

DEPARTMENT OF MINERAL & PETROLEUM RESOURCES  
SOCIAL AND LABOUR PLAN  
APPROVED  
2026 -02- 18  
LIMPOPO REGION

# Social and Labour Plan

## Eastern Chrome Mines

SLP 4  
2025-2029

Mining Right  
LP 30/5/1/2/2/176MR

GLENCORE OPERATIONS SA  
(PTY)LTD

DEPARTMENT OF MINERAL & PETROLEUM RESOURCES  
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## LIST OF ACRONYMS

ABBREVIATION	MEANING
AET	Adult Education and Training
SDM	Sekhukhune District Municipality
BEE	Black Economic Empowerment
CV	Curriculum Vitae
DMRE	Department of Mineral Resources & Energy
DoL	Department of Labour
DTI	Department of Trade and Industry
EE	Economic Empowering
EIA	Environmental Impact Assessment
FLC	Foundation Learning Competence
FY	Financial Year
GET	General Education and Training
HAFH	Home Away from Home
HDSAs	Historically Disadvantaged South Africans
HET	Higher Education and Training
HRD	Human Resources Development
HRDP	Human Resources Development Programme
ICDP	Individual Career Development Plan
IDPs	Integrated Development Plans
JV	Joint Venture
LED	Local Economic Development
LEDP	Local Economic Development Programme
LSA	Labour Sending Area
MPRDA	Mineral and Petroleum Resources Development Act, 28 of 2002
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
FGTM	Fetakgomo Greater Tubatse Municipality
SA	South Africa
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
TBC	To Be Confirmed
UIF	Unemployment Insurance Fund
VCT	Voluntary Counselling and Testing
WIM	Women in Mining
WSP	Workplace Skills Plan



## GLOSSARY OF TERMS

"**Calendar year**" is defined as the one-year period that begins on January 1st and ends on December 31st.

"**Community**" means a coherent, social group of persons with interest of rights in a particular area of land which the members have or exercise communally in terms of an agreement, custom or law.

"**Demographics**" means the numerical characteristics of a population (e.g. population size, age, structure, sex/gender, race, etc.).

"**Functionally Illiterate**" A person is functionally illiterate when they have a learning level that is below grade 7/standard 5.

"**Historically Disadvantaged South Africans**" ("**HDSA**") refers to South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation which should be representative of the demographics of the country.

"**Labour sending area**" areas from which most mineworkers, both historical and current are or have been sourced.

"**Level of management**" refers to line of demarcation between various managerial positions.

"**Life of Mine**" means the number of years that a particular mine will be operational.

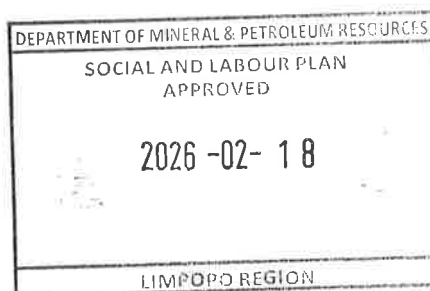
"**Mining Charter**" means the broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry.

"**Mine Community**" refers to communities where mining takes place and labour sending areas.

"**Social Fund**" refers to a trust fund that provides financing for investments targeted at meeting the needs of poor and vulnerable communities as informed by commitments made by companies in terms of their social and labour plans.

"**Sustainable development**" means the integration of social, economic and environmental factors into planning, implementation and decision-making to ensure that the mineral and petroleum resources development serves present and future generations.

"**Eastern Chrome Mines**" means the following operation business unit within the Eastern mining division (Eastern Chrome Mines, Magareng Mine, Helena Mine, Mototolo and the Groote Boom).



## SECTION 1: PREAMBLE

### 1.1. Objectives of the Social and Labor Plan

The Department of Mineral Resources (DMR) guidelines in respect of the objectives of the SLP are:

- To promote employment and to advance the social and economic welfare of all South Africans
- To contribute to the transformation of the mining industry
- To ensure that Eastern Chrome Mines and Operations contribute to the socio-economic development of the area in which it operates as well as the areas from which most of its workforce is sourced

Through its Social and Labour Plan, Eastern Chrome Mines and Operations in the past years attempted to contribute to a safe, healthy, productive and competitive industry. Eastern Chrome Mines and Operations has a vision of fostering a legacy of sustainability. Eastern Chrome Mines and Operations' mission is to work towards growth and prosperity through the investment in people and the advancement of diverse and self-reliant economies. Eastern Chrome Mines and Operations can only achieve this through genuine partnership with Employees, Communities and other Stakeholders, which are based on integrity, co-operation, transparency and mutual value creation.

### 1.2. Introduction

This Social and Labor Plan is being submitted for Eastern Chrome Mines and Operations in terms of Regulation 45 of Mineral and Petroleum Resources Development Act for the reporting period 1<sup>st</sup> January 2020 to 31<sup>st</sup> December 2024.

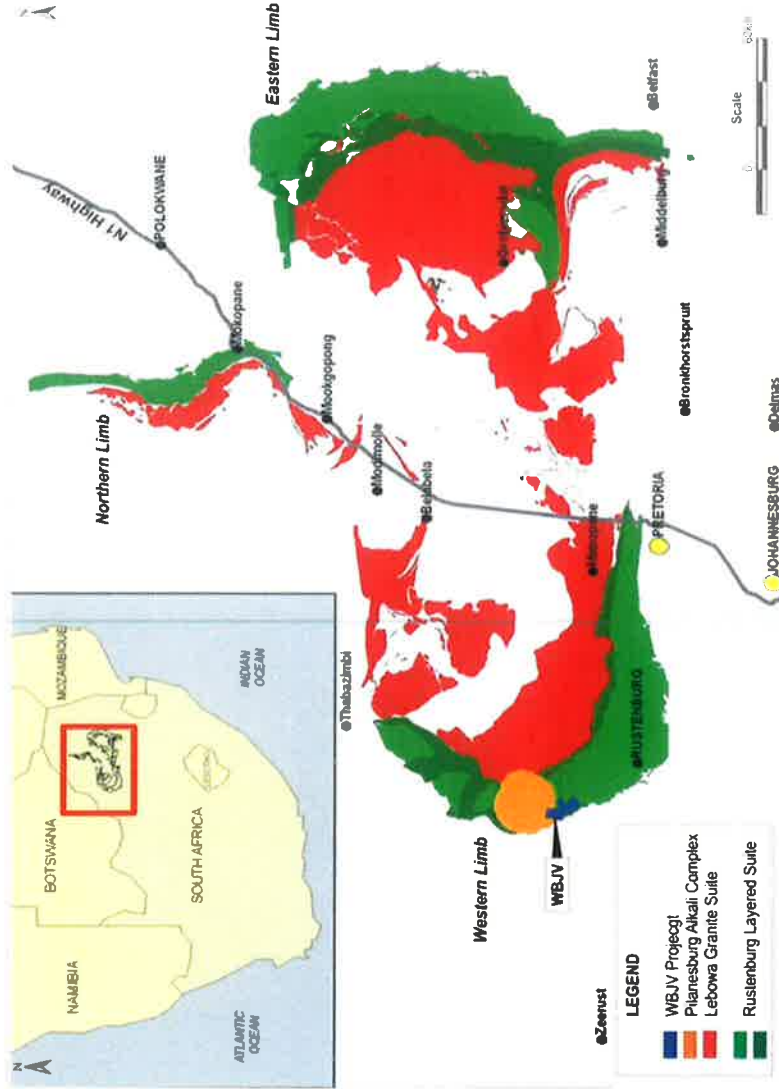
This Social Mining Right (Reference number: LP 30/5/1/2/2/176MR) has been complied through an internal implementation, tracking and reporting structure established at Eastern Chrome Mines and Operations. The plan is aligned to the principles of the relevant legislation and prescribed undertakings and objectives of the Mineral and Petroleum Resources Development Act, 28 of 2008 (MPRDA) and Social and Labor Plan is submitted to the Department of Mineral Resources (DMR) for:



### 1.3. Salient information on the application

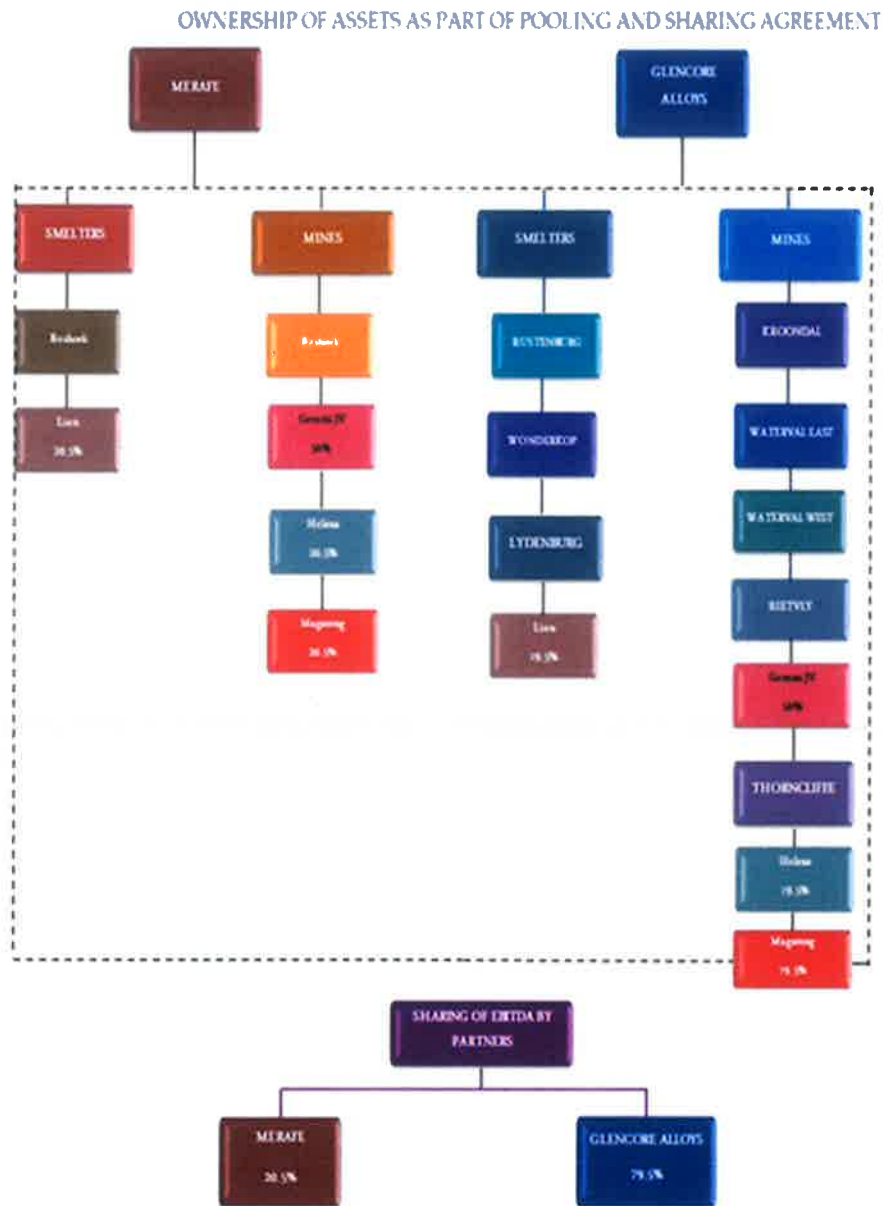
1.1 Company Name	Glencore Operations SA (Pty)Ltd	
1.2 Mine Name	Thornccliffe Operations	
1.3 Physical Address	Eastern Chrome Mines Farm Thornccliffe 374 KT Limpopo Province	
1.4 Postal Address	P.O Box 403 Lydenburg 1120	
1.5 Telephone No	013 230 6750	
1.6 Fax No	013 230 6502	
1.7 Mine Location	Thornccliffe Operations are situated approximately 60km to the West of Lydenburg in the Limpopo Province. The mining area is located in the Eastern Limb of the Bushveld Igneous Complex	
1.8 Commodity	Chrome	
1.9 Life of Mine	30 Years	
1.10 Financial Year		
1.11 Responsible Person	Mr L Murenzvi	
1.12 Geographical origin of employees (mine community and labour sending areas)		
Mine Community	Labour Sending Area	
Province	Province	
Limpopo	Limpopo	
District Municipality	District Municipality	
Sekhukhune	Sekhukhune	
Local Municipality	Local Municipality	
Fetakgomo Tubatse Local Municipality	Fetakgomo Tubatse Local Municipality	

## Regional locality of Eastern Chrome Mine



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The current corporate structure and shareholding of Glencore Operations South Africa (Pty) Ltd is set out in Figure 1.1 below



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#### 1.4. Current and expected labour force

The operational philosophy of Thorncliffe Mine and Operations is to employ a dedicated core mining and processing team.

Through its Social and Labour Plan, Thorncliffe Mine and Operations in the past years attempted to contribute to a safe, healthy, productive and competitive industry. Thorncliffe Mine and Operations has a vision of fostering a legacy of sustainability. Thorncliffe Mine and Operations' mission is to work towards growth and prosperity through the investment in people and the advancement of diverse and self-reliant economies. Thorncliffe Mine and Operations can only achieve this through genuine partnership with Employees, Communities and other Stakeholders, which are based on integrity, co-operation, transparency and mutual value creation.

Thorncliffe Mine and Operations is aware of the additional pressure its mining operation places on the municipal services in the area and therefore commits to minimize the pressure through a local intensive recruitment strategy.

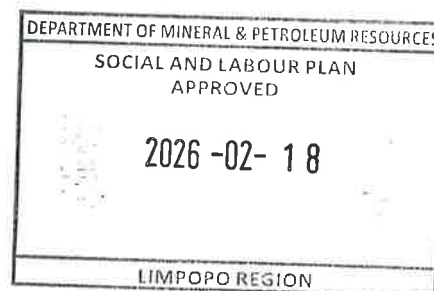
This strategy will ensure that the surrounding communities' benefits from the opportunities created by the mine.

Profile of workforce	Total workforce	%
Total workforce (excluding contractors)	2625	100%
Male	2135	81%
Female	490	19%

This strategy will ensure that the surrounding communities' benefits from the opportunities created by the mine. The Labour sending Areas for the employees of the Eastern Chrome mine's workforce comprises of the following (refer to table 1.4.1).

Labour sending area:

Sending Areas	Count	%
Local	1398	53%
In Province	977	37%
Inter Provincial	234	9%
Foreign	16	1%
<b>Total</b>	<b>2625</b>	<b>100%</b>



## SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME

### 2.1 Introduction

The following section deals with the information required under Regulation 46(b) with regard to Human Resources Development (HRD) Programme. This, in turn, is informed by the Broad Based Black Economic Empowerment Charter for the South African Mining Industry (the Mining Charter). The Mining Charter emphasises the need to develop and transform the South African mining industry, with the specific requirement being to fast-track the development of Historically Disadvantaged South Africans (HDSAs). In terms of the Mining Charter, provisions must be made by mining companies for this group to be empowered and to participate more fully at higher levels within the industry.

The Mine's focus on skills development remains to deliver an appropriately skilled workforce for its operational needs as well as future career development opportunities within the mining industry beyond the needs of Thorncliffe Mines. As such, the mine is focussed on ensuring the portability of skills through the achievement of accredited qualifications by accredited training providers and programmes. Therefore, all training delivered at the mine, (where feasible) will be outcome based within accredited training programmes with Quality Council for Trades and Occupations "QCTO".

Table 2.1 provides the details regarding the submission of Thorncliffe Mine's SETA Registration:

**Table 2.1: SETA REGISTRATION**

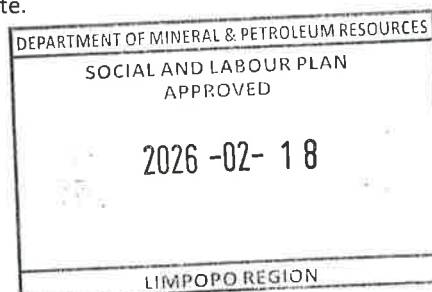
Name of SETA	Mining Qualification Authority (MQA)
Registration number with SETA	16/MQA/0793/AC4/120618
Skills Development Facilitator	Bronwyn Goosen
Workplace skills plan submitted	MQA Yes
WSP Submission Date	29 April 2024

### 2.2 Skills development plan

The focus of the skills development programme is to attract and retain HDSA's to supplement the workforce complement and to plan for succession, to mentor HDSAs and to provide them with support and assistance to ensure that they can assume their roles with success, to identify mining-related occupations in the workforce plan and implement strategies and targets to support the inclusion of women into these occupations. Skills assessments to be focused on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.

### 2.3 Current Literacy levels

Table 2.3 a. - Form Q provides a detailed analysis of the literacy levels for employees at the Thorncliffe Mine and Operations and Table 2.3 b form Q provides a detailed analysis of the literacy levels for contracted employees at the Thorncliffe Mine and Operations. Table 2.3 is a summary of AET targets and progress against these targets. The functional literacy rate for Thorncliffe Mine and Operations as reflects from form Q is 98.82% and the illiteracy rate 1.18% for employees and 99.5% and the illiteracy rate 0.5% for contracted employees. One need to at least have an AET Level 3 Qualification to enter into a skills program where a person needs to read and write and will be classified as functional literate.



**Table 2.3 a: Form Q Eastern Chrome Mine as at 31 December 2023 - Employees**

Band	NQF Level	Old System	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education and Training (GET)	1	No schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	1	0	0	0	0	0	0	0	1	0
		Grade 3/Std 1/ABET 1	3	0	0	0	0	0	0	0	3	0
		Grade 4/Std 2	3	0	0	0	0	0	0	0	3	0
		Grade 5/Std 3/ABET 2	18	0	0	0	0	0	0	0	18	0
		Grade 6/Std 4	6	0	0	0	0	0	0	0	6	0
		Grade 7/Std 5/ABET 3	26	1	0	0	0	0	0	0	26	1
		Grade 8/Std 6	17	0	0	0	0	0	0	0	17	0
		Grade 9/Std 7/ABET 4	42	1	0	0	0	0	1	0	43	1
Further Education and Training (FET)	2	Grade 10/Std 8/N1 / NVC 2	246	18	1	0	0	0	23	0	270	18
	3	Grade 11/Std 9/N2 / NVC 3	485	64	1	2	0	0	21	3	507	69
	4	Grade 12/Std 10/N3/ NVC 4	927	259	7	11	2	1	123	22	1059	293
Higher Education and Training (HET)	5	Diplomas/Certificates	94	34	0	1	0	1	12	5	106	41
	6	Diplomas /Advance Certificate	32	27	0	0	0	0	6	6	38	33
	7	Bachelor's degree /Advance Diploma	23	17	1	0	0	0	5	3	29	20
	8	Honours Degree	5	7	0	0	0	0	2	6	7	13
	9	Masters Degree	1	1	0	0	0	0	1	0	2	1
	10	Doctorate Degree	0	0	0	0	0	0	0	0	0	
		<b>TOTAL</b>	<b>1929</b>	<b>429</b>	<b>10</b>	<b>14</b>	<b>2</b>	<b>2</b>	<b>194</b>	<b>45</b>	<b>2135</b>	<b>490</b>

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**Table 2.3 b: Form Q Eastern Chrome Mine as at 31 December 2023 – Contractor Employees**

Band	NQF Level	Old System	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education and Training (GET)	1	No schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/ABET 1	3	0	0	0	0	0	0	0	3	0
		Grade 4/Std 2	3	0	0	0	0	0	0	0	3	0
		Grade 5/Std 3/ABET 2	6	0	0	0	0	0	0	0	6	0
		Grade 6/Std 4	5	0	0	0	0	0	0	0	5	0
		Grade 7/Std 5/ABET 3	18	2	0	0	0	0	0	0	18	2
		Grade 8/Std 6	25	0	0	0	0	0	1	0	26	0
		Grade 9/Std 7/ABET 4	58	4	0	0	0	0	0	1	58	5
Further Education and Training (FET)	2	Grade 10/Std 8/N1 / NVC 2	241	27	0	0	0	0	9	2	250	29
	3	Grade 11/Std 9/N2 / NVC 3	327	43	1	0	0	0	9	1	337	44
	4	Grade 12/Std 10/N3/ NVC 4	1200	138	4	0	2	0	121	11	1327	149
Higher Education and Training (HET)	5	Diplomas/Certificates	45	35	0	0	0	0	24	0	69	35
	6	Diplomas /Advance Certificate	9	3	0	0	0	0	0	0	9	3
	7	Bachelor's degree /Advance Diploma	2	3	0	0	1	0	0	0	3	3
	8	Honours Degree	1	0	0	0	0	0	0	0	1	0
	9	Master's degree	0	0	0	0	0	0	0	0	0	0
	10	Doctorate Degree	0	0	0	0	0	0	0	0	0	0
		<b>TOTAL</b>	<b>1943</b>	<b>255</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>164</b>	<b>15</b>	<b>2115</b>	<b>270</b>



## 2.4 Adult Education and training plan

The Adult Education and Training (AET) program is an integral part of the Thorncliffe Mine and Operations' business strategy. Thorncliffe Mine Operations believes that an educated workforce, including our business partners and contractors, is essential for its future success. We aim to achieve compliance with the Mining Charter's requirement that every employee and contractor should be given the opportunity to become functionally literate.

The mine will achieve this through increasing literacy rates and participation in AET by implementing a strategic and integrated AET program. Thorncliffe Mine and Operations will endeavor to offer every employee and contractor the opportunity to become functionally literate and numerate. Furthermore, the mine has implemented a cash incentive for each learner who has successfully completed a specific AET Level. Thorncliffe Mine and Operations' dedication to the eradication of illiteracy is clear in its commitment to cover the costs for full-time AET learners, including those from our business partners and contractors. These learners receive both salaries and production bonuses while attending classes.

If the targets set for section 18.1 regarding employee and or contractor participation in AET training are not achieved, the shortfall will be compensated by increasing community participation under section 18.2 to meet the five-year target. Thorncliffe Mine and Operations acknowledges the critical importance of fostering literacy within our communities. In response, we have undertaken an initiative to expand literacy training programs aimed at empowering community members with functional literacy skills. This strategic endeavor is poised to enhance employability prospects and bolster the overall trainability levels within our communities

### 2.4.1 Planned full-time 18.1 AET (Employees) 2025-2029

	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New intake	New intake	New intake	New intake	New intake	
Pre-ABET - Level 1	2	2	2	2	2	10
<b>Total</b>	2	2	2	2	2	10

### 2.4.2 Planned full – time Business Partner (Contractor) – AET intake 2025-2029

	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New intake	New intake	New intake	New intake	New intake	
Pre-ABET - Level 1	1	2	2	2	2	9
<b>Total</b>	1	2	2	2	2	9



**2.4.3 Planned full-time 18.2 AET Community 2025-2029**

	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New intake	New intake	New intake	New intake	New intake	
Pre-ABET – Level 4	10	10	10	10	10	50
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>50</b>

**2.4.4. Placement Assessment**

The intake levels of the AET learners will depend on the placement assessment. The AET learner do have 3 attempts per subject to assist them to complete their levels.

**2.4.5 Financial Provision for AET 2025-2029 Employees and Community Learners**

AET	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	652,800	682,176	712,874	744,951	778,474	3,571,275
Business Partner (Contractor)	30,000	120,000	124,000	130,000	136,000	540,000
18.2 Community	1,128,000	1,178,760	1,231,804	1,287,235	1,345,161	6,170,960
<b>Total</b>	<b>1,810,800</b>	<b>1,980,936</b>	<b>2,068,678</b>	<b>2,162,187</b>	<b>2,259,635</b>	<b>10,332,236</b>



## 2.5 Portable skills

The Portable Skills initiative is a crucial element of Thornccliffe Mine and Operations' comprehensive business strategy, aimed at empowering individuals in core mining occupations with additional skills. This program is designed to prepare employees and business partners (contractors) for a future where they may need to transition to different sectors or even start their own businesses, particularly in the event of mine closures.

Recognising the challenges faced by our communities, the Portable Skills initiative also addresses current unemployment issues by extending its focus to community members. This initiative primarily targets unemployed individuals, providing them with the skills and knowledge necessary to thrive beyond the mining sector.

Through this program, participants will gain essential expertise that enables them to either launch their own small businesses or explore alternative career paths. By equipping both employees, contractors and community members with these valuable skills, Thornccliffe Mine and Operations is not only fostering individual growth but also contributing to the economic resilience of the communities we serve. This proactive approach ensures that individuals are marketable across various sectors, thereby enhancing their employability and supporting sustainable livelihoods.

### 2.5.1 Portable skills training 2025-2029 plan for 18.1 Employees 2025-2029

Portable skills courses	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Beauty - Lashes	5	5	5	5	5	25
Beauty - Nails	5	5	5	5	5	25
Cell phone Repair	5	5	5	5	5	25
Computer Literacy including Microsoft	5	5	5	5	5	25
Cooking and Baking	5	5	5	5	5	25
Early Childhood Development	5	5	5	5	5	25
Work Readiness (CV writing and interview skills)	5	5	5	5	5	25
Laptop Repair	5	5	5	5	5	25
Sewing	5	5	5	5	5	25
Driver License Code 10	5	5	5	5	5	25
Driver License Code 14	5	5	5	5	5	25
<b>Total to be trained</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>275</b>



### 2.5.2 Portable skills training 2025-2029 plan for Business Partners

Portable skills courses	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Beauty - Lashes	2	2	2	2	2	10
Beauty - Nails	2	2	2	2	2	10
Cell phone Repair	2	2	2	2	2	10
Computer Literacy including Microsoft	2	2	2	2	2	10
Cooking and Baking	2	2	2	2	2	10
Early Childhood Development	2	2	2	2	2	10
Work Readiness (CV writing and interview skills)	2	2	2	2	2	10
Laptop Repair	2	2	2	2	2	10
Sewing	2	2	2	2	2	10
Driver License Code 10	2	2	2	2	2	10
Driver License Code 14	3	3	3	3	3	15
<b>Total to be trained</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>115</b>

### 2.5.3 Portable skills training 2025-2029 plan for Community

Portable skills courses	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Beauty - Lashes	5	5	5	5	5	25
Beauty - Nails	5	5	5	5	5	25
Cell phone Repair	10	10	10	10	10	50
Computer Literacy including Microsoft	10	10	10	10	10	50
Cooking and Baking	5	5	5	5	5	25
Early Childhood Development	5	5	5	5	5	25
Work Readiness (CV writing and interview skills)	20	15	20	20	20	95
Laptop Repair	5	5	5	5	5	25
Sewing	5	0	5	5	5	20
Driver License Code 10	10	15	10	10	10	55
Driver License Code 14	10	15	10	10	10	55
<b>Total to be trained</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>450</b>

**2.5.4 Financial Provision for Portable Skills 2025-2029 18.1 Employees, Business Partners (Contractor) and 18.2 Community Learner.**

Portable skills	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	742,500	775,913	810,829	847,316	885,390	4,051,947
Business Partner (Contractor)	310,500	324,473	339,074	354,332	370,254	1,698,632
18.2 Community	1,215,000	1,269,675	1,326,811	1,386,517	1,448,820	6,646,822
<b>Total</b>	<b>2,268,000</b>	<b>2,370,060</b>	<b>2,476,713</b>	<b>2,588,164</b>	<b>2,704,464</b>	<b>12,407,401</b>

**2.6 Learnerships**

Thorncliffe Mine and Operations are committed to offering a comprehensive array of learnerships tailored to the mining industry, including programs such as Learner Miners, which encompass qualifications such as the DMRE Blasting Ticket and Rock Breaker Certification. Additionally, our portfolio extends to learnerships with transferable skills applicable beyond the mining sector, encompassing roles such as Electricians, Boilermakers, Fitters, Millwrights, and Diesel Mechanics.

Recognising the imperative of gender diversity within the mining workforce, our initiatives prioritize the inclusion of women in learnership programs. Accordingly, the mine places deliberate emphasis on selecting female candidates, thereby fostering equitable opportunities for women in the mining industry.

Our learnership programs offer a holistic training experience, integrating both theoretical and practical elements. Leveraging the learnership framework as a cornerstone of career development, qualified participants are subsequently offered enrollment into further developmental pathways, ensuring sustained professional growth and advancement. Thorncliffe Mine and Operations plan includes learnerships for 18.1 Employees, Business partners (Contractor) and 18.2 Community learners.



**2.6.1 Employee Learnership (18.1)**

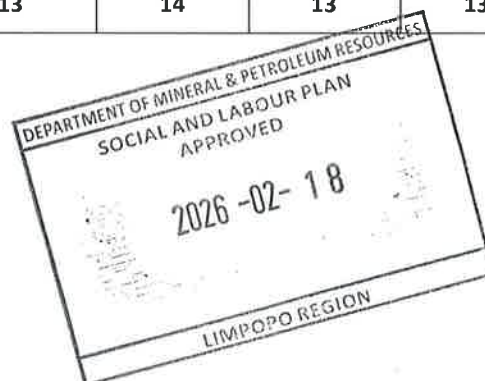
	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New	New	New	New	New	
Engineering	3	3	3	3	3	15
Mining	0	0	6	0	0	6
<b>Total</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>21</b>

**2.6.2 Business Partner Learnership (Contractor)**

	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New	New	New	New	New	
Engineering	0	2	2	2	2	8
Mining	0	0	2	0	0	2
<b>Total</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>10</b>

**2.6.3 Community Learners (18.2)**

	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
	New	New	New	New	New	
Engineering	13	13	13	13	13	65
Mining	0	0	1	0	0	1
<b>Total</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>66</b>



## 2.6.4 Financial Provision for Learnerships 2025-2029 Employees and Community Learners

Learnership	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	886,200	926,079	2,903,258	1,011,301	1,056,807	6,783,645
Business Partner (Contractor)	0.00	341,506	713,747	372,933	389,715	1,817,902
18.2 Community	2,124,200	2,219,789	2,498,116	2,424,065	2,533,148	11,799,319
<b>Total</b>	<b>3,010,400</b>	<b>3,487,574</b>	<b>6,115,122</b>	<b>3,808,300</b>	<b>3,979,670</b>	<b>20,400,866</b>

## 2.7 Core business skills program

Comprehensive Core Business training programs are essential to supporting the operational efficiency of our organization while simultaneously elevating the skill set of our workforce. Our primary focus lies in cultivating proficiency across all occupations integral to our core business functions. These encompass a spectrum of specialized training initiatives, including Mining Skills Programs, Trackless Mobile Machine Skills Programs, Hand Tool / Power Tool, Basic Supervisory Level 2, Artisan Aide Level 2 Skills Program, Frontline Leadership Development, Middle Management Program, and Senior Leadership Programs. By prioritizing these strategic training endeavours, we ensure that our workforce remains skilful and poised to meet the evolving demands of our industry, fostering a culture of excellence and continuous improvement.

### 2.7.1 (18.1) Internal Learners Core Skills Training Plan

Type/Area of training	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
Mining Skills	30	30	30	30	30	150
Engineering Skills	30	30	30	30	30	150
Machine Operating Skills	30	30	30	30	30	150
Plant Skills	10	10	10	10	10	50
Leadership Skills	25	25	25	25	25	125
<b>Total</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>625</b>



**2.7.2 Business Partners Core Skills Training Plan**

Type/Area of training	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
Mining Skills	10	10	10	10	10	50
Engineering Skills	10	10	10	10	10	50
Machine Operating Skills	5	5	5	5	5	25
Plant Skills	5	5	5	5	5	25
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>150</b>

**2.7.2 (18.2) Community Core Skills Training Plan**

Type/Area of training	Target 2025	Target 2026	Target 2027	Target 2028	Target 2029	Total (FY1 to FY5)
Mining Skills	40	40	40	40	40	200
Engineering Skills	30	30	30	30	30	150
Machine Operating Skills	5	5	5	5	5	25
Plant Skills	5	5	5	5	5	25
<b>Total</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>400</b>

Note: The core business training program will be a short-term initiative, designed to be completed within 12 months or less.

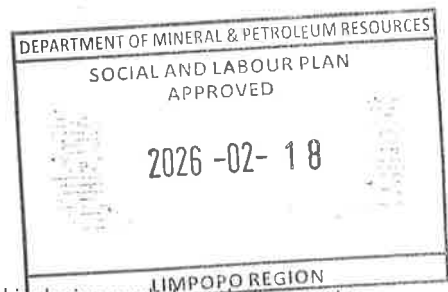
**2.7.4. Financial Provision for Core Business Training Programs 2025-2029 Employees, Business Partner (Contractor) and Community Learners**

Core Business	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	1,875,000	1,959,375	2,047,546	2,139,686	2,235,973	10,257,580
Business Partners	450,000	470,250	491,411	513,525	536,633	2,461,819
18.2 Community	1,200,000	1,254,000	1,310,430	1,369,399	1,431,022	6,564,851
<b>Total</b>	<b>3,525,000</b>	<b>3,683,625</b>	<b>3,849,387</b>	<b>4,022,610</b>	<b>4,203,628</b>	<b>19,284,250</b>

Hard-to-fill Vacancies

Occupational Level	Job title and vacancy	Main reason for being unable to fill the vacancy
Top management	HDP Female Managers – Mining & Engineering	Historically females focussed on studies in Administrative Skills (Accounting, Safety and Human Resources).
	Indian and Coloured trained in Mining and Engineering	Difficulty to attract Indian and Coloured to the area of operation – low population of these ethnic groups in mines labour sending area.
Senior management	HDP Female Management – Mining and Engineering	In recent years females entered the Artisan and Miner fields of study. Although more females started occupying these positions, they are still in an on the job learning phase to gain the required. experience to occupy <del>Senior Management positions</del>
	Indian and Coloured trained in Mining and Engineering	Difficulty to attract Indian and Coloured to the area of operation – low population of these ethnic groups in mines labour sending area.
Professionally qualified and experienced specialists and mid-management	HDP Female Mid-Management – Engineering	In recent years females entered the Engineering fields of study. Although more females started occupying these positions, they are still in an on the job learning phase to gain the required experience to occupy Mid-Management. positions.
	Indian and Coloured trained in Mining and Engineering	Difficulty to attract Indian and Coloured to the area of operation – low population of these ethnic groups in mines labour sending area.
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foreman and Superintendents	HDP Female Supervisors, Artisans	Limited pool of qualified Female Artisans with the required on the job exposure and experience for supervisory positions.
	Millwrights experienced on Maintenance of Bolter Machines	The use of Bolters in the mining industry were introduced at a rapid pace in recent times leave the market short on Millwrights specifically experienced and trained in Bolter Machines
Semi-skilled and discretionary decision-making	Bolter Operators	The use of Bolters in the mining industry were introduced at a rapid pace in recent times leaving the market short on experienced/qualified operators
Unskilled and defined decision-making	None	None





## 2.11 Career Progression Plan (Regulation 46 (b) (ii))

Thorncliffe Mine and Operations is committed to fostering a diverse and inclusive workplace that promotes employment equity and empowers all employees, particularly women from Colored, Indian, and White ethnic groups, to ascend to Senior Management levels. This Social Labour Plan outlines our strategic approach to enhancing career progression through targeted initiatives and interventions over the next five years (2025-2029).

### 2.11.1 Employment Equity Concerns

Despite ongoing efforts to promote diversity, barriers to advancement still exist for women in the mining sector, particularly for those from historically marginalized groups. Recognizing these challenges, Thorncliffe Mine and Operations aims to create a supportive environment that enables equitable access to career advancement opportunities.

### 2.11.2 Career Progression Framework

Our career progression framework encompasses various strategies and interventions designed to facilitate upward mobility from entry-level positions to Senior Management roles. The following key components will be implemented as part of our five-year plan:

#### 2.11.2.1 Mentoring Programs

Establish formal mentoring relationships between Senior Management focusing on female employees. Encourage knowledge sharing, guidance, and support to navigate career paths effectively.

#### 2.11.2.2 Individual Development Plans (IDPs)

Collaborate with identified employees to create personalized development plans that align with their career goals and the organization's strategic objectives. Regularly review and update IDPs to track progress and adjust goals as needed.

#### 2.11.2.3 Workplace Experience

Provide opportunities for employees to gain hands-on experience in various departments and roles within the organization. Implement job rotation programs to broaden skill sets and enhance understanding of different operational areas.

#### 2.11.2.4 Coaching Initiatives

Offer coaching sessions led by experienced leaders to help employees develop essential skills for advancement. Focus on leadership competencies, communication, and conflict resolution to prepare women for Senior Management roles.

#### 2.11.2.5 Learnerships

Develop learnership programs that combine work-based learning with formal education, targeting young women entering the mining industry.

#### 2.11.2.6 Leadership Programs

Launch targeted leadership development programs, emphasizing strategic thinking, decision-making, and team leadership. Facilitate workshops and training sessions that build confidence and leadership capabilities.

#### 2.11.2.7 Internal Bursaries (Educational Assistance)

Provide financial support for employees pursuing further education or professional qualifications relevant to their career advancement. Promote awareness of available bursaries and encourage applications from eligible candidates.

### 2.11.3 Implementation Timeline

The implementation of the above strategies will follow a structured timeline from 2025 to 2029, with regular assessments and adjustments to ensure effectiveness. Key milestones will include:

**2025:** Identify high potential employees and launch mentoring agreements and IDP initiatives; establishment of five-year progression plan.

**2026:** Monitor progress of identified high potential employees, review and update IDP's, action all SLP Commitment deviations – review Mentoring.

**2027:** Evaluate impact of progression plan, review progress of identified high potential employees and review and update IDP's, action all SLP deviations – review Mentoring.

**2028:** Monitor progress of identified high potential employees, review and update IDP's, action all SLP Commitment deviations – review Mentoring.

**2029:** Evaluate impact of progression plan, review progress of identified high potential employees and review and update IDP's, action all SLP deviations – review Mentoring.

Thornccliffe Mine and Operations is dedicated to addressing employment equity concerns through a robust career progression framework. By focusing on the development of women, we aim to create a more inclusive and equitable workplace. Through our strategic initiatives, we aspire to empower female employees to take on leadership roles and contribute to the success of our organization.

Together, we can build a diverse leadership team that reflects the communities we serve and drives our commitment to sustainable growth and development in the mining industry.



2.10 Career Progression Plan (Regulation 46 (b) (ii))

Development	2025	2026	2027	2028	2029	Total	Comments
Snr Management	3	3	3	3	3	15	To identify 15 high potential Management employees to fill Snr Management Positions whereof 75% will be females focusing on CF, IF and WF
Management	5	5	5	5	5	25	To identify 25 high potential Junio Management employees to fill Management Positions whereof 75% will be females focusing on CF, IF and WF
Junior Management – Supervisor positions (Coordinator, shift supervisor or equivalent)	10	10	10	10	10	50	To identify 50 high potential skilled employees to fill Junior Management Positions whereof 75% will be females.
Skilled – workers (Artisans / Miner positions or equivalent)	15	15	15	15	15	75	To identify 75 high potential semi - skilled employees to fill Skilled Positions whereof 75% will be females.
Semi-Skilled (Aider, Team Leader, or equivalent)	25	25	25	25	25	125	To identify 125 high potential employees to fill Semi- skilled positions whereof 75% will be females.
<b>Total</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>290</b>	<b>Career progression from lower level to Senior management positions with a 75% commitment to female development</b>

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## 2.12 Mentorship Plan (Regulation 46 (b) (iii))

Thornccliffe Mine and Operations intends on providing mentorship programmes for employees which are aligned to the various skills development plans and career progression plans.

### Purpose of mentoring:

- To address the transfer of knowledge and skills from experienced employees to those less experienced.
- To ensure the sustainability of the knowledge that exists in the company.
- To provide an additional career and personal development support process for employees.
- To provide a more focussed approach to the development of employees.
- To develop the leadership potential of individuals to act as mentors
- To create capability and competence this will ensure that employees are fully capable of fulfilling their functions.
- To meet increasing demands of the organisation for capable and competent personnel regardless of their race, gender or disability.
- To provide employees with abilities and to prepare them for future work demands, thereby ensuring capable and flexible human resources in the long run.
- To facilitate accelerated development of mentees as selected by the organisation

### Mentorship Programme targets

MENTORSHIPS				TARGET OVER 5 YEAR PERIOD		
Category	Career Deliverable	Duration	HDSA Mentors	HDSA Mentees	Total Mentors	Total Mentees
Mining Learners	Miners	1 Year	4	10	6	12
Engineering Learners	Artisans	3 Years	10	40	20	55
FLDP	Supervisors	1 Year	5	10	10	12
Bursars	Managers	4 Years	4	5	6	6
Highflyer / Succession planning	Managers	As per IDP	20	44	50	290
Internships	Managers / Supervisor	1 Year	4	5	5	6
<b>Total</b>			<b>47</b>	<b>114</b>	<b>97</b>	<b>381</b>



### 2.13 Bursary and Internship Plan

Thorncliffe Mine and Operations is committed to supporting both its employees, business partners (contractors) and the broader community through its bursary program, aimed at providing financial assistance for education and skill development. The program is designed to help employees enhance their qualifications and advance within the company, as well as support community members pursuing education that meets local workforce needs.

The company has categorised its bursary program into distinct categories:

- Internal Bursaries:** This program is strategically crafted to provide permanent employees and business partners (contractors) with financial support for acquiring formal qualifications who satisfy the stipulated criteria outlined in the internal procedure. Studies take place on a part time base. This initiative empowers individuals to further their development in alignment with their envisioned career trajectories, thereby fostering continuous professional growth within the organization.
- External Bursaries:** This programme provides an opportunity for external individuals to study on a full-time basis in various fields. The intention of the bursary programme is to address specific requirements as identified on an annual basis, and to develop individuals for our business needs. Bursaries will be offered to individuals who meet the requirements and who have undergone the structured recruitment and selection process. The Company's bursary plan provides experiential training opportunities to these individuals during vacations and a mentor will be assigned to each bursar. Contact visit sessions will form part of support to ensure that bursars are supported and assisted to achieve their required outcomes.

**Table 2.13.1 Internal Bursaries 18.1 Employees**

Field	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Internal Bursaries	39	40	42	45	48	214
<b>Total</b>	<b>39</b>	<b>40</b>	<b>42</b>	<b>45</b>	<b>48</b>	<b>214</b>

**Table 2.13.2 Internal Bursaries Business Partners (Contractors)**

Field	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Internal Bursaries	3	3	3	3	3	15
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>15</b>



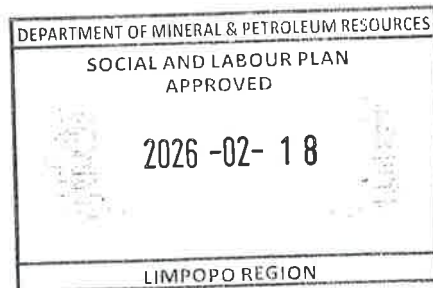
**Table 2.13.3 External Bursaries 18.2 Community**

Field	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
External Bursaries	6	6	6	6	6	30
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>

Note: As the specific fields of bursaries are not predetermined, they will be identified based on the evolving needs of the organisation and community. These bursaries will encompass a broad range of opportunities, depending on the choice of the bursary recipient including, but not limited to, disciplines such as Mining Engineering, Geology, Environmental Science, Metallurgy, Human Resources, Medicine etc.

**2.13.4 Financial Provision for Bursary Training Programs 2025-2029 Employee, Business Partners (Contractors) and Community Learners**

Bursary Plan	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	1,170,000	1,254,000	1,375,952	1,540,574	1,717,227	<b>7,057,752</b>
Business Partners (Contractors)	90,000	94,050	98,282	102,705	107,327	<b>492,364</b>
18.2 Community	360,000	376,200	393,129	410,820	429,307	<b>1,969,456</b>
<b>Total</b>	<b>1,620,000</b>	<b>1,724,250</b>	<b>1,867,363</b>	<b>2,054,099</b>	<b>2,253,860</b>	<b>9,519,572</b>



### 2.14.1 Internships Program

The internship program is strategically devised to fulfil the unique needs of the Mine while concurrently fostering the advancement of our surrounding communities and employees. Participation in internships is extended to individuals who satisfy the stipulated criteria and have successfully completed the recruitment and selection procedures. Successful candidates are afforded the invaluable opportunity to acquire hands-on experience in their chosen field.

The Company has structured its training program into the following categories:

- **Internal Internships:** This program is meticulously designed to accommodate permanent employees, business partners (contractors) including bursary recipients who transition into full-time roles within the Company as graduate trainees or employees holding degrees but lacking workplace experience. It aims to provide them with hands-on experience in their respective fields of study, thereby enhancing their professional development.
- **External Internship:** This program targets individuals from the community who require practical training to fulfil the requirements of their tertiary qualification, such as P1 and P2 training. It also caters to community members holding degrees but lacking workplace experience, offering them an opportunity to gain practical expertise in their area of study.

External candidates are engaged on a fixed-term basis and receive a monthly allowance. Both internal and external internship participants will be assigned dedicated mentors to provide guidance and support throughout their training journey.

**Table 2.14.2 Internal Internships 18.1 Employees**

Internships	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
Internal Internships	5	5	5	5	5	25
Total	5	5	5	5	5	25

**Table 2.14.3 Internal Internships Business Partners (Contractors)**

Internships	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
External Internships	2	2	2	2	2	10
Total	2	2	2	2	2	10



Table 2.14.3 External Internships 18.2 Community

Internships	2025	2026	2027	2028	2029	Total (FY1 to FY5)
	New	New	New	New	New	
External Internships	9	9	9	9	9	45
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>45</b>

Financial Provision for Internship Training Programs 2025-2029 Employee, Business Partner (Contractor) and Community Learners

Internships	2025	2026	2027	2028	2029	TOTAL
18.1 Employees	1,200,000	1,254,000	1,310,430	1,369,399	1,431,022	6,564,852
Business Partner (Contractor)	360,000	376,200	393,129	410,820	429,307	1,969,456
18.2 Community	1,620,000	1,692,900	1,769,081	1,848,689	1,931,880	8,862,550
<b>Total</b>	<b>3,180,000</b>	<b>3,323,100</b>	<b>3,472,640</b>	<b>3,628,908</b>	<b>3,792,209</b>	<b>17,396,857</b>



### SECTION 3: EMPLOYMENT EQUITY

3.1. Introduction

3.2. Transformation and employment equity plan

In line with Regulation 46(b): Human resources development programme the following information is provided in this section:  
Regulation 46(b) (v): Employment equity plan and statistics

- Introduction
- Employment equity policy
- Gender and disability equity
- HDSA participation in management



Employment Equity Targets - 2025

Occupational Level	Designated										Non Designated		Total	
	Male					Female					White Male			Male
	African	Coloured	Indian	African	Coloured	Indian	White	Indian	Coloured	White	White			
Senior management	8	0	0	2	0	0	0	0	0	0	8	0	0	18
Middle Management	9	1	0	10	0	0	0	5	0	0	11	0	0	36
Junior Management	58	2	1	13	0	0	0	8	0	0	34	0	1	116
Core Skills	1859	10	1	409	14	2	32				137	20	0	2464



Employment Equity Targets – 2026

Occupational Level	Designated						Non Designated		Total	Disabled	
	Male			Female			White Male			Male	Female
	African	Coloured	Indian	African	Coloured	Indian	White	White			
Senior management	8	0	0	2	0	0	0	0	8	0	0
Middle Management	9	1	0	10	0	0	5	11	36	0	0
Junior Management	58	2	1	13	0	0	8	34	116	0	1
Core Skills	1842	10	1	425	14	2	33	137	2464	20	0



Employment Equity Targets – 2027

Occupational Level	Designated						Non Designated		Total	
	Male			Female			White Male		Male	Female
	African	Coloured	Indian	African	Coloured	Indian	White	White		
Senior management	8	0	0	2	0	0	0	8	0	0
Middle Management	9	1	0	10	0	0	5	11	0	0
Junior Management	58	2	1	15	0	0	8	32	0	1
Core Skills	1835	10	1	425	14	2	40	137	20	0



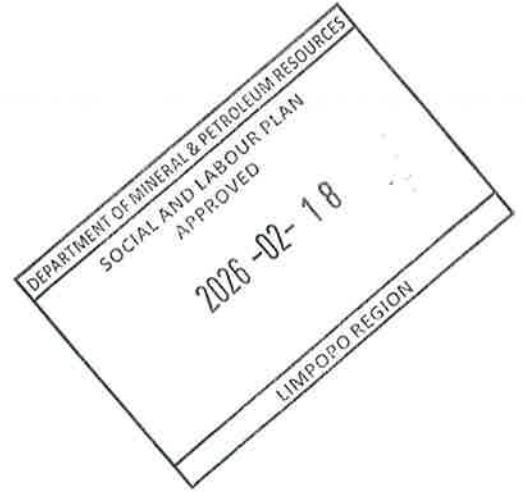
Employment Equity Targets – 2028

Occupational Level	Designated										Non Designated		Total	
	Male					Female					White Male			
	African	Coloured	Indian	African	Coloured	Indian	Coloured	Indian	White	White	Male	Female		
Senior management	8	0	0	2	0	0	0	0	0	0	8	0	0	18
Middle Management	9	1	0	10	0	0	0	5	11	0	0	0	0	36
Junior Management	58	2	1	15	0	0	0	8	32	0	0	1	0	116
Core Skills	1818	10	1	439	14	3	42	137	2464	20	0	0	0	2464

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Employment Equity Targets – 2029

Occupational Level	Designated						Non Designated		Total	Disabled	
	Male			Female			White Male			Male	Female
	African	Coloured	Indian	African	Coloured	Indian	White	White			
Senior management	8	0	0	3	0	0	1	7	0	0	
Middle Management	9	1	0	10	0	0	5	11	0	0	
Junior Management	58	2	1	16	0	0	8	31	0	1	
Core Skills	1818	10	1	439	14	3	42	137	20	0	



### 3.3 Women in mining and gender diversity

In order to achieve the 10% target in Women in Mining, Thorncliffe Mine and Operations has met with a range of challenges. The mine has continuously engaged with the local community to identify and employ women into core mining positions. Women are given preference in filling certain positions and learnership opportunities, talent pool candidates are also being fast-tracked into management positions.

As mentioned above, women are considered into development programmes including succession planning, fast tracking, learnerships, bursaries and internships. Mining and engineering learnerships focuses on developing women in mining. These women are put on a mentoring programme to prepare them for the work in the various sections where they may be appointed upon completion of their programme. The below plan depicts women development on levels Band B to E. Band F is included for reporting at Head Office.

#### Women in Mining targets

Category	Patterson Grades	Target			
		African	Coloured	Indian	White
Top management	F	0	0	0	0
Senior management	D4 & E	2	0	0	0
Middle Management	D1-D3	8	0	0	2
Junior Management	C4-C5	10	0	0	0
Skilled	C1-C3	64	2	1	4
Semi-skilled	B	246	8	0	3
Unskilled	A	0	0	0	0
	<b>Total</b>	<b>330</b>	<b>10</b>	<b>1</b>	<b>9</b>
<b>Total of mining positions Versus Women in mining</b>		<b>2287</b>			
<b>% of women in mining</b>		<b>15%</b>			



#### HDSA's in Management

Eastern Chrome Mine's focus and plan is to develop HDPs into management positions from within the existing workforce rather than recruiting candidates into HDP positions on the mine. The tools used to manage this process are fast tracking and succession planning, with women also being a focal point of development planning. In the event that the required skills and expertise are not readily available internally, external candidates are recruited in line with approved employment equity plan.

The 40% target was to be met by December 2014 in accordance with the Mining Charter and as such the mine undertakes to appoint suitable candidates preferentially from the local community, if the target however cannot be met, Eastern Chrome Mine will source suitable potential candidates and apply employment equity and career progression strategies as set out in this SLP to reach the target.



HDSA's in Management Targets

Element	Description	Measure	Compliance Target	2025	2026	2027	2028	2029
Employment Equity	Diversification of the workplace to reflect the countries demographics to attain competitiveness	Senior Management	60% HDP proportionally represented in terms of provincial demographics, 25% (25% of 60%) of which will be woman	HPD Males - 44%	HPD Males - 44%	HPD Males - 44%	HPD Males - 44%	HPD Males - 44%
				HDP Females - 11%	HDP Females - 11%	HDP Females - 11%	HDP Females - 11%	HDP Females - 17%
		Middle Management	60% HDP proportionally represented in terms of provincial demographics, 25% (25% of 60%) of which will be woman	HPD Males - 43%	HPD Males - 43%	HPD Males - 43%	HPD Males - 43%	HPD Males - 43%
				HDP Females - 41%	HDP Females - 41%	HDP Females - 41%	HDP Females - 41%	HDP Females - 41%
		Junior Management	70% HDP proportionally represented in terms of provincial demographics, 30% (30% of 70%) of which will be woman	HPD Males - 70%	HPD Males - 70%	HPD Males - 70%	HPD Males - 70%	HPD Males - 70%
				HDP Females - 18%	HDP Females - 18%	HDP Females - 20%	HDP Females - 20%	HDP Females - 21%



## SECTION 4: LOCAL ECONOMIC DEVELOPMENT

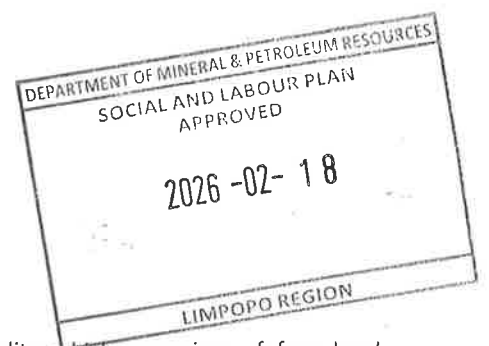
As per Regulation 46(c): Local economic development programme, the following is covered in this section:

- Regulation 46(c)(i): The social and economic background of the area in which the mine operates
- Regulation 46(c)(ii)(a): Key economic activities of the area in which the mine operates
- Regulation 46(c)(ii)(b): Impact of the mine in local and labour-sending communities
  - Number of jobs created and persons benefiting
  - Other socio-economic impacts
- Regulation 46(c)(iii): Infrastructure and poverty eradication projects in the local and labour-sending areas
  - Co-operation with the local municipality
  - Job creation
  - Infrastructure development
  - Poverty alleviation
  - Care of the environment
  - Non-financial assistance
  - Role of Harmony in national sustainable development
  - HIV/AIDS
- Regulation 46(c)(iv): Housing and living conditions
- Regulation 46(c)(v): Measures to address nutrition
- Regulation 46(c)(vi) : Procurement progression plan



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

The Local Economic Development pillar of each Social and Labour Plan seeks to enable the community, in which the mine operates (inclusive of the labour sending area) to become economically independent by, and not limited to, increasing business skills, entrepreneurship, job creation and income. Most of these communities are generally spatially marginalized and the design of the LED projects seeks to amplify opportunities as well as alleviate poverty within the labour sending area of the mine. The skills and initial assistance given by the mine should have the potential to ensure that livelihoods created during the Local Economic Development phase, will be able to survive independently after the mine has exited each programme and more specifically after the mine has closed.



#### 4.2. Key economic activities

The Steelpoort valley is situated in the Sekhukhune District Municipality which comprises of four local municipalities. The local municipalities are Fetakgomo Tubatse, Makhuduthamaga, Elias Motsoaledi and Ephraim Mogale Local Municipalities. Glencore Operations SA (Pty) Ltd. has mining activities in Fetakgomo Tubatse Local Municipality only and no activities on other local municipalities.

Fetakgomo Tubatse Local Municipality municipality (GTM) is reputed to be one of Sekhukhune fastest growing areas with an annual compound economic growth rate of 6% between 1996 and 2002. This significant growth is largely attributed to the impact of the developing mining industry primarily focusing on the exploitation of chrome ore and PMGM+Au related minerals.

The socio-economic factors of Fetakgomo Tubatse Local Municipality are indicated on Table 4.1.a -4.1.f.

**Table 4.1a: Socio-Economic Profile of Surrounding Region – Population per gender Profile**

2016 COMMUNITY SURVEY				2022 STATSSA			
Municipality	Male	Female	Total	Male	Female	Total	Growth Rate
Sekhukhune district	548 463	621 299	<b>1 169 762</b>	629,558	707,247	1,336,805	2,1
Ephraim Mogale	59 908	67 260	<b>127 168</b>	62,367	70,101	132,468	0,7

2016 COMMUNITY SURVEY				2022 STATSSA			
Municipality	Male	Female	Total	Male	Female	Total	Growth Rate
Elias Motsoaledi	125 133	143 123	<b>268 256</b>	135,762	152,287	288,049	1,4
Makhuduthamaga	124 963	158 993	<b>283 956</b>	155,771	184,557	340,328	2,1
Fetakgomo Tubatse	<b>238 458</b>	<b>251 923</b>	<b>490 381</b>	275,658	300,302	575,960	2,9

**Table 4.1b: Socio-Economic Profile of Surrounding Region – Gender Profile**

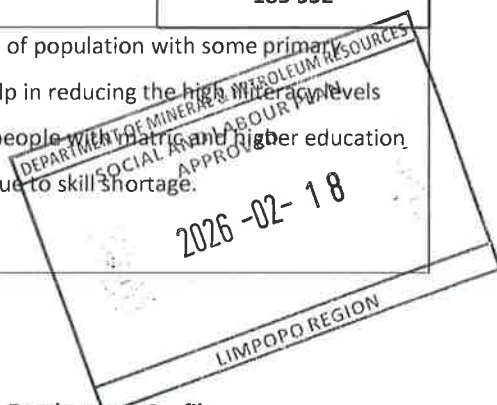
Socio-Economic Indicators	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Fetakgomo Tubatse Local Municipality
Male	548 463	59 908	125 133	124 963	<b>238 458</b>
Female	621 299	67 260	143 123	158 993	<b>251 923</b>
<b>TOTAL</b>	<b>1 169 762</b>	<b>127 168</b>	<b>268 256</b>	<b>283 956</b>	<b>490 381</b>
<b>Brief Analysis</b>	Since 1996, sex ratios have not changed much. In 2011, there are 497 428 males compared to 579 191 females. The imbalance can be attributed to large numbers of males who migrate to other provinces to look for work opportunities. As a result of the rural nature of the district of Sekhukhune, there are still persons who work in other provinces such as Gauteng and only come back home monthly or bi-monthly to see their families. This scenario also tells a picture that there might high presence of female headed households in the district.				

**Table 4.1c: Socio-Economic Profile of Surrounding Region – Education Profile**

Educational profile of adults	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhudutha maga	Fetakgomo Tubatse Local Municipality
No Schooling	117,139	14,815	31,118	31,818	39 388
Some Primary Education	63 546	9 084	15 031	16 014	23 416
Completed Primary	22 510	3 510	5 550	5 056	8 393
Some Secondary Education	204 571	22 151	43 059	47 406	91 956
Grade 12	117 742	12 277	25 904	27 838	51 723
Higher	34 359	3 310	7 968	7 796	15 285
<b>TOTAL</b>	<b>559,866</b>	<b>65,147</b>	<b>128,629</b>	<b>135,927</b>	<b>185 532</b>

**Brief Analysis**

In the local municipality, there is still significant percentage of population with some primary education. AET and skills development programmes will help in reducing the high illiteracy levels within the host communities. There is also low number of people with matric and higher education that can be associated to high unemployment in the area due to skill shortage.



**Table 4.1d: Socio-Economic Profile of Surrounding Region – Employment Profile**

Socio-Economic Indicators	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Fetakgomo Tubatse Local Municipality
<b>Employment of working age population</b>					
Working age (15 to 64 years)	57.3%	57.6%	56.8%	53.9%	60.4%
Employment rate	20.1%	25.1%	20.9%	13.0%	23.8%
Unemployment rate	51.6%	41.9%	44.5%	62.9%	50.8%
Economically not active	13.9%	16.1%	14.0%	17.6%	13.3%
<b>Brief Analysis</b>	There is high unemployment rate in all the Sekhukhune District local municipalities and according to the analysis by the municipality, shortage of critical skills amongst locals leaves the employers with no choice but to recruit outside the municipality boundaries				

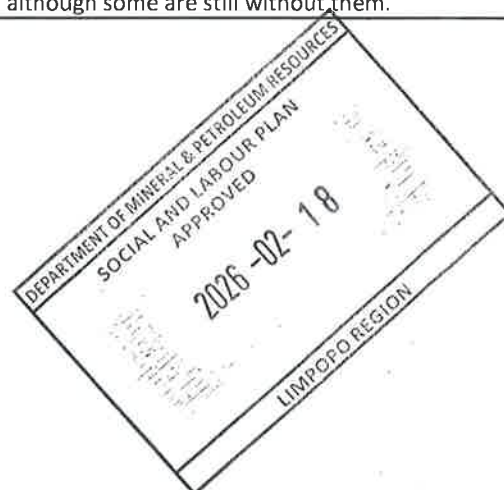
**Table 4.1e: Socio-Economic Profile of Surrounding Region – Household Income**

Income Category	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Fetakgomo Tubatse Local Municipality
	<b>Annual Household Income (Including income derived from government grants, pensions and informal employment)</b>				
Average annual household income	45 977	41 398	41 398	38 109	51 160
<b>Brief Analysis</b>	Although unemployment in Fetakgomo Tubatse is quite high, those who are working seem to be deriving high incomes.				



**Table 4.1f: Socio-Economic Profile of Surrounding Region – Housing Profile**

Socio-Economic Indicators	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhudu-thamaga	Fetakgomo Tubatse
<b>Housing (% stated for households in the Municipal Areas)</b>					
Formal dwelling	87.6%	90.5%	88.5%	88.8%	85.7%
Traditional dwellings	4.9%	1.1%	4.1%	3.8%	7.0%
Informal settlements	6.1%	7.5%	5.2%	6.0%	6.3%
Other	1.4%	0.8%	2.2%	1.3%	1.1%
Flush toilet with sewerage system	7.2%	9.1%	10.1%	3.0%	6.6%
Pit Latrine (Without ventilation)	65.7%	62.7%	70.8%	78.1%	51.4%
No access to any toilet facilities	5.1%	5.2%	4.4%	3.9%	6.8%
Bucket toilet	1.1%	1.9%	0.8%	0.4%	1.5%
Piped water in dwelling	24.8%	12.3%	12.2%	6%	9.5%
Piped water on communal stands	35%	58.1%	34.7%	25.9%	21.5%
No access to water	37.5	58.3%	31.9%	35%	36.1%
Waste removed by local municipality at least once a week	8.8%	10.6%	10.2%	2%	7.9%
Own refuse dump	77.4%	70.6%	70.6%	88.9%	72.3%
No rubbish disposal	13%	13.5%	14.1%	7.1%	13.5%
Electricity used for lighting	86%	89.6%	91%	90.4%	83.6%
Electricity used for heat	42.2%	41.3%	50.5%	36.4%	43.8%
Electricity used for cooking	54.5%	46.7%	62.8%	49.5%	56.2%
<b>Brief Analysis</b>	More than 80% households in Sekhukhune are staying in formal housing structures with less than 10% in traditional or informal dwellings. Concerning basic services, the local municipality have high shortage of water in the communities with about 36% of people without access to water. Most of the households have environment friendly pit toilets although some are still without them.				



#### 4.3 Needs of the area in order of priority

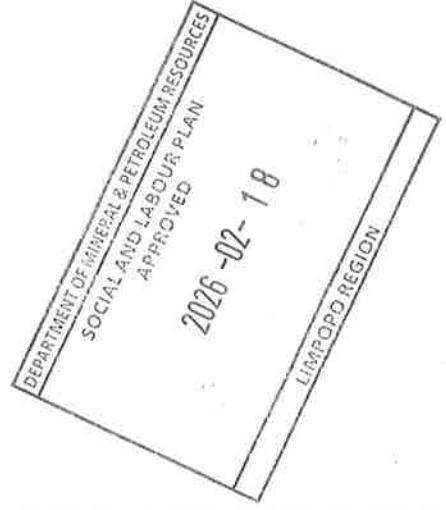
Fetakgomo Tubatse Local Municipality Local Municipality Priority Issues:	
1.	Construction of D2219 Road
2.	Community Sport ground
3.	Upgrade of Tjate Heritage site
4.	Agricultural support
5.	Local Economic Development

A key issue of concern and need identified in the Fetakgomo Tubatse Local Municipality is the lack of basic infrastructure like access roads, water, sanitations, aging school infrastructure, electricity, etc. It is noted that due to the high population growth in the municipality especially in the last decade it is imperative that the local authority should be able to respond to basic infrastructure at the rate faster than population growth.



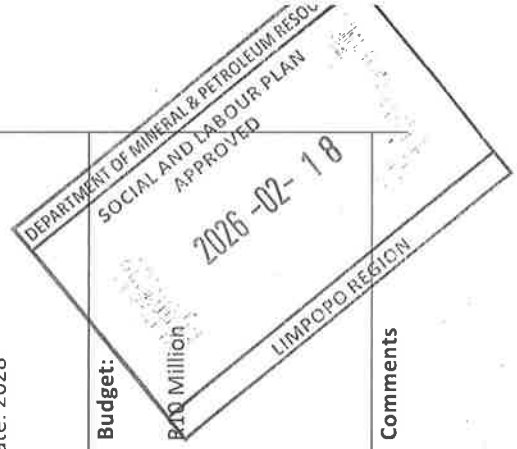


Medium Term	20	5	2	10	3	20
Long Term	0	0	0	0	0	0
Completion date and exit strategy: The project will be handed over to Fetakgomo Tubatse Local Municipality as the custodian.						
Sustainability of the project: Road infrastructure project will last more than 20 years.						



**4.4.2 Re-construction of 5km road from the four-way crossing at Two Rivers on the R577 from Steelpoort, to the turnoff towards Thorncliffe Mine 5km**

Project Name	Re-construction of 5km road from the four-way crossing at Two Rivers on the R577 from Steelpoort, to the turnoff towards Thorncliffe Mine 5km		Infrastructure
<b>Background</b>	<ul style="list-style-type: none"> <li>The abovementioned four-way crossing, enroute from Steelpoort and Lion Ferrochrome, towards Two Rivers Mine, is called the "Two Rivers Crossing" by all commuters and road users. This crossing is very busy and congested, and is used by all types of vehicles, but especially heavy trucks that transports material to and from the mines in the area. This portion of road stretches from the crossing at Two Rivers Mines, to the Thorncliffe Mine turnoff, which is approximately 3,5km's from the main crossing. This section of road is in a very poor state of repair and is also very dangerous because of the congestion, which is further aggravated by the poor condition of the road. The road is used for heavy material to be transported, involving heavy vehicles and mine employee bussing companies, but it is also used by normal commuters such as mine employees and taxis. This creates a dangerous situation where all kinds of traffic meet, and it has led to accidents and subsequent fatalities in recent times. This portion of the road is severely degraded, and efforts to repair/patch the road is in vain. The road needs to be re-constructed.</li> <li>The Project is aimed at re-constructing the abovementioned portion of road. This specific section of road is approximately 3,5km's in length, but with the addition of proper slip lanes, it is estimated that the total length of road will reach 5km. The key indicator of this project is Local-Economic development and Community development. Glencore Eastern Chrome Mines aim to rejuvenate the entire D737 road and significantly improve traffic flow in the towns of Steelpoort and Burgersfort, of which +/- 500 000 people will benefit from this project.</li> </ul>		
<b>Geographical location of project</b>	District Municipality: Sekhukhune District Municipality	Local Municipality: Fetakgomo Tubatse Local Municipality	Village name: Steelpoort
<b>Output</b>	<b>Key Performance Area:</b> The construction of a critical road infrastructure for connection of major business hubs	<b>Key Performance Indicator:</b> Authorization from SANRAL, ESKOM and the FTLM	<b>Responsible entity:</b> Glencore Alloys SA, RAL, ESKOM and the Fetakgomo Tubatse Local Municipality
<b>Classification of jobs</b>	<b>No of jobs to be created</b>	<b>Male Adults</b>	<b>Female Adults</b>
		<b>Youth Male</b>	<b>Youth Female</b>
		<b>Total</b>	<b>Comments</b>
			Project Start Date: 2026 Project End date: 2028 Budget: R10 Million



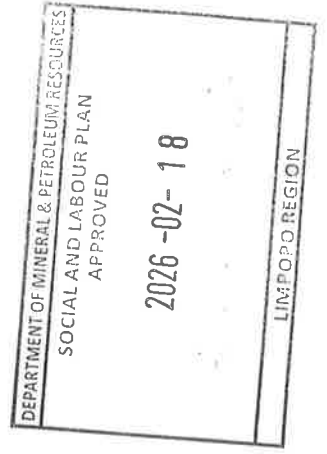
<b>Short Term</b>	25	10	5	5	5	5	25
<b>Medium Term</b>	10	5	2	2	1	10	
<b>Long Term</b>	0	0	0	0	0	0	

Completion date and exit strategy: The project will be handed over to Fetakgomo Tubatse Local Municipality as the custodian.  
Sustainability of the project: Road infrastructure project will last more than 20 years.



#### 4.4.3 Construction Of the Sports Field At Ga-Malekane

Project Name	CONSTRUCTION OF THE SPORTS FIELD AT GA-MALEKANE			Infrastructure
<b>Background</b>	<ul style="list-style-type: none"> <li>The Ngwaabe communities have long requested a Sports Complex, and in 2024, Glencore Alloys, ECM, and Lion Smelter Operations will jointly fund and implement the project. The new facility will include a synthetic soccer pitch, Astro turf track for athletics, netball, and hockey courts, along with change rooms, water, electricity, and spectator stands. This will provide local athletes with high-quality facilities to train and compete, promoting youth development and addressing social challenges. The Fetakgomo Tubatse Local Municipality will oversee the facility once completed</li> </ul>			
<b>Geographical location of project</b>	District Municipality: Sekhukhune District Municipality	Local Municipality: Fetakgomo Tubatse Local Municipality	Village name: Ngwaabe Village	Project Start Date: 2026 Project End date: 2029
<b>Output</b>	<b>Key Performance Area:</b> The construction of the sports field at Ga-Malekane	<b>Key Performance Indicator:</b> Authorization from the local traditional authorities.	<b>Responsible entity:</b> Glencore Alloys, Fetakgomo Tubatse Local Municipality.	<b>Quarterly timelines and year:</b> Planning, consultation and feasibility study <b>Quarterly timelines and year:</b> Implementation <b>Quarterly timelines and year:</b> Handover
<b>Classification of jobs</b>	<b>No of jobs to be created</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Budget:</b> R25 Million
Short Term	50	05	10	<b>Total</b> 50
Medium Term	20	5	2	20
Long Term	0	0	0	0
Completion date and exit strategy: The project will be handed over to Fetakgomo Tubatse Local Municipality as the custodian after completion.				

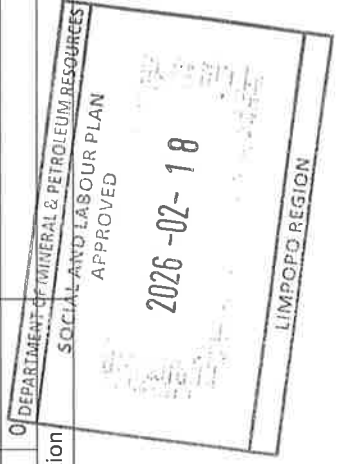


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4.5 LOCAL ECONOMIC DEVELOPMENT PROJECTS- THABA CHWEU LOCAL MUNICIPALITY

4.5.1 Pavement Road for Ext 8 For 2.5km

Project Name	PAVEMENT ROAD FOR EXT 8 FOR 2.5KM				Infrastructure		
<b>Background</b>	<ul style="list-style-type: none"> <li>Project aimed at improving access to road, business and safety opportunities. for the Mashishing. The key indicator of these project is Local-Economic development and Community development. Glencore Eastern Chrome Mines aim to pave 2.5km of the road directly benefiting Mashishing town Ext 8, Ext 9 and Ext 10 of which +/- 500 000 people will benefit from this project.</li> </ul>						
<b>Geographical location of project</b>	District Municipality: Ehlanzeni District Municipality	Local Municipality: Thaba Chweu Local Municipality	Village name: Mashishing Extension 8	Project Start Date: 2026	Project End date: 2029		
<b>Output</b>	<b>Key Performance Area:</b> Improve access to better road infrastructure for all individuals who reside in and outside Mashishing location.  To improve safety to all ext. 8 road users including mine employees.	<b>Key Performance Indicator:</b>	<b>Responsible entity:</b> Glencore Alloys and Thaba Chweu Local Municipality.	<b>Quarterly timelines and year:</b> Planning, consultation and feasibility study	<b>Quarterly timelines and year:</b> Implementation Handover	<b>Budget:</b> R7 Million	
<b>Classification of jobs</b>	<b>No of jobs to be created</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Youth Male</b>	<b>Youth Female</b>	<b>Total</b>	<b>Comments</b>
<b>Short Term</b>	+25	07	05	7	6	25	
<b>Medium Term</b>	0	0	0	0	0	0	
<b>Long Term</b>	0	0	0	0	0	0	
Completion date and exit strategy: The project will be handed over to Thaba Chweu Local Municipality as the custodian after completion							



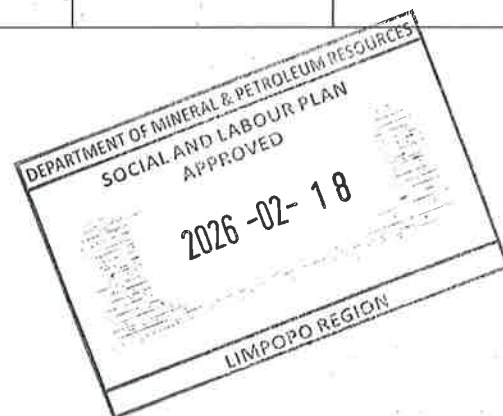
## SECTION 5: PROCUREMENT PLAN

### 5.1. Introduction

Glencore Eastern Chrome Mines is committed to the growth of HDSA suppliers and the communities within which these suppliers operate. We are committed to ensuring the growth of HDSA suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDSAs of the affected communities from the area in which they operate.

### 5.2. Procurement Strategy

Procurement Strategy		
Undertaking	Glencore Eastern Chrome Mines are committed to ensuring the growth of HDSA suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDSAs of the affected communities from the area in which they operate.	
Guideline	Glencore Eastern Chrome Mines have implemented a Preferential Procurement Policy and has been fulfilled and maintained as a standard operating procedure. As a result of this policy a fair, transparent and compliant environment at all levels of Procurement officials at operational level are upheld.	
Strategic Plan	Responsible Person	Due Date
1. Identify and record the level of procurement from HDSA companies on a quarterly basis as well as geographical sources of procurement	Finance Manager	Ongoing
2. Commit to procurement progression from HDSA over a five (5) year time frame.	Finance Manager	2029
3. Encourage all suppliers to form partnerships with HDSA companies without overlooking the necessary requirements of the tender process. This may be conducted through the development of a database of accredited local suppliers in various businesses and service delivery areas and directing a portion of the procurement spend and/or focus areas of procurement spend at the mines in JVs with larger established service providers and/or suppliers. Further strategies could involve setting favourable terms of payment for HDSA joint ventures and/or SMMEs.	Finance Manager	Ongoing
4. Provide mentoring and capacity building assistance to HDSA suppliers to facilitate improvements in their business practices with an aim of facilitating a successful SMME sector operating in conjunction with the Mine.	Finance Manager	2029



### 5.3 Enterprise Development Projects and implementation plans

Description	2025- Target	2026- Target	2027- Target	2028- Target	2029-Target	Total
Refreshment items (Coffee, Tea, Cremora, Doom ect.)	R700,000.00	R742,000.00	R786,520.00	R833,711.20	R883,733.87	R3,945,965.07
Paint Accessories (Brushes / Rollers)	R200,000.00	R212,000.00	R224,720.00	R238,203.20	R252,495.39	R1,127,418.59
Underground Drilling	R1,400,000.00	R1,484,000.00	R1,573,040.00	R1,667,422.40	R1,767,467.74	R7,891,930.14
Stationery (Supply and Delivery)		R1,200,000.00	R1,272,000.00	R1,348,320.00	R1,429,219.20	R5,249,539.20
Underground anchors - roof support (Cable Anchors) (Supply and Delivery)		R2,500,000.00	R2,650,000.00	R2,809,000.00	R2,977,540.00	R10,936,540.00
Management of Hydraulic Hoses and Fittings			R8,600,000.00	R9,116,000.00	R9,662,960.00	R27,378,960.00
LDV Store Transport Services			R3,700,000.00	R3,922,000.00	R4,157,320.00	R11,779,320.00
Hygiene Services – Change houses (excl UG Toilets)			R7,900,000.00	R8,374,000.00	R8,876,440.00	R25,150,440.00
Reflective items (Supply & Delivery)				R900,000.00	R954,000.00	R1,854,000.00
General Consumables (Supply & Delivery)				R5,400,000.00	R5,724,000.00	R11,124,000.00
Bolts, Nuts & Washers				R730,000.00	R773,800.00	R1,503,800.00
Garden Service					R3,000,000.00	R3,000,000.00
Hollow and Maxi Bricks (Supply & Delivery)					R3,000,000.00	R3,000,000.00
Road Maintenance Services					R1,500,000.00	R1,500,000.00
<b>Total</b>	<b>R2,300,000.00</b>	<b>R6,138,000.00</b>	<b>R26,708,780.00</b>	<b>R35,338,656.80</b>	<b>R44,958,976.21</b>	<b>R135,441,913.01</b>

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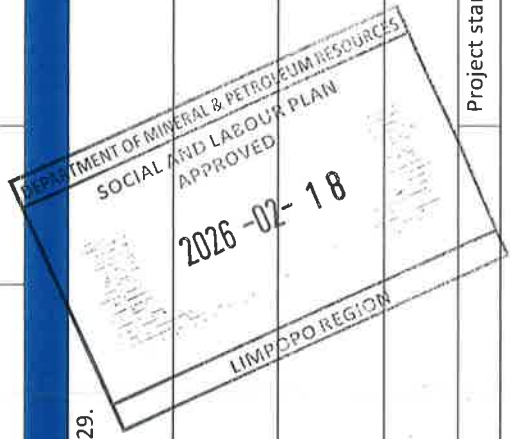
# GLENCORE

Project Name																	
REFRESHMENT ITEMS (COFFEE, TEA, CREMORA, DOOM ETC.)																	
Project Background																	
The mine plan to empower a local SMME from its local communities with a business opportunity to supply refreshment items to the 3 mining operations.																	
Project start date: 2025																	
Project End date: 2029																	
Number of community members to benefit																	
Total number of jobs to be created by the project		Male		Female		Youth		Disabled									
2		2		2		1		1									
Output																	
Responsible Entity																	
Activity																	
KPA		KPI		2025		2026		2027									
2028		2029		FY Budget													
Glencore ECM		Local SMME supplying refreshment items to the ECM and other mines		Contract with a local SMME supplying refreshment items to the ECM and other mines		R700,000.00		R742,000.00		R786,520.00		R833,711.20		R883,733.87		R3,945,965.07	
<b>Total</b>																	
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.																	

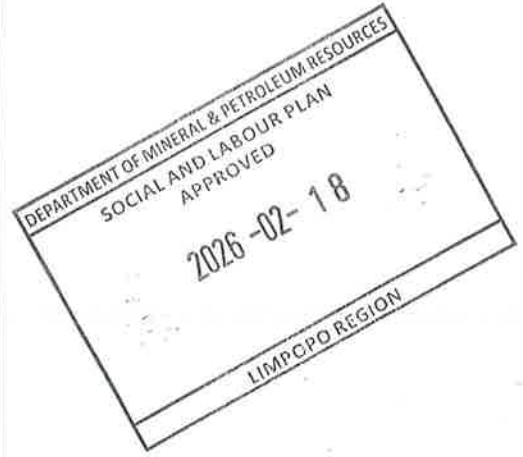
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Project Name: PAINT ACCESSORIES (BRUSHES / ROLLERS)

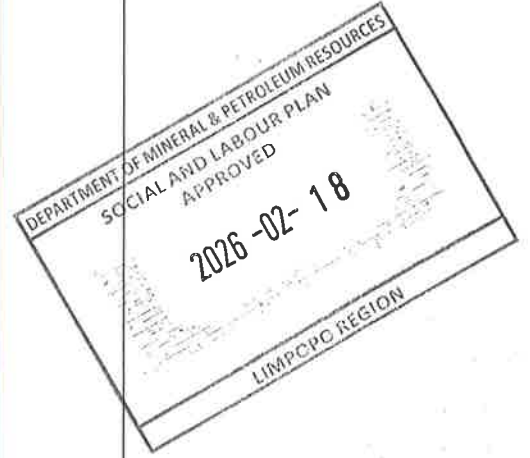
<b>Project Background</b>	The mine plan to empower a local SMME from its local communities to supply paint accessories										Project start date: 2025	
											Project End date: 2029	
<b>Number of community members to benefit</b>	<b>Total number of jobs to be created by the project</b>		<b>Male</b>	<b>Female</b>	<b>Youth</b>	<b>Disabled</b>	<b>Geographical location of the project</b>					
	1	1		1	1		Steelpoort, Fetakgomo Tubatse Local Municipality					
	<b>Spinoff employment opportunities</b>		<b>Male</b>	<b>Female</b>	<b>Youth</b>	<b>Disabled</b>						
		2		2								
<b>Output</b>	<b>Activity</b>										<b>Timeline</b>	
	<b>Responsible Entity</b>	<b>MFA</b>	<b>KPI</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Budget</b>	<b>FY</b>	<b>Budget</b>	
Award a local SMME with a contract to supply refreshment items	Glencore ECM	Locally empowered SME to source and supply paint accessories to the mine	Local SME supplying paint accessories to the mine	R200,000.00	R212,000.00	R224,720.00	R238,203.20	R252,495.39	R1,127,418.59			
<b>Total</b>											<b>R1,127,418.59</b>	
<b>Exit strategy: The mine will exit the project at the end of the SLP life in 2029.</b>												
<b>Project Name</b>	<b>UNDERGROUND DRILLING</b>										Project start date: 2025	

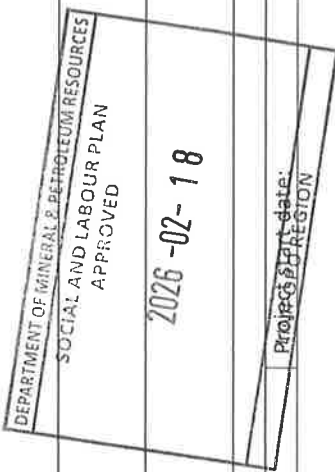


<b>Project Background</b>	The mine plan to empower a local SMME from its local communities to provide underground drilling services.						Project End date:			2029						
<b>Number of community members to benefit</b>	<b>Total number of jobs to be created by the project</b>	<b>Male</b>	<b>Female</b>	<b>Youth</b>	<b>Disabled</b>	<b>Geographical location of the project</b> Steelpoort, Fetakgomo Tubatse Local Municipality										
		15	1													
<b>Output</b>	<b>Responsible Entity</b>	<b>Male</b>	<b>Female</b>	<b>Youth</b>	<b>Disabled</b>											
			2													
<b>Award a local SMIME with a contract to supply refreshment items</b>	<b>Glencore ECM</b>	<b>KPI</b>		<b>2025</b>			<b>2026</b>			<b>2027</b>		<b>2028</b>		<b>2029</b>		<b>Yr. Budget</b>
		<b>NPA</b>	<b>Activity</b>	<b>Local empowered SME to provide underground drilling services to ECM.</b>	<b>Local underground drilling SME.</b>	R1,400,000.	R1,484,000	R1,573,040.00	R1,667,422.40	R1,767,467.74	R7,891,930.14					
<b>Total</b>	<b>R1,127,418.59</b>															
<b>Exit strategy: The mine will exit the project at the end of the SLP life in 2029.</b>																

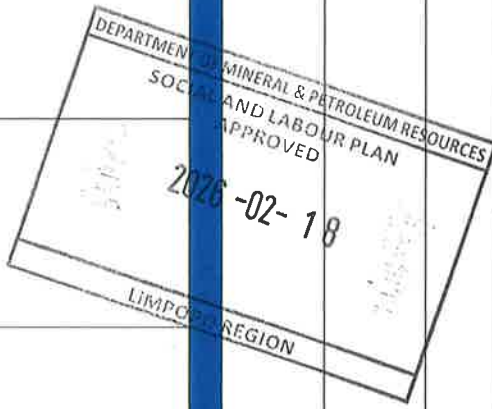


MANAGEMENT OF HYDRAULIC HOSES AND FITTINGS										
<b>Project Name</b>										
<b>Project Background</b>	The mine plan to empower a local SMME from local communities to provide management of hydraulic hoses and fittings services.				Project start date:		2027			
					Project End date:		2029			
<b>Number of community members to benefit</b>	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project			
			30	15	10		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities		Male	Female	Youth	Disabled				
	Responsible Entity		Activity				Timeframe			
			KPA	KPI	2025	2026	2027	2028	2029	FY: Budget
	Glencore ECM		Locally empowered SME to provide management of hydraulic hoses and fittings services	Local Hydraulic Hoses and Fittings SME			R8,600,000.00	R9,116,000.00	R9,662,960.00	R27,378,960.00
<b>Total</b>										R27,378,960.00
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.										



LDV STORE TRANSPORT SERVICES											
Project Name	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply transport services.										2027
Project Background	Geographical location of the project Steelpoort, Fetakgomo Tubatse Local Municipality										2029
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Youth	Disabled	Youth	Disabled	Youth	Disabled
Output	Responsible Entity	KPA	KPI	2025	2026	2027	2028	2029	Budget	FY:	Budget
Established, sustainable and fully functional SME which will supply transport services to the mine.	Glencore ECM	Locally empowered SMME to supply transport services to the mine.	Local SMME supplying transport services to the mine.			R3,700,000.00	R3,922,000.00	R4,157,320.00	R11,779,320.00		R11,779,320.00
<b>Total</b>											R11,779,320.00
Exit strategy: The mine will exit the project at the end of the SLIP life in 2029.											
											
Project Name	HYGIENE SERVICES – CHANGE HOUSES (EXCL UG TOILETS)										2027

<b>Project Background:</b>	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to provide hygiene cleaning services.										Project End date: 2029	
<b>Number of community members to benefit</b>	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project					
	5	20					Steelpoort, Fetakgomo Tubatse Local Municipality					
<b>Output</b>	Spinoff employment opportunities		Male	Female	Youth	Disabled						
	Responsible Entity		Activity		Timeframe					FY:		
Established, sustainable and fully functional SME which will provide hygiene cleaning services to the mine.	Glencore ECM		KPA	KPI	2025	2026	2027	2028	2029	Budget		
	Locally empowered SMIME to provide hygiene cleaning services to the mine.		Local SMIME supplying transport services to the mine.				R7,900,000.00	R8,374,000.00	R8,876,440.00	R25,150,440.00		
<b>Total</b>											R25,150,440.00	
Exit strategy: The mine will exit the project at the end of the SLP life in 2029												
<b>Project Name:</b>												
REFLECTIVE ITEMS (SUPPLY & DELIVERY)												
										Project start date: 2028		



<b>Project Background</b>	The mine plan to empower a local SMME from its local communities to supply and deliver reflective items.						Project End date:		2029
<b>Number of community members to benefit</b>	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project			
	Spinoff employment opportunities	2	2			Steelpoort, Fetakgomo Tubatse Local Municipality			
<b>Output</b>	Responsible Entity	Activity		Timeframe					FY:
Empower a local SMME by awarding a contract to supply and deliver reflective items.	Glencore ECM	KPA	KPI	2025	2026	2027	2028	2029	Budget
		Locally empowered SME to source, supply and deliver reflective items to the mine	Local SME supplying reflective items.				R900,000.00	R954,000.00	R1,854,000.00
<b>Total</b>									R1,854,000.00
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.									



GENERAL CONSUMABLES (SUPPLY & DELIVERY)									
Project Name	The mine plan to empower a local SMME from its local communities to supply and deliver general consumables.								
Project Background	Project start date:		2028		Project End date:		2029		
Number of community members to benefit	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project		
	Spinoff employment opportunities		2	2			Steelpoort, Fetakgomo Tubatse Local Municipality		
Output	Responsible Entity		Activity				Timeframe		FY:
	Glencore ECM		KPA	KPI	2025	2026	2027	2028	2029
Empower a local SMME by awarding a contract to supply and deliver general consumables.			Locally empowered SME to source, supply and deliver general consumables to the mine	Local SME supplying general consumables.			R5,400,000.00	R5,724,000.00	R11,124,000.00
<b>Total</b>									<b>R11,124,000.00</b>
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.									



BOLTS, NUTS & WASHERS										
Project Name	The mine plan to empower a local SMME from its local communities to supply and deliver bolts, nuts, and washers.									
Project Background	Project start date:				2028					
	Project End date:				2029					
Number of community members to benefit	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project			
	Spinoff employment opportunities		2	2			Steelpoort, Fetakgomo Tubatse Local Municipality			
Output	Responsible Entity		Activity				Timeframe			
	Glencore ECM		KPA	KPI	2025	2026	2027	2028	2029	FY:
Empower a local SMME by awarding a contract to supply and deliver general consumables.	Locally empowered SME to source, supply and deliver general consumables to the mine	Local SME supplying general consumables.					R5,400,000.00	R5,724,000.00	Budget	R11,124,000.00
<b>Total</b>										<b>R11,124,000.00</b>
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.										



<b>GARDEN SERVICE</b>											
<b>Project Name</b>	The mine plan to empower a local SMME from its local communities to provide garden services.										Project start date: 2029
<b>Project Background</b>											Project End date: 2029
<b>Number of community members to benefit</b>	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project				
	Spinoff employment opportunities		10	5			Steelpoort, Fetakgomo Tubatse Local Municipality				
<b>Output</b>	Responsible Entity		Activity		Timeframe					FY:	
	Glencore ECM		KPA	KPI	2025	2026	2027	2028	2029	Budget	
Empower a local SMME by awarding a contract to provide garden services.			Locally empowered SME to provide garden services to the mine.	Local SME providing garden services.					R3,000,000.00	R3,000,000.00	
<b>Total</b>											<b>R3,000,000.00</b>

Exit strategy: The mine will exit the project at the end of the SLP life in 2029.



HOLLOW AND MAXI BRICKS (SUPPLY & DELIVERY)										
Project Name	The mine plan to empower a local SMME from its local communities to supply and deliver hollow and maxi bricks.									
Project Background	The mine plan to empower a local SMME from its local communities to supply and deliver hollow and maxi bricks.									
Project start date:	2029									
Project End date:	2029									
Number of community members to benefit	Geographical location of the project Steelpoort, Fetakgomo Tubatse Local Municipality									
Output	Geographical location of the project Steelpoort, Fetakgomo Tubatse Local Municipality									
Total number of jobs to be created by the project	Male	Female	Youth	Disabled						FY:
Spinoff employment opportunities	Male	Female	Youth	Disabled						Budget
Responsible Entity	KPA	KPI	2025	2026	2027	2028	2029	R3,000,000.00	R3,000,000.00	R3,000,000.00
Activity	Locally empowered SME to supply and deliver hollow and maxi bricks to the mine.	Local SME supplying and delivering hollow and maxi bricks.								
Glencore ECM										
Empower a local SMIME by awarding a contract to supply and deliver hollow and maxi bricks.										
Total	R3,000,000.00									
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.										



Road Maintenance Services												
The mine plan to empower a local SMME from its local communities to provide road maintenance services.												
Project start date: 2023												
Project End date: 2024												
Geographical location of the project												
Steelpoort, Fetakgomo Tubatse Local Municipality												
Project Name	Project Background	Total number of jobs to be created by the project	Spinoff employment opportunities	Responsible Entity	Activity					Timeframe		FY: Budget
					Male	Female	Youth	Disabled	2025	2026	2027	
Output												
Empower a local SMME by awarding a contract to provide road maintenance services.	Glencore ECM	Locally empowered SME to provide road maintenance services..	KPA	KPI	Local SME providing road maintenance services..						R1,500,000.00	
						Male	Female	Youth	Disabled	2025		2026
<b>Total</b>												
Exit strategy: The mine will exit the project at the end of the SLP life in 2029.												
											R1,500,000.00	





MINING GOODS (CAPITAL & CONSUMABLES)	2025	2026	2027	2028	2029
	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %
South African Manufactured Goods produced by BEE compliant company	44.00%	44.00%	44.00%	44.00%	44.00%
South African Manufactured Goods produced by Historically Disadvantaged Persons owned and controlled company	21.00%	21.00%	21.00%	21.00%	21.00%
South African Manufactured Goods produced by women owned and controlled company OR youth owned and controlled company	5.00%	5.00%	5.00%	5.00%	5.00%
<b>COMPLIANCE %</b>	<b>70.00%</b>	<b>70.00%</b>	<b>70.00%</b>	<b>70.00%</b>	<b>70.00%</b>
SERVICES	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %
Services supplied by Historically Disadvantaged Persons	50.00%	50.00%	50.00%	50.00%	50.00%
Services supplied by Women Owned and controlled companies	15.00%	15.00%	15.00%	15.00%	15.00%
Services supplied by Youth Owned and controlled Companies	5.00%	5.00%	5.00%	5.00%	5.00%
Services supplied by BEE compliant company	10.00%	10.00%	10.00%	10.00%	10.00%
<b>COMPLIANCE %</b>	<b>80.00%</b>	<b>80.00%</b>	<b>80.00%</b>	<b>80.00%</b>	<b>80.00%</b>

DPO REGION

**SECTION 6: HOUSING AND LIVING CONDITIONS**

Glencore Alloys’ policy is to encourage home ownership, as such, provides employees with a housing allowance to enable employees to reside in their own accommodation. There are no housing facilities at Eastern Chrome Mines.

**6.1. Housing Strategy**

Housing Strategy		
<b>Undertaking</b>	The Company has established a Housing Forum which meets monthly with the relevant stakeholders for the Western Limb.	
<b>Guideline</b>	To facilitate the principle of freedom of choice regarding affordable and decent accommodation for all employees. To provide a market related housing allowance as agreed to from time to time during the Annual Wage Negotiations. To develop an appropriate and affordable housing strategy. To monitor and evaluate the implementation of the strategy and housing policy. To educate and train employees on all housing issues. To determine the requirements for housing acquisition applications. Minutes of Housing Forum Meetings are available upon request.	
Responsible Person	Strategic Plan	Status
HR Manager	1. Housing strategy and discussions to be included for discussions at Future Forum.	On-Going
HR Manager	2. Recommendations to be made to the company for housing assistance.	On-Going
HR Manager	3. Implementation of strategies and the housing policy to be monitored and evaluated.	On-Going
HR Manager	4. To implement a programme that includes time frames to address the needs of the employees.	On-Going
HR Manager	5. Employees to be trained and educated on all housing issues.	On-Going
HR Manager	6. Requirements for housing acquisition applications to be determined.	On-Going

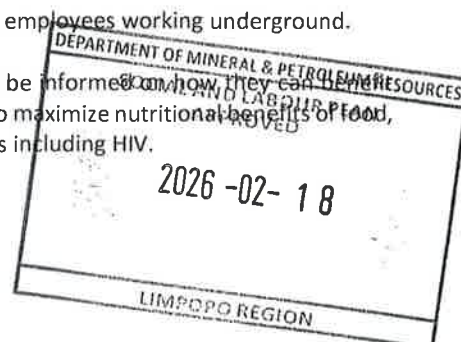
**6.1. Status of available dwelling for employees**

Dwelling	Number	%
Hostel	0	0
Own Home	1286	49%
Rental	1339	51%
Total	2625	100%

**6.2. Health Care and Nutrition**

The mine provides a balanced meal replacement (Ditchaba original) to all employees working underground.

Further to above the mine has awareness programs so that workers can be informed on how they can benefit from good nutrition, balanced diets, correct method of food preparation to maximize nutritional benefits of food, as well as the use of nutritional diets in the management of chronic illness including HIV.



## SECTION 7: PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

### 7.1. Establishment of a future forum

The mine has established a Future Forum and meetings are held quarterly.

**Table 7.1. Objectives of Future Forum**

Objectives	Responsible Person	Date to be completed
1. Create general awareness of SLP and the activities to employees	Future Forum Committee	Ongoing
2. To act as a communication mechanism on the Company related issues	Future Forum Committee	Ongoing
3. To act as a communication mechanism on the Company SLP related issues	Future Forum Committee	Ongoing
4. Plan to identify solutions to problems and challenges and possible solutions about productivity and employment	Future Forum Committee	Ongoing
5. Identify production and employment turnaround strategies	Future Forum Committee	Ongoing
6. Implement strategies agreed upon by both the Company and unions	Future Forum Committee	Ongoing
7. Co-ordinate the notification process	Future Forum Committee	Ongoing
8. Mobilize the Department of Employment and Labour Social Plan Services (e.g technical assistance, Job Advice Centre, Retrenchment Response Team etc.).	Future Forum Committee	Ongoing

#### 7.1.1. Structure of the Future Forum

- Management representatives
- Safety representative
- HR representative
- Finance representatives
- Full Time Shop Steward
- Minority Union representatives
- Non-Union representative



### 7.2. Mechanisms to save jobs provide alternative solutions and procedures for creating job security where job losses cannot be avoided

#### PLAN

Although reducing the number of individuals directly employed by an organization seems to be the most obvious way to achieve necessary savings, alternatives to job losses must be considered.

## Alternatives to job losses:

The list of measures to avoid dismissals is vast and dependent on the employer and the industry the employer is operating in. Examples thereof are:

- measures to increase productivity;
- rationalizing costs and expenditure;
- increase or decrease in shifts and length of shifts;
- decreasing the number of contractors or casual labourers;
- using employees to perform the functions performed by contractors or casual labourers;
- skills development to enable employees to move into different positions;
- stopping overtime or Sunday work;
- bumping;
- reducing wages (by agreement);
- early retirement offers or schemes;
- moratoriums on hiring new employees;
- gradual reduction of workforce by way of natural turnover;
- extended unpaid leave or temporary lay-off



## 7.3 Notice of profitability and curtailment of mining operations affecting employment.

The mine will consult with the Future Forum and unions and thereafter notify the board in accordance with the Mineral and Petroleum Resources Development Act, 2002 Section 52(1) on the following matters: -

- Prevailing economic conditions causing the profit to revenue ratio of the mine to be less than 6% on the average for a continuous period of 12 months.
- Intention to scale down or to cease with the possible effect that 10% or more of the labour force or more than 500 employees are likely to be retrenched in any 12-month period.

## 7.4 Management of Retrenchments

The mine will adhere to the LRA Section 189 when initiating a retrenchment process

- The Mine and stakeholders will jointly notify the Minerals and Mining Development Board or the General Manager of the situation at the mine
- If the above initiative is unsuccessful, the following legislated process will be followed:
- Various stakeholders including the unions will be consulted
- Eastern Chrome Mines and other consulting parties will engage in a meaningful joint consensus seeking process and attempt to reach consensus on appropriate measures:
  - To avoid dismissals.
  - To minimize the number of dismissals
  - To change the timing of dismissals
  - To mitigate the adverse effects of the dismissals
- The method for selecting the employees to be dismissed
- The severance pays for dismissed employees

The mine will issue a written notice inviting the other consulting party to consult with it and disclose in writing all relevant information, including but not limited to:

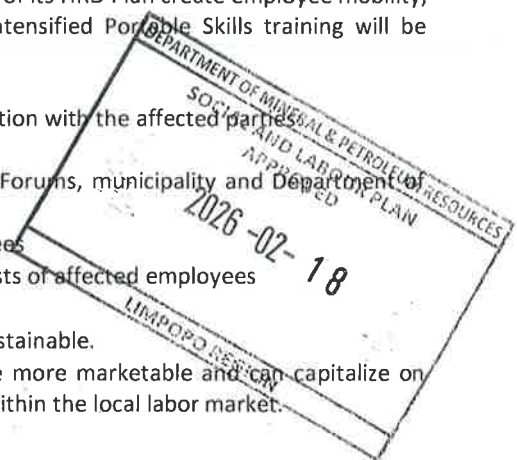
- The reason for the proposed dismissals
- The alternatives to that the Mine considered before proposing dismissals and the reasons for rejecting each of those alternatives.
- The number of employees likely to be affected and the job categories in which they are employed.
- The proposed method for selecting which employees to dismiss
- The time when or the period during which the employees are likely to be dismissed.
- The number of employees employed by the Mine
- The number of employees that the Mine has dismissed for reasons based on its operational requirement in the preceding 12 months.
- Various stakeholders will be given opportunity during consultation to make representations about any matter discussed and any matter relating to the proposed dismissals.
- Management will consider and respond to the representations made by the other consulting party and if the Mines does not agree with them, Management will state the reasons for disagreeing. The mine will respond to the representations in writing
- The Mine will select the employees to be dismissed according to selection criteria:
  - That have been agreed by the consulting parties; or
  - If no criteria have been agreed, criteria that are fair and objective.

7.5 Mechanism to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operations is certain.

- Downscaling and retrenchment have the potential to affect not only employees but also surrounding businesses and communities. Therefore, the mine will endeavor to ameliorate the impact through careful planning to limit the potential fallout of such an event. The plans to manage the social-economic impact of retrenchments and/or the mine closure must be both comprehensive and inclusive of variety of strategies. Mine 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.
- The continual investment in Human Resource Development and facilitation of training during the lifetime of mine has the purpose to sustain skills that will support employment of the workers beyond life of mine. The Mine will through effective implementation of its HRD Plan create employee mobility, but it became clear that job losses cannot be avoided, intensified Portable Skills training will be implemented.

7.6 The following process will be adopted by the mine in conjunction with the affected parties

- Early consultation with the Traditional leaders, Community Forums, municipality and Department of Mineral Resources on retrenchment.
- Conduct a comprehensive skills audit of the affected employees
- Identify the Portable Skills which will be aligned to the interests of affected employees
- Implement the HRD plan
- Encourage community to form SMME projects that will be sustainable.
- This process will ensure that the retrenched employees are more marketable and can capitalize on current and emerging employment opportunities that exist within the local labor market.



7.7 Communication with the authorities

Eastern Chrome Mines has appointed HSEC Manager in conjunction with the HR Manager to communicate with the authorities on issue pertaining to Social and Labour Plan

Table below illustrate Strategic action plan to communicate with the Authorities

Communication with authorities Strategic action plan	Responsible Party	Date to be completed
1. Communicate with the authorities on issues related to SLP	HR Manager /HSEC Manager	2029
2. Submit annual supports to DMR	HR Manager / HSEC Manager	2029
3. Coordinate the DMR visits to site for audits and inspections	HSEC Manager	2029

## 7.8 Post-Closure Planning

Eastern Chrome Mines will engage with the various Doorstep traditional councils and the local municipality on the use of the mine property especially building for the benefit of the communities. The mining and plant area will be rehabilitated and rendered suitable as grazing land as per environmental management programme. The plant infrastructures will be sold or taken to other Glencore sites; however, the plan is to leave behind the permanent building structures for community use.

## 7.9 Social and Labour Plan (SLP) communication plan

To comply with the requirements of the MPRD Act (specifically regulation 46(f)) Eastern Chrome Mines will ensure that each employee is informed about the provisions laid out in the mine's SLP as well as progress in achieving the objectives on an annual basis. Clear, effective and participative communication of the Social and Labour Plan, including using the Career Progression Plans, Skills Development Plan and Employee Forums to ensure it is communicated on a level that each worker can grasp.

### Strategic action plan to communicate the Social and Labour Plan

SLP Communication Strategic action plan	Responsible Party	Date to be completed
Management and Future Forum Meeting to be used to communicate matters relating to SLP	HR Manager	2029
EE & SD committee meeting used to address Employment equity and training and other HRD issues	HR Manager	2029
Internal communications portal (Data free portal available on all employees' phones – HAFH portal) to be used to communicate matters relating to SLP to all employees.	HR Manager	2029



## SECTION 8: FINANCIAL PROVISION

### 8.1. Financial Provision (Regulation 46(e) (i) (ii) (iii))

In terms of Section 23(1) (e) of the MPRDA “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan”. The Mine therefore aims to provide financially for the Social and Labour Plan, considering each of the key elements:

1. Human Resource Development Programme
2. Local Economic Development Programme
3. Management of Downscaling and Retrenchment

**Table 8.1. Summary of Financial Provision for Key Elements SLP over the Five (5) Year Period**

Category	2025	2026	2027	2028	2029	TOTAL
Human Resource Development Programmes	15,414,200	16,569,345	19,849,903	18,264,268	19,193,466	89,291,182
Local Economic Development Programmes	18,400,000	18,400,000	18,400,000	18,400,000	18,400,000	92,000,000
Management of Downscaling	25,278,750	26,542,688	27,869,822	29,263,313	30,726,479	139,681,051
<b>Total</b>	<b>59,092,950</b>	<b>61,512,033</b>	<b>66,119,725</b>	<b>65,927,581</b>	<b>68,319,945</b>	<b>320,972,233</b>



## 8.2. Financial Provision for the Human Resource Development Programmes

Table 8.2. Summary of Financial Provision for Human Resource Development over the Five (5) Year Period

HRD	2025	2026	2027	2028	2029	TOTAL
Financial Provision for ABET Training Programmes	1,810,800	1,980,936	2,068,678	2,162,187	2,259,635	10,282,236
Financial Provision for Portable Skills Training Programmes	2,268,000	2,370,060	2,476,713	2,588,164	2,704,464	12,407,401
Financial Provision for Learnership Programmes	3,010,400	3,487,374	6,115,122	3,808,300	3,979,670	20,400,866
Financial Provision for Core Business Training Programmes	3,525,000	3,683,625	3,849,387	4,022,610	4,203,628	19,284,250
Financial Provision for Bursaries	1,620,000	1,724,250	1,867,363	2,054,099	2,253,860	9,519,572
Financial Provision for Internships	3,180,000	3,323,100	3,472,640	3,628,908	3,792,209	17,396,857
<b>Total Financial Provision for Human Resource Development Programme</b>	<b>15,414,200</b>	<b>16,569,345</b>	<b>19,849,903</b>	<b>18,264,268</b>	<b>19,193,466</b>	<b>89,291,182</b>



8.3. Financial Provision for the Local Economic Development Programme

**Table 8.3. Summary of Financial Commitment for Local Economic Development over the Five (5) year period**

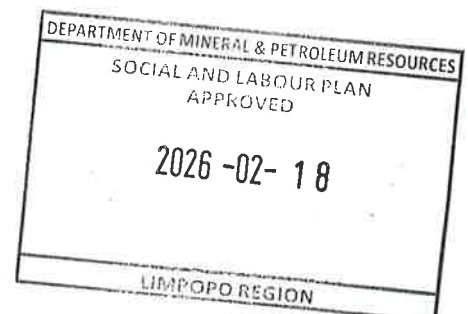
Financial Provision for Local Economic Development Programmes	2025	2026	2027	2028	2029	TOTAL
Financial Provision for Local Economic Development Programmes	18,400,000	18,400,000	18,400,000	18,400,000	18,400,000	92,000,000
<b>Total</b>	18,400,000	18,400,000	18,400,000	18,400,000	18,400,000	92,000,000

8.2. Financial Provision for the Management of Downscaling and Retrenchment

The on-going investment in Human Resource Development Programmes and facilitation of training during the life of the Mine is intended to support the acquisition of skills that will ensure employability of the workforce beyond the life of the mine. Additional to this, the Mine has made financial commitments based on the process to be followed during downscaling as agreed with the unions.

**Table 8.4. Summary of Financial Commitment for Downscaling and Retrenchment for Five (5)**

Financial Provision for the Management of Downscaling and Retrenchment Programmes	2025	2026	2027	2028	2029	TOTAL
<b>Amount</b>	25,278,750	26,542,688	27,869,822	29,263,313	30,726,479	139,681,051



## SECTION 9: UNDERTAKING

Regulation 46(f): An undertaking by the holder of the mining right to ensure compliance with the Social and Labour Plan and to make it known to employees

I, Lloyd Murenzvi, the undersigned and duly authorised thereto by Glencore Operations SA (Pty Ltd), undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at Eastern Chrome Mines on the 29<sup>th</sup> of JANUARY 2026  
 Signature of responsible person: LLOYD MURENZVI

APPROVED:

	Signed at		
	Date	2026-02-18	
	Signature		LIMPOPO REGION
	Designation		

DEPARTMENT OF MINERAL & PETROLEUM RESOURCES  
 SOCIAL AND LABOUR PLAN  
 APPROVED  
 2026-02-18  
 LIMPOPO REGION