

Social and Labour Plan: Zibulo Colliery 2021 – 2025 | In compliance with Regulation 46 of the Mineral and Petroleum Resources and Development Act No. 28 of 2002 and Regulations



SOCIAL AND LABOUR PLAN

ZIBULO COLLIERY (OOGIESFONTEIN)
MP 30/5/1/2/2/338 MR

**APPLICATION FOR SECTION 102 FOR PERIOD:
2021 – 2025**

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PART ONE

Preamble

1. Introduction

Effective 4 June 2021, Thungela Resources Ltd (“Thungela”) has started trading, following Thungela’s admission to the Johannesburg Stock Exchange, and on the London Stock Exchange, which follows the completion of the demerger of Thungela from Anglo American plc. Thungela is the parent company of AAIC.

Thungela owns interests in and produces its thermal coal predominantly from six mining operations, namely Goedehoop, Greenside, Isibonelo, Khwezela, AAIC (operating the Zibulo colliery), Mafube Coal Mining (operating the Mafube colliery) and Butsanani Energy (operating the Rietvlei colliery). Thungela is the sole owner of each of these operations, except for AAIC, Mafube Coal Mining and Butsanani Energy, in which the Group has a 73%, 50% and 66.7% interest, respectively. The Group also has plans for two proposed mining operations in the form of the Elders Project and Dalyshope Project. The Elders Project, in which the Group has a 73% interest, is a proposed underground mine (at the exploration and technical study stage) and the Dalyshope Project is a proposed open cast mine for which a mining right application is pending approval. The Group also holds a 50% interest in Phola, which owns and operates the Phola Coal Processing Plant and a 23.22% indirect interest in RBCT, which owns and operates the Richards Bay Coal Terminal. Thungela also holds an interest of approximately 67% in Butsanani Energy, which in turn holds a 51% interest in RMC, which operates the Rietvlei colliery. Accordingly, the Company indirectly holds a beneficial interest of 34% in RMC.

Our mines supply thermal coal to both the export and local markets and metallurgical coal for export. Our coal is exported via the Richards Bay Coal Terminal (RBCT).

1.1 Overview of Zibulo Colliery

Zibulo Colliery was established in 2007 and produces eight million tonnes of thermal coal annually. The mine comprises a large underground bord and pillar operation, a contractor-run opencast pit and the Phola Coal Processing Plant, a 50:50 joint venture between Anglo American Inyosi Coal (Pty) Ltd (“AAIC”) and Seriti Power (Pty) Ltd.

Zibulo, which means ‘first born’ in isiZulu, is made up of 874 permanent employees and 1 265. contractors.

Zibulo Colliery is 100% owned by Anglo American Inyosi Coal (Pty) Ltd (“AAIC”), which is jointly owned by Inyosi Coal (Pty) Ltd (27%) and South African Coal operations (Pty) Ltd (73%).a black economic empowerment consortium.

- **Location**

The mine is in the north-western margin of South Africa’s Witbank Coalfield basin and is situated 58km south-west of the town of eMalahleni and 114km east of Johannesburg, Gauteng’s economic hub.

The colliery forms part of the Nkangala District Municipality in the Mpumalanga province and lies near the Gert Sibande Magisterial District border. The towns of Ogies, Phola and Delmas are in Nkangala while the towns of Lebohang and Leandra form part of the Gert Sibande Magisterial District. The area is well served by provincial, district and farm roads. The mine's underground operation is in Zondagsfontein while the opencast site is situated in Oogiesfontein.

- **Mining method and production**

Zibulo Colliery's reserves are made up of 1 to 5-seam coal (numbered from the base upwards). The underground operation currently mines 2-seam product, while the opencast is engaged in the extraction of 4 and 2-seam coal. The underground site produces seven million run of mine tonnes per annum and the opencast an annual 1 million tonnes.

The underground mine's 2-seam reserves are expected to last until 2033, with seams 4 and 5 reserved for development upon their depletion. Underground coal is extracted from eight sections using the bord and pillar method. The fleet is made up of continuous miners, cable shuttle cars, battery haulers and twin boom roof bolters.

Coal from the underground mine is transported to the Phola Coal Processing Plant using a 16km single-flight overland conveyor. Opencast coal is mined using a dragline, truck and shovel methods and hauled to the same plant using provincial roads.

Primary product is railed to the Richard's Bay Coal Terminal for export, while a fifth of secondary coal production (20%) (middlings) goes to the domestic market, mainly Eskom.

- **Future capital investment and expansion plans**

Zibulo Colliery's reserves are estimated to be sufficient for the next 17 years without investment in additional life extension projects. Several projects have been undertaken to enable the mine to access available 2-seam reserves.

These involved the creation of an additional upcast ventilation shaft that supplemented three existing ventilation fans, each with a capacity of 400m³/s. An incline shaft complex was also created to reduce the risk of the mine running out of pit room. The shaft also formed a second egress, facilitating a second incline belt and the integration of the number 4 seam.

- **The objectives of the Social and Labour Plan**

The objectives of the plan are to:

- Promote employment and advance the social and economic welfare of all employees and to uplift all stakeholders within the communities in which we operate;

- Ensure that the holders of mining rights contribute to the socio-economic development of the area in which they operate, including major labour sending areas;
- Utilize and expand the existing skills base for the empowerment of HDP and to serve the community; and
- Contribute to the transformation of our industry.

• **Definitions**

In the text that follows, these terms should be clearly understood:

- Anglo American Inyosi Coal (Pty) Ltd, a member of the Thungela Resources Limited Group, includes all employees at head office, technical divisions and mining operations.
- AAIC operations include all operational and technical personnel but exclude staff from our head office.
- Zibulo Colliery is owned by Anglo American Inyosi Coal (Pty) Ltd (“AAIC”), which is jointly owned by Inyosi Coal (Pty) Ltd (27%) and South African Coal operations (Pty) Ltd (73%), a black economic empowerment consortium

This document is compiled in accordance to Regulation 46 of the Mineral and Petroleum Resources Development Act No. 28 of 2002 and Regulations (MPRDA) which outlines the required contents of the Social and Labour Plan.

• **Legislation and Regulations**

The following legislation and regulations are relevant to the Social and Labour Plan:

- MPRDA (Mineral and Petroleum Resources Development Act No. 28 of 2002).
- DMRE (Department of Mineral Resources and Energy) Guidelines for Social and Labour Plans.
- Skills Development Act No 97 of 1998.
- Employment Equity Act No 55 of 1998.
- Labour Relations Act of 1995.
- Basic Conditions of Employment Act of 1997.
- Broad-based Black Economic Empowerment Act No 53 of 2003

The afore mentioned as amended from time to time.

• **Associated Documents**

Guided documents related to the Social and Labour Plan are:

- Social Impact Assessment Report
- Mine Workplace Skills Plan
- Mine Employment Equity Plan
- Mine Recruitment Plan (working document)
- Integrated Development Plans for eMalahleni Local Municipality and Nkangala District

- Policies and procedures related to:
 - Employment Equity Policy
 - Human Resource Development Policy
 - Retrenchment Policy
 - BEE Specification Policy
 - Learnership Procedure
 - Mentorship Procedure

1.9 Detailed Coal and Mineral Rights

Zibulo Colliery consist of two mining rights known as Oogiesfontein mining right with DMRE reference number MP 30/5/1/2/2/338 MR and Zibulo mining right with DMRE reference number MP 30/5/1/2/2/305 MR which is managed as one operation named Zibulo Colliery. Therefore, the content of the SLPs for the associated mining rights will be similar.

1.10 Background Information:

Name of the company	Anglo American Inyosi Coal (Pty) Ltd, a member of Thungela Resources Limited Group
Name of the mine	Zibulo Colliery
Physical address	Mineral, Property Rights and Permitting Department 25 on Bath, Rosebank Johannesburg 2196
Postal address	Anglo American Inyosi Coal (Pty) Ltd PO Box 1521 Saxonwold 2132
Telephone number	+27 76 822 0399
Mine address	Rietvlei 64 IS Farm Portions RE1 and 7/1
Mine postal address	PO Box 399 Ogies 2230
Telephone number	+ 27 13 643 4400
Fax number	+ 27 13 691 9200
Location of mine	Zibulo Colliery is situated in the Nkangala District Municipality in the Mpumalanga province of South Africa. The property is located close to the border of the Gert Sibande Magisterial District.
Commodity	Coal
Right expiry date	305MR expires in 2040
Responsible Person	General Manager
Breakdown of employees per sending area	Section 2 – Table 2.1
Financial year	January to December
Reporting year	31 March of each year

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PART TWO

Human Resources Development Programme

2. Human Resources Development Programme

Human resources

Zibulo Colliery aims to develop human potential and create opportunities for individuals so that they can sustain themselves, their families, and their communities throughout their working lives. The below table indicates the labour budget, per employee category, for this SLP cycle period.

Table 2.1: Employees by category

Employee category	Targets by year				
	2021	2022	2023	2024	2025
Permanent employees	874	874	874	874	874
Learnerships (apprentices\learners)	15	15	15	15	15
Bursars and professionals in training	12	12	12	12	12
Temporary employees	3	3	3	3	3
Contractor employees	1 265	1 265	1 265	1 265	1 265

2.1 Compliance with skills development legislation

Zibulo Colliery is registered with the Mining Qualifications Authority (MQA), the Sector Education and Training Authority (SETA) for the mining industry. The mine complies with the requirements of the Skills Development Act, which includes the submission of a Workplace Skills Plan and Annual Training Report as per the SETA's requirements.

Table 2.2: Compliance with legislation

Skill Development Legislation	
Name of SETA	Mining Qualifications Authority (MQA).
Registration number with SETA	L880773199
Confirmation of having appointed a Skills Development Facilitator	Victor Ntoagae Jeffrey Skhosana
Proof of submission of workplace skills plan and date of submission	Annexure A: proof of submission on 3 May 2021

Both skills development facilitators are responsible for coordinating the Workplace Skills Plan and Annual Training Report. This process is conducted in consultation with the Employment Equity and Skills Development committee.

Training centre

Zibulo Colliery's training centre is ISO 9001:2015 certified. The centre operates in partnership with Thungela's Central Training Services based in eMalahleni and leverages its expertise in sourcing, drafting, and presenting key competence and development courses for the workforce.

The colliery training centre's responsibilities include:

- Annual refresher training for employees and business partners

- Managing licensing requirements for employees and business partners
- Maintaining skills and training matrices for employees
- Ensuring safety-related compliance in respect of training and competence
- Implementing programmes and systems as directed by Thungela Resources' Central Training Services. These relate to safety training and competence.

The centre has a staff complement of seven employees to fulfil its mandate. Use is made of outside training providers and consultants, where necessary.

2.2 Skills Development Plan

Zibulo Colliery's education profile is shown in Table 2.3.

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Table 2.3: Number and education levels of employees: Zibulo Colliery 2020

LITERACY LEVELS			MALE				FEMALE				TOTAL	
BAND	NQF LEVEL	OLD SYSTEM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No schooling/unknown	17	0	0	0	0	0	0	0	17	0
		Pre-adult education and training (AET)										
		AET 1										
		AET 2										
		AET 3										
		AET 4										
Further Education and Training (FET)	2	Grade 10/Std 8/N1	30	0	0	0	5	0	0	0	30	5
	3	Grade 11/Std 9/N2	72	1	0	0	15	0	0	0	73	15
	4	Grade 12/Std 10/ N3	373	0	0	15	110	0	0	9	388	119
Higher Education and Training (HET)	5	National certificates & occupational awards	102	0	3	48	23	0	1	2	153	26
	6		9	0	0	1	10	0	0	1	10	11
	7	First degrees/diplomas	17	1	2	11	22	1	0	5	31	28
	8	Professional/honours degrees	2	0	1	2	6	0	0	0	5	5
	9											
	10	Doctorate	4	0	0	0	0	0	0	1	4	1
TOTAL			626	2	6	77	192	1	1	18	711	211

In 2018, the mine opened an Adult Education and Training (AET) centre in one of its host communities (Phola). Due to the education profile of the mine's employees, there are no plans for AET for employees. Should they choose to, employees have the option to further their education at this facility.

Table 2.4: AET Budget – Community

AET Level	2021-2022	2022-2023	2023-2024	2024-2025	2025
Oral	9	7	10	16	19
AET 1	16	10	16	19	22
AET 2	19	11	17	21	23
AET 3	17	12	17	22	23
AET 4	13	12	22	27	28
GETC/NQF1	20	16	25	29	6
Total Number	94	68	107	134	121
Budget	R1 653 000	R1 914 000	R1 925 541	R3 596 425	R3 635 867

Table 2.5: AET Budget – Employees

AET Level	2021-2022	2022-2023	2023-2024	2024-2025	2025
Oral	1	1	2	2	3
AET 1	2	2	2	3	3
AET 2	3	2	2	3	3
AET 3	2	2	3	3	2
AET 4	2	2	3	3	2
GETC/NQF1	3	2	3	3	1
Total Number	13	11	15	17	14
Budget	R247 000	R286 000	R274 459	R473 575	R434 133

2.2.2 Skills strategy

Zibulo Colliery's skills development strategy is based on the following:

- The development of operational and technical skills and competencies for all employees
- The monitoring and management of development plans for talented employees identified as having the potential to be promoted into more senior positions based on the colliery development pipeline
- Providing opportunities for development for all employees to further their careers through appropriate training and part-time studies.

The following are in place to support these objectives:

- A learnership programme
- Professional in training programme
- Bursary programme
- Part-time study scheme
- Competence, skills enhancement, and refresher training
- Talent management

2.2.3 Learnerships

Zibulo Colliery, in support of centralised learning and development targets, aims to achieve compliance with the Department of Mineral Resources and Energy's requirement within the next three to five years.

Employee upliftment and development is central to addressing mine and individual human capital needs within the artisan and tradesman space. Our continued endeavours to reduce local unemployment and raise the local skills base is borne out by the fact that more than 70% of candidates for external learnerships are sourced from host communities.

The tables that follow indicate the total number of candidates the mine has budgeted for every year for the next five years. Note: the below is not the annual recruitment numbers.

Table 2.6: Learnership 18.1

Learnership Type	2021	2022	2023	2024	2025	Total
Electrician	1	1	2	3	2	9
Fitter	2	1	2	2	3	10
Instrument Mechanician	1	1	1	2	2	7
Rigger	0	0	1	1	1	3
Auto Electrician	1	1	1	2	2	7
Diesel Mechanic	1	1	1	1	2	7
Boilermaker	0	1	1	2	2	6
Total	6	6	9	13	14	49
Budget	R620 689,66	R428 571,43	R477 551,02	R960 576,92	R1 092 473,68	R3 517 663,76

Table 2.6: Learnership 18.2

Learnership Type	2021	2022	2023	2024	2025	Total
Electrician	5	7	9	9	9	39
Fitter	4	8	8	9	9	38
Instrument Mechanician	4	3	4	4	4	19
Rigger	0	2	2	2	2	8
Auto Electrician	1	6	8	8	9	32
Diesel Mechanic	3	6	7	7	7	30
Boilermaker	2	6	7	7	7	29
Total	19	38	45	46	47	195
Budget	R1 179 310,34	R1 371 428,57	R1 322 448,98	R2 369 423,08	R2 570 526,32	R8 875 336,24

For the 2021 to 2025 SLP cycle, Zibulo Colliery, in line with Thungela's strategy, the National Development Plan and the plans of local municipalities, will implement skills development programmes as per the table below.

Table 2.7: Community skills development

Fields of Study	2021	2022	2023	2024	2025	Total
Drone Pilots	0	3	3	3	0	9
Fire Fighting	2	3	3	0	0	8
Sewing	3	3	2	4	6	18
Homebased caregiving & social services	7	7	8	10	13	45

Drivers License Support	5	5	5	6	8	29
Agriculture	4	4	4	4	7	23
Basic engineering: welding, wiring	7	7	9	10	13	46
Basic plumbing	10	8	9	12	14	53
Basic computer	17	15	18	15	17	82
Basic bricklaying	8	8	9	9	11	45
Basic mining: blasting	3	3	5	5	5	21
Total	66	66	75	78	94	379
Budget	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000	R15 147 000

Note: Upon the finalisation of a skills audit by the eMalahleni Local Municipality, Zibulo Colliery will further identify suitable skills development programmes for the communities of Ogies, Phola and surrounding farms. Commitment is made for any of the specified fields above with the total number of beneficiaries per year specified under each year and relevant budget. Programmes will not be limited to the above mentioned field.

2.2.4 Hard to fill vacancies

All Thungela mines' capacity-building strategies are aligned for the purposes of uniformity and continuity and tap into the Group's in-house bursary scheme to ensure a reliable supply of skills.

Thungela continuously strive to provide training and development opportunities to address capacity building for Historically Disadvantaged Persons (HDP) and the country's shortage of critical skills. Internal trainee positions have been created for surveyors, ventilation, environmental and safety officers to develop these scarce skills internally. Hard to fill vacancies are addressed through bursary allocation programmes, study assistance schemes and the provision of learnerships and skills programmes. Employees are encouraged to study in fields where a scarcity of skills exists.

Table 2.8: Hard to Fill Vacancies

Occupation Level	Job title of vacancy	Main reason for being unable to fill the vacancy
Senior management	N/A	N/A
Professionally qualified and experienced specialists and mid-management	Rock Engineering Manager	Lack of relevant qualifications (desired level of study not attained or inappropriate field of study or inappropriate subject specialisation)
Technical and academically qualified workers, junior management, supervisors, foremen and superintendents	N/A	N/A
Semi-skilled and discretionary decision-making	N/A	N/A
Unskilled and defined decision-making	N/A	N/A

2.2.5 Career progression and Coaching & Mentoring

Career progression and coaching and mentoring is a centralized function in Thungela. Zibulo Colliery complies to the Thungela Talent Management Strategy and Policy as set out in the write-up below.

Thungela has a Talent Management Strategy and Policy that looks at succession planning and development planning for band 6 and above roles. These are reviewed yearly, through conducting annual operational talent reviews, discipline reviews and then concluded with a company review. In these session's succession plans are amended and development actions agreed for individuals. Formulized development plans are an area that is currently under review. The system is available where development plans for band 6 and above need to be captured and monitored. There has been a slow up-take of this by individuals however plans are in place for these to be completed and monitored to ensure development gaps are closed.

In terms of mentorship, we have followed the Thungela Mentorship policy. This policy is in the process of review, to ensure it is fit for purpose for Thungela. By reviewing the policy, we will ensure more effective tracking of mentors. Assistance is given by linking up employees with the correct mentor and this is reviewed in Manager once Removed (MoR) discussions.

The development of our employees is of upmost importance to Thungela. We follow the 70/20/10 rule when it comes to development:

- 70% of learning is done on the job through:
 - Stretch assignments
 - Critical projects
 - Incorporating structured challenge into existing role
 - Cross border moves to build capability and meet critical business need
- 20% of learning is through coaching and mentoring:
 - Executive mentor (imparts key knowledge and/or experience to mentee; acts as a sounding board)
 - Executive sponsor (enhances the visibility of individual; proactively promotes their capability and potential)
 - Internal Mentors
 - External Mentors
- 10% of learning is through formal learning
 - Core leadership development programmes
 - Focused learning solutions as appropriate to meet development and knowledge gaps

As part of development, we aim to achieve job enrichment, which is done through:

- Linear and non-linear career paths
- A continuous learning culture
- Career progression support through customized individual development plans and career experiences, enabled by defined capability mapping and coaching for excellence.
- Targeted development opportunities and stretch assignments

For our people, long-term career success is built on gaining experience and exposure to other disciplines by moving into lateral positions, as well as leveraging promotion opportunities.

Our learning culture encourages continuous learning through various learning methods so that Thungela employees self-drive their careers, which aligns with our values of Accountability and Entrepreneurship. We embrace an 'anywhere learning' principle, and support employees with ongoing career discussions, individually tailored development plans and opportunities through stretch assignments.

Thungela has always believed that Leadership Development is essential for the success of our leaders and their future. We have always sent our employees to the various leadership development programs that AAIC partook in when we were part of Anglo American. We are currently designing the Leadership Academy for Thungela that has custom made leadership programs for Band 7 and above employees. These programs will be launched in 2022 Q1. Employees are nominated for these programs through the Talent Management Process. We are particularly committed to the development and success of our female employees and as part of the Leadership Academy, we have also developed Women in Leadership Programs that will also be rolled out in 2022.

Our PIT Program provides a well-rounded development program for our bursars that come into the business once they have completed their studies. Each PIT is provided with a Mentor that guides them through a detailed program that is reviewed and tracked to ensure progress and that the correct areas of development are being addressed. PIT's are provided with acting exposure as well constant engagement with Senior Management and HR.

Table 2.9: Training programmes within career progression paths

Training programmes within career progression paths	Discipline	Position starting from	Targeted position working towards	Number of identified employees				
				2021	2022	2023	2024	2025
Leadership programmes and targeted exposure and experience	Engineering	GBF 6	GBF 5	4	4	4	2	2
Leadership programmes and targeted exposure and experience	Mining	GBF 6	GBF 5	3	3	3	1	1
Leadership programmes and targeted exposure and experience	Geosciences	GBF 6	GBF 5	1	1	1	1	1
Leadership programmes and targeted exposure and experience	Technical Services	GBF 6	GBF 5	4	4	4	2	2
Leadership programmes and targeted exposure and experience	Finance	GBF 6	GBF 5	2	2	2	0	0
Supervisory programmes and targeted exposure and experience	Engineering	C4#	GBF 6	6	6	6	2	2
Supervisory programmes and targeted exposure and experience	Mining	C4#	GBF 6	5	5	5	2	2
Graduate programme	Mining	GBF 7	GBF 6	7	7	7	0	0
Graduate programme	Engineering	GBF 7	GBF 6	3	3	3	2	2
Graduate programme	Other	GBF 7	GBF 6	4	4	4	1	1
				39	39	39	13	13

Table 2.10: Mentorship Plan

			TARGET		GENDER	
Mentoring Programme	Career Deliverables	Duration	HDP	Non-HDP	Female	Male
Mentoring Programme (self-managed with Mentor and Mentee)	Improve Social Processing Skills, improve leadership Skills	Self-determine and dependent on relationship, generally 12 - 24 months	4	2	3	3

2.2.7 Bursary and internship plan

Zibulo Colliery utilises Thungela's well-established bursary scheme which develops students who are afforded professional career opportunities within the organisation on completion of their studies. Bursaries are awarded in the following disciplines:

- Metallurgical and chemical engineering
- Electrical, mechanical, and industrial engineering
- Mining engineering
- Mine surveying
- Rock engineering
- Environmental management
- Finance and accounting

Table 2.12: Thungela Bursars

Field of Study	Budget by Year					Total Budget
	2021	2022	2023	2024	2025	
Mining & blasting	2	2	2	2	2	10
Engineering	1	1	1	1	1	5
Survey	1	0	1	0	0	2
Geology	1	0	1	0	0	2
HR	0	1	0	1	1	3
Finance & Accounting	1	0	1	0	0	2
Metallurgy	1	0	1	0	0	2
SHEQ	0	1	0	1	1	3
VOHE	0	1	0	1	1	3
Rock Engineering	1	1	1	1	1	5
Business Improvement	0	1	0	1	1	3
Total	8	8	8	8	8	40
Budget	R2 000 000	R2 000 000	R2 000 000	R3 700 000	R4 070 000	R13 770 000

Bursar training programme

Training and development programmes for graduates across disciplines are reviewed on an annual basis and are updated where necessary. Programmes allow for continuous monitoring and evaluation to ensure that our trainees get the best exposure available. The company encourages trainees to take ownership of their development and has processes in place to allow for further studies where required.

Table 2.12: Thungela professionals in training

Field of Study	Budget by Year					Total Budget
	2021	2022	2023	2024	2025	
Mining & blasting	2	2	2	2	2	10
Engineering	1	1	1	1	1	5
Survey	1	1	1	1	1	5
Geology	1	1	1	1	1	5
HR	1	1	1	1	1	5

Finance & Accounting	1	1	1	1	1	5
Metallurgy	1	1	1	1	1	5
SHEQ	1	1	1	1	1	5
VOHE	1	1	1	1	1	5
Rock Engineering	1	1	1	1	1	5
Business Improvement	1	1	1	1	1	5
Total	12	12	12	12	12	60
Budget	R2 000 000	R2 000 000	R2 000 000	R3 700 000	R4 070 000	R13 770 000

Community scholarships

A Community Scholarship Scheme was established solely for matriculants from our host communities, with a commitment from each Thungela mine to fund five scholars (the total budget for each year and not the number to be recruited per year) for the duration of this SLP cycle. Zibulo Colliery, however, aims to increase this number from 2022. Please see the table below. These scholarships are awarded in various fields of study, and not necessarily those required by the mining industry. As such, the scheme develops skills for the country and other industries.

Table 2.13: Community Scholarships

Field of Study	2021	2022	2023	2024	2025
Mining Engineering/Rock Engineering	2	2	2	4	4
Occupational Hygiene / Environmental Management	0	1	1	1	1
Electrical Engineering / Mechanical Engineering	1	1	1	3	3
Human Resources Management	1	1	1	2	2
Medicine	0	1	1	1	1
Metallurgical Engineering / Chemical Engineering	1	1	1	1	1
Financial Management / Procurement and Logistics Management	0	1	1	1	1
Minerals Survey / Geology	0	1	1	1	1
Safety Management	0	1	1	1	1
Total	5	10	10	15	15
Budget	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000

Table 2.13: Bursaries: Internal

Fields of Study	2021	2022	2023	2024	2025
Mining Engineering/Rock Engineering	1	1	2	2	2
Occupational Hygiene / Environmental Management	1	1	0	0	0
Electrical Engineering / Mechanical Engineering	0	1	0	2	2
Human Resources Management	0	1	1	1	1
Metallurgical Engineering / Chemical Engineering	1	0	0	0	0
Financial Management / Procurement and Logistics Management	0	0	1	2	1
Minerals Survey / Geology	1	0	1	2	0
Safety Management	1	1	0	1	0
Total	5	5	5	10	6
Budget	R1 500 000	R1 000 000	R1 000 000	R1 850 000	R2 035 000

Table 2.13: Bursaries: External

Fields of Study	2021	2022	2023	2024	2025
Mining Engineering/Rock Engineering	1	2	1	2	3
Occupational Hygiene / Environmental Management	0	0	1	1	1
Electrical Engineering / Mechanical Engineering	1	1	3	2	3
Human Resources Management	1	1	1	2	2
Medicine	1	1	2	1	2
Metallurgical Engineering / Chemical Engineering	0	1	0	1	1
Financial Management / Procurement and Logistics Management	1	1	1	1	1
Minerals Survey / Geology	0	1	0	2	1
Safety Management	0	0	0	1	1
Total	5	8	9	13	15
Budget	R500 000	R2 000 000	R2 000 000	R3 700 000	R4 070 000

NB: Commitment is made for any of the specified fields above with the total number of beneficiaries per year specified under each year and relevant budget. Bursaries awarded will not be limited to the above mentioned field, particularly for external beneficiaries.

Experiential learning

We offer experiential learning to students, which not only affords them an opportunity to complete the practical component of their studies but provides us with a pipeline of talent. Students may be offered bursaries and ultimately permanent employment. Our approach is to offer experiential learning as per the targets below (the total budget for each year and not the number to be recruited).

Table 2.14: Internships

Field of Study	2021	2022	2023	2024	2025
Mining	4	5	6	7	8
Mining Services	4	5	6	7	8
Engineering	4	5	6	7	8
Finance	2	3	4	5	6
HR	4	5	6	7	8
Total	18	23	28	33	38
Budget	R2 160 000	R2 760 000	R3 360 000	R3 960 000	R5 460 000

Table 2.15: Provision for human resources development

Programme	Budget by year				
	2021	2022	2023	2024	2025
	R 8 969 141	R 9 467 302	R 9 969 069	R 10 507 399	R 11 053 784
Learnerships	R 1 800 000	R 1 800 000	R 1 800 000	R 3 330 000	R 3 663 000
Operational Development	R 4 000 000	R 4 000 000	R 4 000 000	R 7 400 000	R 8 140 000

External training programme	R 1 400 000	R 1 400 000	R 1 400 000	R 2 590 000	R 2 849 000
Bursaries (internal & external)	R2 000 000	R2 000 000	R2 000 000	R3 700 000	R4 070 000
Community scholarships	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000
Internships	R2 160 000	R2 760 000	R3 360 000	R3 960 000	R5 460 000
AET (internal & external)	R1 900 000	R2 200 000	R2 200 000	R4 070 000	R4 070 000
Community Skills Development	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000
TOTAL	R26 629 141	R28 027 302	R29 129 069	R43 697 399	R48 259 784

2.3 Employment equity

The mine has resolved that all junior to senior management roles will be filled by HDP candidates and that the HOD team and section head levels are compliant in this regard. The intention is to cascade this to all levels. During the 2021 – 2022 period, we are looking at enlisting the services of people with disabilities.

Table 2.16: Zibulo Colliery employment equity statistics (2020)

Occupational level	MALE				FEMALE				TOTAL		DISABLED	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female
Top management	1	0	0	5	1	0	0	1	6	2	0	0
Senior management	4	0	0	1	0	0	0	3	5	3	0	0
Professionally qualified and experienced specialists and mid-management	27	1	1	1	15	0	1	15	30	31	0	0
Technical and academically qualified workers, junior management, supervisors, foremen and superintendents	76	0	1	3	14	0	0	25	80	39	2	1
Semi-skilled and discretionary decision-making	551	1	0	5	136	1	0	40	557	177	0	0
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	659	2	2	10	166	1	1	84	678	252	2	1
Non-permanent employees	2	0	0	0	1	0	0	0	2	1	0	0

HDP participation in management and women in the workforce

We commit to actively increasing the total number of women in our workforce through new intakes and our apprenticeship programme. Achieving employment equity is driven by our Inclusion and Diversity Committee comprising mine management, recognised trade union representatives and members of HDP groups on site. Among other duties, the committee focuses on the identification and elimination of barriers for HDP participation in the workplace. Our progression plan for HDP participation in management and women is shown in the tables below.

Table 2.15: HDP Participation in management

Occupational level	Compliance target	Target by Year				
		2021	2022	2023	2024	2025
Top management	60%	44%	55%	66%	66%	66%
Senior management	60%	38%	39%	40%	40%	40%
Middle management	60%	76%	76%	76%	76%	76%
Junior management	70%	78%	78%	78%	78%	78%
Core skills	60%	95%	95%	95%	95%	95%

Table 2.16: Women in the workforce

Occupational level	Compliance Target	Target by Year				
		2021	2022	2023	2024	2025
Women in top management	25%	11%	22%	22%	24%	25%
Women in senior management	25%	11%	15%	16%	17%	18%
Women in professionally qualified roles and middle management	25%	28%	30%	30%	30%	30%
Women in technical and academically qualified roles and junior management	30%	16%	18%	20%	22%	24%

People living with disabilities

Zibulo Colliery set a target of 1.5% representation of people with disabilities. Our Inclusion and Diversity Committee has been tasked with identifying positions that could be filled by these individuals so that they can be recruited when a vacancy becomes available.

Table 2.17: People living with disabilities

People living with Disabilities	Compliance Target	Target by Year				
		2021	2022	2023	2024	2025
% of workforce	1.5%	0.5%	0.9%	1.0%	1.5%	1.5%

Labour sending areas

As part of our focus on uplifting the people who reside close to our operations, we make every effort to source labour from local communities. Our permanent workforce distribution is shown in the table that follows.

Table 2.18: Labour sending areas

Country of Origin	Province	# of employees	% per area
South Africa	Gauteng	76	8.24
	Mpumalanga	792	85.90
	Limpopo	4	0.43
	North West	4	0.43
	Free State	0	0
	KwaZulu-Natal	5	0.54
	Eastern Cape	24	2.60
	Western Cape	1	0.11
Migrant labour			
Britain		2	0.2
Lesotho		9	1
Mozambique		2	0.2
Zambia		1	0.1
Zimbabwe		2	0.2
Total RSA residents		906	
Total workforce		922	

PART THREE

Local Economic Development (LED) Programme

3. Community economic development

Our commitment to sustainable development dictates that while our operations may deplete a natural resource, they should in return provide a combination of improvements in the social and human capital of the communities that surround our operations, not only to maintain our social licence to operate, but to create real opportunities for socio-economic advancement.

3.1 Socio-economic background information

Zibulo Colliery falls within the eMalahleni Local Municipality, one of six local municipalities within the Nkangala district. The Nkangala District Municipality is made up of:

- Emakhazeni Local Municipality
- Steve Tshwete Local Municipality
- Thembisile Hani Local Municipality
- Dr JS Moroka Local Municipality
- eMalahleni Local Municipality
- Victor Khanye Local Municipality

The eMalahleni Local Municipality's jurisdiction comprises the following key towns and settlements, ranked by population:

- eMalahleni complex
- Ogies and Phola
- Ga-Nala and Thubelihle
- Rietspruit
- Van Dyksdrift
- Wilge

Population size

According to Statistics South Africa (Community Survey 2016), eMalahleni's population has increased from 395 466 recorded in the census of 2011 to 455 228 in 2016, with 31.5% of the total population of the Nkangala district residing in eMalahleni. The population increased by 59 762 and recorded a growth rate of 3.2% per annum between 2011 and 2016. Figures 1 and 2 show the population distribution by age and gender, while Figure 3 gives an indication of the number of households and household size. Figure 4 shows access to services by percentage.

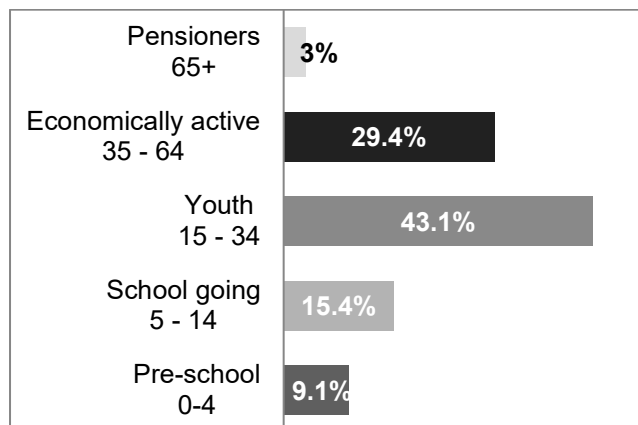


Figure 1: Population distribution by age shown as a percentage

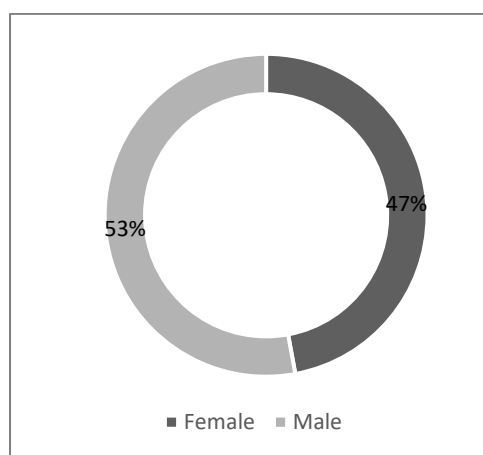


Figure 2: Population distribution by gender

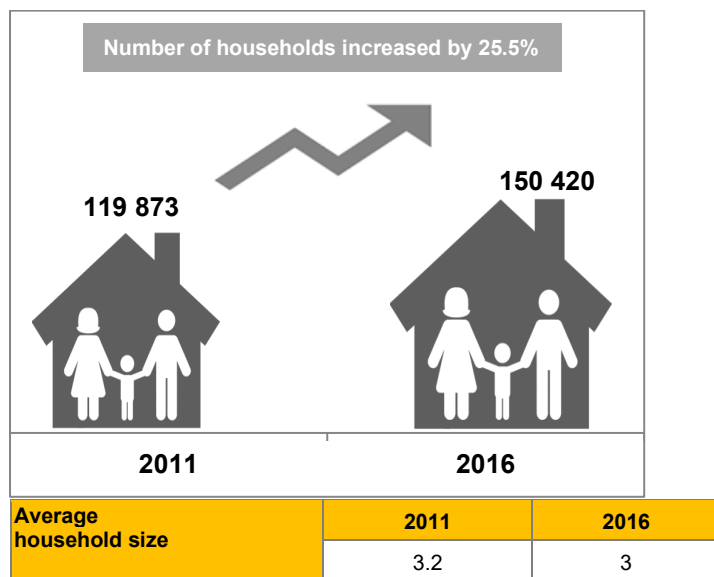


Figure 3: Number of households and average household size

Services	eMalahleni	Mpumalanga
No access to electricity	20%	6.8%
Access to piped water	88.9%	86.9%
Piped water inside house	63%	28.0%
Access to flush toilets	78.1%	45.4%
Refuse removal by municipality	73.6%	39.9%

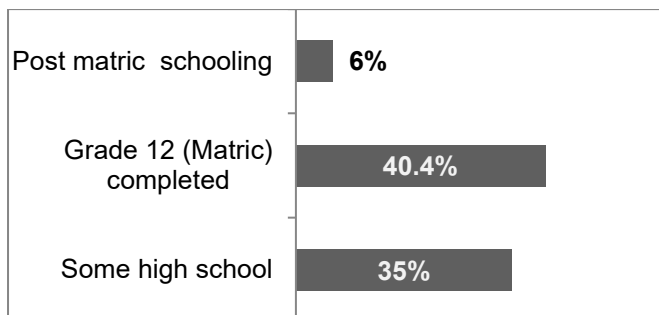
Figure 4: Access to services

eMalahleni's population is predominantly made up of the youth (15 – 34 years – IDP: 2020-2021) at 43.1%. The challenges faced by this segment are largely socio-economic and demonstrate the need for economic growth to meet employment needs. Estimated economic growth between 2018 and 2023 is estimated to reach less than 0.9%. This implies that the municipality's LED strategy should prioritise upskilling the youth so that they can participate in the economy.

Unemployment rate

The unemployment rate decreased from 27.3% in 2011 to 25.3% in 2015 and 26.6% in 2016. eMalahleni's unemployment rate was the fifth lowest of all municipalities in Mpumalanga.

More than 70% of the population aged 20 years and above have attended school up to Grade 9, with 46.3% having completed high school (Grade 12) or studied further. The percentage of individuals below 24 years attending school declined slightly between 2011 and 2016. Over half (52.1%) of 15 to 24-year-olds are recorded as not having attended school in 2016. Low education and non-attendance at school have resulted in a skills gap.

**Figure 5: Level of education**

Economic activities

According to the eMalahleni Municipal Integrated Development Plan, in 2015 the municipality's economy contributed 20% to Mpumalanga's economy. The municipality was dominated by mining (59.8%), followed by utilities (8%), trade (7.6%) and community services (7.2%).

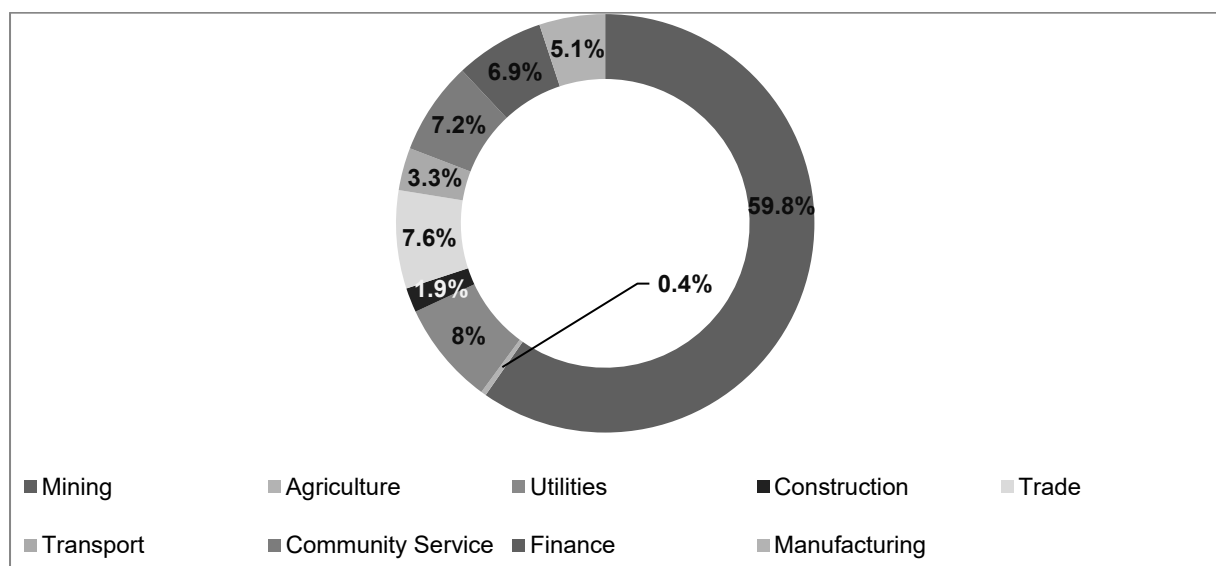


Figure 6: Economic contribution by industry

Health aspects

There are several health concerns in South Africa, with two of the major health indicators being tuberculosis (TB) and HIV. A 2015 antenatal health survey indicated that Mpumalanga's HIV prevalence rate is 37.5%. According to the Mpumalanga Department of Health, the HIV prevalence rate for the population of eMalahleni was measured at 40.7% in 2013. The provincial TB incidence rate in the 2015 survey was reported as 402 for every 100 000 people.

Influenza and pneumonia are the leading causes of death in eMalahleni, with inflammatory diseases of the central nervous system being the lowest cause of death. The community has a district hospital, serving the Nkangala District Municipality. Other health facilities include Thungela's Highveld Hospital, a provincial hospital (linked to the University of Pretoria), a private hospital, a day clinic, an eye hospital and several clinics and community health centres. These facilities are fast becoming inadequate, taking into consideration the growing population and health challenges facing the district.

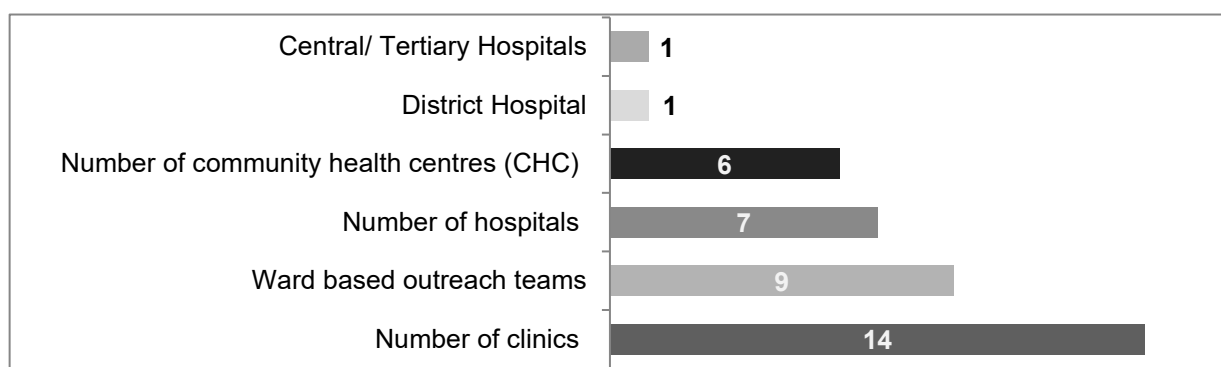


Figure 7: Health facilities

There is a 24-hour clinic in Leandra which provides services to the community. Phola and Ogies each have a clinic.

3.2 Impact of mining operations

We recognise the importance of building a close, interactive relationship with its surrounding stakeholders, to share challenges and operational best practice. To involve and inform affected communities, a stakeholder forum has been established where possible impacts and mechanisms to address these are discussed and agreed upon. The mine continuously fosters awareness of shared responsibility and accountability for the environment and will initiate projects with community members to address these.

The mine is ISO 14001 certified and thus has an environmental management system that makes the link between activities and potential impacts. Informal settlements and formal residential areas situated near our operations may be affected by dust, the use of clean water, blasting and ground vibration. Zibulo Colliery has committed itself to monitoring dust around the mine and in nearby communities as per Chapter 6 of its approved Environmental Management Programme Report (EMPR). The mine monitors air quality using fallout dust monitors and a particulate matter monitoring station. The monitoring programme is managed by air quality specialists responsible for reporting and advising on air quality matters. We also monitor blast and ground vibration.

Water entering and leaving the site is monitored monthly to ensure compliance with our EMPR and Water-Use License conditions. The results are recorded monthly and discussed in the Environmental Management Systems meeting.

Environmental impacts are discussed in the EMPR, with internal and external stakeholders during consultative forums and feedback given where concerns are raised. In Thungela's new Environmental Social Governance (ESG) Framework, the organisation endeavors to meet and achieve the highest environmental, social and governance standards.

Table 3.1: Negative impacts

Possible/potential negative Impact	Description	Community/stakeholder	Actions to address/ minimise impact
Potential air quality impact	Fallout dust and particulate matter (PM) PM10 and 2.5 emissions	Ogies and Phola community	<ul style="list-style-type: none"> - Mine air quality monitoring programme - An independent air quality assessment undertaken in collaboration with neighboring mines (Seriti Resources and Goedgevoden) to determine the impact of mines on air quality in surrounding communities - Opencast dust suppression programme, including chemical application - Community road clean-up, outside the mine gate
Potential noise and vibration due to blasting of coal and overburden material	Noise and vibration	Ogies and Phola community	<ul style="list-style-type: none"> - Noise and vibration monitoring programme - Participation in collaborative mine forum to share best practice blasting methods - Monthly reporting of blasting results and monitoring of exceedances - Monthly reporting of results to the principal inspector: DMRE - Implementation of opencast electronic blasting and use of aggregate packs to improve blast quality

Community consultation and involvement

Thungela's Social Policy and principles promote strong relationships with the communities that surround its operations through regular engagement on issues and impacts that may affect them. The company's purpose, supported by its values, ensures proactive, transparent, and inclusive stakeholder engagement and management to establish strong, constructive, effective, and healthy relationships with surrounding communities and stakeholders.

Over and above its bimonthly community forum meeting, Zibulo Colliery consulted with host communities to gain their input into this Social and Labour Plan. The below provides information on the stakeholders engaged, the method of engagement, and their key priorities, concerns, and expectations.

Table 3.2: Stakeholders engaged, method of engagement and key priorities, concerns and expectations

Category	Stakeholder	Method of engagement	Key priorities, concerns and expectations
Education	Early childhood development teachers	Interviews	Employment
	School principals	Meetings	Drug and alcohol abuse
	School governing body members	Interviews	School uniforms for poor children
	School teachers	Focus group	Leaner motivation
	School learners	Focus group	Recreational facilities
	Community librarians	Meetings	Library infrastructure and resources
	Computer centre coordinator	Interview	Skills development
	Computer centre beneficiaries	Focus group	Skills development
	AET teachers	Meetings	Electricity and ablution facilities
	AET learners	Focus group	Feeding scheme for children and the elderly
	Scholarship recipients	Interviews	Practical experience
Religious institutions	Church leaders	Interviews	Skills development
	Church members	Focus group	Employment/skills development
Elderly	Elderly citizens	Meetings	Bridges and roads
Community safety	South African Police Service	Interview	Skills development
	Phola trauma centre	Interview	Stipend and training
	eMalahleni Provincial Hospital representatives	Interviews	Infrastructure
Traditional authorities	Traditional leaders	Emails	Youth development
Farming community	Councillor Ward 28 and Ward 30	Interviews	Bridges and roads
	Farming community	Focus group	Employment
Forums	Phola Women's Forum	Focus group	Women capacitation
	Phola business and community forum	Focus group	Bridges and roads
	Leandra community forum	Focus group	Youth development
Thungela Enterprise Development	Thungela management	Interviews	Sustainable business
Youth	Sakhisizwe Youth Centre	Interviews	Waste removal
	Unemployed youth	Focus group	Skills development
Internal stakeholders	Protection services	Interview	Community unrest
	Union leadership	Interviews	Bridges and roads
	Employees residing in Phola and Ogies	Interviews	Waste removal

Thungela plays an important role in the facilitation of economic development within the district and local municipalities and is well-represented on the eMalahleni Local Municipality's LED and IDP forums. The projects below are supported by Zibulo Colliery and have been discussed with the IDP and LED offices of the respective municipalities and the communities surrounding the operation.

Project name:	Trauma centre for Phola South African Police Service stations				Classification		Infrastructure & Welfare		
Background	<ul style="list-style-type: none">South Africa is said to have the highest statistics of gender-based violence (GBV) in the world, including rape and domestic violence. The greatest challenge we face is how victims of crime are assisted at our police stations and by law enforcement. Some stations are good in providing a victim-friendly service, while many re-victimise the victim. GBV competes for police attention alongside many other cases as well as non-criminal challenges like car accidents. A trauma centre that is fully equipped with both the infrastructure and human capital to assist victims will alleviate the strain on both the police and victims.Police stations have trauma centres that are not adequately equipped and lack the capacity to provide the required service								
Geographical location	District municipality:	Nkangala	Local municipality:	eMalahleni	Area name		Phola	Start date: 2022	End date: 2024
Output	KPA	KPI	Responsible Entity (incl all role players)	2021	2022	2023	2024	2025	Budget
	Construction of the Trauma Centre in Phola	1 x Trauma Centre renovated	Zibulo Colliery, SAPS, Department of Social Development	Research to establish current state of centers	R1 000 000	R1 500 000	R3 000 000	R900 000	R6 400 000
Classification of jobs	# Jobs to be created	Male adult	Female adult	Male youth	Female youth	Total	Comments		
Short-term	Design, scope, implementation	4	3	4	6	17	For the duration of the renovations		
Medium-term									
Long-term	Trained counsellors								
Exit strategy NB: beneficiaries must be outlined	Thungela will enter into a Memorandum of agreement with the Department of Social Development, from whom an endorsement letter has been requested. The MoA will outline the scope of Zibulo's commitment, inclusive of start and end dates and that Zibulo Colliery will hand over the project to give responsibility to the department and the SAPS. This will be signed off by all stakeholders prior the implementation of the project Beneficiaries will be residents of Phola and Ogies and the surrounding farms.								

Project Name:	Light Industrial Park - Ogies				Classification		Infrastructure		
Background	<ul style="list-style-type: none">Project proposed by municipality as it is part of the plan for the town of Ogies. The project is supported as it was identified as a need by the community during the community consultation period.The park includes resources for both skills development and enterprise development								
Geographical location	District municipality:	Nkangala	Local municipality:	eMalahleni	Area:		Phola/Ogies	Start date	End date
Output	KPA	KPI	Responsible Entity (incl all role players)	2021	2022	2023	2024	2025	Budget
	Number of facilities built or upgraded in the community	1 x community facility	Zibulo Colliery, eMalahleni Local Municipality	-	R1 681 132	R1 681 132	R6 344 362	R3 108 877	R12 814 603
Classification of jobs	# Jobs to be created	Male adult	Female adult	Male youth	Female youth	Total	Comments		
Short-term	Design, scope, implementation	4	5	3	4	16	For the duration of the renovations		
Medium-term									
Long-term									
Exit strategy	Implementation to begin in 2022 and set for completion in 2025. Beneficiaries will be the residents of Phola and Ogies. Zibulo will enter into a Memorandum of agreement with eMalahleni Local Municipality. The MoA will outline the scope of Zibulo's commitment, inclusive of start and end dates and that Zibulo will hand over the project to give responsibility to the municipality. This will be signed off by all stakeholders prior the implementation of the project								
NB: beneficiaries must be outlined									

Project Name:	Osizweni School for LSEN Boarding House				Classification		Infrastructure					
Background	The Osizweni School for intellectually impaired children was started in 1987, situated in Lebohang Township adjacent to the town of Leandra. The school is currently a day school that caters for just over 200 learners. Learners not only present with intellectual deficit but physical disabilities in muscle weakness, cerebral palsy, hard of hearing, hyperactivity, down syndromes, autistic etc. Osizweni has a wide catchment area, also due to their accessible location as well as the facilities they have. Some children travel from Delmas 65 km, Devon 20km / Kinross 22km / surrounding farms/ to the school. Building a boarding house facility for this school will 1) increase access to school for LSEN; 2) Increase access to quality psycho-social education & skills development programmes & facilities; 3) Improve stability of access to health services for LSEN; & 4) Increase job creation & business opportunities for both the community & LSEN leaving the school system											
Geographical location	District municipality:	Gert Sibande	Local municipality:	Govan Mbeki	Area		Lebohang		Project date	Start	Project End date	
Output	KPA	KPI	Responsible entity (incl all role players)	2021	2022		2023		2024		2025	Budget
	Number of boarding houses constructed	1 x boarding house	Zibulo Colliery, Govan Mbeki Municipality	-	R700 000				R700 000		R6 815 667	R7 515 667
Classification of jobs	# jobs to be created	Male adult	Female adult	Male youth	Female youth	Total		Comments				
Short-term	Design, scope, implementation	2	3	3	4	12		For the duration of the renovations				
Medium-term												
Long-term												
Exit strategy												
NB: beneficiaries must be outlined	This project will benefit LSEN within the community of Leandra as well as those from the catchment areas. Zibulo Colliery will enter into a Memorandum of agreement with the Department of Education. The MoA will outline the scope of Zibulo's commitment, inclusive of start and end dates and that Zibulo Colliery will hand over the project to give responsibility to the school and the department of education. This will be signed off by all stakeholders prior the implementation of the project											

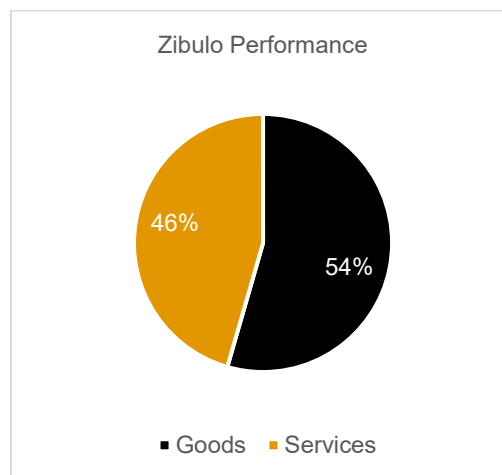
Project Name:	Retrofit Highmast and streetlights in Leandra and Lebohang				Classification		Infrastructure - Energy				
Background	<ul style="list-style-type: none">This project is part of the Govan Mbeki Municipality urban renewal project. The retrofit of the lights in Lebohang and Leandra contributes not only to urban renewal but includes community safety which will have a direct positive impact on the community										
Geographical location	District municipality:	Gert Sibande	Local municipality:	Govan Mbeki	Area		Lebohang		Project date	Start	Project End date
Output	KPA	KPI	Responsible entity (incl all role players)	2021	2022		2023	2024	2025	Budget	
	Number of lights retrofitted	10 x lights retrofitted	Zibulo Colliery, Govan Mbeki Municipality	-	R1 300 000		-	-	-	R1 300 000	
Classification of jobs	# jobs to be created	Male adult	Female adult	Male youth	Female youth	Total		Comments			
Short-term	Design, scope, implementation	2		1	1	4		For the duration of the renovations			
Medium-term											
Long-term											
Completion date and exit strategy	Project to be implemented in 2022. Beneficiaries will be residents of Lebohang/Leandra. Zibulo Colliery will enter into a Memorandum of Agreement with Govan Mbeki Municipality. The MoA will outline the scope of Zibulo's commitment, inclusive of start and end dates and that Zibulo will hand over the project to give responsibility to the municipality. This will be signed off by all stakeholders prior the implementation of the project										
NB: beneficiaries must be outlined											

3.3 Preferential Procurement Plan

The table below details the discretionary spend for goods and service as at December 2020

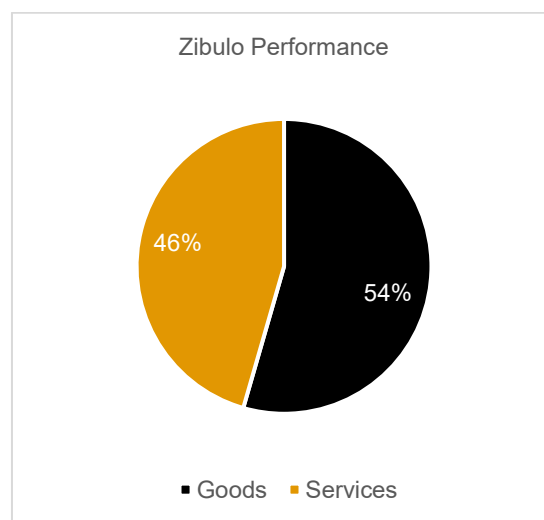
Top 20 Goods Spend

SUPPLIER NAME	HDSA (%)	SUPPLIER ADDRESS	GOODS SPEND %
JOY GLOBAL AFRICA PTY LTD	25%	JOHANNESBURG	13%
TOTAL SOUTH AFRICA	52%	ROSEBANK	9%
SANDVIK MINING AND CONSTRUCTION	25%	BOKSBURG	9%
ENVIRONMETAL AND PROCESS	26%	DIE HEUWEL	7%
DUNLOP INDUS.PROD. PTY LTD TA	52%	NESTADT	5%
VIDEX MINING PRODUCTS DIVISION	28%	WADEVILLE	4%
JEDD CIVILS PTY LTD	51%	PRIVATE BAG X153	3%
BEARING MAN GROUP PTY LTD	27%	WITBANK	2%
DIESEL FLAMEPROOF EQUIPMENT PTY	5%	KEMPTON PARK	2%
AFRICAN EXPLOSIVES LIMITED	56%	MODDERFONTEIN	2%
ABERDARE CABLES PTY LTD	55%	MIDDELBURG	2%
INAYO MINING	64%	WITBANK	2%
SEMANE ENGINEERING SOLUTIONS	54%	PARKTOWN	1%
KENNAMETAL SOUTH AFRICA (PTY) LT	25%	KEMPTON PARK	1%
TURNKEY MODULAR (PTY) LTD	0%	JOHANNESBURG	1%
MORET MINING (PTY) LTD	30%	FONTAINBLEAU	1%
ZAAIMAN EXPLORATION DRILLING	26%	WITBANK	1%
FEROBRAKE TVL (PTY) LTD	0%	WITBANK	1%
INTERFLEX HOLDINGS (PTY) LTD	42%	DURBAN	1%
ROCBOLT TECHNOLOGIES (PTY) LTD	51%	ISANDO	1%



Top 20 Services Spend

SUPPLIER NAME	HDSA (%)	SUPPLIER ADDRESS	SERVICES SPEND %
INAYO MINING	64%	WITBANK	23%
JOY GLOBAL AFRICA PTY LTD	25%	JOHANNESBURG	16%
ENVIRONMETAL AND PROCESS TECHNOLOGI	26%	DIE HEUWEL	5%
JABULA PLANT HIRE (PTY) LTD	54%	HEIDELBERG	4%
SIYANQOBA NGAMANDLA TRADING PTY	100%	OGIES	3%
TOTAL SOUTH AFRICA (PTY) LTD	52%	ROSEBANK	2%
ZAAIMAN EXPLORATION DRILLING	26%	WITBANK	2%
KUSILE MINING PTY LTD	52%	LERAATSFONTEIN	2%
M M EASTERN CONTRACTOR (PTY) LTD	100%	KRIEL	2%
SP MINE SAFETY SA PTY LTD	0%	BOKSBURG	2%
DIESEL FLAMEPROOF EQUIPMENT PTY LTD	5%	KEMPTON PARK	2%
UJU ESS SERVICES PTY LTD	61%	WOODMEAD EXT 14	1%
BIDVEST PROTEA COIN PTY LTD	41%	HIGHVELD	1%
EDER ENGINEERING (PTY) LTD	100%	EMALAHLENI	1%
SANDVIK MINING SYSTEMS RSA	25%	EAST RAND	1%
ELECASH CC	79%	WITBANK	1%
NETCARE 911	14%	SUNNINGHILL	1%
VIDEX MINING PRODUCTS DIVISION OF V	28%	WADEVILLE	1%
J.E.F. DRILL AND BLAST	48%	MIDDELBURG	1%
FEROBRAKE TVL (PTY) LTD	0%	WITBANK	1%



3.4 Housing and living conditions

Housing strategy

Thungela encourages employees to live in their own formal accommodation located within the metropolitan frameworks of the regions in which its operations are based.

Housing Action Plan

There is a current project in place to manage the transition from housing provision to full home ownership. This plan is based on the following pillars:

- The adjustment of housing allowances in line with market conditions to encourage employees to relocate to sustainable residential settlements in established areas.
- To support bulk infrastructure development within the local municipal spatial framework with funding and technical expertise to fast-track the delivery of housing and contain house prices within acceptable levels.
- To specifically source and support housing delivery within metropolitan urban areas that is sustainable in the longer term.
- To facilitate and market home ownership to all employees.

eMalahleni Local Municipal strategy to address housing

The population number for 2030 is estimated at more or less 707 530 people given the historic population growth per annum. This will put pressure on infrastructure development, service delivery & human settlement needs.

One of the strategic objectives outlined in the IDP of eMalahleni Local Municipality is to provide access to habitable, sustainable and affordable integrated human settlements for the people of eMalahleni.

Zibulo Colliery provides employees with a living out and housing allowance. Employees residing further than three kilometres from the mine are provided with a monthly commuting allowance. Housing allowances per employee grade as agreed during wage negotiations are detailed below:

Table 3.4: Housing allowance

Employee grade	Rates				
	2021	2022	2023	2024	2025
Top Management	R9 000	R9 000	R9 000	R9 000	R9 000
Senior Management	R9 000	R9 000	R9 000	R9 000	R9 000
Middle Management	R9 000	R9 000	R9 000	R9 000	R9 000
Skilled	R9 000	R9 000	R9 000	R9 000	R9 000
Semi-skilled	R9 000	R9 000	R9 000	R9 000	R9 000

Facilitation and marketing to company employees

Thungela has a programme designed to educate employees on the responsibilities of buying, owning, and managing their own homes. This is an ongoing process and is run in parallel with the marketing programmes under way for all developments envisaged or in progress.

Nutrition Programme

The Be Well program is multi-faceted, aiming as a primary focus, to support the optimum wellbeing of its employees. Allied to this is the support of employee's direct family members as the second level of support to employees.

It is further recognised that employees operate not only in a family context but within the wider community and therefore the wider community will benefit from engagements with the Be Well Management Program.

Wellness Management has emerged as a business priority due to increasing recognition that the health and wellbeing of employees directly impacts on the safety and productivity of the entire organization.

Zibulo Colliery has implemented the Fatigue Management policy, negotiated with employee representatives, through various Be Well initiatives which cover the following Pillars:

- Physical Wellness
- Psychological Wellness
- Fatigue Management
- Financial Wellness
- Social Wellness

In addition, the mine provides the following:

- Educational programmes (induction, Daily Safety Bulletin and weekly role plays) for all employees on basic safety and Be Well pillars,
- Free Morvite to all employees, daily

PART FOUR

Management of downscaling and retrenchments

4. Management of downscaling and retrenchments

The primary objective of downscaling and retrenchment management is to ensure that there are no other viable options to achieve operational requirements before considering the downscaling of workers. To achieve this, the following have been put in place:

4.1 Establishment of a Future Forum

Zibulo Colliery has established a forum consisting of management and employee representatives. The forum must meet at least twice a year and is made up of:

- The general manager
- Members of the HOD team
- Section heads
- A representative from the Human Resources department
- Representatives from the National Union of Mineworkers
- Representatives from the local municipality and its relevant departments
- Ad hoc members who might from time to time be able to contribute to the effectiveness of this forum which meets at least twice a year

The agenda includes, but is not limited to, the following:

- Discussions between worker representatives and management regarding the future of the mine
- Looking ahead to identify problems, challenges and possible solutions regarding productivity and employment
- Identifying production and employment turnaround strategies
- The implementation of such strategies where required

4.2 Mechanisms to avoid job losses and a decline in employment

Where prevailing economic conditions cause the profit to revenue ratio of any operation to be less than an average of six percent for a continuous period of 12 months, Zibulo Colliery would initiate the following processes which must include, but not be limited to, the following:

- Consultation with all relevant stakeholders
- The implementation of section 189 of the Labour Relations Act, 1995
- Notifying the Minerals and Mining Development Board
- Compliance with the Ministerial directive and confirmation of how corrective measures would need to be taken

4.3 Managing retrenchments

Were operations to be downscaled or cease with the possible effect of job losses, the following process would be implemented:

- Consultation with all stakeholders
- The mine would follow the Labour Relations Act as well as the guidelines provided by the Department of Labour to ensure fair opportunities to train, redeploy employees and establish alternative measures short of retrenchment
- Our communication strategy would include:
 - Informing employees of possible retrenchments
 - Informing other interested and affected parties, including labour sending areas and local municipalities

4.4 Mechanisms to ameliorate social and economic impact on individuals, regions, and economies where retrenchments or closure is certain.

Where retrenchments or closure is imminent, the mine would put in place the following process to ameliorate the social and economic impact on individuals, regions and economies. The process would include:

- Assessment and counselling services for affected employees
- Comprehensive self-employment training programmes
- Comprehensive training (non-mining skills) and re-employment programmes
- Creation of jobs for local economies
- Regeneration of local economies
- Accessing the Social Plan Fund

PART FIVE

Financial provision

5.1 Provision for Human resources Development

Programme	Budget by year				
	2021	2022	2023	2024	2025
Skills Development Levies Act	R8 969 141	R9 467 302	R9 969 069	R10 507 399	R11 053 784
Learnerships	R1 800 000	R1 800 000	R1 800 000	R3 330 000	R3 663 000
Internal training programme	R4 000 000	R4 000 000	R4 000 000	R7 400 000	R8 140 000
External training programme	R1 400 000	R1 400 000	R1 400 000	R2 590 000	R2 849 000
Bursaries (internal & external)	R2 000 000	R2 000 000	R2 000 000	R3 700 000	R4 070 000
Community scholarships	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000
Internships	R2 160 000	R2 760 000	R3 360 000	R3 960 000	R5 460 000
AET (internal & external)	R1 900 000	R2 200 000	R2 200 000	R4 070 000	R4 070 000
Community Skills Development	R2 200 000	R2 200 000	R2 200 000	R4 070 000	R4 477 000
TOTAL	R26 629 141	R28 027 302	R29 129 069	R43 697 399	R48 259 784

5.2 Financial provision for Local Economic Development

Project	2021	2022	2023	2024	2025
Trauma Centre – Phola	R0	R800 000	R4 300 000	R0	R0
Lebohang Highmast & street lights	R0	R1 000 000	R1 500 000	R3 000 000	R900 000
Light industrial Hub – Ogies	R0	R0	R3 362 264	R6 344 362	R3 108 877
Multi-purpose Community Centre - Leandra	R0	R700 000	R6 145 667	R2 050 000	R2 320 000
Total	R5 530 000	R2 500 000	R15 307 931	R11 394 362	R6 328 877

5.3. Financial provision for management of downscaling and retrenchments

Process	2021	2022	2023	2024	2025	Total
Management of Downscaling	R100 000	R100 000	R100 000	R100 000	R100 000	R500 000

PART SIX

Undertaking

The person responsible for the Social and Labour Plan, who is responsible to make known the Social and Labour Plan to the employees and who must be contacted for follow-ups, requests, reports, queries, enquiries, discussions, etc. at time of such needs must make the following undertaking on behalf of the Mine or Production Operation. The General Manager or any other person so appointed must approve the Social and Labour Plan.

I, the undersigned and duly authorized thereto by Zibulo Colliery undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at Zibulo Colliery on _____ February 2022

Janine Olivier

Janine Olivier

Human Resources Manager

Linda Dlodlu

Linda Dlodlu

Regional Manager Social Performance

Leonore van Wyk

Leonore van Wyk

Head of Mineral, Property Rights and Permitting

Mathesane Mphokane

Tman Mphokane
General Manager