

WOMEN IN MINING

Social Performance HEROES 2022



#MiningMatters

Boitumelo Seboko

Corporate Social Responsibility Manager
Assmang Khumani Mine

As Corporate Social Responsibility Manager, Boitumelo is the face of Khumani Mine's social investment, responsible for socio-economic development, including Enterprise and Supplier Development for host communities.

Under her supervision, Khumani's Social and Labour Plan (SLP) projects and programmes - budgeted at over R100 million for five years - created over 177 temporary jobs and benefited more than 177,000 community members. Khumani has also maintained a Level 4 DTI score and Mining Charter compliance with supplier enterprise development spend of more than R280 million in the last two financial years.

Boitumelo is responsible for leading the delivery of a partnership between Assmang's Northern Cape operations, Original Equipment Manufacturers and local suppliers in coolant manufacturing and fuel transportation. This partnership paved the way for the localisation of key operational services and local suppliers, and led to the creation of permanent jobs and improved trust relationships with local suppliers.

In addition, she was instrumental in setting up the "Partners Roundtable" through Khumani's CSR department. This is a platform that brings together different stakeholders - local government, community forums, NGOs/NPOs, SMMEs and faith based organisations - to strengthen relationships and promote joint decision making. It is a sustainable structure for stakeholder collaboration and healthy dialogues, enabling a multi-stakeholder approach to solve complex problems through diverse expertise, mandates, and capabilities. The Partners Roundtable also ensures that SLP and local economic development plans align with stakeholder needs.

Boitumelo enables the responsible delivery of Khumani's community development investment through her ability to lead meaningful internal and external engagement with a wide range of stakeholders.

Boitumelo is committed to community development and has played a major role in ensuring Khumani has meaningful engagement with all its stakeholders, designing and co-creating programmes that have advanced different structures within both Khumani and within its host communities.



She co-creates and designs programmes that advance sustainable social projects and result in superior performance and positive impact on communities.



Bontle Mfolo

Regional Social Performance Manager Thungela

As Thungela's Regional Social Performance Manager, and an environmental and social scientist with a passion for uplifting disadvantaged stakeholders, Bontle and her site-based social performance teams have created an integrated approach to social performance. One of the most significant mechanisms created is a monthly social management committee meeting that identifies community risks and opportunities. This ensures that community issues are kept front of the mind at management level, and that they get the attention they need to progress.

As part of her integrated approach, Bontle is currently developing an integrated mine closure plan and community emergency response plan for Thungela which are both reliant on multi-disciplinary collaboration and support from a large number of disciplines.

Over the years, Bontle has demonstrated her strength as a leader among a wide variety of stakeholder groups. She displays great skill in conducting constructive engagements in an honest and authentic way and believes that community initiatives tend to fail due to a lack of buy-in.

Her mantra is "Nothing for community, without community", which means not just the identification of projects, but participation through employment (during and after construction), procurement opportunities for local enterprises and volunteerism once the project has been delivered.

Her proudest achievement is the completion and handover of a health centre costing over R14 million to the Department of Health in a village outside Middleburg. The project took three years to complete and won first prize at the CoalSafe Awards in 2021. The need for the clinic was established as a result of Bontle's engagements with the community and the Steve Tshwete Local Municipality's Integrated Development Programme. This engagement and participation is continuing with the establishment of a clinic committee to oversee day-to-day operations.

Today, community members have access to a state-of-the-art medical centre right on their doorstep. The Social and Labour Plan initiative also included an ambulance as well as clinic equipment and furniture and serves 5,135 people from the village itself and 64 outlying farms.



She is an advocate for sustainable mining which delivers tangible improvements for stakeholders living in host communities.

thungela



Mapule Mokoena

**Community Development Superintendent
Glencore Tweefontein complex**

As Tweefontein's Community Development Superintendent, Mapule currently manages all social performance-related issues for the complex. These range from operations-related complaints and human rights issues, to stakeholder management, corporate social responsibility, resettlements and grave relocations.

Operating in a volatile environment servicing the greater Witbank and farming communities, Mapule has managed to foster and maintain relations with over forty structures and communities. She does not bow under pressure, and her tenure has seen a significant decrease in the number of protests that Tweefontein has to deal with. She does not compromise on Glencore's values and always communicates the company's position, even on delicate matters.

Mapule's work has meant that Tweefontein's community development contribution has been clearly visible, and has received positive feedback from community consultative forum members. She also works to ensure Tweefontein's community contributions are mandatory, and that all employees contribute to bettering the communities where the company operates.

The mine has received positive feedback from community consultive forum members for the work Mapule has contributed towards community development. A positive result of this is the continued involvement of employees in projects that will uplift the communities around the company's operations in the long term.

Mapule adopted a community workshop that empowers local farming communities with the knowledge and skills to participate in deliberate and robust engagements both with Tweefontein and other stakeholders in the area and region - and to interpret and engage on issues related to the Mining Charter.

In collaboration with the Department of Agriculture, Mapule recently implemented a food sustainability programme that seeks to empower farming communities with critical livelihood-related skills. This includes Tweefontein leasing a substantial tract of land for the project, and setting up workshops to ensure communities are equipped with the necessary skills to make a success of their initiatives. She also is currently exploring boreholes and irrigation systems to further the aims of a food security project.

Mapule's commitment to socio-economic development, more especially food security and empowerment, shines through in everything she does.



She runs a well-functioning forum while also maintaining bilateral engagements to resolve urgent community-related matters.

GLENCORE



Nozipho Zitha

**Manager: Organisational Development
Palabora Mining Company**

In her capacity as Palabora’s Manager: Organisational Development, Nozipho led the process of taking the company’s 2018-2022 Social and Labour Plan for review and approval by the Department of Mineral Resources and Energy. She then put an implementation plan in place activating Palabora’s stakeholder engagement strategy.

Nozipho participates in community engagements intended to resolve issues and challenges encountered with the community. She steers Palabora’s enterprise and supplier development programme as well as the socio economic development programme. She ensured that the BEE elements had impact in the community and benefit the company by attaining a good BEE rating.

Nozipho has demonstrated firm leadership in implementing community projects whilst at the same time making sure to manage expectations in local communities. She was instrumental in securing the company’s social license to operate in the Ba-Phalaborwa area through the successful implementation of Socio Economic Development and Enterprise and Supplier Development projects.

Working in conjunction with Ba-Phalaborwa municipality, Nozipho has assisted in identifying infrastructure development projects which have been shown to benefit the wider local community.

She successfully implemented Enterprise and Supplier Development initiatives in local communities, and has become a beacon of hope for local 100% black owned business as she was able to walk the entire journey of empowerment with them.

Nozipho was instrumental in ensuring that these small businesses were able to create approximately 700 jobs in the past three years, consistent with the spirit of sustainable development.



She has shown firm leadership in implementing community projects whilst also managing community expectations.



Rejoice Phiri

Community Development Superintendent Seriti Resources

As Seriti Resources' Mine Closure Operations Community and Development Superintendent, Rejoice has done influential and outstanding work, focused on sustainable development and reducing tensions between Seriti's operations and the communities around them.

Through collaboration with a range of stakeholders, her community development and stakeholder engagement work has resulted in the initiation of programmes that have contributed significantly to socio-economic upliftment. Ultimately, this has meant that rehabilitation projects within host communities have been able to operate in a relatively unhindered environment.

Rietspruit Mine ceased operations in 2002 and Rejoice played a significant role in ensuring that rehabilitation activities and projects were able to continue despite hostile communities, disruptive protests and work stoppages. Her involvement in the establishment of community engagement platforms since 2019 brought stakeholders together and created mutual working relationships. These interactions ensured that the Rietspruit community benefited from opportunities in rehabilitation projects undertaken and vastly improved their economic status.

Rejoice has also initiated educational projects in communities and surrounding schools where participants benefit from a range of training focus areas, from artisan skills to entrepreneurial acumen. Her continued persistence and local empowerment initiatives have ensured that more than 15 companies have been onboarded as vendors at Rietspruit since 2019.

Rejoice regularly engages with the Emalahleni Local Municipality to ensure their cooperation and buy-in for a range of Seriti activities and awareness programmes. The focus is on educating communities living near or on historical mine sites and working areas about the hazards they pose and the inherent risks to people, livestock and infrastructure. These awareness drives have educated community members about managing the risk of harm and encouraging risk-averse behaviour as widely as possible.

Rejoice continuously demonstrates the ability to integrate social performance and leadership skills in her work towards the upliftment of communities. Her efforts and dedication have made a significant impression on the rehabilitation of Rietfontein and the transformation and empowerment of host communities.



She integrates social performance across the business and demonstrates excellent leadership. Her dedication plays a major role in the transformation and empowerment of communities.



Sibongile Shongwe

Lead: Compliance Transformation
Seriti Resources

In her capacity as Transformation Lead for Seriti, Sibongile is championing a first of its kind GBVF prevention programme for young boys in mining communities. She believes that the mining industry has a huge role to play in the fight against GBVF.

What about the Boys? was created by youth development programme facilitator Primestars, and is a ground-breaking national programme designed to contribute to achieving Pillar 2 – Prevention and Social Cohesion – of the National Strategic Plan by engaging over 10,000 boys.

Mining is historically known as a male-dominated industry, however, led by unsung heroes such as Sibongile it is working tirelessly to introduce initiatives to shift this mindset. Sibongile believes that together we can change the shape of the industry and how it treats women in mining.

By starting with the boy child specifically in and around mining communities, we will start to shift the narrative and boys will start to recognise that girls are their equals and not objects to conquer.

What about the Boys? is targeted at Grade 8-12 boys from urban, township and rural schools. It includes an educational film and toolkit, as well as ongoing activities built on pillars that include self-awareness, accountability, responsibility, empathy and compassion.

By leveraging edutainment, the programme follows an evidence-based approach to influencing positive behavioural and societal changes in the long term.

An in-person mentorship programme will ensure that the programme's teachings create long-lasting, changing patterns of behaviour. Sibongile's team at Seriti has provided male MENTors to walk this journey with the schoolboys. Under Sibongile's leadership, Seriti has already taken this initiative to its communities in the Mpumalanga and Vaal areas and plans to champion this programme in every mining community in the country.



She believes that together we can raise a nation of good men, who will stand up against GBVF.



Tebogo Leepile

Community Development Manager
Exxaro Resources

As Exxaro Resources Community Development Manager, Tebogo demonstrates exceptional leadership and has co-designed and implemented sustainable development programmes that are intended to transform and empower communities now, and for generations to come. She has also made contributions to collaborative and cross-sectoral platforms that aim to achieve systemic socio-economic impact through public-private partnerships.

Tebogo spearheaded Exxaro's partnership with the National Business Initiative and other partners in their alliance to support host municipalities through a municipal capacity building initiative, aiming to address technical skills gaps required to speed up service delivery and bring stability in communities. The project started in 2020 with a focus on the Waterberg District municipality.

The programme focuses on both group and individual mentoring and aims at the development of technical and leadership skills of municipal staff to raise the overall operational functionality of municipalities for improved service delivery in infrastructure projects, putting in place proper financial management and revenue generation systems, and inculcating a culture of outcomes and results-based planning and performance management. To date 12 mentors have been appointed, transferring their skills to 23 mentees.

Together with her team, Tebogo championed the delivery of COVID 19 initiatives in several communities in partnership with the Department of Health, and Exxaro made a contribution of R31.2m to support the nation during the pandemic. In Mpumalanga - through the Mineral Council South Africa - Exxaro and other mining companies, the Mpumalanga Provincial Department of Health, local municipalities and the Municipal Infrastructure Support Agent, partnered to assist with COVID 19 pandemic response. In Limpopo, Exxaro partnered with the Department of Health and Lephalale Local Municipality.

Under Tebogo 's leadership, a total of R64 million was been spent in 2021 on the completion of school builds, an Enterprise and Supplier Development Hub, and water and sanitation infrastructure projects through the company's Social and Labour Plans, in both Mpumalanga and Waterberg. A total of 178 jobs were created during construction and to date 28,963 beneficiaries have been positively impacted.



She co-designed and implemented sustainable development programmes that will transform and empower communities now and for generations to come.

exxaro

POWERING POSSIBILITY



Women in Mining

HEROES INITIATIVE - PROFILES FACTSHEET

Thandiwe Mapi

Community Liaison Specialist, Sishen Mine
Kumba Iron Ore

As Sishen Mine's Community Liaison Specialist, Thandiwe focuses on stakeholder engagement and conflict management. Her leadership skills mean that, while she runs a tight ship, she allows her team to express their creativity while producing sustainable and productive results.

Although she was appointed Community Liaison specialist in July 2021, Thandiwe started her journey at Sishen as a Communications specialist in 2017. In her communications capacity, she introduced several new initiatives, including *Aga Bokamoso*, a community newsletter that focuses primarily on profiling Social and Labour Plan, CSI projects and safety messaging in conjunction with mine leadership and local radio station, Kurara FM. Sishen's relationship with and support of Kurara FM has endured, and as a result the station was able to retain 26 employees despite the challenges of the Covid-19 pandemic.

Thandiwe was the first manager of Sishen's newly created Community Liaison team and – amid a surge in community discontent and protest – developed a Stakeholder Engagement Plan. In that context, her approach combines both stakeholder engagement and conflict management. Her work is recognised by both colleagues and external stakeholders, all of whom look for her support in community engagement.

Thandiwe's approach includes engaging with all stakeholders who make contact with the mine, including protesters, and following up on their issues. She works together with a range of Sishen colleagues to resolve issues and provide feedback to the relevant stakeholders. This is an approach she has embedded in her team, with her Community Liaison Officer conducting follow-ups for all engagement activities and ensuring closure of all issues.

Thandiwe set up the Gamagara Joint Operations Centre in partnership with other businesses and the municipality, which monitors community issues and concerns, and ensures that plans are in place to deal with emergencies and crises. Her work includes designing and putting together quick interventions that include the community and other key stakeholders such as the municipality, looking at how the mine can position itself while also getting the community to also do their part.

Another of Thandiwe's projects is a community leaders' skills development programme that focused on workshopping community forum leaders on key aspects of engagement, leadership and conflict management.



She prioritises the interests of all stakeholders in her work, and designs programmes that will produce sustainable results while integrating the mine with the community, local businesses and municipalities.



Thobile Lukope

Inclusive Procurement Principal Kumba Iron Ore

As Kumba's Inclusive Procurement Principal since 2020, Thobile has had a significant positive impact on Kumba's procurement-related engagement with local communities, and thus on economic development and job creation.

Under Thobile's leadership, Kumba's procurement spend with local suppliers in host communities has increased from R1.3 million in 2018 to R4.1 million in 2021. Understanding that goods and services must comply with a range of high standards, she engaged with end users to plan and create a pipeline of opportunities suitable for existing capabilities within communities, while ensuring sufficient stretch to enable growth.

Through engagements with communities, she identified barriers to success for local suppliers – including lack of funding, and poor quality and safety standards. Thobile then worked with both internal and external stakeholders to set up teams and processes to assist suppliers to overcome these barriers, as well as addressing misconceptions around available support.

Most of the communities where Kumba operates are small ones, which therefore do not have many suppliers that satisfy the company's procurement requirements. Creating a diverse supplier base is critical to ensure the entire mining value chain is covered. Thobile works with a range of internal teams to ensure this is possible – including managing the relationship with Anglo American's Zimele programme to provide suitable enterprise development programmes.

Meaningful engagement with communities is critical, requiring open and frank conversations, and a conducive atmosphere. Thobile put in place and manages a variety of engagements structures, to build a healthy relationship with local SMMEs, one based on well-managed expectations and co-creation. She also manages the relationship with the Gamagara Corridor Chamber of Commerce and Industry, ensuring that the forum is effective and achieves its objectives. In addition, Thobile played a critical role – along with partners outside Kumba – in the formation of a host-community-based mining company, Mapeo-Andi, a first for the South African mining industry.

Thobile's commitment has been a significant contributor to Kumba's improved relationships with host communities, who often view a lack of local procurement as a reflection of the company's wider attitude to them. By increasing engagement and tackling underdevelopment and lack of resources, Thobile has done much to bring local procurement into the company's mainstream business value chain and activities.



She has ensured that the company develops a high-impact procurement programme that meets the expectations of all stakeholders.



Yvonne Mfolo

Executive Head: Corporate Affairs & Sustainable Impact Anglo American Platinum

As the Executive Head of Corporate Affairs at Anglo American Platinum since 2020, Yvonne's leadership philosophy is premised on the concept of Ubuntu - "I am because you are."

Yvonne's career is situated at the interface between mining companies and the local community stakeholders with which they interact. She started out in the public sector, as Chief Director of Communications at the Department of Minerals and Energy for nearly a decade. She considers her involvement in the establishment of the Kimberley Process - a landmark development in the mining industry that resulted in the removal of conflict diamonds from the global supply chain - as one of her biggest achievements.

Moving from the public sector, Yvonne joined Anglo American where she has been the lead on the public affairs and corporate affairs functions at a number of business units within the business - including Anglo Coal South Africa and Kumba Iron Ore.

Yvonne is results focused, with an ambition to create value for all stakeholders. Some of the career milestones she has achieved at Anglo American include initiating the Localised Preferential Procurement programme to enable local businesses to benefit from the supply chain opportunities presented by Kumba's mines; and spearheading the Dingleton resettlement project in the Northern Cape where she safely and successfully relocated 99% of the community, thus enabling the critical expansion of Kumba's Sishen mine.

Her work at Anglo American has sharpened her deep understanding of community issues. The Anglo Inyosi Coal Community Trust was established through her endeavours, and she also oversees the Anglo American group's Community Development Trust.

She has received recognition in the form of an award in the sustainability category of the 2012 Nedbank Capital Green Awards and was a runner-up in the same category of the 2013 Nedbank Capital Green Awards.

Her expertise is consistently employed in various committees and boards. She serves as trustee for the Anglo-American Chairman's Fund and the Sishen Iron Ore Company Community Development Trust. In addition to this, she also serves on a number of Minerals Council Committees, as well as on Anglo American's various internal and Group-wide committees.



She is accountable for how the organisation is perceived by its internal and external stakeholders. In line with the increasing strategic importance of corporate relations in the mining industry, this is a 24/7 responsibility.





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Social Performance

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