



PPC CEMENT SA (PTY) LTD

DWAALBOOM

DMRE Region - Limpopo

Mining License Reference no:

LP 30/5/1/2/2/51/MRC

SOCIAL AND LABOUR PLAN

2024 - 2028

4th Generation SLP



DWAALBOOM

The Social and Labour Plan has been compiled as a commitment to contribute towards the advancement of the Socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on the surrounding communities. The SLP makes further provision for the development of historically disadvantaged employees as well as equipping members of the surrounding communities through different training interventions.

This plan has been developed in terms of MPRDA Regulation 46 (a-f) of the MPRDA.

In alignment with the spirit of the Mining Charter, this SLP will cover:

- Human Resources Development,
- Employment Equity,



- Procurement,
- Housing & Local Economic Development,
- Management of Downscaling and Retrenchments.

The organization of this document follows directly from Regulation 46 (a) to (f) –

“Contents of the Social and Labour Plan” – of the regulations of the Mineral and Petroleum Resources Development Act (Act 28 of 2002) as amended.

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Abbreviations and Acronyms

AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
BBBEE	Broad-Based Black Economic Empowerment
CSI	Corporate Social Investment
DMRE	Department of Minerals Resources and Energy
EE	Employment Equity
GDP	Graduate Development Programme
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
IDC/P	Individual Development Charter/Plans
IDP	Integrated Development Plan
IDP ²	Individual Development Plan
IPA	Individual Performance Agreement
LED	Local Economic Development
MPRDA	Mineral and Petroleum Resources Development Act
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training
MQA	Mining Qualifications Authority
NGO	Non-governmental Organization
NQF	National Qualifications Framework
PAYE	Pay As You Earn
SED	Socio-economic Development
SMME	Small, Micro and Medium Enterprise
Std	Standard
TMM	Trackless Mobile Machinery
UIF	Unemployment Insurance Fund
VAT	Value-Added Tax
VCT	Voluntary Counselling and Testing
WSP	Workplace Skills Plan

Glossary

ACI	Africans, Indians and Coloureds
Community	A coherent social group of persons with interests in or rights on a particular area of land. The members hold or exercise these interests or rights communally in terms of an agreement, custom or law.
Contractors	Contractors are defined as those workers with which the mine has a strategic relationship and who are in jobs that potentially could be performed by the mine's own employees, such as drilling and blasting. The definition once-off specialist and service providers such as those involved in housing projects and capital expansion.
Employee	An employee is defined as any full-time person who directly works for the owner of a permission/permit, prospecting right, mining right, mining permit, technical co-operation permit, exploration right and production right and who is entitled to receive any direct remuneration from the holder of any of the above-mentioned rights.
Historically Disadvantaged South African (HDSA)	Refers to any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation.
Integrated Development Plan (IDP)	A plan aimed at the integrated development and management of a municipal area as contemplated in the Municipal Structures Act (Act 117 of 1998). For the purposes of this Social and Labour Plan, IDP is taken to mean the IDP for the Moses Kotane & Thabazimbi Municipalities.
Labour-sending areas	Municipalities from which current employees have been recruited.
Local labour	Those employees recruited locally
Major labour-sending areas	As far as this Social and Labour Plan is concerned, major labour-sending areas are those municipalities from which the MINE sources the majority of its labour. Special consideration is given to these municipalities because of the MPRDA's requirements for the mine to co-ordinate its Local Economic Development (LED) programme with the municipalities' Integrated Development Programmes (IDPs).
Management	This is equivalent to Paterson Grade D1 – E1 for DWAALBOOM

Mine community	The mine community is defined as those towns, villages and tribal settlements that fall within the local municipality. Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are: a) Existing and expected patterns of human settlements and villages within this community. b) Patterns of labour sourcing for the mine. c) Common commuting habits to and from the mine on a daily or weekly basis for the purpose of work. d) Spending patterns of the mine's employees. e) The use of social amenities, recreational facilities and infrastructure. f) Commercial and industrial linkages. g) Provincial and municipal boundaries. h) Existing and proposed functional boundaries, including magisterial districts. i) Existing and expected land use, transport modes and routes. j) The need for co-ordinated social development programmes and services, including the need for housing, nutrition and healthcare; and The need to rationalize the delivery of sustainable services and other socio-economic programmes as committed to in this Social and Labour Plan, particularly with respect to pragmatic delivery, financial viability and the mine's administrative capacity.
Municipality	k) For the purposes of this Social and Labour Plan, a municipality is defined as a local municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls, and which is described in section 155 (1) of the Constitution as a category B municipality.
Dwaalboom	Dwaalboom Mine a division of PPC Ltd.
Total procurement spend	Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.

EXECUTIVE SUMMARY

In 2024, PPC celebrated 132 years of existence— a formidable 13 decades of innovation as a leading cement producer in Southern Africa. PPC also celebrated its 113th year on the JSE listing becoming part of an extremely small and elite group of listed centenarians in South Africa.

Established as De Eerste Cement Fabrieken Beperkt in 1892, changing its name to Pretoria Portland Cement (PPC) in 1908. PPC has tracked the growth and development of South Africa, producing the cement used in many of the country's iconic landmarks and construction projects, including the Union Buildings, Gariep Dam, Van Staden's River Bridge, Gautrain, Medupi Power Station, the new Cape Town Stadium in Green Point and much of Southern Africa's infrastructure.

For 132 years, PPC has been a leading manufacturer of quality cement, ready-mix, aggregates and Fly Ash, which are key input products into the African building environment and the economy through the local value chain and employment. PPC, its Board of Directors, and management are committed to a high standard of ethical performance and a high standard of business conduct throughout the PPC Group. Furthermore, the PPC Group is committed to conducting its business and operations in compliance with the laws and regulations in all the jurisdictions in which it operates.

The group is the leading supplier of cement in Southern Africa through various cement manufacturing, milling facilities and depots in South Africa, Botswana, and Zimbabwe that can produce around eleven million tonnes of cement products each year. PPC also produces aggregates & limestone. Our Mooiplaas aggregates quarry in Gauteng has the largest production capacity in South Africa.

Our focus extends beyond our group to the broader industry. As a leader in this industry, PPC has actively invested in technology to reduce air emissions, minimize waste production, recycle and recover raw materials, enhance energy efficiency and conserve natural resources – while producing a reliable and affordable supply of building materials to support the economies of countries where we operate.

PPC is a truly African success story – a focused business that reflects the strengths of its people, products and services. As we embed our footprint in South Africa, Botswana and Zimbabwe, we will deploy our sustainable business model – one built to last and the brand of choice in our chosen marketplaces.

PPC's purpose is to empower people to experience a better quality of life.

Coverage map and DWAALBOOM are depicted below.

OPERATIONS AND GEOGRAPHY



The Dwaalboom Mine is in the Waterberg District, Limpopo Province in **Ward 1** of the Thabazimbi Local Municipality.

The mine is situated at the boundaries of Thabazimbi approximately 82 km from Thabazimbi Town and 23 km from Mokgalwaneng, Moses Kotane Municipality in the Northwest Province. The Dwaalboom labour is sourced predominantly from Moses Kotane Municipality.

The mining operation, which extracts limestone as input material for its cement manufacturing process, is located 12 km from the Dwaalboom town.

BACKGROUND INFORMATION

Section 1 outlines the location of PPC Dwaalboom, as well as key data on its operation, its workforce and its socio-economic impact in line with Regulation 46(a). The demographics of the workforce are explained, as well as the geographic distribution of the mine's labour sending areas, giving a basis on which the various impacts of the operation are explored in this Social and Labour Plan.

COMPLIANCE WITH TRANSFORMATION REQUIREMENTS FOR CONTRACTORS

In line with section 101 of the Mineral and Petroleum Development Act, PPC Dwaalboom will require all its contractors to align themselves with the spirit of the Mining Charter with regards to their employees.

HUMAN RESOURCES DEVELOPMENT PROGRAMME

PPC Group corporate policies, including human resources development policies, direct all its mining operations. PPC Dwaalboom plans to implement human resources development programs with emphasis on Career Progression, Skills Development, Mentoring and Youth employment as per the requirements of the Social and Labour Plan.

The HRD Plan outlining a five-year plan with targets and timeframes is contained in this document and include the following:

- Learnerships
- Internships (GDP Programme)
- Youth Employment Services Programme (YES Programme)
- Employee Dependents Bursary Scheme
- Employee Study Assistance
- Mentorship
- Portable Skills
- Increasing Women Participation
- Achieving HDSAs representation at management levels

Some of these initiatives are provided at a central level through the PPC Group Training, Plant specific Academies of Learning and the PPC Technical Skills Centre. The operations plan their participation on these programs according to their needs and these are included in this SLP. PPC recognizes the need to develop skills in the local and labour sending communities to ameliorate educational levels and uplift the communities in which we operate. Hence, the Human Resources Development section includes communities.

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

This section constitutes an analysis of the impact of PPC Dwaalboom on local communities and outlines the alignment of the mine LED program with the Municipal Integrated Development Plan and the pattern or regular interaction with the municipalities and communities on identifying local infrastructure development needs and poverty alleviation projects.

The section outlines the five-year plans agreed upon with communities and the municipalities, not discounting continuing Corporate Social Investments projects. PPC Dwaalboom has played, and will continue to play, an active role in the education and health of its local communities and plans to participate in the Integrated Development Plans of both Mosese Kotane and Thabazimbi Local Municipalities.

HOUSING

The Dwaalboom employees are not accommodated in single sex hostels as was tradition in the mining industry. PPC Dwaalboom provides company accommodation for its key employees and also facilitates home ownership schemes through First National Bank to encourage home ownership. PPC is continuously striving to assist employees through its Home Ownership schemes to enable lower-level employees to improve housing and living conditions.

HEALTH AND NUTRITION

Dwaalboom does not operate hostel kitchens where meals are served to employees, however, employees are educated regularly on the importance of healthy nutrition and a balanced diet aligned to the national nutritional standard.

With regard to HIV/AIDS, 95% of all employees know their HIV status through regular Voluntary HIV/AIDS Counselling and Testing (VCT). This service is also offered to all core contractors on Dwaalboom.

PREFERENTIAL PROCUREMENT

This section outlines the current levels of procurement spend and the progressive procurement objectives over a 5-year period.

DOWNSCALING AND RETRENCHMENT

This section outlines Dwaalboom measures to avoid job losses, downscaling and retrenchment and where unavoidable, the measures to minimise the impact on employees and communities such as providing alternative solutions, portable skills, and creating job security. Strategies are outlined in detail in this section including the guiding principles and procedures for implementation.

FOREIGN MIGRANT LABOUR

Although Dwaalboom does not have foreign migrant labour in its current employment, Dwaalboom subscribes to the intergovernmental agreements, the labour laws of South Africa and the principle of non-discrimination.

FINANCIAL PROVISION

All financial provisions will be made from ongoing operational cash-flows of the PPC Group in line with the requirements of this plan, subject to business performance and the state of the South African economy.

SECTION 1: PREAMBLE

1.1 SOCIAL AND LABOUR PLAN AIMS AND OBJECTIVES

The aim of this document is to align with the requirements of the DMRE in terms of the Social and Labour Plan components. Consequently, specific and focused research was undertaken to identify the issues pertinent to the host municipality area and formulate specific interventions for the purposes of:

- Formulating clear and practical human resource and socio-economic development strategies
- Identifying projects that will translate into the development of the “latent potential” of the host municipality
- Illustrating the identified projects

The Social and Labour Plan (SLP) has four main objectives, and these are as follows:

- To promote employment and advance the social and economic welfare of all South Africans
- To contribute to the transformation of the mining industry; and
- To ensure the mining industry contribution to sustainable economic development and poverty eradication
- And to create and maintain sustainable relationships within the communities they operate and areas from which the majority of the workforce is sourced.

The SLP encompasses all the pillars of the mining charter and brings into effect the Mineral and Petroleum Resource Development Act. A central aspect that is emphasized is the need to ensure that the designed (external) interventions align and integrate with the Local Municipality as well as the local integrated development plans (IDPs). The objectives of this Social and Labour Plan include:

- To undertake the required research in the area to establish baseline information that will inform the socio-economic and economic benchmark profiles.
- To identify the possible areas where synergies can be developed between the activities of the mine, and government structures.
- To ensure that PPC Dwaalboom efforts and expenditure in social investments are effectively coordinated and managed to the best advantage of the relevant stakeholders.
- To address the objectives of the Mining Charter and requirements of the MPRDA
- To provide clear areas where the requirements of the DMRE regarding the SLP are addressed.
- To design implementation guidelines that can be utilized to incorporate the development programs of the host municipality as well as the major labour sending areas into the SLP.
- To provide a clear indication of the various mitigation strategies required as per DMRE guidelines.

1.2 BACKGROUND INFORMATION

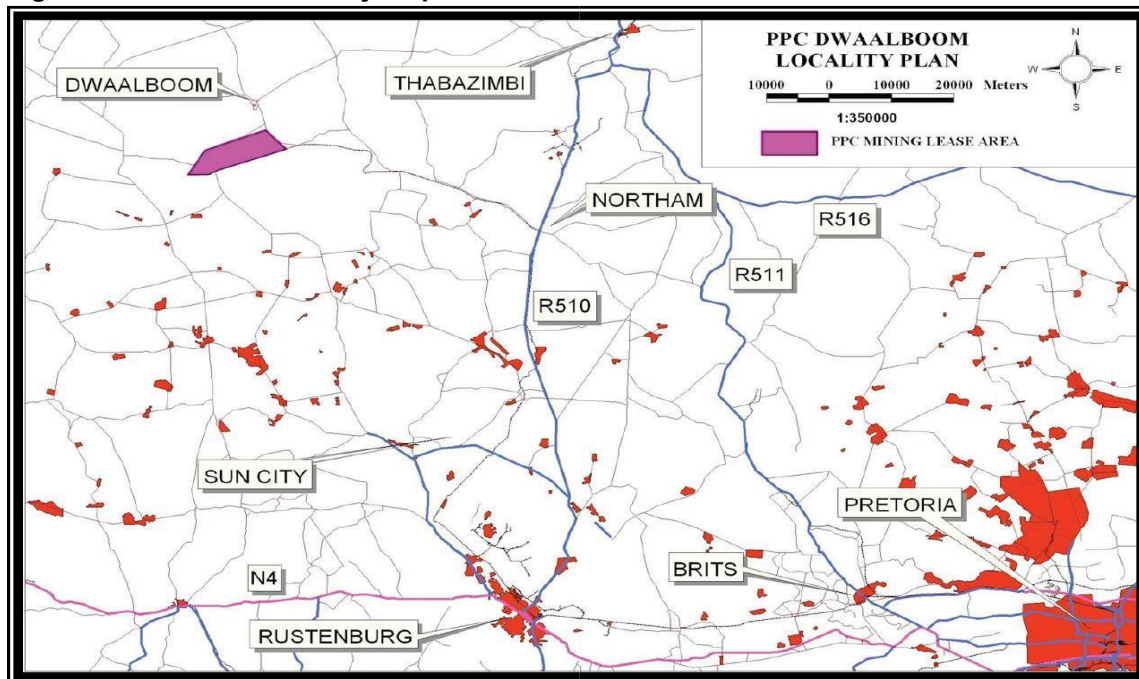
1. Name of company	PPC Ltd
2. Name of mine	Dwaalboom Quarry
3. Physical address	PPC Schoongezicht Farm Dwaalboom
4. Postal address	PO Box 75, Dwaalboom 0319
5. Telephone Number	014 778 9100
6. Fax Number	014 778 0753
7. Location of Mine	Ward 1 of the Thabazimbi Local Municipality in the Waterberg District Municipality, Limpopo Province
8. Commodities mined	Limestone
9. Life of Mine	46 years projected
10. Financial Year	April - March
11. Reporting Year	by 31 March of each year
13. Responsible Persons	Vincent Hlongwane – Plant Manager Sithembiso Dlodlo - Human Resources Manager
14. Geographic origin of employees	Moses Kotane Local Municipality, Thabazimbi Local Municipality

1.2.1 Location of Dwaalboom Mine

Dwaalboom is located within Ward 1 of the Thabazimbi Local Municipality in the Waterberg District Municipality, Limpopo Province. Dwaalboom mine is situated at the boundaries of Thabazimbi approximately 82 km from Thabazimbi Town and 23 km from Mokgalwaneng, Moses Kotane Municipality in the Northwest Province.

The Dwaalboom labour is sourced predominantly from Moses Kotane Municipality. The mining operation, which extracts limestone as input material for its cement manufacturing process, is located 12 km from the Dwaalboom town.

Figure 2: Dwaalboom locality map



1.2.1.1 List of farms on which Dwaalboom conducts mining operations

Table 1: Farm List

Farm name 1:	SCHOONGEZICHT
Farm number	238
Registration Division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	REMAINING EXTENT
Farm Subdivision number	2
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI
Farm name 2:	SCHOONGEZICHT
Farm number	238
Registration Division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	REMAINING EXTENT
Farm Subdivision number	
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI

Farm name 3:	JAKHALSKRAAL
Farm number	239
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	REMAINING EXTENT
Farm subdivision number	
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI
Farm name 4:	JAKHALSKRAAL
Farm number	239
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	REMAINING EXTENT
Farm subdivision number	1
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI
Farm name 5:	JAKHALSKRAAL
Farm number	239
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	
Farm subdivision number	3
SG 21-digit code (if known)	
Offshore area (if applicable)	

District Municipality	WATERBERG
Local Municipality	THABAZIMBI
Farm name 6:	GANSVLEI
Farm number	240
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	REMAINING EXTENT
Farm subdivision number	3
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality THABAZIMBI	THABAZIMBI
Farm name 7:	SCHOONGEZICHT
Farm number	238
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	
Farm subdivision number	1
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG

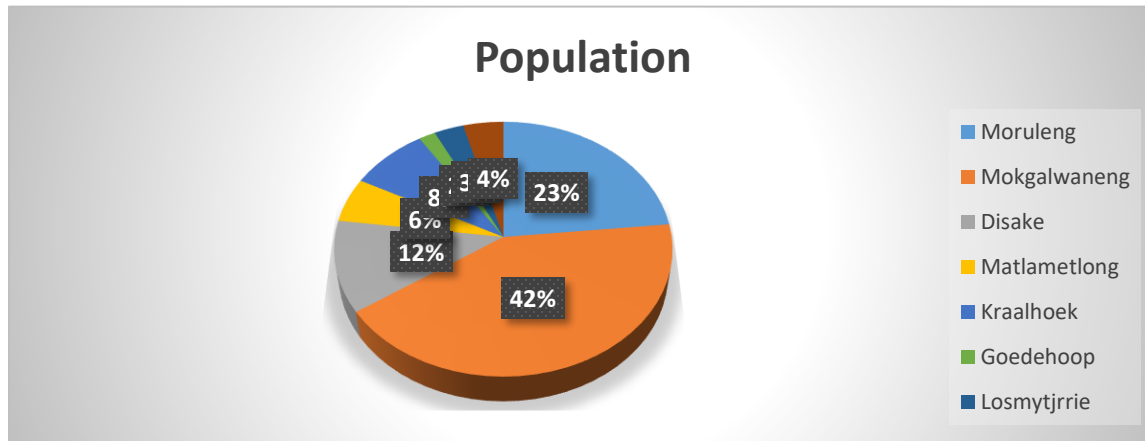
Local Municipality	THABAZIMBI
Farm name 8:	SCHOONGEZICHT
Farm number	238
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	PORTION OF PORTION 2
Farm subdivision number	4
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI
Farm name 9:	JAKHALSKRAAL
Farm number	239
Registration division	KP
Magisterial district	THABAZIMBI
Farm subdivision name	
Farm subdivision number	2
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	WATERBERG
Local Municipality	THABAZIMBI

Geographic origin of Employees:

1.2.2 Geographic origin of employees – Dwaalboom Mine

Geographical distribution of Dwaalboom sources of labour

Dwaalboom has a labour complement of 166 permanent employees and 90 employees sourced mainly from the Moses Kotane Municipal area.



1.2.3 Geographical distribution of Dwaalboom sources of labour Moses Kotane

Province	District	Municipality	Town /village	No. of Employees	Number of employees (%)
Northwest	Bojanala	Moses Kotane	Moruleng/Rustenburg/Mogwase	10	6%
Northwest	Bojanala	Moses Kotane	Mokgalwana/Matlametlo/Disake	80	48%
Northwest	Ruth Mompoti	Bophirima	Taung/Vryburg	7	4%
Northwest	Kenneth Kaunda	Matlosane	Klerksdorp	4	2%
Northwest	Modiri Molema	Mahikeng	Lichtenburg/Ditsobotla/Mmabatho	12	7%
Limpopo	Waterberg	Thabazimbi	Dwaalboom	5	3%
Limpopo	Vhembe	Thohoyandou	Venda	6	4%
Limpopo	Capricorn	Polokwane	Seshego	9	5%
Limpopo	Mopani	Phalaborwa	Giyani/Tzaneen	10	6%
Gauteng	City of JHB	Metropolitan	Kibler Park/ Midrand/Soweto	8	4,82%
Gauteng	Tshwane	Pretoria	Centurion	5	3%
KZN	uThukela	Alfred Duma	Ladysmith/ Estcourt	7	4,22%
WC	West Coast	Saldanha Bay	Saldanha Bay	2	1%
NC	John Taolo	ZF Mgcawu	Daniëlskuil	1	0,60%
Total				166	100%

PPC Dwaalboom is committed to local job creation and the subsequent upskilling of the local community members through their employment at Mine. PPC Dwaalboom's staff complement comprises **166** permanent employees and **90** sourced mainly from the Moses Kotane Municipal area.

1.2.4 Profile of the average Dwaalboom employee

a) Dependents

Dwaalboom employee records show that the average household of employees living in the mine community has 2 dependents.

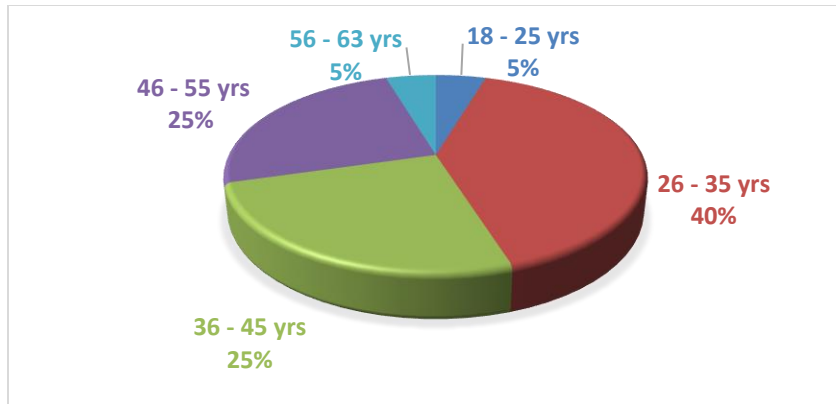
b) Language diversity of the Dwaalboom workforce

About 70% of the workforce speaks Setswana as a first language. Other languages spoken include Sepedi, Xitsonga, Afrikaans and English.

c) Age and service profile

The age and service statistics indicate a high degree of workforce stability, maturity and experience. The average age is **35 years** and the average length of service for the workforce is **13 years**.

Average Age is 35 years



1.2.5 Defining the mine community

For the Social and Labour Plan purposes, the mine community is defined as those towns, villages and mission-stations that fall within the Moses Kotane Local Municipality and Thabazimbi Local Municipality where the mine sources its labour from and

Whereby:

- a. The Dwaalboom LED projects will be focused
- b. Alignment will be considered with the Municipal Integrated Development Plan (IDP) when developing and implementing LED projects
- c. The area in which the mine's economic impact will be assessed.

SECTION 2: HUMAN RESOURCES DEVELOPMENT

OVERVIEW

Shear passion and determination of PPC employees form the company's heartbeat. The entire workforce is aligned with, and focused on, the organization's vision: To be a Company that provides World Class Materials and Solutions into the basic services sector while creating sustainable value to all its stakeholders. To this effect, PPC has established sufficient Human Resources Management and delivery capacity at Group and Operational level to ensure that PPC has the organizational climate, culture and skills to deliver on the set strategic business objectives. The strategic priorities of the Human Resources Department are aligned to the PPC 8 Point people strategy:

- Working Model and Competencies
- Building Critical Skills and Competencies
- Employee Engagement
- Talent Management
- Employee Experience
- Compensation and Benefits
- Future Fit Organization
- Stakeholder Management and Compliance

In line with these priorities the Human Resources department's best practices are designed, developed and implemented across all of PPC Operations. These best practices focus on:

- Skills Development and NQF alignment
- Technical Skills Centre (Engineering)
- PPC Employee Dependent Bursary Scheme
- Internship/Graduate Development Programs
- Employee Study Assistance Programme
- Leadership and Management Development
- Talent and Succession Planning
- Youth Development Programme

At PPC Dwaalboom Operational level, the Learning and Development teams and Human Resources Managers ensure effective implementation and alignment of the Group's Human Resources priorities. They also ensure alignment of initiatives with the Performance Management Policy and process through specific agreed to performance scorecards. Annual WSP/ATR reporting is done centrally for Cement RSA.

BUILDING ON A STRONG FOUNDATION

PPC's philosophy for growth through its people is simple. As the industry benchmark, it continues to offer its employees every opportunity of building a lifelong career in the company. This is the mark of a Passionate People Company committed to developing its team to remain globally competitive.

2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

PPC Ltd is registered with the MQA and complies with annual WSP/ATR reporting as legislated by the Skills Development Act (1998).

Table 2: Compliance with Skills Development Legislation

Name of SETA	MQA
Registration number with the SETA	L330721293
Confirmation of having appointed a Skills Development Facilitator	Refer to Annexure 1
Proof of Submission of the Workplace Skills Plan	Refer to Annexure 1

2.2 SKILLS DEVELOPMENT PLAN

Human resource development is managed across all levels of employment at Dwaalboom mine and is seen as a critical component of achieving the mine's employment equity and gender equity targets. The Dwaalboom Mine HR strategy takes cognizance of the growing shortage of critical skills in the Mining industry in South Africa. Consequently, Dwaalboom Mine Workplace Skills Plan (WSP) is being continuously aligned with the mine's HR plan and integrated with the strategic business plan.

PPC Dwaalboom Human Resources Development (HRD) programme is underpinned by continuous efforts of:

- Assessing current and future skills requirements for the business.
- Identifying skills and competency gaps.
- Establish programs for skills development.
- Providing training to address skills and competencies and
- Evaluation and monitoring of the skills development programs

2.2.1 Number and Education Levels of Employees

Form Q: Number and Educational Levels of the Dwaalboom workforce as at 31 January 2025

			MALE				FEMALE				TOTAL	
Band	NQF Level	Old System	A	C	I	W	A	C	I	W	Male	Female
General Education and Training (GET)	AET PRE	No schooling	0	0	0	0	0	0	0	0	0	0
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
	AET 1	Grade 3 / Std 1 / ABET 1	0	0	0	0	0	0	0	0	0	0

	AET 2	Grade 5/ Std 3	0	0	0	0	0	0	0	0	0	0
	AET 3	Grade 7 / Std 5	1	0	0	0	0	0	0	0	1	0
	AET 4	Grade 9 / Std 7	1	0	0	0	0	0	0	0	1	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	0	0	0	1	0	0	0	0	1	0
	3	Grade 11/ Std 9 / N2	0	1	0	0	0	0	0	0	1	0
	4	Grade 12 / Std 10 / N3	73	0	0	17	20	0	0	4	90	24
4 Education and Training (HET)	5	Diplomas / Certificates	8	1	0	3	3	0	0	0	12	3
	6	First degrees / Higher diplomas	10	0	0	1	0	1	0	0	11	1
	7	Degree/Advanced Diploma	7	1	0	0	7	0	1	0	8	8
	8	Honours/Post Grad Diploma	0	0	0	1	2	0	0	0	1	2
	9	Masters degrees	0	1	0	0	0	0	0	0	1	0
	10	Doctorates/	1	0	0	0	0	0	0	0	1	0
Total			101	4	0	23	32	1	1	4	128	38

In order for Dwaalboom to achieve the objectives of the Mining Charter with respect to HRD, a comprehensive Skills Development Plan, comprising by the following interventions has been put in place:

- a) Learnership Program
- b) Recognition of Prior Learning
- c) Youth Development programme (YES4Youth)
- d) PPC Employee Dependents Bursary Scheme
- e) Technical Development Program
- f) Internship Program (Graduate Development Programme)
- g) Employee Study assistance
- h) Leadership and Management Development
- i) Coaching & Mentorship
- j) Portable Skills Training

2.2.2 Adult Education and Training (AET)

Adult Education and training have been phased out. This is because the company does not find it relevant anymore as most of the current employees have grade 12 and above. The main purpose of the programme was to equip employees who do not have matric with Numeracy and Literacy skills. Furthermore, the minimum qualification requirement for employment at PPC Dwaalboom is Grade 12 or matric and is a group standard for all appointments in PPC. AET was extended to the local communities to invest in the community to create an employable pool for PPC as well. There was however no interest, and a different strategy was implemented.

PPC Dwaalboom partnered with Government on the Youth Employment services programme (YES Programme). This programme creates an opportunity for PPC Dwaalboom to provide workplace exposure to unemployed youth from the surrounding communities. Learners obtain practical exposure on a structured development programme for 12 months. The programme will continue for the duration of the 4th generation SLP period. The programme will provide the youth with skills and practical exposure to ensure that they become employable citizens in the South African economy and absorption of some of the youth where

there are suitable vacancies. Youth are paid a monthly stipend as determined by the YES4Youth Programme.

The table below depicts the 2024 YES Learner intake and the plan for the following years of the 4th generation SLP.

Plan 1: Dwaalboom YES4Youth Programme

YES Programme	2024	2025	2026	2027	2028
YES Programme no of Learners	8	6	6	6	5
Budget	R 459 072	R 359 424	R 359 424	R 359 424	R 299 520

Table 3: YES Learners 2024-2025

Area of Training	Race	Gender	Department	Start Date	Completion date
Production	African	Male	Production	01 Aug 2024	31 Jul 2025
Quality Assurance	African	Male	Laboratory	01 Aug 2024	31 Jul 2025
Human Resources	African	Female	HR	01 Aug 2024	31 Jul 2025
Engineering	African	Female	Engineering	01 Aug 2024	31 Jul 2025
Human Resources	African	Female	Training	01 Aug 2024	31 Jul 2025
Engineering	African	Male	Engineering	01 Aug 2024	31 Jul 2025
Safety Health & Environment	African	Female	Risk	01 Aug 2024	31 Jul 2025
Packing & Logistics	African	Female	Despatch	01 Aug 2024	31 Jul 2025

2.2.3 Learnerships and skills programs

Learnerships are accredited learning programmes that include practical work experience as well as a theoretical component, and results in a recognised qualification, registered with SAQA (South African Qualification Authority). These programmes fully integrate both workplace and institutional learning. Learnerships enable Dwaalboom employees to work towards a qualification whilst being employed.

Dwaalboom mine offers learnerships in core business disciplines, e.g. Plater Welder; Fitting and Turning; Electrical (Open Cast); Diesel Mechanic; OD: ETDP Level 5. All learnerships are approved by the industry specific SETA's as well as SAQA and are registered with the Mining Qualifications Authority.

Dwaalboom Mine recognises the importance of learnerships as an integral component of its overall strategy to meet its HR development targets over the next five years. In line with our Employment Equity strategies for reaching our targets of HDSA participation in management levels and women in core mining positions, 60% of all learnerships will be reserved for HDSAs and 10% for Women.

The learnership is a 3 - 4-year training curriculum consisting of on-the-job and off the job (institutional training), 6 weeks block release. The off-the-job training is conducted at the PPC Technical Skills Centre (TSC) based in Slurry near Mafikeng.

Entry requirements are:

Technical Matric
 N2 plus academic Matric
 N3
 NVC 4 (with Mathematics),
 Or RPL – subject to approval by TSA as guided by MQA.

Learnerships are granted to both employed (18.1) and unemployed (18.2) learners and result in a qualification at varying levels on the NQF (National Qualification Framework). The availability of learnerships is dependent on discipline-specific skills demand, as well as the availability of learnerships from the various SETAs

2.2.4 Core Business Training**Plan 1: Current and Future training interventions Plan - PPC Dwaalboom**

Training Intervention	2024		2025		2026		2027		2028	
	M	F	M	F	M	F	M	F	M	F
Skills Programmes	131	54	70	13	68	14	104	23	81	14
Short Courses	43	22	29	15	18	6	24	8	18	6
Seminars and Workshops	28	12	1	0	1	1	1	1	1	1
Sub Total	202	88	100	28	87	21	129	32	100	21
Total	290		128		108		161		121	
Budget	R1 826 515		R874 232		R687 098		R724 561		R530 847	
Total Budget for 5 Yrs	R4 643 253									

The training interventions mentioned above, together with their timelines and allocated budget, speak to skills programmes that will be embarked on to ensure employee competence to effectively carry out their jobs.

This plan will be implemented by having annual training plan which will be implemented per department, and as per the needs of employees after their leaders would have conducted needs analysis per department and per section.

PPC TECHNICAL SKILLS CENTRE MAFIKENG - ACCREDITATION

The PPC Technical Skills Centre is a fully accredited with the (MQA, QCTO, NAMB). The institution was developed by PPC Ltd and is situated in Slurry, between Mafikeng and Zeerust in North-West, in order to provide support to all PPC operations with technical skills training and development needs.

The main accreditations obtained are:

MQA (Mining Qualifications Authority) and QCTO (Quality Council for Trades and Occupations) for training and trade testing:

- QCTO - Engineering
 - Skills Development Provider
 - Electrical
 - Mechanical Fitter
 - Fitter & Turner
 - Boilermaker
 - Millwright
 - Trade Test Centre
 - Electrical
 - Mechanical Fitter
 - Fitter & Turner
 - Boilermaker
 - Millwright
- Mining Qualification and Related Skills Programs
 - Generic Engineering.
 - Artisan Aide programs for:
 - Electrical
 - Fitting and Turning
 - Plater/Boilermakers
 - Plater/Welders
 - Monitor, operate plant and equipment.
- QCTO - Qualification
 - Mineral Beneficiation Process controller (Mineral Processor – Calcining)

PPC-TSC is a training provider with the Mining Qualifications Authority (MQA) and, in addition, the Technical Skills Centre also holds ISO 9001/2015 certification via the South African Bureau of Standards (SABS).

DHET (Department Higher Education and Training) registration in process at DHET.

The PPC Sure Academy Technical Skills Centre as an instrument for career guidance

The PPC Sure academy technical skills centre hosts learners from schools in their host communities to give insight on career paths and entry requirements to access the respective paths. This enables the learners to make informed decisions in the subject choice that will advantage them to access the career they would like to pursue.

Plan 2: PPC Dwaalboom Learnerships 18.1

PPC Dwaalboom will have an intake of **5 (five)** Engineering Learners over the SLP4 Period 2024 – 2028, 3 (three) 18.1 Learners and 2 (two) 18.2 Learners.

Table 4: Dwaalboom Learnership Plan Internal (18.1)

Learnerships	Male		Female		Total
	HDSA	NON HDSA	HDSA	NON HDSA	
Learnerships 18.1	3	0	0	0	3
Total	3	0	0	0	3

2.2.6 Dwaalboom Learnerships 18.2 (External)

Through its Learnerships program, PPC Dwaalboom enrolls unemployed learners (18.2), in order to contribute towards skills development in the communities and to provide youth with a recognized qualification which increases their chance of employability. The learnership program also offers Dwaalboom Mine the opportunity to recruit suitable external candidates (18.2 learners) to add to its talent pool.

Plan 3: Dwaalboom Learnership Plan 18.2 (External)

Learnerships	Male		Female		Total
	HDSA	NON HDSA	HDSA	NON HDSA	
18.2 Learnerships	1	0	1	0	2
Total	1	0	1	0	2

Table 5: Dwaalboom Learnership Plan 18.1 (Internal) & 18.2 (External)

Two (2) 18.2 learners will be recruited from the host communities with intake of the second 18.2 learner in August/September 2025.

Learnerships 18.1 & 18.2	Number of Learners
18.1 Learnerships 2024-2028 - New Intake	
Fitter/Boilermaker/Electrician/Millwright	3
Training Budget	R 2 800 004
Total Learnerships 18.1	3
18.2 Learnerships	
18.2 Learners 2024-2028 – New Intake	
Fitter/Boilermaker/Electrician/Millwright	2
Training Budget	R1 912 680
Total Learnerships 18.2	2

2.2.8 Technical Exposure to College Students

Youth unemployment is extremely high by international standards. 2.4 million Youth under the age of 30 are unemployed. With the aim to improve the unemployment situation in the area, PPC Dwaalboom will provide experiential learning to 1 student.

Plan 4: Technical Exposure to University/College Students (Vacation Practical Exposure)

Type/Area of Training	SLP 4 (2024-2028)
University/College Development Program	1
Budget (R)	R8 000

2.3 HARD TO FILL VACANCIES

Form R: Number of vacancies that Dwaalboom has been unable to fill

OCCUPATIONAL LEVEL	JOB TITLE OR VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top management	N/A	N/A
Senior management	Engineering Manager	Availability in the market of experienced Engineers with GCC Mines and Works and cement experience
Professionally qualified and experienced specialists, as well as mid-management	Plant Engineer	Remoteness, Remuneration & EE considerations are a challenge for Dwaalboom.
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Artisans	Artisans is a scarce skill, and competition for these scarce skills
Semi-skilled and discretionary decision-making	N/A	N/A
Unskilled and defined decision-making	N/A	N/A

Strategies to address future challenges of filling “hard to fill vacancies” include:

- Enrolling candidates on the Bursary and Internship Programmes
- Management and Leadership Development Programs
- Career progression and Mentorship Programs
- Enrolment of candidates on the PPC Programmes
- Development of Engineers for GCC Factories and Mines and Works certificates
- Being competitive in the market to attract and retain skilled labour
- Community integration

2.4 CAREER PROGRESSION PLAN

At PPC Ltd, line managers engage with their employees to discuss and develop a career path based on the employee's potential, career interests and goals as part of the Individual Development Plan (IDP) process. Employee career path planning enables the development of succession plans for each department and the organisation as a whole. Effective succession planning is vital to the sustainability of PPC.

The succession plans and career pathing is effective when an employee is guided towards a realistic and meaningful insight into his/her own potential and short-comings and supported by coaching and mentorship. The IDP process plays an important role in this regard.

Based on the blue-print structure of the entire organisation, job models and ideal profiles have been designed for every position. Linked to job models are lists of generic, functional and behavioural competencies required for each position. This process allows for horizontal (multi-skilled) and vertical (career development) articulations across the various disciplines. As a high-performance organisation, the above-mentioned process is driven by Scorecards and the Performance Management process.

The Performance Management process is vital in identifying constraints affecting an individual's performance as well as identifying the gap between an employee's existing competencies and the competencies required to excel at his/her job. Line management is committed to providing the necessary means and ability, as well as a working environment conducive to performance, which will assist employees to reach their full potential. Training needs are identified from competency gap analysis performed as part of the one-on-one performance reviews (Performance Management process).

Training and development initiatives needs are indicated on the employees Individual Development Plan (IDP). Employees are encouraged to take overall responsibility of their IDP's. These are aligned with the company's skills development and training plans, divisional succession plan and departmental EE plans and are reported in the company's Workplace Skills Plan.

Training and development needs as well as the talent pipeline is aligned with existing programs, processes and support structures, such as continuous workplace functional training, Leadership and Management Development, internship offerings (such as the Graduate Development Programme & Technician Development Programme) and the external bursary scheme (PPC Bursary scheme).

2.4.1 Career Progression Plan and Implementation aligned to the skill development Plan

An employee, by reference to his/her own capacity to learn different and or higher competencies as determined through Dwaalboom mine assessment procedures and reference to the career paths available within various disciplines can make career progression possible from the lowest occupation to the highest levels and creates a talent Pool for the entire PPC.

Although the talent pool reflects that an employee might be ready at a specific time in future for appointment to a higher level, it will still depend on factors such as suitable vacancies, thresholds and whether an employee has successfully completed his or her training program.

2.4.1.1 Talent Pool

Objective of the Talent Pool

The objective of the PPC Dwaalboom Talent Pool includes the following:

- People development.
- Talent and Succession management.
- Performance management.
- Career management.
- Employment Equity – meeting employment equity targets.

Measures to Develop the Talent Pool

The following measures are employed to develop the talent pool:

- Coaching and Mentorship.
- Specific and individual-based development activities.
- PPC Academy and Management development Programs.
- Group/mine career opportunities (E.g., promotions, transfers and acting opportunities)
- Employment Equity measures (as per the Employment Equity Act).

Target Employees in the Talent Pool

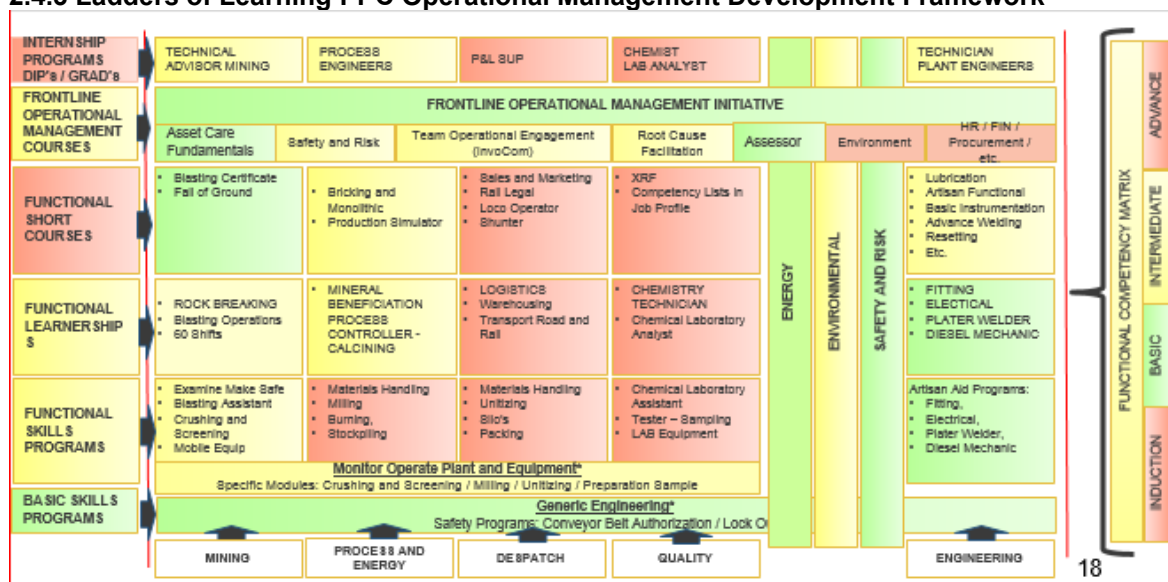
All high potential and high performing employees within PPC Dwaalboom are eligible to be part of the talent pool. However, the number of people in the talent pool only includes the top talent in PPC Dwaalboom. The following occupational levels are therefore represented in the talent pool:

- Technically Skilled/Operators: Skilled technical and academically qualified workers, junior management, supervisors, foremen.
- Professionals: Professionally qualified, experienced specialists and mid management.
- Senior management.

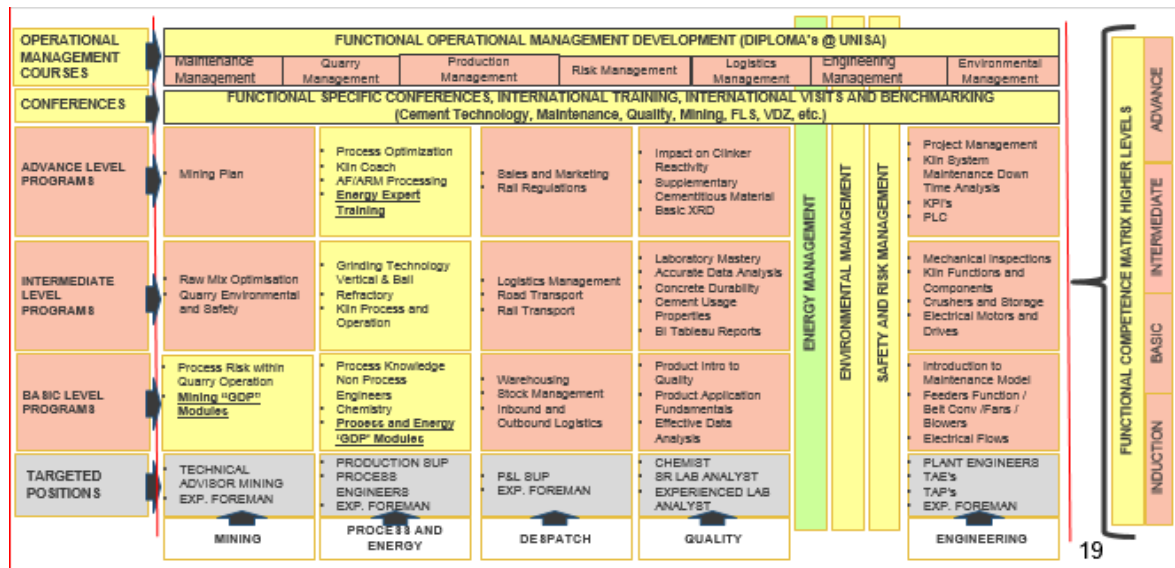
Plan 5: Career Development Plan for Dwaalboom

Type/Area of Training	SLP4 2024-2028 – No of employees
GCC Mines and Works	1
Management Development Programme	2
Senior Management Development Programme	1
Firstline Supervisory Training	2
Study Assistance	2
Total	8

2.4.3 Ladders of Learning PPC Operational Management Development Framework



Functional Operational Management Development – Sure Academy



2.4.4 Recognition of Prior Learning (RPL)

It is unnecessary and inefficient for employees to undergo training in a subject where they are already able to deliver work outputs to the standards required, and it is unfair to disqualify them from work, career progression, or a field or level of study because they appear, at face value, not to have the required capacity. Recognition of Prior Learning assessments are conducted to establish competencies to avoid unnecessary training or the disqualification of employees who have the required qualifications and skills.

It is also necessary to evaluate employee qualifications in order to establish whether or not they meet national or industry qualifications requirements. The process followed for the assessment entails:

- Identification of what a person knows and can do.
- Matching the person's knowledge, skills and experience to specific standards and the associated assessment criteria of a qualification.
- Assessing the learning and the person's portfolio of evidence (POE) against the standards; and
- Crediting the person for skills, knowledge and experience built up through formal and non-formal learning that occurred in the past.

2.5 COACHING & MENTORING

To be able to create a sustainable future of education, which will add real value to the economy, PPC has given a bold and determined commitment to building leaders for the future. PPC's philosophy for growth through its people is simple. As the industry benchmark, it continues to offer employees every opportunity to build a lifelong career within the company. It is the mark of a Passionate People Company committed to developing its team to remain globally competitive.

Plan 8: Dwaalboom Mentorship Training Plan

Category	2025-2028
Mentorship Training	12
Protégé Training	17
Total	29

2.6 BURSARY AND INTERNSHIP PLAN

2.6.1 Bursary (External) – PPC Employee Dependent Bursary Scheme

PPC believes that strengthening the educational capacity of communities and employee's children is key for sustainable development. By investing in and supporting a variety of education programmes the company intends to facilitate the empowerment of young people, thereby enabling them to participate in economic activity. PPC's promise is, to go beyond, not just to build successful factories, but build thriving communities and improve the quality of life for our employees and communities where we operate.

PPC has identified preferred fields to be supported by the PPC Employee Dependant Bursary Scheme, which are, but are not limited to:

- Mining Engineering,
- Mechanical/Electrical Engineering
- Chemical Engineering
- BSc. Chemistry
- Finance
- Geology

The PPC bursary scheme is a group scheme, managed by the PPC Human Resources Function at head office. The scheme will put in place structures to identify and educate students. PPC will employ very specific marketing initiatives within the communities to enable bursaries to be allocated to applicants from host communities and labour sending areas.

The Bursary scheme will be used as a tool to develop high potential young HDSA candidates for future positions and preference will be given to HDSA candidates.

The emphasis of this scheme is on scarce and critical skills as defined by the company with the purpose to meet its longer-term Employment Equity targets and future operational needs as well as to develop the skills necessary to participate competitively in the economy of the country and South Africa as a whole.

Dwaalboom, a division of PPC Ltd will identify 1 bursar from the local communities in the Moses Kotane Municipality who will be supported through the PPC Bursary Scheme for the 4th generation SLP.

Plan 9: Dwaalboom Employee Dependant Bursary Scheme Plan

BURSARIES	
Period 2024 - 2028	
Field of Study	Number of Bursars
Mechanical/Electrical/Process engineering	1
Budget	R 352 218

2.6.2 Bursaries (Internal) - Employee Study Assistance

In addition to the various internal and external training courses offered by PPC to its employees, employees are also encouraged to access external formal qualifications on offer at any recognized South African educational institution. The study assistance grant covers the cost of tuition, registration fees, examination

fees and compulsory study material and is open to all PPC employees for study in disciplines which the company considers relevant to:

- The Employee's current position; or
- The position for which the candidate is a potential successor

The table below indicates the number of employees who will be studying towards a formal qualification on the employee study assistance programme.

Plan 10: Dwaalboom Employee Study Assistance Plan

Study Assistance	2024 - 2028
New Intake	2
Budget	R 82 322

2.6.3 PPC Dwaalboom Internship Programme

2.6.3.1 Internships

A two-year Internship programme (Graduate Development Programme) was designed and established to attract new talent from universities across the country, in the five key disciplines critical to PPC.

The two-year Internship program is a PPC Group program consists of theoretical and practical modules in specific disciplines. Graduates are placed and often rotated to various PPC Operations to obtain knowledge and cement manufacturing experience with the objective to build a talent pipeline which forms part of the broader PPC Group pool of potential future professionals. This programme comprises of PPC bursary students and other graduates identified and selected according to the immediate and future needs of the business. The graduates follow a structured two-year development programme and are coached and mentored by the Head of Department.

Graduates are PPC Dwaalboom based and will learn through modules developed by PPC specialists. The Internship program is an initiative that will fast-track each graduate's career development exponentially.

Table 3: PPC Dwaalboom Interns 2024

Area of Training	Race	Gender	Department
Engineering	African	Male	Engineering
Mining	African	Female	Mining
Production	Indian	Female	Production
Quality	African	Female	Quality Assurance
Discipline / Qualification		Position Developed for	
Bachelor of Commerce in Accounting Sciences		Accountant	
Bachelor of Science in Engineering (Mechanical engineering)		Jnr Mechanical Engineer	
Bachelor of Science in Engineering (Mining/Geology)		Mining Foreman	
Bachelor in Process Engineering		Process Engineer	
Bachelor of Sciences in Physical Sciences (Chemistry)		Senior Analyst Laboratory/Chemist	

Plan 11: PPC Dwaalboom Internship Plan 2024-2028

Discipline	New Intake 2024 – 2028
Mechanical Engineering/Electrical	0
Process Engineering/ Quality Assurance	1
Total	1
Budget (R)	R 642 946

2.6.4 Leadership & Management Development

The "PPC Strength beyond" applies to every facet of the business, including the development of its leaders from within. A significant investment has been made into Leadership Development programs to strengthen the leadership pipeline. PPC has a proud history and culture. It is faced with dynamic and challenging environments that will require more outward orientation and customer focus. PPC leaders need to strengthen the company's premium position in historical markets whilst at the same time growing and developing business in new emerging territories. Leadership Development is a journey of exploration and learning, guided by the PPC executive team and external facilitators, to grow and develop PPC's leadership talent.

PPC invest in structured development programs to develop the current and future leaders of the business. The programs include:

- Management Development Program
- Senior Management Development Program
- First Line Leader Development Program
- Formal Coaching and Mentorship

Plan 12: Dwaalboom Leadership and Management Development Plan

Development Area	New Intake
First Line Leader Skills Program	2
Management Development Programme	0
Total Participants	2
Total (R)	R47 900

2.7 EMPLOYMENT EQUITY PLAN

PPC's vision is to be a world-class company while remaining truly South African in terms of race, gender and organizational culture. Entrenched in this process is a commitment to transformation, and creating an

organization where diversity is valued and harnessed in the spirited drive towards achieving workplace equity.

For PPC, achieving compliance with the Employment Equity (EE) Act and related legislation is just one dimension of employment equity. Equally important is the pursuit of compliance with the letter and spirit of the Act, which has seen PPC initiate various programmes and processes. PPC's transformation philosophy is in full support of the company's commitment to equity.

In order to create a conducive environment to ensure diversity, equity and inclusion and participation of HDSA's at all decision-making levels and core occupational categories in the mining industry, PPC subscribes to and complies with the objectives and provisions of the broad-based socio-economic empowerment charter. PPC Dwaalboom has complied with the 2018 Mining Charter scorecard Employment Equity targets as depicted below:

PPC Dwaalboom Employment Equity as of 31 January 2025

Number of employees											
Category	African		Coloured		Indian		White	Subtotal (A)	FN	White Male	Grand Totals (B)
	Male	Female	Male	Female	Male	Female	Female				
Top management	1	3					1	5	2	3	10
Executive Management	2		1					3	2		5
Senior Management	3	2	2					7	1	1	9
Middle Management	3	1	1	1		1		7		2	9
Junior Management	15	4					1	20		3	23
Core & Critical Skills (1)	87	30						117		8	125
Total of the above	111	40	4	1	0	1	2	159	5	17	181

(1) These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This could include artisans, engineers including rock engineers, professionals (i.e. recognized by a professional body), specialists (e.g. surveyor, safety, geologist, metallurgist, winding engine driver, environmental, etc.), technologists, technicians, and persons with mining specific qualifications or licenses.

Percentage HDSAs at different levels							
Category	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B	TARGET	Female Representation	Points	
						Maximum	Awarded (2)
Top management (Board)	5	10	50%	50%	80%	3	3
Executive Management	3	5	60%	50%	0%	3	3
Senior Management	7	9	78%	60%	28%	2	2
Middle Management	7	9	78%	60%	43%	3	3
Junior Management	20	23	87%	70%	25%	3	3
Core and Critical Skills	117	125	94%	60%	26%	3	3
TOTAL	159	181				17	17

Strategies to develop HDSAs and women into Managerial Roles and core occupational categories:

- Enhance current development plans and develop talent for key and critical roles.
- Identify high potential young ACI South Africans and contribute to their development through the PPC Bursary Scheme
- Develop the technical capability and skills of ACI South African youth through Learnerships.
- Implement mentorship for candidates in development programs
- IDP (Individual Development Plan) reviews and progress reports
- Implement policies to attract and retain women
- Managing diversity and building gender awareness

- A focused strategy for the employment and retention of people with disabilities

PPC Dwaalboom will strive to meet the 3% representation of people with disabilities in suitable roles by 2028. PPC policy on Diversity, Equity and Inclusion provides guidelines on promoting and supporting a business culture that values diversity and leverages people's differences. The policy aims to ensure that PPC works collectively and align on improving the workplace and culture to meet the needs of a diverse workforce.

2.7.1 Recruitment Procedures

The recruitment process (internal or external) will be informed by the Dwaalboom EE Plan on available positions. Should a position become available and identified as designated for an EE candidate, PPC will endeavour to recruit for an EE candidate. For external recruitment, all recruitment companies used by the company will be notified of the company's preference to recruit suitably qualified candidates from designated groups. The same principle applies for internal recruitment. PPC implemented an automated E-recruitment system, Neptune to streamline the recruitment process and to create an easily accessible platform for internal and external job applications.

2.7.2 Women's Participation at PPC Dwaalboom

PPC Dwaalboom will strive to ensure that women are presented in positions that traditionally have been considered male only. PPC Dwaalboom focus will not solely be on women in the mine but also include a movement towards ensuring that women at the mine are fairly represented at all levels.

Table 8 details the targets for PPC Dwaalboom in the implementation of continued participation of women at and in the mine for the next 5-year SLP period.

Table 4: Targets for Women Participation

Categories	Current Women Representation	Current	2024	2025	2026	2027	2028
Total No. of Employees at the Mine	26% Women in Mining and Support functions	166	166	167	167	167	167
Women at the Mine (Support Functions)		8	8	7	8	8	8
Total No. of Employees in Mining Occupations (Core)	22.58% Women in Core Mining	155	155	154	156	156	156
Women in Mining Occupations (Core) (22.58%)		35	35	34	34	34	34

The advancement of technology and the changing economic landscape has created an enabling environment for women to be economically empowered and increasingly having access to employment opportunities previously not afforded to them. Women are now able to participate meaningfully in core mining activities. To this effect strategies are in place to achieve the requirements of the Revised Broad-based Black Economic Empowerment Codes of Good Practice in PPC Ltd.

PPC Ltd subscribes to the requirements of the Mining Charter and to achieve the diversification of the workplace to reflect the country's demographics, Employment Equity plans are drawn up in line with the Economically Active Population (EAP) figures of the province.

Women participation at Dwaalboom – Core Mining

Department	Position Title	Grade	Race	Gender
SHE	Specialist Risk	D2	Coloured	Female
Production	Process Engineer	D1	Indian	Female
SHE	Specialist Environment	D1	African	Female
Quality Assurance	Trainee Chemist	C3	African	Female
SHE	Specialist Environment	C2	African	Female
SHE	Occupational Health Nurse	C2	African	Female
Quality Assurance	Senior Analyst Laboratory	C2	African	Female
Mining	Shift Supervisor	C2	African	Female
Production	Process Operator Burner	C1	African	Female
Production	Process Operator Burner	C1	African	Female
Production	Process Operator Burner	C1	African	Female
Production	Loco Driver	B5	African	Female
Mining	Operator Crusher	B5	African	Female
Production	Operator Support	B4	African	Female
SHE	SHE Administrator	B4	African	Female
Engineering	Clerk Planning	B4	African	Female
Despatch	Clerk Despatch	B4	African	Female
Despatch	Clerk Despatch	B4	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Production	Operator Support	B3	African	Female
Quality Assurance	Tester Routine/Physical	B3	African	Female
Quality Assurance	Tester Routine/Physical	B3	African	Female
Mining	Operator Support	B2	African	Female
Engineering	Artisan Assistant	B1	African	Female
Engineering	Artisan Assistant	B1	African	Female

2.7.3 Women's Participation at PPC Dwaalboom- Support Functions

Department	Position Title	Grade	Race	Gender
Administration	Senior Clerk Accounts	C3	White	Female
Administration	Buyer	C3	African	Female
HR	HR Administrator	C2	African	Female
Administration	Clerk Finance & Admin	B4	African	Female
Administration	Clerk Stores	B2	African	Female

2.7.4 Training and development for HDSA candidates

All employees, especially members of designated groups, will be encouraged to participate in voluntary programmes that increase their skills and knowledge. Employee study assistance is open to all employees. Managers involved in the development of high-potential employees will ensure the upward mobility and growth of all suitably qualified employees, with due emphasis placed on the promotion of designated employees.

In line with the PPC Group strategy, PPC Dwaalboom emphasizes the importance of individual development plans and ensuring that high potential employees are placed on mentorship and coaching programs and included in the mine's succession plan to achieve representation of HDSAs in management.

SECTION 3: LOCAL ECONOMIC DEVELOPMENT

Regulation 46 (c) of the MPRDA requires that Dwaalboom mine outlines strategies and policies for Local Economic Development (LED). Dwaalboom recognizes that the business of mining has considerable economic, social and environmental impacts which have to be considered during the life of the mine.

PPC's approach to LED is participative, whereby the company through its local operations, as is the case with Dwaalboom, works with government and municipalities of the mine communities in the formulation and implementation of Integrated Development Plans (IDPs).

Section 3 of the Social and labour plan will deal with the following issues on mine community development programs mandated by the act.

Section 3.1 Covers the social and economic background of Dwaalboom's mining community. Areas covered are;

- I. Moses Kotane Local Municipality
- II. Thabazimbi Local Municipality

Section 3.2 Presents the impact that Dwaalboom mine would have in the local and sending communities.

Section 3.3 Outlines community upliftment projects that PPC Dwaalboom will support in line with the Integrated Development Plan of the Thabazimbi and Moses Kotane Local Municipalities which are the areas in which PPC Dwaalboom operates and sources labour from.

Section 3.4 Shows the measures which are taken to address the housing and living conditions of the mine employees as well as their families.

Section 3.5 Shows the measures which are taken to address the nutrition of the mine employees; and

Section 3.6 Shows the procurement progression plan and the principles that are adopted at Dwaalboom to promote preferential procurement, broad-based black economic empowerment and increasing the HDSA supplier base of capital goods, services and consumables.

PPC Group Approach to LED

Local Economic Development (LED) and Corporate Social Responsibility (CSR) are considered to be integral parts of doing business in Dwaalboom. A key theme is the upliftment of the communities from which PPC draws a significant percentage of its employees. PPC Dwaalboom LED focuses on how the Mine will assist to address the socio-economic development needs of its local communities.

PPC LED Support in the Mining Communities

Under the Waterberg District, PPC Dwaalboom is part of the Thabazimbi Municipality, but the host communities are located in the Moses Kotane Municipality. For the purpose of the Social Labour Plan, PPC Dwaalboom will focus on the Thabazimbi and Moses Kotane Local Municipalities which is comprised of the following small towns and villages:

- Dwaalboom, Dwaalboom Informal Settlement
- Mokgalwaneng, Matlametlong, Disake, Kraalhoek
- Nonceba, Goedehoop, Losmytjerie

Most of Dwaalboom's employees originate from Moses Kotane Municipality. PPC Dwaalboom in conjunction with Thabazimbi and Moses Kotane Municipalities will investigate projects to develop both areas. .

PPC approaches the issue of LED through the local governments and municipal authorities. Mines are tasked with establishing liaison and communication structures with the district and local government structures in the area where it operates. This participative approach will ensure that all operational initiatives in the field of economic development are formulated and at the same time implemented as an integral part of the local authorities' economic and integral development plans.

In addition, PPC operations like Dwaalboom, liaise with the local government structures and other stakeholders in the labour sending communities to ensure that local economic development initiatives are also integrated into the economic and development plans of the areas.

The LED support in the mining communities is guided by the principles outlined in the following paragraphs:

LED Focus Areas

The focus areas for LED Projects supported by the Dwaalboom mine includes:



The LED project plans agreed to with the municipalities in the mining community as per this SLP will specify the focus area(s) in terms of the above and will also indicate the scope of each project, for instance, in terms of the number of jobs to be created or the target beneficiaries of the project.

There will be continuous review checks of the LED projects during the implementation process that will ensure that the projects achieve the desired output and objectives, and also to see to it that projects are not static but are revised in terms of the changing needs to ensure sustainability.

LED Support Drivers

The identification of Local Economic Development projects guided by:

- Integrated Development Plan (IDP) OR LED Plan of the local municipality
- National goals on economic development, infrastructure development, social development and poverty eradication.
- Socio-economic development objectives of the mining communities
- Collaborative structures with local economic development partners, meaning the bilateral and stakeholder forums.

LED Ownership

The Dwaalboom mine's main business activity is that of mining and LED support is an integral part of the Thabazimbi and Moses Kotane Municipalities sustainable development strategy. LED is the primary responsibility of the following entities:

- a) Local government (Municipalities)
- b) Provincial government
- c) National government

PPC Dwaalboom's supported LED projects will be owned by both local government structures and PPC from inception until the completion of the 5-year plan. On completion of the 5-year plan an exit or a hand-over strategy will be implemented.

Responsibility of Dwaalboom on LED

PPC recognizes the need to promote local community development and social uplifting of communities within our surrounding and labour sending areas. Running a profitable and sustainable mining operation that creates opportunities, boosts the local economy through supporting local business activities is a commitment to meaningful contribution towards the development of the communities.

SOCIAL AND ECONOMIC BACKGROUND INFORMATION

The Dwaalboom Mine is located in the Waterberg District, Limpopo Province in **Ward 1** of the Thabazimbi Local Municipality.

The mine is situated at the boundaries of Thabazimbi approximately 82 km from Thabazimbi Town and 23 km from Mokgalwaneng, Moses Kotane Municipality in the Northwest Province. The Dwaalboom labour is sourced predominantly from Moses Kotane Municipality.

3.1.1 Socio-economic background of Dwaalboom Mining Community

This section will cover the social and economic background of the Moses Kotane Local Municipality in the Bojanala District. Dwaalboom has the Moses Kotane Local Municipality as its main labour sending area. As a result, Dwaalboom's mining activities have a significant socio-economic impact on this area. Only statistics of the affected municipal Wards will be highlighted. Where possible, a comparison of the Wards with the Local Municipality will be made. The following key statistics concerning the local area are of relevance to Dwaalboom Local Economic Development approach is highlighted.

3.1.2 Social and Economic background of Moses Kotane Local Municipality

Moses Kotane Local Municipality was established in 2000 in terms of section 12 of the Local Government: Municipal Structures Act 117 of 1998 as a local Municipality. The Municipality covers an area of approximately 5 719km² and is mostly rural in nature, comprising 107 villages and two formal townships of Mogwase and Madikwe with an estimated population of 242 553. 2011 Census report's estimate that there are 75 193 households.

The Municipality has predominantly African population, with fewer Indian, coloured and white groups. MKLM is one of the five constituent local municipalities of Bojanala Platinum District Municipality in Northwest Province of the Republic of South Africa. It shares borders with Rustenburg, Kgetleng Rivier, Ramotshere Moiloa and Thabazimbi Local Municipalities. Its headquarters are based in Mogwase Township with satellite offices in Madikwe Township.

The economy of Moses Kotane is characterized mainly by tourism, mining, and agriculture owing to its location within the major tourism and mining belt of the province, Pilanesberg and Sun City. Industries and social services also form a critical part of the local economy.

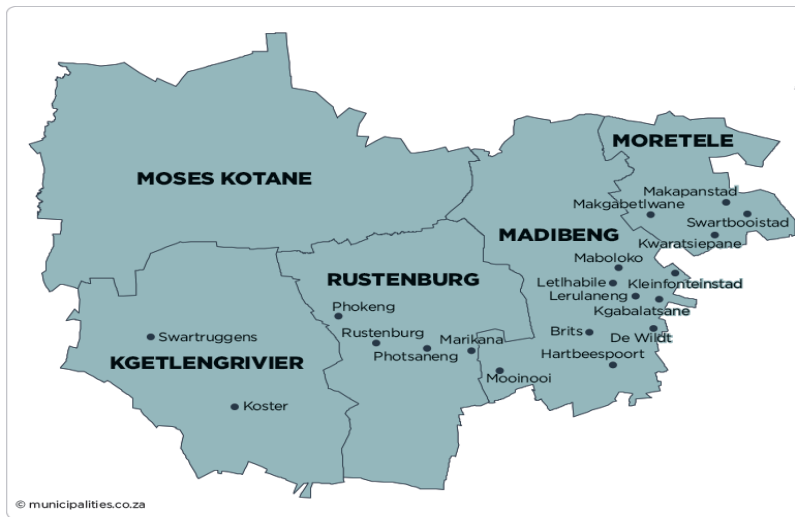


Table 10: Moses Kotane Local Municipality Demographics

Local Municipality	Population 1996	Population 2001	Population 2011	Population 2021	Percentage of total population 2021	Population growth / decline from 2011 to 2021	Percentage growth / decline from 2011 to 2021
Moses Kotane	229580.49	237097.22	242551.99	244817.56	0.41%	2265.57	0.93%
Rustenburg	311562.03	387091.97	549555.03	827606.74	1.37%	278051.71	50.60%
Kgetleng Rivier	32755.93	36515.38	51038.03	71989.36	0.12%	20951.33	41.05%
Moretele	176796.03	182685.72	188285.40	189870.01	0.31%	1584.62	0.84%

Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

The data is sourced from Stats SA for the years 1996, 2001, 2011 and 2021. From the results, Moses Kotane Local Municipality has shown a population growth rate of 0.93% over the last ten years. This is one of the lowest growth rates in the Bojanala Platinum District Municipality, as well as in Northwest Province.

Population gender and age distribution for 2011, 2016 and 2021-Moses Kotane

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
30-34	8130	9464	8535	10117	7880	9398	17594	18652	17278
35-39	8019	8133	7897	8302	8362	8345	16152	16199	16707
40-44	7302	6568	8099	7063	8457	7106	13870	15162	15563
45-49	6753	5968	7380	5658	8574	5998	12722	13038	14572
50-54	6018	5677	6640	5851	7257	5842	11695	12490	13099
55-59	5149	4688	5651	5410	6200	5662	9837	11061	11862
60-64	4207	3624	5010	4471	5610	5278	7831	9481	10887
65-69	3586	3131	3899	3626	4745	4733	6717	7525	9478
70-74	2737	2192	3244	2593	3583	3102	4929	5837	6685
75+	4752	2568	4914	2735	5290	2993	7320	7649	8283

Source: Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

The above reflects the population gender and age distribution for 2011, 2016 and 2021 in MKLM based on Stats SA data. Figure 1 shows a graphical comparison in the form of an overlaid growth pyramid of the MKLM population age and gender breakdown for the years 2011 and 2021.

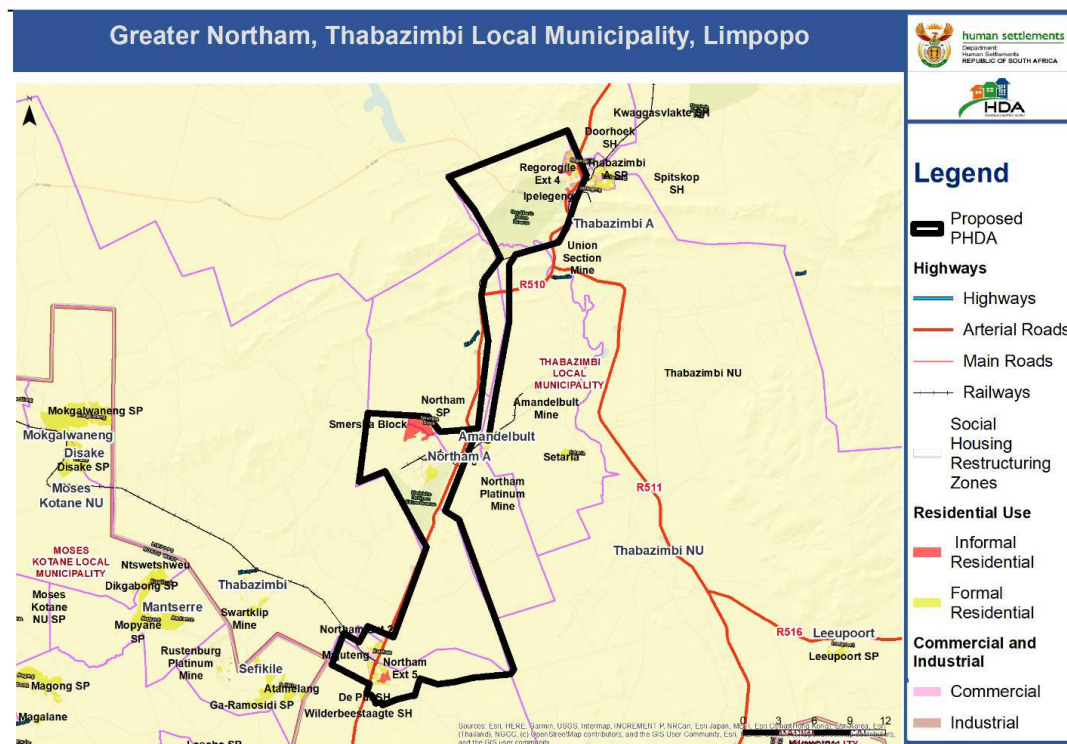
3.1.3 Social and Economic background of Thabazimbi Local Municipality

Thabazimbi Municipality is in the South-western part of the Limpopo Province and has Botswana as its international neighbour and a mere two (2) hour drive from Tshwane. It is one of five municipalities in the Waterberg District area of jurisdiction.

The game lodges scattered around the area help to promote the issue of environmental sustainability.

Iron and steel production commenced in the 930's. The town was proclaimed in 1953. Today Iscor Steelworks in Tshwane still draws much of their raw material from Thabazimbi Kumba Resources (Iron Ore mine). Apart from Iron Ore the Thabazimbi Municipality is surrounded by Platinum producing areas such as: Northam Platinum mine, Anglo, i.e. Amandelbult and Swartklip mines. Other minerals produced in the area include Andalusite, which is mined by Rhino Mine and limestone for the production of cement by Pretoria Portland Cement (PPC).

Boundaries of Thabazimbi Municipality include areas such as: Thabazimbi, Northam, Leeupoort, Rooiberg and Dwaalboom. The Municipal area falls within the Waterberg District Municipal area. Is a very peaceful place to live in and a malaria free Municipality.



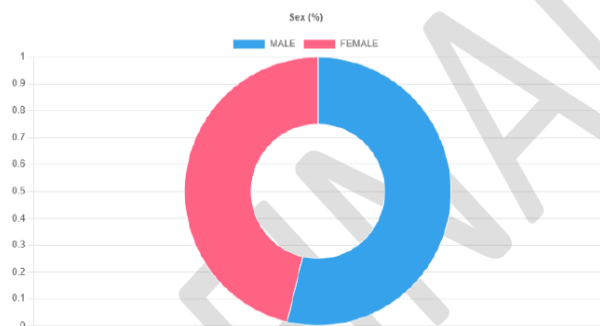
Thabazimbi Local Municipality Demographics

2.3.1 Demographic Profile

Name	2022	2011
Total population	65 047	85 234
Young children (0-14 years)	20,7%	21,1%
Working age population (15-64 years)	73,7%	76,4%
Elderly (65+ years)	5,6%	2,4%
Dependency ratio	35,7	30,8
Sex ratio	115,9	141,1
No schooling (20+ years)	4,8%	8,8%
Higher education (20+ years)	9,6%	7,6%
Number of households	26 832	25 079
Average household size	2,4	3,4
Formal dwellings	83,6%	70,7%
Flush toilets connected to sewerage	77,4%	67,9%
Weekly refuse disposal service	69,2%	60,4%
Access to piped water in the dwelling	59,7%	47,3%
Electricity for lighting	89,3%	76,8%

Population by gender and age distribution for 1996, 2001 and 2011-Thabazimbi

Name	Frequency	%
Male	34 913	53.7%
Female	30 134	46.3%

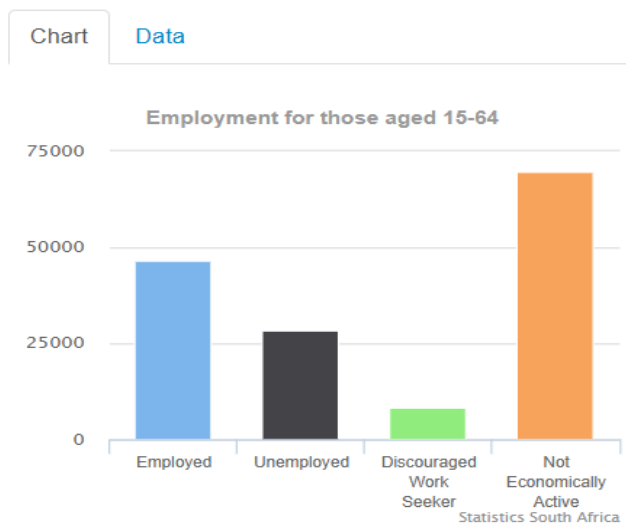


Source: StatsSA

Thabazimbi			1996		2001		2011		
Age	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	2438	2325	4763	3359	3515	6874	4004	4058	8062
5-9	2450	2414	4864	2720	2682	5402	2693	2607	5300
14	2406	2169	4575	2454	2332	4786	2327	2290	4618
15-19	1913	1940	3853	2406	2502	4908	2532	2478	5010
20-24	2596	2032	4628	2953	3022	5975	5391	3792	9184
25-29	3873	2241	6114	3367	3566	6933	7296	4447	11743
30-34	4668	2260	6928	3340	3260	6600	6285	3566	9851
35-39	5075	1878	6962	3691	3026	6717	4974	2968	7942
40-44	3609	1479	5088	3703	2275	5978	3615	2570	6185
45-49	2461	983	3444	2503	1627	4130	3650	2198	5848
50-54	1491	715	2209	1768	966	2734	3032	1921	4652
55-59	1130	533	1663	1051	658	1709	1935	1039	2975
60-64	641	432	1071	694	456	1150	827	631	1458
65-69	412	336	748	395	259	654	446	396	842
70-74	256	187	443	251	209	460	296	238	534
75-79	72	131	303	140	125	265	142	160	302
80-84	84	73	157	67	73	140	101	114	216
85+	78	104	182	52	63	115	87	80	167
Total	35757	22245	58002	34915	30617	65532	49634	35253	84887

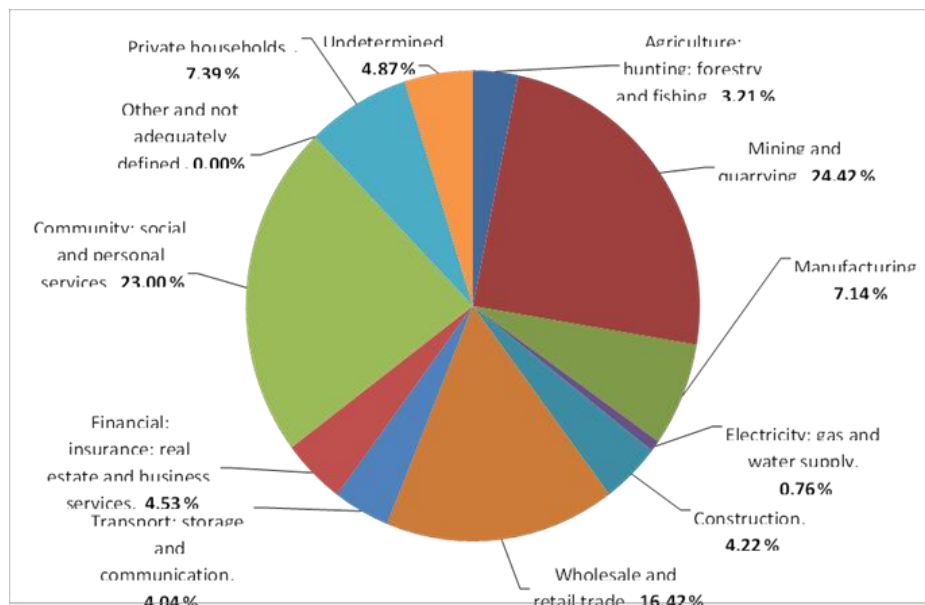
Table 55: Employment status, Moses Kotane Local Municipality

Table: 7 EMPLOYMENT PER SECTOR IN MKLM			
Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
Mining and quarrying	Primary sector	22605	38.66%
Community, social and personal services	Tertiary sector	7102	12.15%
General government	Tertiary sector	6252	10.69%
Wholesale and retail trade	Tertiary sector	6094	10.42%
Business services	Tertiary sector	4477	7.66%
Catering and accommodation services	Tertiary sector	3745	6.40%
Construction	Secondary sector	1692	2.89%
Transport and storage	Tertiary sector	1604	2.74%
Agriculture, forestry, and fishing	Primary sector	1303	2.23%
Metals, metal products, machinery, and equipment	Secondary sector	717	1.23%
Wood and paper; publishing and printing	Secondary sector	447	0.76%
Food, beverages, and tobacco	Secondary sector	413	0.71%
Petroleum products, chemicals, rubber, and plastic	Secondary sector	329	0.56%
Other non-metal mineral products	Secondary sector	321	0.55%
Finance and insurance	Tertiary sector	298	0.51%
Textiles, clothing, and leather goods	Secondary sector	279	0.48%
Transport equipment	Secondary sector	227	0.39%
Furniture; other manufacturing	Secondary sector	216	0.37%
Electricity, gas, and water	Secondary sector	142	0.24%
Communication	Tertiary sector	123	0.21%
Electrical machinery and apparatus	Secondary sector	65	0.11%
Radio, TV, instruments, watches, and clocks	Secondary sector	22	0.04%
TOTAL		58473	100.00%



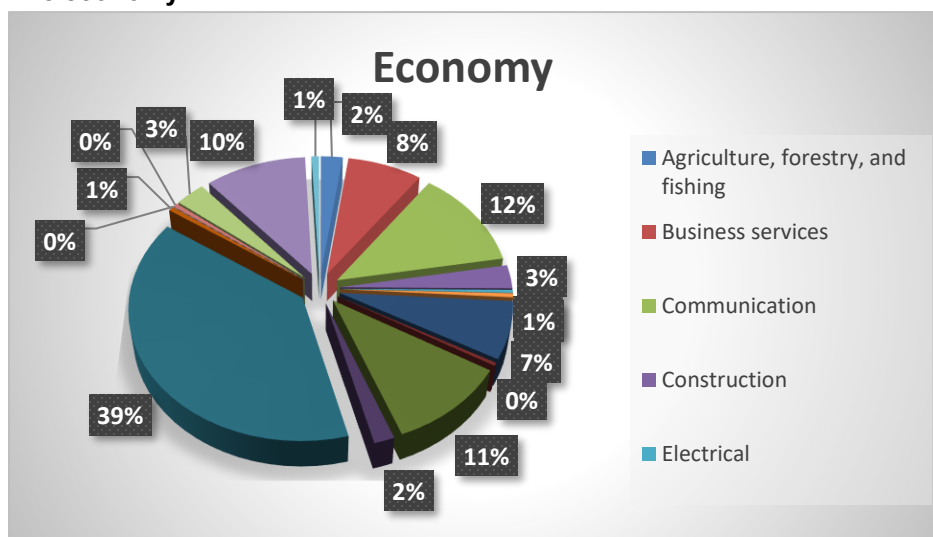
The Moses Kotane Local Municipality (MKLM) has a workforce that is mostly African and male. The municipality has an Employment Equity Plan (EEP) that aims to establish a more racially and gender balanced workforce. The MKLM also aims to employ disabled people at both managerial and operational levels.

Table 6: Employment status Thabazimbi Local Municipality



12: Employment status Thabazimbi Local Municipality

The economy



The economy of Moses Kotane is characterized mainly by tourism, mining, agriculture owing to its location within the major tourism and mining belt of the province, Pilanesberg and Sun City. Industries and social services also form critical part of the local economy.

The municipality is moving towards sustainable development and resource optimization. Some of the resolutions made include:

- Managing water loss through the water service development plan
- Conducting a land ownership audit to improve planning and explore funding options
- Developing strategies to manage unfunded budgets
- Aggressively implementing the credit control policy to improve collection

- Refurbishing water treatment plants to improve water provision for residents

According to Census 2011, both Municipalities have some level of education. Of the available labour forces within the Municipalities, low number of people is unemployed and not economically active. The labour force that is employed has low level occupations. Most are employed in craft and trades related jobs, as machine operators and assemblers and in elementary occupations. The mining and quarry industry is the biggest employer of this labour force

Table 7: Educational levels of Thabazimbi & Moses Kotane Municipalities

Education	Thabazimbi Local Municipality	Moses Kotane Local Municipality
Schooling	69.1%	72,7%
No schooling	30.9%	27,3%

Table 8: Types of dwelling Moses Kotane Local Municipality

Type Of Dwelling	Thabazimbi Local Municipality	Moses Kotane Local Municipality
Formal	83,6%	90%
Traditional	1,2%	1.1%
Informal	14,8%	8.4%

Most of the population lives in a formal-type dwelling, brick and mortar houses, whilst less number of people lives in traditional huts. Though it appears that the majority of the population lives in formal brick / concrete block structures, the municipality's IDP indicates that a great need for houses still exists in this municipality.

Table 9: Access to water Moses Kotane & Thabazimbi municipalities

Access to Water	Thabazimbi Municipality	Moses Kotane Municipality
Piped water inside dwelling	59,7%	29.7%
Piped water inside yard	21,0%	33.3%
Piped water on community stand	13,0%	20.6%
No access to piped (tap) water	6,4%	16.4%

In Thabazimbi, the majority has piped water inside their dwellings and therefore flush toilets are predominantly used. However, the population of Moses Kotane still relies a lot on pit toilets with no ventilation and associated health issues there are endemic.

Table 10: Electricity Usage Moses Kotane & Thabazimbi Municipalities

Electricity Usage	Thabazimbi	Moses Kotane
Lighting	76,8%	89.9%

Table 11: Access to Toilet Facilities

Toilet Facilities	Thabazimbi Local Municipality	Moses Kotane Local Municipality
None	3,9%	1.0%
Flush toilet	77,4%	32.6%
Chemical toilet	2,2%	1.0%
Pit toilet	13,4%	63.8%
Bucket toilet	2,5%	0.7%
Other	0,5%	0.9%

Employment status, Moses Kotane Local Municipality

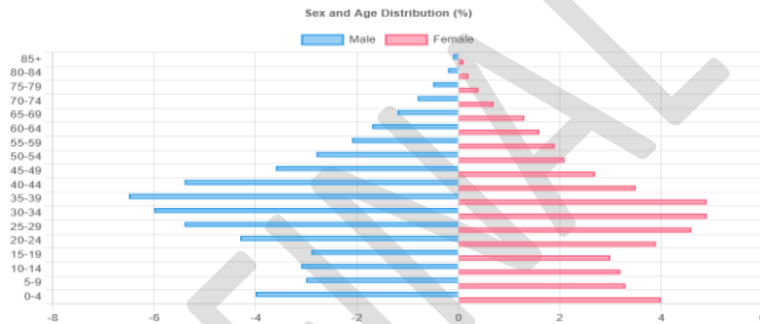
There are 74 744 people in the municipality who are economically active (employed or unemployed but looking for work), and of these 37,9% are unemployed. Almost half (47,4%) of the economically active youth (15 – 34 years) in the municipality are unemployed

It should be noted that socio-economic data, that is spatially and temporally aligned is essential to support a range of planning activities, including the formulation of spatial development frameworks (SDFs) at various scales and the spatial prioritization of infrastructure development.

To address this need, the CSIR developed meso-zones, which are a functional demarcation on an intermediate level (meso-level), to which socio-economic data sets can be aligned for spatial analysis.

http://stepsa.org/socio_econ.html)

5-9	1 969	3.0%	2 157	3.3%
0-4	2 581	4.0%	2 618	4.0%



Source: StatsSA

3.2 THE SOCIO-ECONOMIC IMPACT OF DWAALBOOM ON THE MINE COMMUNITY

The purpose of this section is to provide a strategic perspective regarding the contribution that PPC Dwaalboom makes towards the surrounding area. A vital consideration that must be considered is that PPC Dwaalboom is the only “large scale” manufacturing concern in the immediate vicinity. The contributions of PPC Dwaalboom toward the local and district economies are outlined in the subsequent sections through an investigation of:

- Direct contribution towards the economy
- Indirect employment creation

3.2.1 Direct Contributions

Wage Impact

The monthly wage average of PPC Dwaalboom as of January 2025, positively impacting the Municipalities was R5 298 459.

Indirect Contributions

The indirect impacts are closely linked with the preferential procurement programs whereby various markets for business opportunities are created to service the mine and surrounding communities. The mine's impact accrues because of the pro-active measures that have been taken by management to ensure that the operations occur in harmony with the surrounding communities. Moreover, the impact is along the following key dimensions:

- Positive contribution towards the local, district and provincial economies
- Positive contribution towards the creation of employment opportunities
- Contribution towards the development of new business ventures in the form of SMME development. Contribution and commitment toward employing the firms buying power to stimulate BEE firms.

3.3 LOCAL ECONOMIC DEVELOPMENT (LED) PROJECTS

Dwaalboom LED program

The Dwaalboom LED program will focus on sustainable development as a means to underpin economic empowerment specifically focuses on the mine community and communities from which Dwaalboom draws its labour. The core benefit underlying the program will be social stability.

The aim of Dwaalboom LED policy is to ensure that the mine's efforts and expenditure in social investment are effectively coordinated and managed to the best advantage of the mine's stakeholders.

The program will concentrate on building partnerships in which stakeholders commit jointly to projects that are mutually beneficial and add value to the municipality and communities in which the program operates. This will require an on-going process of consultation with communities and government.

There are two steps in the process through which LED projects will be put forward for the mine's consideration.

Strategic Priorities of Moses Kotane Municipality

Table 8: PRIORITIES AND OBJECTIVES	
Priority	Basic Services and Infrastructure Development
Water	To provide new, and improve and maintain existing water supply infrastructure, so as to minimize interruptions of services, water loss and ensure compliance with Drinking Water and Wastewater Quality standards (blue drop system)
Sanitation	To provide access to sanitation through the maintenance of existing infrastructure, the provision of new appropriate infrastructure to all communities and to ensure compliance with Wastewater Quality standards (green drop system).
Roads and Storm Water	To provide and maintain roads & storm water Infrastructure
Electricity	To provide and maintain community lighting infrastructure and facilitate household electrification by Eskom

Moses Kotane Municipality has a challenge of water supply and lack system augmentation and maintenance of all implemented projects. It is a water-scarce municipality and has been lacking water for the past few years. Looking back into the community needs analysis, the communities annually raise water and sanitation as a serious need of which continue to be the priority.

Supply is received from Magalies Water (Vaal Kop dam and Magalies Water Board has in recent months struggled in supplying the Municipality with bulk water supply. This has led to community outcry.

In addressing this challenge, the Municipality is currently embarking on a programme of identifying, testing and drilling of boreholes. The critical part is the need to get funding for bulk water supply, to ensure the strengthening, refurbishing and maintenance of all water projects implemented already and the ones we are planning to implement.

This will also assist MKLM to start engagement with all mining houses as they also receive water from Magalies board and to plan for collaboration projects to ensure upgrades of the available dam for the sake of basic service delivery.

TABLE 9: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE			
MKLM Water Supply Scheme No 8:		Population	Status Quo - (5 Villages)
1	Goedeheoop	331	Projects were implemented to augment the source and ensure sustainable supply. Further augmentation and maintenance are required. Some of these villages were identified to benefit from the drought relief programme.
2	Los My Tjerrie	582	
3	Nonceba	795	
4	Rampampaspoort	326	The Municipality is embarking on a process of upgrading of the Molatedi Water Treatment Plant to address bulk water supply issues.
5	Mankaipaya	502	
Total		3 317	

Table:9 WATER SUPPLY PROJECTS IN MKLM EAST: MANKWE			
MKLM Water Supply Scheme No 1:		Population	Status Quo - (4 Villages)
1	Moruleng	4 410	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mokgalwaneng	7 493	
3	Disake (Modimong)	2 187	
4	Matlametlong	1 062	
Total		15 152	
MKLM Water Supply Scheme No 2:		Population	Status Quo - (3 Villages)
1	Kraalhoek	1 553	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mantserre	4 350	
3	Mmopyane	1 836	
Total		7 739	

Strategic Priorities of the Thabazimbi Municipality

8.1. Priorities from community perspective

PRIORITY NUMBER	PRIORITY ISSUE	AFFECTED WARDS
1	Unemployment	1,3,4,5,6,7,8,9,10,11,12
2	Community facilities	1,4,5,7,9,10
3	Cemeteries	1,3,5,6,8
4	Water and Sanitation	4,5,6,7,9
5	Paving of internal streets	1,8,9,10
6	Roads and storm water	1,4,9
7	Education	5,6,7
8	Land	5,6,7

Strategic planning is the process through which the leadership of an organization envisions its future and develops the necessary procedures and operations to achieve that future. The leadership focuses on its organization and what it should do to improve its performance and is often viewed as a system in which Managers go about making, implementing and controlling important decisions across functions and levels in the organization.

The purpose of strategic planning is to transform the organization and should be a continuous consulting process that must be tailored to accommodate the climate of an organization. Strategic planning helps leaders to:

- Create its own organization's future
- Improve the standard of living through effective, efficient and socio-economic service delivery to all citizens of the municipal area
- Provide a framework and a focus for improvement efforts
- Build a critical mass; and
- Provide a means for assessing progress

3.3.1. LED Project Proposal:

3.3.1.1 Project main objective:

To provide a unique rural-community development programme that assists impoverished community members, youth and children to break free from the cycles of poverty that have trapped rural families for generations.

3.3.1.2 Project Beneficiaries:

PPC Dwaalboom's 4th generation LED projects will focus on Moses Kotane labour sending areas as well as the Dwaalboom informal settlement listed under the Thabazimbi Municipality, which is a doorstep community of the PPC Dwaalboom Operation, as the largest portion of the Dwaalboom 3rd generation SLP LED projects focused on Thabazimbi local Municipality.

LED will focus on projects that are:

- Listed in the Integrated Development Plans of Moses Kotane and Thabazimbi Municipality.
- Suggested by communities and employees from host communities.
- Related to infrastructure, education and skills development, primary healthcare and enterprise development.
- Wherever possible related to job creation and skills transfer.
- **The below proposed projects were identified during stakeholder engagement meetings and are contained in the integrated development plans of the Moses Kotane and Thabazimbi Local municipalities. (Please refer to attached minutes of consultations).**
- The MOU's will be drafted and signed by all key stakeholders before commencement of the projects.

LED Projects for Moses Kotane and Thabazimbi Local Municipalities

Project 1	Project description: Goedehoop (Ward 1) Moses Kotane Municipality: Dithoteng Primary School - Installation of borehole, water pump, booster pump and building of pump room to secure the pump
Project Category:	Infrastructure – Installation of borehole water pump, booster pump and building a pump room to secure the pump.
Background to Project:	Dire need of access to portable water at Dithoteng Primary School.
Project Objectives:	Partnering with the Moses Kotane Municipality to provide the school with access to water
Measurable Deliverables:	Scope the project Conclusion of MOU with the SGB of Dithoteng Primary School and Moses Kotane Local Municipality Appoint a contractor for the project Implementation of the project Handover project to the Moses Kotane Local Municipality
Project Scope	Installation of a Borehole & Booster Pump Construction of a pump room to safeguard the pump
Impact of Project	• This project would greatly benefit the school with access to clean portable water

Provisional Project Start and End Date:	2025		
Budget:	R 80 000		
Target Group/ Beneficiaries:	Dithoteng Primary School		
Number of Beneficiaries impacted:	88	Males	Females
		38	50
Jobs created	About 6 jobs		
Completion date and exit strategy	2025 Exit strategy: Handover the project to Moses Kotane Local Municipality, School SGB and Department of Education		

Project: 2	Project Description: Ward 1 Nonceba, Moses Kotane Municipality: Nonceba Primary School: ▪ Installation of borehole pump and building of pump room to secure the pump AND, ▪ Renovation of 9 classrooms		
Project Category:	Infrastructure – Installation of 1 borehole water pump, booster pump and building a pump room to secure the pump. Infrastructure - Renovation of 9 classrooms at Nonceba Primary School (replacing windows, doors & painting of walls, replacement of tiles, repairing electrical plugs in classrooms)		
Background to Project:	Dire need of access to portable water at Nonceba Primary School The current classrooms at the school are dilapidated and unsafe		
Project Objectives:	Partnering with the Moses Kotane Municipality and Nonceba Primary School SGB to provide the school with access to water and provide a conducive learning environment		
Measurable Deliverables:	▪ Installation of a borehole & booster pump ▪ Construction of a pump house to safeguard the pump ▪ Renovation of 9 classrooms – replacing of windows, doors & painting of interior and exterior walls, replacement of tiles, repair electrical plugs in the 9 classrooms ▪ Conclusions of MOU with the Municipality & SGB • Appointing a contractor for the project		
Impact of Project	This project will greatly benefit the school with access to clean portable water and renovated classrooms		
Provisional Project Start and End Date:	2025 - 2026		
Budget:	R 730 000		
Target Group/ Beneficiaries:	Nonceba Primary School		
Number of Beneficiaries impacted:	81	Males	Females
		37	54
Jobs created	About 8 jobs		
Completion date and exit strategy:	2026 Exit strategy: Handover of the completed project to Moses Kotane Local Municipality, SGB and Department of Education		

Project: 3	Project description: Matlametlong (Ward 5) Moses Kotane Municipality - Construction of 3 Nutec classrooms at Matlametlong Primary school		
Project Category:	Infrastructure - Construction of 3 Nutec classrooms. - Construction of the concrete slab on which the classes will be built - Prefabricated polystyrene material will be used to build walls of the classrooms - Framework will be made of steel to provide durability and strength		
Background to Project:	The current Gr R classrooms are dilapidated and unsafe		
Project Objectives:	Partnering with the School SGB, DOE and Moses Kotane Municipality to provide the school with a safe and conducive learning environment for Gr R learners		
Measurable Deliverables:	Construction of 3 Nutec classrooms - Conclusion of MOU with the Municipality, SGB and DOE - Appoint a contractor for the Project		
of Project	This project will greatly benefit the school with a conducive and safe learning environment for Gr R learners		
Provisional Project Start and End Date:	2027-2028		
Budget:	R 1 458 000		
Target Group/ Beneficiaries:	Matlametlong Primary School	Project in Moses Kotane Local Municipality	
Number of Beneficiaries impacted:	232	Males	Females
		111	121
Jobs created	About 6 jobs		
Completion date and exit strategy:	2028 Exit strategy: Handover of the completed project to Moses Kotane Local Municipality, SGB and DOE		

Project: 4	Project description: Losmytjerie (Ward 1) Moses Kotane Municipality- Langa High School - Renovation of School Hall and 3 classrooms		
Project Category:	Infrastructure - Renovation of the school hall - Replacing windows and doors - Repairing the roof – replacing ceilings, and - Painting of walls (inside)		
Background to Project:	The current condition of the school hall and 3 classrooms are in a dilapidated and unsafe condition.		
Project Objectives:	Partnering with the Municipality, SGB and DOE to provide the school with a conducive and safe learning environment		
Measurable Deliverables:	Renovation of the School Hall: replacing windows, repairing the roof, painting of interior & exterior walls, replacing doors Renovation of 3 classrooms: installation of doors, painting of interior & exterior walls, replacement of ceilings Conclusions of MOU with the Municipality, SGB and DOE Appointing a contractor for the Project		
of Project	This project will greatly benefit the learners with a safe and conducive learning environment		
Provisional Project Start and End Date:	2027		

Budget:	R 586 000			
Target Group/ Beneficiaries:	Langa High School		Project in Moses Kotane Local Municipality	
Number of Beneficiaries impacted:	418	Males: 205	Females: 213	
Jobs created	About 8 jobs			
Completion date and exit strategy:	2027 Exit strategy: Hand over the completed project to Moses Kotane Local Municipality, School SGB and DOE			

Project: 5	Project Description: Dwaalboom Informal Settlement (Ward 5) Thabazimbi Municipality: Drilling of 1 new borehole, installation of borehole pump and pump room to safeguard the borehole and pump			
Project Category:	Infrastructure – Supply of water infrastructure • Drilling of new borehole, • Installation of borehole pump • Building a pump house to safeguard the borehole and pump			
Background to Project:	Dire need of access to portable water at Dwaalboom Informal Settlement			
Project Objectives:	Partnering with the Thabazimbi Municipality to assist the Dwaalboom informal settlement community with access to water			
Measurable Deliverables:	▪ Drilling of a new borehole ▪ Installation of a borehole pump ▪ Construction of a pump room to secure the borehole and pump Conclusions of MOU with the Municipality Appoint a contractor for the Project			
Impact of Project	This project would greatly benefit the community with access to clean portable water			
Provisional Project Start and End Date:	2025			
Budget:	R 200 000			
Target Group/ Beneficiaries:	Dwaalboom Informal Settlement			
Number of Beneficiaries impacted:	692	Males: 257	Females: 435	
Jobs created	About 5 jobs			
Completion date and exit strategy:	2026 Exit strategy: Hand over the completed project to Thabazimbi Local Municipality and Dwaalboom Informal Settlement			

Project: 6	Project Description: Dwaalboom Primary School (Ward 5) Thabazimbi Municipality: Renovation of 5 classrooms at Dwaalboom Primary School			
Project Category:	Infrastructure – Renovation of 5 classrooms • Replacing windowpanes in all five classrooms • Tiling the floor of five classrooms • Painting of the five classrooms (inside and outside walls) • Repainting of the soccer and netball playgrounds • Replacing the poles and inserting nets on each pole (soccer and Netball)			
Background to Project:	The classrooms and playground are dilapidated and unsafe			

Project Objectives:	Partnering with the Thabazimbi Municipality and the SGB to renovate classrooms to have a safe and conducive learning environment		
Measurable Deliverables:	▪ Renovation of the 5 classrooms in the main building: repair ceilings, roof, replace tiles, painting of interior and exterior walls ▪ Refurbishment of playground area • Conclusion of MOU with the Municipality, SGB & DOE • Appoint a contractor for the Project		
Impact of Project	This project would greatly benefit the learners with a safe and conducive learning environment		
Provisional Project Start and End Date:	2025		
Budget:	R 200 000		
Target Group/ Beneficiaries:	Dwaalboom Primary School/ Dwaalboom Informal Settlement		
Number of Beneficiaries impacted:	692	Males	Females
		257	435
Jobs created	About 8 jobs		
Completion date and exit strategy:	2026 Exit strategy: Hand over the completed project to Thabazimbi Local Municipality, SGB and DOE		

Project Stakeholders:

Stakeholders	Roles and responsibilities
Thabazimbi & Moses Kotane Local Municipal Council/ EXCO	• Provide support and access to implement projects • Political decision making • Consider the option of possible partnerships with other government institutions, external service providers • Ensure alignment of the IDP with the District framework. • Ensure alignment of the project with IDP • Ensure that all relevant stakeholders are involved • Responsible for the overall management, coordination and monitoring of the project. • Ensure long term success and care and maintenance of the project post hand-over • Asset Management
Municipal Manager/ Heads of Departments/ officials	• Provide relevant technical sector and financial information for analysis for determination priority issues • Contribute technical expertise in the consideration, implementation and finalisation of LED projects • Provide departmental operational and capital budgetary information
IDP section/ Manager	• Manage and coordinates IDP Review process • Ensure that all relevant stakeholders are appropriately involved • Ensure that the planning process is participatory, strategic and implementation oriented • Respond to comments from public and horizontal alignment • Facilitate overall process with organisation
District Municipality	• Provide support to the municipality • Facilitate the compilation of a framework and alignment between local municipalities, as well as between the municipality and the District

Sector Departments, Provincial Departments, DPLG	• Coordinate training/ Provide financial support/ Provide general IDP guidance • Facilitate coordination and alignment between district and the municipality and adjacent municipalities • Provide relevant information on sector departments policies, programmes, business plans and budgets • Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies
External service providers	• Able to manage the project on sustainable basis • Able to manage construction • Able to manage finance according to PPC criteria • Do enumeration study • Provide Maintenance and Operational Plan
PPC	• Funder of project • Adhere to Criteria • Implement and successfully complete projects in collaboration with the Municipality/government department/s
Community	• Represent the interest and contribute knowledge and ideas • Identify and prioritise needs • Discuss and comment on the draft IDP review • Monitor performance in the implementation of the IDP Review • Participate in the IDP Representative Forum • Representatives prepare for and follow-up on planning activities • Provide voluntary workers

3.5 MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

3.5.1 Housing needs

PPC Dwaalboom does not have any employees living in hostels on Dwaalboom premises. All employees are either housed company accommodation, rentals on Dwaalboom property or they reside in their own homes.

Housing issues in the South African context are complex, particularly due to historical problems related to poor planning, uncontrolled urbanization, tribal and land issues, and views on property ownership. Dwaalboom will work with key representatives to arrive at solutions that will ensure that all its employees have access to reasonable accommodation. Dwaalboom employees are currently housed in company-controlled accommodation. Since Dwaalboom is in a remote site where little alternative housing is available, company housing is provided and rented to employees. All housing allocations are made at the discretion of the Plant Manager. Although rent is subsidized, rental agreements are negotiated annually.

Employees living in company housing are also encouraged to report any defects or damages to the property as soon as they notice anything, and the company is committed to perform the required maintenance of the property.

PPC Dwaalboom employees either stay in company provided houses or in private accommodation.

Table 12: Current Status of Employee Housing

Type of Dwellings	Number of employees	%
Hostels (if applicable)	0	0%
Company Accommodation – Family units (Houses)	71	42,8%
Employee Home / Landowners	51	30,7%
Private Housing (living with parents, rental, etc.)	44	26,5%
Employees in Home Ownership Housing Scheme	11	6,6%
Company Accommodation – Single Units (Graduates & Unemployed Learners)	6	3,6%
Total permanent employees	166	



PPC EMPLOYEE HOME OWNERSHIP ASSISTANCE

In addition to Company accommodation offered to employees at certain PPC Operations, PPC offers the following home ownership assistance to its employees:

1. Employee Cement and Materials Purchases at factory cost
2. PPC Retirement Fund Home Back Lending Scheme through First National Bank (FNB)
3. PPC Employee Home Loan Scheme through First National Bank (FNB)

1. EMPLOYEE CEMENT AND MATERIALS PURCHASES

1.1 Cement Purchases

PPC permanent employees can purchase up to 250 bags of cement per annum at discounted prices (factory cost) and additional delivery/ transport cost from the source factory is at cost price.

1.2 Ready Mix and Concrete

PPC permanent employees can purchase up to 75 m³ of concrete per annum at discounted price (factory cost). The concrete price includes transport at cost price.

Employees can also purchase 100 tons of aggregates per annum and 10 tons of dry mixed mortar at discounted price (factory cost). Delivery cost of aggregates is quoted at cost price and if the mortar is taken in bulk the price includes delivery.

PPC HOME OWNERSHIP LOAN SCHEMES

PPC have two Employee Home Ownership Loan Schemes in place that provide options for employees to acquire a house or a stand, to renovate or extend an existing home.

1. PPC RETIREMENT FUND HOME BACK LENDING SCHEME

PPC offers a Smart Housing Plan Home Loan which is a “retirement fund backed loan” issued by FNB and secured against the Member’s fund value. All PPC permanent employees, who are members of the PPC Retirement Fund, qualify for the loan as there is an agreement in place between FNB, the PPC Retirement Fund, Fund Administrator and PPC SA Holdings and its subsidiaries.

Up to sixty percent (60%) of the members’ retirement fund credit can be utilised as collateral to acquire funding assistance. In terms of the Pension Fund Act, the loan can only be utilized for the purposes mentioned below by employees who are members of the PPC Retirement Fund

- To purchase Land
- To purchase a home or to cover transfer and bond registration cost
- To renovate or extend an existing home (with homeownership)
- To purchasing Eco-friendly Solutions (Solar)(with homeownership)
- To switch a bond where interest rates are lower

Affordable Interest Rates are offered to employees at a linked Interest Rate of Prime less 0,6%. An optional Risk Benefit Cover of R2.49 per R1000 per month is also available. A monthly administration fee of R23,00 and once-off initiation fee of R300 is applicable. The administration fee and initiation fee are subject to change in accordance with FNB fee structures.

The maximum loan term is 240 months (20 years) and the minimum loan term is 12 months. All loans must be repaid before retirement is reached. In the instance of termination of employment prior to retirement age, the loan will be settled in full by the Retirement Fund.

2. PPC EMPLOYEE HOME LOAN SCHEME (FNB)

PPC employees have access to a Housing home loan (Bond) with First National Bank (FNB) to finance property over a maximum term of 30 years. PPC permanent employees earning up to R 750 000 per annum qualify for the loan scheme (this amount may be reviewed from time to time).

- The maximum interest rate is capped at Prime plus 2% to ensure affordability. The employee's Individual Personal credit profile is applicable and compatible interest rates and discounts are offered.
- Qualifying employee bond re-payments processed via PPC's Payroll receive an additional individualised interest rate discount of 0.50%.
- Additional main banked concession - individualised interest rate less 0.25% is offered. This is discount on the interest rate for qualifying employees who open an FNB account into which the employee's salary is paid (Offering may change from time to time as published on the FNB web Dwaalboom in accordance with the Main Bank Rules)
- The maximum discount applicable is the employee's Individual rate and an additional discount of 0.75% on the interest rate.
- The minimum interest rate including discounts is capped at Prime minus 1.75%.

Initiation & Monthly Admin Fees are subject to FNB Credit Policies and/or pricing review changes in line with the National Credit Act (NCA). Where multiple schemes exist with different employers only one scheme option will be applicable.

Finance-linked Individual Subsidy Program (FLISP)

FNB assists PPC employees with application for the FLISP subsidy and actively facilitates direct applications through experienced Home Loan Specialists with face-to-face on-Dwaalboom consultations with employees or via telephone or video conferencing mediums.

Government first-time homeowner subsidy program (FLISP)

First Home Finance was developed by the Department of Human Settlements to enable sustainable and affordable first-time home-ownership opportunities to South African citizens and legal permanent residents earning between R 3501.00 and R 22 000.00 per month (the affordable or gap market). Individuals in these salary bands generally find it difficult to qualify for housing finance as their income is regarded as low for mortgage finance but too high to qualify for the Government free-basic housing scheme.

FLISP assists qualifying beneficiaries who wish to obtain home loan finance to:

- Acquire ownership of an existing residential property.
- Obtain vacant serviced residential stands which are linked to house-building contracts with home builders registered with the National Home Builders Registration Council (NHBRC) or
- Build a new house with the assistance of a home builder registered with the National Home Builders Registration Council (NHBRC), on a serviced residential stand, that is already owned by the beneficiary.
- **FNB facilitates the FLISP application in support of the Home Loan application.**

Below is an extract from the FLISP income thresholds and applicable subsidies:

Finance-linked Individual Subsidy Programme			
Subsidy Quantum Table			
Implementation date 1 April 2023			
Upper limit		R169 265	
Lower Limit		R38 911	
Salary Increment Band			Subsidy Amount
Number	Lower	Higher	
1	R3 501,00	R3 700,99	R169 265
2	R3 701,00	R3 900,99	R167 816
3	R3 901,00	R4 100,99	R166 369
4	R4 101,00	R4 300,99	R164 920
5	R4 301,00	R4 500,99	R163 471
6	R4 501,00	R4 700,99	R162 022
7	R4 701,00	R4 900,99	R160 575
8	R4 901,00	R5 100,99	R159 126
9	R5 101,00	R5 300,99	R157 677
10	R5 301,00	R5 500,99	R156 229
11	R5 501,00	R5 700,99	R154 781
12	R5 701,00	R5 900,99	R153 333
13	R5 901,00	R6 100,99	R151 884
14	R6 101,00	R6 300,99	R150 437
15	R6 301,00	R6 500,99	R148 988
16	R6 501,00	R6 700,99	R147 539
17	R6 701,00	R6 900,99	R146 090
18	R6 901,00	R7 100,99	R144 643
19	R7 101,00	R7 300,99	R143 194
20	R7 301,00	R7 500,99	R141 745
21	R7 501,00	R7 700,99	R138 849

22	R7 701,00	R7 900,99	R137 401
23	R7 901,00	R8 100,99	R135 952
24	R8 101,00	R8 300,99	R134 503
25	R8 301,00	R8 500,99	R133 056
26	R8 501,00	R8 700,99	R131 607
27	R8 701,00	R8 900,99	R130 158
28	R8 901,00	R9 100,99	R128 711
29	R9 101,00	R9 300,99	R127 262
30	R9 301,00	R9 500,99	R125 814
31	R9 501,00	R9 700,99	R124 365
32	R9 701,00	R9 900,99	R122 917
33	R9 901,00	R10 100,99	R114 555
34	R10 101,00	R10 300,99	R121 469
35	R10 301,00	R10 500,99	R120 020
36	R10 501,00	R10 700,99	R118 571
37	R10 701,00	R10 900,99	R117 124
38	R10 901,00	R11 100,99	R115 675
39	R11 101,00	R11 300,99	R114 226
40	R11 301,00	R11 500,99	R112 779
41	R11 501,00	R11 700,99	R111 330
42	R11 701,00	R11 900,99	R109 882
43	R11 901,00	R12 100,99	R108 433
44	R12 101,00	R12 300,99	R106 985
45	R12 301,00	R12 500,99	R105 537
46	R12 501,00	R12 700,99	R104 088
47	R12 701,00	R12 900,99	R102 639
48	R12 901,00	R13 100,99	R101 192
49	R13 101,00	R13 300,99	R99 743
50	R13 301,00	R13 500,99	R98 294
51	R13 501,00	R13 700,99	R96 847
52	R13 701,00	R13 900,99	R95 398
53	R13 901,00	R14 100,99	R93 950
54	R14 101,00	R14 300,99	R92 501
90	R21 601,00	R21 800,99	R40 360
91	R21 801,00	R22 000,99	R38 911

3.5.2 MEASURES TO ADDRESS THE NUTRITION AND HEALTH

PPC views the nutrition and health of employees as a moral issue. The provision of adequate education for mine employees is an essential component of Dwaalboom ability to maintain a healthy, productive workforce. All employees are educated regularly by the Clinic Sister on what foods to eat and the importance of balanced diets. A tuck shop is available on the company's premises where employees can buy healthy food.

Dwaalboom Clinic Services

The Dwaalboom clinic is manned by a full-time nurse and provides medical services to all employees and contractors, including hearing, lung function, vision and blood tests. A local doctor visits the clinic once a week to provide other professional services such as heart and lung checks and other services which fall outside the expertise of the local nurse.

The clinic sister provides monthly health education to employees on various occupational health topics such as First Aid, smoking, alcohol and drug abuse, mental health, stress management and AIDS in the workplace. All staff have a compulsory medical examination.

Dwaalboom HIV/AIDS Policy and Code of Good Practice

The HIV/AIDS Policy and Code of Good Practice are driven from the Centre by the Group Risk Department. Dwaalboom recognises that infection with Human Immunodeficiency Virus (HIV) and acquired immunodeficiency syndrome (AIDS) represents an urgent problem with broad social, cultural, economic, ethical and legal implications.

Dwaalboom is committed to addressing HIV and AIDS in a pro-active, supportive and non-discriminatory manner, with the informed support and co-operation of all its employees. The same principles that govern other chronic or life-threatening conditions as regards employment apply to HIV/AIDS.

Dwaalboom communicates with and educates all employees, and where appropriate facilitate the process for their families and local communities on the dangers of HIV/AIDS and ways to avoid contracting the disease, as well as the treatment required.

Dwaalboom HIV/AIDS interventions

The following interventions have been implemented to reduce the prevalence of HIV/AIDS:

- An HIV/AIDS awareness campaign has been embarked upon to educate all employees on the implications of the disease.
- To date nine employees have completed the Peer Education Training Program.
- HIV/AIDS Voluntary Counselling and Testing (VCT) have been completed for 95% of Dwaalboom employees. VCT has also been offered to all core contractors on Dwaalboom.
- Support structures for all employees who tested HIV positive have been put into place.
- Action plans to assist the local community with HIV/AIDS support structures are currently being considered. Dwaalboom plans to continue, into the future, with HIV/AIDS and nutritional needs interventions.

3.6 THE PROCUREMENT PROGRESSION PLAN

PPC fully recognizes the role that HDSA enterprises plays in creating a broader base for economic empowerment in South Africa. The mine is committed to demonstrating its contribution to this economic transformation by utilizing its purchasing as the vehicle to realize this objective. PPC Ltd is currently monitoring procurement in terms of both the MPRDA Mining Charter and the DTI's Codes of Good Practice.

3.6.1 Preferential Procurement policy statement

The PPC Ltd Preferential Procurement Policy has been aligned to recently gazetted Codes of Good Practice which reflects the broad-based "spirit" of both the Socio-Economic Empowerment Charter of the Mining Industry as well as the Codes of Good Practice.

The Preferential Procurement Policy seeks to maximize the use of and development of empowered suppliers, whether micro, small, large, or black-owned. It further intends to increase the access of black businesses to mainstream opportunities, as well as promote entrepreneurship in black communities.

Table 13: Procurement Statistics of PPC Dwaalboom

Below is Dwaalboom Specific Information

	Calendar year 2024				
	Total Procurement spend	Non-Discretionary spend	Discretionary Spend	Spend with BEE Entities >26% BO	% Spend with BEE entities
Procurement of capital goods	R845m	R330m	R158m	R71m	44.94%
Procurement of services			R356m	R253m	71.07%
Procurement of consumables					

Preferential procurement

In terms of the recently gazetted Codes of Good Practice, our strategy will be to transact with suppliers categorized as exempted micro enterprises (EMEs) and qualifying small enterprises (QSEs) that are over 51% black-owned and over 30% black women-owned. Suppliers that do not meet this minimum requirement will be considered on an exceptional basis and equally be encouraged to improve on their transformation agenda, particularly ownership.

3.6.2 Supplier engagement

To ensure continuity in delivery, pricing and quality throughout the value chain, PPC's procurement department will periodically evaluate the performance of the supply base in terms of progress in implementing their transformation programs. Aspirant new suppliers will have the opportunity to engage PPC through our innovative web-based procurement portal to assist with:

- Early identification of enterprise and supplier development opportunities
- Improving data integrity and security
- Easy access to information for supplier selection and rotation

- In addition, walk-in facilities to cater for online registration will be available at the various operations to assist potential suppliers who do not have remote access

3.6.3 Enterprise and supplier development

PPC views enterprise and supplier development as an integral part of developing and fostering SMME (small, medium and micro enterprise) development in South Africa. We are an integral part of the national agenda to promote SMME sustainability, poverty reduction, employment creation and shared economic growth. We seek to migrate procurement from non-transformed companies and bring new participants into mainstream procurement opportunities without relinquishing our established value-for-money principles.

PPC partnered with  for a 3-year ESD program which started 1 September 2021.		
Phase I resulted in tenders issued to the local community to participate in a Supplier Development initiative:		
- Landscaping – Phiri Mokone - Plant cleaning – Modikela Construction - Mining cleaning - Damuronaboto - Scaffolding – JV between Cena and Sesinyi (now only Sesinyi R246k since 1 April 2024) - Office cleaning – JV between Servest and Kopano Cleaning		
Phase II was Enterprise Development with the view of getting suppliers ready for tendering:		
Company name	Core Service	Supplementary Service(s)
1. Goitsona Trader & Projects (Pty) Ltd	Civil Construction & Maintenance	Cleaning Services; Engineering Services
2. Retlapele Projects (Pty) Ltd	Food & hospitality	Construction & Maintenance; Logistics; General Supply
3. Gomolemo Nkoti Keitumetse Building Contractor (Pty) Ltd	Building Construction and maintenance	Cleaning services
4. Pheko Global Hauling	Plant Hire	Civil and Construction; Plant Maintenance and Cleaning Services; General Supply
5. HYDROWORLD PTY LTD	Water Solutions - including purification and bottling	Installation of industrial and domestic water purification system; Supply of first aid kits and safety signages
6. Kopano Cleaning Services	Office cleaning	Cleaning services

Dwaalboom Number of Suppliers per Category

PPC Dwaalboom Number of Suppliers per Year per Category		2024			2025			2026			2027			2028		
		PPC DW			PPC DW			PPC DW			PPC DW			PPC DW		
		Per Criteria	Total	% of Total	Per Criteria	Total	% of Total	Per Criteria	Total	% of Total	Per Criteria	Total	% of Total	Per Criteria	Total	% of Total
Mining Goods Number of Suppliers	50% + 1 Historically Disadvantaged Persons owned and controlled companies	58	216	27%	63	231	27%	68	246	28%	73	261	32%	78	276	28%
	50% + 1 women owned and controlled companies and /or 50% + 1 youth owned and controlled companies	13		6%	18		8%	23		9%	28		11%	33		12%
	BBBEE compliant companies with a minimum of 25% + 1 HDP ownership and level 4 of the BBBEE codes	145		67%	150		65%	155		63%	160		61%	165		60%
Services Procurement Number of Suppliers	50% + 1 Historically Disadvantaged Persons owned and controlled companies	71	203	35%	76	223	34%	81	243	33%	86	263	33%	91	283	32%
	50% + 1 women owned and controlled companies	22		11%	27		12%	32		13%	37		14%	42		15%
	50% + 1 youth owned and controlled companies	9		4%	14		6%	19		8%	24		9%	29		10%
	BBBEE compliant companies with a minimum of 25% + 1 HDP ownership and level 4 of the BBBEE codes	101		50%	106		48%	111		46%	116		44%	121		43%

3.6.4 PPC Dwaalboom - Inclusive Procurement Five (5) Year plan

PPC Dwaalboom Procurement Scorecard - against the 2018 Mining Charter			2023	2024		2025		2026		2027		2028	
			DMRE	PPC DW		PPC DW		PPC DW		PPC DW		PPC DW	
			Target	Target	Actual	Target	Forecast	Target	Forecast	Target	Forecast	Target	Forecast
Mining Goods Procurement (Minimum of 70% of the total mining goods must be SA manufactured with 60%+ local content value)	70%	50% + 1 Historically Disadvantaged Persons owned and controlled companies	21%	21%	31%	31%	33%	31%	35%	31%	37%	31%	39%
		50% + 1 women owned and controlled companies and /or 50% + 1 youth owned and controlled companies	5%	5%	22%	25%	25%	25%	26%	25%	27%	25%	28%
		BBBEE compliant companies with a minimum of 25% + 1 HDP ownership and level 4 of the BBBEE codes	44%	44%	45%	14%	47%	14%	49%	14%	51%	14%	53%
Services Procurement (Minimum of 80% of the total spend mst be sourced from SA based companies)	80%	50% + 1 Historically Disadvantaged Persons owned and controlled companies	50%	50%	38%	38%	40%	38%	42%	38%	44%	38%	46%
		50% + 1 women owned and controlled companies	15%	15%	14%	14%	16%	14%	18%	14%	20%	14%	22%
		50% + 1 youth owned and controlled companies	5%	5%	8%	8%	9%	8%	10%	8%	11%	8%	12%
		BBBEE compliant companies with a minimum of 25% + 1 HDP ownership and level 4 of th BBBEE codes	10%	10%	71%	20%	69%	20%	61%	20%	61%	20%	61%
Percentage of sampled analyses using SA based facilities	70%	A minimum of 70% of mining right holders research and development spent in South Africa	70%	70%	100%	70%	100%	70%	100%	70%	100%	70%	100%
Research & Development	100%	Utilise SA based facilities of companies for the analysis of 100% of all mineral samples across the mining value chain	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

PPC seeks to maximize purchases from black women owned and/or youth owned and empowered companies to promote entrepreneurship and enterprise development in local communities at regional, provincial and national level.

Assumptions:

- All suppliers with valid BBEE certificates meet the definition of Historically Disadvantaged Persons
- 35% of the Suppliers for Mining Goods are certified for local content in Years and gradually increase by 10% - 20% year on year
- Current coding system is 70% aligned to the Dti standard coding system in year and gradually increasing by 10% year on year

SECTION 4: MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

OVERVIEW

The purpose of this section is to present a clear indication of the various mechanisms and strategies, as required by DMRE guidelines, which have been formulated for the management of the impact of the mine during (and after) closure. To present the formulated strategies, specific processes and activities to be undertaken are outlined under the following headings:

- Establishment of a Future Forum
- Mechanisms to save jobs and avoid job losses and a decline in employment
- Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided
- Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchments or closure of the operation is certain
- Mine Closure Plan

The emphasis of this section is on the various requirements of the DMRE. The abovementioned features are discussed in the following subsections.

4.1 FUTURE FORUM

The PPC Dwaalboom Future Forum is a joint employee representative, management body and community representatives that will focus on the implementation and monitoring of the Social and Labour Plan. The effectiveness of the Future Forum will arise from the timeous analysis of problems facing Dwaalboom, as this will make it possible to explore and implement appropriate alternatives and solutions. The mine utilizes the Key Leader Summit as a Future Forum.

Composition of the Dwaalboom Future Forum (Key Leaders' Summit)

The PPC Dwaalboom Key Leaders forum consist of:

- Management Representatives.
- Employee Representatives/Organised Labour.
- A separate stakeholder forum is in place for consultation with the local municipality, communities, government representatives and other key stakeholders. When required, representatives from the Department of Labour will also be invited to support and guide the Dwaalboom Future Forum with technical assistance in the analysis of problems facing the mine, should the need arise for PPC Dwaalboom to retrench more than 20% of its workforce.

Meetings of Dwaalboom Future Forum

The Dwaalboom Future Forum (Key Leaders' Summit) meets monthly to discuss issues pertinent to mine and the Community Forum meets quarterly.

Terms of Reference of the Dwaalboom Future Forum

The terms of reference of the Dwaalboom Future Forum:

- Promote ongoing discussions between employee representatives and the employer about the future of mine.
- Examine future scenarios to identify problems, challenges and possible solutions regarding productivity and employment.
- Identify production and employment turn-around strategies.
- Consider interventions which would benefit the community in which the mine operates.
- Implement strategies, which are agreed upon by both the employer and employee representatives.

In addition to the above, the Dwaalboom Future Forum will also:

1. Consult on and take measures to avoid large-scale job losses
2. Anticipate the possibility of job losses and implement contingency plans.
3. Implement measures to negate the social and economic impact of job losses; and
4. Consult with the Department of Labour.

Issues for discussion in the Dwaalboom Future Forum

To extend the life of the mine, avoid job losses, minimise any impact on community, Dwaalboom will engage in discussions in the Future Forum on issues related, but not limited, to:

- Productivity improvement measures.
- Shift arrangements.
- New technology and/or changes to current technology.
- Work on public holidays.
- Cost-saving measures.
- Measures to extend the life of the mine.
- Employment opportunities
- Measures to control input costs.
- Provision of portable skills training.
- Alignment of portable skills training with identified needs of labour source and host areas with reference to the Integrated Development Plans.
- Sharing the Local Economic Development of the local communities.
- Labour costs.
- Management of the cost of regulatory requirements; and
- Dwaalboom will implement strategies agreed to in the Dwaalboom Future Forum.

Advisory assistance

Advisors may be invited to give input if need arise, to assist the Dwaalboom Future Forum to consider the way the company conducts its business with the view to minimising job losses, grow employment wherever possible and negate the effects of large-scale retrenchments in communities.

4.2 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED

4.2.1 Providing alternative solutions

The management of Dwaalboom will endeavour to avoid retrenchments wherever possible. However, where it has become evident that job losses at Dwaalboom cannot be avoided, the Dwaalboom Future Forum will consider the following alternatives to retrenchments as well as any additional alternatives that may be proposed by employee representatives. When giving consideration to proposals, the company will, of necessity, consider the need to retain experienced and skilled employees, and will furthermore comply with its policy and procedure regarding retrenchment.

The cessation of recruitment of new employees

Dwaalboom will discontinue the recruitment of new employees while attempting to fill vacant positions with existing over-complement employees who are suitably qualified, skilled and experienced

- (a) with special skills and
- (b) where a shortage of labour has arisen in a particular discipline.

The termination of the services of temporary employees and re-employed pensioners

The services of these employees will be reconsidered where suitable qualifications, skills and experience exist amongst the over-complement employees, and where the presence of these employees causes permanent employees to be over-complement.

Minimisation of the use of contract labour

A reduction in the use of contractors will be explored, subject to the following:

- Specific term agreements for capital work will continue up to the conclusion of the specified performance and or date of the contract.
- Contracts requiring the performance of special skills, equipment or resources which are not available within the organisation, will not be affected.
- Specific projects, which will not provide meaningful and prolonged employment opportunities to permanent employees, will not be affected.

Normal Retirement

Employees on/over retirement age, occupying positions that can reasonably be filled by over complement and redundant employees (with suitable qualifications, skills and experience) will leave Dwaalboom on normal retirement to create space.

Voluntary Early Retirement

Employees in the age group 55, who occupy positions that can reasonably be filled by over-complement and/or redundant employees (with suitable qualification, skills and experience) could be invited to volunteer for early retirement, can be required to go on compulsory early retirement with effect from a date to be determined, particularly as their retirement benefits will not be prejudiced by such a move.

Voluntary Separation

Employees may be invited to apply for voluntary separation, subject to PPC Dwaalboom discretion, to grant or refuse its consent for voluntary separation, giving due consideration to PPC Dwaalboom operational requirements and the need for special skills and experience retention.

Alternative placement at other PPC Operations

Dwaalboom will investigate opportunities for employment with other Operations within PPC, as well as with operations created by Dwaalboom in accordance with its LED obligations (see section 3 above), which provide for alternative employment.

Alternative employment in other mining companies

Dwaalboom will enquire regarding vacancies at other mines and will notify other mining companies of the numbers and qualifications of employees likely to be retrenched.

Redeployment of misplaced and/or over-complement labour to vacancies within Dwaalboom

Where possible, PPC Dwaalboom will ascertain what vacancies exist at the mine for different levels of work. Positions may be offered to suitable employees who are over-complement or redundant, but if no vacancies exist in job categories on a similar grade, the over-complement employees may be offered transfers where there are vacancies in lower job categories within Dwaalboom. The employee should, however, meet the inherent requirements of the vacant position and will, in such circumstances, receive the conditions of employment and salary applicable to the vacant position. Reasonable training will, where necessary, be provided for an employee to enable such person to take up such alternative position.

Implementing Alternative Work Arrangements

Alternative work arrangements if found to be viable, and subject to consultation with employee representatives.

Overtime

Reductions in overtime and the introduction of stringent controls to avoid the escalation of controllable overtime will also be considered.

PROCESS/PROCEDURE TO BE FOLLOWED

Where retrenchments cannot be avoided, the following process will be followed:

- Management will engage in consultations with the recognized representatives of the employees in the Dwaalboom Future Forum in accordance with section 189 and 189A of the Labour Relations Act (LRA) of 1995, as amended from time to time.

Issues for discussions will not be limited to these:

- A letter in compliance with section 189(3) of the LRA will be provided to the recognized employee representatives (and individuals where appropriate). The process to be followed will comply with sections 189 and 189A of the LRA.
- Should a Ministerial Directive be received in accordance with section 52 of the MPRDA, PPC Dwaalboom will take steps to comply:
- Consultations will be conducted in endeavours to minimize, delay and avoid retrenchments where reasonably possible, in accordance with (a) section 189 and 189A of the LRA,
- Dwaalboom will communicate regarding the possibility of retrenchments, with:

- a) The employees concerned and their representatives.
- b) Municipalities in major labour source and local areas.
- c) DMRE

4.3 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE OPERATION IS CERTAIN

Should retrenchments be unavoidable, Dwaalboom will take steps to minimize the social and economic impact on the affected employees and regions.

4.3.1 Mitigating the impact on affected employees

Compliance with DMRE requirements

- Comprehensive self-employment training programmes
 - a) Comprehensive training and re-employment programmes.
 - b) Comprehensive portable skills development plan.
 - c) The projects earmarked for absorbing the retrenches should be outlined

Compliance with the NEDLAC Social Plan

- In accordance with the NEDLAC Social Plan Agreement, the Dwaalboom Future Forum will notify the Department of Labour as soon as reasonably possible of:
 - a) The number of workers who are likely to be affected (voluntary and non-voluntary) and their job categories.
 - b) The timing of the proposed retrenchments.
 - c) Material assistance offered, and prospects for retraining and re-employment.
 - d) Language(s) of affected workers.
 - e) Places of origin of affected workers.
 - f) Skills profiles of affected workers.
 - g) Resources which management and employee representatives can make available.
 - h) Any retrenchment agreement/disagreement between management and the employee.
 - i) Whether a retrenchment response team is required and whether standard/additional services are required.
- The Department of Labour will send a retrenchment response team to Dwaalboom to set up an Assistance Centre and provide employees with information packs and advice on UIF, registration as a work seeker, and labour market opportunities. The Assistance Centre will be centrally located at the Main Offices at Dwaalboom.
- Dwaalboom Management and the Department of Labour may agree on the provision of additional services by the Department, at management's expense. Such services may include:
 - a) Counselling.
 - b) Employment counselling.
 - c) Training and re-training of retrenchees; and
 - d) Placement services.

The Department may contract in persons to provide these services, and these obligations are in addition to compliance with the LRA.

- The Department of Labour will also advise the NPI and the Department of Provincial and Local Government, of the expected large-scale retrenchment.
- Employees will be paid severance pay in accordance with agreements concluded with the employee representatives, or failing such agreement, in accordance with the Basic Conditions of Employment Act (BCEA) and will also be entitled to their retirement fund moneys and unemployment insurance.

4.3.2 Portable Skills Training

Dwaalboom will expand existing skills training programs to provide employees with skills which are transferable outside of the mining industry, and which will assist with employee re-integration into the job market. Dwaalboom will offer training for non-mine employment, even though it may not be contemplating retrenchments.

- Dwaalboom will provide “Portable Skills Training” to employees with skills which are transferable outside of the industry, and which will enable employees to integrate into the broader economy should they leave mining.
- Dwaalboom will train employees in these skills, and the number of employees to be trained will be increased in proportion to employee demand and available resources.
- Dwaalboom will also set aside a budget every year for such training, provided that the budget may increase in proportion to employee demand and available resources.
- Attendance of these courses will be voluntary. However, as this may affect the attainment of these targets, steps will be taken to advertise these courses to encourage attendance (see below).
- Despite the target of training per year, should the mine be contemplating unavoidable retrenchment, all employees facing retrenchment will be offered training in a portable skill, to facilitate their reintegration into the economy. To implement this, and subject to any collective agreements.
- The decision on the courses offered to employees will be taken in conjunction with Future Forum recommendations, who will consider the Integrated Development Plans of the labour source and host areas in order to determine appropriate courses.
- Training in portable skills will be offered.
 - (a) where possible, on Dwaalboom, and
 - (b) by external service providers where the need arises in the chosen areas / courses:

Plan 13: Portable Skills Training – PPC Dwaalboom Employees

- PPC previously planned and committed to the below portable skills and budget for the period 2024-2028. However, the need to provide more attractive skills arose. Consequently, the skills in the table below were offered and the commitment is to continue with them for the next years until the end of the SLP4 period. The budget will be adjusted as the period progresses, to ensure that the expenditure is not less than R50 000 per annum but ensure more attractive portable skills are offered to employees.

Portable Skills Training Plan – PPC Dwaalboom Employees

Portable Skills	Number of Training Interventions 2024 to 2028
Generic Engineering	26
Front-end Loader/Haul Truck	12
Forklift/Skid Steer Loader	8
Working at heights	5
Total Employees	51
Budget (R)	R 250 000

Generic Engineering Modules

Unit Standard	Unit Standard Title	Credit Value
10255	Select, use and care for power tools	5
113877	Understand fundamentals of electricity	8
119744	Select, use and care for engineering hand tools	8
12215	Read, interpret and produce basic engineering drawings	6
14476	Select, use and care for engineering measuring equipment	4
243762	Demonstrate knowledge of the principles of the transfer of mechanical power	2
243769	Demonstrate knowledge of lubrication	2
243781	Identify, select, and examine different types of bearings	1
243782	Identify, select and apply mechanical fasteners	4
243783	Identify and select engineering equipment and materials	7
253575	Inspect, use and care for manual lifting equipment and tackle	5
258925	Apply and maintain safety in a working environment	5

4.3.3 Severance Packages, Medical Incapacity Benefits, Retirement Funds and UIF

In the event of retrenchments being unavoidable a due consultation process will be followed, i.e. with employees, in terms of section 189(3) and 189A of the Labour Relations Act as amended.

In the event of retrenchments being unavoidable, employees will receive severance benefits (in line with the LRA & BCEA requirements), retirement fund payments and UIF money.

- All PPC Dwaalboom's employees are members of approved retirement funds and will, on retrenchment, be able to access their accrued benefits in the funds.
- Employees will also be able to access UIF benefits and PPC Dwaalboom will take the following steps to ensure that retrenched employees receive their UIF benefits.

- a) The PPC Human Resources function will set up a Retrenchment Task Team, which will be competent in Employment Services, HR and the Unemployment Insurance Fund.
- b) The Retrenchment Task Team will operate from PPC Dwaalboom for the duration of the retrenchment program and will assist affected employees with the administration of their retrenchment packages, and related matters (housing, medical, etc.) as well as address all their concerns and problems.

4.3.4 Mitigating the impact on regions

Moses Kotane Municipality is the major labour sending area for Dwaalboom. For this reason, PPC Dwaalboom has identified the labour source areas from which each employee is recruited and will:

- Obtain and scrutinize the Integrated Development Plans of the labour source areas.
- Ensure that the portable skills training courses offered to employees are relevant to employment and self-employment opportunities in the labour sending areas.
- Local economic development initiatives in the host and labour source areas (mentioned in section 3 above) will be directed at creating employment opportunities in the host and sending communities that can absorb some of the retrenched employees.

4.4 CONCLUSION

PPC Dwaalboom aspires to saving jobs and avoiding job losses wherever possible and is committed to compliance with the LRA, BCEA should circumstances arise which could result in downsizing or retrenchments.

5. FINANCIAL PROVISION

In line with the requirements of the DMRE associated with Section 46 (e) of the Minerals and Petroleum Resources Development Act (MPRDA), an indication is provided of the financial provisions that will be made available for the implementation of the Social and Labour Plan. PPC Dwaalboom acknowledges the fact that financial resources to ensure the implementation of the various elements of the SLP are vital. Therefore, this section presents the financial provision that PPC Dwaalboom undertakes towards the implementation/support of the outlined SLP activities during the duration of the mining right subject to business performance.

The financial Forecast below is the estimated SLP4 Financial Provision which is dependent on the operational and financial performance of the Dwaalboom Operation in line with the Mining Charter. In the event that the operation is not meeting its financial performance in terms of its Net Profit after Tax, the mine will consult with the DMRE.

Plan 14: Financial Provision

Intervention	Financial Forecast					
	2024	2025	2026	2027	2028	Total
Training Interventions	R1 826 515	R874 232	R687 098	R724 561	R530 847	R4 643 253
Learnerships 18.1	R0	R279 104	R840 300	R840 300	R840 300	R2 800 004
Learnerships 18.2	R36 000	R546 480	R546 480	R546 480	R237 240	R1 912 680
Youth Development (YES Programme)	R459 072	R359 424	R359 424	R359 424	R299 520	R1 836 864
Technical Exposure	R0	R4 000	R4 000	R0	R0	R8 000
Mentorship Training	R0	R0	R0	R0	R0	R0
Bursary Scheme	R0	R0	R117 406	R117 406	R117 406	R352 218
Study Assistance	R21 502	R15 820	R15 000	R15 000	R15 000	R82 322
Internships	R0	R0	R321 473	R321 473	R0	R642 946
Leadership Development	R0	R0	R23 950	R23 950	R0	R47 900
Portable Skills Employees	R50 000	R50 000	R50 000	R50 000	R50 000	R250 000
HRD Total	R2 393 089	R2 129 060	R2 965 131	R2 998 594	R2 090 313	R12 576 187
LED Total	R0.00	R560 000	R1 236 000	R729 000	R729 000	R3 254 000
Management of Downscaling	R500 000					
Total Financial Provision	R2 393 089	R2 689 060	R4 201 131	R3 727 594	R2 819 313	R16 330 187

SECTION 6: UNDERTAKING

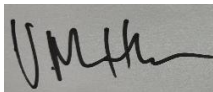
I, **Vincent Hlongwane**, Plant Manager, the undersigned and duly authorized thereto by **PPC LIMITED**,

Undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Approved

Signed at Dwaalboom on this **01 December 2025**

Signature of Responsible person



Designation:

Name: Vincent Hlongwane

PLANT MANAGER

Annexure 1: Proof of Submission of WSP / ATR 2023

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



Mrs Sanita Uys
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13 April 2023

Dear Mrs Uys

2023 WSP/ATR Receipt

Well done, you have submitted your WSP/ATR

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

Yours in Skills Development,
MQA SDR TEAM
Skills Development and Research Unit



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Reg No 2009/005305/07

30 March 2023

Mining Qualifications Authority
Skills Development and Research Unit
07 Anerley Road
Parktown

Dear Skills Development and Research Manager

SKILLS DEVELOPMENT FACILITATOR LETTER OF APPOINTMENT

We hereby confirm that **Sanita Uys** has been appointed as the Skills Development Facilitator for PPC Limited, L 330721293 as of 1 March 2021. Please grant full access to the organisation information to submit the WSP-ATR on the MQA system.

SDF details are as follows:

Full name: Sanita Uys
ID no: 7007070061088
Office no: 022 9138348
Cell no: 084 6610330
Email address: sanita.uys@ppc.co.za

For any queries or further information please contact Sanita Uys on 022 9138348

Yours Faithfully

Signed

Mokate Ramafoko

Managing Director Industrial & Innovation

31/03/2023

Date

Directors: Van Wijnen Roland Corstiaan* (CEO) | Lekula Njombo Lucky
*Dutch

