

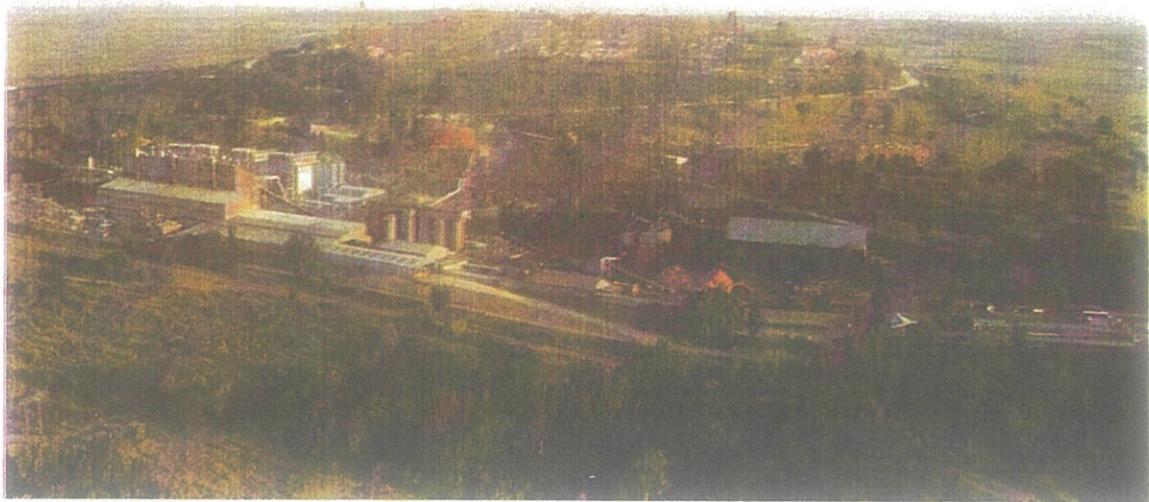
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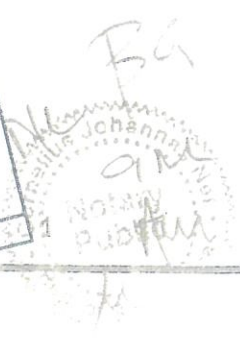
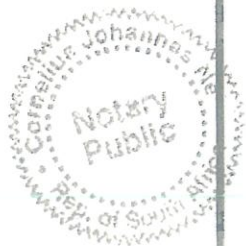
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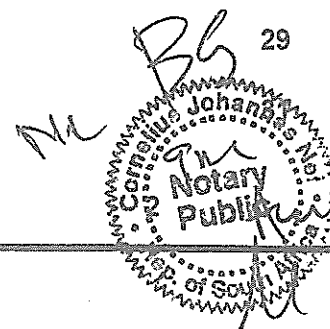
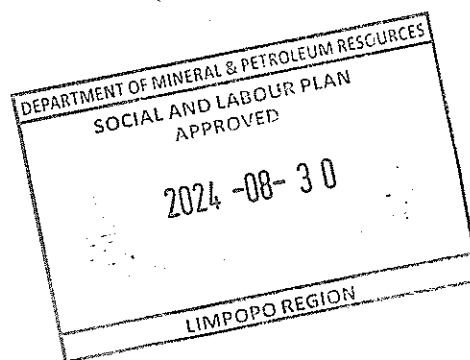
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POLOKWANE, LIMPOPO PROVINCE

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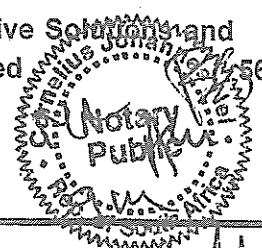
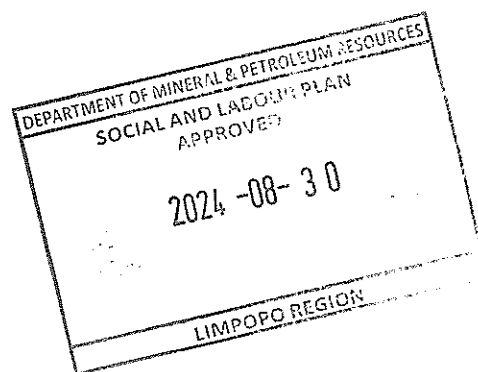


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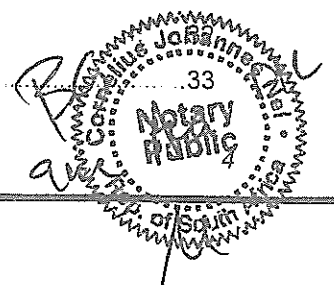
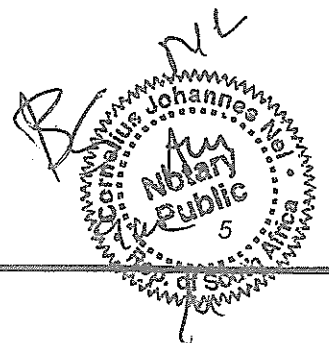


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ABBREVIATIONS

ABBREVIATION	MEANING
ABET	Adult Basic Education and Training
BEE	Black Economic Empowerment
CDM	Capricorn District Municipality
CSI	Corporate Social Investment
DMRE	Department of Mineral Resources and Energy
DoL	Department of Labour
EE	Employment Equity
FET	Further Education and Training
FF	Future Forum
GDP	Gross Domestic Product
GVA	Gross Value Added
HDSAs	Historically Disadvantaged South Africans
HIV	Human Immunodeficiency Virus
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HRD	Human Resources Development
HRDP	Human Resources Development Programme
IDP	Integrated Development Plan
IDPs	Individual Development Plans
IPP	Independent Power Producer
KPIs	Key Performance Indicators
LED	Local Economic Development
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002)
MQA	Mining Qualifications Authority
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NQF	National Qualifications Framework
PLM	Polokwane Local Municipality
PICC	Presidential Infrastructure Coordinating Committee
REO	Rare Earth Oxide
RSA	Republic of South Africa
SDGs	Sustainable Development Goals

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ABBREVIATION	MEANING
SETA	Sector Education and Training Authority
SIPs	Strategic Integrated Projects
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
TB	Tuberculosis
TCM	Thaba-Chueu Mining (Pty) Ltd
TREO	Total Rare Earth Oxide
TVET	Technical Vocational Education And Training
UIF	Unemployment Insurance Fund
VCT	Voluntary Counselling and Testing
WIM	Women in Mining
WSP	Workplace Skills Plan

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1 INTRODUCTION AND PREAMBLE

1.1 Introduction

This Social and Labour Plan (SLP) is a submission in terms of the requirements of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA). The development and submission of a SLP is a requirement of the MPRDA and sets out the social and labour programmes to be in place for the life of every mining right.

The objectives of the SLP (section 41 of the Regulations) are to:

- Promote employment and advance the social and economic welfare of all South Africans;
- Contribute to the transformation of the mining industry; and
- Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

Table 1 shows shareholding in Thaba-Chueu Mining.

Table 1: Shareholding Allocations at Thaba-Chueu Mining and Projects

Shareholder	% Ownership	Type of Share
Silicon Smelters (Pty) Ltd	74%	Ordinary
TCM BBEE Empowerment Partner	26%	Ordinary
Proposed Allocation/Dilution of 10% shareholding is still under careful consideration – Employee Trust (5%) and Palmitfontein Community (5%)	10%	Proposed

1.2 Preamble

Thaba-Chueu Mining is committed to ensuring that its workers are given the opportunity of acquiring skills and competencies to achieve both individual and organisational goals in the context of the mine's operational and Corporate Social Investment (CSI) objectives.

Name of Company	Thaba-Chueu Mining (Fty) Ltd. Reg. No.: 2014/039521/07
Name of Mine	Ferroglobe Thaba-Chueu Mining – Polokwane Smelter
Physical Address	Farm Weitevreden 746 LS, Beyersnek Road, 0699 Witkop Polokwane, Limpopo
Postal Address	PO Box 657, Polokwane, 0700
Telephone Number	Head Office: 015 290 3000 / 082 888 2777
Fax Number	Head Office: 015 290 3000



Location of Mine	Thaba-Chueu Mining is located in the Limpopo Province South Africa about 8kms South of Polokwane on portion 18 of the farm Weltevreden 746 LS in the Capricorn District Municipality. The coordinates of the mining area and smelter are S 023° 58'075" E 029° 29'991". The mining area covers an area of 161.5 hectares		
Commodity	Quartz		
Mine Manager / Responsible Person	Christiaan Hölscher		
Life of Mine	30 years	Financial Year End	28 February

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1.3 Location of the Mine

Thaba-Chueu Mining is located in the Limpopo Province South Africa about 8kms South of Polokwane on portion 18 of the farm Weltevreden 746 LS in the Capricorn District Municipality. The coordinates of the mining area and smelter are S 023° 58'075"; E 029° 29'991"; (See Fig 1: Locality Map). The mining area covers an area of 161.5 hectares.

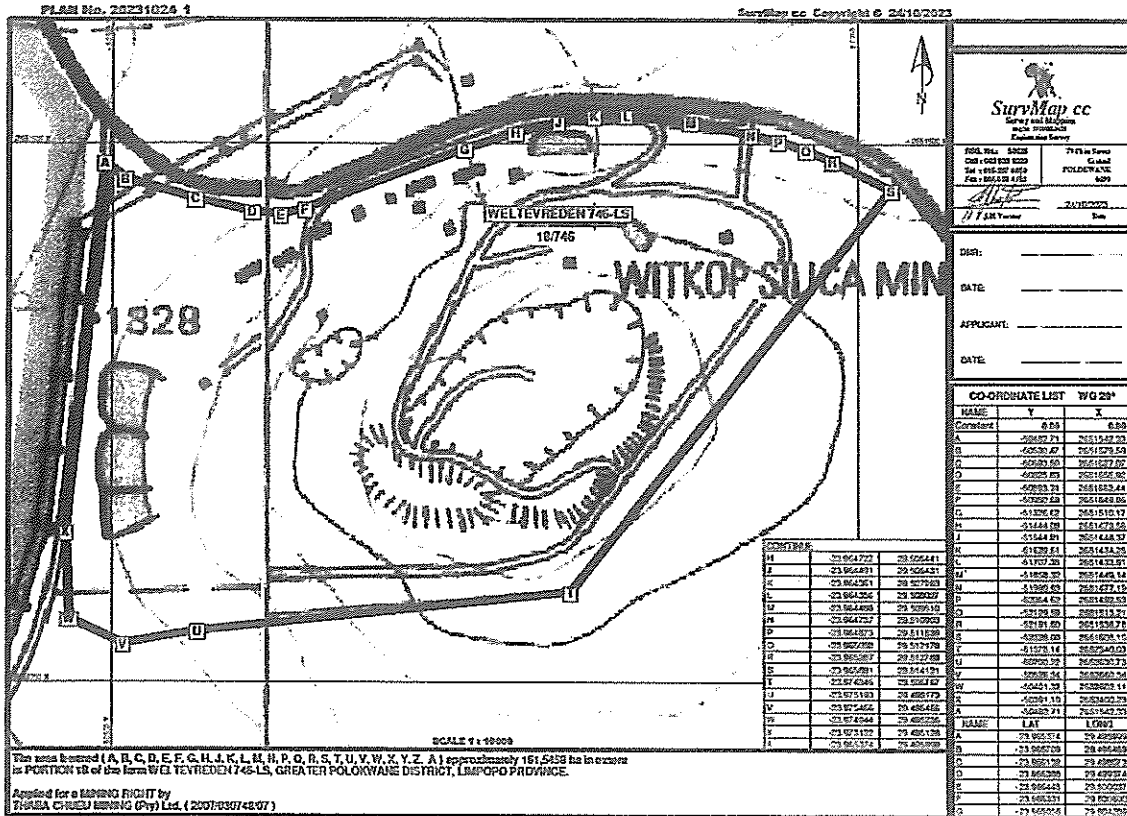


Figure 1: Location of Thaba-Chueu Mining

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 Limpopo Province
 Republic of South Africa

1.4 Mining Methodology

The mining method used for mining quartz was by open cast in the now defunct Witkoppen Quarry as hard rock bench mining with 6 metre high benches. Mining in this pit commenced in 1973 and continued till 1995. Opencast mining operations commence with a box cut excavation followed by a series of strips mined on a roll-over basis. Box cut and mining block sizes were based on mining equipment requirements and formed the basis of the opencast scheduling (See Figure 5). Mining from Witkoppen Quarry was curtailed after 1995 and outsourced to external contractors.

Benches were cut at 6 metre levels and the final profile is a 6 metres high bench with a 6 metres wide step. The quarry was planned for and already mined to bench 17, ultimately giving a high-wall on the south of 75 metres and on the north of 45 metres with overall slopes of 45°. In certain sections of the pit the mining contractors preferred to mine with 10 metres high benches which resulted in changes in the pit profile.

The top of the hill has been completely removed by the 3 upper benches and the next benches were cut out onto the north-slope. From this level the quarry slopes inwards with the haul road descending on the north side of the pit. The defunct quarry has a maximum length of 480 metres, a maximum width of 220 metres and the final extent will be 7.5 hectares.

Quartz Mining:

Thaba-Chueu Mining ore extraction and overburden waste rock is through opencast conventional hard rock bench mining method from external sources and mined by contractors under separate mining permits/rights with the DMRE. Currently there is NO active mining taking place within the Thaba-Chueu Mining site.

Very low tonnages (10 000 tons per year) can still be sourced from the Witkoppen pit, to supplement other outside sources used by Thaba-Chueu Mining. As at 2016 approximately 240 000 tons of unmined quartz were still available from the Witkoppen pit.

In addition, there are 192 000 tons of quartz cobble reserves within the mining area covering an area of approximately 15 hectares. It is envisaged that the quartz cobble can be mined at a rate of 10 000 tons per year. The mined cobble can be screened into various sizes of <19mm; 19mm – 60mm; 60mm<. Cobble above 19mm is transferred to the processing plant, and the small size can/may be sold as aggregate stone to external mining contractors. Similarly, the cobble is currently NOT being mined at Thaba-Chueu Mining site.

The mineral deposit mined and required for silicon production is quartz. Raw materials used in the production of silicon including quartz are currently sourced from different quarrying operations outside TCM mining area and operated by external contractors, woodchips, charcoal, Columbian coal and pet-coke which are blended together before being fed into the furnaces where they get reduced to silicon metal. At present the bulk of the quartz supply is from the mentioned external contractors. Fumes from the furnaces are then collected as micro-silica through the bag-house system. The Silicon products are then taken to the market.

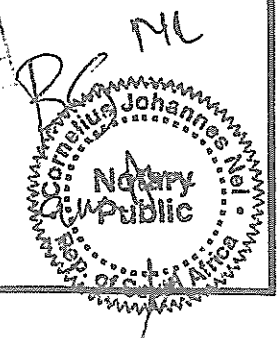
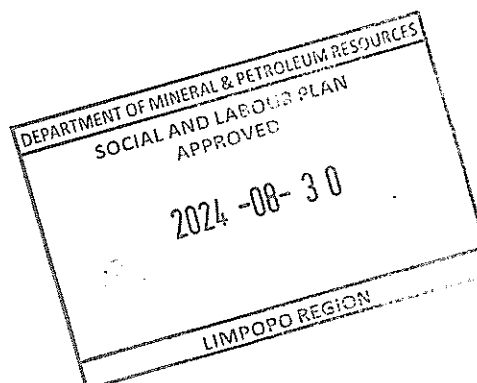
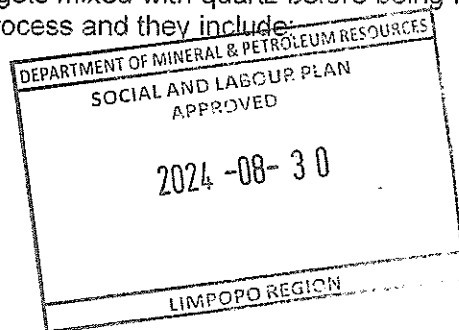




Figure 2: Mining Process Flow Schematic

The raw material brought in from outside for the manufacturing of silicon include quartz, woodchips, coal, charcoal and petcoke. All the material, which act as a catalyst, gets mixed with quartz before being fed into the furnace. There are eight (8) stages involved in the production process and they include:

- Raw material handling;
- Ore dressing;
- Proportioning;
- Smelting and purifying;
- Hot metal handling;
- Bag-House and microsilica plants;
- Arc furnace plant;
- Finished product.



Employee numbers are currently at 185 personnel in total. Depending on Thaba-Chueu Mining's contracting arrangements.

1.5 Labour Sending Areas

Table 2 reflects the expected labour sending areas for the Thaba-Chueu Mining operation and reflects that there will be a minimum of 100% (185) employees are sourced within the Ficksburg Local Municipality. This is in line with the DMRE recommendation that the majority of employees should be sourced from within the local municipality in which the operation is located.

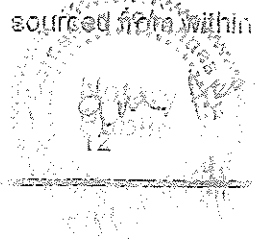


Table 2: Expected Labour Sending Areas

Area	Number	Percentage
Polokwane Local Municipality	166	90%
Other Municipalities in Limpopo	19	10%
Rest of South Africa & Southern Africa	0	0%
Estimated Total Employees	185	100%

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1.6 Primary SLP Focus areas

The primary *focus areas* of the SLP are:

1. Increasing literacy / numeracy;
2. Implementing career development;
3. Providing skills development opportunities;
4. Mentoring Historical Disadvantaged South Africans (HDSAs) and empowerment groups;
5. Providing bursaries and learnerships to employees and the community;
6. Increasing HDSA participation in management;
7. Increasing women's participation in mining;
8. Fostering enterprise development;
9. Alignment with the IDP of Polokwane Local Municipality (PLM);
10. Implementing local economic development projects;
11. Increasing the participation of HDSAs and communities in procurement opportunities;
12. Implementing Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS) awareness programmes and Voluntarily Counselling and Testing (VCT);
13. Transforming Thaba-Chueu Mining in line with the Mining Charter;
14. Initiating a Future Forum (FF) for management and employees;
15. Committing adequate funds for the SLP initiatives;
16. Putting systems and performance indicators in place;
17. Implementing and reporting on the progress of SLP initiatives;
18. Measuring the sustainability and effectiveness of the SLP on employees and communities; and
19. Engaging with relevant stakeholders.

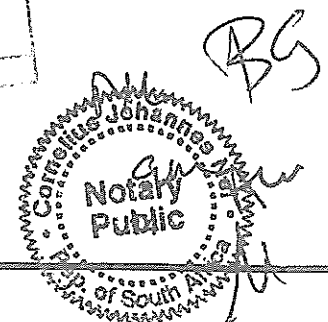


Table 3 contains an action plan for the checklist of the primary SLP activities. These commitments are alluded to in greater detail in the ensuing sections of this SLP.

Table 3: Action Plan for Primary SLP activities and timeframes

Action	Start Date	Finish Date
Human Resources Development Programme		
Formulation of individual Skills Development Plan and the formulation of action plans.	Q3 2025	Q4 2025
Submission of Form Q	Annually	Annually
Submission of Form R	Annually	Annually
Submission of Form S	Annually	Annually
Formulation of a plan to adhere to the Skills Development Act and to submit a Workplace Skills Plan at every reporting cycle.	Q1 2025	Annually
Local Economic Development Programme		
Undertake detailed consultation with Local Economic Development (LED) stakeholders for purposes of identifying appropriate LED projects.	Q2 2025	Q2 2025
Initiate the implementation of identified LED projects, based on the business plans for each project.	Q4 2025	Q4 2029
Submission of Form T	Annually	Annually
Management Of Downscaling And Retrenchment Programme		
Initiate a Future Forum	Q2 2025	Annually
Compilation of a Management of Downscaling and Retrenchment Plan	As required	As required
Financial Provision		
Implementation of funding for Social and Labour Plan Initiatives	Q2 2025	Q4 2029



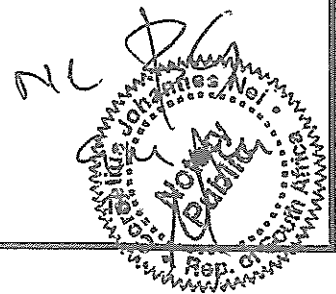
1.7 Social and Labour Plan Context

Thaba-Chueu Mining is applying for a mining right. Thaba-Chueu Mining plans to start small by treating the existing quartz stockpiles on site from previous mining activities and gradually increase production from the open cast. At this stage no mining is being undertaken from Witkoppen opencast pit. All quartz ore for the smelter is obtained from external sources.

The funding that has been allocated to this SLP, therefore, is directly linked to the ability of the operation to generate funds from the sale of silicon. Currently the market price for silicon is depressed and hence the funding that has been allocated to this SLP is not extensive.

It would be very difficult for Thaba-Chueu Mining to implement the targets in this SLP document, should the Thaba-Chueu Mining operation not become profitable. Should the operation become unprofitable, management will consult with the DMRE in order to inform the lead authority regarding the situation at the operation.

It is expected that the Thaba-Chueu Mining right will be granted in 2024, hence there is no SLP expenditure for 2023. Expenditure for the SLP only begins in 2025 for Local Economic Development.



2 HUMAN RESOURCE DEVELOPMENT PLAN

The Thaba-Chueu Mining strategy takes cognizance of the growing shortage of critical skills in the mining industry in South Africa. However, the strategy primarily addresses the company's need for such skills in light of the Mining Charter and subsequent regulations, as well as the company's needs as per its future growth prospects. The future development of HDSA into leadership positions is a key focus area. Human Resource Development (HRD) is seen as a critical component of achieving the mine's Employment Equity (EE) and gender equity targets. Consequently, the mine's HRD plan will be actively and continuously aligned with the Workplace Skills Plans (WSP) and integrated with the long-term business plan. In terms of this process, HRD plans will be constantly assessed, reviewed and revised to cover the organization's short, medium and long-term human capital needs.

2.1 Introduction

The Social and Labour Plan will ensure that skills development, employment opportunities and projects are aimed at addressing food security and job creation to improve the quality of life of the host communities. Where possible the Mine will seek to partner with other operating mines within the Municipality to ensure meaningful sustainable development in line with local government priorities is achieved.

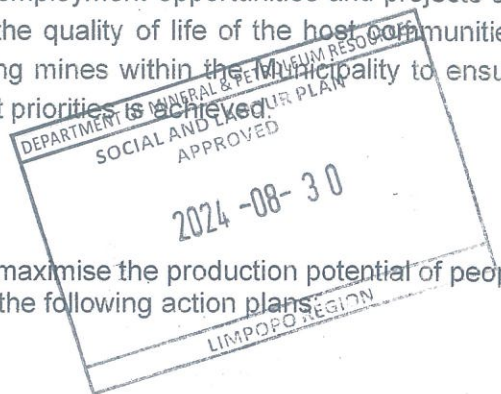
2.2 Skills Development Plan

The Integrated Human Resources Development Plan will seek to maximise the production potential of people employed at Thaba-Chueu Mining through the implementation of the following action plans:

1. Recognition of prior learning;
2. Mining Health and Safety and Mining induction;
3. Equipping employees with skills to safely and efficiently carry out their jobs;
4. Providing employees with skills that enable career progression in a mining environment; and
5. Giving employees skills at the appropriate times which are portable to other industries external to mining

The focus of skills development will be on providing employees with opportunities for acquiring skills to promote their advancement within the Mine and mining industry, in compliance with the requirements of the Mining Charter, where this is feasible and sustainable for the Mine.

The Skills Development Plan for Thaba-Chueu Mining will detail the strategic approach that is to be followed at the Mine with regard to skills development and will adopt a long-term view to skills planning. The Thaba-Chueu Mining Skills Development Plan will be integrated with skills development legislation, and will include developing and submitting a Workplace Skills Plan (WSP) and annual training reports.



Compliance with Skills Development Legislation

Name of SETA	Mining Qualification Authority
Registration number with the relevant SETA	To be registered on granting of mining right
Has the company appoint a skills development facilitator? If provide name	To be appointed on granting of mining right



To which institution have you submitted your workplace skills plan?

Workplace skills plan will be submitted six months after mining commencement to:

- (a) Department of Labour
- (b) Mining Qualification Authority

2.3 Education and Training

Thaba-Chueu Mining will assist in improving the foundations for skills development by providing employees with the opportunity for increasing literacy rates and participation by means of an ABET programme. Participation in the ABET programmes will be encouraged as a means to enter career paths and possible learnership opportunities. Thaba-Chueu Mining will work with its contractors to provide ABET training where necessary.

Table 4 provides the occupational categories while Table 5 shows estimated educational levels of employees.

Table 4: Occupational Levels for Permanent and Contractor Employees

OCCUPATIONAL CATEGORY	DESIGNATED						NON-DESIGNATED			TOTAL
	Male			Female			Male	Foreign Nationals		
	African	Coloured	Indian	African	Indian	White	White	Male	Female	
Managers	2			1			2			5
Professionals	18			4		1	4			27
Technicians and associated professionals	50			9						59
Semi-Skilled	57		1	25						83
Plant and machine operators and assemblers	11									11
TOTAL	138	0	1	39	0	1	6	0	0	185

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Table 5: Estimated Education Levels for Employees

Band	NQF Level	Old System	Male			Female			Total		
			African	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No schooling								0	0
		Grade 0/Pre								0	0
		Grade 1/Sub A								0	0
		Grade 2/Sub B								0	0
		Grade 3/Std 1/ABET 1								0	0
		Grade 4/Std 2								0	0
		Grade 5/Std 3/ABET 2								0	0
		Grade 6/Std 4								0	0
		Grade 7/Std 5/ABET 3								0	0
		Grade 8/Std 6								0	0
Further Education and Training (FET)	2	Grade 9/Std 7/ABET 4	1							1	0
	3	Grade 10/Std 8/N1	6							6	0
	4	Grade 11/Std 9/N2	44		2					46	0
Higher Education and Training (HET)	5	Grade 12/Std 10/N3	69		3	25				72	25
	6	Diplomas/Certificates	7	1		7			1	8	8
	7	First Degrees/Higher Diplomas	6			5				6	5
	8	Honours	2			1				2	1
		Doctorates/Masters	3		1	1				4	1
		TOTAL	138	1	6	39	0	0	1	145	40

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Table 6 and Table 7 give an indication of the estimated targets and budgetary requirements to facilitate ABET training for the workforce (Table 6) and the community (Table 7). The total estimate of AET Training for employees is aligned with Form Q.

Table 6: Internal ABET Targets for Employees at Thaba-Chueu Mining

Level	2025	2026	2027	2028	2029	Total Enrolments
ABET Level 1	0	0	0	0	0	0
ABET Level 2	0	0	0	0	0	0
ABET Level 3	0	0	0	0	0	0
ABET Level 4	1	1	1	1	1	5
						5
Budget:	R 000	R 15 000	R 15 000	R 15 000	R 15 000	R 60 000

According to Form Q, the Mine has 1 Employee with little education. However, employees that will be enrolled for ABET Training will depend on the interests for employees.

Table 7: External ABET Targets for the community at Thaba-Chueu Mining

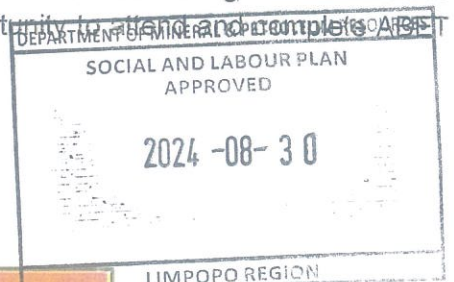
Level	2025	2026	2027	2028	2029	Total Enrolments
ABET Level 1	0	0	0	0	0	0
ABET Level 2	0	1	1	1	1	4
ABET Level 3	0	2	1	2	2	7
ABET Level 4	0	0	1	0	0	1
						12
Budget:	R 000	R 15 000	R 15 000	R 15 000	R 15 000	R 60 000

Once the Mining Right is granted, Thaba-Chueu Mining will appoint a service provide and training will commence. The learners identified are distributed across for the five-year period. Thaba-Chueu Mining is committed to providing the necessary support to ensure that employees have the opportunity to attend and complete ABET courses.

Table 8 contains the action plan for ABET.

Table 8: Action Plan for ABFT

Action Plan	Target Date
Secure the use of one of the local training centres for employee training	2025 Q3
Implement ABET Programme	2026 Q4

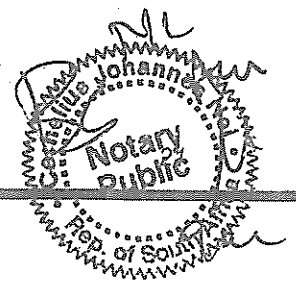
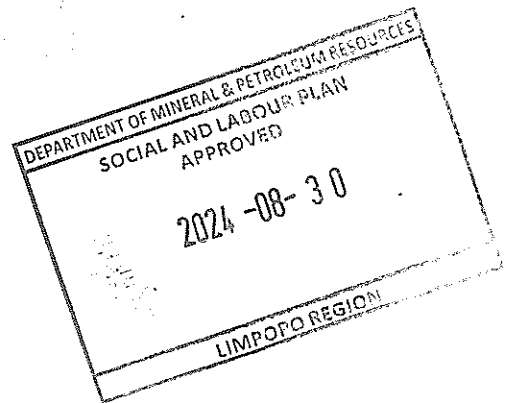


9.11

2.4 Learnerships

Learnerships are registered and accredited learning programmes that include practical work experience, as well as theoretical studies, and thereby integrate both workplace and institutional learning. Learnerships enable learners to work towards a qualification whilst being employed. Thaba-Chueu Mining undertakes to select employees to partake in learnerships programmes. Learnerships offered to be based on skills and development needs of the Mine and educational standards of the employees. Learnership programmes will enable the Mine to develop individuals to fill hard to fill and scarce skills vacancies by offering learnerships that are registered by the MQA. Learnership agreements will be entered into in accordance with the Skills Development Act. Learnerships must enable employees to become qualified Miners and artisans, with prospects for development in mining and engineering career paths and provide theoretical and practical experience.

Table 9 below provides the internal and external targets for the Learnerships and Table 10 contains the action plan for learnerships at Thaba-Chueu Mining.



2.5 Core Business Skills Programme

The purpose of Core Business Skills Programmes is to equip employees with the required skills and competencies to successfully implement their employment responsibilities. These programmes are also designed to equip employees with the required capacity and skills to progress to higher levels of employment within the Mine, in line with mentorship programmes and HDSA participation. Table 11 provides targets for the core business skills programme which Thaba-Chueu Mining will commit to developing. Table 12 contains the action plan for business skills development.

Table 11: Projected Core Business Skills Training Targets at Thaba-Chueu Mining

Core Business Area	2025	2026	2027 Finish	2028	2029 Finish	Total
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Artisan Training others	0	2	2	2	2	4
Budget:	R 0 000	R 50 000	R 50 000	R 50 000	R 50 000	R 200 000

More training will be identified once the mining right is granted.

Table 12: Strategic action plan for core business skills at Thaba-Chueu Mining

Action Plan	Target Date
Develop a comprehensive skills training plan with targets, budgets and timeframes (in line with commitments made in the SLP and the business plan)	Q3 2026
Compile findings and include them into Workplace Skills Plan	Q3 2026
Provide training and education in accordance with specified guidelines, skills gaps and in line with HDSA in management targets	Q4 2026

2.6 Portable Skills Programme

Portable skills programmes equip employees with skills that promote their absorption into alternative sectors of the economy both, inside and outside the mining industry, in other words equip employees with skills to use at other Mines and skills for other economic sector independent of mining. A truck operator for example is portable into construction and earthmoving industries.

Thaba-Chueu Mining will identify the portable and non-portable skills required for the successful operation of the Mine and in equipping employees for eventual closure. Portable skills development programmes will be aligned to the economic development needs of the area in order to contribute to the overall development of the area. In this way, employees will be equipped with relevant skills so that they may be productively absorbed into the existing socio-economic infrastructure after Mine closure. Table 13 provides a breakdown of the targets and budgetary provisions for the portable skills.



Table 13: Portable Skills Training

	2025	2026	2027	2028	2029	Total
Portable Skills Training	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Computer Skills (Microsoft Office)	0	3	3	3	3	12
TOTAL						12
Budget:	R 000	R 30 000	R 30 000	R 30 000	R 30 000	R 120 000

More skills training will be identified once need analysis is conducted with employees.

2.7 Hard to fill vacancies

The mine's recruitment programme and human resources development strategies are targeted at addressing hard to fill vacancies and scarce skills. Due to the high turnover of qualified employees, the retention of such skills remains a challenge.

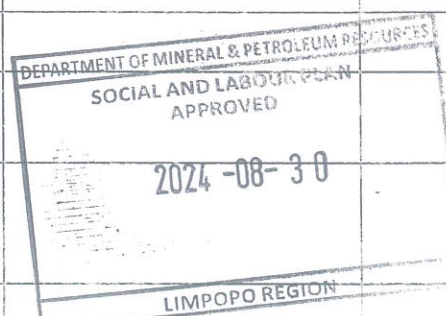
The Skills shortages that will prevail for periods longer than twelve months within Thaba-Chueu Mining will be addressed through the recruitment programme and continuous training and development of employees.

These programmes will attempt to build capacity in the areas in which it is needed and will be based on the Workplace Skills Plan (WSP) and Skills Development Plan. The placement of individuals into hard to fill vacancies may need to be sourced from other mining sectors and areas. **Currently there are no Hard-to-fill vacancies at Thaba-Chueu Mining**, but **Table 14** provides a format in which the hard to fill vacancies identified at the Mine will be submitted to the DMRE.

Table 14: Hard to fill vacancies at Thaba-Chueu Mining

Occupational Level	Job title vacancy	Main reason for being unable to fill the vacancy	Strategies to address identified challenges;
Top Management			
Senior Management			
Professionally qualified and experienced specialists and mid management			
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents			
Semi-skilled and discretionary decision-making			
Unskilled and defined decision making			

Table 14 above will be populated a year after the granting of the mining right.



2.8 Career Progression Plan

A career progression plan aims to illustrate a career path for employees, indicating possible routes to move or change from one role or position to another within a specific discipline through defining competencies, such as skills and experience required by the various job categories. The operation's training and development programmes then become a mechanism through which the required competencies are developed. The move or change could either be to a position on the same level or a position on a higher level of employment. The path could also be used during selection and recruitment, training and development, as well as talent management. The plan will consider information from the Human Resources Development Programme (HRDP) database and individual career aspirations including employee performance and supported by training programmes outlined in the WSP; as well as the appointed mentors. The operation's culture and strategy will be supported by the performance management and succession planning processes.

The information obtained from the performance management process will be reliable, valid and ethically applied to training and succession planning. Productivity levels of employees must increase relative to the investment made in training. Due to the medium size of the operation, career opportunities at senior levels are limited. The operation is however committed to investing in its workforce to ensure that where opportunities exist; internal candidates are exposed to the requisite training, experience and support to take these up.

The above Table 14 provides the performance management methodology that will be used to identify a talent pool within the operation in order to adequately address skills shortage and provide or a career path in order to motivate employees and provide for further personal and career development at Thaba-Chueu Mining – one the recruitment of employees has been undertaken.

Table 15 provides career progression targets for Thaba-Chueu Mining. The table details the targets for the number of employees at Thaba-Chueu Mining at the various levels per year; with Individual Development Plans as well as the percentage they represent of the total workforce on that level.

The career progression of individual employees will be managed via Individual Development Plans in conjunction with the Skills Development Plan.

Table 15: Internal and External targets for Career Progression at Thaba-Chueu Mining

Employee Categories	2025		2026		2027		2028		2029	
	No. with IDP	% with IDP	No. with IDP	% with IDP	No. with IDP	% with IDP	No. with IDP	% with IDP	No. with IDP	% with IDP
Level E	0	0%	1	10%	1	10%	1	10%	1	10%
Level D	0	0%	2	7%	2	7%	2	7%	2	7%
Level C	0	0%	3	5%	3	5%	3	5%	3	5%
Level B	0	0%	5	6%	5	6%	5	6%	5	6%
Level A	0	0%	1	9%	1	9%	1	9%	1	9%
Total	0	0%	12	7.4%	12	7.4%	12	7.4%	12	7.4%

Table 16 provides an implementation strategy for career progression plans.

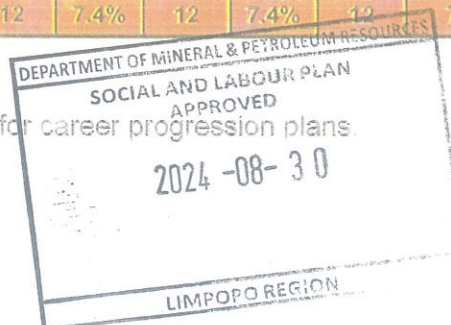


Table 16: Implementation Strategy for Career Progression Plans at Thaba-Chueu Mining

Action Plan	Target Date
Conduct regular individual assessments to enable feedback on performance and identify development needs.	Q1 2026
Create career paths based on the individual assessments and the needs of the operation. Communicating these to employees to guide them as to career directions.	Q2 2026
Administering ABET courses, alternative skills development programmes, and needs assessment surveys.	Q4 2026
Encourage participation in ABET programmes as a means to enter career paths and possible learnership opportunities.	Q4 2026
Inform employees about their career path planning and development opportunities via notice boards at the operation offices and at induction training;	Q1 2026
Describe and publish minimum requirements for employment positions. These information campaigns will at first be directed to existing employees.	Q1 2026
Provide leadership and management training to employees identified as having potential.	Q1 2026
Align employee personal developmental needs with the strategic objectives of the operation.	Q1 2026
Ensure that mentors are familiar with each employee's career aspirations.	Q1 2026
Ensure managers offer visible support and commitment to the career progression process.	Q1 2026
Monitor progress through on-going performance management and annual formal performance feedback sessions.	Q3 2027

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2.9 Mentorship Plan

Thaba-Chueu Mining believes that one of the easiest ways of achieving the expected outcomes of the Career Progression Plan is to develop a Mentoring Plan which will slot in with the individual career development plans of employees on career development programmes such as learnerships, bursaries and internships. As such Mentorship is a key process and tool in support of people development, Employment Equity (EE), Human Resources Development (HRD) planning, and performance management. Mentorship is a formalized relationship between a mentor and a mentee, and is established to enhance the mentee's career by means of building skills and knowledge. This mentoring process will be run by experienced managers and supervisors who will provide guidance and training to the junior employees and also facilitate in their personnel development as an on-going programme.

Mentorship targets for Thaba-Chueu Mining are contained in Table 17 while Table 18 reflects the strategic action plan for the formalisation of the mentorship plan

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Table 17: Mentorship Targets

Employee Categories	2025	2026	2027	2028	2029
Learnerships	1	1	1	1	1
Bursaries	1	1	1	1	1
Internships	1	1	1	1	1
Individual Development Plans	4	4	4	4	4
Total	7	7	7	7	7

Table 18: Strategic action plan for the Formalization of the Mentorship Programme

Action Plan	Target Date
Formal mentorship agreements will be signed between mentors and mentees	Q3 2026
The appointment of mentors will be determined by the need for mentorship	Q3 2026
There will be mentorship for all learnerships, bursaries, EE plans and individual development plans	Q3 2026
The identified mentors will be assessed and if necessary their required skills will first be addressed and training provided to better equip them to mentor the mentees.	Ongoing
There will be monthly documented meetings and record of the meetings will be held on file	Monthly (After Agreement Signed)

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Table 20: Bursary Programme

	2025	2026	2027 Finish	2028	2029 Finish	Total
Programme	Expected Enrolments	Expected Enrolments	Expected Enrolments Cont.	Expected Enrolments	Expected Enrolments Cont.	
Bursary (Internal)	0	1	1	1	1	2
Budget	R 000	R 70 000	R 70 000	R 70 000	R 70 000	R 280 000
Bursaries (External)		1	1	1	1	2
Budget	R 000	R 120 000	R 120 000	R 120 000	R 120 000	R 480 000
TOTAL						4
Budget						R 760 000

Targets on both internal and external bursars are new intakes for the five-year period. The fields of study will include SHE qualification, Boiler Makers, Artisans and/or Administration Management. Silicon is a medium-price commodity, therefore, the above budget is aligned to the projected cash-flow and profit margins.

The bursary policy not yet in place. This will be drafted within one year of the granting of the mining right.

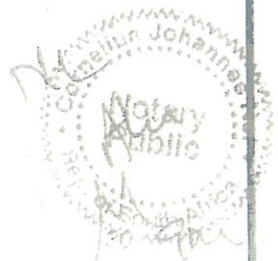


Table 21: Action Plan for the Implementation of Bursaries and Internship Programmes

Action	Target Date
Integrate bursars as operating members of the company.	Q3 2025
Provide bursary supervisors to function as educators	Q3 2025
Provide continuous evaluation of each bursary;	Q3 2025
Provide a bursary scheme to cater for learners who wish to pursue undergraduate studies in the fields of Mining and Engineering.	Q3 2025
Provide bursaries which cover fees for registration, tuition, accommodation, and learning materials;	Q3 2025
Facilitate the evaluation of bursars in terms of courses registered for, residence arrangements, academic achievement, etc.;	Q3 2025– ongoing

2.13 Employment Equity Plan

Thaba-Chueu Mining fully subscribes to the principles of the Mining Charter, and strives to achieve the required targets. The Mine believes that Employment Equity (EE) is an integral part of building an effective and representative workforce and to ensuring equality for all employees. The Mine will therefore develop an EE Policy to ensure that HDSA employees, especially women, are developed and targets are met. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression, in order to comply with the provisions of the EE Act (Act No. 55 of 1998).

The Mine undertakes to put in place an EE plan that will yield a racial and HDSA population profile which will be determined by the population profiles of the area and will comply with the requirements of the mining charter. The Mine will develop its policies in line with the industry's EE guidelines found in the Mining Charter, and this will guide the recruitment process. Recruitment to yield a planned forty percent (40%) representation of HDSA individuals in management will be planned from the outset of the recruitment process. **Table 22** provides the required Form S with EE statistics for Thaba-Chueu Mining. **Table 23** illustrates the strategic action plan for the implementation of EE at Thaba-Chueu Mining, and EE strategies while **Table 24** provides EE strategies.



Table 22: Employment Equity Statistics at the Thaba-Chueu Mining

Occupational Level	Designated							Non Designated			Total
	Male			Female				White Male	Foreign Nationals		
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female	
E	2	0	0	1	0	0	0	2	0	0	5
D	18	0	0	4	0	0	1	4	0	0	27
C	50	0	0	9	0	0	0	0	0	0	59
B	57	0	1	25	0	0	0	0	0	0	83
A	11	0	0	0	0	0	0	0	0	0	11
Total Permanent	138	0	1	39	0	0	1	6	0	0	185

Table 23: HDSA Targets

Occupation Level	Mining Charter III Targets			Applicant Targets		
	HDP	Women	Employees with Disability	HPDs	Women	Employees with Disability
Board	50%	20%	1.5%	50%	20%	1.5%
Top Management	50%	20%		50%	20%	
Senior Management	60%	25%		60%	25%	
Middle Management	60%	25%		60%	25%	
Junior Management	70%	30%		70%	30%	
Core and Critical Skills	70%			70%		

Thaba-Chueu Mining will ensure that it compliances with the mining charter III. And will ensure that provide an updated EE plan once production starts.

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Table 24: Action Plan for the Implementation of EE at Thaba-Chueu Mining

Action Plan	Target Date
Establish the EE Plan on an annual basis and report on progress on meeting commitments to the Department of Mineral Resources and Energy (DMRE)	Q3 2026
Submit a report to the Director General as required by Section 21 of the EE Act and publish a summary of this report in its Annual Financial Report.	Q3 2026
Ensure visible support and commitment of managers to the EE process.	Q3 2026
Communicate the details of the Mine's EE Report to all Mine employees. A copy of the report will also be made available to employees for copying and consultation.	Q4 2026
Individual assessments with lower-level HDSA employees to take place to identify individuals who may be suitable for managerial positions. Place these employees on individualised accelerated development programmes and monitor progress through regular interviews.	Q2 2027
Allocate specific mentors and coaches to HDSA individuals exhibiting potential and aspiration for management positions.	Q2 2027

Table 25: Employment Equity Strategies Thaba-Chueu Mining

Thaba-Chueu Mining	2025		2026		2027		2028		2029	
	WIM	HDSA	WIM	HDSA	WIM	HDSA	WIM	HDSA	WIM	HDSA
Succession Planning	0	0	2	5	2	5	2	5	2	5
Talent Pool	0	0	2	5	2	5	2	5	2	5

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2.14 Participation of Historically Disadvantaged South Africans

The Mine will develop its policies and plans in line with the mining industry's EE guidelines found in the Mining Charter which will guide the recruitment process.

Barriers to Affirmative Action will be specifically avoided by implementing the action plan reflected in **Table 26**.

Table 26: Action Plan for the Participation of HDSAs at Thaba-Chueu Mining

Action Plan	Target Date
A Human Resource and EE System whereby fair and transparent recruitment of employees will take place. Succession planning, career development, and performance management systems will then be set up within this system to ensure the entrance of HDSAs into management positions.	Q3 2026
Ensuring that job opportunities within the operation are timeously communicated, especially to HDSAs.	Q4 2026
Shadow management programmes to develop employees specifically identified for managerial positions.	Q4 2026
Sensitising and educating employees regarding issues involving gender, race, and diversity to promote a non-discriminatory culture. A zero (0) tolerance policy with regard to sexual and racial harassment will be adopted	Q4 2026



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2.15 Participation of Women

To address the historical issues of South Africa, which resulted in the majority of South Africans being excluded from participating in the mainstream economy, especially women, Thaba-Chueu Mining will develop a Gender Equity Policy to ensure that women are presented in positions that traditionally have been considered male only. Thaba-Chueu Mining will further comply with the ten percent (10%) labour quota for Women in Mining (WIM), as required by the MPRDA, which will be met through the implementation of the EE Plan.

The Mine will develop its policies and plans in line with the mining industry's women-in-mining guidelines found in the Mining Charter which will guide the recruitment process. At least ten percent (10%) of the workforce across the board, especially those involved in core mining activities, will be composed of women. Where necessary, training will be provided for women in the local communities so that these quotas may be met.

Table 27 provides an action plan for WIM and the Mine will follow a bottom-up approach to meeting the targets reflected in Table 28. There will be a zero (0)-tolerance policy towards sexual discrimination.

Table 27: Action Plan for the participation of WIM at Thaba-Chueu Mining

Action Plan	Target
Outline the number of positions and job descriptions that could be made available to women. Determine the required skills levels to fill these positions and explain to female candidates.	Q3 2025
Present female employees the opportunity to partake in responsibilities and challenges equal to those afforded to male employees.	Q3 2025
Include a policy regarding the employment and advancement of WIM in the EE policies.	Q3 2025
Identify women who have potential, provide mentors and coaches for this process.	Q4 2025
Include a women-specific element in the career progression plan to ensure that females are considered fully and not inadvertently passed over in the promotion process.	Q4 2025
Give females access to bursaries, internships, learnerships, coaching and mentorship programmes and encourage participation in such skills development initiatives.	Q4 2025
Educate employees to reduce negative stereotyping and preconceptions toward women.	Q4 2025

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Table 28: WIM across all Grades

Level	Prescribed Target	2025		2026		2027		2028		2029	
		Core WIM	Total Core mining positions	Core WIM	Total Core mining positions	Core WIM	Total Core mining positions	Core WIM	Total Core mining positions	Core WIM	Total Core mining positions
E	10%	0	0	0	0	0	0	0	0	0	0
D	10%	4	4	4	4	4	4	4	4	4	4
C	10%	9	9	9	9	9	9	9	9	9	9
B	10%	25	25	25	25	25	25	25	25	25	25
A	10%	0	0	0	0	0	0	0	0	0	0
Total:		40	40	40	40	40	40	40	40	40	40
			60%		60%		60%		60%		60%
			0%		0%		0%		0%		0%
			100%		100%		100%		100%		100%
			100%		100%		100%		100%		100%
			100%		100%		100%		100%		100%

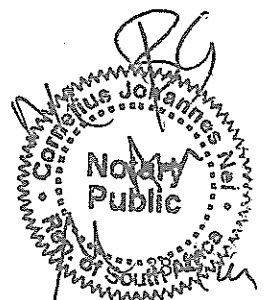
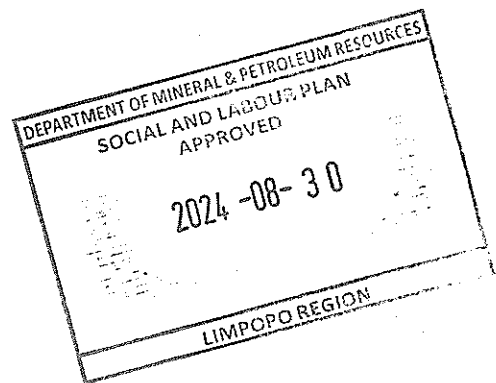
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2.16 Capacity Building (Talent Pool Development)

Thaba-Chueu Mining will through a skills assessment and performance management process as described in Section 2.2 identify a pool of individuals who have the potential to be trained or equipped with skills that may service the needs of the Mine. This talent pool will be provided with sufficient capacity to serve the Mine and its employment needs, with the main focus on increasing the participation of HDSAs and WIM. The Mine will report on the targets and development needs of the talent pool in the first annual report to DMRE.

Thaba-Chueu Mining will employ succession planning as a process for identifying and developing internal personnel with the potential to fill key or critical organizational positions. This will ensure the availability of experienced and capable employees that are prepared to assume these roles as they become available.



3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME

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

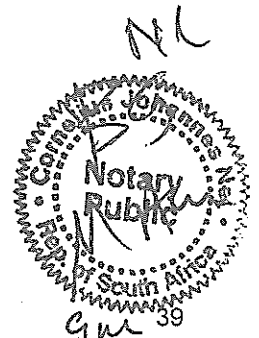
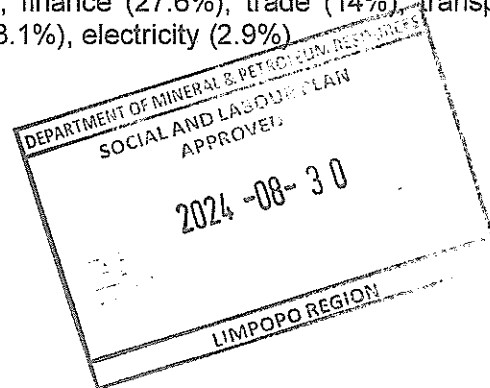
Thaba-Chueu Mining is located in the Limpopo Province South Africa about 8kms South of Polokwane on portion 18 of the farm Weltevreden 746 LS in the Capricorn District Municipality. The coordinates of the mining area and smelter are S 023° 58'075"; E 029° 29'991"; (See Fig 1: Locality Map). The mining area covers an area of 161.5 hectares. The Capricorn District Municipality (Northern Sotho: Mmasepala wa Selete wa Capricorn) is one of the 5 districts of the Limpopo province of South Africa. The district is named after the Tropic of Capricorn which runs through it. The capital is Polokwane. As of 2011, the vast majority of its 1,261,463 residents spoke Northern Sotho as their home language. The district code is DC35.

Thaba-Chueu Mining is a medium operation with a projected **life of mine (LOM)** of **30 years** in terms of the maximum allowable mining right timeframe. However, there is enough quartz ore-body from external sources for a further 20-30 years renewal of the mining right. Thus, Thaba-Chueu Mining operations will ensure due protocol is observed in the selection and funding of sustainable projects by ensuring open communication with the local municipality and the traditional authorities. Thaba-Chueu Mining operations will also strive to have a good relationship with the Polokwane Local Municipality, which makes it easy for the company to contribute towards LED. This will ensure that the LED programme proposed by the operation is aligned with local government priorities and has the input, buy-in and support of the host communities.

Capricorn District Municipality (DC35) is situated in the centre of the Limpopo Province sharing its borders with four district municipalities namely; Mopani (east), Sekhukhune (south), Vhembe (north) and Waterberg (west). The district is situated at the core of economic development in the Limpopo Province and includes the capital of the province, the City of Polokwane. One national and various major provincial roads pass through the district municipal area, that is, the N1 National Road from Gauteng to Zimbabwe and the rest of Africa, the P33/1 (R37) from Polokwane to Burgersfort/Lydenburg, the P94/1 (R521) from Polokwane to Alldays and Botswana and the P17/1 (R71) from Polokwane to Tzaneen and Phalaborwa.

The Capricorn District Municipality (CDM) comprises of four Local Municipalities, after the disestablishment of Aganang LM namely: Blouberg, Molemole, Lepelle-Nkumpi and Polokwane Municipalities. The District has an international airport. It has the third-largest district economy in the province, and is predominantly rural in nature. Cities/Towns within the District include - Alldays, Dendron, Morebeng (Soekmekaar), Polokwane, and Zebediela.

Main Economic Sectors: Community services (30.9%), finance (27.6%), trade (14%), transport (13.2%), manufacturing (4.3%), construction (3.3%), agriculture (3.1%), electricity (2.9%)



3.2 Regional Context

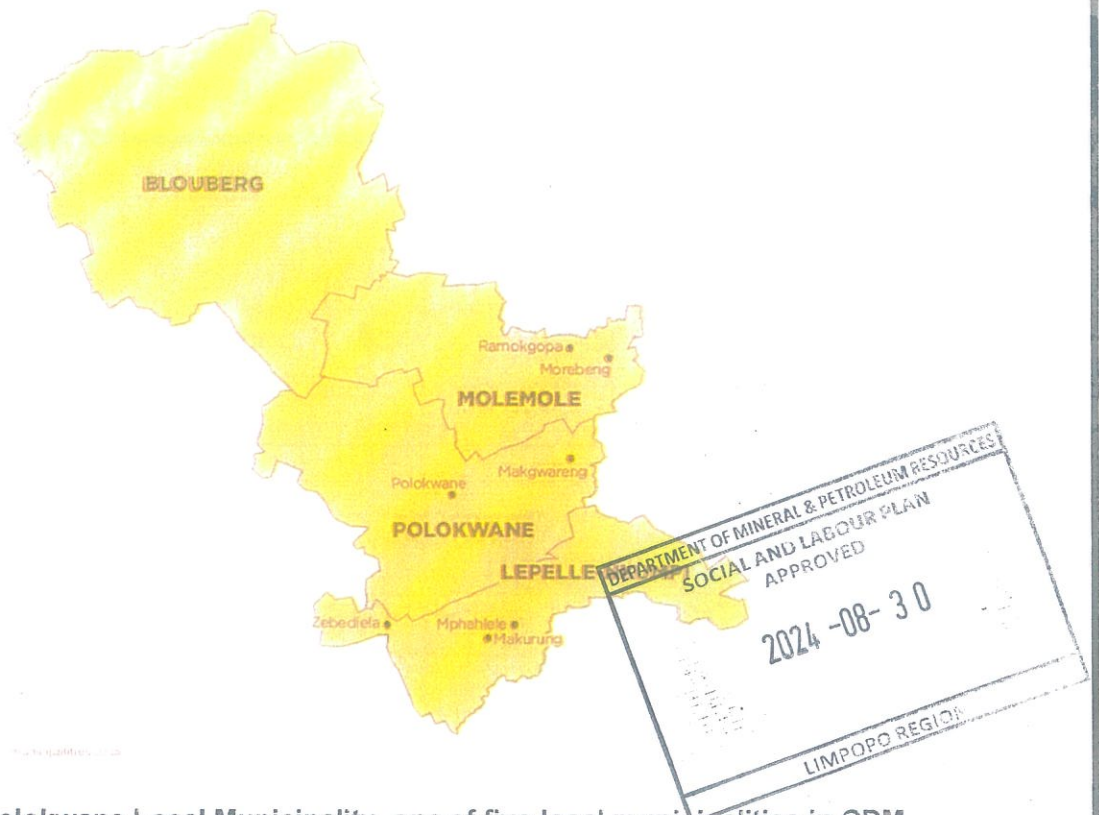


Figure 2: Polokwane Local Municipality, one of five local municipalities in CDM

3.3 Spatial Analysis

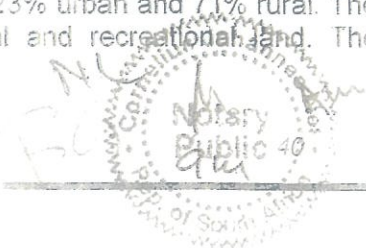
The spatial analysis provides a visual picture of existing spatial patterns, e.g. eco-system, environmental sensitive areas, growth points, population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlement and local economic development.

Land development is regarded as one of the most important facets which will contribute towards the growth of Polokwane into a world class African city with a prosperous community. The usage and management of land in the municipal area is important to eradicate poverty, develop local economy and ensure sustainability.

The municipality owns a large number of properties, some of them are strategically located. Disposal of owned land and immovable assets is still a challenge as the municipality does not have a coherent policy. Land use around Thaba-Chueu Mining include – farm homesteads, game reserve, mining, landfill site, agricultural and grazing land. Other main land uses include CBD, townships, residential, commercial and open spaces around Polokwane city.

Polokwane Local Municipality

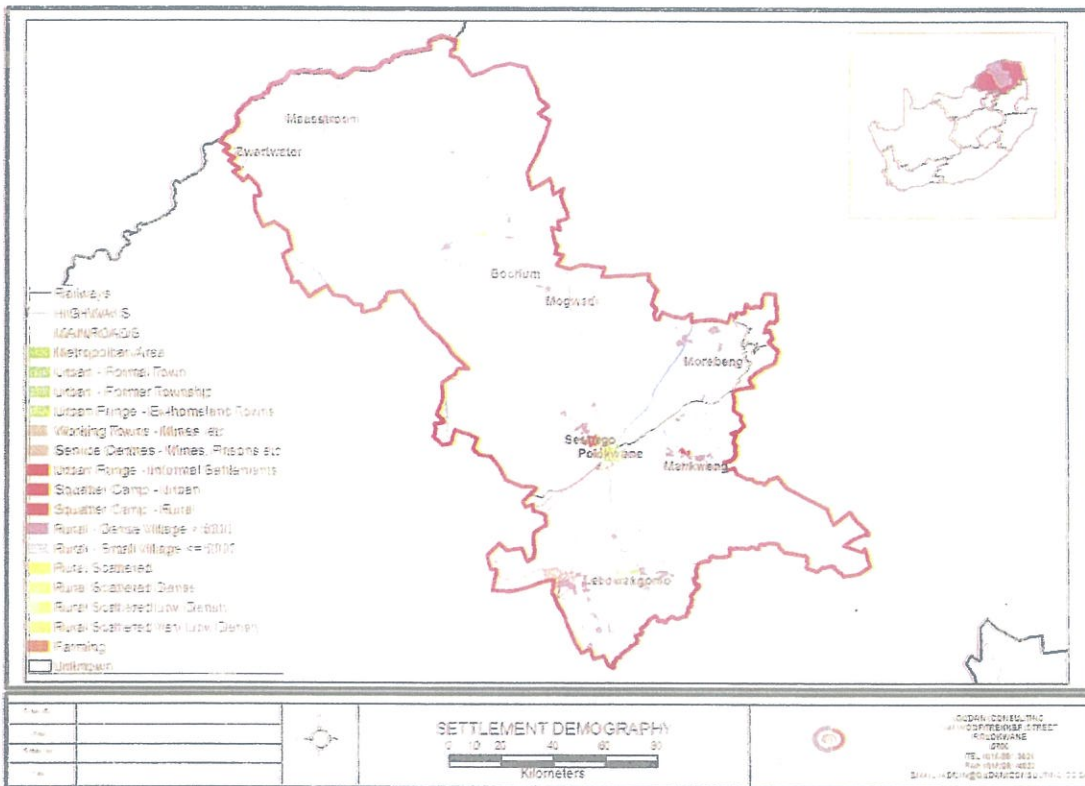
Polokwane Municipality covers a surface area of 379 300 Ha and accounts for 17% of the district's total surface area. In terms of its physical composition, Polokwane Municipality is 23% urban and 71% rural. The remaining area (6%) comprises small holdings and institutional, industrial and recreational land. The



municipality is the highest densely populated municipality within Capricorn District. In 2011 the population size stood at 628 999 with a slight decrease in population growth by 2.1%.

In comparison with other municipalities within Capricorn District, the population of Polokwane has increased over the three census periods while there has been a decrease in the population growth in other municipalities with the exception of Lepelle-Nkumpi which has a total of 178 001 households.

The steady growth in population is partly attributable to the spatial pattern of economic activity within the Capricorn District in which the Polokwane Municipality finds itself as the economic hub of both the District and the Province.



3.4 Population Size

The population size is 628 999, with 178 001 households and average of 4 persons per household. 92,9% of the population is black African, followed by white people at 5,2%. Other population groups make up the remaining 1,9%. For every 100 females there are 93 males. The age dependency ratio is 54,3. Most people in the municipality speak Sepedi as the first language at 80%, Afrikaans at 5%, English at 3% and the other languages make up 11%. 17,9% of the population aged 20 years and older had some form of higher education; whereas 29,6% has completed matric and only 6,8% had no schooling. The municipality has number of public schools and tertiary institutions such as University of Limpopo, University of South Africa and Tshwane University of Technology.



(a) Language

Sepedi is the most spoken language in PLM (80.4%) which is the majority spoken language in the CDM. Afrikaans (5.4%) is the next highest spoken in PLM. English (3.2%) is the third most spoken language in the PLM (Table 29).

Table 29: First Languages in Polokwane Municipality

Language	%	Racial Makeup	%
Sepedi	80.4%	Black African	92.9%
Afrikaans	5.4%	Coloured	0.9%
English	3.2%	Indian/Asian	0.7%
Other Language	11%	White	5.2%

5 Key economic activities (Regulation 46 (c) (ii))

Main Economic Sectors: Community services (30.9%), finance (27.6%), trade (14%), transport (13.2%), manufacturing (4.3%), construction (3.3%), agriculture (3.1%), electricity (2.9%).

Tourism

Polokwane provides access to various nature and wildlife viewing opportunities for ecotourists. The Polokwane Bird and Reptile Park is home to over 280 species of birds. The Polokwane Game Reserve houses various South African species of wildlife, birdlife, and plants in an unspoiled bushveld environment. The Moletji Bird Sanctuary protects rare birds like the Cape vulture. The Modjadji Rainforest near Duiwelskloof holds the largest concentration of indigenous cycads in the world, and Cheune Crocodile Farm provides a place to learn about the life of crocodiles.

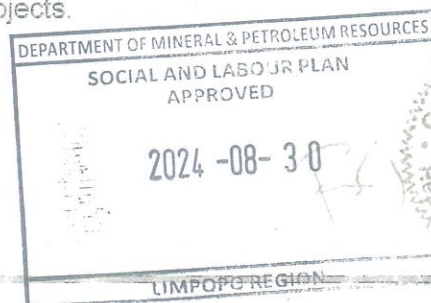
An extensive art collection is preserved in Polokwane's art gallery, open to the public. The city has more public sculptures per capita in its parks than elsewhere in South Africa. Polokwane was also the first to unveil a bust of the ex-president Nelson Mandela in its City Square (Civic Gardens), and it was authorized by Nelson Mandela personally. The city is considered the premier hunting destination in South Africa.

Housing

Polokwane, as the economic hub of the province is experiencing population growth which results in the influx of people from the rural areas into the urban parts of the municipality

This influx has necessitated an increase in the provision of housing and other basic services that promote integrated sustainable human settlement. The housing problem in Polokwane is not confined to City/Seshego cluster and surrounding areas only. At the rapidly growing area of Mankweng, the need for housing development has reached crisis proportions while the provision of the basic commodity is manageable in other areas.

It is evident that housing is a problem throughout the municipal area. All areas are affected by an increased demand of houses and all associated services to ensure sustainable delivery. Other factors that result in the high demand of housing include growing informal settlements, informal dwelling/backyard shacks, and illegal occupation of completed low-cost houses and blocked projects.



Water Supply

The number of households with piped water inside their house have increased from 45 001 in 1996 to 126 866 in 2015 while households with piped water on communal stand has increased from 22 629 to 44 188.

Retail

The retail sector is also a major contributor to the local economy and most activities of this sector are concentrated in Polokwane town and CBD. Malls, shopping centres, Banks and restaurants are also well represented in the CBD. There are five major banks, e.g. ABSA, Standard Bank, First National Bank, Ned bank and Capitec Bank.

Education

The Tshwane University of Technology, and the University of South Africa both have satellite campuses in the city. The University of Limpopo's Turfloop campus is situated about 30 km east of Polokwane. Polokwane has the following secondary/high schools:

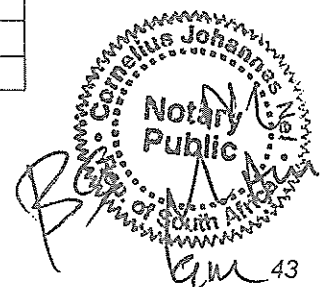
Secondary Education

- Moloko High School
- Mitchell's House
- Pietersburg Hoërskool (PHS)
- Tom Naude High School
- Noorderland High School
- Northern Academy
- Capricorn High School
- Heuwelkruin Kollege (Part of the Curro group of private schools)
- Flora Park Comprehensive High School (FCHS)
- Mookamedi High School
- Bokamoso Senior Secondary School
- Masedibu High School
- Mohlakaneng High School
- Khaiso High School
- Eagles Nest Christian School
- Pemp's (Pietersburg English Medium Primary School)
- Pepps College
- Mmaphuti High School
- Kopano Senior Secondary School
- Northern Muslim School
- Mountainview High School
- Doasho Senior Secondary School



Level of Education in Polokwane

Group	Percentage
No Schooling	1.9%
Some Primary	38%
Completed Primary	5.8%
Some Secondary	33.7%
Completed Secondary	14%
Higher Education	3.6%
Not Applicable	3.1%



3.6 Negative and Positive Impacts of the mining operation

The community development plan will seek to mitigate negative impacts of the mine and will aim to institute measures to accentuate the positive impacts of the mine.

The following impacts have been identified as impacts that may *negatively* affect the social and economic environmental and require mitigation measures;

- Conflict associated with employment;
- Influx of jobseekers and the resulting pressure on local infrastructure;
- Local inflation exacerbates vulnerability;
- Reduced emotional well-being related to Project-induced rapid change;
- Unequal distribution of benefits and impacts creates community conflict;
- Health risks due to increased exposure to disease and accidents (i.e., increased road traffic, chemical spills;
- Impact on local hunting operations;
- Disturbance or loss of culturally significant areas; and
- Environmental health risks of project (i.e., dust, noise, light, vibration, risk of spills) to community.

The following impacts have been identified as impacts that may affect the social and economic environmental aspects in a positive manner;

- Employment and benefits associated with being gainfully employed
- Project induced economic activity
- Increased Government Revenues and associated service delivery
- Expanded skill, knowledge and experience base

3.7 Infrastructure and poverty eradication projects in line with the (IDP) (Regulation 46 (c) (iv)

The MSA of 32, 2000, chapter 5, requires that municipalities to develop strategic objectives that are realistic and measurable. Strategic objectives states what the municipality needs to achieve in relation to each National Key Performance Area and to ensure that National priorities and Municipal vision are realized.

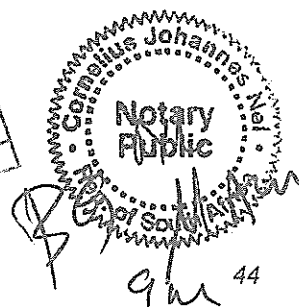
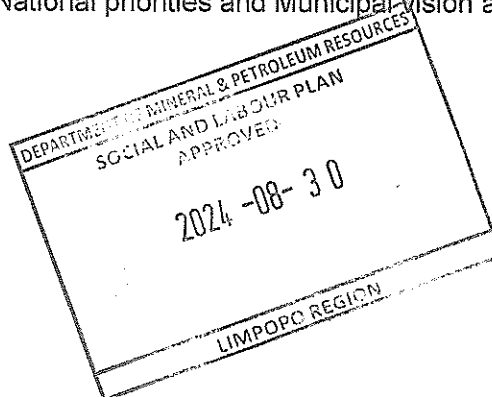


Table 30: Strategic IDP Objectives – Polokwane Local Municipality (PLM)

KPAs	CONFIRMED STRATEGIC OBJECTIVES 2023/24
Spatial Rational	To develop an effective spatial framework that promotes integrated and sustainable development
Institutional Development and Transformation	To develop and retain the best human capital, effective and efficient administrative and operational support systems
Infrastructure Development and Basic service Delivery	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life
Local Economic Development	To create an enabling environment for sustainable economic growth
Financial Viability	To improve financial management systems to enhance revenue base
Good Governance and Public Participation	To develop governance structures and systems that will ensure effective public consultation and organizational discipline

The Integrated Development Plans (IDPs) priorities are linked to the priorities of the Limpopo Development Plan (LDP) with its 14 outcomes, namely:

- Outcome 1: Quality Basic Education;
- Outcome 2: Long and Healthy Life;
- Outcome 3: All People Safe;
- Outcome 4: Decent Employment through Inclusive Growth;
- Outcome 5: Skilled and Capable Workforce;
- Outcome 6: Competitive Economic Infrastructure;
- Outcome 7: Comprehensive Rural Development;
- Outcome 9: Developmental Local Government;
- Outcome 10: Environmental Protection;
- Outcome 11: Regional Integration;
- Outcome 12: Developmental Public Service;
- Outcome 13: Inclusive Social Protection System; and
- Outcome 14: Social Cohesion.



The IDP priorities are further linked with the National Development Plan (NDP), the African Union's Agenda 2063 and global Sustainable Development Goals (SDGs). Thaba-Chueu Mining is planning a life of mine of approximately 30 years. It would therefore want to contribute towards a project that delivers benefits over an extended period. An ideal infrastructure project will be the building of a local school computer room, and Borehole drilling and reservoir installation. PLM will therefore have to be consulted to identify specific projects within the departments' plans for the immediate and medium-term future.

3.8 Development Projects

Thaba-Chueu Mining will undertake to identify potential projects, classified as infrastructure projects and socio-economic projects, through consultation with the communities with Ward 6 (Polokwane Municipality) during the public engagement process.

The projects that have been chosen for the Thaba-Chueu Mining SLP are:

- Construction of a school computer room;
- Borehole drilling and reservoir (Jojo Type/Elevated Steel).



PLM will provide details on the project, such as the number of people to be employed, prior to the implementation of the project. This information will then be made available to the DMRE.

Details of the project that was identified as LED project for the Thaba-Chueu Mining SLP are reflected in Table 31 and 32.

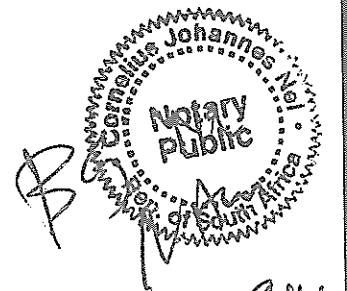
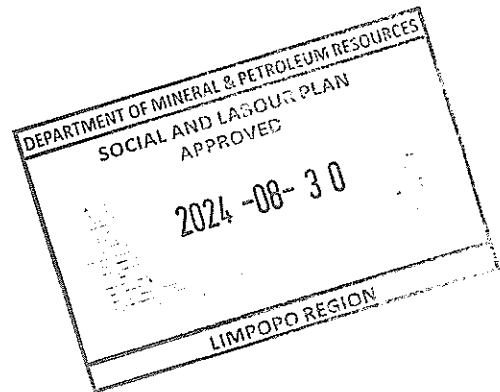
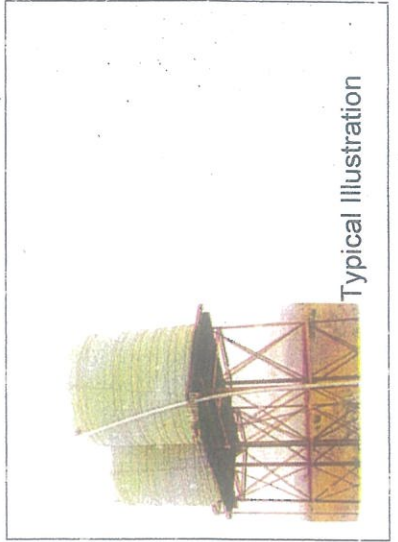


Table 31: Borehole Drilling and Reservoir Project

Project Name		Borehole Drilling and Reservoir Project				
Background	To contribute to infrastructure development by drilling boreholes for potable water supply within the Ward 6 (PLM). At least two (2) fully equipped and functional borehole per year at a strategic location within Ward 6 and water reservoir.					
Geographical Location	District Municipality: Capricorn	Local Municipality: Polokwane	Village Name: Ward 6	Project Start Date: Q3 2025	Project End Date: Q4 2028	
Output	Key Performance Area: Employment	Key Performance Indicator: Borehole Drilling and Reservoir	Responsible Entities: Thaba-Chueu Mining/ PLM	Quarterly Timelines and Year: Q3 2025 R 200 000	Quarterly Timelines and Year: Q3 2026 R 200 000	Quarterly Timelines and Year: Q3 2028 R 200 000 Budget: R 600 000
Classification of Jobs	No. of Jobs: TBC	Male Adults: 2	Female Adults: 1	Male Youth: 2	Female Youth: 1	Total: TBC Comments: Number of jobs TBC with PLM
Short Term						6
Medium Term						
Long Term						
Completion date and exit strategy (beneficiaries): A suitably qualified company will be appointed to implement the project and then hand over the project to PLM/Community upon completion. The exit strategy. The project will be handed over to PLM/Community for maintenance.						

Scope of Work x 3:

1. Drill 80-100m borehole
2. Borehole equipment, pipes and pump
3. Elevated steel stand:
4. 2x10 000 litre Jojo-Tanks;
5. Communal Stand Pipe/Tap



Typical Illustration



3.9 Impact of the Thaba-Chueu Mining Operation on the Area

The potential positive socio-economic impacts and multiplier effects of Thaba-Chueu Mining on the local economy will be based on the company's expenditure relating to

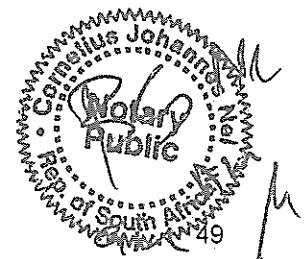
- Annual payroll;
- Number of employees employed; and
- Procurement spend i.e. local, district, regional and national.

3.10 Thaba-Chueu Mining Poverty Alleviation and Infrastructure Development Programmes

The crucial stakeholders that will be consulted in the implementation of the projects include the Tribal Authority, Ward 6 Councillor - PLM, LED Manager within PLM.

The LED projects that have been identified for implementation, will contribute towards infrastructure development in the local community; as it involves the borehole drilling/reservoir and computer room for local community and school.

Table 31 and 32 provide the details of the LED project to be implemented as part of the Thaba-Chueu Mining SLP.



3.11 Housing and Living Conditions

Thaba-Chueu Mining has a focus on local recruitment targeting a minimum of 100% of the workforce on its own payroll originating from PLM/Polokwane Area in the Limpopo province. The operation will not house its employees in hostels or at the operation. The company will use public transport to transport employees to and from work. Thaba-Chueu Mining will create awareness with regards to the benefits of home ownership and the need to be aware of and improve living conditions of employees. The housing strategy for Thaba-Chueu Mining is reflected in Table 33 below.

Table 33: Housing Strategy for Thaba-Chueu Mining

Strategy Focus Area	Action	Outcome(s)	Timeframe	
Promotion of Home Ownership	Determine availability of formal housing and/or stands within PLM/Polokwane	Working Relationship with Municipality and Tribal Office	Continuous	
	Develop Action Plan to facilitate access for workforce to this housing	Information on pool of housing/stands available and mechanism for workforce to access this housing.	Continuous	
	Develop strategies for facilitating workforce access to appropriate finance to purchase stands/housing or to build their own houses.	Action Plan for the workforce's access to housing in formal housing sector.	Action Plan for facilitation of workforce access to finance for housing.	
		Develop Communication Plan for promotion of Home Ownership via financial institutions.		
	Establish Housing Community Forum where housing concerns can be communicated.	Identify barriers to home ownership in the area		
Communicating and reporting housing plan and progress	Include Housing as topic for agenda in SLP Forum Meetings.	Records of Meetings and part of Mines SLP reporting mechanism	Quarterly	

DEPARTMENT OF MINERAL & PETROLEUM RESOURCES
 SOCIAL LABOUR RELATIONS
 APPROVED
 2024-08-30
 LIMPOPO REGION

Notary Public
 9th 50

3.12 Health Care and Nutrition

Thaba-Chueu Mining wants to reflect its commitment to employee wellness by ensuring that employees are aware of the benefits of good healthcare and nutrition. The company will also provide workshops and awareness campaigns on HIV/AIDS/Covid-19 testing and counselling; through its relationship with the local health department and Social Workers.

3.13 Procurement Plan

Thaba-Chueu Mining recognises the need to redress the imbalances of the past and regards procurement by Black Economic Empowerment (BEE) companies to be one of the supporting pillars of the Transformation in South Africa. The company also recognises that BEE is crucial towards meeting the expectations of the South African Mining Charter.

A preferential procurement policy will be developed and will state the operation's commitment to BEE. In terms of the Mining Charter, the policy will specifically focus on procurement HDSA vendors. The policy will also promote opportunities for meaningful participation by HDSA companies in Thaba-Chueu Mining procurement spend.

The policy methodology will make provision for new suppliers to disclose information regarding their ownership/control and internal BEE programmes. Also, Thaba-Chueu Mining will put measures in place to monitor and verify the status quo of various suppliers and to ensure that such information is reliable. What is more, preference will be given to products supplied and services rendered by HDSA suppliers. Additionally, the operation will encourage suppliers to form partnerships or joint ventures with HDSA supplier companies where there is no HDSA tendering to supply the required goods or services. Furthermore, tender requirements will be comprehensively communicated to HDSA companies; and HDSA vendors will be assisted and mentored in the formulation of appropriate business plans.

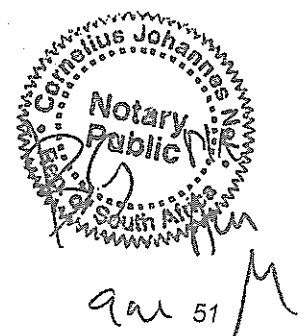
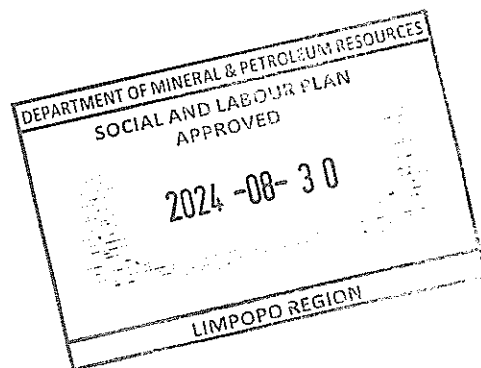


Table 34 will be used to submit procurement spend details for Thaba-Chueu Mining, a year after the granting of the mining right, as part of the annual reporting to the DMRE. Table 35 presents the procurement targets that Thaba-Chueu Mining will comply with, as part of their expenditure on HDSA companies.

Table 34: Procurement Spend for Thaba-Chueu Mining

MINING GOODS, AND SERVICES		
Provider and Physical Address	Rand value of procurement	HDSA Composition



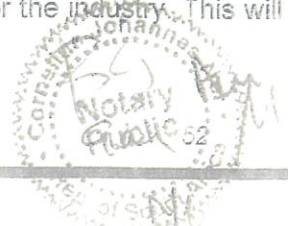
This Table will be populated a year after the initiation of mining operations.

Table 35: Procurement targets for Thaba-Chueu Mining

Category	Mining Charter Targets	Targets				
		2025	2026	2027	2028	2029
Mining Goods	70%	60%	60%	60%	60%	60%
HDSA owned & controlled						21%
Women/youth owned & controlled						5%
BEE Compliant						44%
Services	80%	60%	60%	60%	60%	60%
HDSA owned & controlled						50%
Women-owned & controlled						15%
Youth owned and controlled						5%
BEE compliant						10%

Procurement will be used by Thaba-Chueu Mining as one of mechanisms to affect LED in the communities affected by the operation. Thaba-Chueu Mining will provide HDSA companies and enterprises with a preferred supplier status in all three levels of procurement, namely: capital goods, consumables, and services.

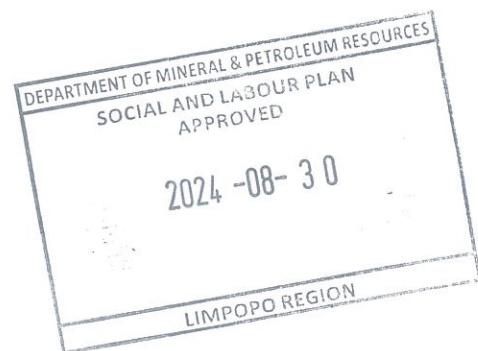
A preferred status will only be given to an HDSA based vendor, where the price and value of the product/service is similar to other established organisations within the industry, i.e. preferred supplier status is dependent on the price and quality of the service/product in relation to the norm for the industry. This will



be done as far as possible, given the potential lack of available services and necessary skills in the local area. Table 36 provides an action plan for the implementation of the procurement strategy for Thaba-Chueu Mining.

Table 36: Action Plan for the Implementation of the Procurement Strategy

Action	Timeframe
Developing Procurement policies, procedures and guidelines.	Q3 2025
Liaise with stakeholders to develop Procurement targets in consultation with the existing database.	Q3 2025
Give HDSA preferred supplier status wherever possible in all three (3) levels of procurement.	Q1 2026
Identify and record the level of procurement from HDSA companies on a quarterly basis as well as geographical sources of procurement.	Q2 2026
Commit to procurement progression from HDSA companies.	Q3 2026
Encourage established suppliers to form partnerships with HDSA companies without overlooking the necessary requirements of the tender process.	Q4 2026
Audit list of suppliers for HDSA participation, ownership and involvement.	Q1 2027
Provide mentoring and capacity building assistance to HDSA suppliers.	Q2 2027



4.1 Future Forum

Thaba-Chueu Mining will initiate a **Future Forum** within 6 months of the initiation of mining operations that will consist of management, employees' representatives and a community representative. The aim of this Forum is to discuss issues of mutual interest focusing on the upliftment of local communities. Minutes of every meeting will be taken and distributed to all representative parties for followup action.

4.2 Establishment of a Future Forum

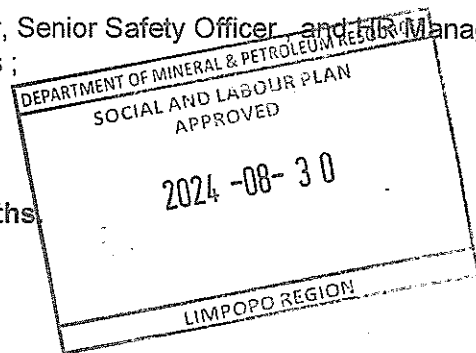
Thaba-Chueu Mining will ensure that the terms of reference are signed by all relevant stakeholders to ensure the proper functioning of the Future Forum; and the desired frequency of meetings. The Forum will fulfill the following roles:

- Promote ongoing discussions between employee's representatives and employers about the future of the operation;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Identify production and employment turnaround strategies;
- Implement strategies agreed upon by both employer and employee representatives;
- Engage on matters of mutual interest between management and the employees;
- The **Future Forum will not negotiate salary and wage increases** as well as any other operational requirement matters; and
- Act as the communication channel in respect of the broader SLP undertakings, targets and achievements.

The Forum will be made up of the following representatives:

- The operations Management Committee – Mine Manager, Senior Safety Officer, and HR Manager
- Workers representatives – Union/Labour Representatives ;
- Tribal authority;
- Community Representatives; and
- PLM.

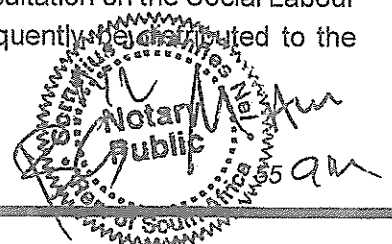
Meetings for the Future Forum will be held every six months.



4.3 Communication with Authorities

Thaba-Chueu Mining will engage with the PLM in the spirit of good governance and transparent reporting. The operation will follow all protocol when communicating with the regional DMRE. In compliance with Section 52 (1) of the MPRDA Act, on identifying the need to reduce mining operations, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce have to be retrenched, a comprehensive consultation process with the relevant union structures or affected employees will commence in compliance with Sections 189 and 189(A) of the Labour Relations Act, 1995 (as amended) through the established Future Forum structure.

The operation will communicate any job loss and retrenchments that may occur during the life of the operation with the Department of Labour and the Department of Mineral Resources. The government authorities will be given notice of the timeframe for the closure process as well as the on-going consultation on the Social Labour Plan through the Future Forum structure. Annual progress reports will subsequently be distributed to the necessary authorities.



4.4 Mechanisms to Save Jobs and Avoid Job Losses and Decline in Employment

Thaba-Chueu Mining will recruit the majority of employees from the local community, thus enabling them to stay within the community and minimising the risk of losing their homes, should retrenchment occur. This will also lessen the impact of retrenchment; as communal support systems will still be available.

4.5 Mechanisms if Job Losses Cannot be avoided to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be avoided

Thaba-Chueu Mining will further investigate other options to save employment, including the following but should not be limited to:

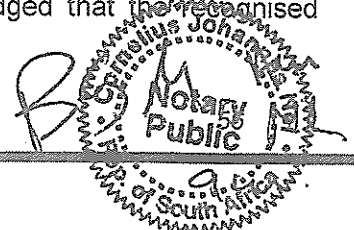
- A reduction in working hours as well as a change in shifts. This will result in a reduction in remuneration for the employees but it will save jobs for a period of time;
- People leaving for a period of time until they are required again. These employees will take priority should their services be required again;
- Natural attrition should an employee resign then his/her post will not be filled and those taking early retirement would not be replaced. This will result in the distribution of employees over the entire mine and could lead to retraining of employees where necessary;
- Multi skilling of all employees and redeployment of workers to other sections within the operation;
- Continuous consultation with Organised Labour (through the Future Forum) to identify and implement strategies and initiatives to avoid job losses and a decline in employment such as:
 - Job sharing,
 - Abolish and/or reduction of overtime,
 - Moratorium on new recruitment,
 - Redeployment of current employees
 - The termination of non-core production contracts,



The focus of training and development programmes will be to provide:

- Numeracy and literacy training;
- Training that is in line with the NQF (wherever) possible and established skills programmes;
- Portable skills defined as core skills which are recognised by relevant industries and are therefore outcomes-based;
- Alignment of portable skills training to the economic requirements identified in the local labour sending area; and
- Skills training for industry and market requirements.

Thaba-Chueu Mining will plan for closure throughout the operation of its mine by acknowledging the future wellbeing of its employees in the eventuality of closure. It is further acknowledged that the recognised



representatives of employees will be key stakeholders in this aspect of the SLP. They will be consulted at necessary instances during the various components of the SLPs implementation programme.

4.6 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

In the event of closure, Thaba-Chueu Mining will assist affected employees in finding alternative forms of employment or sustainable livelihoods. This will be managed jointly by the company in partnership with the Department of Provincial and Local Government. The focus of this phase will fall on the integration of the workforce into various LED projects, which will be done in collaboration with the district and local municipalities. Where workers cannot be absorbed into LED initiatives, they will be furnished with skills and training (through the HRD programme) which will enable them to find alternative employment after closure.

To ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain, the operation will implement the mechanisms in **Table 37**.

Table 37: Mechanisms to Ameliorate Socio – Economic Impact in Instances where Job losses cannot Be Avoided

Main Activities	Indicator	Time Frame
<p>Stimulate job creation for local and provincial areas</p> <ul style="list-style-type: none"> Psychological counselling and financial services. Portable skills training interventions. Comprehensive self-employment programmes. In conjunction with the Department of Labour, the operation will facilitate the completion of Unemployment Insurance Fund (UIF) claim forms at the operation premises 	<p>Number of employees employed within the local communities.</p>	<p>Twenty-four (24) months in advance of predicted downscaling or closure of operation</p>
<p>Training and re-employment Programmes</p> <ul style="list-style-type: none"> A relevant skills audit will be conducted to assist employees with specific skills to form and start small businesses; A self-employment programme will be facilitated; Provide advice on personal financial planning during annual induction programme Provide advice on personal financial planning during annual induction programme A comprehensive training and development programme for retrenched employees will be compiled and conducted, in line with the earlier undertakings for non-mining and mining related portable skills training; Retrenched employees will be assisted to find alternative employment with other companies through the: <ul style="list-style-type: none"> Compilation of a database stating the skills and contact numbers of all available employees. Compiled database to be distributed to community forums, SMMEs in the area, other existing mines, other industry players Assistance with registering employees at UIF Department of Labour (DoL) and employment agencies in the area 		



Main Activities	Indicator	Time Frame
<ul style="list-style-type: none"> Measures are taken throughout the operational phase, to reduce community- and worker dependency on Thaba-Chueu Mining through alternative job creation. 		
Financial provisioning <ul style="list-style-type: none"> The operation will ensure that sufficient financial provisioning is in place for the implementation of all plans relating to the process of downscaling and retrenchments. 	Financial Provision included into business plan.	To be in place (Reviewed annually)

4.7 Post Closure Planning

Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. On-going consultation and advisory roles facilitated through the Future Forum structure will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential to this post-closure management process.

Planning for specific LED projects at closure is very difficult given that **the expected life of the operation is more than 30 years**. Knowledge of the specific LED needs within the area surrounding the operation at the time of or several years in advance of closure is very difficult. However, cognizance of the need for comprehensive LED projects which are developed with the aim of sustainable social and economic development in the region surrounding the operation, particularly for workforce and/or communities previously dependent on the operation for their livelihoods, will be key. Such planning will commence some five (5) years prior to closure.



5 FINANCIAL PROVISION

In order to meet the requirements of the MPRDA and the SLP, the Financial Provision section depicts the funding that Thaba-Chueu Mining will target for the implementation of the programmes of the Social and Labour Plan (Table 38) i.e.: Human Resource Development Programme, Local Economic Development and Retrenchment, Downscaling and Closure.

Table 38: Financial Provision for the Thaba-Chueu Mining SLP

COMPONENT OF THE SLP	FINANCIAL PROVISION					TOTAL
	2025	2026	2027	2028	2029	
Human Resource Development Programme						
ABET	R 000	R 30 000	R 30 000	R 30 000	R 30 000	R 120 000
Learnerships	R 000	R 80 000	R 80 000	R 80 000	R 80 000	R 320 000
Skills Training	R 000	R 50 000	R 50 000	R 50 000	R 50 000	R 200 000
Portable Skills	R 000	R 30 000	R 30 000	R 30 000	R 30 000	R 120 000
Internships	R 000	R 80 000	R 80 000	R 80 000	R 80 000	R 320 000
Bursaries	R 000	R 190 000	R 190 000	R 190 000	R 190 000	R 760 000
Sub-Total	R 000	R 460 000	R 460 000	R 460 000	R 460 000	R 1 840 000
Local Economic Development Programme						
LED Projects	2025	2026	2027	2028	2029	TOTAL
Borehole Drilling and Reservoir			R 200 000	R 200 000	R 200 000	R 600 000
Construction of School Computer Room	R 0	R 0	R 250 000	R 250 000	R 250 000	R 750 000
Sub-total						R 1 350 000
Management of downscaling and retrenchment)	R 000	R 100 000	R 100 000	R 100 000	R 150 000	R 450 000
Overall five year budget	R 000	R 560 000	R 1 010 000	R 1 010 000	R 1 060 000	R 3 640 000

The operation will ensure that the implementation of the SLP is adequately resourced and forms part of the operation and operating Budget for each Financial Year.

5.1 Financial Provision for the Management of Downscaling and Retrenchment (Regulation 46 (E) (3))

In terms of Section 23(1) (e) of the MPRDA "The Minister grants a mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan" This section intends to outline the manner in which the operation aims to provide financially for each component of the Social and Labour Plan.

The on-going investment in Human Resource Development Programmes and facilitation of training during the life of the operation is intended to support the acquisition of skills that will ensure employability of the workforce beyond the life of the operation. In addition to this, the operation will comply with the Basic Conditions of Employment Act in respect of assistance for employees in respect of specific skills development directed at facilitating the further acquisition of skills that will be of value to employees at the time of retrenchment.

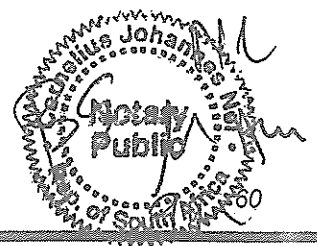
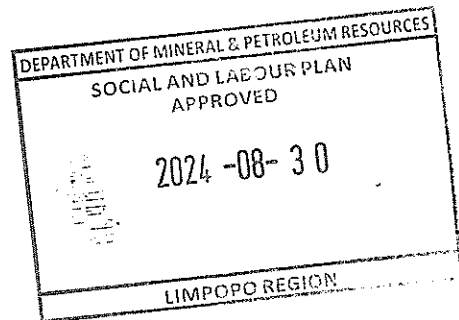
DEPARTMENT OF MINERAL & PETROLEUM RESOURCES
SOCIAL AND LABOUR PLAN
APPROVED
2024-08-30
FMPPO REGION

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Notary Public
South Africa

Funding will be set aside for the implementation of the Retrenchment, Downscaling and Closure.

6 COMMUNICATION OF SLP

The operation is committed to communicating the Thaba-Chueu Mining Social and Labour Plan, its undertakings and benefits to all stakeholders. Internally this includes all employees on the operation, externally the host community, and local government authorities. The SLP will be communicated to stakeholders through a variety of mediums to be identified and implemented by the SLP Forum.



7 UNDERTAKING

I, **Christiaan Hölscher**, the undersigned and duly authorised thereto by **Thaba-Chueu Mining (Pty) Ltd** undertake to adhere to the information, requirements, commitments, and conditions as set out in the **Thaba-Chueu Mining Social and Labour Plan**.

Signed at **POLOKWANE** on this 27TH day of **OCTOBER 2023**.



Signature of responsible person
Designation: Mine Manager

