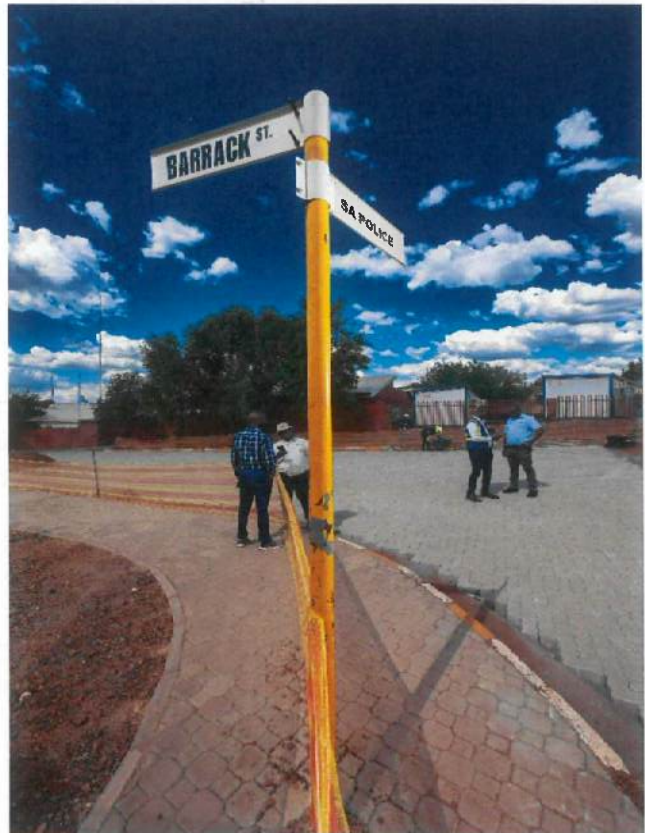
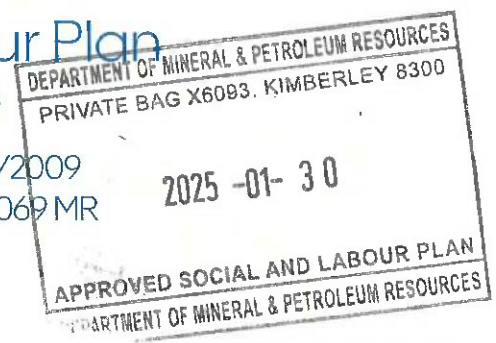


Sishen Iron Ore Company (Pty) Ltd

# Kolomela Mine Social and Labour Plan 2025-2029

Mining Right No: MPT 50/2009  
DMR Ref: NC 30/5/1/1/2/069 MR





# Table of Contents

List of Tables	5
List of Figures	6
1 Introduction	8
1.1 Preamble	8
1.1 Location of Kolomela Mine	9
1.2 Ownership Structure	10
1.3 Breakdown of Employees per Labour Sending Area	10
2 Human Resource Development Program	11
2.1 Compliance with Skills Development Legislation: Regulation 46 (b) (i)	12
2.1.1 Adult Education and Training (AET)	15
2.1.2 Core Business Skills Training	15
2.1.3 Learnerships	16
2.1.4 Portable Skills Training	17
2.1.5 Hard to Fill Vacancies	17
2.1.6 Career Progression Plan	17
2.1.7 Mentorship and Coaching	18
2.1.8 Internship and Experiential Training	18
2.1.9 Bursary Plan	19
2.1.10 Community Bursary Programme	19
2.1.11 Community Skills Programme	20
2.1.12 Foundational Learning Competency (FLC)	20
2.2 Employment Equity	21
3 Mine Community Development	26
3.1 Social and Economic Background Information	28
Tsantsabane Local Municipality Profile	28
3.1.1 Population	29
3.1.2 Language	31
3.1.3 Economic Profile	31
3.1.4 Education Levels	31
3.1.5 Employment	31
3.1.6 Water in the area	32
3.1.7 Poverty	33
3.1.8 Crime	33

## Kolomela Mine- Social and Labour Plan: 2025- 2029

3.1.9	Health	33
3.1.10	HIV/AIDs	34
3.1.11	Housing and Infrastructure	34
3.1.12	Electricity	35
3.1.13	Sanitation	36
3.1.14	Key Economic Activities	36
3.1.15	Impacts of the mining operation	36
3.2	Kolomela Mine Host Communities	39
3.3	Approach towards Local Economic Development (LED) Projects	39
3.4	Environmental, Social and Governance (ESG): Sustainable Mining Plan	40
3.5	Stakeholder engagement	40
3.6	Local Economic Development (LED) projects	43
3.7	Project Plans	44
3.7.1	Higher Learning Institutions	44
3.7.2	Community safety and security	45
3.7.3	School Sporting Facilities	46
3.7.4	Waste water treatment plant (WWTP) expansion	47
3.7.5	Asbestos Water pipes replacement	48
3.7.6	Grid Isolation Valves	49
3.7.7	Internal roads	50
3.7.8	Renewable energy street lights	51
3.7.9	Job Accelerator Fund	52
3.7.10	Training and Development Program	53
3.7.11	Poultry enterprise	54
3.7.12	Livestock Project	55
3.7.13	PPE Manufacturing Facility	56
3.7.14	Agricultural Project	57
3.7.15	Manufacturing- Nuts and Bolts (Fasteners)	58
3.8	Housing and living conditions	59
3.9	Nutrition	59
4	Procurement, supplier and enterprise development	61
4.1	Preferential Procurement Targets	62
4.2	Approach to ESD, preferential procurement and supplier development	63
5	Management of Downscaling and Retrenchments: Regulation 46(D)	65



5.1	Management of Downscaling and Retrenchments	65
5.2	Regulation 46(d)(i): Establishment of Future Forum	65
5.2.1	Purpose of the Kolomela Mine Future Forum	66
5.2.2	Representation	66
5.2.3	Meetings and minutes	66
5.3	Regulation 46 (d) (iii): Mechanisms to save jobs and avoid job losses and a decline in employment	67
5.4	Management of Retrenchment Consultations	68
5.5	Legislative compliance implementing Section 189 of the LRA and section 52 of the MPRDA	68
5.5.1	Complying with ministerial directive	69
5.6	Mechanisms to ameliorate social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.	69
5.6.1	Assessment and counselling service consultations	69
5.6.2	Psychological counselling and financial services	69
5.6.3	Comprehensive self-employment training programmes	69
5.6.4	Remuneration	70
5.6.5	Outstanding Staff Debt	70
5.6.6	Comprehensive training and re-employment	70
5.6.7	External Factors	71
5.6.8	Financial Provision for managing downscaling and retrenchments:	73
6	Financial Provision- Regulation 46 (e)	74
	Undertaking	75
	Definitions	76
	SLP Glossary of Terms and Abbreviations	82

## List of Tables

Table 1: Breakdown of total workforce as at 31 July 2024.....	10
Table 2: Details of SETA registration.....	12
Table 3: Form Q – Number and Education Level of all Kolomela Mine’s Direct Employees as per Form Q, Regulation 46 (b) .....	14
Table 4: AET Commitments: Demographics .....	15
Table 5: AET Commitments for Direct and Indirect Employees and Community Members: Beneficiaries and Financial Provision .....	15
Table 6: Core Business Skills Training: Demographics .....	15
Table 7: Core Business Skills Training for Direct and Indirect Employees and Contractors: Beneficiaries and Financial Provision .....	15
Table 8: Learnership Commitments: Demographics .....	16
Table 9: Learnership Commitments for Direct and Indirect Employees: Beneficiaries .....	16
Table 10: Portable Skills Commitments: Demographics.....	17
Table 11: Portable Skills Commitments for Community Members and direct employees: Beneficiaries and Financial Provision.....	17
Table 12: Mentorship and Coaching: Demographics .....	18
Table 13: Mentorship and Coaching for Direct Employees: Beneficiaries and Financial Undertaking .....	18
Table 14: Internship and Experiential Training Commitments: Demographics .....	18
Table 15: Experiential Training Commitments for Direct and Indirect Employees: Beneficiaries and Financial Provision.....	19
Table 16: Employee Bursary Scheme: Demographics .....	19
Table 17: Employee Bursary Scheme: Demographics .....	19
Table 18: Community Bursary Scheme: Demographics .....	20
Table 19: Community Bursary Scheme for Community Members: Beneficiaries and Financial Provision.....	20
Table 18: Community Skills Development Programme: Demographics .....	20
Table 19: Community Skills Development Programme: Beneficiaries and Financial Provision.....	20
Table 20: Form S Kolomela’s Employment Equity Statistics as per October 2022 (Baseline).....	23
Table 21: Kolomela’s Employment Equity Targets.....	24
Table 22: Kolomela’s Employment Equity Targets – Women in Mining .....	24
Table 23: Plan to drive up female representations in Kolomela .....	25
Table 24: Kolomela’s Employment Equity Targets – People with Disabilities .....	25
Table 25: Key learnings from SLP3 .....	27
Table 26: Stakeholder engagements held for SLP 4 .....	41
Table 28: Summary of LED Projects.....	43
Table 29 : Housing Implementation Plan for 2025-2029 .....	59
Table 30 : Mining goods procurement (2025-2029) .....	62
Table 31: Discretionary spend (2025-2029).....	62
Table 32: Initiatives for Planned Closure .....	67
Table 33 : Activities related to Downscaling .....	71
Table 34: Financial provision for the period 2025-2029 .....	74

## List of Figures

Figure 1: Sustainable Mining Plan - Healthy Environment - Biodiversity.....	7
Figure 2: Site layout of Kolomela Mine .....	9
Figure 3: Employee Health & Wellbeing -Wellness Day.....	11
Figure 4: Location of Tsantsabane Local Municipality within the Northern Cape ...	28
Figure 5: Surrounding mines and minerals mined (Minerals Council, 2024) .....	29
Figure 6: Average household size in Tsantsabane (2001- 2022) .....	29
Figure 7: Tsantsabane Local Municipality population as per StatsSA 2001, Community Survey 2007, StatsSA2011, Community Survey 2016, 2022 .....	30
Figure 8: Gender pyramid (2001, 2011, 2014 and 2019) .....	30
Figure 9: Education levels in Tsantsabane (2022).....	31
Figure 10: Post-school qualification or training (2022) .....	31
Figure 11: Source of water (2022).....	32
Figure 12: Piped water inside households (2022) .....	32
Figure 13: Monthly income generation (2022).....	33
Figure 14: Basic services comparison (2001-2022).....	34
Figure 15: Sources of lighting at night (2022) .....	35
Figure 16: Energy source used for cooking .....	35
Figure 17: Sanitation facilities (2022) .....	36
Figure 19: Kolomela Mine LED framework.....	39
Figure 21: Kolomela Mine ESD strategy .....	63



*Figure 1: Sustainable Mining Plan - Healthy Environment - Biodiversity*



# 1 Introduction

Kumba Iron Ore Limited ("Kumba") is a supplier of high-quality iron ore (63.7% average Fe) to the global steel industry. Kumba operates primarily in South Africa, with mining operations in the Northern Cape, a corporate office in Johannesburg (Rosebank) Gauteng, and a port operation in Saldanha Bay, Western Cape. Kumba's purpose is to "re-imagine mining to improve people's lives", using innovative thinking, enabling technologies and collaborative partnerships to shape an industry that is safer, more sustainable, and better harmonised with the needs of our host communities and society.

Kolomela Iron Ore Mine ("Kolomela") is the holder of a mining right granted by the Department of Mineral Resources (DMR) on 18 September 2008. Kolomela Mine is legally required to submit a Social and Labour Plan (SLP) as contemplated in the MPRDA (2002) Regulations. The objectives of the MPRDA, as espoused in Section 2(d), (f) and (i) of the Act, are to, *inter alia*:

- substantially and meaningfully expand opportunities for historically disadvantaged persons, including women, to enter the mineral and petroleum 15 industries and to benefit from the exploitation of the nation's mineral and petroleum resources;
- promote employment and advance the social and economic welfare of all South Africans
- ensure that holders of mining and production rights contribute towards the socio-economic development of the areas in which they are operating

## 1.1 Preamble

### Name of company

Sishen Iron Ore Company (PTY) Ltd

### Name of operation

Kolomela Iron Mine

### Physical address

21 Main Street  
Postmasburg  
8420

### Contact details

Tel: 053 313 9000 | Fax: 086 579 5390

### Responsible person

Tebogo Mushi- General Manager

### Location of mine

Tsantsabane Local Municipality

### Commodity

Iron Ore- (Fe)

### Life of Mine (LoM)

2034

### Financial Year of Mine

01 January – 31 December

### SLP Annual Reporting Year

31 March

The SLP may be regarded as a vehicle and mechanism to achieve the objective of the MPRDA (2002), in addition to achieving the ethos of The Mining Charter (III). At Kolomela Mine, the primary objective of the SLP is to contribute towards the transformation of the mining industry, and ensure that host communities benefit from the extraction of the mineral resource. This SLP represents Kolomela Mine's fourth SLP and covers the period 01 January 2025 to 31 December 2029 ("SLP 4"), in terms of Regulation 46, and should be read in conjunction with Regulation 43 and 44 of the MPRDA (2002) Act.

SLP 4 continues Kolomela's on-going commitment to the:

- Promotion of employment and advance both social and economic welfare for host communities;
- Utilize and grow the skills base for the empowerment of HDSA, and the host community;
- Communicate with stakeholders in an effective and transparent manner.

## 1.2 Location of Kolomela Mine

Kolomela Mine is situated in the town of Postmasburg in the Northern Cape Province. Postmasburg is in the Tsantsabane Local Municipal area (NC085) in the Z.F. Mcgawu District Municipality. Kolomela Mine is owned by Kumba Iron Ore company. Kumba Iron Ore is a leading supplier of high-quality iron ore to the global steel industry operating primarily in South Africa. The name Kolomela means 'to dig deeper' or 'to persevere'. Figure 1 below shows the site-layout of Kolomela Mine.

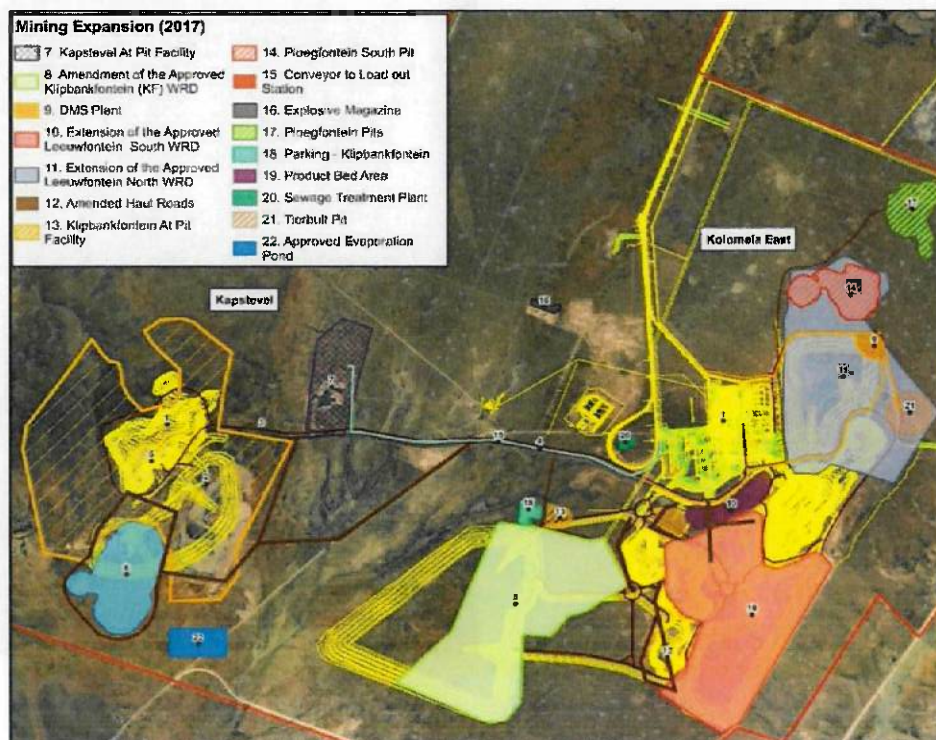


Figure 2: Site layout of Kolomela Mine



### 1.3 Ownership Structure

Kolomela Mine is an operating asset of Sishen Iron Ore Company Proprietary Limited (SIOC).

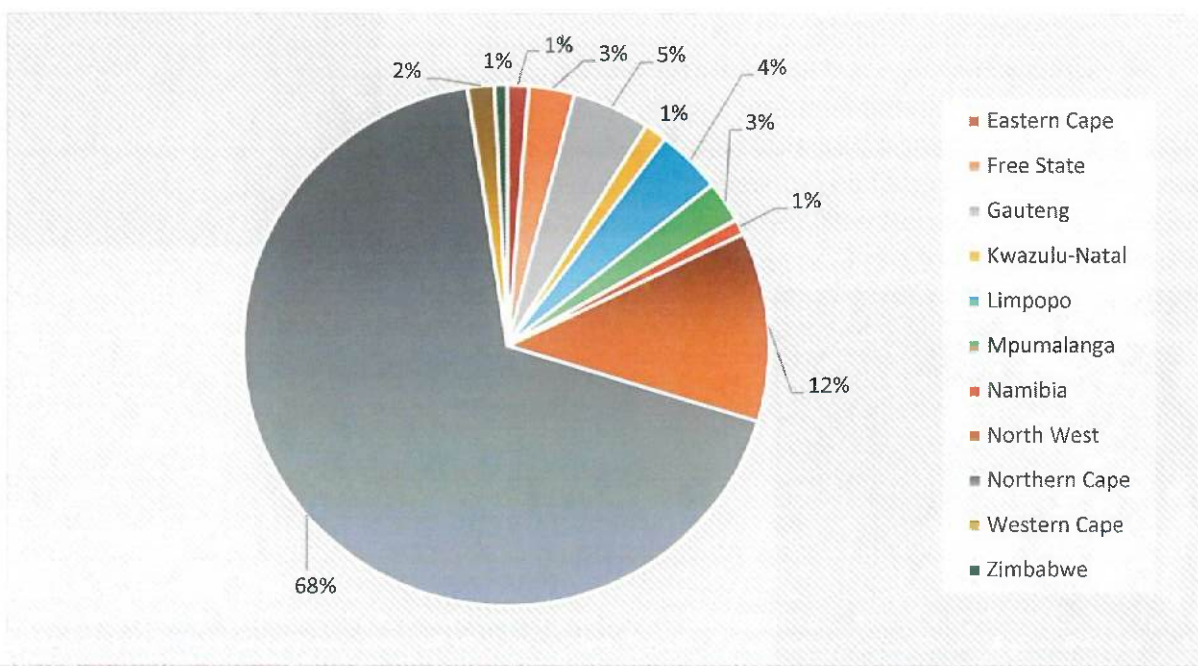
### 1.4 Breakdown of Employees per Labour Sending Area

At the end of July 2024, Kolomela Mine had a total workforce number of 3495 employees (see break down on table below) of the 1141 permanent employees, the distribution by province is as follows: 68% are from the Northern Cape, 12% are from the North West, 5% are from Gauteng, and 5% are from Limpopo. The remaining 10% of the permanent employees come from other provinces within South Africa. Table 1 provides a breakdown of the total workforce as at 31 July 2024.

*Table 1: Breakdown of total workforce as at 31 July 2024*

TOTAL WORFORCE AS AT 31 July 2024	
Permanent Employees	1141
Learnerships	137
Fixed-term employees	65
Contractors	2152
Total Kolomela Employees	3495

In terms of labor-sending areas, the majority of the workforce comes from the Northern Cape, followed by the North West Province.



## 2 Human Resource Development Program

The purpose of Kolomela's Human Resource Development (HRD) program is to ensure that the workforce has been developed in mining, production and operation-specific skills, consistent with Kolomela's requirements. Further to this, the purpose is to develop portable skills which can be used outside of the mining industry. This is so that employees gain skills to support themselves. The implementation of HRD programmes will be coordinated and organized to align with the annual business plan, and budget which are strategically linked to business requirements.

Section 2.3 of Mining Charter III of 2018 notes that Human Resources Development is a critical component in the competitiveness, transformation, and sustainable growth of the mining industry. The aim of section 2.3 is further to:

- Produce a skilled, trained and diverse workforce to meet the demands of a modern mining industry;
- Develop skills that enhance productivity of the workforce;
- Improve the employment prospects of Historically Disadvantaged Persons;
- Develop entrepreneurial skills that improve people's livelihoods;
- Create mining - led local and regional economic diversification.

The HRD program has been developed to support the regulatory and legislative framework and should be viewed in conjunction with the business strategy and business context of the Company.



*Figure 3: Employee Health & Wellbeing -Wellness Day*

### Regulatory Requirements

Regulation 46(b) of the MRDA requires that the SLP must contain a HRD program which includes the requirement of a Skills Development Plan, which covers the following:

- Form Q: The number and education levels of the employees
- Form R: The number of vacancies that the operation has been unable to fulfil for a period of longer than 12 months
- A career progression plan, and implementation plan consistent with the skills development plan
- A mentorship plan and its implementation approach in line with the skills development plan, which covers the needs for empowerment groups.



## 2.1 Compliance with Skills Development Legislation: Regulation 46 (b) (i)

Acknowledging the requirements of the MCIII, as well as constant alignment and re-alignment of HRD programmes, business strategies, training and development activities provided at Kolomela Mine to both permanent employees and contracting partners as well as local community members ensures compliance to these requirements, but also provides for the upliftment of employees, contractor partners and local community members. Kolomela Mine has an annual intake of local community members on various skills development initiatives as further expanded on in this section.

People, being Kolomela's primary asset, are critical in ensuring the Kolomela business strategy is achieved hence continuous training and development is of utmost importance to sustain required skills and competencies applied to this goal. Submission of an annual WSP and ATR to the MQA serves to monitor the ongoing compliance and alignment to the MCIII and alignment to the Kolomela business strategy.

*Table 2: Details of SETA registration*

<b>Name of SETA</b>	<b>Mining Qualifications Authority</b>
Registration number with the relevant SETA	T999990081
Skills Development facilitator appointed	F van Loggerenberg (Primary) Sylvester Malouly (Secondary)
Proof of submission of Workplace Skills Plan	Yes

Training is performed under a wide range of activities (such as mining, engineering and plant as well as portable skills) to cater for the technical and management skills and competency requirements of the mine for optimal delivery on the Kolomela business strategy over the short to long term.

Kolomela Mine commits to adherence to the requirements of all mandatory and legally required safety training for both permanent and contractor partner employees, whether through provision of training on-mine or through firm requirement for contractor partners to provide proof of such training being completed using accredited external service providers. Typical safety training required by Kolomela Mine is listed below:

- First Aid Level 01- 03
- Basic Fire Fighting (Use of fire extinguishing systems)
- SHE Rep (MQA Skills Programme for full-time and part-time SHE Reps)
- HAZCHEM (Hazardous Chemical Handling)
- MHSA Legal Liability (2.9.2 and 2.6.1 appointments)

Development of local communities is prioritised as an important feeder for the labour force at Kolomela Mine, utilised both by Kolomela itself, as well as the contracting organisations that perform work at and for Kolomela.

As an employer of choice, Kolomela believes in and actively pursues developmental activities which will benefit the members of the host communities in which the mine operates, economic empowerment of people is at the forefront of these activities and as such is a priority for the mine. Interventions in the Portable Skills framework is provided to assist in creating local business opportunities which is intended to further enhance financial security and opportunities of employability for recipients of such training.

<p>The complete Skills Development Plan with relevant targets are presented in Sections 2.1.1 to 2.1.11</p>
---

## Kolomela Mine- Social and Labour Plan: 2025- 2029

Table 3: Form Q – Number and Education Level of all Kolomela Mine's Direct Employees as per Form Q, Regulation 46 (b)

Kolomela Mine commitment to education reflects its recognition of the critical role that a well-trained workforce plays in maintaining operational excellence and safety. Through a combination of formal education, vocational training, and ongoing professional development, Kolomela Mine ensures that its employees are well-equipped to meet the demands of the industry while contributing positively to the local economy and community.

Band	10 Point Scale NQF Level	Education Classification System – Interim				African		Coloured		Indian		White		Total		TOTAL	Age			TOTAL
						F	M	F	M	F	M	F	M	F	M		Younger than 35	35-55	Older than 55	
General Education & Training (GET)	Below NQF 1	No Schooling / Unknown				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Pre-AET / Sub A, Grade 1				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		AET 1 / Std 1, Grade 3				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		AET 2 / Std 3, Grade 5				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		AET 3 / Std 5, Grade 7				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	AET 4 / Std 7, Grade 9				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Further Education & Training (FET)	2	Std 8 / Grade 10, NATED 1 / NCV Level 1				1	5	1	3	0	0	0	0	2	8	10	0	10	0	10
	3	Std 9 / Grade 11, NATED 2 / NCV Level 2				0	1	1	0	0	0	0	0	1	1	2	1	1	0	2
	4	Std 10 / Grade 12, NATED 3 / NCV Level 3				145	320	123	206	0	1	14	30	282	557	839	354	472	13	839
Higher Education & Training (HET)	5	National / Higher Certificate				16	14	9	7	0	0	3	6	28	27	55	13	37	5	55
	6	Advanced Certificate / Diploma				55	38	8	11	0	1	9	2	72	52	124	38	81	5	124
	7	B Tech / Bachelor's degree				33	23	11	13	0	1	4	3	48	40	88	25	63	0	88
	8	Bachelor Honours Degree				6	6	0	1	0	0	1	1	7	8	15	6	9	0	15
	9	Master's degree				4	3	0	0	0	0	1	0	5	3	8	0	8	0	8
TOTAL		260	410	153	241	0	3	32	42	445	696	1141	437	681	23	1141				1141



### 2.1.1 Adult Education and Training (AET)

Kolomela Mine provides AET Level 01 to 04 free of charge on a voluntary and part-time basis. Access to AET is provided to community members, employees and contractors who are willing to undergo the training and who satisfies the entry requirements per educational level within AET. Error! Reference source not found. and 5 depicts the AET commitments for the next five years.

*Table 4: AET Commitments: Demographics*

Adult Education & Training	African		Coloured		White		Total		Total		Yearly	Slp 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP		TARGET	Target
AET	12	13	12	13	0	0	24	26	50	10		50	10
Total	10	15	10	15	0	0	20	30	50	10		50	10

*Table 5: AET Commitments for Direct and Indirect Employees and Community Members: Beneficiaries and Financial Provision*

Direct and Indirect Employees and Communities						
AET Programme	2025	2026	2027	2028	2029	Total
AET 1	10	10	10	10	10	50
AET 2						
AET 3						
AET 4 / NQF 1						
Total Number	10	10	10	10	10	50
Financial Provision	R945 990	R993,289	R1,042,953	R1,095,100	R1,149,855	R5 227 187

### 2.1.2 Core Business Skills Training

Core Business Skills are skills that are critical to the operation, including required competencies to successfully execute employment responsibilities, i.e. Various SHE courses such as Induction, Basic Fire Fighting, First Aid, A1 etc.

Error! Reference source not found. and 7 displays Core Business Skills training commitment by Kolomela.

*Table 6: Core Business Skills Training: Demographics*

Core Business Skills	AFRICAN		COLOURED		WHITE		INDIAN		TOTAL		TOTAL	YEARLY	SLP 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	TARGET	Target
Plant	69	70	69	69	69	69			207	208	346	69	415	83
Mining	162	163	162	163	162	163			486	489	813	162	975	195
Engineering	68	69	68	69	68	68			204	206	342	68	410	82
Total	299	302	299	301	299	300			897	903	1501	299	1800	360

*Table 7: Core Business Skills Training for Direct and Indirect Employees and Contractors: Beneficiaries and Financial Provision*



Direct and Indirect Employees						
Core Business Skills	2025	2026	2027	2028	2029	Total
Plant	83	83	83	83	83	415
Mining	195	195	195	195	195	975
Engineering	82	82	82	82	82	410
<b>TOTAL Number</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>1800</b>
Financial Provision	R4 652 835	R4 885 477	R5 129 751	R5 386 238	R5 655 550	R25 709 851

### 2.1.3 Learnerships

Learnerships will have a practical work component of a specific nature and duration and lead to a Mining Qualifications Authority certificate which is registered under the National Qualification Framework (NQF). Kolomela offers a variety of specified learnerships. The learnerships are targeted at internal employees (18.1) as well as community members (18.2) which includes engineering, mining, plant, people with disabilities and administration learnerships. The learnerships do not imply automatic placement of learners in positions in Kolomela.

Table 8 and 9 below illustrates the target number per HRD discipline for the period of 2025-2029.

*Table 8: Learnership Commitments: Demographics*

Learnerships	AFRICAN		COLOURED		WHITE		INDIAN		TOTAL		TOTAL	YEARLY	SLP 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	TARGET	Target
Plant	25	25	25	25	0	0	0	0	50	50	100	20	100	20
Mining	37	38	37	38	0	0	0	0	74	76	150	30	150	30
Engineering	22	23	22	23	0	0	0	0	44	46	90	18	90	18
Administration	6	6	6	6	0	1	0	0	12	13	25	5	25	5
PWD	25	25	25	25	0	0	0	0	50	26	100	20	100	20
<b>Total</b>	<b>115</b>	<b>117</b>	<b>115</b>	<b>117</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>235</b>	<b>465</b>	<b>93</b>	<b>465</b>	<b>93</b>

*Table 9: Learnership Commitments for Direct and Indirect Employees: Beneficiaries*

Direct and Indirect Employees						
Learnerships	2025	2026	2027	2028	2029	Total
Plant	20	20	20	20	20	100
Mining	30	30	30	30	30	150
Engineering	18	18	18	18	18	90
Administration	5	5	5	5	5	25
People with Disabilities	20	20	20	20	20	100
<b>TOTAL Number</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>465</b>
Financial Provision	R31 009 857	R32 560 349	R34 188 367	R35 897 785	R37 692 675	R171 349 033

### 2.1.4 Portable Skills Training

A variety of portable skills training informed by the requirements of surrounding communities (indicated through local municipality and community engagement) as well as internal employees of Kolomela will be conducted in support of further development:

- Agriculture
- Bricklaying
- Plumbing
- General repair services
- Upholstery
- Carpentry
- Welding

Table 10 and 11 below illustrates the portable skills targets for the period of 2025-2029.

*Table 10: Portable Skills Commitments: Demographics*

Portable Skills	AFRICAN		COLOURED		WHITE		TOTAL		TOTAL	YEARLY	SLP 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	TARGET	Target
Portable Skills	50	50	50	50	0	0	100	100	200	40	200	40
Total	50	50	50	50	0	0	100	100	200	40	200	40

*Table 11: Portable Skills Commitments for Community Members and direct employees: Beneficiaries and Financial Provision*

Community Members and Employees						
Portable Skills	2025	2026	2027	2028	2029	Total
Skills Programs	40	40	40	40	40	200
TOTAL Number	40	40	40	40	40	200
Financial Provision	R3 000 000	R3 150 000	R3 307 500	R3 472 875	3 646 518	R16 576 893

### 2.1.5 Hard to Fill Vacancies

In our strategic workforce planning, we assessed our recruitment needs and no positions were identified as hard to fill. We have taken proactive measures to address potential talent gaps by establishing various programs such as Learnerships, Internships and Professionals in Training initiatives.

### 2.1.6 Career Progression Plan

Kumba's Talent Management Strategy recognises the value and contribution of all its employees irrespective of their level within the company. Each employee development is documented in the Individual Development Plan (IDP) in line with



the required competencies for their current positions as well as their chosen career paths.

The aim is to ensure maximum availability of competent and skilful pool of employees to feed into a succession pool.

### 2.1.7 Mentorship and Coaching

All persons in the development and succession pool will be enrolled into a mentorship and coaching program. Mentors will be identified and developed internally to avail a pool from which mentees can select from. In addition, coaches will be identified internally and externally to provide technical and skills-based development. Table 12 and 13 below depicts the mentorship and coaching targets for the next five years.

*Table 12: Mentorship and Coaching: Demographics*

Mentorship & Coaching	AFRICAN		COLOURED		WHITE		INDIAN		TOTAL		TOTAL	YEARLY	SLP 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	Target	Target
Mentorship	8	12	8	12	4	4	1	1	21	29	46	9	50	10
Coaching	4	5	4	4	3	3	1	1	12	13	22	4	25	5
Total	12	17	12	16	7	7	2	2	33	42	59	13	75	15

*Table 13: Mentorship and Coaching for Direct Employees: Beneficiaries and Financial Undertaking*

Direct Employees						
Mentor & Coach	2025	2026	2027	2028	2029	Total
Mentorship	10	10	10	10	10	50
Coaching	5	5	5	5	5	25
TOTAL Number	15	15	15	15	15	75
Financial Provision	R323 333	R339 499	R356 473	379 296	R398 260	R1 796 861

### 2.1.8 Internship and Experiential Training

The mine provides for community and employee graduates an opportunity to gain work and practical experience. Table 14 and 15 displays the internship and experiential training targets for the period 2025– 2029.

*Table 14: Internship and Experiential Training Commitments: Demographics*

Internship and	AFRICAN	COLOURED	WHITE	INDIAN	TOTAL	TOTAL	YEARLY	SLP 2025-2029	Annual
----------------	---------	----------	-------	--------	-------	-------	--------	---------------	--------

## Kolomela Mine- Social and Labour Plan: 2025- 2029

Experiential Learning	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	TARGET	Target
Experiential Learning	10	12	10	12	0	1	0	0	20	25	45	9	45	10
Internship	10	12	10	12	0	1	0	0	20	25	45	9	45	10
Total	20	24	20	24	0	2	0	0	40	50	90	18	90	20

Table 15: Experiential Training Commitments for Direct and Indirect Employees: Beneficiaries and Financial Provision

Direct and Indirect Employees:						
Experiential training	2025	2026	2027	2028	2029	Total
Experiential training	10	10	10	10	10	45
Internship	10	10	10	10	10	45
TOTAL Number	20	20	20	20	20	90
Financial Provision	R4 003 141	R4 203 298	R4 413 463	R4 634 137	R4 865 843	R22 119 882

### 2.1.9 Bursary Plan

The mine will provide bursary scheme to its permanent employees to afford them an opportunity to acquire formal qualifications necessary for their development and career path. Table 16 and 17 shows the employee bursary scheme targets for the next five years.

Table 16: Employee Bursary Scheme: Demographics

Employee Bursaries	AFRICAN		COLOURED		WHITE		Indian		TOTAL		TOTAL	YEARLY	SLP 2025-2029	Annual
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP	Target	Target
Undergraduate	15	20	15	20	2	2	0	1	32	43	73	15	75	15
Postgraduate	10	12	10	12	2	3	0	1	22	28	48	9	50	10
Total	30	40	30	40	4	5	0	2	64	86	146	24	150	25

Table 17: Employee Bursary Scheme: Demographics

Direct Employees						
Employee Bursaries	2025	2026	2027	2028	2029	Total
Undergraduate	15	15	15	15	15	75
Postgraduate	10	10	10	10	10	50
TOTAL Number	25	25	25	25	25	125
Financial Provision	R5 195 025	R5 714 527	R6 285 980	R6 914 578	R7 606 036	R31 716 146

### 2.1.10 Community Bursary Programme

Table 18 and 19 below reflect the community bursary program demographics and financial provision for beneficiaries.



Table 18: Community Bursary Scheme: Demographics

Community Bursaries	AFRICAN		COLOURED		WHITE		Indian		TOTAL HDP		Yearly HDP	SLP 4 Target	Annual target
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
Community bursary	2	2	2	2	1	1	0	0	5	5	10	50	10
Total	2	2	2	2	1	1	0	0	5	5	10	50	10

Table 19: Community Bursary Scheme for Community Members: Beneficiaries and Financial Provision

Community bursary program					
	2025	2026	2027	2028	2029
Community bursary	10	10	10	10	10
Total	R6,000,000.00	R8,075,000.00	R8,875,000.00	R7,525,000.00	R9,000,000.00

### 2.1.11 Community Skills Programme

Table 18 and 19 below reflect the community skills program demographics and financial provision for beneficiaries.

Table 20: Community Skills Development Programme: Demographics

Community Skills Development Programme	AFRICAN		COLOURED		WHITE		Indian		TOTAL	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Community Skills Development	37	55	36	56	0	0	0	0	73	111
Total	37	55	36	56	0	0	0	0	73	184

Table 21: Community Skills Development Programme: Beneficiaries and Financial Provision

Community Skills Development Programme					
	2025	2026	2027	2028	2029
Community Skills Development	184	184	184	184	184
Total	R5,870,994	R5,870,994	R5,870,994	R5,870,994	R5,870,994

### 2.1.12 Foundational Learning Competency (FLC)

In line with Form Q, 12 individuals qualify for the FLC programme. A plan will be developed to implement the FLC programme, provided that identified individuals are interested in participating in the FLC programme

*Table 20: FLC Demographics*

FLC Programme	AFRICAN		COLOURED		WHITE		Indian		TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Std 8 / Grade 10, NATED 1 / NCV Level 1	1	5	1	3	0	0	0	0	2	8	10
Std 9 / Grade 11, NATED 2 / NCV Level 2	0	1	1	0	0	0	0	0	1	1	2
<b>Total</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>12</b>

*Table 21: FLC: Beneficiaries and Financial Provision*

FLC Programme						Total
	2025	2026	2027	2028	2029	
<b>FLC</b>	3	3	3	3	0	12
<b>Total</b>	<b>R30,000.00</b>	<b>R31,500.00</b>	<b>R33,075.00</b>	<b>R34 728.75</b>	<b>0</b>	<b>R129,303.75</b>

## 2.2 Employment Equity

Kumba and Kolomela Mine remain committed towards the meaningful socio-economic transformation of South Africa. Kolomela supports the ethos and principles underlying the Employment Equity Act (Act 59 of 1998) and the MPRDA. Section 2.4 of Mining Charter III of 2018 aims to ensure that equity in the workplace is achieved. The following are promoted under the section:

- Equal opportunity and fair treatment in employment, to eliminate unfair discrimination;
- The implementation of affirmative action measures, to redress disadvantages experienced by designated groups;
- Ensuring equitable representation in all occupational levels of the workforce.

MCIII further stipulated that permit holders shall submit a five-year Employment Equity Plan for approval by the DMR. To this effect, Kolomela submitted the required EE Plan on 10 August 2022 at the Regional offices in Kimberley.

The following factors were considered in developing targets:

- Mining Charter III and Northern Cape Economically Active Population (EAP) requirements; and

- Leveraging the talents of a diverse workforce.



## Kolomela Mine- Social and Labour Plan: 2025- 2029

Table 22: Form S Kolomela's Employment Equity Statistics as per October 2022 (Baseline)

Level	African		Coloured	Indian	White	African		Coloured	Indian	White	Foreign Nationals		Total
	Male					Female					Male	Female	
Senior Management (Exco)	5		2	0	2		2	1	0	0		0	12
Middle Management	60		17	0	17		42	16	0	5		0	160
Junior Management	198		161	0	41		104	83	3	17		0	610
Core & Critical Skills	289		162	0	12		149	95	0	0		0	707
Total number of Permanent Employees	552		342	0	72		297	195	3	22		0	1,483

The company has compiled its EE plan in line with SIOC's EE strategy. The Kolomela Mine's EE plan has been duly communicated to all relevant internal stakeholders and is quarterly reported upon in the EE Forum to comply with MC requirements. EE also takes centre stage in the company's HRD strategy where our WSP and ATR have been duly submitted to the MQA as per the requirements of the Skills Development Act 97 of 1998. In developing the EE plan, the company engaged with organised labour in the HRD and EE Forum as required by the Employment Equity Act 55 of 1998 as well as the SDA. Table 21 below indicates the target commitments set-out for this SLP cycle (2025-2029), versus MCIII targets.

*Table 23: Kolomela's Employment Equity Targets*

	KOLOMELA MINE - HDP PROFILE						
	MCIII Target	2025	2026	2027	2028	2029	
OCCUPATIONAL LEVELS							
Senior Management	60%	60%	60%	60%	60%	60%	
Middle Management	60%	60%	60%	60%	60%	60%	
Junior Management	70%	70%	70%	70%	70%	70%	
Core and Critical Skills	60%	60%	60%	60%	60%	60%	

Kolomela Mine stays committed to increasing the number of female representations in the workforce. Focussed and dedicated drives will be rolled out by the company, for the purpose of attracting and retaining a satisfiable women compliment. Error! Reference source not found. below indicates the current status of women representations at Kolomela, as well as target percentages relevant for the new SLP cycle of 2025-2029.

*Table 24: Kolomela's Employment Equity Targets – Women in Mining*

	KOLOMELA MINE - FEMALE PROFILE						
	MCIII Target	2025	2026	2027	2028	2029	
OCCUPATIONAL LEVELS							
Senior Management	25%	25%	25%	25%	25%	25%	
Middle Management	25%	25%	25%	25%	25%	25%	
Junior Management	30%	30%	30%	30%	30%	30%	

To address the gaps, Kolomela Mine endeavours to do the following:

- Identify positions and be intentional about filling these roles with women;
- Managers need to actively drive and commit to Inclusion and Diversity within their teams and have targeted development plans for women in talent populations. It is vital to assess current and future development and exposure for succession building;

- Introduce 'hard core' technical mentoring for women in technical fields by means of acting, swapping of roles, and technical projects;
- Increase graduate pipeline women targets on areas that are not represented;
- Leverage on new technologies that will benefit women within core mining operations and allow them to perform on the same level as their male counterparts;
- Dedicated tracking and monitoring of progress against plans to ensure targets are reached within the set period;
- Continue with inclusion and diversity training and awareness initiatives within the company.

The Career Progression table below illustrates intended interventions to drive up female representations for Kolomela:

*Table 25: Plan to drive up female representations in Kolomela*

Training program within Career Progression	Department	Position starting from	Current training intervention	Target position working towards	Year 1-5 No of identified female employees
Engineering Learnership	Engineering	Engineering learnership	Learnership Programme	Artisan	5
Mining Learnership	Mining	Mining Learnership	Learner Miner Programme	Operator Mining Equipment, Primary and Secondary	15
Plant Learnership	Plant	Plant Learnership	Learnership Programme	Plant Operator	10
Supervisor	Core Operations	Operator	Supervisor Training Programme	Supervisor	3

Kolomela remains unshakeable in its commitment to diversity. To support this, the mine is committed to the inclusion and integration of disabled persons in our workforce. Initiatives like upgrading of our infrastructure and facilities to enable ease of mobility are in progress and will be beefed to further support persons with disabilities represented in our workforce. Table 24 below illustrates the intended targets for the SLP cycle in consideration.

*Table 26: Kolomela's Employment Equity Targets – People with Disabilities*

	KOLOMELA MINE - EMPLOYEES WITH DISABILITIES					
OCCUPATIONAL LEVELS	MCIII Target	2025	2026	2027	2028	2029
Disabled Persons	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%



### 3 Mine Community Development

Kolomela mine is committed to promoting local economic development and the social upliftment in our host communities. Kolomela mine will use its Social and Labour Plan (SLP) to meaningfully contribute towards the socio-economic development of communities, both in terms of size and impact, in line with the social license to operate as guided by the MPRDA and Mining Charter 3. The SLP is further aligned with the National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), Tsantsabane Local Municipality's Integrated Development Plan (IDP) and the Spatial Development Framework (SDF). Kolomela mine is committed to implementing LED projects which are contextually appropriate to the operational regions, the local communities and the Company, and which comply with the relevant legislation, the companies' business strategy and have broad-based long-term impact.



*Figure 4: Social Wellbeing - soccer games between employees*

Kolomela Mine aligns with the Mining Charter III requirements, which notes that mine communities are a key contributor towards mining development. There is a need preserve shared value creation within our host community. Kolomela mine meaningfully contributes towards the development of the mining community through impact projects, which maintains Kolomela's social license to operate. Regulations and legislative requirements require mine community development projects to include:

- Community Upliftment
- Infrastructure projects; and
- Enterprise Development and Income generating projects.

Table 25 below details key learnings stemming from Kolomela Mine's SLP 3. Insights and proposed responses have been detailed and were taken into consideration in developing SLP 4.

*Table 27: Key learnings from SLP3*

Challenges: Key Themes		Description/Comments	Proposed Responses
1	General lack of credible, up-to-date data to support evidence-based planning.	<ul style="list-style-type: none"> <li>StatsSA data is outdated.</li> <li>Misalignment of socio-impact assessment undertaken by Kolomela and the content of the TLM's IDP.</li> <li>With respect to infrastructure, there is a need to identify needs against a stated and quantified backlog.</li> </ul>	<p>The TLM and Kolomela should agree to a single process for:</p> <ul style="list-style-type: none"> <li>key data and information requirements;</li> <li>a methodology for generating and updating data; and</li> <li>sharing and use of information.</li> </ul>
2	Misalignment of the planning cycles of Kolomela and the TLM.	The respective entities operate under different legislative regimes with respect to (1) the timelines for planning, (2) the content of plans, (3) the budgets available for implementation of plans, (4) the obligations regarding reporting on the implementation of plans, and (5) the consequences of failure to deliver on commitments as set out in plans.	<ul style="list-style-type: none"> <li>Possible creation of a joint municipal/mining planning forum.</li> <li>The Municipal Capability and Partnership Programme (MCP) could be requested to prepare an advisory note that informs how SLPs can be aligned with municipal (1) planning requirements and (2) plans/instruments, for general application within Anglo American municipalities.</li> </ul>
3	Project conceptualisation and pre-feasibility.	There is a need for Kolomela to undertake more detailed planning and assessment prior to acceptance of proposed projects in their SLPs, to avoid risks related to (1) non-feasibility, (2) cost overruns, and (3) a failure to deliver projects in the agreed timeframes.	<ul style="list-style-type: none"> <li>Enhanced project front-loading, entailing robust project description, feasibility assessment and costing prior to inclusion in an SLP.</li> <li>Kolomela and the TLM to jointly design and agree on project exit strategies in the SLP project planning phase.</li> </ul>
4	Land readiness.	<ul style="list-style-type: none"> <li>This challenge is linked to Theme 3 above and has proven to be such a major risk in project implementation that it has been listed in this table as a challenge in its own right.</li> <li>The key issue is that projects are identified on land parcels that do not have the necessary statutory rights in terms of the TLM's Land Use Scheme (LUS) and/or do not have the necessary approval/s in terms of environmental legislation, and that implementation is then delayed due to the processes involved in town planning and/or environmental impact assessment-applications. This also means that land parcels often do not have the necessary infrastructure or, are not connected to the required municipal infrastructure grids, which means further delays. Given budget constraints in the TLM, such connections or provision of</li> </ul>	<ul style="list-style-type: none"> <li>The Municipal Capability Partnership Programme will prepare an 'Atlas of Available Land for Possible SLP Projects' in those areas where land would most likely be desired and required for SLP-projects. The atlas will indicate the zoning of each targeted land parcel/property in the TLM, so as to guide (1) the search for and location of SLP projects, and (2) the readiness, or time required to obtain the necessary rights and infrastructure connections to proceed with a project. The following types of land-ownership categories are to be included in the atlas: <ul style="list-style-type: none"> <li>Kolomela-owned land;</li> <li>TLM-owned land;</li> <li>District Municipality-owned land;</li> <li>National and Provincial Government-owned land; and</li> <li>Land owned by the Utilities (e.g., Transnet and SANRAL).</li> </ul> </li> <li>The atlas will also include a high-level indication of development</li> </ul>



Challenges: Key Themes	Description/Comments	Proposed Responses
	<p>services become a matter of serious concern.</p> <ul style="list-style-type: none"> <li>The DMRE disapproves of time overruns on committed project delivery dates.</li> </ul>	constraints and capital costs associated with developing these sites.

### 3.1 Social and Economic Background Information

#### Tsantsabane Local Municipality Profile

Tsantsabane Local Municipality located in the northern-eastern parts of the Northern Cape Province and falls within the boundaries of the ZF Mcgawu district municipality. It is situated approximately 200 km from Kimberley (Northern Cape capital city), 230 km east of Upington Town, 67 km north of Griquatown, 58 km west-south-west of Daniëlskuil, in Kgatelopele Local Municipality 70 km from Olifantshoek



*Figure 4: Location of Tsantsabane Local Municipality within the Northern Cape*

The municipality's main town is Postmasburg. Two main routes provide access to other cities, namely Johannesburg via Kuruman (R325) and Cape Town via Kimberley (R385). Tsantsabane Local Municipality comprises of Boichoko, Postdene, Postmasburg town, White City, Newtown, Marantheng, Mountain View, Station, Postmasburg, Kanonbult, Carnation, West End, Airfield, Greenfields, Groenwater, Jen Haven, Skeyfontein and Maremane and the well-known Lohattha Army Base.





Figure 5: Surrounding mines and minerals mined (Minerals Council, 2024)

The Tsantsabane Local Municipal area is part of the Gamagara Mining Corridor (GMC). The GMC also includes John Taolo Gaetsewe District Municipality and Kgatelopele Local Municipality. Unprecedented growth, development and massive investments in the mining sector are having a major impact on economic development in this GMC.

### 3.1.1 Population

The Tsantsabane Local Municipality population size is 30,969 (StatsSA 2022), however the 2022 mid-year estimate was projected at 45240 the latter is more aligned with the visible growth in the area as two new informal settlements developed in the area in the last 10 years. The household sizes in the local municipality is smaller than the District and the Province, with an average of 2.6 people per household.

#### Average household size

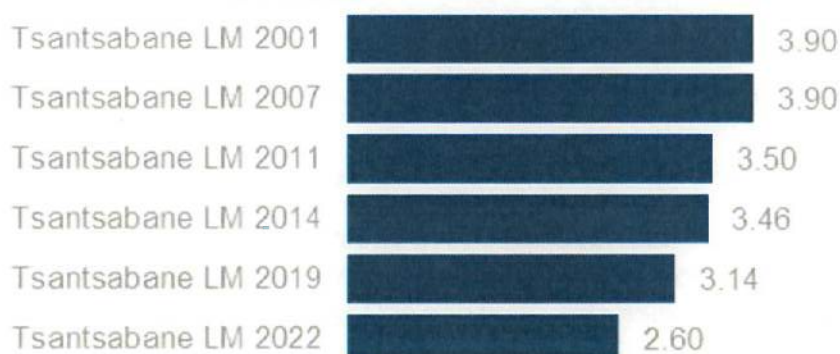


Figure 6: Average household size in Tsantsabane (2001- 2022)

Fig: Tsantsabane Local Municipality Household size 2001 - 2022

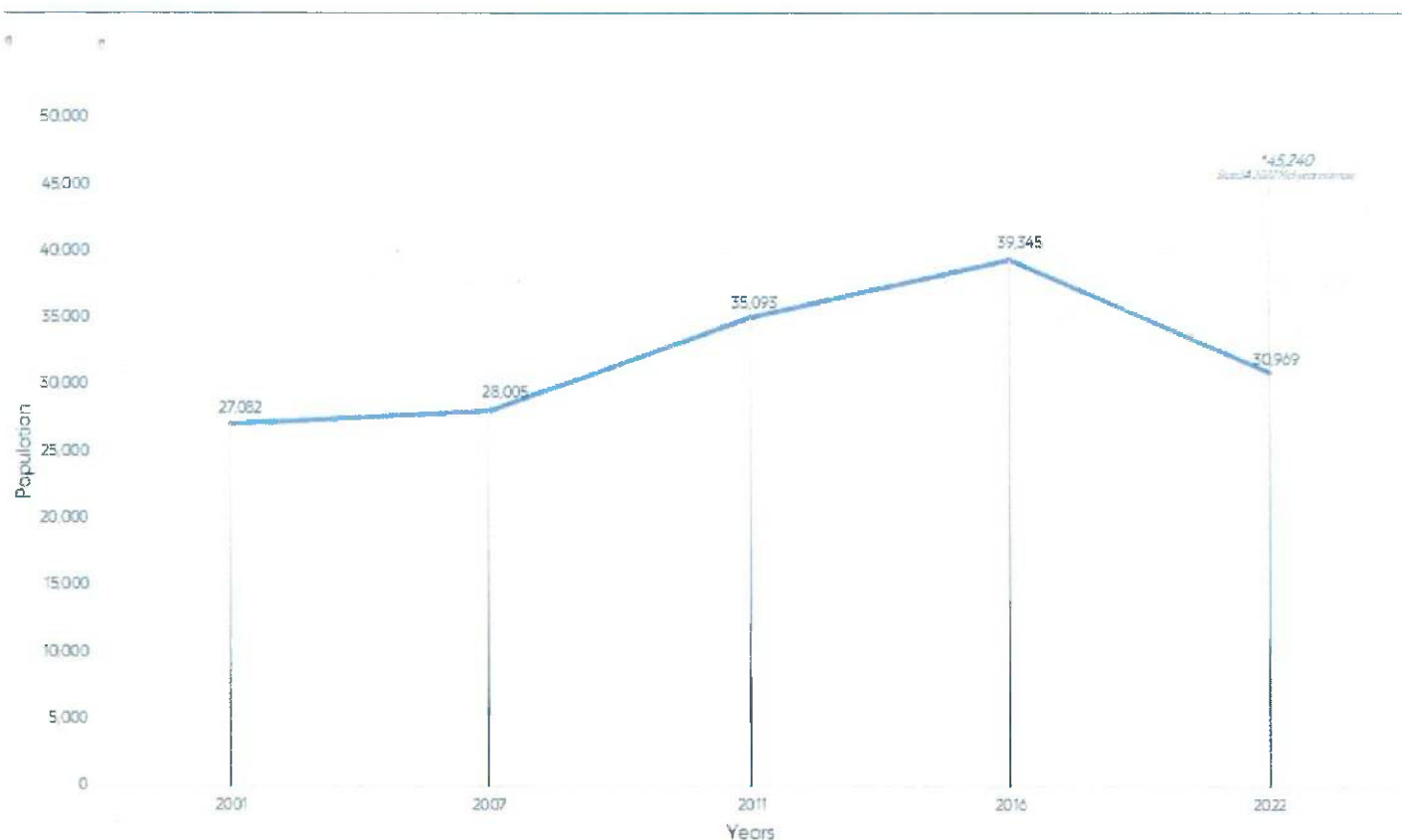


Figure 7: Tsantsabane Local Municipality population as per StatsSA 2001, Community Survey 2007, StatsSA2011, Community Survey 2016, 2022

The charts below show how a perfectly balanced age and gender profile was altered by 2011, which was the at the height of Kolomela mine's construction period. The profile was skewed towards males and an influx of young people between 20 and 30 years old who came to Tsantsabane looking for employment.

By 2014 the gender imbalance was corrected, but the age profile was still skewed towards the age group 20 to 30 years old. The 2019 profile looks notably different in the sense that the age imbalance has now shifted to individuals aged 25 to 29 years old who are by far the majority age group. The strong concentration of this age group is partly due to the 20 – 24 old group who dominated in 2014, and grew older, and partly to in-migration. It also looks as if there are fewer young children (0 – 10 years old) than before.

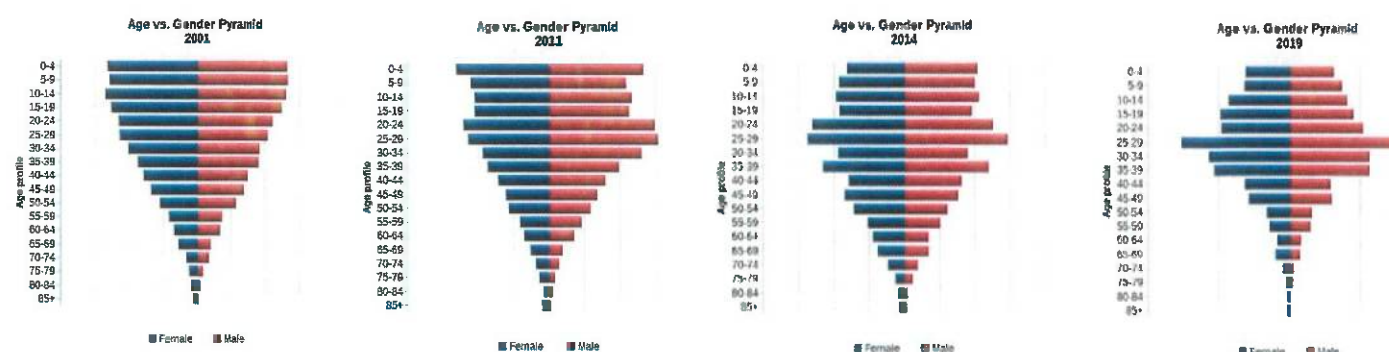


Figure 8: Gender pyramid (2001, 2011, 2014 and 2019)

### 3.1.2 Language

The two main languages spoken in Tsantsabane Local Municipality in 2022 were Setswana (52.6%) and Afrikaans (41%).

### 3.1.3 Economic Profile

According to the Social Impact Assessment (SIA) 2022 the mining sector contributed 51% to the Tsantsabane municipal area's economy in 2022, this is a significant increase from 2019, where it was 33%. Apart from the mining sector, other sectors contributing to the Tsantsabane economy are General government (12%) and Construction (11%).

### 3.1.4 Education Levels

According to the SIA (2022) only 19.4% of 0 - 7-year-olds are at a day care/play school or ECD (most are cared for at home). For the population aged 8 – 20 years, 99.4% of them attend school every day.

In 2022, 53% of adults in Tsantsabane completed their matric. And even though this is like the percentage in 2019 (53%), there are various residential areas where the school completion rate has improved since 2019. In 2022, 4% of the population never went to school. And about 43% dropped out of school at various grades, mostly grade 11 and grade 12.

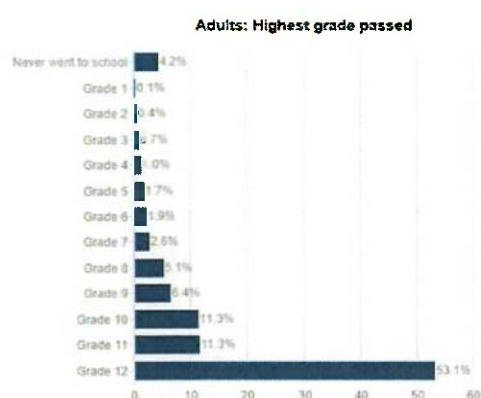


Figure 9: Education levels in Tsantsabane (2022)

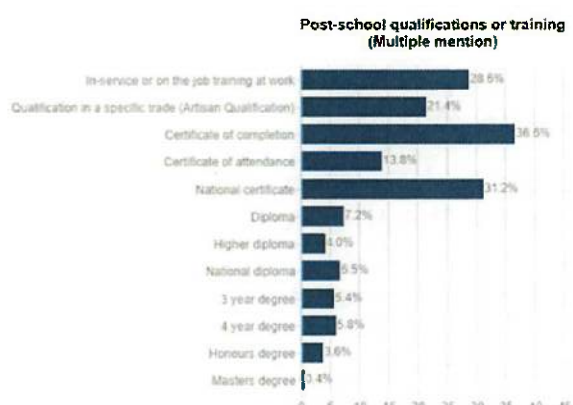


Figure 10: Post-school qualification or training

In 2022, 16.5% of adults have completed any type of post-school qualifications or training. Of those that completed any type of post-school qualification or training, 36.6% have a certificate of completion, followed by 31.2% with a national certificate. Only 7.2% of the 16.5% who completed post-school qualifications or training, obtained a diploma. Low percentages have completed any form of tertiary education.

### 3.1.5 Employment

Unemployment remains a key challenge in the area at 39% in 2022. Youth unemployment improved from 50% in 2019 to 44.3% in 2022. In 2019, 27% of the youth were employed full-time, compared to 37.7% in 2022. The mining sector has been experiencing logistical challenges that has curtailed exports. This has led to job cuts in the industry. Kumba Iron Ore issued a section 189 notice during February 2024. The employment statistics reflected in Section 1.3 are indicative of the employment profile post-Section 189.



### 3.1.6 Water in the area

Only half of the households have access to piped water inside their house. There has, however, been a notable drop since 2014 (71.5%) owing to the increase in informal housing. Of those with no taps in their homes - most households rely on yard taps at their residences (52%). This is followed by street/communal taps/standpipes elsewhere (32.2%).

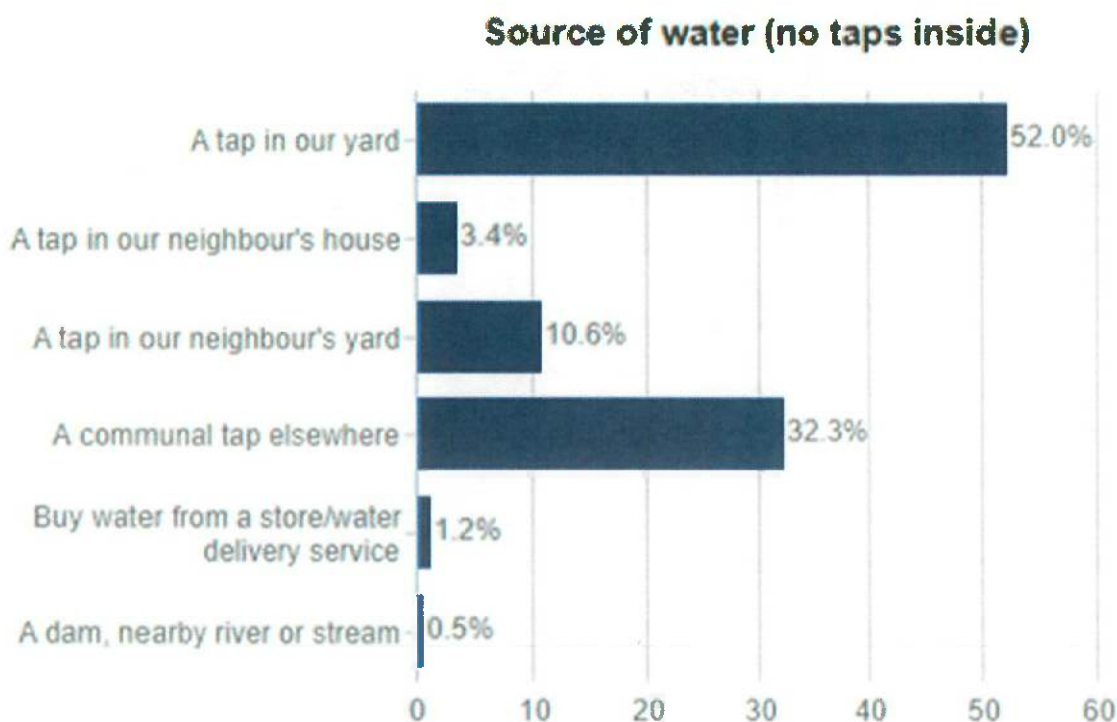


Figure 11: Source of water (2022)

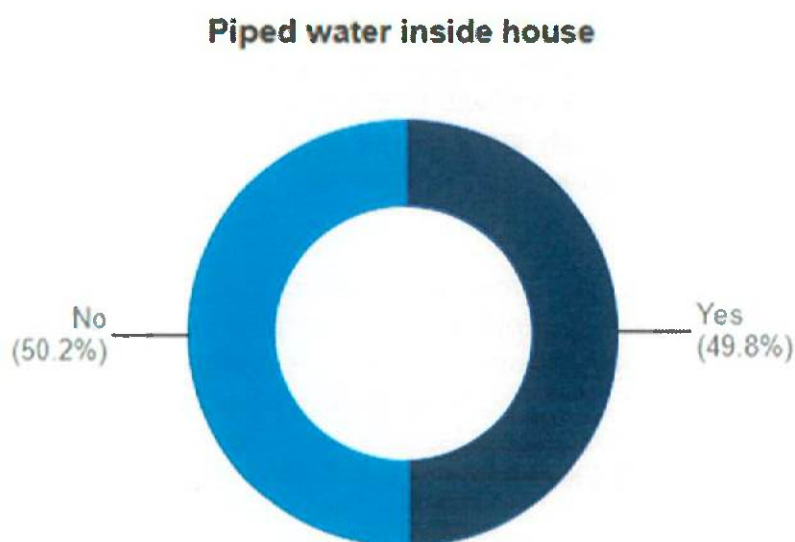


Figure 12: Piped water inside households (2022)

### 3.1.7 Poverty

In 2022, 6% of the population had no income, and 3% had an income of R500 or below, this means that at least 9% of the population was below the food poverty line of R760 (SIA 2022).

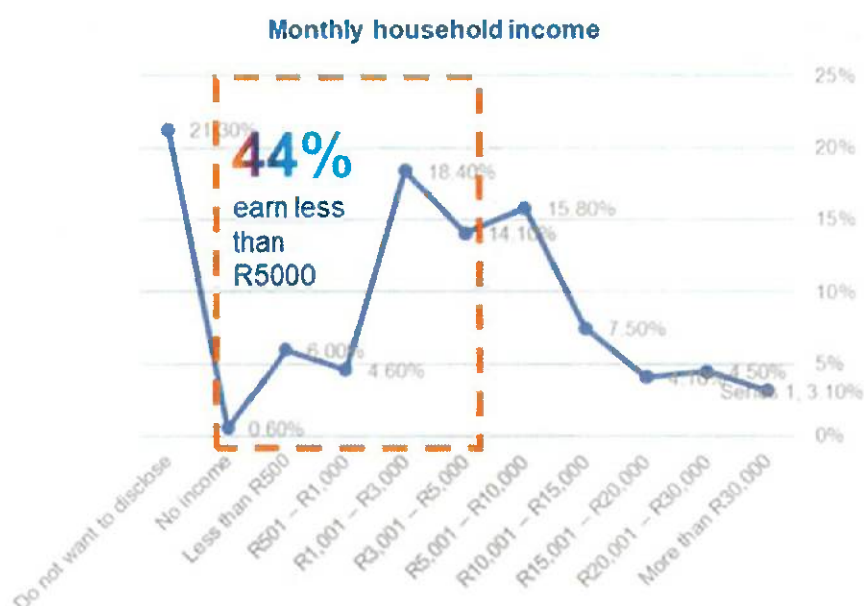


Figure 13: Monthly income generation (2022)

In 2022 44% of households earned less than R5000 per month. Women are the most vulnerable segment of the population, a higher percentage of females (47%) are unemployed vs males (31%)

More females than males never went to school and more females (45%) than males (40%) drop out. An increase in grant recipients at 39% (2022) vs 36% (2019), this could be attributed to the social relief grant implemented in 2020.

### 3.1.8 Crime

Most crime categories showed a steady increase since 2008, with some variation especially during the Covid-19 period. The crime rate peaked between 2012 and 2016, improved slightly afterwards, with a notable decline around 2020/2021, and then a sharp increase between 2022 and 2023. Drug-related crime: Steady increase since 2008, decreased in 2020/2021 and then sharp increase again. In 2023 (155 incidents recorded)

### 3.1.9 Health

The ZF Mgcawu district is the worst performer in the country for health infrastructure indicators such as number of beds, number of doctors and number of pharmacists per unit of population. ZF Mgcawu consistently ranks among the poorest performers nationally for cervical cancer screening (the only NCD indicator reported on by the district). The benchmark for this is 80% of the female population over the age of 30 years should be getting screened each year. ZFM screening rates have varied substantially, from 35.5% in 2019 to just 5.4% in 2021.

The profile Tsantsabane shows a concerning picture of various social determinants of health in Tsantsabane, e.g., education, employment, housing, living conditions, access to services, etc. The Tsantsabane population displays low socio-economic indicators: low levels of education, high

levels of unemployment, high levels poverty, low income and high dependency on government grants – in general, a high level of systemic vulnerability.

### 3.1.10 HIV/AIDs

Southern Africa leads the world in both general sexually transmitted diseases (STDs) and prevalence of HIV. South Africa is home to the most HIV+ people in the world (9.23m) and is behind only neighbours eSwatini, Lesotho, Botswana and Zimbabwe in terms of infection rates (14%).

The ZF Mgcawu District is ranked 50th out of 52 in the country for the efficacy of HIV suppression. ZF Mgcawu is also below the national average on most HIV indicators.

### 3.1.11 Housing and Infrastructure

Access to basic services in Tsantsabane has improved gradually since 2001. However, between 2014 and 2022 there was a drop in the percentage of households with access to the services displayed below:

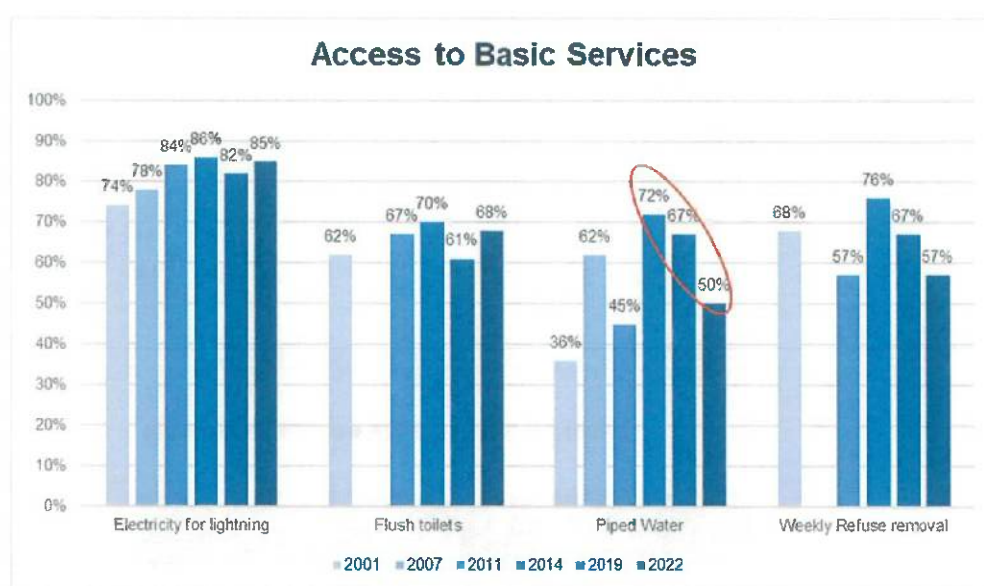


Figure 14: Basic services comparison (2001-2022)

The lower number can be attributed to the sharp increase in informal settlements as well as service delivery pressures on the Tsantsabane Local Municipality. The percentage of informal dwellings and number of informal settlements have gradually increased from 2001 to 2011 and then declined between 2011 and 2014.

There was a sharp increase in informal dwellings between 2014 and 2019, mostly concentrated in the areas Mountain View and Marantheng. A new informal settlement was reported in the 2022 Social Impact Assessment, Greenfields. The increase in informal dwellings is associated with a strong influx of job seekers into the area, as a result of a mining and solar energy boom. In Tsantsabane Local Municipality out of the residents who lives in informal housing, 20.6% has piped water in their settlement, 61.3% has electricity (44.2% Eskom, 16.5% solar and 0.6% generator) in their settlement, 27.1% has a flush toilet in their dwelling and 20% refuse gets removed by the municipality.



### 3.1.12 Electricity

Majority of respondents (77.4%) indicated that they receive their electricity from Eskom (via the Municipality). The small percentage of respondents who use fuelwood and paraffin for household energy purposes can be indicative of under development and poverty in some of local communities. An increase from 2001 to 2022 of 9.9% can be observed, i.e. the percentage of population making use of electricity through Eskom or solar.

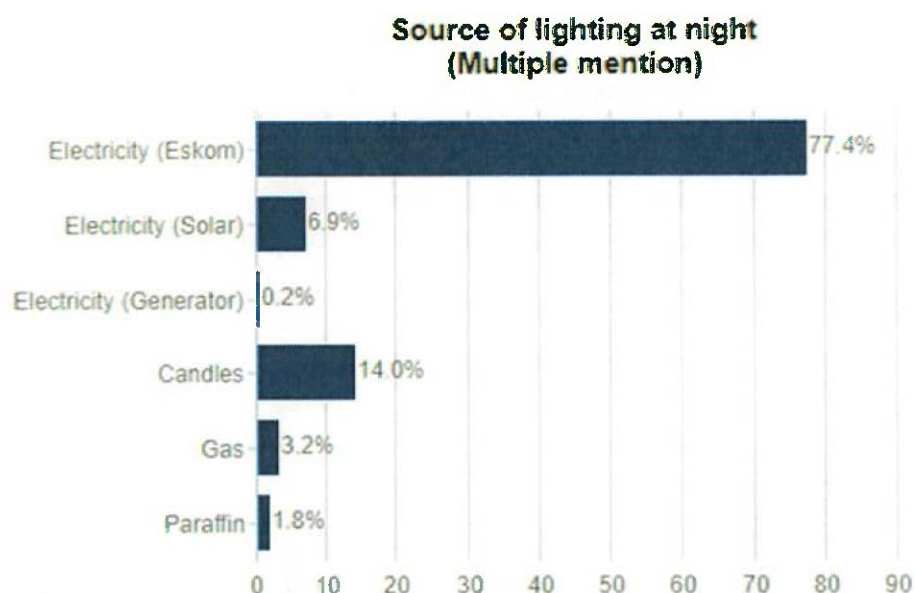


Figure 15: Sources of lighting at night (2022)

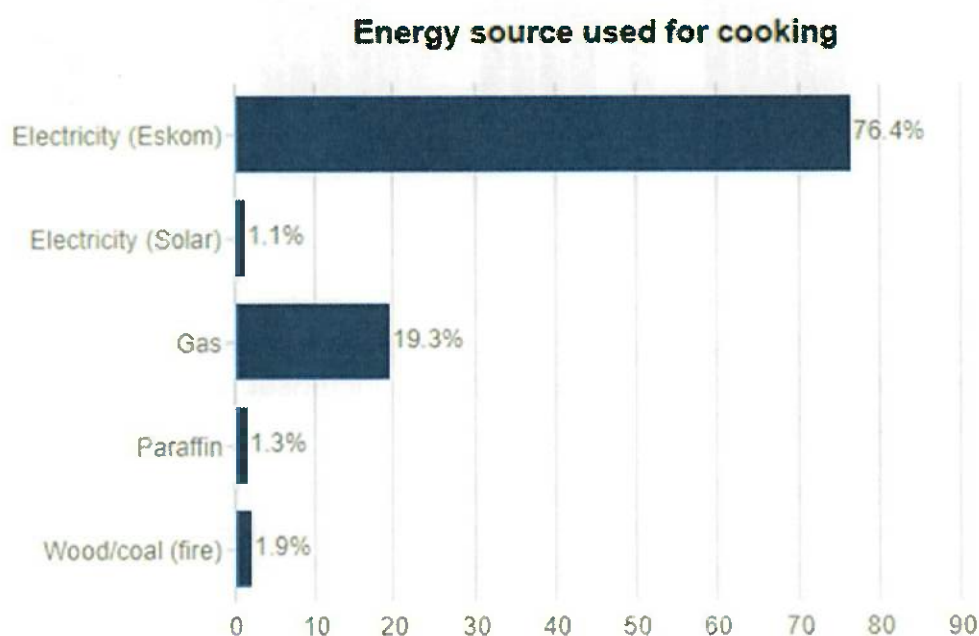
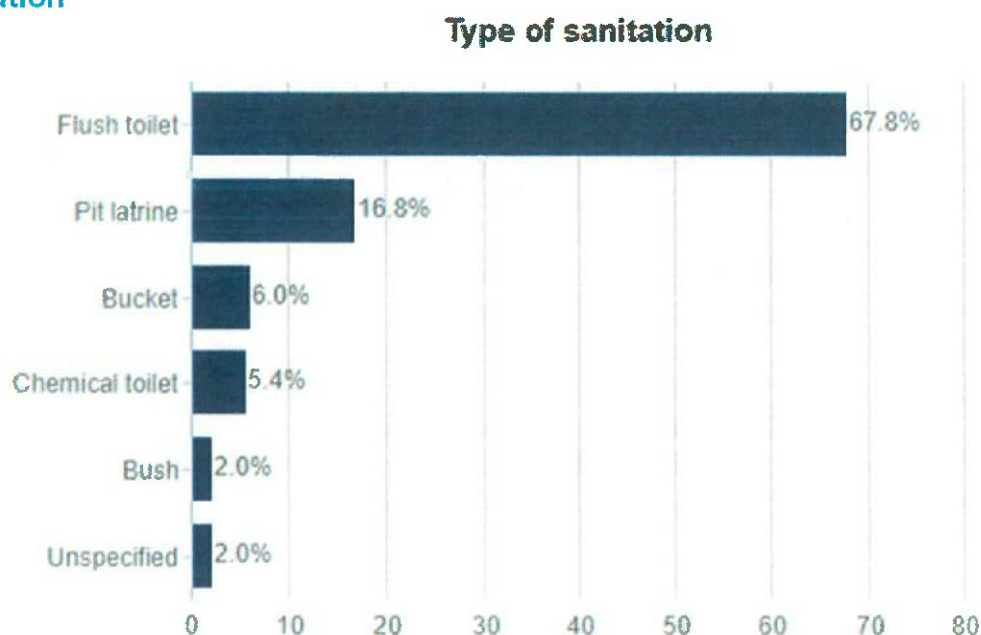


Figure 16: Energy source used for cooking

### 3.1.13 Sanitation



*Figure 17: Sanitation facilities (2022)*

Majority of households make use of flush toilets (67.8%). The second most dominant type of toilet facilities is the pit latrine (16.8%).

25% of respondents do not have access to adequate sanitation facilities. This is one indicator of poverty and a low level of access to basic services which can be attributed to the growth in informal settlements and the fact that close to 40% of households live in informal dwellings. Lack of proper sanitation poses a health risk to people through the spread of diseases, such as cholera and other communicable diseases

### 3.1.14 Key Economic Activities

In 2022, 61,1% of the economically active population was employed. In the area a high dependence on the mining sector can be observed, 51% of those employed work in the mining sector. Further than this 26.6% of those employed, work for Kolomela mine, a decrease, although not significant, in the dependency on Kolomela mine are seen as the percentage of those employed that worked for Kolomela mine was 31% in 2019. Full-time employment has significantly improved from 32.5% in 2019 to 40.9% in 2022.

Other key economic activities in the area includes renewable energy, agriculture and manufacturing.

### 3.1.15 Impacts of the mining operation

#### ***Positive impact within the Tsantsabane Local Municipality***

The positive impacts below are associated with Kolomela mine's presence in the Tsantsabane area. These impacts have been identified from various sources (such as to the Social Impact Assessment. All the impacts are cumulative in nature, in other words, Kolomela is a co-contributor, and not the only entity who is creating the identified impacts.

## Employment

On 31 July 2024, Kolomela had 1,141 full-time, permanent employees, 2,152 contractors (full-time equivalent), 137 learnership, and 65 fixed-term employees, thus, a total of 3,495 employees. According to SIA (2022) more than a quarter of employed people in Tsantsabane, work for Kolomela mine (27%). The mine recruits from the local community except when the required skills are not available. The mine also requires of its contractors to employ locally. Low skills levels in the area are a challenge for companies to employ locally. The mine's contribution to skills development refers to benefits to both employees and community members. Employees have training and skills development opportunities as part of the mine's skills development plan (valued at 4% of payroll) and their personal development plans. Community members can benefit from training programmes at the community skills centre, or apply for various types of learnerships, or other types of training such as drivers' licence training or computer skills. Kolomela mine's contribution to employment (whether direct, indirect or via induced employment), supported an increase in household income between 2019 and 2022, despite the negative financial impacts of Covid-19 during this time.

## Income

Average monthly household income in 2014 was R7,441 vs. R8,002 in 2022. Kolomela mine contributes to local economic development through creating direct employment on site, indirect employment (through its service providers), and induced employment. Induced employment refers to employment created in the broader economy where employees' buying power and consumer needs create business and employment opportunities. Many local businesses have been established because of market needs associated with Kolomela's presence or consumer needs of Kolomela employees.

## Local Economic Development

Kolomela mine invests in SMME and supplier development through partnership with Zimele, Anglo American's flagship ESD and youth development programme. As part of this programme, and in partnership with ABSA, Zimele provides loan funding to participants who qualify, to expand or strengthen their businesses. The focus is on creating jobs through SMMEs and local suppliers and enabling these businesses to become self-sustainable and not only dependent on Kolomela for survival. For Kolomela and Sishen mine combined, annual spend with host community businesses has grown from R506 million in 2017 to R5.4 billion in 2022, against a targeted R4.5 billion. Of this amount, 24.3% was spent on suppliers from Tsantsabane in 2022, amounting to more than R1 billion. Kolomela mine's contribution to youth development is strongly focused on skills development, training and education opportunities for the youth to ensure they are more employable and able to benefit from employment and enterprise development opportunities. Zimele offers a number of programmes for the youth that includes in-service training. Scholarships, bursaries and internships are other methods to give local youth access to further education and work experience.

## Institutional support for the local municipality

Kolomela mine supports the Tsantsabane Local Municipality to address the pressure created by in-migration and rapid population growth in the municipal area, to which Kolomela and other mining operations in the area, contribute. The support is provided through funding of additional resources and technical expertise at the municipality, as well as the Municipal Capability and Partnership Programme (MCPPE). This programme is implemented by the CSIR, at 10 host municipalities of Anglo American operations in South Africa. The MCPPE is a long-term programme



that focusing on aspects, such as planning, financial management and systems, water and infrastructure management, etc. Kolomela mine contributes to infrastructure development in Tsantsabane, mostly through the Social and Labour Plan as a requirement for a mining licence. Infrastructure development helps to address the backlog and service delivery pressure created in Tsantsabane by the rapid population growth associated with the mining sector. Most of the mine's infrastructure projects focus on water and sanitation bulk infrastructure and roads.

### **Education**

Various schools in the Tsantsabane municipal area participate in the Anglo American SA Schools Programme, a long-term holistic programme with interventions on many aspects of the school system. The programme covers early childhood development, primary school and high school education through support to educators, learners as well as school management and school infrastructure. Internet connectivity for schools is also included in the programme. Other initiatives that contribute to a positive impact on education are bursaries for tertiary studies (already mentioned), and the GM Incentive Programme for Grade 12 learners.

### **Public health**

Kolomela has made significant investments in public health facilities over the years. More recently, the mine funded the construction of PHC facilities in rural areas within Tsantsabane and upgraded the operating theatre at the Postmasburg Hospital, as well as security at the hospital (fencing and security cameras). This impact is related to the mine's donation of ambulances to the Department of Health a few years ago, and more recently, the availability of mine ambulances to attend to emergencies when there are no other ambulances available. Kolomela mine's support with firefighting, as well as extensive support to the Department of Health and communities during Covid-19, is acknowledged by all stakeholders. Upgrading of sports facilities, for instance, at the Showgrounds in Postmasburg, as well as development of parks and recreational facilities. Also, the mine's support for sporting codes and local teams to enhance their exposure and performance in regional and national competition.

### ***Negative impact within the Tsantsabane Local Municipality***

The negative impacts below are associated with Kolomela mine's presence in the Tsantsabane area. These impacts have been identified from various sources. All the impacts are cumulative in nature, in other words, Kolomela is a co-contributor, and not the only entity who is creating the identified impacts.

As the biggest and most well-known employer in Tsantsabane, job seekers from elsewhere mostly use Kolomela mine as motivation to move to Tsantsabane in search for employment and a better life. The influx of job seekers and associated population growth result in various negative secondary impacts, as not all job seekers are successful, but remain in Tsantsabane in the hope of finding an opportunity at Kolomela or another employer. Pressure on municipal infrastructure and services. Pressure on education and public health systems. Informal settlers do not pay rates and taxes, make use of illegal water and electricity connections, putting pressure on the infrastructure and revenue collection of the municipality. Pressure on public health facilities – local government clinics and the Postmasburg hospital. Increase in crimes such as attempted murder, assault, robbery, housebreaking, commercial crimes and drug related crimes over the past 5 years. [Crime Stats SA] Increase in unemployment levels (including youth unemployment). Increase in informal settlements.

### Mitigation of the changing business context

The Kumba business reconfiguration work including the 2024 S189 impacts have been defined and there are measures the organisation are taking to ensure sustainability for the long term. However, some of the potential negative impacts include job losses, increase in social ills, potential increase in informal settlements. The company have developed a social impact mitigation plan to responds to these impacts.

## 3.2 Kolomela Mine Host Communities

Kolomela Mine's host community is Tsantsabane Local Municipality situated in the Northern Cape province.

The Tsantsabane Local Municipality comprises of Boichoko, Postdene, Postmasburg, White City, Newtown, Marantheng, Mountain View, Station, Kanonbult, Carnation, West End, Airfield, Greenfields, Groenwater, Jen Haven, Skeyfontein and Maremane and the well-known Lohatliha Army Base.

## 3.3 Approach towards Local Economic Development (LED) Projects

Our approach to LED is catalyzed by the framework below, which guides the identification, selection, design and execution of LED projects. The approach that Kolomela Mine takes is to ensure that the development themes espouse the needs of the community. Broader policy frameworks such as the National Development Plan (NDP) or IDP are considered. Further to this, the DMRE directive issued in 2023 guiding mining companies to align in identifying high impact SLP projects was considered. Anglo American's Social Way and Sustainable Mining Plan are key guiding documents in the development of LED projects.

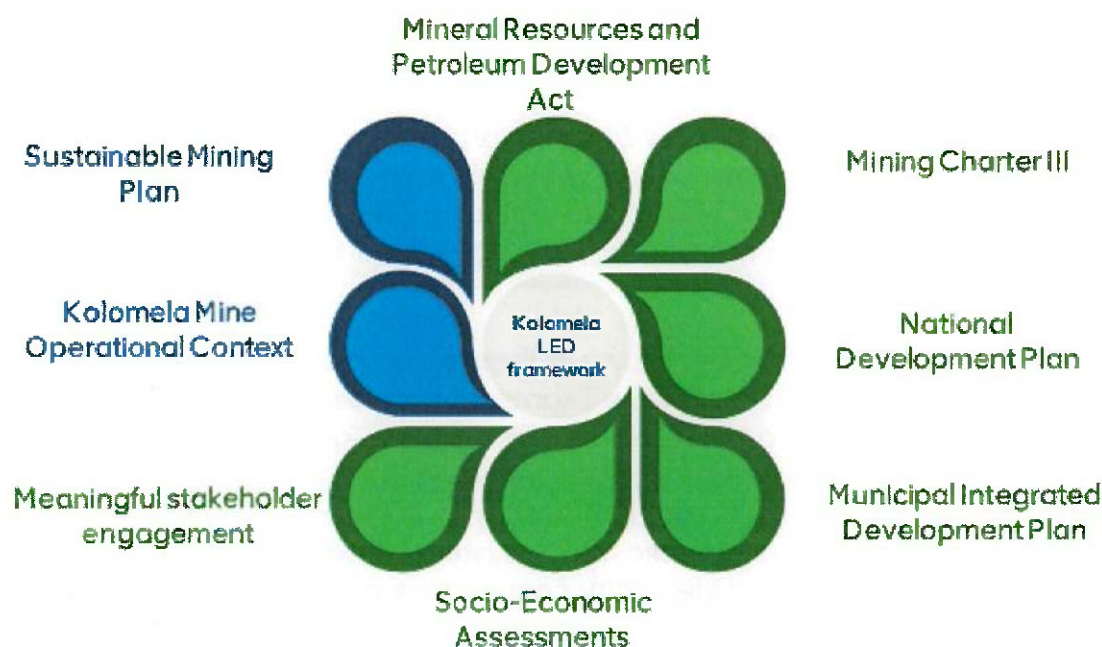


Figure 18: Kolomela Mine LED framework

### 3.4 Environmental, Social and Governance (ESG): Sustainable Mining Plan

Environmental, social, governance and commercial issues are often connected; they are part of a complex dynamic system that is constantly evolving. At Anglo American, our work has evolved to match this complexity. Sustainability considerations are integrated into how we work and are central to our decision making as we strive to understand the full impact of each decision we take.

Anglo American's Sustainable Mining Plan (SMP), integral to FutureSmart Mining, is built around three Global Sustainability Pillars and sets out our commitment to stretching goals – driving sustainability outcomes through technology, digitisation and an innovative approach to sustainable economic development. The Sustainable Mining Plan is built around three Global Sustainability Pillars designed to support the UN's Sustainable Development Goals (SDGs). Each pillar has three Stretch Goals that Kolomela must reach by 2030 and further goals and ambitions that will be added as progress is achieved. Kolomela's SMP is deliberately ambitious and designed to challenge the mine to lead and innovate.

Our SMP focuses on three pillars:

- **Healthy Environment:** maintaining a healthy environment by creating carbon neutral operations that use less fresh water, and deliver positive biodiversity outcomes;
- **Thriving Communities:** Building thriving communities with better health, education and levels of employment; and
- **Trusted Corporate Leader:** Developing trust as a corporate leader, providing ethical value chains and improved accountability with the communities that we work with.

The SMP guides Kolomela to innovate and develop projects which contribute towards our purpose ("reimagining mining to improve people's lives") and our longer term vision for our host community. The projects described in this SLP and approach for implementation aim to contribute towards and enable the overall ethos of the SMP.

### 3.5 Stakeholder engagement

As part of the Anglo American Social Way, Kolomela Mine engages in meaningful engagements with stakeholders. Kolomela recognizes the intertwined and dependent nature that stakeholders have on its business- directly in terms of employees and surrounding communities, and equally with stakeholders who affect, or are affected by our operations, including governments, shareholders, partners and suppliers.

Kolomela continues to engage its stakeholders through various stakeholder engagement platforms. Teams, such as the social performance teams are key in ensuring effective communication, particularly at a community-level, take place. Kolomela aims to be understanding and responsive towards the interests and matters related to our stakeholders. In being a "Trusted Corporate Leader" we espouse ethical leadership as this is fundamental to our ability to create enduring stakeholder value. A meaningful consultation with communities as per the amendment of the MPRDA was fully factored into the SLP 4 development approach.

Stakeholder engagements were held with a number of stakeholder groups including:



- Tsantsabane Local Municipality and Municipal Council
- NGOs
- Youth groups
- Government sector departments
- Local communities
- Business sectors
- Community Property Associations

Table 26 below further details this.

*Table 28: Stakeholder engagements held for SLP 4*

Stakeholders Group	Engagement Description	Engagement Date	Annexure
Tsantsabane Local Municipality (Municipal Administration team)	Kick of meeting for SLP4 and looking at ways to mitigate challenges experienced in previous SLP with Tsantsabane Municipality	11 August 2023	A
Tsantsabane Local Municipality Municipal Manager and Administration team	Reflection on lessons learned from previous SLP's from both TLM and Kolomela and objective and roadmap on the new SLP formulation.	29 August 2023	B
Tsantsabane Local Municipality Municipal Manager and Administration team	Socio Impact Assessment outcomes presentation and the project selection approach.	13 September 2023	C
Non-Governmental Organizations, Youth Groups and Government Sector Departments – SLP4 Consultation Session	Community participations inputs to SLP	27 September 2023	D
Broader Community SLP Consultation Session	Community participations inputs to SLP	08 November 2023	E
Tsantsabane Local Municipal Council	Give council feedback on development of new SLP roadmap and timelines relating to the Municipality and stakeholders.	28 February 2024	F
Tsantsabane Local Municipality Municipal Manager and Administration team	Feedback from community consultation, inputs gathered from community presentation of list focusing on priority projects.	19 March 2024	G
Community Consultation - Business Sectors Consultation Session	Business sector inputs on SLP	30 April 2024	H
Tsantsabane Local Municipality Municipal Manager and Administration team	Presentation of Municipality submission to SLP.	03 May 2024	I
Tsantsabane Local Municipality Municipal Manager and Administration team	Give feedback on long list from MM after presenting to Kolomela Management and Present short list to TLM team as per inputs gathered from Kolomela management.	22 May 2024	J

Skeyfontein Community Property Association	SLP4 Skeyfontein CPA Engagement	18 June 2024	K
Various Directory (HOD and Administration)	Consultation with NC Department of Economic Affairs and Tourism on SLP 4 Local Economic Development Projects	21 June 2024	L
Groenwater Community Property Association	SLP4 Groenwater CPA Engagement	26 June 2024	M
Department of Economic Development and Tourism	DEDAT Projects Presentation for SLP consideration	27 June 2024	N
Department of Economic Development and Tourism	Northern Cape Department of Economic Development and Tourism nuts and bolts presentation for SLP	19 July 2024	O
Tsantsabane Local Municipal Council	Final SLP Consultation feedback presented to council and endorsement	31 July 2024	P

*Table 29: Stakeholder engagement with organised labour*

Stakeholder Group	Engagement Name	Engagement Date	Annexure
Kolomela UMCU, NUM, ER, HR, SC and Corporate Affairs	Legislative and SLP guidelines refresher workshop	14 July 2023	Q
Kolomela ER, HR, NUM/AMCU and Corporate Affairs	SLP 4 targets consultation	06 June 2024	R

### 3.6 Local Economic Development (LED) projects

Regulation 46 (c) (iv) requires Kolomela Mine to implement community upliftment, infrastructure and poverty eradication projects in line with the IDP. Kolomela Mine has undertaken meaningful engagement and deep analysis on the proposed development projects. The selection of projects have received numerous stakeholder engagements, and consultations with relevant stakeholders. Projects that have the potential to have a high positive impact on the ground have been selected

Local economic projects, as detailed in the table below, aim to a number of challenges experienced in Tsantsabane Local Municipality, using the SLP as a vehicle for catalyzing change.

*Table 2830: Summary of LED Projects*

COMMUNITY UPLIFTMENT		
1	Support Higher Education Institutions	15,000,000.00
2	Community safety and security	1,500,000.00
3	School sporting facilities	8,000,000.00
INFRASTRUCTURE DEVELOPMENT		
4	Waste Water Treatment Plant (WWTP) expansion	30,000,000.00
5	Asbestos Water pipes replacement	7,850,000.00
6	Grid isolation valves	3,000,000.00
7	Internal roads	21,000,000.00
8	Renewable energy street lights	7,050,000.00
INCOME GENERATION, POVERTY ALLEVIATION AND ENTERPRISE DEVELOPMENT		
9	Job Accelerator Fund	12,000,000.00
10	Training and Development	20,000,000.00
11	Poultry enterprise	5,000,000.00
12	Livestock Project	7,500,000.00
13	PPE Manufacturing Facility	15,000,000.00
14	Agriculture Crop Project	5,500,000.00
15	Manufacturing- Nuts and Bolts	15,000,000.00
Grand total		175,400,000.00

*Kolomela Mine aims to implement the above projects which meet the identified needs and may amend the approach or implementation strategy of any project if the context and requirements differ to the anticipated approach or implementation strategy used when compiling SLP 4.*



### 3.7 Project Plans

#### 3.7.1 Higher Learning Institutions

Project Name						Support Higher Learning Institutions	Focus Area	Community upliftment	Budget	R15,000,00.00
Project Description										
Support the institutions of Higher Learning in the area										
Jobs supported						6				
Accountable/Responsible Persons						SED Manager				
District municipality		ZF Mcgawu		Local Municipality		Tsantsabane Local Municipality		Host community		Tsantsabane Local Municipality
Implementation timeframe										
2025		2026		2027		2028		2029		
R5,000,000.00		R2,500,000.00		R2,500,000.00		R2,500,000.00		R2,500,000.00		
Key Performance Areas (KPAs)						<ul style="list-style-type: none"><li>Support Higher Learning institutions in Tsantsabane (infrastructure, curriculum delivery and technology &amp; IT)</li></ul>				
Project Outputs						<ul style="list-style-type: none"><li>Improve access to high learning institution</li></ul>				
Project completion and exit strategy						MOU Post intervention performance measurement Monitoring and evaluation				

### 3.7.2 Community safety and security

Project Name	Community safety and security	Focus Area	Community upliftment	Budget	R1,500,000.00
Project Description					
The community safety and security initiative aim to support safety and security in the area, through the provision of CCTV cameras at strategic points. This is as a result of increase in crimes such as attempted murder, assault, robbery, housebreaking, commercial crimes and drug related crimes over the past 5 years. [Crime Stats SA]. The community safety and security an intervention stemming from multi-party concerns around the lack of sustainable safety and security focus vis a vis the escalating levels of crime over the years. This forced a visit by the Deputy Minister of Police in Tsantsabane who echoed the need for a bigger police station to enable them to expand the resources, however other mechanisms to combat and mitigate safety and security risks for community members were discussed including CCTV cameras in all identified hotspot areas which will be manned by private security from an existing control room, this includes an interface with the local SAPS. This will require other equipment, three WiFi transmission to cover a larger radius to enable real-time camera capturing. Our SLP intervention also includes security guarding in hotspot, where local unemployed community members have undergone accredited training, registered with Psira. This intervention will be operating under the support of the local security cluster consisting of private sector, government , private sector, government, private security companies, SAPS and SANDF.					
Jobs supported		5			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Location	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R500,000.00	R250,000.00	R250,000.00	R250,000.00	R250,000.00	
Key Performance Areas (KPAs)			<ul style="list-style-type: none"><li>• Installation of CCTV Cameras in strategic areas</li><li>• Support control room</li><li>• Security guarding at hotspots area</li></ul>		
Impact			Improved safety and security in the area		
Project completion and exit strategy			Partnership with law enforcement and agencies. Monitoring and evaluation		



### 3.7.3 School Sporting Facilities

Project Name	School Sporting Facilities	Focus Area	Community upliftment	Budget	R8,000,000.00
Project Description					
The upgrading of existing primary school sporting facilities					
Jobs supported		30			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Area	Boichoko Newtown Postdene
Implementation timeframe					
2025	2026	2027	2028	2029	
-	-	R4,000,000.0	R4,000,000.00	-	
Key Performance Areas (KPAs)			• Upgrade existing sports facilities		
Impact			• Improved participation of learners in sports		
Project completion and exit strategy			MOU with schools		



### 3.7.4 Waste water treatment plant (WWTP) expansion

7.4 Waste water treatment plant (WWTP) expansion					
Project Name	WWTP expansion	Focus Area	Infrastructure development	Budget	R30,000,000.00
Project Description					
The project aims to upgrade the current Waste Water Treatment Plant (WWTP) in Tsantsabane Local Municipality.					
Jobs supported			25		
Accountable/Responsible Persons			SED Manager		
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R2,500,000	R15,000,000	R12,500,000	-	-	
Key Performance Areas (KPA's)			<ul style="list-style-type: none"><li>• Assessment of the existing Plant</li><li>• Expansion of the current the beds</li><li>• Upgrade the reticulation system</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>• Improve sewer management system in the area.</li><li>• Installation of monitoring meters</li></ul>		
Project completion and exit strategy			MoU with the municipality for asset handover.		

### 3.7.5 Asbestos Water pipes replacement

Project Name	Asbestos water pipes replacement	Focus Area	Infrastructure development	Budget	R7,850,000.00
Project Description					
This project looks towards replacing asbestos pipes in Tsantsabane. The AC water network pipes must be replaced with HDPE pipes and fittings					
Jobs supported		10			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R350,000.00	-	-	R7,500,000.00	-	
Key Performance Areas (KPAs)			<ul style="list-style-type: none"><li>Replacement of 2 kilometer of asbestos pipe with HDPE</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>Minimize health related issues caused by asbestos</li><li>Improve water retention</li></ul>		
Project completion and exit strategy			Assets handover management with Local Municipality		

### 3.7.6 Grid Isolation Valves

Project Name		Grid isolation valves	Focus Area	Infrastructure development	Budget	R3,000,000.00
Project Description						
Installation of grid isolation valves in the water system and distribution network management in Tsantsabane						
Jobs supported			2			
Accountable/Responsible Persons			SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane	
Implementation timeframe						
2025	2026	2027	2028	2029		
R500,000.00	-	R2,500,000.00	-	-		
Key Performance Areas (KPAs)			• Installation of isolation valves and site rehabilitation			
Intended Impact			• Improved water management			
Project completion and exit strategy			MoU with municipality			



### 3.7.7 Internal roads

Project Name	Internal Roads	Focus Area	Infrastructure development	Budget	R21,000,000.00
Project Description					
The project looks towards paving of two internal streets in townships in Tsantsabane Local Municipality.					
Jobs supported		15			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF McGawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R17,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	
Key Performance Areas (KPAs)			• Upgrade of two street at the townships		
Intended Impact			• Improved road conditions		
Project completion and exit strategy			Hand over the project to local municipality.		

### 3.7.8 Renewable energy street lights

Project Name	Renewable energy street lights	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R7,050,000.00
Project Description					
The project looks towards constructing and installing mass renewable street lights at informal settlements in Tsantsabane Local Municipality.					
Jobs supported		10			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
-	-	R7,050,000.00	-	-	
Key Performance Areas (KPA)s			<ul style="list-style-type: none"><li>• Installation of solar streetlights at informal settlement (Civil Works, steel poles &amp; Electrical works)</li><li>• Commissioning</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>• Improve visibility in the areas</li></ul>		
Project completion and exit strategy			Handover the project to local municipality with defined maintenance model		

### 3.7.9 Job Accelerator Fund

Project Name	Job Accelerator Fund	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R12,000,000.00
Project Description					
Grant funding to SMMEs with strong demonstration of job creation					
Jobs supported		240			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mgcawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R2,000,000.00	R2,500,000.00	R2,500,000.00	R2,500,000.00	R2,500,000.00	
Key Performance Areas (KPAs)			<ul style="list-style-type: none"><li>Grant provision to SMMEs to improve profit margins and create jobs</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>Job creation</li><li>Profit margin improvement</li></ul>		
Project completion and exit strategy			Supporting alternative economies		



### 3.7.10 Training and Development Program

Project Name	Training and Development	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R20,000,000.00
Project Description					
Capacitate SMMEs through training and development by addressing business gaps identified though business advisory services.					
Jobs supported		5			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R4,000,000.00	R4,000,000.00	R4,000,000.00	R4,000,000.00	R4,000,000.00	
Key Performance Areas (KPA's)			<ul style="list-style-type: none"><li>• Business development</li><li>• Business advisory services</li><li>• Business compliance</li><li>• Training and mentoring</li><li>• Market linkages</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>• Sustainable businesses</li><li>• Job creation</li></ul>		
Project completion and exit strategy			SMMEs capacity building on sustainable models		

### 3.7.11 Poultry enterprise

Project Name	Poultry Enterprise	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R5,000,000.00
Project Description					
Scaling up of the Groenwater Poultry Enterprise by supporting the full value chain of the Poultry Enterprise (chick production, incubation, abattoir and logistics and retail)					
Jobs supported		30			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mgcawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027		2028	2029
R2,500,000.00	R2,000,000.00	R250,000.00		R250,000.00	-
Key Performance Areas (KPAs)			<ul style="list-style-type: none"><li>• Infrastructure Upgrade</li><li>• Poultry production</li><li>• Facilitate abattoir establishment</li><li>• Retail and logistics</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>• Job creation</li><li>• Improve livelihoods</li><li>• Alternative economy</li></ul>		
Project completion and exit strategy			<ul style="list-style-type: none"><li>• Long term contracts</li></ul>		



### 3.7.12 Livestock Project

Project Name	Livestock Project	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R7,500,000.00
Project Description					
The project looks towards co-funding of the livestock improvement project in Tsantsabane					
Jobs supported		20			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF McGawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R2,500,000.00	R1,500,000.00	R1,500,000.00	R1,000,000.00	R1,000,000.00	
Key Performance Areas (KPA's)			<ul style="list-style-type: none"><li>Capacity building through training</li><li>Infrastructure upgrade</li><li>Funding facilitation and market linkage</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>Improve calving rate</li><li>Improve weaning weight</li><li>Job creation</li></ul>		
Project completion and exit strategy			<ul style="list-style-type: none"><li>Established network of farmers participating in commercial farming</li></ul>		



### 3.7.13 PPE Manufacturing Facility

Project Name	PPE manufacturing facility	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R15,000,000.00
Project Description					
Co-funding the establishment of a PPE manufacturing facility.					
Jobs supported		20			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R5,000,000.00	R10,000,000.00	-	-	-	
Key Performance Areas (KPAs)			<ul style="list-style-type: none"><li>• Construction of the facility</li><li>• Securing of markets</li><li>• Capacity building through training</li></ul>		
Intended Impact			<ul style="list-style-type: none"><li>• Job creation</li><li>• Sustainable business</li></ul>		
Project completion and exit strategy			<ul style="list-style-type: none"><li>• Signing of MoU</li></ul>		

### 3.7.14 Agricultural Project

3.7.14 Agricultural Project

Project Name	Agriculture-Crop Farming project	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R5,500,000.00
Project Description					
Establishing crop farming project in Tsantsabane Local Municipality.					
Jobs supported		20			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF Mcgawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R250,000.00	-	R2,500,000.00	R2,500,000.00	R250,000.00	
Key Performance Areas (KPA's)			<ul style="list-style-type: none"><li>• Crop feasibility study</li><li>• Construction of facility</li><li>• Capacity development</li></ul>		
Intended impact			<ul style="list-style-type: none"><li>• Job creation</li><li>• Sustainable business</li></ul>		
Project completion and exit strategy			<ul style="list-style-type: none"><li>• Signed MoU</li></ul>		

### 3.7.15 Manufacturing- Nuts and Bolts (Fasteners)

Project Name	Manufacturing	Focus Area	Enterprise Development and Poverty Alleviation	Budget	R15,000,000.00
Project Description					
Facilitate and co-fund establishment of nuts and bolts enterprise					
Jobs supported		20			
Accountable/Responsible Persons		SED Manager			
District municipality	ZF McGawu	Local Municipality	Tsantsabane Local Municipality	Host community	Tsantsabane
Implementation timeframe					
2025	2026	2027	2028	2029	
R3,000,000.00	R7,000,000.00	R5,000,000.00	-	-	
Key Performance Areas (KPAs)			<ul style="list-style-type: none"> <li>Construction of the facility</li> <li>Securing markets</li> <li>Capacity building</li> </ul>		
Intended Impact			<ul style="list-style-type: none"> <li>Increased employment and sustainable business</li> </ul>		
Project completion and exit strategy			<ul style="list-style-type: none"> <li>Signed MoU</li> </ul>		



### 3.8 Housing and living conditions

This section reflects on Kolomela's plans for the next five years, 2025 – 2029 to address the housing and living conditions of its employees.

*Table 29 31: Housing Implementation Plan for 2025-2029*

Element	Action
<b>Home Ownership</b>	Kolomela Mine intends to assist employees to achieve homeownership in an affordable manner in line with the requirements of the Mining Charter.
<b>Company Rental Accommodation</b>	To attract and retain core and critical skills, Kolomela Mine offers rental accommodation as available to its employees, consistent with the growth plans of the mine. This accommodation is rented to employees at affordable rates within the guidelines of the SARS directive.
<b>Rental Subsidies</b>	Kolomela Mine provides rental subsidies (housing allowance) to all employees in the bargaining category that will ensure that employees source their own decent accommodation.
<b>Partnership</b>	Kolomela will continue with ongoing engagement with local municipality to address the access to land for employees to enable the prospect self-build.
<b>Reporting</b>	Report to the DMR annually on all requirements of the SLP and mining Charter, for Mine and Core-contractor HLC plans and spend.

### 3.9 Nutrition

MPRDA Regulation 46 (c) (v) states that "the measures to address the nutrition of the mine employees" should be attended to by the company. However, to ensure employees are familiar with the advantages of a balanced diet, the following actions have been and will continuously be considered:

Good nutrition is essential because:

- Assists to maintain a healthy body and mind ensuring preventing absenteeism and presenteeism at work;
- Assist in combating Fatigue, major hazards associated with most PUE's within the Mining industry;
- Assist maintain a healthy immune system;
- Reduction of obesity – BMI <32;
- Reduce risks of disease of lifestyles - e.g. High blood pressure or Diabetes;
- Assist in control and management of chronic diseases.

Strategic Focus area	Initiative
National strategic plan (2023/2028) HIV	<ol style="list-style-type: none"> <li>1. Offer 90% of employee's HIV testing and counselling</li> <li>2. Linkage to care for 905 HIV confirmed cases</li> <li>3. Ensure 90% of people LWHIV are Virally suppressed</li> <li>4. HIV prevention strategies (Health promotion, Condom distribution, offer male medical circumcision, PEP and PrEP services)</li> </ol>
National strategic plan (2023/2028) TB	TB prevention and management <ol style="list-style-type: none"> <li>1. 100% TB screening</li> <li>2. 100% linkage to care</li> <li>3. 100% cure/completion rate</li> </ol>
Chronic disease management program	<ol style="list-style-type: none"> <li>1. Prevention of Heart diseases (Framingham score – Heart health assessment to 90% of the workforce)</li> <li>2. Ensure 100% linkage to care for all employees diagnosed with a chronic disease (Moderate and high Framingham scores)</li> <li>3. Offer onsite dietician services and provision of Healthy options at the onsite canteen</li> <li>4. Implement Journey to wellness program</li> <li>5. Fatigue management program</li> </ol>
Prevention and management of Fatigue	<ol style="list-style-type: none"> <li>1. Health promotion regarding prevention of fatigue</li> <li>2. Supply of fatigue supplements to all Shift workers</li> </ol>
Employee assistant program	<ol style="list-style-type: none"> <li>1. Offer and ensure access to trauma counselling for all employee and family members</li> <li>2. Offer and ensure access to financial wellbeing services and family members</li> </ol>
Collaboration with DOH	<ol style="list-style-type: none"> <li>1. MOU with department of health to ensure effective management of sexually transmitted diseases, HIV, TB and other non-communicable diseases.</li> <li>2. Joint community outreach</li> </ol>

## 4 Procurement, supplier and enterprise development

Kolomela Mine is committed towards the preferential purchasing and procurement objectives of MC III. Kolomela's procurement progression plan looks towards identifying, procuring and subsequent management of suppliers categorized as BEE entities. Through inclusive procurement, Kolomela assists potential HDSA suppliers to become part of the mining supply chain. This allows for the empowerment of HDSAs within the Tsantsabane Local Municipality.

Mining Charter III requires Kolomela to leverage maximum benefit from the Republic's mineral resources which entails improving the cross-links between the mining industry and the broader economy. Inclusive procurement presents an opportunity to expand local economic growth, for the purpose of creating decent jobs, and widening the scope of market access for goods and services.

To achieve this, Kolomela procures from BEE entities in accordance with the following criteria:

- Procure a minimum of 40% of capital goods from BEE entities;
- Procure 70% of services and 50% of consumer goods from BEE entities; and



*Figure: Mandela Day - Volunteering - Planting seeds in the Skeyfontein food garden*

Kumba has embarked on a procurement shift by materially configuring the business production output. Through cost optimization driven by forging robust supply chain partnerships, and



leveraging on all stakeholders this imperative in ensuring the continued flow of goods and services.

Kolomela Mine continues to strive to ensure compliance to mining charter, enabling diversity and inclusion to transform our business. One of our key focus areas for next five years is to increase participation of youth and women owned business in procurement activities whilst still ensuring that we have an effective enterprise and supplier development programme. Kolomela supports Anglo American's purpose of reimagining mining to improve people's lives, using supplier development, enterprise development and inclusive procurement as a vehicle to provide impact in host communities and preserve value for stakeholders.

Kolomela's approach towards procurement, supplier and enterprise development is actively aligned to MCIII as well as the business context, community needs, benchmarking and collaborative engagement with stakeholders.

## 4.1 Preferential Procurement Targets

*Table 30 32: Mining goods procurement (2025-2029)*

Mining Goods					
70% discretionary spend for Mining Goods procurement on South African manufactured goods:	2025	2026	2027	2028	2029
HDP Company (50% + 1 owned and controlled)	0.41	0.41	0.44	0.46	0.47
Women or Youth owned (50% + 1 owned and controlled)	0.1	0.1	0.1	0.11	0.11
BEE Compliant Company (at least a level 4 BEE+26% ownership)	0.86	0.86	0.91	0.97	0.99

*Table 3133: Discretionary spend (2025-2029)*

Mining Services					
80% of discretionary spend from South African companies:	2025	2026	2027	2028	2029
HDP Company (50% + 1 owned and controlled)	1.4	1.4	1.48	1.57	1.72
Women owned (50% + 1 owned and controlled)	0.42	0.42	0.45	0.47	0.52
Youth owned (50% + 1 owned and controlled)	0.14	0.14	0.15	0.16	0.17
BEE Compliant Company (at least a level 4 BEE+26% ownership)	0.28	0.28	0.30	0.31	0.34

These initiatives coupled with access to funding shall substantially drive the increase of Kumba's abilities to partners with host communities' suppliers, to reach the SLP targets, and improve our BBEE targets and ensuring that the host community suppliers have the requisite capacity to deliver within all parts of the value chain and deliver on the commitments in line with the transformation objectives of the MPRDA.

## 4.2 Approach to ESD, preferential procurement and supplier development

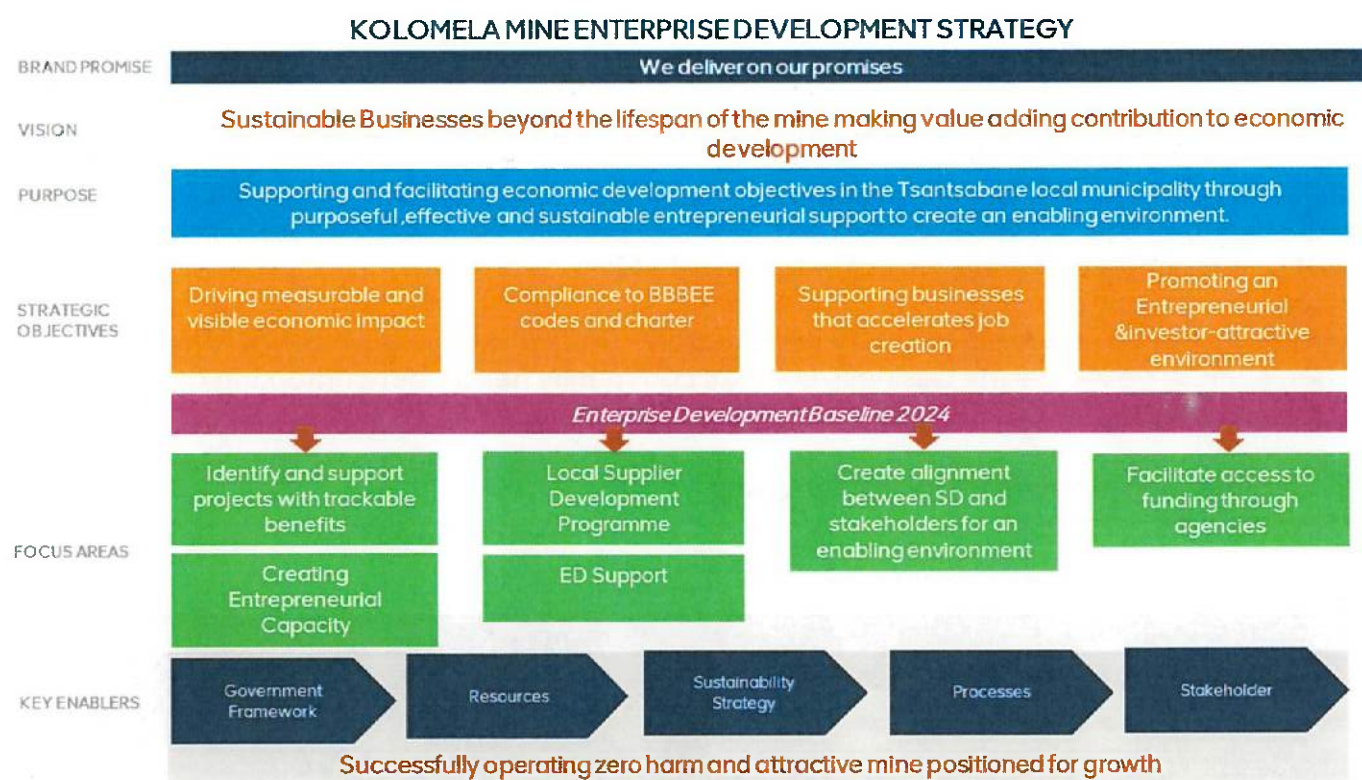


Figure 19: Kolomela Mine ESD strategy

Kolomela Mine Business Hub in Postmasburg town serving our Kolomela Mine host community and surrounding communities aims to support Kolomela's SD, ED and IP objectives. Through the business hub, it is envisaged that businesses that are active, sustainable and competitive area created. Development programs such as these assist with capacitating and enhancing the knowledge, skill, and experience of businesses in our host communities.

The service offerings at the hub comprises of:

- Supplier Development (SD)
- Enterprise Development (ED)
- Training (Industry specific, compliance, business management)
- Coaching
- Mentoring
- Funding

Kolomela Mine as part of Anglo American has a systematic programme to deliver on the objectives to achieve effective ESD to support, train and capacitate SMME's to make them more eligible to get access to Kumba procurement opportunities and support their businesses to become sustainable beyond life of mine.

- ESD objectives at Kolomela Mine will be driven internally; and
- In-house services include training/ mentoring as well as financial assistance linkage where required. There will be a strong focus on the development of youth.
- Assisting with access to markets for entrepreneurs under development.

- The ESD programme is entrenched in the inclusive procurement strategy and category strategies to ensure the development of suppliers and enterprises who can operate independently and sustainably.



## 5 Management of Downscaling and Retrenchments: Regulation 46(D)

### 5.1 Management of Downscaling and Retrenchments

No retrenchments are foreseeable for the next five years, where the business dictates otherwise all necessary requirements will be complied with. Guided by current legislation and working with organised labour arrangements (in accordance with the retrenchment policy), SIOC will consult the consulting parties with the aim of reaching consensus through a meaningful joint consultation-seeking process in line with managing retrenchments and downscaling in Kolomela Mine. The parties will consult to the following:

- Measures to prevent or minimise job losses and a decline in employment through turnaround or redeployment strategies and seek alternative solutions to threats against job security and potential measures to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance, aimed at improving access to employment opportunities for those who are unemployed.
- Promote ongoing discussions between Kolomela Mine, union(s) and other relevant parties on any problems and challenges experienced by any of the parties, and possible alternative job-creation projects.
- Mutually and openly discuss issues that concern employees' futures and jointly structure and implement potential solutions to job losses.
- Co-operatively engage in strategic planning, deployment or other appropriate strategies that affect jobs and evaluate progress at regular intervals.

In relation to its practices of good faith, by aligning itself with the guidelines of the social and labour plan and requirements of the mining charter, Kolomela Mine will adhere to regulations set out below.

### 5.2 Regulation 46(d)(i): Establishment of Future Forum

A new mining application must make provision for the establishment for Future Forum, and an operational mine must have an operating Future Forum. The Future Forum should comprise of management and workers or their representatives. Must have an agreed constitution between management and organized labour.

The functions of the Future Forum include but are not limited to:

- Promote ongoing discussions between worker representatives and employers about the future of the mine;
- Proactively identify problems, challenges and possible solutions with regard to productivity and employment;
- Develop turnaround and redeployment strategies to help reduce job losses and to improve business sustainability; and
- Implement strategies agreed upon by both employer and worker parties.

In conjunction with all affected stakeholders, Kolomela Mine has established the Future Forum (FF) within two years of commissioning of the mine. The forum is consisting of representatives of

employees through their unions, both directly employed and employed by contractors and Kolomela Mine management.

The FF's aim is to ensure an enduring dialogue between the workforce and management on the mining operation and factors affecting the organization's viability. The duties of the FF will include ongoing consultation between workers and management on matters affecting the mine such as:

- Solutions to identified problems and challenges facing the mining operation, its employees and the communities affected by the mine;
- Assistance in developing appropriate redeployment strategies.
- Implementing solutions agreed by both employer and worker representatives

The FF will meet at least bi-annually or as regularly as members may decide. When closure of the mine is imminent, the forum will meet at least monthly. In establishing the FF, matters of jurisdiction will all be addressed in its constitution. The parties to the forum will be determined by the Kolomela Mine' FF Constitution and chaired by the General Manager or his assignee.

### **5.2.1 Purpose of the Kolomela Mine Future Forum**

The main objective of the FF is to fulfil the obligations of the Kolomela Mine SLP and the MC. The secondary objective of the Future Forum is to establish a structure for the purposes of the discharging the obligations set out in the Kolomela Mine SLP.

This structure may seek to establish sub forums to further advance the objectives of the company's SLP which may include:

- Employment Equity Forum
- Housing Forum
- Local Economic Development Forum covering Procurement, Enterprise Development and Supplier Development
- Human Resources Development Forum
- SLP Forum

### **5.2.2 Representation**

The Kolomela Mine FF will comprise of the following representation:

- The General Manager as the accountable person for the Kolomela Mine's mining license;
- All Heads of Departments including SIB (Stay-In-Business) and Head of projects;
- Representatives of the recognized organised labour, who will be given proportioned representation based on their representation levels (the total number of organised labour representation shall be limited to a maximum of 10), and
- Some subject specialists may be co-opted to FF meetings when necessary.

### **5.2.3 Meetings and minutes**

Kolomela Mine's FF will schedule meetings as per the constitution which will be duly minute by the elective secretariat. Minutes will be stored in the Compliance Register file.

### 5.3 Regulation 46 (d) (iii): Mechanisms to save jobs and avoid job losses and a decline in employment

The following must be adhered to in an event where job losses cannot be avoided:

- Open and transparent disclosure of financial and production related information by the company.
- The company must provide a plan to save jobs and that plan must have measurable indicators and timeframes wherein turnaround strategies must be identified.
- The proposed plan should be in line with the terms of Section 52 (1) of the MPRDA and Section 189 of the LRA.
- During Kolomela Mine's planned LOM, all efforts will be made to prevent job losses. Initiatives for the planned mine closure are listed in Table 32.

*Table 3234: Initiatives for Planned Closure*

NO	ACTIONS	TIMELINE
1	Suspension on external appointments.	2 years before the Mine closure
2	Moratorium on all new and/or renewal of contracts with external contractors.	2 years before the Mine closure
3	Suspension of employment of temporary staff where permanent jobs can be prolonged.	2 years before the Mine closure
4	Involvement of key stakeholders to look at ways and strategies to eliminate working cost (excl labour) to ease financial burden on operation.	2 years before the Mine closure
5	Offering voluntary severance packages to those employees who wish to do so and feel secure to seek alternative employment or means of income in the area or elsewhere.	2 years before the Mine closure
6	Offering early retirement packages to employees with long service and who are near the retirement age range.	2 years before the Mine closure
7	Redeployment in other group operations where possible.	2 years before the Mine closure
8	Limiting excessive overtime.	2 years before the Mine closure
9	Eliminate or reduce work outsourced to contractors on site where it can be performed by full-time employees.	2 years before the Mine closure
10	Creation of post-mine employment where job losses cannot be avoided by ensuring social and economic aspects are fully considered through the implementation of a comprehensive local economic development programme.	2 years before the Mine closure
11	Offering portable skills training during employment to diversify the skills base of employees. Refer to	Continuous during employment and predominantly 2 years prior to the Mine closure



portable skills training which shall include but not be limited to welding, carpentry, masonry, etc.
--

Kolomela Mine will implement these initiatives through the FF and in consultation with or with assistance from the appropriate local municipal representative body (such as the local economic development forum, the IDP representative forum) and all other appropriate forums that may exist at that point (refer to 9.2.1 above). The applicable provincial and/or national government department(s) will also co-operate to develop infrastructure and provide assistance in establishing an appropriate environment to enable employees to create or access post-time employment.

## 5.4 Management of Retrenchment Consultations

When an employer contemplates dismissing any employee(s) for reasons based on the employer's operational requirements, the employer will consult with representative/employees as required by section 189 of the Labour Relations Act (66) of 1995, as amended (LRA). It is noted that options to retrench any employee will only be considered as a last resort where necessary, but and if applied, Kolomela Mine will commit itself to give retrenched employees fair packages. This paragraph does not address action on how the consultation process will be carried out and the mechanisms that will be put in place to save jobs and a decline in employment.

In carrying out constructive consultation, Kolomela Mine undertakes to:

- Consult with all parties as required by Organised labour agreements.
- Consult with affected employees or groups.
- Seek and attempt to reach consensus with consulting parties on appropriate measures to avoid dismissals, minimize dismissals and change timing of dismissal and to mitigate the adverse effects of dismissals.
- In an event where retrenchments cannot be avoided, organised labour will be consulted again and given an opportunity to agree and recognize the retrenchment intention.
- Seek and attempt to reach consensus with consulting parties on the method for selecting employees to be retrenched and the severance packages for those employees.
- Provide consulting parties with written information as per the requirements of the LRA.

## 5.5 Legislative compliance implementing Section 189 of the LRA and section 52 of the MPRDA

In the event of downscaling and retrenchments occurring, consultation with employees will be effected in accordance with section 189 of the LRA and any collective agreement that exists (refer to section on consultation process).

The Minister will be notified as required by section 52 of the MPRDA, where retrenchment of 500 employees or 10% of the labour force, which is lesser, is to take place in any 12 month period and to the Minister of Labour if retrenchment of 500 employees or 10% of the workforce, whichever is greater is contemplated. Ministerial directives will be complied with. Should the Minister impose a

legitimate directive, Kolomela Mine will comply with the said directive and confirm in writing that corrective measures have been applied.

### **5.5.1 Complying with ministerial directive**

The company is committed to complying with the provisions of the LRA as amended and Codes of Good Practices on dismissal based on operational requirements whenever retrenchments of employees are contemplated. In compliance with the Minister's directive, the following legislative processes will be taken:

- When initiating a retrenchment process, the parties will jointly notify the Board of the situation at the mine and Kolomela Mine will provide the required information to this board.
- Kolomela Mine and/or all affected parties will comply with the ministerial directive that may be issued in respect of this process.
- Section 189 of the LRA will regulate retrenchment processes to be followed.

## **5.6 Mechanisms to ameliorate social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.**

### **5.6.1 Assessment and counselling service consultations**

Kolomela Mine understands that any process of retrenchment has adverse effects on employees and their extended households. To offer support to affected employees, Kolomela Mine will implement employee assistance programmes (EAP's). Employees who are retrenched by the company will, where possible, practically and reasonably be offered basic life skills, financial life skills and counselling services to ameliorate the effects of retrenchments.

Training and other services will be provided by a nominate service provider. All these services will be available for a period set by the company and are completely voluntary. Kolomela Mine will bear all costs of training and counselling services to remove the financial burden on affected employees.

In addition, and in consultation with the relevant stakeholders, Kolomela Mine will implement:

### **5.6.2 Psychological counselling and financial services**

- Portable skills training interventions
- Comprehensive self-employment programmes
- In conjunction with the Department of Labour, facilitate the completion of UIF claim forms at mine premises.

### **5.6.3 Comprehensive self-employment training programmes**

Kolomela Mine will consider various interventions for employees to mitigate the effects of any retrenchments which shall include but not be limited to the following:

- Through successful implementation of its human resources development practices (particularly portable skills), ensure that all employees are equipped with appropriate skills to empower them to seek and be favoured for alternative employment.
- Conduct a comprehensive skills audit of affected employees.
- Align training offered to employees that is relevant.
- Develop learnership programs aligned to the interests of affected employees as well as current and forecast skills requirements for the region.

- Implement accredited learnership programs.
- Liaise with other companies on their own employment opportunities through the relevant stakeholders and other active forums like the Northern Cape Mine Managers Association, which currently consists of large mining representation from around SIOC operations in the Northern Cape.
- Mechanisms and procedures for skills training on retrenchment:
- Employees to be retrenched will, apart from portable skills training received during their employment, be offered any other requested portable skills training, basic life skills, financial skills and SMME training
- Training will be limited to the relevant disciplines available for a limited period and to a limited amount, to be determined by the employer in consultation with the consulting parties/affected employees after the date of retrenchment.
- Training will be provided by an external service provider (preferably a BEE company).
- Costs of training will be paid directly to the applicable service provider.
- The employer will pay market related value towards training and development of affected at the duly agreed upon between management and organized labour.

The aim of such training is to provide employees with the necessary skill to ensure a steady livelihood after downscaling. Affected employees will be remunerated in line with Kolomela Mine's, agreed HR rules, and retrenchment policy. This includes severance packages, outstanding leave pay, retirement fund and all outstanding amounts due to the employee. This should ensure that employees have some financial assurance in the case of downscaling.

The process will ensure that retrenched employees are more marketable and can capitalize on current and emerging employment or business opportunities that exist in the local labour and business environment.

#### **5.6.4 Remuneration**

All affected employees will be remunerated with all the relevant monies agreed on by employee representative bodies and in good faith under the Basic Conditions of Employment Act. This includes severance packages, outstanding leave pay, retirement funds and ISOP scheme fund allocations. This should ensure that employees have some financial assurance in the case of downscaling.

#### **5.6.5 Outstanding Staff Debt**

Assistance to affected employees will be provided through the Employee Assistance Program (EAP). The assistance will include, but not be limited to financial planning. The employer does not provide staff loans but where loans were taken through an approve payroll third party, representative from such an institution will be requested to be available to assist employees.

#### **5.6.6 Comprehensive training and re-employment**

Kolomela Mine aims to ensure that through the effective implementation of its HRD plan, appropriate systems for creating employee's mobility will be in place. In addition to these plans, to avoid and lessen the effects of job losses, Kolomela Mine will make the utmost attempts to ensure that retrenchments are the last resort in any downscaling of operational activities. These efforts and initiatives will include:



- Where job losses cannot be avoided, the skills base of retrenched employees will be further diversified.
- Comprehensive training plans and strategies as discussed herein, and other strategies to mitigate job losses during the LOM.
- The resource information based on the mine works programme indicates that Kolomela Mine has a remaining 14-year operational life span. This downscaling is associated with the reduction in operational activities as the economically viable resource diminishes.
- Assuming that no additional economically viable resources are available, Kolomela Mine will implement the necessary mechanisms to ameliorate the social and economic impacts on employees and local communities as outlined in the table below.

### 5.6.7 External Factors

There are global and macro factors which might have an impact on SIOC such as fluctuating iron ore prices on the global market. Fluctuations are observed based on several reasons which can result to downscaling.

*Table 33 35: Activities related to Downscaling*

MAIN ACTIVITIES	INDICATOR
KOLOMELA MINE WILL ASSIST AFFECTED EMPLOYEES THROUGH	
Alternative employment.	Number of jobs saved
Should alternative employment at a level (one level/grade) lower be available, the employer may protect the salary and conditions of the affected employee or redeployment within the SIOC or Anglo Group.  Selection criteria will be consulted with parties as prescribed by law. The criteria will be objective and fair and applied in all cases of retrenchment. The criteria may include: length of service, skills, qualifications, performance, attendance, experience, succession planning and disciplinary records.	Number of affected employees not retrenched and still in the employ of the company
Time off to seek alternative employment.	Number of employees finding alternate employment
An affected employee may be given paid time off, where possible, to find alternative employment if the employee cannot be released in the final month of service.	

Retrenched employees will be given first preference here there are employment opportunities within the first 12 months of retrenchment.	
MINE CLOSURE OBJECTIVES AND ALTERNATIVE USE OF INFRASTRUCTURE AND LAND FOR SUSTAINABLE COMMUNITY DEVELOPMENT	
At closure, the land on which the mine is located will be rehabilitated and made suitable for agricultural activities.	Active use of mine resources for alternative local economic development, community development
In the partnership with the local municipality, projects will be set up prior to closure that will ensure optimal, sustainable, land use.	
This will benefit both employees and community members to ensure that the area stays open to economic activity.	
Discussion will be held with the local municipality to establish the best use for infrastructure following closure, to ensure buildings that could be used, for example, to house SMME projects are not simply demolished.	
TO STIMULATE JOB CREATION FOR LOCAL AND PROVINCIAL AREAS, KOLOMELA MINE WILL:	
Consider the feasibility of initiation or expansion of rural development schemes and local development interventions which foster job creation or economic activity at Kolomela Mine and surrounding communities.	Number of employees employed in local communities
Consider the particular socio-economic circumstances of Kolomela Mine and its surrounding communities in all relevant decisions concerning the short- and long-term future of the mine.	Number of employees in alternative employment
If Kolomela Mine is to close, the following additional options will be considered:	
Kolomela Mine in consultation with the relevant stakeholders, will evaluate the viability of transferring ownership of any outstanding initiatives to retrenched or local authorities or any other responsible body in terms of the principles and procedures agreed or reasonably established by the enterprise.	

Kolomela Mine, in consultation with relevant stakeholders, will consider the financial feasibility of transferring particular amenities, land and buildings and other resources to retrenches or the community on beneficial terms, especially where the market value of the resources does not justify open-market disposal and the beneficiaries are able to maintain and make active use of them.	Number of employees economically active
--	---

#### **5.6.8 Financial Provision for managing downscaling and retrenchments:**

The Mining Charter requires that:

- Mining companies make financial provision for unforeseen downscaling and retrenchment scenarios.
- Financial provisions based on best practice and industry standards.

Kolomela will make a financial provision based on the following assumptions:

- 10% of total compliment per annum.

A once off R20,000 company assistance payment per employee will be applied.



## 6 Financial Provision- Regulation 46 (e)

Table 34.36: Financial provision for the period 2025-2029

	2025	2026	2027	2028	2029	Total SLP 4
AET Programme	945,990.00	993,289.00	1,042,953.00	1,095,100.00	1,149,855.00	5,227,187.00
Core Business Skills	4,652,835.00	4,885,477.00	5,129,751.00	5,386,238.00	5,655,550.00	25,709,851.00
Portable Skills	3,000,000.00	3,150,000.00	3,307,500.00	3,472,875.00	3,646,518.00	16,576,893.00
Leaverships	31,009,857.00	32,560,349.00	34,188,367.00	35,897,785.00	37,692,675.00	171,349,033.00
Mentor & Coach	323,333.00	339,499.00	356,473.00	379,296.00	398,260.00	1,796,861.00
Internship/ Experiential training	4,003,141.00	4,203,298.00	4,413,463.00	4,634,137.00	4,865,843.00	22,119,882.00
Employee Bursaries	5,195,025.00	5,714,527.00	6,285,980.00	6,914,578.00	7,606,036.00	31,716,146.00
Foundational Learning Competency	30,000.00	31,500.00	33,075.00	34,728.75	-	129,303.75
Community Bursary Programme	6,600,000.00	8,075,000.00	8,875,000.00	7,525,000.00	9,000,000.00	40,075,000.00
Community Skills Development Programme	5,870,993.42	5,870,993.42	5,870,993.42	5,870,993.42	5,870,993.42	29,354,967.10
Total Provision for HRD	61,631,174.42	65,823,932.42	69,503,555.42	71,210,731.17	75,885,730.42	344,055,123.85
Mine Community Development						
Community Upliftment	15,470,993.42	15,195,993.42	30,495,993.42	17,645,993.42	15,120,993.42	93,929,967.10
Infrastructure Development	20,350,000.00	16,000,000.00	23,050,000.00	8,500,000.00	1,000,000.00	68,900,000.00
Enterprise Development and Poverty Alleviation	19,250,000.00	27,000,000.00	17,750,000.00	10,250,000.00	7,750,000.00	82,000,000.00
Total provision for Mine Community Development	55,070,993.42	58,195,993.42	71,295,993.42	36,395,993.42	23,870,993.42	244,829,967.10
Management of Downscaling and Retirement		(1141 * 60% = 685; 685 x R20,000.00 = R13,692,000.00)				13,692,000.00
Grand total	116,702,167.84	124,019,925.84	140,799,548.84	107,606,724.59	99,756,723.84	602,577,090.95

## Undertaking

I, \_\_\_\_\_, the undersigned and duly authorised thereto by Sishen Iron Ore Company (Pty) Ltd Kolomela Mine undertake to adhere to the information, requirements, commitments, and conditions as set out in Kolomela Mine's Social and Labour Plan.

NAME AND SURNAME OF RESPONSIBLE PERSON	Tebogo Musli
IDENTIFICATION NUMBER	
DESIGNATION OF RESPONSIBLE PERSON	General Manager - Kolomela Mine
SIGNATURE	
PLACE	Postmasburg.
DATE	20 August 2024

## Definitions

Term	Definition
<b>Accredited Training Facility</b>	Training facility that is accredited with the relevant SETA.
<b>Annual Training Report</b>	The ATR is a legally mandated training report submitted to the SETA on an annual basis. The purpose is to track compliance to commitments made in the preceding year by the organisation relative to training and development activities for both permanent employees, contractors and host communities as well as financial spend towards these activities. The ATR is submitted together with the WSP.
<b>BEE Entity</b>	An entity of which a minimum of 25% + 1 vote of share capital is directly owned by HDP as measured in accordance with flow through principle.
<b>Beneficiation</b>	The transformation of minerals (or a combination of mineral) to a higher value product, which can either be consumed locally or exported. The term is often used interchangeably with mineral "value-addition" or "downstream beneficiation".
<b>BBBEE</b>	<p>The economic empowerment of all black people including women, workers, youth, people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies that include, but are not limited to –</p> <ul style="list-style-type: none"> <li>Increasing the number of black people manage, own and control enterprises, and productive assets;</li> <li>Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprisers;</li> <li>Human resources and skills development;</li> <li>Achieve equitable representation in all occupational categories and 20 levels in the workforce;</li> <li>Preferential procurement; and</li> <li>Investment in enterprises that are owned and managed by black people.</li> </ul>
<b>Bursary</b>	It is an award in terms of monetary assistance given to an individual by Kumba who is undertaking tertiary studies at a recognised higher education institution. Such an external bursar is not an existing employee of the company.
<b>Career paths diagrams</b>	Generic career path & pipeline diagrams that which indicate the succession requirements and opportunities within each business stream at the mine.



Term	Definition
<b>Contractor</b>	Any third-party organisation which is engaged or commissioned by the company to undertake work or provide services.
<b>Core and critical mining occupations/skills</b>	Any occupation at the mine which relates to the core business of mining (production orientated, i.e.: Mining, Plant, Engineering, Material Resource Management, not support/ administrative)
<b>Core skills</b>	Means Skills that are: <ol style="list-style-type: none"> <li>Value-adding to the activities of the company in line with its core business</li> <li>In areas that cannot be outsourced</li> </ol> Within the production/operational part of the company's value chain, as opposed to the supply side, services or downstream operations.
<b>Critical skills</b>	Occupations in which there is a scarcity of qualified and experienced people, currently or anticipated in the future, either: <ol style="list-style-type: none"> <li>because such skilled people are not available or</li> <li>they are available but do not meet employment criteria</li> </ol>
<b>Demographics</b>	The numerical characteristics of a population (e.g. population size, age, structure, sex/gender, race, etc.
<b>Downscaling</b>	Reduction in production to sustain the operations, which may lead to a reduction in the workforce.
<b>Employee</b>	Any person who works for the holder of a reconnaissance permission, prospecting right, mining right, mining permit, retention permit, technical corporation permit, reconnaissance permit, exploration right and production right, and who is entitled to receive any remuneration, and includes any employee working at or in the mine, including any person working for an independent contractor.
<b>Employment Equity Plan</b>	A Plan that articulates on how the company is going to achieve employment equity numerical goal. It includes objectives, numerical targets for each year and a timeframe for the achievement of the goals. The Employment Equity Act requires companies to draw up an employment equity plan to be submitted to the Department of Labour.
<b>Enterprise development</b>	Monetary and non-monetary support for existing or fostering of new HDP companies in the mining sector of the economy, with the objective of contributing to their development, sustainability as well as financial and operational independence.
<b>Financial provision</b>	Financial commitment (monetary value) being the sole responsibility of the mining right holder, provided for the implementation of the social and labour plan in terms of the implementation of:



Term	Definition
	<ul style="list-style-type: none"> <li>i. The human resources development programme</li> <li>ii. The local economic development programmes; and</li> <li>iii. The processes to manage downscaling and retrenchment</li> </ul>
<b>Form Q</b>	Form to be completed in terms of regulation 46(b) (i) (aa) of the MPRDA Regulations in relation to the Social and Labour Plan to report the number and education levels of employees.
<b>Form R</b>	Form to be completed in terms of regulation 46(b) (i) (bb) of the MPRDA Regulations in relation to the Social and Labour Plan to report the number of vacancies that the mining operation has been unable to fill for a period longer than 12 months.
<b>Form S</b>	Form to be completed in terms of regulation 46(b) (v) of the MPRDA Regulations in relation to the Social and Labour Plan to report employment equity statistics.
<b>Form T</b>	Form to be completed in terms of regulation 46(c) (vi) of the Social and Labour Plan to report procurement progression plan and its implementation for HDP.
<b>Future Forum</b>	<p>It is a strategic association between Kolomela Mine management, workers and their representatives, established to look ahead for problems, challenges and potential solutions to the problems facing the organisation.</p> <p>The Future Forum is consisting of management and employee representatives that meet regularly to promote on-going discussions between employee representatives and employers about the future of the mine and matters related to it.</p>
<b>HDP</b>	Refers to South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) came into operation which should be representative of the demographics of the country.
<b>Individual Development Plan/Career Progression</b>	Provide a detailed career progression (path) plan, which is in line with the skills development on how the company would progress the employees through the employment levels.
<b>Integrated Development Plan (IDP)</b>	<p>A process through which municipalities prepare a strategic plan containing short, medium and long-term development objectives, strategies and programmes for the municipal area. The IDP is a principal instrument that guides and informs budgeting, management and decision making related to service delivery and development in a municipality.</p> <p>The IDP process enables municipalities to work together with communities and other stakeholders to find innovative and cost-effective ways of eradicating poverty and growing the local economy.</p>

Term	Definition
	It serves as a guide to the private sector in making decisions with regard to areas and sectors to invest in.
<b>Internship</b>	An internship is a means to provide practical workplace experience/exposure to individuals studying an industry related qualification at a tertiary institution. It is also referring to experiential training.
<b>Junior Management</b>	It refers to persons that have some decision-making powers and responsibilities with less levels reporting to them.
<b>Learnership</b>	<p>Learnership means a learning programme which:</p> <ul style="list-style-type: none"> <li>i. consist of a structured learning component, including work experience of a specified nature and duration;</li> <li>ii. Would lead to a qualification registered by the South African Qualification Authority (SAQA) and lead to an occupation.</li> </ul>
<b>18.1 Learners</b>	Section 18(1) learner means a learner that was in the employment of the company when the learnership agreement was concluded.
<b>18.2 Learners</b>	Section 18(2) learner means a learner who was not in the employment of the company when the learnership agreement was concluded.
<b>Local Economic Development</b>	The objective of Local Economic Development is building economic capacity of an area to improve its economic future and quality of life for all. It is a process by which the public, businesses and non-governmental sector work collectively to create better conditions for economic growth and employment generation.
<b>Local Procurement</b>	Local procurement is referred to as providing fair opportunities for competitive local suppliers/companies to purchase goods and services that can contribute economic development of local communities.
<b>Mentorship</b>	<p>The process of assisting employees to gain further knowledge, experience and skills; it is an activity that can be successfully used where senior employees develop junior employees within a company to enhance their career development.</p> <p>A process through which one person (protégé/mentee) receives structured career development guidance from a seasoned employee (mentor). This process is usually formalized in a written agreement referred to as a Mentorship Agreement.</p>



Term	Definition
<b>Middle Management</b>	Middle managers are responsible for implementing the top management's policies and plans and typically have management levels below them.
<b>Mining Charter</b>	The Broad-Based Socio-Economic Empowerment Charter for South African Mining and Minerals Industry.
<b>Mining Charter "Calendar Year"</b>	The one year period that begins on January 1st and ends on December 31st
<b>Occupation levels</b>	Job evaluation or grading systems used by the organisation to measure jobs according to their content and establish comparative worth between jobs.
<b>Senior Management</b>	The Senior Management, like all managers, is responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. Comprises of managers who head specific departments such as finance, engineering, supply chain.
<b>Skills Development Expenditure</b>	Monetary value that the company spends on skills development. It excludes the skills development levy payable by the company under the Skills Development Levies Act.
<b>Skills Development Facilitator</b>	The Skills Development Facilitator (SDF) is responsible for the development and planning of the enterprise's skills development strategy for a specific period. This includes the development and implementation of the annual WSP and submission of an ATR.
<b>Skills Development Levy</b>	The skills development levies payable in terms of Skills Development Levies Act.
<b>Skills Programme</b>	A skills programme that is <ul style="list-style-type: none"> <li>i. occupationally based;</li> <li>ii. when completed, will constitute a credit towards a qualification registered in terms of National Qualification Framework as defined in section 1 of the SAQA;</li> <li>iii. uses training providers referred to in section 17(1)(c) of SDA;</li> <li>iv. Complies with the prescribed requirements.</li> </ul>
<b>SLP Annual Report</b>	Social and Labour Plan report submitted annually to DMRE's Regional Manager.
<b>SLP Budget</b>	Financial provision for all the initiatives in the Social and

Term	Definition
	Labour Plan.
<b>Stakeholder</b>	Refers to a person, group, organization, or system which affects or can be affected by the organisation's actions which may relate to policies intended to allow the aforementioned to participate in decision making in which all may have a stake
<b>Sustainable Development</b>	The integration of social, economic and environmental factors into planning, implementation and decision- making to ensure that the mineral and resources development serves present and future generations.
<b>Women in Mining</b>	All women employed in Core and Non –Core Mining occupations.
<b>Women in Core</b>	Women employed in Core Mining occupations.
<b>Workplace Skills Plan</b>	The WSP is a legally mandated training plan submitted to the SETA on an annual basis. The purpose is note commitments made in the following year by the organisation relative to training and development activities for both permanent employees, contractors and host communities as well as planned financial spend towards these activities. The WSP is submitted together with the ATR.
<b>Organised Labour</b>	Any organisation of workers for the purpose of furthering and defending the interests of workers with regards to working conditions and terms of employment. They are typically referred to as trade unions or labour unions.
<b>Working Conditions</b>	Refers to conditions in the workplace and treatment of employees. Conditions in the workplace include the physical environment, health and safety precautions, and access to sanitary facilities. Treatment of employees includes disciplinary practices, reasons and process for termination of employees and respect for the employee's personal dignity (such as avoiding physical punishment or abusive language.

## SLP Glossary of Terms and Abbreviations

Abbreviation	Explanation
AET	Adult Education and Training
ATR	Annual Training Report
BBBEE	Broad-Based Black Economic Empowerment
BBBEE Act	Broad-Based Black Economic Empowerment Act 2003 (Act No. 53 of 2003) as amended
BCEA	Basic Conditions of Employment Act 1997
CCMA	Commission for Conciliation Mediation and Arbitration
CSI	Community Social Investment
DMRE	Department of Mineral Resources and Energy
EEA	Employment Equity Act
DOH	Department of Health
EAP	Employee Assistance Programme
ED	Enterprise Development
EE	Employment Equity
EMP	Environmental Management Plan
EXCO	Executive Committee
FAMSA	Family and Marriage Society of South Africa
HDP	Historically Disadvantaged Persons
HR	Human Resources
HRD	Human Resources Development
IDP	Integrated Development Plan
LDV	Light Delivery Vehicle
LOM	Life-Of-Mine
LED	Local Economic Development
LRA	Labour Relations Act 1995
MC	Broad- Based Socio-Economic Empowerment Charter for South African Mining Industry
MCI	Mining Charter I issued in 2002
MCII	Mining Charter II issued in 2010



<b>Abbreviation</b>	<b>Explanation</b>
<b>MCIII</b>	Mining Charter III issued in 2018
<b>MHSC</b>	Mine Health and Safety Council
<b>MOHS</b>	Mining Occupational Health and Safety
<b>MPRDA</b>	Mineral and Petroleum Resources Development Act, No 28 of 2002 (as amended)
<b>MHSA</b>	Mine Health and Safety Act
<b>MQA</b>	Mining Qualifications Authority
<b>NDP</b>	National Development Plan
<b>OD</b>	Organisational Development
<b>OEM</b>	Original Equipment Manufacturer
<b>OHS</b>	Occupational Health and Safety
<b>PIT</b>	Professional in Training
<b>SANCA</b>	South African National Council on Alcoholism
<b>SDA</b>	Skills Development Act 97 of 1998
<b>SDF</b>	Skills Development Facilitator
<b>SETA</b>	Sector Education and Training Authority
<b>SIB</b>	Stay In Business
<b>SIOC</b>	Sishen Iron Ore Company (Pty) Ltd
<b>SLP</b>	Social and Labour Plan
<b>TETA</b>	Transport Education and Training Authority
<b>TLM</b>	Tsantsabane Local Municipality
<b>TMM</b>	Trackless Mobile Machinery
<b>WSP</b>	Workplace Skills Plan

41. 000 00

