

GROOTEGELUK COAL

SOCIAL AND LABOUR PLAN 2023 – 2027



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mineral resources

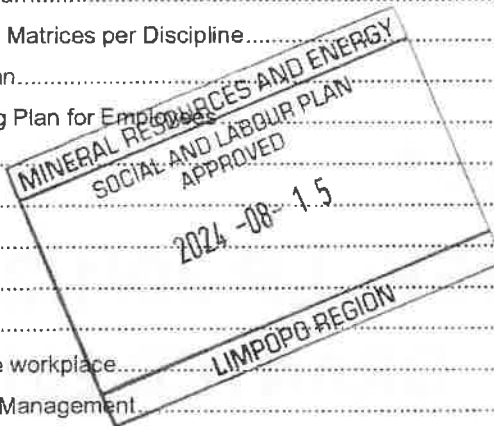
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TABLE OF CONTENTS

Table of Contents

1. PREAMBLE	10
1.1 General Information	10
1.2 Location of Mine	11
1.3 Geographic Origin of Employees	13
2. HUMAN RESOURCE DEVELOPMENT PROGRAMME	15
2.1 Compliance With Skills Development Legislation	15
2.2 Skills Development Plan	15
2.2.1 Background Information on the Workforce	15
2.2.2 Form Q: Number and Educational Levels of the Workforce	16
2.2.3 Aet Implementation Plan	18
2.2.4 Learnerships, Skills Programmes, Managerial Development and Portable Skills Training	19
2.3 Form R: Hard-to-fill Vacancies	26
2.4 Career Progression (Path) Plan	27
2.4.1 Career Development Matrices per Discipline	28
2.5 Mentorship and coaching Plan	43
2.5.1 Mentorship/Coaching Plan for Employees	44
2.6 Bursary and Internship Plan	45
2.6.1 Bursary Plan	46
2.6.2 Internship Plan	46
2.7 Employment Equity Plan	46
2.7.1 Objectives of Plan	47
2.7.2 Black Females in the workplace	47
2.7.3 Black Employees in Management	54
2.7.4 Executive Management (Board) Management Structure	55
2.7.5 Senior Management (EXCO) Management Structure	55
2.7.6 Current BU Senior Management Structure	56
3. MINE COMMUNITY ECONOMIC DEVELOPMENT	58
3.1 Social and Economic Background Information	58
3.1.1 Lephalale Local Municipality	58
3.2 Key Economic Activities	63
3.2.1 Local Economic Activities	63
3.2.2 Lephalale Local Municipality Development Plan	64
3.3 Negative Impact of the Mining Operation	65
3.4 Infrastructure and Poverty Eradication Projects in Local and Major Labour-Sending Areas	65
3.5 Development Projects	65



3.6	Project Plans	66
3.7	Measures to improve Housing and Living Conditions.....	66
3.7.1	Current Status of Available Dwellings for employees	66
3.7.2	Current Status of Houses within the Community	67
3.7.3	Municipal Strategy to Address Housing	68
3.7.4	Preferred Requirements for Housing and Living Conditions of Workforce	68
3.7.5	Housing and Living Condition Improvement Plan	68
3.8	Procurement Plan	69
3.8.1	Total Procurement.....	69
3.8.2	Preferential Procurement	69
3.8.3	Procurement Opportunities	70
3.8.4	Mentoring of HDSA SMME Suppliers	70
4.	MANAGEMENT OF DOWNSCALING AND RETRENCHMENT	72
4.1	The Establishment of a Future Forum	72
4.2	Mechanisms to Save Jobs and Avoid Job Losses and a Decline in Employment.....	73
4.3	Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be avoided.....	73
4.3.1	Consultation	74
4.3.2	Redeployment	74
4.4	Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions, and Economies where Retrenchment or Closure of the Mine is certain.....	76
4.4.1	Self-employment Training Programmes	76
4.4.2	Re-employment Programmes	76
4.4.3	Portable Skills Programmes.....	76
5.	FINANCIAL PROVISION	78
6.	UNDERTAKING	80

Annexures

Annexure A: Project Plan.....	81
Annexure B: Procurement	96



List of Figures

Figure 1: A simplified locality and spatial information map for Grootegeluk Coal Mine 11

Figure 2: Grootegeluk Mine Lease Boundary and the district and local municipality boundaries, Limpopo Province..... 12

Figure 3: Aerial photograph of the mine..... 12

Figure 4: Steps in the IDP of an employee 41

Figure 5: Executive management (Board) management structure 55

Figure 6: Senior management (EXCO) management structure..... 55

Figure 7: Current BU senior management structure 56

Figure 8: Employee rental housing..... 67



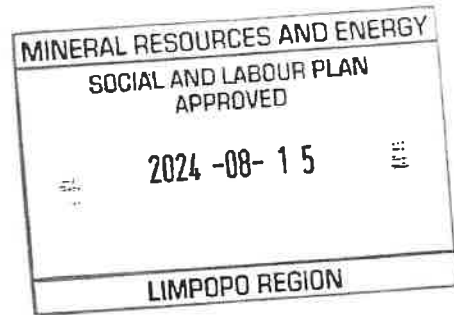
List of Tables

Table 1:	Details of applicant and mine.....	10
Table 2:	Breakdown of permanent workforce per sending area.....	13
Table 3:	Breakdown of contractor workforce per sending area.....	13
Table 4:	Skills development.....	15
Table 5:	Form Q: Number and educational levels of the permanent workforce.....	16
Table 6:	Form Q: Number and educational levels of the contractors workforce.....	17
Table 7:	AET levels for the permanent workforce.....	18
Table 8:	AET levels for community.....	19
Table 9:	The MQA's seven step process.....	21
Table 10:	The MQA's seven steps to certification.....	22
Table 11:	Engineering learnerships (trade test)– unemployed youth (18.2).....	23
Table 12:	Skills programmes plan.....	24
Table 13:	Supervisory, management and leadership development.....	25
Table 14:	Diversity programme.....	26
Table 15:	Portable skills training.....	26
Table 16:	Form R: Hard-to-Fill vacancies.....	27
Table 17:	Career progression Engineering: Maintenance Helper to Artisan.....	28
Table 18:	Career progression Engineering: Artisan to Manager Engineering.....	29
Table 19:	Career progression in Mining: General Worker to Pit Worker.....	30
Table 20:	Career progression in Mining: Pitworker to Manager Mining.....	31
Table 21:	Career progression in Plant: General Worker to Senior Process Controller.....	32
Table 22:	Career progression in Plant: Senior Process Controller to Manager Plant.....	33
Table 23:	Career progression Planning, Development & Optimisation to Manager P&O.....	34
Table 24:	Career progression in Human Resources Management to Manager HR.....	35
Table 25:	Career progression in Finance to Manager Finance.....	36
Table 26:	Career progression in Sustainability to Manager SHE.....	37
Table 27:	Career progression in Supply Chain Management To Manager SCM.....	38
Table 28:	Career progression in Risk Control to Head Risk Control.....	39
Table 29:	Individual development plan.....	40
Table 30:	Training programmes.....	42
Table 31:	Mentoring programme.....	44
Table 32:	Bursary Plan.....	46
Table 33:	Internships over 5 years across disciplines.....	46
Table 34:	Black females.....	47
Table 35:	Black females – Five year project projection.....	48
Table 36:	Affirmative action measures.....	50
Table 37:	Form S: Employment equity statistics.....	52
Table 38:	Black employees in management.....	54

MINERAL RESOURCES AND ENERGY
 SOCIAL AND LABOUR PLAN
 APPROVED
 2024-08-15
 LIMPOPO REGION

Table 39:	Identified projects	65
Table 40:	Employee housing.....	66
Table 41:	Housing and Living Condition Improvement Plan	68
Table 43:	Financial Provision	78





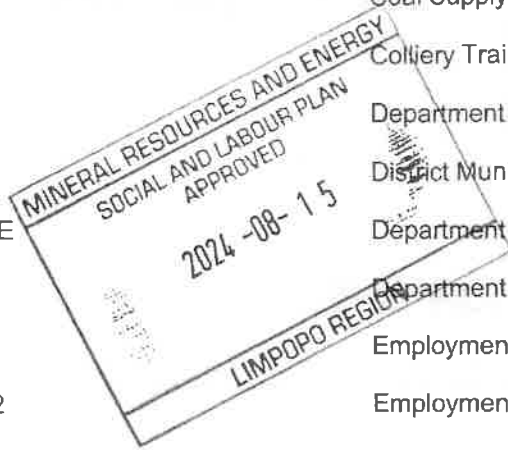
SECTION ONE

INTRODUCTION

**In compliance with Regulation 46 (a)
of the Mineral and Petroleum Resources Development Act**

Acronyms

AET	Adult Education and Training
BEE	Black Economic Empowerment
BMP	Basic Management Programme
BSc	Bachelor of Science
BU	Business Unit
CSA	Coal Supply Agreement
CTC	Colliery Training College
DBE	Department of Basic Education
DM	District Municipality
DMRE	Department of Mineral Resources
DoL	Department of Labour
EE	Employment Equity
EEA2	Employment Equity Report for the DoL
ESOP	Employee Share Option Scheme (Mpower)
FET	Further Education and Training
FLM	First Line Management
GCC	Government Certificate of Competency
GET	General Education and Training
GDP	Gross Domestic Product
HET	Higher Education and Training
HDSA	Historically Disadvantaged South Africans
HR	Human Resource Practitioner
IDP	Individual Development Plan
JV	Joint Venture
LED	Local Economic Development
LM	Local Municipality
LRA	Labour Relations Act (Act No. 66 of 1995)
MDP	Middle Management Programme



MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
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LIMPOPO REGION

MoU	Memorandum of Understanding
MPRDA	Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)
MQA	Mining Qualifications Authority
Mtpa	million tonnes per annum
NATED	National Technical Education (N-courses)
NGO	Non-Government Organisation
NSDS	National Skills Development Strategy
NQF	National Qualifications Framework
PGDS	Provincial Growth Development Strategy
PPE	Personal Protective Equipment
RDP	Reconstruction and Development Programme
SARS	South African Revenue Services
SEF	Small Enterprise Foundation
SETA	Sector Education Training Authority
SHE	Safety, Health, and Environment
SHEQ	Safety, Health, Environment and Quality
SLP	Social and Labour Plan
SMME	Small Medium Micro Enterprise
Std	Standard
STI	Short Term Incentive
UIF	Unemployment Insurance Fund
VSP	Voluntary Severance Package
WSP	Workplace Skills Plans (WSP)



1. PREAMBLE

1.1 GENERAL INFORMATION

Table 1: Details of applicant and mine

Name of applicant	Exxaro Coal (Pty) Ltd
Name of mine	Grootegeluk Coal
Company registration number	2000/011078/07
Physical address	Grootegeluk Coal Mine, Nelson Mandela Road, Lephale, Limpopo
Postal address	PO Box 178 Lephale 0555
Telephone number	014 763 9099
Fax number	012 307 5867
Location of mine	GPS Coordinates: S 23 39 37, E 27 33 53
Commodity	Coal
Life of mine	30 years
Financial year end	December
Reporting year	2022
Responsible person	Lazarus Ramashilabele
Email address	Lazarus.Ramashilabele@exxaro.com
Geographic origin of employees	Limpopo, Mpumalanga, KwaZulu-Natal, Gauteng

Grootegeluk Coal is located within the boundaries of the Lephale local municipality, in close proximity to the mining suburb of Onverwacht in the Limpopo Province. The mine forms part of Exxaro's Waterberg Region.

The mine is accessed from the east via a sealed (tarmac) road, linking it with Onverwacht and Lephale, which is in turn connected with Thabazimbi (120km to the south), Modimolle (150km to the south-east), and Mokopane (160km east-southeast) via tar roads.

A portion of the mine's product is railed from site by a single-gauge railway line that extends southwards to Thabazimbi.

Background

The mine is established in the lower parts of the Waterberg coalfield reserves between the Eenzaamheid and Daarby faults. The Daarby fault divides the coalfield into a shallow western part and a deeper northern part. Upper-Ecca coal is found south of the fault at an average depth of 15 to 20 metres below surface while the coal on the northern side is

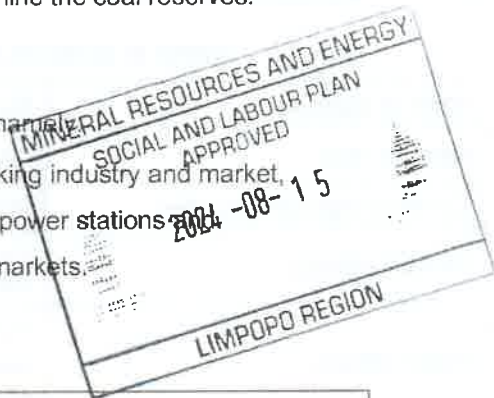
displaced to a depth of 250 metres below surface. The average seam thickness in the mine area is 115 metres.

Conventional open pit mining methods are used to mine the coal reserves.

Products:

The mine produces three major groups of products namely:

- Semi-soft coking coal for the steel making industry and market
- Thermal coal to Matimba and Medupi power stations
- Steam coal to local and international markets



1.2 LOCATION OF MINE

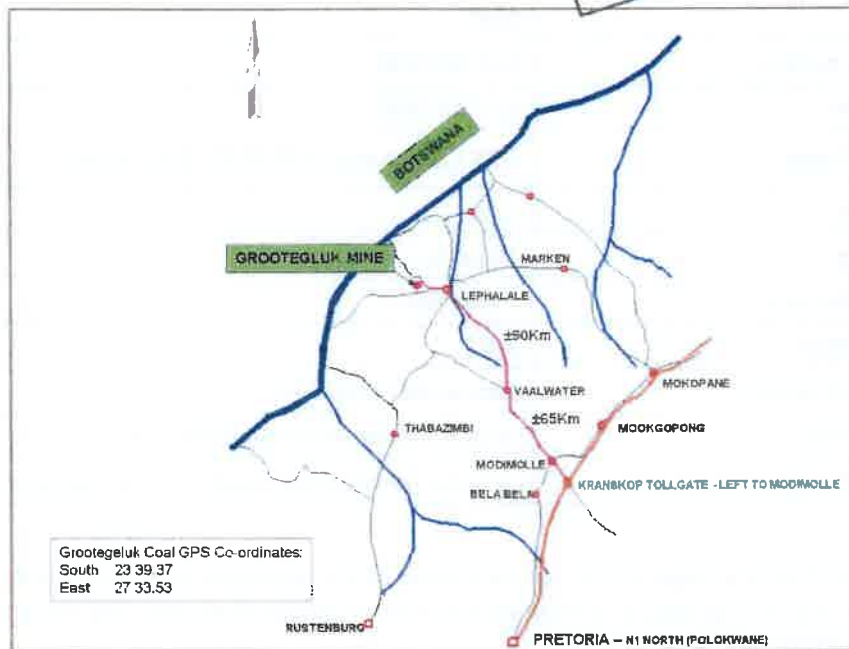


Figure 1: A simplified locality and spatial information map for Grootegeluk Coal Mine

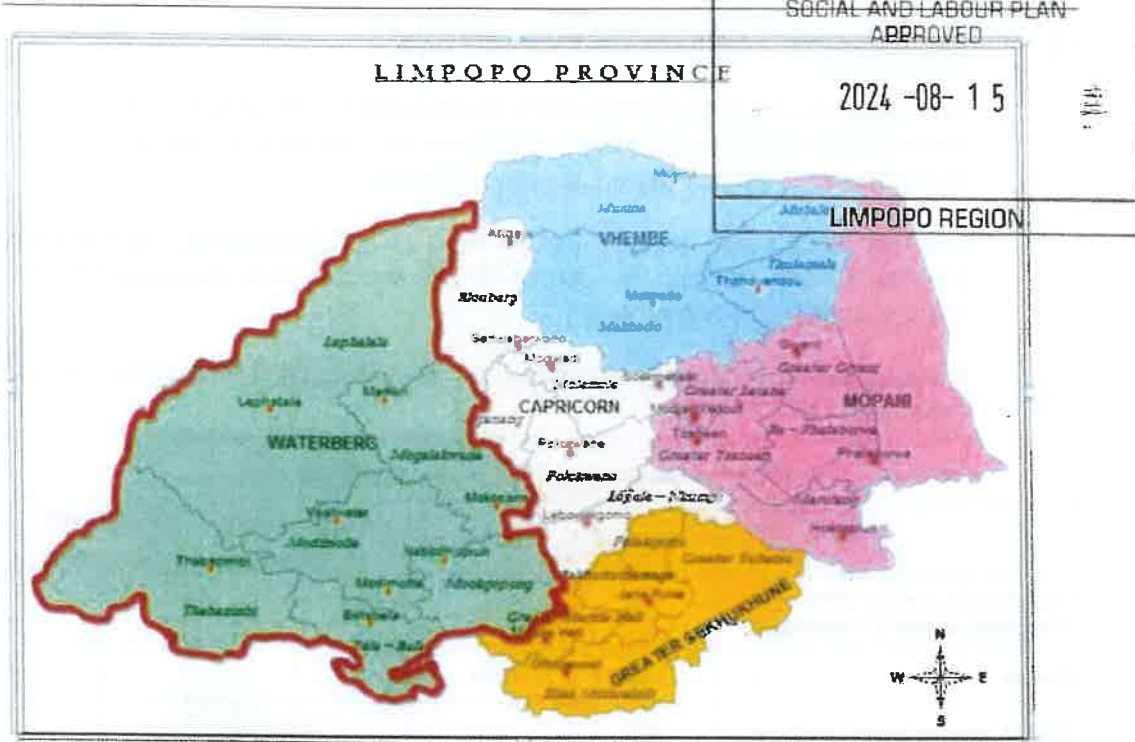


Figure 2: Grootegeluk Mine Lease Boundary and the district and local municipality boundaries, Limpopo Province



Figure 3: Aerial photograph of the mine

1.3 GEOGRAPHIC ORIGIN OF EMPLOYEES

Grootegeluk Coal provides employment opportunities to 7943 people of which 3534 are employed directly by the mine; 5 employees are foreigners and 4409 employed as contractors of which 148 are foreigner contractors.

The table below shows that 78.8% of the employees of Grootegeluk Coal are from the host province, Limpopo Province, and 21.2% are from other provinces in South Africa or outside of South Africa.

A breakdown of permanent employees per skills category and sending area is provided in Table 2 below.

Table 2: Breakdown of permanent workforce per sending area

	Number	Limpopo	Rest of South Africa	Additional Foreigners
Legislators, senior officials, managers & owner managers	463	426	37	0
Clerks	255	254	1	0
Craft & related trade workers	951	904		3
Plant & machine operators & assemblers	1426			2
Labourers & related workers	439	435		0
Total personnel	3534	3431	103	5

A breakdown of contractor employees per skills category and sending area is provided in Table 3 below.

Table 3: Breakdown of contractor workforce per sending area

Skills category	Number	Limpopo	Rest of South Africa	Additional Foreigners
Legislators, senior officials, managers & owner managers	727	277	418	32
Clerks	498	401	95	2
Craft & related trade workers	778	388	341	49
Plant & machine operators & assemblers	1085	592	448	45
Labourers & related workers	1321	1167	134	20
Total personnel	4409	2825	1436	148

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SECTION TWO

HUMAN RESOURCES DEVELOPMENT PROGRAMME

In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act



2. HUMAN RESOURCE DEVELOPMENT PROGRAMME

Grootegeluk Coal's human resources development policy aims to develop and sustain core competencies and to maximise its human resource capital to meet its strategic objectives and improve its operational performance.

To address the skills and business growth challenges faced by Grootegeluk Coal the Human Resources Development (HRD) plan will be implemented in support of the employment equity strategies mentioned in Chapter 2.7. In line with the employment equity plan, 80% of HRD interventions will focus on Black people, women, and people with disability.

2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

Workplace Skills Plans (WSP) and annual training reports are developed, completed, and submitted on the appropriate annual dates. The requisite skills levy payments are made to the South African Revenue Services (SARS). The mine's registration number with the Sector Education Training Authority (SETA) is:

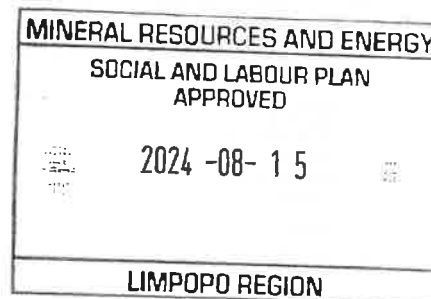
Table 4: Skills development

Name of SETA.	<i>Mining Qualification Authority (MQA)</i>
Registration number with the SETA.	L740738762
Skills development facilitator.	<i>C. Muthelo</i>
Proof of submission of workplace skills plan.	Yes

2.2 SKILLS DEVELOPMENT PLAN

2.2.1 BACKGROUND INFORMATION ON THE WORKFORCE

The current workforce comprises of 3534 permanent employees, primarily from the local municipal area.



2.2.2 FORM Q: NUMBER AND EDUCATIONAL LEVELS OF THE WORKFORCE

Table 5 below (Form Q) reflects the education levels of the Grootegeluk Coal permanent workforce as of 25 August 2022.

Table 5: Form Q: Number and educational levels of the permanent workforce

Band	NQF level	Old system	Male				Female				Total		Grand Total	
			A	C	I	W	A	C	I	W	Male	Female		
General Education and Training (GET)		No schooling	2								2		2	
		Pre-AET	8								8		8	
		Grade 3 &4 / Std 1&2 / AET 1									6		6	
		Grade 5&6 / Std 3&4 / AET 2	27								27		27	
		Grade 7&8 / Std 5&6 / AET 3	34							1	34	1	35	
	1	Grade 9 / Std 7 / AET 4	62					2			64	2	66	
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	117				20	6			137	6	143	
	3	Grade 11 / Std 9 / N2	267	2		59	51	1		1	328	53	381	
	4	Grade 12 / Std 10 / N3	1016	4		204	423	10		22	1224	455	1679	
	5	Diplomas / Certificates (N4-6) / National / Higher Certificates	367				67	244	1		22	434	267	701
Higher Education and Training (HET)	6	National Certificates / Diploma / Advance Certificates	130				31	92			11	161	103	264
	7	BTech Degrees / Bachelor's Degrees	73	1	1	19	62			1	10	94	73	167
	8	Honours / Postgraduate Diploma / Bachelors (480 Credits)	6		1	7	18			1	5	14	24	38
	9	Master's degrees	6	1		5	3				2	12	5	17
	10	Doctorates												
		Total	2119	8	2	416	902	12	2	73	2545	989	3534	

Table 6 below indicates the breakdown of education levels of contractors providing services at Grootegeluk Coal as of August 2022

Table 6: Form Q: Number and educational levels of the contractor's workforce

Band	NQF level	Old system	Male				Female				Total		Grand Total
			A	C	I	W	A	C	I	W	Male	Female	
General Education and Training (GET)		No schooling	18			2	2			1	20	3	23
		Pre-AET	11								11	0	11
		Grade 3 &4 / Std 1&2 / AET 1	59				4				59	4	63
		Grade 5&6 / Std 3&4 / AET 2	74				4				74	4	78
		Grade 7&8 / Std 5&6 / AET 3	216	2		9	13			1	227	14	241
	1	Grade 9 / Std 7 / ABET 4	166	4	1	7	27				178	27	205
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	532	5	1	58	75			10	596	85	681
	3	Grade 11/ Std 9 / N2	906	8	2	67	124			2	983	126	1109
	4	Grade 12 / Std 10 / N3	1003	13	8	274	177	4		57	1298	238	1536
Higher Education and Training (HET)	5	Diplomas / Certificates (N4-6) / National / Higher Certificates	68	2	2	59	8				31	16	147
	6	National Certificates / Diploma / Advance Certificates / NATED4-6	58	1	6	53			5		118	23	141
	7	BTech Degrees / Bachelor's Degrees	30	1		83			1	7	118	17	135
	8	Honours / Postgraduate Diploma / Bachelors (480 Credits)	6	2		15	4			1	23	5	28
	9	Master's degrees	4			6			1		10	1	11
	10	Doctorates											
		Total	3151	38	24	633	465	5	1	92	3846	563	4409

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2.2.3 AET IMPLEMENTATION PLAN

Although the literacy level of Grootegeluk workforce is 98% functional literate, Grootegeluk Coal aims to give all employees the opportunity to become functionally literate by 2027 through Adult Education and Training or Portable Skills Training. Grootegeluk Coal has facilities and infrastructure dedicated to the provision of AET and Portable Skills. The biggest number of employees are in the age category between 55 and 62 and indicated that they will rather enroll for portable skills training.

2.2.3.1 AET for Employees

AET classes are offered on full time basis and provision has been made to allow employees to attend these classes. With that said, there's been a decline in interest from employees who hold qualifications below NQF level one. Different reasons were provided, with most employees indicating that they feel old for the programme. A declaration form has since been made available for the aforesaid employees to sign indicating their disinterest.

Even though there's more other training interventions that are offered as part of development, there's been more interest in portable skills. These employees will be encouraged to enroll for any portable skill of their choice.



2.2.3.2 Community AET

The objectives of providing AET to the community are:

- To provide illiterate and innumerate community members with an opportunity to access skills programmes and learnerships to increase their chances of employment; and
- To create a pool of candidates within the host community from which the Mine can recruit future employees or candidates for the Section 18.2 skills- and learnership programme (as defined by the Department of Labour).

Table 8: AET levels for community

	2023	2024	2025	2026	2027	Total budget
AET 1	5	5	5	5	5	300,000
AET 2	5	5	5	5	5	300,000
AET 3	15	15	15	15	15	720,000
AET 4	20	20	20	20	20	960 000
Total number	45	45	45	45	45	225
Budget (R)	456,000	456,000	456,000	456,000	456,000	2,280,000

Offering literacy and numeracy to the community will have a positive socio-economic effect on communities as the employability of members improves.

2.2.4 LEARNERSHIPS, SKILLS PROGRAMMES, MANAGERIAL DEVELOPMENT AND PORTABLE SKILLS TRAINING

2.2.4.1 Learnerships

Learnerships are registered and accredited learning programmes that include practical work experience as well as a theoretical component. Grootegeluk Coal offers learnerships in core business disciplines such as mining, engineering, and plant.

Grootegeluk Coal supports the development of employees and the youth towards full qualification. Successful completion of learnerships gives a full qualification. Employees can be developed as part of their career development through a learnership (18.1, as defined by the Department of Employment & Labour). For the talent pipeline, unemployed youths (18.2, as defined by the Department of Employment & Labour) are recruited and selected for development via learnerships. Learnership (18.2) opportunities are offered to learners from local communities.

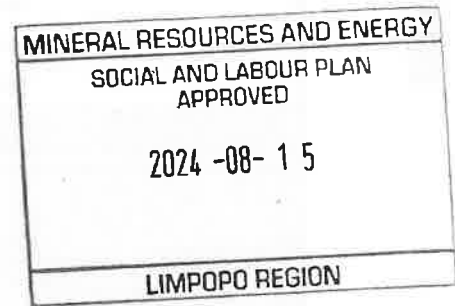
The budget for 18.2 learners is guided by the minimum remuneration and conditions of the sectoral determination for learnerships, which form part of the Basic Conditions of Employment Act. Added to this is the cost for recruitment and

selection, the institutional phase at a training provider (Exxaro's: GROVOS Technical Training Centre is NAMB, QCTO andMQA accredited). Accommodation and travel are provided where relevant. Other personal requirements such as Toolbox and PPE are provided as required. The average period in training for these learners is 24 - 36 months.

Employees selected and approved towards 18.1 learnerships receive the normal remuneration for the position to which they have been appointed while they are being trained. They are assessed through the MQA seven step process. Other costs involved are selection costs, assessment costs, and costs to the training provider for required institutional training. GROVOS is utilised for the optimum benefit of the mine and other Exxaro operations and as a contribution to National Industry targets for training the unemployed.

With engineering learnerships, the mine follows the MQA seven step process to enroll and develop employees (18.1) and youths (18.2) to become artisans. The seven-step process entails; Recruitment and Selection phase, a knowledge component, a Core (off the job, at GROVOS) phase, an Elective (on the job, at GGC mine) phase, a Trade Test phase and a QCTO certification phase.

The image below shows the MQA seven step process.



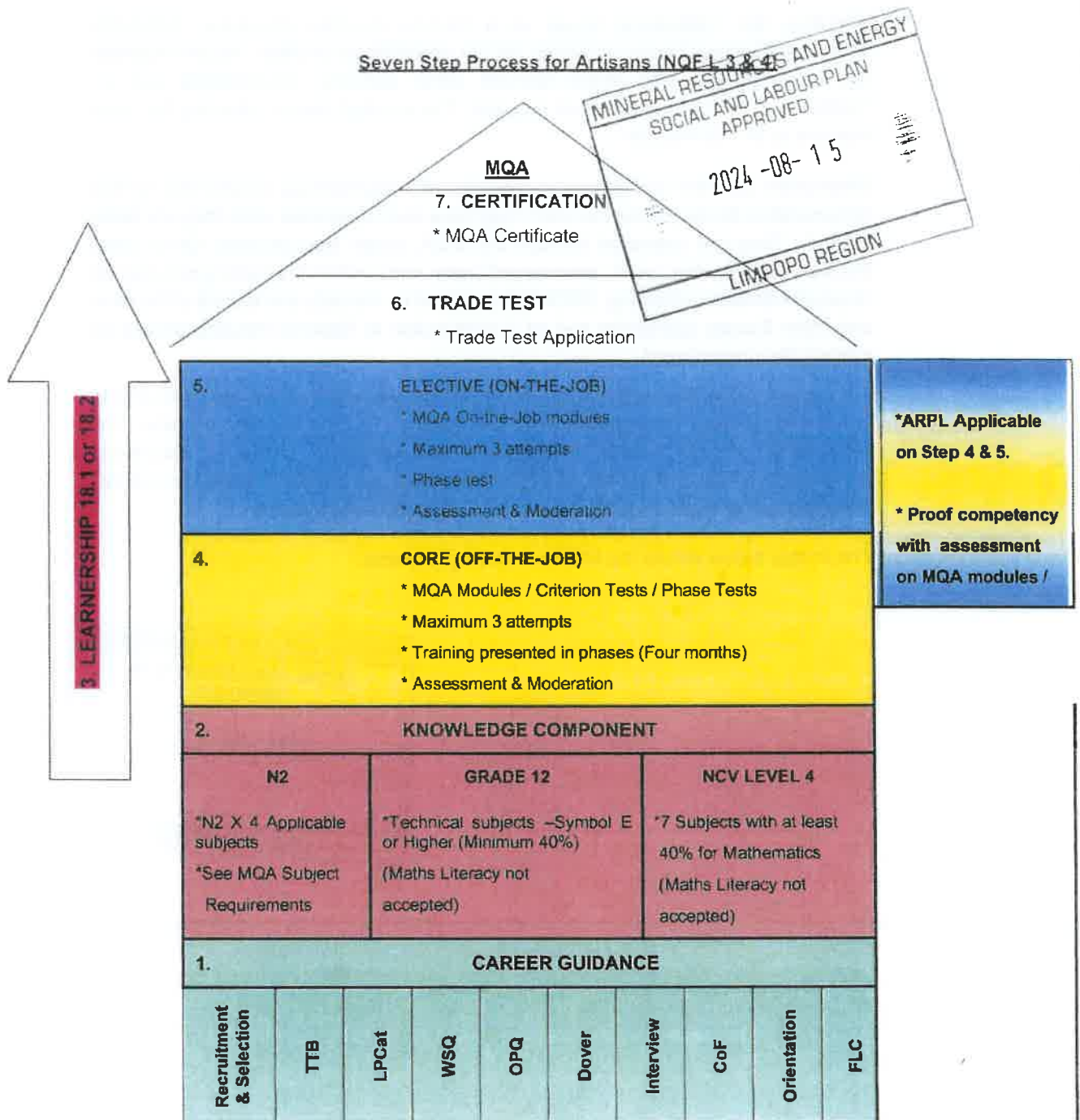


Table 9: The MQA's seven step process

Process for Artisan Aidee (NQF L 2)

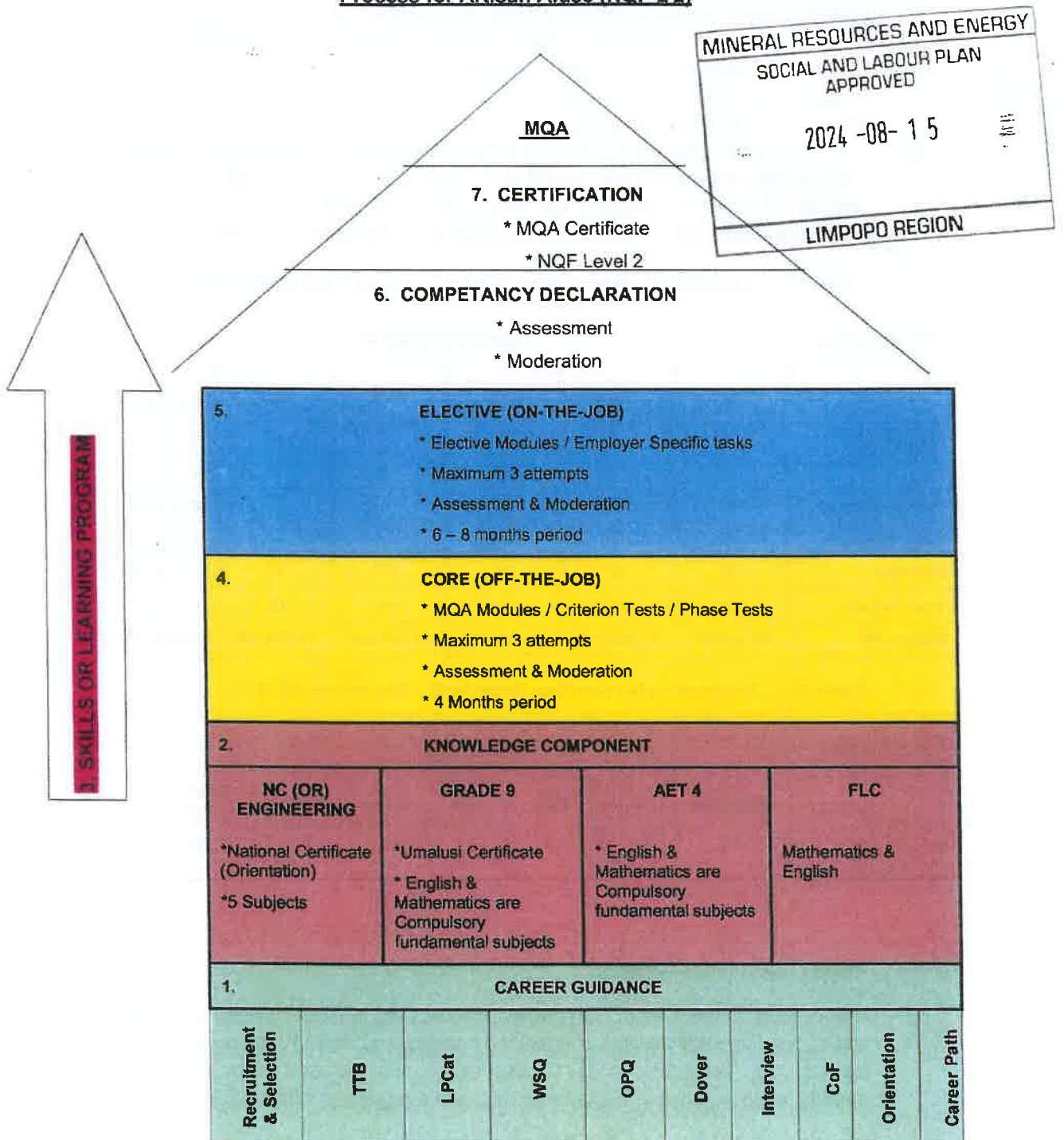


Table 10: The MQA's seven steps to certification

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Table 11 Below shows the provision of engineering learnerships for the next five years. Exxaro has an established skills development center at its operations in Lephalale, called GROVOS. When Exxaro expanded its operations at the Grootegeluk mine to provide coal for the Medupi power station, it had to increase its capacity at GROVOS to meet the need for trained artisans. In addition, GROVOS also contributes to skills development in the Lephalale area to provide employment opportunities in different engineering fields in the industry. Below is the number of interventions planned for the current SLP (2023-2027). A total of **300** beneficiaries will be enrolled to complete the Engineering learnerships listed below. **The numbers below don't include the shortfall from the previous SLP.**

Table 11: Engineering learnerships (trade test)– unemployed youth (18.2)

Area of training	Targets and timelines					
	2023	2024	2025	2026	2027	Total budget
Electrician	10	10	10	10	10	8,500,000
Fitter	10	10	10	10	10	8,500,000
Plater/Boilermaker	10	10	10	10	10	8,500,000
Diesel mechanic	10	10	10	10	10	8,500,000
Millwright	20	20	20	20	20	17,000,000
Total number	60	60	60	60	60	300
Budget (R)	10,200,000	10,200,000	10,200,000	10,200,000	10,200,000	51,000,000

Table 12: Engineering learnerships (trade test) – Employees (18.1)

Area of training	Targets and timelines						
	2023-2027	2023	2024	2025	2026	2027	Total budget
Engineering Learnerships	15	3	3	3	3	3	2,550,000

2.2.4.2 Skills Programmes (other)

A skills programme is an occupationally directed programme that when completed, gives a learner credit towards a registered qualification. Skills Programmes provide learners with practical (hands-on) experience and increase employability and mobility in the workplace. Skills Programmes are registered with a SETA.

Coal Beneficiation (involving metallurgical processes) and blasting are amongst the core operational skill areas within the company. A Basic Coal Preparation Skills programme was developed and implemented where employees and youths are developed in a formal process in the Plant section as an extensive on-the-job development and exposure programme. The Trackless Mobile Machinery Skills

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Program for mining and an Admin experiential programme has been implemented in support of operational requirements. In addition to the previously mentioned, the Blasting learnership, Competent A, Gas testing and Blasting Assistant Skills Programmes for 18.1 Learners contribute to the development of employees.



Table 12: Skills programmes plan

Area of training	Targets and timelines						Budget	
	2023	2024	2025	2026	2027	Total		
Mining								
Blasting Certificate 18.1	10	10	10	10	10	50	3,250,000	
Blasting Assistant Skills Programme 18.1	15	15	15	15	15	75	500,000	
Competent A Skills Programme 18.1	15	15	15	15	15	75	500,000	
Gas Testing Skills programme 18.1	15	15	15	15	15	75	500,000	
Trackless Mobile Machinery Skills programme 18.2	15	15	15	15	15	75	2,286,000	
Plant								
Basic Coal Preparation 18.2	10	10	10	10	10	50	3,800,000	
Basic & Advanced Coal Preparation 18.1	15	15	15	15	15	75	5,250,000	
Engineering Skills Programme								
Electrician 18.2						108	540	91 800 000
Filter 18.2								
Plater/Welder 18.2								
Diesel Mechanic 18.2								
Maintenance Operators 18.2								
Admin Experiential Learning 18.2	10	10	10	10	10	50	3,100,000	
Safety Related								
Safety Rep Skills Programme 18.1 & 18.2	20	20	20	20	20	100	300,000	
Total number	259	259	259	259	259	1 295		
Budget (R)	26,677,200	26,677,200	26,677,200	26,677,200	26,677,200		111 286 000.00	

2.2.4.3 Supervisory, management and leadership development

Supervisory, management and leadership skills development programmes aim to support and capacitate new and existing supervisors and managers so that they are able to meet their current responsibilities and prepare themselves for the next level of management. The programmes used for development are the Basic Management Programme, First Line Management Programme, and the Management Development Programme.

An important outcome of the talent review process is scheduling several learning

interventions for supervisors and managers. These range from relatively routine educational, experiential learning to coaching/mentoring interventions, many of which are provided in-house by Grootegeluk Coal, or an external service provider.

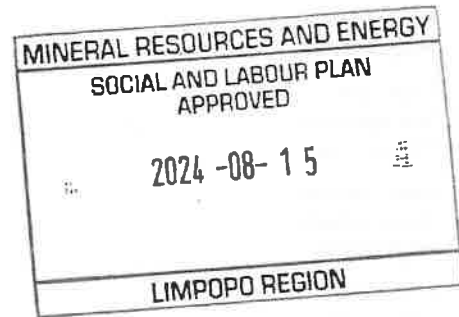
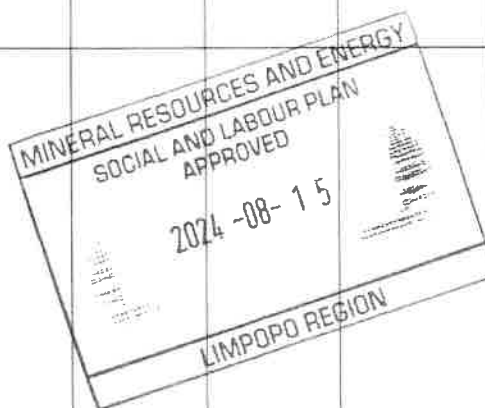


Table 13: Supervisory, management and leadership development

Area of training	Targets and timelines					
	2023	2024	2025	2026	2027	Total budget
Basic Management Programme	70	70	70	70	70	3,517,000
First Line Management Programme						
Management Development Programme						
Emotional Intelligence	405	405	405	405	405	3,570,500
Conflict Handling						
Communication effectively						
Building self-esteem and assertiveness						
Delegating effectively						
Change Leadership						
Time Management						
Manager as coach						
Performance Management (PPP)						
Diversity & Inclusion						
Mentoring Skills for Artisans						
4th Industrial Revolution						
Total number	475	475	475	475	475	2,375
Budget	1,417,500	1,417,500	1,417,500	1,417,500	1,417,500	7,087,500



2.2.4.4 Diversity

In the next five years, Grootegeluk intends to create an environment that is free of discrimination by implementing a dedicated diversity programme at all levels in the workplace. It will be rolled out in phases and has a budget of R 1,500,000.

Table 14: Diversity programme

Diversity	Timelines					Budget
	2023	2024	2025	2026	2027	
Total Number	200	200	200	200	200	1,000
Budget (R)	300,000	300,000	300,000	300,000	300,000	1,500,000

2.2.4.5 Plan for the provision of portable skills to employees and community

Portable skills are offered according to the employee's choice, although they will be advised of existing and potential opportunities. The below targets include employee and community participation where Grootegeluk will sponsor 105 community seats/enrolments per year. Entrepreneurial/Business skills training will be included in the skills offering to the community.

Table 15: Portable skills training

Area of training	Targets and timelines (Community)					Total budget
	2023	2024	2025	2026	2027	
Civil/Construction	40	40	40	40	40	4,500,000
Engineering	30	30	30	30	30	4,200,000
Farming: Poultry/Animal/ Planting	40	40	40	40	40	4,030,000
Total	110	110	110	110	110	12,730,000
Computer Skills	15	15	15	15	15	450,000
4IR	20	20	20	20	20	1,000,000
Total	35	35	35	35	35	1,450,000

Area of training	Targets and timelines (Employees)					Total budget
	2023	2024	2025	2026	2027	
Civil/Construction	10	10	10	10	10	1,125,000
Engineering	5	5	5	5	5	700 000
Farming: Poultry/Animal/ Planting	10	10	10	10	10	1,007,500
Total	25	25	25	25	25	2,832,500

2.3 FORM R: HARD-TO-FILL VACANCIES

Form R below reflects vacancies that Grootegeluk Coal has found hard to fill (for a period longer than 12 months), despite concerted efforts to recruit suitable candidates.

Grootegeluk Coal's strategy to address hard-to-fill positions includes:

- developing our current employees through training programmes and career progression planning
- offering bursaries, internships, learnerships, skills programmes and employment equity development structure

Table 16: Form R: Hard-to-Fill vacancies

Occupational level	Job title of vacancy	Reason for being unable to fill the vacancy
Senior Management		N/A
Professionally qualified and experienced specialists and mid-management	Senior Rock Engineer	Limited equity candidates in the country with Rock Engineering qualifications and experience.
	Reliability Engineer	Limited equity candidates in the country with PrEng registration.
	Senior Engineer, Industrial	Limited equity candidates with relevant skills.
	Manager, Surveying	Lack of relevant qualifications and limited skills in the industry.
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Female Artisan	Local female candidates preferring softer trades as a career path.
	Female Artisan (Civil trades)	Limited training centers offering MQA certified Civil trades.
	Female Pit workers	A blasting certificate is a scarce qualification.

Version: 1.00 Page: 32 of 98

	Dispatch Schedulers	Equity considerations – limited female candidates with the 3 years pit worker experience.									
Semi-skilled and discretionary decision making		N/A	<table border="1"> <tr> <td colspan="2">MINERAL RESOURCES AND ENERGY</td> </tr> <tr> <td colspan="2">SOCIAL AND LABOUR PLAN APPROVED</td> </tr> <tr> <td>2024 -08- 1 5</td> <td>100</td> </tr> <tr> <td colspan="2">LIMPOPO REGION</td> </tr> </table>	MINERAL RESOURCES AND ENERGY		SOCIAL AND LABOUR PLAN APPROVED		2024 -08- 1 5	100	LIMPOPO REGION	
MINERAL RESOURCES AND ENERGY											
SOCIAL AND LABOUR PLAN APPROVED											
2024 -08- 1 5	100										
LIMPOPO REGION											
Unskilled and defined decision making											

2.4 CAREER PROGRESSION (PATH) PLAN

In Grootegeluk Coal, career progression of employees is managed via each individual's Individual Development Plan (IDP) in conjunction with the Skills Development Plan. Career paths are in place for each discipline; are generic to the discipline, and applicable to role profile and detailed qualifications, experience and training interventions required in order to progress through the ranks of the discipline.

Progress by an individual is determined principally by the performance, capacity and aspirational drive of the employee concerned; by the accessibility of HRD opportunities within the organisation; and by the availability of career opportunities within a given occupation. The employee is expected to accept the major responsibility regarding factors such as performance, aspiration, and motivation.

2.4.1 CAREER DEVELOPMENT MATRICES PER DISCIPLINE

(Subject to the MQA seven step process)

Table 17: Career progression Engineering: Maintenance Helper to Artisan

Position	Grading	Career Path to artisan level	Time frame and requirements	Mentor/Coach
Master Artisan / Planner J3				
↑	C Band	Trade Test - subject to MQA 7 step process N2 x 4 subjects Psychometric Assessment BMP	3 – 5 years	Foreman Training Officer Head Maintenance
Artisan J4				
↑	C Band	Trade Test - subject to MQA 7 step process Psychometric Assessment N2 x 4 subjects	3 years Formal report evaluation	Master artisan Foreman Training Officer
Artisan Aide J8				

↑	B Band	Grade 10 technical MQA Skills Programme for Artisan Aides	1 year	Artisan Master artisan Training Officer Foreman
Maintenance Helper				J8
↑	A Band	Gr 10 Psychometric Assessment OR AET level 4 Psychometric Assessment		Artisan Facilitator of AET Foreman
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				



Table 18: Career progression Engineering: Artisan to Manager Engineering

Position	Grading	Career Path Manager Engineering	Time frame and requirements	Mentor / Coach
Manager Engineering				E1
↑	E Band	BTech/BSc/BEng Electrical / Mechanical/ Civil Government Certificate of Competency (GCC) ECSA ECSA MEM/MPM/MBA	10 years	Operations Manager Group Manager Engineering
Assistant Manager Engineering				D4
↑	D Band	BTech/BSc/BEng Electrical / Mechanical/ Civil Government Certificate of Competency (GCC) ECSA registration MEM/MPM	6-8 years	Manager Engineering Operations Manager
Senior Engineer Reliability				D3
↑	D Band	BTech/BSc/BEng Electrical / Mechanical/ Civil ECSA registration FLM Desirable	4-6 years	Manager engineering Manager Engineering Development
Head Maintenance / Head Technical Services/				D2
↑	D Band	BTech/BSc/BEng in Electrical / Mechanical FLM	5 years	Assistant Manager Engineering
Engineer Mechanical / Electrical / Civil / Technologist/ Tribologist/ Shutdown Co-ordinator/ Specialist PDS				D1/ D2
↑	D Band	BTech/BSc/BEng in Electrical / Mechanical / Civil FLM Desirable	3-5 years	Assistant Manager Engineer
Foreman/ Senior Planner				C4
↑	C Band	Trade Test - subject to MQA 7 step process N4 Technical FLM	3-5years	Assistant Manager Engineering
Master Artisan / Planner				J4
↑	C Band	Trade Test - subject to MQA 7 step process N2 x 4 subjects Psychometric Assessment BMP	3 years	<ul style="list-style-type: none"> • Supervisor • Training Officer • Head Maintenance
<p>The total period depends on the potential of the employee and positions available. Normal recruitment process will be followed all the time for promotion opportunities, which entails medical certificates of fitness and psychometric assessment.</p>				

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
 APPROVED
 2024-08-15
 LIMPOPO REGION

Table 19: Career progression in Mining: General Worker to Pit Worker

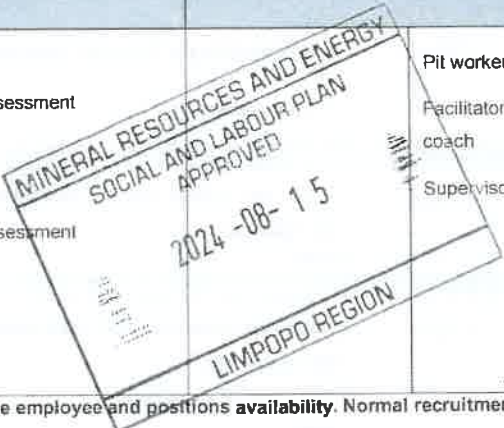
Position	Grading	Career Path to Pit worker level	Time frame and requirements	Mentor/Coach
Pit worker				P4
↑	C Band	Grade 12 technical Primary Equipment Training Blasting Ticket BMP	3 years Formal evaluation report	Supervisor Training Officer Head Mining
Operator Gr I				P5
↑	B Band	Grade 12 technical Primary Equipment Training Blasting Assistant	2-3 years	Pit worker Foreman Training Officer
Operator Gr II				P6
↑	B Band	Grade 10 technical Secondary Equipment Training Competent A Certificate	1 year	Pit worker Foreman Training Officer
General Workers				P8
↑	A Band	Gr 10 Psychometric Assessment OR AET level 4 Psychometric Assessment		Pit worker is coach Facilitator of AET is coach Supervisor is mentor
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				

Table 20: Career progression in Mining: Pit worker to Manager Mining

Position	Grading	Career Path Manager Mining	Time frame and requirements	Mentor / Coach
Manager Mining E1				
↑	E Band	Mine Manager's Certificate of Competence (MMCC) BSc / BEng/ BTech Mining degree Requirement for registration as professional engineer Management qualification (MEM/MPM/ MBA)	10 years	Group Manager Mining Operations Manager
Superintendent Mining D4				
↑	D Band	Mine Manager's Certificate of Competence (MMCC) BSc / BEng/ BTech Mining degree Requirement for professional registration (ECSA) Management qualification (MEM/MPM)	6-8 years	Manager Mining Operations Manager
Senior Engineer Mining D3				
↑	D Band	Mining Engineering qualification (BTech/BSc/BEng) Mining Requirement for professional registration Mine Manager's Certificate of Competence (MMCC)	4-6 years	Manager Mining Manager Mining Development
Engineer Mining D2				
↑	D Band	BTech/BSc/BEng In Mining	3-5 years	Manager Mining Manager Mining Development
Head Mining D2				
↑	D Band	National Diploma Mining / BTech / BSc/ BEng FLM	5 years	Superintendent Mining Manager Mining
Foreman C4				
↑	C Band	Blasting Ticket N4 Technical FLM	3-5years	Superintendent Mining Head Mining
Pit worker P4				
	C Band	Grade 12 technical Primary Equipment Training Blasting Ticket BMP	3 years	Head Mining Foreman
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				

MINERAL RESOURCES AND EMPLOYMENT
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15

Table 21: Career progression in Plant: General Worker to Senior Process Controller

Position	Grading	Career Path to Senior Process Controller	Time frame and requirements	Mentor / Coach
Senior Process Controller				P3
↑	C Band	Gr 12 Maths & Science Basic Coal Preparation Plant Equipment Training Computer Literacy	3 years	Foreman Head
Process controller				P4
↑	C Band	Gr 12 Maths & Science Basic Coal Preparation Plant Equipment Training	2-3 years	Snr Process Controller Foreman
Operator Gr II				P6
↑	B Band	Gr 10 Plant Equipment Training Skills	1-2 years	Process controller Foreman
General worker				P8
↑	A Band	Grade 10 Psychometric Assessment OR AET level 4		Facilitator of AET Foreman
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				



Table 22: Career progression in Plant: Senior Process Controller to Manager Plant

Position	Grading	Senior process controller to manager plant	Time frame and requirements	Mentor / Coach
Manager plant				E1
↑	(E-lower)	BSc / BEng/ BTech Metallurgy MDP MEM/MPM/MBA	10 years	Operations Manager Group Manager Process Engineering
Superintendent Plant				D4
↑	D Band	BSc / BEng/ BTech Metallurgy MDP MEM/MPM	6-8 years	Operations Manager Managers Plant
Senior Engineer Metallurgy				D3
↑	D Band	BSc / BEng/ BTech Metallurgy ECSA registration	4- 6 years	Manager Plant Manager Process Development
Engineer Metallurgy				D2
↑	D Band	BSc / BEng/ BTech Metallurgy	3 – 5 years	Superintendent Plant Manager Process Development
Head Plant				D2
↑	D-Band	National Diploma in Metallurgy or Equivalent FLM	5 years	Superintendent Plant Manager Plant
Foreman				CU
↑	C Band	N4 Technical Advanced Coal Preparation Computer Literacy FLM	3 – 5 years	Head Plant Superintendent Plant
Senior Process Controller				P3
↑	C Band	Gr 12 Maths & Science Basic Coal Preparation Plant Equipment Training Computer Literacy BMP	3 years	Foreman Head Plant
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPOPO REGION

Table 23: Career progression Planning, Development & Optimisation to Manager P&O

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Manager P&O				E1
↑	E Band	BSc / BEng/ BTech or Equivalent MDP MEM/MPM/MBA	10 years	Applicable Mentorship / Coaching Programme
Manager Process Development / Manager Mining Development / Manager Business Improvement/ Manager Mineral Resources/ Manager Engineering Development / Manager Project				D5
↑	D Band	BSc / BEng/ BTech or Equivalent MDP MEM/MPM	10 years	Applicable Mentorship / Coaching Programme
Senior Engineer Metallurgy/ Senior Engineer Mining/ Senior Engineer Mechanical/ Senior Engineer Electrical/ Senior Engineer Civil / Senior BI Facilitator/ Chief Surveyor/ Resident Geologist/ Senior Mine Planner/ Senior Geologist				D3/D4
↑	D Band	BSc / BEng/ BTech relevant discipline ECSA registration / Mine Surveyor Government Ticket	4-6 years	Applicable Mentorship / Coaching Programme
Engineer Metallurgy/ Engineer Mining/ Engineer Reliability Mechanical/ Engineer Reliability Electrical/ Engineer Reliability Civil/ BI Facilitator/ Senior Mine Surveyor/ Mine Planner/ Geologist/ Head Lab / Technologist/ Tribologist/ Head Technical Services / Specialist PDS				D1/D2
↑	D Band	BSc / BEng/ BTech relevant discipline	3-5 years	Applicable Mentorship / Coaching Programme
Technician Mining / Technician Metallurgy / Technician Lab/ Technician Electrical/ Mine Surveyor/ Senior Lab Analyst/ Draughtman/ Geo technician/Grade Control				C4/C5
↑	C Band	National Diploma relevant discipline or Equivalent	3 -5 years	Applicable Mentorship / Coaching Programme
Senior Process Controller Lab/ Lab Analyst/ Grade Controller Geology				P4/P3
↑	C Band	Applicable certificate Computer Literacy	3 years	Applicable Mentorship / Coaching Programme
Operator Gr I Lab/ Senior Sampler / Team Leader Surveying/ Assistant Surveying/ Assistant Geologist				P7/P6/P5
↑	B Band	Gr 10 / AET level 4	1-3 years	Applicable Mentorship / Coaching Programme
The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.				

Table 24: Career progression in Human Resources Management to Manager HR

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Manager HR				E1
	E Band	Hons in HRM/ Industrial Psychology MDP MBA desirable	10 years	Applicable Mentorship / Coaching Programme
Senior HR Business Partner / Manager ER & Compliance/ Manager HRD				D3
↑	D Band	Hons in HRM/ Industrial Psychology Trade/ETDP/ Assessor/ Moderator for HRD MDP	6-8 years	Applicable Mentorship / Coaching Programme
HR Business Partner/ Hear HR Service/ Head Housing/ Head Technical Training/ Specialist ER				D1
↑	D Band	Hons in HRM/ Industrial Psychology Trade/ETDP/ Assessor/ Moderator for HRD FLM MDP Desirable	3-5 years	Applicable Mentorship / Coaching Programme
HR Practitioner/ Practitioner Learning/ Co-ordinator Training				C4/ C5
↑	C Band	National Diploma HR / HRD Trade/ETDP/ Assessor/ Moderator for HRD BMP FLM Desirable	3-5 years	Applicable Mentorship / Coaching Programme
Senior Officer Housing/ Senior Officer Learning				A3
↑	C Band	HR Certificate BMP	3 years	Applicable Mentorship / Coaching Programme
Officer HR / Clerk Housing & Administration/ Officer Learning/ Instructor Learning				A4
↑	C Band	HR Certificate BMP Desirable	2-3 years	Applicable Mentorship / Coaching Programme
Clerk Housing				A5
↑	B Band	Gr 12 Computer Literacy	1-2 years	Applicable Mentorship / Coaching Programme
The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.				

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPONDOLU REGION

Table 25: Career progression in Finance to Manager Finance

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Manager Finance				E1
	E Band	Hons in Financial Accounting MDP MBA desirable	10 years	Applicable Mentorship / Coaching Programme
Head Management Accountant / Head Financial Accountant				D3
↑	D Band	Hons in Financial Accounting MDP	6-8 years	Applicable Mentorship / Coaching Programme
Senior Management Accountant / Senior Financial Accountant				D1
↑	D Band	Hons in Financial Accounting FLM MDP Desirable	3-5 years	Applicable Mentorship / Coaching Programme
Financial Accountant				C4/ C5
↑	C Band	National Diploma Finance BMP FLM Desirable	3 – 5 years	Applicable Mentorship / Coaching Programme
Senior Assistant Financial Accountant				A3
↑	C Band	Finance Certificate BMP	3 years	Applicable Mentorship / Coaching Programme
Assistant Financial Accountant				A4
↑	C Band	Finance Certificate BMP Desirable	2-3 years	Applicable Mentorship / Coaching Programme
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				



Table 26: Career progression in Sustainability to Manager SHE

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Manager Sustainability				D4
↑	D Band	Hons in Safety/ Health/ Hygiene & Environment MDP MBA desirable	8 years	Applicable Mentorship / Coaching Programme
Head Safety/ Specialist Hygiene				D2/ D1
↑	D Band	Bachelors in Safety Management / BSc Hygiene FLM MDP desirable	6-8 years	Applicable Mentorship / Coaching Programme
Chief Safety/ Specialist Environment				D1
↑	D Band	BTech In Safety Management / Environment FLM MDP Desirable	4-6 years	Applicable Mentorship / Coaching Programme
Safety Officer / Practitioner Environment/ Practitioner Occ Hygiene/ Senior Occ Health/ Co-ordinator Fire Brigade				C4/ C5
↑	C Band	Applicable National Diploma BMP FLM Desirable	3 – 5 years	Applicable Mentorship / Coaching Programme
Emergency Responder, Occupational Health Nurse/ Senior Officer Systems & Certification				A3
↑	C Band	National Diploma in Nursing/ Applicable certificates BMP	3 years	Applicable Mentorship / Coaching Programme
Registered Nurse / Admin assistant/ Assistant Behavioral Safety/ Officer Systems & Certification				A4
↑	C Band	Certificate in Nursing/ Safety/ ISO BMP Desirable	2-3 years	Applicable Mentorship / Coaching Programme
Clerk Fire Brigade/ Enrolled Nurse/				A5
↑	B Band	Certificate in Enrolled Nursing Computer Literacy	1-2 years	Applicable Mentorship / Coaching Programme
Attendant Fire Extinguishing				A6
↑	B Band	Grade 12 Registration for Fire Technician	1 year	Applicable Mentorship / Coaching Programme
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
 APPROVED
 2024-08-15
LIMPOPO REGION

Table 27: Career progression in Supply Chain Management to Manager SCM

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Manager SCM				D5
↑	D Band	Hons in Supply Chain Management / Logistics MDP MBA desirable	10 years	Applicable Mentorship / Coaching Programme
Manager Procurement				D3
↑	D Band	Hons in Supply Chain Management MDP	6-8 years	Applicable Mentorship / Coaching Programme
Head Inbound Logistics/ Head Inventory/ Specialist Sustainability/ System Analyst SCM/ Contract Specialist				D1
↑	D Band	Applicable Bachelor's Degree FLM MDP Desirable	5 years	Applicable Mentorship / Coaching Programme
Co-ordinator Warehouse/ Co-ordinator Receiving/ Co-ordinator Procurement/ Technical Officers / MRP Controller				C4/ C5
↑	C Band	Applicable National Diploma FLM	3 – 5 years	Applicable Mentorship / Coaching Programme
Buyer/ Codifier / Inspector				A3/ J3
↑	C Band	Certificate in Purchasing / Applicable trade BMP	3 years	Applicable Mentorship / Coaching Programme
Team Assistant / Officer Warehouse				A4
↑	C Band	Grade 12 Computer Literacy BMP Desirable	2-3 years	Applicable Mentorship / Coaching Programme
Clerk Receiving / Clerk Warehouse				A6
↑	B Band	Gr 10 Forklift	1-2 years	Applicable Mentorship / Coaching Programme
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				

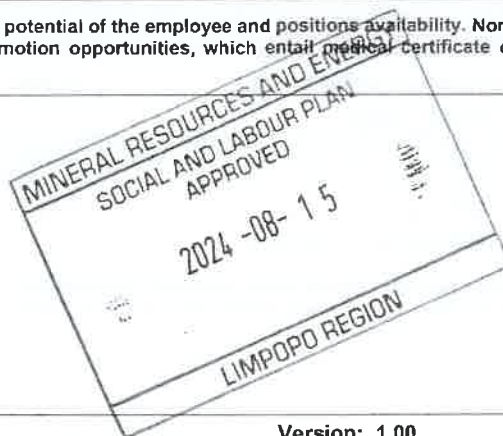
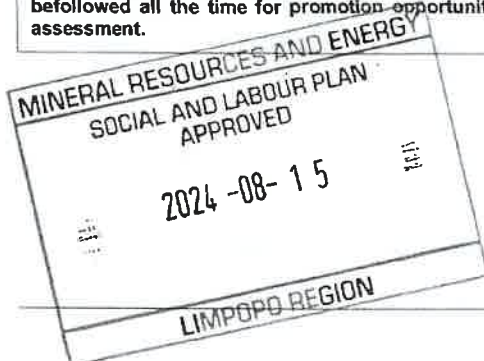


Table 28: Career progression in Risk Control to Head Risk Control

Position	Grading	Career paths in Support Services	Time frame and requirements	Mentor / Coach
Head Risk Control				D2
↑	D Band	National Diploma Security & Risk Management Diploma in Security Management PSIRA registration Certificate in Investigations / Security Management FLM	5 years	Applicable Mentorship / Coaching Programme
Co-ordinator Physical Security / Senior Investigation Officer				C4
↑	C Band	National Diploma Security & Risk Management PSIRA registration Certificate in Investigations / Security Management FLM	3-5 years	Applicable Mentorship / Coaching Programme
Supervisor Admin & Permits				A3
↑	C Band	Gr 12 Computer Literacy BMP	3 years	Applicable Mentorship / Coaching Programme
Shift Control Officer				S4
↑	C Band	Gr 12 PSIRA registration Computer Literacy	3 years	Applicable Mentorship / Coaching Programme
Access Control Officers/ Control Room Officer/ Security Officers				S5
↑	C Band	Gr 10 PSIRA registration Computer Literacy	2-3 years	Applicable Mentorship / Coaching Programme
Clerk Risk Control / Switchboard Operator / Attendant Photocopier				A6
↑	B Band	Gr 10 / AET level 4	1-2 years	Applicable Mentorship / Coaching Programme
<p>The total period depends on the potential of the employee and positions availability. Normal recruitment process will be followed all the time for promotion opportunities, which entail medical certificate of fitness and psychometric assessment.</p>				



2.4.1.1 Individual development plans

Individual development plans (IDPs) exist for all employment categories from Paterson A/B-level upwards. These plans form part of the performance management system for CU-levels upwards and illustrate the skills development requirements / needs within the workforce. The skills development needs are then captured in the WSP for Grootegeluk.

Individual development / training plans linked to career development plans for organisational levels lower than foreman level will focus on four disciplines namely, mining, engineering, plant, and services. Presently, training for these categories is job-related and training-course driven and informed by a structured development plan. The unit standard-based skills programme being designed will move away from a training course focusing on an accredited MQA qualification, based on unit standards, and learning outcomes.

When linked to possible career paths, skills development needs for present and higher positions will be clear, and employees can play a larger role in their skills development and career planning. Progress through the training path will be dependent on the employee.

Employees are all encouraged to upgrade their qualifications, or obtain new qualifications, and those studying in their own time in mining-relevant and other key disciplines receive assistance in the form of help with study fees and study leave, in line with Grootegeluk's leave policy. All permanent employees have IDPs.

Although all employees have development plans that are generic, an individual development plan (IDP) is a personalised plan, discussed and negotiated by the individual and the supervisor to ensure that the individual's gaps in terms of current performance are addressed and assist him/her to realise his/her potential. A development path for the individual is mapped out within time limits within the IDP.

Individual development plans are developed for all management, supervisory and lower levels. The development of employees in particular disciplines reside largely with the head of department and his/her section heads. The table below shows the number of employees for each year with an IDP.

Table 29: Individual development plan

Individual Development Plan	Timelines				
	2023	2024	2025	2026	2027
5 Year Plan					
Total number	3534	3534	3534	3534	3534

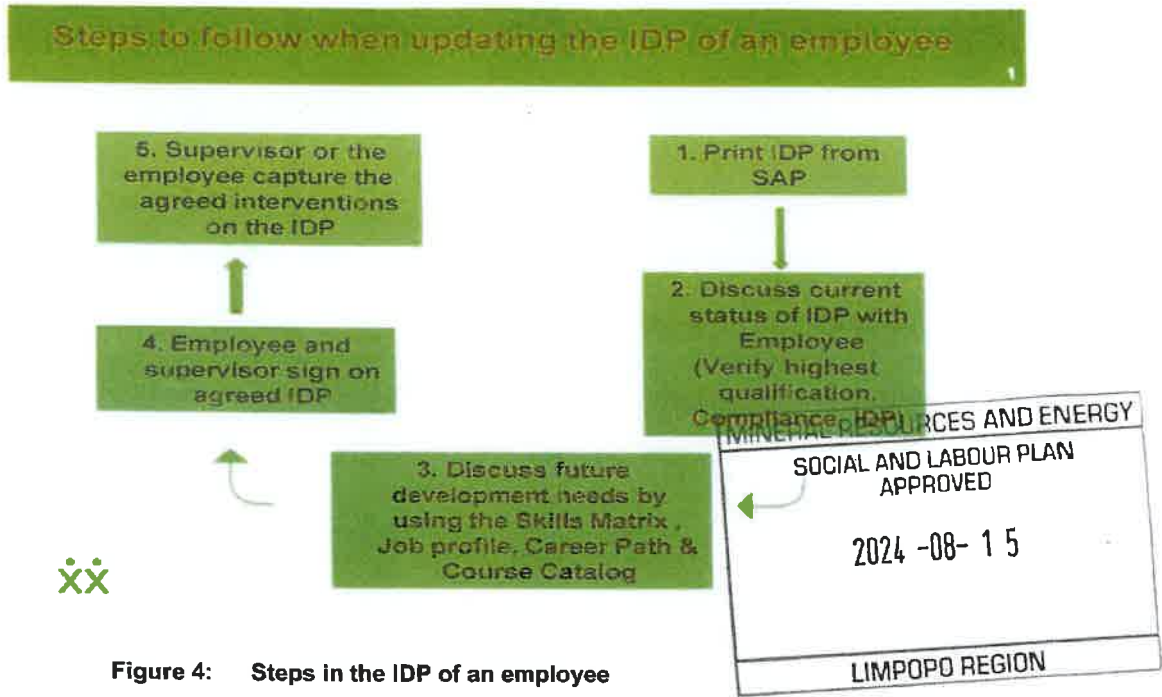


Figure 4: Steps in the IDP of an employee

2.4.1.2 Talent Management

Grootegeluk Coal's career progression is managed and tracked through both departmental and BU Talent Management Forums. The forums develop a strategy per discipline to facilitate employee readiness towards identified critical and leadership positions along with demographics analysis for diversification as per SLP requirement.

Participants identified are taken through a rigorous structured development programme over a set period depending on the position and the incumbent level of readiness. On a quarterly basis, departmental talent forums track and review their incumbents' progress against the structured development programme. Over and above, incumbents are assigned coaches to help enhance identified skills gaps through several channels, i.e., career discussions, on the job exposure, assessment tools and performance career discussion

The following table depicts the talent pool to support the implementation of the EE plan:

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPOPO REGION

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVAL PLAN
2024-2028
LIMPOPO REGION
No of Identified Employees

Table 30: Training programmes

Training programmes within career progression paths	Core mining occupations	Position starting from	Current training intervention	Target position working towards	2023	2024	2025	2026	2027
					40	40	40	40	40
Supervisory	Plant, Mining, Engineering	Artisans Plant controller	Basic Management Programme Advanced Coal Preparation	Master Artisan, Senior Process Controller	4	4	4	4	4
Management	Plant, Mining, Engineering	Master Artisan, Senior Process Controllers Pit worker	First Line Management Programme Blasting Certificate Advanced Coal Preparation	Foreman	20	20	20	20	20
Management	Plant, Mining, Engineering	Foreman	First Line Management Programme	Head Maintenance	10	10	10	10	10
Learnership	Engineering	Learners / Artisan Aides	Trade Certificate	Artisan.	4	4	4	4	4
Learnership	Engineering	Learners/ Artisan	Trade	Millwrights	5	5	5	5	5
Skills Programme	Engineering	Learners/ Maintenance Helpers	MQA Skills Programme for Artisan Aides	Artisan Aides	30	30	30	30	30
Skills programme	Plant	Learners/ Operators	Basic Coal Prep	Plant Controller	10	10	10	10	10
Skills Programme	Mining	Operators	Blasting certificate Competent A	Pit Worker	15	15	15	15	15
Skills Programme	Mining	Learners	Equipment Training	Operators	10	10	10	10	10

2.5 MENTORSHIP AND COACHING PLAN

At Grootegeluk Coal, mentorship and coaching are important elements in the portfolio of developmental methodologies applied to effectively enhance the capabilities of individuals and are an important enabler for development and career progress. The process is governed by the Exxaro mentorship policy.

Mentorship refers to the formal, voluntary, one-on-one counseling interactions that take place between a mentee and an experienced employee (mentor) on an ongoing basis. The content of the interactions relates less to the transfer of technical work skills and more to psychosocial support, career advice and personal problem resolution. The objectives of mentorship are to provide an employee with serious and legitimate aspirations for career progression with the above-mentioned support, with a view to strengthening the mentee's capacity to manage her/his career and resolve personal issues which may or may not be work-related, but which could impede general motivation and work performance.

Formal mentoring activity commonly involves mentees with high potential, and aspirations for advancement into or through the more senior organisational levels. Grootegeluk Coal believes that mentoring is an important part of the development process and is committed to providing leaders and employees an opportunity to be actively involved in such a programme.

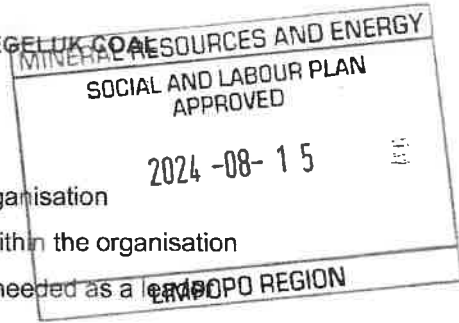
The following people are required to participate:

- High Potential individuals identified via departmental Targeted Talent Forums.
- Employees on full-time AET.
- Graduates and diplomats who are new entrants to the Mine.
- Targeted employees newly promoted into management positions; and
- Employees targeted for succession pools in line with the EE Plan.

The programme entails the process of matching (mentors and mentees) and training/coaching (mentors), a tracking and evaluation system and an electronic system on how to manage the mentor/mentee relationship. Selection criteria for mentees include qualifications profile, past job performance, leadership potential, potential to acquire future-related competencies and value orientation. The following areas are critical components of the mentor/mentee relationship:

Career guidance and support:

- Discussion of career paths and career mobility
- General setting of priorities and aims
- Support and guidance when facing difficult career decisions
- Managerial and leadership development and guidance
- Self-management tools
- Providing a sounding board for mentees' thought and ideas



- Orientation into Exxaro’s culture
- Socialisation of the individual into the organisation
- Enabling and empowering the mentee within the organisation
- Conflict handling and personality styles needed as a leader
- Developing a visionary focus

It is planned that the following number of employees will participate in the pilot mentorship plan, which will be rolled out to all identified employees over the next five years.

2.5.1 MENTORSHIP/COACHING PLAN FOR EMPLOYEES

Table 31: Mentoring programme

2023			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	10	15	10
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	20	5	15	10
2024			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	10	15	10
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	20	5	15	10
2025			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	10	15	10
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	20	5	15	10



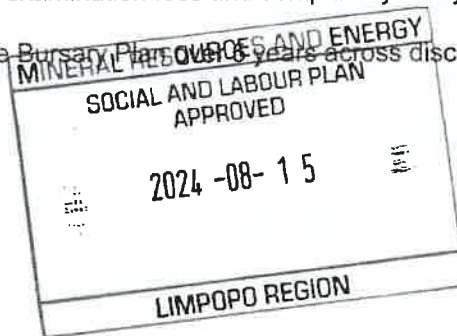
2026			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	10	15	10
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	20	5	15	10
2027			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	10	15	10
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	20	5	15	10

2.6 BURSARY AND INTERNSHIP PLAN

Bursaries are offered to learners who wish to study at recognised universities or technical colleges. Bursaries are awarded across various disciplines in line with both our business needs and national skills development. Each year potential candidates are sourced from local communities to be sponsored for their studies.

After graduation, young professionals are taken through a structured development programme, which operates as an internship, for at least 24 months, ensuring proper training and development in the respective fields of study. During this period, the young professionals are properly mentored and coached. Bursaries cover the cost of tuition, registration fees, examination fees and compulsory study material.

The table below depicts the Bursary Plan over 6 years across disciplines.



2.6.1 BURSARY PLAN

Table 32: Bursary Plan

External Bursaries								
Bursary field	Number of Bursaries	Duration (Months)	2023	2024	2025	2026	2027	Total budget
General Bursaries	20	12 - 36	4	4	4	4	4	7,200,000
TVET Bursars	30	12	6	6	6	6	6	360,000
Foundational Learning Competency	225	6	45	45	45	45	45	1,125,000
Administrative End User Computing	75	12	15	15	15	15	15	640,000
Total number	350							9,325,000
Budget			1,025,000	1,625,000	2,225,000	2,225,000	2,225,000	

NB: Bursary beneficiaries will be funded for the duration of three year to complete the undergraduate degree. The numbers indicated in each year is new intakes, not continuations.

2.6.2 INTERNSHIP PLAN

Internships provide opportunities for practical exposure or experiential learning for learners as well as other professionally qualified people in various disciplines. The internships offered are dependent on the practical component of the qualifications of learners for workplace practical exposure to obtain full qualification or enhance employability in the Labour market. The Exxaro Recruitment policy will be applied to source incumbents into the programme.

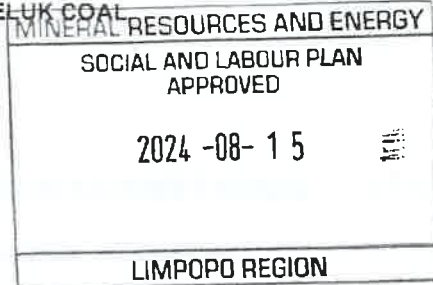
The internship programme also offers Exxaro Grootegeluk Coal an opportunity to create pipeline for their business needs as well as for National Skills Development. The number of interns indicated below will form part of the new intake and not continuation from previous SLP. A total of 65 interns will benefit from this internship program.

Table 33: Internships over 5 years across disciplines

Internship plan	Number of Internships	Targets and timelines					Total budget
		2023 Roll over from 2022	2024	2025	2026	2027	
Core & Services	65	1,560,000	3,120,000	3,120,000	3,120,000	3,120,000	14,040,000
Total number	65	13	13	13	13	13	
Budget (R)		1,560,000	3,120,000	3,120,000	3,120,000	3,120,000	14,040,000

Version: 1.00

Page: 47 of 98



2.7 EMPLOYMENT EQUITY PLAN

Grootegeluk Coal embraces the challenge to transform the composition of the company's workforce and management to reflect the demographics of South Africa. This is a business imperative to ensure we tap into the entire skills base of the South African population.

2.7.1 OBJECTIVES OF PLAN

i. The following are Grootegeluk Coal's employment equity objectives for 2022:

- To work towards a balanced profile within the company through all occupational levels and categories in the workforce.
- To ensure equal opportunity and fair treatment in employment policies, procedures, and practices.
- To implement positive affirmative action measures.
- To eliminate all forms of unfair discrimination in the workplace in terms of gender, sex, race, etc.
- To remove employment barriers that affects the appointment of blacks, females, and people with disabilities.

ii. The following principles guide the way in which employment equity is implemented at Grootegeluk to achieve the objectives:

- Create an environment which is conducive to equity, fairness, dignity, and mutual respect.
- Ensure proactive recruitment of people with disabilities and black females in line with EAP targets.
- Analyse the workforce profile to align and support the achievement of the EE plan.
- Ensure compliance with recruitment strategies for the achievement of employment equity targets.
- Ensure compliance on human resources development strategies for the achievement of employment equity targets.
- Develop and implement a dedicated diversity programme throughout the business unit to foster a culture that embraces diversity.
- Establish and train the consultative employment equity and monitoring forum to ensure compliance, achievements of the objectives and transparent reporting.

2.7.2 BLACK FEMALES IN THE WORKPLACE

The following table represent black females at Grootegeluk Coal as of 12 December 2022.

Table 34: Black females

Black females (Paterson bands)		Status as at December 2022				
		African	Coloured	Indian	Total	%
F & E	Top & senior management	2	0	0	2	18.18%
D	Middle management	36	0	2	38	23.6%
C	Junior management, non-managerial	383	7	0	390	28.5%
B	Semi-skilled	374	5	0	379	24.3%
A	Unskilled	156	0	0	156	35.1%
Total number of women		951	12	2	965	
Total number of employees = 3540						

Table 35 shows projections towards achieving the 2027 targets.

Table 35: Black females – Five-year project projection

Black females (Paterson bands)		Projection for 2027				
		Provincial EAP	2022	Transformation Required	2027	%
F & E	Top & senior management	44.3%	3	3	4	30%
D	Middle management		38	42	64	38%
C	Junior management, non-managerial		390	389	536	44%
Total number of women			430	434	604	37.3%

2.7.2.1 Strategy to increase the number of black female employees

Grootegeluk Coal aims to implement a number of strategies to increase the number of black employees on the mine, especially black females. The mine will identify high potential black employees through the established departmental talent pools and their career progression will be managed and fast-tracked to management positions

especially at junior management and professional level. Career progression for these identified individuals will be monitored in the quarterly Transformation Forum and updated in the annual SLP report to the DMRE.

Below are the strategies to increase black female representation as projected in Table 35:

- Develop, coach and mentor identified high potential black females currently employed.
- Develop a value proposition aimed at specifically retaining black females.
- Manage risk factors related to women in core operational disciplines including:
 - Risks associated with physical, ergonomic, chemical, and biological hazards.
 - a Code of Good Practice on pregnancy and childbirth.
- Preferential consideration (based on risk assessment) will be given to black females when filling vacancies.
- Partnerships and collaboration with high schools and higher education institutions (TVET College, Universities) will be fostered to ensure attraction of local females.
- Host annual career expos and open days for local schools to support career management.
- Focused sourcing and recruitment processes for all the established talent pipelines (mining, engineering, beneficiation, administration).
- Black females will be appropriately represented amongst those chosen for accelerated development. Forty percent (40%) of the employees selected for training and development structures (inclusive of bursaries, skills programmes, learnerships and internships) will be females.
- Annual induction training will contain a module relating to sexual harassment in the workplace to create an environment that is not prejudicial to females.
- Black females are represented in the Transformation Forum where issues/ challenges/ barriers will be addressed.
- Females will be provided with dedicated change houses, including hygienic bins in toilets.
- Safety equipment and clothing will be adapted to take account of the ergonomic requirements of females.

Grootegeluk Coal will implement the following measures to address the under-representation of people from black and/or designated groups and the barriers identified in the workplace analysis.



Table 36: Affirmative action measures

Details/Area	Barriers Identified	Measure/s to introduce	Start date	End date
Workforce analysis	Workforce analysis for retirements and natural attrition/turnover.	Continuous workforce analysis to identify available appointment and training opportunities.	01 January 2023	30 October 2027
Organisation climate	Instances of unfair treatment and discrimination arising within the business	Develop and implement a diversity programme for the creation of an equitable and fair working environment. Implement consequence management for inconsistent application of policies and procedures	01 January 2023	30 December 2027
Job profiling	No identified positions suitable for employing people with disabilities.	Create awareness about the importance of living the Exxaro values and displaying visible-felt leadership	01 January 2023	30 December 2027
Female Talent Pipeline	Limited talent-feeding stock for Black females to occupy CU and higher positions.	Profile all positions and identify positions where people with disabilities can be best placed.	01 January 2023	30 June 2027
	Lack of available females to occupy critical positions	Appoint African females on junior management categories and train them for higher positions	01 January 2023	30 December 2027
Working Conditions	Lack of specified regulations on risks affecting pregnant women in certain areas within the mine	Identify suitable employees for training and development to ensure available internal feeder positions	01 January 2023	30 December 2027
Female Recruitment and Appointment	Production losses incurred due to maternity leave absence	Implement the COP to give guidance to general working conditions relating to effects of radiation and vibration risks.	01 January 2023	31 December 2027
	Inadequate number of available training schemes to support the supply of black's target requirements	Develop a re-entry strategy to cater for maternity leave employees' (preferably females 50% and 20% others). Identify, develop, and mentor potential successors. Clearly define and communicate career paths for each division.	1 January 2023	30 December 2027

Details/Area	Barriers Identified	Measure/s to Introduce	Start date	End date
Recruitment, Selection and appointment- Grovos	Limited skills development interventions for female artisans	Allocate budget for external training and workshop to up-skill female's technical skills.	1 January 2023	30 December 2027
	Reliability of current physical selection criteria used at Grovos to support business requirements	Review and agree on the physical assessment criteria to be used on all Learnerships selection and intake.	1 January 2023	30 June 2027
	Talent supply from Grovos does not fully support business needs	Review and agree on numbers relating to skills needs of the business	1 January 2023	30 December 2027

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED

 2024 -08- 15

LIMPOPO REGION

The following tables represent the targets that the Mine has set itself to comply with the requirements of the new Mining Charter by 2027. This plan excludes the contractors employed in the mine.

Disclaimer: In the event that any of the elements of the new Mining Charter is amended after submission of this plan, the targets will be amended and resubmitted to DMRE for approval.

Table 37: Form S: Employment equity statistics

Occupational levels	Actual as of 12 December 2022												Targets																
	Male						Female						Disability		Total		2023		2024		2025		2026		2027				
	A	C	I	W	A	C	I	W	M	F	M	F	Black	Black Females	%	%	Black	Black Females	%	%	Black	Black Females	%	%	Black	Black Females	%	%	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	7	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	63	2	2	41	36	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	618	4	0	291	383	7	0	42	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1094	2	0	48	367	5	0	11	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	278	0	0	5	156	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2060	8	2	387	944	12	2	67	46	12	48	12	70%	25%	0%	73%	30%	73%	30%	73%	30%	73%	30%	73%	30%	73%	30%	73%	30%
CONTRACTORS	3151	38	24	633	464	5	1	92	0	1	4409	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

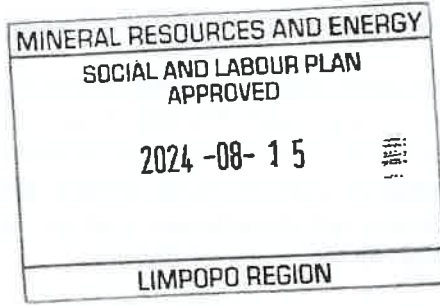
MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPPOQ REGION

Core and Critical Skills (Black employees only) A-F Band

	2023	2024	2025	2026	2027
60%	60%	60%	60%	60%	60%

Black Disabilities (Black employees only) A-F Band: Total all levels

	Oct 2022	2023	2024	2025	2026	2027
1.5%	1.6%	1.7%	1.8%	1.9%	2%	



2.7.3 BLACK EMPLOYEES IN MANAGEMENT

Grootegeluk Coal is committed to reaching the target of 70% of black employees in Senior management, 75% also of black employees in middle management and 75% of black employees in junior management by 2027 coming from South African citizens. Grootegeluk Coal will provide all black employees with the opportunity to participate in training and development that will improve their workplace competency and chances for future upward mobility.

Grootegeluk Coal is also committed to developing black employees through appropriate recruitment, retention, and development initiatives. An emphasis is placed on identifying potential talent, mentoring and personal development planning and accelerated development, specifically employees who were previously disadvantaged, and to retaining these talents.

A talent pool representing the demographics of the country is a challenge and South Africa is currently experiencing skills shortages in almost all levels of employment and is currently unable to meet the demand from industry. Grootegeluk Coal has chosen the route of success to develop sufficient skills and talent at all levels of the community and the organisation.

Table 38: Black employees in management

Element	Description	Measure	Compliance target	Progress achieved by				
				2023	2024	2025	2026	2027
Employment equity	Diversification of the workplace to reflect the countries demographics to attain competitiveness	Top management (Board) (Paterson F-Band)	N/A	N/A	N/A	N/A	N/A	N/A
		Senior management (EXCO) (Paterson E-Band)	60%	70%	75%	75%	75%	
		Middle management (Paterson D-Band)	70%	70%	70%	70%	70%	
		Junior management (Paterson C Band)	70%	70%	70%	70%	70%	
		Core skills	60%	60%	60%	60%	60%	60%



2.7.4 EXECUTIVE MANAGEMENT (BOARD) MANAGEMENT STRUCTURE

2.7.5

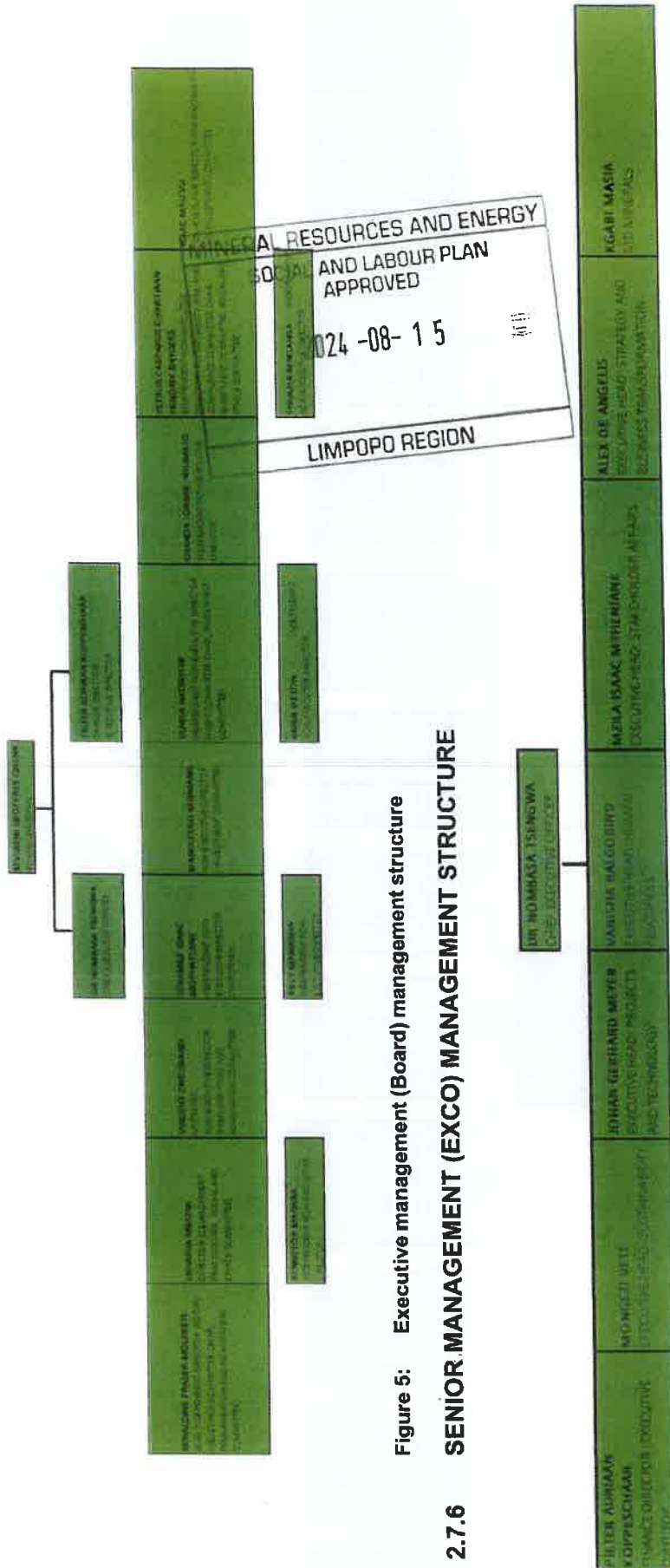


Figure 5: Executive management (Board) management structure

2.7.6 SENIOR MANAGEMENT (EXCO) MANAGEMENT STRUCTURE



Figure 6: Senior management (EXCO) management structure

2.7.7 CURRENT BU SENIOR MANAGEMENT STRUCTURE

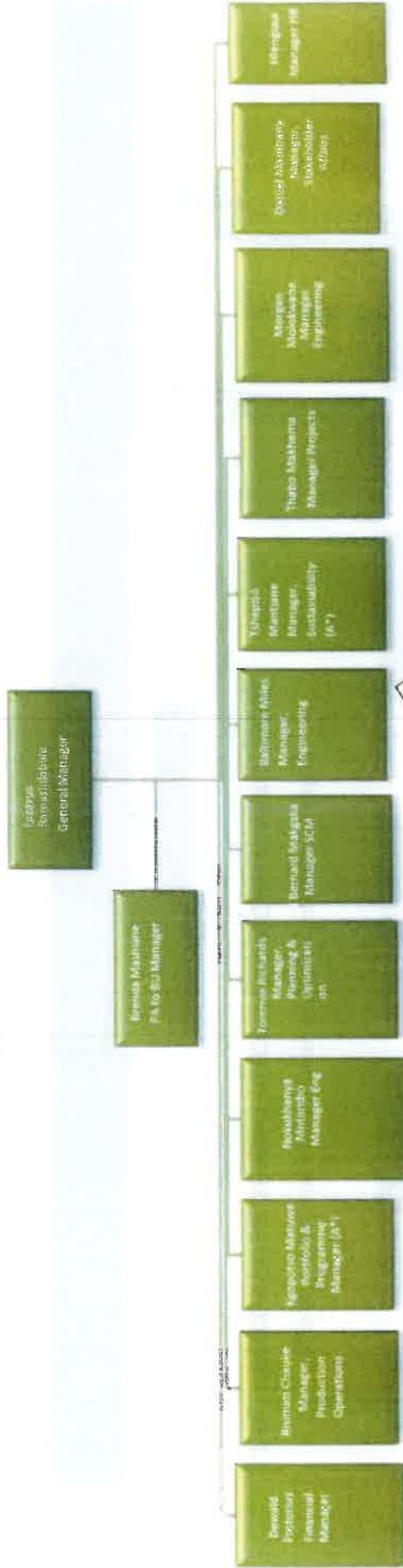
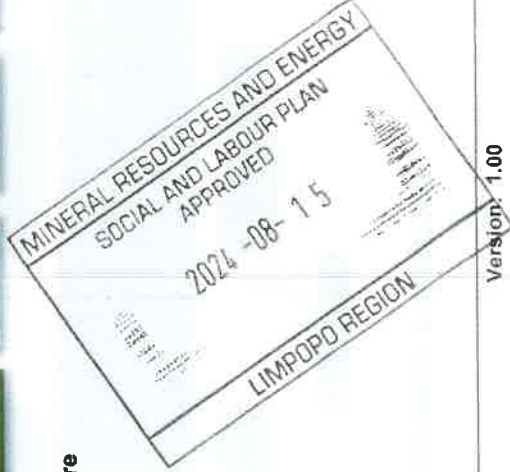
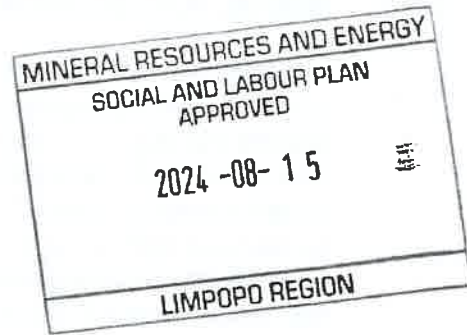


Figure 7: Current BU senior management structure





SECTION THREE

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

**In compliance with Regulation 46 (c)
of the Mineral and Petroleum Resources Development Act**

3. MINE COMMUNITY ECONOMIC DEVELOPMENT

3.1 SOCIAL AND ECONOMIC BACKGROUND INFORMATION

According to the Lephale Local Municipality Integrated Development Plan 2021/2022 this Municipality has been identified as a petrochemical cluster and has attained the status of national development node. About 40% of the total coal reserves of South Africa are in Lephale. The Waterberg Coal Field is estimated to contain a resource base of 50 billion tons; of which 12.5 billion tons can be mined by opencast method, which means that coal is sufficiently close to surface that it does not require underground mining. It is against this background that Lephale has crafted its vision to become one of the vibrant cities within the Limpopo Province. This vision is that of a sustainable city, boosting permanent settlement which requires efficient systems for sanitation, utilities, land usage, housing, and transportation. The concentration of development greatly facilitates interaction between people and businesses, benefiting both parties in the process and improving the quality of lives of the people of the Waterberg Region.

3.1.1 LEPHALALE LOCAL MUNICIPALITY

The municipality of Lephale is situated in the north-west of the Waterberg District of Limpopo Province of the Republic of South Africa. It borders with four Local Municipalities (Blouberg, Modimolle-Mookgophong, Mogalakwena and Thabazimbi). Its North-Western border is also part of the International Border between South Africa and Botswana. Geographically, the Lephale Municipality is the biggest Municipality in the Limpopo Province (covering 14 000km²). The town of Lephale is located a mere 280 km from Tshwane and a recognized gateway to Botswana via both Grobler-bridge and Stockpoort border gates.

Economic Profile:

Mining in the Lephale Municipal area is the biggest contributor to the Waterberg district GDP accounting for 59.2% of the GDP. Electricity contributes 11.3% to the GDP of the Waterberg district. The Waterberg district receives 69.7% of its electricity from Lephale. Coal mining is closely related to the generation of electricity.

Lephale makes the largest contribution to agriculture in the district, accounting for 38,8% of GDP. The agriculture sector is the largest employer of people in the area at 38,9%, followed by community services at 15,7%. Exxaro and Eskom activities contribute approximately 75% of the total economy in the area.

Demographics and gender profile:

The municipal population according to the community survey (IDP 2021-2022, p72) of 2016 was 140,240 people, comprising 43,002 households. The 2016 survey suggests a population increase of 0.84% per year. The average household size was 3.2 persons, which shows a decline from 3.9 in 2011. Youth (0 to 14 years) constitute 29.2% of the population, while people of working age (15 to 64 years) and the elderly

(65+ years) constitute 54.8% and 3.5% respectively. The dependency ratio is indicated at 33.2%. The population grew by 13.5% over the period 2011 to 2016.

The 2016 community survey indicates 55.8% of the population in Lephalale to be male. Female headed household accounts for 39.1% of the total number of households.

Employment and poverty profile:

According to the Lephalale Local Municipality IDP (2021/2022, p72), overall unemployment level in Lephalale stands at 22.2%, with unemployment under the youth at 27%, however, the IDP still depend on the 2016 Stats SA census report. The current unemployment rate can be linked with the national unemployment rate of 34.3% (fourth quarter 2021). According to the 2016 census report, fifty eight percent of the population is economically active. It must be noted that due to the increased unemployment rate over the last seven years, the economically active population has drastically decreased.

Just over 38% of the households in the Lephalale local municipal area live under the ultra-poverty line with an income of less than R19,600 per annum with 58.6% living on the poverty line of R38,200 of income per year IDP 2017/2018, p25).

Income profile

The income profile for households in the Lephalale Local Municipality (IDP 2017/2018, p25) in comparison with income levels in 2012 (IDP 2012/2013, p37) is indicated in the table below:

Income categories	Percentage of households 2016	Percentage of households 2012
No Income	12.53%	15.5%
R1-R4800	3.21%	20.3%
R4801-R9600	6.28%	25%
R9600-R 19 200	16.32%	14.4%
R19 201-R38 400	20.24%	8.5%
R38 4001-R76 800	15.42%	7%
R76 8001-R153 600	11.23%	5.7%
R153 6001-R307 200	7.89%	2.2%
R307 201 – R 614 400	4.74%	0.5%
R614 000-R1,228 800	1.49%	0.2%
R1,228,8001-R2,457 600	0.42%	0.2%
R2,457,601 – or more	0.23%	0.1%
Total	100%	100%

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPOPO REGION

The Annual Income Table indicates a substantial improvement in the number of

households that moved from below the R19,200 poverty line to a more sustainable income.

Economic Profile:

Mining in the Lephalale Municipal area is the biggest contributor to the Waterberg district GDP accounting for 59.2% of the GDP. Electricity contributes 11.3% to the GDP of the Waterberg district. The Waterberg district receives 69.7% of its electricity from Lephalale. Coal mining is closely related to the generation of electricity.

Lephalale makes the largest contribution to agriculture in the district, accounting for 38,8% of GDP. The agriculture sector is the largest employer of people in the area at 38,9%, followed by community services at 15,7%.

Exxaro and Eskom activities contribute approximately 75% of the total economy in the area.

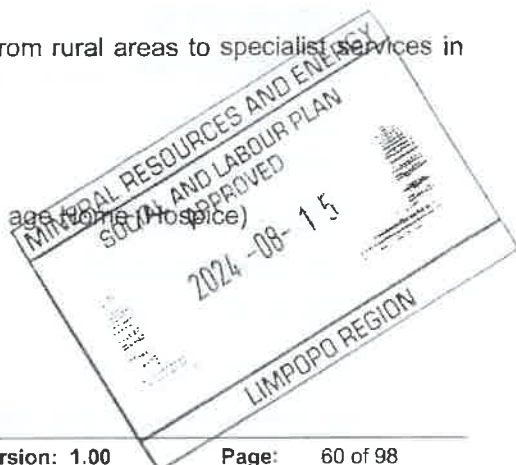
Social profile - settlements:Settlement patterns

The settlements found are towns, townships, villages, informal settlements, and farms. Appraisal of the municipal area indicates a distinctive difference in the spatial pattern of development. Urban areas dominate rural areas. The Municipality is further characterized by several smaller villages in a leaner pattern in the eastern part without any economic activity. The land is mainly used for conservation, crop farming, game farming, mining, energy, and small portion is used for settlement.

Health and welfare:

The provision of health services in urban Lephalale is adequate. However, the health sector in Lephalale is faced with several problems, and these include:

- Poor service delivery.
- Lack of medical specialists and qualified nurses.
- Overnight facilities needed for patients that are referred to the Lephalale State Hospital; and
- Transport problems of state patients from rural areas to specialist services in Polokwane.
- High rate of teenage pregnancy
- Alcohol and substance related abuse
- Lack of rehabilitation centre and/ or old age Home (Nursing Home)



Health care facilities

Three hospitals: Ellisras and Witpoort (public), Onverwacht Mediclinic (private) with the combined total Hospital bed availability beds being 240 beds in, with average %BUR of 75% per month. Hospital referrals: Witpoort for Seleka, Shongoane and Abbotspoort clinics, Ellisras for Marapong, Steenbokpan and Ellisras town clinics. 24 hours Marapong community health center has been established in the old private hospital donated by Exxaro to provide adequate service for the population which has currently grown threefold as compared to when the clinic was originally established. 156 Specialised in-Hospital clinics: Colposcopy and 2nd trimester CTOP (Reproductive clinic).

Social services

The Grant recipients have decreased by 0.96% compared to 2016. The number of people benefiting from social grants is approximately 33.53% of the total population in the municipal area. The municipality has the second highest number of people receiving grants in the Waterberg District.

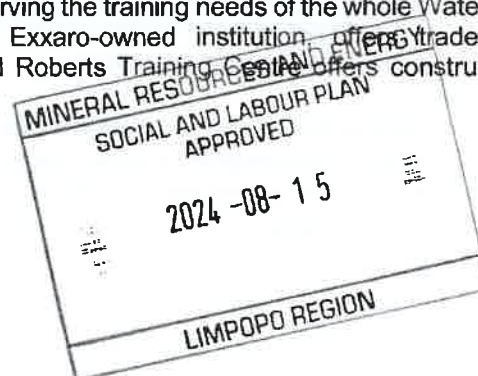
The number of people receiving grants in Waterberg District is 345 172 (46,28% of the population), while the number of people receiving grant in Lephalale municipality area is 45 811 (i.e., about 33,53% of the total population).

Education and training

Lephalale has a total of 85 educational facilities of various nature. These consist of 48 primary schools, 32 secondary schools, 3 combined schools, and one school for learners with special educational needs. Of these schools, 63 primary and secondary schools are in rural Lephalale. Accessibility to schools in the rural areas is relatively good, particularly for primary schools. The situation for rural secondary schools is less favourable as some learners have to travel more than 10 km to get to school.

A total of 35 992 learners have enrolled for the 2017 academic year – 12 304 at secondary schools, 23 068 at primary schools, 522 at combined schools and 98 at the school for learners with special educational needs. Sixty-eight (68) schools benefit from the National School Nutrition Programme.

Lephalale also has 17 AET centres and a TVET college. The TVET college caters for a wide range of training needs, serving the training needs of the whole Waterberg District Municipality. Grovos, the Exxaro-owned institution offers trade test qualifications, while the Murray and Roberts Training Centre offers construction-related training.



Sanitation, water, electricity, and waste

Sanitation

While access to these facilities is limited throughout the local municipal area, it is better in the growth areas of Lephale town and Marapong. Eighty nine percent of households in Lephale and Marapong have access to flushing toilets.

Sanitation in rural areas consists mainly of pit latrines and Ventilated Improved Pit latrines (VIP). Seventy eight percent (78%) of households in rural areas have access to pit-and VIP latrines. It is estimated that 5% of households in rural areas have no sanitation. The remainder of the households make use of chemical toilets and buckets.

Water

All the water for the urban area of the Lephale Municipality originates from the Mokolo dam. Grootegeluk Coal built the original supply lines, pump station, balancing dam and water purification works in the urban area and the mine is still managing the Zeeland plant on behalf of the municipality. Marapong receives purified water from Matimba Power Station.

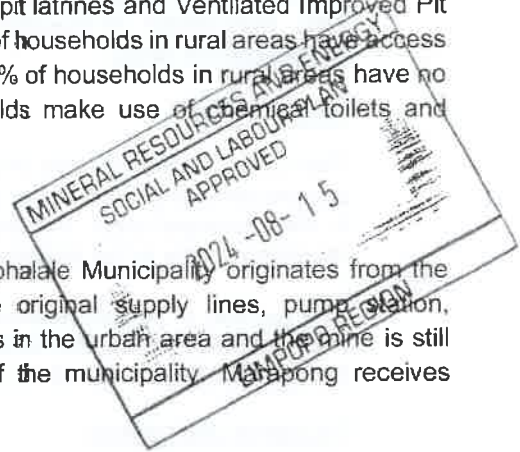
The 38 rural settlements obtain water from groundwater resources – 85% from boreholes and 15% from wells in riverbed alluvium. Water from the 138 boreholes is distributed to households by a water distribution network operated by the Municipality. Water is supplied to community standpipes in settlements from where the water needs to be transported to the point of use. 35.6% of the rural population does not have water that complies with the RDP 200m maximum distance from point of use requirement.

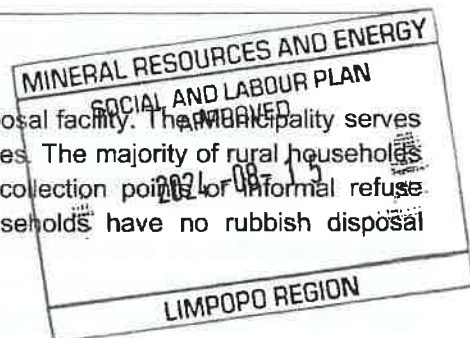
In Marapong 20% of the households make use of community standpipes. In Lephale 75% of households have access to water inside their dwelling, while 20% have a tap in the yard. The remainder makes use of community standpipes.

Electricity

Lephale Municipality has an electrical reticulation network supplying electricity to Onverwacht and the eastern region of Lephale. Eskom supplies electricity to the rural villages and to Marapong.

82% of households in Lephale have access to electricity and pay for electricity by way of conventional in-house meters and in-house prepaid meters. Ten percent of households do not have access to electricity. 3429 households receive electricity free of charge.





Waste

The Municipality has one permitted waste disposal facility. The Municipality serves 45% of households with refuse removal services. The majority of rural households make use of communal refuse dumps and collection points or informal refuse dumps. Twelve percent (12%) of rural households have no rubbish disposal facilities.

Safety and security

There are five police stations within Lephalale Municipality, a mobile station in Marapong and two border policing points at Stockpoort and Groblersburg. Crime in general is showing trends of decrease, mainly due to the combined efforts of community stake holders, private security, traffic department and the police. Policing in urban areas is regarded as adequate with 1 officer for every 350 people.

Development opportunities:

The economy in the area can be divided into three main categories namely: primary, secondary, and tertiary (IDP 2017/2018, p103). Development opportunities include

- creating an enabling environment where the electricity sector can become a hub within the provincial and national economy;
- using the primary resources to create an opportunity for tourism development in the Lephalale Region;
- supporting the agricultural sector by creative and sustainable development of SMME's to integrate the agricultural and mining sectors with tourism developments; and
- adding value to raw materials. The manufacturing of products that use raw materials mined at Lephalale should be a core development area.

3.2 KEY ECONOMIC ACTIVITIES

3.2.1 LOCAL ECONOMIC ACTIVITIES

The Limpopo Growth and Development Strategy defines Lephalale as a coal mining and petrochemical cluster. The local economy is driven by coal mining and power generation. The breakdown of contributors to the local community is indicated in the table below (Lephalale Municipality IDP 2017/2018, p98).

Contributors to local economy

Sector	Contribution
Agriculture, forestry, and fishing	3.9%
Mining and quarrying	71.4%
Manufacturing	1.4%
Electricity, gas, and water	2.8%
Construction	0.9%

Wholesale and retail trade, catering, and accommodation	4.4%
Transport, storage, and communication	4.4%
Community, social and personal services	1.2%
Finance, insurance, real estate, and business services	5.25%
General government	4.3%

Three clusters that are most relevant to Lephalale are coal and petrochemical, red meat, and tourism, (Lephalale Municipality IDP 2017/2018, p94). Government's key priorities for the region are to increase economic growth and to promote social inclusion.

3.2.2 LEPHALALE LOCAL MUNICIPALITY DEVELOPMENT PLAN

The local municipality identified eight strategic objectives to develop Lephalale into a sustainable vibrant city and energy hub, viz.

- i) Rational planning to bridge first and second economics and provide adequate land for development.
- ii) Provide sound financial management system and revenue enhancement.
- iii) Provide quality and well-maintained infrastructure services in all municipal areas.
- iv) Responsible, accountable, effective efficient corporate governance.
- v) Protect the environment and improve community wellbeing.
- vi) Create a conducive environment for business to invest and prosper.
- vii) Capacitate disadvantaged groups; and
- viii) Improve functionality, performance, and professionalism.

Based on these strategic objectives, the Local Municipality has identified 205 projects for implementation for the period 2017 to 2022 (Lephalale Municipality IDP 2017/2018, p141). These projects can be grouped as follows (Lephalale Municipality IDP 2017/2018, p185 to p241):

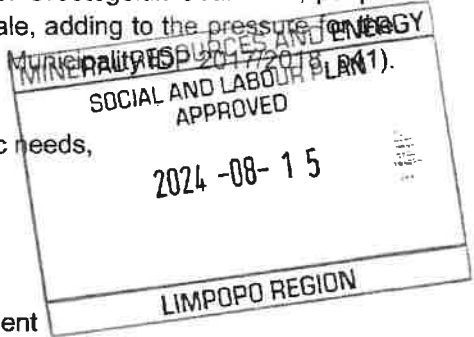
- i) Recreational, parks and sport facilities,
- ii) Sanitation and sewer networks,
- iii) Storm water systems,
- iv) Water reticulation networks,
- v) Roads,
- vi) Electricity networks,
- vii) Refuse management,
- viii) Land acquisition,
- ix) Human settlements,
- x) SME development,
- xi) Tourism, and Disaster management.



3.3 NEGATIVE IMPACT OF THE MINING OPERATION

With the construction of Medupi and extension of Grootegeluk Coal Mine, people from all over the country have flocked to Lephalale, adding to the pressure for the provision of service by the municipality (Lephalale Municipality). These are:

- i) Pressure on housing and basic needs,
- ii) Water
- iii) Refuse removal
- iv) Electricity
- v) Shortage of land for development



3.4 INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS IN LOCAL AND MAJOR LABOUR-SENDING AREAS

The mine intends to play an active role in the social and economic development of Lephalale and villages that fall under the jurisdiction of the Lephalale Local Municipality. Grootegeluk Mine requested proposals from the local community on the kind of SLP projects they would want the Mine to implement. More than 82 proposals were received, with manufacturing, education, agriculture, waste economy, ICT, and health dominating. Further consultations have been held with the Lephalale Local Municipality and Grootegeluk External Stakeholder Forum. The external Forum has representatives from business forums, tribal leaders, youth organizations and people living with disabilities. As the engagement's outcome, it was agreed that Exxaro should implement projects in Manufacturing, Health, Sports Infrastructure and Education.

3.5 DEVELOPMENT PROJECTS

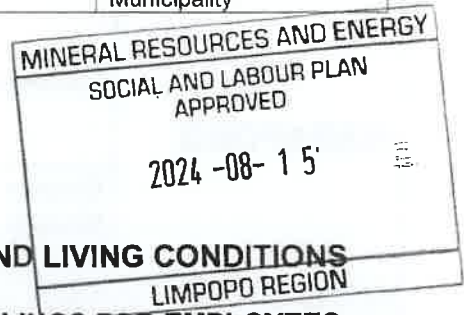
The following projects have been identified:

Table 39: Identified projects

Category	Description	Type of need	Municipality
Manufacturing	PPE Manufacturing	Entrepreneurship development	Lephalale Local Municipality
Education / Digital Infrastructure Development	76 schools	Improved access to internet	Lephalale Local Municipality
	Community sites	Improved access to internet	Lephalale Local Municipality
Infrastructure Development	M Ga-Seleka Water Supply	Water Supply and Reticulation	Lephalale Local Municipality Lephalale Local Municipality

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-15
LIMPOPO REGION

Category	Description	Type of need	Municipality
Health	Refurbishment of clinics	Primary healthcare	Lephalale Local Municipality



3.6 PROJECT PLANS

(See Annexure A)

3.7 MEASURES TO IMPROVE HOUSING AND LIVING CONDITIONS

3.7.1 CURRENT STATUS OF AVAILABLE DWELLINGS FOR EMPLOYEES

Grootegeluk Coal currently has 3945 employees (including FTE's & Trainee's).

3.7.1.1 Employee housing

Table 40 indicates the type of housing occupied by employees.

Table 40: Employee housing

Owned Property (private)	Houses on separate stands in urban areas (Lephalale, Onverwacht and Marapong)	1181
Rented Property (Exxaro owned)	Single quarters, flats, family unit flats, simplex units, andhouses) *	1207
Rented Property (private)	Houses and flats	1272
TOTAL		3660

Note: * This includes housing provided to 262 learners.

3.7.1.2 Exxaro owned rental housing

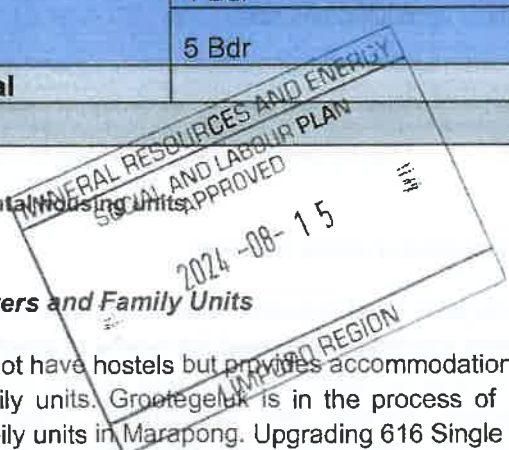
Grootegeluk Coal provides rental accommodation for its employees from different housing typologies that meet the needs of employees, and the company maintains the occupancy rate of one employee per unit and family units. The housing units are physically, socially, and economically integrated into the existing Lephalale community settlements at Marapong and Onverwacht. Details of the rental Housing units are indicated in Figure 8.

AREA	UNIT TYPE	BED	UNITS
MARAPONG	Marapong SQ	1 Bdr (Phase 1)	204
		1 Bdr (Old units)	78
		3 Bdr (24 Old family units)	24
		3 Bdr (Phase 2: 56 units in process)	56
	Maroka's Manor	Bach	48
		1 Bdr	48
		2 Bdr	48
		3 Bdr	138
	Simplex	2 Bdr	10
	Houses	3 Bdr	40
Sub-Total		694	
ONVERWACHT	Single Quarters	Single rooms	288
	Kokkeriba Units	1 Bdr	20
	PIT's units	1 Bdr	10
	Shepherd & Swartrif	Bach	18
		1 Bdr	66
		2 Bdr	138
		3 Bdr	42
	Dagbreek: Simplex & Duplex	1 Bdr	10
		2 Bdr	72
		2 Bdr	1
		3 Bdr	95
		4 Bdr	36
	Houses	5 Bdr	1
Sub-Total			797
TOTAL ACCOMMODATION			1491

Figure 8: Employee rental housing units

3.7.1.3 Marapong Single Quarters and Family Units

Grootegeluk Coal does not have hostels but provides accommodation in the form of single quarters and family units. Grootegeluk is in the process of upgrading the Single quarters and Family units in Marapong. Upgrading 616 Single Quarters units will address the current sharing of ablutions facilities, as well as the 24 Family units. Marapong SQ Project Phase 1 completed; total of 204 (1 x bedroom) units. Phase 2 is currently in process and will consist of 56 (3 x bedroom), plan completion date 30 November 2022.



3.7.2 CURRENT STATUS OF HOUSES WITHIN THE COMMUNITY

The majority of houses in the municipal area are of good quality brick construction, both in the urban core and the rural outlying areas. (IDP 2017/2018, p73). A significant number of households in rural areas own the houses they live in.

About 68% of households in Lephalale live in houses on separate stands while 25% of households live in informal dwellings/shacks and traditional dwellings. (IDP 2017/2018, p74).

There is an oversupply of units in the upper market housing segment and an under supply of housing units on rental and low-income level in Lephalale. The housing backlog on lower income houses is currently at 24 008 units. Housing backlog in informal settlements and rural areas accounts for 50% of the total backlog (IDP 2017/2018. P74).

3.7.2 MUNICIPAL STRATEGY TO ADDRESS HOUSING

The Local Municipality has formulated the housing development strategy as follows:

- Increase urban densities and reduce sprawl.
- Focus housing development on the three nodal areas of Thabo Mbeki, Satateng and Ga-Seleka.
- Align housing development with infrastructure development.
- Settlements with communities established within the 1:100 flood line areas along the Phalala River will receive priority.

3.7.3 PREFERRED REQUIREMENTS FOR HOUSING AND LIVING CONDITIONS OF WORKFORCE

Grootegeluk Complex conducted a survey in 2014 to determine the preferred requirements for housing. 9,6% of the respondents prefer to stay in rented property, while 93,4% preferred to stay in houses they own. A Housing need survey were conducted in 2020. A total of 927 employees took part in the survey, including employees of all levels from the Bargaining category (Administrative roles/Services departments) and NCOE level. 71% preferred to stay on their own. With the new Housing Strategy in process, Exxaro will promote home ownership.

3.7.4 HOUSING AND LIVING CONDITION IMPROVEMENT PLAN

3.7.5.1 *Promotion of Home Ownership*

Grootegeluk Coal's long-term housing strategy is to pursue first-time home ownership and will be moving away from providing rental housing entirely.

In June 2017, Grootegeluk Coal made available 120 houses and 35 stands for sale to first-time homeowner employees. The selling of the existing housing stock to employees is part of the initiative to promote first-time home ownership.

To satisfy the demand for home ownership, Grootegeluk Coal will continue to service stands at Onverwacht extension 86, and Nelsonskop for first – homeowners. This will be subject to approval by the company's Board of Directors.

3.7.5.2 Housing and Living Condition Improvement Plan

The Housing and Living Condition Improvement Plan is indicated in Table 41 below

Table 41: Housing and Living Condition Improvement Plan

Housing Initiative	2023	2024	2025	2026	2027	Total
Upgrade single units	-	-	-	-	-	-
Refurbishment of 48 family units and build 8 new units	-	-	-	-	-	-
Sell Exxaro owned house (120) and stands (35) to FTTHO	16	-	-	-	-	16

Housing Initiative	2023	2024	2025	2026	2027	Total
Provide FTTHO R125,000 once off Capital Assistance Housing Subsidy	25	25	25	25	55	155
Provide Housing Allowance	25	25	25	25	55	155

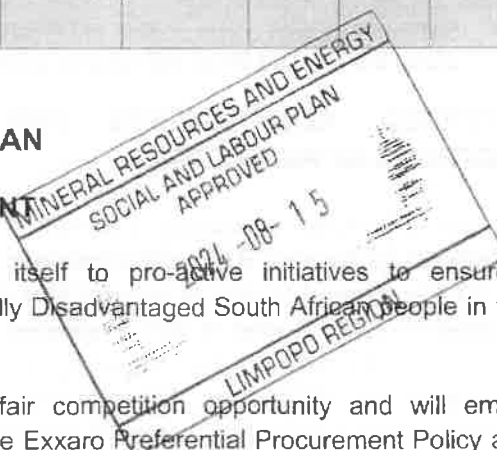
3.8 PROCUREMENT PLAN

3.8.1 TOTAL PROCUREMENT

Exxaro has committed itself to pro-active initiatives to ensure constructive participation by Historically Disadvantaged South African people in various Exxaro business opportunities.

Exxaro Encourages a fair competition opportunity and will embrace or give preference in terms of the Exxaro Preferential Procurement Policy and related law and regulations to suppliers with capacity and that have strong BEE credentials.

In all business practices, external suppliers are engaged, and effort is made to contract with a supplier that has strong BEE/BBBEE credentials or is making a concerted and tangible attempt to transform their business in order to be BEE/BBBEE compliant as set out in the Preferential Procurement Policy;



Compliance with BBBEE constitutes a material condition of Exxaro's contractual terms with its suppliers and as such implementation of BBBEE programs and initiatives by suppliers is monitored for compliance.

3.8.2 PREFERENTIAL PROCUREMENT

Exxaro Grootegeluk Coal is committed to Exxaro's Preferential Procurement Policy and will:

- where practical, give preference to BEE and local suppliers.
- nominate certain tenders for the exclusive participation of BEE and/or local suppliers.
- disclose procurement opportunities to BEE and local suppliers.
- ensure that BEE and local suppliers are an integral part of the evaluation criteria.
- identify goods and services available within the community where the mining operation takes place and, where feasible, give preference to suppliers of the local communities.
- Set relevant annual targets for Grootegeluk Coal and measure progress against the set target.

3.8.3 PROCUREMENT OPPORTUNITIES

Refer to Annexure B for details on procurement opportunities that were identified for 2023 to 2027.

3.8.4 MENTORING OF HDSA SMME SUPPLIERS

To ensure the objective of increasing the number of HDSA SMME suppliers is met, capacity building initiatives will be undertaken, where required, that will allow small suppliers in the local area to become competitive and sustainable. Capacity building will take the form of business acumen training and business- and technical mentorship.



SECTION FOUR

MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

**In compliance with Regulation 46 (d)
of the Mineral and Petroleum Resources Development Act**



4. MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

In the event of downscaling and retrenchments occurring, consultation with employees will be effected in accordance with sections 189 and 189A of the Labour Relations Act (66) of 1995, as amended, (LRA) and any collective agreement that exists.

The Minerals and Mining Development Board will be notified as required by Section 52 of the Act, where retrenchment of more than 500 employees or ten percent of the labour force, whichever is the lesser, is to take place in any 12-month period.

This section outlines the process that Grootegeluk Coal will follow if and when retrenchment due to operational requirements becomes unavoidable. It should be noted that this is the generic approach for Exxaro and can be modified as a result of consultation within the Future Forum.

4.1 THE ESTABLISHMENT OF A FUTURE FORUM

Grootegeluk Coal's Future Forum was established in 2012 and comprises management and union members that represent the workforce (50% management and 50% union representatives).

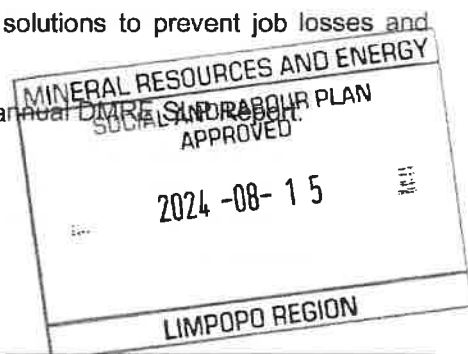
Future Forum meetings are scheduled to take place three (3) times a year, or in the case where mine closure is imminent, monthly.

The aim of the Future Forum is to create and maintain dialogue between the workforce and management regarding mining operations and factors affecting the mine's viability and impact.

The duties of the Future Forum include regular consultation between employees, community representatives and management on matters affecting the mine, such as:

- finding solutions to identified problems and challenges facing the mining operation, employees and communities affected by the mine;
- assisting with the development of appropriate redeployment strategies;
- the implementation of solutions agreed upon by the respective parties;
- the life span of the mine; and
- jointly structuring and implementing solutions to prevent job losses and retrenchments.

All relevant information will be included in the annual



4.2 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

Grootegeluk Coal will implement the following measures to avoid and minimise retrenchments when downscaling is required to ensure sustainability of its operations:

- Critical consideration on external appointments unless no suitably qualified internal candidates, who comply with the inherent job requirements, are available. Consideration will be given to affected candidates;
- Strict vacancy management will be applied. Natural attrition will be used as a means to create redeployment opportunities;
- Critical consideration of all new and/or renewal of contracts with independent contractors and fixed term employees will be applied. Where possible and practicable such arrangements will be cancelled subject to the stipulations of the contracts;
- Voluntary severance packages (VSP) will be offered to employees subject to Exxaro's VSP Policy. Vacancies created in this way will be offered to affected employees; and
- Voluntary early retirement will be offered to employees according to the same rules as contained in the VSP Policy. Vacancies created in this way will be offered to affected employees.

Grootegeluk Coal will, in compliance with Section 52 (1a) of the MPRDA and after consultation with organised labour and effected parties notify the Minister when:

- prevailing economic conditions cause the profit to revenue ratio of the mine to be less than six percent on average for a continuous period of 12 months; or
- The mining operation needs to be scaled down or cease with the possible effect that 10 per cent or more of the labour force or more than 500 employees, whichever is the fewer, are likely to be retrenched in any 12-month period.

Following such notification and upon receipt of directives from the Minister, Grootegeluk Coal will set in motion its downscaling processes. A detailed project plan will be developed that clearly defines roles and responsibilities and timelines. The downscaling process will be completed within 12 months.

4.3 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED

The Grootegeluk mine has coal reserves that will keep the mine operational for at least the next 30 years. No job losses are therefore foreseen due to depletion of coal reserves. New legislation relating to the reduction in the use of fossil fuels and changing trade conditions may cause the premature closure of the mine. In the event of premature closure of the mine, Grootegeluk Coal will implement the following measures:

4.3.1 CONSULTATION

When retrenchments are contemplated, Grootegeluk Coal will establish a Consultative Restructuring Task Team. The task team will have the following representation:

- Grootegeluk management,
- Exxaro management, represented by Corporate Communication and Corporate Industrial Relations,
- Representation from organised labour,
- Representatives from non-unionised employees, and
- Representatives from the CCMA.

Grootegeluk Coal will start the consultation process before the final decision to retrench is taken. Employees will be invited to submit proposals to minimise the impact of the retrenchment.

The following information will be disclosed to stakeholders during the consultation process:

- Reasons for the retrenchments;
- Alternatives considered by Grootegeluk Coal before deciding to retrench;
- The number of employees that will be affected;
- Timing of the retrenchment;
- Severance packages;
- Assistance that Grootegeluk Coal can offer to be affected employees; and
- Future re-employment possibilities.

Consultation meetings will be held at regular intervals. Communiques will be issued after each meeting to all employees on the proceedings of the consultation meeting and decisions taken.

4.3.2 REDEPLOYMENT

Vacancies at the Corporate Office and other Business Units will be reserved for employees from Grootegeluk mine. Grootegeluk employees who are suitably qualified and who comply with the inherent job requirements and experience can apply and will be appointed to these positions.

4.3.2.1 *Severance packages*

Employees who choose not to apply for redeployment will be retrenched with a severance package. The severance package will be negotiated with the relevant stakeholders.

The financial provision for severance packages will be based on two weeks for each completed year of service and will not be less than R30,000.00. Accumulated leave will be paid out in accordance with Exxaro's standard policy on leave pay-outs. Retrenched employees will be paid a pro rata portion of short-term incentives for the year in which they were retrenched.

4.3.2.2 Post closure portable skills

Retrenched employees who have not made use of the portable skills programme offered to all employees during the life of mine can apply for portable skills training after mine closure, provided such training is completed within six months from date of closure.

4.3.2.3 Retrenchee support services

Grootegeluk Coal will support employees who are affected by the retrenchment process in the following ways:

- Emotional support,
- Professional career change guidance,
- Assistance to generate Curriculum Vitae and portfolios of evidence,
- Training in presentation skills for job interviews,
- Facilitation of CVs to recruitment agencies with whom Exxaro have a relationship,
- Employees will be excused from duty on full pay during their notice period to find alternative employment,
- Study loan and bursary obligations will be waived,
- The notice period for retrenchment of women on maternity leave will commence on the return of the employee.



4.4 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS, AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN

4.4.1 SELF-EMPLOYMENT TRAINING PROGRAMMES

Employees to be retrenched during downscaling or closure will be offered training programmes that will help them to become self-employed. Trade specific portable skills as well as small business development training will be on offer.

4.4.2 RE-EMPLOYMENT PROGRAMMES

Employees who have been retrenched may be employed in future provided they have the required qualifications and meet the inherent job requirements. The offer for re-employment will be valid for 12 months after the employee is retrenched.

4.4.3 PORTABLE SKILLS PROGRAMMES

Portable skills programmes will be offered to all employees while the mine is in operation. The type of portable skills offered will be commensurate with the level of employment in the organisation. Technical portable skills will be offered to employees at operational levels, while management training will be offered to employees at management levels. The cost of the training will be capped at a value determined by Consultative Restructuring Task Team after consultation with the relevant stakeholders.

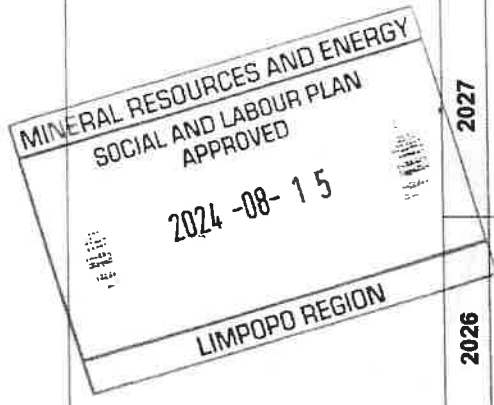




SECTION FIVE

FINANCIAL PROVISION

**In compliance with Regulation 46 (e)
of the Mineral and Petroleum Resources Development Act**



5. FINANCIAL PROVISION

Provision for the Social and Labour Plan 2023-2027 is indicated in the table below.

Table 42: Financial Provision

Description Item	2023	2024	2025	2026	2027	Total budget
Human resource development	R46,299,100	R46,299,100	R46,299,100	R46,299,100	R46,299,100	R231,495,500
Local economic development	R46,696,687	R56,049,808	R39,807,817	R18,705,521	R14,763,413	R176,023,245
Management of downscaling and retrenchments (Provisional)	R7,327,040	R8,059,744	R8,865,718	R9,752,290	R10,727,520	R44,732,312
Total	R100,322,827	R110,408,652	R94,972,635	R74,756,911	R71,790,033	R452,215,057



SECTION SIX

UNDERTAKING BY THE APPLICANT

**In compliance with Regulation 46 (f)
of the Mineral and Petroleum Resources Development Act**

6. UNDERTAKING

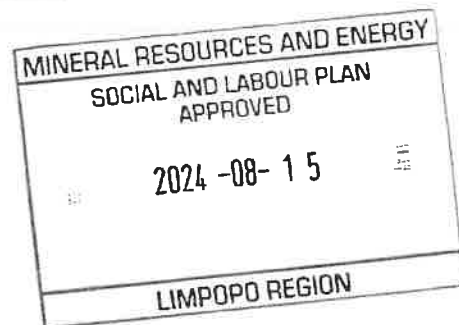
The **General Manager**, who is the person responsible for the social and labour plan, and for communicating it to employees and who must be contacted for follow-ups, requests, reports, queries, enquiries, discussions, etc. at time of such needs, has made the following undertaking on behalf of **Grootegeluk Coal**.

I, Lazarus Ramashilabele the undersigned and duly authorised thereto

By Exxaro Grootegeluk Mine (Company), undertake to adhere to the information, requirements, commitments, and conditions as set out in the social and labour plan.

Signed at Grootegeluk Complex on the 16th of July 2024

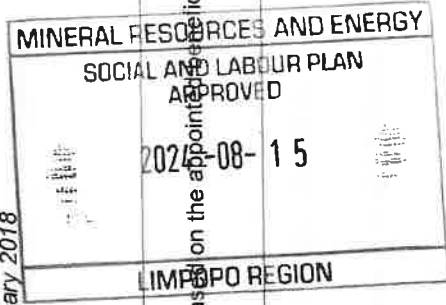
Lazarus Ramashilabele
General Manager
Grootegeluk Coal



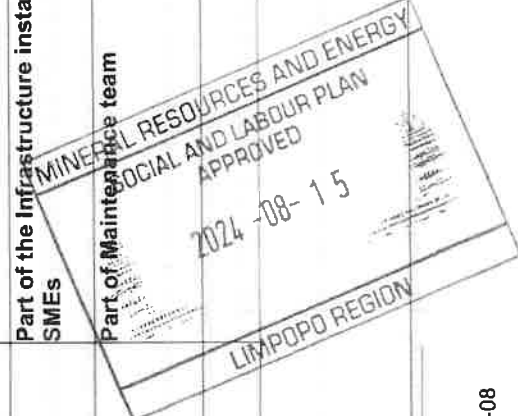
ANNEXURE A: PROJECT PLAN

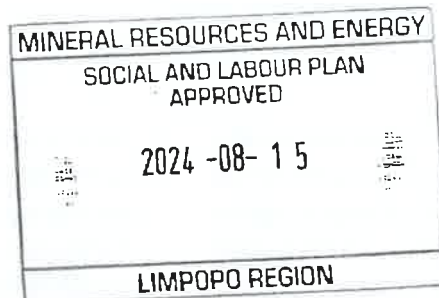


Project Name	School and Community Digital Infrastructure	Education and community development
Background	<p>The reasons why this project is initiated are as follows:</p> <ul style="list-style-type: none"> Rural communities in South Africa have limited internet connectivity, which is critical for modern education, access to information and knowledge. The internet can improve the quality of education in many ways. It opens doorways to a wealth of information, knowledge, and educational resources, increasing opportunities for learning in, and beyond, the classroom. A limiting factor in the provision of internet to rural or remote areas is access to network infrastructure of a bandwidth adequate to service community needs. Difficulty in the implementation of e-government and e-commerce services due to limited infrastructure and connectivity Rural and remotes communities do not have access to any broadband infrastructure due to the costs associated and the poor return on investment for internet service provider. Higher cost of data Limits access to the internet Shortages of funds and Limited CSI Funding to build connectivity infrastructure. 69 percent of schools across SA has connection, and 59 percent have low speed connectivity, most 256kbs ADSL. Only 8 percent have broadband connectivity* <p>*Extract from: <i>Parliament of SA, Analysis of Basic Education Report on ICT Roll Out, 26 February 2018</i></p> <p>A total of 54 schools and hotspots will be covered through this programme.</p>	
Geographical location of project	<p>District Municipality: Waterberg District Municipality</p> <p>Local Municipality: Lephalale Local Municipality</p>	<p>Community Name: Lephalale Local Municipality Community based</p>



Project start date		Key performance area		Key performance indicator		Responsible entity (inclusive of all role players)	
Year 01 SLP approval		Digital infrastructure		• Number of infrastructures deployed at school and mentioned hotspots		Exxaro- Grootegeluk Mine	
Project end date		SMME development and job creation		• Participation of local SMME during construction		Lephalale local Municipality as a key stakeholder	
Year 05		Access to the internet				Limpopo Department of Education	
Output							
Budget (Exxaro's contribution)		Year 01	Year 02	Year 03	Year 04	Year 05	Total
		R25 857 273,65	5 422 394,51	R 5 544 403,61	R 3 442 108,04		R40 266 176,80
Classification of jobs to be created		Male adults	Female adults	Male youth	Female youth	Total	Comments
Short term	5	2	1	1	1	5	Part of the Infrastructure installation Labour and SMEs
Medium term	4	1	1	1	1	4	Part of Maintenance team
Long term							
Completion date and exit strategy		Completion date					
		The project will be completed within 05 years from the SLP approval date					
Exit strategy		<ul style="list-style-type: none"> Hand over to the department of education 					





ANNEXURE A: IMPLEMENTATION PLAN

1. SCOPE OF OVERALL PROJECT

The scope of the project is to implement a schools' regional network (Capex investment) across a Exxaro mining communities or schools for Wi-Fi Connectivity including data, maintenance support, spare equipment, system support in the form of a data center and insurance to enable access to internet services for 36 months. This implementation plan addresses the schools where the Wi-Fi infrastructure and connectivity will be rolled out. The schools or sites that will be connected are outlined below.

2. SUMMARY OF SERVICES

Exxaro will provide the selected 54 sites with Wi-Fi connectivity. The service will include the following:

- Free Internet Zone frequency range, a maximum Line of Sight distance of 8km
- Bandwidth Allocation per high site: 1 to 2 schools share – 20MB; 3 to 6 Schools share – 50MB; 7 and above schools share – 100MB
- Schools without "Line of Sight" will receive 20MB HTS VSAT Internet
- Uncapped Data for 36 months
- Network Management, Monitoring, reporting, maintenance, and support for 48 months
- Hardware Insurance for 36 months

3. SITES AND SCHOOLS

A total of 54 sites will be covered by this project as per the below list:

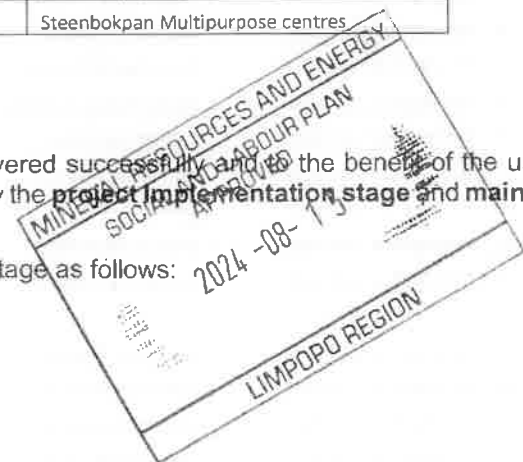
No	Region	High Site	School/Site
1	Grootgeluk-Lephalale	Kgomo-Mokgalo	Kgomo-Mokgalo
2	Grootgeluk-Lephalale	Kodupo Secondary	Kodupo Secondary
3	Grootgeluk-Lephalale	Laerskool Bosveld	Laerskool Bosveld
4	Grootgeluk-Lephalale	Matsetseng Primary	Matsetseng Primary
5	Grootgeluk-Lephalale	Matsiababa Secondary	Matsiababa Secondary
6	Grootgeluk-Lephalale	Mokwele Primary	Mokwele Primary
7	Grootgeluk-Lephalale	Ramojapudi Primary	Ramojapudi Primary
8	Grootgeluk-Lephalale	Seleka Higher Primary	Seleka Higher Primary
9	Grootgeluk-Lephalale	Sethula Secondary	Sethula Secondary
10	Grootgeluk-Lephalale	Tsheesebe Primary	Tsheesebe Primary
11	Grootgeluk-Lephalale	Kgomo-Mokgalo	Klipspruit Primary School
12	Grootgeluk-Lephalale	Kodupo Secondary	Ramakwapeng Primary
13	Grootgeluk-Lephalale	Kodupo Secondary	Sefitlhogo Primary
14	Grootgeluk-Lephalale	Laerskool Bosveld	Hoërskool Ellisras
15	Grootgeluk-Lephalale	Laerskool Bosveld	Laerskool Ellisras
16	Grootgeluk-Lephalale	Laerskool Bosveld	Mabalane Seleka Technical School
17	Grootgeluk-Lephalale	Laerskool Bosveld	Sedibeng School for the Deaf
18	Grootgeluk-Lephalale	Laerskool Bosveld	Tielelo Secondary School
19	Grootgeluk-Lephalale	Matsetseng Primary	Dimpe Secondary
20	Grootgeluk-Lephalale	Matsetseng Primary	Kitty Primary
21	Grootgeluk-Lephalale	Matsetseng Primary	Moabi Primary

22	Grootgeluk-Lephalale	Matsetseng Primary	Mosima Primary
23	Grootgeluk-Lephalale	Matsetseng Primary	Nku Primary
24	Grootgeluk-Lephalale	Matsetseng Primary	Raboditse Secondary
25	Grootgeluk-Lephalale	Matsetseng Primary	Seoketseng Secondary
26	Grootgeluk-Lephalale	Matsiababa Secondary	Morukhukung Primary
27	Grootgeluk-Lephalale	Mokwele Primary	Radibaki Primary
28	Grootgeluk-Lephalale	Mokwele Primary	Radinong Secondary
29	Grootgeluk-Lephalale	Mokwele Primary	Tshelammake Primary
30	Grootgeluk-Lephalale	Mokwele Primary	Tshireletso Secondary
31	Grootgeluk-Lephalale	Ramojapudi Primary	Bakgalaka / Shongoane Primary
32	Grootgeluk-Lephalale	Ramojapudi Primary	Batthalerwa High
33	Grootgeluk-Lephalale	Ramojapudi Primary	Ikitseng Primary
34	Grootgeluk-Lephalale	Ramojapudi Primary	Matshwara Secondary
35	Grootgeluk-Lephalale	Ramojapudi Primary	Mmera Primary
36	Grootgeluk-Lephalale	Ramojapudi Primary	Morakolo Secondary
37	Grootgeluk-Lephalale	Ramojapudi Primary	Thabang Secondary
38	Grootgeluk-Lephalale	Ramojapudi Primary	Tshukudu Primary
39	Grootgeluk-Lephalale	Seleka Higher Primary	Baphoting Primary
40	Grootgeluk-Lephalale	Seleka Higher Primary	Mazwe Secondary
41	Grootgeluk-Lephalale	Sethula Secondary	Bangalong Primary
42	Grootgeluk-Lephalale	Sethula Secondary	Maeteletja Primary
43	Grootgeluk-Lephalale	Tsheesebe Primary	Letupu Secondary
44	Grootgeluk-Lephalale	Tsheesebe Primary	Madibaneng Primary
45	Grootgeluk-Lephalale	Tsheesebe Primary	Mfake Primary
46	Grootgeluk-Lephalale	Tsheesebe Primary	Moroe Primary School
47	Grootgeluk-Lephalale	Tsheesebe Primary	Mothajwa Secondary
48	Grootgeluk-Lephalale	Stand Alone	Letlamoreng
49	Grootgeluk-Lephalale	Stand Alone	Skuinskloof
50	Grootgeluk-Lephalale	VSAT	Lerekhureng Combined School
51	Grootgeluk-Lephalale	Stand Alone	Steenbokpan School
52	Grootgeluk-Lephalale	Stand Alone	Steenbokpan Library School
53	Grootgeluk-Lephalale	Stand Alone	Steenbokpan Clinic
54	Grootgeluk-Lephalale	Stand Alone	Steenbokpan Multipurpose centres

KEY DELIVERABLES

In addition, to ensure that the solutions are delivered successfully and to the benefit of the users, the delivery process will consist of two stages, namely the **project implementation stage** and **maintenance and support stage**.

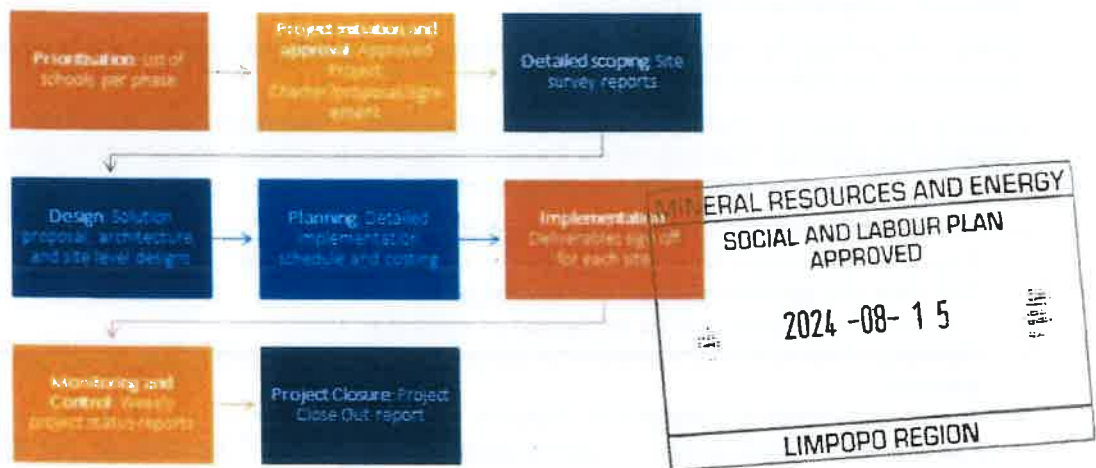
The deliverables that will be produced for each stage as follows:



Project implementations stage

Figure 6 outlines the project implementation stage diagrammatically.

Figure 7: Project implementation stage



Maintenance and support

After implementation of the solution in each site, the Maintenance and Support stage commence which include:

- Service Level Reports for 36 months (three years) after go-live on each site per month.
- Uncapped data and insurance for 36 months (three years) for each site
- The following sections highlights what can be expected from this process.

Network management and monitoring

The solution will be centrally managed and monitored via a Network Operations Centre which will provide:

- Monitor performance and faults
- Support for event notifications
- Support of SNMP protocol standard and NTP Integration
- Display alarms based on violation of traffic thresholds of each of the interfaces
- Display alarms based on thresholds violation system parameters
- Support full backup and restoration of the system configuration, system database, reports, configuration profiles, views, maps, etc.
- Management platform should include the following functionalities:
 - Configuration management
 - Fault management
 - Performance management
 - Security management
- Must support following features:
 - Network monitoring and troubleshooting
 - Centralized software updates

Call centre/technical support

Remedy service desk for incident logging as well as central support resources for monitoring and supporting the environment on an 8x5xNBD basis will be included. Dedicated resources will be deployed to monitor the network. Should an onsite call be required, a resource will be assigned to the national field maintenance resolver groups to attend to the outage. If a WAN link goes down, they log the call to the appropriate WAN service provider.

Network support and maintenance

Exxaro will provide the installation and commissioning of a hotspot location, and then provides for its operations, management, and maintenance.

Exxaro shall provide maintenance of all components, equipment and materials used and the maintenance activities shall truly reflect the efforts required to maintain equipment in good working order as prescribed by the supplier. The following is included:

- Backup of AP and core network equipment configurations
- Field operations team for providing services for all network nodes
- The units and systems must be serviced regularly.
- Preventive maintenance to be performed on each site.
- Handling of the spare parts needed for carrying out corrective, preventive, or planned maintenance activities.
- Ensure end-to-end delivery of Wi-Fi Solution
- Perform all activities related to Optimization required for Wi-Fi Solution as per KPIs and SLAs defined.
- Management of Network shall include inter alia all activities and processes which are equipment specific and overall operations, like performance management, security management, configuration management, network and systems administration, data-base administration and fault management.

3. ROLE OF THE DEPARTMENT OF EDUCATION

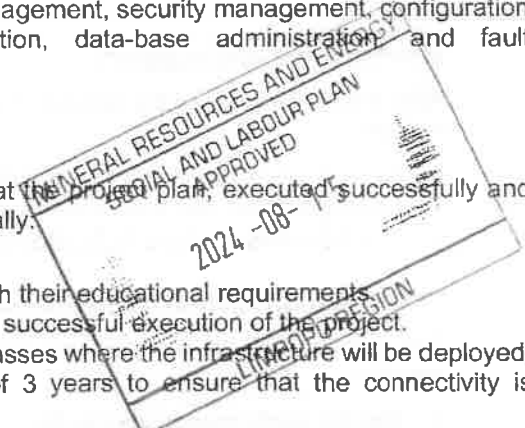
The role of the department of education is to ensure that the project plan, executed successfully and lives beyond the initial Exxaro investment. More specifically,

- a. Co-plan and design the solution in line with their educational requirements.
- b. Ensure that the principal participate in the successful execution of the project.
- c. Provide space in the school yard and in classes where the infrastructure will be deployed.
- d. Take over the solution after a period of 3 years to ensure that the connectivity is maintained and sustained.

Exxaro connectivity plans are continuously communicated to the department of education to ensure continuously buy in pre and during project implementation.

4. MAPPING & LOCATION

The settlement in the Lephalale municipality is sparse and concentrated in mainly two areas as indicated in the following map. Area 1 is the current core focus for ICT implementation centered around the town of Lephalale and the adjacent Marapong settlement areas. Area 2 is a traditional settlement area comprised of several scattered settlements located north of Villa Nora and extending to just south of Tom Burke. This is a very isolated area far from any main service town. Area 3 is Steenbokpan (Sandbult) a small local service point.



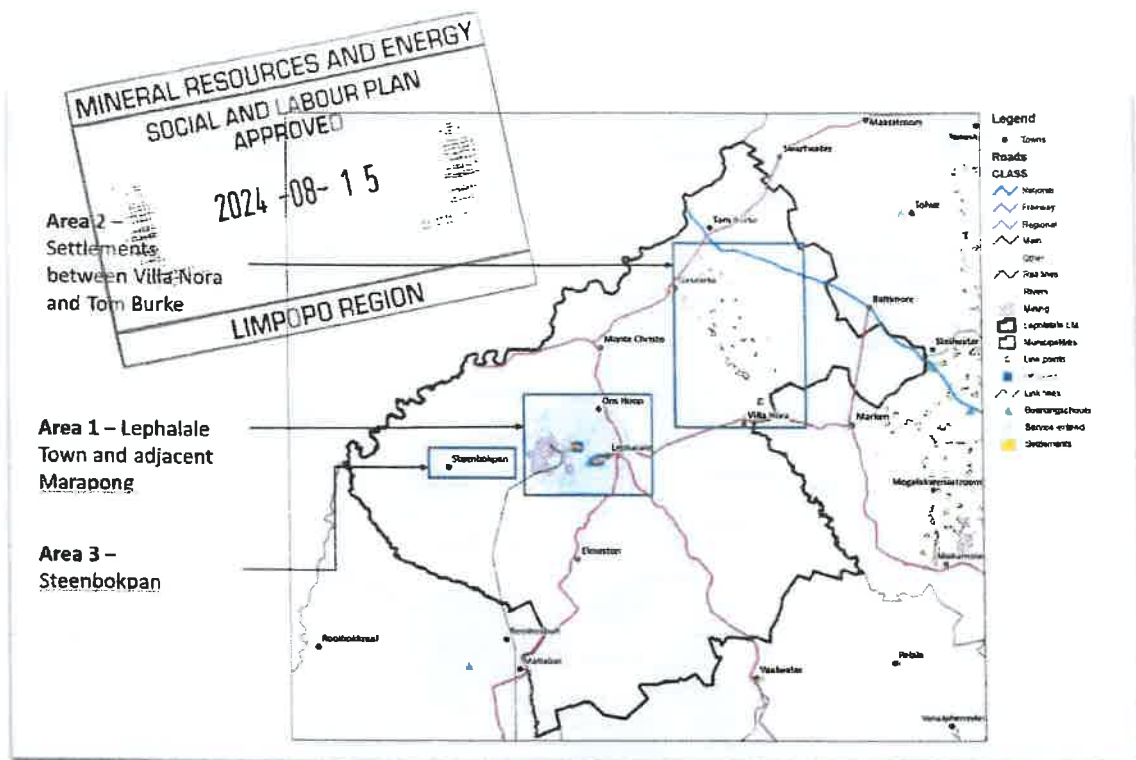
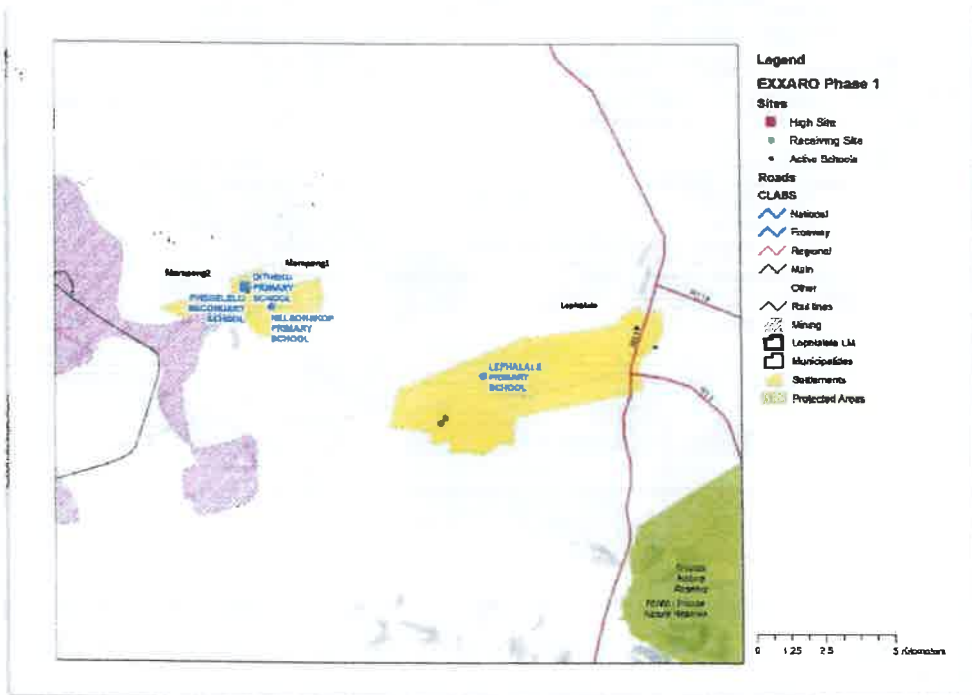
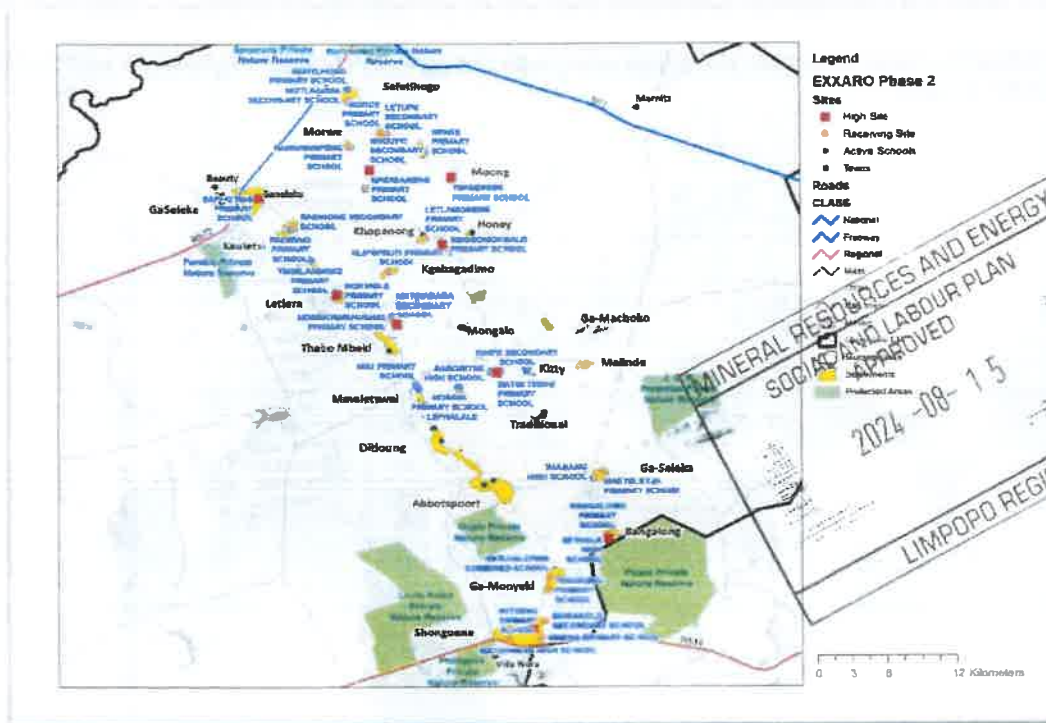
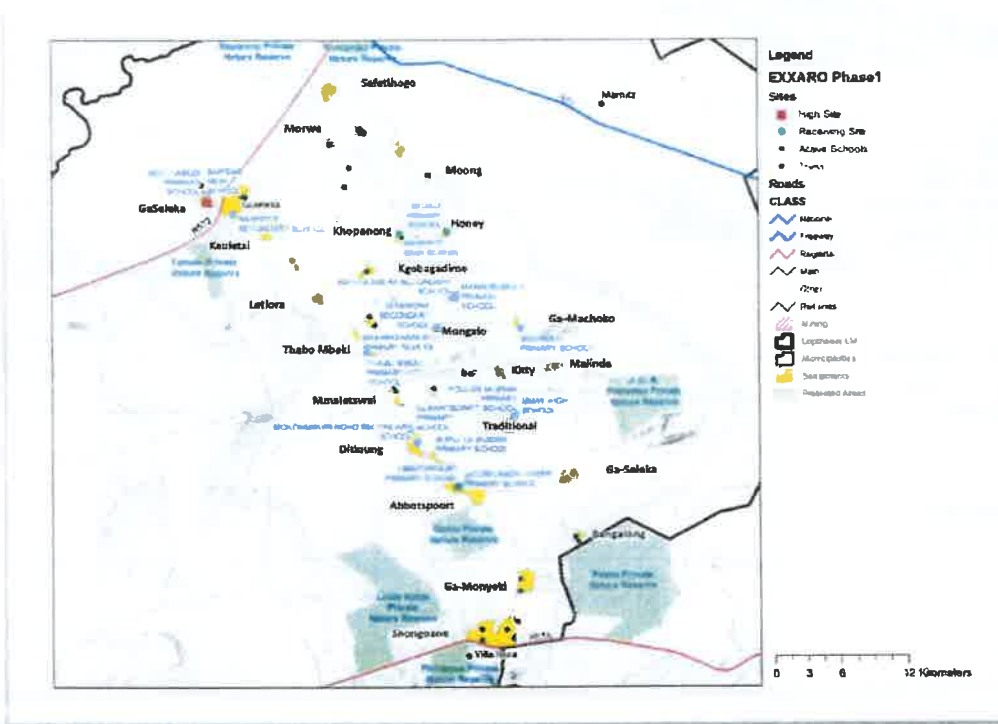


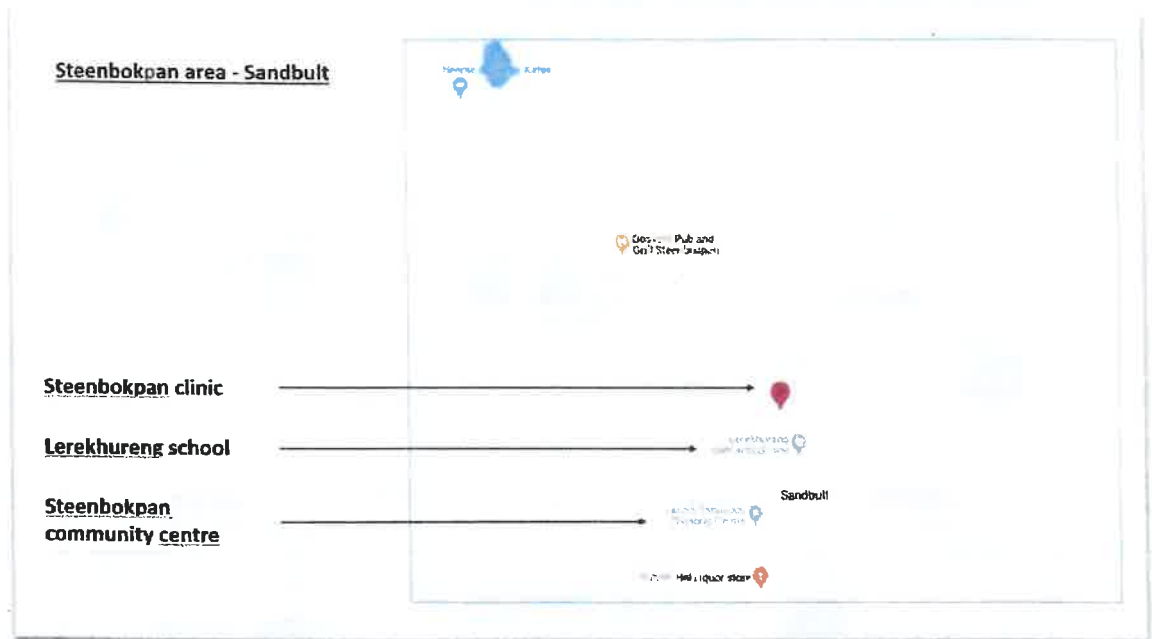
Figure 1 illustrates that the ICT initiative extends to both areas with a significant planned investment in area 2. Area 2 is a widespread settlement area with 62 schools (status unknown – data from 2015/6)

The following maps reflect the two areas along with the schools covered in phases 1 and 2 of the EXXARO project.





Site 3 is located at Steenbokpan (Sandbult). It contains a few facilities to serve the surrounding agricultural region.



5. SOLUTION ARCHITECTURE

To deliver the Wi-Fi solution to the schools, the solution to be implemented will consist of three elements, namely:

- **Microwave Link:** This part of the solutions deals with providing connectivity to the internet.
- **High site Infrastructure:** This deals with facilitating or transporting connectivity to various sites received from the Microwave link.+
- **Remote site Infrastructure:** This deals with infrastructure required to receive the connectivity from the above to provide the Wi-Fi required at the schools.

The solution can further be depicted using the below figure:

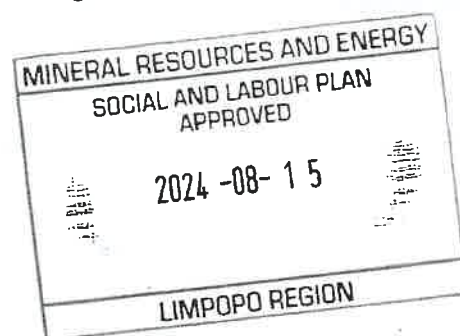
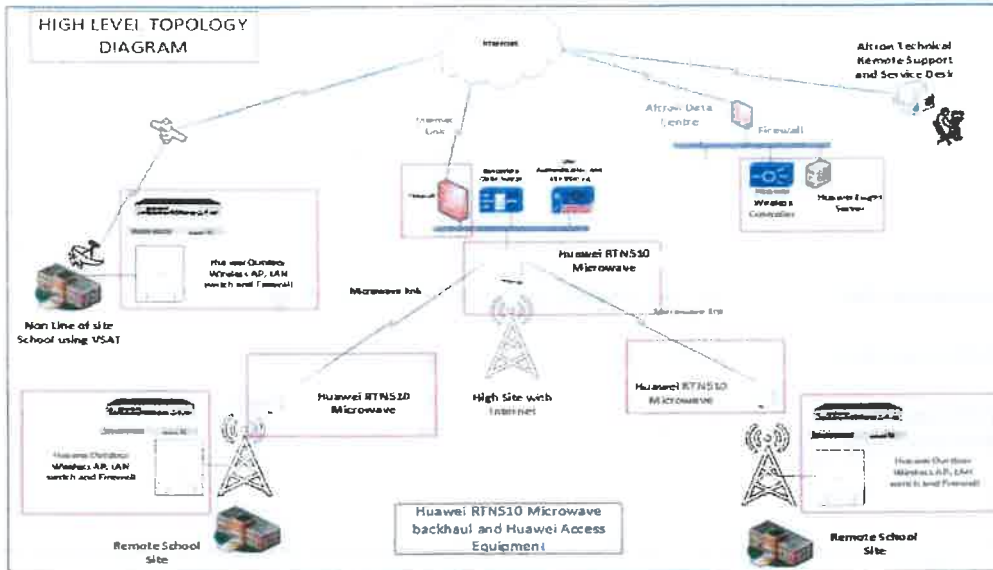


Figure 1: Solution Architecture- High level



6. RISKS AND MITIGATIONS

- The provision of data to the schools is dependent on the stability of the infrastructure that has been installed at school level. This plan allows for insurance of the infrastructure. This will facilitate the replacement of damaged or stolen infrastructure.
- The risk of theft of the system components, has also been mitigated by means of security interventions (boxes/safes) to house the infrastructure, which is strategically located to mitigate the risk as much as possible.
- To ensure continuity of service, a call center will be established governed by a service level agreement. The call center will be managed by the implementing agent appointed by Exxaro.
- Municipal approvals on some sites – Active monitoring of these activities to ensure that it does not affect delivery.



7. HIGH LEVEL PROJECT TIMELINE ESTIMATES

Table 2: Work Schedule

Deliverables	Year 01					Year 02												
	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	
Pre-Initiation																		
Project Approval																		
Funding Allocation																		
Initiation & Planning																		
Contracting																		
Project Charter & Plan																		
Stakeholder Engagement																		
Site Readiness Verification																		
Implementation																		
Procurement of Basic Infrastructure																		
Procurement of Hardware																		
Installation of Basic Infrastructure																		
Connectivity Link Planning																		
Connectivity Link Installation																		
Installation of Hardware																		
Go-live (# of sites Accumulatively)																		

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 2024-08-15
LIMPOPO REGION

NB: The attached schedule is indicative and subject to change based on detailed project plan and funding approval and allocation.

4.1 Key Deliverables

The following are the deliverables:

1. Detailed Project Plan
2. Hardware Procurement
3. Project Completion Sign-off
4. Monthly Project Status reports for the duration of the project implementation.
5. Project Close Out report.
6. Monthly Service level Reports for 36 months; not linked to the below payment related deliverables.

8. PROJECT COSTS

Table 1 Total summary Cost

	Item	Year 01	Year 02	Year 03	Year 04	Year 05
Appr. Matla	CAPEX	R 11 095 932,31				
	OPEX	R 2 335 043,39				
	Total ExcVat	R 13 430 975,70				
	Total InclVat	R 15 445 622,05				
N Appr. Matla	CAPEX	R 20 055 669,38				
	OPEX	R 2 428 916,40	R 4 715 125,66	R 4 821 220,53	R 2 993 137,43	R -
	Total ExcVat	R 22 484 585,78	R 4 715 125,66	R 4 821 220,53	R 2 993 137,43	R -
	Total InclVat	R 25 857 273,65	R 5 422 394,51	R 5 544 403,61	R 3 442 108,04	R -
	Total	R 41 302 895,70	R 5 422 394,51	R 5 544 403,61	R 3 442 108,04	R -

Grand Total	R 55 711 801,85
--------------------	------------------------



1. Table 5 Approved Cost

Overall

Item	Year 01	Year 02	Year 03	Year 04	Year 05	
CAPEX	R20 055 669,38					
OPEX	R 2 428 916,40	R4 715 125,66	R4 821 220,53	R2 993 137,43	R0,00	
Total Exc Vat	R22 484 585,78	R4 715 125,66	R4 821 220,53	R2 993 137,43	R0,00	
Total Incl Vat	R25 857 273,65	R5 422 394,51	R5 544 403,61	R3 442 108,04	R0,00	R40 266 179,80

CAPEX Costs

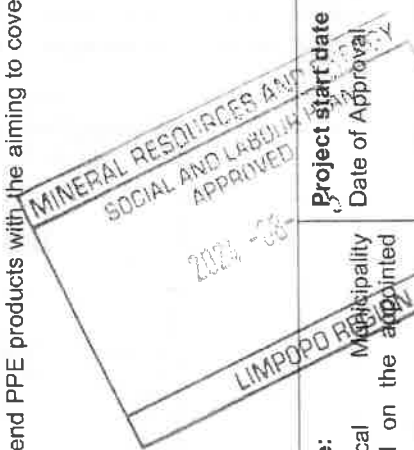
Item	Year 2023					Assumption/s
Capital cost, vat excluded	R16 719 506,25					Once off payment
Installation	R1 512 920,46					Once off payment
Data centre capital cost, vat excluded	R0,00					Once off payment
ICT Programme Management @10%	R1 823 242,67					Once off payment
Subtotal:	R20 055 669,38					
VAT @ 15%	R3 008 350,41					
Total:	R23 064 019,79					



OPEX Costs

Item	Year 01	Year 02	Year 03	Year 04	Year 05	Assumption/s
Operational cost	R 1 265 188,23	R3 199 484,65	R3 199 484,65	R1 934 296,42	R0,00	
Data centre operational cost	R 363 147,97		R0,00	R0,00		
Insurance	R 254 334,58	R495 971,52	R530 689,53	R565 252,28	R0,00	7% escalation year on year
Management & Overheads	R 264 626,60	R500 743,80	R535 795,86	R246 794,36	R0,00	7% escalation year on year
Contingency	R 281 619,02	R518 925,69	R555 250,49	R246 794,36	R0,00	7% escalation year on year
Subtotal:	R 2 428 916,40	R4 715 125,66	R4 821 220,53	R2 993 137,43	R0,00	
VAT @ 15%	R 364 337,46	R707 268,85	R723 183,08	R448 970,61	R0,00	
Total:	R 2 793 253,86	R5 422 394,51	R5 544 403,61	R3 442 108,04	R0,00	

Project Name	Enterprise Development			
Personal Protective Equipment (PPE) Manufacturing Facility in Lephalale Local Municipality	<p>Currently there are no local Personal Protective Equipment (PPE) manufacturing facilities, the industry is dominated by re-sellers and distributors of PPE, who purchases the PPE products from outside Lephalale, Waterberg, Limpopo. This approach limits the economic development as many companies and PPE users buy the PPE from outside the province.</p> <p>The establishment of a local PPE manufacturing facility will enable local economic development and drive socio-economic activities within the Lephalale Local Municipality.</p> <p>The objective of the project is to establish a PPE manufacturing facility in Lephalale Local Municipality, Waterberg District Municipality, Limpopo Province to manufacture and service the Mining industry and beyond.</p> <p>The PPE manufacturing facility will aim to manufacture the end-to-end PPE products with the aiming to cover the following workwear (with estimated yearly consumptions):</p> <p>Ladies Jacket - J54 (5 000) Ladies Jacket – D59 (2 000) Ladies Pants – J54 (5 000) Ladies Pants – D59 (2 000) Men Jacket – J54 (13 000) Men Jacket – D59 (5 000) Men Trousers- J54: (13 000) Men Trousers – D59 (5 000)</p>			
Background				
Geographical location of project	District Municipality: Waterberg District Municipality	Local Municipality: Lephalale Loc alMunicipality	Community Name: Lephalale Local Municipality based on the appointed beneficiary	Project start date Date of Approval
Output	Key performance area SMME Development and job creation Driving manufacturing, localization and inclusive procurement	Key performance indicator <ul style="list-style-type: none"> Complete set up of manufacturing facility and hand over to local entity Number of jobs Empower the SMME through business development to ensure sustainability 	Responsible entity (inclusive of all role players) Exxaro- Grootegeluk Mine Limpopo Economic Development Agency (LEDA) Selected PPE Operator/ Manufacturer Local Municipality as a key stakeholder The Impact Catalyst	Project end date 2 Years and 4 Months from Date of Approval

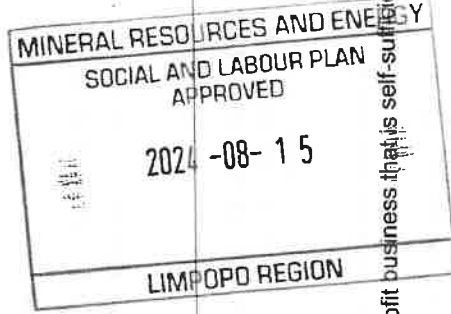


Budget (Exxaro's contribution)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	R5,576,000	R8,364,000	R0	R0	R0	R0



EXXARO GROOTEGELUK COAL

Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments
Short term	5	4	1	1	1	5	33 jobs will be created by the project.
Medium term	3	1	2	1	1	3	
Long term	25	10	15	5	5	25	
Completion date and exit strategy							
Completion date							
The project will be completed within 03 years from the SLP approval date.							
Exit strategy							
The established operator will be equipped with the required skills and services to become an independent, for-profit business that is self-sufficient and is able to manage revenues and financials.							



Annexure – A: Sustainability

<p>Objective</p>	<p>To provide a sustainability plan for the establishment of the PPE Manufacturing Facility in Lephalale. This is to ensure that the facility does not become redundant property that does not bring about the intended value.</p> <p>The sustainability plan outlined below aims to highlight the steps that will be taken to maximise the value of the facility and in turn create a successful and profitable business.</p>
<p>Sustainability Plan</p>	<p>Below is an outline of the steps taken to ensure that the PPE Manufacturing Plant can be sustained as the long-term infrastructure and solution. The SMME will be a black owned entity that is based in Lephalale and who has experience in PPE Supply and Manufacturing.</p> <ul style="list-style-type: none"> • The PPE Manufacturing Plant will be handed over to a local SMME • The SMME selected will be a for-profit business that is able to keep the business functioning • The SMME will have exposure to various clients supply chain opportunities for the supply of PPE to ensure that it has the revenue to support business operations • The SMME will be part of ESD Programme which will expose the SMME to: <ul style="list-style-type: none"> • Business growth support will be provided to the SMME to sell PPE products to other clients and industries, mining, contractors, construction, healthcare, agricultural and manufacturing • Technical capability support will be provided to the SMME to build technical skills and knowledge to execute best in class products that are compliant to SABS standards and client specifications and SHERQ requirements • Non-technical capability support will be provided to the SMME to other key capabilities including; business management, financial management, human resources management
<p>Process to select SMME</p>	<p>Below is an outline of the steps taken or to be taken to select the SMME beneficiary:</p> <ul style="list-style-type: none"> • Development of an Request for Information / Proposal (RFI/RFPP) • Development of an evaluation criteria with the following key elements <ul style="list-style-type: none"> • Demonstration of Black Ownership • Demonstration of Youth Ownership • Demonstration of Women Ownership • Demonstration of Lephalale Locality (driving Lephalale Locality) • Demonstration of Understanding of PPE Manufacturing

2024-08-15
 LIMPOPO REGION
 SOCIAL AND LABOUR PLAN
 APPROVED
 THE LOCAL RESOURCES
 MANAGEMENT
 AUTHORITY
 NON-TECHNICAL
 CAPABILITY
 SUPPORT

	<ul style="list-style-type: none"> • Demonstration of Understanding of PPE Supply • Demonstration of Technical capabilities • Demonstration of Business management capabilities • Demonstration of Implementation of PPE business • Demonstration of work done within the PPE category • Development of Terms of References • Establishment of an evaluation committee • Establishment of an adjudication committee • Advertising of the RFI/RFP in different channels within Lephalale including newspaper, databases, social media • Gather responses from the Market (with submissions from Lephalale) • Evaluation committee evaluates proposals based on evaluation criteria and makes recommendations • Adjudication committee evaluates recommendations and makes request for presentations and/or appoints the appropriate SMME to be the beneficiary of the PPE Manufacturing Facility
<p>Roles and Responsibilities</p> <p>Below is the outline of the roles and responsibilities between the key stakeholders within the PPE Manufacturing Plant initiative:</p> <p>Exxaro</p> <ul style="list-style-type: none"> • Stakeholder engagement and alignment with the Lephalale Local Municipality • Stakeholder engagement and alignment with the business forums and selected beneficiary • Identification of the built location / site • Procurement of the built, engineering and construction services • Management of the built and construction of the PPE Manufacturing Plant • Management of the installation of the CAPEX equipment in the PPE Manufacturing Plant • Selection of the beneficiary • Handover of the PPE Manufacturing Plant to the Lephalale Local Municipality <p>Municipality</p> <ul style="list-style-type: none"> • Support the technical team working on the built, engineering and construction services • Support the necessary approvals from the technical team working on the built, engineering and construction services • Support the stakeholder engagement with the business forums and selected beneficiary <p>LEDA</p> <ul style="list-style-type: none"> • Acceptance of the PPE Manufacturing Plant handover to the LEDA • Providing the PPE Manufacturing Plant to the selected beneficiary at favorable terms: • Long term lease (E.g at least 10 years) 	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>MINERAL RESOURCES AND ENERGY</p> <p>SOCIAL AND LABOUR PLAN</p> <p>APPROVED</p> <p>2024-08-15</p> <p>LIMPOPO REGION</p> </div>

	<ul style="list-style-type: none"> • Below market pricing • Renewal options • Beneficiary • Acceptance and renting of the PPE Manufacturing Plant from LEDA • Utilization of the PPE Manufacturing Plant to manufacture PPE • Application of the lease renewal at the time of renewal 								
<p>Scope of Works for Operation</p>	<p>The PPE manufacturing facility will aim to manufacture the end-to-end PPE products covering the following workwear:</p> <table border="1" data-bbox="478 1008 638 1713"> <tr> <td>Ladies Jacket - J54</td> <td>Ladies Jacket – D59</td> </tr> <tr> <td>Ladies Pants – J54)</td> <td>Ladies Pants – D59</td> </tr> <tr> <td>Men Jacket – J54</td> <td>Men Jacket – D59</td> </tr> <tr> <td>Men Trousers- J54:</td> <td>Men Trousers – D59</td> </tr> </table>	Ladies Jacket - J54	Ladies Jacket – D59	Ladies Pants – J54)	Ladies Pants – D59	Men Jacket – J54	Men Jacket – D59	Men Trousers- J54:	Men Trousers – D59
Ladies Jacket - J54	Ladies Jacket – D59								
Ladies Pants – J54)	Ladies Pants – D59								
Men Jacket – J54	Men Jacket – D59								
Men Trousers- J54:	Men Trousers – D59								
<p>Scope of Works for Building Manufacturing Facility</p>	<p>Personal Protective Equipment (PPE) Manufacturing Facility in Lephalele Local Municipality – Scope of Works</p> <p>The establishment of a PPE Manufacturing Facility in Lephalele Local Municipality will include the following:</p> <ol style="list-style-type: none"> 1. Architectural and Engineering Services will include: <ul style="list-style-type: none"> • Stage 1 – Inception • Stage 2 – Concept Design • Stage 3 – Design Development • Stage 4 – Documentation and Procurement • Stage 5 – Contract Administration • Stage 6 – Close-out 2. Construction/ building of the facility which will include the below: <ul style="list-style-type: none"> • Reception • Boardroom • Office space • Ablution and changeroom • Storeroom area • Operational area <div data-bbox="821 683 1316 1086" style="border: 2px solid black; padding: 5px; transform: rotate(-15deg);"> <p>MINERAL RESOURCES AND ENERGY SOCIAL AND LABOUR PLAN APPROVED 2024-08-15 LIMPOPO REGION</p> </div>								

- Kitchen
- Parking

3. Installations of the Equipment, will include the below:

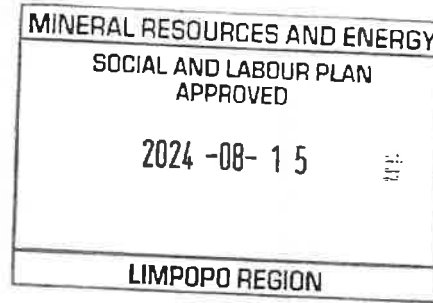
- Sewing machine
- Bottle iron
- Ironing dry press

4. Provision of Material Handling Equipment, will include the below:

- Laundry bin
- Platform trolley
- Rocker trolley
- Folding nose trolley
- Panel van

5. Provision of Accessories, will include the below:

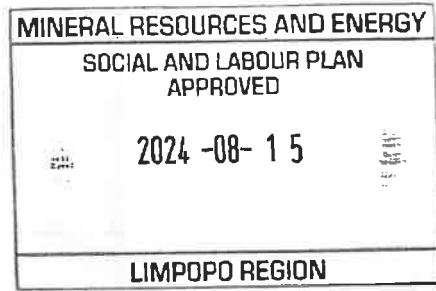
- Computer
- Printer big
- Printer small
- Offices chairs
- Reception, Office, kitchen, storeroom, change room shelves
- Boardroom table
- Boardroom chairs
- Boardroom projector
- Kitchen desks
- Kitchen tables
- Kitchen fridge
- Kitchen microwave

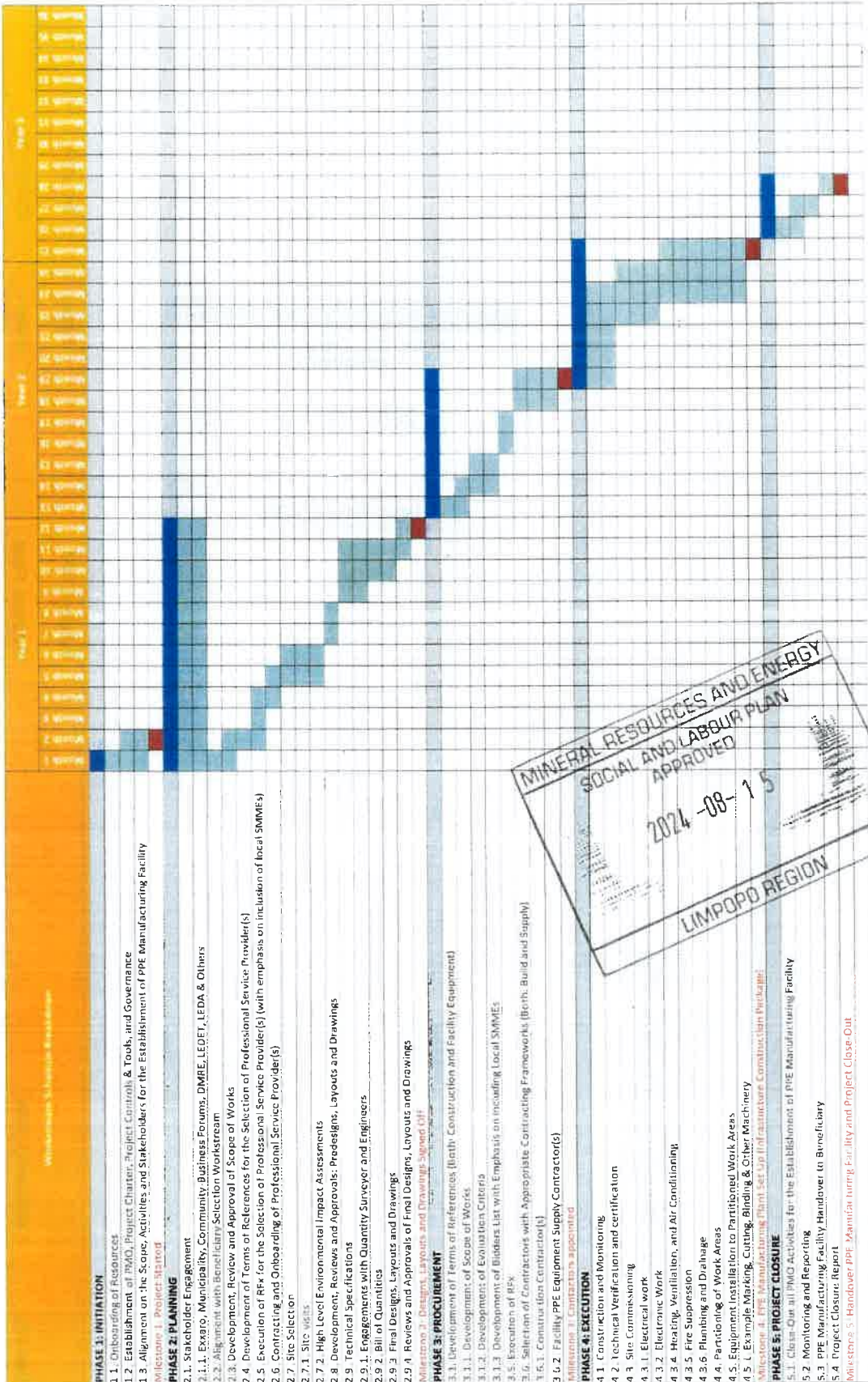


<p>Market Analysis</p>	<p>The PPE target market will include the following sectors:</p> <ul style="list-style-type: none"> • Mining • Power stations • Manufacturing • Agriculture • Construction and • Contractors • Oil & Gas
<p>Lessons Learnt</p>	<p>Lessons learnt have shown that Cooperatives are not effective in running a long-term business and pose challenges to sustainability:</p> <ul style="list-style-type: none"> • Bringing constituents that are not entrepreneurial • Bringing constituents that cannot work effectively together • Bringing constituents to a start-up business that is not making profit <p>These lessons learnt have advised the decision to seek a For-Profit-Business to be a beneficiary of the PPE Manufacturing Plant, and drive local development through the employment of local constituents.</p>



Annexure – B: Preliminary Implementation Plan





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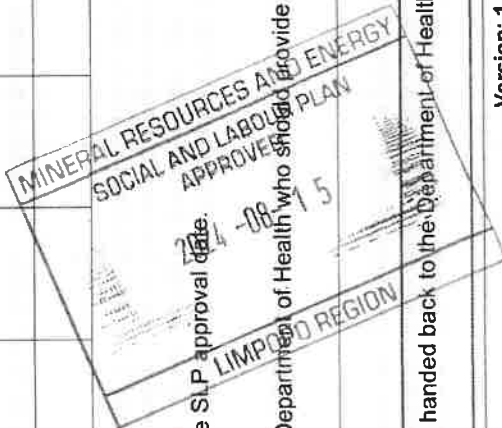
Project Name	Renovations of Healthcare Facilities					Healthcare	
<p>Background</p> <p>The primary objective of assessing the clinics was to identify minor repairs, maintenance and limited investment which will both create a more positive experience and functionally safe and enabled working environment for patients and staff, as well as both support proposed healthcare programme service strengthening and the provision of the necessary referral pathways into district health services.</p> <p>The clinics serve the area that includes the primary mine host community for the Grootegeluk coal mine operated by Exxaro.</p> <p>The first set of sites – Marapong Clinic, Marapong Community Health Centre, Lephalale, and Ellisras Clinics – were assessed on 2 March 2021. A second round of assessments by the same team took place on 19 April 2021 where Shongoane, Abbotspoort, and Seleka Clinics were visited. Based on Exxaro Stakeholder Engagement with the community and municipality, a request and decision was made to include Steenbokpan Clinic. The Provincial office advised that Marapong Clinic and Ellisras Clinic were closed and must be removed from the list.</p>							
<p>Geographical location of project</p>	<p>District Municipality: Waterberg District Municipality</p>	<p>Local Municipality: Lephalale Local Municipality</p>	<p>Community Name:</p> <ul style="list-style-type: none"> • Seleka Clinic • Marapong CHC • Lephalale Clinic • Abbotspoort Clinic • Shongoane Clinic • Steenbokpan 	<p>Project start date Date of Approval 2024-08-15</p>	<p>Project end date 5 Years and 10 Months from the Date of Approval</p>		
<p>Output</p>	<p>Key performance area</p> <ul style="list-style-type: none"> • Perform minor repairs and renovations of the infrastructure of the clinics 		<p>Key performance indicator</p> <ul style="list-style-type: none"> • Renovation of clinics to improve the infrastructure • Quality, budget and time to execute programme 		<p>Responsible entity (Inclusive of all role players)</p> <p>The Impact Catalyst Exxaro- Grootegeluk Mine Limpopo Department of Health Lephalale Local Municipality</p>		
<p>Budget (Exxaro's contribution)</p>	<p>Year 1 R12,263,413</p>	<p>Year 2 R12,263,413</p>	<p>Year 3 R12,263,413</p>	<p>Year 4 R12,263,413</p>	<p>Year 5 R12,263,413</p>	<p>Total R61,317,062</p>	

Proposed 2 clinics per year. This would need to be workshopped with the Department of Health.									
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exxaro POWERING POSSIBILITY

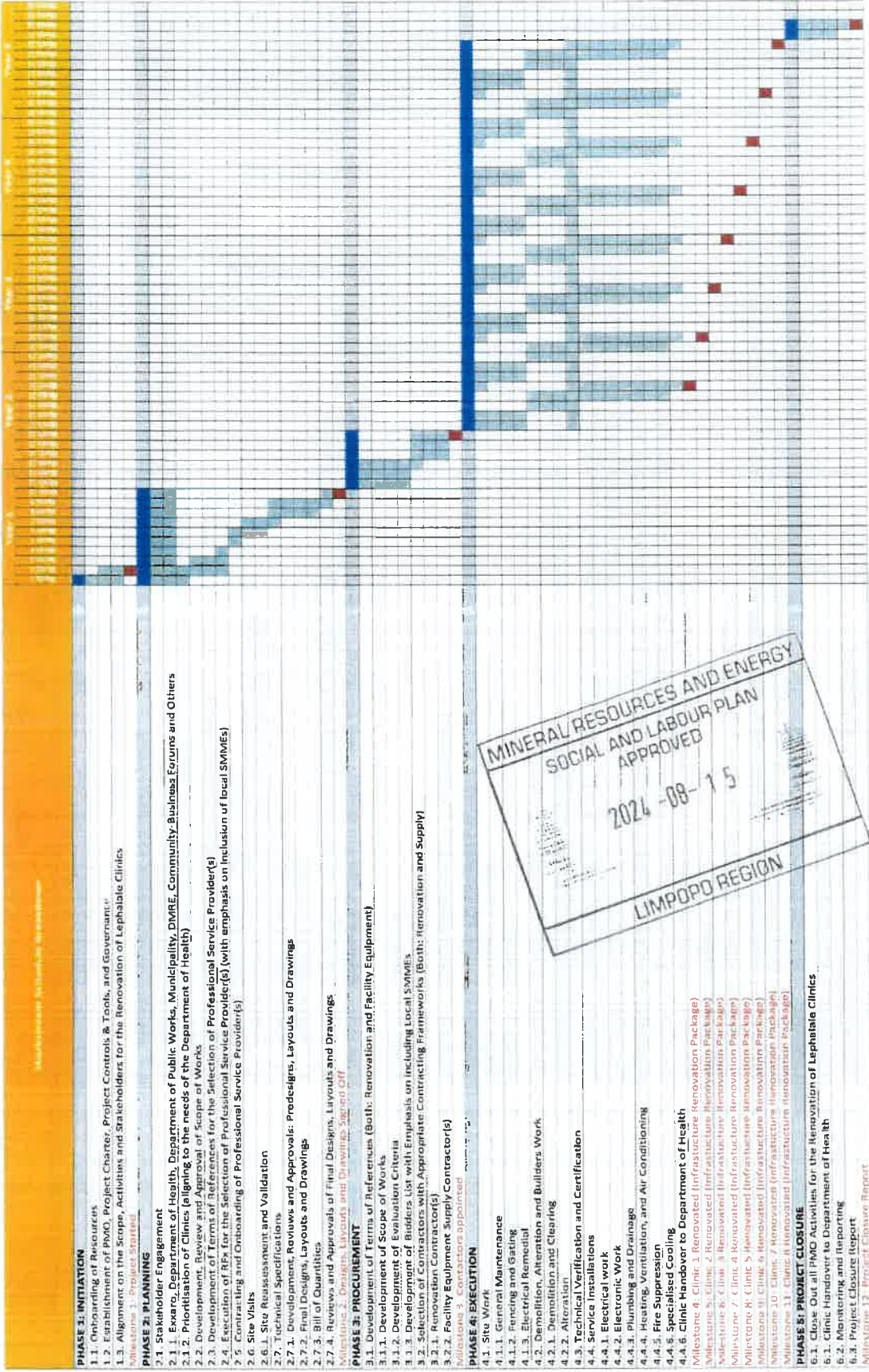
EXXARO GROOTEGELUK COAL

Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments
Short term	20	10	10	3	2	20	20 jobs will be created during the renovations of the clinics.
Medium term							
Long term							
Completion date and exit strategy							
Completion date The project will be completed within 05 years from the SLP approval date.							
Exit strategy The aim is to eventually handover the project to the Department of Health who should provide continued maintenance of the facility.							



Sustainability Plan	Clinics will be renovated and handed back to the Department of Health.
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<p>Roles and Responsibilities</p>	<p>Below is the outline of the roles and responsibilities between the key stakeholders within the Clinic Upgrade initiative:</p> <p>Exxaro</p> <ul style="list-style-type: none"> Stakeholder engagement and alignment with the Lephalale Local Municipality Stakeholder engagement and alignment with the Lephalale Local Municipality communities Set up MOU and working with the Department of Health in creating and executing the programme plan Procurement of the built, engineering and construction services Management of the renovation works of the Clinics Handover of the renovated Clinics <p>Municipality</p> <ul style="list-style-type: none"> Support the technical team working on the built, engineering and construction services Support the necessary approvals from the technical team working on the built, engineering and construction services Support the stakeholder engagement with the communities <p>Department of Health</p> <ul style="list-style-type: none"> Provision of technical colleagues to support the programme Provision of access to other government colleagues, including Department of Public Works Provision of access to Clinics that needs repairing and maintenance as per the above list Provision of technical standards and procedures in repairing and maintaining clinic infrastructure Provision of technical standards and procedures in the purchasing of healthcare items, equipment, (if needed) Acceptance of the clinics that are repaired
<p>Scope of Work</p>	<div data-bbox="837 347 1268 638" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">MINERAL RESOURCES AND ENERGY</p> <p style="text-align: center;">SOCIAL AND LABOUR PLAN APPROVED</p> <p style="text-align: center;">2024 -08- 1 5</p> <p style="text-align: right;">10/11</p> <p style="text-align: center;">LIMPOPO REGION</p> </div> <ul style="list-style-type: none"> 1. Architectural and Engineering Services: <ul style="list-style-type: none"> Stage 1 – Inception Stage 2 – Concept Design Stage 3 – Design Development Stage 4 – Documentation and Procurement Stage 5 – Contract Administration Stage 6 – Close-out 2. The renovations of healthcare facilities in Lephalale Local Municipality will include the following <ul style="list-style-type: none"> a) Gathering of DoH standards for healthcare buildings, clinics and accessories b) Renovation of building c) Renovation of electrical needs d) Renovation of water, plumbing and drainage needs e) Renovation of fire / safety needs f) Renovation of outside environment needs g) Renovation of air conditioning needs h) Renovation of waiting rooms needs i) Installation of records shelving needs



- PHASE 3: INITIATION**
 - 3.1. Onboarding of Resources
 - 3.2. Establishment of PMO, Project Charter, Project Controls & Tools, and Government
 - 3.3. Alignment on the Scope, Activities and Stakeholders for the Renovation of Lephalale Clinics
- Milestones 1: Project Started**
- PHASE 3: PLANNING**
 - 3.1. Stakeholder Engagement
 - 3.1.1. Exaro, Department of Health, Department of Public Works, Municipality, DMRE, Community, Business Forums and Others
 - 3.1.2. Prioritisation of Clinics (aligning to the needs of the Department of Health)
 - 3.2. Development, Review and Approval of Scope of Works
 - 3.3. Development of Terms of Reference for the Selection of Professional Service Provider(s)
 - 3.4. Execution of RfP for the Selection of Professional Service Provider(s) (with emphasis on inclusion of local SMMEs)
 - 3.5. Contracting and Onboarding of Professional Service Provider(s)
 - 3.6. Site Visits
 - 3.6.1. Site Reassessment and Validation
 - 3.7. Technical Specifications
 - 3.7.1. Development, Reviews and Approvals: Pre-designs, Layouts and Drawings
 - 3.7.2. Final Designs, Layouts and Drawings
 - 3.7.3. Bill of Materials
 - 3.7.4. Reviews and Approvals of Final Designs, Layouts and Drawings
- PHASE 3: PROCUREMENT**
 - 3.1. Development of Terms of Reference (Both: Renovation and Facility Equipment)
 - 3.1.1. Development of Scope of Works
 - 3.1.2. Development of Evaluation Criteria
 - 3.1.3. Development of Bidders list with Emphasis on Including Local SMMEs
 - 3.2. Selection of Contractors with Appropriate Contracting Frameworks (Both: Renovation and Supply)
 - 3.2.1. Renovation Contractor(s)
 - 3.2.2. Facility Equipment Supply Contractor(s)
- Milestones 3: Contractors appointed**
- PHASE 4: EXECUTION**
 - 4.1. Site Work
 - 4.1.1. General Maintenance
 - 4.1.2. Fencing and Gating
 - 4.1.3. Electrical Remedial
 - 4.2. Demolition, Alteration and Builders Work
 - 4.2.1. Demolition and Clearing
 - 4.2.2. Alteration
 - 4.3. Technical Verification and Certification
 - 4.4. Service Installations
 - 4.4.1. Electrical work
 - 4.4.2. Electronic Work
 - 4.4.3. Plumbing and Drainage
 - 4.4.4. Heating, Ventilation, and Air Conditioning
 - 4.4.5. Fire Suppression
 - 4.4.6. Specialised Cooling
 - 4.5. Clinic Handover to Department of Health
 - Milestone 4 - Clinic 1 Renovation Infrastructure Renovation Package)
 - Milestone 5 - Clinic 2 Renovation Infrastructure Renovation Package)
 - Milestone 6 - Clinic 3 Renovation Infrastructure Renovation Package)
 - Milestone 7 - Clinic 4 Renovation Infrastructure Renovation Package)
 - Milestone 8 - Clinic 5 Renovation Infrastructure Renovation Package)
 - Milestone 9 - Clinic 6 Renovation Infrastructure Renovation Package)
 - Milestone 10 - Clinic 7 Renovation Infrastructure Renovation Package)
 - Milestone 11 - Clinic 8 Renovation Infrastructure Renovation Package)
 - Milestone 12 - Clinic 9 Renovation Infrastructure Renovation Package)
- PHASE 5: PROJECT CLOSURE**
 - 5.1. Close Out all PMO Activities for the Renovation of Lephalale Clinics
 - 5.2. Clinic Handover to Department of Health
 - 5.3. Monitoring and Reporting
 - 5.4. Project Closure Report
- Milestones 13: Project Closure Report**

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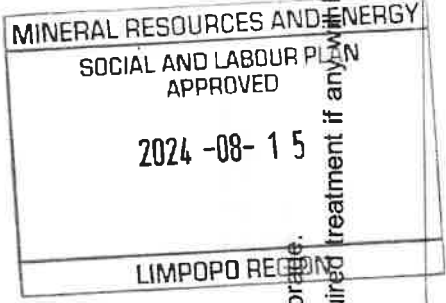
Project Name	Ga-Seleka Water Supply	Infrastructure Development				
Project Name	<p>A comprehensive engineering study on boreholes, undertaken in 2017 by the municipality concluded that the borehole water supply to Ga-Seleka was insufficient, due to fluctuating water quality with a diminishing aquifer.</p> <p>An alternative water extraction method to source water from beneath the sand river bed was presented to the Lephalale local municipality on the 1st of August 2023 in response to the rural need for water in Lephalale which proposed the following options:</p> <ol style="list-style-type: none"> 1. Help with water supply to a water scheme where they are unable to get reliable drinking water 2. Help with the other villages in the area struggling with water access <p>The river at Ga-Seleka is a strong sand-based river, where the sand acts as the water storage and filter for good economical quality water supply. A sand river-bed extraction project was proposed to reliably supply economically-sourced clean water for Ga-Seleka village.</p> <p>The municipality has therefore requested Exxaro to assist with sand water extraction projects in Rural Lephalale. (supporting letter attached). Since the borehole study was conducted in 2017, the water needs calculations will be reviewed with a status quo analysis and an investigation of the projected water needs for the village. The investigation/study to be conducted will detail various available options that can be used to provide water in Ga-Seleka and recommendations of the most optimal and feasible solutions.</p>					
Background	<p>A Phased implementation approach is proposed:</p> <ul style="list-style-type: none"> • Phase 1- Situational analysis, as-built documentation of existing water resources and investigations of various available options to provide water. • Phase 2: Design, documentation, construction, monitoring and close out. 					
Geographical location of project	<p>District Municipality: Waterberg Municipality</p>	<p>Village name: Ga Seleka</p>	<p>Project start date Year 1</p>	<p>Project end date Year 5</p>		
Output	<p>Local Municipality: Lephalale Local Municipality</p>	<p>Key performance indicator</p> <ul style="list-style-type: none"> • Completed infrastructure. 	<p>Responsible entity (inclusive of all role players) Lephalale Municipality Exxaro - Grootegeluk Mine Ga-Seleka Tribal Council</p>			
		Year 2	Year 3	Year 4	Year 5	Total



Budget (Exxaro's contribution excl VAT)	R25,000,000		R27,000,000		R6,000,000	R2,500,000	R58,000,000
Classification of jobs	No of jobs to be created			Male youth	Female youth	Total	Comments
Short term	3	2	5	20	20	20 jobs will be created during the implementation phase of the project.	
Medium term							
Long term							
Beneficiaries	Ga-Seleka Villages residents						
Completion date and exit strategy							
Completion date	The project will be completed within 05 years from the SLP approval date						
Exit / Sustainability strategy	<p>There will be a Memorandum of Agreement with the Municipality to take over the infrastructure. Maintenance training of local community members to be utilized by the municipality for ease of maintenance.</p>						
Roles and Responsibilities	<p>Below is the outline of the roles and responsibilities between the key stakeholders within the Ga-Seleka Water Project:</p> <p>Exxaro</p> <ul style="list-style-type: none"> Stakeholder engagement and alignment with the Lephalale Local Municipality and Ga-Seleka Tribal authorities Stakeholder engagement and alignment with the Stakeholder forum representatives. Project management from Inception to Handover within regulatory adherence. Procurement of the study, engineering and construction services Training of community and municipal maintenance team during the implementation till handover. Handover of the Ga-Seleka Water Project to the Lephalale Local Municipality and relevant Water authority. <p>Municipality</p> <ul style="list-style-type: none"> Support the technical team working on the engineering and construction data held at the municipality. Support the necessary approvals from the technical team working on the engineering and construction services Support the stakeholder engagement with consistent participation till handover. Acceptance of the Ga-Seleka Water Project handover to the Lephalale Local Municipality. 						

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	<ul style="list-style-type: none"> • Provide water treatment if needed. • Procure infrastructure required for water reticulation to the community. • Providing consistent planned and emergency maintenance of the infrastructure. <p>See letter annexed below</p>
Mayor approval	
Scope of Works	<p>Phase 1</p> <ul style="list-style-type: none"> • Study/ Investigation of various options available to provide water and recommendation of the most optimal and feasible solution • Status quo/ situational analysis • As-built documentation of existing resources <p>Phase 2</p> <p>Procurement and Management of Engineering Services:</p> <p>Stage 1- Inception</p> <p>Stage 2 – Concept Design</p> <p>Stage 3 – Design Development</p> <p>Stage 4 – Documentation and Procurement</p> <p>Stage 5 – Contract Administration</p> <p>Stage 6 – Close-out</p> <ul style="list-style-type: none"> • Construction of required infrastructure for water extraction including water storage. • Initial water quality test will be provided and recommendations on the required treatment if any will be shared with the municipality.





LEPHALALE LOCAL MUNICIPALITY

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 E-Mail: munic@lep.gov.za
 Website: http://www.lep.gov.za

Our Ref: 57/2 (2024)
 Esapepe WIMPOPE
 Attention of MINE MANAGER
 Your Ref: 17 October 2023

GROOTEGLUK EXXARO COAL MINE
 Nelson Mandela Dr
 Lephalale
 0555

Dear Sir/Madam

REQUEST FOR FUNDINGSUPPORT FOR THE DEVELOPMENT OF WATER SOURCES IN RURAL AREAS THROUGH THE IMNE SOCIAL LABOUR PLAN (SLP): LEPHALALE RURAL WATER SUPPLY- SAND WATER EXTRACTION PROJECT

Lephalale Local Municipality is charged with the responsibility of ensuring that water and sanitation services are provided within its area of jurisdiction. The Municipality strives to eradicate the backlog within its area of operation but due to limited water resources (Boreholes), the envisaged provision is not realised. Furthermore the Municipality would like to bring it to your attention that there are new settlements and/or extensions mushrooming regularly and as a result it is difficult to diminish the backlog as anticipated.

The situation regarding village bulk water source availability requires thorough investigation. Previous studies, available knowledge and expertise on the ground water availability and quality and current situation will be used to determine and evaluate the need and optimum solutions. There is a need to look at possible options for utilising the natural resources available to create or facilitate opportunities to combat poverty and eradicate the backlog

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Letter from Lephalale Local Municipality

Doc ID:

EWPM-9411-1399

Rural area depends on ground water supplied from 170 boreholes which are operationalised. The levels of these boreholes have dropped and further ground water exploration is required to augment the existing water supply. The water quality from the production boreholes is below the SANS 241 specification and the quantity is inadequate to meet the basic demand. Further ground water potential in the area is low due to low yielding aquifer and poor water quality (Class 2 & 3 - not fit for human consumption without treatment). Hence an alternative source has to be considered such as development of Sand Water Extraction Project.

The proposed implementation of the Sand Water Extraction Project in all four schemes will enable the Municipality to provide residents in Rural villages with acceptable water quality and able to ensure that the communities do not continue receiving services which are characterised by continual changes in water quality during rainy seasons to those receiving water from the sand pits in the Lephalale River and to the rest, water quality which has high concentrations of fluoride and sodium chloride.

Based on the aforementioned situation the Municipality realised the need for infrastructure to establish Sand Water Extraction project and connect that water resource on a macro or sub regional scale (over vast distances), with internal bulk and reticulation systems or any bulk supply infrastructure that may have a significant impact on water resources in terms of quantity and quality.

- "Macro" is defined as infrastructure serving extensive areas across multiple municipal boundaries
- "Sub-regional" is defined as large area normally within a specific district or numerous communities over a large area normally within a specific district or local municipal area
- Bulk infrastructure that has a "significant impact on water resources"

It is planned that background that the Municipality request assistance through the Social Labour Plans (SLP) programme as that support will enable the Municipality to achieve its Municipal development targets (e.g. eradication of

REQUEST FOR FUNDINGSUPPORT FOR THE DEVELOPMENT OF WATER SOURCES IN RURAL AREAS THROUGH THE IMNE SOCIAL LABOUR PLAN (SLP): LEPHALALE RURAL WATER SUPPLY- SAND WATER EXTRACTION PROJECT
 REFERENCE NUMBER: 57/2 (2023)

Page 2

bulk water supply and basic sanitation facilities, socio economic priorities, establishment of growth and development initiatives as well as addressing specific water needs (e.g. water availability, water quality and environmental challenge)

In consultation Lephalale Local Municipality hereby requesting the Exxaro Mine to assist with the development of Sand Water Extraction project(s) in all four schemes within area:-

1. Sekeja Water Scheme
2. Wipool Regional Water Scheme
3. Mabuanyane Regional Water Scheme
4. Shongosse Water Scheme

The main focus of this initiative is to supply communities in need with quality and relatively sufficient volumes of water

Banking on your support

Your Faithful
 MOTT ALEXANDER MIMPE
 ACTING MUNICIPAL MANAGER

REQUEST FOR FUNDINGSUPPORT FOR THE DEVELOPMENT OF WATER SOURCES IN RURAL AREAS THROUGH THE IMNE SOCIAL LABOUR PLAN (SLP): LEPHALALE RURAL WATER SUPPLY- SAND WATER EXTRACTION PROJECT
 REFERENCE NUMBER: 57/2 (2023)

Page 3

Version: 1.00

Version: Final

Page: 111 of 98

Date: 2019-07-08

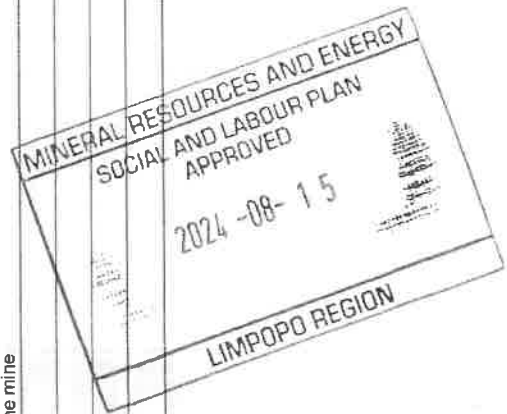


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ANNEXURE B: PROCUREMENT

Procurement Opportunities for Period 2023 to 2027

Forecast Procurement Opportunities for exclusive participation of BO/BWO/SMME/Local-Lephalale	Contract time frame	Est Job Opportunities
Refurbishment and upgrading of Exxaro properties.	3years	7
Supply and delivery of general hardware materials to GG Mine	3years	2
Cleaning of silt traps at Grootegeluk Coal Plants	3years	3
Cleaning service & Supply of cleaning Chemicals-Goods	3years	Reference below value inclusive
Cleaning service & Supply of cleaning Chemicals- Service	3years	118
Lime dosing at Bench 13	3years	2
Cleaning and maintenance of empty stands at Marapong and Onverwacht	3years	6
Hazardous waste management	3years	tbc
Ad hoc hire of Manisopic forklift	3years	1
Catering & Canteen	3years	12
The Welding of half cups at GG Tipping Bins	3years	4
General maintenance of GG2&6 and the replacement of cyclones	3years	5
Laundry service (cleaning of Exxaro overalls)	3years	32
Industrial plant cleaning	3years	128
Supply and delivery of electrical products and related components at GGC	5years	13
Housing maintenance	3years	26
Cleaning of mining equipment	4years	6
Supply and delivery of safety poles	4years	4
Transportation of Exxaro Employees to & from GGC and inside the mine	5years	25
Supply and installation of ceramic tiles	3years	12
Supply and servicing of water purification machines	5years	2
X-ray service	5years	1
GGC Gardening Service	5years	5



Procurement Opportunities for exclusive participation of BO/BWO/SMME/Local-South Africa		Contract time frame
Procurement Opportunity		
Supply of various bearings and related components		3years
Supply and delivery of the bearings		3years
Service, inspections and annual load test of overhead cranes and the supply of spares as well as repairs		3years
Maintenance, repair, and replacement of fire detection & suppression system at GG7 & 8 plant.		3years
Provision of hygiene services		5years
Supply of stationery and office equipment at GG Mine		3years
Supply of Drilling Equipment to GGC		3years
Supply of wiggins projects - mining equipment		3years
Operations of GG tailings and slime dams		5years
Rope access service		3years
Maintenance of fire suppression system on mining equipment		5years
Maintenance of Exxaro's Railway Siding		5years
Repair of GG1 Cyclones		5years

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