



ArcelorMittal

**SOCIAL AND LABOUR PLAN FOR
THABAZIMBI IRON ORE MINE**
a Subsidiary of ArcelorMittal South Africa

**Submitted in support of requirements as set out in
Regulation 46 of the
Mineral and Petroleum Resources Development Act,
2002 (Act number 28 of 2002)
Social and Labour Plan Regulation 46 (a) to (f)**

**Mining Right no: MPT 88/2012 and
MPT 87/2009**

DRAFT FOR PUBLIC COMMENT

MARCH 2024



Executive Summary

This Social and Labour Plan (SLP) has been developed as a result of consultation with a range of stakeholders, including provincial and local government, the business sector, communities, employees and employee representatives.

The SLP centres on the following key areas:

- Human Resources Development (“HRD”), including:
 - ❖ Education, training and development of employees;
 - ❖ Measures aimed at promoting the portability of skills;
 - ❖ Employment equity imperatives, including the development of women.
- Sustainable local economic development (“LED”) programmes, with the emphasis on addressing the Integrated Development Programmes (“IDP’s”) of local government and meeting the needs of those Communities most directly impacted by mining operations, including:
 - ❖ Infrastructure development projects such as roads and housing;
 - ❖ Creation and support of Small, Medium and Micro Enterprises (“SMME’s”);
 - ❖ The alleviation of poverty.
 - ❖ Plans relating to the management of downscaling, closure and retrenchments, including the creation of a *Future Forum*.

The expected financial commitments for funding the HRD and LED programmes and projects to be implemented in terms of this SLP are summarized in the Table below.

These programmes and financial commitments will promote employment and advance the social and economic welfare of the people of the Thabazimbi Municipal area. They will contribute to the transformation of the mining industry and to the socio-economic development of the broader Waterberg Region.

SUMMARY OF SLP FINANCIAL EXPENDITURE AND COMMITMENTS

	2024	2025	2026	2027	2028	Total Financial Commitment (2024-2028)
Human Resource Development Programmes (Section 2)	R405 000	R705 000	R695 000	R565 000	R605 000	R2 975 000
Total LED Budget (Section 3)	R1 000 000	R1 875 000	R1 875 000	R1 375 000	R875 000	R7 000 000
Closure and Retrenchment Management Programmes (Section 4)	R5 000	R5 000	R5 000	R5 000	R5 000	R25 000
TOTAL	R1 410 000	R2 585 000	R2 575 000	R1 945 000	R1 485 000	R10 000 000

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List of Abbreviations

AMSA	ArcelorMittal South Africa (Pty) Ltd
AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ATR	Annual Training Report
BBBEE	Broad-based Black Economic Empowerment
BEE	Black Economic Empowerment
DMRE	Department of Mineral Resources and Energy
DMS	Dense Medium Separation
DEL	Department of Employment and Labour
EAP	Employee Assistance Programme
EE	Employment Equity
EMP	Environmental Management Programme
FET	Further Education and Training
GDP	Gross Domestic Product
GET	General Education and Training
GVA	Gross value added
HDPs	Historically Disadvantaged Persons
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRDP	Human Resource Development Programme
IAP	Interested and Affected Party
IDP	Integrated Development Plan
LED	Local Economic Development
LRA	Labour Relations Act
MPRD	Mineral and Petroleum Resources Development
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
ROM	Run of Mine
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMME	Small, Micro and Medium Enterprise
SIOC	Sishen Iron Ore Company
TIOM	Thabazimbi Iron Ore Mine
TLM	Thabazimbi Local Municipality
UIF	Unemployment Insurance Fund
WDM	Waterberg District Municipality
WSP	Workplace Skills Plan

GLOSSARY OF TERMS

In this document, unless the context indicates otherwise, these terms have the following meanings and are aligned with the following MPRDA and MPRD Regulations definitions:

<p>Broad-Based Black Empowerment (BBBEE)/BEE</p>	<p>A social or economic strategy, plan, principle, approach or act, which is aimed at: Redressing the results of past or present discrimination based on race, gender or disability of historically disadvantaged persons in the minerals and petroleum industry, related industries and in the value chain of such industries; and Transforming such industries so as to assist in, provide for, initiate, facilitate or benefit from:</p> <ol style="list-style-type: none"> i. Ownership participation in existing or future mining, prospecting, exploration or production operations; ii. Participation in or control of management of such operations; iii. Development of management, scientific, engineering or other skills of HDPs; iv. Involvement of or participation in the procurement chains of operations; v. The ownership of and participation in the beneficiation of the proceeds of the operations or other upstream or downstream value chains in such industries; vi. The socio-economic development of communities immediately hosting, affected by <i>the</i> of supplying labour to the operations; and vii. The socio-economic development of all historically disadvantaged South Africans from the proceeds or activities of such operations.
<p>Community</p>	<p>A group of persons with interest or rights in a particular area of land on which the members have or exercise communal rights in terms of an agreement, custom or law: Provided that, where as a consequence of the provisions of this Act, negotiations or consultations with the community is required, the community shall include the members or part of the community directly affect by <i>mining</i> on land occupied by such members or part of the community. See related definition for host community provided below.</p>
<p>Employee</p>	<p>Any person who works for the owner of a reconnaissance permission/permit, prospecting right, mining right, mining permit, technical cooperation permit, exploration right and production right, and who is entitled to receive any remuneration and includes person working at or in a mine for an independent contractor.</p>

Environmental Management Programme (EMP)	A plan to manage and rehabilitate the environmental impacts that stem from prospecting, exploration, or mining operations conducted under a mining right licence.
Full-time (core) contractors	Companies that supply the Mine with workers who will be engaged in activities on the Mine on a full-time basis. This report excludes contractors who will supply the Mine with labour on a need-to basis only for specific periods of time. The full-time contractor employees will be referred to as ' core contractor employees ' in this document.
Generic skills	Enhance performance and which will apply to all occupations. These "in-occupation" skills are also used by South African Qualifications Authority (SAQA) to identify "portable" or "transferable" skills referred to as "critical cross field outcomes" Examples of such skills are language and communication skills, mathematical skills, information technology skills, work organization skills, literacy and numeracy and skills to work in teams.
Historically Disadvantaged Person (HDP)	<p>(a) Any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1996 took effect [4 February 1997];</p> <p>(b) Any association, a majority of whose members are persons contemplated in paragraph (a); and</p> <p>(c) A juristic person, other than an association, which</p> <ol style="list-style-type: none"> i. Is managed and controlled by a person contemplated in paragraph (a) and that the persons collectively or as a group own and control a majority of the issued capital or members' interest and are able to control a majority of the members votes.; or ii. Is a subsidiary, defined in Section 1(e) of the Companies Act, 1973, as a juristic person who is a historically disadvantaged person by virtue of the provisions of paragraph (c)(i) [i.e. persons who own and control a majority of the issued capital or members' interest and are able to control a majority of the members votes].
Impact	The significant change that occurs because of the action(s) of an agency and that would not have occurred otherwise.
Indirect impact	An effect that flows from an initial action of an agency, but which is not caused directly by the initial action.
Induced impact	Induced impacts are those impacts created by the fact that households exist, consume and produce as a result of the Mine thus generating further economic activity in the form of rand output and jobs generated.
Integrated Development Plan (IDP)	A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act 117 of 1998).
Interested and affected parties (IAPs)	A person or an association of persons with a direct interest in a proposed development or existing operation, or who may be affected by such a proposed development or existing operation.
Labour-sending area (also see 'major labour-sending areas')	Those municipalities, outside the Thabazimbi Local Municipality, from which labour is sourced, are considered as labour-sending areas.
Local community	The communities that live within the same local municipality as that in which the Mine is located.

Local Economic Development (LED)	The process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation
Local employees	Those employees who originate from the Thabazimbi Local Municipality and usually speak Setswana as their first language.
Local government	The Thabazimbi Local Municipality (note that references are made in certain cases about the Waterberg District Municipality)
Local municipality	A local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155 (1) of the Constitution as a category B municipality.
Major labour-sending area	Technically, only those local municipalities where more than 10% of the Mine's labour are sourced from, can be classified as major labour-sending areas. However, in the dependency analysis of this study, those labour-sending areas that have a significant direct and indirect community dependency on TIOM's wages will also be considered as a major labour-sending area. In this case it will be the Thabazimbi Local Municipality. Special consideration is given to these municipalities because of: <ol style="list-style-type: none"> a) The scattered nature of labour-sending areas and the need to focus the effort of the Mine's rural development strategy and its programmes; b) The need to work within the framework of the Integrated Development Plans (IDPs) of these communities in order to leverage the Mine's efforts; and c) The need to ensure that those communities directly affected by the Mine's prospective closure are equipped to meet that eventuality.
Migrant employees	Those employees who came from labour-sending areas to the Mine for the purpose of employment. These migrant workers generally return to their rural homes during annual leave or when their employment with the Mine has been terminated. During their employment at the Mine, these workers reside in the Mine hostel or in other local quarters
Mine community (also referred to as the affected community or environment)	The physical, social and cultural surroundings and conditions within which people exist and that may be influenced as a result of existing mining activities and/or future closure activities.
Mine employees or mine workers	These terms will refer to both permanent employees and full-time contractors collectively as they form part of the total direct employment figure of 320 employees at TIOM.
Mitigate	Practical measures that are implemented to reduce or avoid negative effects or enhance positive effects of a development action.
Permanent employees	A permanent employee is defined as any full-time person who has been employed for 3 months or longer, who directly works for Thabazimbi Iron Ore Mine (TIOM) and who is entitled to receive any direct remuneration from TIOM.
Portable skills	Skills that can be used in a variety of production and operational settings such as welding, plumbing, computer skills, etc. Although the term "portable skills" apply to both generic and technical, the term "portable skills" will be used in this regard to identify skills that are transferable across contexts. Other skills that qualify include financial management, entrepreneurial skills and computer literacy.
Public sector	All government related departments and institutions at national, provincial and local levels.

Significance	A subjective judgement of the importance of an impact to an interested or affected party.
Socio-economic Impact Assessment (SEIA)	Analyses the social and economic benefits and implications of a development on the broader community taking into account its immediate implications and the longer-term implications.
Sphere of influence	A geographical area or region over which a mine or operation has significant cultural, economic, social or environmental influence. In Thabazimbi's case it refers to the mine community and those labour-sending areas that have a direct and indirect community dependency on TIOM's wages and procurement expenditure.
Technical skills (or "top-up" skills)	Enhance the workers occupational performance and which are transferable within the Mining Sector such as skills in rock breaking, production, machine maintenance, health and safety, etc. For further reference the term "Sector Transferable Skills" will be used.
The Company	Thabazimbi Iron Ore Mine
The Mine	Thabazimbi Iron Ore Mine
Transitional workers	Those employees who bridge the definition of local and migrant workers, by falling into both categories. They are migrant workers who have worked at the Mine for a long period of time and have established urban (second) families locally. These employees are effectively semi-permanent local residents who continue to maintain and support other (first) families in rural areas. It is these workers that will not return to their rural homes and first families when the Mine closes down
Women in Core Mining	Those women employed in the core disciplines of mining, engineering and metallurgy.
Youth ¹	South African citizens between the ages of 18 to 35 based on national or provincial demographics.

¹ As defined in section 1 of the National Youth Development Agency Act 54 of 2008.

SECTION 1: PREAMBLE AND OVERVIEW

1.1 INTRODUCTION

A Social and Labour Plan (SLP), which is a requirement of the Mineral and Petroleum Resources Development Act (28/2002) (MPRDA), is a prescribed plan of the social and labour programmes to be in place for the remaining life of every mining right.² The objectives of the SLP (section 41 of the MPRDA Regulations) are to:

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

This SLP for Thabazimbi Iron Ore Mine (TIOM) is the new SLP for the period 2024-2028 following the Section 102 SLP for the period 2018 to 2022 (**extended to 31 December 2023**).

The SLP has been compiled as a commitment to contributing towards the advancement of the socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on the surrounding communities, as well as rural communities from which migrant labour tends to be drawn. This plan recognises that minerals are non-renewable, hence the SLP also focuses on managing the impacts of the downscaling and closure as part of strategic business planning. The SLP further makes provision for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through different training interventions. This plan has been developed in terms of MPRDA Regulation 46 (a-f).

The 2019 – 2023 Mining Charter has been developed and in this SLP the targets which have been set in the Mining Charter provide continued guidance for the SLP commitments. In alignment with the spirit of the Mining Charter and the previous SLP, this SLP covers Human Resources Development, Employment Equity, Procurement, Housing, Local Economic Development, Management of Downscaling and Retrenchments.

Progress with regards to the programmes outlined within the SLP with regards to human resource development, local economic development and the management of downscaling and retrenchment will be reported in annual SLP reports and submitted to the relevant regional Department of Minerals Resources and Energy (DMRE).

1.2 PREAMBLE (REGULATION 46(A))

TIOM, a subsidiary of ArcelorMittal South Africa Limited (AMSA), is the holder of 2 mining rights which are located adjacent to each other. TIOM is managed as one mine and therefore this Social and Labour Plan (SLP) covers the whole of the TIOM. The current SLP of TIOM runs, as indicated above, until the end of 2022 (**extended to 31 December 2023**).

TIOM is an established open pit operation, with ore processed through a single processing facility. A decision was taken to close the TIOM in 2015, and operations ceased in September 2016. In 2017, Kumba Iron Ore sold TIOM to AMSA. Subsequent to the sale, a decision for a section 11 application was lodged by AMSA and the section 11 was approved in 2018. The mine is located 220 km north-west of Johannesburg and 200 km north-west of Pretoria, in the Limpopo Province, in the town of Thabazimbi

² It is noted that the SLP is applicable until the closure certificate (under section 43 of the MPRDA) has been issued.

that falls under the jurisdiction of the Thabazimbi Local Municipality (TLM) and the Waterberg District Municipality (WDM)³.

Preamble

Legal Entity of Mining Right Holder	Thabazimbi Iron Ore Mine (a subsidiary of ArcelorMittal South Africa)
Name of Mine	Thabazimbi Iron Ore Mine
Physical Address	11 Jourdan Street Thabazimbi 0380
Postal Address	Private Bag X 534 Thabazimbi 0380
Telephone Number	087 352 8149
Location of the Mine	
• Town	Thabazimbi
• Local Municipality	Thabazimbi
• District Municipality	Waterberg
• Province	Limpopo
Commodity	Iron Ore
Life of Mine	The mine prematurely halted its normal operations in 2015 and is currently undergoing rehabilitation for final closure.
Financial Year	January – December
Contact Person	RJ (Jabu) Mthombeni
E-mail	Jabu.Mthombeni@arcelormittal.com

1.3 LOCALITY

The TIOM is situated in the WDM and TLM of Limpopo Province, some 200km north-west of Tshwane and 140 km south of Lephalale. All mining areas are located within 1 km from town, in mountainous area. Almost all of the surface and mineral rights for the current mining operations and project belongs to AMSA.

³ Thabazimbi Iron Ore Mine: Environmental Audit Report contemplated in regulation 34 of the EIA Regulations, 2014 published in terms of the NEMA and a Performance Assessment Report contemplated in regulation 55 of the MPRDR, 2004 published in terms of the MPRDA Act 28 of 2002. Report date: November 2019

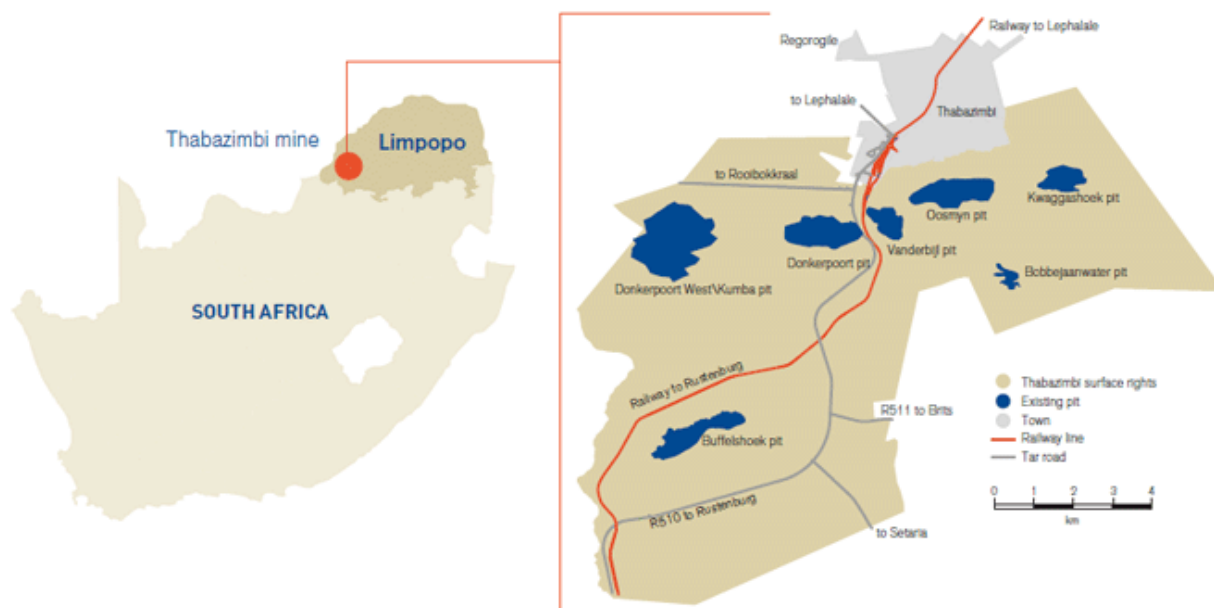


Figure 1: Location of TIOM Operations

1.3 OVERVIEW

TIOM has been operating since 1931. During its operational life, the Mine produced mostly high-grade haematite ore with more than 62% Fe content. Mining used conventional opencast methods of blasting, drilling, loading and hauling. Rotating drills, haul-trucks and rope shovels, as well as supportive equipment were some of the major infrastructure and equipment used. The Mine's entire run of mine (ROM) was beneficiated through a high-yield Dense medium separation (DMS) process. TIOM's product was particularly low in contaminants and was sold exclusively to AMSA.

During 2015, the Sishen Iron Ore Company (Pty) Ltd, the mine owners at that time, made the decision to close its TIOM. The decision followed an extensive review of the mining operation as well as certain contributing factors, including¹:

- The mine was more than 80 years old at the time;
- Difficult mining conditions due to the inherent geo-technical complexities were exacerbated by a limited remaining iron ore resource towards the end of the mine life;
- Increased operating costs due to high waste stripping requirements; and
- A slope failure on 6 June 2015 which has rendered the iron ore resources in the one remaining pit uneconomic to mine.⁴

Taking this into consideration a decision was made to compile a Final Mine Decommissioning and Closure Plan, focussing on fulfilling the requirements of the National Environmental Management Act (Act No. 107 of 1998) (NEMA), Mineral and Petroleum Resources Development Act (Act No. 28 of 2002) (MPRDA) and the Anglo Closure Toolbox to support the transition from the current TIOM activities.

The closure vision for the TIOM as articulated in the closure plan is to transform the disturbed area to be safe and non-polluting, to be utilised as a sustainable land use now and for future generations. The

⁴ Anglo American: SIOC - Thabazimbi Mine Final Decommissioning and Closure Plan May 2017

decommissioning and closure of the Thabazimbi mine will be concluded in the following three distinct phases:

- Decommissioning phase 2018 – 2022
- Rehabilitation / Revegetation phase 2023 – 2035
- Post Closure phase 2036 – 2037

During the decommissioning phase, the process plant and supporting infrastructure will be demolished, agreements with users of infrastructure will be finalised including the selling of identified assets and remediation of contaminated soil and the sloping and re-vegetation of disturbed footprints.

This will be followed by the rehabilitation / revegetation phase up to 2035 to include revegetation, sloping, remediation of contaminated soil and demolition of infrastructure utilised during closure phase.

Post closure phase from 2036 to 2037 will formally commence when the execution of the closure plan and rehabilitation schedule has been completed. It will also involve managing the remaining asset to ensure continued achievement of the closure objectives.

This SLP will cover the period from 2024 to 2028 and will, to an extent, overlap with the mine closure plan (or the social closure component in the plan) that is currently being implemented.

A decision was taken to close the Kumba Thabazimbi Iron Ore Mine in 2015, and operations ceased in September 2016. In 2017, Kumba Iron Ore sold Thabazimbi Mine to AMSA. Subsequent to the sale, a decision for a section 11 application was lodged by AMSA and the section 11 was approved in 2018. A formal letter was submitted to the then Department of Mineral Resources (“DMR”) (now the Department of Mineral Resources and Energy (DMRE)) whereby the closure application and basic assessment for closure was withdrawn.

1.4 APPLICABILITY

This SLP applies to all TIOM employees in the demarcated areas, the Thabazimbi communities and all relevant stakeholders as covered in the document.

This SLP is designed to meet the needs of the Limpopo as defined by the Provincial Government and has a particular focus on the Thabazimbi region due to the geographical location of the mines / operations relevant to this mining right.

1.5 REPORTING

Progress on the implementation of each project contained in this document will be reported to the directors of AMSA, the TLM and the affected community. Annual reports will be submitted to the relevant Regional Manager. In addition, progress in meeting the commitments set out in the programmes outlined in the SLP with regard to Human Resource Development, Local Economic Development and the Management of Downscaling and Retrenchment will be reported in Annual SLP Reports and submitted to the Limpopo regional DMRE.

In line with the above, the development and submission of an SLP is a requirement of the MPRD Act and sets out the social and labour programmes to be in place for the life of every mining right⁵.

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

⁵ The SLP is applicable until the closure certificate (under section 43 of the Mineral and Petroleum Resources Development Act (2002)) has been issued.

- Promote employment and advance the social and economic welfare of all South Africans
- Contribute to the transformation of the mining industry.

Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

1.6 OWNERSHIP STRUCTURE

ArcelorMittal South Africa's strategies to unlock shareholder value is underpinned by the international shareholding the company enjoys from foreign investors, including some of the world's largest fund management institutions in the United States and Europe.

Then foreign shareholding would be approximately 55% held by foreign investors, including ArcelorMittal Groups 53%.

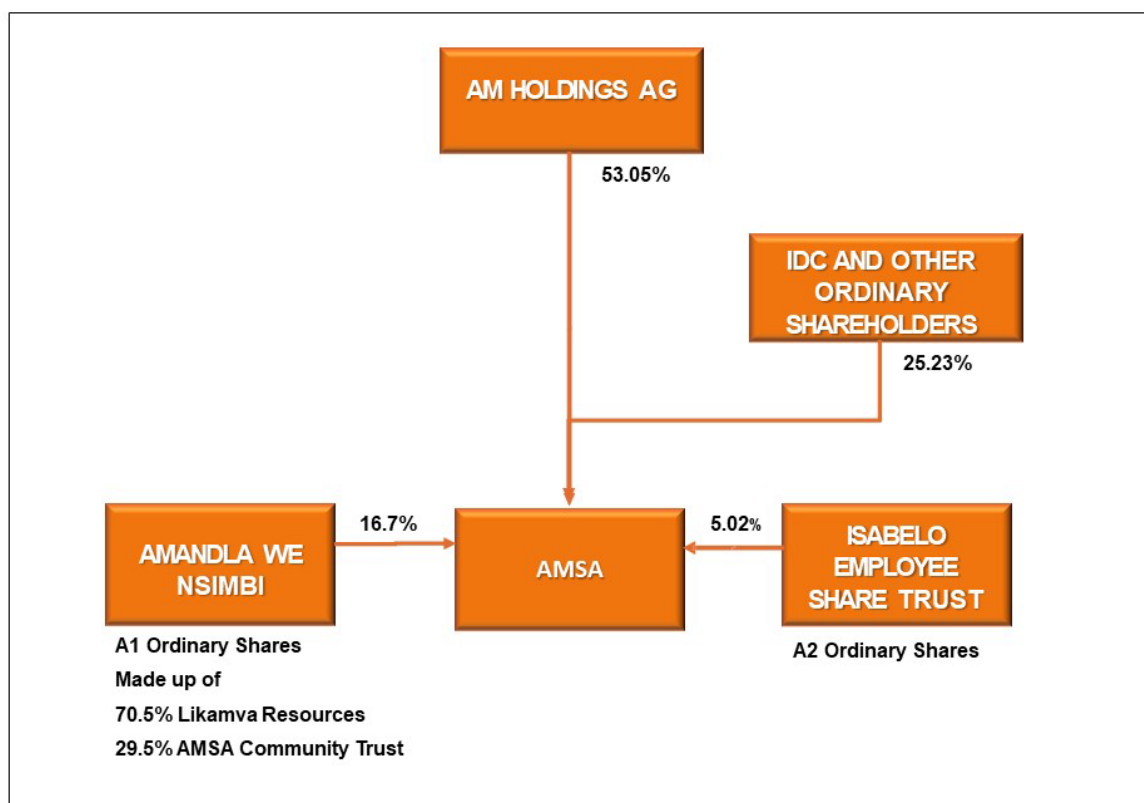


Figure 2: Ownership structure

1.7 BREAKDOWN OF WORKFORCE

1.7.1 Labour complement and forecast

In any downscaling exercise, the socio-demographic profile of the workforce is important as it plays a pivotal role with regard to decision making relating to the retrenchment exercise.

As of 30 September 2017 Thabazimbi Mine engaged 60 employees and 191 core contractor employees as indicated in Table 1 below.

Table 1: Employee Classification as at 01 September 2023

Category	Male	Female	Total
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	A	C	I	W	A	C	I	W	
Mine Employees	31	1	0	8	14	0	0	6	60
Core Contractor Employees	176	1	0	25	32	1	0	4	239
Total Employees	207	2	0	33	46	1	0	10	299

*A – African, C – Coloured, I – Indian, W - White

The Mine’s approach is to integrate core contractors into the business as far as possible: they receive the same training as employees when they are engaged on the Mine and are required to follow the Company’s safety and management systems – see core contractor definition under the Glossary of Terms.

Table 2 Core Contractor Details

Core Contractor Company	Area of responsibility	Male				Female				Total
		A	C	I	W	A	C	I	W	
Altom Maintenance	Maintenance of vehicles	1	0	0	1	0	0	0	0	2
Enviroserv Waste Management (Pty) Limited	Management of slime dams	10	0	0	0	0	0	0	0	10
Excellerate	Security service	72	0	0	1	14	0	0	1	88
M&M Maintenance (Pty) Ltd	Maintenance of building and Aircones	7	0	0	2	1	0	0	2	12
Metex EP (Pty) Ltd	SBP-lab services	8	0	0	1	6	0	0	0	15
Phoenix services (Includes Gravmax)	Phoenix-phase2 beneficiation plant	78	1	0	20	11	1	0	1	112
Total		176	1	0	25	32	1	0	4	239

There are no obvious differences in the profile of origin between Employees and Contractors the majority of employees and contractors (75.25% of total Labour) from the Limpopo province. When adding the labour numbers from the three neighbouring provinces (North West, Gauteng and Mpumalanga) to that of Limpopo, it accounts for 96.03% of the labour. No employees are from outside South Africa.. Table 3 details the labour sending areas for employees.

Table 3: Employees per Labour Sending Area as at 01 September 2023/

Province	Distribution		
	% Employees	% Contractors	% Total Labour
Eastern Cape	5.00%	1.67%	2.34%
Free State	0%	0.42%	0.33%
Gauteng	1.67%	5.44%	4.68%
KwaZulu Natal	1.67%	0%	0.33%
Limpopo	78.33%	74.48%	75.25%
Mpumalanga	1.67%	2.09%	2.01%
North West	11.67%	14.64%	14.05%

Province	Distribution		
	% Employees	%Contractors	% Total Labour
Northern Cape	0%	0.84%	0.67%
Western Cape	0%	0.42%	0.33%
Total	100%	100%	100%

Section 2

Human Resource Development Programme

2.1 INTRODUCTION

The closure of Thabazimbi Mine and related downscaling processes will be the driving force behind a Human Resources (HRD) or People Development Framework. Targets and actions will be influenced by decreasing employee numbers and directed towards interventions that will ensure that employees are skilled and equipped either to assume new roles at other mining operations or change industry completely.

TIOM is committed to developing processes and systems that will allow an integrated approach to its Human Resources practices. This approach will complement the requirements as detailed in Section 46 of the MPRDA which sets out to address the following issues:

- The promotion of employability and the advancement of the social and economic welfare of all South Africans.
- Contributing to transforming the mining industry.
- Contributing towards the socio-economic development of the areas in which the mine operates as well as the areas from which the majority of the workforce is sourced.

2.2 INTEGRATED HUMAN RESOURCE DEVELOPMENT

The approach that TIOM has adopted with respect to Human Resource Development is shown in

Figure 3. This approach has been used as a framework for the process of human resource development planning and implementation, including the human resource development programmes outlined in this section, and will continue to drive these processes once the employment of the workforce commences.

The starting point for this approach is the strategic resource requirements of the mine arising from the nature and scale of the operation as set out in the Mine Works Programme (MWP). This drives the need for specific types and combinations of skills that are defined in skills matrices and/or job profiles (TIOM has these in place for each job). Having established the nature of the skills that will be required, these are compared to the skills available in the existing or proposed workforce. This skills analysis provides the basis for the workforce plan. In addition, it provides input into the career progression plans for individual employees by comparing their existing skills levels with those required by the company and the generic career path structure. Thus, employee skills gaps are identified both in terms of initial job requirements and those of future jobs within the career paths as mapped by the company's career path structure.

Given the current status of the mine in respect of downscaling, the opportunities for growth and development for current employees is limited. TOIM is committed to implementing a Human Resource Development Programme that contributes to the wellbeing of the communities, advances social and economic development and contributes to the development of communities through skills development.

The primary focus of the Human Resources Development programme (HRDP) is to promote the wellbeing of the communities and to ensure that the workforce acquires the appropriate skills.

The skills analysis and the resultant workforce plan and career progression plans provide the foundation for the skills development plan. It identifies the mechanisms, such as Adult Education and Training (AET), learnerships, core skills training, bursaries and internships that must be put in place to support community development which is the predominant focus of this SLP.

Because it is derived from the strategic resourcing requirements of the company, the workforce planning process also provides a tool for determining the parameters for downscaling and/or retrenchment as it identifies the human resource requirements for the future. Generally any potential reduction in workforce requirements can be identified early, appropriate and timely plans can be put in place to ameliorate the socio-economic impact of these potential job losses as well as providing additional portable skills not already provided during the life of mine. This is particularly the case with TIOM which is

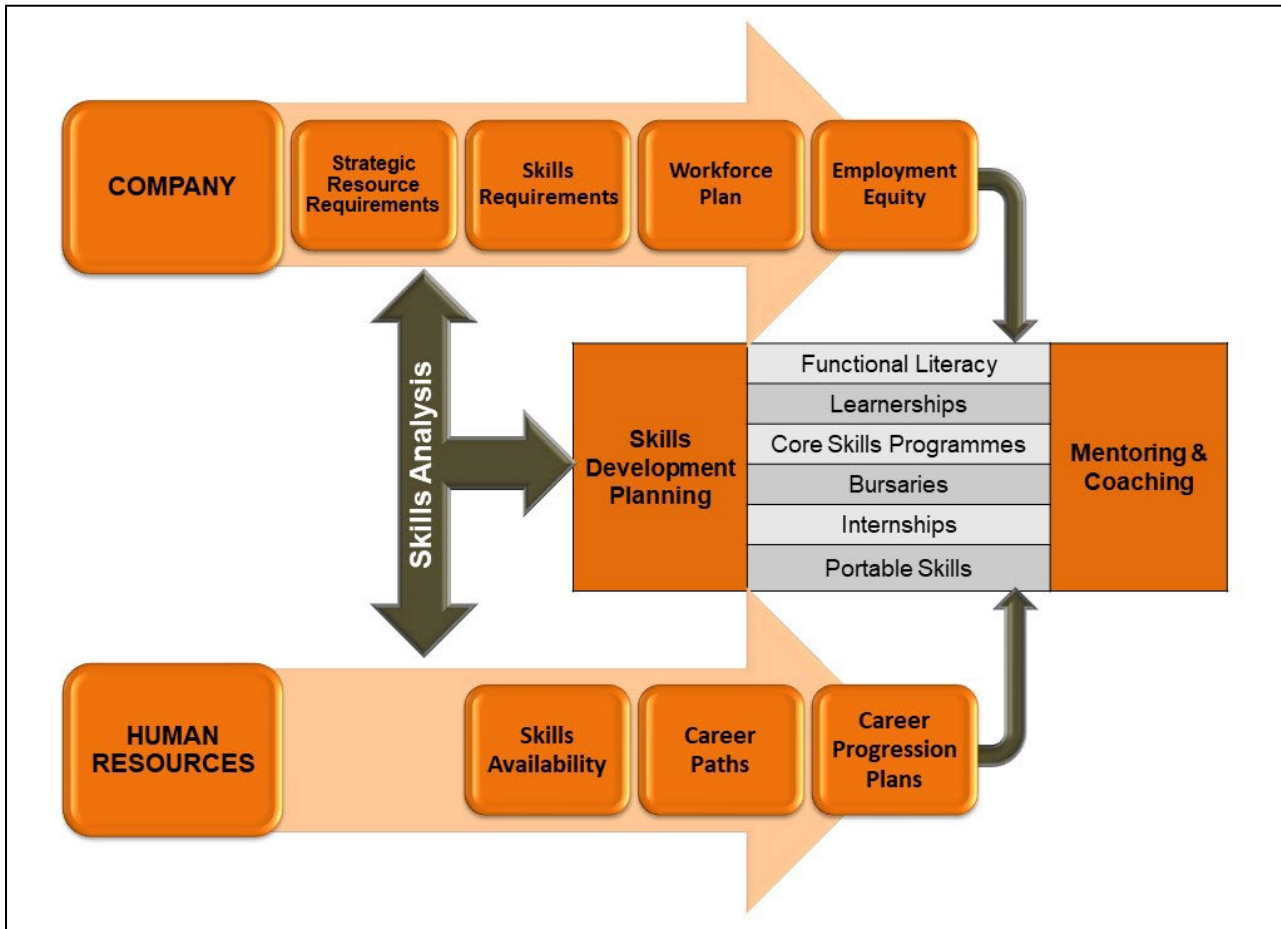


Figure 3: Integrated Human Resource Planning Approach

2.3 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

TIOM complies with the Skills Development Act and Skills Development Levies Act.

The Skills Development Plan complies with the skills development legislation and includes annual submission of the Workplace Skills Plan (WSP) and Annual Training Report (ATR). This includes the paying of levies and accessing grants for learnerships and skills programmes with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e., the Mining Qualifications Authority (MQA).

The information below provides more details of the mine’s compliance with skills development legislation.

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L7470713134
Has your company appointed a Skills Development Facilitator? If yes, provide name	Mr Dan Seleka
To which institution have you submitted your workplace skills plan?	Mining Qualifications Authority (MQA)
Proof of submission of Workplace Skills Plan	Attached Appendix A

An integral part of developing and transforming the mining industry is the development of Historically Disadvantaged Persons (HDPs). Three priorities in this respect are recognized in the Mining Charter and these are:

- ensuring that all mine workers are functionally literate and numerate,
- creating skills development opportunities as part of career-path objectives, and
- mentoring employees.

TIOM's HRD policy creates a learning culture for employees and their dependents. Specific training to ensure accelerated learning and development of HDPs is delivered in accordance with accredited programmes, in compliance with the Skills Development Act, 1998. The Mine's Skills Development Policy has two focus areas, which are discussed below; namely:

- a) Apprenticeship/Learnership Programmes; and
- b) Development of Portable Skills and Re-skilling.

As part of mine closure, portable skills and re-skilling have become a major focus area of the HRD Plan.

2.4 SKILLS DEVELOPMENT PLAN (REGULATION 46 (B)(I))

2.4.1 Introduction

TIOM is committed to developing processes and systems that will allow an integrated approach to its Human Resources practices where the resource requirements of the mine are matched against the availability of skills and the training and development needs this identifies. This approach will complement the requirements as detailed in Section 46 of the MPRDA which sets out to address the following issues:

- The promotion of employability and the advancement of the social and economic welfare of all South Africans
- Contributing to transforming the mining industry
- Contributing towards the socio-economic development of the areas in which the mine operates as well as the areas from which the majority of the workforce is sourced.

2.4.2 Career Progression Plans (Regulation 46 (b) (ii))

Career Progression Planning is the process that plans and shapes the progression of individuals within a Mine in accordance with the Mine's needs and objectives, employees' potential and their preferences.

The Mine's HRD Programme becomes a mechanism for developing employees' capabilities to progress to either a different post within their same level or higher.

The Mine's current Progression Policy was based on:

- Accelerated development of employees with potential, particularly HDSA employees;
- Rigorous use of formal succession planning and individual development plans for all management and professional categories; and
- Special career planning consideration and mentor support for all HDSA employees.

Table 4 below sets out the job titles within each organisational level.

Table 4: Career Paths – Job Titles by level

Top management	Mine Manager
Senior management	Manager - Environmental
	Manager - Finance and Commercial
	Manager - Mining Operation
	Manager, Ben Alberts and Security
	Manager, Human Resource
	Senior specialist
Professionally qualified and experienced specialists and mid-management	HR Assistant
	LED Officer
	Safety Practitioner
	SHERQ Administrator
	Specialist
	Supply chain Coordinator
	Training Officer
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Accounting Assistant
	Administrative Assistant
	Boilermaker
	Diesel Mechanic
	Electrician
	Environmental Specialist
	Facilitator
	Fitter
	Intern - Engineering
	Intern - Finance
	Intern - Human Resources
	Intern - Safety
	Junior Manager
	Millwright
	Operator Grade 1
Planner	
Senior Security Officer	

Top management	Mine Manager
	Specialist
Semi-skilled and discretionary decision making	Equipment operator
	Equipment operator Grade 1
	Game Farm Attendant
	Learner - Mining
	Operator Grade 2
	Security Officer
	Senior Security Officer
	Senior Game Farm Attendant
Unskilled and defined decision making	Technician Geotechnical
	Game Farm Attendant

Progression through the hierarchy is based on learning and experience gained on site and, where applicable, formal training.

TIOM's Career Management process is based on the following key principles:

- Career management supports the development of current and future skills and through this ensure the mine meets its objectives.
- Employees are encouraged to actively participate in the process and know where their careers are headed and what is required to acquire the necessary competencies in relation to their current and potential future positions.
- The process is based on open communication channels between employees and management.
- The process creates an environment which allows for realistic feedback to employees with regard to their career aspirations – this eliminates unrealistic expectations and disappointments in terms of career growth and promotions.
- The process allows an opportunity to provide Organisational career information; support process and resources required including on-the-job experience, training, education and mentoring, where appropriate.
- Serve as a planning framework to determine how people, particularly HDPs and women in mining positions, should be trained and developed so that they can be promoted into positions within the workforce plan within the constraints of the current downscaling of the TIOM operation.

2.4.3 Skills Development Programmes

Where appropriate Individual Development Plans will be put in place to identify the person-specific training required to ensure employees have the skills to fulfil their current positions effectively and that they are given the opportunity to grow their skills to be able to move up the career stream.

While core-skills training is targeted at addressing both the company's and the individual's training needs, it is also important that this provides the employee with marketable skills beyond his/her employment at the mine. In addition, because of the current status of the mine, it is important to focus on portable skills for employees and community members. Thus, skills training will, wherever feasible, be portable outside the mining industry into other mining sectors and address the need for skills that are portable beyond the mining industry.

In addition, all training and development will seek to address the current hard-to-fill vacancies. Current hard-to-fill vacancies experienced by TIOM are also presented in Table 5 below.

Table 5: Form R - Hard-to-fill vacancies

Occupational level	Job title of vacancy
Top management	NIL
Senior management	NIL
Professionally qualified and experienced specialists and mid-management	NIL
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	NIL
Semi-skilled and discretionary decision-making	NIL
Unskilled and defined decision-making	NIL

2.4.4 AET

According to the Census 2022 data (see Table 22), the number of people aged 20 years and older with no or limited education in TLM (4.8%) is lower than the National, Provincial and District average., while the number of people with an education level including primary education is 13.9%. A further 33.9% have achieved some secondary education. A matric pass is a foundational step and an important starting point for an individual’s future engagement in economic activities. In this regard, the Stats SA Quarterly Labour Force Survey data consistently demonstrates that unemployment rates for people with less than a Grade 12 education are higher than any other group.

AET development is a key focus areas for TIOM as it provides the foundation for any further development. It contributes to not only improving the employees’ and community members numeracy and literacy levels but also improves employability and prospects for further development within the mines hierarchy. This creates a pool from which talent can be sourced as well as improving the welfare of employees.

AET training is implemented by TIOM based on the following key principles:

- AET programmes form the foundation for further development.
- AET programmes contribute to the confidence of learners to further their studies
- AET programmes will be run by accredited facilitators and programmes will be accredited in line with the National Qualifications Framework (NQF) for fundamental areas of language and mathematics. Currently, there are no AET facilities established in community areas of the TLM. TIOM will, therefore, source accredited facilities to run such programmes.
- Successful completion of a specific AET programme will not automatically result in promotion or increase in remuneration for employees.
- The incentive for participating in AET will be the potential impact such competence will have on the employee’s career development. .
- Progress in the provision of AET will be reported through Form Q and reports on actual training taking place will be included in the Annual SLP Report.
- The AET programme will include the following 4 levels of training:
 - AET level 1: Mother tongue
 - AET level 2: Literacy, Numeracy and Communication
 - AET level 3: Advanced Literacy, Numeracy and Communication

- AET level 4: Communication, Natural Science and Mathematics

Table 6 and Table 7 (Form Q) provide an indication of the number and educational levels of TIOM employees and contractor employees respectively.

Table 6: Number and Education Levels of Employees - Form Q (TIOM)

Band	NQF level	Classification system	Male				Female				Total		Grand Total
			A	C	I	W	A	C	I	W	Male	Female	
General Education and Training (GET)		No Schooling	0	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	1	0	0	0	0	0	0	0	1	0	1
		Grade 5 / Std 3 / AET 2	1	0	0	0	0	0	0	0	1	0	1
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	2	0	0	0	0	0	0	0	2	0	2
	Grade 8 / Std 6	1	0	0	0	0	0	0	0	1	0	1	
	1	Grade 9 / Std 7 / AET 4	1	0	0	0	0	0	0	0	1	0	1
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	2	0	0	0	0	0	0	0	2	0	2
	3	Grade 11 / Std 9 / N2	1	0	0	0	0	0	0	0	1	0	1
	4	Grade 12 / Std 10 / N3	10	0	0	0	8	0	0	0	10	8	18
Higher Education and Training (HET)	5	Higher Certificates and Advanced	2	0	0	3	0	0	0	0	5	0	5
	6	Diploma and Advanced Certificates	5	0	0	4	3	0	0	2	9	5	14
	7	Bachelor's Degree and Advanced Diplomas	3	1	0	0	3	0	0	4	4	7	11
	8	Honours Degree, Postgraduate Diploma and Professional	2	0	0	0	0	0	0	0	2	0	2
	9	Master's Degree	0	0	0	1	0	0	0	0	1	0	1
10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	
Total			31	1	0	8	14	0	0	6	40	20	60

A-African, C-Coloured, I-Indian, W-White

Table 7: Number and Education Levels of Employees - Form Q (Core Contractor Employees)

Band	NQF level	Classification system	Male				Female				Total		Grand Total
			A	C	I	W	A	C	I	W	Male	Female	
General Education and Training (GET)		No Schooling	0	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / AET 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / AET 3	1	0	0	0	0	0	0	0	0	0	1
		Grade 8 / Std 6	1	0	0	0	0	0	0	0	1	0	1
Further Education and Training (FET)	1	Grade 9 / Std 7 / AET 4	0	0	0	0	0	0	0	0	0	0	0
	2	Grade 10 / Std 8 / N1	20	0	0	1	2	0	0	0	21	2	23
	3	Grade 11 / Std 9 / N2	44	0	0	0	10	0	0	1	44	11	55
Higher Education and Training (HET)	4	Grade 12 / Std 10 / N3	102	1	0	11	14	1	0	2	114	17	131
	5	Higher Certificates and Advanced	3	0	0	5	2	0	0	0	8	2	10
	6	Diploma and Advanced Certificates	2	0	0	1	3	0	0	1	3	4	7
	7	Bachelor's Degree and Advanced Diplomas	1	0		3	1	0	0	0	4	1	5
	8	Honours Degree, Postgraduate Diploma and Professional	1	0	0	0	0	0	0	0	1	0	1
	9	Master's Degree											
	10	Doctoral Degree											
		Unknown	1	0	0	4	0	0	0	0	5	0	5
Total			176	1	0	25	32	1	0	32	202	37	239

A-African, C-Coloured, I-Indian, W-White

The information that is available indicates that 5 employees of the current staff at TIOM and 2 employees of contractors have a functional literacy level below AET 4. While TIOM will offer functional literacy training opportunities to these employees, the focus of the AET programme at TIOM will be to make such programmes available to the community through portable skills training:

Table 8: Targets for AET - 2024 to 2028

AET LEVEL	2024	2025	2026	2027	2028	Total 2024-2028
TIOM and Contractor Employees						
PRE-AET	0	0	0	0	0	0
AET 1	0	0	0	0	0	0
AET 2	0	1	0	0	0	1
AET 3	0	1	1	0	0	1
AET 4	0	3	3	1	0	7

Note: the figures above reflect the total number of AET candidates and not necessarily new intakes per annum.

Even though TIOM undertakes to offer all employees the opportunity to become functionally literate, the mine is cognisant of the fact that, because of a variety of factors, the number of employees who complete the programme to AET Level 4 may be fewer than that originally starting the programme. Where employees do not take up the opportunity, these opportunities will be made available to community members.

TIOM accepts that in many instances progression may be slow or there may be minimal participation, due to:

- Unwillingness to participate;
- A dropout rate before completion of the full programme;
- Reluctance to progress from one level to the next.

In spite of to these constraints TIOM will continuously educate the employees on the importance of committed participation and how this will benefit each person's development.

2.4.5 Learnerships

Learnerships form part of the TIOM skills development plan. These programmes allow employees to complete qualifications relevant to their occupation that are accredited and aligned with the NQF. The learnership programmes in place are in line with MQA specifications. Any learnerships to be introduced will continue to meet MQA or other relevant Sector Education Training Authority (SETA) specifications.

The TIOM Learnership programme is intended to support the development of scarce and critical skills not only for the mine itself but also to provide a pool of skills that could assist in addressing the national scarcity of these skills.

The TIOM Learnership programme implementation will be guided and based on the following principles:

- Learnerships will be aimed at addressing skills and competencies as identified in the skills analysis and where these formed part of an employee's career planning process and path.
- Learnerships will be aimed at addressing critical and scarce skills (specifically those for which TIOM struggles to find suitable candidates).

- Effective support mechanisms will be put in place to ensure the learner is guided through the process. These will relate directly to coaching and mentorship programmes.
- Coaches will be line supervisors and/or subject matter experts who work closely enough with the learner in order to guide them on a day-to-day basis.
- Mentors will meet with learners on a quarterly basis and will not be a direct supervisor of the learner. The mentor will aim at providing support with respect to performance related issues and review progress.
- The learnership programme will be implemented based on the requirement set out in the learnership agreement, Education & Training Quality Assurance (ETQA) and MQA requirements.
- Learnership progress will be reported on an annual basis in the ATR and in the Annual SLP submission.

The targets listed in Table 9 will focus on learnerships for community members (18.2 learners). The updated figures will be reported on annually in the Annual SLP report.

Table 9: Learnership Targets at TIOM - 2024 to 2028

Learnerships	2024	2025	2026	2027	2028	Total 2024-2028
Total	0	2	2	2	2	
Budget	R0	R108 000	R108 000	R108 000	R108 000	R432 000

Note: the figures above reflect the new intake of learnership candidates per annum.

2.4.6 Core Skills Training and Portable Skills

Core Business Skills Programmes play an essential part in equipping employees with the skills and required competencies to successfully execute their employment responsibilities. Table 10 below sets out the Strategic Action Plan which TOIM will employ in order to ensure that it achieves the Core/ Technical, Business Skills Training objectives as set out.

Table 10: Core Business Skills Training Strategic Action Plan

Core Business Skills Training Strategic Action Plan	Responsible Department	Date to be completed
Assess employees in terms of skills and competency gaps - resulting in an employee competency profile (Individual Development Plan).	HR Department	Ongoing
Develop a (WSP) with targets, budgets and time frames (in line with commitments made in the SLP and the business plan).	HR Department	Annually
Coordinate the Individual Development Plans to facilitate career path progression, job specific development of employees and an effective productive workforce.	HR Department	Ongoing

A key aspect of designing and implementing skills training is that the skills obtained by employees should be portable. In this respect it serves little purpose if employees receive extensive and successful training but are unable to benefit from such skills if they opt to leave the mine or should the mine close and they find themselves unemployable. In this respect TIOM is particularly focussed on imparting:

- Sound basic education including reading, writing, and maths.
- Ensuring that employees are multi-tasked.

- Ensuring that courses offered to employees are properly accredited.

Skills development planning at TIOM encompasses training and development that support the current position requirements – job-specific training. However, many of the skills that will be provided to employees as a core business competence will be transferable to other mining operations and beyond the mining industry particularly as the mine is in a downscaling phase in anticipation of mine closure. Portable skills training will also be provided to community members.

Special emphasis is placed on Welding Skills, Bricklaying, Business Management Training, Driver's License to both employees and associated contractors. All of these skills are in short supply in South Africa and are portable.

The skills development plan discussed in Table 11 provide guidelines in terms the various skills development initiatives which will support portability for both employees of TIOM and for community members. The focus of these skills is to meet some or all of the following objectives:

- Enhance employee potential that will lead to placement in alternative employment
- Support income generating activities beyond TIOM
- Provide skills that can be utilized not only in the formal sector but in the informal sector as well (this will especially become the focus of the mine closer the end of the life of the mine. These aspects will be allocated funding and will be explored during the Future Forum discussion).

TIOM will, therefore, implement portable skills training in accordance with the principles:

- Training to be aligned to the National Qualifications Framework (NQF) where applicable and practicable. This requires a focus on outcomes-based training and linking achievement of unit standards and/or a formal qualification
- Where training is linked to unit standards, resulting qualifications will be recognized nationally
- AET development programmes will be a continuing focus at TIOM based on identified needs and continuous motivation will take place for employees and for community to uplift their literacy levels
- Current skills levels of employees will be evaluated to determine a baseline for further development and linking this to their identified career progression plans
- The skills provided will support employees in remaining economically active following a retrenchment/downscaling exercise or if the mine closes down
- Socially responsible retrenchment support given in terms of additional training and development in line with identified skills needs with the source labour communities and/or the local communities surrounding the mine

The progress of the implementation of the portable skills being part of the skills development strategy will be planned for as part of skills development and reported in the Annual SLP report.

Table 11: Job Specific Development and Portable skills Training Plan at Thabazimbi Mine

Type of Training	2024	2025	2026	2027	2028	TOTAL
Job Specific Development/Portable Skills – 18.1 learners	3	2	3	3	4	15
Portable Skills – 18.2 learners	19	16	16	10	11	72
Budget	R297 000	R239 000	R239 000	R139 000	R189 000	R1 103 000

Note: the figures above reflect new intake of training candidates per annum.

Job-specific development training refers to the process of providing employees with the skills, knowledge, and abilities needed to perform effectively / enhance their skills in a particular job or role. This type of training is tailored to the specific requirements of a position within an organization, such as, but not limited to, Microsoft training, coaching, legal requirements, workshops of the job roles etc.

TOIM is committed to a further programme of providing **Portable Skills to Employees (18.1) and Community (18.2)**. The objective of this programme will be to provide portable skills training to employees who show an interest in obtaining such training and with a special emphasis on employees who are nearing retirement, incapacitated through ill-health or retrenched in order to remain economically active, employable or self-sustaining within their communities.

The types of portable skills training will depend on the needs and requests of the employees/community members involved, but could include the following fields amongst others:

- AET (for community)
- Welding
- Carpentry
- Driving
- Bricklaying
- Plumbing
- Electrical
- Motor Mechanic
- Sewing
- Jewellery making
- Hospitality & Cooking
- Computer skills
- Entrepreneurship
- Life skills

2.5 MENTORSHIP AND COACHING (REGULATION 46 (B)(III))

2.5.1 Mentoring of Employees

Mentorship plays an essential role in the TIOM environment and supports the successes the mine achieves with the development of its employees. It links the various components of the strategic human resources programme with specific reference to:

- Skills Development Planning
- Employment Equity

While mentorship is an essential element in sustaining learning initiatives it must be supported by coaching. Together these contribute to:

- Improving competencies (knowledge, skill, attitude) to meet the current and future job demands
- Growth of employees into new roles
- Improvement in performance
- Maximizing potential
- Developing skills and employees in taking ownership of their own development

Within the TIOM environment all employees undertaking any form of skills development will receive coaching. Learnership candidates will be mentored on a quarterly basis as will employees who are identified for fast tracking. In addition, students undertaking experiential training will receive mentoring.

TIOM regards a mentor as an individual who will facilitate the transfer of knowledge and experience based on shared values in confidence through networking, advising, coaching, directing and counselling. The mentor guides the mentee in reaching his or her full potential.

In its mentorship policy, TIOM draws a distinction between mentorship and coaching:

- **Mentorship** refers to a process enabling individuals to develop and acquire knowledge and experience informally or via a formal development programme. A competent mentor will guide the mentee in a multi-faceted manner. Mentorship refers to a relationship between a mentor and mentee in which the maximum potential of the mentee is unlocked through an influencing process which is mutually beneficial to the mentee, company and mentor; and
- **Coaching** is specifically directed at job-related performance. Effective leaders who act as coaches should actively provide instruction, guidance, advice and encouragement to assist subordinates to improve their performance in current jobs. Coaching is aimed at translating operational theory into practice

Mentorship and coaching programmes are implemented based on the following principles:

Coaching

- Coaching will be focussed on specific on-the-job development which will be participative, interactive and day-to-day.
- A safe environment is established which will allow employees to find/explore their own solutions to problems and/or scenarios, implement actions and change behaviour.
- Coaching supports the notion that employees take ownership for their own development.
- The approach leads to an increase of learner confidence and performance.
- Coaches would, in most instances, be the direct supervisor of an employee.
- Coaching will be guided by the development areas documented in the Career Development Plans.
- The progress of the coaching programme will be reported on an annual basis in the SLP submission.

Mentoring

- Mentorship will focus on a broader development goal which will increase the employees professional development and further his/her education.
- Employees will be supported to manage their own learning.
- Appropriate mentorship has the objective of achieving accelerated competency in line with current and future job requirements.
- Reporting on mentored candidate progress will be done on a quarterly basis.

- Mentors will be experienced individuals with an interest and willingness to develop employees.
- The mentorship programme will be structured and allow sufficient/proper opportunities for learning and exposure.
- The mentorship programme will be guided by the development areas documented in the Career Development Plans.
- The progress of the mentorship programme will be reported on an annual basis in the SLP submission.

Coaches and mentors will be assigned to provide support to employees who:

- Have been identified for fast tracking.
- Are undergoing workplace experiential training (interns).
- Have received bursaries from TIOM to improve their qualifications.
- Are undergoing skills training and require support from a subject matter expert.

Mentoring of employees for development has played a significant role in TIOM's strategy of transformation. As of September 2023, 33.3% of Senior Management, and 55.6% of Professionally Qualified and 76.2% of Skilled Technical/Junior Management staff within TIOM were made up of HDP's. These employees have come up through the ranks and have been nurtured through the coaching and mentoring processes in place within the organisation.

Mentorship is a key process and tool in support of people development. In addition, mentorship and coaching support transferring of knowledge and skills, work and life experiences under the formal or informal guidance of selected suitable individuals and competent role models who act as mentors.

Table 12: Mentorship Plan with Time Frames

Mentorship	Targets and Timelines					
	2024	2025	2026	2027	2028	5-year target
Learnerships	0	2	2	2	2	8
Bursars	0	2	2	2	2	8
Interns	2	2	2	2	2	10
Total Number	2	6	6	6	6	26

Note: the figures above reflect the total number of mentees and not necessarily new intakes per annum.

2.6 INTERNSHIP AND BURSARY PLAN (REGULATION 46 (B)IV)

The Internship and bursary plan implemented by TIOM is a critical component in capacity building with regard to critical and scarce skills in the industry.

TIOM recognizes the need to nurture and develop potential at an early stage, develop skills relevant to the mining industry as well as to consider portability to other sectors. The bursary and internship programmes complement one another in that they provide work experience exposure to the bursary students during and on completion of their studies in the form of experiential work training.

The principles underlying the TIOM approach to Internships and Bursaries include:

- **HDP Targets:** Supports the achievement of the HDP targets and targets for women in mining.
- **Vacancy Placements:** Become a substitute to permanent placements in areas where there are hard to fill vacancies and provide potential successors for management positions.
- **Work related Experience:** Provides work related experiences specifically through Internships and through this prepare learners for the world of work.
- **Potential Identification:** Allows the identification of potential at an early stage so that this can be nurtured in order to support future skills requirements.
- **Learning opportunities:** Support initiatives to make the sector more competitive and representative of South Africa’s demographics by providing learning opportunities to previously disadvantaged individuals.
- **Value-add learners:** Employees/learners recognize that the business is committed to their development and as a result are more likely to make a value-added contribution.
- **Value Chain Exposure:** Provide students with an opportunity to gain exposure of the mines full value chain process and allow greater flexibility in terms of later placement in the mine.

Internships will add further value by providing work related experiences and, through this, prepare learners for the requirements and demands of an operational environment Internships, furthermore, provides students with an opportunity to gain exposure to the mine’s full value chain process and allows greater flexibility in terms of later placement at the mine or elsewhere.

TIOM and intends supporting 2 bursary per annum as shown in Table 13 below.

Table 13: Targets for the Provision of Bursaries by TIOM FY 2024-2028

BURSARY	2024	2025	2026	2027	2027	Total 2024-2028
Total	0	2	2	2	2	8
Budget	0	R200 000	R200 000	R200 000	R200 000	R800 000

Note: the figures above reflect the total number of bursars and not necessarily new intakes per annum.

Bursaries will be offered primarily for study at the TVET college situated in the TLM and the fields of study will be determined by the needs of the bursars. The bursary students will, ideally be offered internships at the mine should the field of study be in the fields identified for internships.

The Mine also offers an internship programme that gives exposure to prospective employees and students requiring practical experience towards their qualifications. The mine generally provides internships in the core business areas such as Engineering, Safety, Human Resource, Finance (commercial), Game farm and Environment.

Internship targets are provided in Table 14 below.

Table 14: Targets for the Provision of Internships by TIOM

INTERNS	2024	2025	2026	2027	2028	Total 2024-2028
Total Number of Internships Supported	2	2	2	2	2	10
Budget	R108 000	R108 000	R108 000	R108 000	R108 000	R540 000

Note: the figures above reflect the total number of interns at any time and not necessarily new intakes per annum.

The internship programmes at TIOM are for 18 months. Therefore, the planned intake of interns is as follows:

Table 15: Planned intake of Interns at TIOM

INTERNS	July 2024 – December 2025	January 2026 – June 2027	July 2027 - December 2028
Total Number of new Intern	2	2	2

During this SLP leading toward mine closure, study assistance will become an integral part of the Mine's mine closure strategy. It is anticipated that some employees may want to upgrade their current qualifications or change industry or occupation and would therefore require assistance from the Mine. TIOM has made provision for study assistance. TIOM will also focus on offering bursaries to community members (18.2 learners) in line with the Company's Bursary Policy.

2.7 EMPLOYMENT EQUITY (REGULATION 46 (B)(V))

The Company is committed to Employment Equity (EE) throughout TIOM. Accordingly, its EE policy and plans are developed in order to ensure discriminatory practices do not exist, and, through affirmative action, to ensure the numbers of employees at senior levels improve over time to truly reflect the demographics of the South African population. In addition to complying with the Mining Charter targets regarding HDSAs in management and women in mining, TIOM is aiming to achieve the corporate target of 1% disabled on the mine.

Mine's EE policy has been designed with the aim of addressing the following aspects:

- a) Compliance to the Employment Equity Act;
- b) Participation and Consultation;
- c) Equality and Equal Opportunities;
- d) Diversity in the workplace;
- e) Recruitment Policy;
- f) Organizational Culture;
- g) Employee Development;
- h) Succession Planning and Capacity Building; and
- i) Harassment in the Workplace.

The Senior Management is committed to the elimination of any form of direct or indirect unfair harassment in the workplace. This includes any acts or threats that interfere with the performance at

work of any individual or group on account of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, HIV/Aids status, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language or birth.

The biggest challenge for Thabazimbi Mine is to maintain compliance within a downscaling scenario.

Table 16– Form S below set out the current employment equity demographics for TIOM.

Table 16: Form S - Employment Equity Statistics (including employees with disabilities) for TIOM as at 21 September 2023

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	2	0	0	2	0	0	0	2	0	0	6
Professionally qualified and experienced specialists and mid-management	4	0	0	0	1	0	0	4	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	0	0	5	7	0	0	0	0	0	21
Semi-skilled and discretionary decision making	13	1	0	0	6	0	0	0	0	0	20
Unskilled and defined decision making	3	0	0	0	0	0	0	0	0	0	3
TOTAL PERMANENT	31	1	0	8	14	0	0	6			60
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	31	1	0	8	14	0	0	6			60

2.7.1 EE Plan

The Company is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Gender Equity is critical to economic growth and wealth creation in South Africa.

In addition to creating a diversified working environment the employment equity process at TIOM also seeks to meet the requirements of the MPRD Act and the Mining Charter (MC) of meeting the numerical targets set out of 40% HDP participation in management and 10% women in mining by 2009.

The Strategic Human Resources Programme illustrated and discussed in Section 2.3 clearly incorporates the above-mentioned commitment by outlining the link between all current and future resource requirements and how this feeds into Employment Equity within TIOM.

The principles that underpin the achievement of the objectives mentioned above are listed below:

- HDP talent (including women) will be nurtured to supplement the workforce and to contribute to succession plans.
- Recruitment will be aligned to meet HDP targets (vacancies currently open or that arise in future will be targeted for HDPs).
- Career Development Plans will be a key mechanism to ensure that those HDPs identified as having potential based on the skills assessments are earmarked for management positions and developed in line with this.
- Strategies will be implemented to attract HDPs (including women) and retain them, e.g. development of policies that support the retention of HDPs.
- Mining occupations will be identified in the workforce plan that could be allocated to women.
- HDPs will be mentored to provide them with support and assistance to ensure that they can assume their roles with success.
- Progress reporting based on the 40% HDP Management and 10% women in mining positions will be reported in the Annual SLP report.

Table 17: Benchmark that will guide Employment Equity Planning in the SLP

Level	Mining Charter Targets		TIOM Actual as at 01 September 2023	
	HDP benchmark/guide	Percentage of which are women	HDP	WOMEN
Executive management (where applicable)	50% with exercisable voting rights (includes BEE Shareholders)	20%	0%	0%
Senior management	50% at the executive director level as a percentage of all executive directors (includes BEE Shareholders)	20%	57%	29%
Middle management	60%	25%	100%	56%
Junior management	60%	25%	76%	33%
Core and critical skills	70%	30%	60%	13%
Employees with disabilities	1.5%	EAP	0%	0%

Note: EAP signifies alignment with the Economically Active Population

As previously mentioned, TIOM is facing closure. In terms of current planning, employee numbers will remain static for the duration of this SLP. Because staff turnover is low, it is not anticipated that there will be any change to the demographics during the life of this SLP.

Table 18: Benchmark that will guide Employment Equity Planning in the SLP

YEAR	2024								
EMPLOYMENT EQUITY	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	3	0	0	0	2	7
Middle Management	4	0	0	0	1	0	0	4	9
Junior Management	9	0	0	5	7	0	0	0	21
Core & Critical Skills	6	1	0	6	0	0	0	2	15
Disabled Employees	0	0	0	0	0	0	0	0	1
YEAR	2025								
EMPLOYMENT EQUITY	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	3	0	0	0	2	7
Middle Management	4	0	0	0	1	0	0	4	9
Junior Management	9	0	0	5	7	0	0	0	21
Core & Critical Skills	6	1	0	6	0	0	0	2	15
Disabled Employees	0	0	0	0	0	0	0	0	1

YEAR	2026								
EMPLOYMENT EQUITY	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	3	0	0	0	2	7
Middle Management	4	0	0	0	1	0	0	4	9
Junior Management	9	0	0	5	7	0	0	0	21
Core & Critical Skills	6	1	0	6	0	0	0	2	15
Disabled Employees	0	0	0	0	0	0	0	0	1
YEAR	2027								
EMPLOYMENT EQUITY	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	3	0	0	0	2	7
Middle Management	4	0	0	0	1	0	0	4	9
Junior Management	9	0	0	5	7	0	0	0	21
Core & Critical Skills	6	1	0	6	0	0	0	2	15
Disabled Employees	1	0	0	0	0	0	0	0	1
YEAR	2028								
EMPLOYMENT EQUITY	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	3	0	0	0	2	7
Middle Management	4	0	0	0	1	0	0	4	9
Junior Management	9	0	0	5	7	0	0	0	21
Core & Critical Skills	6	1	0	6	0	0	0	2	15
Disabled Employees	1	0	0	0	0	0	0	0	1

SECTION 3 LOCAL ECONOMIC DEVELOPMENT PLAN

3.1 INTRODUCTION

Local economic development (LED) broadly refers to a municipality's legal and constitutional obligation to support and promote the growth of the areas under its jurisdiction. Programs under a SLP LED program must align with municipal development priorities and indicate how mining rights holders will contribute to the socio-economic progress of mine host and labour sending communities. As a result, infrastructural and income-generating projects are frequently included in SLP LED programs. The identified SLP LED projects must be consistent with the needs, priorities, and actions outlined in the Integrated Development Plan (IDP) of the applicable local or metropolitan municipality.

TIOM is located within Wards 6 and 9, and directly adjacent to Ward 2 in TLM, WDM, Limpopo Province. The socio-economic baseline in this section of the SLP will therefore focus on TLM within the broader regional context of the Waterberg District and Limpopo Province to identify needs and priorities of the mine's host community.

A mine community, as defined in the Mineral and Petroleum Resources Regulations, 2004 (as amended) (MPRD Regulations), comprises areas where mining operations occur, major labour-sending regions, and neighbouring communities situated within a local, metropolitan, or district municipality. Labour sending areas are local municipalities in South Africa from which a majority of mineworkers are, from time to time, permanently resident. TIOM workforce comprises individuals from 24 municipalities, of which 45% are derived from TLM.

This section's baseline data was gathered using a desktop examination of the following sources:

- Waterberg District Municipality, District Development Profile, 2020.⁶
- Thabazimbi Local Municipality, Integrated Development Plan, 2023/2024, approved by Council on 30 May 2023.⁷
- Waterberg District Municipality Final Integrated Development Plan 2021/2022 – 2025/2026.⁸
- Shangoni Management Services (Pty) Ltd, Environmental Impact Assessment Report, Environmental Management Programme Report, Environmental Authorisation and Waste Management Licence Application for the proposed reclamation of the Discard Dumps and Slimes Dams, October 2020.⁹

6 Waterberg District Municipality, District Development Profile, 2020 https://www.cogta.gov.za/ddm/wp-content/uploads/2020/11/Take2_2020.06.15-WATERBERG-DISTRICT-PROFILE-Edited-Version-final_V1.pdf (Accessed 23 November 2023) (Waterberg District Profile).

7 Thabazimbi Local Municipality, Integrated Development Plan 2023/2024, approved by Council on 30 May 2023 <http://www.thabazimbi.gov.za/?q=idp> (Accessed 23 November 2023) (TLM IDP).

8 Waterberg District Municipality Final IDP 2021/2022 – 2025/2026 [http://www.waterberg.gov.za/docs/plans/final%20202122%20IDP%20DOCUMENT%20\(Autosaved\)310821.pdf](http://www.waterberg.gov.za/docs/plans/final%20202122%20IDP%20DOCUMENT%20(Autosaved)310821.pdf) (Accessed 23 November 2023) (Waterberg District IDP).

9 Shangoni Management Services (Pty) Ltd, Environmental Impact Assessment Report, Environmental Management Programme Report, Environmental Authorisation and Waste Management Licence Application for the proposed reclamation of the Discard Dumps and Slimes Dams, October 2020 http://www.shangoni.co.za/wp-content/uploads/ARC-THA-19-09-10_Draft-for-public-comment.pdf (Accessed 23 November 2023) (Shangoni).

- Data on the socio-economic traits of TLM were analyzed from Statistics South Africa (Stats SA) data.

3.2 SOCIO-ECONOMIC BACKGROUND AND KEY ECONOMIC ACTIVITIES IN THE REGION SURROUNDING THE MINE

3.2.1 Limpopo Province Regional Context

Limpopo, South Africa's northernmost Province, shares borders with Mozambique, Zimbabwe, and Botswana.¹⁰ Additionally, it shares borders with the Provinces of Mpumalanga, Gauteng, and North West Province.¹¹ The Province is named after the Limpopo River that runs along its northern border. It is a diverse area, offering a range of landscapes, from Bushveld countryside to mountains, ancient indigenous forests, wilderness and farmland.¹² The eastern region is home to the northern portion of the Kruger National Park.¹³

Limpopo is the fifth largest Province in South Africa in terms of both surface area and population.¹⁴ It encompasses an area of 125 754 km² and is inhabited by a population of approximately 6 572 721 people.¹⁵ The capital is Polokwane and other major urban areas include Bela-Bela, Lephalale, Makhado, Musina, Tzaneen and Thabazimbi.¹⁶ Limpopo is comprised of five district municipalities, each of which is further divided into 22 local municipalities (Figure 4).

10 Municipalities of South Africa <https://municipalities.co.za/provinces/view/5/limpopo> (accessed 19 October 2023).

11 As above.

12 As above.

13 As above.

14 Stats SA Census 2022 <https://census.statssa.gov.za/#/province/9/2> (accessed 19 October 2023).

15 As above.

16 Municipalities of South Africa (note 10 above).

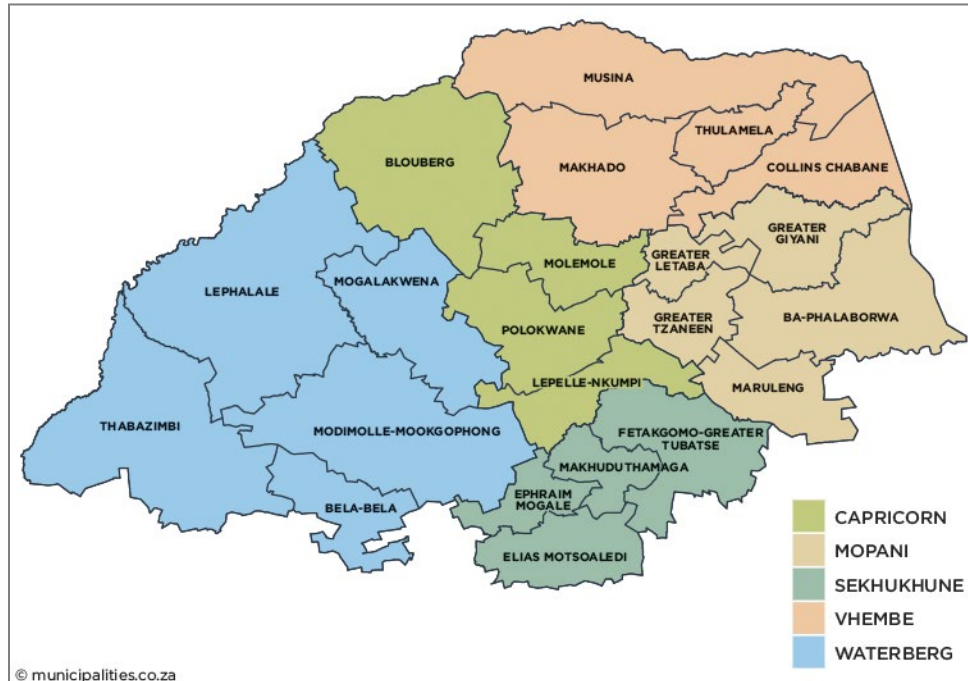


Figure 4: Regional locality

3.2.2 Waterberg District Regional Context

Located in the western portion of the Province of Limpopo, the Waterberg District encompasses an area of 44 913 km².¹⁷ The municipality comprises slightly more than one-third of the Province's total land area, rendering it the largest District.¹⁸ Five local municipalities make up this region: Thabazimbi, Modimolle-Mookgophong, Bela-Bela, and Mogalakwena.¹⁹ Vaalwater, Amandelbult Mine Town, Bela-Bela, Lephale, Modimolle, Mokopane, Mookgophong, Pienaarsrivier and Thabazimbi are all significant municipalities within the District.²⁰ The primary sectors of the economy are agriculture, mining and tourism.²¹

3.2.3 Thabazimbi Local Municipality Regional Context

TLM is located in the south-western region of the Waterberg District, Limpopo Province.²² It shares a border with Botswana and is home to the Marakele National Park.²³ Mining, agriculture, and tourism are the primary economic sectors of the TLM.²⁴ Thabazimbi has been mined since the 1930s, when iron and steel manufacturing began.²⁵ Agriculture is also an important sector in the municipality, with commodities

17 Municipalities of South Africa (note 10 above).
 18 As above.
 19 As above.
 20 As above.
 21 As above.
 22 Municipalities of South Africa (note 10 above).
 23 As above.
 24 As above.
 25 As above.

produced in TLM including wheat, beans, and maize. TLM covers an area of 11 190km², with the main settlements being Amandelbult Mine Town and Thabazimbi.²⁶

The municipality has four urban settlements: Thabazimbi/Regorogile, Northam, Rooiberg and Dwaalboom. Of these, Rooiberg and Dwaalboom are small towns which originated as mining towns. Rural settlements within the municipal area include Leeupoort, Kromdraai, Koedoeskop, Makoppa, and Sentrum. There are nine informal settlements in the municipal area. Two informal settlements, Donkerpoort and Regorogile, are located close to Thabazimbi town.

3.2.4 Socio-Economic Profile of Surrounding Region

In support of the proposed LED programme, it is incumbent upon a right holder to demonstrate an understanding of the socio-economic circumstances that exist within the local community. Baseline information included in this section was obtained through a desktop analysis of available literature. Unless otherwise indicated, key indicators and demographic data was derived from Stats SA Census 2022 data.

NOTE: At the outset it should be noted that the Census 2022 was affected by unprecedented challenges, including riots, ongoing COVID-19 lockdowns and climate change issues such as flooding in some parts of the country.²⁷ The dramatic decline in the overall TLM population since the 2011 Census (-23.68%) should be seen within the backdrop of these challenges.

Table 19: Population demographics data

Population demographics	Limpopo		Waterberg District		TLM	
	2011	2022	2011	2022	2011	2022
Total population	5 404 868	6 572 721	679 336	762 862	85 234	65 047
Young children (0-14 years)	34.00%	31.60%	29.90%	27.90%	21.10%	20.70%
Working age population (15-64 years)	59.80%	61.40%	64.30%	64.50%	76.40%	73.70%
Elderly (65+ years)	6.30%	6.90%	5.80%	7.50%	2.40%	5.60%
Dependency ratio	67.3	62.7	55.5	54.9	30.8	35.7
Sex ratio	87.6	89.2	102.1	96.7	141.1	115.9
Brief analysis:	<p>According to Stats SA Census 2022 data, the TLM population declined dramatically (- 23.68%) since the 2011 Census. This decline in the total TLM population is even more staggering (-32.41%) when compared to the Stats SA 2016 Community Survey population data. An increase in the total population was recorded in Limpopo Province (21.61%) and Waterberg District (12.30%) since the 2011 Census.</p> <p>As seen in Figure 5, the working age population between the age of 20-64 represent a substantial proportion of the (67.9%) of the TLM population. The population of children and young adults up to 19 years of age is 26.5%</p>					

²⁶ As above.

²⁷ Media release: Census 2022 Population Count Results 10 October 2022 <https://www.statssa.gov.za/?p=16716> (accessed 24 November 2023).

Population demographics	Limpopo		Waterberg District		TLM	
	2011	2022	2011	2022	2011	2022
	<p>of the total population. People aged 65 years and older comprise only 5.5% of the total population.</p> <p>TLM has a sex ratio of 115.9 males per 100 females (53.7% males vs 46.3% females).²⁸ This is down from 141.1 males per 100 females recorded in the 2011 Census. The sex ratio in TLM is higher than the District and Provincial average, likely due to the presence of mines and work opportunities in the area.</p> <p>The majority of the TLM population (76.2%) is Black African, followed by Whites (22.8%).</p>					

Source: Stats SA Census 2022

28 The sex ratio is the ratio of males per 100 females in a population
https://www.statssa.gov.za/standardisation/Concepts_and_Definitions_%20StatsSAV3.pdf p 75 (accessed 23 November 2023).

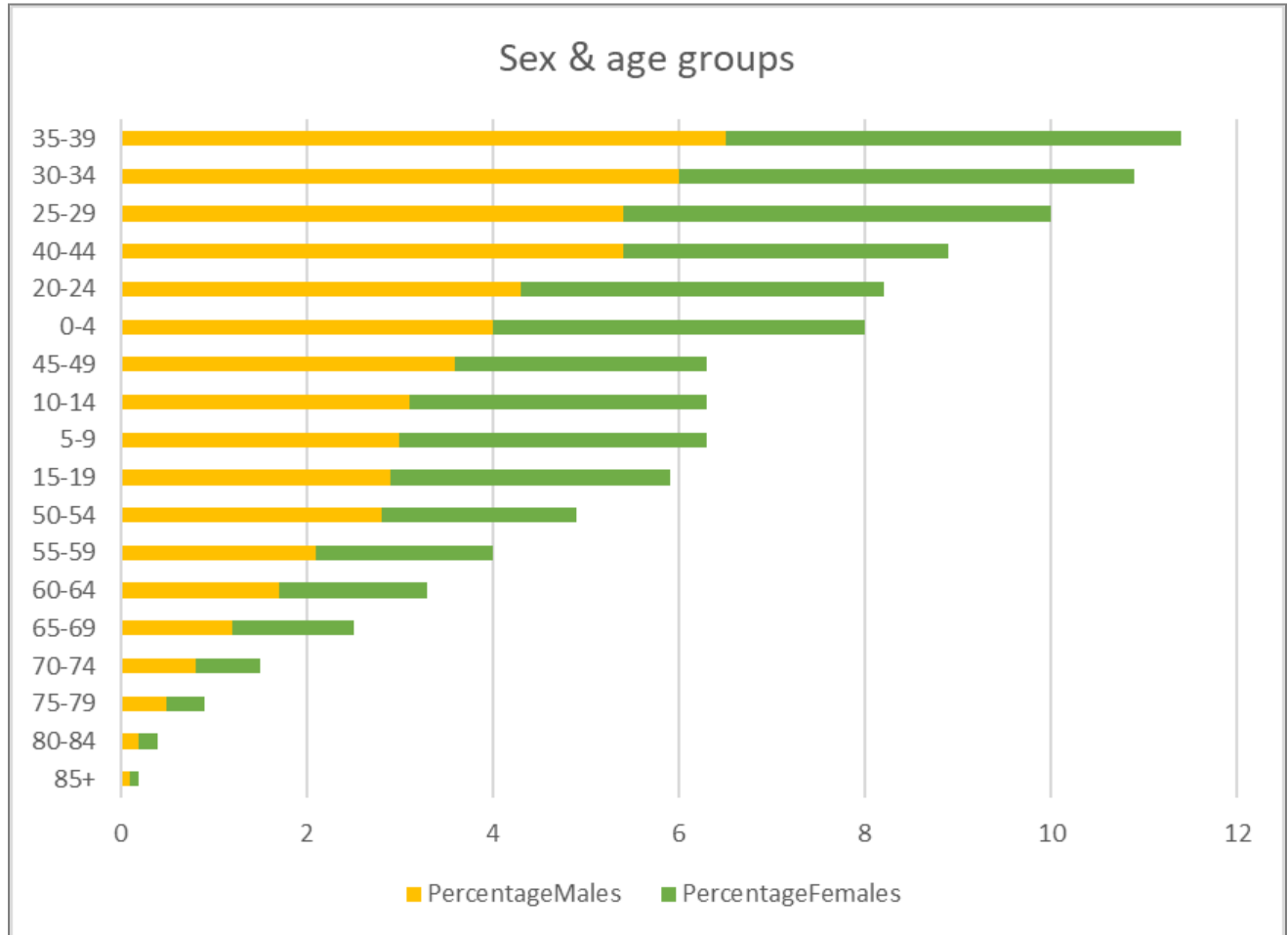


Figure 5: Sex and age range (TLM)

Table 20: Housing and living conditions

Housing and living conditions	Limpopo		Waterberg District		TLM	
	2011	2022	2011	2022	2011	2022
Number of households	1 418 085	1 811 565	179 858	248 526	25 079	26 832
Average household size	3.8	3.6	3.8	3.1	3.4	2.4
Formal dwellings	89.80%	94.70%	87.00%	91.60%	70.70%	83.60%
Flush toilets connected to sewerage	21.90%	35.20%	47.80%	57.60%	67.90%	77.40%
Weekly refuse disposal service	21.10%	32.00%	44.20%	52.60%	60.40%	69.20%
Access to piped water in the dwelling	18.40%	31.40%	30.70%	44.70%	47.30%	59.70%
Electricity for lighting	87.30%	95.50%	86.70%	92.90%	76.80%	89.30%
Brief analysis:	Although the population declined by 23.68% since the 2011 Census, the number of households in TLM increased by almost 7%. As such, it is unsurprising that					

Housing and living conditions	Limpopo		Waterberg District		TLM	
	2011	2022	2011	2022	2011	2022
	<p>the average household size in TLM (2.4) is well below the Provincial (3.6) and District (3.1) averages.</p> <p>While the percentage of people living in formal dwellings has increased since the 2011 Census (by 12.9%), TLM still lags behind the Province and the District by about 10%. This suggests a need for investment in affordable and decent housing in the municipality.</p> <p>As seen in Figure 6, residents of TLM fare better with regard to access to decent toilet facilities. In TLM, 77.40% of the population has access to flush toilets connected to a sewage which is significantly better than both Limpopo Province (35.2%) and Waterberg District (57.6%). However, an area of concern is that 13.4% people in TLM still rely on pit toilets, 2.5% rely on bucket toilets and 3.9% have no access to toilets at all.</p> <p>TLM also performed better in terms of access to piped water (59.70%) when compared to the Province (31.40%) and the District (44.70%). However, as seen in Figure 7, 13% of people in TLM only have access to water on a community stand and 6.4% have no access to piped water. The supply of a safe, easily accessible and adequate quantity of water is essential for human health and socio-economic development. Improved municipal water infrastructure and expansion of access to piped water in TLM could free up time for other tasks such as work both inside and outside the home. It could also improve health and overall wellbeing. It has been observed that piped water supplies can foster economic development and well-being of rural households, with specific advantages for women and girls.²⁹</p> <p>A large majority (69.20%) of the residents in TLM indicated that refuse is removed by the local authority at least once a week.</p> <p>A high number of households in TLM indicated the availability of electricity for lighting purposes (89.30%), a marked improvement since the 2011 Census (76.80%). Solar energy sources account for 6.7% of energy for electricity for lighting in TLM. Electricity from mains (58.4%), gas (30.6%), wood (5.4%) and paraffin (4.9%) were indicated as the primary sources of energy for cooking.</p>					

Source: Stats SA Census 2022

29 Winter, J, Darmstadt, G, et al The role of piped water supplies in advancing health, economic development, and gender equality in rural communities, *Social Science & Medicinet*, Vol. 270, February 2021
<https://www.sciencedirect.com/science/article/abs/pii/S0277953620308182?via%3Dihub> (accessed 24 November 2023).

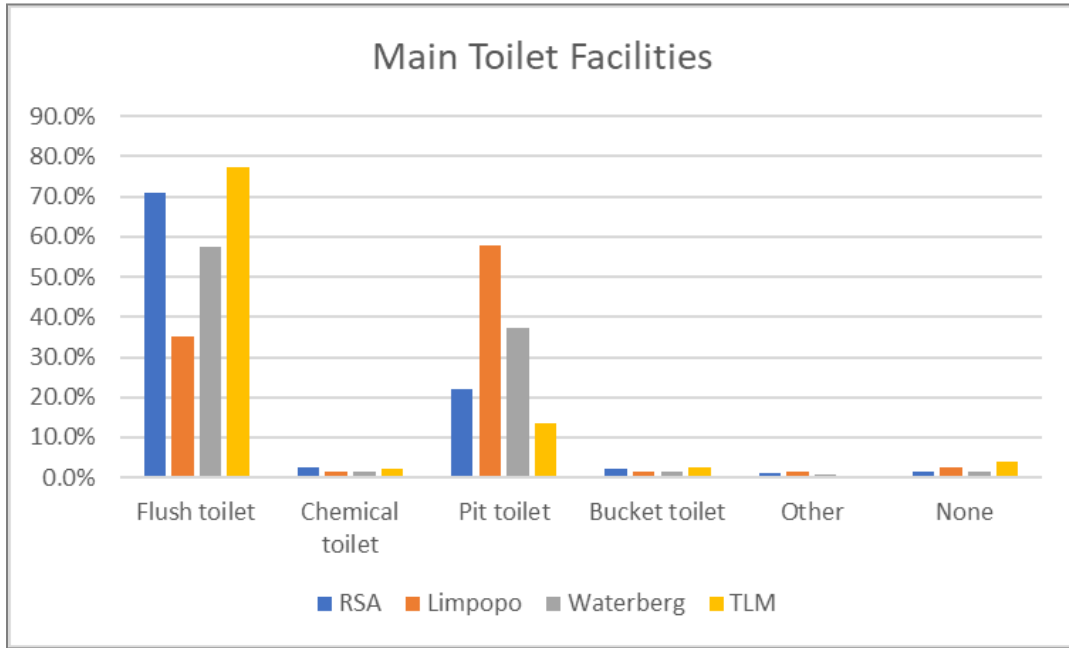


Figure 6: Main toilet facilities

Source: Stats SA Census 2022

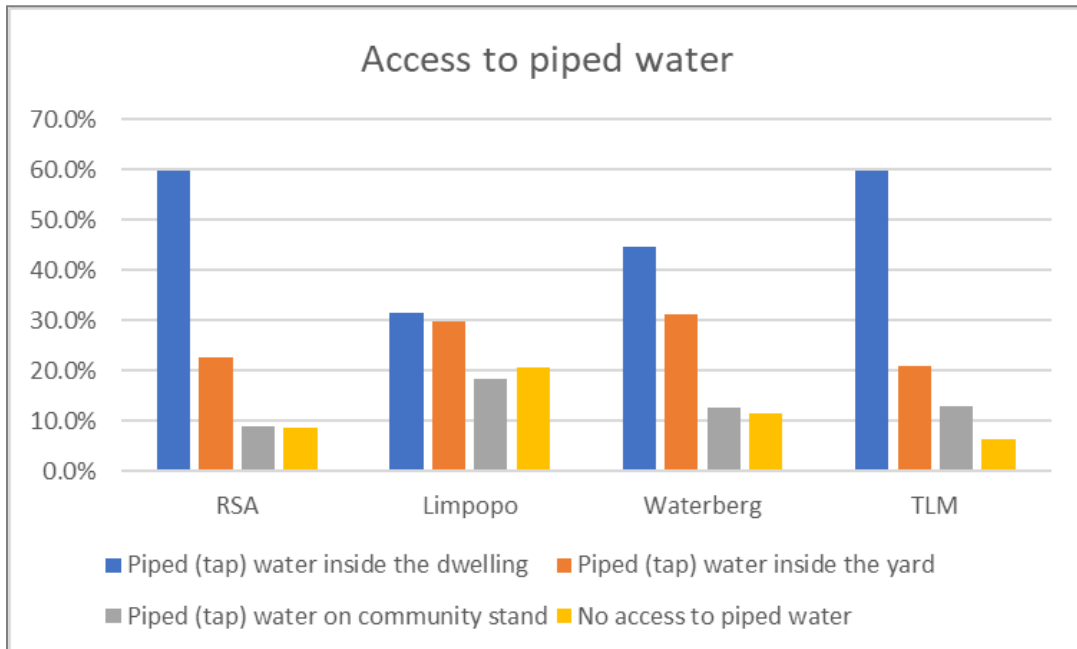


Figure 7: Access to piped water

Source: Stats SA Census 2022

Table 21: Education levels progress since last Census

Education levels	Limpopo		Waterberg District		TLM	
	2011	2022	2011	2022	2011	2022
No schooling (20+ years)	17.30%	14.10%	12.40%	8.30%	8.80%	4.80%
Higher education (20+ years)	9.10%	9.90%	8.50%	9.70%	7.60%	9.60%
Brief analysis:	Education levels in TLM population have improved since the last Census. The percentage of people above the age of 20 with no schooling improved by 4%, while the number of people who were able to achieve post-secondary level education improved by 2%.					

Source: Stats SA Census 2022

Table 22: Highest level of education (20+ years)

Education levels	RSA	Limpopo	Waterberg	TLM
No Schooling	6.9%	14.10%	8.3%	4.8%
Some Primary	7.4%	7.30%	7.7%	5.6%
Completed Primary	3.5%	3.30%	3.6%	3.5%
Some Secondary	31.6%	33.10%	35.9%	33.9%
Grade 12/Std10	37.6%	31.50%	33.6%	39.9%
Higher Education	12.2%	9.90%	9.7%	9.6%
Other	0.8%	0.90%	1.1%	2.6%
Brief analysis:	<p>According to the Census 2022 data, the number of people aged 20 years and older with no or limited education in TLM (4.8%) is lower than the National, Provincial and District average. Similarly, the percentage of people in this age group in TLM who have passed matric (39.9%) is higher than the National, Provincial and District average. A matric pass is a foundational step and an important starting point for an individual's future engagement in economic activities. In this regard, the Stats SA Quarterly Labour Force Survey data consistently demonstrates that unemployment rates for people with less than a Grade 12 education are higher than any other group. While TLM is performing better than the National, Provincial and District average, an improvement in education outcomes, i.e. a matric pass, could therefore support socio-economic development in the municipality.</p> <p>As noted in the previous SLP, the overall skills base of Thabazimbi town and Regorogile (Thabazimbi Mine's direct zone of influence) is mining-oriented. 58% of individuals with post-school qualifications or on-the-job training have been trained in mining or related skills (trade, engineering, construction, operating of heavy machinery, mechanical work). Only 2.3% of adults with post-school training or education have been trained in hospitality or tourism.</p>			

Source: Stats SA Census 2022

Table 23: Labour force characteristics (Q3: 2023)

	RSA Q3 2022	RSA A3 2023	Year-on-year changes	Limpopo Q3 2022	Limpopo Q3 2023	Year-on-year changes
Population of working age (15–64 years)	40 322 000	40 604 000	1.4%	3 945 000	3 971 000	1.3%
Number of employed persons	15 765 000	16 745 000	6.2%	1 337 000	1 539 000	15.1%
Unemployment rate (official definition)	32.9%	31.9%	-1.0%	31.0%	30.8%	-0.2%
Unemployment rate (expanded definition)	43.1%	41.2%	-1.9%	49.9%	45.1%	-4.8%
Number of people employed in the mining sector	407 000	409 000	0.5%	97 000	119 000	22.5%
Brief analysis:	The majority of the residents in the TLM (67.9%) are of working age. The unemployment rate in TLM is estimated to be around 20% which is lower than the Provincial average. ³⁰ A contributing factor to the number of unemployed people in TLM is the number of people (47.8%) who do not have any secondary school education. This results in increased levels of unskilled residents in TLM.					

Source: Stats SA Quarterly Labour Force Survey Q3: 2023 and Census 2022

Table 24: Public health care facilities

Social services	Waterberg District	TLM
Hospitals	11	1
Clinics	57	10
Mobile clinics	32	4
Emergency Management Services Stations	12	2
Brief Analysis:	According to the Waterberg District IDP, based on data sourced from IHS Markit Regional eXplorer version 2070, there was an estimated 68 200 people living with HIV/Aids in the Waterberg District in 2019. ³¹ This number is expected to increase at a rate of 2.06% annually. The IDP highlights a concerning link between the observed population decline and high levels of HIV/Aids related mortality in the area. ³² The municipality also faces challenges with a high rate of teen pregnancy; and ineffective HIV/AIDS and TB awareness campaigns. ³³ Furthermore, some communities in TLM do not have easy access (within a 5km radius) to hospitals and clinics.	

30 Stats SA Quarterly Labour Force Survey Q3: 2023

<https://www.statssa.gov.za/publications/P0211/P02113rdQuarter2023.pdf> p 10

31 Waterberg District IDP (note 8 above) p 86.

32 Waterberg District IDP (note 8 above) p 183.

33 As above.

Table 25: Educational and other community support facilities

Social services	Waterberg District	TLM
Schools ³⁴	ECD: 223 Primary: 250 Secondary: 149 Combined: 11 Special needs: 4 Independent: 21	ECD: 24 Primary: 20 Secondary: 6 Combined: 2 Special needs: 0 Independent: 3
Libraries	14	2
Fully/conditionally registered EDC Centres	442	34
Drop-in centres ³⁵	36	2
Community nutrition centres	4	0
Police station	27	1
Brief Analysis:	<p>Within the Waterberg District, challenges faced regarding education and training include poor road conditions and provision of transport for learners; lack of easy access to water; high rates of illiteracy; lack of facilities for disabled learners who are frequently then kept at home; proliferation and relocation of informal settlements; mismanagement of funds; demarcation of schools circuit not in line with municipal boundaries; overcrowding in classrooms; and increased rates of teenage pregnancy.³⁶</p> <p>When compared to the District average, TLM is poorly serviced as it relates to community nutrition and drop-in centres. Support in these areas could improve the overall well-being of vulnerable people within various communities. Funding for EDC centres also requires attention in TLM.³⁷</p> <p>In terms of safety and security, low levels of skills and limited training opportunities has resulted in the Waterberg District having the highest overall crime rate of the sub-regions within the overall Limpopo Province in 2019.³⁸ The Bela-Bela precinct, which includes TLM, performed worst overall in relation to the number of residential burglaries and theft related to motor vehicles and motor cycles.³⁹</p>	

34 Waterberg District IDP (note 8 above) p 105 citing Department of Education 2020 data.

35 A drop-in centre is a service agency where vulnerable people can go to obtain food and other support services.

36 Waterberg District IDP (note 8 above) p 114.

37 Waterberg District IDP (note 8 above) p 184.

38 Waterberg District IDP (note 8 above) p 187.

39 As above.

3.2.5 Key Economic Activities

Mining plays a significant role in driving economic activity in the Province. Limpopo is known for its abundant mineral deposits, which encompass a diverse range of valuable resources that include platinum-group metals, iron ore, chromium, high and middle-grade coking coal, diamonds, antimony, phosphate, and copper.⁴⁰ Additionally, the region boasts significant mineral reserves such as gold, emeralds, scheelite, magnetite, vermiculite, silicon, and mica.⁴¹

The Province exhibits characteristics commonly associated with developing areas, such as a focus on exporting primary products and importing manufactured goods and services.⁴² The Province benefits from favourable climatic conditions that support double harvesting seasons, making it a significant contributor to the agricultural market as a leading producer of various crops.⁴³ A variety of crops, including sunflowers, cotton, maize and peanuts, are cultivated in the Bela-Bela–Modimolle area.⁴⁴ A diverse range of fruits such as bananas, litchis, pineapples, mangoes and pawpaws, along with an assortment of nuts, are cultivated in the Tzaneen and Makhado regions.⁴⁵ The presence of tea and coffee plantations in the Tzaneen area has contributed significantly to the creation of numerous employment opportunities.⁴⁶ The Bushveld is known for its cattle farming practices, where controlled hunting is sometimes integrated alongside ranching activities.⁴⁷

Waterberg is one of South Africa's key mining districts.⁴⁸ Resources include platinum group metals (PGMs), iron ore, coal, diamonds, chrome, nickel, tin and tungsten.⁴⁹ The District houses the Medupi and Kusile Power Stations and an estimated total of 20 active mines.⁵⁰

According to the Waterberg IDP, TLM was the largest contributor (39% / R18 billion) to the District Gross Domestic Product (GDP) in 2018.⁵¹ During this reporting period, mining was the largest contributor (56%) to the District Gross Value Added (GVA). Other key sectors contributing to the Waterberg District GVA are depicted in Figure 8.

40 As above.

41 As above.

42 As above.

43 As above.

44 As above.

45 As above.

46 As above.

47 As above.

48 Department of Cooperative Governance and Traditional Affairs (COGTA) District Profile: Waterberg, 2020 https://www.cogta.gov.za/ddm/wp-content/uploads/2020/11/Take2_2020.06.15-WATERBERG-DISTRICT-PROFILE-Edited-Version-final_V1.pdf (accessed 19 October 2023) p 4.

49 As above.

50 As above.

51 Waterberg District IDP (note 8 above) p 198.

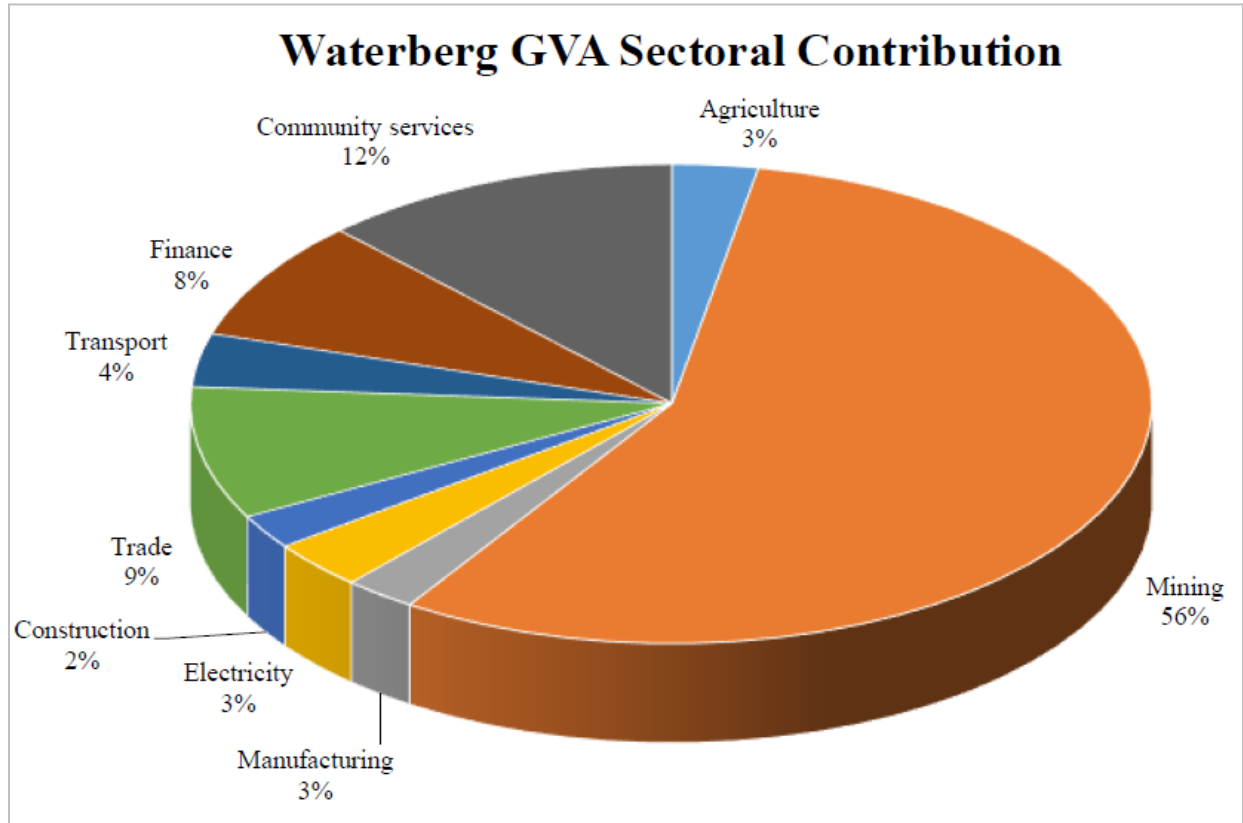


Figure 8: Economic Sector Contribution (Waterberg District)

Source: Waterberg District IDP

Key challenges facing the mining sector, as noted in the Waterberg IDP include the following:⁵²

- Lack of supportive rail infrastructure between Lephalale and Thabazimbi.
- Infrastructure development projects (roads) often fail to take off due to public private partners' inability to meet their commitment.
- Major constraint is issuing of water use licenses.
- The risk created by future mechanization in mining may drastically limit the effective participation of locals if skills development is not in line with mining modernization and the impacts of the.
- Fourth Industrial Revolution. An integrated district-based skills development approach had been initiated with mines but needs to be broadened to include other sectors.

Within TLM, the mining sector is the most significant employer.⁵³ It is also a significant contributor to in-migration into the municipal area which has both positive and negative socio-economic impacts.

⁵² Waterberg District IDP (note 8 above) p 209.

⁵³ TLM IDP (note 7 above) p 166.

From a spatial development and land use perspective, mining activities in TLM utilizes approximately 0.4% of the total land area in the municipality, compared to approximately 40% which is used for game farming and 55% which is used for farming.⁵⁴

While support for expansion of the mining sector in TLM is encourage, dependence on this sector can be problematic, as indicated below in section 3.2.6.

3.2.6 Dependency on Thabazimbi Mine

As noted in the previous SLP, the Thabazimbi Mine Social Closure Report and Social Closure Management plan of November 2015, highlights three levels of dependency of the mine host communities, particularly as it relates to mine closure:

- Reliance on the mine for wage income to sustain livelihoods: Although currently very low, closure will have an impact on employees and contractor employees.
- Dependency on the mine's induced jobs/multiplier effect to develop the local economy: Isolated, Thabazimbi Mine plays an important economic role, but relative to the total mining activity in the Thabazimbi economy the mine's role has diminished over the years. There is sufficient mining activity to not only mitigate the closure of Thabazimbi Mine, but to ensure sustainability in the local economy.
- Reliance on the mine to support public service provisioning: When it comes to social service provisioning and the quality of life that residents derive from basic municipal service delivery and infrastructure, the situation is different. Thabazimbi Mine's support to government in this regard seems more noticeable than that of other mining operations in the area due to SIOC's well-developed corporate social responsibility and the size of contributions funded by SIOC, rather than the mine itself. There is also the historically close symbolic relationship between Thabazimbi town and Thabazimbi Mine, and the fact that stakeholders are not ready for mine closure.

Since the compilation of the 2015 Thabazimbi Mine Social Closure Report, the number of employees at the Thabazimbi Mine was reduced from 772 full time employees and 299 contractors to the current 2023 level of 60 permanent employees and 239 core contractor employees. In addition, the financial contribution from the Thabazimbi Mine to the region has also reduced drastically since downscaling of commercial operations. Currently no income is generated by the mine and the only expenditure is related to the closure and rehabilitation activities. It is therefore clear that the total GDP contribution of the mine to the local economy has reduced substantially and with that also the dependency of the local economy of the Thabazimbi Mine.

3.2.7 Impact of the Mine on Local and Labour Sending Communities

Likely activities that will be undertaken during this SLP will focus on closure and rehabilitation activities. Table 26 details potential impacts associated with current and potential future closure and rehabilitation activities.⁵⁵

54 TLM IDP (note 7 above) p 87.

55 Shangoni (note 9 above) p 149 - 171

Table 26: Impact of the mine

Nature and significance of potential impact	Impact management actions / Mitigation measures
<p>Socio-economic impacts (positive) Existing jobs will be retained, providing income, therefore, having a further impact on the regional socio-economy aspects of the area, along with other benefits arising from the Social and Labour Plan.</p>	<ul style="list-style-type: none"> • Mine to focus on local recruitment radius of the mining operations). • Suitable skills development initiatives for the employees as well as bursary programmes for children of employees will enhance employability of workforce beyond the life of mine. • Educate mine/workforce with regards to the value of conservation and the potential for alternative income generation projects through tourism.
<p>Topography (negative) Slight alteration due to removal of dumps, but thereby promoting pre-disturbed topography.</p>	<ul style="list-style-type: none"> • Ensure that the topography is free draining upon completion of the reclamation. • Reclamation and associated activities to be limited to areas required the activity. General implementation of activities taking Mining and Biodiversity Guidelines into account.
<p>Soils, land use and land capability (negative)</p> <ul style="list-style-type: none"> • Incorrect disposal of waste that may pollute soil. • Spillage of chemicals. • Incorrect disposal of waste that may pollute soil. 	<p>Mitigation measure provided for in the approved EMP.</p>
<p>Biodiversity (negative) Spread of alien invasive plant species. Dust generated from activities may also negatively affect flora species.</p>	<p>Implementation of the control of Alien Invasive Vegetation Procedure.</p>
<p>Biodiversity (negative) Hauling activities could result in road mortalities since many animals, especially nocturnal animals, that attempt to cross the road are at risk to collide with oncoming haul traffic.</p>	<p>Enforce speed limit of 40 km/h for HDV and 60 km/h for LDV's on haul roads. Any mortalities to be reported to the Environmental Officer</p>

Nature and significance of potential impact	Impact management actions / Mitigation measures
<p>Surface Water (negative) The reworking of the dump will allow for the liberation and increased mobilisation of sediment. This will result in a physical deterioration of the quality of the surface water runoff to the environment.</p>	<ul style="list-style-type: none"> Continue to maintain the existing berm along the length of the haul road that is located downstream of the dump. Should it be determined during the reworking of the dump that the existing berm is proving to be insufficient, the berm should be upgraded. Construct a berm upstream of the reworking activities to limit the volume of surface water runoff to the active area. Discharge any storm water into well vegetated areas, where possible. Cleared areas outside direct development footprint should be re-vegetated and seeded (where necessary) as soon as possible following disturbance. Priority should be given to utilising species indigenous to the Thabazimbi area. Cleared areas should be fully rehabilitated, which includes removal or remediation of any contaminated soils potentially harmful to the environment.
<p>Groundwater (negative)</p> <ul style="list-style-type: none"> Disturbance of the aquifer. Degeneration of groundwater quantity. 	<ul style="list-style-type: none"> Continue with groundwater monitoring and separate clean and affected water. Relevant areas should be free-draining, and ponding of water should be minimised as far as practical or relevant.
<p>Air quality (negative)</p> <ul style="list-style-type: none"> Dust as generated from the various activities may arise from activities associated with excavation/ reclamation, crushing, storage and haulage. Dust impacts may be both of nuisance (fallout) as well as respiratory (PM) to humans as well as to vegetation (fall out dust), also with limited impact on the surrounding surface water. Vehicles will generate emissions to the atmosphere during general operations. The emissions are limited due to regular maintenance on vehicles. 	<ul style="list-style-type: none"> Ensure dust suppression is implemented on haul roads. Enforce speed restrictions to roads (haul roads) to suppress dust. Monthly dust fallout monitoring.
<p>Noise and Vibration (negative) Noise generated from various activities that include heavy vehicles (excavation and haulage) and plant equipment (e.g. crushing and screening operations). Noise impacts may be primarily a nuisance but is considered low due to the proximity to neighbouring receptors</p>	<ul style="list-style-type: none"> Regular inspections of vehicles and machinery. Ensure machinery and vehicles with excessive noise impacts are removed from site. Ensure stakeholders are aware of the relevant grievance. mechanisms available to them.

Nature and significance of potential impact	Impact management actions / Mitigation measures
	<ul style="list-style-type: none"> Make use of appropriate communication channels and engagement platforms to interact with the affected stakeholders proactively

Table 27: Other mining companies in the area

Name of Mining Company	Commodity
Goldfields Northam Platinum	Platinum
Rustenburg Platinum Mine (RPM), Amandelbult Platinum Mines	Platinum
RPM, Union Section	Platinum
PPC, Dwaalboom Palygorskite	Cement
Trollope Mining Services (TMS), Rhino Andalusite Mine	Andalusite
Siyanda Bakgatla Platinum Mine(Swartklip)	Platinum
Liemberg Mine	Chrome
Mamba (Continental) Cement	Cement
Samanco	Chrome

3.3 INTEGRATED DEVELOPMENT PLANNING

The Vision and Mission of the WDM is to be the best energy hub and eco-tourism destination in Southern Africa.⁵⁶ The Strategic Mission of the Municipality is to invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities. In keeping with this vision and mission, the District has identified mining, ore beneficiation, tourism and related sub-sectors, agriculture and agro-processing sub-sectors as first tier priority sectors.

Similarly, TLM subscribes to the vision of “a municipality with a diversified economy in the provision of excellent sustainable services” underscored by the mission of being “a leading municipality in the provision of excellent sustainable services in collaboration with stakeholders.”⁵⁷

Within TLM, key municipal priorities include:⁵⁸

1. Local Economic Development
2. Water, Sanitation, Electricity, Roads and Stormwater
3. Land for development
4. Institutional Development and Financial Viability
5. Waste Management and Environment
6. Community participation and Communication

⁵⁶ Waterberg District IDP (note 8 above) p 5.

⁵⁷ TLM IDP (note 7 above) p 16.

⁵⁸ TLM IDP (note 7 above) p 204.

7. Sports, Arts and Culture
8. Disaster Management
9. Transport and Community Safety

Table 29 lists priority issues were identified at Ward level during recent IDP public consultation.⁵⁹

Table 28: TLM community priorities

Priority number	Priority issue	Affected Wards
1.	Employment	1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
2.	Sports grounds	1, 4, 5, 7, 9, 10
3.	Cemeteries	1, 3, 5, 6, 8
4.	Water	4, 5, 6, 7, 9
5.	Paving of internal streets	1, 8, 9, 10
6.	Roads and stormwater	1, 4, 9
7.	Schools	5, 6, 7
8.	Land	5, 6, 7

Source: TLM IDP 2021-2026

Summarised issues raised during IDP public consultation are as follows:⁶⁰

- No service delivery (provision of water and electricity).
- Access to water – Thabazimbi, Northam (Block 3 and 4) and all informal settlements.
- Illegal dumping sites and waste collection.
- Internal streets and patching of potholes.
- Formalisation of informal settlements – Smashblock, Raphuti and Skierlik.
- Access to RDP houses.
- Land availability – residential and business purposes.
- Northam landfill site – acquisition of land.
- Walkways along main streets – Northam.
- High mast and street lights.
- Grass cutting.
- Access to sport and recreational facilities including community halls and parks.
- Access to health and educational facilities – Clinics and Schools.
- Waste water treatments plants – Northam and Thabazimbi.
- Upgrading of Regorogile sports ground.
- High unemployment rate – amongst youth.
- Cemetery – fencing in Smashblock.
- Domestic animals being kept in residential areas – Northam and Raphuti.

59 As above.

60 TLM IDP (note 77 above) p 205.

3.4 INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS IN THE LOCAL AND LABOUR SENDING AREAS (REGULATION 46 (C)(III))

3.4.1 Overview and rationale

To grow local economies and to make them sustainable require a number of building blocks to be in place as illustrated in Figure 9.

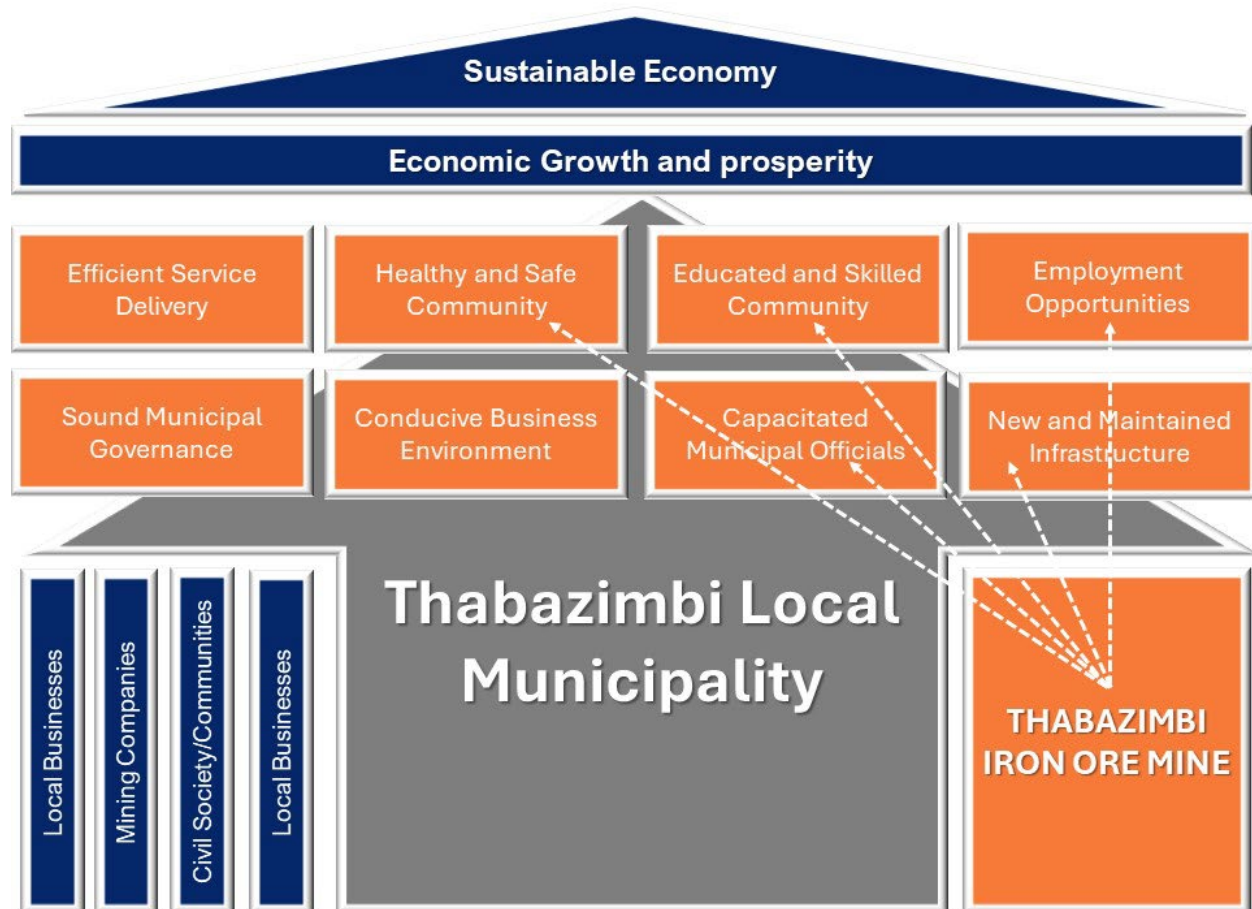


Figure 9: Towards a Sustainable Local Economy

In the absence of some of the basic building blocks as illustrated in Figure 9, any local economy will find it hard to create new jobs and stimulate economic activity. For a community to be sustainable and prosperous it has to be educated, skilled and healthy. In addition, it should have access to the necessary basic services that are well managed and maintained to ensure a high level of availability. Having these building blocks in place, creates an attractive environment for investors to enable the creation of new businesses, developments and employment opportunities. These attributes fall within the sphere and responsibility of local government. TLM is only one of many partners who can be called upon to improve the local economy’s future and provide quality of life for all its citizens. Public, business and governmental partners have to work collectively to create better conditions for economic growth and employment generation. Due to its locality

and legacy, Thabazimbi Mine's contribution to and impact on the town of Thabazimbi is more noticeable than that of other mining operations in the area with specific reference to the local municipality, schools, communities and businesses. Three main areas of impact associated with the closure of the Thabazimbi Mine have been identified:

- Employees will be impacted directly through a loss of jobs and income.
- The mine community will be impacted as there will be an increase in poverty, social disruption and a loss of consumption expenditure in local businesses.
- The local municipality's dependency on the Mine's involvement in local economic development, service provision and building administrative capacity will be exposed.

In response to the Mine's impact and understanding the principles of economic growth and sustainability, Thabazimbi Mine's LED Plan has been directed at the enhancement of individual and community well-being by following the path of local economic development that safeguards the welfare of future generations. Employment creation and poverty eradication are both dependent on the skill levels of people. In order for the local economy and business to grow and develop, the public and private sector need to work together to assist with skills development. In keeping with its obligations, Thabazimbi Mine has identified a preliminary list of potential community development projects for inclusion in this SLP is outlined in Table 29. Summary project plans in the required SLP Guideline Annexure A format are provided in Table 31 - Table 34

Table 29: Summary of LED Projects to be undertaken (FY 2024 – 2028)

Nature of Project	Project Name	2024	2025	2026	2027	2028	Total Financial Contribution (2024-2028)
INFRASTRUCTURE	Internal Road Upgrade		625 000	625 000	625 000	625 000	2 500 000
	Water Infrastructure Link	250 000	500 000	500 000	250 000		1 500 000
	Primary School Relocation (Phase 2)	300 000	400 000	400 000	400 000		1 500 000
INCOME-GENERATING	Tourism Shuttle and Tour Services	375 000	375 000	375 000	250 000	125 000	1 500 000
Total Financial Contribution by Mine for Committed Projects (FY 2024 to 2028):		925 000	1 900 000	1 900 000	1 525 000	750 000	7 000 000

3.4.2 Stakeholder engagement

Meetings and discussions with key local stakeholders that informed compilation of the draft SLP are summarised below in Table 30.

Table 30: Summary of consultations prior to submission of the draft SLP for public comment

Meeting attendees	Meeting date	Meeting objectives
Thabazimbi Local Municipality	30 November 2023	<ul style="list-style-type: none"> • To provide background on the current status of the Thabazimbi Iron Ore Mine. • To provide an overview of the mine’s SLP. • To provide an outline of the broad approach to the SLP Review process. • To secure input from TLM on the SLP LED elements. • To clarify consultation requirements as part of the SLP review process.
Waterberg Tourism	4 December 2023	To explore the possibility of including tourism specific LED projects in the SLP.
Labour Unions	24 January 2024	<ul style="list-style-type: none"> ▪ To provide an overview of the Social and Labour Plan (SLP) Human Resource Development (HRD) and Local Economic Development (LED) Programme that forms part of the Thabazimbi Iron Ore Mine (TIOM) SLP for the 2024 – 2028 reporting period. ▪ To obtain input regarding the draft SLP in general and specifically on the HRD and LED programme. ▪ To outline of Stakeholder Engagements requirements. ▪ To focus on specific areas of interest/queries from Union representatives

A record of these engagements is included in Appendix B.

The objectives of the current stakeholder engagement with the broader community are as follows:

- Inform and consult with stakeholders about the next generation SLP, ensuring communities receive accurate information through recognized engagement channels.
- Ensure that communities and associated stakeholders are listened to and that they have appropriate channels to provide feedback on their ideas and concerns, raise issues, ask questions and find out more information about the SLP.
- Record all comments, queries, suggestions and concerns along with ArcelorMittal’s considered responses in a Comment and Response Register (CRR) or minutes of meetings.
- Build relations to support collaboration with communities and associated stakeholders to jointly develop a SLP that is acceptable by the mine affected communities.

Interested and Affected Parties (I&APs) were invited to submit comments on the draft SLP and proposed mine community development projects during a 30-day comment period. As per the requirements of MPRD Regulation 46B(b) read with Regulation 3A and EIA Regulations 40 – 44, the following key tasks are required in support of the SLP public consultation process:

- A database of I&APs must be prepared, taking care to include relevant I&APs as per MPRD Regulation 1. The database must be updated through the SLP consultation process with information provided by I&APs who attended the various meetings or who reached out to the Public Participation office telephonically, via WhatsApp or via email.
- Placement of advertisements in English and Setswana in a local newspaper.
- Placing site notices in English and Setswana within close proximity of the Mine and within the local municipality at places frequented by the public such as shops, clinics and public libraries.
- Printing and placement of the draft SLP at publicly accessible places in the local municipality. Venues could include public libraries, clinics, or the local municipality offices.
- Uploading of the draft SLP to a publicly accessible website.
- Convene, facilitate and minute public meeting(s). The purpose of the meeting(s) will be to confirm with the local community that proposed SLP LED projects are aligned with needs outlined in the TLM IDP. The meetings will be an opportunity for the local community to contribute comment on the proposed SLP.

All issues raised during the 30-day comment period will be captured in a comment and response report. A consolidated record of consultation that contains proof of consultation including newspaper advert tearsheets; photographs of site notice placement; delivery notes for public places; proof of emails, SMSs and letters sent; all correspondence received; minutes and attendance registers of meetings; stakeholder database; and the comment and response report will be prepared and submitted to the DMRE with the final SLP.

Table 31: Internal Road Upgrade Project

Project Name: Internal Road Upgrade Project		Project classification: Infrastructure							
Background	As indicated in the TLM IDP, support for resurfacing of streets in Ipelegeng Township is a priority need. As such, the Mine has made provision for resurfacing of up to 1km of road. This will entail gravel and paving of an internal road at Ipelegeng Township.								
Geographical location of project	Municipality	Ward	Town name	Project Start Date	Project End date				
	Thabazimbi Local Municipality	Wards 9	Ipelegeng Township	2024	2028				
Output	Key Performance Area	Key Performance Indicator	Responsible entity	Quarterly timeline and year					Total budget
				2024	2025	2026	2027	2028	
Approval by all key role players to implement the project	TBA	TBA							
Appointment of contractors/ supplies on a quotation/tender basis	TBA	TBA							
Resurfacing of road and hand-over to TLM	TBA	TBA							
Annual budget					625 000	625 000	625 000	625 000	2 500 000
Classification of jobs	No. of jobs to be created					Comments			
	Male adult	Female adult	Male youth	Female youth	Total				
Short term	TBA	TBA	TBA	TBA	10				
Medium term									
Long term									
Completion date and exit strategy: Upon completion, the responsibility for ongoing management, repairs and maintenance will revert to TLM in line with existing procedures and municipal by-laws. This will be described in detail in the MOU to be signed between TIOM and TLM prior to commencement of the LED project..									

Table 32: Water Project

Project Name: Water Project		Project classification: Infrastructure							
Background	As a continuation of work done under the previous SLP, TIOM proposes to connect a new distribution line to the existing Municipality' bulk pipe to enable supply of water through the newly built distribution line. The aim of the project is to ensure a steady supply of water to Regorogile Township.								
Geographical location of project	Municipality	Ward	Town name	Project Start Date	Project End date				
	Thabazimbi Local Municipality	Wards 9	Regorogile Township	2024	2028				
Output	Key Performance Area	Key Performance Indicator	Responsible entity	Quarterly timeline and year					Total budget
				2024	2025	2026	2027	2028	
Approval by all key role players to implement the project	TBA	TBA							
Appointment of contractors/ supplies on a quotation/tender basis	TBA	TBA							
Undertake connection of new distribution line to existing Municipal bulk pipeline and hand-over to TLM	TBA	TBA							
Annual budget				250 000	500 000	500 000	250 000		1 500 000
Classification of jobs	No. of jobs to be created					Comments			
	Male adult	Female adult	Male youth	Female youth	Total				
Short term	TBA	TBA	TBA	TBA	5				
Medium term									
Long term									
Completion date and exit strategy: Upon completion, the responsibility for ongoing management, repairs and maintenance will revert to TLM in line with existing procedures and municipal by-laws. This will be described in detail in the MOU to be signed between TIOM and TLM prior to commencement of the LED project.									

Table 33: School Upgrade Project

Project Name:		School Upgrade Project					Project classification:		Infrastructure				
Background	This is Phase 2 of an existing project (not part of a previous SLP). The project will involve the relocation of ISTORES Primary School from Ben Alberts to Regorogile. The project will involve construction of two additional classrooms. The project will provide opportunities and employment opportunities for local SMMEs in the construction sector. Ultimately the project will support the broader community with more classrooms being made available to accommodate more learners from the area.												
Geographical location of project	Municipality	Ward		Town name		Project Start Date			Project End date				
	Thabazimbi Local Municipality	Wards 9		Regorogile Township		2024			2028				
Output	Key Performance Area	Key Performance Indicator	Responsible entity	Quarterly timeline and year					Total budget				
				2024	2025	2026	2027	2028					
Approval by all key role players to implement the project	TBA	TBA											
Appointment of contractors/ supplies on a quotation/tender basis	TBA	TBA											
Undertake upgrades and hand-over to TLM and the Limpopo Department of Education.	TBA	TBA											
Annual budget				300 000	400 000	400 000	400 000				1 500 000		
Classification of jobs	No. of jobs to be created					Comments							
	Male adult	Female adult	Male youth	Female youth	Total								
Short term	TBA	TBA	TBA	TBA	20								
Medium term													
Long term													
Completion date and exit strategy: Upon completion, the responsibility for ongoing management, repairs and maintenance will revert to the relevant Provincial or Local Authority as agreed with all role-players.													

Table 34: Tourism Shuttle and Tour Services Project

Project Name: Tourism Shuttle and Tour Services Project		Project classification: Income generating							
Background	The proposed project is intended to support growth and development of the local tourism sector by establishing Tour Guides and by making provision for a limited number of vehicles (branded) to provide shuttle services through local tourism establishments. Vehicles will provide an advertisement platform to generate income for the Tour Guides. Estimate number of vehicles: 1 – 2. Estimated number of Tour Guides (with and without vehicles): 1 – 2.								
Geographical location of project	Municipality	Ward	Town name	Project Start Date	Project End date				
	Thabazimbi Local Municipality	All Wards	Thabazimbi	2024	2028				
Output	Key Performance Area	Key Performance Indicator	Responsible entity	Quarterly timeline and year					Total budget
				2024	2025	2026	2027	2028	
Approval by all key role players to implement the project	TBA	TBA							
Appointment of contractors/ supplies on a quotation/tender basis	TBA	TBA							
Provide vehicles to tour guides. Local project beneficiaries.	TBA	TBA							
Annual budget				375 000	375 000	375 000	250 000	125 000	1 500 000
Classification of jobs	No. of jobs to be created					Comments			
	Male adult	Female adult	Male youth	Female youth	Total				
Short term	TBA	TBA	TBA	TBA	5				
Medium term									
Long term									
Completion date and exit strategy: Upon completion, the responsibility for ongoing management, repairs and maintenance will revert to the Waterberg Tourism. This will be described in detail in the MOU to be signed between TIOM and Waterberg Tourism prior to commencement of the LED project.									

3.5 HOUSING PLAN

3.7.1 Overview

The mine workers live in their own homes in the surrounding area and no staff are housed on site. While it is not TIOM's policy to provide staff housing, the mine is committed to ensuring that all employees live in their own accommodation of adequate standard to create solid home base.

TIOM also has stock of mine owned houses. It is the mine's intention to sell these houses to staff members at a discounted price.

The mine has set out its strategic action plan for housing – see Table 35.

Table 35: Strategic Housing Plan for TIOM

Action	Sub Action Steps	Output	Responsible Person/s	Timeframe
Review all housing stock owned by the mine.	To create a data base of mine owned housing and the value of each.	Database of Mine owned housing.	Mine manager	March 2025
Set out criteria for selling mine owned housing	Resolve policy and process for sale of mine housing	Policy and criteria for sale/purchase of mine housing	Mine manager	March 2025
Create a channel for assisting staff to acquire mine owned housing	Identify financial service providers and mechanisms for assisting staff to purchase mine housing.	Enable staff members to purchase mine housing	Mine Manager & Head Office	June 2025

3.6 Nutrition amongst employees at TIOM

The mine requires that all staff are properly fed to maintain a fit workforce. It is, therefore, important that the workforce that is properly fed to ensure improved health and well-being as well as the ability to perform better for a longer period. In support of this objective TIOM provides employees with nutritional supplements designed to support well-being and assist with fatigue management. The mine further provides its workforce with energy drinks daily.

TIOM also has a Wellness Programme designed to assist employees in maintaining their physical and mental wellbeing.

3.7 PROCUREMENT PROGRESSION PLAN AT TIOM

3.7.1 Overview

TIOM has recognised that to effectively participate in the transformation of the South African economy, it has to institute preferential procurement practices across its entire supplier base. All procurement within TIOM operates according to the AMSA Procurement Policy and Guiding Principles which constitutes the framework within which all procurement sourcing initiatives are managed within AMSA.

In particular, the framework applying to Preferential Procurement are set out below. The objective of TIOM's preferential procurement policy is to maximise opportunities for HDSAs to supply goods and services to TIOM. This will contribute to the development of sustainable HDSA business enterprises and will contribute to the purchasing and procurement requirements of the MPRDA Act and Mining Charter.

Notwithstanding the above, it must be recognised that TIOM is moving towards closure. Therefore, spend on capital goods is limited and the majority of spend is linked to services.

3.7.2 Preferential Procurement

Preferential procurement considers the award of procurement decisions within the context of AMSA's license to operate. Preferential procurement guidelines contained in this policy document applies to all procurement initiatives covered in this policy document.

Preferential procurement considers the award of procurement decisions within the context of AMSA's transformation strategy and ensures that procurement decisions are fully aligned with AMSA's transformation objectives. These being to:

Promote compliance with legislation relating to broad based black economic empowerment (BBBEE). Support and promote preferential procurement initiatives and projects for purposes of improving procurement from qualifying vendors (vendors with a compliance rating between Level 1 to 4)

Preferential procurement refers to the procurement of goods and/or services where preferential consideration is given to compliant vendors, that is, vendors holding a valid BBBEE certificate or affidavit with a compliance rating between Level 1 to 4, noting that further consideration is applied to the following classifications:

- Emerging Micro Enterprise (EME) vendors
- Qualifying Small Enterprise (QSE) vendors
- Black Owned (BO) vendors
- Black Woman Owned (BWO) vendors
- Black Youth Owned / Controlled (BYO) vendors

3.7.2.1 On-boarding of new vendors and the extension of existing vendor participation:

- EME vendors:
In instances where a new vendor is to be registered on AMSA's vendor database, or in instances where an existing vendor is to be linked to a new material master source list, and that vendor is an EME vendor, such a vendor will, by first intent, be a majority black owned vendor and will hold a valid B-BBEE affidavit to this end.
- QSE and Generic vendors:
In all other instances, the registration of new vendors or the extension of a vendor's source list to other material masters, such a vendor will hold a valid and compliant B-BBEE certificate.

Table 36 and Table 37 set out the targets preferential procurement targets for TIOM.

Table 36: TIOM Procurement Targets – Mining Goods

	Targets				
	2024	2025	2026	2027	2028
Mining Goods -Procurement spend on South African manufacture goods	18.0%	18.0%	18.0%	18.0%	18.0%
Split as follows:					
HDP owned and controlled entities	10.0%	10.0%	10.0%	10.0%	10.0%
Women owned or Youth controlled entities	3.0%	3.0%	3.0%	3.0%	3.0%
BEE Compliant Companies	5.0%	5.0%	5.0%	5.0%	5.0%

Table 37: TIOM Procurement Targets - Services

	Targets				
	2024	2025	2026	2027	2028
Spend on South African companies	77.5%	77.5%	77.5%	77.5%	77.5%
Split as follows:					
HDP owned and controlled entities	50.0%	50.0%	50.0%	50.0%	50.0%
Women owned and controlled entities	15.0%	15.0%	15.0%	15.0%	15.0%
Youth owned and controlled entities	5.0%	5.0%	5.0%	5.0%	5.0%
BEE Compliant Companies	7.5%	7.5%	7.5%	7.5%	7.5%

TIOM has set a target of 25% procure, over all the above mentioned including non-compliant vendors, of the total purchases per month from vendors in the TLM area. Where applicable, the purchases are in the above targets.

Form T (see Appendix C) summarises the procurement spend as at 31 December 2023 at TIOM.

Section 4: Processes Pertaining to Management of Downscaling and Retrenchment

4.1 INTRODUCTION

During 2015, the Sishen Iron Ore Company (Pty) Ltd, the mine owners at that time, made the decision to close its TIOM. The decision followed an extensive review of the mining operation as well as certain contributing factors, including¹:

- The mine was more than 80 years old at the time;
- Difficult mining conditions due to the inherent geo-technical complexities were exacerbated by a limited remaining iron ore resource towards the end of the mine life;
- Increased operating costs due to high waste stripping requirements; and
- A slope failure on 6 June 2015 which has rendered the iron ore resources in the one remaining pit uneconomic to mine.⁶¹

Taking this into consideration a decision was made to compile a Final Mine Decommissioning and Closure Plan, focussing on fulfilling the requirements of the National Environmental Management Act (Act No. 107 of 1998) (NEMA), Mineral and Petroleum Resources Development Act (Act No. 28 of 2002) (MPRDA) and the Anglo Closure Toolbox to support the transition from the current TIOM activities.

TIOM acknowledges this reality and commits to addressing the impact of such downscaling/closure pro-actively and implementing processes that minimize unemployment and job losses.

As part of this TIOM recognizes the importance of notifying the Minerals and Mining Development Board (in terms of Section 56(1) of the MPRDA) if the following occurs within the mining environment during the life of the mine and 3 – 5 years prior to the end of the life of the mine:

- Where the prevailing economic conditions cause the profit to revenue ratio of the mine to be less than six percent (6%) for a continuous period of twelve (12) months; or
- If any mining operation is to be scaled down or to cease with the possible effect that ten percent (10%) or more of the workforce or more than 500 employees, whichever is the lesser, are likely to be retrenched in any twelve (12) month period.

The mine also undertakes to comply with any ministerial directive in line with the requirements set out in Section 52 of the MPRDA arising from such a retrenchment exercise.

Notwithstanding the above, TIOM remains committed to planning pro-actively in terms of the SLP requirements, and to ensuring that all efforts are made to minimise job losses and/or an increase in unemployment.

4.2 ESTABLISHMENT OF A FUTURE FORUM (REGULATION 46 (D)(I))

The establishment of a Future Forum is required under Regulation 46 (d)(i) of the regulations of the MPRDA. In addition to the main points listed below, it is also proposed that the Future Forum will assist

⁶¹ Anglo American: SIOC - Thabazimbi Mine Final Decommissioning and Closure Plan May 2017

the mine with the implementation and monitoring of the SLP. This is an important component of the Mine's SLP.

A Future Forum will be established by TIOM with the following objectives:

- Discuss and take measures to avoid large-scale job losses;
- Ameliorate the social and economic impact of job losses;
- Anticipate the possibility of job losses and implement contingency plans;
- Give timeous warning to affected individuals to improve their chances of finding alternative employment;
- Provide employees who are affected with assistance;
- Promote portability of skills through the effective implementation of training initiatives that will lead to up-skilling of the development of additional skills that may be applied inside or outside the mining industry;
- Inform and ensure continuous communication with the workforce on all SLP matters;
- Discuss industry trends and challenges on an ongoing basis; and
- Notify the Department of Labour of plans if more than ten percent (10%) of the workforce could be retrenched in one year.

The overall effectiveness of the Future Forum will arise from timeous analysis of problems because this will make it possible to explore and implement appropriate solutions in a structured manner. In addition, the Future Forum will be the liaison between the Department of Labour, TIOM management and all other affected parties.

The Department of Labour will establish a Social Plan Technical Support Facility (SPTSF) to support and guide the Future Forum with technical assistance in the analysis of problems facing the mine. The services of the SPTSF will be available to the mine, worker representatives and affected communities at times of major, large-scale retrenchment.

TIOM commits itself to establishing a Future Forum at the mine within 6 months of receipt of the new order mining rights. This Future Forum will comprise of the General Manager, the Human Resources Manager and worker/union representatives.

4.3 MECHANISMS TO AVOID JOB LOSSES (REGULATION 46 (D)(II))

TIOM commits to making every effort that will promote security of employment through sound management of the operations for the entire existence of the life of the mine. In addition, the mine and TIOM endorse a policy that focuses on retaining skills rather than losing them during retrenchment exercise.

In order to avoid or limit retrenchments the following alternatives will be explored and / or implemented where applicable:

- Recruitment of new employees will only take place when the mine has attempted to fill vacant positions from internal sources;
- Terminating the services of contractors where the contractor does not perform specialized work or in cases where this is not economically feasible;
- Voluntary retrenchments whereby regard shall be given to the mine's operational requirements and the need for the retention of skills and experience;
- If vacancies at the same job grade level or lower grade jobs are available at other mines in the Group, surplus employees will be offered transfers
- Should no vacancies at the same or lower levels be available within the Group, the mine will endeavour to find positions for surplus employees amongst other businesses in the immediate vicinity

In addition, in terms of the company's skills development strategy, there is a focus on the provision of portable skills within the workforce throughout the life of the mine. These skills should support those employees who either do not wish to be transferred or who cannot be accommodated in other operations in remaining economically active when downscaling and/or retrenchments are unavoidable.

4.4 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS WHERE RETRENCHMENT UNAVOIDABLE (REGULATION 46 (D)(III))

4.4.1 Consultation Mechanisms

In circumstances where TIOM is of the opinion that retrenchments are unavoidable, it will embark on a comprehensive consultation process with all interested and affected parties, as prescribed in terms of Section 189 of the Labour Relations Act (LRA) and any collective agreement in force at the time.

Consultation will take place based on the following principles:

- The union will be notified in writing with a minimum of three calendar months prior to the intended date of retrenchment
- The notice will include:
 - ❖ Reasons for the contemplated retrenchment
 - ❖ Number likely to be affected
 - ❖ Period during which the retrenchments are likely to be carried out
 - ❖ Steps that will be taken by the company to avoid the retrenchments
 - ❖ Assessment of the duration of its inability to provide work for employees
- Discussions with the Future Forum will continue on an ongoing basis
- Retrenchment principles as set out in any prevailing collective agreement will be applied
- Information will be shared with the Future Forum members, unions and employee representatives. This information will be based on the Financial and Operational status of the mine
- Proposals presented by the union and employee representatives will be considered in a serious fashion
- Creative initiatives / mechanisms will be applied / implemented to minimize the retrenchments.

4.4.2 Notification of all relevant parties

As indicated in Section 4.1, TIOM will be required to provide the Minerals and Mining Development Board with sufficient notification of retrenchments during the life of the mine and 3 – 5 years prior to the end of the life of the mine. The additional parties that will require notices with specific time frames are the:

- Future Forum
- Department of Employment and Labour (DEL)
- Thabazimbi Municipality
- Trade Unions
- Relevant authorities of any major sending areas as determined by the mine's labour-sending records
- Media, JSE security exchange due to TIOM being a public company

4.4.3 Support Mechanism for affected employees

The Future Forum will also be responsible for coordinating or requesting the services offered by the Department of Labour should TIOM need to retrench more than ten percent (10%) of its workforce. These services include:

- Setting up Retrenchment Response Teams competent in employment services, human resources development and the Unemployment Insurance Fund (UIF);
- Forming a committee to determine the type and standard of services to be provided to the retrenchees, the financial resources that are needed to cover these additional services and the extent of the resource allocation from each partner; and
- Establishing a Job Advice Centre in or near the major sending areas.

In addition, the Future Forum will consult with the Department of Labour over further services, on the basis of specific agreements between the department and representatives of management and workers at TIOM. Funding of the services will have to be jointly agreed by the parties.

The Future Forum will also ensure that adequate attention is paid to the provision of retrenchment packages. In terms of the current Retrenchment Agreement entered into with the Union affected employees will receive the following minimum payment on retrenchment:

- Salary / wages due
- Accumulated leave pay
- Outstanding bonuses earned (pro-rata)
- Outstanding overtime pay and payment of allowances
- Thirty (30) days notice for retrenchment – such payment will be based on the employee's beneficiary salary for the period mentioned above
- Three (3) weeks beneficiary salary for each completed year of service or pro rata portion thereof
- Provident/Retirement Fund benefits, as specified as per the rules of the applicable fund at the time of retrenchment
- Long service award if the employee would have qualified for this within a period of three (3) months after the effective date

In addition, assistance will be provided in the form of:

- Liaison with other companies advising them of surplus manpower available and affording interested employers interviewing facilities at the mine's premises;
- Giving affected employees reasonable opportunity during the notice period to seek alternative employment elsewhere and to attend interviews;
- Permitting affected employees who occupy company accommodation/housing to continue occupation for a period of three (3) months while the employee seeks alternative employment or attends vocational skills training courses/programmes;
- Paying the costs of furniture removal and travel for employees transferred to any of the Group's other operations;
- Bearing actual and agreed relocation costs of retrenched/married members who have been allocated company accommodation/housing to the place of recruitment.

The above provisions will be consistent with TIOM's Retrenchment Policy and may be altered in terms of applicable legislation and or collective agreements with stakeholders.

4.4.4 Mechanisms to Ameliorate the Socio-Economic Impact of Retrenchment or Mine Closure (Regulation 46 (d)(iv))

The majority of the mining within TIOM takes place at De Punt which is an undeveloped location and has no local community. However, the potential of large-scale downscaling and retrenchment exercises will have an impact both on TIOM and the businesses and communities from which goods and services are procured. The Future Forum will have to conduct careful planning and assessments of this in advance to evaluate the potential impact. Mechanisms will be implemented to reduce the social and economic impact that a retrenchment exercise has on individuals, regions, and economies.

In addition to the above, additional measures may be needed to support and manage the impact of the mine closure on those communities from which labour is sourced. Such measures will include the following:

Communication: Communication will be at the forefront of the process by making all affected parties aware of the downscaling/retrenchment exercise and the effect it will have on the community. They will receive feedback and consider proposals on how to minimize the impact on the socio-economic circumstances of the area.

Socio-economic impact analysis (SEIA): Specialist consultants will carry out an SEIA prior to the development of detailed closure management plans. This will incorporate interaction with both the Future Forum and relevant community structures.

Mine Closure strategies: The plans to manage the socio-economic impact of retrenchments and/or the mine closure must be both comprehensive and will include a variety of strategies. These strategies will be guided by the following principles:

Consultation –Conducting comprehensive and sensitive consultation with:

- Local Communities
- Government Departments
- Other relevant parties identified
- Local businesses (those reliant on the mine and those that are independent)

Capacity Building - Assisting retrenched employees to set up own business and local business to expand their operations:

- Support and guidance provided during life of mine and at time of retrenchment
- Encouraging entrepreneurial initiatives with local business and interested employees

Mentorship -Utilizing mentorship structures that started during the life of the mine and in line with the needs of the groups/structures during the retrenchments:

- Continued mentorship of empowerment groups and local community structures
- Ad hoc mentoring for entrepreneurs as required based on projects

Skills Portability – Conducting skills development for those employees facing retrenchment in support of and in addition to skills development initiatives that take place during the life of the mine. It will not only focus on mine related skills training but provide the opportunity to transfer to other industries and promote employability:

- Build on skills that will be recognized nationally
- Build on existing skills of employees
- Address skills gaps and through this enable employees to manage their own careers
- Provide business related training where applicable

Section 5: Financial Provisions

5.1 INTRODUCTION

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 SLP.”

TIOM will make financial provision for each component of the SLP as required. Table 5.1 presents a summary of the financial commitment by the mine to each element of the SLP for a five (5) year period from 2024 to 2028.

Progress in meeting these commitments will be reported in the Annual SLP Report. Actual expenditure in each of the three (3) elements of the SLP will also be reported annually.

Table 38: Financial Undertakings in respect of TIOM

	2024	2025	2026	2027	2028	Total Financial Commitment (2024-2028)
Human Resource Development Programmes (Section 2)	R405 000	R705 000	R695 000	R565 000	R605 000	R2 975 000
Total LED Budget (Section 3)	R1 000 000	R1 875 000	R1 875 000	R1 375 000	R875 000	R7 000 000
Closure and Retrenchment Management Programmes (Section 4)	R5 000	R5 000	R5 000	R5 000	R5 000	R25 000
TOTAL	R1 410 000	R2 585 000	R2 575 000	R1 945 000	R1 485 000	R10 000 000

5.2 SKILLS DEVELOPMENT PROGRAMME (REGULATION 46 (E)(I))

Section 2 outlines the Human Resource Development Programmes to be adopted by the mine. The exact breakdown of the financial provision for the Human Resource Development Programmes, as outlined in Section 2, may change according to company needs and the evolving business plan during the life of the mine. In addition to the direct commitment by TIOM’s for the training of its staff, additional financial contribution is made by TIOM through bursaries for both employees and for their dependents.

5.3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME (REGULATION 46 (E)(II))

In order to meet the scope of the Infrastructure Development and Poverty Alleviation Programmes as outlined in Section 3.4, TIOM has undertaken to assist the local municipality with infrastructure development through the continued internal road upgrades; water infrastructure upgrades; and upgrades at the local primary school (Phase 2). In addition, the mine has undertaken to assist in the creation of alternative sustainable employment opportunities for the surrounding communities.

5.4 THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS (REGULATION 46 (E) (III))

The on-going investment in Human Resource Development Programmes and facilitation of training during the life of the mine is intended to support the acquisition of skills that will provide employability to the workforce beyond the life of the mine... In addition to provisions for vocational training set out in the Retrenchment Agreement with NUM as the mine moves closer to the end of life TIOM's annual training plan will take on a different character focusing more on the provision of skills that are portable outside of the mining industry. This will ensure that employees are provided with alternative skills in advance and that such training is not left until downscaling or closure are imminent.

Negotiations with regard to retrenchment packages will be carried out at the time these take place. Such negotiations and consultation will be in line with prevailing legislation and best practice. In addition, provisions for downscaling and retrenchments will be finalized in the Future Forum as the need arises.

**Section 6:
Undertaking and Communication**

6.1 UNDERTAKING (REGULATION 46 (F))

I, _____, the undersigned and duly authorized thereto by

ArcelorMittal South Africa Limited

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

Signed at _____ on this _____ day of _____ 2024

Signature

Designation _____

Contact Details: tel: _____

e-mail: _____

Approved

Signed at _____ on this _____ day of _____ 20

6.2 COMMUNICATION OF THE SOCIAL AND LABOUR PLAN TO EMPLOYEES (REGULATION 46 (F))

In order to comply with the requirements of the MPRDA (specifically regulation 46(f)) TIOM will ensure that each employee is informed about the provisions laid out in the mine's SLP as well as progress in achieving the objectives on an annual basis. In order to communicate the information effectively, TIOM intends to implement a communication process utilizing existing communication structures as well as the Future Forums to be set up. These existing structures include:

- CPDC – Central Negotiating Committee (at Group level)
- Joint Mine level committees – management and shop stewards
- Employment Equity/Skills Development Joint Committees
- Company Website
- Company Newsletter – ***Siyakhanya***
- Regular shift briefing session

To ensure that all employees are fully informed with regard to the provisions of the SLP, TIOM undertakes to:

- Hold dedicated meetings on an annual basis to provide feedback to employees on the progress made within the SLP
- Present the feedback in an appropriate format to be understood by all employees. This may include verbal, face-to-face communications with the assistance of interpreters as well as other communication mechanisms deemed appropriate at the time of the message being delivered
- Utilise the Future Forum to discuss and communicate SLP issues during the life of the mine as well as issues pertaining to downscaling and retrenchment should these arise.

Appendix A: Confirmation of Submission of Workplace Skills Plan

Mining Qualifications Authority
7 Anerley Road
Parktown, Johannesburg
Private Bag X118, Marshalltown, 2107
Tel: 010 593 1916
Email: info@mqa.org.za



Mr Daniel Seleka
THABAZIMBI IRON ORE MINE
L650762414
R510 Warmbad Road
Donkerpoort
Thabazimbi
0380
Tel: 087 352 8152
Cell: 0731874080
E-mail: dan.seleka@arcelormittal.com

31 May 2023

Dear Mr Seleka

2023 WSP/ATR Receipt
Well done, you have submitted your WSP/ATR

Should you have any queries relating to the Mandatory Grant payments, please contact the Skills Development Levy Officer at 011 547 2623 or RMatumba@mqa.org.za

Yours in Skills Development,

MQA SDR TEAM
Skills Development and Research Unit


www.mqa.org.za

Appendix B:

Record of consultations prior to submission of the draft SLP for public comment

Thabazimbi Local Municipality


AGENDA



PROJECT NAME	ARCELORMITTAL THABAZIMBI IRON ORE MINE
MEETING DATE	30 October 2023
VENUE	Thabazimbi Local Municipality, 7 Rietbok Street Thabazimbi
MEETING SUBJECT	ArcelorMittal SLP Meeting

DISTRIBUTION	REPRESENTATIVES OF: Thabazimbi Local Municipality ArcelorMittal, Thabazimbi Iron Mine EVA Solutions, SLP Consultants
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ITEM	SUBJECT
1	Welcome and Introductions
2	Purpose of the meeting
3	Background, overview and current status of Thabazimbi Iron Ore Mine
4	SLP Review process
5	Identification of Ward based needs in order to identify suitable LED projects to include in the SLP
6	Clarification of consultation requirements as part of the SLP review process
7	Further questions and clarification
8	Next steps and meeting closure





ATTENDANCE REGISTER

DATE: 30 October 2023	TIME: 10:00am	VENUE: Thabazimbi Local Municipality, 7 Rietbok Street Thabazimbi
DESCRIPTION: Stakeholder Engagement to discuss Thabazimbi Iron Ore Mine SLP		

NAME AND SURNAME	COMPANY, ORGANISATION AND POSITION	TEL NO.	EMAIL
Edward Kemeke	ArcelorMittal (EIA)	064 681 5075	info@espart.co.za
Seagale Piloane	TUNA	066 4955541	Seagalepiloane104@gmail.com
op Morkwe	Tuna	0826084903	philipmorkwe@tunam.com



ARCELOR MITTAL SLP 2024 - 2028
 THABAZIMBI MINE

SLP STAKEHOLDER ENGAGEMENT WITH THABAZIMBI LOCAL
 MUNICIPALITY

MEETING NOTES

DATE: 30 OCTOBER 2023

TIME: 10h00 – 11h00

VENUE: THABAZIMBI LOCAL MUNICIPALITY OFFICES, THABAZIMBI

ATTENDEES	ORGANISATION REPRESENTED
Edward Komane (EPONT)	Arcelo Mittal
Segale Pilane	Thabazimbi Local Municipality
Phillip Mataboge	Thabazimbi Local Municipality
APOLOGIESS	ORGANISATION REPRESENTED
Jabu Mthombeni	Arcelo Mittal
Ursula Pape (Solarys)	Arcelo Mittal

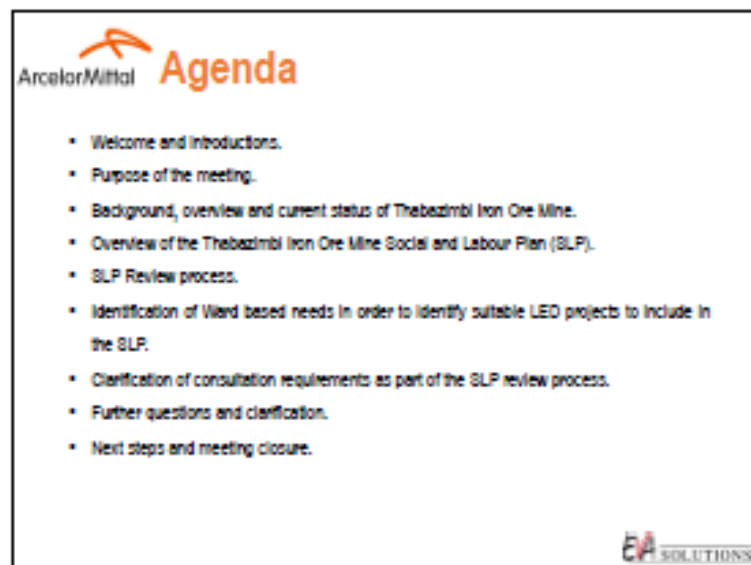
ITEM	DISCUSSIONS
Welcome & Introductions	<p>Director for Community Services and Manager in the Office of the Municipal Manager introduced themselves as Municipality's senior management responsible for SLP engagements with the mines. The LED and other officials from the Municipality could not join due to other commitments.</p> <p>Arcelo Mittal was represented by Edward Komane as the independent consultant with EVA Solutions. Jabu Mthombeni came to the meeting briefly to ensure Arcelo Mittal was represented.</p>
Purpose of the Meeting	<ul style="list-style-type: none"> The meeting was requested on behalf of Arcelor Mittal to initiate the stakeholder engagements with the Municipality for the SLP 2024-2028 generation identify key personnel responsible for SLP engagements within the Municipality to confirm affected municipal wards to understand the municipality's engagement process with the mines

	<ul style="list-style-type: none"> to understand municipality's ward-based needs in line with the IDP
Background, Overview & Current Status of Thabazimbi Iron Ore Mine	<p>Municipality was given a brief overview of the status of the mine that currently there are no typical primary mining operations. And that the mine is currently undergoing a closure process.</p> <p>The Municipality was encouraged to further engage the mine on its current status should the Municipality need more information or clarity.</p> <p>Municipality was also made aware that a brief review of the current SLP was done however, the engagements are largely for the next SLP generation.</p>
SLP Review Process	<p>Municipality was made aware of the mine's target to conclude the SLP process that was targeted for end of December 2023.</p> <p>SLP review process was outlined indicating planned consultation processes to reach out to the broader community / interested and affected parties.</p>
Identification of Ward Based Needs to Identify LED Projects	<p>It was confirmed that Municipality's IDP does not have a breakdown of ward based needs. Instead the IDP outlines broader issues / needs raised by communities during their engagements.</p> <p>Municipality does not follow the "doorstep community" approach. Instead, needs to be considered for the SLP are derived from priorities across all Municipal wards. The following are some of the priorities the Municipality enlisted for SLP consideration:</p> <ul style="list-style-type: none"> Water and Sanitation Waste Water Treatment Plant (may be in ward 9) Upgrading of Internal Roads Upgrading of the existing Sporting Facility in Regorogile Recreational Park in Regorogile <p>Municipality will assist with inputs from their LED section as they were not part of the meeting. However, Tourism seem to be the sector from which the Municipality believe an income generating project can be identified</p>
Clarification of Consultation Requirements	<p>Municipality was requested to assist with engagements with broader communities especially through the elected community leaders (Ward Councillors and possibly their Ward Committee Members)</p> <p>The Mine is expected to present the proposed SLP, alongside other mines, to the Municipality's Mining Forum</p> <p>All the Mine's SLP engagements with the Municipality will be done through the Manager: Office of the Municipal Manager (Phillip) and Director: Community Services (Segale)</p>

	Municipality confirmed that the endorsement of the SLP is done by the Municipal Manager after the Mine has completed the draft SLP and the Municipality has reviewed it.
Further Questions & Clarification	There were no further questions
Next Step & Meeting Closure	<p>The following are the next steps:</p> <ul style="list-style-type: none"> • Segale will facilitate income generating priorities' inputs by LED section • Edward to follow-up with Municipality on the possibility of engaging with elected community leaders • Phillip will engage the Municipal Manager and the Speaker to seek their approval on engaging with the elected community representative • Edward will follow-up with the Municipality on the planned publication of the draft SLP for broader community participation



1



2

1



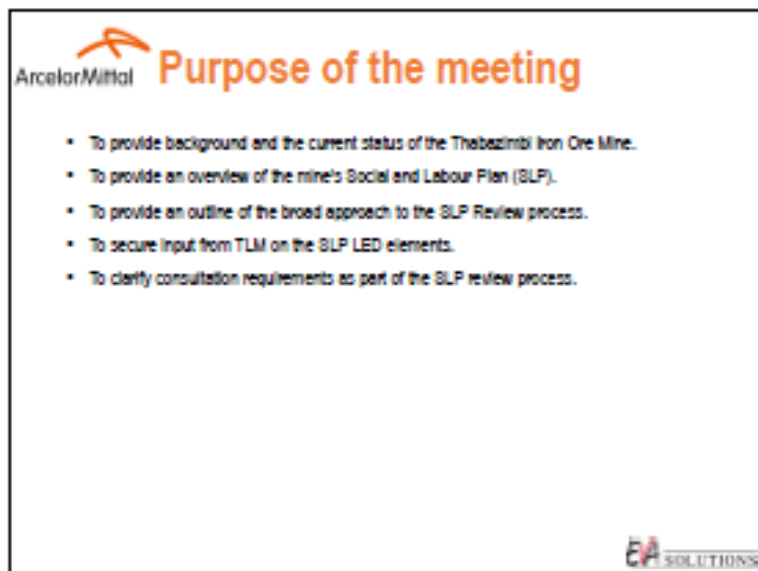
ArcelorMittal **Welcome and introductions**

On behalf of Thabazimbi Iron Ore Mine:

- Jabu Mthombeni, Thabazimbi Iron Ore Mine (LED Practitioner).
- Edward Komane, EPONT (Pty) Ltd (Consultant).
- Ursula Pape, Solarys (Pty) Ltd (Consultant).

EA SOLUTIONS

3



ArcelorMittal **Purpose of the meeting**

- To provide background and the current status of the Thabazimbi Iron Ore Mine.
- To provide an overview of the mine's Social and Labour Plan (SLP).
- To provide an outline of the broad approach to the SLP Review process.
- To secure input from TLM on the SLP LED elements.
- To clarify consultation requirements as part of the SLP review process.

EA SOLUTIONS

4

2

Thabazimbi Iron Ore Mine

- Thabazimbi Iron Ore Mine (Pty) Ltd (TIOM), a wholly owned subsidiary of ArcelorMittal South Africa (AMSA) is the holder of two mining rights (LP 30/S/1/245 & 47 MR) for the Thabazimbi Mine. Thabazimbi Mine is an established opencast mine located in the town of Thabazimbi (see locality map on next slide).
- AMSA took over full management, control, and responsibility for rehabilitation of Thabazimbi Mine from the previous owner, Sishen Iron Ore Company, in 2017.
- Historical mining activities took place at eight open pits (East pit, Buffelshoek East, Buffelshoek West, Bobbejaanwater, Donkerpoort West, Donkerpoort, Kwaggashoek East and Vanderbijl) that are present on the mine site.
- According to the Life of Mine plan, the inactive pits may be mined in the future. The mine was operated through conventional opencast methods, including drilling, blasting, loading and hauling.

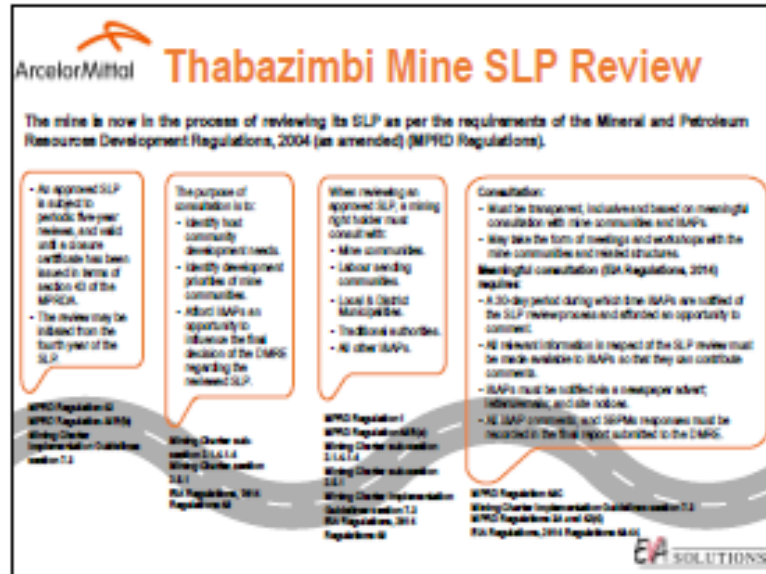
5

Thabazimbi Iron Ore Mine

- No mining activities are currently taking place on the approved mine footprint.
- Thabazimbi Mine is currently pursuing the opportunity to process the existing D1-Old Plant Discard Dump, D2- Old Plant Discard Dump, D3 – Supply Chain Discard Dump and the existing Slimes Dumps.

6

3



Thabazimbi Mine SLP Review

The mine is now in the process of reviewing its SLP as per the requirements of the Mineral and Petroleum Resources Development Regulations, 2004 (as amended) (MPRD Regulations).

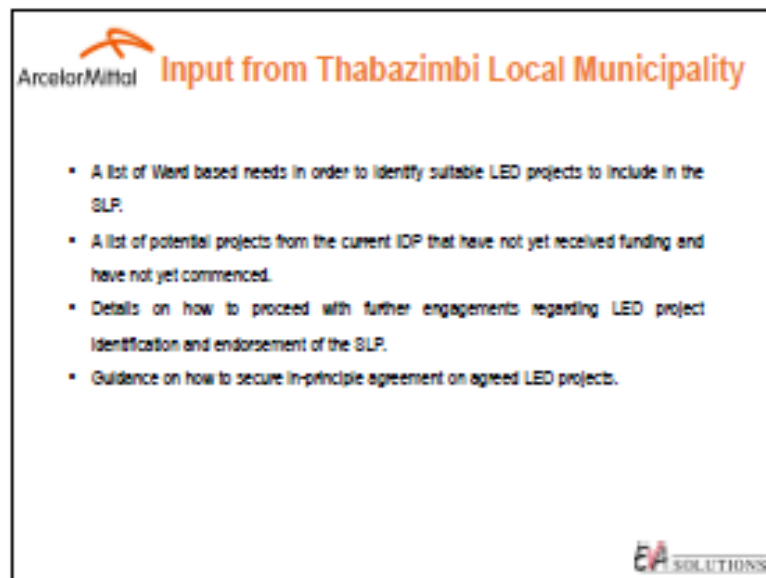
- Approved SLP:**
 - An approved SLP is subject to periodic five-year review, and valid until a closure certificate has been issued in terms of section 43 of the MPRDA.
 - The review may be initiated from the fourth year of the SLP.
- Purpose of consultation:**
 - Identify host community development needs.
 - Identify development priorities of mine communities.
 - Advise ISAPs an opportunity to influence the final decision of the DMRG regarding the reviewed SLP.
- When reviewing an approved SLP, a mining right holder must consult with:**
 - Mine communities.
 - Labour vending communities.
 - Local & District Municipalities.
 - Traditional authorities.
 - All other ISAPs.
- Consultation:**
 - Must be transparent, inclusive and based on meaningful consultation with mine communities and ISAPs.
 - May take the form of meetings and workshops with the mine communities and related structures.
- Meaningful consultation (SPL Regulations, 2014) requires:**
 - A 30-day period during which time ISAPs are notified of the SLP review process and afforded an opportunity to comment.
 - All relevant information in respect of the SLP review must be made available to ISAPs so that they can contribute comments.
 - ISAPs must be notified via a newspaper advert, electronically, or via notice.
 - All ISAP comments and ISAPs responses must be included in the final report submitted to the DMRG.

Regulatory Framework:

- MPRD Regulation 43 Mining Charter Implementation Guidelines section 7.1
- Ministry Charter sub-section 2.1.4.1.4 Mining Charter section 2.1.1
- Act Regulations, 2014 Regulations 43
- MPRD Regulation 1 Mining Charter sub-section 2.1.4.1.1
- MPRD Regulation 43 Mining Charter sub-section 2.1.1
- Ministry Charter Implementation Guidelines section 7.1
- Act Regulations, 2014 Regulations 43
- MPRD Regulation 43C Mining Charter Implementation Guidelines section 7.1
- MPRD Regulations 43 and 43C
- Act Regulations, 2014 Regulations 43C

EIA SOLUTIONS

7



Input from Thabazimbi Local Municipality

- A list of Ward based needs in order to identify suitable LED projects to include in the SLP.
- A list of potential projects from the current IDP that have not yet received funding and have not yet commenced.
- Details on how to proceed with further engagements regarding LED project identification and endorsement of the SLP.
- Guidance on how to secure in-principle agreement on agreed LED projects.

EIA SOLUTIONS

8

Waterberg Tourism

AGENDA



PROJECT NAME	ARCELORMITTAL THABAZIMBI IRON ORE MINE
MEETING DATE	04 December 2023
VENUE	Microsoft Teams
MEETING SUBJECT	ArcelorMittal SLP Stakeholder Engagement Meeting with Waterberg Tourism

DISTRIBUTION	REPRESENTATIVES OF: Waterberg Tourism ArcelorMittal, Thabazimbi Iron Mine EVA Solutions, SLP Consultants
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ITEM	SUBJECT
1	Welcome and Introductions
2	Purpose of the meeting
3	Presentation of Waterberg Tourism Strategic Focus Areas & Related Projects
4	Further questions and clarification
5	Next steps and meeting closure

Average attendance time: 58 m 4s						
2. Participants						
Name	First Join	Last Leave	In-Meeting Duration	Email	Participant ID (UPN)	Role
U. Pape	12/04/23, 9:53:02 AM	12/04/23, 10:51:27 AM	58m 24s	unulu@esolarys.co.za	unulu@esolarys.co.za	Organiser
Jacques (Guest)	12/04/23, 9:53:47 AM	12/04/23, 10:51:13 AM	57m 26s			Presenter
Noemi Brohm	12/04/23, 10:00:02 AM	12/04/23, 10:52:59 AM	52m 56s	noemi.brohm@evosolutions.co.za	noemi.brohm@evosolutions.co.za	Presenter
Mthembesi, Jabu IR	12/04/23, 10:01:11 AM	12/04/23, 10:51:09 AM	49m 57s	Jabu.Mthembesi@arcelormittal.com	71915660@arcelormittal.com	Presenter
Malapane, Bob MB	12/04/23, 10:05:44 AM	12/04/23, 10:51:12 AM	49m 28s	Bob.Malapane@arcelormittal.com		Presenter
Edward	12/04/23, 10:06:02 AM	12/04/23, 10:51:10 AM	49m 38s			Presenter
3. In-Meeting Activities						
Name	Join Time	Leave Time	Duration	Email	Role	
U. Pape	12/04/23, 9:53:02 AM	12/04/23, 10:51:27 AM	58m 24s	unulu@esolarys.co.za	Organiser	
Jacques (Guest)	12/04/23, 9:53:47 AM	12/04/23, 10:51:13 AM	57m 26s		Presenter	
Noemi Brohm	12/04/23, 10:00:02 AM	12/04/23, 10:52:59 AM	52m 56s	noemi.brohm@evosolutions.co.za	Presenter	
Mthembesi, Jabu IR	12/04/23, 10:01:11 AM	12/04/23, 10:51:09 AM	49m 57s	Jabu.Mthembesi@arcelormittal.com	Presenter	
Malapane, Bob MB	12/04/23, 10:05:44 AM	12/04/23, 10:51:12 AM	49m 28s	Bob.Malapane@arcelormittal.com	Presenter	
Edward	12/04/23, 10:06:02 AM	12/04/23, 10:51:10 AM	49m 38s		Presenter	

MEETING NOTES



PROJECT NAME:	ARCELORMITTAL THABAZIMBI IRON ORE MINE
MEETING DATE:	04 December 2023
MEETING TIME:	10h00 – 11h00
VENUE:	Microsoft Teams
MEETING SUBJECT:	ArcelorMittal SLP Stakeholder Engagement Meeting with Waterberg Tourism

ATTENDEES:	NAME AND ROLE	ORGANISATION REPRESENTED
	Jacques Blaauw (JB), Director	Waterberg Tourism
	Jabu Mthombeni (JM), LED Practitioner	ArcelorMittal
	Bob Malapane (BM), Manager, Human Resources	ArcelorMittal
	Edward Komane (EK), (EPONT), SLP Specialist	ArcelorMittal
	Naomi Brehm (EVA Solutions), SLP Specialist	ArcelorMittal
	Ursula Pape (Solarys), SLP Specialist	ArcelorMittal

ITEM	DISCUSSION	ACTION
1	Welcome and Introductions	
	<ul style="list-style-type: none"> Edward Komane (EK), (EPONT), SLP Specialist, welcomed all to the meeting. EK thanked Jacques Blaauw (JB), a Director of Waterberg Tourism for supplying a list of potential focus areas that could be considered as part of the Mine's SLP Local Economic Development (LED) Programme (see attached list). 	
2	Purpose of the meeting	
	The purpose of the meeting was to engage with Waterberg Tourism regarding potential projects for inclusion in the Thabazimbi Iron Ore Mine Social and Labour Plan (SLP). This is in line with prior discussions held with Thabazimbi Local Municipality and internally with the Mine's SLP Team.	
3	Presentation of Waterberg Tourism Strategic Focus Areas & Related Projects	
	<ul style="list-style-type: none"> JB provided some background and an overview of Waterberg Development Initiative. Primary focus areas of the Waterberg Development Initiative include Tourism, Conservation and Community. Waterberg Tourism's role in projects completed in the past typically ranges from facilitation, participation or running implementation from start to finish. JB provided an outline of the Strategic Focus Areas and Related Projects (see attached). UP enquired to what extent the Strategic Focus Areas and Related Projects presented are reflected in the Thabazimbi Local Municipality (TLM) Integrated Development Plan (IDP). JB indicated that Waterberg Tourism routinely attends the IDP meetings to help ensure that community needs are considered in the process of developing the IDP. Waterberg Tourism has however found that it is more pragmatic and expedient to find other avenues to implement projects, rather than work through the TLM IDP process. In this way, community needs are heard and implemented quicker. EK requested that JB provide more details regarding the Digital Transformation Framework workstream; the projects aimed at training and empowering tour guides, as part of the 	

MEETING NOTES

ITEM	DISCUSSION	ACTION
	<p>Waterberg Tourism Shuttle and Tour Service; and the mountain bike trails project. EK noted that the proposed project budget is limited, and as such, the selected project will not cover all these areas.</p> <ul style="list-style-type: none"> ▪ EK enquired from JB to what extent the proposed focus areas are applicable to Thabazimbi specifically, i.e. were any of the proposed projects required in other municipalities within the broader Waterberg District. ▪ EK also noted that key aspects to be considered in selection would be on how the project could be run as part of the SLP, who it would be handed over to upon completion, and how long-term sustainability of the intervention could be guaranteed. 	
4	Further questions and clarification	
	There were no further questions.	
5	Next steps and meeting closure	
	<p>The following next steps were agreed:</p> <ul style="list-style-type: none"> ▪ JB to provide a short summary for the following projects that were discussed: <ul style="list-style-type: none"> – Waterberg Tourism Shuttle & Tour Service. – Waterberg Tour Guide Training The summary should include a brief project description, cost estimate and the number of people who are likely to benefit. ▪ EK to engage further with JB once information has been supplied and once ArcelorMittal has considered the options. ▪ EK thanked everyone for their attendance, and in particular, JB for taking the time to present suggestions for Waterberg Tourism. ▪ The meeting ended at 11:00. 	JB

Project List - Waterberg Tourism & Hubs

Classification	Workstream Description
Strategic	WT Digital Transformation Framework - Sa&S
Infrastructure	Welcome / Tourism Information Centres
Infrastructure	Digital Platform / CRM / Service Delivery / Support Services / Business Intelligence
Skills	Tourism Ambassador Programme
Skills	Community Information Officers
Strategic	Greater Areas Project
Planning	Baseline Species / Conservation Plan
Spatial	Kransberg Conservancy
Spatial	Bela-Bela Conservancy
Skills	Field guide, Ranger, Nature Site guide development
Strategic	Biodiversity / Eco / Wildlife Economy
Infrastructure	Wildlife Education Centre
Educational	Biodiversity / Environmental Awareness Program - Waterslitt Observations
Infrastructure	Elephant Retreat
Infrastructure	Thaba Meeuse Botanical Gardens
Infrastructure	Syntrail Camera Network - Truck Conservation Levy
Skills	Venison Chef Development
Skills	Field & Tour Guide Development Program
Supply	Mining Game Farms - venison supply
Strategic	Segment Development - Adventure Tourism
Planning	Integrated MTB Baseline & Development Strategy
Planning	Tour Package Development
Skills	Adventure Guide Development Program
Tactical	Marakele MTB Route / Activity Establishment
Tactical	Marakele MTB Challenge
Tactical	Adrenalin Festival
Strategic	Segment Development - Culture / Heritage Tourism
Planning	Attraction / Activity Baseline & Development Strategy
Planning	Tour Package Development
Tactical	Delich Park 'Franchising'
Skills	Tour Guide Development Program

Classification	Workstream Description
Strategic	Tourism Routes / Transport Plan
Planning	Tourist Route Development, Signage & Marketing
Tactical	Shuttle & Tour Service - Waterberg Tourism Fleet / Mobile Advertising
Skills	Professional Driver Permits & Tour Operator Development Program
Strategic	Destination Marketing & Promotion
Educational	Community Awareness Program - Value of Tourism
Infrastructure	Expand digital billboard project
Promotional	Digital Advertising, Event Stage, Activation & Training Truck
Promotional	Waterberg Fleet - Vehicle Wrapping / Product Advertising
Promotional	Explore Waterberg Digital Magazine
Promotional	Wonder-filled Waterberg On-Line Auctions
Promotional	Gauteng Shopping Mall Tourism Cubicles
Promotional	Waterberg as Filming Destination
Promotional	Waterberg Video Repository / TV & On-line Series
Promotional	Trade Show Marketing Package & Participation
Strategic	Large-Scale / Partnership Events
Tactical	Marakele Marathon
Tactical	Waterberg400 Rally
Tactical	Marakele MTB Challenge
Tactical	Lindisi MTB / Trail Running
Tactical	Zondela MTB / Trail Running
Tactical	The Waterberg Epic
Tactical	Adrenalín Festival
Tactical	The Waterberg Games - multiple sport disciplines - talent identification
Tactical	The Waterberg Games - multiple sport disciplines - talent identification
Strategic	The Grey Economy
Infrastructure	PhodiClinic
Infrastructure	Waterberg Healthcare Lifestyle Estate / Hospital
Promotional	Thabazimbi Retirement Village
Strategic	Early Childhood Development Programme
Infrastructure	Expansion into all Waterberg Hubs
Educational	Science / Maths Farm School Programme



Waterberg Development Initiative npc
Reg. No: 2018 / 539160 / 08
PO Box 341, Vaalwater, 0530
office@waterbergdevelopment.co.za
082 324 2252

Dear Edward,

As promised, please see a short summary of the projects we've discussed.

Waterberg Tourism Shuttle & Tour Service

The goal is to over time establish a fleet of vehicles offering a shuttle / tour service from Gauteng / other provinces to Waterberg lodges, guest houses, tourist attractions etc. The fleet of vehicles could include mini-busses, semi-luxurious vehicles, 4x4 vehicles, etc. The fleet could also later be expanded to offer branded camper vehicles, 4x4 vehicles etc.

Such a fleet of vehicles would offer the following benefits to the local tourism industry:

- A guest transfer option for local tourism establishments not currently offering such a service, enriching their tourist offering
- Direct employment for drivers with PDP licenses
- The service would support tour operators / guides in the development of local tours & packages to attract tourists to the Waterberg as their preferred tourism destination
- The business could grow and offer employment to a fleet manager, booking agents, tour guides and drivers.

This project would also have a multiplier effect on the following existing efforts:

- Vehicle 'wrapping' with Waterberg Tourism branding will support our ongoing destination marketing and advertising efforts.
- Back windows could be sold as advertising space to local establishments or used to recognise AMSA's corporate social investment.
- The shuttle service could be established at the existing Tourism Welcome Centre in Thabazimbi (a previous AMSA project), supporting the sustainable use of the welcome centre infrastructure and helping to establish the welcome centre as a tourist service stop.
- Bookings for the shuttle service can also be handled by Waterberg Tourism Ambassadors offering them additional booking commission opportunities.

The project would need funding support for the acquisition of the first 1 or 2 vehicles for the fleet, the branding of the vehicles and supporting local youth in acquiring PDP licenses.

Estimated project cost: R1 – 1,5m

DIRECTORS: Ken Maud • Jacques Blaauw • Syd Catton • Sean Hensman • Benny Mokaba • Desiree Sehlapelo
Reg. number 2018/539160/08 • PBO Exemption no 930064611

www.waterbergtourism.com



Waterberg Development Initiative npc
Reg. No: 2018 / 539160 / 08
PO Box 341, Vaalwater, 0530
office@waterbergdevelopment.co.za
082 324 2252

Waterberg Tour Guide Training

The goal is to support the training of various Thabazimbi Youth in acquiring tour guide qualifications. These qualifications would increase the youth's employability for example at Marakele National Park, private lodges / businesses and in support of the above-mentioned shuttle service project.

It is key to use Limpopo Training Institutions for this project as they understand the current market needs of the local tourism industry for example WESSA, Sondela Training Academy, Laphalala Wilderness School etc.

Courses would vary from 6-12 months, or even longer depending on NQF level required.

Estimated project cost: R500k for a first cohort of youth.

The above-mentioned project would again support current initiatives, such as:

- The Marakele Mountain Bike & Hiking Trail project currently being established.
- The previously suggested Waterberg Shuttle Service project.

Please do not hesitate to contact me if you need any further information or details.

Sincerely

Jacques Blaauw
Director – Waterberg Development Initiative

DIRECTORS: Ken Maud • Jacques Blaauw • Syd Catton • Sean Hensman • Benny Mokaba • Desiree Sehlapele
Reg. number 2018/539160/08 • PBO Exemption no 930064611
www.waterbergtourism.com

Good day,

I am available on Monday from 10:00 -11:00.

Sincerely
Jacques Blaauw
083 303 9230



Waterberg Development Initiative npc reg no 2018/539160/08 PBO # 930064611
Directors: Ken Maud • Syd Catton • Sean Hensman • Jacques Blaauw
www.waterbergtourism.com

From: ursula@solarys.co.za <ursula@solarys.co.za>
Sent: 30/11/2023 1:21 PM
To: info@sonni.co.za; jacques@waterbergtourism.com
Cc: [Jabu Mihombeni@arcelormittal.com](mailto:Jabu.Mihombeni@arcelormittal.com); Naomi Brehm <naomi.brehm@eresolutions.co.za>
Subject: RE: Arcelor Mittal New Generation SLP

Good afternoon all

Could you please advise your availability for a Teams call next week Monday?

Kind regards

Ursula Pape (LLM) | Director | Solarys (Pty) Ltd
Ursula@solarys.co.za | 083 415 4388

From: info@sonni.co.za <info@sonni.co.za>
Sent: Thursday, November 30, 2023 12:30 PM
To: jacques@waterbergtourism.com
Cc: [Jabu Mihombeni@arcelormittal.com](mailto:Jabu.Mihombeni@arcelormittal.com); Ursula Pape <ursula@solarys.co.za>
Subject: Re: Arcelor Mittal New Generation SLP
Importance: High

Dear Jacques

Thanks for the input. We'll prefer a quick teams. It may probably be tomorrow or early next week.

Regards

Edward Komane

On 28-Nov-2023, at 12:17 PM, jacques@waterbergtourism.com wrote:

Dear Edward,

Please find attached a summary of WDI strategic focus areas and related projects, as well as a deeper dive into some of these projects.

I am not sure of the level of detail required at this stage, for example funding required, potential jobs created etc, but a good next step might be a quick Zoom or Teams call to share some background that the document won't capture.

Let me know your thoughts...

Sincerely
Jacques Blaauw
083 303 9230
<image002.png>

From: EPONT <info@epont.co.za>
Sent: 23/11/2023 5:12 PM
To: jacques@waterbergtourism.com
Cc: Jabvu.Mhombeni@arcelormittal.com; Ursula Pape <ursula@solaris.co.za>
Subject: Re: Arcelor Mittal New Generation SLP

Hi Jacques

If you can, please respond by next week Tuesday.

Regards,

Edward Komane

<image001.png>

Knowledge Driven To Power Business

info@epont.co.za | 064 681 5075

On 23-Nov-2023, at 2:41 PM, jacques@waterbergtourism.com wrote:

Dear Edward,

Thank you for reaching out.

Please indicate the deadline on your side to help me plan the response time on my side.

Sincerely
Jacques Blaauw
083 303 9230
<image001.png>

From: EPONT <info@epont.co.za>
Sent: 23/11/2023 1:59 PM
To: jacques@waterbergmunicipality.com
Cc: [Jebu Mhombeni@arcelormittal.com](mailto:Jebu.Mhombeni@arcelormittal.com); Ursula Pape <ursula@solarys.co.za>
Subject: ArcelorMittal New Generation SLP

Hi Jacques,

Sorry the line was terrible due to load shedding.

I work with Naomi and Ursula in developing the new SLP for ArcelorMittal in Thabazimbi.

I'm responsible for the stakeholder engagements for the SLP projects.

We are exploring the possibility of including an income-generating project in tourism and Jebu mentioned you may have a list or ideas on possible projects in tourism within the Thabazimbi Local Municipality.

We'll appreciate your inputs and I'm available for any clarity you may need to assist us with this initiative.

Regards

Edward Komane

<image002.png>

Knowledge Driven To Power Business

info@epont.co.za | 064 681 5075

<AMSA_EPONT_Proposed_SLP_Projects.pdf><Waterberg_Strategic Focus Areas & Related Projects.pdf>

Good morning,

All the very best for 2024!

May I give you a call during the day? What time will suit you?

Jacques Blaauw
083 303 9230



Waterberg Development Initiative npc reg no 2018/539160/08 PBO # 930064611
Directors: Ken Maud • Syd Catton • Sean Hensman • Jacques Blaauw
www.waterbergtourism.com

From: EPONT <info@epont.co.za>
Sent: 12/01/2024 1:18 PM
To: jaques@waterbergtourism.com
Cc: Melapene, Bob MB <Bob.Melapene@arcelormittal.com>; Mthombeni, Jabu JR <Jabu.Mthombeni@arcelormittal.com>; U Pape <ursula@solarys.co.za>; Naomi Brehm <naomi.brehm@revolution.co.za>
Subject: Re: Waterberg Tourism Discussions

Hi Jacques
Compliments of the New Year! Hope Waterberg Tourism had great festive season!

I understand it may not have been possible to attend to our request below during December and maybe early January. Will appreciate your guidance, as soon as you can, on the points below so we can finalise projects plans for submission to DMRE.

Regards,

Edward Komane



Knowledge Driven To Power Business

info@epont.co.za | 064 681 5075

On 08-Dec-2023, at 3:54 PM, EPONT <info@epont.co.za> wrote:

Hi Jacques,

Thanks for making time to assist with AM SLP projects. The virtual session we had helped a lot to give us options to work with and hopefully come up with a project to support local and region-wide tourism.

The 2 initiatives we believe may give us a project to propose to AM are the mountain bike trails and tour guides. We therefore need some clarity on the 2 and any additional information you may be able to provide:

1. Mountain Bike Trails

The clarity we need is on the following:

- 1.1. Is this project earmarked for Thabazimbi (even if it links up with other areas within Waterberg, the project has to be implemented in Thabazimbi for the purpose of AM SLP) and if so, the exact place?
- 1.2. Is there requirement for infrastructure development and to what extent?
- 1.3. How will the revenue generated from this project and who'll be the beneficiaries?
- 1.4. Are there potential partners in developing this project (infrastructure or otherwise)?
- 1.5. in case it is not an infrastructure driven project, how is it going to create opportunities for the Thabazimbi locals (jobs and SMMEs)?
- 1.5. How is the project going to be sustained (exit strategy for AM for handing over the project)?

2. Tourism Routes / Transport Plan (for Tour Guides / Operations)

The clarity we need is on the following:

- 2.1. Is it correct to assume that locals will be recruited for tour guide opportunities (training, identified tour routes, establishments to be serviced, etc.)?
- 2.2. What will be the targeted number of beneficiaries as per 2.1. above?
- 2.3. Will training (if applicable) be offered locally (Thabazimbi)?
- 2.4. Will targeted establishments to be serviced be willing to provide written confirmation in support of the "tour guides" to be recruited / developed?
- 2.5. What would be required to get the "tour guide" programme started, completed and successfully handed over?
- 2.6. Are the potential partners in developing "tour guides" and assist with market access for their sustainability?

We'll appreciate your further input at your earliest convenience.

Regards,

Edward Komane
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Knowledge Driven To Power Business

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National Union of Mineworkers

AGENDA



PROJECT NAME	ARCELORMITTAL THABAZIMBI IRON ORE MINE
MEETING DATE	24 January 2024
VENUE	Thabazimbi Iron Ore Mine, 11 Jourdan Street Thabazimbi
MEETING SUBJECT	ArcelorMittal SLP Meeting

DISTRIBUTION	REPRESENTATIVES OF: National Union of Mineworkers ArcelorMittal, Thabazimbi Iron Mine EVA Solutions, SLP Consultants
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ITEM	SUBJECT
1	Welcome and Introductions
2	Purpose of the meeting
3	Introduction and overview of the SLP
4	Background, overview and current status of Thabazimbi Iron Ore Mine
5	SLP Review process
6	Human Resource Development Programmes
7	Local Economic Development Programmes
8	Downscaling and Retrenchment Programmes
9	Financial Commitments
10	SLP Review and Consultation timelines and contacts
11	Further questions and clarification
12	Meeting closure



MEETING ATTENDANCE

A. Meeting with: EVA SOLUTIONS (Presenting a draft SLP 2024) with HUM

Day: WEDNESDAY	Date: 24 JANUARY 2024	Start Time: 11:30
Location:		

B. Attendance Record

Name & Surname	Stakeholder	Email Address	Contact	Signature
Jabu Mkhobeni	ANSA TOM	jabu.mkhobeni@arcelmittal.com	083 7038316	<i>[Signature]</i>
Ngweniso Sipehwa	ANSA TOM (Hum)	Ngweniso.Sipehwa@arcelmittal.com	079 1059131	<i>[Signature]</i>
Phumi Nkomo	EVA SOLUTIONS	Phumi.Nkomo@evasolutions.co.za	082 496 2349	<i>[Signature]</i>

MINUTES



PROJECT NAME	ARCELORMITTAL THABAZIMBI IRON ORE MINE (TIOM)
MEETING DATE	24 January 2024
VENUE	Thabazimbi Iron Ore Mine, 11 Jourdan Street Thabazimbi
MEETING SUBJECT	ArcelorMittal SLP Meeting

PRESENT	REPRESENTATIVES OF: Raymond Sabetha - National Union of Mineworkers (RS) Jabu Mthombeni - ArcelorMittal, Thabazimbi Iron Mine (JM) Naomi Brehm - EVA Solutions, SLP Consultants (NB)
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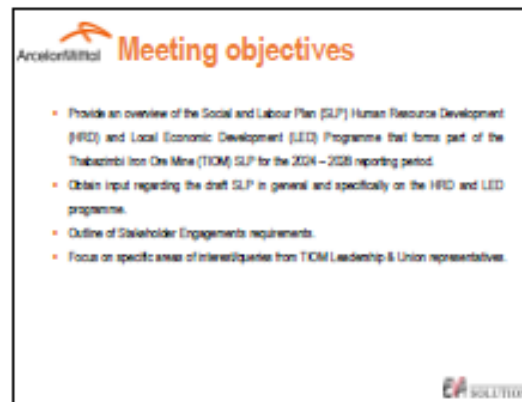
ITEM	SUBJECT	
1	Welcome and Introductions	The parties present introduced themselves
2	Purpose of the meeting	NB set out the purpose of the meeting as follows: <ul style="list-style-type: none"> • Provide an overview of the Social and Labour Plan (SLP) Human Resource Development (HRD) and Local Economic Development (LED) Programme that forms part of the Thabazimbi Iron Ore Mine (TIOM) SLP for the 2024 – 2028 reporting period. • Obtain input regarding the draft SLP in general and specifically on the HRD and LED programme. • Outline of Stakeholder Engagements requirements. • Focus on specific areas of interest/queries from TIOM Leadership & Union representatives.
3	Introduction and overview of the SLP	A brief overview of the SLP was provided including the objectives of the SLP
4	Background, overview and current status of Thabazimbi Iron Ore Mine	A review of the background to and current status of TIOM was provided
5	SLP Review process	The SLP review process was outlined indicating the various requirements of the MPRDA and the MPRDA regulations
6	Human Resource Development Programmes	The proposed HRD programmes were discussed including: <ul style="list-style-type: none"> • AET • Learnerships • Core & Portable Skills • Bursaries & Internships • Employment Equity • Proposed HRD Budget

MEETING NOTES

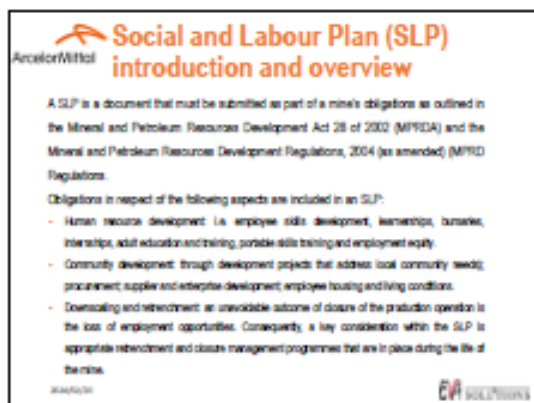
ITEM	SUBJECT	
7	Local Economic Development Programmes	The proposed LED programmes were discussed including: <ul style="list-style-type: none"> • Proposed Infrastructure and Income Generating Project and budgets for these. • Housing and Nutrition • Preferential Procurement
8	Downsizing and Retrenchment Programmes	The background to the mine closure plan was presented and the role of the Future Forum was set out.
9	Financial Commitments	JM presented the proposed financial commitment for the SLP
10	SLP Review and Consultation timelines and contacts	NB set out the SLP review and consultation process and timelines. The current status of TIOM's SLP development was indicated.
11	Further questions and clarification	There were no further questions
12	Meeting closure	JM thanked all for their participation and the meeting was closed.



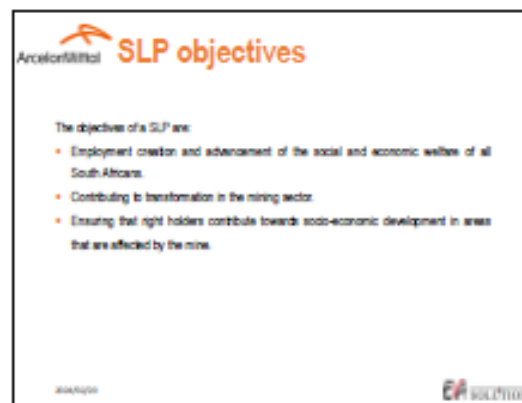
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ArcelorMittal Thabazimbi Iron Ore Mine

- TiOM, a wholly owned subsidiary of ArcelorMittal South Africa (AMSA), is the holder of two mining rights (LP 305/12/MS & 47 MR) for the Thabazimbi Mine. TiOM is an established opencast mine located in the town of Thabazimbi (see locality map on next slide).
- AMSA took over full management, control, and responsibility for rehabilitation of Thabazimbi Mine from the previous owner, Sibson Iron Ore Company, in 2018.
- Historical mining activities took place at eight open pits (East pit, Buffelskloof East, Buffelskloof West, Bobbejaanswater, Donkerpoort West, Donkerpoort, Kwaggahoek East and Venderbij) that are present on the mine site.
- According to the Life of Mine plan, the inactive pits may be mined in the future. The mine was operated through conventional opencast methods, including drilling, blasting, loading and hauling.

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ArcelorMittal Thabazimbi Iron Ore Mine

- No mining activities are currently taking place on the approved mine footprint.
- TiOM is currently processing 30t p.a. - D1-Old Plant Discard Dump, D2- Old Plant Discard Dump, D3 - Supply Chain Discard Dump
- Future processing plans include the existing Slimes Dams and the Venderbij pit.

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ArcelorMittal Thabazimbi Mine SLP Review

The mine is now in the process of reviewing its SLP as per the requirements of the Mineral and Petroleum Resources Development Regulations, 2008 (as amended) (MPRD Regulations).

Development SLP is subject to public consultation and will include a clear definition for the mine's development plan based on the terms of section 2(1) of the MPRD.

The mine may be required to submit a SLP to the Department of Mineral Resources and Energy (DMRE) for approval.

The purpose of consultation is to:

- Identify local community development needs
- Identify development potential of mine communities
- Identify SLP's contribution to the local economy
- Identify the impact of the SLP on the environment

When reviewing an approved SLP, a mining right holder must consult with:

- Local communities
- Local and national stakeholders
- Local and national authorities
- All other SLPs

Consultation:

- Must be meaningful, inclusive and based on meaningful consultation with mine communities and SLPs
- Must take the form of meetings and workshops with the mine communities and SLPs
- Must be conducted in a transparent and accessible manner
- Must be conducted during which SLPs are notified of the SLP review process and offered an opportunity to comment
- All relevant information in respect of the SLP review must be made available to SLPs so that they can comment on it
- SLPs must be notified in a newspaper of record, radio, television and other media
- SLPs' comments and SLPs' responses must be included in the final report submitted to the DMRE

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ArcelorMittal Input from external stakeholders

Meetings were held with officials of Thabazimbi Local Municipality and Waterberg Tourism in 2023 to secure the following information:

- A list of Ward based needs to identify suitable LED projects to include in the SLP
- A list of potential projects from the current IDP that have not yet received funding and have not yet commenced
- Details on how to proceed with further engagements regarding LED project identification and endorsement of the SLP
- Guidance on how to secure in-principle agreement on agreed LED projects
- Identify potential Tourism income generating and infrastructure projects

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ArcelorMittal Human Resource Development

- The plans of Thabazimbi Mine and related surrounding processes will be the driving force behind a Human Resources (HR) or People Development Framework.
- Targets and actions will be influenced by those containing employee numbers and demand forecasts. Interventions that will ensure that employees are skilled and equipped either in terms of new roles or other existing operations or change industry demands.
- TCM is committed to developing processes and systems that will allow an integrated approach to its Human Resources practices as depicted in the diagram.

2024/2028 EA SOLUTIONS

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ArcelorMittal Adult education and training

- The information that is available indicates that 8 employees of the current staff at TCM and 2 employees of contractors have a functional literacy level below APT 1.
- While TCM will offer functional literacy training opportunities to these employees, the focus of the APT programme at TCM will be to reach such programme available in the community.

APT LEVEL	2024	2025	2026	2027	2028	Total
TCM and Contractor Employees						
PRE-APT	0	0	0	0	0	0
APT 0	0	0	0	0	0	0
APT 1	0	1	0	0	0	1
APT 2	0	1	1	0	0	2
APT 3	0	0	0	1	0	1
APT 4	0	0	0	0	0	0
APT 5	0	0	0	0	0	0
TOTAL	0	2	1	1	0	4
Budget	50	100 000	100 000	10 000	50	210 000

Note: The figures provided in the above table reflect the total number of learners and not necessarily new intake per annum.

2024/2028 EA SOLUTIONS

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ArcelorMittal Learnerships

- Learnerships form part of the TCM skills development plan. These programmes allow employees to complete qualifications relevant to their occupation that are accredited and aligned with the NQF. The learnership programmes in place are in line with NQF qualifications. Any learnership to be introduced will adhere to most SQE or other relevant Sector Education Training Authority (SETA) qualifications.
- The TCM Learnership programme is intended to support the development of scarce and critical skills not only for the mine itself but also to provide a pool of skills that could assist in addressing the national scarcity of these skills.
- The TCM Learnership programme implementation will be guided and based on the following principles:
 - Learnerships will be aimed at addressing skills and competences as identified in the skills analysis and where these form part of an employee's value proposition/competence.
 - Learnerships will be aimed at addressing critical and scarce skills specifically those for which TCM struggles to recruit suitably qualified candidates.
 - Multiple support mechanisms will be put in place to ensure the learner is guided through the process. These will include:
 - mentoring and coaching.
 - regular communication.
 - ongoing support.
- The budget below will focus on learnerships for community members (10.2 learners).

Learnership	2024	2025	2026	2027	2028	TOTAL
TOTAL	2	0	2	0	2	4
Budget	100 000	100 000	100 000	100 000	100 000	500 000

Note: The figures provided in the above table reflect the total number of learnership candidates and not necessarily new intake per annum.

2024/2028 EA SOLUTIONS

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ArcelorMittal Core & Portable Skills Training

Core Business Skills Programme play an essential part in equipping employees with the skills and essential experience to successfully execute their employment responsibilities.

- A key aspect of developing and enhancing skills training is to build the skills training programme and the portfolio. To this regard, the programme of employees receive relevant and essential training that can assist to build their own skills if they opt to leave the company and find other work and they feel fortunate, portable.
- Skills development priority at TCM encompasses training and development that support the current portfolio requirements - job specific training. However, many of the skills that will be provided to employees are so many transferable competences and the beneficiaries in other mining operations and beyond the mining industry particularly on the mine to be a cross-industry transferable skills that can be provided to community members.

Job specific development training refers to the process of providing employees with the skills, knowledge and abilities needed to perform effectively (execute their skills in a particular job or role). This type of training is tailored to the specific requirements of a position within an organisation, such as, but not limited to, literacy training, security, legal requirements, workshops of the job related.

TCM is committed to a further programme of providing **Portable Skills in Development (PSD) and Community (SC)**. The objective of the programme will be to provide portable skills training to employees who choose an interest in obtaining such training and will be a good example of employees who are ready to receive, they will be trained through B-BBEE or contracted in order to ensure community skills, employees in self-employment within their communities.

The types of portable skills training will depend on the needs and requests of the employees/community members involved, but would include the following Skills amongst others:

- Reading
- Writing
- Listening
- Speaking
- Teamwork
- Learning
- Problem Solving
- Communication
- Life Skills

2024/2028 EA SOLUTIONS

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ArcelorMittal Core & Portable Skills Training

TSM will implement portable skills training in accordance with the principles:

- Training to be aligned to the National Qualifications Framework (NQF) where applicable and practicable. This requires a focus on national-level training and linking achievement of set standards under a formal qualification.
- Where training is linked to set standards, resulting qualifications will be recognised nationally.
- LPT development programmes will be a continuing focus at TSM based on identified needs and evidence collection of take place for employees and for community in skill level beyond levels.
- Current skills levels of employees will be evaluated to determine a baseline for further development and linking this to their identified career progression plans.
- The skills provided will support employees in remaining economically active following retirement/terminating members of TSM mine closer than.
- Identify reasonable retirement support plan in terms of additional training and development in the skills identified skills needs within the course labour communities under the local communities surrounding the mine.

Type of Training	2024	2025	2026	2027	2028	TOTAL
Job Specific Development/Portable Skills - TSM members	2	2	2	2	4	12
Portable Skills - TSM members	11	2	2	10	11	36
Budget	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	R 500 000

Note: The figures provided in the above table reflect the total number of trainees and not necessarily new trainees per annum.

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ArcelorMittal Bursaries and internships

TSM recognises the need to nurture and develop potential at an early stage, develop skills relevant to the mining industry as well as to transfer portability to other sectors. The bursary and internship programmes implemented are another that they provide work experience exposure to the bursary students during and on completion of their studies in the form of experiential work training. The principles underlying the TSM approach to bursaries and internships include:

- **HOP Targets** Supports the achievement of the HOP targets.
- **Industry Placement** Supports a pipeline to permanent placements in areas where there are hard to fill vacancies and provide potential exposure for management positions.
- **Black related Experience** Provides work related experience capability through internships and through the program learners for the benefit of work.
- **Personal Identification** Allow the identification of potential at an early stage so that this can be nurtured to support future skills requirements.
- **Learning opportunities** Support initiatives to make the sector more accessible and representative of South African demographics by providing learning opportunities to previously disadvantaged individuals.
- **Skills and Learning** Employees/learners recognise that the business is committed to their development and as a result are more likely to make a value added contribution.
- **Skills Chain Exposure** Provide students with an opportunity to gain exposure of the mines full value chain process and allow greater flexibility in terms of their placement in business.

During the LPT leading towards mine closure, study assistance will be offered as an integral part of the mine's mine closure strategy. It is anticipated that some employees may want to upgrade their current qualifications or change industry or occupation and would therefore require assistance from the mine. TSM has made provision for study assistance. TSM will also focus on offering bursaries to community members (TSM learners) in line with the Company's Bursary Policy.

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ArcelorMittal Bursaries and internships

Note: The figures in the table below reflect the total number of bursaries and not necessarily new trainees per annum.

Year	2024	2025	2026	2027	2028	Total
Total	2	2	2	2	2	10
Budget	R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	R 1 000 000

Communities will be offered priority for study at the TSM and the fields of study will be determined by the needs of the business. Notwithstanding this, TSM intends to offer the bursary students the opportunity to be awarded for internships at the mine which will require that the fields of study of bursaries are in line with the identified internships on the mine.

Year	2024	2025	2026	2027	2028	Total
Number of Internships	2	2	2	2	2	10
Support of any type	2	2	2	2	2	10
Budget	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	R 500 000

TSM also offers an internship programme that provides exposure to production, engineering and electrical engineering related occupations towards final qualifications. This may generally provide internships in the core business areas such as Engineering, Safety, Human Resources, Process (operational), Career and Training.

Year	2024	2025	2026	2027	2028	Total
Number of internships	2	2	2	2	2	10
Support of any type	2	2	2	2	2	10
Budget	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	R 500 000

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ArcelorMittal Employment Equity

TSM is committed to Employment Equity (EE) through TSM's approach to EE policy and plans are developed to ensure discriminatory practices do not exist, and through affirmative action, to ensure the inclusion of employees of under-represented groups in the workforce. This includes any and all efforts that contribute to the achievement of work of any individual or group in respect of any specific and progressive matter, namely, equity, equality, diversity, inclusion, non-discrimination, equal opportunity, reasonable accommodation, equal opportunity, inclusion, language or skills.

The principles that underpin the achievement of the objectives mentioned above are listed below:

- HOP labour (including women) will be nurtured to supplement the workforce and to contribute to economic plans.
- Recruitment will be aligned to meet HOP targets (gender, ethnicity, age) or that areas in focus will be targeted for HOP.
- Career Development Plans will be a key mechanism to ensure that those HOP identified as being potential based on the skills assessments are supported for management positions and developed in line with this.
- Strategies will be implemented to attract HOPs (including women) and retain them, e.g. development of policies that support the retention of HOPs.
- HOPs' competencies will be identified in the workforce plan that will be aligned to current.
- HOPs will be nurtured to provide them with support and assistance to ensure that they can exercise their skills with success.

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Employment Equity

Level	IEP Benchmark/Audit in line with the Mining Charter	Percentage of which are women	Total Actual	
			IEP	Actual
Executive management (where applicable)	50% with exercisable voting rights (includes BEE Shareholders)	20%	0%	0%
Senior management	50% at the executive director level as a percentage of all executive directors (includes BEE Shareholders)	20%	51%	28%
Middle management	60%	25%	100%	58%
Junior management	60%	25%	70%	33%
Employee with qualifications	70%	60%	0%	0%
Core and critical skills	1.5%	6AP	60%	13%

Not applicable to the mine

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HRD Budget

	2024	2025	2026	2027	2028	TOTAL
HRD	40	R20 000	R40 000	R10 000	40	R100 000
Leaderships	R100 000	R100 000	R100 000	R100 000	R100 000	R500 000
Core & Portable Skills	R100 000	R100 000	R100 000	R100 000	R100 000	R500 000
Research	R200 000	R200 000	R200 000	R200 000	R200 000	R1 000 000
Language	R100 000	R100 000	R100 000	R100 000	R100 000	R500 000
TOTAL	R600 000	R600 000	R600 000	R600 000	R600 000	RD 3 000 000

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Local Economic Development

- Local economic development (LED) broadly refers to the constitutional and legislative mandate of every municipality to promote and facilitate the development of communities within their jurisdiction.

- SLP LED programmes must be aligned with municipal development priorities and demonstrate how right holders will support and contribute to the socio-economic development of local communities in their areas of operations.

- SLP LED programmes typically include infrastructure and poverty eradication projects.

- Identified SLP LED projects must be aligned with the needs, priorities and interventions identified in the IEP of the relevant local municipality.

- The LED programme must also demonstrate consideration of regional, provincial and national strategies, plans and frameworks.

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Proposed SLP LED projects

Name of Project	Project Name	2024	2025	2026	2027	2028	Total
INFRASTRUCTURE	Internal Road Upgrade		400 000	400 000	400 000	400 000	1 600 000
	Water Infrastructure Link	200 000	400 000	400 000	200 000		1 000 000
	Primary School Rehabilitation (Phase 2)	300 000	400 000	400 000	400 000	0	1 500 000
WATER INFRASTRUCTURE	Township Water and Sewer Services	370 000	370 000	370 000	370 000	370 000	1 800 000
Total Proposed Contribution by Mine for Local LED Projects (2024 to 2028)		1 270 000	1 570 000	1 570 000	1 570 000	1 170 000	7 100 000

ROAD PROJECT
 One to five year & one of internal road at (Tugela) Township.

WATER PROJECT
 Connecting new distribution line to the existing (Matsiwayi) bulk pipe to enable supply of water through the existing bulk distribution line.

PRIMARY SCHOOL PROJECT
 The renovation of (LITABE) Primary School from four blocks in Tugela, and the construction of two additional classrooms.

TOWNSHIP WATER AND SEWER SERVICES
 - Support growth and development of the local township sector by developing their water.

- Make provision for a limited number of cottages (rented) to provide stable customer through local business establishments. Ability to provide advertisement platform to generate income for the Town Council.

- Estimate number of cottages: 2

- Estimated number of Town Council staff will benefit (with and without cottages): 2

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ArcelorMittal Housing Plan & Nutrition

- The transformation of the Thabazimbi mine to the community grows and so staff are focused on this. While it is not TCM's policy to provide staff housing, the mine is committed to ensuring that all employees live in their own accommodation of adequate standard in their own homes.
- TCM also has a stock of retirement houses. It is the mine's intention to sell these houses to staff members at a discounted price.
- The mine recognises that all staff are entitled to a reasonable & sufficient & it is therefore, important that the workforce that is provided with retirement houses should be able to afford to purchase them. To ensure that the mine can provide this service, the mine will continue to invest in staff housing. The mine will continue to invest in staff housing. The mine will continue to invest in staff housing.
- TCM also has a Wellness Programme designed to assist employees in maintaining their physical and mental wellbeing.

Action Plan for Developing the TCM Housing Plan

Action	Key Action Steps	Output	Responsible	Timeline
Review all housing stock owned by the mine.	To create a data base of mine owned housing and the value of each.	Database of mine owned housing.	HR manager	December 2024
Set out criteria for selling mine owned housing.	Develop policy and process for sale of mine housing.	Policy and criteria for sale of mine housing.	HR manager	December 2024
Create a channel for selling staff to acquire mine owned housing.	Identify financial section members and maintainers for selling staff to purchase mine owned housing.	Enable staff members to purchase mine owned housing.	HR Manager Financial Dept	December 2024

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ArcelorMittal Procurement

- TCM has recognised that to effectively participate in the transformation of the South African economy, it has to include preferential procurement products more broadly across its supply base. All procurement within TCM operating according to the Social Procurement Policy and Supply Practices will contribute to the procurement of products and services that are managed with B-BBEE.
- In addition, the framework applying to Preferential Procurement are set out below. The objective of TCM's preferential procurement policy is to maximize opportunities for B-BBEE in every goods and services in TCM. The aim is to contribute to the development of a competitive B-BBEE supply base and will contribute to the economic and procurement requirements of the B-BBEE Act and Supply Practices.
- Preferential procurement considers the needs of procurement decisions within the context of TCM's transformation strategy and ensures that procurement decisions are fully aligned with B-BBEE's transformation objectives. These being to:
 - Provide compliance with legislation relating to local based black economic empowerment (B-BBEE).
 - Support and promote preferential procurement initiatives and systems for purposes of improving procurement from qualifying vendors (vendors with a compliance rating between Level 1 to 4).
 - Preferential procurement refers to the procurement of goods and/or services where preferential consideration is given to qualified vendors, that is, vendors holding a valid B-BBEE certificate or official B-BBEE compliance rating between Level 1 to 4, making that further consideration is applied to the following categories:
 - Emerging Micro-Enterprise (EME) vendors
 - Qualifying Small Enterprise (QSE) vendors
 - Black Owned (BO) vendors
 - Black Women Owned (BWO) vendors
 - Black Youth Owned (BYO) vendors

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ArcelorMittal Procurement

TCM Procurement Targets - Mining Goods

Category	2024	2025	2026	2027	2028
Spending on B-BBEE procurement based on South African Government targets	10.0%	10.0%	10.0%	10.0%	10.0%
Spending on B-BBEE					
EME spend and certified vendors	0.0%	0.0%	0.0%	0.0%	0.0%
Women owned and youth-owned vendors	0.0%	0.0%	0.0%	0.0%	0.0%
Black Owned Enterprise	0.0%	0.0%	0.0%	0.0%	0.0%

TCM Procurement Targets - Services

Category	2024	2025	2026	2027	2028
Spending on B-BBEE procurement based on South African Government targets	10.0%	10.0%	10.0%	10.0%	10.0%
Spending on B-BBEE					
EME spend and certified vendors	0.0%	0.0%	0.0%	0.0%	0.0%
Women owned and youth-owned vendors	0.0%	0.0%	0.0%	0.0%	0.0%
Black Owned Enterprise	0.0%	0.0%	0.0%	0.0%	0.0%

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ArcelorMittal Downscaling & Retrenchment

During 2019, the Board of the Company (BoC) of the mine owners at that time, made the decision to close the TCM. The decision followed an extensive review of the mining operation as well as certain commodity factors, including:

- Commodity prices more than 10 years old at the time.
- Global mining conditions due to the intense geopolitical competition were exacerbated by a linked commodity price recovery towards the end of the mine life.
- Increased operating costs due to high energy, shipping requirements, and
- A sharp fall in 4 June 2019 which has rendered the iron ore operation in the area unviable as all operations in mine.

TCM has taken into consideration a decision was made to comply a Final Mine Decommissioning and Closure Plan (MDCP) in 2019. The MDCP is a key component of the National Environmental Management Act (No. 107 of 1998) (NEMA), Mineral and Petroleum Resources Code of Practice (No. 30 of 2004) (MPRCA) and the Anglo American Code of Ethics to support the transition from the current TCM activities.

TCM acknowledges the reality and necessity in addressing the impact of such a downscaling/downsizing and retrenchment processes that require careful management and plan.

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ArcelorMittal Downscaling & Retrenchment

The Future Forum

The establishment of a Future Forum is required under Regulation 40(3)(b) of the regulations of the MPTCL.

In addition to the main points listed below, it is also proposed that the Future Forum will assist the implementation and monitoring of the SLP. This is an important component of the Black SLP.

A Future Forum will be established by TSM with the following objectives:

- Discuss and take measures to avoid large scale job losses
- Assess the social and economic impact of job losses
- Identify the possibility of job losses and implement mitigation plans
- Give business warning to affected individuals to improve their chances of finding alternative employment
- Provide employees who are affected with assistance
- Promote transferability of skills through the effective implementation of training initiatives that will lead to re-employability of the development of additional skills that may be applied outside the mining industry
- Inform and ensure continuous communication with the workforce on all SLP matters
 - Discuss industry trends and challenges on an ongoing basis and
 - Advise the Department of Labour of plans if more than ten percent (10%) of the workforce could be retrenched in one year

The overall effectiveness of the Future Forum will arise from business analysis of problems because this will make it possible to explore and implement appropriate solutions in a structured manner. In addition, the Future Forum will be the liaison between the Department of Labour, TSM management and all other affected parties.

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ArcelorMittal Total Financial Commitment

	2024	2025	2026	2027	2028	TOTAL
HRD	R82 000	R905 000	R300 000	R300 000	R905 000	R2 697 000
SD	R1 000 000	R1 075 000	R1 075 000	R1 375 000	R875 000	R7 300 000
DOWNSCALING & RETRENCHMENT	R5 000	R5 000	R5 000	R5 000	R5 000	R25 000
TOTAL FINANCIAL CONTRIBUTION BY MNS FOR COMPETITIVE PROJECTS (R1 2024 TO 2028)	R1 087 000	R2 085 000	R2 475 000	R1 740 000	R1 885 000	R10 677 000

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ArcelorMittal SLP Review and Consultation Timeframes

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ArcelorMittal SLP review public participation contacts

- The draft SLP is available for download at www.arcormittal.com/za. A printed copy of the SLP can be viewed at the Thabazimbi Library, 4th Avenue, Thabazimbi Proper, Thabazimbi.
- Comments may be submitted to the public participation contacts indicated below via email, SMS or WhatsApp.
- All comments received will be considered prior to finalisation of the SLP.
- All comments received during the 30-day comment period will be recorded in a Comment and Response Register which will be submitted to the DMRC.
- Stakeholders are invited to attend a Public Meeting at the Bioscope Hall, 11 Jordan Street, Thabazimbi, Thabazimbi or [on any day at 00:00 time \(SAC\)](https://www.arcormittal.com/za).

SLP Public Participation Office:
 Name: Edward Komana/ Ursula Pape
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Appendix C Form T

Company name	Physical Address		HDP Status	Supplier of mining goods (Capital Goods & Consumables)	Supplier of services	Total procurement spent %
360 BEE HOLDINGS (PTY) LTD	BENONI	GAUTENG	0.00 %	NO	YES	0.30%
ABLE WISE TRADING 23 (PTY) LTD	THABAZIMBI	LIMPOPO	0.00 %	YES	YES	0.11%
ACE FIRE SUPPRESSION TECHNOLOGIES	RUSTENBURG	NORTH WEST	51.00 %	YES	YES	0.39%
AIR PRODUCTS SA (PTY) LTD	KEMPTON PARK	GAUTENG	13.55 %	NO	YES	0.05%
ALCO SAFE (PTY) LTD	PRETORIA	GAUTENG	0.00 %	YES	YES	0.01%
ALTOM MAINTENANCE (PTY) LTD	THABAZIMBI	LIMPOPO	35.00 %	NO	YES	0.56%
ALUDAR 361 CC	THABAZIMBI	LIMPOPO	0.00 %	YES	YES	0.11%
AMAYA INDUSTRIES CC	JOHANNESBURG	GAUTENG	100.00 %	NO	YES	0.10%
AMBATHA CLOTHING (PTY) LTD	RUSTENBURG	NORTH WEST	51.00 %	YES	YES	0.12%
AUCTUS TUTORS (PTY) LTD	RUSTENBURG	NORTH WEST	100.00 %	NO	YES	0.55%
B1SA BEE SOFTWARE MANAGEMENT	JOHANNESBURG	GAUTENG	92.33 %	YES	YES	0.04%
BACK TO BASICS (PTY) LTD	FLORIDA	GAUTENG	31.90 %	YES	NO	0.00%
BAKER PERKINS LAUNDRALAND (PTY) LTD	TROYEVILLE	GAUTENG	0.00 %	YES	YES	0.26%
BANA BA THARI MINING TRAINING AND	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	0.26%
BARLOWORLD SOUTH AFRICA	JOHANNESBURG	GAUTENG	91.41 %	NO	YES	1.34%
BIDVEST WALTONS	GERMISTON	GAUTENG	36.87 %	YES	NO	0.07%
BOLT AND ENGINEERING DISTRIBUTORS	GERMISTON	GAUTENG	52.00 %	NO	YES	0.01%
BRANCHOUT TREE FARMS	RAYTON	GAUTENG	0.00 %	YES	NO	0.26%
BRIMIS ENGINEERING (PTY) LTD	MIDDLEBURG	MPUMALANGA	100.00 %	YES	YES	2.69%

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BRITS DRUKKERY (PTY) LTD	BRITS	NORTH WEST	0.00 %	YES	NO	0.09%
BUREAU VERITAS (SOUTH AFRICA) (PTY)	SANDTON	GAUTENG	63.77 %	NO	YES	0.10%
CARGO CARRIERS (PTY) LTD	VANDEBIJLPARK	GAUTENG	73.62 %	YES	YES	0.17%
CLIFFE DEKKER HOFMEYR INC	JOHANNESBURG	GAUTENG	32.14 %	NO	YES	0.00%
CORE MET SERVICES (PTY) LTD	CENTURION	GAUTENG	0.00 %	NO	YES	0.13%
CRYSTAL CONSTRUCTION (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	1.62%
DATACENTRIX (PTY) LTD	JOHANNESBURG	GAUTENG	80.60 %	YES	YES	0.15%
DEVOLTAGE TRAINING CENTRE CC	CAPE TOWN	CAPE TOWN	0.00 %	NO	YES	0.03%
DIE DRAADWERF (PTY) LTD	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.01%
DIESEL ELECTRIC NORTH WEST CC	RUSTENBURG	NORTH WEST	26.00 %	NO	NO	0.26%
DINARE SECURITY AND PROTECTION	THABAZIMBI	LIMPOPO	51.00 %	NO	YES	8.94%
DKK GLOBAL RESOURCES (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.88%
DOSETECH (PTY) LTD	CAPE TOWN	CAPE TOWN	51.00 %	NO	YES	0.16%
DR N CHRISTODOULOU	JOHANNESBURG	GAUTENG	0.00 %	NO	YES	0.11%
DRIZIT ENVIRONMENTAL (PTY) LTD	DURBAN	KWAZULU-NATAL	0.00 %	NO	YES	0.14%
EHLERS ELEKTRIESE DIENSTE	THABAZIMBI	LIMPOPO	0.00 %	YES	YES	0.15%
ENVIROSERV WASTE MANAGEMENT	GERMISTON	GAUTENG	32.61 %	NO	YES	5.54%
EUREKA WHOLESALERS CC	VEREENIGING	GAUTENG	100.00 %	YES	NO	0.00%
EXANTEN CC	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.72%
FINE FIT UNIFORM AND OVERALL CC	BENROSE	GAUTENG	100.00 %	YES	YES	0.00%
GAPS SOLUTIONS (PTY) LTD	JOHANNESBURG	GAUTENG	100.00 %	NO	YES	0.06%
GIJIMA HOLDINGS (PTY) LTD	CENTURION	GAUTENG	100.00 %	NO	YES	0.27%

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GROUND PROBE SOUTH AFRICA (PTY) LTD	MIDRAND	GAUTENG	0.00 %	NO	YES	2.10%
HAMBA TRAVEL SERVICES (PTY) LTD	VANDEBBIJLPARK	GAUTENG	51.00 %	NO	YES	0.07%
HARRY POST CC	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.73%
HELIGAME SERVICES (PTY) LTD	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.16%
HIHON AUTO SPARES CC	THABAZIMBI	LIMPOPO	0.00 %	NO	NO	0.02%
HYDROMULCH (PTY) LTD	FARM ELANDSFONTEIN	GAUTENG	51.00 %	YES	YES	11.60%
IAFRICA MINERALS (PTY) LTD	THABAZIMBI	LIMPOPO	51.00 %	NO	YES	1.81%
IKATISENG SECURITY SERVICE CC	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.23%
INDUSTRI TOOLS AND EQUIPMENT (PTY)	RANDFONTEIN	GAUTENG	27.91 %	YES	NO	0.03%
INDUSTRIA MOTORS (PTY) LTD	NORTHAM	LIMPOPO	0.00 %	NO	YES	0.29%
INFINITE TRADING 97 (PTY) LTD	KLOOF	GAUTENG	0.00 %	NO	NO	0.01%
JABULA ENGINEERING THABAZIMBI	THABAZIMBI	LIMPOPO	51.00 %	YES	YES	0.11%
K&D MINE SUPPLIERS (PTY) LTD	RUSTENBURG	NORTH WEST	51.00 %	YES	YES	0.02%
KAMOGELO ENTERPRISE (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.13%
KARADIOA (PTY) LTD	MODIMOLLE	LIMPOPO	100.00 %	NO	YES	0.23%
KBC HEALTH AND SAFETY (PTY) LTD	JOHANNESBURG	GAUTENG	51.83 %	NO	YES	0.10%
KNIGHT PIESOLD (PTY) LTD	JOHANNESBURG	GAUTENG	56.57 %	NO	YES	0.22%
KOMATSU SOUTH AFRICA (PTY) LTD	GERMISTON	GAUTENG	25.04 %	NO	YES	0.59%
KSB PUMPS AND VALVES (PTY) LTD	VANDEBBIJLPARK	GAUTENG	30.00 %	YES	YES	0.10%
LEICA GEOSYSTEMS (PTY) LTD	JOHANNESBURG	GAUTENG	0.00 %	NO	YES	0.76%
LIEBHERR AFRICA (PTY) LTD	SPRINGS	GAUTENG	25.10 %	NO	YES	1.62%
LOREDO SERVICES (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	2.65%

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LUNGA AND D INVESTMENTS AND PROJECT	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.08%
MACSTEEL FLUID CONTROL (PTY) LTD	JOHANNESBURG	GAUTENG	27.94 %	YES	YES	0.01%
MAGNITECH (PTY) LTD	JOHANNESBURG	GAUTENG	0.00 %	YES	YES	0.05%
MALAN SCHOLES INCORPORATED	JOHANNESBURG	GAUTENG	20.00 %	NO	YES	0.16%
MARDO FOTO'S SANDTON (PTY) LTD	VANDEBBIJLPARK	GAUTENG	51.00 %	NO	YES	0.00%
METEX EP (PTY) LTD	THABAZIMBI	LIMPOPO	26.00 %	NO	YES	2.61%
MICHAEL AND MAKGALOA	THABAZIMBI	LIMPOPO	51.00 %	NO	YES	4.19%
MIDDINDI CONSULTING (PTY) LTD	ROODEPOORT	GAUTENG	100.00 %	NO	YES	0.49%
MONYETLA SERVICES (PTY) LTD	VANDEBBIJLPARK	GAUTENG	51.10 %	NO	YES	1.29%
MORETLWA CONTRACTORS (PTY) LTD	THABAZIMBI	LIMPOPO	26.00 %	YES	YES	0.05%
MPI MINING SOLUTIONS (PTY) LTD	BENONI	GAUTENG	57.00 %	YES	YES	0.93%
NCS INDUSTRIAL WEIGHING (PTY) LTD	HARTBEESPOORT	NORTH WEST	51.00 %	NO	YES	0.03%
NICHOLAS AUTO ENTERPRISES CC	EDENVALE	GAUTENG	0.00 %	YES	YES	0.15%
NISASTYLE (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	0.45%
P AND C TECHNOLOGIES NORTHERN CAPE	JOHANNESBURG	GAUTENG	100.00 %	YES	YES	0.31%
PG GLASS THABAZIMBI	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.05%
PHOENIX SLAG SERVICES OF SOUTH	VEREENIGING	GAUTENG	0.00 %	NO	YES	2.10%
PIRTEK (RUSTENBURG) (PTY) LTD	RUSTENBURG	NORTH WEST	51.00 %	NO	YES	0.00%
PLATINUM PUBLISHERS (PTY) LTD	THABAZIMBI	LIMPOPO	31.00 %	NO	YES	0.02%
PNC OIL (PTY) LTD	HEIDELBERG	GAUTENG	51.00 %	NO	YES	0.15%
POLYCOMP PROJECTS CC	EDENVALE	GAUTENG	100.00 %	NO	YES	0.60%
PREMIER SURVEY AFRICA (PTY) LTD	PRETORIA	GAUTENG	51.00 %	NO	YES	0.40%

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PRISMA TRAINING SOLUTIONS (PTY) LTD	POTCHEFSTROOM	NORTH WEST	51.83 %	NO	YES	0.03%
RE A KGONA WEEDS AND PEST CONTROL	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	0.56%
REMBIS FIRE SERVICES (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.37%
RENATA RUSTENBURG (PTY)	THABAZIMBI	LIMPOPO	100.00 %	YES	NO	0.27%
SELECT PPE	RANDFONTEIN	GAUTENG	30.04 %	YES	NO	0.19%
SEMPALENG CONSTRUCTION (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	YES	YES	0.01%
SHANGONI MANAGEMENT SERVICES (PTY)	PRETORIA	GAUTENG	51.56 %	YES	YES	0.42%
SISONKE HYDRAULICS AND ENGINEERING	CENTURION	GAUTENG	16.58 %	YES	YES	0.01%
SNS ELECTRIC (PTY) LTD	THABAZIMBI	LIMPOPO	0.00 %	YES	YES	0.01%
SPECICHEM (PTY) LTD	EDENVALE	GAUTENG	51.00 %	YES	YES	0.01%
SYNERLYTIC SERVICES (PTY) LTD	PINETOWN	KWAZULU-NATAL	88.73 %	NO	YES	0.05%
TANIO LOGISTICS (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	2.52%
TERSUS GNSS SOUTH AFRICA (PTY) LTD	CENTURION	GAUTENG	0.00 %	YES	YES	0.41%
THABA SUPERSPAR	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.29%
THABAZIMBI CRISIS CONTROL NPC	THABAZIMBI	LIMPOPO	26.00 %	YES	YES	1.11%
THE HUB OF OCCUPATIONAL HEALTH	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	2.94%
TOTAL SA (PTY) LTD	JOHANNESBURG	GAUTENG	53.23 %	NO	YES	22.81%
TOTAL THABAZIMBI	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.04%
TRACKER CONNECT (PTY) LTD	RANDBURG	GAUTENG	61.16 %	NO	YES	0.06%
TRILLCOM CONSULTING (PTY) LTD	SANDTON	GAUTENG	100.00 %	NO	YES	0.09%
TSHOLOMOLE PROJECTS (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	0.14%
TST ENGINEERING AND PROJECTS (PTY) LTD	THABAZIMBI	LIMPOPO	100.00 %	NO	YES	0.11%

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URBAN EDGE TOWN PLANNERS	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.95%
VAAL DOCUMENT MANAGEMENT	VANDERBIJLPARK	GAUTENG	51.44 %	NO	YES	0.07%
VALOBEX 275 CC	THABAZIMBI	LIMPOPO	0.00 %	NO	YES	0.01%
VBKOM CONSULTING ENGINEERS (PTY)	CENTURION	GAUTENG	51.00 %	YES	YES	1.17%
WEATHER INTELLIGENCE SYSTEMS (PTY)	FOURWAYS	GAUTENG	51.00 %	NO	YES	0.12%
WERKSMANS INCORPORATED	SANDTON	GAUTENG	24.59 %	NO	YES	0.26%
WES ENTERPRISES (PTY) LTD	THABAZIMBI	LIMPOPO	26.00 %	YES	NO	0.05%
ZANOKUHLE ENVIRONMENTAL SERVICES (P	DURBAN	KWAZULU-NATAL	100.00 %	NO	YES	0.38%