

Social and Labour Plan
SUMMARY

Approved by DMRE on the 14th of
August 2020

THORNCLIFFE, MAGARENG AND
HELENA MINES
2020-2024

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

2020

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LIST OF ACRONYMS

ABBREVIATION	MEANING
ABET	Adult Basic Education and Training
SDM	Sekhukhune District Municipality
BEE	Black Economic Empowerment
CV	Curriculum Vitae
DMRE	Department of Mineral Resources and Energy
DoEL	Department of Employment and Labour
DTI	Department of Trade and Industry
EE	Economic Empowering
EIA	Environmental Impact Assessment
FY	Financial Year
GET	General Education and Training
HDPs	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
FTLM	Fetakgomo Tubatse Local 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;

"Host Community" refers to a community/ies in the local, district, metropolitan municipality or traditional authority within which the mining area as defined in the MPRDA is located;

"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 People" ("HDP") 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 a majority of 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 (Thornccliffe Mine, Magareng Mine and Helena Mine)

SECTION 1: PREAMBLE

1.1. Objectives of the Social and Labour Plan

The Department of Mineral Resources and Energy (DMRE) 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 Thorncliffe Mine and Operations contribute to the socio-economic development of the area in which it operates as well as the areas from which the majority of its workforce is sourced

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.

1.2. Introduction

This Social and Labour Plan is being submitted for Thorncliffe Mine and Operations in terms of Regulation 45 of Mineral and Petroleum Resources Development Act for the reporting period 1st January 2020 to 31st 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 Thorncliffe Mine 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 Labour Plan is submitted to the Department of Mineral Resources and Energy (DMRE).

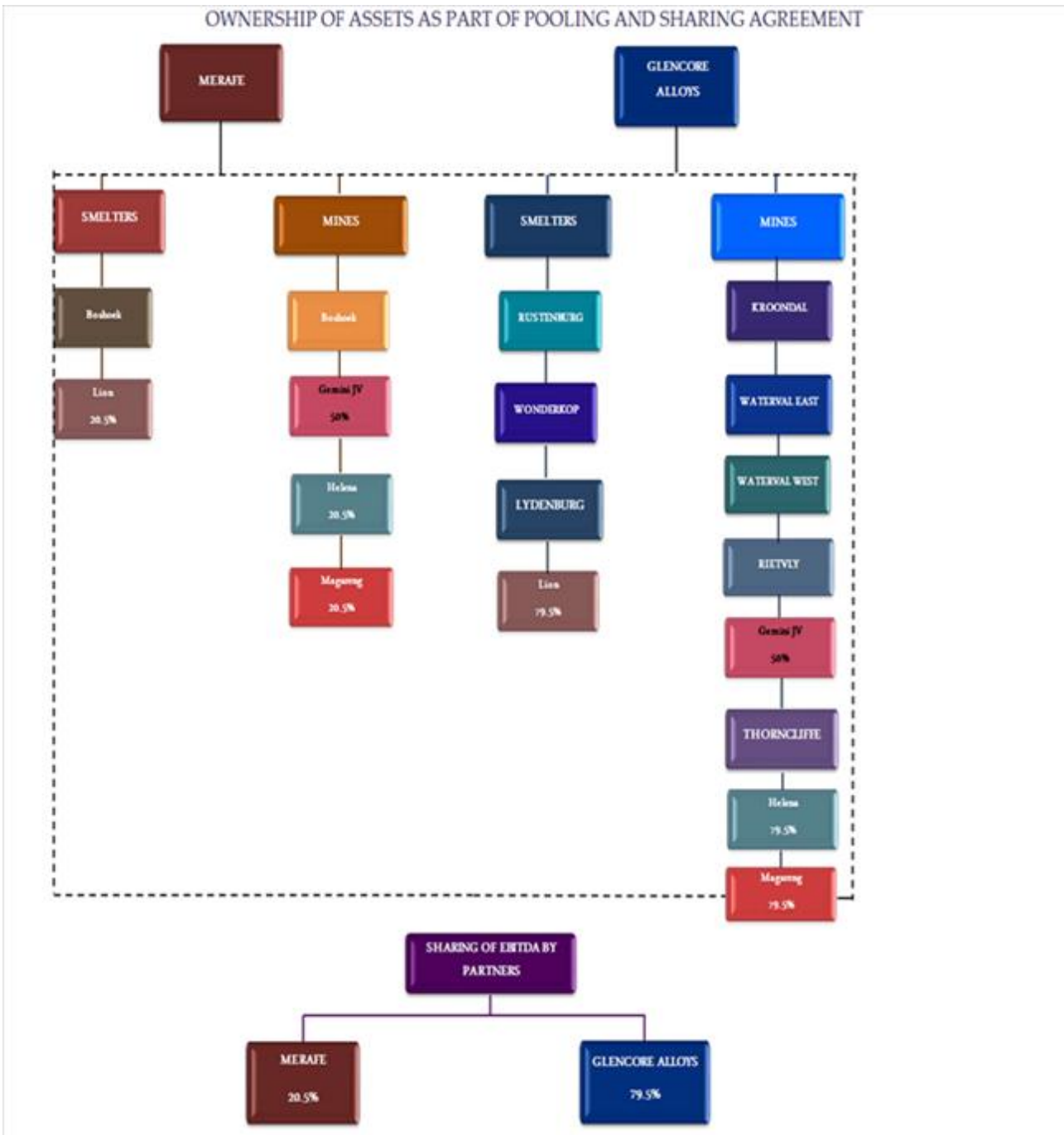
1.3. Salient information on the application

Company Name	Glencore Operations SA (Pty)Ltd
Mine Name	Thorncliffe Mine and Operations
Physical Address	Thorncliffe Mine Farm Thorncliffe 374 KT Limpopo Province
Postal Address	P.O Box 403 Lydenburg 1120
Telephone No	013 230 6750
Fax No	013 230 6502
Mine Location	Thorncliffe Mine and 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
Commodity	Platinum and Chrome
Life of Mine	30 Years
Financial Year	01 January 2020
Responsible Person	Mr. L Murenzvi
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 Mines



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



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 cognizant 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)	2446	100%
Male	2075	85%
Female	371	15%

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:

Labour sending area:

Sending Areas	Count	%
Local	2077	85%
In Province	182	7%
Inter Provincial	169	7%
Foreign	18	1%
Total	2446	100%

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 (HDPs). 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 out-comes based within accredited training programmes with the relevant SETA's.

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	Yes, Mariska Bolton
Workplace skills plan submitted	MQA
WSP Submission Date	25.04.2019

2.2. Skills development plan

The focus of the skills development programme is to attract and retain HDP's to supplement the workforce complement and to plan for succession, to mentor HDPs 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 2.2. - Form Q provides a detailed analysis of the literacy levels at the Thorncliffe Mine and Operations and 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 97.22 % and the illiteracy rate 2.78%. 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 2.2 : Form Q ECM as at 30 June 2019

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	1	0	0	0	0	0	0	0	1	0
		Grade 0/Pre	10	0	0	0	0	0	0	0	10	0
		Grade 3/Std 1/ABET 1	15	0	0	0	0	0	2	0	17	0
		Grade 4/Std 2	2	0	0	0	0	0	0	0	2	0
		Grade 5/Std 3/ABET 2	27	1	0	0	0	0	0	0	27	1
		Grade 6/Std 4	10	0	0	0	0	0	0	0	10	0
		Grade 7/Std 5/ABET 3	37	2	0	0	0	0	2	0	39	2
		Grade 8/Std 6	44	0	0	0	0	0	1	0	45	0
		Grade 9/Std 7/ABET 4	139	22	0	0	0	0	5	0	144	22
Further Education and Training (FET)	2	Grade 10/Std 8/N1	246	20	1	0	0	0	29	0	276	20
	3	Grade 11/Std 9/N2	413	55	6	3	0	0	21	1	440	59
	4	Grade 12/Std 10/N3	823	181	4	6	1	0	130	28	958	215
Higher Education and Training (HET)	5	Diplomas/Certificates	47	14	1	0	0	1	8	3	56	18
	6	Higher Diplomas	22	16	0	0	1	0	8	1	31	17
	7	Bachelor Degree	11	12	0	0	0	0	2	2	13	14
	8	Honours	4	1	0	0	0	0	0	2	4	3
	9	Masters & Doctorates	0	0	0	0	0	0	2	0	2	0
		TOTAL	1851	324	12	9	2	1	210	37	2075	371

2.4. Adult Education and training plan

AET is an integral part of the Thorncliffe Mine and Operations' Business strategy and the Mine believes that an educated workforce is essential for its future success and will aim to achieve compliance with the Mining Charter's requirement that every employee should be given opportunity to become functionally literate.

The mine will achieve this through increasing literacy rates and participation in Adult Education and Training (AET). Through the implementation of a strategic and integrated AET programme, Thorncliffe Mine and Operations will endeavour to offer every employee the opportunity to become functionally literate and numerate. Furthermore the mine has implemented a cash incentive to each learner who has successfully completed a specific AET Level.

Eastern Mining Division's dedication to the eradication of illiteracy is clearly evident in its commitment to carry the cost of fulltime AET learners. These learners receive both salaries and production bonuses, whilst attending classes.

2.4.1. Planned full-time AET intake (Employees) 2020 to 2024

	Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
AET Level	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Pre-ABET – Level 4	0	15	1	14	5	10	5	10	3	12
Total	0	15	1	14	5	10	5	10	3	12

Note: The intake levels of the employees will depend on the placement assessment and progress of the employee. The employees do have 3 attempts per subject to assist them to complete their levels. A specific learner might be on one level for more than a year all depend on the learner ability to progress. The number of learners per year might not be new intakes but current AET learners progressing in their different levels.

2.4.2. Planned full-time AET (Community) 2020 to 2024

	Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
AET Level	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Pre-ABET – Level 4	2	38	5	35	5	35	5	35	5	35
Total	2	38	5	35	5	35	5	35	5	35

Note: The intake levels of the employees will depend on the placement assessment and progress of the community learner. The community learner do have 3 attempts per subject to assist them to complete their levels. A specific community learner might be on one level for more than a year all depend on the community learner ability to progress. The number of community learners per year might not be new intakes but current AET community learners progressing in their different levels.

2.5. Portable skills

Portable Skills is implemented at Thorncliffe Mine and Operations' Business strategy to provide employees the opportunity to still remain employable after work at the mines. Target group will be retirements and employees that have been medically separated. The employee have the opportunity to select the type of portable skill he or she would like to master. Portable skills includes (but are not limited to) training such as plumbing, building, welding, nail care etc.

2.5.1 Portable skills plan for Permanent Employees

Portable skills courses	2020	2021	2022	2023	2024
Various Portable Skills	5	5	5	5	5
Total to be trained	5	5	5	5	5

2.5.2 Portable skills plan for Community Members

Portable skills includes (but are not limited to) training such as plumbing, building, welding, nail care etc. The aim is to assist the community to gain skills to promote their financial well – being and entrepreneurial skills. Portable skills includes (but not limited to.) training such as plumbing, building, welding, nail care etc.

Portable skills courses	2020	2021	2022	2023	2024
Various Portable Skills	5	5	5	5	5
Total to be trained	5	5	5	5	5

2.6. Learnerships

Thorncliffe Mine and Operations provides mining related learnerships such as Learner Miners as well Learnerships with portability outside the mining industry, such as Electricians, Boilermakers, Fitters, Millwrights and Diesel Mechanics. The mine takes cognisance of the importance of appointing females in learnerships and the mine will focus on the selection of women in order to secure opportunities in mining for women. Learners receive both theoretical and practical training and the mine applies the learnership programme as a career development tool with employees that qualify being offered enrolment into further development programmes.

2.6.1 Internal Learners (18.1)

	Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Learnerships 18.1	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Engineering	2	6	1	7	1	7	4	4	1	7
Mining	0	6	0	6	6	0	0	6	6	0

2.6.2 External Learners (18.2)

	Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Learnerships 18.2	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Engineering	15	30	15	30	15	30	15	30	15	30

2.7. Core business skills programme

The emphasis will be on all occupations that are aligned with core functions within the business.

Type/Area of training	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Total (FY1 to FY5)
Mining Skills	15	15	15	15	15	75
Engineering Skills	15	15	15	15	15	75
Machine Operating Skills	15	15	15	15	15	75
Plant Skills	10	10	10	10	10	50
Leadership Skills	10	10	10	10	10	50
Total	65	65	65	65	65	325

2.8. Artisan Aid training

2.8.1. Artisan Aid training for Employees

The training is provided to employees to develop them and enhance their skills level as per mine specific requirements.

Type/Area of training	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Total (FY1 to FY5)
Engineering Aide Training	5	5	5	5	5	25
Total	5	5	5	5	5	25

2.8.2. Artisan Aid training for Community Members

	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	Total (FY1 to FY5)
Engineering Aide Training	5	5	5	5	5	25
Total	5	5	5	5	5	25

2.9. Cadet Training for Community Members

Cadet training is aimed to get community members skilled to become employable within the mining sector.

Some of the cadets will be trained in MQA Skills Program/s and some will continue with the Rock Breaker Level 2 Qualification all dependent on their aptitude test results and literacy levels.

	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Total (FY1 to FY5)
Cadet Community Skills Training	45	45	45	45	45	225
Total	45	45	45	45	45	225

Budget for Community Cadet 2020-2024 Employees and Community Learners

HRD	2020	2021	2022	2023	2024	TOTAL
Financial Provision for Community Cadet Programmes	505,561	580,960	617,015	655,647	696,698	3,055,881

2.10. Scholar Bursars

Scholar Bursars is to assist learners with high potential to attend schools with high academic results and quality teaching. Thorncliffe and Operations assist financially with this project.

	Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Scholar Bursars	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Scholar Bursars	7	0	1	6	1	6	1	6	1	6
Total	7	0	1	6	1	6	1	6	1	6

2.11. 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 males trained in Mining and Engineering	Difficulty to attract Indian and Coloured males to the area of operation – low population of these ethnic groups in mines labour sending area
Senior management	HDP Female Supervisors – 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
	Indian and Coloured males trained in Mining and Engineering	Difficulty to attract Indian and Coloured males 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 Artisans and Miners	Limited pool of qualified Female Artisans and Miners.
	Indian and Coloured males trained in Mining and Engineering	Difficulty to attract Indian and Coloured males 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	None	None
Semi-skilled and discretionary decision-making	None	None
Unskilled and defined decision-making	None	None

2.12. Career Progression Plan (Regulation 46 (b) (ii))

Career management is the process that align employee's career progression with the company strategy and individual's potential and their preferences. The process will consider knowledge, skills, personal characteristics and experiences required by the organization and based on that career paths are established. Career Progression plans will be designed in such a manner that it will create a skills pool which will include Historical Disadvantaged South Africans and Women in Mining. The plan will be guided by the positions which are difficult to fill and talent shortage on critical positions.

2.12.1. Skills Audits

Skills audits are conducted to establish the skills base within the company refer to from Q for skills audit results.

2.12.2. Skills Gap Audits

Purpose statement

Glencore Eastern Mines compiled the Skills Gap Audit Process to ensure that we have plans in place for our employees to be developed and equipped with all skills required to fill our junior, Middle and Senior Management Positions in line with the requirements of the Mining Charter and the company requirements. The focus of this Audit will be to ensure that we identify candidates of different ethnic groups and genders to be grouped in a talent pool and to be developed for future placements within the company.

There will be development plans created, implemented and monitored for the selected highflyers. The highflyers will be sourced from the talent pool aligned with the company needs.

2.12.3 Skills Gap Audit Process

1. List all the roles within Glencore Eastern Mines as per company requirements

HR to compile a list of the role types within Glencore Eastern Mines. This will include roles and positions in the Junior, Middle and Snr Management Positions.

2. List all skills needed for each role as per Glencore Eastern Mines Job Profiles

List the skills needed for each of the above roles. (What do the skills look like? They could be behavioral like "Listens to customer needs carefully to determine requirements" or they could be more technical like this sample list of engineering skills). The list of skills needed per role type will also then be used as a guideline in creating a developmental plan for each individual selected to participate as a highflyer.

3. Qualification Memorandum

Request from all employees to update their qualifications. (Yearly review and update).

4. Create a survey

Find out all of the relevant skills a person has, not just those for their current role. The survey essentially means you need to keep it short and not ask the same question twice. To achieve this,

the survey should group together each of the major role types. Use the list you created in step 2 as your starting point for this. This will be conducted yearly.

5. Survey your role types

With the survey designed, you are now ready to ask your role types to respond to it. Communicate to the survey participants to explain why you are asking for their response and what will happen with the information.

6. Compile the results

Compile the results electronically. The results need to be compiled in two ways. For each person, you need to know what skills they have. For each skill, you need to know which people have it.

7. Analyze the data

- The skill gaps in specific roles
- Skill gaps within role types
- Potential successors for certain roles – talent pool
- The number of people who have critical skills
- Future skill requirements

Other considerations

- You need to validate the responses
- Gender and Race Requirements
- Skill level
- Legal requirements

2.12.4 Match Talent with Skills Needs

Talent will be matched with skills needs and potential candidates will be identified and considered for the Career Progression Path opportunities.

Process flow – Talent Pool

1. List all the roles within Glencore Eastern Mines as per company requirements – HR
2. List all skills needed for each role as per Glencore Eastern Mines Job Profiles – HRD
3. Qualification Memorandum
4. Create an electronic survey
5. Survey your role types
6. Compile the results
7. Analyze the data collected from survey
8. Select talent pool

2.12.5 Create List of Highflyers/ Succession Planning Candidates

The process of identifying the highflyers and succession planning candidates will rely on the strategic positions and hard to fill vacancies which do not have sufficient pool of individuals who will be ready to fill vacancies when they arise. The potential candidates undergo a rigorous selection process to ensure the best candidate is identified for the job. The following aspects will be taken into consideration in the process of identifying candidates:

- Career Interview results
- Job performance outcomes
- Educational levels
- Employment Equity representation

Identify High Flyers – Process Flow

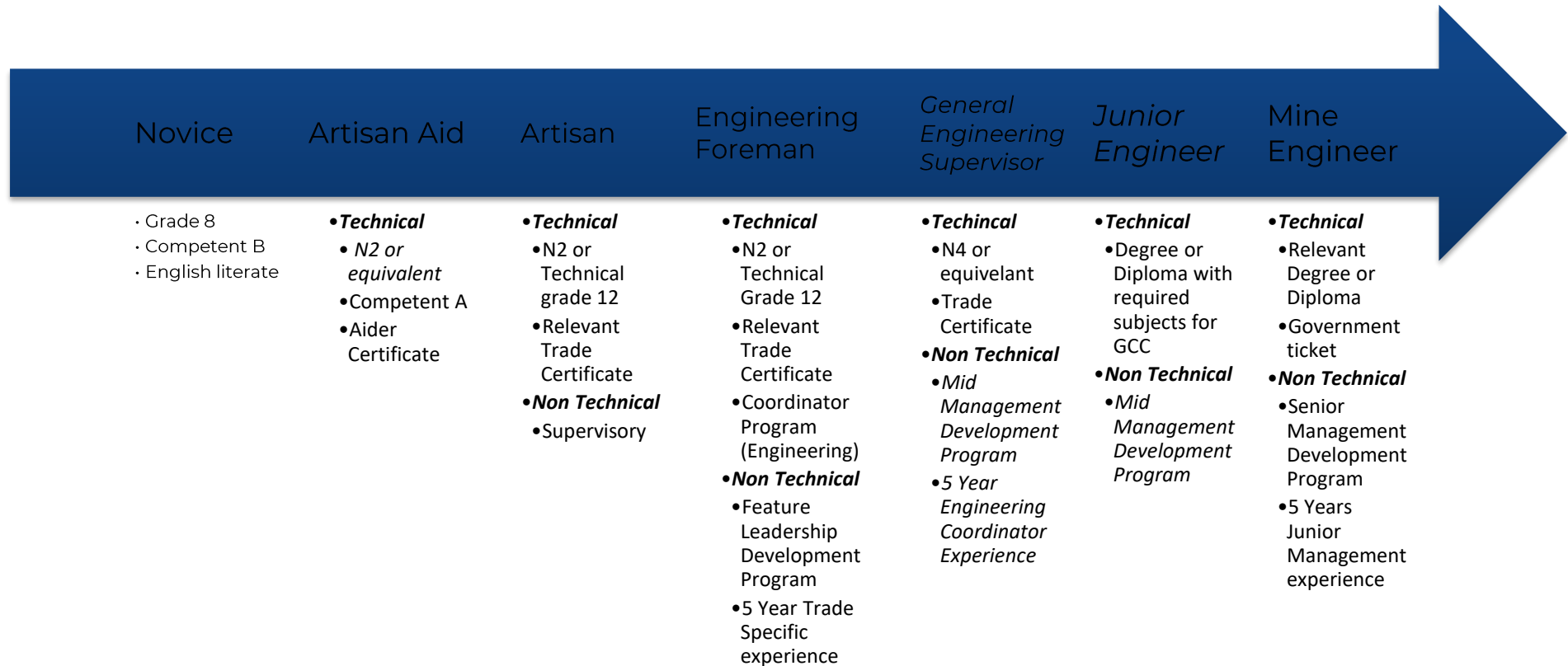
1. Review Performance against Job outcomes
2. Base on outcome of performance reviews – select highflyer Candidates
3. Conduct Career Path Interview
4. Create Development Plans
5. Assign Mentors
6. Entering into mentorship agreement
7. Schedule Meetings and feedback sessions
8. Report on progress

2.12.6 Appoint succession-planning candidates

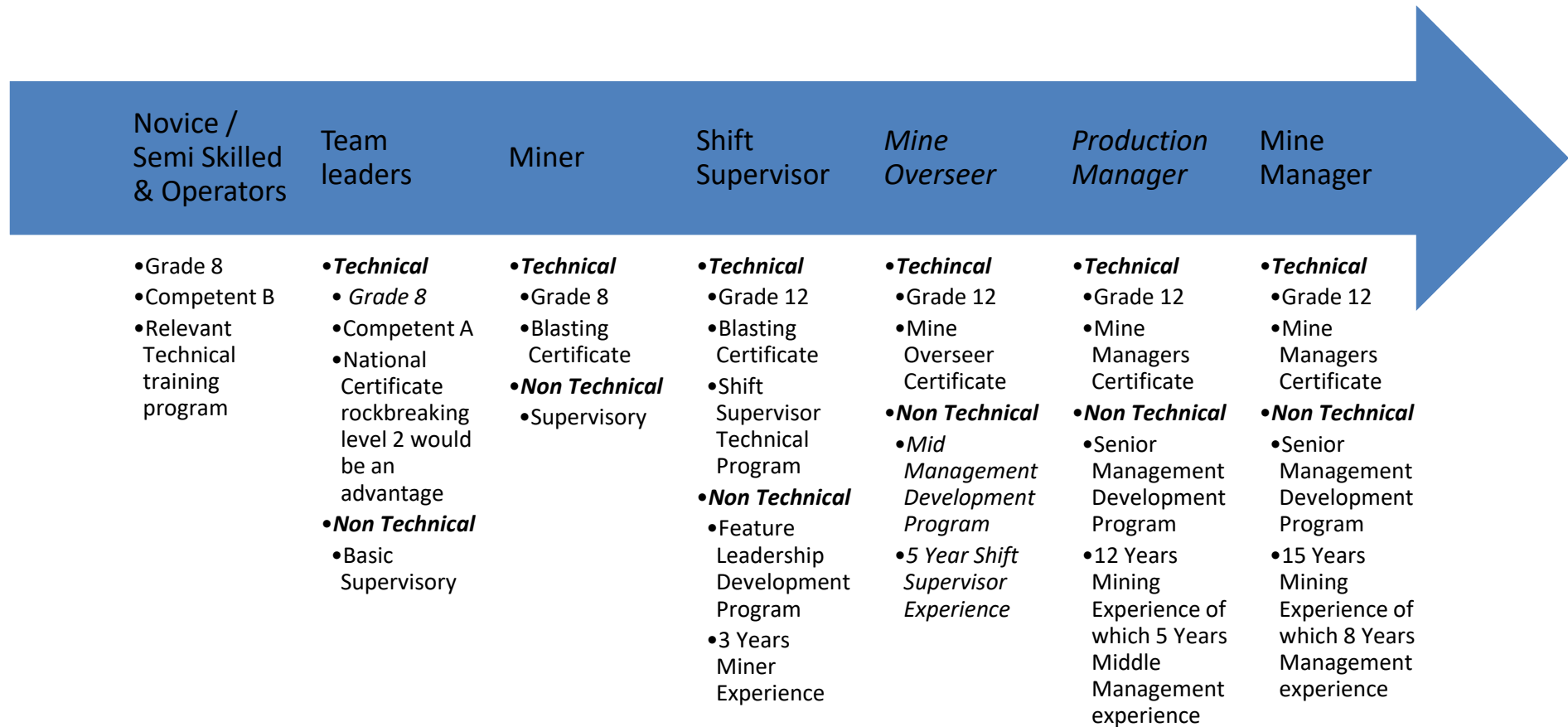
Individuals with potential and right credentials will be appointed and enrolled into the Career Progression Path in line with the process as contained in identifying highflyers.

Career Progression Paths

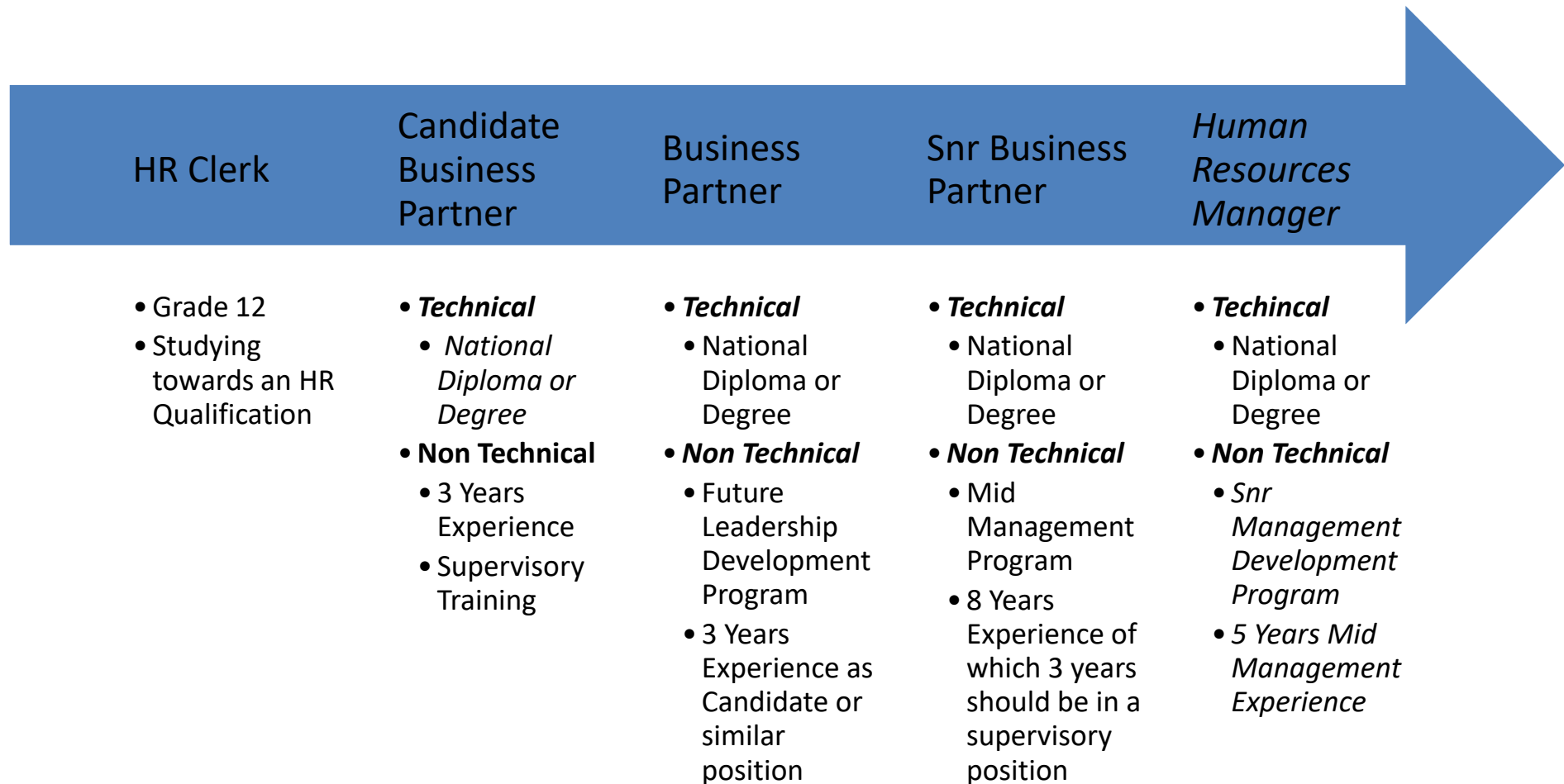
Engineering



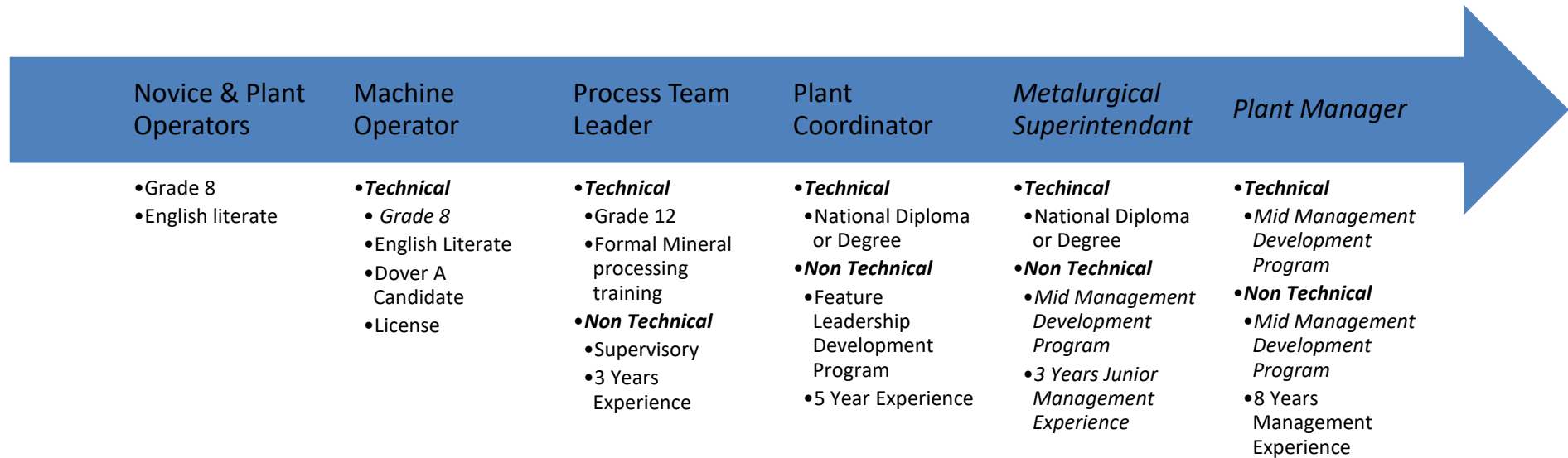
Mining



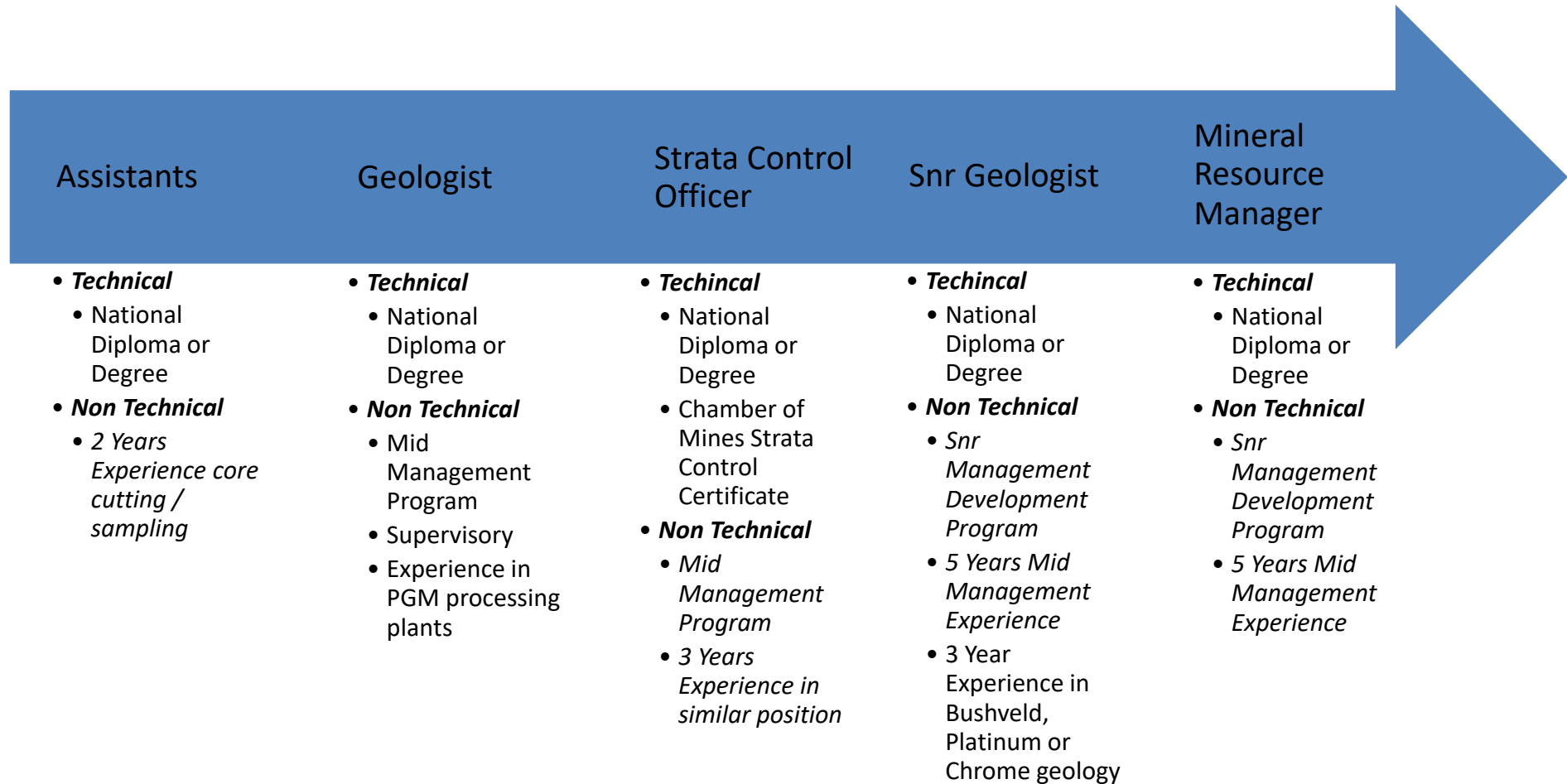
Human Resources



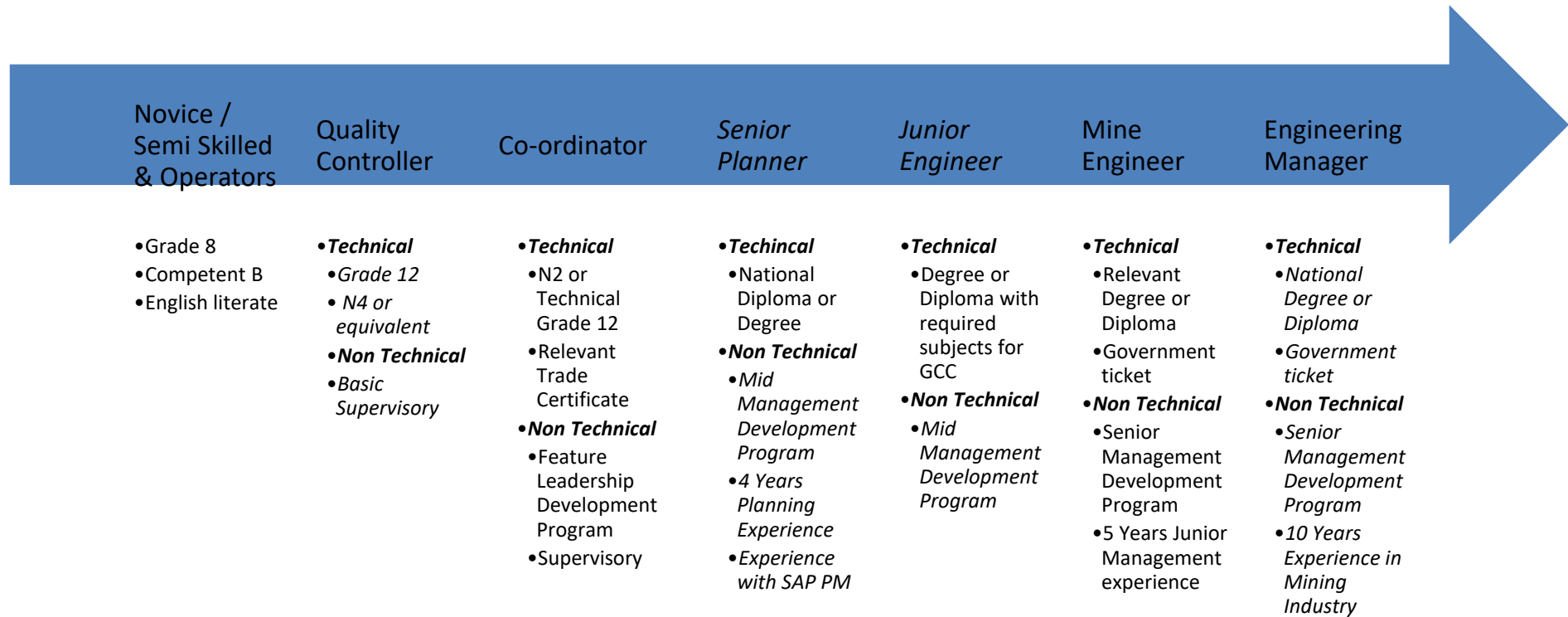
Metallurgical



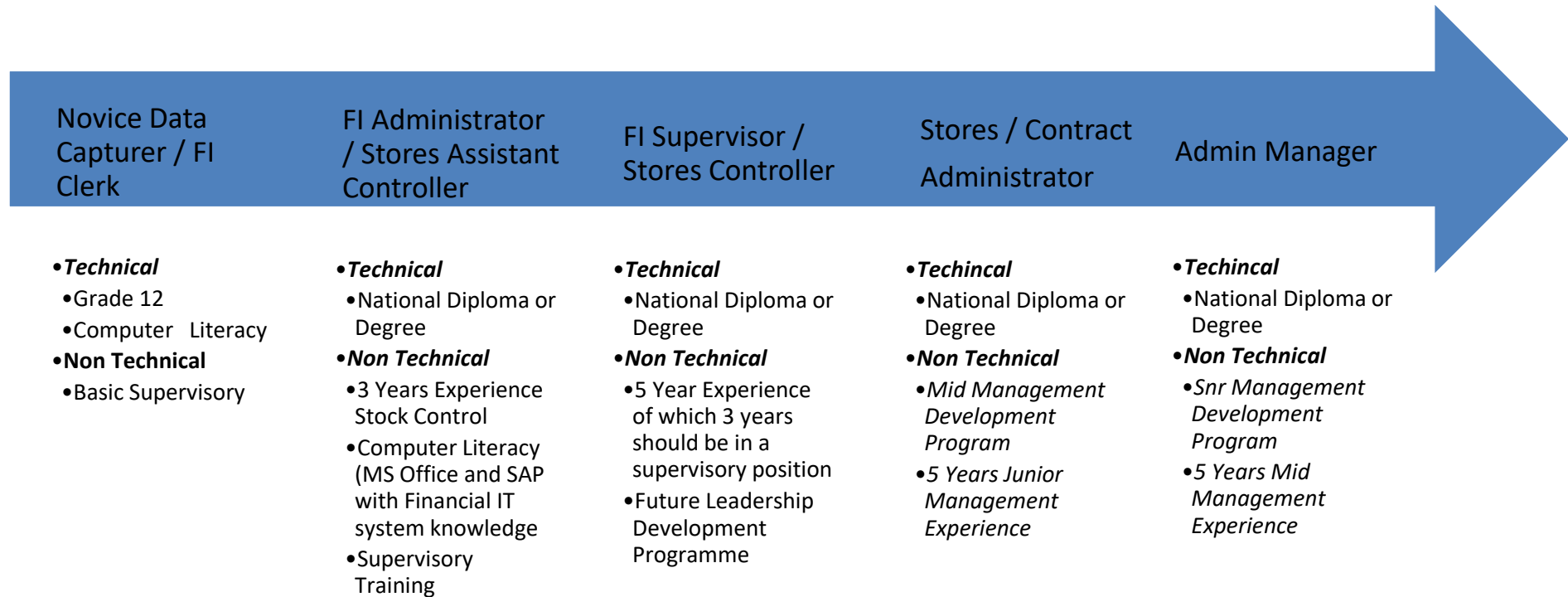
Mineral Resources



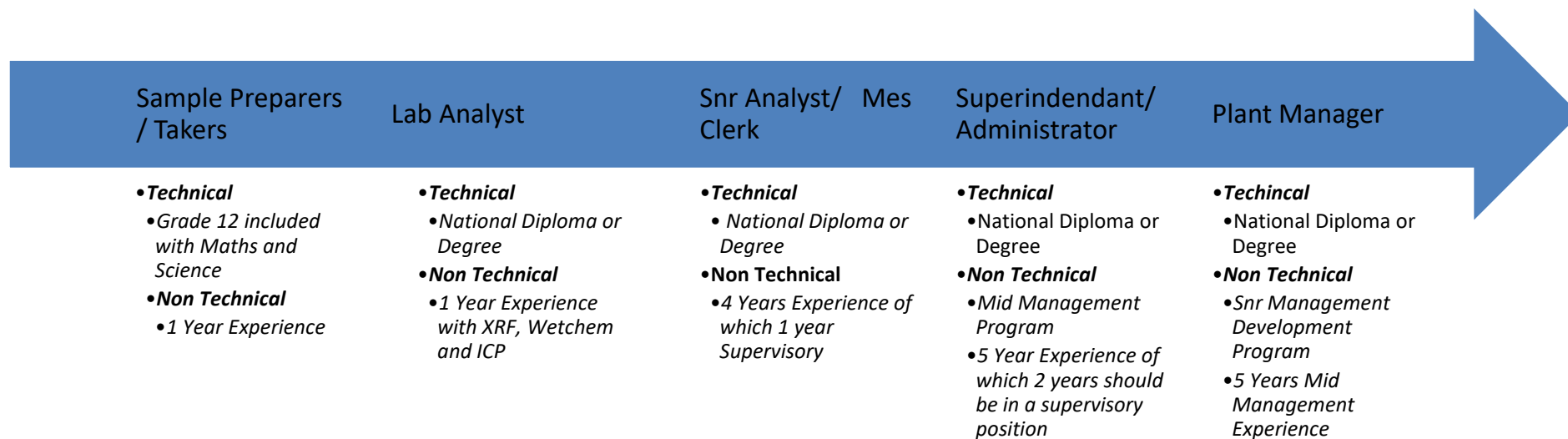
Shared Engineering Services



Finance & Stores



Shared Metallurgical Services (Lab)



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

Current Position	Training intervention	Training intervention	Qualification to be achieved	Year 1		Year 2		Year 3		Year 4		Year 5	
				No of identified employees		No of identified employees		No of identified employees		No of identified employees		No of identified employees	
				New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Production Manager Trainee	Production Manager	On the job Training and coaching	Mine Managers Certificate of Competence	0	1	0	1	0	1	1	0	0	1
Mine Overseer	Production Manager Trainee	On the job Training and coaching. Mid Management Program	Mine Managers Certificate of Competence	1	0	0	1	0	1	0	1	0	1
Shift Supervisor	Mine Overseer	On the job training and coaching. Junior Leadership Program	Mine Overseer Certificate of Competence	2	0	1	2	0	3	1	1	0	2
Miner	Shift Supervisor	Shift Supervisor certificate. On the Job Training and coaching. Junior	None	1	2	1	1	1	2	1	2	1	2

		Leadership Program											
Mining Entry Level / Learner Miners	Miner	On the Job Training and coaching. Junior Leadership Program	Blasting Certificate for scheduled mines	2	0	0	2	6	0	0	6	0	6
Human Resources Senior Business Partner	Human Resources Manager	On the Job Training and Coaching, Mid Management Program	NQF Level 6 or equal qualification related to Human Resources	1	1	0	2	0	1	0	1	0	0
Business Partner Human Resources	Human Resources Senior Business Partner	On the Job Training and coaching. Future Leadership Training	NQF Level 6 or equal qualification related to Human Resources	0	1	1	2	0	1	1	0	0	1
Engineer in Training	General Engineering Supervisor	On the Job Training and Coaching. Mid management Program	GCC for Mines and Works	1	1	2	1	1	3	0	2	0	2
Mining Engineer in Training	Shift Supervisor	On the Job Training and Coaching.	Blasting Certificate for scheduled mines	3	1	0	3	1	4	0	4	0	1

Management Accountant	Admin Manager	On the Job Training and Coaching. Mid Management Program	NQF Level 6 or equal qualification related to Finances	1	1	0	1	0	1	0	1	1	1
Mine Accountant	Management Accountant	On the Job Training and Coaching. Future Leadership Program	NQF Level 6 or equal qualification related to Finances	1	0	1	2	1	3	0	2	0	2
Metallurgist in training	Plant Coordinator	On the Job Training and Coaching. Mid Management Program	NQF Level 6 or equal qualification related to Metallurgical Engineering	1	0	0	1	0	1	1	2	0	1
Artisan Learners (newly qualified)	Artisan	On the Job Training and Coaching. Supervisor Program	Relevant Trade Certificate	2	0	1	2	1	1	3	1	1	3

2.13. Mentorship Plan (Regulation 46 (b) (iii))

The Mine intends on providing mentorship programmes for employees which are aligned to the various skills development 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			HDP Mentors	HDP Mentees	TARGET OVER 5 YEAR PERIOD	
Category	Career Deliverable	Duration			Total Mentors	Total Mentees
Learner Miners	Miners	1 Year	2	5	4	6
Engineering Learners	Artisans	3 Years	5	48	6	53
JLP	Supervisors	1 Year	2	3	4	4
Bursars	Managers	4 Years	2	6	8	8
Highflyer / Succession planning	Managers	As per IDP	4	7	9	9
Internships	Managers / Supervisor	1 Year	3	4	6	6

2.14. Bursary Plan

This programme provides an opportunity for external individuals to study on a full time basis in various fields within the mining environment. The intention of the bursary programme is to address mine specific requirements, and to develop individuals for our core 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.

The Glencore External Bursary consists of the following:

- Full payment of study fees.
- Full accommodation (including 3 meals daily) while studying and while doing vacation work (inclusive of transport arrangements).
- Payment of prescribed books and equipment.
- Full payment for compulsory study excursions.
- Stipend will be provided on a monthly basis.
- Purchase of a computer, which will remain the asset of the Company during the Bursar's study period as well as during his/her work back period.

The Company visits bursars at their institution, in order to provide support to the bursars, and to be able to determine if additional assistance or support is needed, such as professional or counselling services in order to assist a bursar to adapt or to cope better at university.

Bursary Field	2020	2021	2022	2023	2024	Total
External Bursars / CSI/ Merit	3	3	3	3	3	15
Total	3	3	3	3	3	15

2.15. Internships Programme

The intention of the internship is to address Mine specific requirements and the development of our surrounding communities and employees. Internships are offered to individuals who meet the requirements and that have undergone the structured recruitment and selection process. Successful candidates have the opportunity to gain practical exposure.

The Company offers Internship opportunities to the following individuals:

- Internal – Permanent employed candidates (bursary students getting employed by the Company on a permanent, full time basis, as graduate trainees / employees with Degree's without workplace experience, placed on a program to assist them to gain experience in their area of study)
- External – Community candidates (candidates in need of the practical part of their National Diploma qualification such as P1 P2 training, community member with Degree's without workplace experience, placed on a program to assist them to gain experience in their area of study)

External candidates are signed on as fixed term contractors and receive a monthly allowance. Both internal and external internship individuals will be provided with mentors.

Internal

Internship Plan	2020	2021	2022	2023	2024	Total
Internal	3	3	3	3	3	15
Total Number	3	3	3	3	3	15

External

Internship Plan	2020	2021	2022	2023	2024	Total
External	8	8	8	8	8	40
Total Number	8	8	8	8	8	40

2.16. Study assistance

All employees working for longer than a year can apply for study assistance to develop themselves.

Study Assistance	2020	2021	2022	2023	2024	Total
Core Business Qualifications	24	29	29	34	34	150
Total	24	29	29	34	34	150

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
- HDP participation in management

Employment Equity Targets - 2020

Occupational Level	Designated							Non Designated	Total		
	Male			Female				White Male		Disabled	
	African	Coloured	Indian	African	Coloured	Indian	White	White		Male	Female
Senior management	6	0	1	1	0	0	0	9	17	0	0
Middle Management	12	0	0	7	0	0	5	9	33	0	0
Junior Management	47	1	0	10	0	0	4	43	105	0	0
Core Skills	1583	8	1	185	4	0	0	130	1911	14	0

Employment Equity Targets – 2021

Occupational Level	Designated							Non Designated	Total		
	Male			Female				White Male		Disabled	
	African	Coloured	Indian	African	Coloured	Indian	White	White		Male	Female
Senior management	6	0	1	1	0	0	0	9	17	0	0
Middle Management	14	0	0	7	0	0	5	9	35	0	0
Junior Management	45	1	0	8	0	0	4	43	101	0	0
Core Skills	1583	8	1	185	4	0	0	130	1911	14	0

Employment Equity Targets – 2022

Occupational Level	Designated							Non Designated	Total		
	Male			Female				White Male		Disabled	
	African	Coloured	Indian	African	Coloured	Indian	White	White		Male	Female
Senior management	6	0	1	1	0	0	0	9	17	0	0
Middle Management	14	1	1	6	1	0	5	8	36	0	0
Junior Management	45	2	0	10	0	0	5	41	103	0	0
Core Skills	1583	8	1	185	4	0	0	130	1911	14	0

Employment Equity Targets – 2023

Occupational Level	Designated							Non Designated	Total		
	Male			Female				White Male		Disabled	
	African	Coloured	Indian	African	Coloured	Indian	White	White		Male	Female
Senior management	6	0	1	1	0	0	1	8	17	0	0
Middle Management	14	1	1	6	1	0	5	8	36	0	0
Junior Management	44	2	0	11	1	0	5	40	103	0	0
Core Skills	1583	8	1	185	4	0	0	130	1911	14	0

Employment Equity Targets – 2024

Occupational Level	Designated							Non Designated	Total		
	Male			Female				White Male		Disabled	
	African	Coloured	Indian	African	Coloured	Indian	White	White		Male	Female
Senior management	7	0	1	1	0	0	1	7	17	0	0
Middle Management	14	1	1	6	1	0	5	8	36	0	0
Junior Management	43	2	0	12	1	1	5	39	103	0	0
Core Skills	1583	8	1	185	4	0	0	130	1911	14	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.

Women in Mining targets

Category	Patterson Grades	Target			
		African	Coloured	Indian	White
Top management	F	0	0	0	0
Senior management	D4	1	0	0	0
Middle Management	D1-D3	3	0	1	0
Junior Management	C4-C5	1	0	0	0
Skilled	C1-C3	10	0	0	0
Semi-skilled	B	42	0	0	0
Unskilled	A	91	3	1	1
	Total	148	3	2	1
Total of mining positions Versus Women in mining		1279			
% of women in mining		12%			

3.4. HDP's in Management

Thorncliffe Mine and Operations' 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, Thorncliffe Mine and Operations will source suitable potential candidates and apply employment equity and career progression strategies as set out in this SLP to reach the target.

HDP's in Management Targets

Element	Description	Measure	Compliance Target	2020	2021	2022	2023	2024
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% of which will be woman	HDP Males -41% HDP Females – 6%	HDP Males -41% HDP Females – 6%	HDP Males -41% HDP Females – 6%	HDP Males -41% HDP Females – 12%	HDP Males -47% HDP Females – 12%
		Middle Management	60% HDP proportionally represented in terms of provincial demographics, 25% of which will be woman	HDP Males -40% HDP Females – 36%	HDP Males -39% HDP Females – 33%	HDP Males -44% HDP Females – 33%	HDP Males -44% HDP Females – 33%	HDP Males -44% HDP Females – 33%
		Junior Management	70% HDP proportionally represented in terms of provincial demographics, 30% of which will be woman	HDP Males -46% HDP Females – 12%	HDP Males -46% HDP Females – 13%	HDP Males -46% HDP Females – 15%	HDP Males -45% HDP Females – 17%	HDP Males -45% HDP Females – 18%

SECTION 4: LOCAL ECONOMIC DEVELOPMENT PROGRAMME

4.1. Introduction

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

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 (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 Profile

Socio-Economic Indicators	Limpopo Province	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhuduthamaga	Fetakgomo Tubatse Local Municipality
Total number of people	5 404 868	1,060,311	122,257	242,886	272,113	489 902
Total number of households	1,418,102	263,802	32,284	60,251	65,217	125 454
Average size of households	3.7	4.0	3.8	4.0	4.2	4.0
Brief Analysis	<p>The 2016 Community Survey as compared to the 2011 Stats SA results that the FETAKGOMO TUBATSE LOCAL MUNICIPALITY Municipality records population increase of 489 902 (12%) with household increase of 125 454 . As per the current community survey 2016 the FETAKGOMO TUBATSE LOCAL MUNICIPALITY households increased with 19404 (15%). This makes the municipality the biggest municipality in the District. The municipality has shown a growth of 8% growth in 2016; this might be due to the mining activities taking place in the area.</p>					

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	238 458
Female	621 299	67 260	143 123	158 993	251 923
TOTAL	1 169 762	127 168	268 256	283 956	490 381
Brief Analysis	<p>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.</p>				

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

Educational profile of adults	Sekhukhune District Municipality	Ephraim Mogale	Elias Motsoaledi	Makhudut hamaga	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
TOTAL	559,866	65,147	128,629	135,927	185 532
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
Employment of working age population					
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%
Brief Analysis	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
	Annual Household Income (Including income derived from government grants, pensions and informal employment)				
Average annual household income	45 977	41 398	41 398	38 109	51 160
Brief Analysis	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	Makhuduthamaga	Fetakgomo Tubatse
Housing (% stated for households in the Municipal Areas)					
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%
Brief Analysis	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. Key economic activities (Regulation (c) (ii))

Fetakgomo Tubatse IDP

Sectors	Makhuduth amaga	Fetakgom o Tubatse	Ephraim Mogale	Elias Motsoaledi	Grand Total
Mining and Quarrying	0.02	2.11	0.02	0.03	2.18
Manufacturing	0.17	0.51	0.25	0.47	1.41
Electricity, Gas and Water Supply	0.03	0.02	0.04	0.07	0.16
Construction	0.31	0.37	0.16	0.33	1.17
Wholesale and retail trade	0.52	0.93	0.26	0.96	2.66
Transport, Storage and communication	0.09	0.27	0.08	0.28	0.72
Financial, Insurance, real Estate and	0.05	0.44	0.19	0.44	1.12
Community, Social and personal Services	0.77	1.25	0.59	1.00	3.62
Other and no adequately defined	0.14	0.42	0.36	0.41	1.32
Not applicable	19.40	33.27	8.75	16.69	78.11
Unspecified	1.54	2.32	0.35	1.96	6.16
Grand Total	23.26	42.23	11.33	23.18	100.00

4.4. Needs of the area in order of priority

Fetakgomo Tubatse Local Municipality Local Municipality Priority Issues:	
1. Electricity	
2. Roads and storm water	
3. Water & Sanitation as well as land & housing	
4. Social Services	
5. Local Economic Development	

A key issue of concern and need identified in the Fetakgomo Tubatse Local Municipality 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.

4.5. List of other operations in the mining area

COMPANY	MINE
Samancor	Tweefontein Mine
Anglo American	Mototolo Mine De Brochen Mine
Northam	Booyseendal Mine
Assore	Dwarsrivier Mine
BCR	BCR
ARM and Impala	Two Rivers Mine

4.6.Local Economic Development Projects

Project Name	Electrification			Infrastructure Project			
Background	Electrification of households in Ngwaabe and Steelpoort						
Geographical location of project	Sekhukhune District Municipality	Fetakgomo Local Municipality	Kutullo Tsakane Tukakgomo Mahlakwena	Project Start date : January 2020		Project End date: December 2024	
Output	Key performance Area	Designs/Drawing from Technical Department FTLM Approval of Plans by Eskom Procurement of Service provider					Budget: R50m
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments-
Short term		50	30			80	
Medium term							
Long term		50	30			80	
Completion date and exit strategy		The project will be handed over to Eskom after completion.					

SECTION 5: PROCUREMENT PLAN

5.1. Introduction

Glencore Eastern Chrome Mines is committed to the growth of HDP suppliers and the communities within which these suppliers operate. We are committed to ensuring the growth of HDP suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDPs 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 HDP suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDPs 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		Due Date
1. Identify and record the level of procurement from HDP companies on a quarterly basis as well as geographical sources of procurement	Finance Manager	Ongoing
2. Commit to procurement progression from HDP over a five (5) year time frame.	Finance Manager	2024
3. Encourage all suppliers to form partnerships with HDP 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 HDP joint ventures and/or SMMEs.	Finance Manager	Ongoing
4. Provide mentoring and capacity building assistance to HDP suppliers in order to facilitate improvements in their business practices with an aim of facilitating a successful SMME sector operating in conjunction with the Mine.	Finance Manager	2024

5.3. Procurement Projects

DESCRIPTION	TARGET: 2020	TARGET: 2021	TARGET: 2022	TARGET: 2023	TARGET: 2024	TOTAL
PPE Supply		R1,279,927.05	R 1,356,722.67	R1,438,126.03	R1,524,413.60	R 5,599,189.35
Paint and paint brushes		R5,777,498.41	R6,124,148.31	R6,491,597.21	R6,881,093.05	R25,274,336.98
Tools and Hardware		R6,322,282.74	R6,701,619.70	R7,103,716.89	R7,529,939.90	R27,657,559.23
Bolts, Nuts and Washers		R 816,566.37	R 865,560.35	R917,493.97	R 972,543.61	R 3,572,164.31
Stationery Contract		R1,034,754.38	R 1,096,839.64	R1,162,650.02	R1,232,409.02	R 4,526,653.07
Flexi anchor bolts		R1,653,797.30	R 1,753,025.14	R1,858,206.65	R1,969,699.05	R 7,234,728.13
Underground anchors - roof support		R 11,481.60	R 12,170.50	R 12,900.73	R 13,674.77	R 50,227.59
Hydraulic Hoses and Fittings		R257,900.33	R273,374.35	R289,776.81	R307,163.42	R1,128,214.91
Secondary Support	R9,216,535.00	R9,769,527.10	R 10,355,698.73			R29,341,760.83
Fabrication of conveyor structures			R 2,566,953.62	R2,720,970.84	R2,884,229.09	R 8,172,153.54
Underground vehicles repairs and rebuild			R2,000,000.00	R2,120,000.00	R2,247,200.00	R6,367,200.00
Underground Drilling		R 751,437.45	R 796,523.70	R 844,315.12	R894,974.03	R 3,287,250.29
Steel fabrications and refurbishment				R4,940,916.06	R5,237,371.02	R10,178,287.08
TOTAL	R9,216,535.00	R27,675,172.73	R33,902,636.71	R29,900,670.33	R31,694,710.56	R132,389,725.30

Project Name	PPE SUPPLY								
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply PPE to the 3 mining operations.					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		3	32	10					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		3	32	10					
Output	Responsible Entity	Activity			Timeframe				FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Award a local SMME with a contract to supply PPE	Glencore ECM	Locally empowered SME which will manufacture and supply PPE to the mines and elsewhere	Local SME supplying PPE to the mines and elsewhere		R1,279,927.05	R 1,356,722.67	R1,438,126.03	R1,524,413.60	R 5,599,189.35
Total									R5,599,189.35
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	PAINT AND PAINT BRUSHES								
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply paint and paint brushes					Project start date:		2021	
						Project End date:		2024	
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			
		2	2	1		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		2	2	1					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Empower a local SMME by awarding a contract to supply paint and paint brushes	Glencore ECM	Locally empowered SME to source and supply paint and paint brushes to the mine	Local SME supplying paint and paint brushes to the mine		R5,777,498.41	R6,124,148.31	R6,491,597.21	R6,881,093.05	R25,274,336.98
Total									R25,274,336.98
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	TOOLS AND HARDWARE SUPPLY								
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply tools and hardware					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		2	2	1					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		2	2	1					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Empower a local SMME by awarding a contract to supply tools and hardware	Glencore ECM	Locally empowered SME to source and supply tools and hardware to the mine	Local SME supplying tools and hardware to the mine		R6,322,282.74	R6,701,619.70	R7,103,716.89	R7,529,939.90	R27,657,559.23
Total									R27,657,559.23
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	SUPPLY OF BOLTS, NUTS AND WASHERS								
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply bolts, nuts and washers					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		2	2	1					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		2	2	1					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Empower a local SMME by awarding a contract to supply bolts, nuts, and washers	Glencore ECM	Locally empowered SME to source and supply bolts, nuts and washers to the mine	Local SME supply bolts, nuts and washers to the mine		R 816,566.37	R 865,560.35	R917,493.97	R 972,543.61	R 3,572,164.31
Total									R3,572,164.31
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	SUPPLY OF STATIONERY								
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply stationery					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		2	2	1					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		2	2	1					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Empower a local SMME by awarding a contract to supply stationery	Glencore ECM	Locally empowered SME to source and supply stationery to the mine	Local SME supplying stationery to the mine		R1,034,754.38	R 1,096,839.64	R1,162,650.02	R1,232,409.02	R 4,526,653.07
Total									R4,526,653.07
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	SUPPLY OF FLEXI ANCHOR BOLTS								
Project Background	The mine is looking into empowering the local and government funded SMME through the supplier development programme. The SMME has been doing work for the mine on an order to order basis and is currently manufacturing the flexi anchor bolts. The mine will enter into a 5 year agreement with the SMME.					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		8	7	9					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		8	7	9					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Established, sustainable and fully functional SMME which will manufacture,supply and deliver flexi anchor bolts to the mine	Glencore ECM	Locally empowere d SMME to manufactu re and supply flexi anchor bolts to the mine	Local SMME manuaturi ng and supplying flexi anchor bolts to the mines		R1,653,797.3 0	R 1,753,025.14	R1,858,206. 65	R1,969,699. 05	R 7,234,728.13
Total									R7,234,728.1 3
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	UNDERGROUND ANCHORS - ROOF SUPPORT								
Project Background	The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the underground anchors' contract. A certain percentage of the contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.	Project start date:							2021
		Project End date:							2024
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			
		3	1	1					
	Spinoff employment opportunities	Male	Female	Youth	Disabled	Steelpoort, Fetakgomo Tubatse Local Municipality			
		3	1	1					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Ring fencing opportunity will be awarded to a local SMME	Glencore ECM	Empower a local SMME to source, supply and manufacture underground anchors	Local SMME manufacturing, supplying and installing underground anchors		R 11,481.60	R 12,170.50	R 12,900.73	R 13,674.77	R 50,227.59
Total									R50,227.59
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	HYDRAULICS HOSES AND FITTINGS								
Project Background	The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the hydraulics hoses and fittings contract. A certain percentage of the main contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.					Project start date:		2021	
						Project End date:		2024	
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 Steelpoort, Fetakgomo Tubatse Local Municipality			
		9	4	8					
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		9	4	8					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
A ring fencing opportunity will be awarded to a local SMME	Glencore ECM	Locally empowered SME which will supply hydraulic hoses and fittings to the mine	Local SME supplying hydraulics hoses and fittings to the mine		R257,900.33	R273,374.35	R289,776.81	R307,163.42	R1,128,214.91
Total									R1,128,214.91
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	SECONDARY SUPPORT								
Project Background	The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the secondary support contract. A certain percentage of the main contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.				Project start date:		2020		
					Project End date:				
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			
		30	14	25		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		30	14	25					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
A ring fencing opportunity will be awarded to a local SMME	Glencore ECM	Locally empowered SMME which will secondary support services to the mine	Local SMME supplying secondary support services to the mine	R9,216,535.00	R9,769,527.10	R 10,355,698.73			R29,341,760.83
Total									R29,341,760.83
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	FABRICATION OF CONVEYOR STRUCTURES								
Project Background	The mine is looking into empowering a local SMME through the enterprise development programme in which it will fabricate conveyor structures for the mine. The mine will enter into a 5 year agreement with the SMME in order to fully develop and empower the SMME. The mine through the Incubation Hub will assist the SMME to acquire or secure funding for this project as and when required	Project start date:						2022	
		Project End date:						2024	
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			
		4	1	3		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		4	1	3					
Output	Responsible Entity	Activity			Timeframe				FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Established, sustainable and fully functional SMME which will fabricate conveyor structures for the mine	Glencore ECM	Locally empowered SMME which will fabricate conveyor structures for the mine	Local SMME fabricating conveyor structures for the mine			R 2,566,953.62	R2,720,970.84	R2,884,229.09	R 8,172,153.54
Total									R8,172,153.54
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	UNDERGROUND VEHICLES REPAIRS AND REBUILD								
Project Background	The mine is looking into empowering a local youth owned SMME through the enterprise development programme in which it will repairs and rebuild the mines underground vehicles. The mine will enter into a 5 year agreement with the SMME in order to fully develop and empower the SMME. The mine through the Incubation Hub will assist the SMME to acquire or secure funding for this project as and when required					Project start date:		2022	
						Project End date:		2024	
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disab d	Geographical location of the project			
		8	2	7					
	Spinoff employment opportunities	Male	Female	Youth	Disab d	Steelpoort, Fetakgomo Tubatse Local Municipality			
		8	2	7					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Established, sustainable and fully functional SMME which will repair and rebuild the mines' underground vehicles	Glencore ECM	Locally empowere d SMME which will repair and rebuild the underground vehicles for the mine	Local SMME repairing sn rebuilding underground vehicles for the mine			R2,000,000.00	R2,120,000.00	R2,247,200.00	R6,367,200.00
Total									R6,367,200.00
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	UNDERGROUND DRILLING								
Project Background	The mine is looking into empowering the local SMME company through supplier development programme and ring fencing strategy. The mine will ring fence a local SMME under the underground anchors' contract. A certain percentage of the main contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.	Project start date:							2021
		Project End date:							2024
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			
		4	1	2		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		4	1	2					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Ring fencing opportunity will be awarded to a local SMME	Glencore ECM	Locally empowered SMME to perform underground drilling services for the mine and elsewhere	Local SMME performing underground drilling services for the mine and elsewhere		R 751,437.45	R 796,523.70	R 844,315.12	R894,974.03	R 3,287,250.29
Total									R3,287,250.29
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

Project Name	STEEL FABRICATIONS AND REFURBISHMENT								
Project Background	The mine is looking into empowering the local and government funded SMME through a supplier development programme. The SMME has been doing work for the mine on an order to order basis. The mine will enter into a 5 year agreement with the SMME in order to fully empower and develop the SMME to ensure that they can compete with well established companies rendering the same service to the mine.	Project start date:			2023				
		Project End date:			2024				
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			
		20	10	15		Steelpoort, Fetakgomo Tubatse Local Municipality			
	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		20	10	15					
Output	Responsible Entity	Activity		Timeframe					FY:
		KPA	KPI	2020	2021	2022	2023	2024	Budget
Established, sustainable and fully functional SMME which will do steel fabrications and refurbishment for the mine	Glencore ECM	Locally empowered SMME which will do steel facrications and refurbishment for the mine and elsewhere	Local SMME doing steel fabrications and refurbishment for the mine and elsewhere				R4,940,916.06	R5,237,371.02	R10,178,287.08
Total									R10,178,287.08
Exit strategy: The mine will exit the project at the end of the SLP life in 2024									

	2020	2021	2022	2023	2024
MINING GOODS (CAPITAL & CONSUMABLES)	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %	Compliance Target %
South African Manufactured Goods produced by BEE compliant company	12.57%	22.00%	31.43%	44.00%	44.00%
South African Manufactured Goods produced by Historically Disadvantaged Persons owned and controlled company	6.00%	10.50%	15.00%	21.00%	21.00%
South African Manufactured Goods produced by women owned and controlled company OR youth owned and controlled company	1.43%	2.50%	3.57%	5.00%	5.00%
COMPLIANCE %	20.00%	35.00%	50.00%	70.00%	70.00%
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%
COMPLIANCE %	80.00%	80.00%	80.00%	80.00%	80.00%

SECTION 6: HOUSING AND LIVING CONDITIONS

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

6.1. Housing Strategy

Housing Strategy		
Undertaking	The Company has established a Housing Forum which meets monthly with the relevant stakeholders for the Eastern Limb.	
Guideline	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. A company housing forum to be established, comprising of union representatives and management representatives.	On-Going
HR Manager	2. An appropriate and affordable housing strategy to be developed.	On-Going
HR Manager	3. Recommendations to be made to the company for housing assistance.	On-Going
HR Manager	4. Implementation of strategies and the housing policy to be monitored and evaluated.	On-Going
HR Manager	5. To implement a programme that includes time frames to address the needs of the employees.	On-Going
HR Manager	6. Employees to be trained and educated on all housing issues.	On-Going
HR Manager	7. Requirements for housing acquisition applications to be determined.	On-Going

6.2. Current status of available dwelling for employees

Dwelling	Number	%
Hostel	0	0
Own Home	561	23%
Rental	1838	80%
Total	2399	100%

6.3. Health Care and Nutrition

The mine provide a balanced meal replacement (Dichaba original) to all employees working underground.

Due to the fact that the mine will not provide food for its employees; the mine has awareness programmers 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

Organizations have to retrench workers from time to time for economic reasons and to remain globally competitive. It is therefore important that employers should first make sure that no viable options to achieve operational requirements are available before considering downscaling of workers. Glencore Eastern Chrome Mines will manage all future downscaling and retrenchments in conjunction with the Future Forum and the relevant unions at the workplace.

Eastern Chrome Mines actions will pursue the following principles:

- Prevent job losses and decline in employment through turnaround strategies
- Seek alternative solutions to the threats to job security and potential measure to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance, aimed at improving access to employment opportunities for the host community members that are unemployed.
- Promote meaningful engagement with the various stakeholders in seeking possible alternative job creation projects.
- Engage all stakeholders in openly discussing issues that concern the employees' future and jointly structure and implement potential solutions to job losses.
- Jointly engage in strategic planning, deployment or other appropriate strategies that affect jobs and evaluate progress at regular intervals

7.1. Establishment of a future forum

The mine has established a Future Forum and meeting 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 ahead to identify solutions to problems and challenges and possible solutions with regard to 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 – (Attach a Plan).

PLAN

The mine operational lifespan is estimated to be 30 years however this picture might be skewed by various economic factors both internal and external. This could negatively affect the future economic viability of the mine which will result in Eastern Chrome Mines been forced to shed jobs or premature closure. 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 has to be considered.

Alternatives to job losses:

The mine will employ various strategies to prevent job losses and premature closure. 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.
- In the event that the above initiative are 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 pay 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 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 has 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 a 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 issues pertaining to Social and Labour Plan

Table below illustrates 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	2024
2. Submit annual supports to DMR	HR Manager / HSEC Manager	2024
3. Coordinate the DMR visits to site for audits and inspections	HSEC Manager	2024

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

In order 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	2024
EE & SD committee meeting used to address Employment equity and training and other HRD issues	HR Manager	2024
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	2024

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 Thorncliffe Operations on the 26th of June 2020

Signature of responsible person: 

APPROVED:

Signed at	
Date	
Signature	
Designation	

ANNEXURE B: LETTER OF ENDORSEMENT FROM THE LOCAL MUNICIPALITY



FETAKGOMO TUBATSE LOCAL MUNICIPALITY

Enq : Mashigo MM
Cell : 082 319 4573

22 November 2019

**TO: GENERAL MANAGER
I. MURENZI
EASTERN CHROME MINES
STEELPOORT**

**Cc: DEPUTY DIRECTOR GENERAL/REGIONAL MANAGER
DEPARTMENT OF MINERAL RESOURCES (DMR)**

EASTER CROME MINES (GLENCORE MERAPE VENTURE) 2019/20 TO 2023/24 SOCIAL LABOUR PLAN (SLP) AND LED PROJECTS

Dear Sir/Madam

Fetakgomo -Tubatse Local Municipality through the Department of Local Economic Development and Tourism (LEDT) hereby supports Local Economic Development (LED) Projects included in the 2019-2024 Generation Social Labour Plan (SLP) of the Easter chrome Mines (Glencore Merafe Venture).

The identified LED Projects are integrated and aligned to the Integrated Development Plan (IDP) and Local Economic Development (LED) Plan of the Municipality.

Following are projects as reflected in the Draft 2019/24 Eastern Chrome mines SLP:

Project name	Community	Ward Number	Budget
Electrification	Kutullo (600 households)	27	R16m
Electrification	Tsakane (300 households)	27	R9m
Electrification	Tukakgomo(300 households)	02	R16m
Electrification	Mahlakwena(300 households)	02	R9
TOTAL			R50 m

HEAD OFFICE

1 Kameela Street, P.O Box 206, Burgersfort, 1139
Tel: +27 11 231 1000 / Fax: +27 11 231 7467

REGIONAL OFFICE

Stand No. 1, Mankung, Go-Ribwana 1 P.O Box 518, April 8729
Tel: +27 11 622 8000 / FAX: +27 11 621 8028

The Municipality therefore hereby supports Easter Chrome mine (GLENCORE MERAPE VENTURE) draft 2020/24 Social Labour Plan (SLP) and Local Economic Development (LED) Projects and recommends to the Department of Mineral Mineral Resources (DMR) to approve the Social Labour Plan and its Local Economic Development Projects.

Kindly see herein attached the letter from Easter Chrome mines for your references

For any enquiries please contact the Director: Local Economic Development and Tourism (LEDT), Shongwe K on 013 231 1215/ 076 or the Manager: Mining and Industrialization, Mr Mashigo MM on 013 231 1000/ 082 319 4573

Hoping that you will find the above in order.



Magooa RM
Acting Municipal Manager

02/11/2019
Date

HEAD OFFICE

1Karatana Street | P.O. Box 206, Burgersfort, 1138
Tel: +27 13 231 1000 | Fax: +27 13 231 7467

REGIONAL OFFICE

Sand No. 1, Moshung, Gqe-Ntshona (P.O. Box 818, April, 0719)
Tel: +27 13 622 8000 | Fax: +27 13 622 8028

ANNEXURE C: DMRE LETTER OF APPROVAL



mineral resources
& energy

Department
Minerals Resources and Energy
REPUBLIC OF SOUTH AFRICA

Private Bag X 9457, Polokwane, 0700, Broil building, 101 Corp Street, Polokwane, 9899
Tel: 015 287 4757 Fax: 015 287 4756 Email: sizibongile.njokuwa@dmr.gov.za, Ref: LP30/5/112/2/176 MR
From: Mineral Regulation Enquiries: Sizibongile Njokuwa

The General Manager

Glencore Operations SA (Thorncliffe Mine) (Pty) Ltd
P.O Box 403
LYDENBURG
1120

Attention: Mr. L Murenzvi

APPLICATION FOR DEPUTY DIRECTOR GENERAL CONSENT IN TERMS OF SECTION 102 READ WITH REGULATION 44 OF THE MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT, 2002 (ACT 28 OF 2002) AS AMENDED (HEREINAFTER REFERRED TO AS "the Act"): TO AMEND SOCIAL AND LABOUR PLAN 2 BY SUBSTITUTING IT WITH SOCIAL AND LABOUR PLAN 3.

This serves to inform you that your abovementioned application in terms of section 102 read with regulation 44 to amend the Social and Labour Plan has been granted. You are therefore required to submit progress reports to the Regional Office in-line with clause 3 of the mining right contract.

ADV. MMADIKELEDI SUZAN MALEBE
DEPUTY DIRECTOR GENERAL: MINERAL REGULATION
DEPARTMENT OF MINERAL RESOURCES & ENERGY
DATE: 14 Aug 2020

Application in terms of Section 102: Glencore Operations SA (Thorncliffe Mine) (Pty) Ltd