

SOCIAL AND LABOUR PLAN (SLP) 2019 – 2023

NC 30/5/1/2/2 206 MR

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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DESCRIPTION
AET	Adult Education and Training
BEE	Black Economic Empowerment
BSES	Baseline Socio-Economic Study
DMR	Department of Mineral Resources
DoL	Department of Labour
FET	Further Education and Training
FF	Future Forum
GSLM	Ga-Segonyana Local Municipality
HDSAs	Historically Disadvantaged South Africans
HET	Higher Education and Training
HLC	Housing and Living Conditions
HRD	Human Resources Development
IDPs	Integrated Development Plans
JMLM	Joe Morolong Local Municipality
JTGDM	John Taolo Gaetsewe District Municipality
LED	Local Economic Development
MHSA	Mining Health Safety Act
MOU	Memorandum of Understanding
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
RDP	Reconstruction and Development Programme
SEBS	Socio-Economic Baseline Study
SETA	Sector Education and Training Authority
SHEQ	Safety, Health, Environment, and Quality
SLP	Social and Labour Plan
VCT	Voluntary Counselling and Testing
WSP	Workplace Skills Plan

Section 1

Preamble:

***Introduction and background to
the operation***

Regulation 46 (A)

1. INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction and Mine Development Schedule

Ntsimbintle Mining, a B-BBEE company, was formed in 2004 to pursue exploration and mining opportunities emerging in the South African manganese sector and successfully applied for prospecting rights in 2004, in an area between Kathu and Hotazel, in the Northern Cape. These rights were held in Ntsimbintle, and were transferred to Tshipi é Ntle Manganese Mining (Pty) Limited, through a Section 11 in 2010.

Initial prospecting activities commenced in 2006. Eventually Pallinghurts Resources and OM Holdings acquired a stake in Tshipi. The Tshipi mining right application was approved in 2010 and after a 20-month construction and commissioning phase, Tshipi Borwa Mine railed and exported its first manganese ore.

Tshipi operates one of the largest manganese mineral assets in the world. The Tshipi Borwa mine is one of the leading manganese ore producer with an established and efficient export infrastructure, including an 8km private rail siding loop. It has one of the fastest load-out stations in the Kalahari region with direct access to the Transnet rail link and terminals across four ports in South Africa.

This new five year Social and Labour Plan (SLP) is submitted by Tshipi 'e Ntle Manganese Mining (hereafter referred to as "Tshipi"), for Tshipi Mining in terms of the requirements of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) (MPRDA). The development and submission of a SLP is a requirement of the MPRDA and sets out the social and labour programmes to be implemented for the period from calendar year 2019 - 2023 for Tshipi.

The objectives of this Social and Labour Plan (SLP) are to bring about socio-economic transformation, empowerment of Historically Disadvantaged South Africans (HDSAs) and poverty eradication in affected communities.

As per the MPRDA, the objectives of the SLP are to;

1. Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the (MPRDA);
2. Promote employment and advance the social and economic welfare of all South Africans (Section 2 (f) of the MPRDA);
3. Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter); and
4. To utilize and expand the existing skills base for the empowerment of HDSAs and to serve the community.

5. The SLP is required to be based on sound socio-economic analysis of the labour-sending and surrounding communities, as well as the Mining Works Programme (and corresponding workforce requirements) for the 5 year period;

This Social and Labour Plan (SLP) Implementation Programme is based on the new commitments for the period 2019 – 2023. The following principles of the new SLP are as follows:

1. All the information in this SLP implementation programme is based on new commitments for the period of 2019 – 2023.
2. The implementation programme has been designed to support the Business Strategy in terms of production levels and workforce requirements; targeted B-BEE compliance level; location, type and degree of impact regarding local economic development.
3. The Implementation programme contains detailed information on core activities, projects, programmes, targets, action plans, resources, facilitators, facilities, budgets and timeframes pertaining to the implementation of the Human Resource Development (HRD), the Local Economic Development (LED) and the Management of Downscaling and Retrenchment (MDR) Programmes.
4. The Implementation Programmes have been designed as Working Documents to facilitate the appropriate implementation of Tshipi's SLP.
5. This Implementation Programme will also be used for reporting purposes, for operational management of the SLP and for progress reporting to the DMR.
6. The five-year targets for the SLP Programmes will be reassessed annually and new Programmes and targets established where relevant. These will constantly be fine-tuned, according to the success and effectiveness of a given Programme.
7. Contracting companies involved in core mining activities at Tshipi will be required to conduct their activities within the ambit of the Tshipi SLP. The Mine is responsible for ensuring the compliance of its Core Contractors within the Tshipi SLP in terms of the Section 1 and Section 101 of the definitions of the MPRDA.

1.2 Particulars of the Operation

Name of company	Tshipi e Ntle Manganese Mining (Pty) Limited
Name of mine	Tshipi Borwa Mine
Physical address	Portion 1 & 2 Farm 331 Kathu / Hotazel Road 8446
Postal address	P.O. Box 652286 Benmore Sandton Gauteng 2010
Responsible Person	General Manager
Telephone number	(053) 739 4700
Fax number	086 7750 719
Location of mine	Province: Northern Cape Municipality: Joe Morolong Local Municipality in the John Taolo Gaetsewe District Municipality Farm Name: Portion 1 & 2 of the Farm Mamatwan 331, and Certain Portions of the Farm Sinterfontein 748
Commodity	Manganese Ore
Life of mine	± 28 Years
Breakdown of employees per labour sending area	See Section 1.3
Financial year	March to February

1.3 Breakdown of Employees per Labour Sending Area

The current number of employment positions (permanent) at Tshipi 171 (4 is fixed term contract employees). The total number of employment (core contractor) is 786 This produces a total workforce (permanent and core contractor) of 957 employees.

Of the integrated workforce, 733 employees (77%) are from the John Taolo Gaetsewe District Municipality with the other 224 (28%) remaining employees being from other district municipalities within the Northern Cape or from other provinces.

The MPRDA (Act No 28 of 2002) definition of Core Contractors requires their full integration into the SLP. See the definition which follows:

“Core contractors are all those contractors at a given mine, in terms of the Section 1 and Section 101 definitions in the Minerals and Petroleum Resources Development Act (MPRDA), which are involved in the core mining business and beneficiation of the mine, e.g. the Plant, the Mining, Tailings disposal and Management. This definition of Core contractors can be further expanded to include those contractors that supply a significant portion of labour to the mine in positions that substitute the use of permanent employees, but whose core functions are of no less value and no less permanency than that of a permanent employee, and where that employee would suffer substantial negative impacts to his/her income were the mine to close at that point in time.”

Tshipi's employee breakdown (both permanent and Core Contractor) per labour sending area is provided in below.

Table 1: Breakdown of Employees per Labour Sending Area (Tshipi employees)

Tshipi has a permanent workforce of 175 employees in the baseline year, 2018.

Labour sending area	Number	%
Gamagara Municipality	48	27,42%
Kathu	46	26,29%
Dingleton	1	0,57%
Dibeng	1	0,57%
Gasegonyana Municipality	78	44,57%
Battharos	6	3,43%
Magojaneng	4	2,29%
Mothibistad	4	2,29%
Seven miles	1	0,57%
Kuruman	61	34,86%
Ganyesa	2	1,14%
Other Labour Sending Areas	49	28%
Gauteng		
Johannesburg	26	14,86%
Pretoria	5	2,86%
Northern Cape		
Postmasburg	4	2,29%
North West		
Taung	3	1,71%
Rustenburg	1	0,57%
Eastern Cape		
East London	2	1,14%
Mpumalanga		
Witbank	1	0,57%
Middleburg	1	0,57%
Secunda	3	1,71%
Western Cape		
Cape Town	1	0,57%
Limpopo		
Polokwane	1	0,57%
Free State		
Bloemfontein	1	0,57%
Total	175	100%

Table 2: Breakdown of Employees per Labour Sending Area (core – contractors, estimated)

Labour sending area	Number	%
Joe Morolong	99	12.6%
Gamagara Municipality	62	7.9%
Gasegonyana municipality	303	38.5%
Other Labour Sending Areas	179	22.7%
Unknown (See note below table)	143	18.2%
Total	786	100

Note: The labour sending areas details will be updated annually with the SLP compliance report specific to the appointed core – contractors for this period.

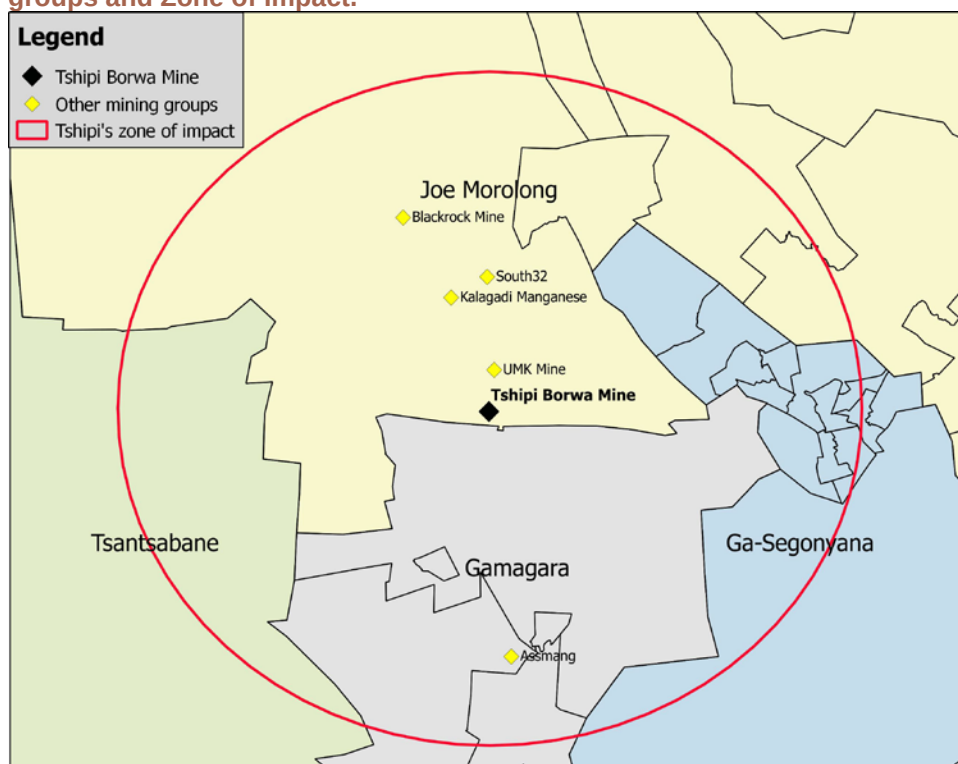
The majority of the Tshipi's employees (72%) are from the Northern Cape. The permanent workforce consists primarily of local citizens.

1.4 Locality

Tshipi 'e Ntle Manganese Mining Limited (Tshipi 'e Ntle Manganese Mining) is located in the Northern Cape Province. Its located in the Joe Morolong Local Municipality (JMLM), bordering Gamagara Local Municipality (see Figure 1). The mine is situated in the area that is located approximately 20 kilometres southwest of the mining town of Hotazel, some 40 kilometres north of Sishen and is accessible via the tarred R380 public road. The mine falls within the following jurisdiction:

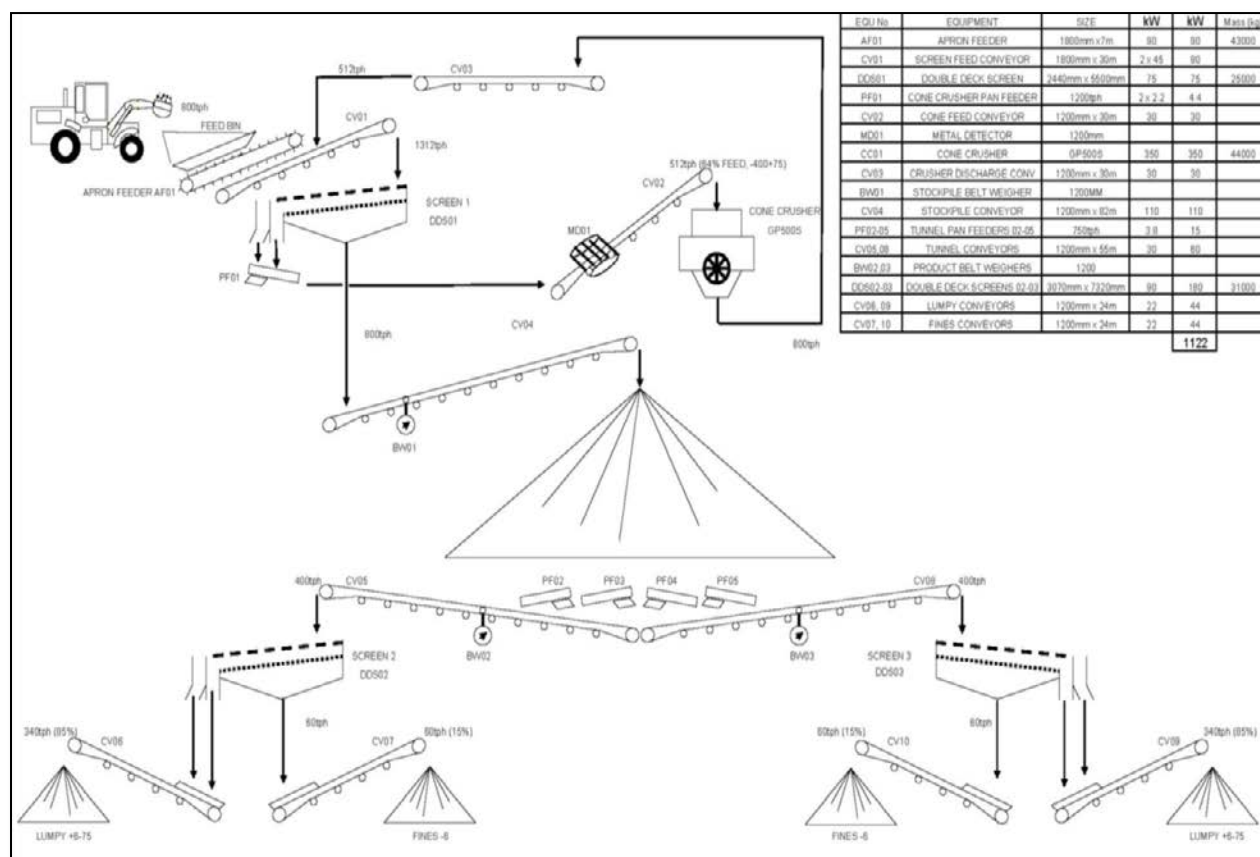
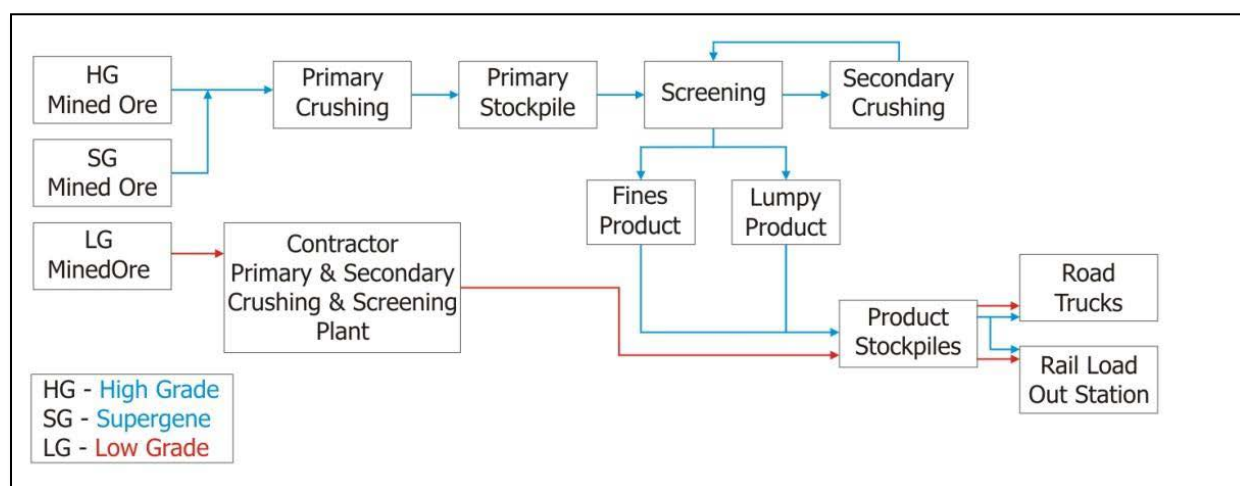
- **Province** : Northern Cape
- **District Municipality** : John Taolo Gaetsewe District Municipality
- **Local Municipality**: Joe Morolong Local Municipality

Tshipi Borwa mine is an open-cast mine with an ore processing plant located in the Kalahari Manganese Field (KMF) which is an approximately 400 square kilometre deposit in the Northern Cape Province of South Africa. The mine is located on the southern extremity of the KMF, northwest of Kathu and south of Hotazel, as indicated in the map below:

Figure 1: Tshipi Borwa Mine operations**Figure 2: Location of Tshipi Borwa Mine within Ward 4 of JMLM, in relation to other mining groups and Zone of Impact.**

1.5 Mine Works Plan: Manganese Ore Mining

The Run of Mine ore (“RoM ore”) is processed in primary and secondary crushers and screened to produce lumpy and fines products. A state of the art primary and secondary crushing and screening plant and stockpile management system has been designed with the specific objective of being both water and energy efficient. The diagram below depicts the mining and processing process:



Section 2

Human Resources Development programme

Regulation 46 (B)

2. HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

This section will outline the Mine's Human Resource Development (HRD) Programmes as required by Section 46 of the Regulations to the MPRDA.

The primary objective of Tshipi's Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries, artisans, AET training and other training initiatives reflective of demographics as defined in the Mining Charter and MRPDA. Tshipi Borwa Mine is fully accountable for the identification and fulfilment of its Human Resource's Development Programme (HRDP) needs and has substantial discretion based on its own business needs according to the five year plan and circumstances in the context of a broader Tshipi business strategy.

The HRDP targets will be set incorporating the total workforce which includes core contractors. The MPRDA defines core contractors as persons working in the mine (workforce) this mean contractors should therefore have the same benefits as permanent workers. Tshipi has three core contractors, each providing a different service to the mine. The following services are provided by the core contractors: mining, screening, crushing, materials handling and stockpiling.

For proper implementation of the HRD Programme, Tshipi will utilise accredited providers, where necessary, for their training needs. This will ensure the ongoing facilitation of transferable, accredited skills amongst employees. Tshipi will comply with the requirements of the Skills Development Act (No 97 of 1998) and will submit Workplace Skills Plans (WSP) and annual training reports to the Mining Qualifications Authority (MQA) at the end of June each year as per the requirements of Regulation 46 (b) (i). **Table 3** shows the SETA registration details. The policy is also integrated with the paying and claiming of levies and grants with the MQA.

Table 3: Details of the SETA registration

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L920774413
Has your company appointed a Skills Development facilitator? If yes, provide name	Yes. Patrick Mostert
To which institution have you submitted your workplace skills plan? (i) Department of Labour (ii) Mining Qualifications Authority (iii) Mine Health and Safety.	(ii) Mining Qualifications Authority

2.2 Approach

The integrated HRDP will seek to maximise the productive potential of Tshipi's employees and those of its core contractors, through the implementation of the following plans:

1. A Skills Development Plan;
 - 1.1 Adult Education and Training (AET);
 - 1.2 Operational (Core Business) skills training;
 - 1.3 Learnerships; and
 - 1.4 Portable Skills Programmes
2. Hard-to-fill vacancies
3. A Career Progression Plan
4. A Mentorship Plan;
5. An Internship and Bursary Plan;
6. An Employment Equity Plan (which incorporates HDSA in management targets and Women in Mining targets)

2.3 Skills Development Plan: *Regulation 46 (b) (i)*

2.3.1 Introduction

Tshipi will implement a Skills Development Plan that focuses on equipping employees with the skills to enhance their progression and development in the mining industry.

The objectives for Skills Development at Tshipi are to:

- improve the employee's ability to fulfil his/her current role at Tshipi to the highest standard possible;
- expand employees' prospects for work enhancement at Tshipi;
- enhance safety, productivity and the competitiveness of the employee;
- improve the levels of return on the investment in education and training;
- enhance employee retention;
- encourage the use of the workplace as an active learning environment;
- allow new employees to gain relevant work experience;
- advance the employment prospects of employees through education and training; and
- utilise the Workplace Skills Plan as a vehicle to align skills development with both business growth strategies and employment equity plans.

The Tshipi Skills Development Plan links with Skills Development legislation and includes the annual submissions of a Workplace Skills Plan (WSP) and Annual Training Reports (ATR) including payment of Skills Development levies to relevant authorities.

Tshipi is fully committed to endorse skills development for all HRD sub – programmes of its core – contractor employees.

2.3.2 Baseline Situation

The following tables, **Table 4** (Form Q, permanent) and **Table 5** (Form Q, core-contractors) depict the education levels of the entire Tshipi workforce. **Table 4** pertains to permanent workforce and **Table 5** reflects the core contractors workforce. Derived from Form Q, it is evident that 98% of Tshipi's workforce has a Grade 12 or higher qualification. Form Q below reflects Tshipi's recruitment policy which is to recruit workers with a minimum qualification of a Grade 12. The 4 employees with qualifications below Grade 12 are employees with a long tenure at Tshipi and were recruited before the minimum standard was set.

Table 4: Form Q- Number and Education Level of all Tshipi Employees as per Form Q, Regulation 46 (b) (i)

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling/unspecified										
		Grade 0 / Pre										
		Grade 1 / Sub A										
		Grade 2 / Sub B										
		Grade 3 / Std 1 / AET 1										
		Grade 4 / Std 2										
		Grade 5 / Std 3 / AET 2										
		Grade 6 / Std 4										
		Grade 7 / Std 5 / AET 3										
		Grade 8 / Std 6										
Further Education and Training (FET)	2	Grade 9 / Std 7 / AET 4										
		Grade 10 / Std 8 / N1	3							1	3	1
		Grade 11 / Std 9 / N2										
Higher Education and Training (HET)	3	Grade 12 / Std 10 / N3	84	7		3	31	5		5	94	41
	4	Higher Certificates and Advanced	1				2				1	2
	5	Diploma and Advanced Certificates	1			1	2			1	2	3
	6	Bachelor's Degree and Advanced Diplomas	4	1		1	3	1	1		6	5
	7	Honours Degree, Postgraduate Diploma and Professional Qualifications	4			5	3			3	9	6
	8	Master's Degree	1				1				1	1
	9	Doctoral Degree									0	0
Sub-Total			98	8	0	10	42	6	1	10	116	59
TOTAL												171

Table 5: Form Q- Number and Education Level of all core contractors as per Form Q, Regulation 46 (b) (i)

From Q below contains the details of two core – contractors, namely Moolmans and Motse, the third core - contractor's information was not available at the time when this SLP was developed. However, Tshipi is fully committed to obtain the information as soon as possible. Form Q from the third core - contractor will be submitted within the first annual compliance report. The table below depicts the integrated information of the two core – contractors:

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling/unspecified	245	18		18	29	6		1	281	36
		Grade 0 / Pre										
		Grade 1 / Sub A										
		Grade 2 / Sub B										
		Grade 3 / Std 1 / AET 1										
		Grade 4 / Std 2	2								2	0
		Grade 5 / Std 3 / AET 2	2								2	0
		Grade 6 / Std 4	4								4	0
		Grade 7 / Std 5 / AET 3	5								5	0
		Grade 8 / Std 6	7								7	0
		Grade 9 / Std 7 / AET 4	6				1				6	1
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	47	2		2					51	0
	3	Grade 11 / Std 9 / N2	50				6				50	6
	4	Grade 12 / Std 10 / N3	63	3		5	16			1	71	17
Higher Education and Training (HET)	5	Higher Certificates and Advanced	11	13		10	2	1			34	3
	6	Diploma and Advanced Certificates	5	3		3	2				11	2
	7	Bachelor's Degree and Advanced Diplomas				1					1	0
	8	Honours Degree, Postgraduate Diploma and Professional Qualifications									0	0
	9	Master's Degree									0	0
	10	Doctoral Degree									0	0
Sub - Total			447	39	0	39	56	7	0	2	525	65
Unknown												196
TOTAL												786

2.3.3 Adult Education and Training

AET is the general conceptual foundation towards lifelong learning and development, comprising of knowledge, skills and attitudes. This programme was formally known as Adult Basic Education Training (ABET). The old ABET levels were previously equivalent to Grades R to 9 and consists of various learning areas. The AET programme consist of four levels with level 4 now a NQF 1 which is a general certificate, an entry level to vocation training. NQF1 is an equivalent of Grade 9.

AET Targets

Tshipi's recruitment policy is to recruit a workforce which has a minimum qualification of a Grade 12. Tshipi's workforce is therefore by definition not eligible for AET. Therefore, Tshipi will extend its AET programme to community learners. The community learners will be sub-contractor's employees who have education levels lower than AET level 3. Tshipi's contracting workforce (i.e. non-core such as the cleaning and security companies) will be given preference for participation in the community AET programme. To determine the placement and competence of employees at appropriate AET levels, a learner will have to undergo an assessment and be certified as competent.

Table 6 provide five-year plans detailing targets for AET for Tshipi employees as well as the surrounding communities.

Table 6: AET Targets for Community Members (External) 18.2

AET Programme	2019	2020	2021	2022	2023
AET 1	0	0	0	0	0
AET 2	0	0	0	0	0
AET 3	0	0	0	0	0
AET 4/ NQF 1	5	5	5	5	5
TOTAL Number	5	5	5	5	5
Financial Provision	R124 000,00	R131 440,00	R139 326,40	R147 685,98	R156 547,14

2.3.4 Operational (Core Business) Skills Training

The Core Business skills programmes will include compulsory and development training as identified on the workplace skills plan. This is to ensure that the training programs are aligned with the business needs, MQA requirements, safety requirements and the MPRDA. The process of identifying core business skills was done in conjunction with the relevant HODs to ensure alignment with the operational needs.

A detailed breakdown of the 5-year training Programme targets for Tshipi are provided in **Table 7**. This includes induction training done with all employees on an annual basis. The primary focus of the skills Programmes is on training individuals in skills required by the Mine, to enable employees' individual Career Progression and to ensure safe and productive operations.

Operations (Core Business) Targets

Table 7: Projected Core Business Skills Training Targets at Tshipi Mining (Pty) Ltd (FY 2019-2023)

	2019	2020	2021	2022	2023
Type/Area of Training	Total interventions per training area	Total interventions per training area	Total interventions per training area	Total interventions per training area	Total interventions per training area
Mandatory Training: SOP's, COP's, Induction	88	88	88	88	88
Mandatory Training: Other SHE courses	10	10	10	10	10
Developmental Training: Plant	15	15	15	15	15
Developmental Training: MRM	10	10	10	10	10
Developmental Training: Engineering	17	17	17	17	17
Developmental Training: HR	3	3	3	3	3
Developmental Training: Finance	10	10	10	10	10
Developmental Training: Finance (Head Office)	5	5	5	5	5
Developmental Training: Safety	5	5	5	5	5
Developmental Training: Logistics	4	4	4	4	4
Developmental Training: General manager	3	3	3	3	3
Operator license and renewal	9	9	9	9	9
TOTAL NUMBER	179	179	179	179	179
FINANCIAL PROVISION	R3 500 000,00	R3 500 000,00	R3 500 000,00	R3 500 000,00	R3 500 000,00
TOTAL FINANCIAL PROVISION (2019 -2023)		R17 500 000,00			

Implementation Plan

Accountable Person	Action	Timing
HODs	Guided by the Training Department, determine the skills requirements of the department and available skills in the workforce. Determine what training is required by current employees to close the gaps. To schedule employees to attend the identified training programmes in consultation with Training Department.	Annually. Annual plans, reviewed quarterly.
HR Department	Identify and source appropriate learning providers.	As required.
HR Department	To track and monitor the progress on the implementation of internal training. Collate and submit training reports from core-contractors as per the Mining Charter and SLP reporting templates.	Ongoing, with monthly reporting to EXCO and the SLP Department.
HR Department	IDPs will be put in place for all employees. These will be implemented throughout the year and reviewed annually as part of the performance review cycle.	Annually.

2.3.5 Learnerships

A Learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Through a learnership, people are able to work towards a qualification whilst employed. It provides both vertical and horizontal articulation within the qualifications framework and produces meaningful competencies for productive work. The structured learning part of the learnerships will include the unit- standard categories required to make up a qualification, i.e. fundamental learning, core learning and specialisation. Work experience must relate to structured learning and prepare learners for competence assessment.

Tshipi undertakes to provide Learnership opportunities to **non-employees** (18.2). Placement of learners, will be determined by the existence of employment opportunities at the time of their completion.

Learnership Targets

The 5-year targets which indicate the new enrolments and roll-over per annum, as the learnerships run over 2-3 years, are indicated in **Table 8**.

Table 8: Tshipi's Five (5) year Learnerships Commitments (External) 18.2

A total number of 12 Learnerships programmes will be offered for the years 2019 -2023 (6 completed, and 6 to continue in the next SLP). Preference will be given to disabled applicants.

Type/Area of Training	Duration	Cost per year	2019		2020		2021		2022		2023	
			Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont
Electricians	3 Year	R123 225,00	1	0	0	1	0	1	1	0	0	1
Fitter (Fitting & Turning)	3 Year	R124 815,00	1	0	0	1	0	1	1	0	0	1
Boilermaker	3 Year	R122 430,00	1	0	0	1	0	1	1	0	0	1
Diesel Mechanic	3 Year	R114 193,80	1	0	0	1	0	1	1	0	0	1
Millwright	3 Year	R140 715,00	1	0	0	1	0	1	1	0	0	1
Instrument Technician	3 Year	R327 656,67	1	0	0	1	0	1	1	0	0	1
Total Learnerships			6		6		6		6		6	
FINANCIAL PROVISION			R 935 500,00		R 982 275,00		R 1 031 400,00		R 1 083 000,00		R 1 137 200,00	
TOTAL PROVISION (2019 -2023)	R5 169 375,00											

Implementation Plan

To adhere to the target the mine will review and assess the current Learnership Programme, including: Tshipi's future skill needs, targets, enrolment criteria, facilitators, facilities, resources, timeframes and budgets. The mine will also evaluate any service provider used by Tshipi in terms of the needs of Tshipi and ability to meet these needs. After the evaluation the mine will select a service provider to assist in the program going forward and to close out all existing MQA

Learnerships still showing as active. Furthermore, the mine will evaluate the future skills needs of Tshipi and the current workforce for potential candidates to be enrolled in learnership programmes. A more detailed orientated action plan is provided below:

Accountable Person	Action	Timing
HODs	1. Plan the Learnership Programme Finalise the learnership programme by including and confirming the following: future skill needs for Tshipi's operations, targets, enrolment criteria's, the selection process, facilitators, facilities, resources, timeframes and budgets.	Annually. Annual plans, reviewed quarterly.
HR Department	2. Implement learnerships - Evaluate and appoint suitable Learnership Service Providers. - Develop an advertising plan to attract the best candidates for the learnership programme and advertise and campaign accordingly. - Run the selection process and communicate outcomes to successful and unsuccessful candidates. - Ensure that training is delivered by the contracted service provider. - Keep accurate records of attendance, scores and outcomes (e.g. Performance appraisals). - Provide monthly status reports to programme sponsor.	As required.
HR Department	3. Report, review and revise the Learnership Programme - Compile HR report for the SLP compliance report of progress and achievements, and submit to the DMR. - Evaluate implementation against targets for current year. - Identify critical success factors and lessons learnt from current year. - Revise the action plan for the following year, incorporating recommendations. Draft the following year's intake programme and define future skill needs, targets, enrolment criteria, timeframes and budgets.	Ongoing, with monthly reporting to EXCO and the SLP Department.

2.3.6 Portable skills Programmes

The Portable Skills programme aims to equip employees with non-mining-related portable skills; to enable them to find other forms of livelihood in other sectors of the economy. Employees working at Tshipi can mostly be considered as having mining-specific skills and would, therefore, be given the opportunity to acquire a non-mining-related portable skill.

The Portable skills training programme will focus on employees approaching retirement age, and to those interested in developing non-mining related skills (with preference given to A and B Band employees). Financial provision from Core Business Training will be redirected to Portable skills training should there be significant unforeseen downscaling and retrenchment. At this stage the business is focusing HR spend on training and development of the workforce for career progression purposes.

Portable Skills Targets

The 5-year targets set for portable skills training at Tshipi are reflected in **Table 9**.

Table 9: Tshipi's Five (5) year Portable skills training targets

Portable Skills	Cost per unit	2019	2020	2021	2022	2023
Plumbing (most costly)	R 135,680.00	2	3	4	5	5
Entrepreneurship (cheapest)	R 40,280.00					
FINANCIAL PROVISION		R200,000.00	R250,000.00	R350,000.00	R450,000.00	R492,900,00
TOTAL FINANCIAL PROVISION	R 1742 900					
Portable Skills Course Options		Provider		Estimated Cost	Estimated Duration	
Bricklayer Course		Cranes Training		R71,020.00	4 Weeks	
Plumbing		Cranes Training		R135,680.00	8 Weeks	
Pipe Fitting Training		Cranes Training		R71,550.00	4 Weeks	
Electrical installation		Cranes Training		R105,470.00	6 Weeks	
Panel Beating Training		Cranes Training		R73,670.00	4 Weeks	
Carpentry		Cranes Training		R71,020.00	4 Weeks	
Events Management short course		Getsmarter		R52,470.00	10 Weeks	
Photography		College of Digital Photography		R77,168.00	6 Months	

Beautician (Comprehensive Expert Certificate)	Skills Academy	R60,314.00	24 Months
Financial Accounting (National Certificate: Bookkeeping)	Institute of Certified Bookkeepers	R40,280.00	12 Months
Entrepreneurship Programme (National Certificate: Small Business Financial Management)	Institute of Certified Bookkeepers	R40,280.00	9 Months

Implementation Plan

For the mine to reach the 5-year targets, the implementation approach is as follows: The mine will review its current portable skills strategy and will adjust if needed. A service provider will be identified and the procedures, methodology of training, duration and frequency will be agreed upon. Consulations with the identified employees through engagement structures will take place and the socio-economic baseline information will be used to establish new portable skills requirements. A detailed action plan is provided below:

Accountable Person	Action	Timing
HR Department	1. Plan the Portable Skills Development Programme - Determine suitable economic opportunities/sectors outside of mining, through consultation with local municipality and review of the IDP and relevant projects. - Conduct a survey to determine which portable skills are in demand by Mine employees. - Identify portable skills training courses (and service providers) relevant to economic sectors identified and available within the region. - Develop a Portable Skills Strategy aligned to the overall Mine strategy.	Annually.

	e. Develop a Training Plan detailing suitable candidates, courses, facilitators, facilities, resources, timeframes and budget. f. Evaluate and appoint suitable training Service Providers for each year as required. g. Develop the training schedules. h. Develop the necessary tracking tools. i. Arrange logistics.	
HR Department	g) Deliver the Skills Development Programme a. Ensure that training is delivered by the contracted service provider as per training plan. b. Use the tracking tools to keep accurate records of attendance, scores and outcomes. c. Provide monthly status reports to programme sponsor.	Annually.
HR Department	3. Report, review and revise the Skills Development Programme a. Compile SLP compliance report of progress and achievements, and submit to the DMR. b. Evaluate implementation against targets for current year. c. Identify critical success factors and lessons learnt from current year. Revise the action plan for the following year, incorporating recommendations.	Annually.

2.4 Hard-to-fill vacancies

Hard-to-fill vacancies represent both currently filled and vacant positions that are difficult to satisfy due to the limited availability of relating skills and experienced candidates. This may represent future challenges for Tshipi to remain compliant in terms of its Employment Equity obligations in accordance with the Mining Charter. However, the positions highlighted in Form R in **Table 10** have been identified as possible hard-to-fill vacancies.

Table10: Tshipi's Hard-to-fill Vacancies as per Annexure II of the MPRDA regulations

HARD TO FILL VACANCIES					
Occupational level	Department	Job title of scarce and critical skill	Job title of vacancy	Main reason for inability to fill the vacancy	Intervention
Middle management	Mining	Short-term planner	Short-term planner	Scarce skill and experience	Graduate development programme
Middle management	Mining	Medium term planner	Medium term planner	Scarce skill and experience	Graduate development programme
Middle management	Engineering	Section Engineer	Section Engineer	Scarce skill and experience	Graduate development programme
Junior management	Engineering	Electrician	Electrician	Scarce skill and experience	Apprenticeship
Junior management	Engineering	Instrument technician	Instrument technician	Scarce skill and experience	Apprenticeship
Junior management	Engineering	Millwright	Millwright	Scarce skill and experience	Apprenticeship

2.5 Career Progression Plan - Regulation 4b (b) ii

2.5.1 Introduction

The Mine should commit to providing its workforce with the opportunity to grow in knowledge and skills. Inherent in this is the opportunity to progress in a career path that is aligned to the Mine's business needs and suits each employee's skill sets and personal goals. In addition, career progression and mentorship will be done to address positions of high turnover as well as hard to fill vacancies.

2.5.2 Career Progression Matrix

The Career Progression Plan aims to illustrate a Career Path for employees, indicating preferred routes to move or change from one role or position to another within a specific discipline. This will be achieved through defining competencies, such as skills and experience required for the various job categories. Below is an example of a career progression plan for Tshipi's Plant operations. Please view **Annexure A** for Tshipi's full career progression plans.

LEVEL	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
Plant Manager	NQF level 7 qualification (Engineering/Metallurgic extraction)	As per job profile
	5 years' experience in managerial role	
	10 years' experience in mining/metallurgic processing	
	Preferred	
	MDP/MBA/Executive Development Programme	
LEVEL	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
General Production Superintendent	Matric	As per job profile
	Ore Processing Certificate	
	3 years manganese preparation experience	
	10 years ore preparation experience at supervisory level	
	Preferred	
	NQF 6 metallurgy or similar qualification	
LEVEL	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
Plant Supervisor	Matric	As per job profile
	5 years ore processing experience of which 3 years at supervisory level.	

	Preferred	
	Ore Processing Certificate	
LEVEL	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
Control Room Technical	Matric	As per job profile
	5 years control room technician experience	
LEVEL	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
Plant Operator	Grade 12/ABET level 4	Must have basic computer skills (Microsoft Excel, Word, Outlook)
	5 years plant	Must be able to relieve/act as Control Room Technician
	Valid Bobcat licence	Must be able to create job cards
	Valid Pecker licence (fixed)	Must be able to assist in the coaching and development of junior operators
	Valid Excavator licence	Must be able to motivate the team to achieve production targets by communicating daily production reports
	Valid FEL licence	Must be able to conduct and lead proper risk assessment with the team
	Valid TLB licence	Must be able to identify and report on plants defects to the supervisor/control room and anticipate the effects on production
	Valid LDV Licence	Must be flexible and assist with maintenance as per supervisor instruction
	Valid Mobile Crusher licence	Must be able to liaise with other departments/business partners (Engineering, Grade Control, Mining)
	Basic crusher and screening training	
	Basic conveyor belts training	
	Material flow training	
	Lock Out Training	
	Waste management training	
	First aid	

	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
	Grade 12/ABET level 4	Must have basic computer skills (Microsoft Excel, Word, Outlook)
	3 years plant experience	Must be able to relieve/act as Control Room Technician
	Valid Bobcat licence	Must be able to create job cards
	Valid Pecker licence (fixed)	Must be able to assist in the coaching and development of junior operators
	Valid Excavator licence	Must be able to motivate the team to achieve production targets by communicating daily production reports
	Valid TLB licence	Must be able to conduct and lead proper risk assessment with the team
	Basic crusher and screening training	Must be able to identify and report on plants defects to the supervisor/control room and anticipate the effects on production
	Conveyor Belts training	Must be flexible and assist with maintenance as per supervisor instruction
	Material flow training	Must be able to liaise with other departments/business partners (Engineering, Grade Control, Mining)
	First Aid	
	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
	Grade 12/ABET level 4	Must be able to perform necessary manual labour
	Basic crusher and screening training	Must be able to do house keeping
	Conveyor Belts training	Must be able to unblocking blocked chutes
	Material flow training	Must be able to unblock feeders
	2 year experience	Must be able to conduct plant inspection
	Bobcat licence	Must be able to discard material to appropriate waste containers
	Pecker licence (fixed)	Must be able to reset FS2 metal detector
	First aid	Must be able to move CV5 tripper car
		Must be able to inspect bern march dust suppression system

		Load out bern suppress system
	MINIMUM REQUIREMENTS	HIGH LEVEL COMPETENCIES
	Grade 12/ABET level 4	Must be able to perform necessary manual labour
	0 years' experience	Must be able to do house keeping
		Must be able to unblocking blocked chutes
		Must be able to unblock feeders
		Must be able to conduct plant inspection
		Must be able to discard material to appropriate waste containers
		Must be able to reset FS2 metal detector
		Must be able to move CV5 tripper car
		Must be able to inspect bern march dust suppression system

2.5.3 Career Progression Targets

The 5-year targets for career progression are as indicated in **Table 11**.

Table 11: Tshipi's Career Progression Target

Training Programmes within Career Progression Paths	Core Mining Occupations	Position Starting from	Target Position Working Towards	2019	2020	2021	2022	2023
Operator licenses, Mineral processing level 1&2	Plant	Plant Attendant	Multi-skilled Plant Operator	4	4	4	4	4
National certificate mineral processing, Supervisory development programme, Legal liability, Complainant and chairperson role training, Advance computer literacy.	Plant	Control Room Technician	Plant Supervisor	2	2	2	2	2
OHTE training, Shunter certificate, Operator licenses, Supervisory development programme	Plant	Shunter/LOS Operator	LOS Foreman	2	2	2	2	2
Apprenticeship, VSD training, MV/HV Switching training.	Engineering	Artisan Assistant	Artisan	2	2	2	2	2
Supervisory development programme, PTO training, Pragma training, Legal liability, Complainant and chairperson role training	Engineering	Artisan	Foreman	3	3	3	3	3
Learnership programme	Engineering	Engineer in training	Section Engineer	1	1	1	1	1
Advance sampling, advance valuation, SURPAC training, Complainant and chairperson role training	MRM	Geology Sampler	Grade Controller	2	2	2	2	2
Study assistance	MRM	Grade Controller	Geologist	1	1	1	1	1
Chemical principles level 3, Lab systems course (ISO17025), ICP-MS and XFR course	MRM	Lab Sampler/Assistant	Lab Officer	2	2	2	2	2

Study assistance, Chairperson and complainant role training.	MRM	Lab Officer	Lab Manager	1	1	1	1	1
Study assistance, COM Advance survey, RPL Training aviation licence	MRM	Assistant surveyor	Surveyor	1	1	1	1	1
TOTAL				21	21	21	21	21

2.5.4 Implementation Plan

The Career Progression Action Plan directs the progression of individuals within the Mine, in accordance with the Mine's needs and objectives, employees' potential and their preferences. The objective of compiling career paths is to ensure that the selected employees advance (with some being fast-tracked) into technical and managerial positions in line with the requirements of the Broad-Based Socio-Economic Empowerment Charter, and other strategic business objectives.

Accountable Person	Strategic Plan	Timing
HOD, HR Department	Successors are identified; based on Potential, Qualification, Performance, time in current role, experience and psychometric results.	Annually.
HR Department	Talent management committee will be established to drive the development of identified successors.	Annually.
HOD ,HR Department	When vacancy exist the relevant discipline talent pool will first be reviewed for suitable candidates. Only where there is no suitable candidates in the pool, external recruitment can be considered.	As required.

Tshipi will use its Career Progression Programme as a primary mechanism to empower its employees with potential and meet the employment needs of the Company.

2.6 Mentorship Plan - Regulation 46 (b) (iii)

2.6.1 Introduction

Mentorship is a key process and tool in the support of people development, Employment Equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mine.

Tshipi promotes mentorship opportunities among its employees in the company's talent pool. The Mentorship Programme focuses on mentoring and coaching employees into more specialised positions. This will be aligned with the skills and Employment Equity requirements of Tshipi. The Mentorship Programme is linked to the Skills Development Programme, Learnership Programme, Career Progression Programme, Internships and Bursary Programme, and Employment Equity Programme.

2.6.2 Mentorship Targets

Table 12 provides a summary of the mentorship targets for Tshipi for the next 5 years.

Table12: Tshipi Mentorship Targets

A total number of 81 mentorship programmes will be offered for the years 2019 -2023.

Mentoring Programme	Career Deliverables	2019				2020			2021			2022			2023		
		Duration	HDSA	NON-HDSA	Totals	HDSA	NON-HDSA	Totals	HDSA	NON-HDSA	Totals	HDSA	NON-HDSA	Totals	HDSA	NON-HDSA	Totals
Operator licences	Multi-skilled operator	3 - 12 months	8	0	8	8	0	8	0	0	8	8	0	8	19	0	8
Learnerships	Qualified artisans	3 year	5	0	5	4	0	4	0	0	4	4	0	4	4	0	4
Internship	Skilled/ experienced graduate	1 - 2 year	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
Bursaries	Practical experiences	3 - 4 years	2	0	2	2	0	2			2	2	0	2	2		2
TOTAL PER YEAR					17			16			16			16			16
TOTAL 2019 - 2023																	81

2.6.3 Implementation Plan

The Mentorship Programme aims to establish formal relationships between mentors and a mentees, with the purpose of enhancing the mentee's career. The following action plan provides an overview of the intended mentorship plan that Tshipi will follow.

Accountable Person	Action	Timing
HODs	Identify pool of mentors for mentees (employees in training/ Supervisors and Middle Managers with potential).	Annually. Annual plans, reviewed quarterly.
HR Department	Provide mentor and mentee training to build capacity where required.	As required.
HR Department	Contracting through the mentorship agreements.	Ongoing, with monthly reporting to EXCO and the SLP Department.

2.7 Internship and Bursary Plan – Regulation 46 (b) (iv)

2.7.1 Introduction

The purpose of continuous education and training of employees, is to ensure a healthy pipeline of professional, technical and leadership skills. This is ensured through the following interventions:

- Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and HDSAs in Management; and
- Legal (mandatory) training that ensures that the mine complies with all legislative requirements.

The Mine undertakes to offer study assistance for employees & bursary to individuals from local communities in line with the bursary policy;

To maximize the financial benefit for Tshipi learnerships will be identified in line with the MQA discretionary grant application process. Furthermore, The Internship and Bursary Programme will be linked to the Employment Equity Programmes.

2.7.2 Bursary Targets

Table 13 and Table 14 provide Tshipi's bursary targets for 2019 – 2023. **Table 13** and **Table 14** reflect Tshipi's internal and external targets.

Table 13: Tshipi Bursary Targets (FY 2019 – FY 2023) (Internal) Study Advance or Assistance

A total number of 20 bursary interventions will be offered for the years 2019 -2023.

Bursary Field	Duration	Cost per year	2019		2020		2021		2022		2023	
			Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont
Health and safety	1 Year	R252 280,00	1	0	0	0	0	0	1	0	0	1
Finance (Supply Chain & Procurement)	1 – 3 Years	R273 480,00	1	0	0	2	0	2	2	0	0	2
Human Resource Management	2 – 3 Years	R285 846,00	1	0	0	2	0	2	0	0	0	0
Engineering	1 - 4 Years	R315 880,00	1	0	0	0	0	0	1	0	0	1
FINANCIAL PROVISION			R2 525 375,00		R2 651 500,00		R1 957 100,00		R1 397 800,00		R1 398 000,00	
TOTAL FP (2019 -2023)	R9 929 775,00											

Table 14: Tshipi Bursary Targets (FY 2019 – FY 2023) External

A total number of 10 **new** bursaries will be offered for the years 2019 -2023. 5 bursars are rolling over from 2018

Bursary Field	Duration	Cost per year	Baseline		2019		2020		2021		2022		2023	
			Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont	Int.	Cont
Electrical Engineering	4 Year	R145 800			1			1		1		1		
Mining Engineering	4 Year	R127 200			1			1		1		1		
Geology	3 Year	R129 673					1			1		1		
Mechanical	4 Year	R130 910					1			1		1		1
Survey	3 Year	R130 026							1			1		1
Metallurgy	4 Year	R128 525							1			1		1
Chemical Engineering (LAB)	4 Year	R135 415									1			1
BComm Accounting Sciences	3 Year	R127 533									1			1
Logistics	3 Year	R120 840											1	
LLB	4 Year	R120 000											1	
B Education	Year 4	R120 000		1		1								

B Applied Geology	Year 4	R120 000		1		1		1						
BSc Chemistry/Maths	Year 4	R120 000		1		1		1						
B Social Work	Year 4	R120 000		1		1								
Chemical Engineering	Year 4	R120 000		1										
Medicine	Year 5	R120 000		1		1		1		1		1		
FINANCIAL PROVISION						R873 000,00		R893 600,00		R912 100,00		R1 175 100,00		R901 000,00
TOTAL PROVISION (2019 -2023)	R4 754 800,00													

2.7.3 Internship targets

A total number of 16 internships programmes will be offered for the years 2019 -2023. For Tshipi to be compliant all interns will be HDSA.

Table 15: Tshipi Internship Targets (FY 2019 – FY 2023)

Internship	Cost per programme	2019		2020		2021		2022		2023	
		Int	Cont	Int	Cont	Int	Cont	Int	Cont	Int	Cont
Chemistry	R208 500	2	0	0	2	0	0	0	0	0	0
HR	R208 500	1	0	0	1	0	0	0	0	0	0
Finance	R208 500	1	0	0	1	0	0	0	0	0	0
Mining Engineering	R305 000	0	0	0	0	1	0	0	1	0	0
Electrical Engineering	R305 000	0	0	0	0	1	0	0	1	0	0
Survey	R305 000	0	0	0	0	1	0	0	1	0	0
Mechanical Engineering	R305 000	0	0	0	0	1	0	0	1	0	0
Safety	R208 500	0	0	0	0	0	0	0	0	1	0
Logistics	R208 500	0	0	0	0	0	0	0	0	1	0
TOTAL ENROLMENTS		4		4		4		4		2	
FINANCIAL PROVISION		R834 000,00		R875 700,00		R1 220 000,00		R1 220 000,00		R417 000,00	

2.7.4 Implementation Plan

The Internships Programme aims to assist members of the local community to access tertiary education (bursaries) and experiential work (internships), in order to not only develop individuals, but supplying the Mine with its required skills.

Accountable Person	Strategic Plan	Timing
SED	Advertise internship opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local community.	Annually.
HR Department	The targets for internships will be based on skills needs for the business and the upliftment of surrounding communities.	When required.
HR Department	IDPs and contractual agreements with learners must be in place.	Annually.
HR Department	A pool of mentors will be confirmed for learners.	When required.

2.8 Employment Equity Plan – Regulation 46 (b) (v)

2.8.1 Introduction

Transformation within Tshipi is guided by the South African Constitution and the MPRDA, which promotes equity and fairness, dignity, transparency and accountability.

Importantly, the constitution not only defines formal equality, but also permits the implementation of affirmative action. The Mine fully subscribes to the principles of South African transformative strides through legislated requirements. The Mine believes that Employment Equity is an integral part of building an effective and representative workforce to ensure equality among its employees. Effort will be directed to identify those HDSAs with talent, and then to provide accelerated training and development initiatives to assist their progression when suitable vacancies arise.

The Mine is committed to the strategic objectives of the Employment Equity Act that include having individuals from previously disadvantaged groups represented in all levels within the next five (5) year period. Accordingly, HDSA targets across all levels are set in accordance with Mining Charter III.

The Employment Equity statistics for Tshipi's permanent employees are contained in **Form S in Table 16** which displays current percentages of HDSAs and women at the Operation. There are currently **121 (68%)** male employees and **56 (32%)** female employees at Tshipi. A detailed breakdown is available from the Human Resources Department of Tshipi employees, showing the exact positions. Currently **senior management** of the mine comprises **60% HDSA's** of which **20% are black females**. **Middle management** comprises of **65% HDSA's** of which **20% are black female**. Lastly, **junior management** of the mine comprises of **69% of HDSA's** of which **19% are black females**.

Table 16: Form S Tshipi's Employment Equity Statistics

Occupational levels	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		M	F
Top Management (Board)	2	-	1	2	1				6	0	0
Senior Management (Exco)	1	-	-	1	-	-	-	-	2	0	0
Middle Management	8	2	-	7	5	1	-	2	25	0	0
Junior Management	32	4	-	2	11	3	1	5	58	0	0
Core Skills	57	2			21	4	-	2	86	0	0
Total number of permanent employees	100	8	1	12	38	8	1	9	177	0	0
Total number of non-permanent employees	3	-	-	-	1	-	-	1	5	0	0

The Mine is committed to the strategic objectives of the Employment Equity Act that include having individuals from previously disadvantaged groups represented in all levels within the next five (5) year period. Accordingly, HDSA composition target across all levels has been set in accordance with mining charter. **Table 17** depicts the Employment Equity Targets as per Mining Charter III.

Table 17: Employment Equity targets as per Mining Charter III

	Baseline 2018	2019	2020	2021	2022	2023
Board						
HDSAs	50%	50%	50%	50%	50%	50%
Black females	16,7%	20%	20%	20%	20%	20%
Executives/Top Management						
HDSAs	50%	50%	50%	50%	50%	50%
Black females	0,0%	20%	20%	20%	20%	20%
Senior Management						
HDSAs	60%	60%	60%	60%	60%	60%
Black females	20%	25%	25%	25%	25%	25%
Middle Management						
HDSAs	65%	60%	60%	60%	60%	60%
Black females	20%	25%	25%	25%	25%	25%
Junior Management						
HDSAs	69%	70%	70%	70%	70%	70%
Black females	19%	30%	30%	30%	30%	30%
Core Skills						
HDSAs	97,7%	60%	60%	60%	60%	62%
Disabilities						
Africans Coloureds Indians Whites	0,0%	1,5%	1,5%	1,5%	1,5%	1,5%

2.8.2 Implementation Approach

In implementing the plan, Employment Equity will be aligned to local recruitment and human resources development strategies. Tshipi will also focus on developing and promoting from within the organisation, with preference given to females and historically disadvantaged individuals as well as recruiting people with disabilities.

On the medium to long term, the strategy is to focus on accelerating the development of women in the B Band category.

In the short term, specific vacant position that can be filled by women should be identified.

Tshipi will continue to maintain EE targets at a level not lower than those prescribed by the existing Mining Charter at any time. **Tshipi EE Plan does and will continue to include:**

- Ensuring fair and non-discriminatory practices which respect the rights and dignity of all employees irrespective of colour, race, gender and disability;
- Identifying and remove potentially discriminating practices;
- Ensuring that staff at all levels are suitably qualified or have the potential to meet the intrinsic requirements of the job; and
- Ensuring that women are targeted for learnerships, bursaries, internships, career progression and in particular during the recruitment process, that female representation will be taken into consideration by the company. Tshipi will improve on the current EE statistics over the next five years.

2.8.3 The Participation of Historically Disadvantaged South Africans

The following is relevant to the participation of HDSAs:

1. Tshipi will continue to strive towards ensuring that targets as prescribed in the prevailing Mining Charter at the time, in each level of management, are composed of HDSAs. However, the company will develop their own employees to fill these quotas where possible. To achieve this the company will adhere to the following:
 - Selecting, training and empowering candidates at lower levels from within the organisation to progress, where possible, into position that may arise. This would be the preferred first option;
 - Recruiting candidates from outside of the Company, only as a last resort, after every effort has been made by Tshipi to implement the above steps without success.

2. This mechanism will result in “true” empowerment of individuals and contribute more to transformation of the mining industry than “poaching” would.
3. Tshipi will implement an action plan to create opportunities for the participation of HDSAs on a managerial level, which will be updated annually.

Tshipi will implement the following mechanisms to encourage the participation of HDSAs in higher skills and managerial levels:

1. Use the Employment Equity report to accurately determine the existing racial and gender mix at the mine;
2. Assess the findings of the Employment Equity Reports regarding the participation of HDSAs;
3. Provide preference to HDSAs for skilled and management positions, should they meet the job requirements;
4. Use recruitment strategies for importing suitably qualified HDSAs only as a last resort;
5. Use succession planning, career development, and performance management systems to facilitate the development of HDSAs into management positions;
6. Communicate job opportunities within the operation;
7. Continue sensitising and educating employees about issues involving gender, race, and diversity to promote a non-discriminatory culture; and
8. Allocate specific mentors and coaches to HDSA individuals in the talent pool exhibiting potential and aspiration for higher-skilled and management positions. In this way they will be sufficiently trained to become more likely candidates for promotion.

2.8.4 Women in Mining

The following is relevant to the participation of women in mining:

1. In compliance with the spirit of the MPRDA, Tshipi will continue to strive to increase the participation of black women in managerial, professional and core mining related positions:
2. An Action Plan to increase the participation of women in mining will be implemented.
3. Progress against these plans will be reported annually in accordance with the requirements of the DoL and the DMR.
4. The above-mentioned Tables will be updated annually.

3.8.3 Women in mining targets

On the medium to long term the strategy is to focus on accelerating the development of women in the B Band category. In the short term specific vacant position that can be filled by women should be identified;

Table 18: Women in mining targets

	2018	2019	2020	2021	2022	2023
	Baseline	Target	Target	Target	Target	Target
Top Management (Board and F-bands)	16.7%	20%	20%	20%	20%	20%
Senior Management (E-bands)	20%	25%	25%	25%	25%	25%
Middle management (D-bands)	20%	25%	25%	25%	25%	25%
Junior management (C-bands)	19%	30%	30%	30%	30%	30%

Table 19: Action Plan for the Participation of Women in Mining

ACTION	DELIVERABLES
Discussion and brain-storming of the issues, problems and compliance gaps in terms of Women in Mining in relevant forums. Discussion of issues relating to: 1. Devising measures to address the potential issues/obstacles preventing the successful integration and retention of women; 2. Devising measures to change the physical mining environment and adapting the technical equipment to be women-friendly; and 3. Implementing awareness Programmes to sensitize the perceptions of men towards women.	Identification of the primary issues, challenges and solutions on the way forward to bring about meaningful change at Tshipi.
Ongoing monitoring of the women in mining implementation Programme in line with the Employment Equity Plan.	Ongoing monitoring of women in mining project Programme.

Section 3

Local Economic Development

Programme:

REGULATION 46 (C)

3. LOCAL ECONOMIC DEVELOPMENT PROGRAMME

3.1 Overview

Tshipi recognises the need to promote local and rural development and the social upliftment of communities affected by mining. By means of the SLP, the company commits to meaningfully contribute towards community development, both in terms of size and impact, in line with the social license to operate as guided by the Mineral and Petroleum Resources Development Act No. 28 of 2002 (as amended) (MPRDA). The MPRDA requires mines to develop and implement a SLP. Section 3 of the SLP commits to a Local Economic Development Plan (LEDP), which includes the establishment or support of LED projects or programmes within its surrounding and labour-sending communities, which are aligned to the Integrated Development Plans (IDP) of their Local Municipality or economic development plans such as the National Development (NDP), Provincial Growth and Development Strategy (PGDS), National Spatial Development Strategy (NSDS). This creates a ripple effect that benefits the direct local communities and economic development of the country.

LED projects are to be contextually appropriate to both the Company, the operational regions and the local communities surrounding the operation. LED projects are to be compliant with relevant legislation, the companies' business strategy and have broad-based long-term impact. LED projects are classified as "infrastructure and basic services", "community upliftment", and "poverty eradication".

In the development of Tshipi's new LED Programme, Tshipi undertook a **socio-economic survey** within their surrounding and labour-sending communities to identify the needs and most appropriate project opportunities. Tshipi conducted a **stakeholder engagement process** by consulting with community representatives, ward councillors, municipal officials, IDP/LED managers of the local municipalities. Tshipi thereby ensured that the proposed LED programme also aligned with the development plans of Government as stipulated in the Integrated Development Plans of the municipalities.

The LED Programme will seek to promote Tshipi's alignment and involvement in the LED initiatives of the IDPs of the Joe Morolong Local Municipality (JMLM) and the John Taolo Gaetsewe District Municipality (JTGDM). The following primary plans will form the basis of Tshipi's LED Programme:

- a) A LED Project Plan;
- b) A Housing and Living Conditions Plan; and
- c) A Procurement Plan.

The focus of the Tshipi LED Programme for 2019 to 2023 will be on:

- a) Aligning Tshipi's sustainable development plans with the JMLM IDP as well as the GSLM IDP and establishing LED projects that focus on infrastructure development, poverty eradication, community upliftment, and skills development to communities;

- b) Increasing the Mine's HDSA-based and community-based procurement levels; and
- c) Promoting the establishment of entrepreneurs amongst the household members of employees and amongst other households within Tshipi's host and labour sending communities.

The figure below indicates Tshipi's zone of influence, incorporating a 50km radius from the Tshipi Borwa Mine, and the labour sending areas. The figure also reflects the location of past LED projects implemented by Tshipi.

Figure 3: Tshipi's location and 'zone of influence'



3.2 Socio-Economic Baseline Study (SEBS)

In compliance with the regulatory requirements of the DMR, and among others, Regulation 46 (c) (i-iii) of the MPRDA Regulations (2004), Tshipi undertook a **Socio-Economic Baseline Study (SEBS)** of the communities surrounding the Tshipi's operations during August and September 2018. The aim of the analysis was to understand the status of the social and economic conditions of the communities surrounding the mine. Additionally the survey sought to enhance the project planning and interaction of the Mine with the surrounding communities, and also to evaluate the impact of the previous SLP's LED projects. Further, the assessment was done to ensure appropriateness and sustainability of LED

Programmes which form part of this SLP. For enhanced accuracy, the baseline assessment findings were correlated to the desktop research of census data.

Due to the majority of the Tshipi labour-force being from both the JMLM, GSLM and JTGDM, the two local municipalities and one district municipality will form part of a desktop socio-economic review in the section which follows. The socio-economic rapid analysis is based on the desktop review of the latest 2011 national census information, information contained within the IDP's of John Taolo Gaetsewe District Municipality (JTGDM), Joe Morolong Local Municipality (JMLM) and Ga-Segonyana Local Municipality (GSLM), the 2016 community survey information and from the following website: <https://municipalities.co.za>

The census data for JTGDM as well as for JMLM and GSLM is compared and correlated with the findings of the stakeholder engagement and discussed in the section that follows.

3.2.1 Population Overview

Ga-Segonyana Local Municipality is home to about half of the total population of JTGDM (104 408). The second most highly populated municipality is Joe Morolong Local Municipality JMLM, with 84 201 residents, as is indicated in **Table 20**

The JTDM is the second smallest district in the Northern Cape and occupies only 6% of the area. The entire district is made up of 186 towns and settlements, of which 80% are villages in JMLM. Furthermore, both the district and local municipalities have similar average people per household, an average of 3.4, 3.5 and 3.2 respectively.

Table 20: Population overview

Population overview	JTGDM	JMLM	GSLM
	Number	Number	Number
Total population	242 264	84 201	104 408
Municipality size (km ²)	27 293km ²	9477 km ²	4 495km ²
Density (/km ²)	8.2	4.4	21
Total households	72 310	23 919	32 669
Ave people/household	3.4	3.5	3.2
Area type	Mostly rural	Mostly rural	Mostly rural

(Source: IDP 2018/19 JTGDM)

3.2.2 Population Demographics

The following section identifies the demographics of the local population with regards to race, age, and language. The importance of knowing the demographic breakdown is to ensure that any LED projects and empowerment interventions target most of the population considering their gender and language as well as cultural dynamics as all have large-scale impact. According to **Table 21**, both JTGD, JMLM and GSLM have a higher percentage of females than males, 51.5%, 53.9% and 51,6 respectively.

Table 21: Population by Gender

Group	JTGD		JMLM		GSLM	
	Number	%	Number	%	Number	%
Female	123 276	50,9	45 995	54,6	53 925	51,6
Male	118 988	49,1	38 206	45,3	50 483	48,3
Total	242 264	100	84 201	100	104 408	100

(Source: Stats SA 2016 & Final IDP 2018/2019 JTGD)

As indicated in **Table 22**, JTGD, JMLM and GSLM are dominated by black South Africans (84.8%, 96.4% and 87% respectively). The white population of JTGD (4.96%), JMLM (1.17%) and GSLM (4.6%) outweighs the other minor population groups in the both municipalities. Other, Indian or Asian constitute the minute population in JTGD, JMLM and GSLM. Therefore, LED projects should target the majority black population to have great impact in communities.

Table 22: Population by Race

Group	JTGD	JML,	GSLM
	%	%	%
Black African	84.84	96.4	87
Coloured	9.26	2,00	7,6
White	4.96	1.2	4,6
Other	0.56	0.2	0,4
Indian or Asian	0.38	0.3	0,4
Total	100	100	100

(Source: Stats SA 2011)

Table 23 shows that in JTGD, JMLM and GSLM, close to a quarter of the total population (24.4%, 18.5% and 25,1% respectively) of the population is married. The majority of the population, that is, 71.3% for JTGD, 76.9% for JMLM and 70.3% for GSLM has never been married. This is an indicator that LED project that Tshipi comes up with should suit mostly single people if they are to be accepted in the Tshipi communities.

Table 23: Distribution of Population by Marital Status

Households by Tenure Status	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Married/living together	54 935	24.4	16 584	18.5	23 506	25,1
Never married	160 223	71.3	68 814	76.9	66 024	70,5
Widower/widow	7 129	3.2	3 339	3.7	2 903	3,1
Divorced/separated	2 512	1.1	793	0.9	1124	1,2
Total	224 799	100	89 530	100	93 651	100

(Source: Stats SA 2011)

Table 24 indicates that the number of individuals who fall into the economically active age group (labour force). For JTGDM, JMLM and GSLM the labour force is 63.3%, 54.8% and 64.5% respectively. This is not high when compared to the proportion of the populations that are not economically active (0 -14 and over 64 years). The significant proportion of the economically inactive population (36.7% in JTGDM, 45.1% in the JMLM and 35.8% for GSLM), signifies the need for creating employment prospects. Job opportunities need to be created for the population who are below 15 years of age, for when they move into the labour force to avoid a rise in unemployment. Having a young population implies high dependency ratios and increased pressure on the portion of the population that is employed to support the dependent and unemployed people.

Table 24: Population Demographics for Age

Age	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
0-14	77 324	31.9	32 276	38.3	32 604	31,2
65+	11 531	4.8	5 750	6.8	4 545	4,4
Labour force (15-64 years)	153 410	63.3	46 175	54.8	67 260	64,5
Total	242 264	100	84 201	100	104 409	100

(Source: Community Survey 2016)

Within JTGDM, JMLM and GSLM, Setswana is shown to be the dominant spoken language (**Table 25**) with 75.64%, 90.69% and 78.4% of the inhabitants speaking this language. The significantly high proportion of Setswana speaking people implies that, for any development strategies within JTGDM and both local municipalities (JMLM and GSLM) to succeed, they must be sensitive to the predominant cultural systems and social dynamics related to the Setswana culture. Communication processes and

material should take these findings into consideration and should be made available in the Setswana language.

Table 25: Languages

Language	JTGDM	JMLM	GSLM
	%	%	%
Setswana	75.64	90.69	78,4
Afrikaans	1653	3.62	12,7
English	2.63	1.89	2,9
IsiZulu	0.99	0.99	1
isiNdebele	0.99	0.92	1
Other	0.91	0.44	0,8
isiXhosa	0.72	0.42	0,8
Sesotho	0.65	0.39	0,6
Sign language	0.34	0.31	0,3
Sepedi	0.28	0.22	0,3
Xitsonga	0.19	0.04	0,2
Tshivenda	0.07	0.03	0,1
SiSwati	0.05	0.02	0,1
Total	100	100	100

(Source: Stats SA 2011)

3.2.3 Education

The major concern is that 35.9% of JTGDm and 34.4% of JMLM and 38.4% of GSLM of over 21-year olds have Secondary Schooling (without matric) as indicated in **Table 26**. Looking at the low percentage of people with matric, 26.1%, 15.3% and 29.6% respectively for JTGDm, JMLM and GSLM. These are low percentages considering that the Government is promoting matric for all.

If all percentages of those without matric are added (namely incomplete secondary schooling and incomplete primary schooling), it means in JTGDm, 51.6% of the people do not have matric and 59.6% in JMLM and 51.2% in GSLM. This is an alarmingly high percentage and Adult Education and Training (AET) should be considered for these individuals. Further, in the same age category, within JTGDm, JMLM and GSLM only 7.1%, 4% and 6.8% respectively, have a higher qualification than matric (**Table 26**). The low level of skilled individuals reduces the ability of the district to come up with innovative ways to be economically productive and to implement industrious measures. Therefore, LED interventions should aim at developing skills and capacity within the JTGDm, JMLM and GSLM communities.

Table 26: Educational Levels of Population over 21 years old

Group of Over-21s	JTGDM	JMLM	GSLM
	%	%	%
Higher Education	7,1	4	6,80
Completed Secondary (with matric)	26,1	15,3	29,6
Incomplete Secondary Schooling (without matric)	35,9	34,4	38,4
Completed Primary	4,4	5	4,3
Incomplete Primary schooling	15,7	25,2	12,8
No schooling	10,1	15,7	7,00
Total	100	100	100

(Source: Community survey 2016)

3.2.4 Employment and Economic Positions of Population

Within the labour force (15-64 years), the employment rates for JTGDm (31.8%) are slightly higher than that of JMLM (16.1%). However GSLM shows an employment rate of 33.7% indicating that more people are employed in this local municipality than in JMLM, as shown in **Table 27**. The unemployment rate for JTGDm (13.5%) is similar to that of JMLM (10.1%) and to GSLM (33.7%). The number of economically inactive persons in the employable age groups is significantly high in both local municipalities and the district municipality. The high rate, (46.7% for JTGDm, 61% for JMLM and 42.6% for GSLM) of 'not economically active individuals' should be a concern, as this will put major strain on the employed individuals. These figures reinforce that there is a significant need for LED projects aimed at job creation and employment opportunities.

Table 27: Employment Levels

Employment Status	JTGDm		JMLM		GSLM	
	Number	%	Number	%	Number	%
Employed	43 825	31,8	7 828	16,1	19940	33,7
Unemployed	18 518	13,5	4 912	10,1	10154	17,1
Discouraged Worker-seekers	10 967	8	6 200	12,8	3895	6,6
Others not economically active	64 361	46,7	29 569	61	25238	42,6
Total	137 671	100	48 509	100	59 227	100

(Stats SA 2011)

3.2.5 Dependency

Age dependency ratios reveal the number of young people (under 15 years of age) and older people (over 64 years of age) dependent on the people of working age, classified as economically active (15 - 64 years).

As seen in **Table 28**, the age dependency ratio for JTGDM, JMLM and GSLM are respectively **57.9%**, **82.3%** and **55.2%** people dependent on every 100 people, classified as economically active. When these ratios are combined with unemployment levels, the dependency ratios of JTGDM, JMLM and GSLM are respectively **391.8**, **926.2** and **363.7** people dependent on every 100-people classified as economically active (**Table 28**). The significantly high dependency ratios indicate there is a substantial burden on the employed individuals who need to support the unemployed, inactive and youth. These findings suggest a need for the district and local municipalities in the area to implement programmes that cater for the development of the youth to be self-sustaining. Human Resource Development (HRD) and Local Economic Development (LED) strategies, for example, should focus on implementing skills development programmes and creating income earning opportunities that may reduce unemployment levels. The aim should be to absorb the large youth population into the economic sector.

Table 28: Dependency ratios for JTGDM, JMLM and GSLM

GROUP	JTGDM	JMLM	GSLM
Age dependency	57.9%	82.3%	55.2%
Unemployment dependency ratio	391.8	926.2	363.7

The **standard age dependency ratios** for JTGDM and JMLM have been calculated as follows:

Age Dependency ratio = $\frac{(\text{population under 15 \& population over 64}) \times 100}{\text{population between 15 \& 64}}$

1) JTGDM

$$= (77\,324) + (11\,531) \times 100 \div 153\,410$$

$$= 57.9 \text{ persons per 100 economically active persons}$$

2) JMLM

$$= (32\,276) + (5\,750) \times 100 \div 46\,175$$

$$= 82.3 \text{ persons per 100 economically active persons}$$

3) GSLM

$$= (32\,604) + (4\,545) \times 100 \div 67\,260$$

= 55.2 persons per 100 economically active persons

The age dependency ratio for the JMLM is significantly higher than the ratio for the JTGDM and GSLM. It shows that there are 82.3 dependents per 100 economically active persons in the JMLM.

The **employment dependency ratios** for both JTGDM, JMLM and GSLM, **taking into account unemployment rates of 391.8, 926.2 and 363.7** respectively, have been calculated as follows:

Employment Dependency ratio = (population under 15) + (population over 64) + (population between 15 and 64 that are unemployed) + (not economically active population) X 100 ÷ population between 15 and 64 that are employed

4) JTGDM

$$= (77\,324) + (11\,531) + (18\,518) + (64\,361) \times 100 \div 43\,825$$

$$= 391.8 \text{ persons per 100 persons employed in the labour force}$$

5) JMLM

$$= (32\,276) + (5\,750) + (4\,912) + (29\,569) \times 100 \div 7828$$

$$= 926.2 \text{ persons per 100 persons employed in the labour force}$$

6) GSLM

$$= (32\,604) + (4\,545) + (10\,154) + (25\,238) \times 100 \div 19\,940$$

$$= 363.7 \text{ persons per 100 persons employed in the labour force}$$

3.2.6 Income

The income breakdown found in **Table 29** indicates that a significant percentage, **44%, 43.3%** and **45.9%** of individuals in JTGDM, JMLM and GSLM respectively have no income. These rates are alarmingly high, considering that these figures include social grants.

Table 29: Income

Income (including social grants)	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
R 204 801 or more	89	0.1	14	0.01	38	0,04
R 102 401 – R 204 800	135	0.1	23	0.02	52	0,05
R 51 201 – R 102 400	266	0.1	35	0.04	93	0,1
R 25 601 – R 51 200	1 468	0.7	202	0.2	510	0,6
R 12 801 – R 25 600	4 438	2.1	772	0.9	1903	2,1
R 6 401 – R 12 800	7 395	3.6	1 215	1.4	3 612	4
R 3 201 – R 6 400	7 624	3.7	1 097	1.3	3 873	4,4
R 1 601 – R 3 200	9 429	4.5	1 411	1.6	4 345	4,9
R 801 – R 1 600	24 659	11.8	11 228	13	9 561	10,7
R 401 – R 800	6 435	3.1	2 702	3.1	2 557	2,9
R 1 – R 400	54 726	26.2	30 237	35	21 626	24,3
No income	91 618	44	37 428	43.3	40 856	45,9
Total	208 282	100	86 364	100	89 026	100

(Source: Stats SA 2011)

3.2.7 Employment by Industry

The largest absorption of the workforce is experienced in mining and community services (41.1% & 20.7% respectively) in JTGDM and community services and mining (30.6% & 28.1%) in JMLM. Within both municipalities, agriculture also employ a significant 10.9% and 13.8% of the economically active individuals (**Table 30**).

Table 30: Employment Per Industry

Industry	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Agriculture	3 408	10.9	964	13.8	1 384	12.70%
Mining	12 890	41.1	1 967	28.1	3 720	34.20%
Manufacturing	566	1.8	96	1.4	177	1.60%
Electricity	101	0.3	27	0.4	33	0.30%
Construction	884	2.8	194	2.8	376	3.50%
Trade	2 536	8.1	548	7.8	1 058	9.70%
Transport	720	2.3	158	2.3	292	2.70%
Finance	999	3.2	238	3.4	442	4.10%

Industry	JTGD M		JMLM		GSLM	
	Number	%	Number	%	Number	%
Community services	6 498	20.7	2 143	30.6	2 411	22.20%
Households	2 728	8.7	664	9.5	990	9.10%
Total	1 493 069	100	991 870	100	10 883	100

(Source: Global Insights 2012)

3.2.8 Housing and Living Conditions

As can be seen in **Table 31**, a significant percentage, that is JTGD M (81.1%), JMLM (85%) and GSLM (86.1%) of houses are owned and fully paid. The households that rent accommodation from individuals and municipalities are higher in JTGD M (9.2%), compared to JMLM (2.7%) and GSLM (7.1%).

Table 31: Households Tenure Status

Households by Tenure Status	JTGD M	JMLM		GSLM		
	Numb er	%	Numb er	%	Numb er	%
Rented from private individual	18958	8,3	1360	1,7	7318	7,1
Rented from other (incl. municipality and social housing ins	2122	0,9	792	1,0	623	0,6
Owned; but not yet paid off	11 937	5,2	4 206	5,3	2 346	2,3
Owned & fully paid off	186 280	81,2	67877	85,0	88396	86,1
Occupied rent-free	10 038	4,4	5583	7,0	3971	3,9
Total	229 335	100	79 818	100	102 654	100

(Source: Community survey 2016)

Dwellings Occupied

Tables 32 denotes that majority, (80.6% in JTGD M, 80.1% in JMLM and 81.6% in GSLM) of households reside in formal dwellings. A small percentage of households, that is 6.4% in JTGD M, 12.9% in JMLM and 4.6% live in traditional dwellings.

Table 32: Households by Type of Main Dwelling

Households by Type of Main Dwelling	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Formal dwelling	58 268	80,6	19 149	80,1	26 669	81,6
Informal dwelling	7 356	10,2	1 540	6,4	3 089	9,5
Traditional dwelling	4 596	6,4	3 085	12,9	1 511	4,6
Other	2 090	2,9	144	0,6	1 400	4,3
Total	72 310	100	23 919	100	32 669	100

(Source: Community survey 2016)

Electricity Provision

Derived from **Table 33**, the provision of electricity in JTGDM, JMLM and GSLM for cooking is 76.2%, 59.2% and 85.2% respectively.

Table 33: Households using Electricity for Cooking

Households Source of Energy	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Electricity from mains	184 693	76.2	49 867	59.2	88 951	85,2
Other source of electricity (e.g. generator etc)	197	0.1	54	0.1	32	0,031
Gas	15 587	6.4	2 190	2.6	9 310	8,92
Paraffin	3 370	1.4	1 038	1.2	1 267	1,21
Wood	37 358	15.4	30 679	36.44	4 594	4,4
Coal	41	0.02	41	0.05	0	0
Animal dung	121	0.05	117	0.1	4	0,003
Solar	147	0.1	0	0	0	0
Other	84	0.03	61	0.1	0	0
None	519	0.2	145	0.2	114	0,11
Unspecified	145	0.1	9	0.01	136	0,13
Totals	242 262	100	84 201	100	104 408	100

(Source: Community survey 2016)

The provision of electricity in JTGDM, JMLM and GSLM for lighting is 90.1%, 88.1 % and 95% respectively. The second most frequently used source of lighting is candles, as stated in **Table 34**, 7.5% of the households within the JTGDM, 10.7% in JMLM use candles and 3.8% in GSLM use candles.

Table 34: Households using Electricity for Lighting

Households Source of Energy	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Electricity from mains	217 593	90.1	74 203	88.1	94 596	95
Other source of electricity (e.g. generator etc)	560	0.2	80	0.1	62	0,06
Gas	160	0.1	29	0.03	47	0,05
Paraffin	2 907	1.2	270	0.3	334	0,3
Candles	18 198	7.5	8 984	10.7	3 752	3,8
Solar	1 071	0.4	129	0.2	465	0,5
Other	243	0.1	136	0.2		
None	333	0.1	141	0.2	180	0,18
Unspecified	479	0.2	228	0.3	23	0,02
Totals	241 544	100	840200	100	99459	100

(Source: Community survey 2016)

Sanitation

Only 28.3% in JTGDM, 4% in JMLM and 17.9% in GSLM have access to a flush toilet connected to a public sewerage system. A large number, 81% of JMLM households and 68.6% in GSLM use both ventilated and unventilated pit latrines, for JTGDM the figure reads 58%. The number of households with no access to any form of sanitation is 7%, 6.8% and 6.8% respectively in JTGDM, JMLM and GSLM. This is indicative of poverty and low level of access to basic services (**Table 35**).

Table 35: Household Sanitation Facilities

Type	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Flush toilet connected to public sewerage system	68 533	28.3	3 345	4	18 682	17,9
Flush toilet connected to septic tank or conservancy tank	7 292	3	623	0.7	4 903	4,7
Chemical toilet	724	0.3	632	0.8	66	0,06
Pit latrine/ toilet with ventilation pipe	70 387	29.1	46 958	55.8	22 976	22
Pit latrine/ toilet without ventilation pipe	69 994	28.9	21 202	25.2	48 645	46,6
Ecological toilet (e.g. urine diversion; enviroloo, etc)	1 949	0.8	1 800	2.1	69	0,06
Bucket toilet (collected by municipality)	89	0.03	0	0	89	0,09
Bucket toilet (emptied by household)	3 856	1.6	3 311	3.9	543	0,52
Other	2 528	1	552	0.7	1 330	1,3
None	16 912	7	5 697	6.8	7 104	6,8
Total	242 264	100	84 120	100	104 407	100

(Source: Community survey 2016)

Refuse removal

With reference to waste removal, as depicted in **Table 36**, about 63.7%, 84.3% and 74.3% of households in JTGDM, JMLM and GSLM respectively, have communal/ own refuse dump. Only 24.6% of JTGDM, 3% of JMLM and 12.1% of GSLM have their refuse removed by local authority/ private company/ community members at least once a week. Approximately 3.2% of households at JTGDM, 3.6% in JMLM and 3.9% in GSLM do not have access to a disposal site, they either dump or leave rubbish all over (**Table 36**).

Table 36: Households by Refuse Removal

Type	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Removed by local authority/private company/ community members at least once a week	59 658	24.6	2 539	3	12 630	12,1
Removed by local authority/private company/ community members at less often than once a week	1 327	0.5	58	0.1	242	0,23
Communal refuse dump	10 704	4.4	4 902	5.8	4 737	4,5
Communal container/central collection point	3 896	1.6	1 320	1.6	2 168	2,1
Own Refuse dump	154 190	63.7	71 031	84.3	77 757	74,3
Dump or leave rubbish anywhere (no rubbish disposal)	7 653	3.2	3 002	3.6	4 084	3,9
Other	4 731	2	1 349	1.6	2 790	2,7
Total	242 159	100	84 201	100	104 408	100

(Source: Community survey 2016)

Access to water

Legislative standards require that communities have at least 20 – 30 litres of clean safe water per person per day, within 200m of their household. **Table 37** reveals that the majority of JTGDM and JMLM households have access to pipe water inside the communal stand. About 40.6% of households within JTGDM and 15.7% in JMLM have access to piped water inside their dwelling. A very minute percentage of households have access to river/stream and other sources.

Table 37: Households Access to Water

Type	JTGDM		JMLM		GSLM	
	Number	%	Number	%	Number	%
Public/communal tap	59 104	86,5	27 815	86	28 283	88
Water-carrier/tanker	2 956	4,3	315	1	2 364	7,4
Borehole outside the yard	1 879	2,8	1 238	3,8	456	1,4
Flowing water/stream/river	2 259	3,3	2 259	7	0	0
Well	444	0,7	406	1,3	41	0,1
Spring	47	0,07	0	0	47	0,1
Other	1 602	2,3	305	0,9	937	2,9
Total	68 291	100	32 338	100	32 128	100

(Source: IDP 2018/19 JTGDM).

3.2.9 GSLM brief overview

The economy of the Ga-Segonyana Local Municipality (GSLM) is reliant on mining, agriculture, tourism and commercial sectors in and around Kuruman town. The area is reliant on underground water resources for domestic, agricultural and commercial needs.

Rapid mining expansion has put this resource, along with municipal planning for electricity, waste management, sanitation and other services under pressure. In-migration from surrounding areas and countries to the north, has been contributing to this pressure on services and increasing the demand for housing.

One of the municipalities 2022 goals for sustainable development is to ensure access to water and sanitation for all. The municipality plans to improve access to water services to all households by 2022. The five-year strategy specifically focuses on installing basic water connections in rural areas. To address sanitation, the plan is to by 2022 construct 3,200 Ventilated Pit Latrines which is the RDP standard for sanitation.

The Municipality indicated their interest in establishing community gardens. Vegetable gardens can empower women, enabling them to not only feed their families but also contribute to a family's livelihood through sales.

The Municipal IDP included a number of new clinics or clinic upgrades planned by the Department of Health, as well as school facility upgrades planned by the Department of Education.

One of the IDP Spatial Development Framework (SDF) strategies is to reduce unemployment and poverty by increasing the value of economic output and individual income levels.

3.2.10 JMLM brief overview

Joe Morolong Local Municipality (JMLM) is a mix of rural and semi-urban areas concentrated in mining and farming towns. The economy consists of mainly informal economic activity with the area characterised by relative isolation and high levels of poverty.

Through various forums the communities of JMLM reaffirmed the need for numerous services including: water and sanitation, roads, housing, stormwater, electricity, job creation, health, education, SMME empowerment and support and recreational facilities.

Sanitation is a priority of the municipality. A 2013/14 internal verification exercise estimated that 5,387 households were below the RDP standard. The municipality intends to address this backlog over a period of five years by constructing a minimum of 800 VIP units or more per financial year. Only dry sanitation (VIP or UDS) systems are currently installed which is dependent on the groundwater protocol.

The Municipal IDP included little mention of new clinic or clinic upgrades planned by the Department of Health or school facility upgrades planned by the Department of Education.

Job creation through EPWP is one of the municipal interventions to address unemployment and poverty.

3.2.11 Summary SEBS findings and recommendations

The Socio-Economic Baseline Study (SEBS) conducted by Tshipi, aimed to understand the status of the social and economic conditions of the communities surrounding the mine. The study looked at socio-economic needs within a variety of community categories based on income levels and known access to services such as a school. The regional desktop research and the rapid scoping engagement showed that unemployment (at 38.6%) is the most pressing problem faced by residents of Joe Morolong Municipalities. As for Ga-Segonyana the unemployment rate reads 33.7%.

It is critical to highlight that out of the 3 municipalities that make up John Taolo District Municipality, Joe Morolong is the largest municipality and has the highest prevalence of the unemployment. There is pervasive dissatisfaction with the inadequacy of basic services, and perceived favouritism in a context of general scarcity of jobs, resources and opportunities. Residents complain about inadequate communication and feel excluded, with depressed hope for a fulfilling future.

Nothing short of a “new culture” will create good conditions for Tshipi to successfully operate in these communities. All Tshipi's efforts will be made possible by deliberate, well-structured bottom-up processes in these communities to facilitate effective local economic development, through enabling people to become more economically active through their own endeavours.

3.3 Socio Economic Impact of Operation - Regulation 46 (c) (ii) (b)

3.3.1 The Impact

Tshipi's environmental management plan manages the negative environmental impacts of dust on the communities and employees. The Tshipi operation has a far greater positive socio-economic impact on the local communities through employment, direct and indirect spending and mine community development and CSI investment

The following is a summary of key contributions that are made by the Company:

3.3.2 Job Creation, employees and their households:

Tshipi employs **approximately 957 Employees** (permanent and core contactors), which translates into approximately **3 838** individuals (based on average number of 4 people per household) being impacted through direct and indirect income from bread winner support. These employees and their households will be impacted positively from salaries and other employment benefits. Considering that Tshipi has an expected mining life of 28 years, these benefits should be sustainable into the medium term future. In order to ensure that these constructive impacts do not become destructive upon closure, it is important for Tshipi to plan towards their eventual closure and to put mitigating measures in place. These will assist their employees to find alternative sources of income outside of Tshipi and mining. The establishment of a detailed skills training plan is a crucial part of this process.

3.3.3 Poverty eradication:

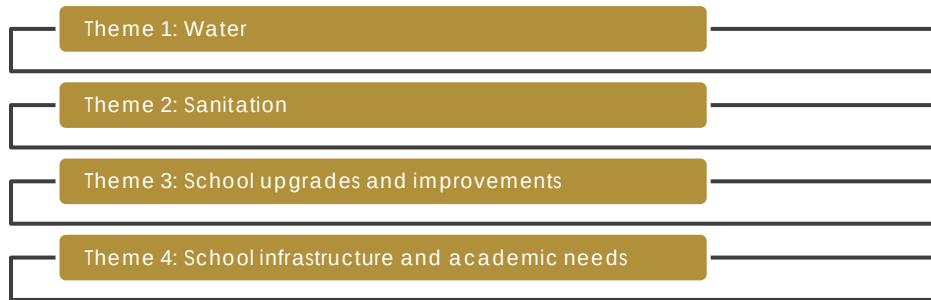
Besides the positive impact Tshipi will have on the livelihoods of the households of their employees in the neighbouring and labour sending communities, the Company will contribute significantly to the upliftment of the local communities surrounding the operation. Tshipi will aim its constructive input through LED initiatives in order to coordinate efforts to bring about sustainable change. In addition to the contribution of the economy, Tshipi also pays significant amounts in annual taxes. These are utilised by Government for many purposes; one being for the payment of monthly grants, which alleviates poverty within the poorer communities.

3.4 Infrastructure Development, Poverty Eradication and Welfare Creation Projects, Regulation 46 (c) (iii)

3.4.1 Approach

The primary objective of mine community development is to meaningfully contribute towards community development, both in terms of size and impact, in keeping with the principles of the social license to operate. Through the SEBS and Stakeholder Engagement process followed, Tshipi has designed the following LED projects to bring about sustainable and meaningful socio-economic impact and to build value-adding partnerships with local municipalities and government departments.

The key focus areas of Tshipi's LED intervention was based on analysis of JTGDM, JMLM and GSLM'S IDPs, consultation with local municipality, findings of the SEBS, desktop regional analysis, and the expressed requirements from stakeholder and community engagements. The graphic below provides an overview of Tshipi's LED project themes for 2019 – 2023.

Figure 4: Tshipi's LED themes for 2019 - 2023

Tshipi will implement an integrated LED approach, which would incorporate Themes 1 – 4 for each target beneficiary.,

The target beneficiaries will be schools, identified by the Department of Education (DoE) as being the most in need of assistance. The baseline report would assist in guiding the selection by the DoE.

By integrating the developmental themes (water, sanitation, school upgrades and improvements, as well as school infrastructure/academic needs) the projects have the potential to be most impactful, and sustainable.

By creating a healthy, clean and supportive school environment, in the labour sending communities of Tshipi, the company is directly investing in the creation of its own talent pool. In time, this will support Tshipi's recruitment policy of recruiting locally.

Furthermore, studies have shown that student achievement can be affected either positively or negatively by the school environment. A healthy school environment can directly improve children's health and effective learning and thereby contribute to the development of healthy adults as skilled and productive members of society.

By focusing on the schools in the district, there is an opportunity to streamline implementation, of each of the LED projects at one location at a time (or at least a cluster of schools within a limited location).

Furthermore, studies have shown that student achievement can be affected either positively or negatively by the school environment. A healthy school environment can directly improve children's health and effective learning and thereby contribute to the development of healthy adults as skilled and productive members of society.

The integrated LED approach will not only create a healthy school environment but will also provide a sound foundation for learners to achieve their dreams by becoming employable.

By focusing Tshipi's investment meaningfully, Tshipi will see direct and holistic impact i.e. the standard of living of the beneficiaries will be improved in all areas of basic needs.

This approach will give Tshipi the opportunity to build awareness, trust and goodwill within the target communities.

Tshipi's implementation approach will be to facilitate the implementation of the projects through Tshipi appointed and managed service providers.

Table 38: Tshipi's Local Economic Development (LED) Implementation Plan for 2019 – 2023.

ACTION PLAN		RESPONSIBLE
Step 1:	Tshipi to engage with relevant government departments to identify 2 to 3 schools from JMLM and GSLM in January of each year.	Tshipi
Step 2:	Compilation of a Memorandum of Understanding (MoU) between the relevant Government departments and the Mine before implementation	Tshipi
Step 3:	Conduct a needs analysis to determine the exact needs of the identified schools and define the scope of work	Tshipi / Appointed Contractor
Step 4:	Appoint a local sub-contractor (black-owned SMME) to fulfil the scope of work	Tshipi
Step 5:	Implementation of the project	Appointed contractor
Step 6:	Monitor and report on progress/status of the project until completion	Tshipi / Appointed Contractor
Step 7:	Sign off and handover on the project by relevant Government authorities and the Mine	Tshipi

The following five (5) projects have been selected for Tshipi's LED Programme. The project plans will be refined and updated for each project, per beneficiary at the start of each project.

The 5 projects are as follows:

- 1) Water provision project;
- 2) Sanitation project;
- 3) School upgrades and improvements project
- 4) School infrastructure improvement project; and
- 5) School infrastructure improvement project.

3.4.2 Local Economic Development Project Plans

PROJECT 1: WATER PROVISION PROJECT					
Project Background:	There are 23 707 households in JMLM, with an average household size of 3,4 persons per household. Of the households, 6,6% have access to piped water either in their dwelling or in the yard (census 2011). The need for improved access to water was confirmed during the baseline survey conducted by a specialist company in 2018. The most urgent water issue generally was the need to increase the access to reliable water supplies.				
Project Objectives:	To improve access to water in schools with the aim of providing independent water supply for schools.				
Project Components	Project scoping to determine needs and scope of work which will include the following components: — Supply and connect new water tanks — Fix or replace leaking/burst tanks — Supply automated water pumps/engines or repair existing pumps/engines — Provide a reticulated water system: pipes that run from borehole to elevated water tanks				
Deliverables					
Year 1	— Conduct an access to water needs analysis at the identified schools and define the scope of work — Appoint a local sub-contractor to fulfil the scope of work — Implementation of the project — Sign off and handover on the project by relevant Government authorities and the Mine				
Total Financial Contribution	Budget year 1	Budget year 2	Budget year 3	Budget year 4	Budget year 5
R6,018,000.00	R6,018,000.00	R0	R0	R0	R0
Project Start Date:			Year 1 (2019)		
Provisional Project End Date:			Year 1 (2019)		
Target Group/ Beneficiaries:	The selection of two target schools, per year, will be informed by: • Consultation with DoE • Based on need and priority	Number of Beneficiaries		• Pupils, teachers and households in the community of the selected school	
		Number of Jobs Created		• Policy will be established to employ black owned SMME who recruit locally • Estimated number of temporary jobs per water project is 5	
PROJECT 2: SANITATION PROJECT					

Project Background:	According to Stats SA, 36.7% in JMLM and 44.2% of people in GSLM rely on pit toilets without ventilation as their only toilet facility (census 2011).				
	During the baseline survey conducted by a specialist company in 2018, it was found that the lack of overall sanitation in the schools has a huge impact on the health, safety and quality of life of children.				
	The most urgent sanitation issue identified during the survey was sub-standard or non-functional toilet facilities.				
Project Objectives:	To improve access to proper sanitation facilities in schools.				
Project Components	Project scoping to determine needs and scope of work which will include the following components: — Upgrade or rebuild ventilated pit toilets — Ensure the safety of these toilets — Provide training in terms of sanitation and health				
Deliverables					
Year 1	— Conduct a sanitation needs analysis at the identified schools and define the scope of work — Appoint a local sub-contractor to fulfil the scope of work — Implementation of the project — Sign off and handover on the project by relevant Government authorities and the Mine				
Total Financial Contribution	Budget year 1	Budget year 2	Budget year 3	Budget year 4	Budget year 5
R7,018,000.00	R0	R7,018,000.00	R0	R0	R0
Project Start Date:			Year 2 (2020)		
Provisional Project End Date:			Year 2 (2020)		
Target Group/ Beneficiaries:	The selection of two target schools, per year, will be informed by: • Consultation with DoE • Based on need and priority	Number of Beneficiaries		• Pupils, teachers and households in the community of the selected school	
		Number of Jobs Created		• Policy will be established to employ black owned SMME who recruit locally • Estimated number of temporary jobs per sanitation project is 5	

PROJECT 3: SCHOOL UPGRADE PROJECT

Project Background:	During different interactions held with different schools around Joe Morolong Local Municipality, followed by routine inspections by the Department of Mineral Resources, it was found that challenges in local schools extend beyond lack of basic necessities such as drinkable
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	water and proper sanitation. The approach going forward will be to look at whole school upgrade rather than focusing on one lacking aspect.				
Project Objectives:	To improve the overall state of the school infrastructure based on observations, feedback from the Department of Education and school management teams.				
Project Components	Project scoping to determine needs and scope has been determined and will include the following components: — Construction of new ablution facilities — Improvements on electrical distribution — Water provision				
Deliverables					
Year 1	— Draw up a scope of work informed by needs analysis — Appoint a local sub-contractor to fulfil the scope of work — Implementation of the project — Sign off and handover on the project by relevant Government authorities and the Mine				
Total Financial Contribution	Budget year 1	Budget year 2	Budget year 3	Budget year 4	Budget year 5
R2,819,000.00	R0	R0	R5,580,250.00	R0	R0
Project Start Date:			Year 3 (2021)		
Provisional Project End Date:			Year 3 (2021)		
Target Group/ Beneficiaries:	The selection of target schools, per year, will be informed by: • Consultation with DoE • Based on need and priority		Number of Beneficiaries	• Pupils, teachers and households in the community of the selected school	
			Number of Jobs Created	• Policy will be established to employ black owned SMME who recruit locally • Estimated number of temporary jobs per project is 5	

PROJECT 5: SCHOOL INFRASTRUCTURE IMPROVEMENT PROJECT

Project Background:	The baseline survey conducted by a specialist company in 2018, indicated that school infrastructure like extra class rooms, computer labs, libraries and school kitchens are overall lacking in the schools. Basic classroom necessities such as chairs, tables and text books
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	are either in a very bad condition or unusable. Poor teaching facilities or the lack thereof affects the quality of teaching and learning. The baseline study confirmed the need for sports, arts and cultural facilities.				
	Special reference needs to be made to the lack of access to internet in schools. According to StatsSA, more than half of the population in GSLM and JMLM have no access to internet. These are some of the biggest issues facing sustainable development in this region. Access to internet greatly aids education, knowledge and skills development, in preparing the learners of John Taolo Gaetsewe District for the Fourth Industrial Revolution.				
Project Objectives:	To improve/upgrade dilapidated school infrastructure and to provide educational inputs.				
Project Components	Project scoping to determine needs and scope of work which may include the following components: — Build/repair classrooms and administrative rooms — Build/repair school libraries — Supply schools with furniture and equipment — Build computer labs with internet infrastructure — Improving access to the internet for learners and teachers				
Deliverables					
Year 1	• Conduct an infrastructural needs analysis to determine the exact needs of the identified schools and define the scope of work • Appoint a local sub-contractor to fulfil the scope of work • Implementation of the project • Sign off and handover on the project by relevant Government authorities and the Mine				
Total Financial Contribution	Budget year 1	Budget year 2	Budget year 3	Budget year 4	Budget year 5
R12,283,750.00	R0	R0	R0	R7,522,500.00	R4,761,250.00
Project Start Date:			Year 4 (2022)		
Provisional Project End Date:			Year 5 (2023)		
Target Group/ Beneficiaries:	The selection of target schools, per year, will be informed by: • Consultation with DoE • Based on need and priority		Number of Beneficiaries	• Pupils, teachers and households in the community of the selected school	
			Number of Jobs Created	• Policy will be established to employ black owned SMME who recruit locally	

			Estimated number of temporary jobs per project is 5
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3.5 Measures to address Housing, Living Conditions and Nutrition – Regulation 46 (c) (iv)

3.5.1 Introduction

Mining Charter II required that all hostels be converted to single occupancy units and family units. Tshipi has never had hostels, nor any other living quarters on site and therefore is compliant in this regard. As part of the Mining Charter II requirements, Tshipi conducted a HLC survey in 2015, to understand the current living conditions and to identify the vulnerable groups within the workforce. The findings of the HLC survey was presented to organised labour in 2017. A detailed HLC plan was drafted, based on the new Mining Charter (MC III) promulgated on 27 September 2018, and is incorporated into the commitments of this SLP.

3.5.2 The Baseline Situation

Tshipi does not have employees accommodated in hostels or mine villages. Instead Tshipi pays its employees a market-related salary, which includes provision of housing in the form of a “Living Out Allowance” (LOA). The employees have a choice to live in their preferred area of residence. Employees are educated on sustainable use of the allowance.

3.5.3 Action Plan

In order to meet the requirements of Regulation 46 (c) (iv) Tshipi is required to do the following:

- Provide the current status of available dwelling for employees (achieved through the 2015 HLC Survey)(See Annexure B)
- Provide current status of houses within the community; (achieved through the 2015 HLC Survey)
- Provide the municipality's strategy to address housing; (determined during the HLC Survey 2015), to be updated
- Establish the preferred requirements for housing and living conditions of the workforce; (Ongoing through the Future Forum)

Tshipi's HLC plan should be integrated with the municipality's housing plan. Every mine should, in consultation with representatives of trade unions, be required to draw up a five year plan for the improvement of living conditions for workers incorporating specific targets. The housing plan should be aligned with the housing and living standards as per section 100 (1) (a) of the MPRDA.

Mining Charter III of 2018 identified the following principles in terms of HLC:

- Decent housing standards;
- Centrality of home ownership;
- Social, physical and economic integrated human settlements;

- Measures to address housing demand;
- Involvement of employees in the housing administrative system; and
- Secure tenure for the employees in housing institutions.

The focus for Tshipi for this SLP period is to engage more closely with the union and relevant government departments to implement a meaningful Housing and Living Conditions (HLC) Plan. The Key strategies will guide the detailed HLC are as follows:

	Strategy	Timing	Responsible Person
1	Equitable access to Tshipi Houses: - HLC Policy to be updated to be completely inclusive.	2019 – Q1	General Manager
2	Education and awareness on effective use of a LOA - Tshipi pays a Living Out Allowance to help cover the costs of suitable housing (Tshipi is already doing this through the TCTC package). Detailed communication sessions will be held with employees	2019 – by end Q2	General Manager and HR
3	Creating access to home ownership: - Create access to FLISP - a programme developed by the Department of Human Settlement specifically to help first time buyers who earn between R 3500 and R15 000 per month. - The continues exploration and utilisation of options and new products that are being promoted by financial institutions	2019 and 2020	SED and HR
4	Financial Wellness Programme - Improve the financial health of employees through personal financial management training, including debt counselling and correct administration of Garnishing orders.	Commence early 2019, revise the programme annually	SED and HR
5	Improved collaboration with Housing stakeholders - Work with Dept of Human Settlements to identify opportunities for collaboration through private/public partnerships to increase access to better housing for employees	Quarterly engagements	SED and General Manager

3.6 Health care and nutrition – Regulation 46 (c) (v)

The MPRDA requires that the mine implement programmes to improve the nutrition levels of employees, and to improve access to health care. Tshipi has provided employees and contractors with Nutrition Supplements since 2014. Tshipi runs a primary health care clinic on the mine site, which gives access to employees and contractors to a Wellness Counsellor and a Dietitian. Tshipi runs Wellness Programs on a regular basis with all employees and contractors. Tshipi is compliant regarding nutrition and health care.

3.6.1 Action Plan

The following mechanisms will be implemented to address employees' health care and nutrition:

1. Tshipi runs a Primary Health Care (PHC) clinic on the Borwa mine site, which gives access to employees and contractors to a Wellness Counsellor and Dietician;
2. Tshipi runs Wellness Programs with all employees and contractors, who also have access to the Wellness Counsellor;
3. Tshipi offers the services of a dietician to distribute information to employees on appropriate diets and food preparation methods; and
4. Education and counselling regarding HIV:
 - an HIV-Aids Awareness Campaign;
 - Voluntary Counselling and Testing (VCT) programme;
 - Assisting HIV positive employees, as well as Aids patients to develop and adhere to supportive diets through an HIV/Aids programme;

Tshipi is committed to improve the nutrition of its employees by:

- Ongoing provision of Nutrition Supplements (since 2014) for Tshipi employees and contractors;
- Provision of vitamins to all employees;
- Provision of energy and hydration supplements in "shift packs".

3.7 The Procurement Progression Plan and its implementation for HDSA companies in terms of capital goods, services and consumables – Regulation 46 (c) (vi)

The Mine undertakes to monitor progress in the achievement of the targets on a regular basis through the SLP monitoring mechanisms. Progress in respect of the Mine's progressive procurement plan will be reported in the Annual SLP report.

The following provisional targets, as per the Mining Charter III requirements, in **Table 39** apply to total discretionary spend placed with HDSA vendors. These targets will be updated after the tendering process and incorporated into the SLP.

3.7.1 Approach

Tshipi's approach to procurement is guided by the following principles:

1. To facilitate access to procurement activities resulting in greater HDSA participation in mining related industries;
2. HDSA suppliers will not be treated differently than the norm with regard to quality, price, safety standards, environmental impact or any other commercial or technical requirements;
3. Support for small HDSA suppliers may include setting aside certain tenders, in part or in whole, for procurement from HDSA suppliers only.

3.7.2 The Baseline Situation

The mine implements a procurement policy that aims to provide HDSAs and local communities with a preferred supplier status in locally manufactured goods and locally provided services. The company, through its procurement policy, implements measures to promote, affirm, prefer, and advance procurement to historically disadvantaged persons and organisations. Working with Enterprise and Supplier Development specialists, Tshipi will ensure that the procurement plan contains specific strategies to ensuring that more local and HDSA suppliers are used at the company's operation.

Table 39: Tshipi's Procurement Progression targets for 2019 – 2023

As per Mining Charter III (September 2018), the mining right holder must progressively align existing targets from the 2010 Mining Charter targets, within the 5 year transitional period, to meet the revised requirements. Tshipi will comply with the procurement targets within the transition period as per the guidelines of "transitional arrangements" in the Mining Charter III.

Mining Goods	2019	2020	2021	2022	2023
70% RSA Manufactured Goods	10%	20%	35%	50%	70%
21% HDSA Company	3%	6%	11%	15%	21%
5% Black women owned/youth owned companies	1%	1%	3%	4%	5%
44% BEE Compliant Manufacturing Companies	6%	13%	22%	31%	44%

Services	2019	2020	2021	2022	2023
80% RSA Based Services	70%	80%	80%	80%	80%
50% HDSA Company	44%	50%	50%	50%	50%
15% Black Women Owned Companies	13%	15%	15%	15%	15%
5% Black Youth Owned Companies	4%	5%	5%	5%	5%
10% BEE Compliant Company	9%	10%	10%	10%	10%

Table 40: Action Plan for Preferential Procurement

	Strategy	Timing	Responsible Person
1	Align internal data capturing and reporting mechanisms to align with the new Mining Charter requirements.	2019 Q4	Commercial Manager
2	Undertake an assessment of all Tshipi's vendors to: • Ascertain their BEE compliance levels; • Identify which vendors are not BEE compliant; and • Verify what measures the non-compliant vendors will put in place to become compliant. Based on the outcome of this assessment, the Procurement plan of Tshipi will be updated to indicate specific measures for increasing the Company spend on BEE and community based enterprises.	2020 Q1	Commercial Manager
3	Update Tshipi's preferential procurement policy, procedure and plan for all of Tshipi's vendors, to be aligned to the latest Mining Charter requirements. Put in place measures for all aspects of procurement.	2019 Q4	Commercial Manager

4	Liaise with those vendors who are not HDSA compliant to ascertain what plans they are putting in place to become compliant.	2020 Q1	Commercial Manager
5	Implement progress reporting mechanisms on the implementation of the Procurement Plan.	2020 Q2	Commercial Manager
6	Annual review and monitoring of the implementation of the SLP.	2020 Q4	Commercial Manager

Section 4

PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENTS: REGULATION 46 (D)

4 PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT – REGULATION 46 (D)

Tshipi acknowledges the need to ensure compliance and ethical conduct where retrenchments and downscaling are concerned. As such, the mine complies with all Labour Relations and Mining Legislation where such may be required. As per the MPRDA, a Future Forum is required to be established for the purpose of communication between the Mine and employees, and must consist of representatives from management, organised labour and the core-contractors.

In the event of unplanned downscaling and retrenchment, Tshipi will comply with the relevant legislature in terms of:

- Section 52 (1) of the MPRDA and Section 189 of the LRA.
- Section 52 (1) of the MPRDA, National Social plan guideline of DoL and Section 189 of the LRA.

In order to meet the requirements of Regulation 46 (d) (i), (ii), (iii), and (iv), the following process will be implemented at Tshipi:

4.1 Establishing a Future Forum - Regulation 46 (d) (i)

The establishment of a Future Forums required under Regulation 46 (d) (i) of the MPRDA. The purpose is to provide a formal vehicle, where all affected parties can discuss challenges and possible solutions to problems facing the Mine that may have the potential of leading to possible retrenchments in the future.

Tshipi established their future forum in 2014. The core functions of Tshipi's Future Forum are summarized as follow:

- Promote on-going discussions between the union(s) and Tshipi 'e Ntle Manganese Mining regarding the future of the Company;
- Proactively identify problems, challenges and possible solutions with regards to productivity and employment;
- Identify production and employment turn-around strategies; and
- Implement strategies agreed between the parties.

Tshipi will adhere to these core functions to remain compliant.

4.2 Mechanisms to Save Jobs and Alternatives to Avoid Decline in Employment - Regulation 46 (d) (ii and iii)

“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 other viable options to achieve operational requirements are available before considering downscaling of workers.” - *SLP guidelines for the mining and production industries*.

In the past, Tshipi has developed, and when needed, has implemented turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling through:

- Seeking to prevent retrenchments from taking place, where possible;
- Utilising the FF to identify strategies to prolong the life of mine or avoid retrenchments and downscaling;
- Consulting with the DoL, the DMR, and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure;
- Liaising with Productivity South Africa to identify other economic sectors or ventures where employees could be absorbed;
- Conducting the consultation process in terms of Section 52 (1) of the Act;
- Implementing Section 189 of the Labour Relations Act, 1995;
- Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1) (a) of the Act; and
- Complying with ministerial directive – compliance with the Minister's directive and confirming how corrective measures will be taken.

4.2.1 Consultation Processes

The consultation process regarding saving jobs, avoiding job losses and a decline in employment will be managed by Tshipi in accordance with the provisions of Sections 189 and 189A of the Labour Relations Act as amended.

4.2.1.1 Implementing Section 189 of the Labour Relations Act, 1995 (as amended)

Downscaling or retrenchment will be done in accordance with Sections 189 and 189(A) of the Labour Relations Act. In this regard the following will apply:

1. The Labour Relations Act prescribes a 60 day consultation process;

2. Regarding the Section 189 and 189(A) requirements, Tshipi needs to enter into an agreement with unions representing the workforce that specifically addresses the following:
3. Prevention of forced retrenchments;
4. Voluntary separations (early retirement and voluntary retrenchment packages);
5. Redeployment of employees;

Company assistance to alleviate the negative effects of retrenchment includes:

- 1 Pursuing alternative employment opportunities;
- 2 Financial advice;
- 3 Counselling services;
- 4 Provision of entrepreneurial skills;
- 5 Training opportunities including re-skilling;
- 6 Recall of retrenched employees, if required by Tshipi Mining.

4.2.2 Notification to Government Authorities

As planning for the Social and Labour Plan and associated job loss and retrenchment management programmes commences, the DoL and the DMR (specifically the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the Act) will be notified.

The government authorities will be given notice of the time-frame for the closure process, as well as the ongoing consultation and Social Plan through the FF structure. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

4.2.3 Strategic Plans for Providing Job Security

Tshipi's strategy for providing job security is as follows:

- a) Ensuring that the business remains viable by keeping the cost structure as low and competitive as possible;
- b) Ensuring a productive workforce through training and motivation;
- c) Making continuing adjustments to production methods to remain competitive; and
- d) Seeking ways of growing and extending the business to ensure enhanced future sustainability.

4.3 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be Avoided

4.3.1 Overview

When an operational change becomes necessary for Tshipi to remain productive, and after considering all other alternatives for prolonging the life of the mine, it may be inevitable that downscaling and retrenchment is required. At this point, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised 60 days before this eventuality.

This phase will be implemented in partnership with the DoL and the representative unions. Here, affected employees will be helped to maximise their chances of re-employment. During this phase, Tshipi will regularly communicate with the FF to direct the retrenchment process and will provide access to job – seeker support services. Furthermore, Tshipi will provide counselling and support to employees in locating alternative employment, e.g. through the formulating of employee CVs, interaction mechanisms with potential employers, interview strategies, etc.

Names of employees whose positions become redundant (the “affected employees”) will, as from the date of redundancy, be placed on the Human Resources database for twelve (12) months. The main purpose for the creation of the database of affected employees is to ensure that when opportunities arise, people on the list will be considered for permanent positions before the employment of external candidates.

Additional measures that Tshipi may take include, amongst others:

- a) Assistance, prior to retrenchment date, with retraining, portable skills training and other courses to enhance further employment practices;
- b) Assistance in accessing available and suitable jobs with other local mines or companies, such as the neighbouring mines;
- c) Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence;
- d) Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community;
- e) Assistance with completing job application and other relevant forms;
- f) Financial planning advice, as well as advice and support, in accessing pension/provident fund pay-outs and UIF claims, or other state assistance; and
- g) Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind.

In addition to these authorities, the following additional interested parties will also be notified:

- The Future Forum for the operation

- The DoL's Rapid Response Team
- The DoL's Labour Centres
- The DTI's projects aimed at the development of SMMEs
- Any community liaison structures established by the company
- Tertiary institutions
- Funding organisations
- Local recruitment agencies and any relevant employer organisations

The purpose of such broad notification is to call upon these interested parties to provide support and assistance through early involvement in downscaling.

4.4 Regulation 46 (d) (iv) Mechanisms to Ameliorate the Social and Economic Impact of the Downscaling and Closure.

Where retrenchments are unavoidable, Tshipi will follow the procedures for downscaling and retrenchment as set out by the DoL and Labour Relations Act.

The following plan will be implemented to manage the downscaling and retrenchment process:

- Managing unavoidable retrenchments humanely, i.e. through the formulation of an appropriate retrenchment proposal in consultation with the relevant parties;
- Establishing strong lines of communication with affected employees to ensure proper understanding of the process. Accurate, updated and consistent information regarding retrenchments or downscaling will be issued to employees on a regular basis;
- Providing affected employees with standardised information relating to the severance packages, retirement funds, and other support mechanisms and services that will be available to them;
- Managing employee morale to prevent adverse spin-off effects within the operation;
- Providing employees with assistance regarding the receipt of retrenchment packages and other employee benefits such as UIF, etc.;
- Consulting the DoL's Labour Centres to provide:
 - Financial counselling;
 - Psychological counselling;
 - Entrepreneurial development and training; and
 - Job search coaching

4.5 Mechanisms to Ameliorate Social and Economic Impact on Individual Regions and Economies where Retrenchment or Closure is certain.

Tshipi will assist affected employees in finding alternative forms of employment or sustainable livelihoods. This will be done where employees cannot be integrated or redeployed to other plants, and where they are not of retirement age. The focus of this phase will be re-skilling of the workforce (through the HRD Programme) which will equip them for alternative employment after the closure of the mine.

Tshipi has formulated an integrated HRD Programme (**section 2**), which will be implemented throughout the remaining life of the operation and will attempt to enable employees to access alternative livelihood opportunities after closure. These programmes will be linked to the IDP, i.e. the paths of development identified for the JTGDM and JMLM. The following action plan will be implemented during this phase:

- i. Establishing a retrenched employee database including information regarding existing skills, experience and expertise. This database will be used to identify potential employment opportunities within or outside of the company;
- ii. Identifying appropriate people from the retrenched pool to be considered for potential SMME opportunities within the company and the DTI;
- iii. Appropriately train and re-skill retrenchees in order to find alternative employment within the company, or in the open job market;
- iv. Educating affected employees with regard to sustainable means by which to utilise their retrenchment packages. This will include education on investment opportunities that may be available;
- v. Providing access to job seeker support services to counsel retrenchees and assist them in locating alternative employment or income generating opportunities, once retrenchment has taken place and
- vi. Establishing a “job-help” facility to assist employees in seeking alternative employment after decommissioning, e.g. through formulating employee CVs, interaction with potential employers and other opportunities, training in interview techniques, etc.

Tshipi is not actively planning for its closure at present. It also acknowledges that when this becomes necessary the unions, who are the recognised representatives of employees, will be consulted at all necessary instances.

Section 5

FINANCIAL PROVISION: REGULATION 46 (E)

5. FINANCIAL PROVISION FOR IMPLEMENTING THE NEW SLP

Section 23(1)(e) of the MPRDA states that “The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan.” Tshipi has made financial provision for each component of the SLP as described.

Table 41 presents the financial commitment by Tshipi to each element of the Human Resource Development sub-programme for the five (5) year period.

Table 42 presents a summary of the financial provision made by Tshipi for the Local Economic Development Projects

Table 43 presents a summary of the total SLP financial provision

Table 41: Financial commitment by Tshipi: Human Resource Development for the five (5) year period.

Description	2019	2020	2021	2022	2023	Total
AET - External	R124 000,00	R130 200,00	R136 700,00	R143 500,00	R150 700,00	R685 100,00
Core Business Training	R3 500 000,00	R3 675 000,00	R3 858 800,00	R4 051 700,00	R4 254 300,00	R19 339 800,00
Learnerships - External	R935 500,00	R982 275,00	R1 031 400,00	R1 083 000,00	R1 137 200,00	R5 169 375,00
Career Progression	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00
Mentorships	R0,00	R0,00	R0,00	R0,00	R0,00	R0,00
Bursaries - Internal	R2 525 375,00	2 651 500,00	R1 957 100,00	R1 397 800,00	R1 398 000,00	R9 929 775,00
Bursaries - External	R873 000,00	R893 600,00	R912 100,00	R1 175 100,00	R901 000,00	R4 754 800,00
Internships - External	R834 000,00	R875 700,00	R1 220 000,00	R1 220 000,00	R417 000,00	R4 566 700,00
Portable Skills	R200 000,00	R250 000,00	R350 000,00	R450 000,00	R492 900,00	R1 742 900,00
TOTAL	R8 991 875,00	R9 458 275,00	R9 466 100,00	R9 521 100,00	R8 751 100,00	R46 188 450,00

Table 42: Tshipi's Financial provision: Local Economic Development for the five (5) year period.

COMPONENT OF THE SLP	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2019	2020	2021	2022	2023	
Local Economic Development (LED)						
TARGET SCHOOLS (as selected with DoE)	Target 2 – 3 schools	Target 2 – 3 schools	Target 2 – 3 schools	Target 2 – 3 schools	Target 2 – 3 schools	Approx. 10 – 15 schools across communities
Project 1: Water	R6 018 000,00					R6 018 000,00
Project 2: Sanitation		R7 018 000,00				R7 018 000,00
Project 3: Food Security & Nutrition			R2 819 000,00			R2 819 000,00
Project 4: Teacher and Learner Development			R2 761 250,00			R2 761 250,00
Project 5: Schools Infrastructure				R7 522 500,00	R4 761 250,00	R12 283 750,00
Total Per Year	R6 018 000,00	R7 018 000,00	R5 580 250,00	R7 522 500,00	R4 761 250,00	R30 900 000,00

Table 43: Summary of Tshipi's financial provision for the five (5) year period.

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL Financial commitment for new SLP
	2019	2020	2021	2022	2023	
Human Resource Development Programme	R8,991,875.00	R9,458,275.00	R9,466,100.00	R9,521,100.00	R8,751,100.00	R46,188,450.00
Local Economic Development Programme	R6,018,000.00	R7,018,000.00	R5,580,250.00	R7,522,500.00	R4,761,250.00	R30,900,000.00
Downscaling and Retrenchment	R460,800.00	R460,800.00	R460,800.00	R460,800.00	R460,800.00	R2,304,000.00
TOTAL SLP PROVISION	R15,470,675.00	R16,937,075.00	R15,507,150.00	R17,504,400.00	R13,973,150.00	R79,392,450.00

Section 6

UNDERTAKING: REGULATION 46 (F)

6. UNDERTAKING

I, _____, the undersigned and duly authorised thereto by **Tshipi éNtle Mining (Proprietary) Limited** undertake to adhere to the information, requirements, commitments, and conditions as set out in the **Tshipi Mine's Social and Labour Plan**.

Signed at _____ on this _____ day of _____ 2021

Signature of person responsible _____

Designation _____

Approved

Signed at _____ on this _____ day of _____ 2021

Signature _____

Designation _____

7. ANNEXURE
