

# TSHIKONDENI COASTAL COAL

## SOCIAL AND LABOUR PLAN

**2023 – 2027**



**mineral resources**

Department:  
Mineral Resources  
**REPUBLIC OF SOUTH AFRICA**

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## Acronyms

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
DMR	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)

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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)

## **SECTION ONE**

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### **INTRODUCTION**

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



## 1. SECTION 1: PREAMBLE

### 1.1 GENERAL INFORMATION

**Table 1: Details of applicant and mine**

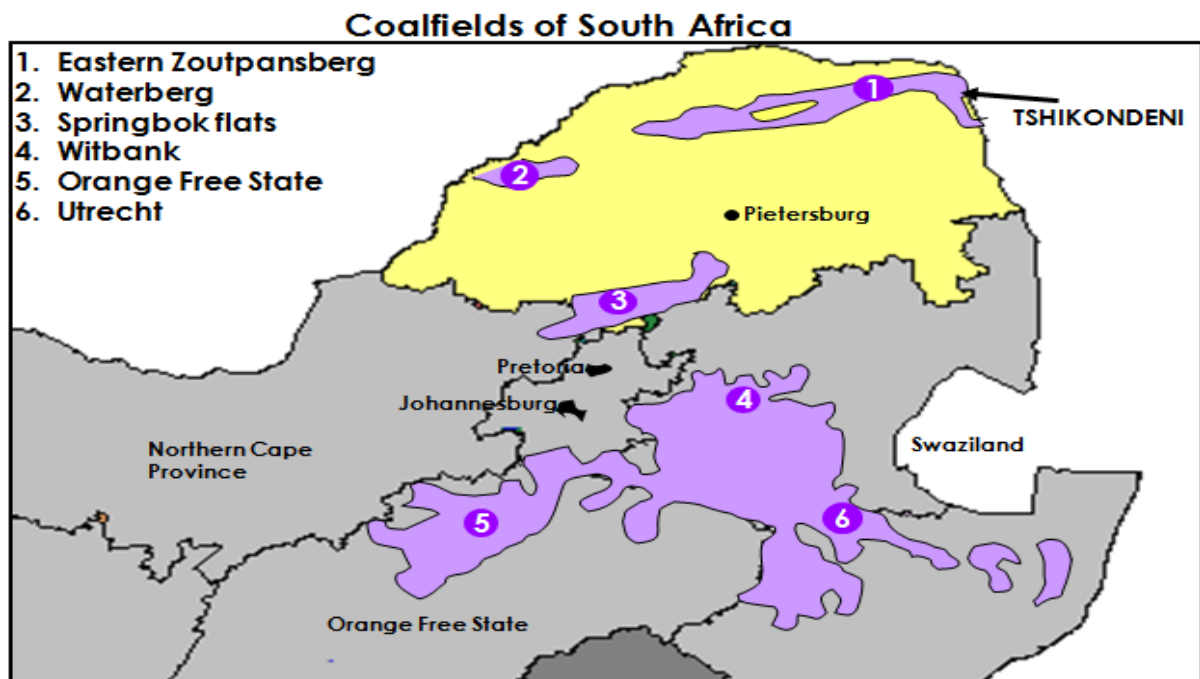
Name of applicant	Exxaro Coal (Pty) Ltd (Coastal Coal)
Name of mine	Tshikondeni Coastal Coal
Company registration number	2000/01178/07
Physical address	Tshikondeni Coastal Coal Mine, Tshikondeni
Postal address	P.O. Box 50 Tshikondeni 0959
Telephone number	015 966 5000
Fax number	012 307 3745
Location of mine	Tshikondeni,Ha-Makuya
Commodity	Hard coking coal
Life of mine	Closed
Financial year end	December
Reporting year	2022
Responsible person	Ndivhuho Mugeru
Email address	Ndivhuho.Mugeru@Exxaro.com
Geographic origin of employees	Limpopo

Exxaro Tshikondeni Coastal Coal Mine is a closed operation which was a hard-coking coal producer located in the north-eastern corner of Limpopo Province, approximately 100km east of Tshipise and approximately 17km southeast of Masisi, adjacent to the Luvuvhu River and the Kruger National Park. The mine is located within Vhembe District in Limpopo Province.

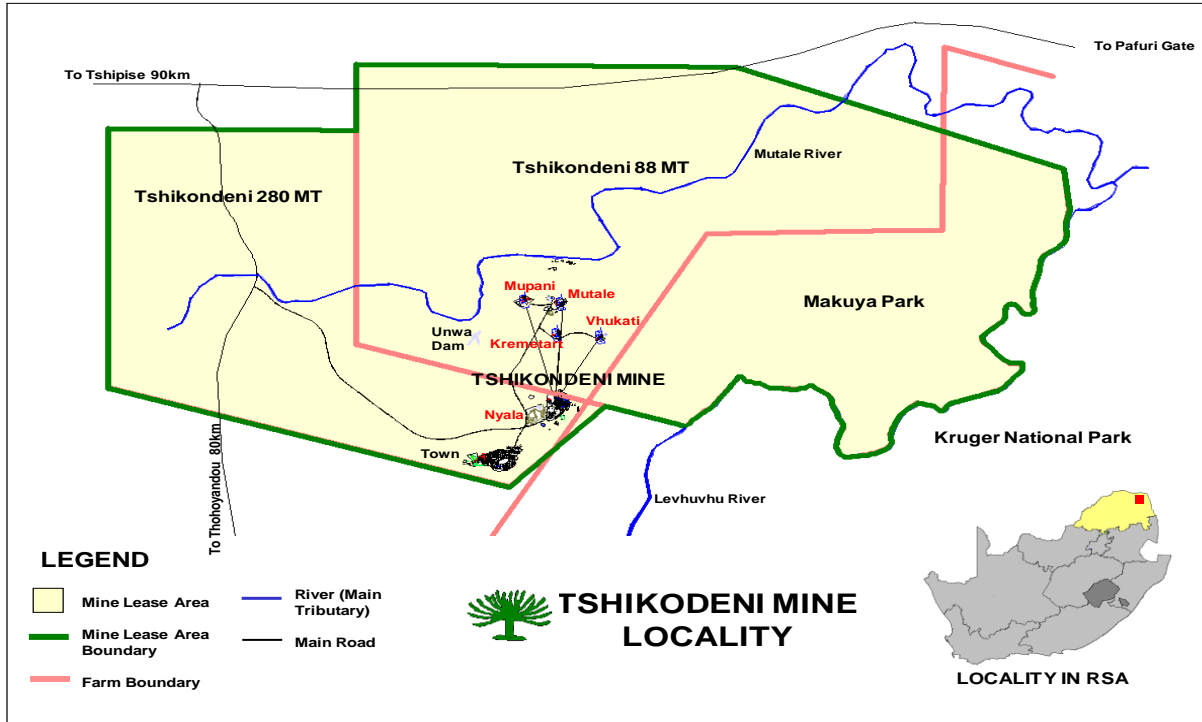
Mineral rights are owned by the state. Tshikondeni leases the mineral rights from the state. The original lease agreement (K 12/1984 L) was granted in 1984 and was supplemented and amended in 1990 (K1 /1990 RM). The application for the conversion of the old order mining licenses to the new order mining rights as required by the MPRDA, act 28 of 2002, was submitted to the DME, Polokwane on 7 December 2005 and approval for conversion was granted under certain conditions, with which Exxaro has complied. The amended Environmental Management Programme Report (EMPR) as submitted for the conversion of the old order-mining license to the new order mining right was received in September 2007. A new order mining right (LP 34 MR) was granted for the area described as Goni, 285.34 ha in extent on 1 April 2009.

Exxaro closed its Tshikondeni mine in 2014. This was due to the depletion of Economically Mineable Reserves. Exxaro engaged in an intensive consultation process with various Government Department and Stakeholders as part of the Closure journey, with the DMRE as the Principal Competent Authority. Exxaro submitted its closure EMP to the DMRE in Dec 2016. The closure EMP was approved in December 2017. This has allowed the Mine to implement its Closure commitments with confidence and improved speed.

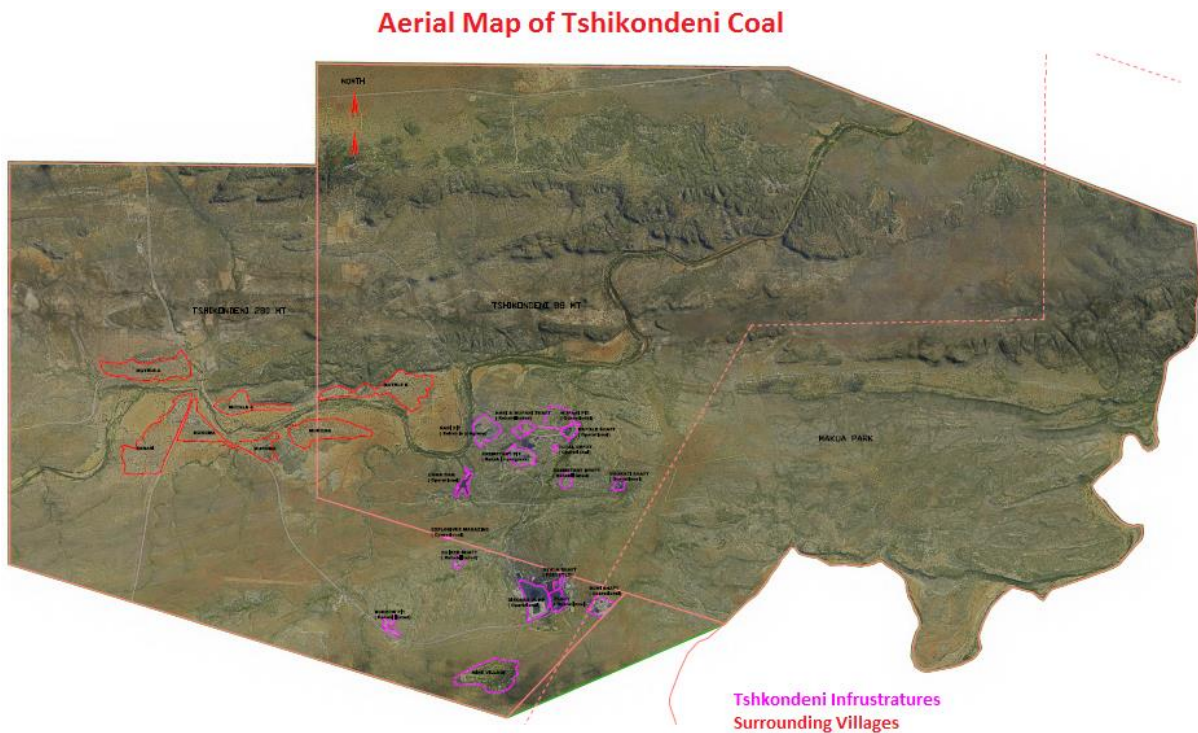
### 1.3. LOCATION OF MINE



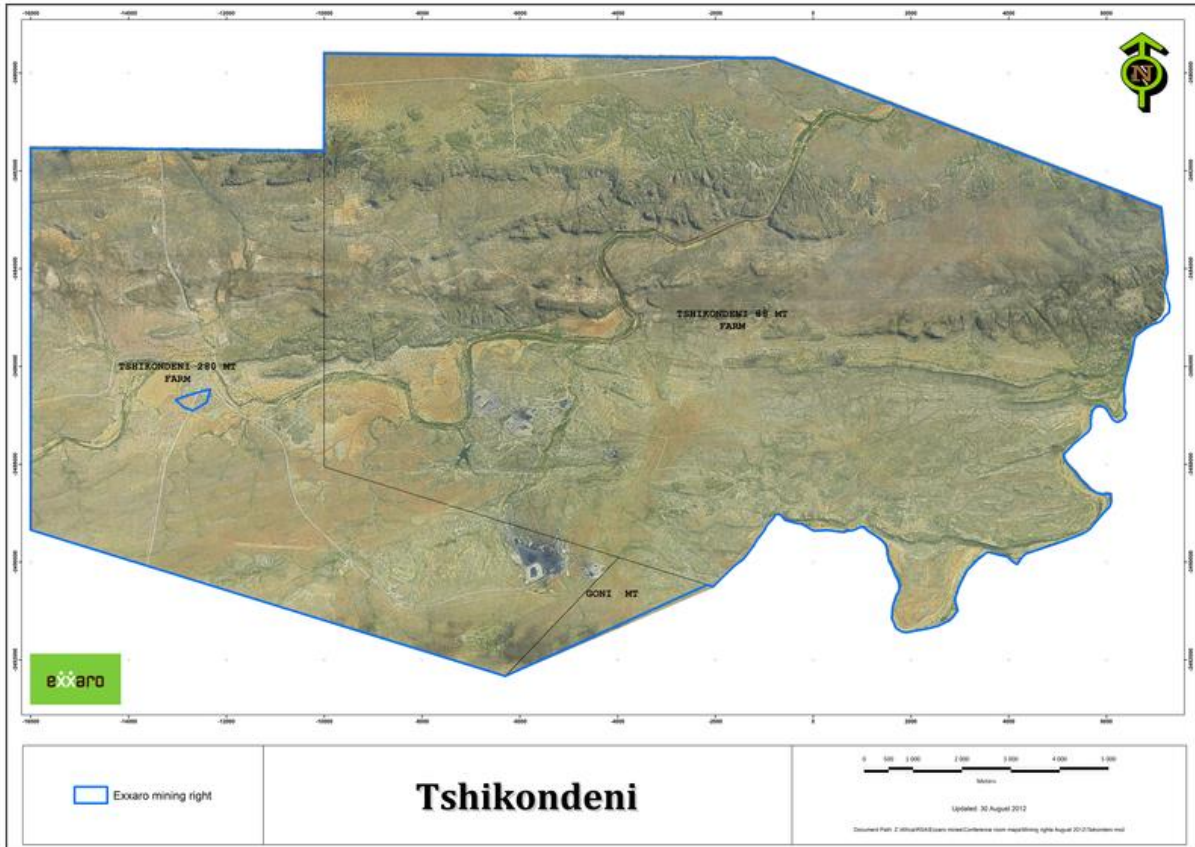
**Figure 1: A simplified location and spatial information map for Tshikondeni Coastal Coal Mine**



**Figure 2: A route map showing the Tshikondeni Coastal Coal Mine location and Lease Boundary**



**Figure 3: Tshikondeni Mine Lease Boundary and the district and local municipality boundaries, Mpumalanga Province**



**Figure 4: Aerial photograph**

## **SECTION TWO**

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### **HUMAN RESOURCES DEVELOPMENT PROGRAMME**

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

## 2. SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME

Exxaro human resources development policy aims to develop and sustain core competencies and to maximise its human resource capital in order to meet its strategic objectives and improve its operational performance.

### 2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

As from 1 January 2018 the Tshikondeni Structure moved over to Exxaro. Coastal Coal (L070744042). Thus no Workplace Skills Plans (WSP) information planned for the SLP period.

**Table 2: Skills development**

Name of SETA.	<i>Mining Qualification Authority (MQA)</i>
Registration number with the SETA.	L070744042
Skills development facilitator.	Dalena van der Westhuizen
Proof of submission of work place skills plan.	Yes (Work place skills plan was submitted as part of Coastal Coal)

### 2.2 SKILLS DEVELOPMENT PLAN

#### 2.2.1 BACKGROUND INFORMATION OF THE WORKFORCE

The current workforce comprises 6 permanent employees, 55 contractors, which will reduce on a yearly basis.

## 2.2.2 COMMUNITY SKILLS DEVELOPMENT CENTRE

Tshikondeni communities have limited access and knowledge to basic computer skills, including Microsoft excel, powerpoint, outlook and word. A competent Non Profit Organisation will be supported in establishing a community computer centre at Ha Makuya Village, where youth and unemployed community members will be trained and empowered to be efficient in computer skills over a period of three years.

**Table 3: Computer skills training**

Area of training: <b>Computer Skills</b>	Objectives: To establish a computer centre, to train and empower communities			Total
Timelines	2023	2024	2025	
<b>COMMUNITIES</b>				
Targets	30	30	40	100
Budget (R)	<b>R320 000</b>	<b>R320 000</b>	<b>R324 000</b>	<b>R964 000</b>

## 2.2.3 PLAN FOR THE PROVISION OF PORTABLE SKILLS TO COMMUNITY

Portable skills are offered according to community preference. During engagements, community members were presented with a suite of portable skills that are available viz. Engineering, Building as well as agricultural skills. Preference was made on building and agricultural skills.

It was further noted that community members would need additional time to be able to choose specific sub- skills, which fall under the above-mentioned categories. There will therefore be further engagements in 2024, prior to the intake, to confirm the skills of choice. Below is an indication of preferred portable skills programmes by the communities.

**Table 4: Portable skills training**

Area of training	Targets and timelines (Community)					
	2023	2024	2025	2026	2027	Total budget ZAR
<b>Building Skills</b> • Bricklaying • Carpentry – Finishing / /Roofing • Painting • Plastering • Plumbing • Tiling Page • Fencing, Brick/Block Making, Glass Fitting	0	12	0	0	0	<b>R153 600</b>
<b>Agriculture</b> Poultry/Animal/ Crop	0			12	0	<b>R153 600</b>
<b>Budget</b>	<b>0</b>	<b>R153 600</b>	<b>0</b>	<b>R153 600</b>	<b>0</b>	<b>R307 200</b>

#### 2.2.4 LEARNERSHIPS

Learnerships are registered and accredited learning programmes that include practical work experience as well as a theoretical component. Tshikondeni Mine will offer learnerships in the conservation field, which is a skill that is highly sought after in the area, given the numerous adjacent hunting lodges and game farms.

Ten (10) community members will be offered an opportunity to participate in an accredited learnership programme, presented by the Wildlife College.



Table Below shows the provision of the learnerships for the SLP period.

**Table 5: Portable skills training**

Area of training	Targets and timelines					
	2023	2024	2025	2026	2027	Total budget ZAR
National Certificate Resource Guardianship NQF level 2 (12months programme)			10			1 100 000
<b>Budget</b>	<b>0</b>		<b>R1 100 000</b>	<b>0</b>	<b>0</b>	<b>R1 100 000</b>

### 2.2.5 BURSARY AND INTERNSHIP PLAN

Bursaries will be offered to community members who wish to study at recognised universities or technical colleges. Bursaries are awarded across various disciplines, as per the students' preference. Potential candidates will be sourced from local communities to be sponsored for their studies.

During this period, the students will be mentored and coached. Bursaries cover the cost of tuition, registration fees, examination fees and compulsory study material.

These bursaries will be advertised, and a selection process will be followed. Candidates can apply for B-Degrees or TVET bursaries. The field of study will be determined during the selection process. Tshikondeni will allocate R450 000 per year for 3 learners to complete a 4 years degree.

The table below depicts the Bursary Planned budget:

## 2.2.5 BURSARY PLAN

Table 6: Bursary Plan

	Community Bursaries					
Bursary (B-Degree or TVET)	2023	2024	2025	2026	2027	Total
<b>No of Bursars</b>	0	3	3	3	3	<b>3</b>
<b>Budget ZAR</b>	0	450 000	450 000	450 000	450 000	<b>1 800 000</b>

## 2.3 EMPLOYMENT EQUITY PLAN

### 2.3.1 OBJECTIVES OF EE PLAN (ALIGNED WITH EE POLICY)

The objectives of the EE plan are to:

- Prevent the existence of unfair discriminatory practices.
- Prevent sexual and racial discrimination.
- Prevent the existence of barriers in the workplace which unfairly restrict the employment and promotion opportunities of any person.
- Achieve an enhanced representation of underrepresented categories of people with the emphasis on individuals from designated groups, at all levels in the organisation, focused on the long-term objective of reflecting the demographics of the South African population.
- Create an organisational culture in which diversity is encouraged and valued while focusing on shared values in order to develop team spirit, promote mutual understanding, optimise potential and achieve organisational goals in serving the community.

Tshikondeni Coastal Coal is committed to working towards employment equity and to adhering to the Mining Charter targets and objectives.

### 2.3.2 WOMEN IN MINING

The aim is to attract women to and retain women in the mining industry and to encourage the active participation of women in the mines.

Due to mine closure in December 2014, the five-year projection of women in mining cannot be completed.

**Table 7: Women in mining – Tshikondeni**

Women in mining (Paterson bands)		Actual					
		African	Coloured	Indian	White	Total	%
F & E	Top & senior management	0	0	0	0	0	0%
D	Middle management	0	0	0	0	0	0%
C	Junior management, non-managerial	0	0	0	1	1	17%
B	Semi-skilled	0	0	0	0	0	0%
A	Unskilled	0	0	0	0	0	0%
<b>Total number of women</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>17%</b>
<b>Total number of employees = 6 (Actual)</b>							

**Table 8: Form S: Employment equity status**

Form S: Actuals															
Permanent and FTE Employees															
Occupational levels	Male				Female				Total	Disabled		%	%	%	%
	A	C	I	W	A	C	I	W		M	F	HDSA	EE	WIM	DIS
Top management (Board) Paterson F-Band	0	0	0	0	0	0	0	0	0	0	0	0%	0%	0%	0%
Senior management (Exco) Paterson E-Band	0	0	0	0	0	0	0	0	0	0	0	0%	0%	0%	0%
Middle Management Paterson D-Band	1	0	0	0	0	0	0	0	1	0	0	17%	0%	0%	0%
Junior Management Paterson C-Band	3	0	0	1	0	0	0	1	5	0	0	36%	0%	9%	0%
Core Skills (Engineering, Mining & Plant)	9	0	0	0	0	0	0	0	6	0	0	41%	0%	0%	0%

**2.3.3 HDSA IN MANAGEMENT**

**Table 9: HDSA in management**

Element	Description	Measure	Compliance target
Employment equity	Diversification of the workplace to reflect the country's demographics to attain competitiveness	Top management (Board) (Paterson F-Band)	0%
		Senior management (Exco) (Paterson E-Band)	0%
		Middle management (Paterson D-Band)	5%
		Junior management (Paterson C Band)	36%
		Core skills	41%

## **SECTION THREE**

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### **LOCAL ECONOMIC DEVELOPMENT PROGRAMME**

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

### **3. SECTION 3: MINE COMMUNITY ECONOMIC DEVELOPMENT**

#### **3.1 SOCIAL AND ECONOMIC BACKGROUND INFORMATION**

##### **3.1.1 LIMPOPO PROVINCE**

The Limpopo Province, in which Tshikondeni is situated, consists of five district municipalities, namely: Capricorn, Mopani, Sekhukhune, Vhembe and Waterberg and 25 local municipalities.

The province's population is estimated at 5.2m of which 54.6% are women, 45.4% are men and youths 39.4%. The unemployment rate is estimated at 26,8% and the HIV infection rate is 21.5 %. (2010 quarter 1, Stats SA)

##### **Key development priorities**

- Agriculture
- Mining
- Tourism
- Manufacturing
- Trade and finance
- SMME Development
- Infrastructure Development

The central challenges to economic development are as follows:

- Poverty, unemployment and illiteracy
- High HIV/Aids levels
- The rural nature of the province
- Huge backlogs in infrastructure development [roads and schools]
- Brain drain
- Lack of appropriate skills
- Environmental degradation
- And a migrant population

*National HIV and Syphilis Prevalence Survey: SA.2005. Department of Health*

##### **3.1.2 VHEMBE DISTRICT MUNICIPALITY**

Vhembe is one of the five districts of Limpopo province. It is the northernmost district of the country and shares its northern border with Beitbridge district in Matabeleland South, Zimbabwe. Vhembe consist of territories that were part of the former Venda homeland, however, districts of northern and Western Gazankulu homeland were also incorporated into Vhembe, hence the ethnic diversity of the district. The seat of Vhembe is Thohoyandou, the capital city of the former Venda homeland. According

to the 2001 census, 800 000 Vhembe residents speak Venda as their mother language, 400 000 speak Tsonga and 27 000 speak Northern Sotho.

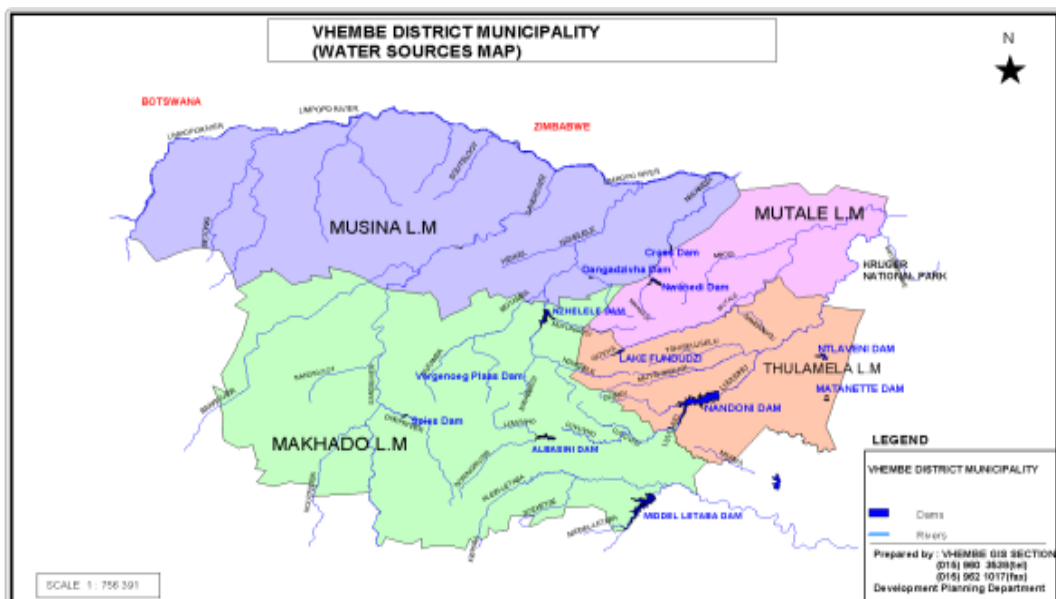
The main geographic feature of the district is the Soutpansberg Mountains. Vhembe is surrounded by the republic of Zimbabwe to the north, Mopani DM to the east, Capricorn DM to the south-west and Waterberg DM to the west.

### 3.1.3 LOCAL MUNICIPALITY

Tshikondeni Coastal Coal was operating under previously Mutale Local Municipality (LM) which was a category B municipality and was established in the year 2000 in terms of the Local Government Municipal Structures Act no. 117 of 1998. Mutale LM is one of four local municipalities comprising Vhembe District Municipality. It was situated in the far north eastern corner of the district. The Kruger National Park forms the eastern boundary, with the Limpopo River forming the north eastern boundary. The municipality shares borders with the Musina LM and Zimbabwe in the north, Mozambique in the east, Makhado LM to the west and Thulamela LM to the south. The Municipality could be accessed via the R525 linking the Kruger National Park to the other local municipalities within Vhembe District. It can also be accessed via the P277/1 linking Thohoyandou and Mutale Area.

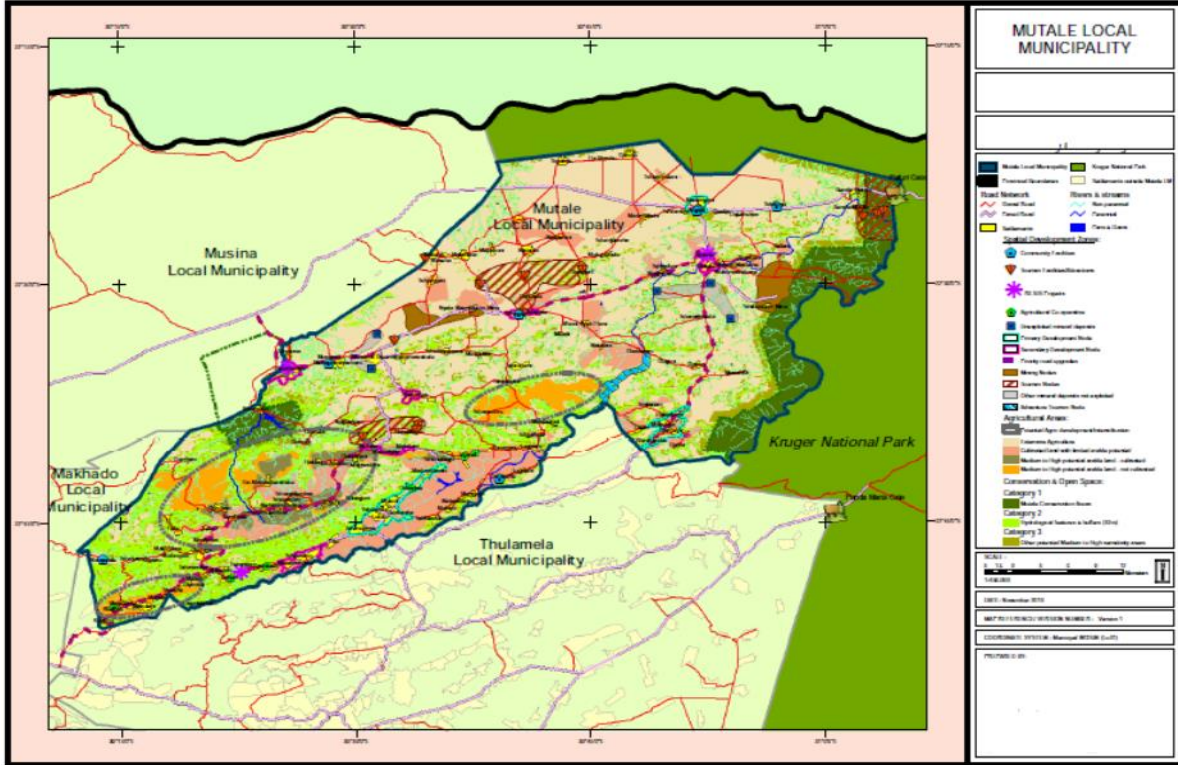
Mutale Local Municipality has since been merged, with parts of it merged to the Existing Thulamela Municipality, and other areas merged to the existing Musina Municipality. Villages regarded as labour-sending to the mine has also been affected by the split, with certain approvals and engagements having to be done with the respective municipalities.

Both Thulamela and Musina Municipalities have lots of opportunities for development and vast land available for exploitation. However it is also an environmentally sensitive area. Opportunities are available in the area of agriculture, mining, tourism, arts and culture.





The municipality's location affords it many opportunities for tourism development. The total population of Mutale municipality was previously estimated at 131 215. It is estimated that there are 24,239 households in the municipality area and the average household size is five persons.



These maps show the location of previously known as Mutale municipality within the district and province.

### 3.2 MINE CLOSURE IMPACT

Existing operational impacts and future closure impacts:

- Note: the objective of mitigating impacts, is to prevent or reduce the impact before manifestation, consequently when an impact has already occurred it cannot be reversed
- Mitigation is only applied for closure impacts, mitigation measures designed for closure impacts will serve to alleviate the residual consequences of some operational impacts

**Table 10: Operational Impact of Mine Closure**

Impact	Significance	Summary
Employment	Very high positive	Large proportions of local employment have been a significant change agent in the area, considering that the pre-mining context likely had extremely high levels of unemployment and low levels of household income.

Impact	Significance	Summary
Economic growth	High positive	Procurement and other multiplier effects made a considerable direct and indirect contribution to economic development on a local and regional level, which would have improved the quality of life of a substantial number of people.
Fiscal impacts	Moderate positive	The Mine contributed financially to various levels of government (taxes and royalties). A considerable proportion of these funds were used to stimulate regional and especially local economic growth, mostly by re-investing the funds into infrastructure and socio-economic development.
Community development	High positive	Implementation of several LED and CSI initiative, with local communities being the major benefactors; however the effectiveness of these initiatives were limited.  Contributions to community development i.t.o capital investment into infrastructure maintenance and development, as well as the establishment of several services.
Improved infrastructure (influx)	Moderate positive	Improved infrastructure will be beneficial to the MLM and local communities; infrastructure maintenance and utilisation by MLM will mediate the benefit to communities.
Social pathologies (influx)	Moderate negative	Mining related and communicable diseases and other social problems affecting employees, contractors and residents would likely result in a significant decrease quality of life for a relatively large number of people and their households.

**Table 11: Closure Impact**

Impact	Pre-mitigation	Recommended Mitigation	Post-mitigation
Job losses	Very high negative	<ul style="list-style-type: none"> <li>• Employment created through transfer of Mine infrastructure and services</li> <li>• Portable skills development</li> <li>• LED, especially enterprise development plans</li> </ul>	Moderately negative
Impacts on mine suppliers and local businesses	High negative	<ul style="list-style-type: none"> <li>• LED, especially enterprise development plans</li> <li>• Alternative local employment; and</li> <li>• Portable skills development</li> </ul>	Low negative
Psychological impacts (e.g. employees, dependants and communities)	High negative	<ul style="list-style-type: none"> <li>• Measures suggested to mitigate impacts related to job losses</li> <li>• Addressing issues on a personal level by professional mental health care workers;</li> <li>• Counselling services for all employees and dependants; and</li> </ul>	Very low negative

Impact	Pre-mitigation	Recommended Mitigation	Post-mitigation
		<ul style="list-style-type: none"> <li>Mitigation measures need to be informed by those being affected.</li> </ul>	
Misuse of retrenchment packages	High negative	<ul style="list-style-type: none"> <li>All mechanisms that will promote employment after closure</li> <li>Portable skills training should cover the sustainable use of retirement funds (e.g. financial management, reinvestment etc.).</li> </ul>	Low negative
Health and safety impacts	Moderate negative	<ul style="list-style-type: none"> <li>Major dismantling activities during Mine closure should be minimized</li> <li>Intensify implementation of standard operational health and safety protocol</li> <li>Measures to mitigate psychological impacts.</li> </ul>	Very low negative
Withdrawal of mine support to local infrastructure and services	Moderate negative	<ul style="list-style-type: none"> <li>Encourage government and communities to plan for the eventuality of Mine closure.</li> <li>Tshikondeni and local government should enter into a handover period during which maintenance and service delivery activities are gradually handed over to government</li> <li>Tshikondeni should transfer the necessary skills (if required) and techniques that might apply to each of the respective tasks</li> <li>Measures to address portable skills development, employment, and infrastructure maintenance.</li> </ul>	Low negative
Fiscal impact	Very high negative	<ul style="list-style-type: none"> <li>Measures that can preserve some of the municipality's tax income include: LED and Enterprise development plans, Alternative local employment, and skills development.</li> </ul>	Moderate negative
Social mobilisation	Moderately negative	<ul style="list-style-type: none"> <li>Nurture goodwill among communities stemming from alternative employment schemes, skills and enterprise development; and transfer of Mine infrastructure</li> <li>Capitalise on the existing goodwill through appropriate mitigation, as follows:               <ul style="list-style-type: none"> <li>Honour commitments in SLP</li> <li>The Mine should be transparent regarding remaining LED initiatives;</li> <li>The findings of any specialist studies should be summarised and presented to the surrounding communities; and</li> </ul> </li> <li>Undertake regular community briefings to ensure community complaints are identified.</li> </ul>	Low negative

### 3.3 PROCUREMENT PLAN

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.

#### 3.3.1 PREFERENTIAL PROCUREMENT

Exxaro Tshikondeni Coastal 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 Tshikondeni Coastal Coal and measure progress against the set target.

## **SECTION FOUR**

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### **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**

Consultation with employees has been effected in accordance with sections 189 and 189A of the Labour Relations Act (66) of 1995, as amended, (LRA) and the existing collective agreement.

The Minerals and Mining Development Board has been notified as required by section 52 of the Act, with regards to the mine closure. The following section outlines the process that **Tshikondeni Coastal Coal** will follow with regards to the retrenchment process arising from the impending closure of the mine. It should be noted that this is the generic approach for Exxaro, and can be modified as a result of consultation process.

Employees to be retrenched will additionally receive basic life skills, financial skills and small, medium and micro-enterprise (SMME) training on a voluntary basis. Training has been offered from three years prior to planned retrenchments. It is limited to the relevant disciplines for a limited period and a limited amount determined by the employer in consultation with the consulting parties/affected employees, including the Future Forum, until after the date of retrenchment.

**Table 12: Mine closure objectives**

Item	Closure	Closure of a section / part of BU	Comment
No external recruitment (from outside the Exxaro group of companies)	No external recruitment will take place during the downscaling process, unless no suitably qualified employee, who comply with the inherent job requirements, are available at affected BU		Coal HR operations manager & executive head Exxaro group will monitor this
Redeployment	Can apply for vacancies in group provided applicants have required skills, qualifications and experience. BU will also inform neighbouring mines (not Exxaro) or other businesses in area of availability of affected employees	Can apply for vacancies in group provided applicants have required skills, qualifications and experience. Also vacancies at BU if other employees take VSP's	Standard group practice
Severance package	2 weeks for each completed year of service but will not be less than R20,000.00	2 weeks for each completed year of service but will not be less than R20,000.00	Standard group practice
Voluntary Severance Package (VSP)	Not applicable since the operation will be closed	2 weeks for each completed year of service as a mechanism to minimise forced retrenchments	Standard group practice
Early retirement	Not applicable	Not applicable	We do not have any deferred benefit retirement funds. There is no benefit for either the employee or employer in making such an offer

Item	Closure	Closure of a section / part of BU	Comment
Re-skilling	<p>Retrenched employees may attend the training courses (basic life skills, financial skills and SMME training). Training shall be limited to the relevant disciplines available for a limited period and an amount up to the cost of R12 000 sponsored by the employer per employee after the date of retrenchment. Attendance will be on a voluntary basis in order to prepare them for life after termination of employment (use it or lose it principle). Employees must attend courses within 6 months of termination of employment</p>		<p>Training to be provided by an external service provider to be accredited by Exxaro Resources Ltd, Human Resources Development Department (criteria such as preferably a Black Economic Empowered (BEE) company will be communicated in due course). Costs of training shall be paid directly to the applicable service provider.</p>
Re-employment in group post retrenchment	<p>Employees must advise the BU management that they would like to be considered for employment in future. This will only be applicable for a period of 12 months after date of retrenchment. The onus is on the retrenched employee to supply the HR department at The BU with their own contact details or alternative contact details.</p>		<p>Standard group practice</p>
Short-term incentives	<p>Retrenched employees will be entitled to any potential pro rata short-term incentives payments during the financial year of retrenchment. The STI is for the year and period of employment within which they will be retrenched.</p>		<p>Standard group practice</p>
Long-term incentives management schemes & ESOP	<p>Employees retrenched will be regarded as good leavers in accordance with the ESOP and management shares scheme rules.</p>		<p>Standard group practice</p>



## **SECTION FIVE**

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### **FINANCIAL PROVISION**

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

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## 5. FINANCIAL PROVISION

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

**Table 13: Financial Provision**

Description	2023	2024	2025	2026	2027	Total budget
Human resource development	R320 000	R923 600	R1 874 000	R603 600	R450 000	R4 171 200
Local economic development		R484 132	R1 082 934	R1 082 934		R2 650 000
<b>Total</b>	<b>R320 000</b>	<b>R1 407 732</b>	<b>R2 956 934</b>	<b>R1 686 534</b>	<b>R450 000</b>	<b>R6 821 200</b>

## **SECTION SIX**

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### **UNDERTAKING BY THE APPLICANT**

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

## 6. SECTION 5: UNDERTAKING

The **Manager Mine Closure**, who is the person responsible for the social and labour plan, and for communicating it to the 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 **Tshikondeni Coastal Coal**.

I, Ndivhuho Mugeru the undersigned and duly authorised thereto

by Tshikondeni Coastal Coal (Company)

undertake to adhere to the information, requirements, commitments and conditions as set out in the social and labour plan.

Signed at Tshikondeni on this 20<sup>th</sup> day October 2023



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**Ndivhuho Mugeru**  
**Manager Mine Closure**  
**Tshikondeni Coastal Coal**

# ANNEXURE A: PROJECT PLAN

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Project Name	Installation of water storage and solar systems for eight (8) farms	Local Economic Development																																																																						
<b>Background</b>	<p>In line with our mission to support and develop emerging smallholder farmers in South Africa, Exxaro partnered with an agricultural expert, SE Holdings to select farmers for development through the SLP. The selection process was conducted meticulously and transparently. We collaborated with local agricultural authorities and local farmers organizations to identify farmers in the Tshikondeni area with the potential and determination to succeed. About 76 active farmers were profiled and audited in Tshikondeni area in Year 2021. These farmers were further clustered into back yard gardens, small holder, and emerging commercial farmer clusters.</p> <p>30 farmers attended training sessions provided by Tiger Brands, however only eight (8) farmers met the key selection criteria and thus qualified to be part of the development programme.</p> <p>Key criteria such as agricultural experience, land availability, and commitment to sustainable farming practices were used to shortlist candidates. Once the farmers were selected, comprehensive profiling to understand their unique needs, challenges, and aspirations was conducted.</p> <p>This information has been instrumental in tailoring our support services to cater to individual farmers' requirements effectively.</p> <p>The following are the selected 8 farms, including the size of the land;</p>																																																																							
	<table border="1"> <thead> <tr> <th></th> <th>Farmer Name</th> <th>Location</th> <th>Province</th> <th>GPS</th> <th>Available Hectares</th> <th>Current cultivated land</th> <th>Planned Cultivated ha</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Azwikonei Ramalivhana</td> <td>Mutale B</td> <td>LP</td> <td></td> <td>8,00</td> <td>1,00</td> <td>8,00</td> </tr> <tr> <td>2</td> <td>Anna &amp; Michael Tshirema</td> <td>Mutale A</td> <td>LP</td> <td></td> <td>15,00</td> <td>4,00</td> <td>15,00</td> </tr> <tr> <td>3</td> <td>Justice Makhale</td> <td>Mutale A</td> <td>LP</td> <td></td> <td>15,00</td> <td>9,00</td> <td>15,00</td> </tr> <tr> <td>4</td> <td>Thembi Hlungwane</td> <td>Nkotswi</td> <td>LP</td> <td></td> <td>8,00</td> <td>1,00</td> <td>8,00</td> </tr> <tr> <td>5</td> <td>Anna Hlongwane</td> <td>Tshikuyo</td> <td>LP</td> <td></td> <td>10,00</td> <td>2,00</td> <td>10,00</td> </tr> <tr> <td>6</td> <td>Sara Khensani Hlungwane</td> <td>Nkotswi</td> <td>LP</td> <td></td> <td>10,00</td> <td>2,00</td> <td>10,00</td> </tr> <tr> <td>7</td> <td>Patrick Mudzanani</td> <td>Tshikuyo</td> <td>LP</td> <td></td> <td>8,00</td> <td>2,00</td> <td>8,00</td> </tr> <tr> <td>8</td> <td>RexSon Mudzanani</td> <td>Tshikuyo</td> <td>LP</td> <td></td> <td>10,00</td> <td>1,00</td> <td>10,00</td> </tr> </tbody> </table>		Farmer Name	Location	Province	GPS	Available Hectares	Current cultivated land	Planned Cultivated ha	1	Azwikonei Ramalivhana	Mutale B	LP		8,00	1,00	8,00	2	Anna & Michael Tshirema	Mutale A	LP		15,00	4,00	15,00	3	Justice Makhale	Mutale A	LP		15,00	9,00	15,00	4	Thembi Hlungwane	Nkotswi	LP		8,00	1,00	8,00	5	Anna Hlongwane	Tshikuyo	LP		10,00	2,00	10,00	6	Sara Khensani Hlungwane	Nkotswi	LP		10,00	2,00	10,00	7	Patrick Mudzanani	Tshikuyo	LP		8,00	2,00	8,00	8	RexSon Mudzanani	Tshikuyo	LP		10,00	1,00
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	<p><b>Project Overview</b></p> <p><b>Water Resources &amp; Storage</b></p> <p>A primary concern identified during our need assessment was the inconsistent water supply, hindering the farmers' ability to cultivate crops throughout the year. The introduction of sustainable solar-powered pumps to support existing boreholes, can address this water shortage, ensuring a reliable and eco-friendly source of water. Additionally, the implementation of JOJO Tanks for water storage further cements the farms' ability to maintain consistent irrigation, even during drier periods. Such infrastructure not only supports crop growth but also aids in maintaining the health of the soil, paving the way for a resilient farming ecosystem.</p>							
<b>Geographical location of project</b>	<b>District Municipality</b> Vhembe	<b>Local Municipality</b> Mutale	<b>Village</b> Mutale a & B Nkotsi Tshikuyo	<b>Project Start Date</b> November 2023	<b>Project End date</b> December 2027			
<b>Output</b>	<b>Key Performance Area:</b> Installation of water storage tanks and a solar system to pump borehole water for eight farmers	<b>Key performance indicator :</b> Providing access to water	<b>Responsible entity (inclusive of all role players)</b> Tshikondeni Mine Community Local Municipality Agricultural Service Provider Impact Catalyst					
<b>Budget</b>	2023		2024		2025		2026	2027
	R530 000		R530 000		R530 000		R530 000	R530 000
<b>Classification of jobs</b>	<b>No of jobs to be created</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>	<b>Comments</b>	
<b>Short-term</b>	25	5	7	6	7	25	25 seasonal jobs will be created.	

<b>Medium-term</b>							Each farm employs 2 permanent people, including the owner.	
<b>Long-term</b>	16	4	4	2	6	16		
<p><b>Completion date and exit strategy</b></p> <p>The initiative will terminate in December 2027. The beneficiaries of this initiative will be the local community.</p> <p>An integral aspect of an exit strategy involves investing in human capital and access to markets.</p> <p>Both farmers and staff will undergo training programs to ensure that knowledge and best practices are not just implemented but also shared, creating a legacy of well-informed and capable farmers for future generations. Our implementation partner, SE Holdings, has established relationships with big companies, such as Tiger Brands, thus there will be an establishment of robust channels for the produce to reach local and regional markets, ensuring that farmers receive fair prices and that there is a consistent demand for their produce.</p>								



Scope of Work: Project Implementation Plan	Start Month	End Month	Key Deliverables
Installation of 8 Solar Systems and 8 Water Storage tanks. Continuous Training and mentorship of farmers	January 2024	December 2024	2 Solar Systems, 8 water storage tanks, training and mentorship of farmers
	January 2025	December 2025	3 Solar Systems training and mentorship of farmers
	January 2026	December 2026	3 Solar Systems, training and mentorship of farmers

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