

# GOEDGEVONDEN COMPLEX

A  
GLENCORE  
MANAGED OPERATION

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

**MP 30/5/1/2/2/169MR**



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## List of Abbreviations and Acronyms

ABBREVIATION/ ACRONYM	DESCRIPTION
AET	Adult Education and Training
ASC	Amended Senior Certificate
ATR	Annual Training Report
BEE	Black Economic Empowerment
CSI	Corporate Social Investment
CTC	Colliery Training College
DMRE	Department of Minerals Resources and Energy
FLC	Foundational Learning Competency
GDP	Gross Domestic Product
HDSA	Historically Disadvantaged South Africans
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Mineral and Petroleum Resources Development Act
NQF	National Qualifications Framework
ROM	Run of Mine
SLP	Social and Labour Plan
SMMEs	Small, Macro and Medium-Sized Enterprises
WSP	Workplace Skills Plan

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## SECTION 1: PREAMBLE

## SECTION 1: PREAMBLE

This section addresses Regulation 46 (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

Goedgevonden Complex is an asset of the ARM Coal (51% ownership) and Glencore Operations SA (49% ownership) Joint Venture and was developed at the cost of R4 billion. The Complex comprises of a run of mine tip, a coal handling and processing plant, a rapid load-out facility, a rail link to the Zaaiwater Station, a mine residual facility, a provincial road diversification, offices, workshops, and other supporting infrastructure.

Goedgevonden Complex is an Opencast operation with a life of mine of 21 years and commenced production in 2009. It has an annual saleable of 6.7 million tons split between 2.7 million tonnes of Eskom supply and 3.8 million tonnes of export through the Richards Bay Coal Termination.

### 1.2 Mining Right Information



Name of Company	Glencore Operations SA (Pty) LTD
Name of Mine	Goedgevonden Complex
Physical Address	Farm Goedgevonden 10IS District Witbank
Postal Address	Private Bag X17 Leraatsfontein 1039
Telephone Number	013 643 4399
Latitude	S26° 5' 57.044"
Longitude	E29° 4' 26.576"
Mining Right Numbers	MP 30/5/1/2/2/169MR
Location of Mine	The Mine is situated between the towns of Emalahleni, Ogies and Kriel
Commodities Mined	Coal
Life of Mine	2043
Financial Year End	December
Responsible Person	Lucky Mabuza

## 1.3 Breakdown of Employees

### 1.3.1 Workforce as of 31 July 2022 and Expected Workforce

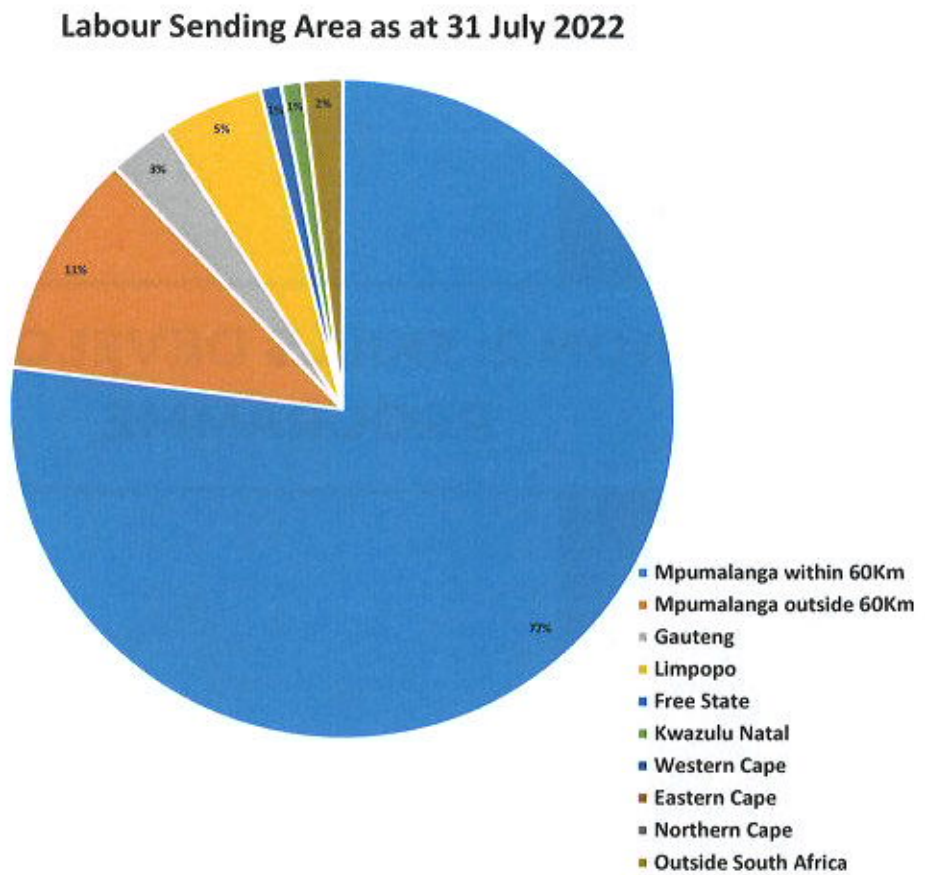
Table 1: Summary of Expected Workforce

Occupational Level	July 2022	2023	2024	2025	2026	2027
Senior Management	8	9	9	9	9	9
Professionally Qualified and experienced Specialists and Middle Management	37	39	39	39	39	39
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors and Foremen	263	279	279	279	279	279
Semi-Skilled and Discretionary Decision-making	637	631	631	631	631	631
Unskilled and Defined Decision-Making	0	0	0	0	0	0
<b>Total Permanent</b>	<b>945</b>	<b>958</b>	<b>958</b>	<b>958</b>	<b>958</b>	<b>958</b>

### 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 Goedgevonden Complex is largely from the local communities. The Labour Sending Areas for Goedgevonden Complex as of 31 July 2022 were as follows:

Figure 1: Labour Sending Areas as of 31 July 2022



## **SECTION 2: SKILLS DEVELOPMENT PROGRAMME**

## SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME

### 2.1 Introduction

Glencore Operations SA (Goedgevonden 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 recognizes 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

Goedgevonden 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**

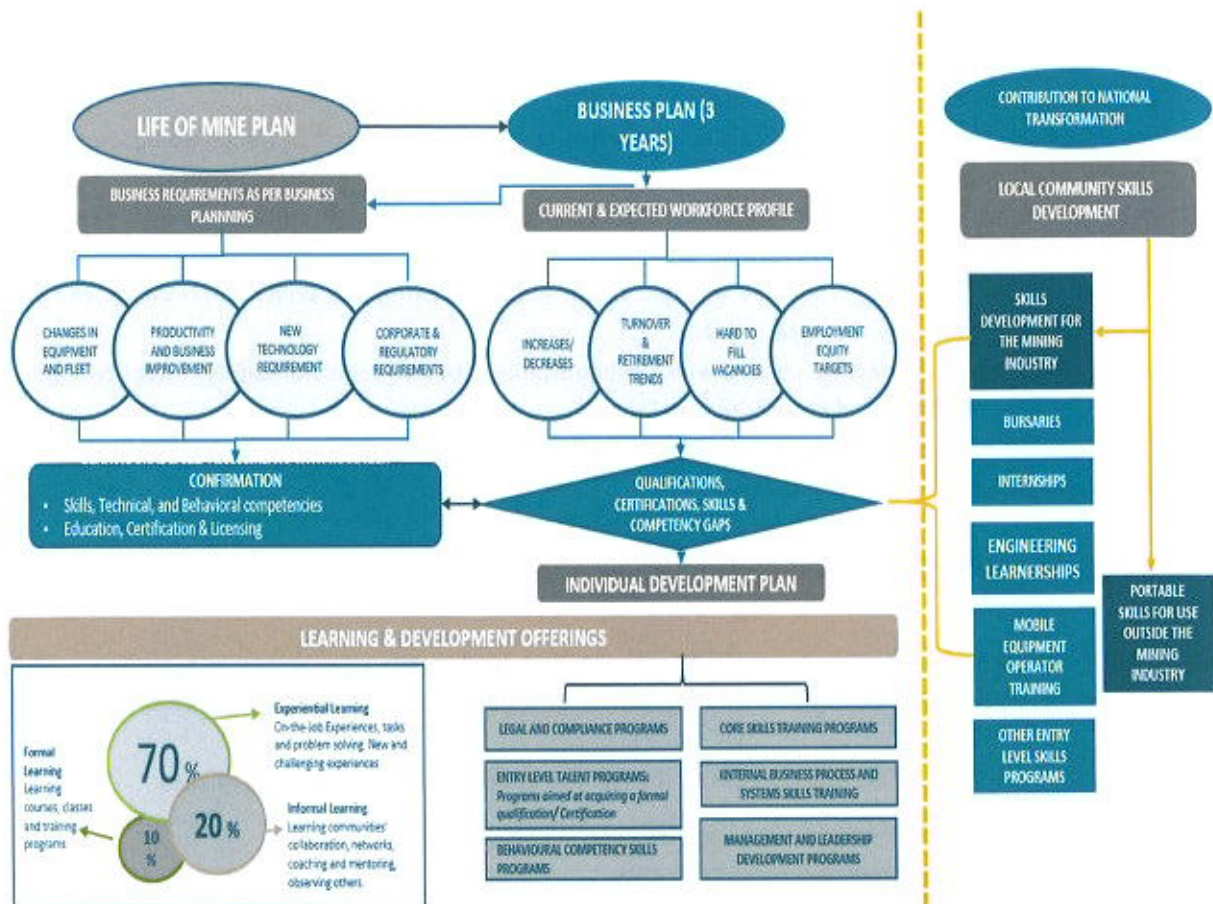
Name of SETA	Mining Qualifications Authority
Registration Number at the SETA	L460 714 654
Name of Skills Development Facilitator	Sellah Moreku

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 Goedgevonden 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

Goedgevonden 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.*
  - *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 as 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*

### 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

- The preparation of employees who exit the Company through retirement and/or operational requirements with **Portable Skills**.

## 2.5 Adult Education

### 2.5.1 Adult Education Statistics

Table 3: Form Q Statistics as of 31 July 2022

BAND	NQF LEVEL	PLAN AS ENVISAGED IN THE ORGANOGRAM	FEMALE				MALE			TOTAL HDSA	WHITE		FOREIGN NATIONALS		TOTAL NON-DESIGNATED	GRAND TOTAL
			AFRIKAR	COLOURED	INDIAN	WHIT	AFRIKAR	COLOURED	INDIAN		MALE	FEMALE	MALE			
		Unknown Qualification Level														
		No Schooling														
		Grade 0 / Pre														
		Grade 1 / Sub A					15		15			3		3	18	
		Grade 2 / Sub B					2		2			1		1	3	
		Grade 3 / Std 1 ABET 1	5				14		19			4		4	23	
		Grade 4/ Std 2 /					1		1					0	1	
		Grade 5 / Std 3 / ABET 2	4				28		32			2		2	34	
		Grade 6 / Std 4					5		5					0	5	
		Grade 7 / ABET 3	3				25	1	29			1		1	30	
		Grade 8/Std 6					12		12			1		1	13	
General Further Education and Training Qualifications Sub	1	General Certificate / Grade 9 / Std 7 / ABET 4	2				24		26			1		1	27	
	2	Elementary Certificate					44		44	2		1		3	47	
	3	Intermediate Certificate	22				81		103	14				14	117	
	4	National Certificate	129	1		3	348	4	486	29				29	515	
	5	Higher Certificates	9				9		18	10				10	28	
Higher Education Qualifications Sub Framework	6	Diploma / Advanced Certificate	12	1			19	1	33	6				6	39	
	7	Bachelor's Degree / Advanced Diploma	17				19		36	3				3	39	
	8	Bachelor's Honours Degree	3			2			5					0	5	
	9	Master's Degree							0	1				1	1	
	10	Doctorate							0					0	0	
		<b>TOTAL</b>	<b>206</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>646</b>	<b>6</b>	<b>1</b>	<b>866</b>	<b>65</b>	<b>0</b>	<b>14</b>	<b>79</b>	<b>945</b>	

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 Competence 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. Goedgevonden had no backlog for the period 2018 – 2022 SLP. For community, there was a backlog of 10 for the period of 2018 - 2022 SLP; in year 2023 there will be an intake of 8, of which 6 will be the new intake and 2 will cover the backlog. The planned intake for years 2024 – 2027 of 6 will cover 4 new intakes and 2 backlog year on year.

Experience with previous planning for Adult Education has shown that it is difficult to plan upfront for the various levels. As employees are identified as part of their development needs, they will be allocated to the correct level. However, as indicated above, greater focus will be on the FLC Program as well as Matric Preparation.

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)**

YEAR	2023	2024	2025	2026	2027	TOTAL 2023 - 2027
PLAN FLC	3	0	3	0	3	9
PLAN ASC	0	3	0	3	0	6
TOTAL	3	3	3	3	3	15
BUDGET	R1,386,412	R731,934	R1,587,872	R846,884	R1,788,834	R6,341,936

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

YEAR	BACKLOG	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN FLC	10	6	0	6	0	6	18
PLAN ASC		2	6	0	6	0	14
TOTAL		8	6	6	6	6	32
BUDGET		R433,359	R214,806	R410,520	R223,154	R491,717	R1,773,556

## **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) or 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 be completed. A coach is assigned to each of the learners for the practical component of the programme.

#### **2.6.2.2 Engineering Learnerships Targets**

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	1	0	3	0	0	4
AUTO ELECTRICIAN	2	0	0	0	0	2
TOTAL 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
AUTO ELECTRICIAN	8	0	0	0	0	8
BOILERMAKER	3	0	1	2	0	6
DIESEL MECHANIC	1	0	1	1	0	3
ELECTRICIAN	1	0	2	3	0	6
FITTER	9	0	5	3	0	17
TOTAL PLAN	22	0	9	9	0	40
BUDGET	R1,851,740	R2,026,998	R2,235,962	R1,585,793	R1,866,524	R9,567,017

### 2.6.3 Mining Learnerships

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
<b>INDICATIVE PERIOD TO PROVISIONAL BLASTING TICKET</b>	<b>29 weeks - +/- 7 months</b>
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
<b>TOTAL INDICATIVE PERIOD FULL PERMANENT TICKET</b>	<b>135 weeks/ 32 months</b>

As at 01 July 2022, Goedgevonden had five candidates either with a full blasting ticket or a provisional blasting ticket. As a result, it was decided that the planned intake of 4 for 2022 be suspended creating a backlog which will be addressed in this SLP. The planned number reflects the overall number of employees that will be in the system in 2023 and the new intake. 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	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	2	2	2	2	2	2	10
BUDGET		R1,256,153	R1,331,522	R3,205,027	R2,127,120	R4,274,379	R12,194,201

## 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	2023	2024	2025	2026	2027	TOTAL 2026-2027
PLAN	8	8	8	8	8	
BUDGET	R165,146	R178,420	R193,112	R200,472	R216,980	R954,129

### 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
- 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 will be afforded bursaries in the SLP period. The actual number of qualifications achieved in the period will 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	1	0	3
ENGINEERING	4	0	1	1	0	6
METALLURGY	0	0	0	1	0	1
FINANCE	1	0	1	0	0	2
TOTAL PLAN	6	1	2	3	0	12
BUDGET	R1,372,080	R1,238,864	R1,313,213	R1,396,710	R1,453,054	R6,773,921

## 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 relevant discipline 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
- Safety
- Community Development

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	1	0	0	1	0	2
ENGINEERING	0	2	0	1	1	4
METALLURGY	3	0	0	0	0	3
FINANCE	1	0	1	0	0	2
TOTAL PLAN	5	2	1	2	1	11
BUDGET	R3,286,860	R3,521,376	R3,745,839	R4,760,516	R3,378,908	R18,693,499

**2.8.2 Supervisors in Training**

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. The planned number reflects the overall number of employees that will be in the system in 2023 and the new intake 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 planned number reflects the overall number of employees that will be in the system in 2023 and the new intake 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	2023	2024	2025	2026	2027	TOTAL 2023-2027
MINING PLAN	2	0	2	0	2	6
MINING BUDGET	R734,424	R778,489	R822,555	R871,908	R924,223	R4,131,599
ENGINEERING PLAN	1	1	0	1	0	3
ENGINEERING BUDGET	R649,360	R688,982	R729,621	R773,398	R818,459	R3,659,820
TOTAL PLAN	3	1	2	1	2	9
TOTAL BUDGET	R1,383,784	R1,467,471	R1,552,176	R1,645,306	R1,742,682	R7,791,419

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	2	2	2	2	2	10
BUDGET	R208,154	R220,643	R233,882	R247,915	R262,790	R1,173,384

## 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 can progress from:

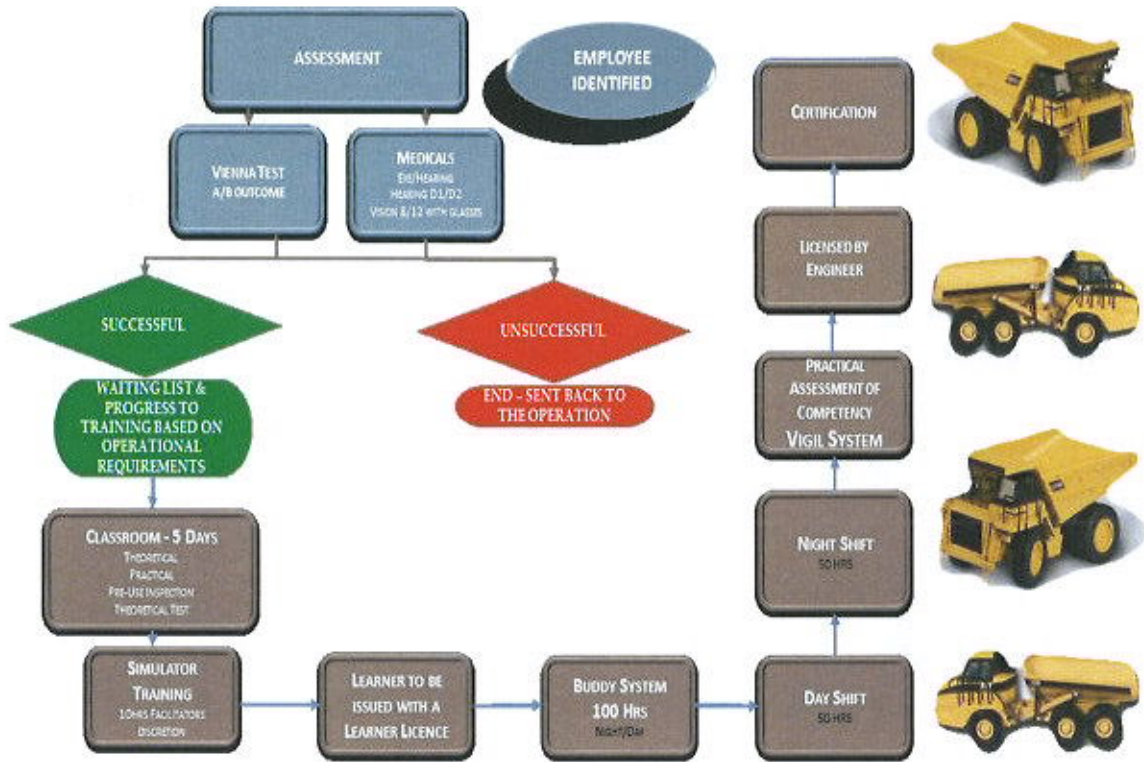
- Driver (Cat 6/B1) to Composite Driver (Cat 7/B2) upon licencing for a second entry level machine.
- Operator (Cat 7/B3) to Composite Operator (Cat 8 / B4) upon being licenced for a second machine.
- Composite Operator (Cat 8/ B4) to Digger Operator (Cat 12/ C1)
- Dozer Operator (Cat 8 / B4) to Dragline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



Opencast Simulator Training



This is an illustration of some of the different Simulator machines.

**Table 15: NEW /PROGRESSION OPERATOR TRAINING PLAN FOR EMPLOYEES**

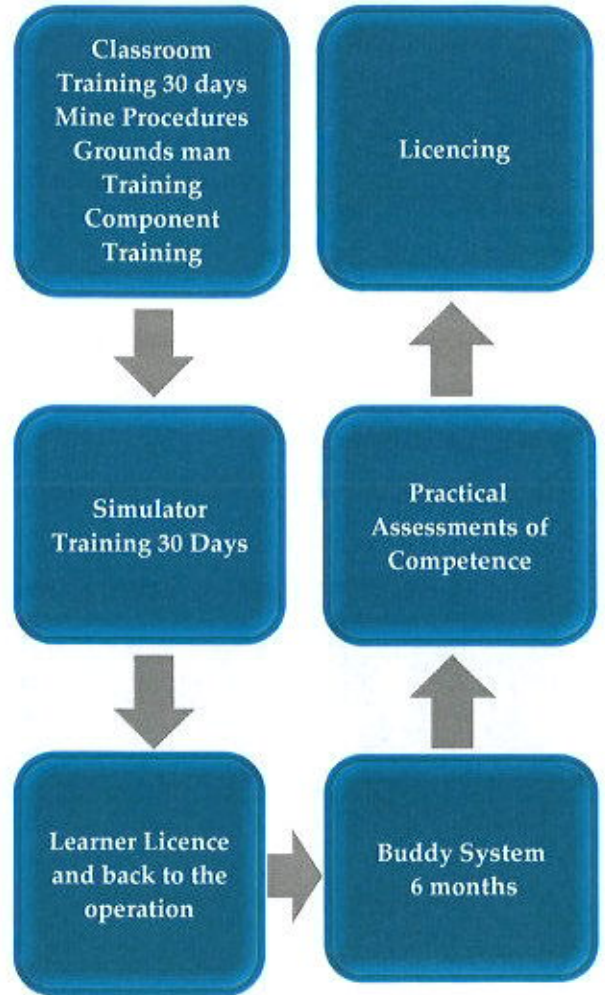
MACHINE LEVEL	2023	2024	2025	2026	2027	TOTAL 2023-2027
Entry- Level (Training for Driver / Composite Driver Roles)	10	10	10	10	10	50
Training for Operator & Composite Operator Roles	10	10	10	10	10	50
Training for Digger Operator Roles	2	0	2	0	2	6
<b>TOTALS</b>	<b>22</b>	<b>20</b>	<b>22</b>	<b>20</b>	<b>22</b>	<b>106</b>
<b>TOTAL BUDGET</b>	<b>R155,980</b>	<b>R150,308</b>	<b>R175,259</b>	<b>R168,886</b>	<b>R196,921</b>	<b>R847,354</b>

**2.9.1.1. 2 Dragline Operator Training**

Dragline Operator training is part of the opencast career progression path. The selection criteria for training as a Dragline operator are Grade 12 and a minimum of 2 years' experience as a Digger Operator.

The duration of the programme is 9 months.

Figure 4: Process followed in Dragline Operator Training and Licensing



From the 2018 – 2022 SLP Goedgevonden trained 10 Dragline Operators against a plan 10. Due to business needs, the training of 2 of the 4 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 who will be in the system in 2023 including the new year on year intake.

**TABLE 16: DRAGLINE OPERATOR TRAINING PLAN**

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	4	1	1	1	1	8
BUDGET	R2,384,688	R631,942	R669,859	R710,050	R752,653	R5,149,193

### 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 (Psycho-motor ability) prior to being selected. They then follow the same route as employees to undergo theoretical training, simulator training and are then 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, 4 years' coal processing experience and attendance of the 2-week plant competency course.

**TABLE 19: INTRODUCTION TO LUMP ORE BENEFICIATION TRAINING PLAN**

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	0	0	1	1	1	3
BUDGET	R0	R0	R132,610	R140,567	R149,001	R422,178

**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 3 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 BENEFICIATION 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 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 Organizing Leading Controlling
Days 4 & 5	Legal Liability Planning, Preparing and Executing <ul style="list-style-type: none"> <li>• GCOM (Glencore Pre-Shift Communication with Team)</li> <li>• JHA and the role of the Supervisor</li> <li>• Planned Task Observations</li> <li>• Safety Interactions</li> <li>• Planned Inspections</li> <li>• Fatigue Management</li> </ul> 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	2	2	2	2	2	10
BUDGET	R18,330	R19,430	R20,596	R28,381	R30,084	R116,822

### 2.10.2 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, organizing, 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	4	4	4	4	4	20
BUDGET	R39,857	R42,249	R44,784	R47,471	R50,319	R224,679

### 2.10.3 External Leadership Development Programs

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

### 2.10.3.1 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	217,125	R230,152	R243,961	R1,089,314

### 2.10.3.2 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.

Goedgevonden had a backlog of one PMD candidate for the period 2018 – 2022 SLP, which will be covered with the 2023 intake. For the current SLP 6 new candidates are planned for the period 2023 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	2	1	1	1	1	6
BUDGET		R299,490	R170,719	R180,962	R191,819	R203,329	R1,046,319

## 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 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.

### 2.12.2 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 Goedgevonden 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 PLAN

Discipline	Current Position	Target Position	Qualifications / Certification / Licensing	Technical Development/ Exposure	On the Job – Acting/ Coaching/ Shadowing	Short- Term Project	Management & Leadership Development	Mentoring	Coaching
General Management	Assistant General Manager	General Manager		X	X				X
Technical Services	Manager - Technical Services	Operations Manager - Opencast		X	X				
Mining	Production Manager	Operations Manager		X	X				
Mining	Production Manager	Operations Manager		X	X			X	
Plant / Processing	Senior Metallurgist	Manager - Plant		X	X				
Technical Services	Senior Geologist	Group Geologist		X	X				
HSE	Environmental Superintendent	HSE Manager / Safe Coal Manager		X	X				
Plant / Processing	Metallurgist	Senior Metallurgist		X	X		X		
Finance	Accountant	Financial Services Manager		X	X		X		
Technical Services	Grade Controller	Senior Geologist		X	X				
Technical Services	Surveyor	Chief Surveyor		X	X				
Mining	Production Supervisor	Production Superintendent		X	X				
Mining	Production Supervisor	Production Superintendent		X	X				

HSE	Environmental Officer	Environmental Superintendent		X	X				
Engineering	Engineering Supervisor	Engineering Superintendent		X	X				
Finance	Graduate	Accountant		X	X			X	
Mining	Dragline Operator	Production Supervisor		X	X				
Mining	Supervisor in Training	Production Supervisor		X	X				
Plant / Processing	Graduate	Plant Supervisor		X	X			X	
Plant / Processing	Plant Operator	Plant Supervisor		X	X				
Mining	Blaster	Production Supervisor		X	X				
Plant / Processing	Plant Attendant	Plant Operator		X	X				
Engineering	Engineering Attendant	Artisan		X	X				

## 2.13 Portable Skills Programmes

Goedgevonden Life of Mine is projected to be until 2043. As such, the Company is aware that a time will come when employees at the Complex will have to seek employment elsewhere. Goedgevonden believes that it is important to provide skills outside the mining industry to ensure alternative sustainable means of livelihood for affected employees. 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 offered by the Company.

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.

The table below indicates the available programs for selection.

**TABLE 26 PORTABLE SKILLS PROGRAMMES**

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			

YEAR	2023	2024	2025	2026	2027	TOTAL 2023-2027
PLAN	0	1	2	3	5	11
BUDGET	R0	R10 000	R20 000	R30 000	R50 000	R110 000

## SECTION 3: EMPLOYMENT EQUITY PLAN

## SECTION 3: EMPLOYMENT EQUITY PLAN

Glencore Operations SA – Goedgevonden 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

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

**TABLE 27: Employment Equity Status as of 31 July 2022**

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		Total
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS				Female	Male	
										Female	Male	Total				
Senior Management / E-Band	1	1			2	1		5	3			0	8			0
Middle Management - D-Band	10			1	18	1		30	7			0	37			0
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	40	1		1	162	3	1	208	53		1	1	262	1	2	3
Semi-skilled and discretionary decision making / B-Band	155			3	464	1		623	2		13	13	638		2	2
Unskilled and defined decision making /A Band								0				0	0			0
<b>TOTAL</b>	<b>206</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>646</b>	<b>6</b>	<b>1</b>	<b>866</b>	<b>65</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>945</b>	<b>1</b>	<b>4</b>	<b>5</b>

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 28: EMPLOYMENT EQUITY TARGETS 2023

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		Total		
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS		Female		Male	Total		Female	Male
										Female	Male							
Senior Management / E-Band	2	1			3	1		7	2			0	9			0		
Middle Management - D-Band	12			1	19	1		33	6			0	39			0		
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	46	1		1	174	3	1	226	52		1	1	279	1	2	3		
Semi-skilled and discretionary decision making / B-Band	158			3	454	2		617	2		12	12	631		2	2		
Unskilled and defined decision making / A Band								0				0	0			0		
<b>TOTAL</b>	<b>218</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>650</b>	<b>7</b>	<b>1</b>	<b>883</b>	<b>62</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>958</b>	<b>1</b>	<b>4</b>	<b>5</b>		

TABLE 29: EMPLOYMENT EQUITY TARGETS 2024

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		Total		
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS		Female		Male	Total		Female	Male
										Female	Male							
Senior Management / E-Band	2	1			3	1		7	2			0	9			0		
Middle Management - D-Band	12			1	20	1		34	5			0	39			0		
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	46	1		1	174	3	1	226	52		1	1	279	1	2	3		
Semi-skilled and discretionary decision making / B-Band	162			3	450	2		617	2		12	12	631		2	2		
Unskilled and defined decision making / A Band								0				0	0			0		
<b>TOTAL</b>	<b>222</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>647</b>	<b>7</b>	<b>1</b>	<b>884</b>	<b>61</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>958</b>	<b>1</b>	<b>4</b>	<b>5</b>		

**TABLE 30: EMPLOYMENT EQUITY TARGETS 2025**

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		Total
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS				Female	Male	
										Female	Male	Total				
Senior Management / E-Band	2	1			3	1		7	2			0	9			0
Middle Management - D-Band	12			1	20	1		34	5			0	39			0
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	47	1		1	174	3	1	227	51		1	1	279	1	2	3
Semi-skilled and discretionary decision making / B-Band	167	1		3	445	2		618	2		11	11	631		2	2
Unskilled and defined decision making /A Band								0				0	0			0
<b>TOTAL</b>	<b>228</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>642</b>	<b>7</b>	<b>1</b>	<b>886</b>	<b>60</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>958</b>	<b>1</b>	<b>4</b>	<b>5</b>

**TABLE 31: EMPLOYMENT EQUITY TARGETS 2026**

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		Total
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS				Female	Male	
										Female	Male	Total				
Senior Management / E-Band	2	1			3	1		7	2			0	9			0
Middle Management - D-Band	12			1	20	1		34	5			0	39			0
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	49	1		1	172	4	1	228	50		1	1	279	1	2	3
Semi-skilled and discretionary decision making / B-Band	167	1		3	445	2		618	2		11	11	631		2	2
Unskilled and defined decision making /A Band								0				0	0			0
<b>TOTAL</b>	<b>230</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>640</b>	<b>8</b>	<b>1</b>	<b>887</b>	<b>59</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>958</b>	<b>1</b>	<b>4</b>	<b>5</b>

**TABLE 32: EMPLOYMENT EQUITY TARGETS 2027**

OCCUPATIONAL LEVEL	FEMALE				MALE			Total Designated	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		
	African	Coloured	Indian	White	African	Coloured	Indian		White Male	FOREIGN NATIONALS				Female	Male	Total
										Female	Male	Total				
Senior Management / E-Band	2	1			3	1		7	2			0	9			0
Middle Management - D-Band	12			1	20	1		34	5			0	39			0
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	50	2		1	171	4	1	229	49		1	1	279	1	1	2
Semi-skilled and discretionary decision making / B-Band	174	1		3	439	2		619	2		10	10	631		2	2
Unskilled and defined decision making / A Band								0				0	0			0
<b>TOTAL</b>	<b>238</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>633</b>	<b>8</b>	<b>1</b>	<b>889</b>	<b>58</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>958</b>	<b>1</b>	<b>3</b>	<b>4</b>

## **SECTION 4: MINE COMMUNITY DEVELOPMENT**

## SECTION 4. Local and 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 of 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**<sup>2</sup> 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**<sup>3</sup> annexed below.

The approved LED projects align 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 4.5** below.

### 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

<sup>2</sup> Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga.

<sup>3</sup> See last page of this SLP: Municipal letter: SLP Projects for 2023-2027

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's<sup>4</sup> of both **Emalahleni Local Municipality** and **Nkangala District Municipality**, and is discussed below as follows:

#### 4.1.1 Population demographics

Glencore's Goedgevonden (GGV) operation is located approximately 50km South-West of Emalahleni. The operation falls within the Emalahleni Local Municipality of the Nkangala District Municipality, Mpumalanga Province.

The operation is situated in a mostly rural community setting with a mixed land use including agricultural activities (mainly maize production), residential areas and various coal mining operations in the surrounding area. The Emalahleni Local Municipality has a total population of 455 227 whilst the operation has over 11,000 community households from farm communities to the larger Phola peri-urban community.

According to **Statistics South Africa**<sup>5</sup>, 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.

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**)<sup>6</sup>. 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.

<sup>4</sup> Emalahleni Local Municipality Adjusted Integrated Development Plan 2024/2025, Nkangala District Municipality IDP 2020-2021 and Nkangala District Municipality IDP (Draft) 2022-2027.

<sup>5</sup> Stats SA, Community Survey 2016

<sup>6</sup> Stats SA 2023 Survey

#### 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.

#### 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). **The GGV operation 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 water<sup>7</sup>.

<sup>7</sup> Emalahleni Local Municipality website & IDP

#### 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 households<sup>8</sup> 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.

#### 4.1.3.4 Refuse Removal

According to Stats SA<sup>9</sup>, 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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%<sup>10</sup> 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

<sup>8</sup> Emalahleni Local Municipality website & IDP

<sup>9</sup> Stats SA, Census 2022

<sup>10</sup> Emalahleni Local Municipality IDP page 44

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.
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 %

Source: S & P Global-Rex, October 2023

As alluded to above, mining remains an economic driver in the region and in our host community. Based on the baseline study, our operation showed the highest level of unemployment with 66%, attributed to the high unemployment rate in South Africa generally, however, we have contributed significantly and invested through various initiatives for the employment, upliftment and development of ordinary community members in our host community.

The table below depicts the employment status of our operation to the host community.

Table 34

Operation	Employed	Self-employed	Unemployed	Other	N
Goedgevonden	26.8%	4.0%	66%	3.3%	1028

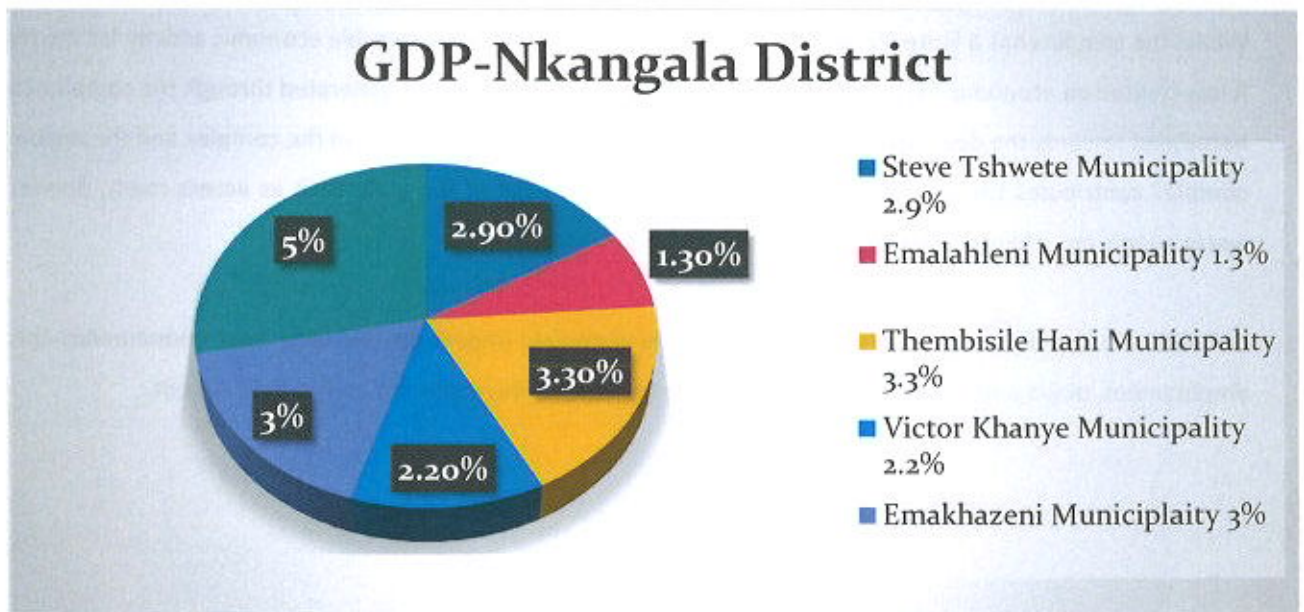
Employment status by operation<sup>11</sup> - GGV

### 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.

Figure 5: GDP growth per municipality



Source for the GDP per municipality<sup>12</sup>:

<sup>11</sup> Graham L, Naidoo T and Matidza K, UJ, (2023) Socio-economic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga

<sup>12</sup> 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.

#### 4.3.2 Economic Impact of GGV 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 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 GGV 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.

The following table depicts a summary of key contributions made by the Company in its 2018-2022 SLP cycle as depicted in the Emalahleni Local Municipality IDP<sup>13</sup>.

PROJECT	PROJECT DESCRIPTION	WARD	BUDGET	EXPENDIXURE TO DATE	YEAR OF IMPLEMENTATION	PROGRESS TO DATE
Ogies urban renewal and town upgrade.	Reconstruction of road and drainage system and lighting	30	R10m	R12 000 000	2022	The project was completed on 15 August 2023.
Phola: Cemetery	Construct new fence around and gates	28 ,30 ,31	R1.5m	R1 438 523	2022	The project was completed.

It is worth noting that the company has completed all its projects for the 2018-2022 SLP cycle as indicated further in the table below.

PROJECT	PROJECT DESCRIPTION	Start Date	End date	Budget	Project Status
Phola Electrification	Electrify 61 houses in Phola Extension 3, area resettled by Glencore	March 2020	Feb 2021	R6,000,00	Project Completed
Water provision in Phola	Water Provision to Phola/ Ogies community	2018	2019	R14,000,000	Project Completed

<sup>13</sup> Emalahleni Local Municipality IDP page 283-285

Table 35 below summarizes the socio-economic impact of the GGV complex on the local municipal area by Glencore.

**Table 35: Projected Socio-Economic Impact of Goedgevonden Complex**

<b>Project Engagement</b>	Goedgevonden Complex engaged with the Emalahleni Local Municipality on the LED projects. Refer to the table below and annexure A, attached hereto with feedback from the municipality. A financial budget for the LED projects was acknowledged by the municipality to the amount of <b>R32 000 000</b> .
<b>Budget 2023-2027</b>	<b>The Goedgevonden Complex LED Budget is R 32 000 000.</b>

*\* A financial provision for the LED project has been allocated by the Municipality refer to the attached Annexure A.*

**Table 36: Local Economic Development Projects for the 2023-2027 Social and Labour Plan cycle, identified and in line with the Local Municipality's Integrated development plans.**

Project Scope	Project Name	Project Description	Financial Provision	Year of Commencement
Infrastructure Support to Basic Services	Construction of access road	Construction of access road in Phola leading to essential community services	<b>R17 000 000</b>	2023-2027
Social Cohesion	Safer City Concept	Purchasing assets needed to support the concept	<b>R5 000 000</b>	2023-2027
Social Cohesion	Old age home at Phola	Construction of old age home to advance social cohesion and protect the vulnerable section of the population at Phola	<b>R10 000 000</b>	2023-2027
<b>Total</b>			<b>R 32 000 000</b>	

**Table 37: In addition to Table 36 above the table below outlines the scope of project as well as the estimated number of job creation.**

Project Name	Project Scope	Financial Provision	Total estimated Job creation
Construction access road	The construction of an access road in Phola will benefit the community in and around the of area. One of the benefits include job creation.	R17 000 000	85-100
Safer City Concept	The Safer City Concept will lead to the purchasing of assets needed to support the project. This will lead to employment opportunities within the area.	R5 000 000	10
Old age home at Phola.	The project will be aimed at the construction of an old age home for the Phola community. The project would be aimed at taking care of the elderly/old age.	R10 000 000	15-20
		<b>R 32 000 000</b>	

*\*See attached Municipal letter for further detail refer to Annexure A*

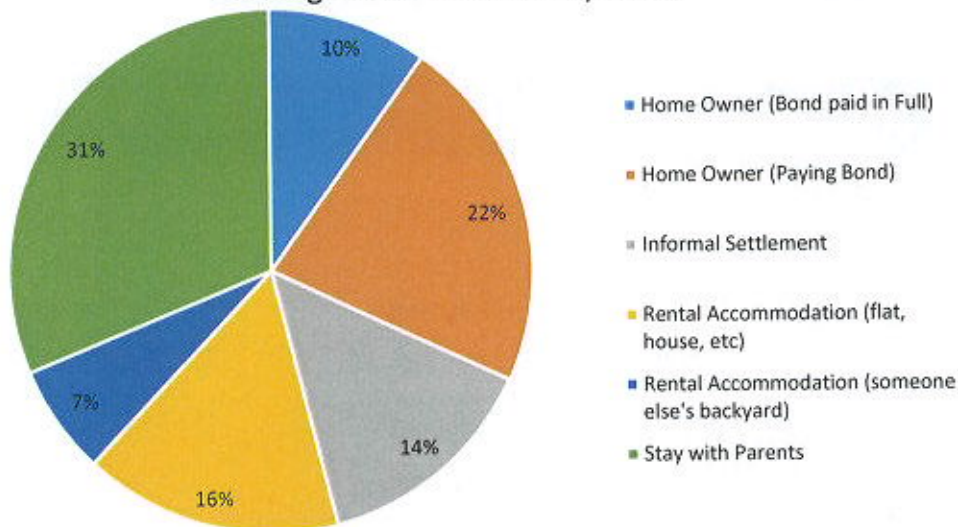
#### 4.4 Measures to Address Housing Conditions and Nutrition

##### 4.4.1 Housing Status of Employees at Goedgevonden Complex

Goedgevonden Complex's housing status as at 31 July 2022 in compliance with regulation 46 (iv) was as follows

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

Housing Status 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 2023 to 2024. To give effect to the harmonisation of the Living Out Allowance, the Living Out Allowance for employees in Categories 4 – 14 will be increased by R938 from R7 812 to R8 750. The Living Out Allowance for employees in Categories 15 – 16 will be increased from R8 603 to R8 750 as follows:

<u>Employee Grouping</u>	<u>Living Out Allowance Amount</u>	<u>April 2022</u>	<u>July 2022</u>	<u>Living Out Allowance from 01 July 2022</u>
<u>Cat 4 - 14</u>	<u>R7 812</u>	<u>R6 238</u>	<u>R469</u>	<u>R8 750</u>
<u>Cat 15 - 16</u>	<u>R8 603</u>		<u>R147</u>	<u>R8 750</u>

#### **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 2019.

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.

The parties further agreed to introduce a housing allowance from January 2024 to encourage employees to become home owners. The housing allowance is a conversion on living Out allowance for employees who are home owners.

#### **4.5 Procurement Progression Plan**

##### **4.5.1 Procurement Progression Plan**

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. 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 dependent to self-sustaining entities. Through this programme Glencore ensure that it is promoting local procurement and further driving economic development in the local region.

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 DMRE.

The following action plan and measures will therefore be put in place:

#### **4.5.2 Mentorship for Empowerment Group**

Glencore's ESD programme is aimed at the development of black-owned community SMMEs and investing in the development of local entrepreneurs through Enterprise Development or Supplier Development. Our objectives are focused on sourcing and onboarding suitably qualified suppliers in local mining communities, to further allow us to understand and engage the capability of the local supplier landscape.

Glencore has experienced positive outcome from this programme, with the integration of new black-owned Qualified Small Enterprises (QSEs) and Exempt Micro Enterprises (EMEs) into our supply chain.

Glencore continues to support the development of new and existing suppliers through a structured process, delivered through three primary levers:

Engage local black-owned suppliers - this involves registration on the portal by local suppliers, face to face vetting process and integration into the Glencore supply chain of local supplies who demonstrate capabilities.

Create procurement opportunities – the preferential procurement policy is leveraged to ensure that procurement initiatives are awarded to local black-owned suppliers; and

Funding to develop black-owned suppliers – funds are allocated to develop black-owned local enterprises.

#### **4.5.3. Strategic Levers to ensure Inclusive Procurement**

Low risk commodities - Low risk commodities have been identified, and preferential procurement targets are included in the supplier selection process to ensure growth in areas of the mining charter requirements.

Rapid sourcing approach - Tactical sourcing has identified initiatives that will ensure growth and address the requirements of the mining charter.

Strategic sourcing approach – Strategic initiatives are identified to ensure compliance to transformation targets as set out in the mining charter i.e., mining equipment, maintenance equipment, and mining consumables.

Glencore has appointed a ESD partner that supports in managing the ESD programme. The ESD partner has been engaged to ensure the successful engagement of local B-BBEE compliant companies, and compliance to legislation. Further to this, Glencore has insourced a web-based portal to facilitate and make the programme accessible to all local enterprises. Various opportunities are identified by the operation and loaded onto the web-based portal; suppliers are then able to apply for opportunities of interest.

Enterprises are required to register their company details on the portal, the ESD partner will interview these companies after which they are categorised according to their expertise and experience. These companies are then afforded a chance to apply for procurement opportunities loaded on the portal. Suppliers will then be matched to applicable opportunities as per their specific services.

Glencore has also secured a fund with Standard Bank South Africa. The fund has been established to procure capital goods for local enterprises delivering on a Glencore contract.

## **SECTION 5: DOWNSCALING AND RETRENCHMENT**

## 5.1 Introduction

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

Goedgevonden 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, Goedgevonden 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.

Goedgevonden 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 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. 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 38: SUMMARY OF FINANCIAL UNDERTAKINGS IN RESPECT OF SKILLS DEVELOPMENT

SKILLS DEVELOPMENT PROGRAMME	2023	2024	2025	2026	2027	TOTAL 2023-2027
	R16,207,234	R14,060,419	R17,920,714	R16,813 964	R18,832,969	R83,835,300

### 6.3 Downscaling and Retrenchment

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

TABLE 39: DOWNSCALING AND RETRENCHMENT FINANCIAL SUMMARY 2023-2027

DOWNSCALING AND FINANCIAL SUMMARY	2023	2024	2025	2026	2027	TOTAL 2023-2027
	R0	R10 000	R20 000	R30 000	R50 000	R110 000

### 6.4 Local Economic Development Programme

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

Table 40: LED FINANCIAL SUMMARY FOR 2023-2027

LED Budget for the Goedgevonden complex is R 32 000 000.

LED PROGRAMME	2023	2024	2025	2026	2027	TOTAL 2023-2027
	R32 000 000					

*\* A financial provision for the LED projects has been acknowledged by the Emalahleni Local Municipality to the amount of **R32 000 000**. Refer to attached correspondences, marked annexure A attached hereto.*

## **SECTION 7: UNDERTAKING**

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

Signed at GGV on this 05 day of JUNE 25



Signature of responsible person

Approved

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Designation





# EMALAHLENI Local Municipality

P.O. BOX 3,  
WITBANK,  
MPUMALANGA  
1035

TEL.: 013 690 6911  
FAX: 013 690 6207

[www.emalahleni.gov.za](http://www.emalahleni.gov.za)

Emalahleni, Mandela Street  
Tel.: 013 6906911

Ga-Nala, Quintin Street  
Tel.: 017 648 2241

Ogies, Hoofweg  
Tel.: 013 643 102

## OFFICE OF THE EXECUTIVE MAYOR

Ref : Dhlamini G  
Email : [Dhlaminig@emalahleni.gov.za](mailto:Dhlaminig@emalahleni.gov.za)  
Contact : 013 690 6234

### GOEDGEVONDEN COMPLEX GLENCORE MINE

Private Bag x 1  
Melrose Arch  
Johannesburg  
2076

17 April 2025

Dear Sir/Madam

### SOCIAL LABOUR PLANS PROJECTS FOR 2023-2027

The municipality acknowledges the submitted Social Labour Plans (SLP) budget of R32m for the financial years 2023-2027. We therefore wish to confirm the below SLP's projects, which are in line with the Emalahleni Local Municipality Integrated Development Plan and the community priority needs. The projects are as follows:

SLP ALIGNMENT	PROJECT NAME	PROJECT DESCRIPTION	TOTAL ESTIMATED FINANCIAL PROVISION	YEAR OF COMMENCEMENT
Social cohesion	Construction of old age home in Phola	Construction of old age home to advance social cohesion and protect the vulnerable section of the population at Phola.	R10m	2023-2027



Infrastructure support to basic services	Construction of access Road to Phola	Construction of access road leading to essential community services.	R17m	2023-2027
Infrastructure support to basic services	Safer City (Infrastructure:	Putting infrastructure to safeguard our water, electricity and sewer infrastructure	R5m	2023-2027
<b>TOTAL</b>			<b>R32m</b>	

Furthermore, the full project scope will be forwarded to your office upon acceptance and confirmation of the proposed budget configuration. We will await your acknowledgement letter, which will assist in the development of implementation plan and monitoring thereafter.

You are encouraged to participate in the Emalahleni Local Economic Development Forum and the Integrated Development Plan Forum for reporting the progress and challenges in implementing the projects.

Yours sincerely,



**Cllr VJ Mhlapho**  
**Executive Mayor**

