

SOCIAL AND LABOUR PLAN

KROONDAL MINE 2021-2025

Mining Rights

NW 30/5/1/2/2/254 MR;
NW 30/5/1/2/2/250 MR;
NW 30/5/1/2/2/251 MR;
NW 30/5/1/2/2/273 MR;
NW 30/5/1/2/2/260MR

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LIST OF ACRONYMS

ABBREVIATION	MEANING
AET	Adult Education and Training
BEE	Black Economic Empowerment
CV	Curriculum Vitae
DMRE	Department of Mineral Resources and Energy
DoEL	Department of Employment and Labour
DTI	Department of Trade and Industry
EE	Economic Empowering
FY	Financial Year
GET	General Education and Training
HDPs	Historically Disadvantaged Persons
HET	Higher Education and Training
HRD	Human Resources Development
HRDP	Human Resources Development Programme
ICDP	Individual Career Development Plan
IDPs	Integrated Development Plans
JV	Joint Venture
LED	Local Economic Development
LEDP	Local Economic Development Programme
LSA	Labour Sending Area
MPRDA	Mineral and Petroleum Resources Development Act, 28 of 2002
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
SA	South Africa
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
TBC	To Be Confirmed
UIF	Unemployment Insurance Fund
VCT	Voluntary Counselling and Testing
WIM	Women in Mining
WSP	Workplace Skills Plan

GLOSSARY OF TERMS

"Calendar year" is defined as the one year period that begins on January 1st and ends on December 31st;

"Host Community" refers to a community within a local or metropolitan municipality adjacent to the mining areas as defined in the MPRDA ;

"Demographics" means the numerical characteristics of a population (e.g. population size, age, structure, sex/gender, race, etc.)

"Functionally illiterate" A person is functionally illiterate when they have a learning level that is below grade 7/standard 5;

"Historically Disadvantaged People" ("HDP") refers to South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation which should be representative of the demographics of the country;

"Labour sending area" areas from which a majority of mineworkers, both historical and current are or have been sourced;

"Level of management" refers to line of demarcation between various managerial positions;

"Life of Mine" means the number of years that a particular mine will be operational;

"Mining Charter" means the broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry;

"Mine Community" refers to communities where mining takes place and labour sending areas;

"Sustainable development" means the integration of social, economic and environmental factors into planning, implementation and decision-making to ensure that the mineral and petroleum resources development serves present and future generations;

"Western Mines" means the following operation business unit within the Western mining division (Kroondal Mine, Waterval Mine and Rietvly Mines).

SECTION 1: PREAMBLE

1.1. Objectives of the Social and Labour Plan

The Department of Mineral Resources and Energy (DMRE) guidelines in respect of the objectives of the SLP are:

- To promote employment and to advance the social and economic welfare of all South Africans;
- To contribute to the transformation of the mining industry;
- To ensure that Kroondal Mine and Operations contribute to the socio-economic development of the area in which it operates as well as the areas from which the majority of its workforce is sourced.

Through its Social and Labour Plan, Kroondal Mine and Operations in the past years attempted to contribute to a safe, healthy, productive and competitive industry. Kroondal Mine and Operations has a vision of fostering a legacy of sustainability. Kroondal Mine and Operations' mission is to work towards growth and prosperity through the investment in people and the advancement of diverse and self-reliant economies. Kroondal Mine and Operations can only achieve this through genuine partnership with Employees, Communities and other Stakeholders, which are based on integrity, co-operation, transparency and mutual value creation.

1.2. Introduction

Kroondal Mine and Operations is situated approximately 10km to the East of Rustenburg in the North West Province. The mining area is located in the south-western limb of the Bushveld Igneous Complex. Kroondal Mine and Operations has come to the end of their second SLP five year period. This Social and Labour Plan is being submitted for Kroondal Mine and Operations in terms of Regulation 45 of Mineral and Petroleum Resources Development Act for the reporting period 1st January 2021 to 31st December 2025.

Through the Social and Labour Plan for Kroondal Mine and Operations aim on developing and implementing comprehensive Human Resources Development Programmes, a Mine Community Development Plan, a Housing and Living Conditions Plan, an Employment Equity Plan and Processes to save jobs and manage downscaling and/or closure. The above programmes are aimed at promoting employment and advancement of the social and economic welfare of all South Africans whilst ensuring economic growth and socio-economic development. Kroondal Mine and Operations will strive to fulfil the following objectives in developing and implementing the Social and Labour Plan:

- (a) Promote economic growth and mineral and petroleum resources development in the Republic;
- (b) Promote employment and advance the social and economic welfare of all South Africans;
- (c) Contribute towards the socio-economic development of the areas in which Kroondal Mine and Operations is operating as well as the areas from which the majority of the workforce is sourced; and
- (d) To utilize and expand the existing skills base for the empowerment of HDP's and to serve the community.

1.3. Salient information on the application

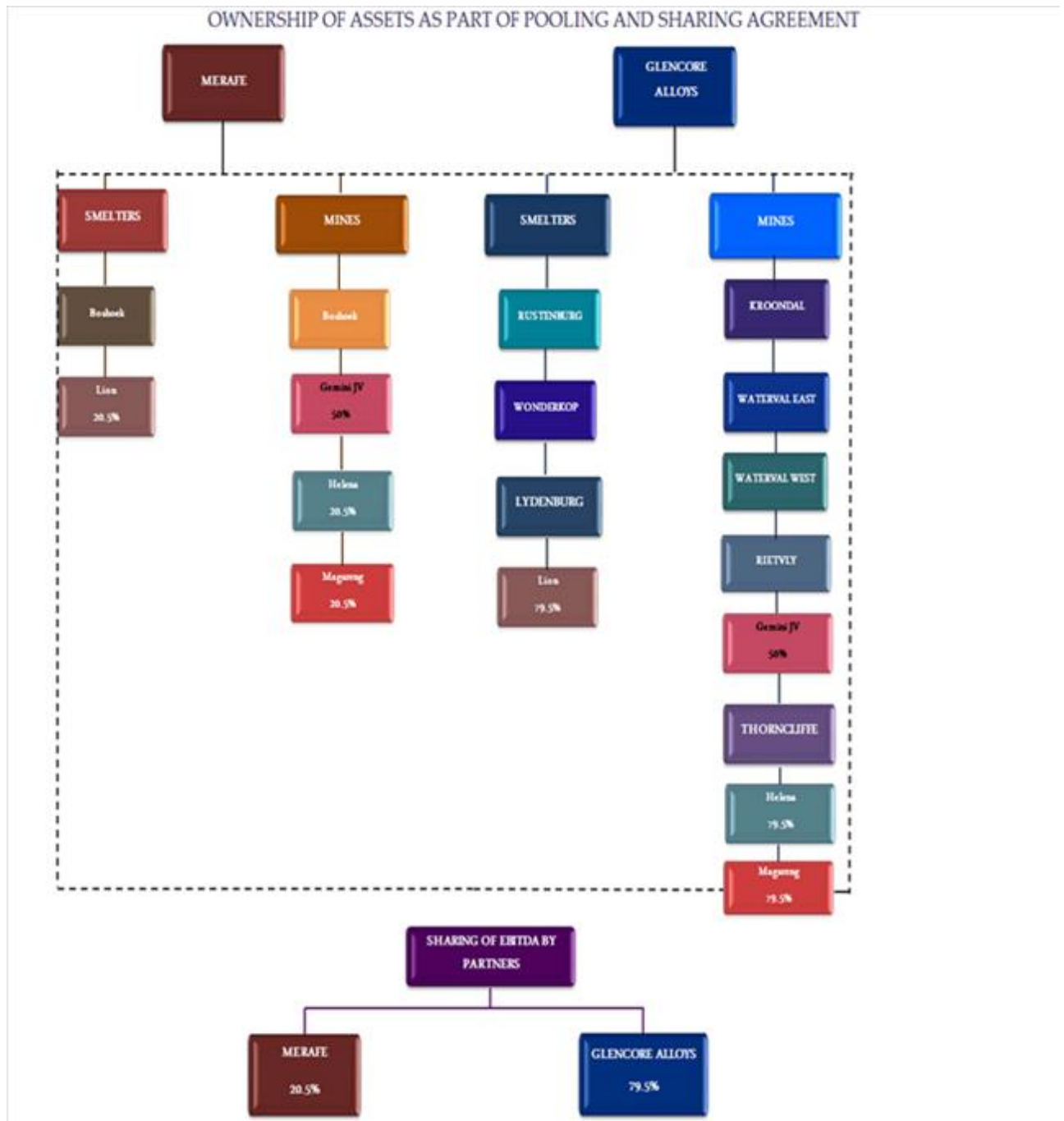
1.1 Company Name	Glencore Operations South Africa (Pty) Ltd
1.2 Mine Name	Kroondal
1.3 Physical Address	The Farm Kroondal 304JQ
1.4 Postal Address	PO BOX 310 Kroondal 0350
1.5 Telephone No	014 536 0000
1.6 Fax No	014 536 0002
1.7 Mine Location	Kroondal is situated approximately 10km to the East of Rustenburg in the North-West Province. The Mining area is located in the lower part of the Bushveld Complex.
1.8 Commodity	Chrome
1.9 Life of Mine	30 (Thirty) Years
1.10 Financial Year	December
1.11 Responsible Person	Vulela Makuni (Mine Manager)
1.12 Geographical origin of employees (mine community and labour sending areas)	
Mine Community	Labour Sending Area
Province	Province
North West	North West
District Municipality	District Municipality
Bojanala	Bojanala
Local Municipality	Local Municipality
Rustenburg	Rustenburg

GLENCORE

Regional locality of Kroondal Mine



The current corporate structure and shareholding of Glencore Operations South Africa (Pty) Ltd is set out in Figure 1.1 below



1.4. Current and expected labour force

The operational philosophy of Kroondal and Operations is to employ a dedicated core mining and processing team.

Through its Social and Labour Plan, Kroondal Mine and Operations in the past years attempted to contribute to a safe, healthy, productive and competitive industry. Kroondal Mine and Operations has a vision of fostering a legacy of sustainability. Kroondal Mine and Operations' mission is to work towards growth and prosperity through the investment in people and the advancement of diverse and self-reliant economies. Kroondal Mine and Operations can only achieve this through genuine partnership with Employees, Communities and other Stakeholders, which are based on integrity, co-operation, transparency and mutual value creation.

Kroondal Mine and Operations is cognizant of the additional pressure its mining operation places on the municipal services in the area and therefore commits to minimize the pressure through a local intensive recruitment strategy.

This strategy will ensure that the surrounding communities benefits from the opportunities created by the mine.

The workforce profile for Kroondal mine reflected below is as at 30 September 2020:

Profile of workforce	Total workforce	%
Male	739	83.50
Female	146	16.50
Total workforce (excluding contractors)	885	100.00

The Labour sending Areas for the employees of Kroondal Mine's workforce comprises of the following as at 30 September 2020:

Labour Sending Areas	Count	%
Local Municipality	724	81.81%
District Municipality	34	3.84%
In Province	37	4.18%
Inter Provincial	78	8.81%
Foreign	12	1.36%
Total	885	100%

- Local is within the Local Municipality boundaries
- District Municipality: Municipalities within the Bojanala District Municipality, which include Rustenburg, Moses Kotane, Kgetleng River, Madibeng and Moretele Local municipalities.

SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1. Introduction

The following section deals with the information required under Regulation 46(b) with regard to Human Resources Development (HRD) Programme. This, in turn, is informed by the Broad Based Black Economic Empowerment Charter for the South African Mining Industry (the Mining Charter). The Mining Charter emphasises the need to develop and transform the South African mining industry, with the specific requirement being to fast-track the development of Historically Disadvantaged Persons (HDPs). In terms of the Mining Charter, provisions must be made by mining companies for this group to be empowered and to participate more fully at higher levels within the industry.

The Mine's focus on skills development remains to deliver an appropriately skilled workforce for its operational needs as well as future career development opportunities within the mining industry beyond the needs of Kroondal Mines. As such, the mine is focussed on ensuring the portability of skills through the achievement of accredited qualifications by accredited training providers and programmes. Therefore all training delivered at the mine, (where feasible) will be out-comes based within accredited training programmes with the relevant SETA's.

Table 2.1 provides the details regarding the submission of Kroondal Mine's SETA Registration:

Table 2.1: SETA REGISTRATION

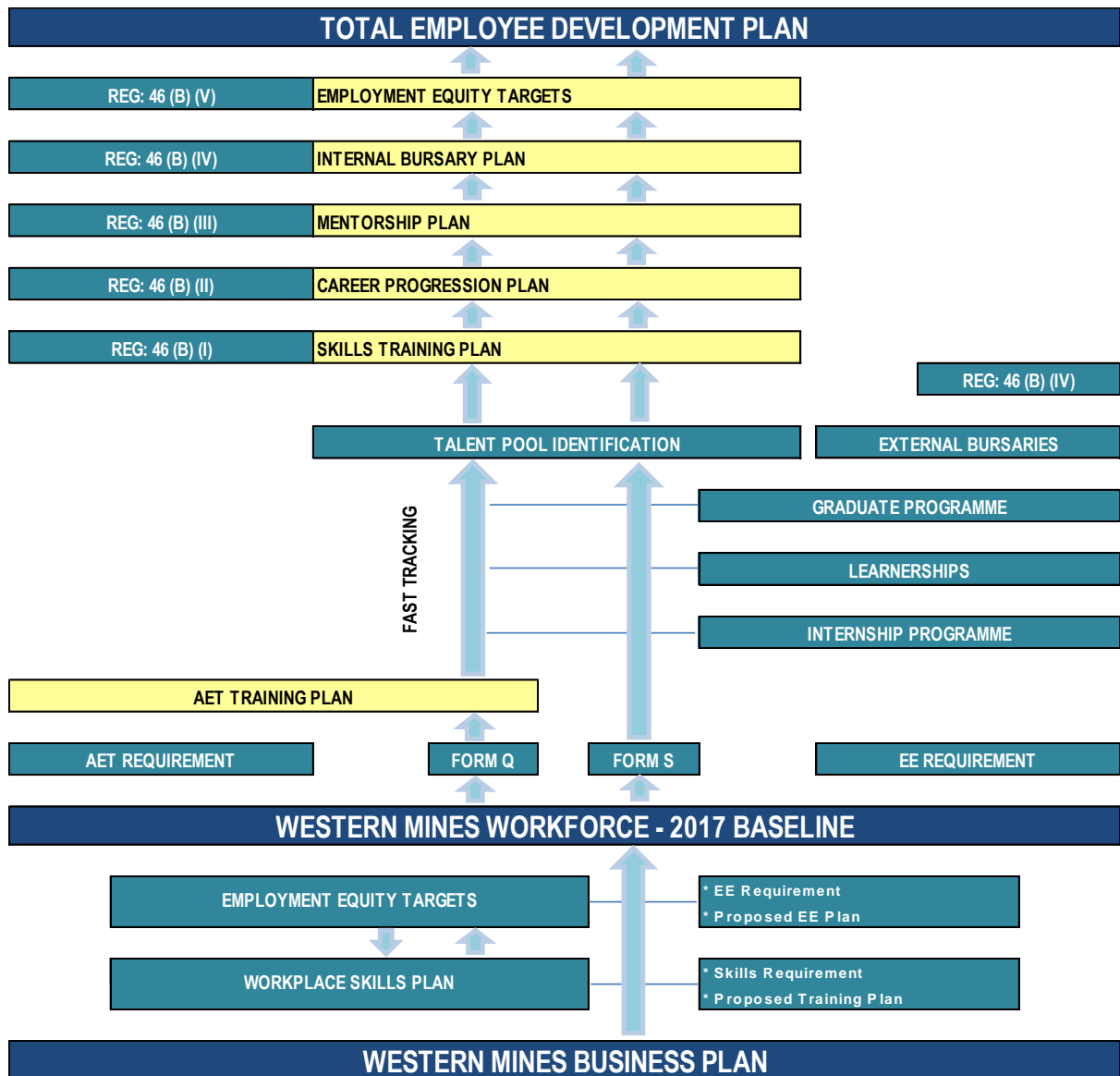
Name of SETA	Mining Qualification Authority (MQA)
Registration number with SETA	16/MQA/0793/AC4/120618
Skills Development Facilitator	Yes, Jonathan Maans
Workplace skills plan submitted	MQA
WSP Submission Date	

2.2. Skills development plan

The focus of the skills development programme is to attract and retain HDP's to supplement the workforce complement and to plan for succession, to mentor HDPs and to provide them with support and assistance to ensure that they can assume their roles with success, to identify mining-related occupations in the workforce plan and implement strategies and targets to support the inclusion of women into these occupations. Skills assessments to be focused on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.

The figure below represents the Total Employee Development Plan.

Total Employee Development Plan



Current Literacy Levels

Table 2.2. - Form Q provides a detailed analysis of the literacy levels at the Kroondal Mine and Operations and Table 2.3 is a summary of AET targets and progress against these targets. The functional literacy rate for Kroondal Mine and Operations as reflects from form Q is 75.5% and the illiteracy rate 24.5%. One needs to at least have an AET Level 3 Qualification to enter into a skills program where a person needs to read and write and will be classified as functional literate.

Table 2.2: Form Q Kroondal Mine as at 30 September 2021

Band	NQF Level	Old System	African		Coloured		Indian		White		Total	
			M	F	M	F	M	F	M	F	M	F
General Education and Training (GET)	1	No schooling	22	1	0	0	0	0	0	0	22	1
		Grade 0/Pre	15	0	0	0	0	0	0	0	15	0
		Grade 3/Std 1/ABET 1	31	0	0	0	0	0	0	0	31	0
		Grade 4/Std 2	7	0	0	0	0	0	0	0	7	0
		Grade 5/Std 3/ABET 2	30	0	0	0	0	0	0	0	30	0
		Grade 6/Std 4	11	0	0	0	0	0	1	0	12	0
		Grade 7/Std 5/ABET 3	46	0	0	0	0	0	0	0	46	0
		Grade 8/Std 6	9	0	0	0	0	0	0	0	9	0
		Grade 9/Std 7/ABET 4	42	1	0	0	0	0	1	0	43	1
Further Education and Training (FET)	2	Grade 10/Std 8/N1	108	6	0	0	0	0	5	0	113	6
	3	Grade 11/Std 9/N2	116	20	0	0	0	0	2	0	118	20
	4	Grade 12/Std 10/N3	209	85	2	1	2	0	41	14	254	100
Higher Education and Training (HET)	5	Diplomas/Certificates	11	6	1	0	0	0	9	0	21	6
	6	Higher Diplomas	6	4	0	0	0	0	5		11	4
	7	Bachelor Degree	4	4	0	0	0	1	1	1	5	6
	8	Honours	1	2	0	0	0	0	0	0	1	2
	9	Masters & Doctorates			0	0	1	0	0	0	1	
		TOTAL	668	129	3	1	3	1	65	15	739	146

2.3 Adult Education and training plan

AET is an integral part of Glencore Western Mine’s strategy and the Mine believes that an educated workforce is essential for its future success and will aim to achieve compliance with the Mining Charter’s requirement that every employee should be given the opportunity to become functionally literate and numerate. The intention is to equip our illiterate employees with education and to address the skills gap identified. Functional literacy is defined as mastery of the basic reading and writing skills, with emphasis on “lower-order concerns” (vocabulary, grammar, spelling, handwriting, etc.).

The Mine offers the employees the opportunity to become “functionally literate” by providing Pre-AET, AET level 1, level 2, level 3 and level 4 training. Once a person obtains AET level 4, he or she is equipped to move into relevant available positions, and will also be able to participate in other training programmes. The Mine is able to accommodate 12 learners per session and new employees join the Mine on a regular basis. Therefore the entire need will not necessarily be addressed at the end of the SLP year period. AET training initiatives are regarded as a continual process. Although the Mine provides the opportunity to become “functionally literate” it is still a voluntary process depending on learner’s willingness to participate.

Western Mines attached its AET procedure as Annexure A to this document in order to provide further clarity and detail on the AET training initiative provided at the Western Mines.

AET Process

- Definition of Adult Education and Training:

AET is broken down into the following levels:

- ✓ Pre-AET.
 - ✓ AET level 1 (literacy and numeracy at Standard 1/Grade 3).
 - ✓ AET level 2 (literacy and numeracy at Standard 3/Grade 5).
 - ✓ AET level 3 (literacy and numeracy at Standard 5/Grade 7).
 - ✓ NQF level 1 (AET level 4) equivalent to Standard 7/Grade 9.
- Once a person is released from site, a placement assessment is conducted to determine which AET level a person will enter the programme.
 - A qualified AET facilitator conducts training on a full time basis on the Company premises. Alternative facilitation methods and institutions may be used depending on the economic climate of the mining industry over the SLP period.

AET Implementation Plan

Full time AET refers to the arrangement in which the employee is relieved of his or her normal duties, and attends AET classes on a full time basis. The following action will enable Western Mines to achieve the AET full time targets:

- All production areas have been tasked to nominate potential learners.
- These employees first go through the RPL (Recognition of Prior Learning) assessment before being placed into full time AET.
- When recruiting or attracting employees to participate in the AET programme, the senior HR Head of Department parades each employee with a no-schooling record, and conducts an individual discussion with each employee.
- The discussion includes the process and benefits of the AET programme, and the assurance to the individual that learners do not forfeit the usual allowances such as underground and shift allowances. The discussion also includes information that the Company provides incentives to learners on passing each level in order to encourage participation of employees, and that employees will still receive their full salary with benefits when enrolling on the AET programme.

AET Infrastructure and Capacity

The operation will operate full time courses as a way of addressing illiteracy challenges. Suitably qualified facilitator will be sourced to ensure that quality teaching and learning take place in AET classes. Teaching material will be supplied by a service provider accredited by the MQA (Mining Qualifications Authority).

Table 2.3 (a) below reflects the overall AET need of the Western Mines' employees and the planned enrolment over the five year period. Table 2.3(b) below reflects the overall AET need of the Kroondal Mine as deduced from the above Form Q and the targeted enrolment over the five year period for Kroondal Mine is reflected in Table 2.3(c).

Table 2.3 (a) AET need for Kroondal and targeted enrolment

Qualification level	Current cumulative needs as per Form Q _c	Target enrolment for 2021	Target enrolment for 2022	Target enrolment for 2023	Target enrolment for 2024	Target enrolment for 2025	Total Enrolments for (2021 to 2025)
No schooling & Pre AET	22	2	0	0	3	3	8
AET Level 1	15	0	2	0	3	3	8
AET Level 2	38	0	0	2	3	3	8
AET Level 3	41	1	0	0	4	3	8
AET Level 4	55	0	1	1	3	4	9
TOTAL	171	3	3	3	16	16	41

- Although there is a need for AET as identified in form Q most of the employees choose not to attend the training. Forms were completed by employees not willing to attend the training.

Note:

- 1.) The numbers indicate the new intakes in various AET levels. It includes each individual entering an AET qualification (Pre-AET, AET level 1, AET level 2, AET level 3 and AET level 4). When a person moves from one AET level to the next AET level, he or she will be reported as an intake into the next level.
- 2.) Placement assessments will determine the AET entry level and might differ from highest school qualification.

Financial provision for AET for Kroondal

HRD	2021	2022	2023	2024	2025	TOTAL
AET	R5,343,405	R7,039 937	R5,936,074	R9,269,071	R10,344,283	R37,932,772

Note: The intake levels of the employees will depend on the placement assessment and progress of the employee. The employees do have 3 attempts per subject to assist them to complete their levels. A specific learner might be on one level for more than a year all depend on the learner ability to progress. The number of learners per year might not be new intakes but current AET learners progressing in their different levels.

2.4. Kroondal Portable skills plan for Community Members

Portable skills include (but are not limited to) training such as plumbing, building, welding, etc. The aim is to assist the community to gain skills to promote their financial well – being and entrepreneurial skills. Portable skills include (but not limited to.) training such as plumbing, building, welding, nail care etc.

Table 2.4 Potable Skills Training for the Community – KROONDAL

Portable skills courses	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025
Various Portable Skills	35	50	50	50	50
Total to be trained	35	50	50	50	50

Budget for Portable Skills 2021 – 2025

HRD	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	TOTAL
Financial Provision for Portable Skills Programmes	R43,750	R1,358,500	R1,428,326	R1,501,742	R1,578,932	R5,911,251

2.5 Learnerships

Western Mines recognizes the importance of Learnership as an integral component to attain its business goals and to address skills shortages. Western Mines offers learnership opportunities to both its employees and external community members. The Learnerships offered will be in both Engineering and Mining.

Engineering learnership (Regulation 18.1)

- Learners will be provided with the necessary knowledge and skill which will prepare them to qualify as Artisans.
- The minimum requirement for engineering study fields (Sec26D Trade Certificate), is a full N2 qualification.
- The duration of the programme is three years.
- The programme is advertised by informing the unions associated with the Western Mines as well as through the internal mailing system and notice boards.

Engineering learnership (Regulation 18.2)

- This is a training initiative which is provided to community members in Western Mines' host communities. Its aim is to develop, uplift, skill and advance community members for possible job opportunities.
- In the event that Western Mines is not in the position to attract members of its host communities, for this programme, Western Mines' will source learners from the surrounding areas.
- The duration of this programme is three years.
- The programme will be advertised in the local newspaper, communicated in quarterly community forum meetings.

Table 2.5(a) 18.1 Learnerships

	Target 2021		Target 2022		Target 2023		Target 2024		Target 2025	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Learnerships 18.1										
Engineering	0	4	2	3	5	3	4	7	4	9

Table 2.5 (b) 18.2 Learnerships

	Target 2021		Target 2022		Target 2023		Target 2024		Target 2025	
Learnerships 18.2	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
Engineering	0	4	7	0	4	7	7	11	7	11

Budget for Learnership Programs 2020-2024 Employees and Community Learners

HRD	2021	2022	2023	2024	2025	TOTAL
Financial Provision for Learnership Programmes	R5,064,403	R6,122,863	R6,433,580	R6,815,812	R7,856,915	R32,293,573

2.6 Core business skills programme

The emphasis will be on all occupations that are aligned with core functions within the business.

Table 2.6 Kroondal Core Skills Training for 2021-2025

Type/Area of training	2021	2022	2023	2024	2025	Total
Mining Skills	10	10	10	10	10	50
Engineering Skills	10	10	10	10	10	50
Machine Operating Skills	10	10	10	10	10	50
Plant Skills	10	10	10	10	10	50
Leadership Skills	4	4	4	4	4	20
Total	44	44	44	44	44	220

Financial provision for Core business training programme for Kroondal

HRD	2021	2022	2023	2024	2025	TOTAL
Core Skills	R6,274,922	R6,613,468	R6,970,912	R7,347,340	R7,744,097	R34,951,041

2.7 Artisan training

The training is provided to employees to develop them and enhance their skills level as per mine specific requirements.

Table 2.7 Kroondal Artisan Aid Training

Type/Area of training	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Total (FY1 - FY5)
Engineering Aide Training	1	5	5	5	5	21
Total	1	5	5	5	5	25

Financial provision for Artisan training programmer for Kroondal

HRD	2021	2022	2023	2024	2025	TOTAL
Artisan Training	R173,256	R391,311	R412,442	R434,713	R458,188	R1,869,911

2.8 Cadet Training for Community Members

Cadet training is aimed to get community members skilled to become employable within the mining sector and they will be trained in MQA skill programmer. The Community Cadets will be trained and exposed to the following events, Competent B, Rock Drill Operating, Tip Attendant, PTV and Pump Attendant, Plant Attendant and Conveyor Belt Operator.

Table 2.8 – Community Cadet Training

	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Total (FY1 to FY5)
Cadet Community Skills Training	30	30	30	30	30	150
Total	30	30	30	30	30	150

Budget for Community Cadet 2021-2025

- The budget for Community Cadet Program will come from the Core Business Training Budget.

2.9 Kroondal School Support

Western Mines undertakes to provide maths and science enrichment programmes to the schools in our host communities. The school support helps the Tirelong learners with tutoring on maths and science from Grade 10 to Grade 12.

This school support initiative is for the Western Mines Division combined and the planned Support for the five-year period is reflected in table below:

Table 2.9 School Support – Kroondal

	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025
Scholar Support	New	New	New	New	New
Scholar Support	74	84	94	104	114
Total	74	84	94	104	114

Budget for School Support

HRD	2021	2022	2023	2024	2025	TOTAL
Financial Provision for Scholar Support Programmes	R1,723,277.	R1,816,334.	R1,914,416.	R2,017,794.	R2,126,755.	R9,598,576.

2.10 Hard-to-fill Vacancies

Hard to fill vacancies are identified through the recruitment process.

Hard to fill vacancies will be addressed through the following initiatives:

1. Career progression plan.
2. Learnership programme and
3. Bursaries Awarded.

Potential employees and candidates are identified and developed through these particular programmes to address challenges. The employees and candidates who complete these programme successfully will be awarded opportunities to apply for the Hard to fill vacancies as they become available.

The table below reflects the current hard to fill vacancies.

Table 2.10 Hard to Fill Vacancies – Western Mines

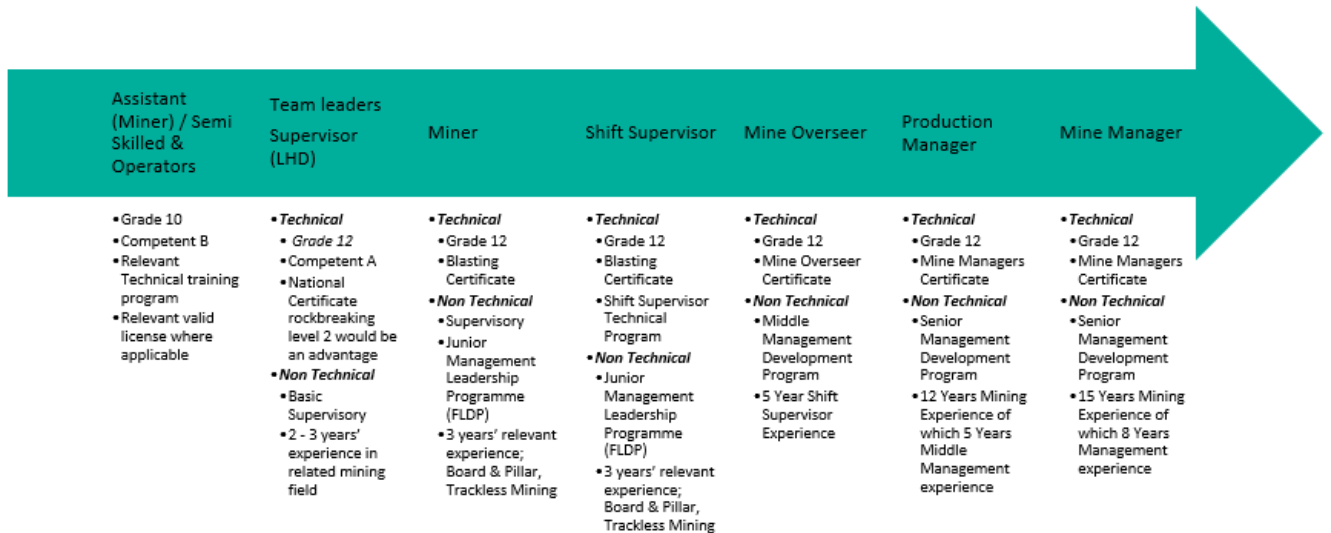
Occupational Level	Job title and vacancy	Main reason for being unable to fill the vacancy
Top management	None	None
Senior management	None	None
Middle management	None	None
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Artisan Millwright	Remuneration
Semi-skilled and Unskilled	None	None

2.11 Career Progression Plan (Regulation 46 (b) (ii))

Career Management is the process that align employee's career progression with the companies' employment strategy and individual's potential to meet the job level requirement. The process will consider knowledge, skills, personal characteristics and experiences required by the organization and based on the established career paths.

Career progression Paths

Mining



Mineral Resources



Human Resources

HR Clerk	Candidate Business Partner	Business Partner	Snr Business Partner	Human Resources Manager
<ul style="list-style-type: none"> •Grade 12 •Studying towards an HR Qualification 	<ul style="list-style-type: none"> •Technical • National Diploma or Degree •Non Technical •3 Years Experience •Supervisory Training 	<ul style="list-style-type: none"> •Technical •Grade 12 / Degree / National Diploma in HR / HRD / Law / Industrial Psychology or equivalent •Non Technical •Junior Management Leadership Programme (FLDP)Program •3 Years Experience as Candidate or similar position 	<ul style="list-style-type: none"> •Technical •National Diploma or Degree •Non Technical •Middle Management Program •Experience in Labour Relations, CCMA processes, Employment Equity, Mining Charter / DTI •5 years' relevant supervisory experience in a Human Resources environment 	<ul style="list-style-type: none"> •Technical •National Diploma or Degree •Advanced Diploma in Labour Relations •Non Technical •Snr Management Development Program •10 years' Management experience in Human Resources in a Mining / Smelting environment

Finance & stores

Novice Data Capturer / FI Clerk	Controller/ Coordinator Stores	Accountant Jnr/ Stores Controller	Accountant/Superintendent (Supply Chain)	Admin/Finance Manager
<ul style="list-style-type: none"> •Technical •Grade 12 •Computer Literacy •Non Technical •Basic Supervisory 	<ul style="list-style-type: none"> •Technical •Grade 12 •Related qualification •Non Technical •2 years' experience in Stores •Computer Literacy (MS Office and SAP with Financial IT system knowledge •Junior Management Leadership Programme (FLDP) 	<ul style="list-style-type: none"> •Technical •Degree / Diploma in Accounting / Financial / Procurement / IT •Junior Management Leadership Programme (FLDP) •Non Technical •3 - 5 years' Supervisory experience in Accounting / Financial / Procurement •Middle Management Programme 	<ul style="list-style-type: none"> •Technical •Degree / Diploma in Finance, Administration, CA •Middle Management Programme (MMP) •Non Technical •5 years' Management experience in Finance / Administration / IT •Supervisory skills, GCom for Supervisors •Professional affiliation 	<ul style="list-style-type: none"> •Technical •Degree / Diploma in Finance, Administration •Middle Management Programme (MMP) •Business Management qualification •Non Technical •Snr Management Development Program •10 years' Management experience in Administration, Finance

Metallurgy

Novice & Plant Operators	Machine Operator	Process Team Leader	Plant Coordinator	Metalurgical Superintendent	Plant Manager
<ul style="list-style-type: none"> •Grade 10 •English literate 	<ul style="list-style-type: none"> •Technical • Grade 10 •English Literate •Dover A Candidate •License 	<ul style="list-style-type: none"> •Technical •Grade 12 •Formal Mineral processing training •Non Technical •Supervisory •3 Years Experience 	<ul style="list-style-type: none"> •Technical •National Diploma or Degree •Non Technical •Frontline Leadership Development Programme (FLDP) •4 Year Experience 	<ul style="list-style-type: none"> •Technical •B-Tech in Chemical or Metallurgical Engineering/ National Diploma •Non Technical •Frontline Leadership Development Programme (FLDP) •At least 5 years' supervisory experience in related field – Plant 	<ul style="list-style-type: none"> •Technical •B-Tech in Chemical or Metallurgical Engineering/ National Diploma •Non Technical •Mid Management Development Program •At least 10 years' Plant experience in a senior supervisory role

Laboratory

Sample Preparers / Takers	Lab Analyst	Snr Analyst/ Mes Clerk	Superintendent/ Administrator	Plant Manager
<ul style="list-style-type: none"> •Technical •Grade 12 included with Maths and Science •Non Technical •At least 1 years' experience in a mining environment (Plant) as a Sampler •ISO 17025 & ISO 9001 •Supervisory training 	<ul style="list-style-type: none"> •Technical •National Diploma / Degree in Analytical Chemistry or Metallurgy •Non Technical •At least 2 years' supervisory experience in a Services environment (Raw Material, Final Product & Laboratory) •ISO 17025 & ISO 9001 •Middle Management Programme (MMP) / Junior Management Leadership Programme (FLDP) 	<ul style="list-style-type: none"> •Technical • National Diploma or Degree •Non Technical •4 Years Experience of which 1 year Supervisory •ISO 17025 & ISO 9001 •Middle Management Programme (MMP) 	<ul style="list-style-type: none"> •Technical •National Diploma / Degree in Analytical Chemistry or Metallurgy •Middle Management Programme (MMP) •Non Technical •At least 5 years' supervisory experience in a Services environment (Raw Material, Final Product & Laboratory) •ISO 17025 & ISO 9001 •Studying towards a Business Management qualification 	<ul style="list-style-type: none"> •Technical •National Diploma / Degree in Analytical Chemistry or Metallurgy •Middle Management Programme (MMP) •Business Management qualification •Non Technical •<i>Snr Management Development Program</i> •At least 10 years' Management experience in a Services environment (Raw Material, Final Product & Laboratory) •Business Communication, People Management, Employee Relations

Engineering

Artisan Aid/Assistant	Artisan Learner	Artisan	Artisan Coordinator	Junior Engineer	Mine Engineer	Engineering Manager
<ul style="list-style-type: none"> •Grade 12 •Engineering competence as an Artisan Aid •Basic Engineering skills •Non Technical •Artisan Aid Level 2 Skills Programme 	<ul style="list-style-type: none"> •Technical •Grade 12 •N2 (Maths & Science, Trade Theory) •Non Technical •Basic Supervisory •Basic Engineering skills •Experience as an Artisan Aid 	<ul style="list-style-type: none"> •Technical •N2 or Technical Grade 12 •Relevant Trade Certificate •Non Technical •Feature Leadership Development Program •Supervisory 	<ul style="list-style-type: none"> •Technical •Grade 12 •N3 •Trade Certificate •Junior Management Leadership Programme •Non Technical •3 years' experience as a qualified Artisan •Line Supervisory skills 	<ul style="list-style-type: none"> •Technical •Degree or Diploma with required subjects for GCC •Non Technical •Middle Management Development Program 	<ul style="list-style-type: none"> •Technical •Engineering degree / diploma •Government ticket •ECSA Registration •Trade Certificate •Middle Management Development Programme •Non Technical •3 years' experience as Trainee (Engineer) •Supervisory skills (Level 4) •Studying towards a Business Management qualification 	<ul style="list-style-type: none"> •Technical •Engineering degree / diploma •Government Ticket •ECSA Registration •Middle Management Development Programme •Business Management qualification •Non Technical •2 – 3 years' Engineering & Management experience •Business Communication , People Management, Employee Relations

Table 2.11 Kroondal Comprehensive Career Progression Plan

Current Position	Training intervention	Qualification to be achieved	2021		2022		2023		2024		2025	
			No of identified employees		No of identified employees		No of identified employees		No of identified employees		No of identified employees	
			New	Roll over	New	Roll over	New	Roll over	New	Roll over	New	Roll over
Engineers in Training	GCC	Engineers	0	1	0	1	1	0	0	1	0	1
Artisan Assistant	Artisan Aides Training	Artisan Aides	3	0	3	0	3	0	3	0	3	0
Engineering Learnership	Artisans	Artisans	0	8	9	3	9	10	11	18	11	20
Mining Engineer in Training	Shift Supervisor	Blasting Certificate	0	2	0	2	0	1	0	1	0	1
TOTALS			3	11	12	6	12	12	14	20	14	21

Note: Some of the candidates reflected above will still be in training at the end of the 5 year period due to the duration of interventions.

Financial provision for Career Progression programme for Kroondal

HRD	2021	2022	2023	2024	2025	TOTAL
Career Progression	R401,797	R423,494	R446,363	R470,466	R495,872	R2,237,994

2.12 Mentorship Plan (Regulation 46 (b) (iii))

The Company has mentorship programmes for employees, which are aligned with the various skills development plans. The purpose of mentoring is to address the transfer of knowledge and skills from experienced employees to those less experienced. Mentors are assigned to the identified employees.

Purpose of mentoring:

- To address the transfer of knowledge and skills from experienced employees to those less experienced.
- To ensure the sustainability of the knowledge that exists in the company.
- To provide an additional career and personal development support process for employees.
- To provide a more focussed approach to the development of employees.
- To develop the leadership potential of individuals to act as mentors.
- To create capability and competence - this will ensure that employees are fully capable of fulfilling their functions.
- To meet increasing demands of the organisation for capable and competent personnel regardless of their race, gender or disability.
- To provide employees with abilities and to prepare them for future work demands, thereby ensuring capable and flexible human resources in the long run.
- To facilitate accelerated development of mentees as selected by the organisation.

The tables above provides the current and future targets which establish mentorship relationships for all employees in the various training and development programmes i.e. Learnership, bursars, graduates, fast-tracking and capacity-talent pool candidates which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are on development programmes will be on mentorship programmes.

Western Mines attached its Mentorship procedure as Annexure C to this document in order to provide further clarity and detail on the Mentorship training initiative provided at the Western Mines.

Implementation Plan:

- Mentors will be selected carefully and developed to ensure effective continuation of mentorship relations;
- Employees that are not participating in the mentorship programmes will be developed via standard development mechanisms, including relevant coaching by supervisors and Company coaching;
- Registered mentees and mentors participating in the mentorship programme will be given mentorship training;
- Needs identified as a consequence of the mentorship relationship will be reported to the direct supervisor via the mentee.
- An agreement will be entered into for formal mentorship and will specify each Company or party's expectations and commitments; and
- The mentorship systems will be reviewed regularly to ensure the effectiveness and efficiency of the mentoring system.

Table 2.12 - Kroondal Comprehensive Mentorship Plan

MENTORING PROGRAMMES	CAREER DELIVERABLES	DURATION	HDSA		TARGET OVER 5 YEAR PERIOD	
			MENTORS	MENTEES	TOTAL MENTORS	TOTAL MENTEES
Engineering Learnership	Artisans	3 years	5	20	5	20
Bursars	Managers	4 years	2	2	2	2
FLDP	Supervisors	1 Year	5	10	5	10
Internship	Supervisors	1 Year	5	35	5	35
TOTALS			17	67	17	67

Note: The tables above provides the current and future targets which establish mentorship relationships for all employees in the various training and development programmes i.e. Learnership, bursars, graduates, fast-tracking and capacity-talent pool candidates which is aimed at reaching the Employment Equity targets as well as meeting the staffing requirements for the future. The candidates that are on development programmes will be on mentorship programmes.

2.13 Bursary Plan

This programme provides an opportunity for external individuals to study on a full time basis in various fields within the mining environment. The intention of the bursary programme is to address mine specific requirements, and to develop individuals for our core business needs. Bursaries will be offered to individuals who meet the requirements and who have undergone the structured recruitment and selection process. The Company's bursary plan provides experiential training opportunities to these individuals during vacations and a mentor will be assigned to each bursar.

The Glencore External Bursary consists of the following:

- Full payment of study fees.
- Full accommodation (including 3 meals daily) while studying and while doing vacation work (inclusive of transport arrangements).
- Payment of prescribed books and equipment.
- Full payment for compulsory study excursions.
- Stipend will be provided on a monthly basis.
- Purchase of a computer, which will remain the asset of the Company during the Bursar's study period as well as during his/her work back period.

The Company visits bursars at their institution, in order to provide support to the bursars, and to be able to determine if additional assistance or support is needed, such as professional or counselling services in order to assist a bursar to adapt or to cope better at university.

Western Mines attached its Bursary procedure as Annexure D to this document in order to provide further clarity and detail on the bursaries provided at the Western Mines.

Internal Bursaries

The Company provides a study assistance scheme on a part time basis for permanent employees who wish to pursue studies. The Study Assistance Application must be completed and approved by management.

Criteria for receiving Study Assistance

- The initiative must come from the employee, but Glencore Western Mines should also benefit from the course of studies.
- The qualification must be relevant to the employee's current or possible future role and development needs.
- Studies must not have a negative influence on performance or productivity of the employee.
- Studies must be undertaken with a registered learning institution.
- The employee must have been in the employment of Glencore for a period of more than one year (12 months).
- All supporting documents as indicated on the Study Assistance Application form must be submitted prior to management approval of studies.

TABLE 2.13 - KROONDAL INTERNAL AND EXTERNAL BURSARIES NEW INTAKES 2021-2025

Bursary Field	2021 New Targets	2022 New Targets	2023 New Targets	2024 New Targets	2025 New Targets	Total
Internal	6	3	5	5	5	24
External	2	1	3	3	3	12
Total number	8	4	8	8	8	36

Note: Some of the candidates reflected above will still be in training at the end of the 5 year period due to the duration of the training intervention

Budget for Internal & External Bursars for 2021 -2025

HRD	2021	2022	2023	2024	2025	TOTAL
Financial Provision for Bursaries Programmes	R191,185	R154,095	R345,135	R363,773	R383,416	R1,437,606

2.14 Internships Programme

The intention of the internship is to address Mine specific requirements and the development of our surrounding communities and employees. Internships are offered to individuals who meet the requirements and that have undergone the structured recruitment and selection process. Successful candidates have the opportunity to gain practical exposure.

The Company offers Internship opportunities to the following students:

- Internal – Permanent employed candidates (bursary students getting employed by the Company on a permanent, full time basis, as graduate trainees / employees with Degree's without workplace experience, placed on a program to assist them to gain experience in their area of study).
- External – Community candidates (candidates in need of the practical part of their National Diploma qualification such as P1 P2 training, community member with Degree's without workplace experience, placed on a program to assist them to gain experience in their area of study).

External candidates are signed on as fixed term contractors and receive a monthly allowance. Both internal and external internship individuals will be provided with mentors.

Table 2.14(a) Internal Internships Kroondal Mine 2021-2025

Internship Plan	2021	2022	2023	2024	2025	Total
Internal	0	1	0	0	2	2
Total Number	0	0	0	0	2	2

Table 2.14(b) External Internships Kroondal Mine 2021-2025

Internship Plan	2021	2022	2023	2024	2025	Total
External	0	5	5	5	5	20
Total Number	0	5	5	5	5	20

Budget for Internships 2021-2025

HRD	2021	2022	2023	2024	2025	TOTAL
Financial Provision for Internships Programmes	R867,294	R1,371,192	R1,204,364	R1,269,400	R1,404,844	R6,117,096

SECTION 3: EMPLOYMENT EQUITY

3.1. Introduction

Kroondal mine has a comprehensive employment equity plan as required in terms of clause 8.3 of the Mining Charter 2018 read with paragraph 8 of the Mining Charter 2018 Implementation Guidelines.

In the setting of numerical goals, a number of factors were considered which amongst others included the following:

- Current demographic profile of the workforce.
- Ideal demographic target reflecting the composition of National Statistics.
- From staff turnover statistics, a prediction of the jobs to become vacant.
- A grasp of the availability of skilled resources at the various levels and categories.
- Number of anticipated new positions.

3.2. Transformation and employment equity plan

The analysis of the workforce as at 30 September 2020 and the setting of progressive targets has been compiled per Occupational Level. For each Occupational level, the following is provided:

- A breakdown based on the number of positions available with detail per Race and Gender Group. Whilst every attempt has been made to ensure alignment with the Province Regional demographics of Economically Active Population (“EAP”), in some cases, due to a number of constraints (which will be explained in each section where the targets are not fully compliant).
- Consolidation of the Race and Gender numbers into targets for HDP and Female Representation;
- Detail on the strategies in place/to be put in place to ensure the delivery of the targets; and
- Any potential constraints that may result in the targets not being achieved.

The following Senior Management positions will be shared between all the Western Chrome Mine sites:

- GM: (Western Chrome Mines)
- Manager (Administration and Finance)
- Manager (MRM)
- Manager (Group Metallurgical)
- Manager (Engineering)
- Manager (HSEC)
- Manager (HR) WCM Snr
- Manager (Services) Metallurgical
- Manager (ER)
- Manager (CSI)

The following Middle Management position will be shared between all the Western Chrome Mine sites:

- Manager (CSI) Western Operations

Employment Equity Targets - 2021

Occupational Level	Designated										Total	Disabled				
	Male					Female						White Male	Male	Female		
	African	Coloured	Indian	African	Coloured	Indian	White	African	Coloured	Indian						
															White	
Senior management	4	0	0	2	0	1	0	0	0	0	6	0	0	13	0	0
Middle Management	3	0	0	2	0	0	1	0	0	0	4	1	0	10	1	0
Junior Management	19	0	2	6	0	0	2	0	0	0	21	0	0	50	0	0
Core Skills	580	2	0	109	0	0	1	0	0	0	34	4	0	726	4	0

Employment Equity Targets – 2022

Occupational Level	Designated										Total	Disabled			
	Male					Female						Non Designated	Male	Female	
	African	Coloured	Indian	African	Coloured	Indian	White	African	Coloured	Indian					White
Senior management	4	0	0	2	0	1	0	6	13	0	0				
Middle Management	3	0	0	2	0	0	1	4	10	1	0				
Junior Management	19	0	2	6	0	0	2	21	50	0	0				
Core Skills	577	2	0	112	0	0	1	34	726	5	0				

Employment Equity Targets – 2023

Occupational Level	Designated								Total	Disabled	
	Male				Female					White Male	Male
	African	Coloured	Indian	African	Coloured	Indian	White	White Male			
Senior management	5	0	0	2	0	1	0	5	13	0	0
Middle Management	3	0	0	2	0	0	1	4	10	1	0
Junior Management	19	0	2	6	0	0	2	21	50	0	0
Core Skills	570	2	0	119	0	0	1	34	726	6	0

Employment Equity Targets – 2024

Occupational Level	Designated										Total	
	Male					Female						Non Designated
	African	Coloured	Indian	African	Coloured	Indian	White	White Male				
								Male	Female			
Senior management	5	0	0	3	0	1	0	4	0	0	13	
Middle Management	2	0	0	3	0	0	1	4	1	0	10	
Junior Management	20	0	2	6	0	0	2	20	0	0	50	
Core Skills	568	3	0	121	0	0	1	33	6	0	726	

Employment Equity Targets – 2025

Occupational Level	Designated								Total	Disabled		
	Male				Female					White Male	Male	Female
	African	Coloured	Indian	African	Coloured	Indian	White					
Senior management	5	0	0	3	0	1	0	4	13	0	0	
Middle Management	2	0	0	3	0	0	1	4	10	1	0	
Junior Management	19	0	2	7	0	0	2	20	50	0	0	
Core Skills	564	3	0	125	0	0	1	33	726	7	0	

Achievement of Targets and Potential Constraints

Natural attrition and Recruitment of underrepresented races to vacant positions (where possible) will be considered to improve on underrepresented races in the event of:

- Retirements.
- Resignations.
- New positions.
- Recruit Nationally where possible to ensure far reach of possible candidates.
- Job Shadowing.

Interventions to be put in place/already in place

Required Skills Identification

Glencore Western Mines have Career Development Discussions and Individual Development Plans in place for our employees to be developed and equipped with skills required to fill our Junior, Middle and Senior Management positions in line with the requirements of the Mining Charter and the company requirements. The focus of this skills identification process will be to ensure that we identify candidates of different ethnic groups and genders to be grouped in a talent pool and to be developed for future placements within the company.

Create List of Highflyers/ Succession Planning Candidates

The process of identifying the highflyers and succession planning candidates will rely on the strategic positions and hard to fill vacancies which do not have sufficient pool of individuals who will be ready to fill vacancies when they arise. The potential candidates undergo a rigorous selection process to ensure the best candidate is identified for the job. The following aspects will be taken into consideration in the process of identifying candidates:

- Career Interview results.
- Job performance outcomes.
- Educational levels.
- Employment Equity representation.

There will be development plans created, implemented and monitored for the selected highflyers. The highflyers will be sourced from the talent pool aligned with the company needs.

Appoint succession-planning candidates

Individuals with potential and right credentials will be appointed and enrolled into the Career Progression Path in line with the process as contained in identifying highflyers.

Filling of Vacancies

Where vacancies occur, they will be filled in line with the plan.

Career Progression Plans

A talent pool is in place for whom development plans have been or are in the process of being put in place to ensure the availability of talent and skills where vacancies occur.

3.3. Women in mining and gender diversity

In order to achieve the target in Women in Mining, Kroondal Mine and Operations has met with a range of challenges. The mine has continuously engaged with the local community to identify and employ women into core mining positions. Women are given preference in filling certain positions and learnership opportunities, talent pool candidates are also being fast-tracked into management positions.

As mentioned above, women are considered into development programmes including succession planning, fast tracking, learnerships, bursaries and internships. Mining and engineering learnerships focuses on developing women in mining. These women are put on a mentoring programme to prepare them for the work in the various sections where they may be appointed upon completion of their programme.

Feedback on Women in Mining Targets at Kroondal Mine

Patterson Grades		Target			
		African	Coloured	Indian	White
Top management	F	0	0	0	0
Senior management	E	2	0	0	0
Professionally qualified and experienced specialists and mid-management	D	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	C	13	0	0	1
Semi-skilled and discretionary decision making	B	97	0	0	0
Unskilled and defined decision making	A	0	0	0	0
Total		112	0	0	1
Total of mining positions Versus Women in mining		809 / 113			
% of women in mining		14%			

3.4. HDP's in Management

Kroondal Mine and Operations' focus and plan is to develop HDPs into management positions from within the existing workforce rather than recruiting candidates into HDP positions on the mine. The tools used to manage this process are fast tracking and succession planning, with women also being a focal point of development planning. In the event that the required skills and expertise are not readily available internally, external candidates are recruited in line with approved employment equity plan.

The mine undertakes to appoint suitable candidates preferentially from the local community, if the target however cannot be met, Kroondal Mine and Operations will source suitable potential candidates and apply employment equity and career progression strategies as set out in this SLP to reach the target.

HDP's in Management Targets

Element	Description	Measure	Compliance Target	2021	2022	2023	2024	2025
Employment Equity	Diversification of the workplace to reflect the countries demographics to attain competitiveness	Senior Management	60% HDP proportionally represented in terms of provincial demographics, 25% of which will be woman	HDP Males - 31% HDP Females – 23%	HDP Males - 31% HDP Females – 23%	HDP Males - 39% HDP Females – 23%	HDP Males - 39% HDP Females – 31%	HDP Males - 39% HDP Females – 31%
		Middle Management	60% HDP proportionally represented in terms of provincial demographics, 25% of which will be woman	HDP Males - 30% HDP Females – 30%	HDP Males - 30% HDP Females – 30%	HDP Males - 30% HDP Females – 30%	HDP Males - 20% HDP Females – 40%	HDP Males - 20% HDP Females – 40%
		Junior Management	70% HDP proportionally represented in terms of provincial demographics, 30% of which will be woman	HDP Males - 42% HDP Females – 16%	HDP Males - 42% HDP Females – 16%	HDP Males - 42% HDP Females – 16%	HDP Males - 44% HDP Females – 16%	HDP Males - 42% HDP Females – 18%

SECTION 4: LOCAL ECONOMIC DEVELOPMENT PROGRAMME

4.1. Introduction

The Local Economic Development pillar of each Social and Labour Plan seeks to enable the community, in which the mine operates (inclusive of the labour sending area) to become economically independent by, and not limited to, increasing business skills, entrepreneurship, job creation and income. Most of these communities are generally spatially marginalized and the design of the LED projects seeks to amplify opportunities as well as alleviate poverty within the labour sending area of the mine. The skills and initial assistance given by the mine should have the potential to ensure that livelihoods created during the Local Economic Development phase, will be able to survive independently after the mine has exited each programme and more specifically after the mine has closed.

4.2. Social and economic background information (Regulation 46 (c) (i))

Kroondal Mine strives to uphold fundamental human rights and attempts to demonstrate respect towards cultures, customs and values in dealing with employees and others who are affected by mining and mining related activities. Kroondal Mine further seeks continual improvement of environmental performance (including social aspects) and to contribute to social, economic and institutional development of the communities in which the mine operates.

One of the key principles and directives of the Mining Charter is that mines will work closely with municipalities so that they collaborate in formulating and implementing the Integrated Development Plan (IDP) of the municipality in which the mine operates. The IDP of a specific municipality defines the budget needs and development funding requirements of a given local government area or region and is the point where a symbiotic relationship is forged between the mine and its municipality.

The Western limb is situated in the Bojanala Platinum District Municipality which comprises of five local municipalities. The local municipalities are Kgetleng River, Madibeng, Moretele, Moses Kotane and Rustenburg. Glencore has mining activities in the municipalities of Rustenburg. Kroondal Mine is situated in the municipality of Rustenburg.

The Rustenburg Local Municipality forms part of the North West Province that further forms part of the border between South Africa and Botswana. The North West province consists of 4 District Municipalities and 21 Local Municipalities with a geographical area of 116,180 km². Rustenburg Local Municipality is located within the Bojanala District Municipality. The total geographical area is 3,423km². The other municipalities falling under the Bojanala District Municipality are Moretele, Madibeng, Kgetleng River, and Moses Kotane. Within the Rustenburg Local Municipality is the Royal Bafokeng Nation (RBN), the traditional tribal community of the region a key stakeholder in the future of the Municipality. The Royal Bafokeng Nation (RBN) occupies over 1500km² of land located north of Rustenburg Local Municipality.

The significant growth of the Rustenburg Local Municipality (RLM) is associated with the mining sector which provides around 50% of all formal employment. The RLM Integrated Development Plan (IDP) indicated that the municipality faces many challenges some of which include land availability, insufficient quality and quantity of water and electricity, a declining agricultural sector and the general level of education of most of the locals.

Madibeng Local Municipality is classified as a municipality with a large budget and containing a secondary city. Agriculture, mining, manufacturing, game farming and tourism characterise the municipality's local economy. Mining is the predominant activity in the municipal area with the Platinum Group Metals being the largest mineral deposits in the area. The area also contributes to crop production exported to Tshwane and Johannesburg.

The Moses Kotane Municipality is mainly rural in nature with a communal tenure land use system comprising of 107 villages and two formal towns being Mogwase and Madikwe. The municipality faces a problem of not generating own sources of income sufficient to serve as a basis for development and expansion or to supplement an equitable share and grant funding allocations.

The Kgetleng River Local Municipality is located in the South-eastern part of North West Province bordering Rustenburg Local Municipality on the west. Kgetleng River Local Municipality is classified as a Category B Municipality and the formation of the municipality was as a result of the amalgamation of the local councils of Swartruggens, Koster and Derby towns and its townships and farm areas.

Table 4.1a: Socio-Economic Profile of Surrounding Region – Gender Profile

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengrivier
Male	1,779,903	794,529	301,796	253,991	120,515	27,034
Female	1,730,049	712,977	247,779	223,390	122,038	24,015
TOTAL	3,509 953	1,507,506	549,575	477, 381	242,554	51,049
Brief Analysis	Rustenburg Local Municipality (RLM) is divided into 45 wards, with a total population of 616 831 people comprising of 54% males and 46% females. Between 2010 and 2011, the overall population growth in Rustenburg was 86, 47% with Africans being the majority population group at 52, 23%. The Asians were the highest in % growth by 71% followed by the Colored at 58%. The White race had decreased by 11%. The figures above were derived from the Census 2011, Municipal Report, North West, Report 03-01-54					

Table 4.1b: Socio-Economic Profile of Surrounding Region – Population Profile

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengrivier
Total number of people	3,748,436	1,657,148	616,831	529,351	245,716	56,979
Brief Analysis	High population concentration is experienced in local municipalities with the highest economic activities. Rustenburg local municipality has the highest population as compared to the other four locals, followed by Madibeng and then Moses Kotane. Within the Bojanala District the municipality of Rustenburg has the lowest average size per household (HIS Global Insight).					

Table 4.1c: Socio-Economic Profile of Surrounding Region – Education Profile

Educational profile of adults	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengriver
No Schooling	220 978	65 670	19 211	21 387	11 831	4 818
Grade 0 – Grade 2 (ABET 2)	59 510	20 304	6 851	6 150	3 9232	1042
Grade 3-6	290 965	120 304	6 851	6 150	3 9232	5086
Grade 7-9	453 550	22 488	85 370	74 440	32 605	6 963
Grade 10-11	497 833	255 841	98 978	89 492	34973	6 38
Matric only	587 634	311 177	133 652	96 663	41 760	8 366
Matric & Certificate/Diploma	99 295	48 949	22 302	16 390	5 682	1 095
Matric& Bachelor's Degree	64 200	26 072	11 960	9 039	2 456	10 46
Matric& Postgraduate degree	26 914	10 118	4 796	3 589	8 35	397
Brief Analysis	<p>For the Bojanala District the education status of the population older than 20 years of age indicates that the district labour market is characterized by low skills levels. As much as 15.1% of the population older than 20 years have not received any form of schooling and a further 19.7% only some primary education. These figures imply that nearly 35% of the total adult population can be regarded as functionally illiterate (IDP 2011/2012 BOJANALA PLATINUM DISTRICT MUNICIPALITY).</p> <p>*Note: The available educational profile for North West is divided into three categories of schooling, matric and higher education as described in the analysis above. The totals stipulated above do not reflect the entire population due to the fact that the educational levels of the entire population are not readily known.</p>					

Table 4.1d: Socio-Economic Profile of Surrounding Region – Employment Profile

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengriver
Employment of working age population						
Working age (15 to 64 years)	64.7%	68.3%	72.5%	69.2%	63.1%	65.5%
Employment rate	17.5%	19.1%	23.5%	18.6%	15.1%	19.9%
Labour Unemployment rate	26.8%	23.2%	17.9%	23.8%	31.4%	15.3%
Economically not active	15.6%	18.5%	22.9%	20.0%	10.0%	26.0%
Brief Analysis	<p>More than half of the population (68.3%) within the surveyed area fell within the Stats SA category as of Working age. However, the average employment rate across the various geographical levels within the working age population was only 19.1%. The contributing factors to the low employment rate can be assumed to be high illiteracy levels and job scarcities within the various geographical areas. (Census 2011 Municipal Report, North West, Report 03-01-54).</p>					

Table 4.1e: Socio-Economic Profile of Surrounding Region – Household Income

Income Category	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengriver
Annual Household Income (Including income derived from government grants, pensions and informal employment)						
Average annual household income	69,914	73,020	90,092	75,103	50,289	68,909
Brief Analysis	<p>The annual household income did not reflect favourably in respect of the economic status of the region. (Census 2011 Municipal Report, North West, Report 03-01-54).</p> <p>On average 53% households surveyed during 2001 received no or minimal combined household monthly incomes (R800/month or less). (IDP 2011/2012 BOJANALA PLATINUM DISTRICT MUNICIPALITY</p>					

Table 4.1f: Socio-Economic Profile of Surrounding Region – Housing Profile

Socio-Economic Indicators	North West Province	Bojanala District Municipality	Rustenburg Local Municipality	Madibeng	Moses Kotane	Kgetlengrivier
Housing (% stated for households in the Municipal Areas)						
Formal dwelling	76.2%	68.8%	68.7%	59.19%	78.3%	72.0%
Traditional dwellings	1.6%	3.6%	0.8%	0.7%	1.4%	0.6%
Informal settlements (separate stands and backyard dwellings)	21.1%	29.5%	30%	39.4%	19.3%	25.2%
Flush toilet with sewerage system	46.2%	38.3%	57.5%	33.0%	14.8%	67.9%
Pit Latrine (Without ventilation)	45.6%	55.2%	38.5%	57.2%	81.1%	16.9%
No access to any toilet facilities	5.8%	4.3%	5.8%	4.3%	3.3%	10.4%
Bucket toilet	1.0%	0.9%	0.6%	1.9%	0.2%	0.9%
Piped water in dwelling	69.3%	73.4%	84.3%	67.9%	56.3%	81.9%
Piped water on communal stands	25.2%	16.8%	9.4%	17.2%	36.6%	11.8%
No access to water	8.4%	9.7%	6.3%	14.9%	7.2%	6.2%
Waste removed by local municipality at least once a week	50.2%	50.9%	71.4%	27.1%	82.9%	45.9%
Own refuse dump	42.3%	41.2%	21.4%	62.7%	13.1%	42.2%
No rubbish disposal	6.4%	6.8%	5.7%	9.2%	3.2%	9.7%
Electricity used for lighting	84.0%	84.2%	83.0%	81.0%	90.0%	78.0%
Electricity used for heat	61.8%	66.4%	72.0%	63.0%	63.5%	54.6%
Electricity used for cooking	75.3%	77.2%	80.2%	75.7%	75.1%	65.8%
Brief Analysis	<p>Only 29.5% of households within the Bojanala Area during 2011 were housed in informal settlements. Basic services infrastructure appears not to be formalized with 38.3% of households, residing within the surveyed area, having access to flush toilets and 73.4% had access to piped water within their homes or yards and 77.2% had access to electricity for cooking and 66.4% for heating purposes. 41.2% of the households in the area were still utilizing their own refuse dumps to discard their household waste. (IDP 2011/2012 BOJANALA PLATINUM DISTRICT MUNICIPALITY). The total number of dwellings that people are living in, in Rustenburg is 197 488. About 68.7% of the types of dwellings are House or brick/concrete block structure on a separate stand or yard or on a farm. 15.5% of the dwellings people are living in, are Informal dwelling (shack; in backyard). 14.5% of the dwellings are Informal dwellings (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm). (IDP 2013-2014 Rustenburg Local Municipality, approved 28 May 2013.)</p>					

4.2 Key economic activities (Regulation (c) (ii))

4.2.1. Broad Economic Sectors (9 Sectors)

Sectorial Employers	South Africa	North West Province	Bojanala District Municipality	Rustenburg Local Municipality
Agriculture	6.1%	6.1%	3.2%	2.5%
Mining	3.9%	22.7%	35.3%	43.2%
Manufacturing	11.5%	6.9%	7.4%	6.6%
Electricity	0.7%	0.4%	0.4%	0.3%
Construction	5.5%	4.2%	4.2%	4.2%
Trade	17.3	14.6%	13.7%	12.4%
Transport	4.8%	2.2%	2.0%	1.5%
Finance	17.9%	9.6%	8.3%	6.7%
Community services	22.5%	23.0	17.4%	15.2%
Households	9.7%	10.3%	8.1%	7.3%
Brief Analysis	<p>The Mining Sector is dominant in both the Province (22.7 %) and the district at (35.3%) and in the Rustenburg Local Municipality at (43.2%) the dependence on the Mining sector is risky as this leaves the economy vulnerable to external shocks (IDP BOJANANALA PLATINUM DISTRICT MUNICIPALITY)</p>			

4.3 Needs of the area in order of priority

Rustenburg Local Municipality Priority Issues:
The creation of new employment opportunities in the manufacturing, trading and tourism services
Quality affordable homes for residents
Complete transportation and infrastructure upgrading
To create an environment that enables economic growth and development
Water, Environmental and Waste Management

4.4 Projects Plans

Introduction

Western Mines are committed to the transformation, development and empowerment of our host communities. This empowerment will take place through LED initiatives and extensive consultations with our stakeholders such as the Rustenburg Local Municipality, Royal Bafokeng Administration, Eskom, the Ward councillors and other community structures.

LED projects are inclusive of both infrastructure development and income generating initiatives. Local Economic Development is an opportunity for local government, private sector and the local community to collaborate in order to enhance service delivery, improve the local economy, SMME development and to foster entrepreneurship.

Infrastructure Projects

Following careful consideration of the Rustenburg Local Municipality's IDP detailing the needs and priority issues in the surrounding communities, Kroondal Mine identified certain projects:

Project 1: Project 1: Expansion of the Power Station Ikemeleng Community	
Description	Upgrade of the Kroondal S88/11kV substation – Phase 2
Location	Ikemeleng (Kroondal) – Rustenburg Local Municipality Ward 35
Background	Western Mines takes cognisance of the rate at which Rustenburg is growing both formally and informally and this initiative is informed by the negative impact that the irregular power supply has on all sectors such as education, business, and health which in turn impacts negatively on investor confidence. The project is in line with the municipality's Integrated Development Plans' targets of building a world class city and the implementation thereof will assist in resolving the various service delivery issues that are being experienced more often in the Ikemeleng area. Rustenburg Local Municipality, Eskom, Community Engagement Structures
Consultation/Engagement	
Objective	<ul style="list-style-type: none"> The upgrading of the Kroondal 88/11kV Substation and the refurbishment of 11kV switchgear and associated equipment. Refurbishment of the existing Hydro-Arnoldstad Substation 11kV switchgear and extension (and upgrading) of Chroombronne 1, 11kV line to Ikemeleng including setting up of 11kV switching station or/and Ring Main Unit (RMU) with associated protection equipment, to enable a more secure, reliable and efficient electricity supply for the development in order to cater for future infrastructure facilities in the area e.g. Waste Water Treatment Works, Schools and Police Stations etc. <p>Construction of a new 33kV electrical bulk link in and around the greater Kroondal area, which will serve as a back-up to Kroondal Substation for Glencore (Kroondal Mine), in order for the mining operations to adequately comply with their operating licence in terms of the Mine, Health and Safety Act.</p>
Value contribution by Glencore	R15 000 000.00
Value contribution by other	SAMANCOR R 2 500 000.00
Project category/type	Infrastructure Development
No of jobs to be created	25 temporary jobs
Benefit to community	To improve the provision of power supply with less frequent disruptions
Skills transferred to HDSAs	Construction skills during the implementation of the bulk infrastructure
Stakeholders	WCM, the Rustenburg Local Municipality and Eskom.
Exit Strategy	Upon completion handover will be made to the Rustenburg Local Municipality

Implementation Time Frame and Budget					
Key Performance Indicator	2021	2022	2023	2024	2025
Budget					R15, 000, 000, 00
MOU btw Glencore and Rustenburg Local Municipality	Signed	-	Q1-Q4	Q1-Q4	Q1-Q4
Advertise Tender	Done	-	Q1-Q4	Q1-Q4	Q1-Q4
Appointment of service provider	Done	-	Q1-Q4	Q1-Q4	Q1-Q4
Implementation/ Construction Phase	Started	-	Q1-Q4	Q1-Q4	Q1-Q4

Project 2: Water Services Ikemeleng	
Description	Provision of Water services infrastructure as per the Rustenburg Municipality information document attached as Annexure I.
Location	Ward 35 Kroondal – Rustenburg Local Municipality
Background	The water connection project was not completed that resulted in lack of access to water in the Ikemeleng Area. Glencore is providing water to the community via water tank service. This project will entail the construction of a reservoir that can provide water to the Ikemeleng area.
Consultation/Engagement	Rustenburg Local Municipality
Objective	To ensure that water supply is are properly connected to enable Rustenburg Local Municipality to provide water to the Ikemeleng Community. To promote health and hygiene to the community members and contribute towards achievement of constitutional right to human dignity.
Value contribution by Glencore	R 12 500 000
Value contribution by other	Sibanye Stillwaters R 7 500 000.00 -see attached letter marked as Annexure J
Project category/type	Infrastructure
No of jobs to be created	55 temporary jobs will be created
Benefit to community	To provide sustained access to water for the Ikemeleng community
Skills transferred to HDSAs	Construction Skills
Beneficiaries	Ikemeleng community – 9613 people will be supplied with water
Stakeholders	Rustenburg Local Municipality/ Glencore Western Chrome Mines- Kroondal and Sibanye Stillwaters Mines
Exit Strategy	Infrastructure will be handed over to the Rustenburg municipality after completion

4.5 Implementation Time Frame and Budget					
Key Performance Indicator	2021	2022	2023	2024	2025
Budget					R12 500 000
MOU btw Glencore Western Chrome Mines – Kroondal, and Sibanye Stillwaters	-	-	Q1-Q4	Q1-Q4	Q1-Q4
Advertise Tender	-	-	Q1-Q4	Q1-Q4	Q1-Q4
Appointment of service provider	-	-	Q1-Q4	Q1-Q4	Q1-Q4
Implementation/ Construction Phase	-	-	Q1-Q4	Q1-Q4	Q1-Q4

SECTION 5: PROCUREMENT PLAN

5.1. Introduction

Glencore Western Chrome Mines is committed to the growth of HDP suppliers and the communities within which these suppliers operate. We are committed to ensuring the growth of HDP suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDPs of the affected communities from the area in which they operate.

5.2. Procurement Strategy

Procurement Strategy		
Undertaking	Glencore Western Chrome Mines are committed to ensuring the growth of HDP suppliers and undertakes to maximize the value of cost effective and reliable procurement of Mining goods and Services from companies owned and controlled by HDPs of the affected communities from the area in which they operate.	
Guideline	Glencore Western Chrome Mines have implemented a Preferential Procurement Policy and has been fulfilled and maintained as a standard operating procedure. As a result of this policy a fair, transparent and compliant environment at all levels of Procurement officials at operational level are upheld.	
Strategic Plan	Responsible Person	Due Date
1. Identify and record the level of procurement from HDP companies on a quarterly basis as well as geographical sources of procurement	Finance Manager	Ongoing
2. Commit to procurement progression from HDP over a five (5) year time frame.	Finance Manager	2025
3. Encourage all suppliers to form partnerships with HDP companies without overlooking the necessary requirements of the tender process. This may be conducted through the development of a database of accredited local suppliers in various businesses and service delivery areas and directing a portion of the procurement spend and/or focus areas of procurement spend at the mines in JVs with larger established service providers and/or suppliers. Further strategies could involve setting favourable terms of payment for HDP joint ventures and/or SMMEs.	Finance Manager	Ongoing
4. Provide mentoring and capacity building assistance to HDP suppliers in order to facilitate improvements in their business practices with an aim of facilitating a successful SMME sector operating in conjunction with the Mine.	Finance Manager	2025

5.3. Procurement Projects

DESCRIPTION	TARGET: 2021	TARGET: 2022	TARGET: 2023	TARGET: 2024	TARGET: 2025	TOTAL
PPE Supply	R537,873.60	R573,911.13	R612,363.18	R653,391.51	R697,168.74	R3,074,708.16
Paint and paint brushes	R1,209,997.00	R1,291,066.80	R1,377,568.27	R1,469,865.35	R1,568,346.33	R6,916,843.75
Tools and Hardware	R1,284,616.00	R1,370,685.27	R1,462,521.19	R1,560,510.10	R1,665,064.28	R7,343,396.84
Bolts, Nuts and Washers	R312,325.00	R333,250.78	R355,578.58	R379,402.34	R404,822.30	R1,785,378.99
Belt Construction	R3,289,658.00	R3,510,065.09	R3,745,239.45	R3,996,170.49	R4,263,913.91	R18,805,046.93
Splicing	R4,517,606.00	R4,820,285.60	R5,143,244.74	R5,487,842.13	R5,855,527.56	R25,824,506.03
Transport of Ore/Silica	R1,296,000.00	R1,382,832.00	R1,475,481.74	R1,574,339.02	R1,679,819.74	R7,408,472.50
Plant Maintenance	R5,311,394.00	R5,667,257.40	R6,046,963.64	R6,452,110.21	R6,884,401.59	R30,362,126.84
Security	R2,451,158.25	R2,615,385.85	R2,790,616.70	R2,977,588.02	R3,177,086.42	R14,011,835.25
TOTAL	R20,210,627.85	R21,564,739.92	R23,009,577.49	R24,551,219.18	R26,196,150.87	R115,532,315.31

Project Name		PPE SUPPLY									
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply PPE to the mining operations.	Project start date:		2021							
		Project End date:		2025							
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project					
		2	6	4		Rustenburg, Bojanala Local Municipality					
Output	Spinoff employment opportunities	Male	Female	Youth	Disabled						
		2	6	4							
Responsible Entity	KPA	Activity				Timeframe					
		KPI	2021	2022	2023	2024	2025	FY: Budget			
Award a local SMME with a contract to supply PPE	Glencore WCM	Locally empowered SME which will manufacture and supply PPE to the mines and elsewhere	Local SME supplying PPE to the mines and elsewhere	R537,873.60	R573,911.13	R612,363.18	R653,391.51	R697,168.74	R3,074,708.16		
				Total							
Exit strategy: The mine will exit the project at the end of the SLP life in 2025											

PAINT AND PAINT BRUSHES									
Project Name									
Project Background	The mine plan to empower a local SMIME from its local communities through the enterprise development programme, with a business opportunity to supply paint and paint brushes					Project start date:		2021	
						Project End date:		2025	
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project			
	Spinoff employment opportunities	2	2	1		Rustenburg, Bojanala Local Municipality			
Output	Responsible Entity	Activity		Timeframe				FY:	
		KPA	KPI	2021	2022	2023	2024	2025	Budget
Empower a local SMIME by awarding a contract to supply paint and paint brushes	Glencore WCM	Locally empowered SME to source and supply paint and paint brushes to the mine	Local SME supplying paint and paint brushes to the mine	R1,209,997.00	R1,291,066.80	R1,377,568.27	R1,469,865.35	R1,568,346.33	R6,916,843.75
Total									R6,916,843.75
Exit strategy: The mine will exit the project at the end of the SLP life in 2025									

TOOLS AND HARDWARE SUPPLY										
Project Name										
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply tools and hardware				Project start date:			2021		
					Project End date:			2025		
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project				
	Spinoff employment opportunities	2	2	1		Rustenburg, Bojanala Local Municipality				
Output	Responsible Entity	Activity		Timeframe				FY: Budget		
		KPA	KPI	2021	2022	2023	2024	2025		
Empower a local SMME by awarding a contract to supply tools and hardware	Glencore WCM	Locally empowered SME to source and supply tools and hardware to the mine	Local SME supplying tools and hardware to the mine	R1,284,616.00	R1,370,685.27	R1,462,521.19	R1,560,510.10	R1,665,064.28	R7,343,396.84	
Total										
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										

SUPPLY OF BOLTS, NUTS AND WASHERS									
Project Name									
Project Background	The mine plan to empower a local SMME from its local communities through the enterprise development programme, with a business opportunity to supply bolts, nuts and washers				Project start date:		2021		
					Project End date:		2025		
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project			
		2	2	1		Rustenburg, Bojanala Local Municipality			
Output	Spinoff employment opportunities	Male	Female	Youth	Disabled				
		2	2	1					
Output	Responsible Entity	Activity			Timeframe			FY:	
		KPA	KPI	2021	2022	2023	2024	2025	Budget
Empower a local SMME by awarding a contract to supply bolts, nuts, and washers	Glencore WCM	Locally empowered SME to source and supply bolts, nuts and washers to the mine	Local SME supply bolts, nuts and washers to the mine	R312,325.00	R333,250.78	R355,578.58	R379,402.34	R404,822.30	R1,785,378.99
		Total							
Exit strategy: The mine will exit the project at the end of the SLP life in 2025									

CONSTRUCTION OF CONVEYOR STRUCTURES										
Project Name										
Project Background	<p>The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the conveyor Belt contstructure contract. A certain percentage of the contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.</p>				Project start date:			2021		
					Project End date:			2025		
Number of community members to benefit	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project			
	Spinoff employment opportunities		4	1	3		Rustenburg, Bojanala Local Municipality			
			Male	Female	Youth	Disabled				
			4	1	3					
Output	Responsible Entity		Activity				Timeframe			
	Glencore WCM		KPA	KPI	2021	2022	2023	2024	2025	FY: Budget
A ring fencing opportunity will be awarded to a local SMME	Local SMME constructing conveyor structures for the mine		Local SMME constructing conveyor structures for the mine	R3,289,658.00	R3,510,065.09	R3,745,239.45	R3,996,170.49	R4,263,913.91	R18,805,046.93	
Total										
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										
R18,805,046.93										

SPLICING OF CONVEYOR BELTS										
Project Name									Project start date:	2021
Project Background	The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the Splicing contract. A certain percentage of the contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.								Project End date:	2025
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project				
		4	2	4		Rustenburg, Bojanala Local Municipality				
	Spinoff employment opportunities	Male	Female	Youth	Disabled					
Output	Responsible Entity	Activity				Timeframe				FY:
A ring fencing opportunity will be awarded to a local SMME	Glencore WCM	KPA	KPI	2021	2022	2023	2024	2025	Budget	
		Local SMME splicing conveyor belts for the mine	Local SMME splicing conveyor belts for the mine	R4,517,606.00	R4,820,285.60	R5,143,244.74	R5,487,842.13	R5,855,527.56	R25,824,506.03	
Total										
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										

TRANSPORT OF SILICA										
Project Name										
Project Background	The mine is looking into empowering a local youth owned SMME through the enterprise development programme in which it will transport Silica, The mine will enter into a 5 year agreement with the SMME in order to fully develop and empower the SMME. The mine through the Incubation Hub will assist the SMME to acquire or secure funding for this project as and when required				Project start date:			2021		
					Project End date:			2025		
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project				
		2	2	2		Rustenburg, Bojanala Local Municipality				
Output	Spinoff employment opportunities	Male	Female	Youth	Disabled					
		2	2	2						
Output	Responsible Entity	Activity				Timeframe				
		KPA	KPI	2021	2022	2023	2024	2025	FY: Budget	
Established, sustainable and fully functional SMME which will be able to Transport Ore Material	Glencore WCM	Locally empowered SMME which will be able to Transport Ore Material	Local SMME transporting Ore Material	R1,296,000.00	R1,382,832.00	R1,475,481.74	R1,574,339.02	R1,679,819.74	R7,408,472.50	
		Total								
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										

PLANT MAINTENANCE AND STEEL FABRICATION										
Project Name										
Project Background	The mine is looking into empowering the local and government funded SMME through a supplier development programme. The SMME has been doing work for the mine on an order to order basis. The mine will enter into a 5 year agreement with the SMME in order to fully empower and develop the SMME to ensure that they can compete with well established companies rendering the same service to the mine.					Project start date:				2021
						Project End date:				2025
Number of community members to benefit	Total number of jobs to be created by the project		Male	Female	Youth	Disabled	Geographical location of the project Rustenburg, Bojanala Local Municipality			
			14	12	15					
	Spinoff employment opportunities		Male	Female	Youth	Disabled				
Output	Responsible Entity		Activity				Timeframe			
	Glencore WCM		KPA	KPI	2021	2022	2023	2024	2025	FY: Budget
Established, sustainable and fully functional SMME which will do steel fabrications and refurbishment for the mine	Locally empowered SMME which will do steel fabrications and refurbishment for the mine and elsewhere		Local SMME doing steel fabrications and refurbishment for the mine and elsewhere		R5,311,394.00	R5,667,257.40	R6,046,963.64	R6,452,110.21	R6,884,401.59	R30,362,126.84
Total										
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										

SECURITY SERVICES										
Project Name									2021	
Project Background	The mine is looking into empowering the local SMME company through enterprise development programme and ring fencing strategy. The mine will ring fence a local SMME under the Security contract. A certain percentage of the contract will be awarded to the local SMME. The main objective is to transfer skill from the main business partner to the local SMME and after the duration of the contract, the local SMME should be able to render the same service independently to the mine as the main business partner.								Project start date:	2021
									Project End date:	2025
Number of community members to benefit	Total number of jobs to be created by the project	Male	Female	Youth	Disabled	Geographical location of the project				
		20	10	15		Rustenburg, Bojanala Local Municipality				
	Spinoff employment opportunities	Male	Female	Youth	Disabled					
Output	Responsible Entity	Activity				Timeframe				FY:
		KPA	KPI	2021	2022	2023	2024	2025	Budget	
Established, sustainable and fully functional SMME which will do Security Services for the mine	Glencore WCM	Locally empowered SMME which will do Security Services for the mine and elsewhere	Local SMME doing Security Services for the mine and elsewhere	R2,451,158.25	R2,615,385.85	R2,790,616.70	R2,977,588.02	R3,177,086.42	R14,011,835.25	
Total										
Exit strategy: The mine will exit the project at the end of the SLP life in 2025										

5.4. Procurement Targets

MINING GOODS (CAPITAL & CONSUMABLES)	Target Year 2021	Target Year 2022	Target Year 2023	Target Year 2024	Target Year 2025
South African Manufactured Goods produced by BEE compliant company	22.00%	31.43%	44.00%	44.00%	44.00%
South African Manufactured Goods produced by Historically Disadvantaged Persons owned and controlled company.	10.50%	15.00%	21.00%	21.00%	21.00%
South African Manufactured Goods produced by women owned and controlled company OR youth owned and controlled company.	2.50%	3.57%	5.00%	5.00%	5.00%
COMPLIANCE %	35.00%	50.00%	70.00%	70.00%	70.00%

SERVICES	Target Year 2021	Target Year 2022	Target Year 2023	Target Year 2024	Target Year 2025
Services supplied by Historically Disadvantaged Persons	50.00%	50.00%	50.00%	50.00%	50.00%
Services supplied by Women Owned and controlled companies	15.00%	15.00%	15.00%	15.00%	15.00%
Services supplied by Youth Owned and controlled Companies	5.00%	5.00%	5.00%	5.00%	5.00%
Services supplied by a BEE compliant company	10.00%	10.00%	10.00%	10.00%	10.00%
TOTAL %	80.00%	80.00%	80.00%	80.00%	80.00%

Category	Targets & Weightings		Actual Ratings		Target Year 2021		Target Year 2022		Target Year 2023		Target Year 2024		Target Year 2025	
	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score
SAMPLE ANALYSIS	Compliance	%	Target %	%	Target %	%	Target %	%	Target %	%	Target %	%	Target %	%
	Target %	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%
	100.00%													

Category	Targets & Weightings		Actual Ratings		Target Year 2021		Target Year 2022		Target Year 2023		Target Year 2024		Target Year 2025	
	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score	Compliance	Score
RESEARCH AND DEVELOPMENT	Compliance	%	Target %	%	Target %	%	Target %	%	Target %	%	Target %	%	Target %	%
	Target %	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%	100.00%	2.50%
	100.00%													

SECTION 6: HOUSING AND LIVING CONDITIONS

Glencore Alloys' policy is to encourage home ownership, as such, it provides employees with a housing allowance and qualifying employees with a housing subsidy and a housing financial grant, this is to assist employees to acquire their own houses. The Company does not own houses nor does it supply Company rented accommodation to employees.

6.1. Housing Strategy

Housing Strategy		
Undertaking	The Company meets regularly with the future forum and union stakeholders, Housing is a standard agenda item on these meetings.	
Guideline	The Housing Strategy is to facilitate the principle of freedom of choice regarding affordable and decent accommodation for all employees. To provide a market related housing allowance as agreed to from time to time during the Annual Wage Negotiations. To develop an appropriate and affordable housing strategy. To monitor and evaluate the implementation of the strategy and housing policy. To educate and train employees on all housing issues. To determine the requirements for housing acquisition applications, i.e. Housing Financial Grants (HFG). Minutes of meetings are available upon request.	
Responsible Person	Strategic Plan	Status
HR Manager	1.A company housing forum to be established, comprising of union representatives and management representatives.	On-Going
HR Manager	2.An appropriate and affordable housing strategy to be developed.	On-Going
HR Manager	3.Recommendations to be made to the company for housing assistance.	On-Going
HR Manager	4.Implementation of strategies and the housing policy to be monitored and evaluated.	On-Going
HR Manager	5.To implement a programme that includes time frames to address the needs of the employees.	On-Going
HR Manager	6.Employees to be trained and educated on all housing issues.	On-Going
HR Manager	7.Requirements for housing acquisition applications to be determined (HFG).	On-Going

6.2. Current status of available dwelling for employees

Dwelling	Number	%
Hostel	0	0
Own Home	128	14.46%
Rental	757	85.54%
Total	885	100%

6.3. Health Care and Nutrition

The Company provides a balanced meal replacement (Dichaba original) to all employees working underground.

Due to the fact that the Company does not provide food for its employees; the mine has awareness programs in place to inform employees on how they can benefit from good nutrition, balanced diets, correct method of food preparation in order to maximize the nutritional benefits of food, as well as, the use of nutritional diets in the management of chronic illnesses, including HIV.

SECTION 7: PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

Organizations have to retrench workers from time to time for economic reasons and to remain globally competitive. It is therefore important that employers should first make sure that no viable options to achieve operational requirements are available before considering downscaling of workers. Glencore Western Chrome Mines will manage all future downscaling and retrenchments in conjunction with the Future Forum and the relevant unions at the workplace.

Western Chrome Mines actions will pursue the following principles:

- Prevent job losses and decline in employment through turnaround strategies
- Seek alternative solutions to the threats to job security and potential measure to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance, aimed at improving access to employment opportunities for the host community members that are unemployed.
- Promote meaningful engagement with the various stakeholders in seeking possible alternative job creation projects.
- Engage all stakeholders in openly discussing issues that concern the employees' future and jointly structure and implement potential solutions to job losses.
- Jointly engage in strategic planning, deployment or other appropriate strategies that affect jobs and evaluate progress at regular intervals

7.1. Establishment of a future forum

The mine has established a Future Forum and meetings are held quarterly.

Table 7.1. Objectives of Future Forum

Objectives	Responsible Person	Date to be completed
1. Create general awareness of SLP and the activities to employees	Future Forum Committee	Ongoing
2. To act as a communication mechanism on the Company related issues	Future Forum Committee	Ongoing
3. To act as a communication mechanism on the Company SLP related issues	Future Forum Committee	Ongoing
4. Plan ahead to identify solutions to problems and challenges and possible solutions with regard to productivity and employment	Future Forum Committee	Ongoing
5. Identify production and employment turnaround strategies	Future Forum Committee	Ongoing
6. Implement strategies agreed upon by both the Company and unions	Future Forum Committee	Ongoing
7. Co-ordinate the notification process	Future Forum Committee	Ongoing
8. Mobilize the Department of Employment and Labour Social Plan Services (e.g technical assistance, Job Advice Centre, Retrenchment Response Team etc.).	Future Forum Committee	Ongoing

7.1.1. Structure of the Future Forum

- Management representatives
- Safety representative
- HR representative
- Finance representatives
- Full Time Shop Steward
- Minority Union representatives
- Non-Union representative

7.2. Mechanisms to save jobs provide alternative solutions and procedures for creating job security where job losses cannot be avoided – (Attach a Plan).

PLAN

The mine operational lifespan is estimated to be 30 years however this picture might be skewed by various economic factors both internal and external. This could negatively affect the future economic viability of the mine which will result in Western Chrome Mines been forced to shed jobs or premature closure. Although reducing the number of individuals directly employed by an organization seems to be the most obvious way to achieve necessary savings, alternatives to job losses has to be considered.

Alternatives to job losses:

The mine will employ various strategies to prevent job losses and premature closure. The list of measures to avoid dismissals is vast and dependent on the employer and the industry the employer is operating in. Examples thereof are:

- measures to increase productivity;
- rationalizing costs and expenditure;
- increase or decrease in shifts and length of shifts;
- decreasing the number of contractors or casual labourers;
- using employees to perform the functions performed by contractors or casual labourers;
- skills development to enable employees to move into different positions;
- stopping overtime or Sunday work;
- bumping;
- reducing wages (by agreement);
- early retirement offers or schemes;
- moratoriums on hiring new employees;
- gradual reduction of workforce by way of natural turnover;
- extended unpaid leave or temporary lay-off

7.3. Notice of profitability and curtailment of mining operations affecting employment.

The mine will consult with the Future Forum and unions and thereafter notify the board in accordance with the Mineral and Petroleum Resources Development Act, 2002 Section 52(1) on the following matters:-

- Prevailing economic conditions causing the profit to revenue ratio of the mine to be less than 6% on the average for a continuous period of 12 months.
- Intention to scale down or to cease with the possible effect that 10% or more of the labour force or more than 500 employees are likely to be retrenched in any 12 month period.

7.4. Management of Retrenchments

The mine will adhere to the LRA Section 189 when initiating a retrenchment process

- The Mine and stakeholders will jointly notify the Minerals and Mining Development Board or the General Manager of the situation at the mine.
- In the event that the above initiative are unsuccessful, the following legislated process will be followed:
- Various stakeholders including the unions will be consulted
- Western Chrome Mines and other consulting parties will engage in a meaningful joint consensus seeking process and attempt to reach consensus on appropriate measures:
 - To avoid dismissals.
 - To minimize the number of dismissals
 - To change the timing of dismissals
 - To mitigate the adverse effects of the dismissals
- The method for selecting the employees to be dismissed
- The severance pay for dismissed employees

The mine will issue a written notice inviting the other consulting party to consult with it and disclose in writing all relevant information, including but not limited to:

- The reason for the proposed dismissals
- The alternatives to that the Mine considered before proposing dismissals and the reasons for rejecting each of those alternatives.
- The number of employees likely to be affected and the job categories in which they are employed.
- The proposed method for selecting which employees to dismiss
- The time when or the period during which the employees are likely to be dismissed.
- The number of employees employed by the Mine
- The number of employees that the Mine has dismissed for reasons based on its operational requirement in the preceding 12 months.
- Various stakeholders will be given opportunity during consultation to make representations about any matter discussed any matter relating to the proposed dismissals.
- Management will consider and respond to the representations made by the other consulting party and if the Mines does not agree with them, Management will state the reasons for disagreeing. The mine will respond to the representations in writing
- The Mine will select the employees to be dismissed according to selection criteria:
 - That have been agreed by the consulting parties; or
 - If no criteria have been agreed, criteria that are fair and objective.

7.5. Mechanism to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operations is certain.

- Downscaling and retrenchment has the potential to affect not only employees but also surrounding businesses and communities. Therefore the mine will endeavor to ameliorate the impact through careful planning to limit the potential fallout of such and event. The plans to manage the social-economic impact of retrenchments and/or the mine closure must be both comprehensive and inclusive of variety of strategies. Mine Management, together with the Future Forum, will assess in advance the impact that will be caused by the retrenchment and/or closure of its operations.

- The continual investment in Human Resource Development and facilitation of training during the lifetime of mine has the purpose to sustain skills that will support employment of the workers beyond life of mine. The Mine will through effective implementation of its HRD Plan create employee mobility but it became clear that job losses cannot be avoided, intensified Portable Skills training will be implemented.

7.6. The following process will be adopted by the mine in conjunction with the affected parties:

- Early consultation with the Traditional leaders, Community Forums, municipality and Department of Mineral Resources on retrenchment.
- Conduct a comprehensive skills audit of the affected employees
- Identify the Portable Skills which will be aligned to the interests of affected employees
- Implement the HRD plan
- Encourage community to form SMME projects that will be sustainable.
- This process will ensure that the retrenched employees are more marketable and can capitalize on current and emerging employment opportunities that exist within the local labor market.

7.7. Communication with the authorities

Western Chrome Mines has appointed HSEC Manager in conjunction with the HR Manager to communicate with the authorities on issue pertaining to Social and Labour Plan.

Table below illustrate Strategic action plan to communicate with the Authorities

Communication with authorities Strategic action plan	Responsible Party	Date to be completed
1. Communicate with the authorities on issues related to SLP	HR Manager / HSEC Manager	2024
2. Submit annual supports to DMR	HR Manager / HSEC Manager	2024
3. Coordinate the DMR visits to site for audits and inspections	HSEC Manager	2024

7.8. Post-Closure Planning

Western Chrome Mines will engage with the various Doorstep traditional councils and the local municipality on the use of the mine property especially building for the benefit of the communities. The mining and plant area will be rehabilitated and rendered suitable as grazing land as per environmental management programme. The plant infrastructures will be sold or taken to other Glencore sites, however the plan is to leave behind the permanent building structures for community use.

7.9. Social and Labour Plan (SLP) communication plan

In order to comply with the requirements of the MPRD Act (specifically regulation 46(f)) Western Chrome Mines will ensure that each employee is informed about the provisions laid out in the mine’s SLP as well as progress in achieving the objectives on an annual basis. Clear, effective and participative communication of the Social and Labour Plan, including using the Career Progression Plans, Skills Development Plan and Employee Forums to ensure it is communicated on a level that each worker can grasp.

Strategic action plan to communicate the Social and Labour Plan

SLP Communication Strategic action plan	Responsible Party	Date to be completed
Management and Future Forum Meeting to be used to communicate matters relating to SLP	HR Manager	2024
EE & SD committee meeting used to address Employment equity and training and other HRD issues	HR Manager	2024
Internal communications portal (Data free portal available on all employees phones – HAFH portal) to be used to communicate matters relating to SLP to all employees.	HR Manager	2024

SECTION 8: FINANCIAL PROVISION

1.1. Financial Provision (Regulation 46(e) (i) (ii) (iii))

In terms of Section 23(1) (e) of the MPRDA “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan”. The Mine therefore aims to provide financially for the Social and Labour Plan, considering each of the key elements:

1. Human Resource Development Programme
2. Local Economic Development Programme
3. Management of Downscaling and Retrenchment

Table 8.1. Summary of Financial Provision for Key Elements SLP over the Five (5) Year Period – WESTERN MINES

Category	2021	2022	2023	2024	2025	TOTAL
Human Resource Development Programmes	R20 083 289	R25 291 194	R25 091 612	R29 490 111	R32 393 302	R132 349 508
Local Economic Development Programmes	R 15 000 000	R0	R0	R0	R12 500 000	R27 500 000
Management of Downscaling	R17 864 000	R18 828 656	R19 845 403	R20 917 055	R22 046 576	R99 501 691

1.2. Financial Provision for the Human Resource Development Programme

Table 8.2. Summary of Financial Provision for Human Resource Development over the Five (5) Year Period – Western Mines

Human Resources Development Programmes	2021	2022	2023	2024	2025	Total
Financial Provision for ABET Training Programmes	R5,343,405.00	R7,039,937.00	R5,936,074.00	R9,269,071.00	R10,344,283.00	R37,932,770.00
Financial Provision for Portable Skills Programmes	R43,750.00	R1,358,500.00	R1,428,326.00	R1,501,742.00	R1,578,932.00	R5,911,250.00
Financial Provision for Learnership Programmes	R5,064,403.00	R6,122,863.00	R6,433,580.00	R6,815,812.00	R7,856,915.00	R32,293,573.00
Financial Provision for Artisan Training	R173,256.00	R391,311.00	R412,442.00	R434,713.00	R458,188.00	R1,869,910.00
Financial Provision for Core Business Training Programmes	R6,274,922.00	R6,613,468.00	R6,970,912.00	R7,347,340.00	R7,744,097.00	R34,950,739.00
Financial Provision for School Support Training Programmes	R1,723,277.00	R1,816,334.00	R1,914,416.00	R2,017,794.00	R2,126,755.00	R9,598,576.00
Financial Provision for Internal and External Bursaries	R191,185.00	R154,095.00	R345,135.00	R363,773.00	R383,416.00	R1,437,604.00
Financial Provision for Internal and External Internships	R867,294.00	R1,371,192.00	R1,204,364.00	R1,269,400.00	R1,404,844.00	R6,117,094.00
Financial Provision Career Progression Programmes	R401,797.00	R423,494.00	R446,363.00	R470,466.00	R495,872.00	R2,237,992.00
Total Financial Provision for Human Resources Development Programmes	R20,083,289.00	R25,291,194.00	R25,091,612.00	R29,490,111.00	R32,393,302.00	R132,349,508.00

1.3. Financial Provision for the Local Economic Development Programme

Table 8.3. Summary of Financial Commitment for Local Economic Development over the Five (5) year period – Western Mines

Financial Provision for Local Economic Development Programmes	2021	2022	2023	2024	2025	TOTAL
Financial Provision for Local Economic Development Programmes	R 15 000 000	R0	R0	R0	R12 500 000	R27 500 000
Total	R 15 000 000	R0	R0	R0	R12 500 000	R27 500 000

1.4. Financial Provision for Procurement projects – Western Mines

DESCRIPTION	TARGET: 2020	TARGET: 2021	TARGET: 2022	TARGET: 2023	TARGET: 2024	TOTAL
PPE Supply	R537,873.60	R573,911.13	R612,363.18	R653,391.51	R697,168.74	R3,074,708.16
Paint and paint brushes	R1,209,997.00	R1,291,066.80	R1,377,568.27	R1,469,865.35	R1,568,346.33	R6,916,843.75
Tools and Hardware	R1,284,616.00	R1,370,685.27	R1,462,521.19	R1,560,510.10	R1,665,064.28	R7,343,396.84
Bolts, Nuts and Washers	R312,325.00	R333,250.78	R355,578.58	R379,402.34	R404,822.30	R1,785,378.99
Belt Maintenance	R3,289,658.00	R3,510,065.09	R3,745,239.45	R3,996,170.49	R4,263,913.91	R18,805,046.93
Splicing	R4,517,606.00	R4,820,285.60	R5,143,244.74	R5,487,842.13	R5,855,527.56	R25,824,506.03
Transport of Ore/Silica	R1,296,000.00	R1,382,832.00	R1,475,481.74	R1,574,339.02	R1,679,819.74	R7,408,472.50
Plant Maintenance	R5,311,394.00	R5,667,257.40	R6,046,963.64	R6,452,110.21	R6,884,401.59	R30,362,126.84
Security	R2,451,158.25	R2,615,385.85	R2,790,616.70	R2,977,588.02	R3,177,086.42	R14,011,835.25
TOTAL	R20,210,627.85	R21,564,739.92	R23,009,577.49	R24,551,219.18	R26,196,150.87	R115,532,315.31

1.5. Financial Provision for the Management of Downscaling and Retrenchment

The on-going investment in Human Resource Development Programmes and facilitation of training during the life of the Mine is intended to support the acquisition of skills that will ensure employability of the workforce beyond the life of the mine. Additional to this, the Mine has made financial commitments based on the process to be followed during downscaling as agreed with the unions.

Table 8.4. Summary of Financial Commitment for Downscaling and Retrenchment for Five (5) – Western Mines

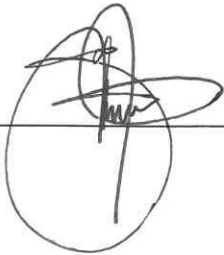
Financial Provision for the Management of Downscaling and Retrenchment Programmes	2021	2022	2023	2024	2025	TOTAL
Amount	R17,864,000	R18,828,656	R19,845,403	R20,917,055	R22,046,576	R99,501,691

SECTION 9: UNDERTAKING

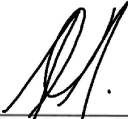
Regulation 46(f): An undertaking by the holder of the mining right to ensure compliance with the Social and Labour Plan and to make it known to employees

I, Vulela Makuni, the undersigned and duly authorised thereto by Glencore Operations SA (Pty Ltd), undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at Kroondal Operations on the 30th of September 2022

Signature of responsible person: 

APPROVED:

Signed at	Kroondal Mine
Date	30 September 2022
Signature	 Richard Vermeulen Vermeulen, Richard (Head Office - ZA) Oct 4 2022 2:32 PM DocuSign
Designation	General Manager – Western Mines

Annexure A: Labour Sending Areas

ANNEXURE A: Labour Sending Areas

Sending Areas	Labour sending area (Province/ Country)	Labour sending area (Town)	Count	Percentage
Local	Local Municipality	Bafokeng	1	0.11%
		Bethanie	1	0.11%
		Boitekong	1	0.11%
		Kroondal	173	19.55%
		Lethabong	1	0.11%
		Mabeskraal	1	0.11%
		Mfidikwe	1	0.11%
		Modikwe	2	0.23%
		Mooinooi	2	0.23%
		Paardekraal	1	0.11%
		Phokeng	4	0.45%
		Rustenburg	534	60.34%
		Tlhabane	2	0.23%
TOTAL			724	81.81%
District	District Municipality	Hartbeesfontein	1	0.11%
		Brits	21	2.37%
		Hartbeespoort	2	0.23%
		Koster	3	0.34%
		Madikwe	1	0.11%
		Mmakau	1	0.11%
		Mogwase	2	0.23%
		Motlhabe	1	0.11%
		Silverkrans	1	0.11%
		Swartruggens	1	0.11%
TOTAL			34	3.84%
In Province	North West	Itsoseng	1	0.11%
		Klerksdorp	5	0.56%
		Lichtenburg	1	0.11%
		Mahikeng	6	0.68%
		Makhabestad	1	0.11%
		Mareetsane	1	0.11%
		Orkney	1	0.11%
		Potchefstroom	1	0.11%
		Setlagole	1	0.11%
		Stilfontein	1	0.11%
		Taung	3	0.34%
		Vryburg	5	0.56%

		Zeerust	10	1.13%
TOTAL			37	4.18%
Inter province	Eastern Cape	Cofimvaba	1	0.11%
		Dutywa	1	0.11%
		Elliotdale	2	0.23%
		Maclear	1	0.11%
		Mqanduli	1	0.11%
		Port Elizabeth	1	0.11%
		Steynsburg	1	0.11%
		Tabankule	1	0.11%
		Umtata	1	0.11%
	Free State	Bloemfontein	4	0.45%
		Ficksburg	1	0.11%
		Mangaung	1	0.11%
		Odendaalsrus	2	0.23%
		Phuthaditshaba	1	0.11%
		Welkom	1	0.11%
	Gauteng	Akasia	1	0.11%
		Alberton	1	0.11%
		Benoni	1	0.11%
		Carletonville	1	0.11%
		Edenvale	2	0.23%
		Germiston	1	0.11%
		Hammanskraal	1	0.11%
		Johannesburg	4	0.45%
		Krugersdorp	5	0.56%
		Midrand	1	0.11%
		Pretoria	9	1.02%
		Vereeniging	3	0.34%
	Kwazulu Natal	Jozini	1	0.11%
		Mtubatuba	1	0.11%
		Matatiele	3	0.34%
		Newcastle	2	0.23%
		Richards Bay	1	0.11%
	Limpopo	Jane Furse	1	0.11%
		Phalaborwa	1	0.11%
		Polokwane	2	0.23%
		Thabazimbi	1	0.11%
		Thohoyandou	1	0.11%
	Mpumalanga	Bethal	1	0.11%
		Burgersfort	1	0.11%
		Hazyview	1	0.11%
		Lydenburg	1	0.11%

		Rietkuil	1	0.11%
		Piet Retief	1	0.11%
	Northern Cape	Kathu	1	0.11%
		Kimberley	2	0.23%
		Kuruman	3	0.34%
		Upington	1	0.11%
	Western Cape	Cape Town	1	0.11%
TOTAL			78	8.81%
Foreigners	Botswana		1	0.11%
	Lesotho		1	0.11%
	Mozambique		10	1.13%
TOTAL			12	1.36%
GRAND TOTAL			885	100%

Annexure B: AET Procedure

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/010
Implementation Date	9 June 2005
Revision / Amendment Number	07
Revision / Amendment Date	23 Sept '19

GROUP AET PROCEDURE

GLENCORE

Group AET Procedure

	Title	Approval Signatures
Owner	Group HRD Business Partner	Liza Sandilands
Approved By	Group Employee Development Manager	Hilda Nienaber

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/010
Implementation Date	9 June 2005
Revision / Amendment Number	07
Revision / Amendment Date	23 Sept '19

GROUP AET PROCEDURE

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Ferro Alloys

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GROUP AET PROCEDURE

1. OBJECTIVE

- To standardise and promote an AET training programme framework in relation to the implementation of AET in skills development across all Glencore Ferro Alloys Assets.
- To eradicate low levels of literacy and numeracy by providing opportunities to employees to achieve the required literacy levels of the Glencore Assets in the Mining and Minerals Sector.

2. SCOPE

The policy will apply to all permanent employees across the Glencore Ferro Alloys Assets who meet the criteria to participate in AET programme. The AET training programme provision is available to contractors, fixed-term employees and individuals from the community when applicable.

3. RESPONSIBILITIES & IMPLEMENTATION

It is the responsibility of the Responsible Managers at each Asset to ensure the correct implementation of this Procedure.

The Group HRD Business Partner (AET) is responsible for the review of this Procedure.

Employees who are not functionally literate in English Communication and Mathematical Literacy Level 1 to Level 4 who aspire to participate in the AET programme may do so, in his/her own time or as offered by Assets.

The Company is committed to affording those employees not functionally literate in English Communication and Mathematical literacy to become that at Company's cost.

Company Principles in conducting AET programmes:

- Accessible to all who did not complete Level 1 to Level 4 (Primary and Secondary Education)
- Voluntary
- Part-time / Fulltime
- Relevant to development (Literacy in Numeracy and Communication in English)

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GROUP AET PROCEDURE

4. ABBREVIATIONS

AET	:	Adult Education and Training
FET	:	Further Education and Training
GFETQF	:	General Further Education and Training Qualifications Framework
HRD	:	Human Resources Development
ISO	:	International Standards Organization
MIS	:	Management Information System
MQA	:	Mining Qualifications Authority
NQF	:	National Qualifications Framework
OQF	:	Occupational Qualifications Framework
QCTO	:	Quality Council for Trades and Occupation
RPL	:	Recognition of Prior Learning
SAP	:	Systems Applications and Products
SAQA	:	South-African Qualifications Authority
SLA	:	Service Level Agreement

5. DEFINITIONS

- 5.1. RPL :** A process that enables a person to gain credits towards a qualification in recognition of the skills, knowledge and capabilities that they have gained through any combination of formal or informal training and education, work experience, community engagement or general life experience.
- 5.2. Assessment:** Is the process of gathering and weighing evidence in order to determine whether learners have demonstrated outcomes specified in unit standards and/or qualifications registered on the NQF. The generic assessor standard registered by SAQA entitled 'Plan and conduct assessment of learning outcomes' outlines the process in detail. The management of assessment is the responsibility of providers.
- 5.3. Accredited Training Provider:** Any person or body who, having met the quality assurance criteria laid down by SAQA, has been formally recognised by SAQA through the relevant Education and Training Quality Assurance Body (ETQA).
- 5.4. Assessor:** Means the person who is registered by the Education and Training Quality Assurance Body (ETQA) in accordance with criteria established by the Standards Generating Body (SGB) to measure the achievement of specified National Qualifications Framework standards or qualifications, and "constituent assessor" has a corresponding meaning.

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GROUP AET PROCEDURE

6. LEGAL AND OTHER REQUIREMENTS

Adult Basic Education and Training Act No. 52 of 2000;
Mining Charter
National Education Policy Act of 1996;
Skills Development Act, No 97 of 1998;
South African Qualifications Authority Act No. 58 of 1995

7. GENERAL

Revision of **this** procedure could arise from, but will not be limited to the following:

- Management Review Meetings
- Internal and External Audit Reports
- Non-conformance Reports
- Changes in legislation
- Requirements of Quality Manual

Glencore Ferro Alloys will assist in improving the foundations for skills development by increasing literacy **ratings** and participation in Adult Education and Training.

Glencore Ferro Alloys will focus on the active promotion of literacy in **English Communication and Mathematical Literacy** amongst its employees by means of:

- Individual **pre- and post-**assessments
- Establishing AET centres at the respective Assets
- Outsourcing this function to Accredited **External** Providers **if preferred**

8. PROCEDURE

8.1 AET levels that Glencore Ferro Alloys offer:

AET 1: Equivalent to Grade 3

Learners must complete two fundamental learning areas:

- Language Literacy and Communication in English at AET Level 1 (**Approximately 150 – 180 hours**)
- Numeracy / Mathematical Literacy at AET Level 1 (**Approximately 120 hours**)

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GROUP AET PROCEDURE

AET 2: Equivalent to Grade 5

Learners must complete two fundamental learning areas:

- Language Literacy and Communication in English at AET Level 2 (Approximately 150 – 180 hours)
- Numeracy / Mathematical Literacy at AET Level 2 (Approximately 120 - 150 hours)

AET 3: Equivalent to Grade 7

Learners must complete two fundamental learning areas:

- Language Literacy and Communication in English at AET Level 3 (Approximately 150 - 180 hours)
- Numeracy / Mathematical Literacy at AET Level 3 (Approximately 150 - 180 hours)

AET 4: Equivalent to Grade 9 (NQF Level 1)

An AET Level 4 Accredited Training Provider provides the full AET Level 4 training programme.

Glencore Ferro Alloys offers two fundamental learning areas within the Company if significant:

- Communication in English at AET Level 4 (23 Credits) (Approximately 150 - 180 hours)
- Mathematical Literacy at AET Level 4 (16 Credits) (Approximately 180 - 220 hours)

8.2 Recognition of Prior Learning (RPL) Process:

Employees are assessed by means of an accredited registered RPL tool performed by an Accredited External Provider, or competent Assessors who meet the criteria, when:

- Learners apply or are nominated for further Training who enrol for the first time and have not previously, completed and achieved the outcomes of AET Programme (Levels 1-3);
- The Applicant is at an educational level below that of NQF level one.
- Placement assessments done by Asset Assessors must send completed RPL assessments for moderation to Accredited External provider.

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8.2.1 Formal AET Training:

Facilitators (Educators):

- Facilitators are required to possess a valid AET or educational qualification for the relevant subjects they teach and must meet the criteria prescribed by the External Accredited Provider who design the training material;
- Assets can either employ facilitators or outsource the facilitation to an Accredited External Provider and its Facilitators;
- All Facilitators must be competent and SETA registered Assessors;
- Facilitators must comply with invigilation regulations stipulated by the Accredited Assessment Body.

Learners:

- Prospective Learners who will enrol for the first time will undergo an RPL process in order to determine their level of literacy in numeracy & communication ;
- RPL/Previous exam results determine the enrolment on appropriate AET levels.
- Learners will receive induction prior the commencement of AET training sessions to ensure compliance to rules and Code of Conduct.

Funding:

The Company funds the facilitation, Learning Material, stationery and examination fees. The Company will pay the learner a grant stipend if received from the MQA.

Learning Material:

Assets use accredited learning material provided by the Accredited External Provider. Facilitators must comply with the criteria set out by the Accredited External Provider to use the learning material for training. Learning material as well as facilitator guides must be the latest revision.

Enrolment Process:

- Each Asset follow their own preferred enrolment process;
- Prospective learners complete MQA enrolment form at Asset level and information is captured on MQA I-share database;
- Records are kept in the Learner's POE;
- Examination enrolment registration takes place when a learner has completed a learning area and is ready to write examinations. Examination dates are determined by the examination schedules from External Accredited Assessment Body.

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Examinations & Marking of papers:

Examination papers are set, and marked by the External Accredited Assessment **Bodies**. **Assets order the examination papers from the External Accredited Assessment Bodies.** The Accredited Assessment Centre moderates the marked examination papers.

Invigilation

The invigilator should be an independent person who has no vested interest in the performance and achievement of the learners who are writing. The invigilator may not be the facilitator for that learning area.

Exam papers

Assets must ensure compliance according to External Assessment Body processes when managing Examination papers prior, during and after exams.

Assessment Dispute Resolutions

Any disputes arising from examination results shall be handled according to the respective Assessment Body's dispute procedure.

Certification:

Certification is done by the Accredited External Assessment Centre.

Feedback:

Feedback by the Facilitator with regards to progress, exam results etc. will be given to:

- The Learner / individual
- The HRD Business Partner
- The HR Manager/ HOD/Line Manager

Indemnity:

Any employee/**candidate** identified to **participate** in AET Training **programme**, is required to complete an *AET Indemnity/Participation Form*, either accepting or declining participation of the Programme.

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Learner Induction

Learners must attend an induction session before training can start to ensure they understand and comply with the rules and regulations when attending training, and to address any questions.

Recording and Recordkeeping:

- Record all the results from the formal examinations on SAP and the MQA MIS database.
- Ensure recordkeeping is done in accordance with ISO2009:2015

Grants

- The MQA pays grants to the Assets according to the Skills Levy numbers;
- On successful completion of an AET Learning area, a grant stipend is payable to the Learner, according to the "MQA Funding Policy" for the applicable financial year and if allocated.
- Assets must follow the processes set out by the MQA to manage Grand allocation and administration.

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GROUP AET PROCEDURE

8.2.2 Procedure Flow / Matrix

D - DO
A - ASSIST
U - UNDERSTAND & ACCEPT
- APPROVE

***NOTE:** "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
AET Training Needs Analysis	1a	Do training needs analysis to determine AET Learner intake for the next financial year.		D			Annually	Employee Training Needs Analysis Form GFA/HRD/FOR/006 or Site specific Documentation	Training Needs Analysis may be subject to Site specifications.
	1b	Send Learner intake forecast numbers to GRP AET Administrator for the coming financial year.		D			Annually (End of the year)	E-mail	To determine numbers for Group SLA with External Provider. Some Assets are excluded as they enter separately into SLA with the External Provider
Nomination & enrolment of AET Learners	2a	Obtain official participation / Non-participation from prospective and current learners		D	U		At beginning of programme	AET Indemnity/ Participation Form GFA/HRD/FOR/10.1	Assets specification documentation may be applicable if preferred and documented.
	2b	Determine AET placement level for first enrolments via RPL assessment process Externally.			U	D	At the beginning of the programme, prior to enrolment.	Accredited External Provider Placement Assessment Tool	Accredited External Provider is the owner of the document and any person at Asset may use it if trained by Provider.

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***NOTE: "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.**

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
		Do Placement Assessment internally		D	U		At the beginning of the programme, prior to enrolment.	Placement Assessment documentation	Personnel trained on the Assessment tool by Accredited External Provider, may do placement assessment internally, and send documentation to Accredited External Provider for moderation.
	2c	Complete MQA Enrolment form for all learners		D	U	A	Upon enrolment of each Level	MQA AET Learner Enrolment Form: https://www.mqa.org.za/learning-programmes/aet	Latest revision Enrolment form will be available from the MQA Website
	2d	Capture or Learners on MQA I- Share if Asset is accredited and have capturing access.		D			Upon enrolment	MQA I-share	Only Assets who are accredited at the MQA have capturing rights on the I-Share
		Send Completed MQA Documentation with certified copies of ID's or passport to MQA to capture Learners on MQA I-Share if not accredited and have only viewing rights.		D			Upon enrolment	Proof of documentation sent (email/waybill)	Assets who are not accredited at the MQA only have viewing rights on the MQA Database and therefore have to submit the completed documentation to the MQA for capturing Learners

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***NOTE: "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.**

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
	2e	Print generated MQA enrolment documentation, scan, and attach certified ID copy for filing.		D		A	Upon completion of capturing	Printed MQA AET Learner Enrolment Form	This step is only for Assets who are accredited
	2f	Print generated MQA enrolment form from MQA I-Share Data base for filing.		D		A	Upon completion of capturing	Printed MQA AET Learner Enrolment Form	This step is for Assets who are not accredited
Planning	3a	Compile an AET training schedule for each level.		D/ A		D	Beginning of Training	Site Specific / External Provider Schedule	
	3b	Compile an AET general file for the upcoming training year.		D		A	Beginning of training	General File Index GFA/HRD/For/10.3	If Site Specific documentation is used, it should be documented
	3c	Ensure a SLA is in place and signed off by the External Provider and Asset.	A	D			Annually	Signed SLA	Group SLA or individual Asset SLA
	3d	Organise learning material.		D		A	Beginning of Training	Latest Revisions Learner Guides and Facilitator Guides as per External Accredited Training Provider	In order to ensure compliance with ISO 9001:2015 standards, all learner training material and facilitator guides must be the latest revision.

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***NOTE: "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.**

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
	3e	Ensure that training media is available and working i.e. DVD player, proxima, flip chart, computers, etc.		D			Continuously	None	
Present / Facilitate Training	4a	Complete Attendance Register.			D		Daily	Attendance Register GFA/HRD/FOR/10.9	* This will differ from Asset to Asset.
	4b	Do Learner induction.		D	U		Start of AET programme.	AET Learner induction form GFA/HRD/FOR/10.8	* This will differ from Asset to Asset.
	4c	Facilitate AET training course programme.		D	U	D	Daily	Training Schedule	* This will differ from Asset to Asset.
	4d	Compile a Learner Portfolio of Evidence according to ISO 9001:2015 requirements.		D		A	Continuously throughout learning	Learner POE GFA/HRD/FOR/10.5	* This will differ from Asset to Asset.
Assessment	5a	Perform continuous Assessments during the course of the AET programme.		A	D	A	Continuously throughout learning	Assessment documents/ Learner Workbook Activities	

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***NOTE: "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.**

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
	5b	Register Learners for Exam with external Registered Assessment Body.		D	U	#	At the end of the training programme.	Registered Assessment Body Learner registration form/ E-mail	
	5c	Create Purchase Order for examination.	D	D			Upon Registration	SAP Purchase Order	Subject to Site preference.
	5d	Send invoice for processing and payment.	D	D			When received	Invoice	Subject to Site preference.
	5e	Receive and safe keep examination papers from external Registered Assessment Body.		D		A	As per examination session	Waybill	
	5f	Write exam at Asset Examination Centre.		A	D	A	As per Examination Date	Attendance register	
	5h	Send examination scripts for marking to External Examination Assessment body.		D		D	On completion of exam	Courier Waybill Exam paper control form: GFA/HRD/FOR/10.7	

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***NOTE: "Asset AET Administration" refers to any person identified to perform the "Action" as per Asset requirement.**

Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
Manage Training Records	6a	Obtain statement of results & certificates from Registered Assessment Body		D		A	On Completion of exams.	Certificates	If competent continue process, if NYC, return to step 5a.
	6b	Send certified statement of results or certificates to MQA to capture competent Learners on MQA I-share		D		A	Upon receiving results from Assessment Agency	Certified copies of results or certified copies of certificates	Follow MQA process if Asset is not accredited for AET Training.
		Scan and attach certified-statement of results or certificates to MQA I-share.		D		A	Upon receiving results from Assessment Agency	Certified copies of results or certified copies of certificates	Follow AET procedure if accredited for AET Training.
	6c	Capture competent Learners on SAP.		D			Upon declared competent	SAP MIS	
6d	Inform MQA of competent Learners in order for them to verify and allocate grants.		D		A	Within MQA financial year period on competence of any exam	MQA Payment Policy & MQA forms	MQA allocate Grant payments according to MQA Grant Payment Policy of the applicable financial year.	

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Flow diagram action	Flow no	Action/ description	GRP HRD Administrator	Asset AET Administration	AET Learner	External Provider	Time frequency	Document references	Comments
	6e	Arrange grant stipend payment to competent Learner.		D			When allocated	Payslip	(if applicable) Payable via payroll
	6f	File all relevant documentation in respective files.		D			Continuously	AET Specified files	

9. RECORDS (EXTERNAL ORIGIN DOCUMENTS)

- Accelerate PRO L1 Comm Facilitator Guide
- Accelerate PRO L2 Comm Facilitator Guide
- Accelerate PRO L3 Comm Facilitator Guide
- Accelerate PRO L4 Comm Facilitator Guide
- Accelerate PRO L1 Num Facilitator Guide
- Accelerate PRO L2 Num Facilitator Guide
- Accelerate PRO L3 Num Facilitator Guide
- Accelerate PRO L4 Num Facilitator Guide
- Accelerate PRO L1 Comm Workbook
- Accelerate PRO L2 Comm Workbook
- Accelerate PRO L3 Comm Workbook
- Accelerate PRO L4 Comm Workbook
- Accelerate PRO L1 Num Workbook
- Accelerate PRO L2 Num Workbook
- Accelerate PRO L3 Num Workbook
- Accelerate PRO L4 Num Workbook

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GROUP AET PROCEDURE

10. REFERENCE

MQA I – Share (Management Information System)
Glencore HRD Intranet – AET Procedure and Documents
SAP

11. SUPPORTING DOCUMENTS

- GFA/HRD/FOR/10.1 AET Indemnity / No participation
- GFA/HRD/FOR/10.3 AET General file index
- GFA/HRD/FOR/10.4 AET Learner POE index
- GFA/HRD/FOR/10.5 AET External Provider File Index
- GFA/HRD/FOR/10.6 AET General Working File Index
- GFA/HRD/FOR/10.7 AET Exam paper control form
- GFA/HRD/FOR/10.8 AET Learner Induction Form
- GFA/HRD/FOR/10.9 AET Weekly Attendance Register
- **Note: Some Assets use site specification documentation in conjunction with the Group AET Policy.**

12. APPENDICES (None)

Annexure C: Learnership Procedure

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SAP DMS Reference Number	GFA/HRD/PRO/011	Engineering Learnership Procedure
Implementation Date	13 September 2004	
Revision / Amendment Number	015	
Revision / Amendment Date	1 April 2021	

GLENCORE

Engineering Learnership Procedure

	Title	Approval Signatures
Owner	Group Technical Training Manager	AW
Administrator:	HRD Business Partner	JvdW
Compiled By:	Group Moderator	FW
Approved By:	Engineering Managers Forum Chairperson	JvdBerg
Reviewed By:	Group Moderator	FW

SAP DMS Reference Number	GFA/HRD/PRO/011	Engineering Learnership Procedure
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1. OBJECTIVE

Selecting the best engineering learner to be developed as an artisan. Provide high quality training and maintain a high standard within the Engineering fraternity. Standardize the method of coaching, mentoring and evaluating an engineering learner on an on-going basis, and enable a learner the opportunity to reach his/her highest potential.

We train for excellence and succession so that, as far as possible, retain talent within the organisation understanding our culture and values. Training must be structured to ensure that a learner achieves the correct balance of skills in, technical (practical and theoretical), supervisory (including communication and problem solving) and health and safety.

All engineering programs are structured and aligned as required by the QCTO registered onto the National Qualifications Framework set by SAQA. Engineering Learnerships / Skills Programs will be managed in terms of the Skills Development Act, Act 97 of 1998, including the 2008 amendments and under the general direction of the appointed legal bodies.

2. SCOPE

To provide high quality training and maintain a high standard within the Engineering fraternity. Standardize the method of coaching, mentoring and evaluating an engineering learner on an on-going basis, and enable a learner the opportunity to reach his/her highest potential.

3. RESPONSIBILITIES & IMPLEMENTATION

The Business Partner HRD (Learner Coordinator) will be responsible to coordinate all meetings, training schedules, training activities (Assessments, Practical & Theoretical training), Career path, Portfolio of Evidence for an engineering learner and the maintenance of all training records.

The Engineering Learner will be responsible to ensure that the Skills Development Provider CCD (Course Control Document) and Workplace logbook evidence are updated and submitted to the Business Partner HRD (Learner Coordinator) on a monthly basis.

The correct implementation and compliance of this procedure remains the responsibility of the operational Senior Business Partner HRD, Human Resource Manager and Engineering Manager.

4. LEARNERSHIP REGISTRATION:

The Company will concentrate on the appointment of both 18.1 and 18.2 contracted learners as per the Skills Development Act, Act 97 of 1998; and amendments. Learners must have the correct Vocational qualification to attain the chosen Engineering Occupational Qualification (Knowledge component) as per Glencore requirements.

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5. TERMS AND CONDITIONS OF AGREEMENT:

Gives the rights and duties of the:

- Engineering Learner
- Host Employer
- Skills Development Provider

NOTE: Including the responsibilities of the parties

6. ABBREVIATIONS

HOD	Head of Department
HR Department	Human Resources Department
BP HR	Business Partner, Human Resource
BP HRD	Business Partner, Human Resource Development (Learner Coordinator)
SBP HRD	Senior Business Partner, Human Resource Development
HRM	Human Resources Manager
HRD	Human Resources Development
MQA	Mining Qualifications Authority
SME	Subject Matter Expert (Artisan Coach/Mentor)
ASS	Assessor
MOD	Moderator
NQF	National Qualification Frame Work
NAMB	National Artisan Moderation Body
QCTO	Quality Council for Trades and Occupations
PoE	Portfolio of Evidence
CCD	Course Control Document
WLB	Workplace Logbook
LDCM	Learnership Development Coordinating Meeting
LMM	Learners Monthly Meeting
WPR	Work Place Readiness Programme
LNAI	Learnership / National Award Induction
RPL	Recognition of Prior Learning
PPE	Personal Protective Equipment
TTC	Trade Test Centre
EM	Engineering Manager
SDP	Skills Development Provider

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7. DEFINITIONS

Assessment	Evaluation of a student, candidate, learner or employee's performance (skills, knowledge and attitude) against a set of pre-determined set of outcomes, the methodology used to assess could differ depending on the task, could be either a written, oral or practical test or a combination thereof.
Workplace Coach	Means a person/SME who has passed a trade test in a listed trade, and appointed at an approved workplace, to coach artisan learning during the workplace-learning component of the trade in which he/she is qualified as an Artisan with a minimum of 3 years relevant experience.
Workplace:	Means a fixed location where the artisan applies both skills and knowledge in an integrated manner to produce, maintain or deliver a service or product for an organization.
Work site:	Means a movable or temporary location where the artisan applies both skills and knowledge to produce, maintain or deliver a service or product for an organization.
Assessor:	Means the person who was trained as an Assessor, and is registered by the relevant SETA to measure the learners' achievements.
Moderator:	Means a person, who was trained as a Moderator, and is registered with the relevant SETA, as a Moderator. One moderator usually checks the work of several assessors to ensure consistency.
Moderation:	Is the process of ensuring that assessments have been conducted in line with agreed practices, and are fair, reliable and valid. The generic assessor standard registered by SAQA entitled 'Moderate Assessments' outlines the process in detail. One moderator usually checks the work of several assessors to ensure consistency. The management of moderation is the responsibility of the provider
Employee:	Any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any remuneration; and any other person who in any manner assists in carrying on or conducting the business of an employer.
Employment:	The act of state of being employed being it on a contract or otherwise.

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Occupational Qualification:	<p>A planned combination of learning outcomes which has a defined purpose or purposes, and which is intended to provide qualifying learners with applied competence and a basis for further learning and the formal recognition of the achievements of the required number and type of credits and such other requirements at specified levels of the NQF as may be determined by the relevant Qualifications Council for Trades & Occupations (QCTO).</p> <p>A qualification is registered through the QCTO on the National Occupational Qualifications Framework.</p>
Learnership:	<p>Means a programme that contains the knowledge, practical and work experience curricula components registered with the QCTO leading to an occupational qualification or award quality assured by the QCTO.</p>
Learning Programme:	<p>Includes a learnership, an apprenticeship, a skills programme and any other prescribed learning programme which includes a structured work experience component.</p>
Learner:	<p>Means the learning party to a learning programme agreement, who is enrolled in a prescribed learning programme and includes learner contemplated in both section 18(1) and section 18(2) of the Act.</p>
National Award:	<p>An occupational directed programme comprising an agreed cluster of unit standards/Modules and, will have practical (Work Place) experience; Constructed to constitute credits towards a NQF registered occupational qualifications.</p> <p>May be considered a mini-occupational qualification in that it comprises an agree cluster of unit standards/Modules.</p>
Trade Test:	<p>Means a final integrated summative assessment for an artisan qualification for a listed trade that is conducted at an accredited trade test centre by an assessor registered with NAMB.</p>
Accredited trade test centre	<p>Means a test centre accredited by the QCTO to conduct a trade test for any listed trade and may include a workplace.</p>
Artisan qualification	<p>Means an occupational qualification approved by the QCTO listed Trades and Occupations certifying a person as an artisan.</p>
Curriculum	<p>Means a statement of the training structure and expected methods of learning and teaching that underpin a qualification or part qualification to</p>

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facilitate a more general understanding of its implementation in an educational system.

Curriculum components of an artisan qualification

Means the knowledge, practical and structured work experience components of a curriculum.

Listed trade

Means an occupation that is listed as a trade in terms of section 26D(a) of the Act.

NAMB

Means the National Artisan moderation body contemplated in section 26A of the Skills Development Act appointed by the QCTO as Assessment Quality Partner.

National trade certificate

Means a certificate issued by the QCTO to a learner who has passed a trade tests.

Pre-trade test evaluation

Means a written evaluation and an integrated practical assessment approved by NAMB to determine whether a learner may proceed to take a trade test.

Professional body

Means a body of expert practitioners in an occupational field recognised by SAQA in terms of section 29 of the NQF Act.

The Act

Means the Skills Development Act, 1998 (Act 97 of 1998).

SETA

Means a Sector Education and Training Authority established in terms of section 9 of the Act.

Trade test

Means an final integrated summative assessment for an artisan qualification for a listed trade that is conducted at an accredited trade test centre by an assessor registered with NAMB;

Verify

Means a process whereby the NAMB will confirm the accreditation status and scope of the trade test centre including the registration status and scope of the assessor and internal moderator of a specific trade test prior to the recommendation of certification.

Recognition of Prior Learning:

RPL means recognition of prior learning as defined and described in the national policy for the implementation of recognition of prior learning as issued by the South African Qualifications Authority.

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Learner Induction: A programme covering all aspects of the agreement, conditions of employment and applicable standards and procedures within the company

Portfolio of Evidence: Is the total evidence which a learner presents to demonstrate competence against a qualification criteria? The Portfolio presents a "paper trail" to follow and ensure that the process of assessment is clearly visible throughout the Portfolio.

Workplace Logbook: Structured program that clearly identified timeframes aligned to the relevant workplace experience components of the occupational curriculum tracking a learner's progress.

Learner Monthly Meetings: This meeting will take place at the operation on a monthly basis, to track, evaluate and support the learner's development.

Work Place Readiness Programme: A learner must be given the full responsibility of running a section under the supervision of his / her coach to ensure they are able to run a section.

Panel Interview: An intervention consisting of Subject Matter Experts (SME's) to ensure all required operational processes and procedures have been met prior to attempting a trade test.

Learner Documents Received: This form (GFA/HRD/FOR/11.15 Learner Documents Received) need to be complete and kept up-to-date in the learners file to proof that the learner has receive copies of all relevant documents.

A-Level Assessments: It is a psychometric assessment measuring different learning areas.

Mentor(Engineering Coordinator) It's a person in an engineering supervisory capacity sharing knowledge, advice and resource. The mentor shares depend on the format and goals of a specific mentoring relationship. A mentor may share with an engineering learner information about his/her own career path, as well as provide guidance, motivation, emotional support, and role modelling.

8. LEGAL AND OTHER REQUIREMENTS

- MQA Learnership requirements
- MQA Quality Policy
- Skills Development Act (No. 97 of 1998) and Amendment 2008
- BCoE: Sectoral Determination No 5 Learnerships
- QCTO-Learnership Regulations

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- NAMB Trade Test Regulations
- QCTO Assessment / **Moderation** Policy
- QCTO Quality Policy

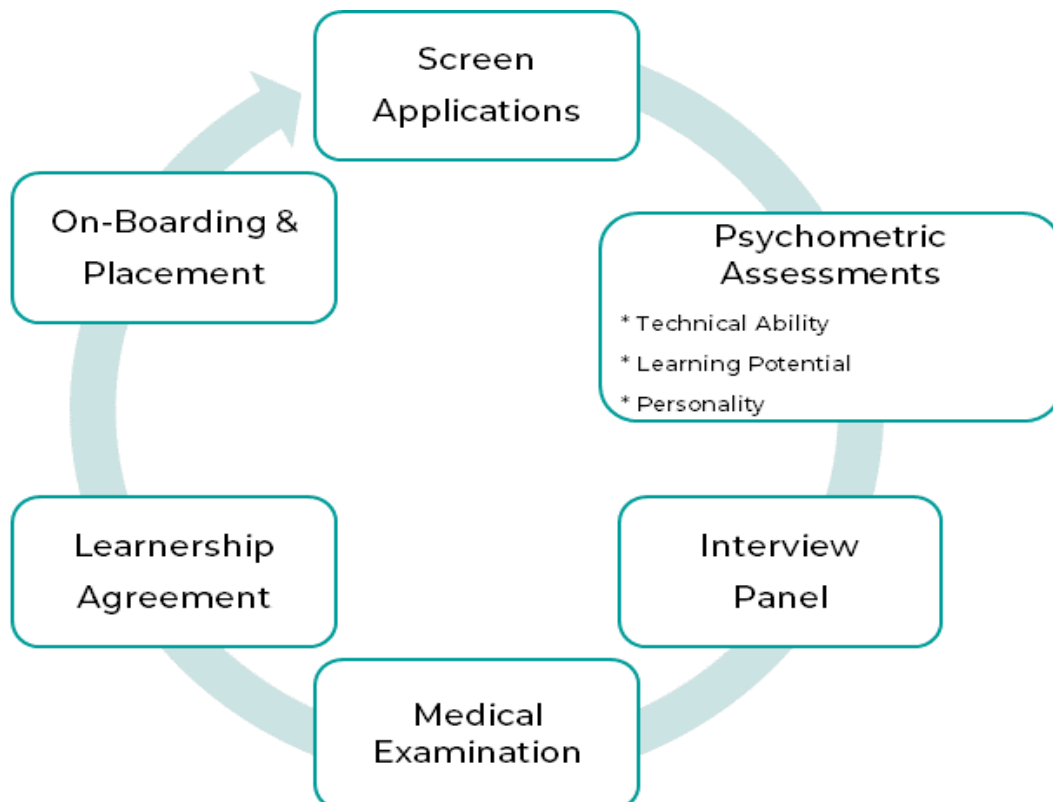
9. MAXIMUM NUMBER OF LEARNER ARTISANS TO A COACH

TRADE CATEGORY	COACH/Learner ratio
Civil	1 : 4
Mechanical	1 : 3
Manufacturing	1 : 3
Electrical	1 : 2
Service and support	1 : 4

10. MINIMUM QUALIFICATION REQUIREMENTS (18.1 & 18.2 LEARNER)

- Grade 12 Senior Certificate and N2 with related four subjects of the trade or,
- Technical Grade 12 Senior Certificate with Maths and Science and trade related subjects with a pass mark above 40%.

11. RECRUITMENT AND SELECTION PROCESS



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Screen Applications:

- Coordinator and HOD should sign internal application forms.
- Applications screened by HR/HRD and Engineering Coordinator/Engineer.
- Selection done by HR/HRD and Engineering Coordinator/Engineer.
- Interviews arranged and facilitated by HR/HRD.

Psychometric Assessments:

- Technical ability assessment
- Learning Potential assessment
- Personality assessment

Interviewing Panel (composition):

- Coordinators are to be fully conversant with selection process including the psychometric assessments.
- Recommend that all operations have an interviewing panel consisting of;
 - HR and HRD
 - Engineering Coordinator
 - Superintendent/Engineer/Engineering Manager (Optional)
- It is the responsibility of the Senior Business Partner and Human Resource Manager to make sure that all the minimum requirements are met and adhered to.

Medical Examination:

- A candidate that has been selected during the panel interview, must be declared medical fit prior a final employment contract/agreement been offered.

Learnership Agreement:

- The final agreement/ contract must be completed by the respective HR/HRD personnel for signatories.
- All newly appointed learners must be informed the agreements, conditions of employment

On Boarding and Placement:

- All newly appointed learners must undergo the Learnership induction, applicable standards and procedures within the company.

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- Learners will be placed by the Learnership Coordinator within the operations
- Proof that the learner has completed this induction should be kept in the learners PoE/file.

12. LEARNER MONTHLY MEETING

The Learner Monthly Meeting will function as a sub-committee to the Learnership Development Coordinating Meeting. This meeting will take place at the operation on a monthly basis, to track, evaluate and support the learner's development according the national occupation curriculum.

The Learner Monthly Meeting comprise of the following representation:

- Learner(s)
- Learnership Coordinator/ Senior Business Partner HRD
- Adequate Coordinator representation of the trade disciplines
- Allocated Group HRD Assessor
- Plant Engineer/Engineering Manager (Optional)

NOTE all learners must be given:

- Time off by their coaches to attend these meetings,
- Will present on trade related matters in line with workplace training that has been completed
- Represented by the learners present.

Learner Monthly Meeting Reports must be submitted to:

- Learnership Coordinator for pre-planning of gap closure where required.

13. LEARNERSHIP DEVELOPMENT COORDINATING MEETING

The Learnership Development Coordinating Meeting (Glencore Ferro Alloys) which will function as an advisory body to operational units and learners, regarding legislation and ensure Company alignment and compliance to any legislation and national changes.

The LDCM comprise of the following:

- Group HRD Technical Manager (Chairperson).
- Group HRD Moderator
- Group HRD Assessor (Optional, if deemed necessary)
- Learnership Coordinator
- Senior Business Partner HRD (Optional)

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14. PORTFOLIO OF EVIDENCE, COURSE CONTROL DOCUMENT AND DEVELOPMENT MONITORING DOCUMENT

A development plan (Learner Training Plan GFA/HRD/FOR/11.17) will be compiled for each Engineering Learner. Each Learner will be required to maintain its own CCD & Workplace Logbook in which all tasks that he/ she performed during his/ her training period are recorded and signed off by the following

Persons:

- Learner
- Workplace Coach
- Mentor
- Group HRD Assessor
- Business Partner HRD (Learnership Coordinator).

Failure to maintain any of their PoE, Workplace Logbook and CCD manuals may result in the Learner's removal from the Training Programme.

15. TRAINING REQUIREMENTS

Training will comprise of three components, consisting of Theory, Practical and Workplace experience (on the job training). The curriculum model recognizes that expert practice requires a complex interplay of knowledge and skills in a range of working environments; however the pathway to that end requires the disaggregation of the different component parts and the development of a reflexive ability to apply the knowledge and skills to new contexts.

Each component will embody the critical cross-field outcomes. Practical training will comprise of institutional training carried out under the direction and control of an Accredited Skills Development Provider. Experiential training will comprise of On-the-job training carried out while performing normal work activities at a mine / plant during normal working hours.

The purpose of work experience is to structure the experiences and activities (including contextual knowledge) the learner needs to be exposed to in order to become competent in the relevant occupation To ensure that all workplace tasks are covered; (if the resources or equipment required to carry out or complete a certain module is not available on site), the employer must either:

- Simulate by virtual reality of the real equipment or
- Enter into an SLA with the original equipment manufacturer or
- Transfer the learner to another Glencore asset which has the necessary machinery or equipment **using document GFA/HRD/FOR/11.18**
- A learners will be issued with a standard toolbox as per qualification requirement by the Employer on the first commencement date to the Skills Development Provider

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- All learners must successfully complete a minimum of 4 On the Job phase tests before they can attend their Phase 4 training (Millwrights' must complete 8). **With related theory assessments when returning from the provider.**

Therefore all Learners must complete a total of 8 On the Job Phase Test (Millwrights' must complete 16) before they can commence with their Trade Test Readiness Programme.

16. MENTORSHIP / COACH

An Engineering Learner registered in a Learnership Program will be assigned to a Mentor, who in turn will assign the Learner to a Workplace Coach. The Workplace Coach will ensure that the learners Workplace Logbook is kept up to date, capturing all progress accurately and regularly review the Learner's progress and report back to the Learnership Coordinator on specific requirements that must be addressed to improve the skills, performance or attitude of the learner.

The workplace evaluation will be done by the Workplace Coach against relevant planned task observation (PTO's). Each PTO must be successfully completed, a minimum of three (3) times. Learners need to be supplied with the correct PPE according to trade and site specific requirements.

17. SUPERVISION

An Engineering Learner will work under the general supervision of a Workplace coach. He/ She will be required to perform many of the tasks that an artisan will be required to perform but the artisan will check the safety and quality of work prior to placing such equipment into operation.

After completion of all Workplace modules / Unit Standards an Engineering Learner will be given the opportunity to run a section on its own, the intention here is to determine if the Learner is "Workplace Ready.

" Note that this will be under the supervision of the appointed artisan/Workplace Coach. The responsibility of managing, tracking and updating the Engineering learners progress (PoE) falls solely under the Learnership Coordinator.

18. PERFORMANCE APPRAISAL

The work performance of a learner will be formally appraised by their respective Mentor/Workplace coach and Learnership Coordinator at intervals not exceeding **three** Months. An agreed corrective action plan must be put in place where weaknesses are identified.

In the case of continued poor performance on the part of the Learner, the Learnership Coordinator may recommend the removal of such a Learner from the training program and the termination of agreement between all relevant parties. Sufficient documentary proof must be provided by the

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Learnership Coordinator to the HRD Senior Business Partner proving that reasonable effort has been taken to rectify such poor performance;

Performance appraisals and learner presentation will be used to determine whether the Learner can continue or not, and for selection of the best learner for the annual awards. It is the responsibility of the Learnership Coordinator to make sure that performance appraisals are done and kept in the learners file.

19. TRADE ASSESSMENTS / MODERATION

Assessments	All Trades (Excl Millwright's)	<ul style="list-style-type: none"> • A maximum of 3 attempts per assessment is permitted. • A minimum of eight (8) exit level out-come assessments needs to be successfully completed, or as prescribed by the qualification, part qualification. <ul style="list-style-type: none"> ○ 4 assessments will be done in phase 2. ○ 1 Theoretical assessment when returning from the provider (Compulsory) ○ 4 assessments will be done in phase 5 ○ 1 Theoretical assessment when returning from the provider (Compulsory)
	Millwrights only	<ul style="list-style-type: none"> • A maximum of 3 attempts per assessment is permitted. • A minimum of sixteen (16) exit level out-come assessments needs to be successfully completed, or as prescribed by the qualification, part qualification. <ul style="list-style-type: none"> ○ 8 assessments will be done in phase 2 (4 Fitting & 4 Electrical) ○ 2 Theoretical assessment (1 Fitting & 1 Electrical)when returning from the provider (Compulsory) ○ 8 assessments will be done in phase 5 (4 Fitting & 4 Electrical) ○ 2 Theoretical assessment (1 Fitting & 1 Electrical)when returning from the provider (Compulsory)
Moderation	All Trades	<ul style="list-style-type: none"> • A minimum of 25 % of assessments will be moderated, by a registered Group HRD Moderator, to provide for consistent, fair, valid and reliable assessments and learning delivery across the organization, includes 1% direct observation. • The Group HRD Moderator will handle any discrepancies resulting from these assessments.

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20. ENGINEERING TRAINING COMMITTEE:

The Group HRD Technical Training Manager in liaison with the Engineering Managers reserves the right to determine which accredited Skills Development Provider/s & Trade Test Centre/s institutions as per QCTO's accreditation list will be utilised for training and assessment purposes.

- The Engineering Managers Forum, with the Group HRD Technical Manager, may alter, modify, suspend, rescind or revise any aspect of this Training Programme.
- The LMM, Panel Interviews & LDCM will play a supportive role in all decisions made.
- Engineering training will be carried out under the guidance by the following forums:
 - HR EXCO; HRD - and Engineering Manager Forum. These forums will approve any new engineering strategies or decisions prior to implementation, whose decision will be final.

21. WORKSPACE READINESS

- It is the responsibility of the learner in liaison with the Learnership Coordinator, to apply for workplace readiness during the completion of phase 5.
- It is the responsibility of the Learnership Coordinator to place the learner at a site / section for the workplace readiness programme.
- During the period of three months the learner will be responsible for the section under the guidance of a qualified Artisan/Workplace Coach.
- The learner will have his/her final evaluation done by the Learnership Coordinator, Workplace Coach and Mentor.
- After the successful completion of the workplace readiness phase the learner can liaise with the Learnership Coordinator and request for his/her Panel Interview.

22. PANEL INTERVIEW PROCESS:

- The responsibility of the learner to request for his/her panel interview after the successful completion of all required modules and workplace assessments
- Completion of the Workplace Readiness program and minimum of 6 presentations according to the trade.
- The Learnership Coordinator will inform the learner of the date, time and venue where the interview will take place.
- The Interview Panel will schedule an interview with the learner and evaluate his/her level of ability to attempt a Trade Test (Allow only 3 Trade Test attempts)
- The Learnership Coordinator will introduce the learner to the panel members and explain the interview process.
- The Interview Panel will rate the learner answers and indicate C/NYC on the panel interview document.
- The Interview Panel members will question the Learner to ensure he / she understand site specific processes and procedures according to his / her trade.
- The Interview Panel will discuss and discuss the learner's performance and provide feedback to the learner.

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- The final decision remains with the Interview Panel members.
- The Interview Panel Committee will comprise of the following:
 - Engineering Manager and/or Engineer (Optional)
 - Group HRD Moderator
 - Learnership Coordinator
 - Mentor
 - Workplace Coach (Optional)
 - Engineering Learner

23. LEARNERS - QUALIFIED ARTISANS:

18(1) Learner

- The company is under no obligation to employ the person into a position requiring their new qualification (stipulated in the contract).
- The learner will be entitled to full time employment on similar conditions on completion of the Learnership or in the event that the learner fails to complete the Learnership program.
- Such a learner will also return to his/her previous full time or similar position whichever is available.
- In the event that a similar vacancy is not available, the learner will be placed in an alternative position, with the terms and conditions of that position from the date of the placement.

18(2) Learner

- The company is under no obligation to employ the Learner after the lapse of the Learnership agreement period or extending the contract.
- It is the operational unit's discretion to decide two weeks after qualifying if they will enter into a 3 month extended contract; a period during which the learner will be able to gain additional experience and apply for any vacancies advertised.
- Only those that meet the criteria given in appendices 1 – Learner Performance guidelines, contracts may be extended.

24. PREGNANCY

NOTE: Please refer to the company pregnancy policy.

Learner Responsibility:

- All females who possibly could be exposed to, or work in hazardous areas must immediately disclose the state of their pregnancy to the HSEC- and HR Department.

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- Failure to do so will constitute a waiver by the employee of any claims the employee or the affected child may have against the Company for any prejudice or damages suffered as a result of or pursuant to the employee working for the Company.
- All learners must report their pregnancies upon confirmation of pregnancy.
- The Learnership Coordinator must send the pregnant learner back to her respective section and inform the MQA of the learner's pregnancy.
- Requirement as set out in Sectorial Determination 5 will apply to all learners who are pregnant.
- All employees returning from maternity leave, who possibly could be exposed to, or perform work in hazardous areas, are obliged to inform the HSEC- and HR Department in writing if they are breast-feeding.
- Employees are also obliged to inform the HSEC- and HR Department when they cease breast-feeding.
- The company is not at risk until it is notified by the employee that she is breast-feeding.
- An 18.2 Learner agreement will be ceased until it could continue under normal conditions.
- HSEC- and HR Department needs to keep a record of all pregnancy and breast-feeding notifications."

"SECTORIAL DETERMINATION 5" WILL APPLY TO ALL LEARNERS WHO ARE PREGNANT.

24. (1) (a) A learner is entitled to at least four consecutive months' maternity leave.
 (b) A learner is not entitled to receive her allowance during any period of maternity leave she takes.
- (2) A learner may commence maternity leave-
- (a) At any time from four weeks before the expected date of birth, unless otherwise agreed; or
- (b) On a date from which a medical practitioner or a midwife certifies that it is necessary for the learner's health or that of her unborn child.
- (3) No learner may work for six weeks after the birth of her child, unless a medical practitioner or midwife certifies that she is fit to do so.
- (4) A learner who has a miscarriage during the third trimester of pregnancy or bears a stillborn child is entitled to maternity leave for six weeks after the miscarriage or stillbirth, whether or not the learner had commenced maternity leave at the time of the miscarriage or stillbirth.
- (5) A learner must notify an employer in writing, unless the learner is unable to do so, of the date on which the learner intends to
- (a) Commence maternity leave; and

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(b) Return to work after maternity leave.

(6) Notification in terms of sub clause (5) must be given-

- (a) At least four weeks before the learner intends to commence maternity leave; or
- (b) If it is not reasonably practicable to do so, as soon as is reasonably practicable.

PROTECTION OF LEARNERS BEFORE AND AFTER BIRTH OF A CHILD

25. (1) No employer may require or permit a pregnant learner or a learner who is nursing her child to perform work that is hazardous to her health or the health of her child.

(2) During a learner's pregnancy, and for a period of six months after the birth of her child, her employer must offer her suitable, alternative employment on terms and conditions that are no less favourable than her ordinary terms and conditions of employment, if-

- (a) the learner is required to perform night work, as defined in clause 16 (1) or her work poses a danger to her health or safety or that of her child; and it is practicable for the employer to do so.

For full Pregnancy in the workplace procedure, see document SAP DMS Reference Number 10000000876 on the HR intranet.

25. PROCEDURE

N/A

26. RECORDS (EXTERNAL ORIGIN DOCUMENTS)

- Highest Basic Education (School) Certificate/s
- ID
- Foundation Learning Course
- College Certificates or Statement of Results (N subjects)
- Proof of Practical training for RPL purposes

Note: All above documentation need to be certified.

27. REFERENCE

- MQA Learnership requirements
- Skills Development Act (No. 97 of 1998) and amendment 2008
- QCTO/NAMB
- BCoE - Sectoral Determination No. 5 Learnerships
- Glencore Policy and Procedures

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28. SUPPORTING DOCUMENTS

GFA/HRD/FOR/11.2	Toolbox Agreement
GFA/HRD/FOR/11.3	GRP Learner File Content
GFA/HRD/FOR/11.4	Learner Development Programme Checklist
GFA/HRD/FOR/11.5	GRP Learner Monthly Meeting Agenda
GFA/HRD/FOR/11.6	GRP Learner Monthly Meeting Report
GFA/HRD/FOR/11.7	GRP Learners Feedback
GFA/HRD/FOR/11.8	Learners Monthly Meeting Panel Feedback
GFA/HRD/FOR/11.9	GRP Learnership Performance Appraisal
GFA/HRD/FOR/11.10	Workplace Readiness Programme
GFA/HRD/FOR/11.11	Learners Work place Readiness Evaluation
GFA/HRD/FOR/11.12	Learner Work place Readiness Interview
GFA/HRD/FOR/11.13	GRP Learner Work place Readiness Report
GHR-F020	18.2 Learnership Contract Of Employment
GFA/HRD/FOR/11.14	18.1 Learnership Addendum to Contract of Employment
GFA/HRD/FOR/11.15	Learner Documents Received
GFA/HRD/FOR/11.16	18.2 Learner Declaration of Pregnancy female only
GFA/HRD/FOR/11.18	Engineering Learnership Transfer Form
MQA DOCUMENTS (on MQA web site)	Learnership Agreement
HRD Website	Glencore Ferro Alloys Supporting Documentation

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29. APPENDICES

Appendices 1 (next page)

It is understood that operational requirements will be the ultimate factor in the selection process. These selection criteria are therefore a guide that needs to be followed as closely as possible so as not to discriminate against any of the Learners.

The selection criteria will be relevant to all Learners.

In most circumstances, the practical experience required prior to attending Phase 1 will remain as is regardless of the fundamentals exceeding the minimum.

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Steps	Description / Task	New Interventions	Who must participate	Continuously verify progress	Acknowledging the learners who have excelled in their development programmes, annually we will go through a selection process, recognising these achievers
1	Recruitment & Selection	Grade 12 & N2 or equivalent	Possible Learners/ HR. HRD Business Partner	Interview Panel A-Level Assessment	
2	Engagement	Employment Contract	HRD Business Partner / HR		
3	Registration	Learnership agreement	HRD Business Partner / MQA / Provider		
4	Induction	CBT, Supported by Assessor	HRD Business Partner & Assessor		
5	• Phase 1- Provider "Basic's"	Monthly visits to Provider	HRD & Line management when possible		
	• Phase 2- On the Job	Monthly learner meetings	Group HRD Assessor, HRD, Mentor / Coach, Eng. Manager and or Engineer		
	• Phase 3- Level 2 supervisory Certificate	Visits to provider	HRD & Line management when possible		
	• Phase 4- Provider "Advanced"	Monthly visits to Provider	HRD & Line management when possible		
	• Phase 5- On the Job	• Monthly Learner Meetings	• Group HRD Assessor, HRD, Mentor / Coach, Eng. Manager and or Engineer		

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	<ul style="list-style-type: none"> • "Work Place Readiness Programme" • Panel Interview 	<ul style="list-style-type: none"> • Mentor / Coach & HRD • Moderator, HRD, Mentor, Coach, Line, Engineers & Engineering Manager 	
	<ul style="list-style-type: none"> • Phase 6- Provider - Trade Test "Final Assessment" 	HRD Business Partner	
6	18.1 – Placement 18.2 – Terminate contract	Advertise success, How – Include details on the Artisan Qualified List, Where – Group HRD Junior Business Partner Reporting, Congratulate learner through an internal email to all.	

Annexure D: Mentorship Procedure

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SAP DMS Reference Number	GFA/HRD/PRO/009	MENTORSHIP PROCEDURE
Implementation Date	1 November 2004	
Revision / Amendment Number	04	
Revision / Amendment Date	23 October 2018	

GLENCORE

MENTORSHIP PROCEDURE

	Title	Approval Signatures
Owner	QMS Administrator	Jana vd Westhuizen
Approved by	Group HRD Manager	Hilda Nienaber

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SAP DMS Reference Number	GFA/HRD/PRO/009
Implementation Date	1 November 2004
Revision / Amendment Number	04
Revision / Amendment Date	23 October 2018

MENTORSHIP PROCEDURE

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MENTORSHIP PROCEDURE

1. OBJECTIVE

The purpose of this document is to provide guidelines in the form of a Policy and Procedure for the use of Mentorship in Glencore Ferro Alloys, and to ensure the following:

- To address the transfer of knowledge and skills from experienced employees to those less experienced, to ensure the sustainability of the knowledge that exists in the company.
- To provide an additional career and personal development support process for employees, bursars, learners and students.
- To develop the leadership potential of individuals to act as Mentors.
- Meet increasing demands of the organisation for capable and competent personnel regardless of race, gender, or disability.
- Provide employees with abilities, and to prepare them for future work demands, thereby ensuring capable and flexible Human Resources in the long term.
- Facilitate accelerated development of Mentees as selected by the organisation.

2. SCOPE

This procedure is applicable to all employees of Glencore Ferro Alloys.

3. RESPONSIBILITIES

During formal mentorship it is the Mentor's responsibility to assist the Mentee to develop as an individual in accordance with his/her development plan during the specified time, thereby preparing him/her for possible placement or promotion to a higher **position**. The Mentor will complete a Mentoring progress report at **specified** intervals.

It is the Mentee's responsibility to work with the Mentor to develop skills, attitudes, knowledge and behaviour to ensure progress according to his/her stipulated and agreed-upon career plan. **After completion of his / her development plan, the Mentee will evaluate the Mentor's support received during the Mentoring process.**

The HR Managers and / or HRD Business Partners within the HR departments at operational level will co-ordinate the monitoring of the Mentorship programmes at all levels.

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4. IMPLEMENTATION

This procedure should be implemented at all Assets within Glencore Ferro Alloys.

This procedure should always be implemented when:

- An employee receives Education Assistance.
- **An employee commences on a company leadership development programme.**
- An employee enters into a Learnership agreement.
- A non-employee enters into a Learnership agreement (18.2 Learnerships)
- **A Bursar is performing his / her 6 Week Vacation work**
- A graduate Bursar is appointed
- An employee is on the fast trackers / high flyer list for accelerated development.
- A non-employee enters into a Work Experience agreement (P1/P2)

5. ABBREVIATIONS

BP	-	Business Partner
HRD	-	Human Resources Development
HOD	-	Head of Department
HR Department	-	Human Resources Department
HR Manager	-	Human Resources Manager

6. DEFINITIONS

- 6.1 **Mentorship** - Mentorship is the process where a more experienced person in the organisation (the Mentor) offers guidance and support to facilitate the self-exploration, growth and development of another person (the Mentee) by means of cross-functional relationship, outside the normal manager/subordinate relationship in an atmosphere of mutual integrity, trust, openness and learning.
- 6.2 **Mentor** - A Mentor is a seasoned senior person who is able to offer the wisdom of years of experience from which to counsel and guide younger or less experienced individuals as they move ahead in their careers. He / She does this by coaching, teaching, advising, prompting, dissuasion, admonition, and acting as a role model.
- 6.3 **Mentee** - A Mentee is a person who has been identified by the organisation as an employee with high potential, and whose welfare and career are supported by the organisation over a period of time.
- 6.4 **Formal Mentorship** - Formal Mentorship is a structured personal and professional developmental phase for selected members or groups.

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6.5 **Informal Mentorship** - Informal Mentorship is spontaneously developed Mentorship between individuals. It is not structured and is often outside the Organisational boundaries.

7. LEGAL AND OTHER REQUIREMENTS (CODES, STANDARDS, LEGISLATION)

Skills Development Act (No. 97 of 1998), including amendments
Learnership Regulations
Employment Equity Act

8. GENERAL

8.1 Principles

Formal Mentorship entails selection and matching of Mentors and Mentees, **skills** training to perform as Mentors, as well as monitoring and evaluation of the whole process. It will not be a casual process but a deliberate one, with time and resources being allocated. The Mentorship effort will be directed at the Mentee for a period long enough to facilitate skills transfer, after which time the candidate should be able to perform as required, and conduct her/himself responsibly, efficiently, and effectively.

Informal Mentorship can take place at any time between individuals without being formally registered in the organisation's Mentorship programme. It is expected of leaders and managers to coach or train their subordinates but the practice of automatically using the supervisor in charge of the candidate as the Mentor is discouraged as the disadvantages of this option outweigh the advantages.

8.2 Termination of Mentorship

During formal Mentorship, the Mentoring relationship between the Mentor and the Mentee needs to be initiated, developed, maintained and terminated. It is necessary for Mentors to release the Mentees when they possess a sense of their own power and are secure in their futures.

It must be emphasised to Mentees from the outset that on successful completion of the Mentorship programme, promotion may not be immediate as promotion depends, inter alia, on the availability of **positions**. After successful Mentorship, Mentees could become part of a pool of qualified candidates ready for promotion.

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After successful completion of the Mentorship programme, Mentees should be integrated into the mainstream of the organisation's activities. They should be afforded the opportunity to advance and to exercise their newly found knowledge and skill.

8.3 Benefits of Mentorship

Integration of the individual: Mentorship helps the individual to feel part of the organisation and helps her/him to accept the values and objectives of the organisation.

Decrease in personnel turnover: Mentor/Mentee relationships prevent talented Mentees from losing momentum, and because Mentees receive regular positive feedback they are more inclined to remain within the organisation.

Organisational communication: Mentors/Mentees are in an ideal position to facilitate two-way communication within the organisation.

Leadership and managerial development: The Mentor passes on skills and knowledge to the Mentee which might otherwise have been lost. Leadership and managerial development therefore takes place in a structured manner.

Productivity: The Mentor enhances productivity by developing the skills of the Mentee more quickly than might have otherwise been the case.

Managerial succession: The Mentor facilitates a smooth transference of managerial expertise from one generation to the next. The Mentor also transfers the values and key components of the organisation culture to the next generation.

8.4 Coaching

Assistance must be given to Mentees in ways that will improve their job performance, not only for the purpose of doing better on the evaluation, but also for increased learning and development. Coaching can include reviewing Mentoring related feedback, tutoring on the attributes being assessed, and offering feedback on the Mentee's' strengths and weaknesses. Coaching can also refer to Mentors coaching Mentees to improve their performance.

9. POLICY

The establishment of a people performance culture and continuous improvement will be essential for the development of skills in the organization. A variety of structured

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development interventions are available to use as vehicles to promote the development and growth of the people in our organization.

Mentorship creates the platform for the Mentee to grow and to learn from various interventions. Mentoring relationships can run simultaneously with other development interventions. Mentoring relationships can be used as a forum to coordinate all of the interventions in order to get a focused development plan.

Mentorship should be implemented as part of a career and succession planning programme, for the development of Mentees as part of an IDP (individual development plan) and as part of the performance management grid as developed and used in the people performance process. Mentorship is essential for the accelerated development of employees.

10. PROCEDURE

10.1 Establishing a Partnership

- Establish a Mentorship Committee that **could** consisting of:
 - HR Manager
 - HRD Business Partner
 - At least 1 representative form Line Management
 - At least 1 representative from HOD's.
 - (The operational unit can also decide to use the Training and Development committee for this purpose)
- Prospective Mentees are nominated by their line management or HRD department to enter into a Mentorship programme; these nominations are to be forwarded to the HRD Business Partner at the specific operation.
- The Mentorship Committee as specified above selects a short list of suitable Mentors. Mentors are to be involved in the selection of their Mentees. This will reduce the possibility of a mismatch of personalities and will reinforce the Mentor's commitment to the development of the Mentee.
- Mentors must be appointed in writing (Formal agreement)
- Mentors and Mentees indicate their preferences - the formal agreement with time lines, reporting targets, and mutually agreed objectives is formulated.
- It is imperative to have a trial run to ascertain if Mentor and Mentee are compatible. Where there is no compatibility, the two are to be free to terminate the programme without having their employment records affected. The HRD Business Partners within the HR departments at the operational levels are to maintain formal records of Mentorship arrangements.

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10.2 Building a Partnership

- Create an environment conducive for a good relationship.
- Communicate effectively.
- Manage conflict

10.3 Managing the Relationship

- Conducting the first meeting.
- Monitoring Mentee progress.
- Reporting on the progress.
- Concluding the relationship.

10.4 Sustaining high levels of Commitment

- Ensure bilateral commitment

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11. PROCEDURE MATRIX / FLOW DIAGRAM

PROCEDURE MATRIX												
FLOW DIAGRAM	FLOW NO	ACTION / DESCRIPTION	RESPONSIBLE PERSON					MENTEE	GENERAL MANAGER	WORKS	DOCUMENT REFERENCES	COMMENTS
			HRD BP	LINE MANAGER/HOD	HR MANAGER	MENTORSHIP COMMITTEE	MENTOR					
Mentorship Committee	1	Establish a Mentorship Committee	A		D				#			
Nomination of Mentees	2 a	Nominate prospective Mentees (by their line management or HRD department) to enter into a Mentorship Programme	D	D	A			U				
	2 b	Forward nominations to the HRD BP at the specific operation.	A	D	D							
Selection of Mentors	3 a	Select a short list of suitable mentors	U		A	D						
	3 b	Assign Mentors to Mentees	A	D	D	U		U				Mentors are to be involved in the selection of their Mentees.
Mentoring Agreement	4	Formulate a formal agreement with time lines, reporting targets, and mutually agreed objectives	D F	A	A		D	D				
Mentoring meetings	5	Conducting regular meetings	A F				D	D				
Monitoring progress	6	Monitor Mentee progress	A F		A		D	D				
Reporting progress	7	Report on the progress	A F		A		D	D				

D - DO
A - ASSIST
- APPROVE

U - UNDERSTAND
F - FILE/ STORE

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12. RECORDS

The period for which records relating to this procedure before they are destroyed (Mentoring documents) should be kept according to the retention schedule within the Documented Information Management Procedure. Approval from the HR Manager (at the respective Asset) has to be obtained before the destruction of such documents.

Records of external origin will be controlled by inclusion on the Inventory Material List or applicable Registers.

13. REFERENCE

The latest revision of the following documents can be read in conjunction with this procedure:

- Employment Equity Act
- Skills Development Act
- Mining Charter
- Learnership Regulations

14. SUPPORTING DOCUMENTS

Individual Development Plan	:	GFA/HRD/FOR/9.1
Mentor Appointment Letter	:	GFA/HRD/FOR/9.2
Mentorship Agreement	:	GFA/HRD/FOR/9.3
Mentor Progress Report	:	GFA/HRD/FOR/9.4

15. APPENDICES

- A - PROCESS FLOW: Newly appointed Graduates
B - PROCESS FLOW: Newly appointed Learners

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APPENDIX A

PROCESS FLOW: Newly appointed Graduates

Responsible Person	Input Activity	Output	Time
HR Manager / HR BP	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Appoint Bursary (graduate) students</div> 	Contract of Employment	Annually
HR Manager / HRD BP	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Assign a Mentor to graduate</div> 	Mentor Appointment Letter	When appointed
Mentor / HR Manager	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Formulate formal IDP</div> 	IDP	When appointed
Mentor & Mentee	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Sign Mentoring Agreement</div> 	Mentoring Agreement	When appointed
Mentor	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Conduct regular meetings</div> 	Minutes of Meetings	Monthly (Or as required by Asset)
Mentee	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Do regular presentations to Management</div> 	Presentations	Progress Reports
Mentor / HR Manager	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Monitor progress of Mentee</div> 	Reports / Minutes of Meetings	Weekly / Monthly
Mentor	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Report on progress of Mentee</div> 		Monthly
Mentor / Mentee HR Manager	<div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Conclude mentoring process</div>		





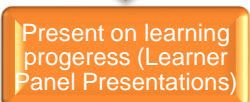
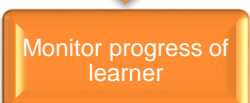
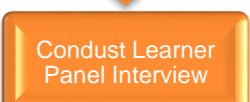

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APPENDIX B

PROCESS FLOW: Newly appointed Learner

Responsible Person	Input Activity	Output	Time
HR Manager / HR BP		<ul style="list-style-type: none"> Contract of Employment MQA Registration 	Once off
HR Manager / HRD BP		<ul style="list-style-type: none"> Mentor Appointment Letter 	When appointed
Mentor / HRD BP		<ul style="list-style-type: none"> Portfolio of Evidence Development Monitoring document 	When appointed
Mentor / Mentee		<ul style="list-style-type: none"> Mentoring Agreement 	When appointed
Mentor/Group Assessor / HRD BP		<ul style="list-style-type: none"> Minutes of Learner Monthly Meetings 	Monthly
Mentor / Group Assessor / HRD BP		<ul style="list-style-type: none"> Portfolio of Evidence Development Monitoring document Phase Tests 	Monthly
Line Manager/ Mentor / Group Moderator/ HRD BP		<ul style="list-style-type: none"> Reports Questionnaire 	On request Before attempting Summative Assessment
Line Manager/ Mentor / Group Moderator/ HRD BP		<ul style="list-style-type: none"> Training Centre Nomination form 	Before Summative Assessment

Annexure E: Bursary Procedure

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GLENCORE

Bursary Procedure

	Title	Approval Signatures
Owner	Head Office HR Manager	Joanne Zylstra
Approved By	Chief People's Officer	Edwin Hlatshwayo

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1. OBJECTIVE

To provide defined processes and guidelines to standardize the method of recruiting, selecting, placing and administering of Bursars to enable the Company as well as Bursars to achieve their respective objectives. This policy also describes the responsibilities of the various stakeholders in terms of the Bursary Procedure e.g. Bursary Committee, **Group HR** Manager, Bursary Administrator, Operation Administrators and Bursars.

2. SCOPE

This procedure is applicable to the Bursary Committee, Operations (specifically HR Managers), **Group HR** Manager and the Bursary Administrator.

3. RESPONSIBILITIES & IMPLEMENTATION

The Bursary Committee will be responsible for the final selection of Bursars, allocation to respective Operations and any proposals to enhance the effectiveness of the Glencore Bursary Scheme.

The Bursary Administrator will be responsible to co-ordinate all meetings with the Bursary Committee, Bursars as well as HR Managers. The Bursary Administrator will report directly to the **Group HR** Manager.

The Bursary Administrator will also be responsible for all administrative responsibilities, processing of payments and conducting monthly cost allocations.

The Bursars will be responsible to register at the start of each academic year and ensure that the Bursary Administrator receives results obtained, student invoices, changes to personal info and banking detail as well as vacation work dates.

Operations will be responsible for the following:

- total annual bursary costs of Bursars allocated to them, therefore HR Managers need to ensure that costs are included in annual budget planning;
- accommodating bursars for a compulsory 6 weeks' (minimum requirement) vacation work period (including all expenses).

The Bursary Committee, **Group HR** Manager, Bursary Administrator as well as HR Managers of each Operation will be responsible for the successful implementation of this Procedure.

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4. ABBREVIATIONS

CDT	-	Cross Divisional Transfer Form
HRM	-	Human Resources Managers
BA	-	Bursary Administrator

5. DEFINITIONS

- 5.1 Bursars - Students (including Experiential Learners) who are selected to study by means of Glencore Bursaries.
- 5.2 Experiential Bursar (EB) is an individual who has completed the S1 to S4 of their BTech diploma at a University of Technology and needs to complete a practical section, or experiential section, at the workplace, i.e. P1 and P2.
- 5.3 **Mentor** - Employee appointed at each Operation to review the candidates' progress, report back to Management in order to enhance the understanding, skills and knowledge of each Bursar.
- 5.4 **Project** - A specific research project, as identified by the Mentor / Institution has to be completed during the vacation work period and at the end of the period, Bursars are required to do a presentation to Management in this regard.

7. LEGAL AND OTHER REQUIREMENTS

Skills Development Act (No. 97 of 1998)
Mining Charter
Employment Equity Act
Basic Conditions of Employment Act

8. GENERAL

The Glencore Bursary Procedure will be implemented and carried out under the guidance and general supervision of the Bursary Committee, the General Manager: Human Resources, the **Group HR** Manager as well as HR Managers from the various Operations.

The Glencore Bursary consists of the following:

- Full payment of study fees
- Full accommodation (including meals). If Bursars do not make use of university accommodation, a monthly allowance (including meals) will be paid directly to the Bursar.
- Payment of prescribed books and equipment
- Full payment for compulsory study excursions
- Living-out allowance will be provided on a monthly basis

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- Purchase of a Laptop (PC). The University will ascertain the minimum specifications given the field of study of the Bursar.
- Payment of any credit obtained due to study grants / merit awards to the Bursar. Such credits will be paid directly to the Bursar.

9. PROCEDURE

9.1 Recruitment

The **Group HR** Manager will liaise with HRM's at each Operation to determine possible needs in terms of Employment Equity statistics, filling of scarce positions, general workforce planning, possible expansions etc. They need to send their Student Request Forms (*GFA/HRD/FOR/12.3*) to the Bursary Administrator.

Advertising, highlighting the requirements as well as the fields of study, will be achieved through / placed in:

- www.glencore.com/careers – Careers (Alloys)
- Career exhibitions
- Local newspapers
- Community Officers at the respective Operations liaising with surrounding communities
- Visits to Tertiary institutions and schools (including Open Days)

The Bursary Administrator will send Bursary Application Forms to interested Applicants via e-mail, as well as handing such forms out at Career exhibitions and visits to schools and University Open Days. Application Forms will also be available on the Glencore Website.

Completed Bursary Application Forms will be sent to the Bursary Administrator who will place such forms in the following categories:

Successful	Applications meeting the minimum requirements
Late applications	Any Application Form reaching the BA later than the closing date of the Advertisement of every year will be disqualified.
Field of study not recognized	Any Application Form for a field of study not being offered on the Bursary scheme, as indicated per Bursary Advertisements.

The Bursary Administrator will then place all “successful” applications in alignment with the following:

- the fields of study as requested by the Operations;
- available budgets, and
- local community.

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The “most suitable” Applicants will be selected and the HR Manager / HRD Business Partners of each Operation will be informed accordingly.

9.2 Selection

9.2.1 Selection at Operational Level

The HR departments of the respective Operations will:

1. Draw up a short list .
2. Set up interviews with Applicants.
3. Liaise with the Bursary Administrator to arrange an OPQ (*Occupational Personality Questionnaire*)
4. The responsible HR/HRD person of the respective operation, handling the selection process, will notify Applicants not successful of the outcome.

9.2.2 Selection at Group Level

1. The Bursary Administrator will arrange for all the successful Applicants from each Operation to be interviewed by the Bursary Committee.
2. Applicants will be reimbursed for travelling and any other expenses that might occur.
3. The Bursary Administrator will notify Applicants of the outcome after the final selection decision has been made. Successful Applicants must accept or decline the Bursary offer within one week of notification of outcome.
4. The Bursary Administrator will ensure that each successful Applicant receives a Bursary Contract. Such Bursary Contracts have to be completed when an Applicant accepts the Bursary offer, and returned to the Bursary Administrator by the specified date.
5. All original contracts and documentation are filed for each new bursar.
6. **Group HR Manager** will inform the respective operations of the outcome of the Bursary Committee’s decision with regards to any new bursary awarded for their operation.
7. A Bursary Information Session and initial medical examination will be arranged for each new bursar before the bursars studies commences for the new academic year. Qualifications will also be verified to ensure the results are valid.
8. The Chairperson of the Bursary Committee reserves the right to utilize an Ad Hoc Committee (comprising of not less than three Members) to consider ad hoc and / or merit applications throughout the academic year.

9.3 Placement

The **Group HR** Manager will inform all Operations of the outcome of the final Interviews (placements), and will confirm all Bursar placements in January of each year with HR Managers at the respective sites.

9.4 General Administration

Operations will be responsible for the following:

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- All bursary costs i.e. accommodation, tuition fees, textbooks, laptop (PC), monthly allowances, compulsory excursions.
- Arrange vacation work of the Bursar:
 - Accommodation and travelling (travelling from place of residence to place of work)
 - Monthly allowance for Bursars for vacation work.
 - Payment of Bursars to be aligned according to a specific year of study on the *Remuneration Schedule*. This Schedule is available from the Group HR / Payroll Manager. The General Manager: Human Resources will be responsible to review these rates of pay on an annual basis.
- Follow the Cross Divisional Transfer (CDT) request process for Bursars for vacation work purposes to transfer Bursars from **Head Office** to the respective Operations and back (in conjunction with Payroll).
 - Each Operation has to provide a SAP position ID for each bursar for the vacation work period. This position should be created on the N1 subgroup. N6 subgroup should be used for P1 / P2 students.
- Appoint a Mentor for vacation work purposes for each Bursar.
 - Ensure that the Bursar's Mentor addresses specific requirements as set out by the Tertiary Institution or that meaningful experience, in line with the Field of Study, is achieved.
- Create an opportunity for the Bursar to do a presentation to Management in terms of a specific research project. The HRD Business Partner of the Operation then needs to file a copy of the Mentorship Agreement (*GFA/HRD/FOR/9.3*) and a copy of the presentation in the candidate's personal file.
- Submit the Vacation Work Evaluation Report (*GFA/HRD/FOR/12.2*) to the Bursary Administrator electronically after completion of the vacation work period.

The Bursary Administrator will be responsible for the following:

- Arrange an Annual Information Session and orientation programme
- Arrange initial Medical fitness screening for new intakes.
- Liaise with Bursars on an ongoing basis regarding performance and problems experienced (needs).
- Liaise with HR Managers of Operations with regards to vacation work dates, progress reports and possible projects as identified by the University.
- Transfer Bursars - only on **1 February** and **1 November** for vacation work periods, except if other dates are required by a bursar or operation.
- Visit (accompanied by the **Group HR** Manager and representatives from operations) twice per annum – May and October.
- Send Bursary Visit Reports to the Operations after the visits are completed.
- Advertise the Glencore Bursary Scheme.
- Process all Bursary Application Forms.

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Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

- Ensure that successful Applicants receive Bursary Contracts in time.
 - Respond to various categories of applications e.g. “regret” & “successful”
- Ensure that Bursars receive letters of confirmation of attainment of Bursaries which should be handed to the Tertiary Institutions for annual registration purposes.
- Complete all SAP hiring documentation and ensure that Bursars are loaded on SAP -
 - ensure all bursars are loaded as vendors on SAP
 - obtain and capture all Bursars’ invoices in SAP for payment
 - capture all Bursary information (final results and expenses) on SAP
- Liaise with Bursars on an ongoing basis regarding invoices, results, vacation work dates, and any other administration related issues.
- Assist with the arrangement of the purchase of PC’s for study purposes, when specifications, quotations, etc. are received.
- Conduct and communicate monthly cost allocation to respective Operations.

N.B. For specifics, refer to Appendix 1- 5

10. RECORDS (EXTERNAL ORIGIN DOCUMENTS)

Bursary Application Forms (received)
Account Statements received from Universities
Quotes received from Bursars regarding stationery and prescribed books
Results obtained
Monthly cost allocations

11. REFERENCE

Cross Divisional Transfer Procedure
Mentoring Procedure

12. SUPPORTING DOCUMENTS

Bursary Application Forms:	GFA/HRD/FOR/12.1
Vacation Work Evaluation Report:	GFA/HRD/FOR/12.2
Student Request Forms:	GFA/HRD/FOR/12.3
Bursary Loan Takeover Agreement	GFA/HRD/FOR/12.4
Bursary Vacation Work Contract:	GFA/HRD/FOR/12.5
Bursary Placement Form:	GFA/HRD/FOR/12.6
Bursary Visit Feedback Form	GFA/HRD/FOR/12.7
Bursary Agreement	GFA/HRD/FOR/12.8
Evaluation for Project Presentation: Bursary Students	GFA/HRD/FOR/12.9
Addendum to Bursary Agreement	GFA/HRD/FOR/12.10
Laptop Loss/ Damage Form	GFA/HRD/FOR/12.11
Mentorship Agreement:	GFA/HRD/FOR/9.3

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012	Bursary Procedure
Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

13. APPENDICES

APPENDIX 1 – PROCEDURE / PROCESS FLOW FOR RECRUITMENT OF BURSARS

APPENDIX 2 – PROCEDURE / PROCESS FLOW FOR BURSARY PAYMENTS

APPENDIX 3 – BURSARY VACATION WORK PROCESS FLOW

APPENDIX 4 – EXPERIENTIAL BURSARS' PROCESS FLOW (P1/P2)

APPENDIX 5 – COORDINATION OF TRANSFER OF BURSARS

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012
Implementation Date	20 February 2008
Revision / Amendment Number	08
Revision / Amendment Date	22 January 2022

Bursary Procedure

APPENDIX 1

PROCESS FLOW FOR RECRUITMENT OF BURSARS

Responsible Person	Input Activity	Output	Time
Bursary Administrator	▶ Send out requests to Operations	Bursary Request Form	Annually
HR Manager/GWM	▶ Complete and sign off request	Approve Form	Annually
Bursary Administrator	▶ Compile summary of requests for Operations	Compile Spreadsheet	Annually
Bursary Committee	▶ Approve requests	Compile Spreadsheet	Annually
Bursary Administrator	▶ Advertise vacancies for bursary positions	Advertisement	Annually
Bursary Administrator	▶ Screen all Applicants according to guidelines	Guidelines	Annually / Ad hoc
Bursary Administrator	▶ Submit information to Operations	Link with documents	Annually / Ad hoc
HR Managers /HRD BP's	▶ Shortlist candidates	Link with documents	Annually / Ad hoc
Bursary Administrator	▶ Arrange assessments for selected Applicants	Assessment documents	Annually / Ad hoc
HR Managers /HRD BP's	▶ Conduct Interviews at operations	Interview documents	Annually / Ad hoc
Bursary Committee	▶ Conduct Interviews with Bursary Committee	Interview documents	Annually / Ad hoc
Bursary Committee	▶ Award bursaries	Memo	Annually / Ad hoc
Bursary Administrator	▶ Inform Operations & applicants of outcome	Bursary letters & emails	Annually / Ad hoc
Bursary Administrator	▶ Send contracts and on-boarding documents to new Bursars	Contract & on-boarding documents	Annually / Ad hoc
Bursary Administrator	▶ Information Session for new bursars	Session documents	Annually / Ad hoc
Bursary Administrator	▶ Follow "on-boarding" process	Recruitment Documents	Annually / Ad hoc

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012	Bursary Procedure
Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

APPENDIX 2

PROCESS FLOW FOR PAYMENTS

Responsible Person	Input Activity	Output	Time
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Budget for bursary positions</div> 	Budget	Annually
Org structure Maintainer	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Create new bursary positions on org</div> 	SAP	Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Create new Bursars as Vendors</div> 	SAP	Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Create monthly payments for bursars' allowances</div> 	SAP	Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Do all payments for tuition fees</div> 	SAP	Monthly
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Send remittance advices to universities / bursars</div> 	Remittance Advice	Bi-Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Allocate costs to Assets</div> 	E-mail	Monthly
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Capture Bursary Costs against bursar/student</div>	SAP	Annually

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012	Bursary Procedure
Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

APPENDIX 3

PROCESS FLOW FOR VACATION WORK FOR BURSARS

Responsible Person	Input Activity	Output	Time
Bursars	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Inform BA on dates for vacation work</div> 	Email	Bi-Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Arrange vacation work with Operations i.e. dates, projects, etc</div> 	Email	Bi-Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Create Position ID's</div> 	SAP	Bi-Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Send CDT's to Operations and HO Payroll Administrator</div> 	CDT documentation	1 November
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Prepare contract and forward to BA for required signatures</div> 	Vacation Work Contract	Bi-Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Arrange accommodation & transport</div> 	Site specific	Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Assign Project and allocate Mentor</div> 	Mentor Agreement	Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Arrange Presentation on Vacation Work Project</div> 	Email	Bi-Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Arrange payments for bursars' vacation work</div> 	SAP	Bi-Annually
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Forward documentation to BA on completion of vacation work</div> 	Evaluation reports	Bi-Annually
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">Complete CDT's for Bursars to return to HO</div> 	CDT Document	1 February
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; border-radius: 10px; display: inline-block;">File all Documentation</div>	Bursar Files	Continuously

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012	Bursary Procedure
Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

APPENDIX 4

PROCESS FLOW FOR EXPERIENTIAL BURSARS

Responsible Person	Input Activity	Output	Time
Bursary Administrator	Inform Operation of placement of EB ↓	Placement Form	Annually (May / November)
Operations	Create new FTC bursary position on org ↓	SAP	Annually
Bursary Administrator	Transfer student to Operation ↓	CDT document	Annually
Bursary Administrator	Send proof of registration at university to Operation ↓	Registration Letter	Each semester
Operations	Appoint Bursar as FCT ↓	Fixed Term Contract	January / July
Operations	Arrange accommodation & transport ↓	E-mail	Annually
Operations	Obtain Logbook from EB ↓	Logbook	Annually
Operations	Assign Mentor and set development plan for Logbook completion ↓	Mentoring Documents	Start of Experiential Learning Process
Operations	Pay Bursar monthly allowances ↓	SAP	Monthly
Operations	Forward all documentation to BA ↓	Email	End of Experiential Learning Process
Bursary Administrator	File all documentation	Bursar File / Intranet	On receipt of documents

Ferro Alloys

SAP DMS Reference Number	GFA/HRD/PRO/012	Bursary Procedure
Implementation Date	20 February 2008	
Revision / Amendment Number	08	
Revision / Amendment Date	22 January 2022	

APPENDIX 5

COORDINATION OF TRANSFER OF GRADUATE BURSARS (after completion of studies)

Responsible Person	Input Activity	Output	Time
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Update Bursary Cost Infotype</div> 	SAP	Annually
Group HR Manager	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Inform Operations of prospective Graduate</div> 	Memo	June
Operations	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Operations to forward positions ID's to BA for transfer</div> 	Email	December annually
Group HR Manager	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Inform Operations of Graduate's final results</div> 	Email	December / January (when final results from university is obtained)
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Send CDT's to Operations and HO Payroll Administrator</div> 	CDT Forms	December / January
HO Payroll Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">Delimit bursary positions at Operations</div> 	SAP	December / January
Bursary Administrator	<div style="border: 1px solid black; padding: 5px; background-color: #d3d3d3; display: inline-block;">File all documentation</div>	Bursas' files / intranet	December / January

Annexure F: Proof of Community Consultation



SLP 3rd Generation Stakeholder Engagement Report

April 2021

PURPOSE & STRATEGIC OBJECTIVE

- The purpose of this report is to report on the Stakeholder engagements that were held in February and March 2021 and covers the stakeholder engagement activities.
- The Mining Charter 3 states that “A mining right holder is expected to identify their targeted mine communities priority development needs through (consultation) with relevant municipalities, mine communities, traditional authorities and affected stakeholders”
- The dates of community engagements:
Kroondal: 18 February 2021
Rietvly: 2 March 2021
Waterval: 24 March 2021

PURPOSE & STRATEGIC OBJECTIVE (cont.)

- The dates of community engagements:
Kroondal: 18 February 2021



GLENCCORE INVITES YOU TO THE SLP 3RD GENERATION STAKEHOLDER ENGAGEMENT SESSION.

RSVP by: 16 Feb 2021 to the email below please include:
Body representing, Name & Surname, address, ID Number
and Contact Number.

Admission to attend is subject to approval by Glencore.
Only 5 members per body will be allowed.

18 February 2021 from 09h00 to 13h00
At The Kroondal Lekgotla

WE LOOK FORWARD TO HEARING FROM YOU.

CONTACT NUMBER: +27 (14) 010 - 0227
EMAIL: bridgett@regoapele.com



GLENCCORE

PURPOSE & STRATEGIC OBJECTIVE (cont.)

- The dates of community engagements:
Rietvlei: 2 March 2021



**COMMUNITY CONSULTATION
STAKEHOLDER ENGAGEMENT**
WE WANT TO HEAR FROM YOU

RIETVLY COMMUNITY

**GLENCORE INVITES YOU TO THE SLP 3RD GENERATION
STAKEHOLDER ENGAGEMENT SESSION.**

RSVP by: 26 Feb 2021 15:00 to the email below please include:
Body representing, Name & Surname, address, ID Number
and Contact Number.

Admission to attend is subject to approval by Glencore.
Only 5 members per body will be allowed.

2 March 2021 from 09h00 to 13h00
Venue: The Waterval East Mine Lekgotla

WE LOOK FORWARD TO HEARING FROM YOU.

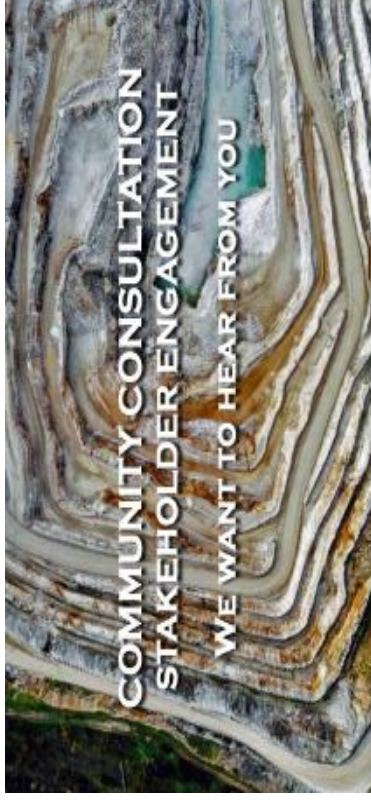
CONTACT NUMBER: +27 (14) 010 - 0227
EMAIL: bridgett@regoapele.com

REGOPELE CAPITAL
GLENCORE

Transport will be
Provided
upon RSVP

PURPOSE & STRATEGIC OBJECTIVE (cont.)

- The dates of community engagements:
Waterval: 19 February – 2021
(Postponed due to the team being exposed to
Covid-19)



GLENCORE INVITES YOU TO THE SLP 3RD GENERATION
STAKEHOLDER ENGAGEMENT SESSION.

RSVP by: 16 Feb 2021 to the email below please include:
Body representing, Name & Surname, address, ID Number
and Contact Number.

Admission to attend is subject to approval by Glencore.
Only 5 members per body will be allowed.

19 February 2021 from 09h00 to 13h00
At The Waterval East Mine Lekgotla

WE LOOK FORWARD TO HEARING FROM YOU.

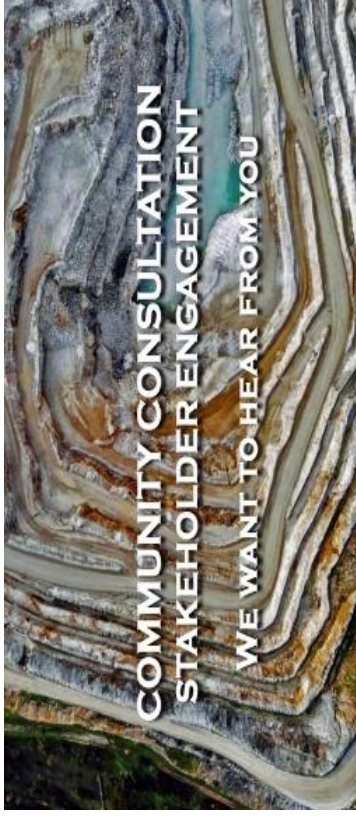
CONTACT NUMBER: +27 (14) 010 - 0227
EMAIL: bridgettet@regoapele.com



GLENCORE

PURPOSE & STRATEGIC OBJECTIVE (cont.)

- The dates of community engagements:
Waterval: 24 March 2021
(New date after isolation and the team received negative results after testing)



WATERVAL COMMUNITY

GLENCCORE INVITES YOU TO THE SLP 3RD GENERATION STAKEHOLDER ENGAGEMENT SESSION.

RSVP by: 22 March 2021 15:00 to the email below please include:
Body representing, Name & Surname, address, ID Number
and Contact Number.

Admission to attend is subject to approval by Glencore.
Only 5 members per body will be allowed.

24 March 2021 from 09h00 to 13h00

Venue: The Waterval East Mine Lekgotla

WE LOOK FORWARD TO HEARING FROM YOU.

CONTACT NUMBER: +27 (14) 010 - 0227

EMAIL: bridgettet@regoapele.com



GLENCCORE

IAP (Interested and Affected Parties)

- **Ward Councillors**
- **Ward Committees**
- **Local Municipality/LED**
- **NPO/NGO**
- **Youth, women and people living with disabilities**
- **Religious Fraternity**
- **Business Forum**
- **Farmers**
- **Schools/SGB**
- **Clinic Committee**
- **Any other IAP**

Methodology

- Create and distribute an advertisement on community notice boards calling all the relevant IAP/Stakeholders to RSVP with their ID number and contact details- must be South African and from the region.
- 50 individuals per session will attend Glencore meetings/stakeholder engagement.
- Each meeting is 3hrs with 2 sessions per day, over 3 days.
- Glencore will set the stage by addressing the attendees, informing them of what the purpose of the consultations and building rapport with the community.
- Top 10 IDP list was presented to each community
- RGP will then conduct the consultation, collect and analyse the data and make recommendations based on the data received from the community.
- RGP will then present the findings to Glencore who will then address the IAP/Stakeholders to provide feedback and present the SLP.
- Glencore submits SLP to the regulator.

Kroondal Community



Project Basket from each Community (Kroondal cont.)

Ward 35

Needs	Type	Directorates/Departments	Project/Intervention Description
Water yard connections & Water borne sanitation	Operational	DTIS/ Rand and Magalies Water	RLM supply Water tanker to JOJO tanks and Boreholes by Mine, Rand Water for yard connections.
RDP Houses	Operational	DPHS	Not in the 3 years housing business plan, but the need is noted.
Allocation of waste bins and refuse collection	Operational	DCD	An area will be identified, where the bins could be placed.
Upgrading and maintenance of internal roads	Operational and Capital	ROADS	New – Roads MIG
Electricity	Operational	DTIS/ESKOM	Eskom Area of supply. Electricity needs to be addressed by Eskom
24 Hour clinic service	Operational	DEPT. OF HEALTH	Request to be forwarded to the department through IGR.
Primary School	Operational	DEPT. OF EDUCATION	Request to be forwarded to the department through IGR.
Satellite Police Station and visibility of Police	Operational	SAPS	SAPS management will be engaged
Proper allocation of stands	Operational	DPHS	Ikemeleng not yet proclaimed, this can be done after proclamation. Work currently being done to resolve the proclamation issues.

Project Basket from each Community (Kroondal cont.)

3 groups engaged in Ward 35 the outcomes were as follows:

Group 1	Group 2	Group 3
1. Water and sanitation solutions	1. Extension of the cemetery place	1. Electricity
2. Elementary early learning centre	2. Build new high school	2. Build a safe primary and high school
3. Hub- Business development	3. Build clinic in the area	3. Road maintenance
4. Multi Purpose recreational centre		4. Carports for teachers at school
5. Car washing bay for Mine Trucks and other cars.		
6. Build new High School		

Rietvlei Community



Project Basket from each Community (Rietvlei cont.)

Ward 5 & 6

Needs	Type	Directorates/Departments	Project/Intervention Description
Housing especially low-cost	Operational	DPHS	Allocated 75 housing units' project was scheduled to start in March 2020. All studies have been done, waiting for end of lockdown.
Sewer System	Capital	RBA	RBA area of supply. Consultation with RBA made to address the need.
Maintenance and upgrading of internal roads	Operational	ROADS AND TRANSPORT	Maintenance of roads and storm water
High rate of unemployment	Operational	DLED	LED Directorate has number of programmed that include agriculture development support; green economy development for recycling and waste beneficiation; informal trading support
Development of parks in open spaces	Capital	DCD	A plan will be developed together with community for development of parks and open spaces
Provision of Water	Operational	RBA	RBA area of supply. Consultation with RBA made to address the need.
Access to agricultural land	Operational	DLED/ DPHS	Municipality has an agriculture development support Programme aimed at developing local small & emerging farmers also targeting communal farms. The Directorate continuously engages other land owners for possibility of being availed for agricultural hubs.

Project Basket from each Community (Rietvlei cont.)

2 groups engaged in Ward 5&6 the outcomes were as follows:

Group 1	Group 2
1. Access to agricultural land	1. Extension of the cemetery place
2. Provision of electricity and maintenance of internal roads	2. Maintenance of roads
3. Maintenance of parks for recreational activities	3. Access to tailings dam
4.	4.

Waterval Community



Project Basket from each Community (Waterval cont.)

Ward 42

Needs	Type	Directorates/Departments	Project/Intervention Description
Street markings in ward 42 be completed	Operational	ROADS AND TRANSPORT	Road marking and road signs
Security guards to be present at the municipal structures like Bodenstein park and show grounds	Operational	DPS	Deployment plan and budget will be drafted for this purpose
Sanitation facilities especially at plot 35	Operational	DTIS	Sewer facilities to be made available for Plot 35 application
Electricity facilities especially at plot 35	Operational	DTIS/ESKOM	Sewer facilities to be made available for Plot 35 application
Crèche in Fourth Avenue Waterfall East	Operational	DEPT. OF EDUCATION	Request to be referred to the department .
High School in ward 42 between Waterkloof and Waterfall East	Operational	DEPT. OF EDUCATION	Request to be referred to the department .
Clinic that is central for ward 42 (Good luck open space ideal identified space)	Operational	DEPT. OF HEALTH	Request to be referred to the department .

Project Basket from each Community (Waterval cont.)

2 groups engaged in Ward 42 the outcomes were as follows:

Group 1	Group 2
1. Gym facility in the area (recreational park)	1. Early learning center in the area
2. Access to tailings dam	2. Recreational facilities to reduce people getting hit by cars when exercising
3. Schools in the area	3. Water and sanitation for plot 35
4. Access to Glencore clinic on weekends and extension of it in future to create jobs and space for residents	4. RDP Housing for residents in plot 35
5. Maintenance of roads and installation of street lamps	5. Installation of streetlights in the area

Predominant Challenges

All challenges expressed were related to communication and communication channels

1. Who the engagements are communicated through
2. Method of communication
3. Broadness of the engagement

A detailed report of all the data analysed and attachments for evidence will be submitted to
Glencore by RGP

Report to be submitted

3rd Generation SLP Stakeholder Engagement
Kroondal Lekgotla
18-Feb-21

No.	Name and Surname	Body Representing	Address	ID Number	Contact Number
1	Otukile Mshori	Regoapele Capital	31 Marais Street		
2	George Georgiev	Regoapele Capital	31 Marais Street		
3	Katlego Assis	Regoapele Capital	31 Marais Street		
4	Brigitte Tayob	Regoapele Capital	31 Marais Street		
5	Bareng Ramatapa	Regoapele Capital	31 Marais Street		
6	Reginald Mooketsi	Youth (Ward 35 Ikemeleng)	164 Ikemeleng Section	9 308 195 752 082	(+27) 66 455 6475
7	Andiso Masirela	Youth (Ward 35 Ikemeleng)	151 Ikemeleng Section	9 511 175 696 084	(+27) 71 157 9051
8	Thabiso Moletsane	Youth (Ward 35 Ikemeleng)	1696 Ikemeleng Section	9 006 026 332 088	(+27) 60 825 6894
9	Esethu Mabono	Youth (Ward 35 Ikemeleng)	1650 Ikemeleng Section	9 304 026 131 083	(+27) 63 584 9612
10	Gaopalelwe Moswunyane	Tirelong Secondary School	Corner Dimie Estates, Old Pretoria Road	7 712 245 614 089	(+27) 76 386 1351
11	Sello Moroane	Kroondal Primary School		-	(+27)
12	Lucas Mkgara			7 105 285 355 087	(+27) 71 582 8821
13	Lucas Phiri			6 409 045 919 088	(+27) 76 240 6273
14	Clarence			-	(+27) 82 364 5093
15	Phenyo Ngwako	Youth		9 805 265 907 082	(+27)
16	Tshepiso Koen	Youth		9 011 096 088 081	(+27) 66 166 7457
17	Odirile Mataboge	Youth		9 608 115 312 085	(+27) 81 350 3439
18	Nasnaal Chakachaka	Religious		5 011 115 935 084	(+27) 83 687 4640
19	Kealeboga Kubheka	Religious		7 303 032 253 083	(+27)
20	Mogoxo Siseko	Business		8 602 135 870 082	(+27) 73 073 5552
21	Makhaulwa Sibulele	Business		9 104 046 800 083	(+27) 73 698 0045
22	Annah Leruwa	NGO		9 203 211 239 083	(+27) 76 904 9282
23	Cele Mthetheleli	NGO		9 002 195 812 089	(+27) 71 074 3161
24	Thandi Makua	Business		8 309 180 353 085	(+27) 76 879 7857
25	Nkosikhona Mgxekiwe	Business		8 703 256 002 081	(+27) 81 056 6763

Annexure G: Home Ownership Policy


Alloys

SAP DMS Reference Number	10001281688
Implementation Date	1 September 2014
Revision / Amendment Number	007
Revision / Amendment Date	01 March 2019

Homeownership Policy

GLENCORE

HOMEOWNERSHIP POLICY

	TITLE	APPROVED SIGNATURES
OWNER:	HR Manager: Head Office	
ADMINISTRATOR:	HR Manager: Head Office	
COMPILED BY:	HR Manager: Head Office	
APPROVED BY:	Chief People Officer	

SAP DMS Reference Number	10001281688
Implementation Date	1 September 2014
Revision / Amendment Number	007
Revision / Amendment Date	01 March 2019

Homeownership Policy

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Alloys

SAP DMS Reference Number	10001281688
Implementation Date	1 September 2014
Revision / Amendment Number	007
Revision / Amendment Date	01 March 2019

Homeownership Policy

GLENCORE

1. OBJECTIVE

The objective of this policy is to facilitate the provision of suitable and decent housing for qualifying employees.

2. SCOPE

This policy and procedure on housing is only applicable to Glencore Alloys permanent employees as per paragraph 8 below

3. RESPONSIBILITIES

Housing is the responsibility of the employee. The company will facilitate the process and implement initiatives to promote home ownership.

4. IMPLEMENTATION

The HR Manager or his /her delegate is responsible for the implementation of this policy.

5. ABBREVIATIONS

HFG: Housing Financial Grant.
FLISP: Finance Linked Individual Subsidy Program
NHFC: National Housing Finance Corporation

6. DEFINITIONS

Serviced Stands	Undeveloped stand within a proclaimed township with services (water, sewage and power).
Vacant Land	Undeveloped land that is yet to be proclaimed and developed.

Alloys

SAP DMS Reference Number	10001281688	Homeownership Policy	GLENCORE
Implementation Date	1 September 2014		
Revision / Amendment Number	007		
Revision / Amendment Date	01 March 2019		

7. REQUIREMENTS (CODES, STANDARDS, LEGISLATION, AND REGULATIONS)

This policy should be read in conjunction with all other relevant Glencore Alloys Policies

8. POLICY

Glencore supports and promotes homeownership for all employees at Paterson level A to C. More focus is given to employees at Paterson A and B. To facilitate and promote homeownership for employees at A and B Paterson level the following home ownership assistance had been implemented.

8.1 HOUSING FINANCIAL GRANT:

A Housing Financial Grant (HFG) is available for all employees at A and B Paterson grade. This HFG will enhance the affordability of the employee in order to purchase a home. Glencore will contribute the HFG towards the purchase of a house / build a house on a property. The HFG is a once off payment towards the purchase of a house/ build a house on a property for the employees. The amount of the HFG is Sixty Five Thousand Rands (R65 000).

Qualifying criteria for the HFG:

- a. The HFG is effective from 1st August 2014
- b. The HFG is for the purchasing of a property (house).
- c. No HFG will be approved for purchasing of land/ stand.
- d. The house that the employee will be purchasing/building should be within a commuting distance or 80 Km radius from his or her place of work.
- e. The employee must be working permanently for the Company for a minimum of two (2) consecutive years or more.
- f. The employee must remain in the permanent service of the Company for five (5) years after receiving the HFG. Should the said employee leave the company before the five (5) years is completed, they will repay the HFG on a pro rata basis. This is with the exclusions of retrenchment, death, incapacity and retirement.
- g. Only one grant will be approved per household. Example if an employee and spouse both work for Glencore they will only be granted one combined grant of R65 000.00.

Alloys

SAP DMS Reference Number 10001281688

Implementation Date 1 September 2014

Revision / Amendment Number 007

Revision / Amendment Date 01 March 2019

Homeownership Policy

GLENCORE

- h. The employee will enter into a written agreement with the Company, recording the terms of the grant before any payment will be made
- i. The full amount of the Housing Financial Grant will not be paid directly to the Employee and will, subject to the instructions and information received from the Employee, be paid directly to the Bank or the trust account of the attorneys appointed to register the bond or transfer the Property.
- j. The Employee shall, for the purpose of the payment of the Housing Financial Grant provide the Company with such information as the Company may reasonably require for such payment, including copies of the offer to purchase, bond approval, facility approval, and/or loan agreement.

Should a bond be registered on the property:

- k. The property must be financed by a registered bank
- l. Employee must apply for their own bond from the bank
- m. The HFG will be paid directly to the bank or Conveyancers against the bond.
- n. The bond must be in the employee's name.
- o. The house purchased must not be a government RDP house

Should there be a cash payment for the property:

- p. Should an employee pay cash for a house, the HFG will be paid at registration stage and will be paid directly to the Conveyancers to offset registration and other applicable municipality fees/ ownership transfer costs.
- q. A HFG will not be paid directly to employees

Should the employee want to build on a land:

- r. Proof of registration of land, in the employees' name, must be submitted with request for HFG
- s. Proof of approved building plans must be submitted with the HFG request.
- t. A HFG will not be paid directly to employees
- u. The HFG may be paid into a suppliers account once all the requirements have been met and subject to approval
- v. The Senior HR Business Partner and Full Time Shop Steward, where applicable, must inspect the property before building commences, and then every 6 weeks until we are satisfied that the HFG has been invested in the building.
- w. HFG can only be used to build a new house including finishes inside the new house.
- x. No HFG will be granted to improve an existing house or towards finishing a house which the employee already lives in
- y. The house should be built within a reasonable time and should not take more a duration of than 12 months.

SAP DMS Reference Number	10001281688
Implementation Date	1 September 2014
Revision / Amendment Number	007
Revision / Amendment Date	01 March 2019

8.2 HOUSING FINANCIAL GRANT TOGETHER WITH THE PENSION BACKED HOME LOAN:

The HFG will be granted to employees who secured a pension backed home loan provided that:

- a. The employee is building a house that will cost a minimum of R120 000
- b. The HFG will not be granted to employees who will be renovating existing houses.

8.3 HOUSING FINANCIAL GRANT WITH RURAL OR TRIBAL LAND:

- a. The employee must secure the permission to occupy land certificate from the Chief or King of the village or local traditional authority or relevant government authority such as Municipality, Provincial Government
- b. The employee must secure finance from a credible and recognized bank.
- c. The Senior HR Business Partner and Full Time Shop Steward, where applicable, must inspect the property before building commences, and then every 6 weeks until we are satisfied that the HFG has been invested in the building.
- d. The house should be built within reasonable time. It should not be over a duration of more than 12 months.
- e. The employee, who secure the pension backed home loan to build their homes in a tribal land, will also qualify for a Housing Financial Grant.
- f. The total cost of the house must be for a minimum of R120 000
- g. No HFG will be granted to improve an existing house or towards finishing a house which the employee already lives in
- h. The property purchased is not an RDP house

In addition to the HFG, the employee at this level qualifies for:

- a. **A Housing Allowance** which is a monthly amount paid to the employee as per their salary scale.
- b. **A Housing Subsidy** which is an additional monthly amount that is payable on proof of bond registration. The subsidy is worked out on a flat rate per grade minus the difference between 6% interest and the prime rate. The subsidy will fluctuate as the prime lending rate change
- c. The Housing subsidy is based on a house price limit as laid down by the company from time to time.
- d. Employees will only qualify for a Housing Subsidy if he/she resides in the house and the bond is in the employees' name.

SAP DMS Reference Number	10001281688
Implementation Date	1 September 2014
Revision / Amendment Number	007
Revision / Amendment Date	01 March 2019

Homeownership Policy

GLENCORE

8.4 EMPLOYEES AT PATERSON C1 TO C5 LEVEL:

The employees at Paterson Level C1 to C5 do not qualify for the HFG. However, they qualify for:

- a. **A Housing Allowance** which is a monthly amount paid to the employee as per their salary scale.
- b. **A Housing Subsidy** which is an additional monthly amount that is payable on proof of bond registration. The subsidy is worked out on a flat rate per grade minus the difference between 6% interest and the prime rate. The subsidy will fluctuate as the prime lending rate change
- c. The Housing subsidy is based on a house price limit as laid down by the company from time to time.
- d. Employees will only qualify for a Housing Subsidy if he/she resides in the house and the bond is in the employees' name.

Glencore will endeavor to introduce a program of education and training in respect to options and implications of home ownership in order for all employees to have the knowledge to make informed decisions.

Annexure H:
Endorsement
letter from
Rustenburg
Local
Municipality

GLENCORE



08 September 2022

**Municipal Manager
Rustenburg Local Municipality
Rustenburg
0200**

Dear Mr V Makona

REQUEST FOR ENDORSEMENT OF SOCIAL LABOUR PLAN 2021 -2025 LED PROJECTS

We refer to our recent discussions with the LED & Infrastructure Directorates in respect of possible SLP projects for Glencore's Western Mines' SLP for the period 2021-2025.

The table below reflects the projects that were discussed and agreed upon as well as Glencore's commitment to these projects:

Projects Table

Project Name	Community	Ward	Proposed Budget
Expansion of Modderfontein Power Stations	Kroondal	35	22 mil
Internal roads Storm Water Revamp or Street lights	Phokeng	5&6	10 mil
Water Services	Ikemeleng Ward	35	7.5 mil (In collaboration with Sibanye)
Farmer's support (Implements or machinery / equipment)	Rustenburg	All wards	5 mil
Piggery (Income generation)	Rietvly	Ward 16	5 mil

Western Chrome Mines

GLENCORE MERAFE VENTURE Operations

Portion 27 • Farm Waterval 306 JQ • Rustenburg • 0299 • South Africa
Mailing Address: PO Box 2131 • Rustenburg • 0300 • South Africa
Telephone +27 (0) 14 590 2416 • Telefax +27 (0) 86 677 4666

The Glencore Merafe Venture is a Pooling and Sharing Venture between
Glencore Operations South Africa (Pty) Ltd (Reg No 1997/017998/07),
Merafe Resources Ltd (Reg No 1987/003452/06) and
Merafe Ferrochrome and Mining (Pty) Ltd (Reg No 1976/001116/07)

General Manager of Western Chrome Mines: RF Vermeulen

We hope that you will find this in order and endorse our SLP Projects by signing this letter. As you are aware our SLP should have already been submitted to DMRE and we hope to receive your endorsement confirmation as soon as possible.

We are looking forward to strengthening our partnership and working together in the execution of these projects.

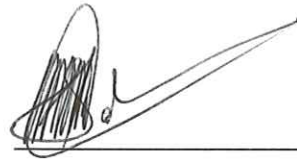
Yours Sincerely,



Vermeulen, Richard (Head Office - ZA)
Sep 13 2022 3:39 PM

DocuSign

Richard Vermeulen
General Manager: Western Mines



V Makona
Municipal Manager
Signature of endorsement

Annexure I: Ikemeleng Bulk Water Supply

IKEMELENG BULK SUPPLY

Directorate: Technical & Infrastructure

Unit: Water Services

May 2023

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1. Introduction

1.1 Background

Ikemeleng Residential Settlement is located within the Rustenburg Local Municipality (RLM) which falls under the Bojanala Platinum District Municipality in the North West Province. The settlement comprises of low-income households with informal settlements mushrooming around the outskirts of the settlement.

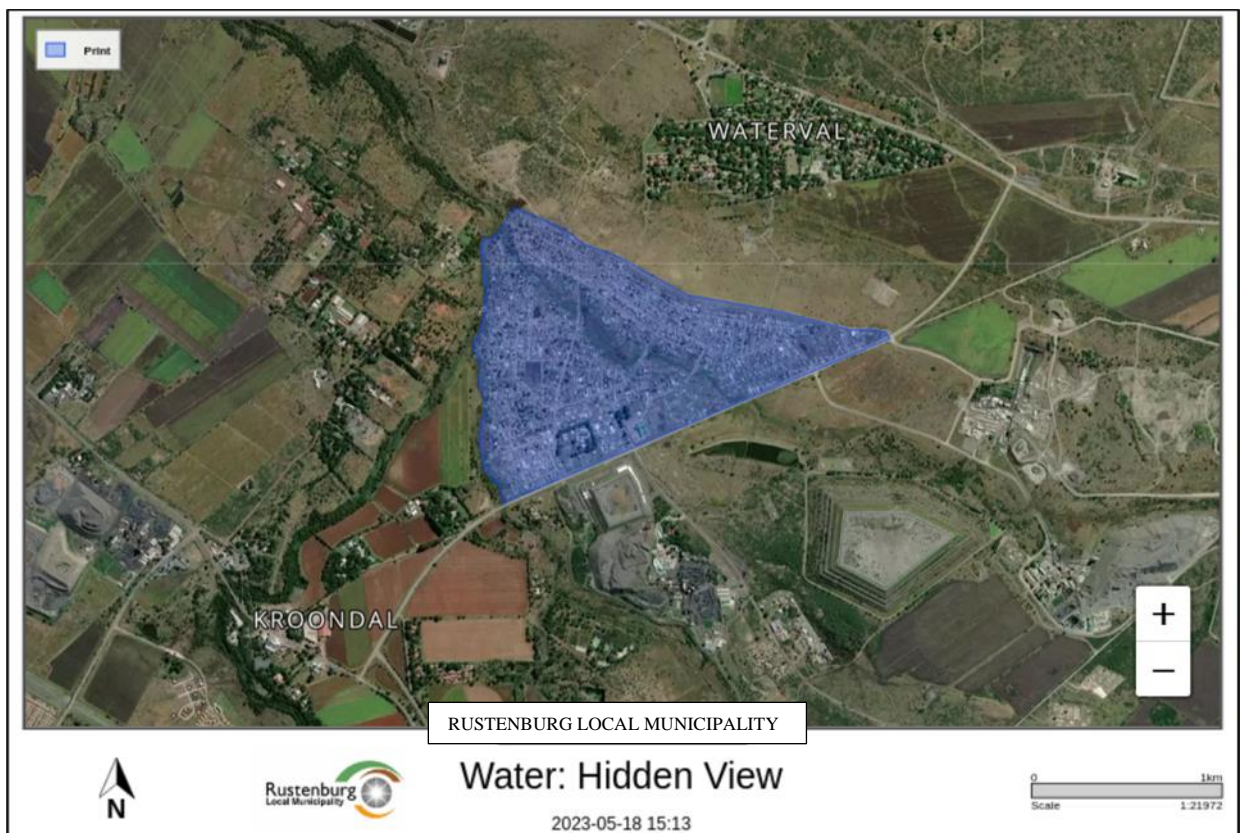
1.2 Background

The Ikemeleng Settlement is supplied directly by the Rand Water Barnardsvlei pipeline into a 157KL water tower, which feeds into the reticulation. The Ikemeleng system does not have the capacity to sustain demand during water interruption periods.

2. Site Description

2.1 Site Locality

Ikemeleng is in Rustenburg Local Municipality in the Bojanala Platinum District Municipality which falls under the North-West Province in South Africa.



3. Demand Estimation

The following per capita water consumption numbers were used to estimate the theoretical water demand in compliance with the standards for Human Settlement, Planning, and Design (Red Book), Table 9.11:

- 105 l/c/day for garden connections
- 15% loss allowance
- 3.5% annual population growth rate
- Summer Peak Factor (SPF) of 1,5
- 20% allowance for non-domestic water consumption

Water Demand (Using Per Capita Method)						
Ikemeleng						
Description	Ref	Units	Year			
			2004	2023	2033	2043
Domestic Demand	CSIR Red Book Ch9 Table 9.11	l/c/d	105			
Population	Stats SA	c	5000	9613	13559	19127
Non-domestic Demand (20%)		MI/d	0,05	0,10	0,14	0,20
AADD		MI/d	0,6	1,1	1,6	2,2
GAADD		MI/d	0,7	1,3	1,8	2,5
SDD		MI/d	1,0	1,9	2,7	3,8

Where:

- AADD – Average Annual Daily Demand
- GAADD – Grand Average Annual Daily Demand
- SDD – Summer Daily Demand

The current water demand is estimated at 1.3 ML/day with an estimated 2 ML/day during the summer peak season. The estimated Future water demand is estimated at 2,5 ML/day with an estimated 3,8 ML/day during the summer peak season.

According to the Redbook, water storage should have the capacity to supply water for a period of 48 hours during water interruption periods. It is thus recommended that a 5 ML reservoir be constructed to meet the 48-hour 20 Year Demand as well as the future summer demand.

4. SLP Required Information

Project Description	Location (Ward And Area)	Projected Population Beneficiaries (2023)	Projected Households Served (2023)	Estimated Employment Opportunities	Business Opportunities	Anticipated Start Date	Anticipated End Date
Construction of Water Storage at	Ikemeleng Ward 35	9613	2611	55	Construction of a Reservoir	1 Jul 23	15 Dec 23

Annexure J:
Collaboration
Letter -
Sibanye

Registered Address:

Libanon Business Park
1 Hospital Street | (Off Cedar Ave)
Libanon | Westonaria | 1780

Business Address:

Hex River Complex | Old Mine Road
Rustenburg | 0299

Postal Address:

PO Box 1 | Bleskop | 0292

Tel: +27 014 495 0575 / 1940

30 August 2022

Mr Kabelo Mondli
CSR Manager Western Limb
Glencore Alloys
Shared Services
Portion 27 Waterval 306JQ
RUSTENBURG
0300

Via e-mail: Kabelo.Mondi@glencore.co.za
Copy: Ntombizodwa.deToit@glencore.co.za

Dear Mr Mondli

**RE: REQUEST FOR PROJECT COLLABORATION/PARTNERSHIP ON SUBMITTED PROJECTS BY
RUSTENBURG LOCAL MUNICIPALITY**

The above matter refers.

Sibanye-Stillwater received a priority project list from the Rustenburg Local Municipality (RLM), following the internal assessment, the proposed projects cannot be fully implemented considering the available limited resources. We considered that the locality of the projects is within both mine's footprint, and therefore request for collaboration/partnership towards the implementation of the following projects:

1. Water Services for the Ikemeleng Community:

Ikemeleng is supplied from the P1, P2 pipeline manager and operated by Rand Water. The current master plan upgrades for the area is as follows:

- Bulk Connection to be increased from 150mm to 300mm
- PRV and Magflow meter at the point of sale
- 5ML reservoir.

www.sibanyestillwater.com

Directors: Charl Keyter, Wayne Robinson, Lindani Mthwa, Kgosi Pilane, and Richard Stewart
Company Secretary: Lerato Matlosa

Vat No. 4540271642

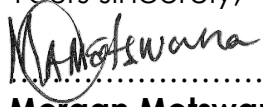
The estimated cost for the above upgrades is **R15million**.

2. Sanitation Services for the Ikemeleng Community

Ikemeleng waterborne requires connection to bulk network and drain to the Wastewater Treatment Works (WWTW). The project is not costed yet.

Your consideration will be highly appreciated. For ease of reference, attached is the RLM received correspondence.

Yours sincerely,



.....
Morgan Motswana

Unit Manager: Community Engagement and Development