated for each talent candidate.

TABLE 25: CAREER PROGRESSION PLANS

Discipline	Current Position	Target Position	Qualifications / Certification / Licensing	Technical Development/ Exposure	On the Job – Acting/ Coaching/ Shadowing	Management & Leadership Development	Mentoring	Coaching
General Management	Assistant General Manager	General Manager		X	X			X
Mining	Operations Manager	Assistant General Manager		X	X			X
Mining	Production Manager	Operations Manager		X	X		X	
Mining	Production Superintendent	Explosives Engineer		X	X		X	
Mining	FMS Superintendent	Production Superintendent		X	X	X	X	
Mining	Production Supervisor	Production Superintendent		X	X	X	X	
Mining	Graduate Trainee	Production Supervisor	X	X	X	X	X	
Mining	Blasting Attendant / Operator	Blast Controller	X	X	X			
Engineering	Engineer	Engineering Manager		X	X			

Engineering	Engineering Superintendent	Section Engineer Engineering	X	X	X			
Engineering	Engineering Attendant	Artisan	X	X	X			
Plant / Processing	Manager - Plant	Surface Operations Manager		X	X			
Plant / Processing	Senior Metallurgist	Surface Operations Manager		X	X			
Plant / Processing	Metallurgist	Senior Metallurgist		X	X			
Plant / Processing	Plant Operator	Plant Supervisor	X		X			
Human Resources	HR Superintendent	HR Manager		X	X			
Finance	Financial Services Manager	Financial Manager		X	X			
Finance	Accountant	Financial Services Manager		X	X			
HSE	Safety Superintendent	HSE Manager		X	X			
HSE	Environmental Superintendent	HSE Manager / Safe Coal Manager		X	X			
HSE	Environmental Officer	Environmental Superintendent		X	X			
HSE	Safety Officer	Safety Superintendent		X	X			

2.13 Portable Skills Programmes

With the closure of ATC Plant in 2025, affected employees will be given an opportunity to acquire portable skills.

iMpunzi's Life of Mine is projected to be until 2034. As such, the Company is aware that a time will come when employees at the Complex will have to seek employment elsewhere. iMpunzi believes that it is important to provide skills outside the mining industry to ensure alternative sustainable means of livelihood for employees affected by retrenchment, retirement and medical incapacity. As part of the Skills Development Plan, the Complex is committed to providing training that is portable and which will be of assistance to employees beyond their employment at the Complex.

Employees affected by downscaling and/or retrenchments are entitled to a once-off portable skills training programme of their choice from the options provided by the Company. Affected employees have an option to choose a programme from the Company's list of approved skills programs and institutions.

In order to ensure the retention of the skill for which the employee is trained and to ensure that the skill does not become obsolete by the time the affected employee needs to utilise it, the training will take place from six (6) months before or up to six (6) months after the employee has formally exited the Company.

TABLE 26: PORTABLE SKILLS PROGRAMMES 2023-2027

Construction Courses	Mechanical Courses	Basic Business Skills	Other Skills Programmes
Masonry / Bricklaying	Gas Welding & Cutting	Basic Financial Management	Vegetable Farming
Plumbing	Arc Welding & Cutting	Computer Skills	Nail Technician
Painting	Basic Boiler making	New Venture Creation	
Paving			
Basic Carpentry			
Basic Electrical House Wiring			
Plastering			

TABLE 27: PORTABLE SKILLS FINANCIAL SUMMARY 2023-2027

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	0	3	3	4	4	14
BUDGET	R0	R30 000	R30 000	R40 000	R40 000	R140 000

SECTION 3: EMPLOYMENT EQUITY PLAN

SECTION 3: EMPLOYMENT EQUITY PLAN

Glencore Operations SA – iMpunzi Complex is committed to ensuring diversity in all occupational levels. The plan is intended to reflect annual progression towards the achievements of adequate representation.

The MPRDA, REGULATION 46 (b) (v) states that:

The contents of a Social and Labour Plan must include a Human Resources Development Programme which must include the employment equity statistics which must be completed using “Form S”.

3.1 Current Employment Equity Status

iMpunzi Complex’s representation at the various Occupational Levels was as follows at the end of 31 July 2022:

TABLE 28: EMPLOYMENT EQUITY STATUS AS AT 31 JULY 2022

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African Coloured	Indian	White	African Coloured	Indian	White Male	FOREIGN NATIONALS		Female	Male			Female	Male	Total	
							Female									Male
Senior Management / E-Band			2	2			4	5			5	9			0	
Middle Management - D-Band	10		1	19		1	31	12			12	43			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	68	1	4	207	1	1	282	59			59	341		4	4	
Semi-skilled and discretionary decision making / B-Band	208		5	528	2		743	8	10	18	761	2	3	5		
Unskilled and defined decision making / A Band	1						1			0	1	1		1		
TOTAL	287	0	1	12	756	3	2	1061	84	0	10	94	1155	3	7	10

The Employment Equity Plan is compiled taking into consideration the workforce analysis, workforce projections, Life of mine Plans as well as the Complex’s HRD Plans. Consideration was also given to the transformation goals that are enshrined in the Constitution of South Africa and are given further expression in the Mining Charter, BEE Act, the Minerals and Petroleum Resources Development Act and the Skills Development Act.

3.2 Employment Equity Targets

TABLE 29: EMPLOYMENT EQUITY TARGETS 2023

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS			Female	Male	Total	
										Female						Male
Senior Management / E-Band	2	1		1	2			6	3		3	9			0	
Middle Management - D-Band	12		1	1	18		1	33	12		12	45			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	75	2	1	8	207	1	1	295	51		51	346		4	4	
Semi-skilled and discretionary decision making / B-Band	222	2	2	5	547	2	2	782	7	10	17	799	2	3	5	
Unskilled and defined decision making /A Band	1							1			0	1	1		1	
TOTAL	312	5	4	15	774	3	4	1117	73	0	10	83	1200	3	7	10

TABLE 30: EMPLOYMENT EQUITY TARGETS 2024

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS			Female	Male	Total	
										Female						Male
Senior Management / E-Band	2	1		1	2			6	3		3	9			0	
Middle Management - D-Band	12		1	1	18		1	33	12		12	45			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	75	2	1	8	207	1	1	295	51		51	346		4	4	
Semi-skilled and discretionary decision making / B-Band	222	2	2	5	547	2	2	782	7	10	17	799	2	3	5	
Unskilled and defined decision making /A Band	1							1			0	1	1		1	
TOTAL	312	5	4	15	774	3	4	1117	73	0	10	83	1200	3	7	10

TABLE 31: EMPLOYMENT EQUITY TARGETS 2025

ATC Plant is planned to close down at the end of 2024. The Labour budget for 2025 has therefore been adjusted accordingly.

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS			Female	Male	Total	
									Female	Male						
Senior Management / E-Band				2	2			4	5		5	9			0	
Middle Management - D-Band	8			1	19		1	29	11		11	40			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	60	1	1	4	200	1	1	268	50		50	318		4	4	
Semi-skilled and discretionary decision making / B-Band	180	2	2	5	523	2		714	7	10	17	731	2	3	5	
Unskilled and defined decision making /A Band	1							1			0	1	1		1	
TOTAL	249	3	3	12	744	3	2	1016	73	0	10	83	1099	3	7	10

TABLE 32: EMPLOYMENT EQUITY TARGETS 2026

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS			Female	Male	Total	
									Female	Male						
Senior Management / E-Band				2	2			4	5		5	9			0	
Middle Management - D-Band	8			1	19		1	29	11		11	40			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	60	1	1	4	200	1	1	268	50		50	318		4	4	
Semi-skilled and discretionary decision making / B-Band	180	2	2	5	523	2		714	7	10	17	731	2	3	5	
Unskilled and defined decision making /A Band	1							1			0	1	1		1	
TOTAL	249	3	3	12	744	3	2	1016	73	0	10	83	1099	3	7	10

TABLE 33: EMPLOYMENT EQUITY TARGETS 2027

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED		Total Non Designated	GRAND TOTAL	PEOPLE WITH DISABILITIES			
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS			Female	Male	Total	
										Female						Male
Senior Management / E-Band				2	2			4	5		5	9			0	
Middle Management - D-Band	8			1	19		1	29	11		11	40			0	
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	60	1	1	4	200	1	1	268	50		50	318		4	4	
Semi-skilled and discretionary decision making / B-Band	180	2	2	5	523	2		714	7	10	17	731	2	3	5	
Unskilled and defined decision making / A Band	1							1			0	1	1		1	
TOTAL	249	3	3	12	744	3	2	1016	73	0	10	83	1099	3	7	10

SECTION 4 : MINE COMMUNITY DEVELOPMENT

SECTION 4. LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

The complex is committed to the development of the local community through infrastructure development and poverty eradication projects that the complex undertakes in line with the IDP of the complex area and other relevant frameworks in which the complex operates. In addition to the SLP commitments, Glencore embarks on ad-hoc social projects, on an annual basis, which are funded by way the companies CSI fund.

The company commits to meaningfully contribute towards community development, both in terms of size and impact, in line with our social license to operate as guided by the Mineral and Petroleum Resources Development Act No. 28 of 2002 (as amended).

In the development of our LED Programmes, Glencore undertook a **Socio-Economic Baseline Study**¹ within our surrounding and labour-sending communities to identify pressing needs and most appropriate project opportunities. The company also conducted a stakeholder engagement process (CCF) by consulting with community representatives, ward councillors, municipal officials, IDP/LED managers of the local Emalahleni municipality, in order to ensure that the proposed LED programmes aligns with the development needs of our host communities as stipulated in the Integrated Development Plans. The process culminated in the municipality giving us LED projects for implementation into this SLP cycle as per the **letter**² annexed below.

The approved LED projects aligns with our commitment as a company to our host communities to focus on infrastructure development, poverty eradication, community upliftment, and skills development to our host communities. The company also invest in increasing community-based procurement levels and also promotes the establishment of entrepreneurs amongst members of the community we operate in through our procurement initiatives as **detailed in paragraph 4.6** below.

¹ Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga.

² See last page of this SLP: Municipal letter: Impunzi Complex SLP Projects - 2023-2027

4.1 Social and economic background information – Regulation 46 (c) (i)

In line with regulation 46 (c) (i – iii) of the MPRDA Regulations, Glencore undertook a **Socio-Economic Baseline Study** on the communities surrounding our operations in 2018 and 2023 respectively. The main objective of the study was to assess the socio-economic context of mining on our host communities. Some of the findings of the baseline assessment study correlated with information contained in the IDP's³ of both **Emalahleni Local Municipality** and **Nkangala District Municipality**, and is discussed below as follows:

4.1.1 Population demographics

Glencore's Impunzi Mine Complex is located 27km South-East of Emalahleni in the Mpumalanga Province, near the town of Kriel. Impunzi forms part of the Emalahleni local municipality of the Nkangala District Municipality. The Nkangala District particularly Emalahleni is known as a diversified mining region, the dominant activity within the region are mining and manufacturing.

The Emalahleni Local Municipality has a total population of 455 227⁴ with Impunzi having over **2800 households within its host area**.

According to **Statistics South Africa**⁵, Emalahleni's population has increased from 395 000 to 455 227 people recorded in the Census of 2011 to 455 228 people recorded in 2016. These figures represent the third largest population in the province after City of Mbombela and Bushbuckridge municipalities. In the Nkangala district, 31.5% of total population of Nkangala reside in Emalahleni municipal area as of 2016. The population of municipality increased by 59 762 between 2011 and 2016.

Emalahleni recorded a population growth rate of 3.2% per annum between the periods of 2011 and 2016. Due to the rate in which the population is increasing and the challenges it presents in the planning structures, the municipality in partnership with external stakeholders and industries has plans to minimise the housing backlog, creating employment opportunities and develop skills.

³ Emalahleni Local Municipality Adjusted Integrated Development Plan 2024/2025, Nkangala District Municipality IDP 2020-2021 and Nkangala District Municipality IDP (Draft) 2022-2027.

⁴ Nkangala District Municipality, Integrated Development Plan. 2020/2021 & Stats SA Community survey, 2016

⁵ Stats SA, Community Survey 2016

According to the 2022 Census, Mpumalanga’s overall population grew to 5,1 million people – a net gain of 1,1 million over the ten years between censuses (**Statistics South Africa 2023**)⁶. Some of this population gain was from general population growth, but Mpumalanga also gained internal and international migrants, most likely due to the draw of mining as a sector of employment.

4.1.2 Education

In terms of education, Mpumalanga’s profile is similar to that of the country, with low rates of matriculation and post-secondary education. The share of people with no schooling in Nkangala is just under 29% (COGTA), while for the province just over 14% have no school. 42% of those in Nkangala had matric or a higher qualification (COGTA). According to Stats SA (2016), the population in Emalahleni aged 20+ completed grade 12, increased from 117 021 in 2011 to 146 952 (increase of 29 931) in 2016, an increase of 25.6% in the relevant period.

Emalahleni’s grade 12 pass rate has been improving since 2013, which was 83.2% until 2016 at 88,0% and in 2017 there was a decrease from 88,0% (in 2016) to 80,9%. Statistics show further decline in 2018 with a pass rate of 79.1% compared to the previous years. The records in 2018 showed that Emalahleni had 926 bachelor, 924 diploma and 480 higher certificate achievement. The operation has invested in education through offering bursaries to deserving students and learnerships to its host communities and other educational initiatives as detailed above.

The table below depicts the level of education on our mine host community as per the finding of our baseline socio-economic study.

Operation	n	No formal education	Primary school only	Some secondary	Matric	Further education
iMpunzi	738	5.4%	14.6%	42.1%	32.8%	5.0%

Table 32: Education levels for people over the age of 20 years on our Impunzi host community⁷

⁶ Stats SA 2023 Survey

⁷ Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga.

Despite the challenges facing education in the country at large, Impunzi complex has invested in the education of our host communities in through various initiatives ranging from learnerships', bursaries and portable skills as alluded to above in order to create a pool for skills and employability.

4.1.3 Poverty and access to basic services

According to COGTA, the Nkangala district has seen a decline in the percentage of people living below the upper-bound poverty line from 61.85% in 2009 to 57.26% in 2019. Nevertheless, this is still a significant proportion of the population facing poverty.

Access to basic services has improved in the province over time. According to the Mpumalanga Vision 2030 Strategic Implementation Framework 2013-2030, access to water and electricity has improved. By 2011 87.4% households had water and 86% had electricity. Latest census data shows that these figures remain stable (Statistics South Africa 2023). **Impunzi complex has contributed significantly to mitigate these challenges through various LED initiatives in our host communities.**

4.1.3.1 Access to piped water

The number of households with access to piped water is 136 628 households with a share of 90.8% of households having access to piped water⁸.

4.1.3.2 Access to flush/chemical toilets

The number of households with access to flush/chemical toilets improved in the relevant period is 108 868 households or a percentage access of 72.4% of households however, 2 186 households⁹ are without any toilet facilities (no toilets).

4.1.3.3 Connection to electricity

Households with connection to electricity was 106 306 in 2016 which is 70.7% in 2016. 40 721 households are not connected to electricity at all (none) which is more than a quarter of the households.

⁸ Emalahleni Local Municipality website & IDP.

⁹ Emalahleni Local Municipality website & IDP.

4.1.3.4 Refuse Removal

According to Stats SA¹⁰, Emalahleni Local Municipality weekly refuse disposal increased from 67,2% in 2011 to 68,1% in 2022. Mines through SLP programmes are assisting the municipality and through municipal own funding, the refuse removal fleet is expanded to assist with collecting refuse.

4.1.4 Unemployment

The strict unemployment rate of Emalahleni deteriorated from 25,2% in 2016 to 28,2% in 2021. The expanded unemployment rate deteriorated from 31,9% to 36,9% (2016 to 2021). In 2021, both the strict & expanded unemployment rate of Emalahleni were the 3rd lowest in the district. In 2021, unemployment rate for females was 34,7% and that of males 24,0%, furthermore, the strict youth (15-34) unemployment rate was 41,0% which is 3rd lowest in the district in 2021.

4.2 Key economic activities – Regulation 46 (c) - (ii)

Mining has historically played a crucial role in the economic development of South Africa. It still plays an important employment and a crucial economic function in the region hence the high reliance on the sector for employment and business opportunities. Trade, Agriculture and mining are the key employment sectors for the province.

4.2.1 Employment.

In 2021, Emalahleni contributed 15,6%¹¹ to employment in the province and 48,7% employment in Nkangala District. However, there was a decline in employment level between 2016 and 2021 of 0, 15 per annum. The average annual employment growth deteriorated significantly, compared with the 3,7% increase between 2010 and 2015. The job losses in 2020 and 2021 combined were around 30 000 due to COVID related factors, many of them in the informal economy.

In 2023, four largest employing industries in Emalahleni were mining, trade (including tourism and the informal sector), community services and finance as shown in the table below.

Table 33: Employment by Industry

INDUSTRY	Percentage contribution to Emalahleni's employment, 2022.
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¹⁰ Stats SA, Census 2022.

¹¹ Emalahleni Local Municipality IDP page 44.

Mining	20.6 %
Trade	17.7 %
Community Services	16.6 %
Finance	11.2 %
Manufacturing	8.3 %
Construction	7.4 %
Private households	7.0 %
Transport	4.7 %
Utilities	3.8 %

Table 33: Source: S & P Global-Rex, October 2023

The table below depicts the employment by Impunzi Complex to our host communities as per the findings of the socio-economic study undertaken.

Operation	Employed	Self-employed	Unemployed	Other	n
Impunzi	28.6%	4.0%	64.5%	2.9%	755

Table 34: Employment status by operation¹²- Impunzi complex

The evidence shows employment losses over the four years from 2018-2021. This is in line with the national statistics and shows the long-lasting effects of the Covid-19 pandemic on the economy¹³. Despite these challenges Impunzi complex has contributed to the employment of its host communities and labour sending areas.

¹² Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga

¹³ Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga

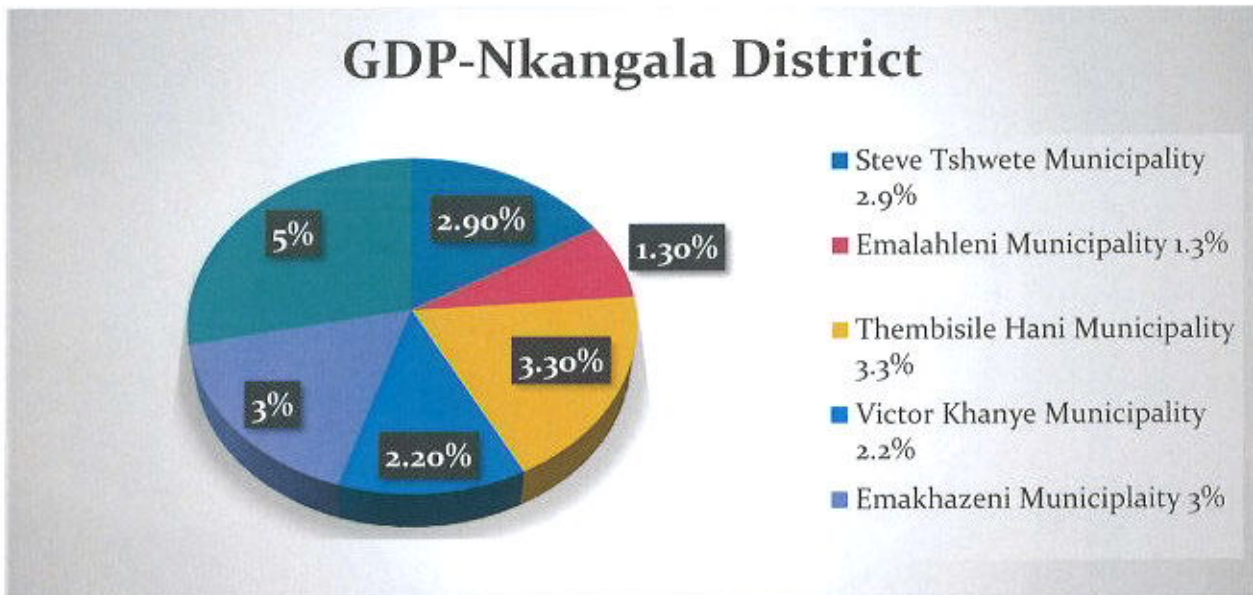
The findings further revealed that only 4.7%¹⁴ of households indicated having someone in the household employed at Glencore, and a further 5% had someone who was employed by another mining company. Only 3% of households had ever provided good or services to Glencore.

4.3 Impact of the Mining Operation on the Area - Regulation 46 (c) (iii)

4.3.1 Economic Impact

The figure below shows the GDP of Nkangala District Municipality where our Impunzi complex operates.

Figure 5: GDP growth per municipality



Source for the GDP per municipality under Nkangala District Municipality¹⁵

¹⁴ Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga

¹⁵ Emakhazeni and Dr JS Moroka municipality-Nkangala IDP 2020-2021 page 48.
 Victor Khanye Municipality-IDP 2024-2025, page 42.
 Thembisile Hani Municipality-IDP 2022-2027, table 5.2.1A, page 72.
 Emalahleni Local Municipality-IDP 2023-2024, page 162.
 Steve Tshwete Municipality-IDP 2022-2027, page 100.

4.4 Economic Impact of our Impunzi operation on our host communities

The complex has several positive socio-economic impacts, including:

- The creation of jobs during the operational phase of the complex.
- Downstream multiplier effect of the complex is significant as the local recruitment policy ensures the bulk of spend on salaries will occur at local enterprises.
- Money paid to the government in the form of local, regional and national taxes and levies; and
- Economic multiplier effects linked to the creation and support of SMMEs (small, micro and medium-sized enterprises), the procurement of consumables and the outsourcing of service provision to local service providers.

Whilst the complex has a finite life and therefore will not be an infinite sustainable economic activity for the region, it has created an economic 'window of opportunity', and financial resources generated through the complex can be harnessed towards the development of alternative forms of income generation in the area of the complex and the region. The complex contributes towards advances in the infrastructure base of the area, such as access roads, power, and water supply etc., this assists in development initiatives.

Our Impunzi operation has a far greater positive socio-economic impact on our local host communities through employment, direct and indirect spending and mine community development and CSI investment.

Table 35 below depicts a summary of key contributions made by the Company in its 2018-2022 SLP cycle as depicted in the Emalahleni Local Municipality IDP¹⁶.

PROJECT	PROJECT DESCRIPTION	WARD	BUDGET	EXPENDITURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE

¹⁶ Emalahleni Local Municipality IDP page 283-285

<p>Rietspruit infrastructure upgrade (water)</p>	<p>Replacement of Pump panels, valves and refurbishment of building, fencing , security guard house and storm water drainage. Crowns Reservoir –upgrading of pump and water line, City pumps tation – upgrading and repair</p>	<p>32, Rietspruit</p>	<p>R10m</p>	<p>R2 300 000</p>	<p>2022</p>	<p>The project was supposed to start in 2022 and was delayed. It is currently being implemented. The contractor has been appointed (Mini Enhle Trading Pty Ltd) and is expected to commence mid-August 2024.</p>
<p>Income generation project</p>	<p>Construction of income generation project</p>	<p>32, Rietspruit</p>	<p>R5 000 000</p>	<p>R0</p>	<p>2024</p>	<p>The Project scope will be finalized be finalised at the end of August 2024.</p>

The company is pleased to pronounce that the Water infrastructure project in Rietspruit has been completed recently and handed over to the municipality.

The Table below further summarizes the socio-economic contributions the company commits to for the current SLP cycle on the local municipal area and our host communities.

Table 36: Projected Socio-Economic Impact of iMpunzi Complex

Project Engagement	Impunzi Complex engaged with the Emalahleni Local Municipality on the LED projects. Refer to the latest Municipal letter annexed hereto marked Annexure. A financial budget for the LED projects was acknowledged by the municipality to the amount of R23 000 000 .
Budget 2023-2027	The Impunzi Complex LED Budget is R 23 000 000.

** The LED projects have been allocated by the Municipality please refer to the attached **annexure A**.*

Table 37: Local Economic Development (LED) Projects for the 2023-2027 Social and Labour Plan cycle, identified and in line with the Local Municipality's Integrated development plans.

Project Name	Project Description	Total Financial Provision	Year of Commencement
Construction of Eric Liberty Community Hall at Kwa-Guqa	Construction of community hall to advance social cohesion	R10 000 000	2023-2027
Thushanang Outfall Sewer line Supply	Refurbishment of the Outfall Sewer line Supply	R6 000 000	2023-2027
Construction of a Community Hall in Rietspruit.	Construction of community hall to advance social cohesion	R7 000 000	2023-2027
		R23 000 000	

Table 38: Outlines the scope of the projects as well as the estimated number of jobs to be created by the above LED projects.

Project Name	Project Scope	Financial Provision	Total estimated Job creation
Social project	Cohesion Construction of Eric Liberty Community Hall at Kwa-Guqa	R10 000 000	20-25
Infrastructure project	Thushanang Outfall Sewer line Supply agumentation	R6 000 000	15-20
Social project	Cohesion Construction of a Community Hall in Rietspruit.	R7 000 000	10-15
		R23 000 000	

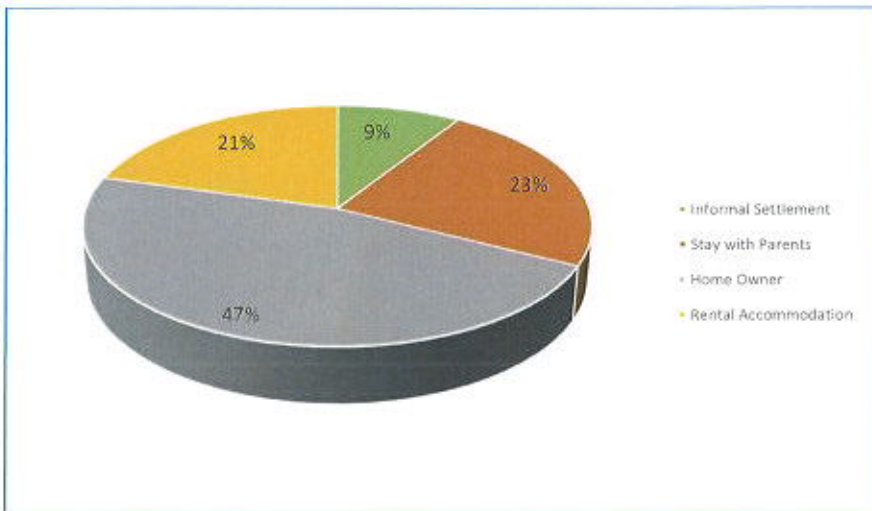
**See attached Municipal letter for further details in respect of project scope.*

4.2 Measures to Address Housing Conditions and Nutrition

4.2.1 Housing Status of Employees at iMpunzi Complex

iMpunzi Complex has conducted a survey to establish the housing status of employees. The results were as follows:

FIGURE 6: HOUSING STATUS OF EMPLOYEES AS AT 31 JULY 2022



4.3 Support Provided to Employees to Encourage Home Ownership

4.3.1 Provision of a Housing Allowance

In 2015, the Company and the unions agreed to equalise the Living Out Allowance in two phases, with the first being from 2015 to 2023 and the second phase from 2024 to 2023. The parties further agreed to introduce a housing allowance from January 2024 to further assist employees with home ownership.

The upon Living Out and/or housing allowance in the various occupational groupings was therefore agreed as follows:

	Grades A4-B4	Grades B5-B7	Grades C1-C3	Grades C4-C5
01 January 2023	R6 238	R6 238	R6 741	R8 303
01 July 2023	R6 862	R6 862	R6 862	R8 453
01 April 2024	R7 162	R7 162	R7 162	R8 453
01 July 2024	R7 462	R7 462	R7 462	R8 603
01 January 2025	R7 812	R7 812	R7 812	R8 603
01 July 2025	R8 750	R8 750	R8 750	R8 750
01 January 2023	R8 875	R8 875	R8 875	R8 875
01 January 2024	R 9000	R9 000	R9 000	R9 000

4.4 Interventions to Promote Home Ownership

The Company introduced a Housing Policy in July 2019, which was implemented retrospectively in February of 2023. First time homeowners are offered a housing grant of R70 000 (grossed up for tax) to assist in the costs associated with purchasing a home.

As part of the policy the housing committee was revived, with all recognised unions participating. The housing and living conditions plan were then compiled and was submitted to DMRE in December 2023.

In addition, the Company realised that there were generally high levels of indebtedness within the workforce, thereby making home ownership difficult to achieve. As such the Employee Assistance Program was extended during 2017 to include the Financial Wellness Component with ongoing personalised coaching of employees interested in property ownership. A further program to assist employees with debt management is being considered.

4.5 Procurement Progression Plan

It should be noted that Procurement is managed centrally at Glencore Operations South Africa (Pty) |Ltd acting through Glencore Coal South Africa Division ("GLENCORE"). The implication of this is that governance and control is maintained centrally and there is limited scope for commitment or action at a complex, operation or mining license level.

Glencore is committed to procuring goods in a commercially astute manner ensuring the achievement of our strategic plan in accordance with the requirements of the Mining Charter. Glencore has set, and is actively managing, annual internal targets to ensure achievement of the Mining Charter HDSA procurement requirement. Accordingly, Glencore is committed to focusing its procurement on suppliers that meet the requirements of BEE and is proactively engaging with existing suppliers to encourage transformation in line with the spirit of the Mining Charter.

The Complex undertakes to monitor progress in the achievement of the targets on a regular basis through the SLP monitoring mechanisms. Progress in respect of the progressive procurement plan will be reported in the Annual SLP report as well as the Mining Charter Scorecard to be submitted to the regional DMRE.

Through its policies and procedures, Glencore has implemented measures to promote and advance procurement from BEE organisations. In addition to local recruitment, training initiatives, community involvement and local development projects, Preferential Procurement serves as a primary mechanism in effecting economic development in the local regions. Where a lack of skills is identified at community level, local people are provided with training opportunities, thus supporting the development of small, medium and micro enterprises.

- Glencore actively supports local procurement through its Enterprise Development programme, identifying, supporting and nurturing small local business from concept through to self-sustaining entities. By managing the vendor status of these businesses and including them on the vendor list, Glencore ensures that it is promoting local procurement and further effecting economic development and transformation in the local regions.

Glencore has aligned its reporting system to the requirements of the MPRDA, furthermore will continue to report on the Form T annually on the Annual SLP compliance Report that is submitted to the DMR.

SECTION 5: MANAGEMENT OF DOWNSCALING AND CLOSURE

The primary objective of downscaling and retrenchment management is to ensure that where there are no other viable options to achieve operational requirements before considering the retrenchment of workers. Where downscaling and closure are inevitable following the exploration of all other mechanisms, such will also be undertaken in an orderly and humane fashion. To achieve this, the following has been put in place.

5.2 Establishment of a Future Forum

iMpunzi Complex has established a Future Forum which meets twice per annum. The Future Forum consists of representatives of complex management, employee representatives, trade unions and core contractors (where applicable), and plays a major role in all the issues surrounding downscaling and/or retrenchment.

The main functions of the Future Forum include, but not limited to:

- saving jobs and identifying causes for a decline in employment.
- providing alternative solutions and procedures for creating job security where job losses cannot be avoided.
- ameliorating the social and economic impact on affected individuals, regions and economies where the retrenchment or closure of operations is unavoidable; and
- Monitoring the implementation of the Social and Labour Plans

The main objectives of the retrenchment and closure management programmes are:

- to minimise the effect of retrenchments.
- to assist as far as possible those employees who will be affected by the retrenchment process.
- to facilitate training programmes to ensure acquisition of additional skills that will assist in the access to alternative employment either within or outside the complex.
- to ensure proper planning with regards to the downscaling and/or retrenchment.

5.3 Mechanisms to Save Jobs and Avoid Job Losses and a Decline in Employment

Should prevailing economic conditions cause the profit revenue ratio of any operation to be less than an average of six percent for a continuous period of 12 months, iMpunzi Complex will initiate processes which must include, but not be limited to, the following:

- Consultation with all relevant stakeholders

- The implementation of section 189 of the Labour Relations Act, 1995
- Notifying the Minerals and Mining Development Board

In addition to the alternatives offered by the diverse operations, the complex will consider additional mechanisms that may include:

- Voluntary or compulsory retirement.
- Voluntary retrenchment.
- Abolition or reduction of overtime work.
- Termination of the services of temporary employees and contractors (subject to contractual terms).
- Moratorium on new recruitment.
- Redeployment.
- Job-sharing; and
- Any other suggestions identified during consultation.

5.4 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be Avoided

Where retrenchments or closure of the operation is imminent, Complex will put in place the following process to ameliorate the social and economic impact on individuals, regions and economies:

- Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind.
- Assistance, prior to retrenchment date, with retraining, entrepreneurship training and other courses to enhance further employment practices.
- Guidance and assistance to support employees in making use of any internal redeployment procedures
- Financial planning advice as well as advice and support in accessing pension/provident fund pay-outs and UIF claims or other state assistance.
- Comprehensive training (non-mining skills) and re-employment Programmes

A database will be kept of retrenched employees, and these will also be given preference for jobs, in line with the skills requirements of such jobs, in the event of new vacancies arising at the complex in future.

5.5 Mechanisms to Ameliorate the Social and Economic Impact on Individuals and Regions and Economies where Retrenchment of Closure of the Operation is Certain

Downscaling and retrenchment at the complex has the potential to affect not only employees but also surrounding businesses and communities. Thus, careful planning is imperative to limit the potential fallout of such an event. A major objective of the HRD and the LED Programmes as outlined in Sections 2 and 3 is to facilitate sustainable social and economic growth in the local communities during and after the life of the Complex. This will need to be supplemented by additional measures to manage the impact of the Complex's/ partial closure on both the surrounding communities and those communities from which labour is sourced.

iMpunzi Complex management, together with the Future Forum, will assess in advance the impact that will be caused by the retrenchment and/or closure of its operations. This will be communicated to the affected individuals and communities involved so as to make all affected parties aware of what the outcome of the retrenchment and/or closure will be. Proposals to lessen the impact on the socio-economic situation of the area concerned will be considered.

- Comprehensive and sensitive consultation with stakeholder groups from the local communities, government departments and other identified groups.
- Capacity building to assist retrenched employees to set up their own businesses or assist local business to expand their operations including but not limited to:
 - Making available support, guidance and assistance to relevant parties during the life of the complex and at the time of retrenchment.
 - Fostering a spirit of entrepreneurship among local businesses and interested employees; and
 - Providing support to local businesses and entrepreneurs through supportive ad-hoc mentoring mechanisms grounded in the needs of the protégés.
- Provision of portable skills to employees facing retrenchment, particularly non-mining related skills. Such portable skills must have an impact beyond the company and provide for sustained employability and will, wherever feasible; and
- Supplement existing skills with business-related training where appropriate.

SECTION 6: FINANCIAL PROVISION

6. SECTION 6: FINANCIAL PROVISION

6.1 Introduction

The Complex will make financial provision for each component of the SLP as required.

6.2 Skills Development Programme

TABLE 35: SUMMARY OF FINANCIAL UNDERTAKINGS IN RESPECT OF SKILLS DEVELOPMENT

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
BUDGET	R17 625 203	R16 669 900	R18 927 960	R16 863 966	R18 890 301	R88 977 330

6.3 Downscaling and Retrenchment

The table below illustrates the summary of financials for the five-year period.

TABLE 36: DOWNSCALING AND RETRENCHMENT FINANCIAL SUMMARY 2023-2027

DOWNSCALING AND FINANCIAL SUMMARY	2023	2024	2025	2026	2027	TOTAL 2023-2027
	R0	R30 000	R30 000	R40 000	R40 000	R140 000

6.3 Local Economic Development Programme

The table below illustrates the summary of LED financials for the five-year period.

TABLE 37: LED FINANCIAL SUMMARY 2023-2027

LED PROGRAMME	2023	2024	2025	2026	2027	TOTAL 2023- 2027

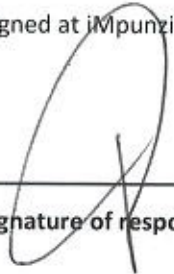
TOTAL FINANCIAL PROVISION FOR LED: R23 000 000

SECTION 7: UNDERTAKING

SECTION 7: UNDERTAKING

I Jan Nel, the undersigned and duly authorised thereto by the iMpunzi Complex undertakes to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at iMpunzi Complex on this 3rd day of June 2025.



Signature of responsible person

Approved

Signed at iMpunzi on this 4th day of June 2025.

Signature

Designation