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SOCIAL AND LABOUR PLAN REPORT (2021-2025) IYANGA MINING (PTY) LTD (KLIPFONTEIN COLLIERY)

(MP30/5/1/2/2/10163MR)



mineral resources

Department:
Mineral Resources
REPUBLIC OF SOUTH AFRICA

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SECTION 1: PREAMBLE

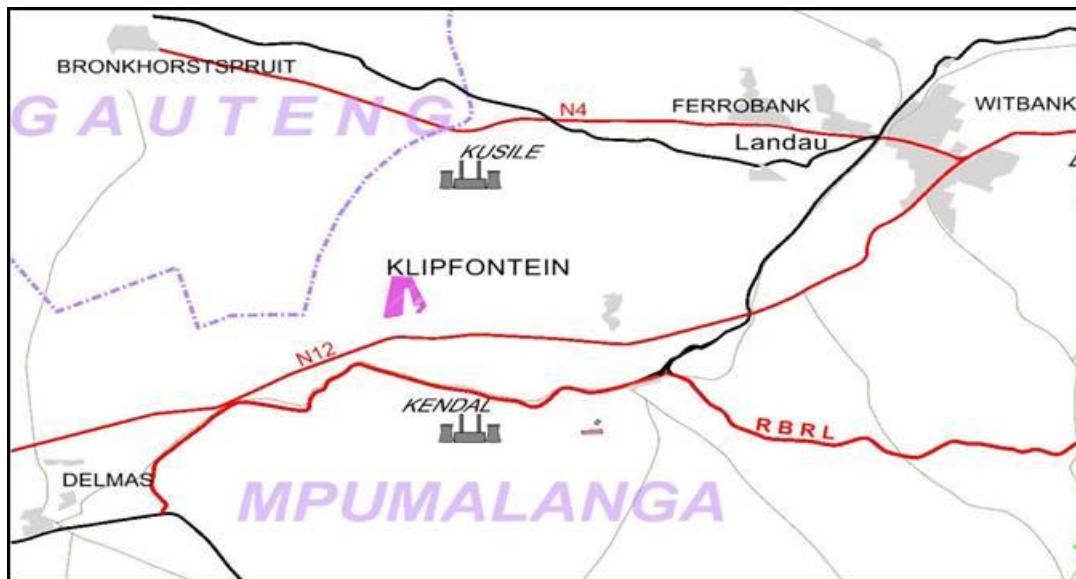
GENERAL INFORMATION

Table 1: Details of applicant and mine

Name of Applicant	Iyanga Mining (PTY) Limited
Name of Mine	Klipfontein Colliery
Physical address	Klipfontein Farm 568 JR
Postal address	90 Rivonia Road Sandton North Tower – Ground floor 2191
Telephone number	+27 10 612 6026
Email number	Ross.robertson@africoalsa.com Seun.kerr@africoalsa.com
Location of the mine	The Klipfontein farm 568 JR
Commodity	Coal
Life of mine	10 Years
Financial year	December
Reporting year	December
Responsible person	Mr Ross Robertson
Geographic origin of employees (Mine community and Labour sending areas) Victor Khanye Municipal	

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LOCATION OF THE MINE



Klipfontein Colliery is situated in Mpumalanga approximately 30km to the northeast of the town Delmas. It is approximately 5km south of the new KusiLE power station and can be accessed by road via the R545 from both the N12 highway linking Witbank and Johannesburg, and also from the N4 Witbank-Pretoria highway.

3.1 GEOGRAPHIC ORIGIN OF EMPLOYEES

Iyanga Mining (Pty) Limited current workforce is largely derived from Victor Khanye local municipality and Nkangala District municipality with a total of 183 permanent employees. Iyanga and its contracting companies performing the core functions are bound by the same principles. For those occupations where labor cannot be sourced locally, the focus is placed on obtaining labor from the rest of the Mpumalanga and from the Gauteng and North West provinces.

Table 2: Breakdown of anticipated permanent employees' workforce sending area

Labour Sending	Female	Male	Grand Total
Local	19	162	181
In Province Migrancy	0	0	0
Inter Provincial Migrancy	0	0	0
Foreign Migrancy	0	0	0
Outside the province	1	1	2
Grand Total	20	163	183

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Table 3: Mine labour workforce sending area

Labour Sending	Female	Male	Grand Total
Local	16	131	147
In Province Migrancy	0	0	0
Inter Provincial Migrancy	0	0	0
Foreign Migrancy	0	0	0
Outside the province	0	0	0
Grand Total	16	131	147

Table 4: Mine Contractors' workforce sending areas

Labour Sending	Female	Male	Grand Total
Local	1	69	70
In Province Migrancy	0	0	0
Inter Provincial Migrancy	0	0	0
Foreign Migrancy	0	0	0
Outside the province	0	2	2
Grand Total	1	71	72

SECTION TWO

HUMAN RESOURCES DEVELOPMENT PROGRAMME

**In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act**

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SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME

2.1 COMPLIANCE WITH THE SKILLS PLAN

Iyanga Mining (PTY) Ltd (Klipfontein colliery) has taken full apprehension of the certitude that the implementation of the Human Resource Development programmes by the Klipfontein Colliery and its contractors complies with the MPRDA requirements in terms of the provisions of Section 101 of the MPRDA. As such the intention of the mining operation and its current contracting companies must comply to the best practice principles in the implementation of the Human Resource Development programmes.

Table 5: Compliance with Skills development Legislation

Name of SETA.	<i>Mining Qualification Authority (MQA)</i>
Registration number with the SETA.	<i>L290765355</i>
Confirmation of having appointed a skills development facilitator.	<i>Brenda de Jongh</i>
Proof of submission of workplace skills plan.	<i>31st March</i>

2.2 ABET

The Iyanga Mining PTY Ltd (Klipfontein Colliery) acknowledged the importance of the obligation that uplifting the literacy levels of all the employees deemed illiterate and has offered the opportunity to obtain such a qualification to the majority of their illiterate employees. The company is continuously committed to improving the self-image of all employees, as well as developing their full potential toward safer and more efficient work practices.

The Iyanga Mining (PTY) Ltd believes that the provision of ABET will have a positive impact on its employees' ability to effectively communicates and work safely. Additionally, it permits to develop their skills and realise the full potential of the employees.

Table 6: ABET levels for Klipfontein Colliery

Area of training	Targets and timelines					Total
	2021	2022	2023	2024	2025	
ABET Level 1	2	2	2	2	2	10

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Area of training	Targets and timelines					
	2021	2022	2023	2024	2025	Total
ABET Level 2	2	2	2	2	2	10
ABET Level 3	2	2	2	2	2	10
ABET Level 4	2	2	2	2	2	10
Total enrolments						40
Budget	R 40 000	R 40 000	R40 000	R40 000	R40 000.00	R 200 000

2.3 SKILLS DEVELOPMENT PLAN

2.3.1 BACKGROUND INFORMATION OF THE WORKFORCE

The Iyanga Mining (PTY) Ltd (Klipfontein Colliery) Mining concedes the significance of the employees in achieving the entity's business objectives and that the on-going skills development is the foundation for the development of productive and competent employees who are able to participate in meeting the complex's business objectives.

The contractors at Klipfontein Colliery must develop the Skills Development Plans for their businesses as a whole and for their operations at the Klipfontein colliery. In the agreement with the contractors, the Skills Development Plans will be in line with the principles of the Human Resource Development Programme as outlined in table 7 below. As such, there is a commitment to skills development that has an impact beyond the organization and provides a basis for sustained employability through portable skills and development that is linked to the National Qualifications Framework (NQF).

The business unit and the core contractors comply with the requirements of the skills development act and will continue to submit the Workplace Skills Plans (WSP) annually, as required by the act (reference table 7). Further, Iyanga Mining (PTY) Ltd will register its mining operation with the relevant Sector Education and Training Authority (SETA), i.e. The Mining Qualifications Authority (MQA) and undertakes to pay Skills Development Levies as required by law.

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Table 7: Number and educational levels of the permanent workforce

Form Q – Iyanga Employees																		
Band	NQ F Lev el	Old System	Non-Designated					Designated										Tot al
			Foreign Nationals			Whi te Mal e	Tot al	Female					Male				Tot al	
			Female	Male	Total			African	Coloured	Indian	White	Total	African	Coloured	Indian	Total		
		Unknown																
Gener al Educa tion and Traini ng (GET)		No Schooling																
		Grade 0/Pre																
		Grade 1/Sub A																
		Grade 2/Sub B																
		Grade 3/Std 1/ABET 1																
		Grade 4/Std 2																
		Grade 5/Std 3/ABET 2																
		Grade 6/Std 4																
		Grade 7/Std 5/ABET 3																
		Grade 8/Std 6																
		1	Grade 9/Std 7/ABET 4															
	Furthe r Educa tion and Traini ng (FET)	2	Grade 10/Std 8/N1															
3		Grade 11/Std 9/N2																
4		Grade 12/Std 10/N3																
Higher Educa tion and Traini ng (HET)	5	Higher Certificates/A dvanced National Certificate Vocational						1			1					2		
	6	Diplomas/Adv anced Certificates						2								2		
	7	Bachelor’s degrees/Adva nced Diplomas										1				1		
	8	Postgraduate Degrees (Honors)/Prof	1		1			1								1		

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		Professional Qualifications																
	9	Masters Degrees																
	10	Doctoral Degrees																
Total			1		1			4					1			6		

Table 8: Number and educational levels of the contractor workforce

Form Q – Contractors																				
Band	NQ F Lev el	Old System	Non-Designated					Designated										Tot al		
			Foreign Nationals			Whi te Mal e	Tot al	Female					Male						Tot al	
			Female	Male	Total			African	Coloured	Indian	White	Total	African	Coloured	Indian	Total				
		Unknown				8	8							23			23	31		
Gener al Educa tion and Traini ng (GET)		No Schooling																		
		Grade 0/Pre																		
		Grade 1/Sub A																		
		Grade 2/Sub B																		
		Grade 3/Std 1/ABET 1															1	1		
		Grade 4/Std 2																		
		Grade 5/Std 3/ABET 2																		
		Grade 6/Std 4																		
		Grade 7/Std 5/ABET 3																7	7	
		Grade 8/Std 6							1					1	3			3	4	
	1	Grade 9/Std 7/ABET 4		1	1	1	1							3			3	5		
Furthe r Educa tion and Traini ng (FET)	2	Grade 10/Std 8/N1				1	1		1				1	15			15	17		
	3	Grade 11/Std 9/N2				2	2		4				4	35			35	41		
	4	Grade 12/Std 10/N3		2	2	4	4		10			2	12	72			72	90		
Higher Educa	5	Higher Certificates/A				2			2			1	3	4			4	9		

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Education and Training (HET)		Advanced National Certificate Vocational				2											
	6	Diplomas/Advanced Certificates			1	1	2				2	1			1	4	
	7	Bachelor's degrees/Advanced Diplomas					2			1	3	2			2	5	
	8	Postgraduate Degrees (Honors)/Professional Qualifications															
	9	Masters Degrees															
	10	Doctoral Degrees															
Total					3	11					26				14 2	18 2	

2.4 LEARNERSHIPS, SKILLS DEVELOPMENT, MANAGERIAL DEVELOPMENT AND PORTABLE SKILLS TRAINING

2.4.1 Learnerships (Mining, Engineering, Plant)

A learnership is an occupationally directed, planned learning experience that is a combination of structured practical work experience and structured theoretical training. Both these include on the job and academic components. Learnership programmes are aimed at providing learners with an occupationally directed qualification registered with SAQA and are in line with MQA and other relevant seta specifications. Through learnerships, structured learning programmes and work experience are integrated and organized for accreditation on the NQF.

Further, the provision of Learnerships by Iyanga Mining (PTY) Ltd and the core contractors is aimed at addressing the current and future skills and competency requirements in terms of the career-pathing structure and the HR Planning process. Learnerships are aimed at addressing scarce skills and hard to fill vacancies at our business unit and the rest of the industry. Learnerships also serve as a vehicle in achieving targets in Women in Mining, Hard to Fill Vacancies, and Core Skills targets. Each learner will be allocated a mentor, who is outside the direct line of supervision and who will meet with learners on regular basis (at least quarterly) to review progress and provide support with respect to performance issues.

As a mechanism to address the objective of increasing the pool of available skills and thus promote local recruitment, learners will be recruited both internally and externally and placed on in-house learnerships. This will be assisting the business unit and its core contractors in addressing both skills shortages and unemployability challenges. Wherever possible, learnerships will be partially funded by grants provided by the relevant SETA. However, where such grants are unavailable, the provision of

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such learnerships and the stipend paid to Section 18.1 and 18.2 learners will be borne by the Klipfontein Colliery and core contractors.

The learnership planned, are stipulated in the table below.

Table 9: 18.1 learnership programme

Area of training	Duration	Targets and timelines					
		2021	2022	2023	2024	2025	Total
Boiler Maker	3 years	0	1	2	3		3
Electricians	3 years	0	1	1	1	1	4
Total enrollment		0	2	2	2	2	8
Budget		R 0	R 220 000	R230 000	R 240 000	R 250 000	R 940 000

Table 11: Portable Skills Training

Area of training	Targets and timelines					
	2021	2022	2023	2024	2025	Total
Driver's license	0	10	10	10	10	30
Yellow machines training	0	10	10	10	10	30
Agriculture farming training	0	10	10	10	10	30
Academic programme	10	10	10	10	10	50
Budget	R600 000	R1100 000	R 1110 000	R 1120 000	R 1150 000	R 5080 000

2.5 FORM R: HARD-TO-FILL VACANCIES

There are no hard to fill positions

2.6 CAREER PROGRESSION (PATH) PLAN

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Table 12: Summary training programmes

Current position	Training intervention	Qualification to be achieved	Targets and timeline				
			2021	2022	2023	2024	2025
Environmental Intern	Bachelor of Environmental Management	Bachelor of Environmental Management	1	1	0	1	1
Mining intern	Btech Mining	Btech Mining	1	0	1	1	1
Safety intern	COMSOC 1&2	COMSOC I&II	1	0	1	1	1
Geology intern	Postgraduate in geology	Postgraduate in geology	1	0	1	1	1
Total			4	1	3	4	4

2.7 MENTORSHIP AND COACHING PLAN

The aim for mentoring is to improve the competencies (knowledge, skill and attitude) of employees to meet the current and future leadership demands of the job and improve employee organizational fit. Mentorship assists and supports employees to manage their own careers and acquire the skills and competencies necessary in order to maximize their potential for career progression and improve their performance.

Whereas the primary focus of mentorship is to equip an employee with leadership skills and competencies that improve employee organizational fit and improves the employee's potential for career progression, coaching equips the employee with the technical skills and competencies to perform his/her allocated role both efficiently and effectively. Both mentoring and coaching have a role to play in supporting the developmental initiatives that are in place at the Iyanga Mining (PTY) Ltd (Klipfontein colliery). Iyanga Mining (PTY) Ltd and its core contractors view mentorship and coaching of employees as the link between skills development, skills planning and employment equity.

Table 13: Mentoring and coaching plan

Mentoring programme	Current Level	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male	HDSA	Non-HDSA	Female	Male
Safety	Safety intern	Safety Administration	2 years	1	0	1	0	0	0	0	0
Technical and Supervisory competence											
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Planned											
				Planned		Gender		Achieved		Gender	
Mentoring programme	Current Level	Career deliverables	Duration	HDSA	Non-HDSA	Female	Male	HDSA	Non-HDSA	Female	Male
Engineering	Engineering intern	Junior engineer	2 years	0	0	0	1	0	0	0	0
Environment	Environment intern	Environment officer	2 years	1	0	1	0		0	0	0
Human Resource	Administration officer	Human Resource officer	2 years	1	0	0	1	0	0	0	0

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2.8 BURSARY AND INTERNSHIP PLAN

Iyanga Mining (PTY) Ltd and its core contractors recognizes that bursaries and internships are a critical building block in meeting the skills requirements of Klipfontein Colliery and the mining industry as a whole and are a vehicle for achieving the HDSAS in management targets, and targets for women in mining. In addition to contributing to making the mining sector more competitive and representative of South Africa's demographics by providing learning opportunities to previously disadvantaged individuals, the provision of bursaries can impact on the Iyanga Mining (PTY) Ltd.'s need to find incumbents for hard to fill vacancies and provide potential successors for both management technical positions.

As a separate but complementary process, internships provide the opportunity for work related experience that will help learners prepare for the world of work. Internships contribute towards the Human Resource Development within Iyanga Mining (PTY) Ltd and core contractors by identifying and nurturing potential at an early stage and providing opportunities for more skills at the levels required in the organization, particularly those relevant to present and future workforce needs as identified in the human resources plan.

2.8.1 Bursaries

Iyanga Mining (PTY) Ltd and core contractors are committed to implementing a bursary programme at Klipfontein Colliery for students at tertiary education institutions inclusive of the costs of enrolment, tuition, and accommodation.

Recruitment of new bursars will be done annually by advertising and communication primarily in local newspapers within the Victor Khanye Local Municipality and the Nkangala District Municipality, as well as at local high schools. In the allocation of bursaries, preference will be given to HDSA's from the local communities.

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The bursary programme will be facilitated by Iyanga Mining (PTY) Ltd operates in accordance with the implementation principles listed in the table below.

Table 14: Bursary Plan

Bursary field	Targets and timelines.					
	2021	2022	2023	2024	2025	Total
Engineering	0	1	1	1	0	3
Bachelor of Commerce	1	0	1	0	1	3
Mining	1	1	0	1	0	3
Total number	2	2	2	2	1	9
Budget (R)	R 300 000	R 300 000	R 300 000	R 300 000	R 300 000	R 1500 000

Table 15: Internship Plan

Internship	Targets and timelines.					
	2021	2022	2023	2024	2025	Total
Engineering	1	0	1	0	1	3
Mining	4	1	1	1	0	7
Environment	1	1	1	1	1	4

Geology	1	1	1	1	0	4
Budget	R 306 000	R 270 000	R 280 000	R 290 000	R 210 000	R 1 356 000

2.9 EMPLOYMENT EQUITY PLAN

Table 16: Women in Mining

Women in mining	Planned
	%
Total number of women	10%

FORM S: EMPLOYMENT EQUITY

Table 17: Form S: Employment equity

Occupational Levels	Planned													
	MALE				FEMALE				Total				DISABLED	
	A	C	I	W	A	C	I	W		HDSA	EE	WOMEN	MALE	FEMALE
Top management	0	0	0	1	0	0	0	0	1	0	0	0	0	0
Senior management	0	0	0	1	0	0	0	0	1	0	0	0	0	0
Mid management	4	0	0	1	0	0	0	0	5	4	0	0	0	0
Junior management	0	0	0	1	1	0	0	0	2	1	0	1	0	0
Semi-skilled	16	0	0	0	0	0	0	0	16	16	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TARGET TOTAL	20	0	0	4	1	0	0	0	25	21	0	1	0	0

2 .10 HDSA IN MANAGEMENT

Table 18: HDSA in management

Measure	Compliance target	Planned
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Top management	40%	40%
Senior management	40%	40%
Middle management	40%	40%
Junior management	40%	40%

SECTION THREE

LOCAL ECONOMIC DEVELOPMENT

In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act

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SECTION 3: MINE COMMUNITY DEVELOPMENT

3.1 INTRODUCTION

The Local Economic Development (LED) aims to build up the economic capacity of local area to improve its economic future and quality of life for all. It is a process through which, public, businesses and non-governmental sector work collectively to create better conditions for economic growth and employment generation.

According to the National Spatial Development Framework (NSDF), successful development can be achieved through the allocation of resources and directing of investments in a coordinated and spatially targeted manner. International spatial theory indicates that most countries have extreme spatial inequalities, with more than 80% of Gross National Product (GNP) being produced in less than 10-20% of the national space. South Africa is not unique and there is a marketed disjuncture between where people reside and the location of economic opportunities. Spatial marginalisation from economic opportunities is still a significant attribute of our space economy which needs to be addressed in order to reduce poverty and equality and ensure shared growth.

The LED pillar of each SLP should seek to enable the community, in which the Iyanga Mining (PTY) Limited is operating to become an economically stronger entity by, and not limited to, increasing (amongst others) business skills, entrepreneurship and income. Most of these communities are generally spatially marginalized and the design of the LED projects should seek to amplify opportunities and alleviate poverty. The skills and initial assistance given by the complex should have a potential to ensure that live hoods created during the LED phase, will be able to survive independently after the complex has exited each programme and more specifically after the complex has closed.

The Klipfontein Colliery is situated within the Mpumalanga Province in the Victor Khanye Local Municipality (VKLM) within the Nkangala District Municipality (NDM). Botleng township and town of Delmas together with the surrounding rural communities are considered to be the Klipfontein Colliery's host community from which Klipfontein Mining sources and will continue to source the majority of the workforce.

3.2 SOCIO-ECONOMIC BACKGROUND

The socio-economic background development programmes are aimed at maximizing the contribution of the mining industry to the country and communities where the mine operates. In order to achieve the effective socio-economic development, the mine needs to ensure that there is a greater alignment between the mine's business objectives and requirements of the communities. A good working relationship between the mine

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and the relevant stakeholder's as well as community structures needs to be maintained to ensure the development and implementation of relevant municipal integrated development plans.

Iyanga Mining will continuously to cooperate with Victor Khanye Local municipality on the formulation and implementation of the IDP and LED plans for the communities surrounding the Klipfontein Colliery and its labour sending areas. This tradition coverages fully with the provision of the MPRDA and will continue to guide the efforts of the Iyanga Mining, in fulfilling its socio-economic development objectives as described in this section of the SLP.

3.3 DEMOGRAPHIC INDICATORS

The demographic characteristics of the Victor Khanye Municipality have various influences on the socio-economic conditions of the locality. The rate of population increase has future implications for economic and social development of the area such as forward planning of basic amenities to sustain the inhabitants of the area.

The age and gender demographic of the population has a present and future growth implications' labour supply is derived from the composition of the age structure; and the labour supply needs to be aligned to the labour demand of the area.

3.4 EMPLOYMENT PROFILE

According to the Census 2011 figures from Statistics South Africa, the Victor Khanye Local Municipality has an unemployment level of 28.2% (8573 of unemployed people). These are people between the age of 15 and 64 years who are willing to work but cannot find employment.

3.5 ECONOMIC SECTOR ANALYSIS

The provincial new growth path has identified six priority areas to economic development and job creation: infrastructure development, agriculture, mining, manufacturing, green economy and tourism. Many dimensions to a successful growth strategy are reflected in the New growth path. Some involve direct government actions such as investing in economic infrastructure that will earn future returns and tax revenue; other may entail simply crating the appropriate environment for economic growth.

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According to the Victor Khanye Local Municipality's IDP 2020/2021, the local economy of Victor Khanye Municipality is relatively diversified with the largest sector, in terms of output as well as proportional sector. During recent years, the total output of agriculture sector experienced significant levels of growth while the mining and minerals sector declined. The sector that experience expansion in terms of output were agriculture, manufacturing, trade, transport and finance.

3.6 LOCAL ECONOMIC DEVELOPMENT PROJECTS

Iyanga Mining is committed to the development of the local community through agricultural and SMME development projects that the operation will undertake in line with the Integrated Development Plan of the area another relevant frameworks in which the mine operates. The table 22 below provides a summary of the LED projects that Iyanga Mining plans to engage in. these projects are aligned to the Victor Khanye Local Municipality's LED strategy articulated in the 2020/2021 IDP

DEVELOPMENT PROJECTS

LOCAL ECONOMIC DEVELOPMENT PROJECTS

- Upgrading of Infrastructure

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STAKEHOLDER ENGAGEMENT

Did you engage with your stakeholders on a continuous basis with the interested affected authorities to ensure a consultative collaborative approach?

Yes, monthly meeting are held with Victor Khanye forum.

PROJECT PLANS IMPLEMENTED

(See Annexure A)

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MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

Iyanga Mining (PTY) Ltd Mining recognizes the detrimental impact that informal housing has on the health and social stability of a community. Due to the specific socio-economic environment of the communities directly affected by the Klipfontein operation, an integrated approach has been developed to ensure the facilitation of home ownership for all employees. The approach is aimed at:

- Looking at alternative finance options as most employees do not qualify for government subsidies and do not qualify for finance options offered by traditional financial institutions; and

With regard to nutrition Iyanga Mining (PTY) Ltd Mining does not provide accommodation and also does not provide food for employees. However, the Klipfontein Colliery operation provides regular awareness programmes to inform workers of the benefit of good nutrition, balanced diets, appropriate methods of food preparation to maximize nutritional benefits of food, as well as the use of nutritional diets in the management of HIV/Aids.

3.9.1 Strategic Plan and Monitoring

The process of strategic planning and monitoring with respect to housing and nutrition programmes at the operation is an on-going process of the gathering and updating data relating to the housing status of employees. These programmes are supported by the on-going process of education and facilitate the provision of housing to employees who have the aspiration to own their houses.

PROCUREMENT PLAN

3.10.1 Introduction

Iyanga Mining (PTY) Ltd Mining is committed to the transformation of South African Economy has developed preferential procurement policies that support the development of HDSA suppliers as well as stimulate the economic diversification and growth of the Victor Khanye Local Municipality. Therefore, the objectives of the mine's preferential procurement policy is to maximize opportunities for local as well as

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HDSAs businesses to supply capital goods, services and consumables to Klipfontein Colliery during the enterprise within the area of operation and contributes to the purchasing and procurement requirements of the MPRDA and Mining Charter.

Accordingly, Iyanga Mining (PTY) Ltd is committed to focusing its procurement on suppliers that meet the requirements of BEE and will proactively engage with prospective suppliers to encourage transformation in line with the spirit of the Mining Charter.

3.10.2 Principles and objectives of HDSA Procurement

As the mine is committed to meeting the requirements of MPRDA and MC regarding the mine, procurement practices, in line with the mine, objectives of facilitating improved procurement opportunities amongst HDSAs, the following strategic priorities will inform procurement decisions:

- During the life of the mine, HDSA companies will be given preferential status for supply of goods and services to the mine, provided that these meet the required specification with tendered prices that are commercially competitive.
- Provide opportunities to business that implement their own proven economic empowerment programmes such as ratifying joint Ventures between established business and emerging HDSA owned business.
- Established and experienced suppliers will be encouraged to subcontract portions of the tender to small local and HDSA companies and to enter into mentorship agreement to assist them to grow and meet all requirements; and
- To create awareness, understanding, and support of economic empowerment objectives amongst key stakeholders.

3.10.3 HDSA Procurement target at Klipfontein Colliery

Iyanga Mining (Pty) Ltd undertakes to comply with the Mining Charter regarding the procurement. The Klipfontein Colliery is therefore committed to ensure that the progress on the committed procurement from companies' complaint to the BBBEE take place in line with the committed targets as details in the amendments of the Mining Charter. The Klipfontein operation will undertake to monitor the implementation and progress on the achievement of the targets on a regular basis through the SLP monitoring Mechanisms. The progress in respect of the progressive procurement plan will be reported in the SLP Annual Report as well as the Mining Charter that the Scorecard to be submitted to DMR. The projected progressive preferential procurement targets for the operation are detailed in Table 19.

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Table 19: Procurement Plan

Project Name	Enterprise Development		Small Business Enterprise Development				
Background	The small business enterprise programme works to strengthen entrepreneurial management skills through capacity building and training resources that foster adoption of good workplace practices, in micro-small and large enterprises. In the area of management training the program has tools that cover the whole spectrum groups, from the illiterate micro entrepreneurs to growth oriented small and medium scale. The entrepreneurial development level's key role of the programme is to develop tools and programmes that deal with long-term effects of entrepreneurial culture.						
Output-KPIs	Stakeholders' engagement Identification of local Small business enterprise Programme Tools business enterprise 6 months training programme implementation, Total of 4 SMEs						
Timelines	Year	Quarter	Key Performance Area			Responsibility entity	
	2021-2025	Quarter 1	Stakeholders' engagement Identification of new local SMMes				
		Quarter 2	Training of SMMes Updating of stakeholders of project progress update Graduation of local SMMes				
		Quarter 3	Training of small business continues. Mentorship of the Smmes Update of stakeholders on project progress				
		Quarter 4	Enterprise development continues. Update of stakeholders on the project progress Graduation of the first group of SMMes				
Budget						R 2 000 000	
Classification of jobs	No of jobs to be created	Male adult	Female adult	Male youth	Female youth	Total	Comment

Short term	0	0	0	0	0	0	
Medium term	5	1	1	2	1	5	
Long term	5	1	1	2	1	5	
Completion Date: December 2025 Exit strategy: The project will be handed over to the Victor Khanye Local Municipality.							

SECTION FOUR

MANAGEMENT OF DOWNSCALING AND RENTRECHMENT

In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act

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SECTION 4: MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

4.1 INTRODUCTION

Iyanga Mining (Pty) Ltd recognizes that at some stage it may have to retrench some or all of its employees at Klipfontein Colliery. Unforeseen circumstances, such as external forces which forces result in reduced profitability, technical innovation, need to remain globally competitive or changes to the operation's strategic business plan, may necessitate downscaling of the operation or programmes including mechanism to avoid job losses.

4.2 ESTABLISHMENT OF FUTURE FORUM

Iyanga Mining (Pty) Ltd at Klipfontein Colliery has established a future forum in line with the requirements of the MPRDA. The future forum meets twice per annum and consist of representatives of operational management of Klipfontein Colliery and any core contractors, worker representatives and trade unions (in place at the time). The main function of the Future Forum are to:

- Participate in identifying problems and challenges facing Klipfontein Colliery, and the solutions thereto.
- Generate awareness of the Social and Labour Plan and associated activities.
- Act as communication mechanism between management and the workforce on the mine's sustainability related issues; and
- Communicate issues surrounding downscaling and/ or retrenchment resulting from mine closure.

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Table 20: The Establishment of a Future Forum

Is the constitution formally approved by union representatives and management?
Yes
Is the forum formally established?
Yes
How many meetings were held during the previous year?
Quarterly

The main objectives of downscaling and retrenchment management programmes resulting from mine closure are:

- To minimise the effects of retrenchment
- To assist as far as possible those employees who will be affected by retrenchment process;
- To facilitate training programmes to ensure acquisition of additional skills that will assist in the access to alternative employment either within or outside operation;
- To ensure proper planning with regards to the downscaling and/ or retrenchment;
- To ameliorate the social and economic impacts on local and regional economies and other labour sending areas; and
- To communicate workforce on all SLP matters timeously.

4.3 MECHANISM TO SAVE JOBS AND AVOID JOB LOSSES AND DECLINE IN EMPLOYMENT

In terms of Section 52(1) of the MPRDA should the profit revenue ratio be less than six percent (6%) on average for continuous period of 12 months or should ten (10%) or more of the workforce or more than five hundred (500) employees have to be retrenched, Iyanga Mining (PTY) Ltd must immediately notify the minerals and Mining Development Board. The company must also comply with any ministerial directive arising from such process.

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Nonetheless, planning for downscaling and/or retrenchment will be undertaken in terms of the SLP and the associated workforce planning process that will be in place for the life of the operation. As part of this process every effort will be made to promote security of employment through sound management of the operation. Where the need for downscaling or retrenchment occurs, opportunities will be sought in both the Iyanga Mining (PTY) Ltd other operations and the contractor's other operations to transfer the affected employees, if they so wish

In addition, in terms of Iyanga Mining (Pty) Ltd's skills development strategy, there will be a focus on the provision of portable skills within the workforce throughout the life of the mine. These skills should provide those employees who either do not wish to be transferred or who cannot be accommodated in other operator to remain economically active downscaling and/or retrenchments are unavoidable.

In circumstances where Iyanga Mining (Pty) Ltd is of the opinion that retrenchments due to downscaling and/or mine closure are unavoidable, it will embark on a proper consultation process with all interested and affected parties, as envisaged in terms of section 189 of the Labour Relation Act, Act No. 66 of 1995 (LRA)

The management team will manage this consultation process, ensuring the principles set out in table 21 are applied throughout the process.

Table 21

Downscaling retrenchment action plan	and strategic	Responsible position	Timeframe
On-going discussion with Future Forum members		Human Resource department, trade unions and Social and Labour plan Facilitator	on-going
Consultation with the relevant unions, workforce representatives and employees likely to be affected by retrenchments		Human Resource department, trade unions and Social and Labour plan Facilitator	As and when required
Applying creative mechanism to avoid or minimize retrenchments.		Human Resource department, trade unions and Social and Labour plan Facilitator	As and when required

In addition to the alternatives offered by diverse operations of Iyanga Mining (PTY) Ltd, Klipfontein Colliery will consider additional mechanism that may include:

- Voluntary or compulsory retirement.
- Voluntary retrenchment
- Abolishing or reduction of overtime work;
- Termination of the services of temporary employees and contractors (subject to contractual terms);
- Moratorium on a new recruitment
- Redeployment ;
- Job-sharing; and
- Any other suggestions and identified during consultation.

4.4 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTION AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED.

Iyanga Mining (Pty) Ltd undertakes to inform, in line with Section 52 (1) of the MPRDA, the Minerals and Mining Development Board of any possible mine retrenchments as and when required during the life of the mine and within a reasonable time prior to the end of the life of the mine. Such notice will include the time frames for the closure process and issues discussed at the future forum. Other interested parties that should be informed would be DoL, Local municipality and relevant records. As outlined above in Section 4.3, a comprehensive consultation process in terms of Section 189 of the LRA will also be initiated.

Subject to the resources thereto being available, Iyanga Mining (Pty) Ltd will assist affected employees through offering variety of options including those outlined in the table...

Table 22: Options to be made available to employees affected by retrenchment at Klipfontein Colliery.

MECHANISM
Assistance, prior to retrenchment date, with retraining, entrepreneurship training and other courses to enhance further employment practices.

Guidance and assistance to support employees in making use of any internal redeployment procedures.
Informing neighboring collieries of the retrenchment process and ascertaining any job vacancies in existence
Assistance in registering as a job seeker with relevant DoL/ employment agencies
Assistance with completing Job application and other relevant forms.
Financial planning advice as well as advice and support in accessing pension/ provident fund pay-outs and UIF claims or state assistance
Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind.

This will supplement the skills development training that each employee would have access to during employment, including portable skills training as described in Section 2.4. A database will be kept of retrenched employees, and those employees will also be afforded preference for jobs, in line with the skills requirements of such jobs, in the event of new vacancies arising at the operation in future.

4.5MECHANISM TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RENTRENCHMENT OR CLOSURE OF KLIPFONTEIN COLLIERY IS CERTAIN

Downscaling and retrenchment at Klipfontein colliery has the potential to affect not only employees but also surrounding businesses and communities. Thus, careful planning is imperative to limit the potential fallout of such event. A major objective of the Human Resource Development Programmes and the LED programmes as outlined in Section 2 and 3 is to facilitate sustainable social and economic growth in the local communities during the life

of the operation. This will need to be supplemented by additional measures to manage the impact of the operation on both the surrounding communities and those communities from which labour is sourced.

Management, together with the future forum, will assess in advance the impact that will be caused by the retrenchment and closure of its operations. This will be communicated to the affected individuals and communities involved so as to make all affected parties aware of what the outcome of the retrenchment and closure will be. Proposals to lessen the impact on the socio-economic situation of the area concerned will be considered. In order to assess this impact socio-impact analysis (SEIA) will be carried out by specialist consultant prior to the development of detailed closure management plans. Such an impact assessment will incorporate interaction with the detailed closure management plans. Such an impact assessment will incorporate interaction with the Future Forum, employee representatives, and relevant community and government structures.

The plans to manage the socio-economic impact of retrenchments and the closure of the operation must be both comprehensive and will include a variety of strategies. The principles underlying the development and implementation of closure strategies are outlined in the table below.

Table 23: Development and Implementation of closure strategies at Klipfontein Colliery

Closure programme strategic action plan	Responsible position	Timeframe
Comprehensive and sensitive consultation with stakeholder groups from local communities, government department and other identified groups	Human Resource and Social and Labour Plan Department.	As and when required
Comprehensive and sensitive consultation with local businesses that are that are reliant on the operation and those who are independent thereof.	Human Resource and Social and Labour Plan Department.	As and when required
Capacity building assist retrenched employees to set up their own business or assist local business to expand their	Human Resource and Social and Labour Plan Department.	As and when required

operations including but not limited to: • Making available support, guidance and assistance to relevant parties during the life of the operation and at the time of the retrenchment. • Fostering a spirit of entrepreneurship among local business and interested employees; and • Providing support to local businesses and entrepreneurs through supportive ad-hoc mentoring mechanism grounded in the needs of the protégés		
Continued mentorship of empowerment groups and local community structures started during the life of the mine in line with the needs of the groups/structures using ad-hoc mechanism already in place	Human Resource and Social and Labour Plan Department	As and when required
Development support for empowerment groups and local community structures through	Human Resource and Social and Labour Plan Department	As and when required

experiential learning that focuses providing competencies to meet identifiable needs and building on existing skills and knowledge.		
Provision of portable skills to employees facing retrenchment (in addition to those provided during the life of the mine in accordance with skills development plans and workforce planning outlined in Section 2.4) particularly non-mining related skills. Such portable skills must have an impact beyond Klipfontein Colliery and provide for sustained employability and will, wherever feasible. • Build on employees existing skills and be recognised nationally • Enable employees to manage careers by addressing identified skills gaps; and • Supplement existing skills with business-related training where appropriate.	Human Resource and Social and Labour Plan Department	As and when required

SECTION FIVE

FINANCIAL PROVISION FOR THE SOCIAL AND LABOUR PLAN

**In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act**

5. FINANCIAL PROVISION

5.1 INTRODUCTION

Section 23(1) of the MPRDA states that “The Minister must grant the mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan” The operation will make financial provision for each component of the SLP as required.

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The table 24: below presents a summary of the financial commitment by the operation to each element of the SLP for the period of five years.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Human Resource Development	R 1 276 000	R 1 980 000	R 2 030 000	R 2 080 000	R 1 980 000	R 9 346 000
Local Economic Development	R 500 000	R 750 000	R 750 000	R 750 000	R 750 000	R 3 500 000
Procurement	R 400 000	R 400 000	R 400 000	R 400 000	R 400 000	R 2 000 000
Management of Down Scaling and Retrenchment	R 30 000	R 70 000	R 100 000	R 100 000	R 100 000	R 400 000
Total	R 2 206 000	R 3 200 000	R 3 280 000	R 3 330 000	R 3 230 000	R 15 246 000

The above commitment are based on the current business planning. Although Klipfontein Colliery is an operational mine, market and economic conditions impacting affecting the operations may differ from those used to base the projected business plan, which may necessitate a revision of these commitments in future. Where changes are required pertaining to the above, these will be reported in the SLP annual report. Actual expenditure in each three elements of the SLP will also be reported on annually.

5.2SKILLS DEVELOPMENT PLAN

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Section 2 outlines the HRD programmes to be adopted by the operation. However, based on current planning, Iyanga Mining (PTY) Ltd has provided 5% of the projected total annual wage bill for expenditure on HRD programmes.

5.3LOCAL ECONOMIC DEVELOPMENT

Section 3 outlines the integrated LED programmes that will be initiated by Iyanga Mining (Pty Ltd. The priorities identified by local municipality's IDP of Job creation opportunities, SMME development, Infrastructure development, community development and poverty eradication informed the foundation of each of the LED projects.

5.4THE MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

The on-going investment in HRD 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. Additionally, Iyanga Mining (Pty) Ltd will commit one-month salary per employee for specific Skills Development directed at facilitating the further acquisition of skills that will be of value to the employees at the time of retrenchment.

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

5.5 ANNEXURE A: LED PROJECTS

Project Name	Infrastructure	Upgrade of infrastructure
Background	The National Development plan 2030, is a plan to eliminate poverty and reduce inequality by 2030 through uniting South African, unleashing the energies of its citizen, growing an exclusive economy, building capabilities of the state, enhances capability of state and leaders working to solve complex. To eliminate poverty, reduce unemployment, and reduce inequality, the economy must grow faster as to address racial inequalities. The NDP recognizes that public infrastructure, particularly that relating to energy, water, and transport, enables the economy to grow faster and transport, enables the economy to grow faster and become more productive through contributing to raising competitiveness and exports and lowering the cost of doing business. Investment in infrastructure also provides opportunities for broad based black economic empowerment (BBBEE)	
Output KPI	Stakeholder's engagement	

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	Feasibility study Selection of infrastructure upgrade Project plan Budget						
Timelines	Year	Quarter	Key Performance Area				Responsible entity
	2021	Quarter 1	Engagement of stakeholders Conducting feasibility study				Iyanga Mining (PTY) Ltd and VKLM
		Quarter 2	Selection of infrastructure upgrade Engagement of stakeholder				Iyanga Mining (PTY) Ltd and VKLM
		Quarter 3	Drafting of project plan Approval of the project plan				Iyanga Mining (PTY) Ltd and VKLM
		Quarter 4	Budget allocation Engagement of stakeholders				Iyanga Mining (PTY) Ltd and VKLM
Budget							R 500 000
Classification of jobs	No of jobs to be created	Male adult	Female Adult	Male youth	Female youth	Total	Comments
Short term	5	0	0	3	2	5	
Medium term	0	0	0	0	0	0	
Long term	5	1	1	2	1	5	
Completion date: The project will be completed, and it will be handed over to Victor Khanye Local Municipality and Department of Rural Development for further maintenance. Exit strategy: December 2025							

Project Name	Infrastructure		Upgrade of infrastructure				
Background	The National Development plan 2030, is a plan to eliminate poverty and reduce inequality by 2030 through uniting South African, unleashing the energies of its citizen, growing an exclusive economy, building capabilities of the state, enhances capability of state and leaders working to solve complex. To eliminate poverty, reduce unemployment, and reduce inequality, the economy must grow faster as to address racial inequalities.						
	The NDP recognizes that public infrastructure, particularly that relating to energy, water, and transport, enables the economy to grow faster and transport, enables the economy to grow faster and become more productive through contributing to raising competitiveness and exports and lowering the cost of doing business. Investment in infrastructure also provides opportunities for broad based black economic empowerment (BBBEE)						
Output-KPIs	Stakeholder’s engagement Project approval Budget approval ‘ Design of the project Approval of designs by municipal						
Timelines	Year	Quarter	Key Performance Area			Responsibility entity	
	2022	Quarter 1	Stakeholders’ engagement Presentation of the project to the stakeholders			Iyanga Mining (PTY) Limited and Victor Khanye Local Municipality	
		Quarter 2	Approval of the project plan Approval of budget			Iyanga Mining (PTY) Limited and Victor Khanye Local Municipality	
		Quarter 3	Design of the project Approval of designs			Iyanga Mining (PTY) Limited and Victor Khanye Local Municipality	
		Quarter 4	Procurement process to appoint a contractor			Iyanga Mining (PTY) Limited and Victor Khanye Local Municipality	
Budget							R 750 000
Classification of jobs	No of jobs to be created	Male Adult	Female Adult	Male youth	Female youth	Total	Comment

Short term	5	0	0	3	2	5	
Medium term	0	0	0	0	0	0	
Long term	5	1	1	2	1	5	
Completion date: The project will be completed, and it will be handed over to Victor Khanye Local Municipality and Department of Rural Development for further maintenance. Exit strategy: December 2025							

Project Name	Infrastructure	Upgrade of infrastructure		
Background	The National Development plan 2030, is a plan to eliminate poverty and reduce inequality by 2030 through uniting South African, unleashing the energies of its citizen, growing an exclusive economy, building capabilities of the state, enhances capability of state and leaders working to solve complex. To eliminate poverty, reduce unemployment, and reduce inequality, the economy must grow faster as to address racial inequalities.			
	The NDP recognizes that public infrastructure, particularly that relating to energy, water, and transport, enables the economy to grow faster and transport, enables the economy to grow faster and become more productive through contributing to raising competitiveness and exports and lowering the cost of doing business. Investment in infrastructure also provides opportunities for broad based black economic empowerment (BBBEE)			
Output-KPIs	Stakeholder’s engagement Procurement procedure Appointment of service provider Appointment of CLO Appointment of local employees			
Timelines	Year	Quarter	Key Performance Area.	Responsibility entity
	2023	Quarter 1	Stakeholder’s engagement Drafting of scope of work	

			Issuing the Request for Quotation				
		Quarter 2	Adjudication of the tender Appointment of service provider Appointment of CLO Plan stages of construction				
		Quarter 3	Appointment of employees Site establishment Construction commences				
		Quarter 4	Construction continues. Stakeholders project update meeting				
Budget							R 750 000
Classification of jobs	No of jobs to be created	Male adult	Female Adult	Male Youth	Female Youth	Total	Comment
Short term	20	5	3	7	2	10	
Medium term	0	0	0	0	0	0	
Long term	5	1	1	2	1	5	
Completion date: The project will be completed, and it will be handed over to Victor Khanye Local Municipality and Department of Rural Development for further maintenance.							
Exit strategy: December 2025							

Project Name	Infrastructure	Upgrade of infrastructure
Background	The National Development plan 2030, is a plan to eliminate poverty and reduce inequality by 2030 through uniting South African, unleashing the energies of its citizen, growing an exclusive economy, building capabilities of the state, enhances capability of state and	

	leaders working to solve complex. To eliminate poverty, reduce unemployment, and reduce inequality, the economy must grow faster as to address racial inequalities. The NDP recognizes that public infrastructure, particularly that relating to energy, water, and transport, enables the economy to grow faster and transport, enables the economy to grow faster and become more productive through contributing to raising competitiveness and exports and lowering the cost of doing business. Investment in infrastructure also provides opportunities for broad based black economic empowerment (BBBEE)						
Output-KPIs	Stakeholder’s consultation Construction continues. Maintenance of Infrastructure						
Timelines	Year	Quarter	Key Performance Area			Responsibility entity	
	2024	Quarter 1	Phase two construction commences. Stakeholder’s project progress update				
		Quarter 2	Construction continues. Stakeholder’s project progress update				
		Quarter 3	Construction continuation Stakeholder’s project progress update				
		Quarter 4	Completion of phase one and two of the upgrade Security upgrade of the finance				
Budget						R 750 000	
Classification of jobs	No of jobs to be created	Male adult	Female adult	Male youth	Female youth	Total	Comment
Short term	5	1	1	2	1	5	
Medium term	0	0	0	0	0	0	
Long term	5	1	1	2	1	5	

Completion date: The project will be completed, and it will be handed over to Victor Khanye Local Municipality and Department of Rural Development for further maintenance.

Exit strategy: December 2025

Project Name	Infrastructure	Upgrade of infrastructure		
Background	The National Development plan 2030, is a plan to eliminate poverty and reduce inequality by 2030 through uniting South African, unleashing the energies of its citizen, growing an exclusive economy, building capabilities of the state, enhances capability of state and leaders working to solve complex. To eliminate poverty, reduce unemployment, and reduce inequality, the economy must grow faster as to address racial inequalities.			
	The NDP recognizes that public infrastructure, particularly that relating to energy, water, and transport, enables the economy to grow faster and transport, enables the economy to grow faster and become more productive through contributing to raising competitiveness and exports and lowering the cost of doing business. Investment in infrastructure also provides opportunities for broad based black economic empowerment (BBBEE)			
Output-KPIs	Stakeholder's engagement Security upgrade Maintenance of the infrastructure			
Timelines	Year	Quarter	Key Performance Area	Responsibility entity
	2025	Quarter 1	Stakeholder's engagement progress update Procurement process for security upgrade Maintenance of the infrastructure	Iyanga Mining (PTY) Limited, Department of Rural development And Victor Khanye Local Municipality
		Quarter 2	Appointment of security service provider Maintenance of the infrastructure	Iyanga Mining (PTY) Limited, Department of Rural development And Victor Khanye Local Municipality
		Quarter 3	Handover of the completed project.	Iyanga Mining (PTY) Limited, Department of Rural development And Victor Khanye Local Municipality
		Quarter 4	Project completed	Iyanga Mining (PTY) Limited, Department of Rural development And Victor Khanye Local Municipality

Budget						R 750 000	
Classification of jobs	No of jobs to be created	Male adult	Female adult	Male youth	Female youth	Total	Comment
Short term	5	0	0	3	2	5	
Medium term	0	0	0	0	0	0	
Long term	5	0	0	3	2	5	
Completion date: The project will be completed, and it will be handed over to Victor Khanye Local Municipality and Department of Rural Development for further maintenance. Exit strategy: December 2025							

SECTION SIX

UNDERTAKING

**In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act**

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6.1 Undertaking

I _____, the undersigned and duly authorised thereto by Iyanga Mining (PTY) Limited undertakes to adhere to the information, requirement, commitments, and conditions as set out in the Social and Labour Plan.

Signed at _____ on this ____ day of _____

Signature of responsible person

Approved

Signed at _____ on this ____ day of _____

Signature

Designation

