

TWEEFONTEIN COMPLEX

A
GLENCORE
OPERATION

Social & Labour Plan: 2025 - 2029
Mining Right Reference Number:

MP 30/5/1/2/2/289 MR
MP30/5/1/2/2/360MR

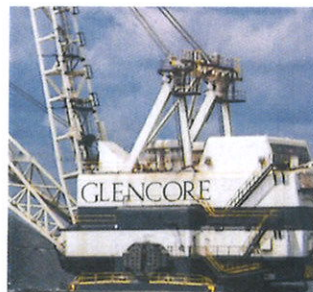
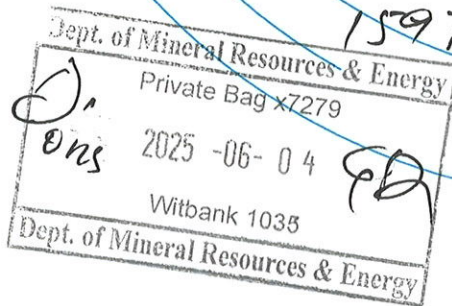


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LIST OF ABBREVIATIONS AND ACRONYMS

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
HRD	Human Resources Development
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 Labour Plan
SMMEs	Small, Macro and Medium-Sized Enterprises
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan

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SECTION 1: PREAMBLE

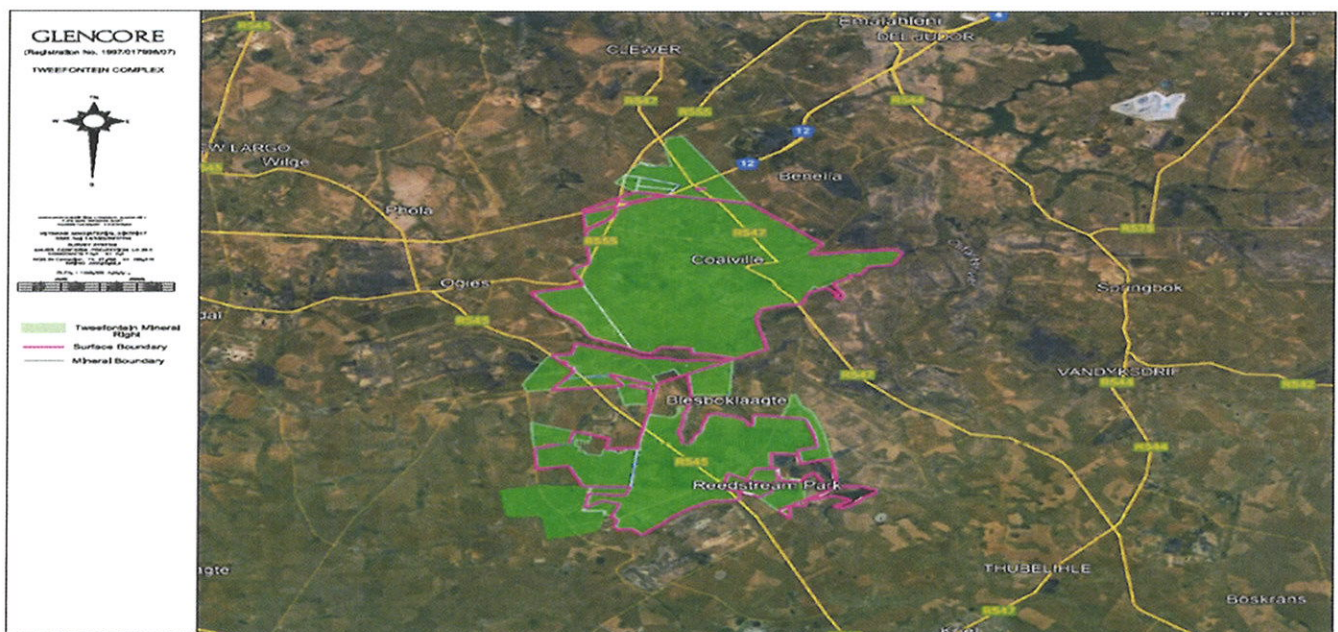
This section addresses Regulation 45 (a) of the Mineral and Petroleum Resources Development Act which provides for the contents of the Social and Labour Plan to include, amongst others, a Preamble which provides the background information of the Mine.

1.1 Introduction

Twefontein Complex is an asset of Glencore Operations SA (Pty) LTD. The Complex comprises of two operations namely, the Opencast and Surface Operations. As on 31 December 2024, Twefontein Complex had a workforce of 1036, excluding contractors. All the Run of Mine is processed at the Twefontein Central Plant. The products, beneficiated at the plant are then railed by means of the Rapid Load-Out Station, through the Minnaar Siding to Richards Bay for export. The Complex currently also caters for inland markets.

The opencast operation has another 12 years Life of Asset left. For this Social Labour Plan 2025 to 2029, we predict ROM production with an average of 9,8 million tons per annum. Additionally, we will be reclaiming the Boschman's Dump for an additional 3 million tons within the 5-year reporting period. There will be a predicted average of 6 million saleable tons per annum during this period.

1.2 Mining Right Information



NAME OF COMPANY	GLENCORE OPERATIONS SA (PTY) LTD
NAME OF MINE	TwEEfontein Complex
PHYSICAL ADDRESS	Farm TwEEfontein 13 IS
POSTAL ADDRESS	Private Bag X16, Leraatsfontein, 1038
TELEPHONE NUMBER	013 686 3306
LATITUDE	26°00'39.03"
LONGITUDE	29°07'27.35"
MINING RIGHT NUMBERS	MP 30/5/1/2/2/ 289 MR MP 30/5/1/2/2/ 360 MR
LOCATION OF MINE	The Mine is situated between the towns of Emalahleni and Ogies, in the Mpumalanga Province
COMMODITIES MINED	Coal
LIFE OF MINE	13 Years
FINANCIAL YEAR END	December 2024
RESPONSIBLE PERSON	Oos Van Der Merwe

1.3 Breakdown of Employees

1.3.1 Workforce as of 31 December 2024 and Expected Workforce

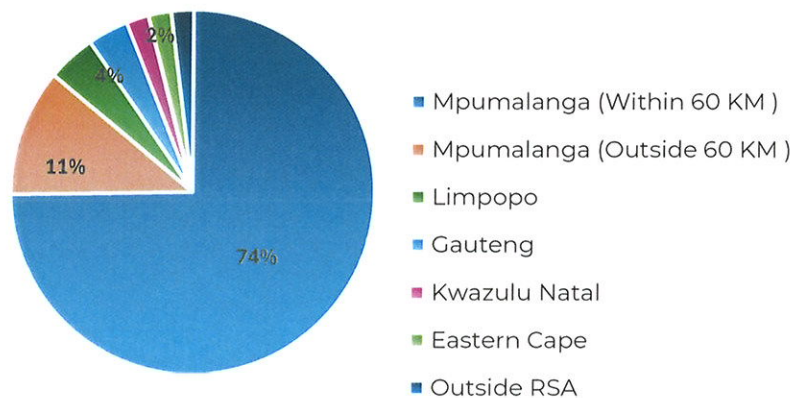
Table 1: Summary of Expected Workforce

Occupational Level	Dec 2024	2025	2026	2027	2028	2029
Senior Management	9	9	9	9	9	9
Professionally Qualified and experienced Specialists and Middle Management	41	41	41	40	40	40
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors and Foremen	332	340	340	324	324	324
Semi-Skilled and Discretionary Decision-making	646	674	674	616	616	616
Unskilled and Defined Decision-Making	6	5	5	4	4	4
TOTAL PERMANENT	1034	1069	1069	993	993	993

1.4 Labour Sending Areas: Figure 1

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 Tweefontein Complex is largely from the local communities. The Labour Sending Areas Tweefontein Complex as at 31 December 2024 were as follows:

December 2024



SECTION 2: SKILLS DEVELOPMENT PROGRAMME

SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

Glencore Operations SA (Tweefontein Complex) believes that its competitive advantage lies in having competent and experienced 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, our 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 Asset 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 largely for entry level positions 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, Simplicity, Entrepreneurialism, Responsibility and Openness.
- Collaborating with others both within and outside the industry where Learning and Development Programmes cannot be offered internally.
- 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

Tweefontein Complex's Human Resources Development Programme 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:

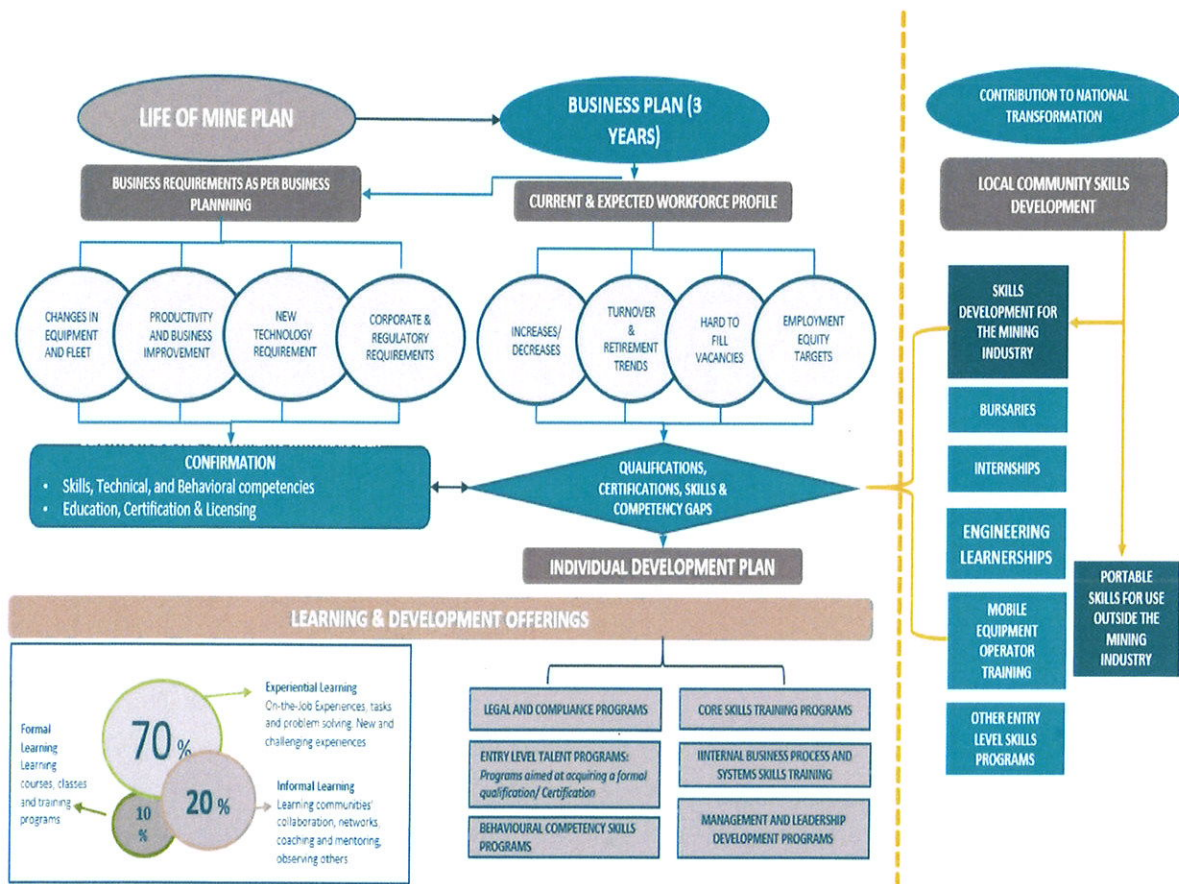
Table 2: Compliance with Skills Development Legislation

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 Tweefontein 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

TwEEfontein 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 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.

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

2.5 Adult Education

Table 3: Form Q Statistics as of 31 December 2024

BAND	NQF LEVEL	QUALIFICATION DESCRIPTION	FEMALE			MALE			TOTAL BLACK	WHITE		FOREIGN NATIONALS		TOTAL NON-DESIGNATED	GRAND TOTAL
			AFRICAN	COLOUR ED	INDIAN	AFRICAN	COLOUR ED	INDIAN		FEMALE	MALE	FEMALE	MALE		
		Unknown Qualification Level													
		No Schooling													
		Grade 0/Pre	1			14		15					1	1	16
		Grade 1/Sub A				4		4					1	1	5
		Grade 2/Sub B				3		3						0	3
		Grade 3/Std 1/ABET 1				9		9						0	9
		Grade 4/Std 2/				10		10					2	2	12
		Grade 5/Std 3/ABET 2				9		9					1	1	10
		Grade 6/Std 4				13		13					2	2	15
		Grade 7/ABET 3	1			22		23					2	2	25
		Grade 8/Std 6				9		9					8	8	17
General Further Education and Training Qualifications	1	General Certificate / Grade 9 / Std 7 / ABET 4	1			16		17			2		2	4	21
	2	Elementary Certificate	9			27		36			5			5	41
	3	Intermediate Certificate	29			86		115			8		5	13	128
	4	National Certificate	172	4	1	350	4	1	532	8	39			47	579
Higher Education Qualifications Sub Framework	5	Higher Certificates	14	1		34		49			6			6	55
	6	Diploma / Advanced Certificate	11			22	1	34			8			8	42
	7	Bachelor's Degree / Advanced Diploma	12			17		29	3	1				4	33
	8	Bachelor's Honours Degree	9		1	5		15						0	15
	9	Master's Degree	3			2		5	1	1		1		3	8
	10	Doctorate						0						0	
TOTAL			262	5	2	652	5	1	927	12	70	0	25	107	1034

2.5.1 Foundational Learning Competency and Amended Senior Certificate Targets

2.5.1.1 Year on Year Targets

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 learners 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, FLC is used as a bridging programme 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 Programme 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 Programmes are offered on a full-time basis to both employees and community members.

The targets for Full-Time Employee and Community FLC and ASC are shown in the tables (**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 Programme.

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	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	6	0	3	3	3	15
BUDGET	R41,269	R53,119	R60,638	R64,276	R68,133	R287,435

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

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	9	0	6	6	6	27
BUDGET	R41,269	R53,119	R60,638	R64,276	R68,133	R287,435

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) and/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 Electrician, Boilermaker, Diesel Mechanic, Electrician, Fitter and Rigger.

Learners do theoretical training at the Colliery Training College (CTC) in Emalahleni, with the practical training done at any of the Glencore Operations SA 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

The planned number reflects the overall number of employees that will be in the system in 2025 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 programme 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 PPE 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 and PPE.

TABLE 6: ENGINEERING LEARNERSHIP TARGETS – EMPLOYEES (18.1)

YEAR	2025	2026	2027	2028	2029	TOTAL 2025-2029
DIESEL MECHANIC	4		2			6
AUTO ELECTRICIAN	1	1	1			3
ELECTRICAL	1					1
RIGGER	3					3
FITTER			1		1	2
TOTAL PLAN	9	1	4		1	15
BUDGET	R3 339 063	R2 179 579	R2 521 364	R3 267 730	R2 590 580	R15 898 317

TABLE 7: ENGINEERING LEARNERSHIP TARGETS – COMMUNITY (18.2)

YEAR	2025	2026	2027	2028	2029	TOTAL 2025-2029
BOILERMAKER	5	3		1	3	12
DIESEL MECHANIC	7	3	2	1	3	16
AUTO ELECTRICIAN	1	3		1	3	8
ELECTRICAL						
RIGGER			1			1
FITTER	2	2			2	6
TOTAL PLAN	15	11	3	3	11	43
BUDGET	R1 296 312	R2 148 012	R2 244 295	R2 416 230	R2 125 597	R 10 230 447

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2.6.3 Mining Learnerships

To ensure career progression for existing employees, the following mining learnership is provided:

2.6.4 2.6.3.1 Rock Breaking Certificate

Blasting certificates of competency are licenses to practice at a South African mine. This certificate of competency is issued to a competent person who can be appointed legally to perform duties of a miner or a blaster at a South African mine as stipulated in the Mine Health and Safety Act, 1996 (Act 29 of 1996) as amended and its regulations.

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 135 weeks/ 32 months
PERMANENT TICKET

The planned number reflects the overall number of employees that will be in the system in 2025 and the new intakes year-on-year. Cost allocations in the budget provisions include candidates continuing with the program from previous year(s)

TABLE 9: ROCK BREAKING CERTIFICATE TARGETS

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	5	2	2	2	2	13
BUDGET	R2 609 913	R3 853 416	R3 513 735	R2 490 974	R1 344 046	R13 812 085

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	2025	2026	2027	2028	2029
PLAN	5	5	5	5	5
BUDGET	R117 442	R124 489	R131 958	R150 807	R159 856

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 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
- Extraction 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, and a laptop, accommodation, meals, a monthly allowance and travelling fare during academic holidays. The candidate signs a contract with the Company to work back the period of the assistance provided through the Graduate Development Programme once they complete their qualification. 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.

The planned numbers below reflect the overall number of students that will be in the system in 2025 and the new intakes year-on-year.

TABLE 11: COMMUNITY BURSARY PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
MINING	2	0	1	1	0	4
ENGINEERING	3	0	1	1	0	5
METALLURGY	0	0	0	1	0	1
FINANCE	1	0	0	0	0	1
HRD	1	0	0	0	0	2
TOTAL PLAN	7	0	2	3	0	12
BUDGET	R1 961 554	R1 779 946	R1 576 500	R2 005 308	R1 784 617	R9 107 926

2.8 Internships

The Company offers internships to enable students who are still studying to fulfil the tertiary institution's requirements by completing the practical training components to obtain a qualification, as well as the Graduate Development Programme and Supervisor in Training Programme 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:

- Safety
- Finance
- Environmental
- Human Resources
- Mining Engineering
- Extraction Metallurgy
- Community Development
- Occupational Health and Hygiene
- Electrical and Mechanical Engineering

The Graduate Trainees are managed from the Group Training Centre and allocated to the various 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.

The planned numbers reflect the overall number of Graduates that will be in the system in 2025 and the new intakes year-on-year.

TABLE 12 – GRADUATE DEVELOPMENT PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
MINING	0	0	1	1		2
ENGINEERING	2	0	3	1	1	7
FINANCE	1	1				2
HRD	1	0	0	0	0	1
TOTAL PLAN	4	2	4	2	1	13
BUDGET	R1 854 092	R1 935 383	R3 590 130	R4 887 899	R2 882 554	R15 150 058

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 female Supervisors. For the Mining Programme, Graduates with a Mining Engineering Tertiary qualification are sourced and internal employees who have at least 2 years' experience as an appointed Blaster. 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 between 2025 - 2029 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 programme from previous year(s) and the related cost allocations in the budget provision.

TABLE 13: SUPERVISOR IN TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 – 2029
MINING PLAN	7	0	2	0	2	11
MINING BUDGET	R4 380 991	R3 834 860	R2 908 441	R3 199 159	R3 391 109	R17 714 560
ENGINEERING PLAN	2	1	1	0	1	5
ENGINEERING BUDGET	R473 436	R1 119 172	R1 792 060	R1 597 823	R1 001 818	R5 984 308
TOTAL PLAN	9	1	3	0	3	16
TOTAL BUDGET	R4 854 427	R4 954 032	R4 700 501	R4 796 982	R4 392 927	R23 698 868

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. 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	2025	2026	2027	2028	2029	TOTAL 2025 – 2029
PLAN	5	5	5	5	5	25
BUDGET	R506 936	R537 352	R569 593	R603 769	R639 995	R2 857 646

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.

Career Progression training and appointment of candidates in all Opencast and Surface Operational areas will be based on Life of Assets requirements, with the following principles to be applied

Category differentiation will be based on Support and Primary machine classifications:

- Category 6 - Provides support to the Primary machine Equipment.
- Category 7 - Primary Equipment is responsible to provide support to the Core Machines.
- Category 8 - Core Production Machines are responsible for the productive drilling, hauling and placement of bulk material.

The programme ensures that participants acquire the necessary competencies to operate mobile machinery safely and effectively, enhancing operational productivity and safety compliance.

The programme covers the following learning objectives:

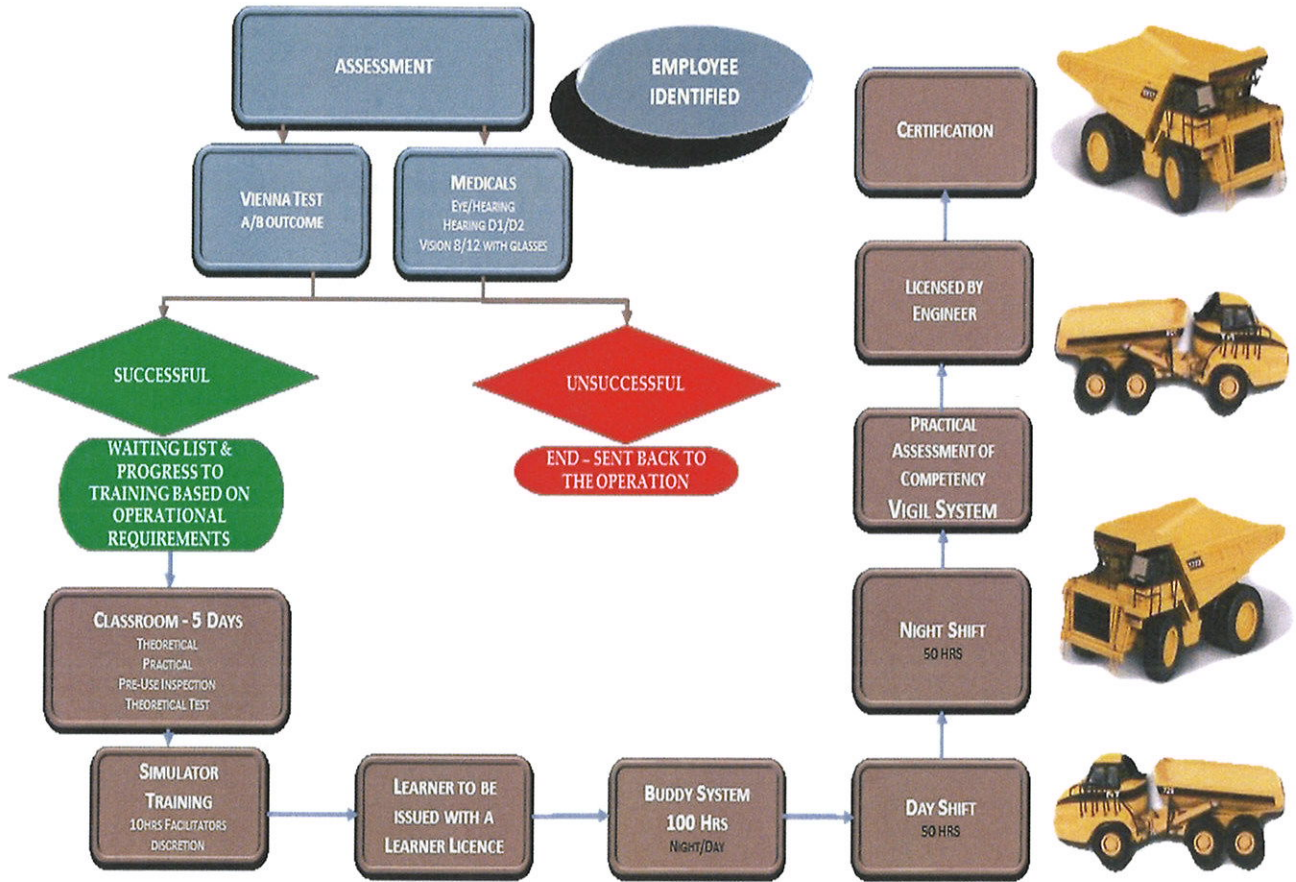
- Understand the operational capabilities and limitations of different mobile machines.
- Perform pre-operational inspections and routine maintenance.
- Operate mobile machines safely and efficiently in various working conditions.
- Follow standard operating procedures and adhere to safety regulations.
- Identify potential hazards and implement measures to mitigate risks.
- Respond effectively to emergency situations and perform basic troubleshooting.

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 Baninile Silarela, Nonkululeko Shiba and Absalom Nkuna busy with simulator training at the Group Training Centre

Table 15: NEW /PROGRESSION OPERATOR TRAINING PLAN FOR EMPLOYEES

MACHINE LEVEL	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
Training for Digger Operator Roles	1	0	1	0	1	3
TOTAL BUDGET	R29 115	R0	R32 714	R0	R36 757	R98 585

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 Dragline Dozer.
- A minimum of 5 years Opencast Mining Experience, of which 2 years should be as a Digger or Dragline Dozer Operator.

The duration of the programme is 9 months.



Figure 4: Process followed in Dragline Operator Training and Licensing

The planned number reflects the overall number of employees that will be in the system in 2025 and the new intakes year-on-year.

TABLE 16: DRAGLINE OPERATOR TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	3	1	1	1	1	7
BUDGET	R1 941 342	R702 823	R744 992	R789 691	R837 073	R5 015 921

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. Equips learners with comprehensive knowledge of explosives and accessories. Teaches them to prepare and charge shot holes and perform essential duties to support blasting operations effectively.

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	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	8	8	8	8	8	40
BUDGET	R342 473	R363 022	R384 803	R407 891	R432 365	R1 930 553

2.9.1.2.2 Machine Operator Programme

The programme equips participants with the necessary skills to operate mobile machinery safely and efficiently, improving both operational productivity and safety compliance. 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	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	12	12	12	12	12	60
BUDGET	R490 591	R520 027	R551 228	R584 302	R619 360	R2 765 508

2.9.2 PLANT TRAINING PROGRAMMES



2.9.2.1 Basic Coal Preparation:

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, with 2 years' coal processing experience and attendance of the 2-week plant competency course.

TABLE 19: INTRODUCTION TO LUMP ORE PREPARATION TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	1	1	1	1	1	5
BUDGET	R42 267	R45 445	R48 171	R51 062	R54 125	R241 070

2.9.2.2. Advanced Coal Preparation:

This programme is presented by the Colliery Training College (CTC). The programme duration consist of 4 study schools of 3-week's each 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 coal beneficiation and utilisation in general. It also prepares the learner to play a more meaningful role in the management of the coal beneficiation environment and is targeted at employees identified to progress into Plant Supervisor roles.

The minimum entry criteria are Grade 12, with a minimum of 5 years' experience as a Plant Operator and a minimum 60% pass mark in the Basic Coal Preparation Programme.

TABLE 20: ADVANCED COAL PREPARATION TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
------	------	------	------	------	------	----------------------

PLAN	1	1	1	1	1	5
BUDGET	R278 636	R295 995	R313 755	R332 580	R352 535	R1 573 501

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 Managing and Leading at Glencore

2.10.1.1. Managing and Leading at Glencore for Supervisors

The Managing and Leading Development Programme is designed to:

- Assist new Supervisors transitions from being individual contributors to being in a line function.
- Ensuring that managers are capable of leading and managing in line with the Glencore Values, Code of Conduct and the IDEAL Culture.

TABLE 21: MANAGING AND LEADING AT GLENCORE FOR SUPERVISORS TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	20	15	10	10	9	64
BUDGET	R60 280	R53 202	R43 815	R44 391	R46 104	R247 792

2.10.1.2 Managing and Leading at Glencore for Manager/Superintendent

The Manager/Superintendent Development Programme is designed to:

- Assist new Manager/Superintendent transitions from being individual contributors to being in a line function.
- Ensuring that managers are capable of leading and managing in line with the Glencore Values, Code of Conduct and the IDEAL Culture.

TABLE 22: MANAGING AND LEADING AT GLENCORE FOR MANAGER/SUPERINTENDENT TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	6	4	4	4	3	21
BUDGET	R18 096	R15 113	R16 020	R16 981	R14 853	R81 063

2.10.1.3 External Leadership Development

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.

2.10.1.4. 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 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	2025	2026	2027	2028	2029	TOTAL 2025 - 2029
PLAN	1	1	1	1	1	5
BUDGET	R249 051	R263 994	R279 833	R296 623	R314 421	R1 403 922

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 Tweefontein Complex who are part of the talent, where opportunities for development or progression arise, talent across the business is considered and not only those from the specific 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 aimed 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 Tweefontein 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 / ON THE JOB TRAINING/ ACTING	MENTORING/ COACHING	MANAGEMENT & LEADERSHIP DEVELOPMENT
Mining	Assistant General Manager	General Manager		x		
	Operations Manager	Assistant General Manager		x		x
	Production Manager	Operations Manager		x		
	Production Superintendent	Production Manager		x		
	Production Supervisor	Production Superintendent		x		x
	Production Supervisor	Production Superintendent		x		x
	Graduate	Mining Supervisor	x	x	x	
	5 x Supervisor in Training	5 x Production Supervisor	x	x	x	
Safety	Graduate	Safety Officer	x	x	x	
Environmental	Graduate	Environmental Officer	x	x	x	
Metallurgy	Graduate	Metallurgist	x	x	x	
Engineering	Graduate	Engineering Supervisor	x	x	x	

	Engineering Manager	Group Engineering Manager		x		
	Engineer	Engineering Manager		x		x
	Engineering Supervisor	Engineering Superintendent		x	x	
	Engineering Supervisor	Engineering Superintendent		x		
	Engineering Attendant	Artisan		x		
Plant / Processing	Senior Metallurgist	Operations Manager		x		x
	Metallurgist	Senior Metallurgist/ Plant Manager		x		x
	Plant Operator	Plant Supervisor		x		x
	Plant Attendant	Plant Operator	x	x		
Finance	Accountant	Financial Services Manager		x		
HSE	Environmental Officer	Environmental Superintendent		x		x
Technical Services	Mining Engineer	Technical Services Manager		x	x	
	Planning Superintendent	Mining Engineer		x		x
	Grade Controller	Senior Geologist		x		

2.13 Portable Skills Programmes

Twefontein Life of Mine is projected to be until 2036. As such, the Company is aware that a time will come when employees at the Complex will have to seek employment elsewhere. Twefontein 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 programmes and institutions.

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

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 PROGRAMMES TRAINING PLAN

YEAR	2025	2026	2027	2028	2029	TOTAL 2025-2029
PLAN	2	5	3	3	2	15
BUDGET	R20 000	R50 000	R30 000	R30 000	R20 000	R150 000

SECTION 3: EMPLOYMENT EQUITY PLAN

SECTION 3: EMPLOYMENT EQUITY PLAN

Glencore Operations SA – Tweefontein 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

Tweefontein Complex’s representation at the various Occupational Levels was as follows at the end of 31 December 2024:

TABLE 28: Employment Equity Status as of 31 December 2024

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	1			1	3			5	3		1	1	9	1	1	2	
Middle Management - D-Band	11		1	2	18			32	9			9	41				
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	69	2		4	194	4	1	274	54		4	58	332	1	2	3	
Semi-skilled and discretionary decision making / B-Band	179	3	1	5	433	1		622	4		20	24	646		5	5	
Unskilled and defined decision making / A Band	2				4			6					6		4	4	
TOTAL	262	5	2	12	652	5	1	939	71	0	25	92	1034	2	12	14	

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 2025

OCCUPATIONAL LEVEL	FEMALE				MALE			TOTAL DESIGNATED	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		
	AFRICAN	COLOURE	INDIAN	WHITE	AFRICAN	COLOURE	INDIAN		WHITE MALE	FOREIGN NATIONALS				FEMALE	MALE	TOTAL
										FEMALE	MALE	TOTAL				
Senior Management / E-Band	1			1	3			5	3		1	4	9	1	1	2
Middle Management - D-Band	13		1	2	16			32	9			9	41		1	1
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	77	2		4	192	4	1	280	56		4	60	340	1	2	3
Semi-skilled and discretionary decision making / B-Band	200	3	1	5	440	1		650	4		20	24	674		5	5
Unskilled and defined decision making / A Band	2				3			5					5		3	3
TOTAL	293	5	2	12	654	5	1	972	72		25	97	1069	2	12	14

TABLE 30: EMPLOYMENT EQUITY TARGETS 2026

OCCUPATIONAL LEVEL	FEMALE				MALE			TOTAL DESIGNATED	NON-DESIGNATED				GRAND TOTAL	PEOPLE WITH DISABILITIES		
	AFRICAN	COLOURE	INDIAN	WHITE	AFRICAN	COLOURE	INDIAN		WHITE MALE	FOREIGN NATIONALS				FEMALE	MALE	TOTAL
										FEMALE	MALE	TOTAL				
Senior Management / E-Band	1			1	3			5	3		1	4	9	1	1	2
Middle Management - D-Band	13		1	2	16			32	9			9	41		1	1
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	77	2		4	192	4	1	280	56		4	60	340	1	2	3
Semi-skilled and discretionary decision making / B-Band	200	3	1	5	440	1		650	4		20	24	674		5	5
Unskilled and defined decision making /A Band	2				3			5					5		3	3
TOTAL	293	5	2	12	654	5	1	972	72		25	97	1069	2	12	14

TABLE 31: EMPLOYMENT EQUITY TARGETS 2027

OCCUPATIONAL LEVEL	FEMALE				MALE			TOTAL DESIGNATED	NON-DESIGNATED			GRAND TOTAL	PEOPLE WITH DISABILITIES			
	AFRICAN	COLOURE	INDIAN	WHITE	AFRICAN	COLOURE	INDIAN		WHITE MALE	FOREIGN NATIONALS			FEMALE	MALE	TOTAL	
										FEMALE	MALE					
Senior Management / E-Band	1			1	3			5	3		1	4	9	1	1	2
Middle Management - D-Band	13		1	2	15			31	9			9	40			
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	77	2		4	176	4	1	264	56		4	60	324	1	2	3
Semi-skilled and discretionary decision making / B-Band	191	3	1	5	392	1		592	4		19	23	616		5	5
Unskilled and defined decision making /A Band	2				2			4					4		2	2
TOTAL	284	5	2	12	588	5	1	896	72		24	96	993	2	11	13

TABLE 32: EMPLOYMENT EQUITY TARGETS 2028

OCCUPATIONAL LEVEL	FEMALE				MALE			TOTAL DESIGNATED	NON-DESIGNATED			GRAND TOTAL	PEOPLE WITH DISABILITIES			
	AFRICAN	COLOURE	INDIAN	WHITE	AFRICAN	COLOURE	INDIAN		WHITE MALE	FOREIGN NATIONALS			FEMALE	MALE	TOTAL	
										FEMALE	MALE					
Senior Management / E-Band	1			1	3			5	3		1	4	9	1	1	2
Middle Management - D-Band	13		1	2	15			31	9			9	40		1	1
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	77	2		4	176	4	1	264	56		4	60	324	1	3	3
Semi-skilled and discretionary decision making / B-Band	191	3	1	5	392	1		592	4		19	23	616		5	5
Unskilled and defined decision making /A Band	2				2			4					4		2	2
TOTAL	284	5	2	12	588	5	1	896	72		24	96	993	2	11	13

TABLE 33: EMPLOYMENT EQUITY TARGETS 2029

OCCUPATIONAL LEVEL	FEMALE				MALE			TOTAL DESIGNATED	NON-DESIGNATED			GRAND TOTAL	PEOPLE WITH DISABILITIES			
	AFRICAN	COLOURE	INDIAN	WHITE	AFRICAN	COLOURE	INDIAN		WHITE MALE	FOREIGN NATIONALS			FEMALE	MALE	TOTAL	
										FEMALE	MALE					
Senior Management / E-Band	1			1	3			5	3		1	4	9	1	1	2
Middle Management - D-Band	13		1	2	15			31	9			9	40		1	1
Skilled Technical and Academically qualified workers, junior management, superintendents / C-Band	77	2		4	176	4	1	264	56		4	60	324	1	3	4
Semi-skilled and discretionary decision making / B-Band	191	3	1	5	392	1		592	4		19	23	616		5	5
Unskilled and defined decision making /A Band	2				2			4					4		2	2
TOTAL	284	5	2	12	588	5	1	896	72		24	85	993	2	11	13

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 of the companies CSI fund.

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. The surveys are used as the basis for various plans and inform an ongoing commitment to working with the communities wherein we mine. The Centre for Social Development in Africa (CSDA) has partnered with Glencore since 2014 to conduct these surveys at two-to-three-year intervals. This report presents the findings of the latest survey conducted in 2023 and together with information contained in the relevant Municipal IDP & Stats SA were used to compile the below.

4.1 Social and Economic Background information

4.1.1 Provincial and District Municipalities

Emalahleni Local Municipality is located within the Mpumalanga Province and is situated in the jurisdictional area of the Nkangala District Municipality. Our Tweefontein operation is situated in the Nkangala district. This district is located to the North-West of the province and is the smallest district in landmass (21%) and has the second largest population concentration (35%) in the province. It covers an area of about 2677.67 km² in extent. The Nkangala District Municipality is made up of six local municipalities, namely¹:

- Emalahleni Local Municipality,
- Emakhazeni Local Municipality,
- Steve Tshwete Local Municipality,
- Thembisile Hani Local Municipality,
- Dr JS Moroka Local Municipality, and
- Victor Khanye Local Municipality.

¹ Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 3.

4.1.2 Economic Profile

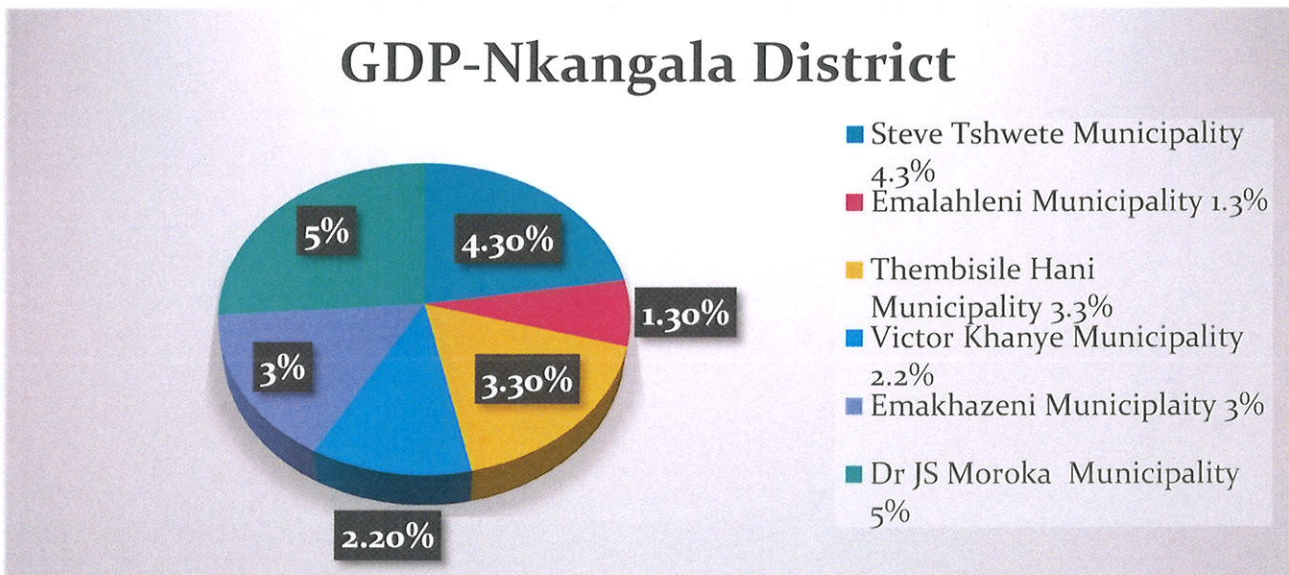
The complex has several positive socio-economic impacts, including:

- The creation of jobs during the operational phase of the complex.
- Money paid out locally, to local service providers, in the form of the monthly payroll.
- 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.

The figure below shows the GDP of Nkangala District Municipality.

Figure:5



Source for the GDP per Municipality²

² Emakhazeni and Dr JS Moroka municipality-Nkangala IDP 2020-2021 page 48.
Victor Khanye Municipality-IDP 2024-2025, page 42.

4.1.3 Population Profile

The Emalahleni municipal population was expected to increase from 395 418 people in 2011 to 516 399 in 2020 and 646 708 in 2030. This implies an increment of 120 980 people (13 442 per annum) up to 2020, and an additional 130 309 people (13 031 per annum) from 2020 to 2030.³

A study was conducted with a total sample size of 3019 households across five Glencore operations (Tweefontein, Goedgevonden, Impunzi, Umsiimbithi and Zonnebloem). Tweefontein had approximately a quarter of the households in the sample, 751. The average number of people per household for Tweefontein is 4.40%. Tweefontein was the only complex that had a marginally larger male population, 50.3% and 49.7% was recorded for females. This operation, in comparison to the other Glencore Coal Operations, has been operational for the smallest duration of time, namely 39 years.⁴ Furthermore, the largest cohort of youth is recorded for Tweefontein operation compared to the other five Glencore operations used in the sample.

Operation	18-35	36-59	60+	n
Tweefontein	51.5%	35.6%	12.9%	751
Total across five Glencore operations surveyed				3019

Table 33 Percentage of sampled candidates in each age group for: Tweefontein operation

4.1.4 Employment Profile

Many people migrate to Emalahleni Local Municipality in search of employment but might not have the right skills to work in the local economy and thus put more strain on LED initiatives. The unemployment rate for 2020 was 33.3% compared to 2023 which was 30.7 in Q3 (**Stats SA**).⁵

Mpumalanga has shown very small employment gains since the end of the Covid period, with a 0,3% increase in jobs between Quarter 3, 2022 and Quarter 3, 2023 (**Stats SA 2023**).⁶ Nevertheless, unemployment remains high in the province at 35.5% using the official definition (ibid.). The unemployment

³ Thembisile Municipality-IDP 2022-2027, table 5.2.1A, page 72.

Emalahleni Municipality-IDP 2022-2027, page 162.

Steve Tshwete Municipality-IDP 2022-2027, page 118.

³ Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 222.

⁴ Graham L, Naidoo T and Matidza K (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 14-15.

⁵ Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 140

⁶ Graham L, Naidoo T and Matidza K (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 10.

rate is in line with the national rate at just under 35% (COGTA). As such, the district has high poverty rates. Trade, agriculture and mining remain the key employment sectors for the province.⁷

The study surveyed a total of 3019 households. The total households surveyed for Tweefontein were 751, wherein 22.9% were employed and 62.5% were unemployed.⁸

Operation	Employed	Self-employed	Unemployed	Other	n
Tweefontein	22.9%	4.4%	62.5%	10.3%	751
Total across five Glencore operations surveyed					3018

Table 34 Employment status for Tweefontein Complex

4.1.5 Education Profile

In terms of education, Mpumalanga’s profile is similar to that of the country, with low rates of matriculation and post-secondary education. The total people with no schooling in Nkangala is just under 29% (COGTA, no date), while for the province just over 14% have no schooling (REF). 42% of those in Nkangala had matric or a higher qualification (COGTA, no date).⁹

The study surveyed a total of 2943 households for the five operations. The below table reflects a total of 726 households that were surveyed for Tweefontein operation, and it is recorded that 4.1% don’t have formal education. ¹⁰

Operation	N	No formal education	Primary school only	Some secondary	Matric	Further education
Tweefontein	726	4.1%	8.4%	37.2%	35.1%	15.2%
Total across five Glencore operations surveyed: 2943						

Table 35 Education levels for people over the age of 20 years for Tweefontein Complex

⁷ Graham L, Naidoo T and Matidza K (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 10.

⁸ Graham L, Naidoo T and Matidza K (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 17.

⁹ Graham L, Naidoo T and Matidza K, (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 11.

¹⁰ Graham L, Naidoo T and Matidza K. (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 16-17.

4.1.6 Income Profile

The average annual household income is said to be higher than the district average household income. The high average income and education levels should reflect a lower unemployment rate which means that there are more opportunities for employment for highly skilled workers, which again, highlights the importance of high levels of education. Notable is that 14% receive no income.¹¹

In the aforementioned Glencore survey conducted it is said that ‘income’ is generally a question that respondents tend to refuse to answer, which is a further reason why one cannot rely solely on income questions to measure poverty. Only 76% of households responded to the above-mentioned question, thus the below findings should be treated with caution and taken as only one measure of poverty. The results should be read in conjunction with other poverty variables such as household food insecurity and the lived poverty index.

The below table reflects the income categories for Tweefontein Complex surveying a total of 2449 households of 569 are within the Tweefontein area. Tweefontein recorded the largest proportion of households earning no income. The largest proportion of households (15.6%) reported monthly earnings between R1500 and R2500.

Operation	None	R1 - R200	R201 - R500	R501 - R1 000	R1 001 - R1 500	R1 501 - R2 500	R2 501 - R3 500	R3 501 - R4 500	R4 501 - R6 000	R6 001 - R8 000	R8 001 - R11 000	R11 001 - R16 000	R16 000 - R30 000	R30 001 or more	n
Tweefontein	6.7%	0.9%	5.3%	4.6%	6.9%	15.6%	12.0%	10.0%	9.5%	7.9%	8.1%	5.1%	5.3%	2.3%	569
Total across five Glencore operations surveyed															2449

Table 36 Income categories for Tweefontein Complex

4.1.7 Housing Profile

The number of informal dwellings increased from 23 138 in 2011 to 34 845 in 2016, which was an increase of more than 11 000 households, and the municipality had the highest number of informal settlements in the Nkangala District. There was an increase of 19, 3% and 23, 2% respectively in the same period. Almost

¹¹ Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 140.

a quarter of the households are living in informal dwellings, **Source: Statistics South Africa, Community Survey 2016.**¹²

Participants in the study conducted were asked to rate other basic and community resources. The table below shows the percentage of households for the Tweefontein operation which rated these services as either poor or very poor. A rating of 42.7% was awarded for adequate housing¹³. Please refer to paragraph 4.2 below which provides further details of our data which addresses Regulation 46 (c) (iv).

Operation	Availability of jobs	Crèches	After-school care for children	Adequate housing	Electricity	Clean water	Quality health services	Public transport	Crime prevention	Roads	Support for small business
Tweefontein	79.4 %	15.4 %	22.4 %	42.7 %	62.6 %	75.0 %	29.4 %	20.1 %	64.2 %	78.8 %	62.2 %

Table 37 Rating of Community Resources by participant households within Tweefontein

4.1.8 Water, Sanitation and Electricity

Access to basic services has improved in the province over time. According to the Mpumalanga Vision 2030 Strategic Implementation Framework 2013-2030 (REF), 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**).¹⁴

Despite the overall improvement, some of the challenges facing Emalahleni remain dilapidated infrastructure for the provision of all basic services (water, sanitation, refuse removal, roads and electricity).¹⁵ In addition, there are high distribution losses on water and electricity.

¹² Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 49.

¹³ Graham L, Naidoo T and Matidza K. (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 32.

¹⁴ Graham L, Naidoo T and Matidza K, (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 32.

¹⁵ Emalahleni Local Municipality Draft Integrated Development Plan, 2022-2027, Page 56.

According to a study conducted, the Tweefontein district emerged as the area having the most pronounced challenges in accessing clean water, as data showed that almost half (49.1%) of households reported having gone without clean water many a times or always.¹⁶

The Lived Poverty Index (LPI) is another measure of poverty that factors in how lack of income impacts on access to basic necessities.¹⁷

Operation	Gone without food		Gone without clean water for household use		Medicines/medical treatment that was needed?		Fuel to cook with		Cash income	
	Several times	Many times/ Always	Several times	Many times/ Always	Several times	Many times/ Always	Several times	Many times/ Always	Several times	Many times/ Always
Tweefontein	19.6%	10.3%	19.7%	49.1%	13.2%	3.3%	15.8%	10.0%	25.0%	14.5%

Table 38 Lived Poverty Index for Tweefontein operation

Table 39 below summarizes the socio-economic impact of the Tweefontein mining complex on the local municipal area by Glencore.

Table 39: Projected Socio-Economic Impact of Tweefontein Complex

Project Engagement	Tweefontein Complex has had engagements with the Nkangala District municipality, Emalahleni Local Municipality as well as the DMPR (Department of Mineral and Petroleum Resources) wherein it was agreed upon, that the R32 million Tweefontein LED financial provision will, in its entirety, be directed towards: Phase 1 of a comprehensive water provision initiative , estimated at R250 million. This initial phase will focus on essential infrastructure development and system upgrades to address the most immediate water-related challenges.
Budget	R 32 000 000

** The Municipal letter outlining the details of the collaborative initiative towards water provision is annexed hereto marked **Annexure "A"**.*

¹⁶ Graham L. Naidoo T and Matidza K. (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 22.

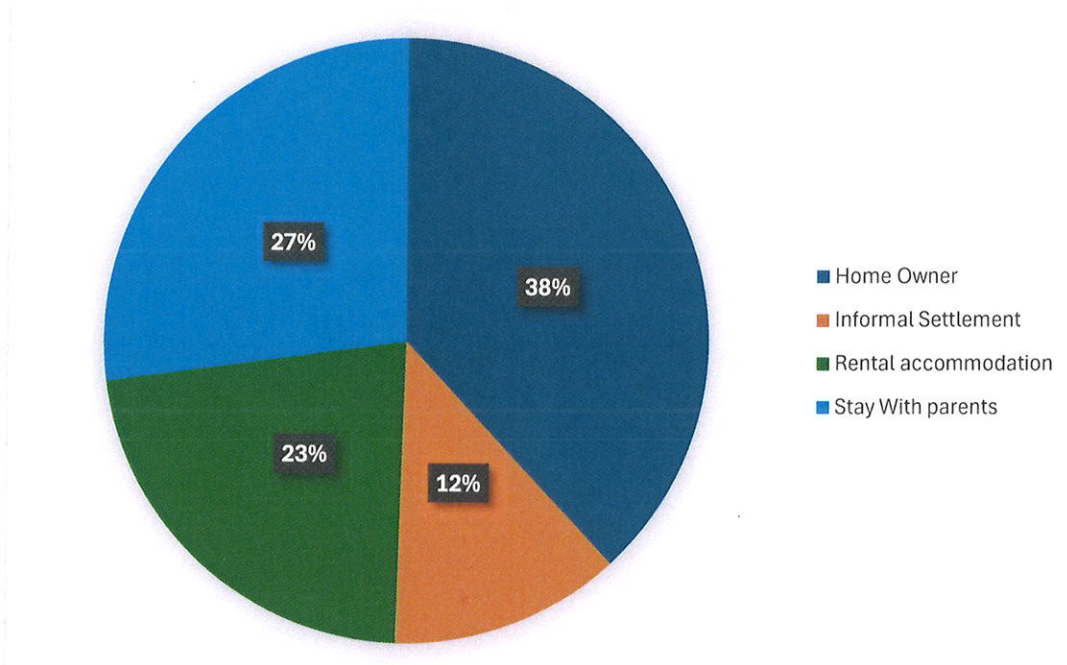
¹⁷ Graham L. Naidoo T and Matidza K. (2023) Socioeconomic situation of mining and host communities surrounding Glencore mining operations in Mpumalanga, page 21.

4.2 Measures to Address Housing Conditions and Nutrition

4.2.1 Housing Status of Employees at Tweefontein Complex

Tweefontein 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 December 2024



4.3 Support Provided to Employees to Encourage Home Ownership

4.3.1 Provision of a Housing Allowance

Following the equalisation of the Living Out Allowance, the Company and the union agreed to introduce a housing allowance from January 2024 to further assist employees with home ownership. With housing allowance set to increase to R10 100 by 2027 from a base of R9000 when it was first introduced.

4.4 Interventions to Promote Home Ownership

The Company has a Housing Policy with a provision for First time homeowners to be assisted financially with R70 000 (grossed up for tax) to assist in the costs associated with purchasing a home; i.e. property registration costs and/or deposit.

To mitigate against the high levels of indebtedness within the workforce, which makes home ownership difficult to achieve. The Employee Assistance Programme includes the Financial Wellness Component with ongoing personalised coaching of employees interested in property ownership.

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 DMRE.

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

Twefontein Complex's Future Forum meets twice per annum and 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, Twefontein 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, in line with the applicable retrenchment agreement.

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.

Twefontein 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 34: SUMMARY OF FINANCIAL UNDERTAKINGS IN RESPECT OF SKILLS DEVELOPMENT

SKILLS DEVELOPMENT PROGRAMME	2025	2026	2027	2028	2029	TOTAL 2023-2027
	R20 450 167	R20 995 348	R22 536 286	R24 527 148	R20 057 973	R106 283 033

6.3 Downscaling and Retrenchment

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

TABLE 35: DOWNSCALING AND RETRENCHMENT FINANCIAL SUMMARY 2025-2029

DOWNSCALING AND FINANCIAL SUMMARY	2025	2026	2027	2028	2029	TOTAL 2025-2029
	R20 000	R50 000	R30 000	R30 000	R20 000	R150 000

6.4 Local Economic Development Programme

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

Table 36: LED Financial Summary 2025-2029

LED PROGRAMME	2025	2026	2027	2028	2029	TOTAL 2025-2029

TOTAL FINANCIAL PROVISION FOR LED: R32 000 000, 00

SECTION 7: UNDERTAKING

SECTION 7: Undertaking

I J.O. van der Merwe, the undersigned and duly authorised thereto by the Tweefontein Complex undertakes to adhere to the information, requirements, commitments, and conditions as set out in the Social and Labour Plan.

Signed at Tweefontein on this 4 day of June '25



Signature of responsible person

Approved

Signed at _____ on this _____ day of _____

Signature

Designation