

GROOTEDELUK COAL

SOCIAL AND LABOUR PLAN 2018 – 2022

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SECTION ONE

INTRODUCTION

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

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Acronyms

ABET	Adult Basic 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
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)

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, Lephallale, Limpopo
Postal address	PO Box 178 Lephallale 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	2017
Responsible person	Johan Wepener
Email address	johan.wepener@exxaro.com
Geographic origin of employees	Limpopo, Mpumalanga, KwaZulu-Natal, Gauteng

Grootegeluk Coal is located within the boundaries of the Lephallale 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 Lephallale, 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 and is situated 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

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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 and
- Steam coal to local and international markets.

1.2 LOCATION OF MINE

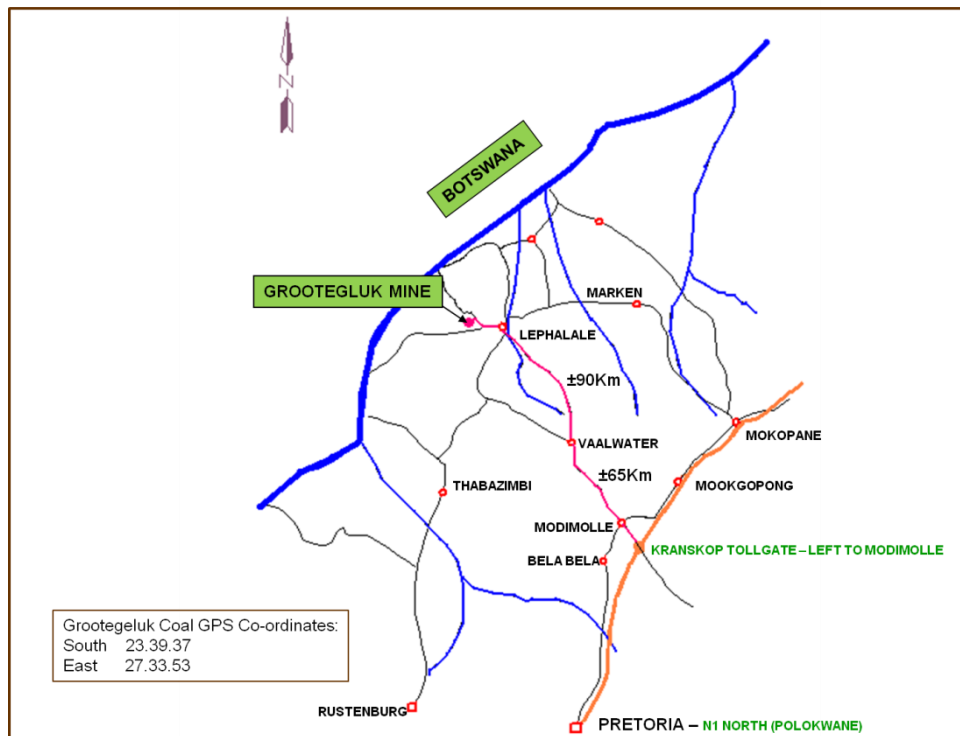


Figure 1: A simplified locality and spatial information map for Grootegeeluk Coal Mine

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



Figure 3: Aerial photograph of the mine

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1.3 GEOGRAPHIC ORIGIN OF EMPLOYEES

Grootegeluk Coal provides employment opportunities to 7319 people of which 2910 are employed directly by the mine; 6 employees are foreigners and 4409 employed as contractors of which 148 are foreigner contractors.

The table below shows that 95.9% of the employees of Grootegeluk Coal are from the host province, Limpopo Province, and 4.1% 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	421	378	43	0
Clerks	277	266	11	0
Craft & related trade workers	787	764	20	3
Plant & machine operators & assemblers	1007	972	33	2
Labourers & related workers	418	406	11	1
Total personnel	2910	2786	118	6

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

SECTION TWO

HUMAN RESOURCES DEVELOPMENT PROGRAMME

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

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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 in order 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.	<i>L740738762</i>
Skills development facilitator.	<i>W. Hoffmann</i>
Proof of submission of work place skills plan.	Yes

2.2 SKILLS DEVELOPMENT PLAN

2.2.1 BACKGROUND INFORMATION ON THE WORKFORCE

The current workforce comprises of 2910 permanent employees, primarily from the local municipal area.

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2.2.2 FORM Q: NUMBER AND EDUCATIONAL LEVELS OF THE WORKFORCE

Table 5 below (Form Q) reflects the education levels of the Grooteedeluk Coal permanent workforce as at 27 October 2017.

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	6								6		6
		Pre-AET	17								17		17
		Grade 3 & 4 / Std 1&2 / AET 1	21								21		21
		Grade 5&6 / Std 3&4 / AET 2	48				1				48	1	49
		Grade 7&8 / Std 5&6 / AET 3	79				1				79	1	80
	1	Grade 9 / Std 7 / AET 4	102			5					107		107
Further Education & Training (FET)	2	Grade 10 / Std 8 / N1	174	1		31	5				206	5	211
	3	Grade 11 / Std 9 / N2	276	2		115	29			2	393	31	424
	4	Grade 12 / Std 10 / N3	729	6		213	187	11		32	948	230	1178
Higher Education and Training (HET)	5	Diplomas / Certificates (N4-6) / National / Higher Certificates	161	1	2	80	55	1		20	244	76	320
	6	National Certificates / Diploma / Advance Certificates	151			60	101			17	211	118	329
	7	BTech Degrees / Bachelor's Degrees	48		3	25	23	1		16	76	40	116
	8	Honours / Postgraduate Diploma / Bachelors (480 Credits)	3	1		8	13		1	4	12	18	30
	9	Masters degrees	4	1		12	1	1		2	17	4	21
	10	Doctorates				1					1	0	1
		Total	1819	12	5	550	416	14	1	93	2385	524	2910

Table 6 below indicates the breakdown of education levels of contractors providing services at Grooteedeluk Coal as at 31 October 2017.

Table 6: Form Q: Number and educational levels of the contractors 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			8	131	16	147
	6	National Certificates / Diploma / Advance Certificates / NATED4-6	58	1	6	53	18			5	118	23	141
	7	BTech Degrees / Bachelor's Degrees	30	1	4	83	9		1	7	118	17	135
	8	Honours / Postgraduate Diploma / Bachelors (480 Credits)	6	2		15	4			1	23	5	28
	9	Masters degrees	4			6		1			10	1	11
	10	Doctorates											
		Total	3151	38	24	633	465	5	1	92	3846	563	4409

2.2.3 AET IMPLEMENTATION PLAN

Although the literacy level of Grooteedeluk workforce is 95% functional literate, Grooteedeluk Coal aims to give all employees the opportunity to become functionally literate by 2022 through Adult Education and Training. Grooteedeluk Coal has facilities and infrastructure dedicated to the provision of AET.

2.2.3.1 AET for permanent workforce and contractors

AET classes are undertaken either part-time, or full-time. The majority of AET learners enroll on a part-time basis, attending classes in their own time after work. The table below shows how permanent employees and contractors with literacy needs will participate in AET in the next five years.

Table 7: AET levels for the permanent workforce

ABET level	Targets and timelines					
	2018	2019	2020	2021	2022	Total budget
Pre-ABET	2	2	2	2	2	120,000
ABET 1	2	2	2	2	2	120,000
ABET 2	2	2	2	2	2	120,000
ABET 3	2	2	2	2	2	120,000
ABET 4	2	2	2	2	2	120,000
Total number	10	10	10	10	10	50
Budget (R)	120,000	120,000	120,000	120,000	120,000	600,000

The AET plan includes:

- Delivery by Mogolo Academy, an accredited service provider with Umalusi.
- Block release six (6) months for Pre-AET mother tongue literacy.
- Block release six (6) months for AET 1.
- After hours classes for part time learners AET 2 -4.
- An established Skills Development Forum / Transformation Forum constituting management, union and employee representative's tracks and monitors AET progress quarterly.
- To encourage employees to partake in AET initiatives, a marketing strategy is in place, and communication is done through newsletters, talent forums, e-mails and mass meetings.
- Financial incentives are paid directly into employees' banking accounts on successful completion of the part time AET 2-4 levels.

The appointment of contractors will be subject to contractors committing to present AET training to its workforce.

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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 in order 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

	2018	2019	2020	2021	2022	Total budget
ABET 1	10	10	10	10	10	600,000
ABET 2	20	10	10	10	10	720,000
ABET 3	20	20	10	10	10	840,000
ABET 4	10	20	20	10	10	840,000
Total number	60	60	50	40	40	250
Budget (R)	720,000	720,000	600,000	480,000	480,000	3,000,000

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. Grooteegeluk Coal offers learnerships in core business disciplines such as mining, engineering and plant.

Grooteegeluk 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 Labour). For the talent pipeline, unemployed youths (18.2, as defined by the Department of 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

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selection, the institutional phase at a training provider (Exxaro's NAMB, QCTO and MQA-accredited Grovos Technical Training Centre), accommodation and travel, where relevant, and other personal requirements like a toolbox and PPE requirements. The average period in training for these learners is 24 - 30 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 and industry targets for training the unemployed.

With engineering learnerships, the mine follows the MQA seven step process to enrol and develop employees (18.1) and youths (18.2) to become artisans. The seven-step process entails recruitment and selection requirements, a knowledge component, a core (off the job, e.g. Grovos) phase, an elective (on the job) phase, a trade test phase and an MQA/QCTO certification phase.

The image below shows the MQA seven step process.

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Seven Step Process for Artisans (NQF L 3 & 4)

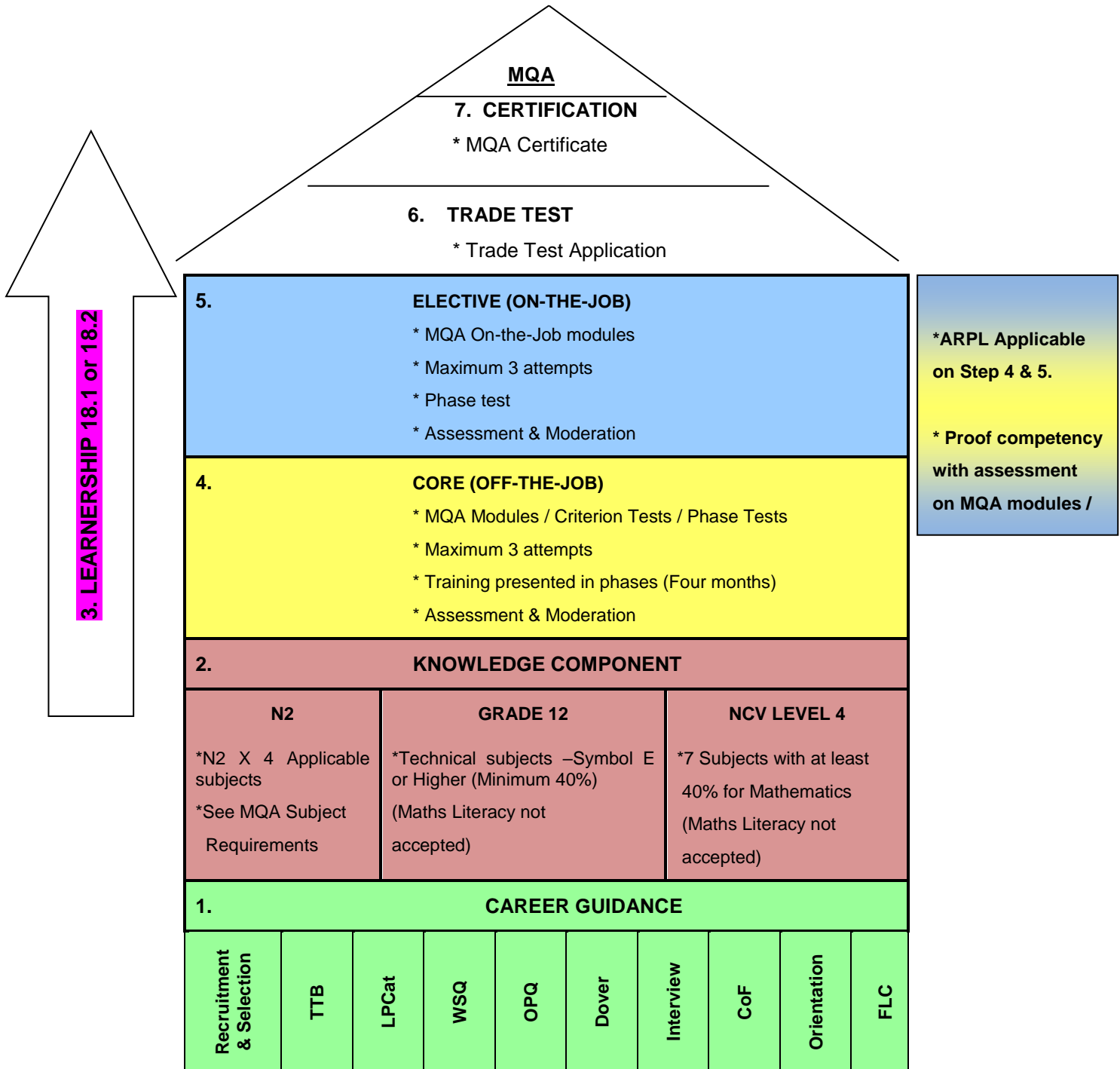


Table 9: The MQA's seven step process

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Process for Artisan Aidee (NQF L 2)

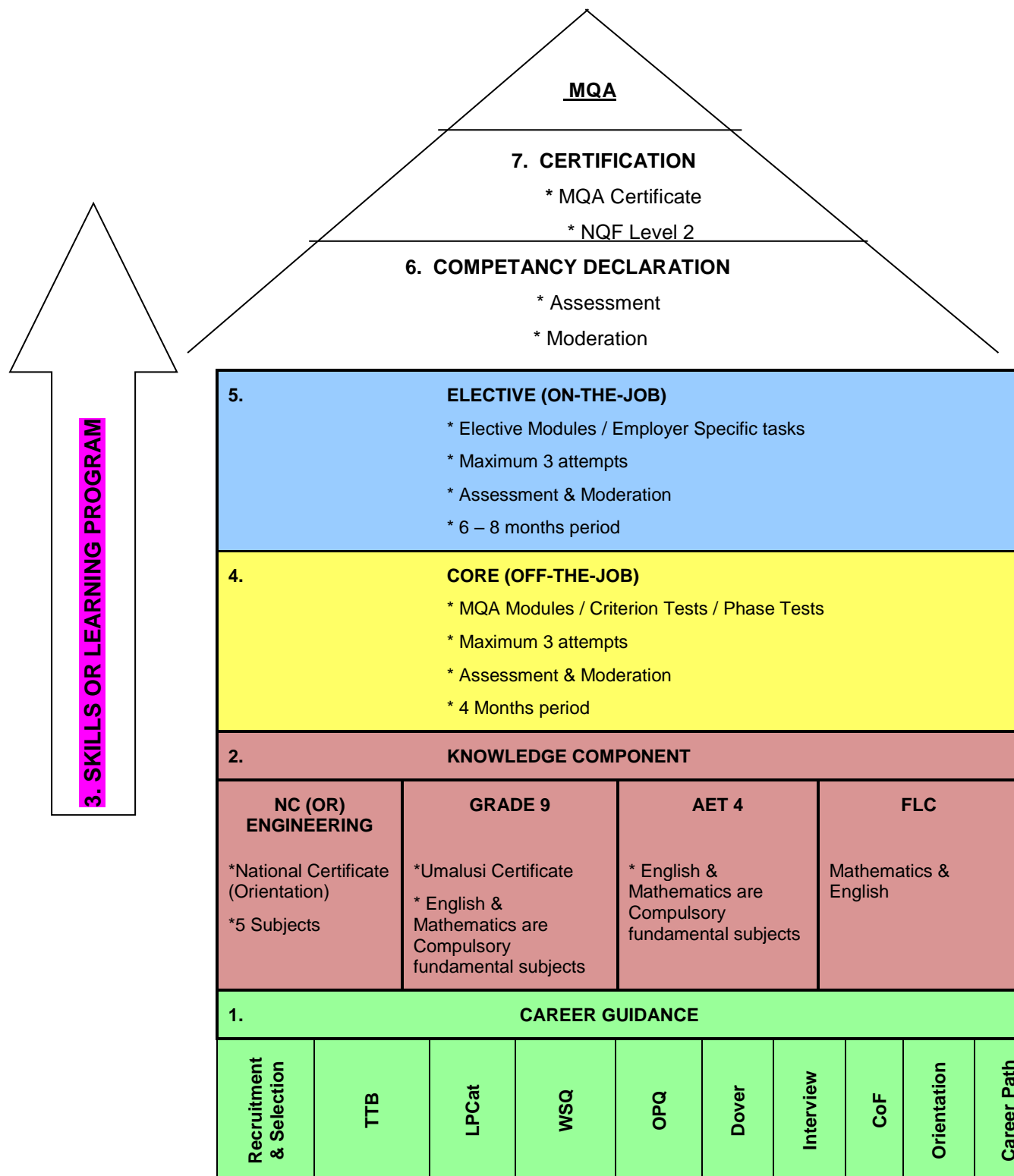


Table 10: The MQA's seven steps to certification

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Table 11 below, shows the provision of engineering learnerships for the next five years. Exxaro has an established skills development centre 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. The expansion project is now completed and it was decided that Grovos would maintain its current throughput of artisans although its internal demand has decreased.

The primary focus of Grovos is to train artisans for Exxaro, the community and other mining houses.

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

Area of training	Targets and timelines					
	2018	2019	2020	2021	2022	Total budget
Electrician	20	20	20	20	20	14,000,000
Fitter	20	20	20	20	20	14,000,000
Plater/Welder	20	20	20	20	20	14,000,000
Diesel mechanic	20	15	15	15	15	11,200,000
Millwright	20	25	25	25	25	17,400,000
Total number	100	100	100	100	100	500
Budget (R)	14,100,000	14,125,000	14,125,000	14,125,000	14,125,000	70,600,000

2.2.4.2 Skills Programmes (other)

A skills programme is an occupationally directed programme that when completed, gives a learner credits 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. A Blasting learnership for mining and an Admin experiential programme have been implemented in support of operational requirements.

Table 12: Skills programmes plan

Area of training	Targets and timelines						
	2018	2019	2020	2021	2020	Total	Budget
Mining							
Blasting Certificate 18.1	10	10	10	10	10	50	3,250,000
Blasting Assistant Skills Programme 18.2	10	10	10	10	10	50	500,000
Competent A Skills Programme 18.1	10	10	10	10	10	50	500,000
Gas Testing Skills programme 18.1	10	10	10	10	10	50	500,000
Plant							
Basic Coal Preparation 18.2	12	12	12	12	12	60	900,000
Advanced Coal Preparation 18.1	8	8	8	8	8	40	2,560,000
Engineering Skills Programme							
Electrician 18.2	45	45	45	45	45	225	30,850,000
Fitter 18.2	40	40	40	40	40	200	30,850,000
Plater/Welder 18.2	35	35	35	35	35	175	23,975,000
Diesel Mechanic 18.2	30	30	30	30	30	150	13,700,000
Maintenance Operators 18.2	18	18	18	18	18	90	12,330,000
Clerical							
Admin Experiential Learning 18.2	10	10	10	10	10	50	2,640,000
Safety Related							
Safety Rep Skills Programme 18.1 & 18.2	40	40	40	40	40	200	744,000
Total number	278	278	278	278	278	1390	
Budget (R)	24,659,800	24,659,800	24,659,800	24,659,800	24,659,800		123,299,000

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 the scheduling of a number of 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 Grooteegeluk Coal, or an external service provider.

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Table 13: Supervisory, management and leadership development

Area of training	Targets and timelines					
	2018	2019	2020	2021	2022	Total budget
Basic Management Programme	30	30	30	30	30	810,000
First Line Management Programme	15	15	15	15	15	431,250
Management Development Programme	5	5	5	5	5	1,625,000
Presentation Skills	10	10	10	10	10	127,500
Coaching and Mentoring Skills for Supervisors	25	25	25	25	25	159,375
Emotional Intelligence	30	30	30	30	30	382,500
Conflict Handling	30	30	30	30	30	382,500
Communication effectively	30	30	30	30	30	382,500
Building self-esteem and assertiveness	30	30	30	30	30	382,500
Delegating effectively	15	15	15	15	15	63,750
Change Leadership	15	15	15	15	15	63,750
Time Management	15	15	15	15	15	63,750
Manager as coach	15	15	15	15	15	63,750
Performance Management (PPP)	15	15	15	15	15	63,750
Mentoring Skills for Artisans	15	15	15	15	15	63,750
Total number	295	295	295	295	295	1,475
Budget	1,013,125	1,013,125	1,013,125	1,013,125	1,013,125	5,065,625

2.2.4.4 Diversity

In the next five years, Grooteegeluk 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 3,750,000.

Table 14: Diversity programme

Diversity	Timelines					Budget
Years	2018	2019	2020	2021	2022	
Total Number	200	250	300	350	400	1,500
Budget (R)	500,000	625,000	750,000	875,000	1,000,000	3,750,000

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

Portable skills offered are according to the employee's choice, although they will be advised of existing and potential opportunities. The below targets include both employee and community participation where Grooteegeluk will sponsor a total of 65 seats/enrolments per year.

Table 15: Portable skills training

Area of training	Targets and timelines					
	2018	2019	2020	2021	2022	Total budget
Civil/Construction	40	40	40	40	40	2,400,000
Engineering	25	25	25	25	25	1,600,000
Total number	65	65	65	65	65	325
Budget (R)	800,000	800,000	800,000	800,000	800,000	4,000,000

2.3 FORM R: HARD-TO-FILL VACANCIES

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

Grooteegeluk 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

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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 Engineer (Civil, Mechanical, Electrical)	Limited equity candidates with PrEng registration
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Female Artisan Female Pitworker Equity Millwright	Local female candidates preferring softer trades as a career path. Equity candidates not choosing dual trades career path due to extended training period.
Semi-skilled and discretionary decision making	N/A	
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.

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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				J6
↑	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
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 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
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 19: Career progression in Mining: General Worker to Pit Worker

Position	Grading	Career Path to Pitworker level	Time frame and requirements	Mentor/Coach
Pitworker			P4	
↑	C Band	Grade 12 technical Primary Equipment Training Blasting Ticket BMP	3 years Formal evaluation report	Supervisor Training Officer Head Mining
Operator Gr 1			P5	
↑	B Band	Grade 12 technical Primary Equipment Training Blasting Assistant	2-3 years	Pitworker Foreman Training Officer
Operator Gr 11			P6	
↑	B Band	Grade 10 technical Secondary Equipment Training Competent A Certificate	1 year	Pitworker Foreman r Training Officer
General Workers			P8	
↑	A Band	Gr 10 Psychomotoric Assessment OR AET level 4 Psychomotoric Assessment		Pitworker is coach Facilitator of AET is coach Supervisor is mentor
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 20: Career progression in Mining: Pitworker 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
Pitworker			P4	
	C Band	Grade 12 technical Primary Equipment Training Blasting Ticket BMP	3 years	Head Mining Foreman
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 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 11			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
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 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
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 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	8 - 10years	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/ Geotechnician 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 1 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
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
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 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
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 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
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 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 Bachelors 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/ Cordifier / 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 Fork Lift	1-2 years	Applicable Mentorship / Coaching Programme
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 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
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.				

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 Grooteegeluk.

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 mainly 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 focus to 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 Grooteegeluk'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 resides 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				
	2018	2019	2020	2021	2022
5 Year Plan					
Total number	2910	2910	2910	2910	2910

Steps to follow when updating the IDP of an employee

1

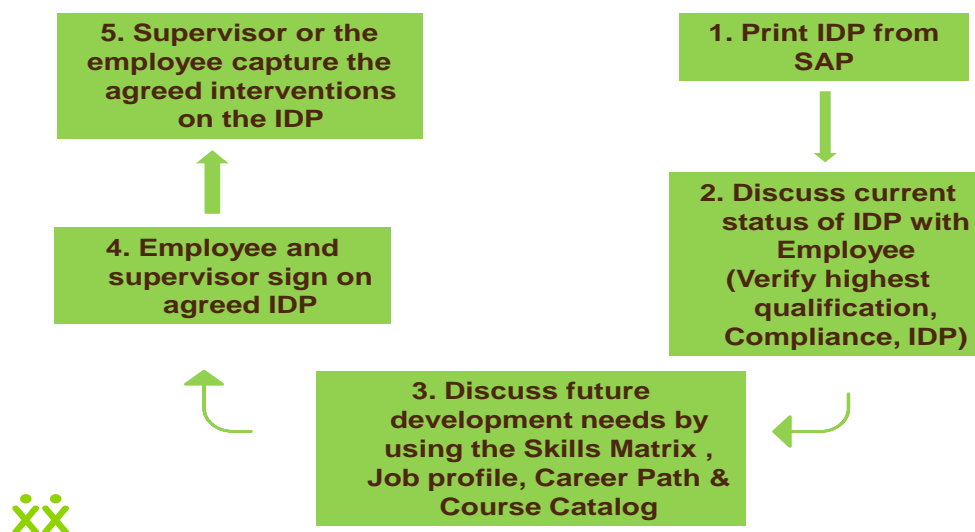


Figure 4: Steps in the IDP of an employee

2.4.1.2 Talent Management

Grootegeeluk 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 a number of 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:

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Table 30: Training programmes

Training programmes within career progression paths	Core mining occupations	Position starting from	Current training intervention	Target position working towards	2018	2019	2020	2021	2022
					No of identified employees				
Supervisory	Plant, Mining, Engineering	Artisans Plant controller	Basic Management Programme Advanced Coal Preparation	Master Artisan, Senior Process Controller	7	7	7	7	7
Management	Plant, Mining, Engineering	Master Artisan, Senior Process Controllers Pitworker	First Line Management Programme Blasting Certificate Advanced Coal Preparation	Foreman	8	8	8	8	8
Management	Plant, Mining, Engineering	Foreman	First Line Management Programme	Head Maintenance	1	1	1	1	1
Learnership	Engineering	Learners / Artisan Aides	Trade Certificate	Artisan	30	30	30	30	30
Learnership	Engineering	Learners/ Artisan	Trade	Millwrights	10	10	10	10	10
AET	Mining and Plant	General Workers	AET 4	Operators	5	5	5	5	5
Skills Programme	Engineering	Learners/ Maintenance Helpers	MQA Skills Programme for Artisan Aides	Artisan Aides	15	15	15	15	15
Skills programme	Plant	Learners/ Operators	Basic Coal Prep	Plant Controller	10	10	10	10	10
Skills Programme	Mining	Operators	Blasting certificate	Pit Worker	3	3	3	3	3
Skills Programme	Mining	Learners	Equipment Training Competent A	Operators	10	10	10	10	10

2.5 MENTORSHIP AND COACHING PLAN

At Grooteegeluk 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 relate 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. Grooteegeluk 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 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

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- 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

2018			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	10	20	5	25
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	25	5	10	20
2019			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	10	20	5	25
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	25	5	10	20
2020			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	10	20	4	26
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	28	2	9	21

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2021			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	10	20	5	25
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	25	5	15	15
2022			Target		Gender	
Mentoring programme	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male
Mentors	Mentorship skills Coaching skills	12 months	15	15	15	15
Mentees	Technical skills Managerial skills Leadership skills Supervisory skills Business acumen	12 – 18 months	25	5	15	15

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 our both 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 5 years across disciplines.

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2.6.1 BURSARY PLAN

Table 32: Bursary Plan

Internal Bursaries								
Bursary field	Number of Bursaries	Duration (Months)	2018	2019	2020	2021	2022	Total budget
Engineering	14	48	162,000	174,000	186,000	132,000	210,000	864,000
Mining Surveying	1	12			62,000			62,000
Community Bursaries								
LLM Mayoral Bursaries	4	36	130,000	130,000	260,000	130,000	130,000	780,000
TVET Bursars	50	36	150,000	300,000	300,000	360,000	390,000	1,500,000
Total number	69							
Budget			442,000	604,000	808,000	622,000	730,000	3,206,000

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 in order to obtain full qualification or enhance employability into the labour market. The Exxaro Recruitment policy will be applied to source incumbents into the programme.

The internship programme also offers Exxaro Grootegeeluk Coal an opportunity to create pipeline for their business needs as well as for National Skills Development.

Table 33: Internships over 5 years across disciplines

Internship plan	Number of Internships	Targets and timelines					
		2018	2019	2020	2021	2022	Total budget
Core	50	960,000	960,000	960,000	960,000	960,000	4,800,000
Services	25	450,000	450,000	450,000	450,000	450,000	2,250,000
Total number	75						
Budget (R)		1,410,000	1,410,000	1,410,000	1,410,000	1,410,000	7,050,000

2.7 EMPLOYMENT EQUITY PLAN

Grootegeeluk 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.

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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 on 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 at 31 October 2017.

Table 34: Black females

Black females (Paterson bands)		Status as at 31 October 2017				
		African	Coloured	Indian	Total	%
F & E	Top & senior management	0	1	0	1	9%
D	Middle management	20	1	1	22	14%

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C	Junior management, non-managerial	140	7	0	147	13%
B	Semi-skilled	179	5	0	184	15%
A	Unskilled	74	0	0	74	20%
Total number of women		413	14	1	428	
Total number of employees = 2,910						

Table 35 shows projections towards achieving the 2022 targets.

Table 35: Black females – Five year project projection

Black females (Paterson bands)		Projection for 2022				
		Provincial EAP	2017	Transformation Required	2022	%
F & E	Top & senior management	44.3%	1	3	4	30%
D	Middle management		22	42	64	38%
C	Junior management, non- managerial		147	389	536	44%
Total number of women			170	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 DMR.

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 child birth.
- Preferential consideration (based on risk assessment) will be given to black females when filling vacancies;

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- 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;
- Consideration will be given to the issue of crèches to make the working environment more conducive to black female employees.

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:

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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 2018	30 October 2022
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.	01 January 2018	30 December 2022
		Implement consequence management for inconsistent application of policies and procedures	01 January 2018	30 December 2022
		Create awareness about the importance of living the Exxaro values and displaying visible-felt leadership	01 January 2018	30 December 2022
Job profiling	No identified positions suitable for employing people with disabilities.	Profile all positions and identify positions where people with disabilities can be best placed.	01 January 2018	30 June 2018
Female Talent Pipeline	Limited talent-feeding stock for Black females to occupy CU and higher positions.	Appoint African females on junior management categories and train them for higher positions	01 January 2018	30 December 2022
	Lack of available females to occupy critical positions	Identify suitable employees for training and development to ensure available internal feeder stock.	01 January 2018	30 December 2022
Working Conditions	Lack of specified regulations on risks affecting pregnant women in certain areas within the mine	Implement the COP to give guidance on general working conditions relating to effects of radiation and vibration risks.	01 January 2018	31 December 2022
Female Recruitment and Appointment	Production losses incurred due to maternity leave absence	Develop a relief strategy to cater for maternity leave	1 January 2018	30 December 2022
Training and Development	Inadequate number of available training schemes to support the supply of black's target requirements	Increase the bursar scheme intake to an 80/30 ratio. Black employees' (preferably females) 80% and 20% others. Identify, develop and mentor potential successors. Clearly define and communicate career paths for each division.	1 January 2018	30 December 2022

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Details/Area	Barriers identified	Measure/s to introduce	Start date	End date
	Limited skills development interventions for female artisans	Allocate budget for external training and workshop to up-skill female's technical skills.	1 January 2018	30 December 2022
Recruitment, Selection and appointment-Grovos	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 2018	30 June 2018
	Talent supply from Grovos does not fully support business needs	Review and agree on numbers relating to skills needs of the business	1 January 2018	30 December 2022

The following tables represents the targets that the Mine has set itself to comply with the requirements of the new Mining Charter by 2022. This plan excludes the contractors employed on 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 DMR for approval.

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Table 37: Form S: Employment equity statistics

												Targets									
	Actual as of 31 October 2017											2018		2019		2020		2021		2022	
Occupational levels	Male				Female				Disability		Total	%	%	%	%	%	%	%	%	%	%
	A	C	I	W	A	C	I	W	M	F		Black	Black Females	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%
Senior management	1	0	0	7	0	1	0	0	0	0	9	30%	10%	36%	18%	55%	27%	60%	30%	60%	30%
Professionally qualified and experienced specialists and mid-management	44	3	2	63	20	1	1	18	1	0	155	51%	17%	56%	21%	62%	27%	69%	33%	75%	38%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	521	3	3	408	140	7	0	56	11	4	1151	63%	17%	67%	23%	74%	30%	81%	37%	88%	44%
Semi-skilled and discretionary decision making	949	4	0	56	179	5	0	12	17	6	1222	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Unskilled and defined decision making	280	2	0	6	74	0	0	0	5	0	367	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	1795	12	5	540	413	14	1	86	34	10	2910	48%	15%	53%	21%	64%	28%	70%	33%	74%	37%
CONTRACTORS	3151	38	24	633	464	5	1	92	0	1	4409	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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

2018	2019	2020	2021	2022
60%	60%	60%	60%	60%

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

Oct 2017	2018	2019	2020	2021	2022
1.5%	1.7%	2%	2.5%	2.8%	3%

2.7.3 BLACK EMPLOYEES IN MANAGEMENT

Grooteegeluk Coal is committed to reaching the target of 60% of black employees in Senior management, 75% also of black employees in middle management and 88% of black employees in junior management by 2022 mainly coming from South African citizens. Grooteegeluk 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.

Grooteegeluk 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. Grooteegeluk 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				
				2018	2019	2020	2021	2022
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%	30%	36%	55%	60%	60%
		Middle management (Paterson D-Band)	75%	51%	56%	62%	69%	75%
		Junior management (Paterson C Band)	88%	63%	67%	74%	81%	88%
		Core skills	60%	60%	60%	60%	60%	60%

2.7.4 EXECUTIVE MANAGEMENT (BOARD) MANAGEMENT STRUCTURE

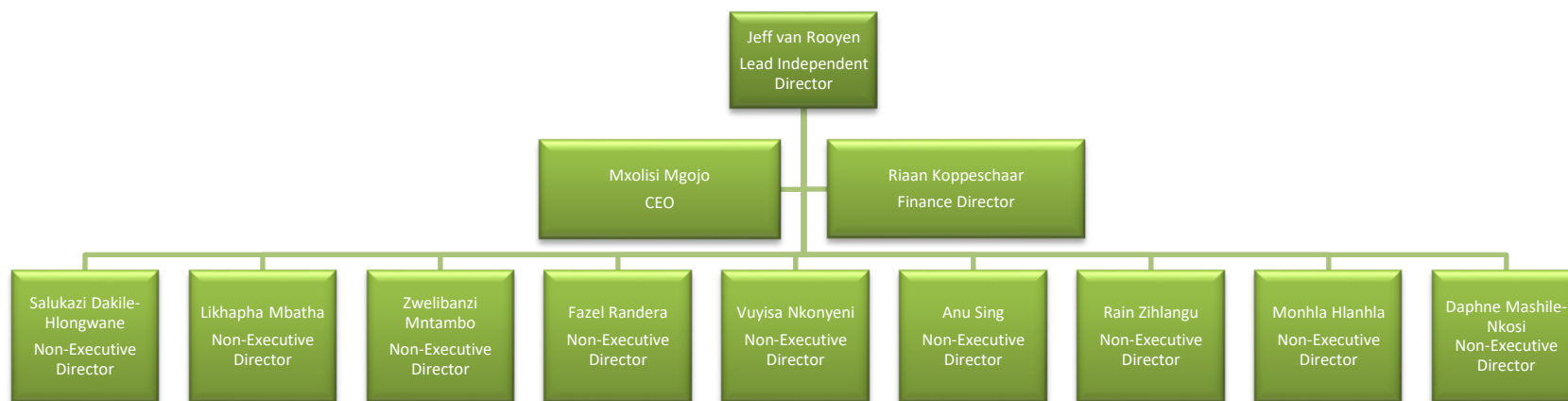


Figure 5: Executive management (Board) management structure

2.7.5 SENIOR MANAGEMENT (EXCO) MANAGEMENT STRUCTURE

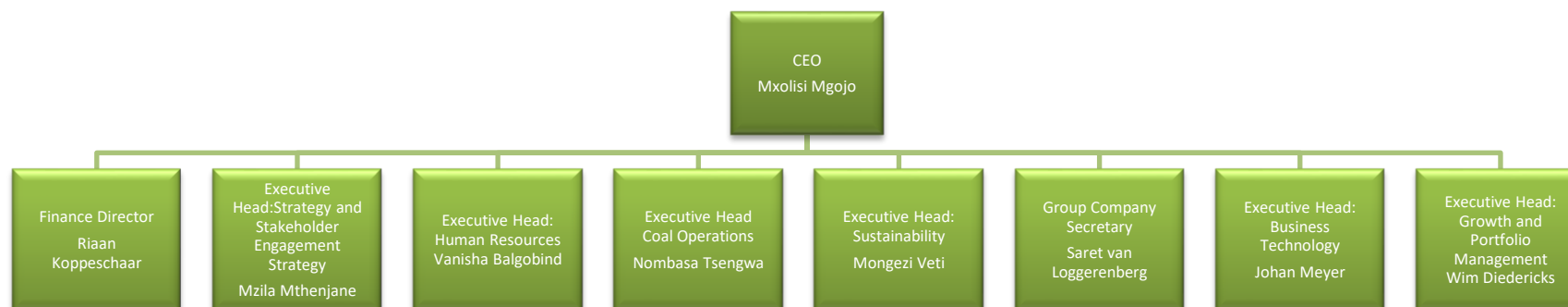


Figure 6: Senior management (EXCO) management structure

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2.7.6 CURRENT BU SENIOR MANAGEMENT STRUCTURE

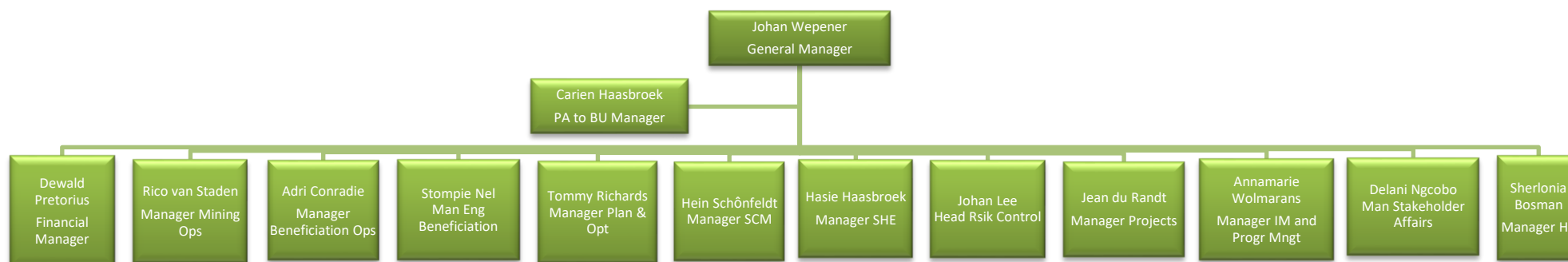


Figure 7: Current BU senior management structure

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SECTION THREE

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

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

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3. MINE COMMUNITY ECONOMIC DEVELOPMENT

3.1 SOCIAL AND ECONOMIC BACKGROUND INFORMATION

According to the Lephalale Local Municipality Integrated Development Plan 2017/2018 this Municipality has been identified as a petrochemical cluster and has attained the status of national development node. 40% of the total coal reserves of South Africa are located in Lephalale. 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 Lephalale 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 Waterberg Region.

3.1.1 LEPHALALE LOCAL MUNICIPALITY

The municipality of Lephalale is situated in the north-west of the Waterberg District and north of Thabazimbi, bordering Botswana in the West. It covers an area of 1,378,429.178 hectares and in terms of area is the largest of the Waterberg local municipalities and also the least urbanised.

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.

Demographics and gender profile:

The municipal population according to the community survey (IDP 2017-2018, p22) 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 ration is indicated at 33.2%. The population grew by 13.5% over the period 2011 to 2016.

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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 2017/2018, p87), overall unemployment level in Lephalale stands at 22.2%, with unemployment under the youth at 27%. Fifty eight percent of the population is economically active.

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%

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**

Settlement patterns indicate that growth in the urban areas of Lephalale and Marapong is higher than growth in the rural areas.

Settlements

According to the statistics, 83.3% of the population live in villages in rural areas of the district. There are 38 scattered rural settlements, which are situated on traditional land with an average population of 1600 people per settlement. The Municipality is currently providing basic level of service to these communities. The average basic services backlog is about 18%.

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.

TB and HIV/Aids prevalence

TB infections in Lephalale is on the increase. HIV prevalence for Lephalale is currently at 30.3%. TB/HIV co-infections in the area is currently at 65%, which is higher than the national average of 55% (LLM press release March 2016).

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Health care facilities

There are currently three hospitals (two public and one private) and eight clinics in the municipal area. Witpoort hospital serves the communities of Abbotspoort, Seleka and Shongoane, while the Ellisras hospital serves Lephalale and the communities of Marapong and Steenbokpan. These hospitals have 12 ambulances to their disposal, manned by 27 permanent ambulance personnel. Three mobile health care services are providing primary health care to settlements which are more than 10km from any health facility.

Social services

There are 201 Early Childhood Development centres within the Lephalale Local Municipality boundaries. 76 of these ECD centres are registered with the Department of Social Welfare. The remainder of the child care centres are unregistered ECD centres and home care centres providing childcare services to the community.

Lephalale also has eight Drop-in shared services centres, a Home Community Base Care Centre, four Victim Empowerment Programme Centres, four service centre for elderly people and a Child Family Support Centre.

Fourty one percent of the total population in the municipal area (23 481 beneficiaries) receive government grants (IDP 207/2018, p 83).

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, 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 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.

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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 Lephalale town and Marapong. Eighty nine percent of household in Lephalale and Marapong has access to flushing toilets.

Sanitation in rural consist 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 makes use of chemical toilets and bucket.

Water

All the water for the urban area of the Lephalale 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 river bed alluvium. Water from the 138 boreholes is distributed to household by a water distribution network operated by the Municipality. Water is supplied to community stand pipes 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 stand pipes. In Lephalale 75% of households have access to water inside their dwelling, while 20% have a tap in the yard. The remainder makes use of community stand pipes.

Electricity

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

82% of households in Lephalale has access to electricity and pays 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.

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Waste

The Municipality has one permitted waste disposal facility. The Municipality serve 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 Groblersbrug. 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 are 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%

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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 is 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 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.

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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 IDP 2017/2018, p41). 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. Consultations have been held with the Lephalale Local Municipality as well as the Department of Economic Development and Tourism (LEDET), the Department of Health (Waterberg District), the Department of Education, the Roads Agency of Limpopo (RAL), the Department of Social Development, the Department of Agriculture and the Limpopo Economic Development Agency (LEDA) regarding the mine's proposed projects for Grootegeluk's SLP for 2018 to 2022. The Local Municipality's 2017/2018 IDP formed the basis for these discussions. The main focus for Grootegeluk Coal's 2018 to 2022 Social and Labour Plan will be on infrastructure development projects.

3.5 DEVELOPMENT PROJECTS

The following projects have been identified:

Table 39: Identified projects

Category	Description	Type of need	Municipality
Enterprise Development	Enterprise and Supplier Development	Entrepreneurship development	Lephalale Local Municipality
Education / Infrastructure Development	Nelsonskop Primary School	Improve quality of schooling	Lephalale Local Municipality
	Early Childhood Development Centre	Improve quality of schooling	Lephalale Local Municipality
Infrastructure Development	Thusong Skills Development Centre	Community service delivery	Lephalale Local Municipality

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Category	Description	Type of need	Municipality
	Marapong Sport Centre	Sport and recreation	Lephalale Local Municipality
	Waste Management Facility *	Infrastructure	Lephalale Local Municipality
	Marapong Water Reticulation System	Potable water	Lephalale Local Municipality

* This project was identified by LLM to be considered for the next 5-year LED project plan, however the DMR has reservations on including it as part of SLP commitments. Exxaro requires guidance after the LLM and DMR engagement.

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

Grootegeeluk Coal currently has 2910 employees.

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)	654
Rented Property (Exxaro owned)	Single quarters, flats, family unit flats, simplex units and houses) *	1909
Rented Property (private)	Houses and flats	708
TOTAL		3271

Note: * This includes housing provided to 361 learners.

3.7.1.2 Exxaro owned rental housing

Grootegeeluk Coal provide rental accommodation for its employee from different housing typologies that meet the needs of employees, and the company maintain the occupancy rate of one person per unit and family units. The housing units are physical, social and economic integrated into the existing Lephalale community settlements at Marapong and Onverwacht. Detail of the rental housing is indicated in Figure 8.

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AREA	UNIT TYPE	# BED	# UNITS
MARAPONG	Single Quarters	Single rooms	616
	Flats (Family Units)	3 bdr	48
	Flats	Bach.	48
		1 bdr	48
		2 bdr	48
		3 bdr	138
	Simplex	2 bdr	10
	Houses	3 bdr	101
Sub-Total			1057
ONVERWACHT	Single Quarters (Learners only)	Single rooms	288
	Sharing (PIT's)	1 bdr	30
	Flats	Bach.	18
		1 bdr	66
		2 bdr	138
		3 bdr	42
	Simplex & Duplex	1 bdr	10
		2 bdr	92
	Houses	3 bdr	128
		4 bdr	40
Sub-Total			852
Total Accommodation			1909

Figure 8: Employee rental housing

3.7.1.3 Single Quarters and Family Units

Grootegeeluk Coal does not have hostels, but provide accommodation in the form of single quarters and family units. Grootegeeluk will upgrade the single quarters and family units in Marapong. Upgrading of 616 Single Quarters will address the current sharing of ablutions facilities. In completion, each employee will have their rooms with en-suite ablution facilities.

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 over-supply of units on 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).

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3.7.3 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, Satafeng 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.

3.7.4 PREFERRED REQUIREMENTS FOR HOUSING AND LIVING CONDITIONS OF WORKFORCE

Grootegeluk 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.

3.7.5 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 promotion of 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 – home owners. This will be subject to the approval by 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	2018	2019	2020	2021	2022	Total
Upgrade single units	200	416	-	-	-	616
Refurbishment of 48 family units and build 8 new units		56	-	-	-	56
Sell Exxaro owned house (120) and stands (35) to FTHO	25	25	25	25	55	155

Housing Initiative	2018	2019	2020	2021	2022	Total
Provide FTHO 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 Grootegeeluk 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 Grootegeeluk Coal and measure progress against the set target.

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3.8.3 PROCUREMENT OPPORTUNITIES

Refer to Annexure B for detail on procurement opportunities that were identified for 2018 to 2022.

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.

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SECTION FOUR

MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

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

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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 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 DMR SLP Report.

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

Grootegeeluk 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 along the same rules as contained in the VSP Policy. Vacancies created in this way will be offered to affected employees.

Grootegeeluk 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 lesser, are likely to be retrenched in any 12 month period.

Following such notification and upon receipt of directives from the Minister, Grootegeeluk Coal will set in motion its downscaling processes. A detailed project plan will be developed that clearly defines roles and responsibilities and time lines. 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 Grootegeeluk 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, Grootegeeluk Coal will implement the following measures:

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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 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 in 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.

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Financial provision for severance packages will be based on than 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.

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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 offered training programmes that will support 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 was 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 to 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.

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SECTION FIVE

FINANCIAL PROVISION

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of the Mineral and Petroleum Resources Development Act

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5. FINANCIAL PROVISION

Provision for the Social and Labour Plan 2018-2022 is indicated in the table below.

Table 42: Financial Provision

Description						
Item	2018	2019	2020	2021	2022	Total budget
Human resource development	R43,764,925	R44,076,925	R44,285,925	R44,104,925	R44,337,925	R220,570,625
Local economic development	R20,000,000	R34,800,000	R44,700,000	R17,700,000	R9,500,000	R126,700,000
Total	R63,764,925	R78,876,925	R88,985,925	R61,804,925	R53,837,925	R347,270,625
Management of downscaling and retrenchments (Provisional)	R7,327,040	R8,059,744	R8,865,718	R9,752,290	R10,727,520	R44,732,312

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SECTION SIX

UNDERTAKING BY THE APPLICANT

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of the Mineral and Petroleum Resources Development Act**

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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**. The **Executive Head Coal Operations** has approved the social and labour plan.

I, _____ the undersigned and duly authorised thereto

by _____ (Company)

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

Signed at _____ on this _____ day _____ 20____

Johan Wepener
General Manager
Grootegeluk Coal

Approved

Signed at _____ on this _____ day of _____ 20____

Nombasa Tsengwa
Executive Head: Coal Operations

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ANNEXURE A: PROJECT PLAN

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Project Name	Enterprise and Supplier Development		Enterprise Development			
Background	Lephalale is currently experiencing one of the biggest planned developments in South Africa, mainly initiated by the large coal reserves mined by Exxaro. Although Exxaro is the largest single employer in the area, unemployment in the area remains high. The informal business sector is the largest employer in the area. By developing entrepreneurs in the informal sector, the business opportunities on offer in the labour sending areas of Exxaro's operations at Grootegeeluk can be exploited. Developing entrepreneurs will also ensure that Exxaro's local procurement requirements with regards to preferential procurement can be met.					
	Grootegeeluk mine will establish a self-sustaining enterprise and supplier development centre. Grootegeeluk will partner with a suitable entrepreneurship development service provider to establish and operate the business incubation centre. The following services will be provided at the business incubation centre:					
	<ul style="list-style-type: none">• Formal business acumen training,• Personalised business mentoring and coaching,• Business support services, and• Assess to business funding.					
	The Business Incubation Centre will be a purpose-built facility that will be resourced to suit the training, mentoring and business support requirements. The facility will be staffed by six permanent staff members who will be selected from the local community and trained by the Service Provider.					
20 Entrepreneurs will be selected for the local community to participate in the entrepreneurship development plan.						
Geographical location of project	District Municipality Waterberg		Local Municipality Lephalale	Village name Lephalale	Project start date February 2018	Project end date December 2022
Output	Key performance area: Job creation through small	Key performance indicator: Develop sustainable SMEs	Responsible entity (inclusive of all role players) Business Incubator Service Provider Business support personnel			
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	business development		Coaches and Mentors Local community leaders Business Incubator Project Manager					
Budget	2018	2019		2020		2021	2022	Total
	R0	R8,000,000		R5,000,000		R5,000,000	R2,000,000	R20,000,000
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments	
Short-term	26	7	7	6	6	26		
Medium-term	50	10	10	15	15	50		
Long-term	100	15	15	35	35	100		
Completion date and exit strategy Completion date This initiative will be ongoing for the duration of SLP and will terminate in December 2022. Exit Strategy The beneficiaries of this initiative will be young people that have what it takes to start and run their own businesses. The Business Incubation Centre will be operating as a business. Talented entrepreneurs will be trained up by the Service Provider to take over and manage the Centre as from the last quarter of 2021 when the Service Provider and Grootegeleluk will exit the programme.								
Mayor approval Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017								

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Project Name	Nelsonskop Primary School			Infrastructure Development			
Background	Nelsonskop Primary School is a flagship primary school of the Department of Education in Marapong. The school currently has in excess of 1300 learners, accommodated in 27 classrooms. Some of the classrooms have 50 learners. Grade R learners are accommodated in a temporary wooden structure. The school is experiencing an influx of learners, which is a result of the growth of the area. The school is in need of 4 classrooms to accommodate the Grade learners and to reduce the mummer of learners in the over-crowded classrooms. The school is also in need to a school hall. School Governing Body meetings and parent meeting are held in the open. Grootegeeluk will build a school hall, large enough to accommodate 1500 learners. The school hall will be fitted with divider panels that will allow the school hall to be divided into 3 classrooms.						
Geographical location of project	District Municipality Waterberg	Local Municipality Lephalale	Village name Marapong	Project start date February 2020		Project end date December 2021	
Output	Key performance area Well-functioning school	Key performance indicator Construction of school hall	Responsible entity (inclusive of all role players) Exxaro People Development Initiative (EPDI) Education Programme Manager Education government officials Principal and school governing bodies Teachers Community leaders and parents Exxaro Community Development Specialist				
Budget	2018	2019	2020	2021	2022	Total	
			R3,000,000			R3,000,000	
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments
Short term	10	2	1	4	3	10	

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Medium term							The construction work on the school hall will be done by a local contractor. Low skilled labour will be obtained from the local community.
Long term							
Completion date and exit strategy							
Completion date							
The intervention will terminate in December 2020							
Exit Strategy							
On completion, the school hall will be handed over to the Department of Basic Education to be maintained by the Department of Public Works.							
Mayor approval							
Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017							

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Project Name	Early Childhood Development Centre			Infrastructure Development			
Background	The root cause of the poor performance of learners is the low level of school readiness when learners enter the formal education system in Grade R. The lack of school readiness is a direct result of inadequate stimulation and care during the early years of a child's development.						
	Grootegeluk will, with the support of a childhood development Service Provider, establish a self-sustained Early Childhood Development Centre (ECD Centre). The ECD Centre will consist of the following elements:						
	<ul style="list-style-type: none">• A purpose built ECD Hub that will be built at a location chosen by the Lephalale Local Municipality,• A mobile early childhood development service and• A childhood care service.						
	The ECD Centre will serve crèches and home care centres in Marapong, Onverwach, and in the villages of Ga-Seleka and Ga-Shongoane.						
Geographical location of project	District Municipality Waterberg		Local Municipality Lephalale	Village name Marapong, Onverwacht and villages in Ga-Seleka and Ga-Shongoane		Project start date February 2019	Project end date December 2021
Output	Key performance area School ready Grade R learners		Key performance indicator Establishment of a self-sustained ECD Centre	Responsible entity (inclusive of all role players) Exxaro People Development Initiative (EPDI) Education Programme Manager Department of Social Development ECD Care-givers Parents of children Community leaders Exxaro Community Development Specialist			
Budget	2018		2019	2020	2021	2022	Total
	R0		R1,300,000	R3,700,000	R700,000	R0	R5,700,000
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments

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Short term	14		3	3	8	14	2330 children and their parents/care givers will benefit from the initiative.
Medium term							
Long term							
Completion date and exit strategy							
Completion							
The intervention will terminate in December 2020.							
Exit Strategy							
The Early Childhood Development Centre will be operating as a business. Young people with management skills will be trained up by the Service Provider to take over and manage the Centre as from the last quarter of 2021 when the Service Provider and Grootegeeluk will exit the programme.							
Mayor approval							
Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017							

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Project Name	Thusong Skills Development Centre			Infrastructure Development					
Background	The settlements found within Lephalale Municipality are town, townships, informal settlements and farms. The Municipality is further characterized by a number of smaller villages in a leaner pattern on the eastern part without any economic activity, and less services provided. There is a need to bring Government services closer to the people in these villages to assist with accessibility, and increasing economic activities where they live. In Lephalale unemployment mainly amongst the youth, women, and people with disability youth is very high, and this has been deemed to be due to lack of skills required by employers in the area. The skills development section is to provide skills needed by the employers in Lephalale. This will help in the reduction of unemployment, and ensure that those with portable skills can sustain themselves.								
Geographical location of project	District Municipality: Waterberg District Municipality		Local Municipality: Lephalale Local Municipality		Community Name: Villages in Lephalale Municipality		Project start date July 2019	Project end date December 2022	
Output	Key performance area Build and equip Skills Development centre		Key performance indicator <ul style="list-style-type: none">Build Skills Development centre in one of the villages.Add Skills Development section to the centre.		Responsible entity (inclusive of all role players) Lephalale Municipality Department of Labour Traditional Authorities Exxaro- Grootegeluk Mine				
Budget	2018		2019		2020		2021	2022	Total
	R0		R1,500,000		R3,500,000		R2,500,000	R2,500,000	R10,000,000
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total		Comments	
Short term	40	10	5	15	10	40		40 jobs will be created during the implementation phase of the project.	
Medium term									
Long term									

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Completion date and exit strategy

Completion date

The project will be completed by December 2022.

Exit strategy

There will be a Memorandum of Agreement with the Municipality to clarify the Management of the asset, ensure there is budget from the Municipality for the maintenance of the asset. The MOA will have clear roles and responsibilities before the execution of the project and handover.

Mayor approval

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Project Name	Marapong Sport Centre					Infrastructure Development					
Background	The Sport Centre will be developed in Marapong area on an existing sports infrastructure with additional facilities being introduced as identified by the Community. The centre will be run and managed by the Sport Management committee led by the Lephalale Local Municipality. The centre will develop and nurture young people's interest in sport by providing them with safe and interactive environment. It will work as a safe hub for the youth, keeping them off the streets and teaching them valuable life skills. Through the Exxaro - Grootegeluk Mine will upgrade the existing sports infrastructure and add equipment. The priority will be the upgrade of the soccer field with the demarcation for the athletics track, provision of the multi-purpose area to cater for meetings or events.										
Geographical location of project	District Municipality: Waterberg District Municipality		Local Municipality: Lephalale Local Municipality		Village name: Marapong area			Project start date June 2019		Project end date December 2021	
Output	Key performance area Upgrade the existing sports infrastructure with additional facilities being introduced as required by the community		Key performance indicator <ul style="list-style-type: none">Upgrade the soccerfield and provide for trackBuild Multi-purpose indoor recreation rooms to cater for other sporting codes & other activities			Responsible entity (inclusive of all role players) Lephalale Municipality Limpopo Department of Sport, Arts & Culture Department of Public works South African Football association Marapong Ward committee Exxaro- Grootegeluk Mine					
Budget (Exxaro's contribution)	2018		2019		2020		2021		2022		Total
	R0		R2,500,000		R5,000,000		R5,000,000		R2,500,000		R15,000,000
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total		Comments			

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Short term	20	0	0	10	10	20	20 jobs will be created during the implementation phase of the project.
Medium term							
Long term							
Completion date and exit strategy Completion date The project will be completed by December 2022. Exit strategy There will be a Memorandum of Agreement with the Municipality to clarify the Management of the asset, ensure there is budget from the Municipality for the maintenance of the asset. The MOA will have clear roles and responsibilities before the execution of the project.							
Mayor approval Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017							

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Project Name	Waste Management Facility			Infrastructure Development		
Background	According to Section 24 of the Constitution, everyone “has a right to an environment that is not harmful to their health and wellbeing, and to have the environment protected for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation, promote conversation, and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development’. In protecting this right Lephalale Municipality has been allocated the function of solid waste management. The function involves determination of waste disposal strategy, regulation establishment, operation and control of waste disposal sites or facilities, refuse removal, waste minimization through recycling, re-use and waste education and awareness.					
	Only 62.4% of the households in Lephalale have access to acceptable refuse removal service level. The Municipality is still faced with the challenge of illegal waste dumping especially in Marapong more especially next to the informal settlements and part of Overwacht as well as rural areas. This is due to the Municipality having no drop-off, garden sites, transfer station, material recovery facilities and buy back centers for recycling. The Municipality has old unreliable trucks for refuse removal and street cleaning, and in need of the 6 cubic meter skip bins.					
	As part of the Grootegeluk Mine SLP, Exxaro will intervene and buy two (2) refuse trucks for the Municipality, six (6) x 6m³ skip bins and support the Extended Public Works Programme (EPWP) by contributing towards drop-off and material recovery facilities, that will create job opportunities. This will address the environmental challenges such as illegal waste dumping in urban and rural areas.					
Geographical location of project	District Municipality: Waterberg District Municipality	Local Municipality: Lephalale Local Municipality	Community Name: Marapong / Onverwacht & Villages	Project start date July 2019	Project end date December 2022	
Output	Key performance area Provision of waste transport, material recovery facilities, 6 cubic skip bins for recycling and transfer.	Key performance indicator <ul style="list-style-type: none">Provide 2 Garbage trucks, skip bins.Material recovery facilities for recycling to enhance EPWP.	Responsible entity (inclusive of all role players) Lephalale Municipality Department of Environmental Affairs Department of Public works Marapong ward committee Exxaro- Grootegeluk Mine			
	2018	2019	2020	2021	2022	Total
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Budget (Exxaro's contribution)	R0		R2,500,000		R5,500,000		R4,500,000		R2,500,000		R15,000,000	
Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments					
Short term	30		5	10	10	30	30 jobs will be created at the initial stage of the project					
Medium term												
Long term												
Completion date and exit strategy												
Completion date												
The project will be completed by December 2022.												
Exit strategy												
There will be a Memorandum of Agreement with the Municipality to clarify the transfer of the asset, ensure the Operators are trained and there is budget from the Municipality for the maintenance of the facility provided. The MOA will have clear roles and responsibilities before the execution of the project.												
Mayor approval												
Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017												

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Project Name	Marapong Water Reticulation System			Infrastructure Development			
Background	Lephalale is expanding rapidly because of nearby industrial activities such as the construction of the Medupi Power Station and the new mines in the area. The rapid growth of the area has placed pressure on the aging water infrastructure. The current Bulk potable water supply to Marapong Residential Area (MRA) is supplied by Eskom Matimba Power Station (Matimba PS) in terms of an agreement entered between the Lephalale Municipality (Municipality) and Eskom. The agreement has however elapsed and water is currently supplied according to an extended year to year agreement between the parties. The supply pipe line infrastructure is also totally insufficient and needs urgent upgrading. This line services businesses and the community in and around Marapong. In most cases they are negatively impacted due to this insufficient water supply. Most of the time, water only becomes available during night times.						
	Exxaro has committed to partner with the Lephalale Municipality & Department of Water & Sanitation in upgrading the Bulk potable water infrastructure. Exxaro's role will be to implement the first part of the project, which covers the refurbishment, and conversion of the existing Department of Water & Sanitation (DWS) owned 10km DN 600 steel pipe from Zeeland Water Treatment Works (ZWTW) to Matimba Raw water distribution chambers into a potable water pipeline.						
	The other portion which covers the establishment/upgrading/replacements of pipeline infrastructure pertaining to bulk potable water supply from No. 3 Pump station to the Marapong residential area, which includes adding reservoirs and related infrastructure will be implemented by Lephalale Municipality together with the Department of Water & Sanitation.						
Geographical location of project	District Municipality:		Local Municipality:		Community Name:	Project start date	Project end date
	Waterberg District Municipality		Lephalale Local Municipality		Marapong	February 2018	December 2021
Output	Key performance area		Key performance indicator		Responsible entity (inclusive of all role players)		
	Provide Bulk Portable water supply		Refurbishment and conversion of decommissioned DWS owned 600 steel pipe from ZWTW to Matimba Raw water distribution		Lephalale Municipality Department of Water and Sanitation(DWS) Exxaro- Grootegeluk Mine		
Budget (Exxaro's contribution)	2018	2019	2020	2021	2022	Total	
	R48,000,000	R5,000,000	R5,000,000	R0	R0	R58,000,000	

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Classification of jobs	No of jobs to be create	Male adults	Female adults	Male youth	Female youth	Total	Comments
Short term	50	6	4	25	15	50	50 jobs will be created during the implementation phase of the project.
Medium term							
Long term							
Completion date and exit strategy Completion date The project will be completed by December 2020. Exit strategy There will be a Memorandum of Agreement with all the parties involved in this partnership to ensure that there is bulk water supply to the Marapong community. This MOA will have clear roles and responsibilities before the execution of the project.							
Mayor approval Approved by the Lephalale Local Municipality Council led by Honourable Mayor, Mr. JM Maeko on 12 December 2017							

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ANNEXURE B: PROCUREMENT

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Procurement Opportunities for Period 2018 to 2022

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 Maniscopic 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

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Procurement Opportunities for exclusive participation of BO/BWO/SMME/Local-South Africa	
Procurement Opportunity	Contract time frame
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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