



PPC CEMENT SA (PTY) LTD

**De Hoek Mine
DMR Region - Western Cape**

**Mining License Reference no:
(WC) 30/5/1/2/2/270MR**

SOCIAL AND LABOUR PLAN

June 2023 - May 2028

Fourth Generation SLP



DE HOEK MINE



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.



Table of contents.....	1-5
SECTION 1: PREAMBLE.....	13
1.1 SOCIAL AND LABOUR PLAN AIMS AND OBJECTIVES.....	13
1.2 BACKGROUNG INFORMATION.....	141
SECTION 2: HUMAN RESOURCES DEVELOPMENT	18
OVERVIEW.....	20
2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION	20
2.2 SKILLS DEVELOPMENT PLAN.....	22
2.3 HARD TO FILL VACANCIES.....	27
2.4 CAREER PROGRESSION PLAN.....	289
2.5 COACHING & MENTORING.....	32
2.6 BURSARY AND INTERNSHIP PLAN.....	332
2.7 EMPLOYMENT EQUITY PLAN	356
SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMMES	40
3.1 SOCIAL AND ECONOMIC BACKGROUND INFORMATION.....	43
3.2 THE SOCIO-ECONOMIC IMPACT OF DE HOEK ON THE MINE COMMUNITY	44
3.3 LOCAL ECONOMIC DEVELOPMENT (LED) PROJECTS	525
3.4 MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS	59
3.5 MEASURES TO ADDRESS THE NUTRITION AND HEALTH	66
3.6 THE PROCUREMENT PROGRESSION PLAN	69
4.2 PORTABLE SKILLS TRAINING	73
SECTION 5: FINANCIAL PROVISION	75

**LIST OF TABLES**

Table 1: Farm	15
Table 2: Mine Community and Labour Sourcing Areas – Villages and Towns.....	16
Table 3: Literacy Levels and AET Needs.....	22
Table 4: PPC De Hoek Learnership – Employees 2023.....	26
Table 5: PPC De Hoek Learnership – External 2023.....	26
Table 6: Mentorship Programme De Hoek.....	32
Table 7: De Hoek Study Grants	32
Table 8: PPC Ltd Graduate Development Programme Structure.....	34
Table 9: EE Statistics	36
Table 10: Bergvriver Population Groups.....	44
Table 11: Population by age group and population group, Bergvriver Municipality.....	45
Table 12: Employment Status Bergvriver.....	46
Table 13: Education Bergvriver Municipality.....	49
Table 14: Types of Dwellings Bergvriver Municipality.....	50
Table 15: Housing Need.....	66
Table 16: Access to water.....	51
Table 17: Electricity Usage.....	51
Table 18: Current status of available dwellings for employees.....	59
Table 19: Procurement Statistics as at September 2023.....	69

FORMS

Form Q: Number and Educational levels of the Workforce.....	21
Form R: Hard to Fill Vacancies.....	27

PLANS

Plan 1: Current and Future Training Interventions Plan.....	20
Plan 2: PPC De Hoek Learnership Plan (18.1)	26
Plan 3: PPC De Hoek Learnership Plan (18.2)	26
Plan 4: Artisan Training Plan.....	25
Plan 5: Technical Exposure to College students	26
Plan 6: Career Development Plan De Hoek.....	29
Plan 7: Succession Planning De Hoek.....	30
Plan 8: Mentorship Training Plan.....	33
Plan 9: PPC Bursary Scheme.....	33
Plan 10: PPC De Hoek Graduate development programme plan 2023– 2028.....	34
Plan 11: Internship Plan.....	36
Plan 12: Leadership and Management Development Plan.....	37
Plan 13: Portable skills Training for De Hoek Employees.....	73



Abbreviations and Acronyms

AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
BBBEE	Broad-Based Black Economic Empowerment
CSI	Corporate Social Investment
DMR	Department of Minerals Resources
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 Bergvlier Municipality.
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 De Hoek



Mine community	<p>The mine community is defined as those towns, villages and tribal settlements that fall within the local municipality.</p> <p>Mine community issues that are directly and indirectly required by the regulations to be addressed in this Social and Labour Plan are:</p> <ul style="list-style-type: none"> 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 <p>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.</p>
Municipality	<p>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.</p>
De Hoek	De Hoek 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 2023, PPC celebrated 131 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 131 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 jurisdiction 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.

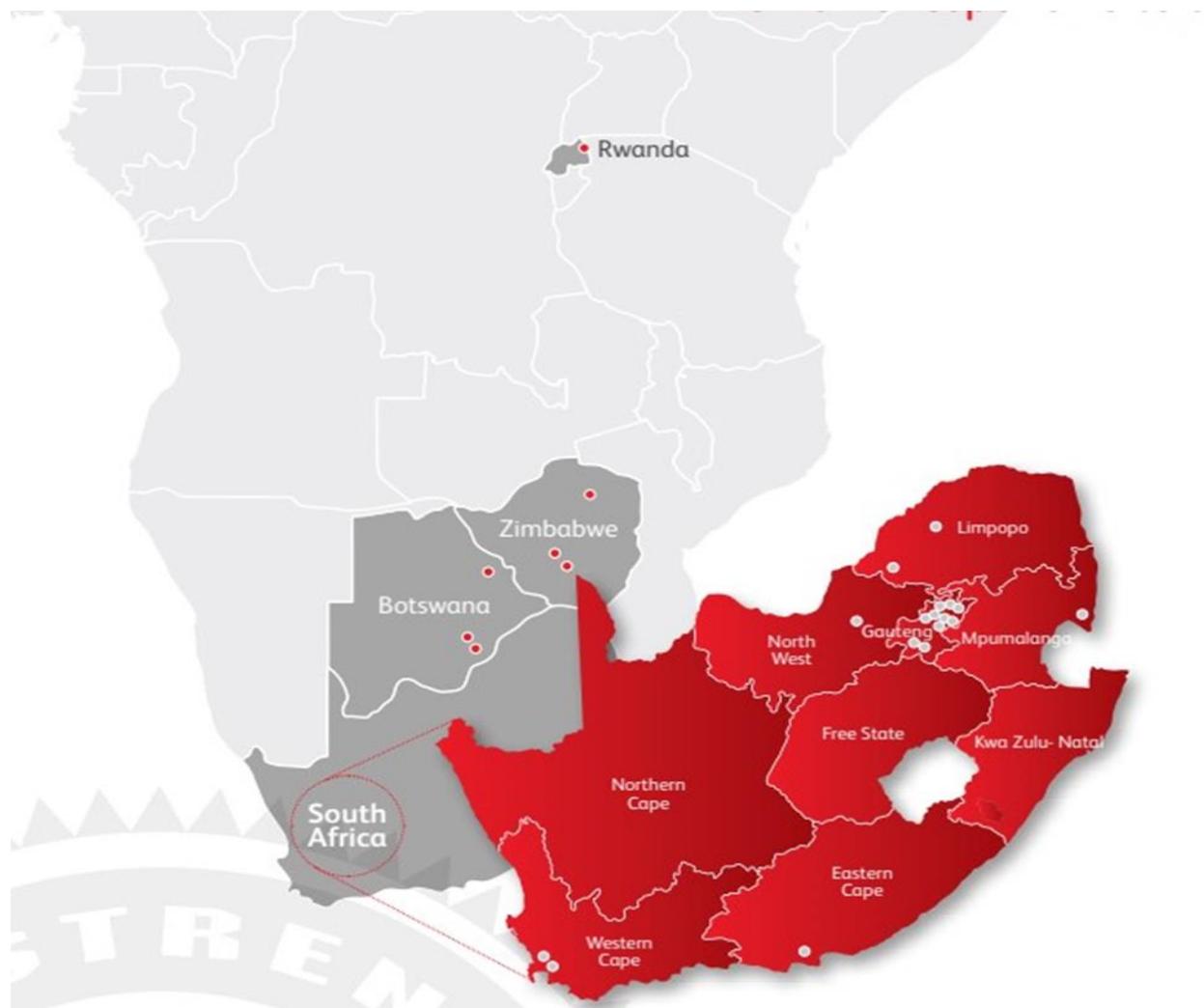
PPC is a truly African success story – a focused business that reflects the strengths of its people, products and services. As we embed our footprint in South Africa, Botswana and Zimbabwe, we will deploy our sustainable business model – one built to last and the brand of choice in our chosen marketplaces.

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



Coverage map and sites are depicted below.

OPERATIONS AND GEOGRAPHY



The De Hoek Mine is located in the Bergvliet Local Municipality in the Western Cape Province in **Ward 5** of the West Coast District Municipality. De Hoek is situated in the Western Cape Province, approximately 130 km from Cape Town and 6 km from Piketberg. Piketberg and surrounding villages and mission-stations are labour sending areas for the De Hoek operation.

The mining operation, which extracts limestone and shale as input material for its cement manufacturing process, is located 3 km from De Hoek village.



BACKGROUND INFORMATION

Section 1 outlines the location of PPC De Hoek, 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, De Hoek 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. De Hoek 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
- Graduate Development Programme
- Youth Employment Services Programme (YES)
- 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 Sure Academy. 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 De Hoek 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. De Hoek 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 the Bergvliet Local Municipality.

HOUSING

De Hoek employees are not accommodated in single sex hostels as was tradition in the mining industry. Over the years the problem of housing for employees has been addressed and where required De Hoek provides company accommodation for its key employees and also facilitates housing loans 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

De Hoek 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 site.

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 De Hoek's measures to avoid job losses, downscaling and retrenchment and where unavoidable, measures to minimize 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 De Hoek does not have foreign migrant labour in its current employment, De Hoek 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 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 De Hoek's 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.



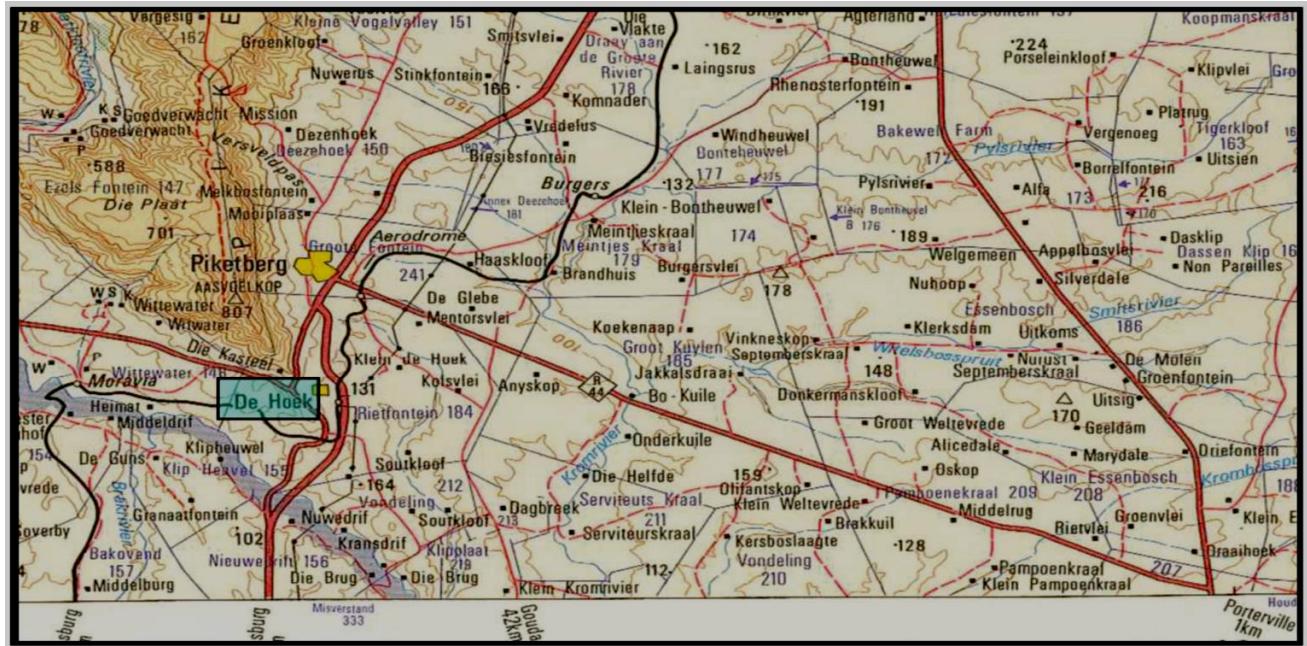
1.2 BACKGROUND INFORMATION

1. Name of company	PPC Ltd
2. Name of mine	Zoutkloof and Vondeling Quarry
3. Physical address	PPC De Hoek Factory, De Hoek
4. Postal address	PO Box 10311, De Hoek 7321
5. Telephone Number	022 913 8100
6. Fax Number	022 913 1859
7. Location of Mine	Ward 5 of the Bergvliet Local Municipality in the West Coast District Municipality, Western Cape Province
8. Commodities mined	Limestone and Shale
9. Life of Mine	15 years
10. Financial Year	April - March
11. Reporting Year	by 30 June of each year
13. Responsible Persons	Mr. Steven Strauss - General Manager Ms Zintle Boloko - Human Resources Manager
14. Geographic origin of employees	refer to Table 2

1.2.1 Location of De Hoek Mine

De Hoek is located in the Bergvliet Local Municipality in the Western Cape Province in **Ward 5** of the West Coast District Municipality. De Hoek is situated in the Western Cape Province, approximately 130 km from Cape Town and 6 km from Piketberg. Piketberg and surrounding villages and mission-stations are labour sending areas for the De Hoek operation. The mining operation, which extracts limestone and shale as input material for its cement manufacturing process, is located 3 km from the De Hoek village.

De Hoek locality map



1.2.1.1 List of farms on which PPC De Hoek conducts mining operations

Table 1: Farm list

Farm name 1:	RIETFONTEIN
Farm number	184
Registration Division	Bergrivier
Magisterial district	PIKETBERG
Farm subdivision name	
Farm Subdivision number	Portions 10, Portion of Portion 12, Portion 13, Portion 24, Portion 33, Portion 35 & Portion 38
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	West Coast District Municipality
Local Municipality	Bergrivier

Farm name 2:	VONDELING
Farm number	212
Registration Division	Bergrivier
Magisterial district	PIKETBERG
Farm subdivision name	
Farm Subdivision number	Portion 8
SG 21-digit code (if known)	
Offshore area (if applicable)	
District Municipality	West Coast Municipality
Local Municipality	Bergrivier



1.2.2 Geographic origin of employees – De Hoek Mine

Table 2: Mine Community and Labour Sourcing Areas - Villages and Towns

Suburb	City/Town	Municipality	Province	No. of employees	Number of employees (%)
Piketberg	Piketberg	Bergriver Municipality	Western Cape	88	44%
Goedverwacht	Goedverwacht	Bergriver Municipality	Western Cape	18	9%
Wittewater	Wittewater	Bergriver Municipality	Western Cape	12	6%
De Hoek	De Hoek	Bergriver Municipality	Western Cape	70	35%
Riebeeck	Riebeeck	Swartland Municipality	Western Cape	3	1,5%
Moorreesburg	Moorreesburg	West Coast District Municipality	Western Cape	2	1%
Porterville	Porterville	Bergriver Municipality	Western Cape	2	1%
Malmesbury	Malmesbury	Swartland Municipality	Western Cape	1	0,5%
Saron	Saron	Drakenstein Municipality	Western Cape	1	0,5%
Velddrif	Velddrif	Saldanha Bay Municipality	Western Cape	3	1,5%
TOTAL				200	100%

1.2.3 Geographical distribution of De Hoek sources of labour

De Hoek labour complement of 200 permanent employees is sourced mainly from the Bergrivier Local Municipality (see Table 2 above).

1.2.4 Profile of the average De Hoek's employee dependents

De Hoek's employee records show that the average household of employees living in the mine community has 2 dependents.

**b) Language diversity of the De Hoek's workforce**

About 90% of the workforce speaks Afrikaans as a first language. Other languages spoken include Xhosa 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 38 years and the average length of service for the workforce is 11 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 Bergvliet Local Municipality, whereby;

- a. The De Hoek LED projects will be focused;
- b. Alignment will be considered with the Municipal Integrated Development Plan (IDP) when developing and implementing LED projects; and
- 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 Site levels 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 sites. These best practices focus on:

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

At Site 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 though specific agreed to performance scorecards. Annual WSP/ATR reporting is done centrally for Cement RSA.

BUILDING ON A STRONG FOUNDATION

At the heart of PPC's growth and improvement lies the JABALI Culture. JABALI, PPC's organizational culture, is the sure way to a purpose-led performance driven culture. The framework provides an integrated and holistic approach that follows a very simple, but sequential logic aimed to create and sustain an **energetic, responsive and engaged culture in PPC**. The implementation of JABALI benefits our stakeholders including our customers, suppliers, communities, employees, regulators and shareholders.



Jabali Culture Framework Elements



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.

As part of this process, our Human Resources model, ***The 8 Point People Strategy***, sets out the framework for internal standards, systems and processes that facilitate employee engagement, learning & development, compliance and stakeholder engagement. The effectiveness of the strategic plan is measured on a continuous basis.



8 POINT - People strategy focus areas



HR WORKING MODEL AND COMPETENCIES

- Review and deploy HR structure that supports alignment and business performance
- HR Basics in place
- Upskilling of HR professional



BUILD CRITICAL SKILLS AND COMPETENCIES

- Develop and implement PPC learning academy
- TSA revitalization
- Focused skill upgrade (Quality, Production, Engineering)



EMPLOYEE ENGAGEMENT

- Engagement surveys and implementation of actions
- Develop and structure an employee wellbeing program for PPC
- Implement recognition programme



TALENT MANAGEMENT

- Attract, develop and retain talent
- Robust talent review processes at all levels
- Career conversations



EMPLOYEE EXPERIENCE

- Develop, package and socialize EVP
- Create excitement and fun
- Develop and Implement Diversity and Inclusion programme



COMPENSATION AND BENEFITS

- Finalize Remchannel project
- Review PPC compensation and benefits structure in line with new trends
- Regular communication of benefits and training



FUTURE FIT ORGANIZATION

- Enable HR delivery service through digital and automation
- Develop a flexible working policy
- Organizational design and change management



Stakeholder management and compliance

- Management of stakeholder relations (communities and Trade unions)
- BBBEE implementation and management
- DMRE compliance

People Strategy delivery underpinned by PPC values and governance



2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

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

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 Annexure1

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

PPC De Hoek's Human Resources Development (HRD) programme is underpinned by continuous efforts of:

- a) Assessing current and future skills requirements for the business;
- b) Identifying skills and competency gaps;
- c) Establish programs for skills development;



- d) Providing training to address skills and competency deficiencies and
- e) 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 De Hoek workforce as at December 2023

		OLD SYSTEM	MALE				FEMALE				TOTAL	
BAND	NQF LEVEL		A	C	I	W	A	C	I	W	MALE	FEMALE
		No schooling/Unknown									0	0
		Grade 0/Pre									0	0
	ABET PRE	Grade 1 / Sub A									0	0
		Grade 2 / Sub B									0	0
	ABET 1	Grade 3 / Std 1 / ABET 1									0	0
		Grade 4 / Std 2	2								2	0
	ABET 2	Grade 5/ Std 3 / ABET 2									0	0
		Grade 6 / Std 4									0	0
General Education and Training (GET)	ABET 3	Grade 7 / Std 5 / ABET 3									0	0
		Grade 8 / Std 6									0	0
	1	Grade 9 / Std 7 / ABET 4	2								2	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	3								3	0
	3	Grade 11/ Std 9 / N2	2								2	0
	4	Grade 12 / Std 10 / N3	12	128		10	6	17		3	150	26
Higher Education and Training (HET)	5	National Certificates and Occupational Awards									0	0
	6	Higher certificates	1	3		1	1			1	5	2
	7	Diplomas	6	8		4		1			18	1
	8	Professional qualifications	3	5		5	2	5		2	13	9
	9	Masters degrees									0	0
	10	Post-doctoral research degrees		1		1					2	0
		Total	18	148	0	19	9	21	0	6	195	38

In order for De Hoek to achieve 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) Adult Education and Training (AET)
- b) Learnership Program

**22 |**

- c) Recognition of Prior Learning
- d) PPC Employee Dependents Bursary Scheme
- e) Graduate Development Program
- f) Technical Development Program
- g) Internship Program
- h) Employee Study assistance
- i) Leadership and Management Development
- j) Coaching & Mentorship
- k) Portable Skills Training

2.2.2 Literacy Levels and AET Needs

Table 3: Literacy Levels and AET Needs De Hoek as at end September 2023

LEVEL	NUMBER OF EMPLOYEES	NEED	CUMULATIVE NEED
No Schooling	0		
AET 1	2	No interest	
AET 2	0		
AET 3	0		
AET 4 and above	198		

2.2.3 AET Classes in the local Community

AET classes are currently offered in the Piketberg community by the Western Cape Education department. Community members who are interested in obtaining a matric certificate can attend. This provides our employees with the opportunity to further their studies from AET level 4.

2.2.4 Operational Training

Plan 1: Current and Future training interventions Plan PPC De Hoek

Training interventions	Plan for 2024 - 2028	
	M	F
Skills Programmes	444	36
Short courses & Seminars	65	17
Information sessions & Workshops	220	45
Management Training	15	0
Sub-Total	748	99
Total	847	
Budget	R 9 718 695	



2.2.5 Learnerships and skills programs

SUMMARY PPC TECHNICAL SKILLS CENTRE

Vision

To be the preferred provider of Education and Training by providing quality training aligned to National, Sectorial and Customer requirements.

Purpose

In line with PPC's purpose, "to empower people, to experience a better quality of life," the TSC provides quality training aligned to national, sectoral, group needs and skills scarcity.



Main focus:

- Empowering operations through technical competence building
- Administration of learnerships and skills programs.
- Facilitation of technical competency content, development, and quality assurance
- Alignment and integration into artisan, non-artisan, process operator and operator support training.
- Development and implementation of technical training programs in line with business requirements and needs. (MQA/QCTO accredited where-ever possible)
- Delivery of technical training courses to improve productivity and highly skilled and competitive workforce. through the PPC Sure Academy.
- Structure career progression programs e.g., foremen, master process operators, etc.
- Improve safety culture through driving of value adding safety training e.g., lockout, belt conveyor safety, root cause analysis etc.

Accreditation:

The PPC Technical Skills Centre is fully accredited with the (MQA,QCTO,NAMB).The institution was developed by PPC Ltd and is situated in Slurry, between Mafikeng and Zeerust in the North West, in order to provide support to all PPC operations on 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
- Diesel Mechanic training service provided under Service Level Agreement (SLA) with ATI, Kimberley.
- 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 holds ISO 9001/2015 certification via the South African Bureau of Standards (SABS).

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

Training and Accommodation Facilities and Capacity

Training Facility & Capacity



TSA Workshop Capacity

- ▶ Electrical 15 - 17 learners
- ▶ Fitter & Turner 15 - 17 learners
- ▶ Plater / Welder 15 - 17 learners
- ▶ Production 10 - 12 learners

Auditorium 60 candidates

Lecture rooms 4 x 10 (+) 1 x 30

Computer room 12 candidates



Accommodation Facilities and Capacity**On-site Accommodation**

- 62 rooms
- DSTV
- Laundry facilities
- Dining facilities
- Recreation facilities




Plan 2: De Hoek Learnership Plan 18.1 (Internal) Artisan Training

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

Table 4: De Hoek Learnership (18.1) Artisan Training
2.2.6 De Hoek Learnership Plan 18.2 (External)

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

Plan 3: De Hoek Learnership Plan (External) Artisan Training

Learnership	Male		Female		Total
	HDSA	NON HDSA	HDSA	NON HDSA	
18.2 Learnerships	4	0	1	0	5
Total	4	0	1	0	5

Table 5: De Hoek Learnership Plan 18.2 (External)

Learnerships	Number of Learners				
	2024	2025	2026	2027	2028
18.1 Learnerships					
<i>Continue–Fitter/Boilermaker/Electrician</i>					
<i>New– Fitter/Boilermaker/Electrician</i>					
Budget	0	0	0	0	0
18.2 Learnerships					
<i>Continue</i>		5	0	5	5
<i>Fitter/Boilermaker/Electrician</i>					
<i>New Intake</i>		0	5	0	0
<i>Fitter/Boilermaker/Electrician</i>					
Total Budget	R1 584 436	R1 815 636	R1 906 418	R2 001 738	R2 101 825



2.2.7 Technician Training (Internal)

PPC de Hoek prioritise Technical Skills Development and implemented a Technician Development Programme (TDP).

Technician Development Programme Structure

The programme will provide employees with the required technical training to advance to Technician level.

Plan 4: Artisan Training

Type/Area of Training	2024	2025	2026	2027	2028
Trainee Technician			1	1	1
Total			1	1	1
Budget (R)			R50 000	R55 000	R60 000

Technicians are core positions and hard to fill. Trainee Technician is a development position to address critical and scarce skills.

2.2.8 Technical Exposure to University/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 unemployment in the area, PPC De Hoek will offer workplace exposure to unemployed Youth .

Plan 5: Technical Exposure to University/College Students (Vacation Practical Exposure)

Type/Area of Training	2024	2025	2026	2027	2028
University/College Development Program	2	2	2	1	1
Total	2	2	2	1	1
Budget (R)	R8 000	R8 000	R8 000	R4 000	R4 000

2.3 HARD TO FILL VACANCIES

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

OCCUPATIONAL LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top management		
Senior management		
Professionally qualified and experienced specialists, as well as mid-management	Mechanical and Electrical Engineer	GCC Mines and Works scarcity



Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Technician	Skills scarcity
Semi-skilled and discretionary decision-making		
Unskilled and defined decision-making		
Strategies to address the challenges of filling the above-mentioned positions include:		

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

- Enrolling candidates on the Bursary and Graduate Development Programs
- Management and Leadership Development Programs
- Career progression and Mentorship Programs
- Enrolment of candidates at the PPC Sure Academy on Learnership 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 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 (**Annexure 2**); 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).

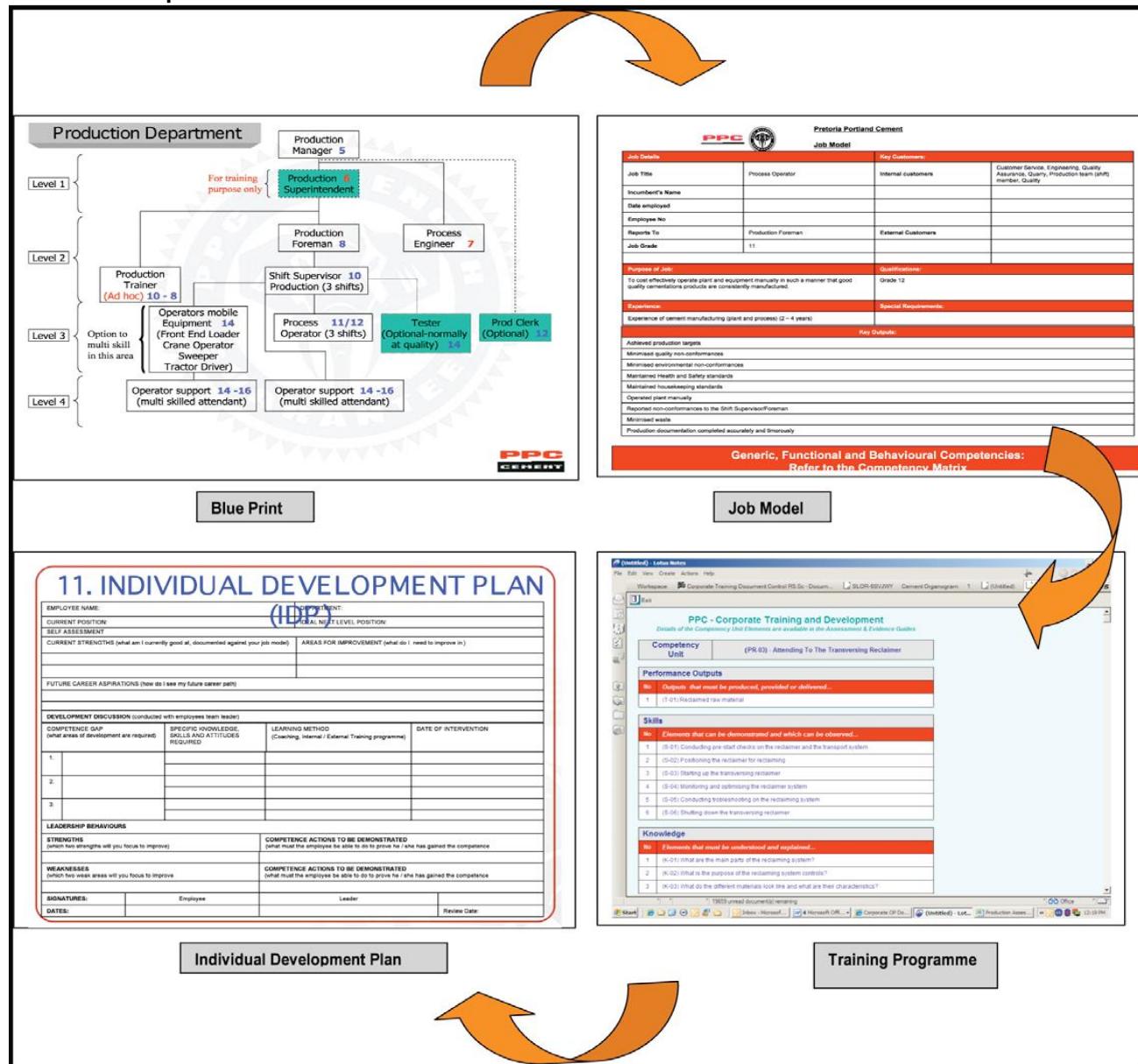
Training and development initiatives needs are indicated on the employees Individual Development Plan (IDP). Employees are encouraged to take overall responsibility of their IDP's. These are aligned with the



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).

Career Development Model



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 De Hoek 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 De Hoek 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:

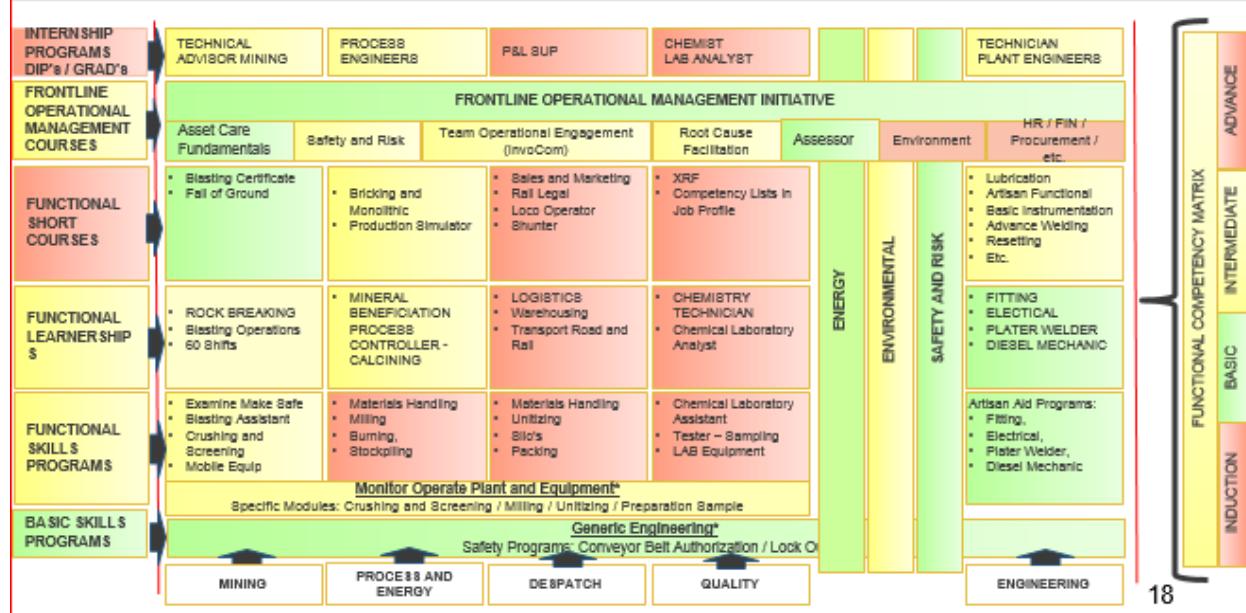
- Coaching and Mentorship.
- Specific and individual-based development activities.
- PPC Academy and Management development Programs.
- Group/mine career opportunities (E.g., promotions, transfers and acting opportunities)
- Employment Equity measures (as per the Employment Equity Act).

Target Employees in the Talent Pool

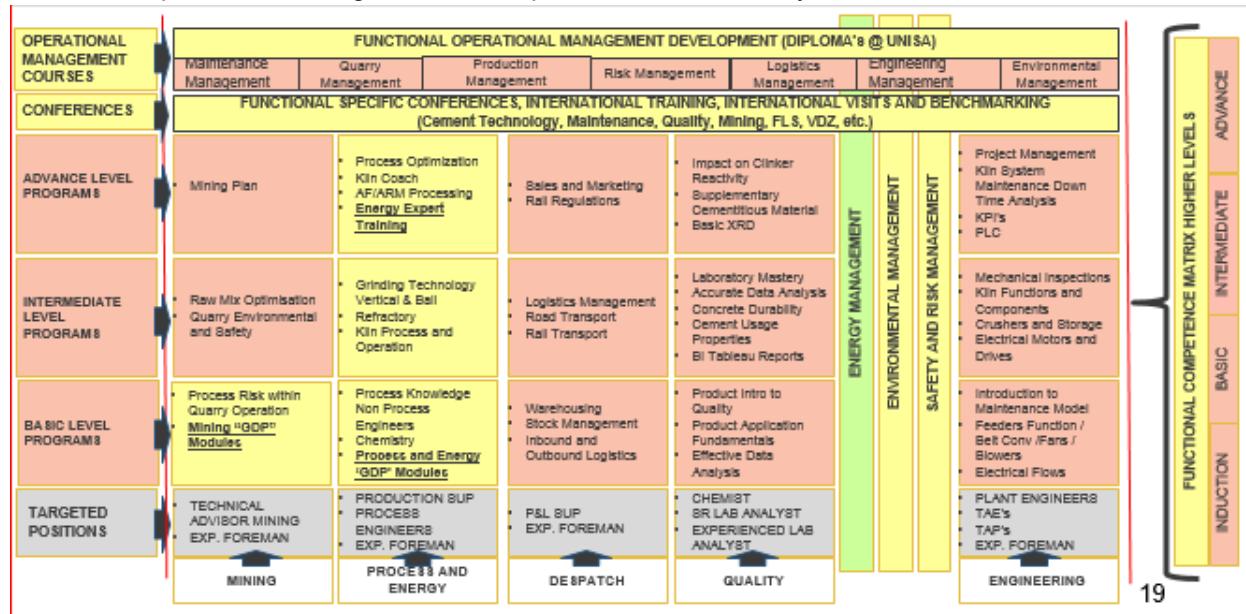
All high potential and high performing employees within PPC De Hoek are eligible to be part of the talent pool. However, the number of the people in the talent pool only includes the top talent in PPC De Hoek. The following occupational levels are therefore represented in the talent pool:

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

2.4.3 Ladders of Learning PPC Sure Academy Operational Management Development Framework—Sure Academy



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 competency levels 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 & MENTING

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: Mentorship Training Plan – De Hoek

Category	2024	2025	2026	2027	2028
Mentorship Training	2	2	2	2	2
Protégé Training	3	2	3	2	3
Total	5	7	8	7	8

2.6 BURSARY AND INTERNSHIP PLAN

2.6.1 Bursary (External) – PPC Employee Dependant 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 Engineering
- Electrical Engineering
- Chemical Engineering
- BSc. Chemistry
- Finance



- Geology
- Artisans

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.

PPC De Hoek, a division of PPC Ltd, will identify **1 bursar** from the local communities in the Bergrivier Municipality who will be supported through the PPC Bursary Scheme.

Plan 9: PPC Employee Dependant Bursary Scheme Plan - De Hoek

Bursary Field	2024	2025	2026	2027	2028
B.Eng (Electrical Engineering)	1	1	1	1	1
Budget (R)	R100 000				

2.6.2 Bursary (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 are currently studying towards a formal qualification and are on the employee study assistance program.

Table 7: De Hoek Employee Study Assistance

Study Assistance	2024	2025	2026	2027	2028
Employees on Study Assistance	3	4	4	4	4
Total	3	4	4	4	4
Total (R)	R 17 471	R 24 000	R 24 500	R25 500	R26 000



2.6.3 PPC De Hoek Graduate Development Programmes

2.6.3.1 Graduate Development Program

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

Table 8: Current PPC De Hoek Graduate Development Programme

PPC De Hoek Graduate Development Programme Structure

Discipline / Qualification	Graduate Job Title	Position Developed for
Mechanical Engineering	Engineering Graduate	Mechanical Engineer
BCom Accounting	Finance Graduate	Accountant
Chemical Engineering	Quality Assurance Graduate	Chemist
Chemical Engineer (Production / Process Services)	Production / Process Graduate	Process Engineer

The two-year GDP program is a PPC Group program that 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 site based and will learn through modules developed by PPC specialists. The GDP Program is an initiative that will fast-track each graduate's career development exponentially.

Plan 10: PPC De Hoek Graduate Development Programme Plan 2024-2028

Discipline	2024	2025	2026	2027	2028
Mechanical Engineering/Electrical	1	1	1	1	1
Process Engineering/Quality Assurance	2	1	1	1	1
Environmental Management	0	1	0	0	1
Total	3	3	3	2	3
Budget (R)	R150 000	R150 000	R150 000	R157 500	R165 375

2.6.3.2 Vacation Work

Bursars in the business and technical related studies will be required to render vacation work within PPC for a period not less than 8 weeks in each year that the PPC Bursary is awarded. During this period



the candidate will be paid an allowance at the discretion of the Company and the rates will be standard throughout the Group.

Candidates will be assigned to mentors and coaches to oversee specific projects and deliverables.

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 (MDP- University of Stellenbosch)
- Senior Management Development Program (SMDP - University of Stellenbosch)
- First Line Leader Development Program (DYNA)
- Formal Coaching and Mentorship

Plan 12: PPC De Hoek Leadership and Management Development Plan

Training Event Name	2024	2025	2026	2027	2028
First Line Leader Skills Program	2	1	0	1	0
Supervisory Development Skills Program	6	1	0	1	0
Management Development Programme	4	1	0		1
Senior Management Development Program	1	1			
Total Participants	13	4	0	2	1
Total (R)	R274 865	R 145 000	R 0	R70 000	R70 000



Employment Equity

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 organisation 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 latter 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 De Hoek has complied with the 2018 Mining charter scorecard targets as depicted below:

Employment Equity as at 31 December 2023

EMPLOYMENT EQUITY REPORT 2023											
Category	African		Coloured		Indian		White		Subtotals (A)	White Male	Grand totals (B)
	Male	Female	Male	Female	Male	Female	Male	Female			
	Top management	1	3					1	5	5	10
Executive Management	2								2		2
Senior Management			1	2					3	3	6
Middle Management	1		2						3		3
Junior Management			9	1				1	11	4	15
Core & Critical Skills (1)	5	1	54	6					66	5	71
Total of the above	9	4	66	9	0	0	2	90	17	107	

(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 incl 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				TARGET	Points		
	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B		2018	Maximum	Awarded (2)
Top management (Board)	5	10	50%	50%	3		3,0
Executive Management	2	2	100%	60%	3		5,0
Senior Management	3	6	50%	60%	4		3,3
Middle Management	3	3	100%	60%	3		5,0
Junior Management	11	15	73%	70%	3		3,1
Core and Critical Skills	66	71	93%	60%	3		4,6
TOTAL	90	107	84%		19		24,12



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 further strives to achieve a 3% representation of people with disabilities by 2028. PPC's 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 aligned to improving the workplace and culture to meet the needs of a diverse workforce. The policy seeks to create a business environment where employee differences, be it in race, gender, ethnicity, culture, religion, age, skin colour, disability, family or marital status, socio-economic status, language, physical, political affiliation, sexual orientation, socio-economic status or education are harnessed to give the business a competitive advantage.

PPC is committed to a workplace culture that promotes diversity, equity, and inclusion and free from all forms of unfair and unjust discrimination.

PPC is committed to uphold and to adhere to all laws, regulations and policies that prevent all forms of unfair discrimination and to promote diversity, equity and inclusivity.

In this regard PPC upholds the following:

- A workplace which is free from discrimination, harassment, and bullying.
- A diverse and inclusive environment that embraces individual differences.
- Employee engagement and creating a sense of belonging for all employees.
- Respect the unique needs, expressions, perspectives, and the potential of all team members
- Give equal access to opportunities and resources based on ability, performance, and potential to all employees to enable them to thrive and excel.
- Treating all employees fairly and with respect.
- Workplace facilities that cater for a diverse workforce especially people living with disabilities and women.
- Employee awareness on their rights and responsibilities pertaining to fairness, equity, and respect for all aspects of diversity.
- Attraction, retention, and development of a diverse range of talented, energetic, and committed workforce.

To achieve a diverse, equitable and inclusive workplace, PPC supports the following programs and practices:

- Organisational policies are continuously reviewed and evaluated to ensure alignment with the needs of the diversity, equity, and inclusivity effort.



- Recruitment, selection and promotion: PPC recognizes the value of a fair and impartial recruitment and promotion system that provides equal opportunities to a diverse field of qualifying candidates with different backgrounds, knowledge, experiences and perspectives
- The establishment of forums to drive priority areas of promoting diversity: PPC gives particular attention to the development and inclusion of women and people living with disabilities through effective forums, such as the Women's Forum.
- Career development and performance: PPC will give equal opportunities and support to employees with career development, support, and authority in their specific roles, paying particular attention to employees with marginalised backgrounds.
- Internal promotion and/or transfer: All employees will have equally access to promotion and other opportunities through a fair system of job advertising to enable all individuals to apply for consideration and have an opportunity to develop their careers with PPC.
- Diversity and anti-discrimination/harassment/bullying training: All PPC employees are required to be inducted on the Diversity, Equity and Inclusion Policy to raise awareness and encourage behaviour that supports diversity, equity, and inclusivity in the business.

2.7.1 Recruitment Procedures

The recruitment process (internal or external) will be informed by the site's EE Plan on available positions. Should a position become available and identified as designated for an EE candidate, PPC will endeavor recruiting 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.

2.7.2 Women's Participation at PPC De Hoek

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 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 in order 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.

A Women's Forum has been established at De Hoek. This forum is dedicated to deliberations on issues, challenges and concerns facing women in the workplace. Women also have a representative, who carries mandates from the above-mentioned forum to the Employment Equity forum.

**2.7.3 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 De Hoek 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 De Hoek outlines strategies and policies for Local Economic Development (LED). De Hoek 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 De Hoek, 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 De Hoek's mining community. Areas covered are;

- I. Western Cape Province
- II. West Coast District Municipality
- III. Bergvlier Local Municipality

Section 3.2 Presents the impact that De Hoek mine would have in the local and sending communities;

Section 3.3 Outlines community upliftment projects that De Hoek will support in line with the Integrated Development Plan of the Bergvlier Local Municipality which is the area in which De Hoek 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 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 De Hoek 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 De Hoek. A key theme is the upliftment of the communities from which PPC draws a significant percentage of its employees. PPC De Hoek's 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 West Coast District, De Hoek is part of the Berg River Municipality and falls under Ward 5. For the purpose of the Social Labour Plan, PPC De Hoek will focus on the Bergrivier Municipality which is comprised of the following small towns and villages:

- Piketberg*
- De Hoek Mine*
- Porterville*
- Velddrif
- Dwarskersbos
- Aurora
- Redelinghuys
- Eendekuil
- Goedverwacht*
- Wittewater*

Most of De Hoek employees originate from De Hoek, Piketberg, Goedverwacht and Wittewater. De Hoek's mining activities have a significant socio-economic impact on these areas. PPC De Hoek in conjunction with the Bergrivier Municipality will investigate projects to develop the Municipality with special focus on those labour sending areas marked with an asterix.

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 De Hoek, 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 De Hoek mine include the following:



- Primary Health Care
- Education and Skills Development
- Enterprise Development
- Infrastructure Development

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 De Hoek mines' main business activity is that of mining and LED support is an integral part of the Bergvlei Municipality's sustainable development strategy. LED is a primary responsibility of the following entities:

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



c) National government

De Hoek 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.

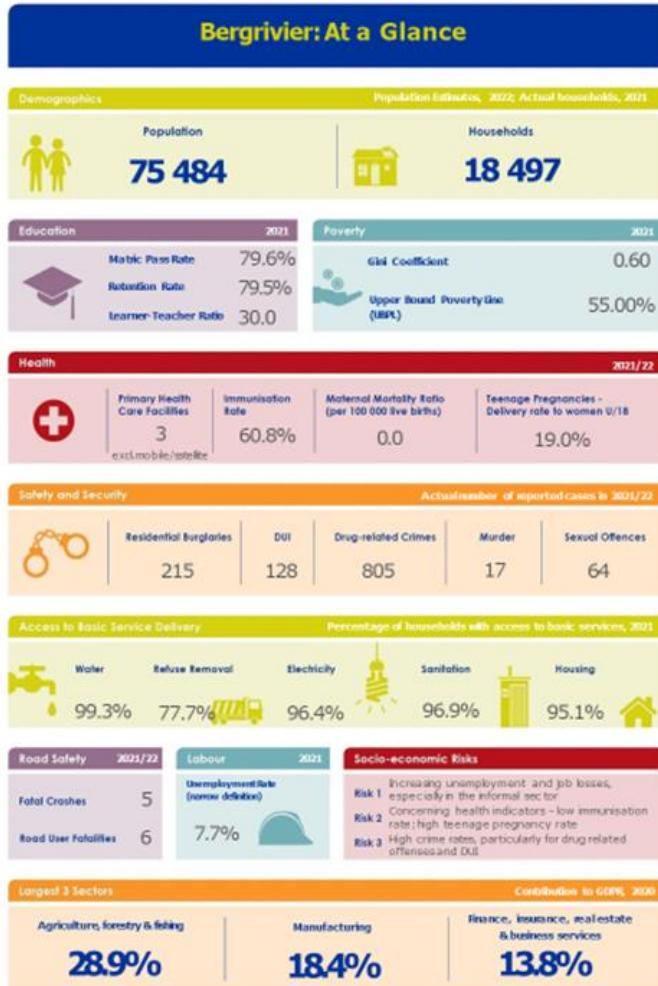
Responsibility of De Hoek on LED

PPC recognizes the need to promote local community development and social uplifting of communities within our surrounding and labour sending areas.

Running profitable and sustainable mining operations that creates opportunities, boost local economy through supporting local business activities is a commitment to meaningful contribution towards the development of the communities.

SOCIAL AND ECONOMIC BACKGROUND INFORMATION

De Hoek is located in the Bergvliet Local Municipality in the Western Cape Province in **Ward 5**, of the West Coast District Municipality. De Hoek is situated in the Western Cape Province, approximately 130 km from Cape Town and 5 km from Piketberg. Piketberg and surrounding villages and mission-stations are labour sending areas for the De Hoek operation.



3.1.1 Socio-economic background of De Hoek Mining Community

This section will cover the social and economic background of the West Coast District Municipality and the Bergrivier Local Municipality. De Hoek has the Bergrivier Local Municipalities as its main labour sending areas. As a result, De Hoek'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 De Hoek's Local Economic Development approach is highlighted.

3.1.2 Social and Economic background of Bergrivier Municipality

Bergrivier Local Municipality is a local municipality in the Western Cape province of South Africa. It governs the towns of Piketberg, Velddrif and Porterville, as well as the surrounding villages and rural areas. http://en.wikipedia.org/wiki/Bergrivier_Local_Municipality

The population estimates as at 2022 was 75 484 unemployment rate of 7.7%. The racial makeup of this municipality is dominated by Afrikaans.

Table 10: Bergvrijer Municipality Demographics

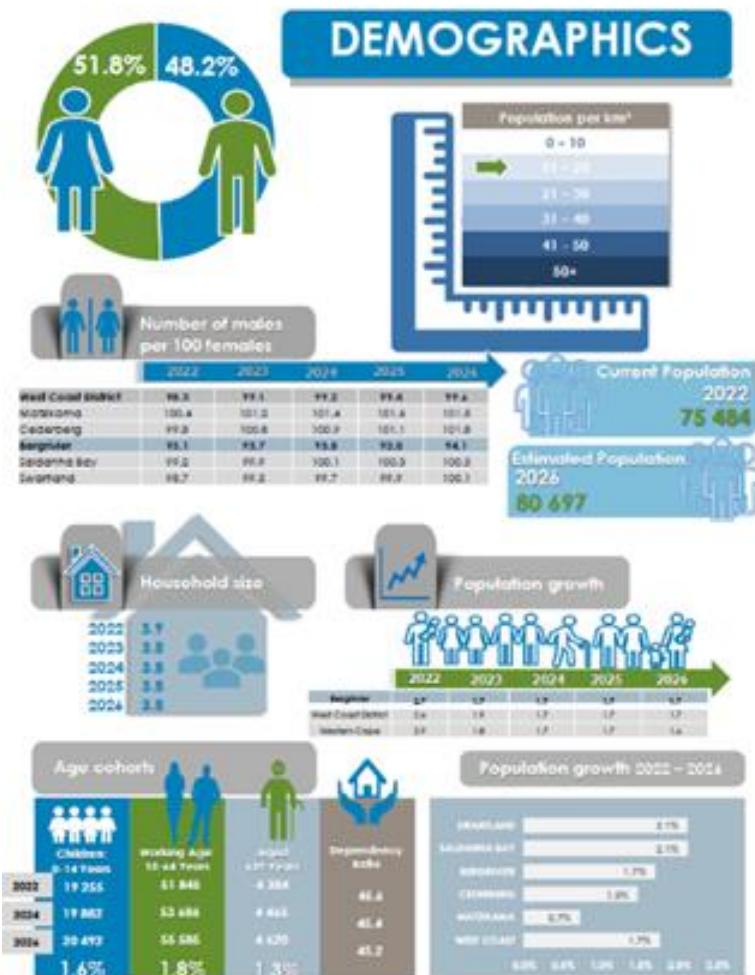
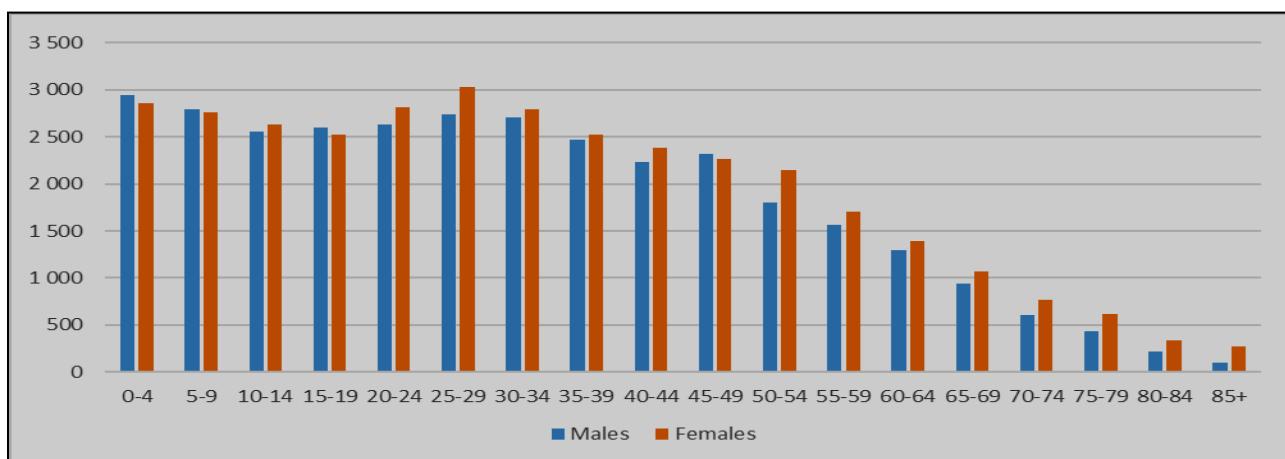


Table 11: Population by age group and population group, Bergvrijer Municipality



Between 2022 and 2026, the highest projected population growth is recorded for the working age population (15-65 years), projected to grow at an annual average rate of 1.8 per cent. The children (0-14 years) age cohort is also predicted to grow relatively fast, at an average annual rate of 1.6 per cent over the same period. The aged (65 years and older) cohort, is the slowest growing age cohort in the area, growing at a rate of 1.3 per cent for the same period. These predicted growth rates will lead to a decline in the dependency ratio, from 45.6 in 2022 to 45.2 in 2026.

Table 12: Employment status, Bergvlier Municipality

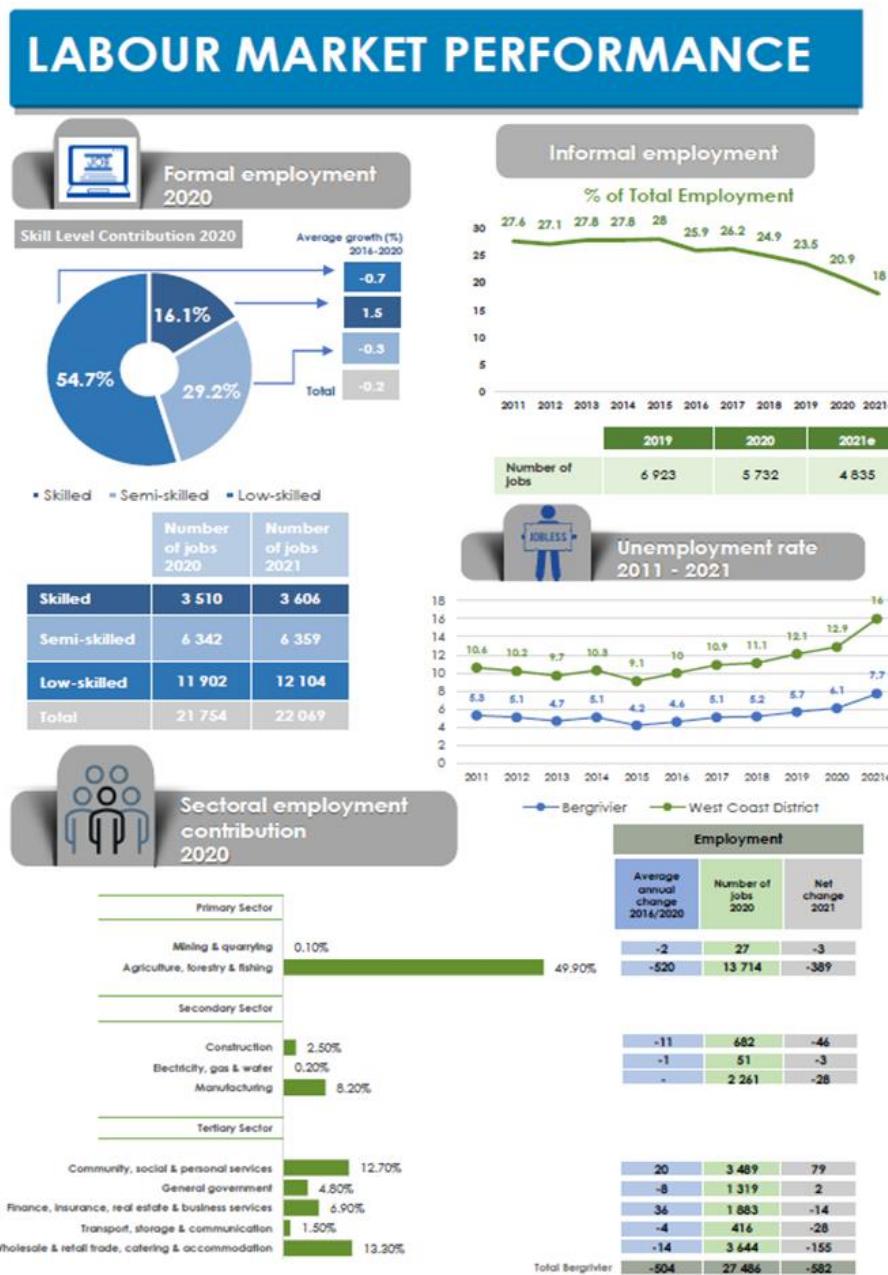
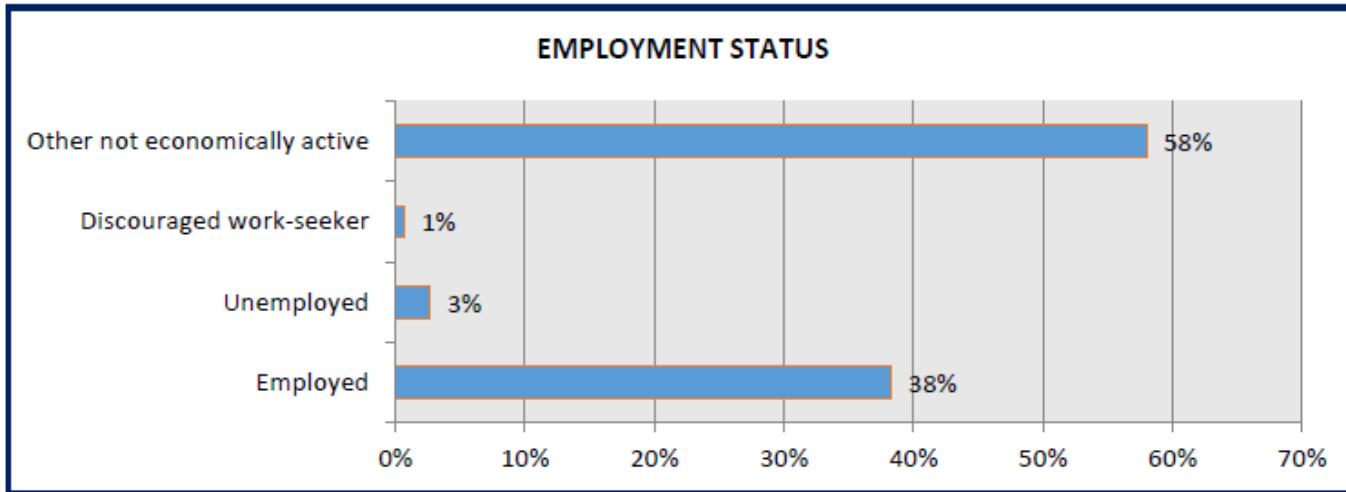


FIGURE 25: EMPLOYMENT LEVELS



Formal and Informal Employment

It is estimated that the Bergvlier region's total employed in 2021 amounts to 26 904 workers of which 22 069 (82.0 per cent) are in the formal sector while 4 835 (18.0 per cent) are informally employed, showing a drop in proportion of informally employed workers.

Informal employment has been on a declining trend since 2015, while overall formal employment has contracted at an average annual rate of 0.2 per cent between 2016 and 2020. The informal economy absorbed the majority of the job losses in 2021. This is concerning as the informal economy is expected to act as a buffer during times of economic recession.

Most of the formally employed consisted of low-skilled (54.7 per cent) and semi-skilled (29.2 per cent) workers. Although the skilled category only contributed 16.1 per cent to total formal employment (2020), it outpaced the other two categories in terms of average annual growth – between 2016 and 2020, the skilled cohort grew on average by 1.5 per cent, while the semi- and low-skilled categories contracted at 0.3 and 0.7 per cent respectively over the same period. The growth in the skilled category reflects the market demand for more skilled labour and the ability to sustain and even expand skilled employment even during difficult economic times. Evidently, the demand for skilled labour is on the rise which implies the need to capacitate and empower low-skilled and semi-skilled workers.

Unemployment

Unemployment rates in the district ranges from a high of 23.1 per cent in Saldanha Bay to a low of 7.7 per cent in Bergvlier area. The Bergvlier area's unemployment rate has been on an upward trend since 2015 (4.2 per cent). The proportion of the not economically active population has also increased from 2020 to 2021 as job losses, and an insufficient supply of jobs have led to an increasing number of discouraged work-seekers. Unfortunately,



most job losses affected informal workers who are more vulnerable to living in poverty during times of tough economic times.

The unemployment rates are concerning given that this estimate is based on the narrow definition of unemployment i.e. the percentage of people that are actively looking for work, but unable to find employment. In turn, the broad definition refers to people that want to work but are not actively seeking employment (excludes those who have given up looking for work).

The Municipality's IDP 2022–2027 indicates that the Municipality faces a number of challenges relating to unemployment, the most fundamental one being that it must find ways and means to stimulate the local economy which will in turn lead to job creation. Coupled to this is the need to facilitate the establishment of education and training facilities in the Municipal Area that will provide access to training and skills development. This will in turn enable the local community to take advantage of available employment opportunities.

A further challenge is ensuring that job opportunities within the Municipal Area are utilised by local communities. There is dissatisfaction in the Community because migrant labour is being brought in from other places to work on farms. The extent and reasons for this trend are not known and need to be investigated through engagement with appropriate stakeholders.

The economy

Agriculture is the largest employment sector in the Bergvliet Municipality, providing employment for more than half the total labour force.

This sector is also responsible for secondary employment opportunities such as packaging, bottling (e.g. milk processing) and agro-processing jobs. Primary agricultural activities within this sector include livestock farming (sheep, cattle, pig) and grain and fruit farming (cultivated crops such as grapes, watermelons, flowers, water lilies and assorted vegetables). Rooibos tea is also grown in this area.

The only significant mining enterprises are the PPC cement factory at De Hoek and a salt reclamation works at Velddrif. The Tourism industry is active and has been identified as a sector for future economic growth in the area, which may reduce our strong reliance on agriculture.

Table 13: Educational levels Bergrivier Municipality



Access to education, learner enrolment and learner-teacher ratio

Education is one of the primary resources of change, aiding people to acquire knowledge and skills, which can in turn be used to acquire jobs. In 2021, there was a total of 20 schools in the Bergrivier municipal area, of which 65.0 per cent were no fee schools. The No-fee Schools Policy abolishes schoolfees in the poorest 40 per cent of



schools nationally for learners from Grade R to Grade 9. The Policy specifies that schools that do not charge fees will be allocated a larger total of funding per learner from the national budget to make up for the fees that would have been levied.

In 2021, a total of 8 692 learners were enrolled within the Bergrivier area, marginally more than the 8 537 enrolled in 2020. For the same period, the learner-teacher ratio decreased marginally from 30.1 in 2020 to 30.0 in 2021, in line with the recommended norm of up to 40:1 for ordinary primary schools and 35:1 for ordinary high schools as set by the Department of Education.

Learner retention

With a learner retention rate (Grade 10 to 12) of 75.1 per cent (2021) for the West Coast District area, learner retention remains a critical challenge across the District. Although the Bergrivier area has the highest retention rate (79.5 per cent) within the District (2021), it still remains a serious concern. The learner retention rate is influenced by a wide array of factors, including economic influences such as unemployment, poverty/very low household income/indigent households, as well as social concerns such as teenage pregnancies, overcrowded classrooms, student attitudes towards education, as well as other personal circumstances which can make it difficult for learners to focus on education.

Retention rates should be kept in mind when considering education outcomes/results, as low retention rates are likely to skew outcomes, as drop-outs are automatically excluded from any outcomes/results. Being able to retain learners is essential for overall positive education outcomes.

Education levels in this municipality are very low, less than 10% of the population has completed higher education and 22% only has completed high school.

Table 14: Types of dwelling Bergrivier Municipality

Type of Dwelling	Number	Percentage
Traditional	180	0.1%
Formal	17 587	94.93%
Informal	632	3.7%

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.

Access to basic services

The Municipality is a Water Services Provider in terms of the Water Services Act, Act 108 of 1997 and provides water services to all towns in its area of jurisdiction with the exception of Goedverwacht and Wittewater which are private towns. All existing households have access to minimum standards of water and all households get their first 6 KL of water free. A challenge that is emerging is the expanding presence of backyard dwellers due to home owners renting out structures in their yards. Although all erven have



access to water, the municipality have no manner of ensuring that these backyard dwellers have access to sufficient water.

Table 16: Access to water Bergrivier Municipality

Access to water	Number of households
Piped (tap) water inside dwelling/institution	11288
Piped (tap) water inside yard	1590
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	100
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	7
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	105
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	50
No access to piped (tap) water	36

The Municipality is responsible for the distribution of electricity in all urban areas except Goedverwacht, Wittewater and De Hoek. The Municipality only distributes electricity to a small portion of Eendekuil where the low cost houses are situated (162 households). ESKOM distributes electricity to the areas not serviced by the Municipality. All existing households within the Municipality's area of supply have access to minimum standards of electricity and get their first 50KwH free. There is also street lighting in all towns.

The IDP Public Participation process revealed that there are areas within the Municipal and ESKOM Supply Area where existing services need to be upgraded. There is also a need for enhanced maintenance of street lighting.

Table 17: Electricity Usage Bergrivier Municipality

Electricity Usage	Population
Lighting	95.44%
Cooking	89.74%

According to the IDP 2017 – 2022 all households in urban areas including Goedverwacht and Wittewater have access to weekly refuse removal service. Refuse is taken to refuse transfer stations at Piketberg, Velddrif and Porterville from where it is transported to the Highlands landfill near Malmesbury in accordance with an agreement concluded with Swartland Municipality. The previously used landfill sites are still in existence and the rehabilitation of these was deemed a priority by almost all the communities which are testimony to an ever increasing level of environmental awareness that must be encouraged.



3.2 THE SOCIO-ECONOMIC IMPACT OF DE HOEK ON THE MINE COMMUNITY

The purpose of this section is to provide a strategic perspective regarding the contribution that PPC De Hoek makes towards the surrounding area. A vital consideration that must be taken into account is that PPC De Hoek is the only “large scale” manufacturing concern in the immediate vicinity. The contributions of PPC De Hoek 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

As at 31 December 2023, the Local Municipality of Bergvrijer benefited from De Hoek employee wages at an average monthly net figure of **R 4 155 465**.

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 as a result 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.

(LED) PROJECTS

De Hoek LED program

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

The aim of De Hoek's 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.

The Social Investment or LED policy will focus on projects that are:

- Listed in the Integrated Development Plans of Bergvrijer Municipality's;
- Related to Primary Health Care



- Related to Enterprise Development
- Related to Infrastructure Development;
- Related to Education and Skills Development;
- Wherever possible, related to job creation and skills transfer.

Strategic objectives of De Hoek' LED Program

The commitment to sustainable development will be to use the mine's expertise and business skills to:

- Support socio-economic development in the mine community;
- Align the LED program with the local IDP of the Bergrivier Municipality;
- Develop meaningful and sustainable partnerships with the communities;
- Support the enlargement of the human resources skills pool;
- Contribute towards social stability in the mine community;
- Create a positive reputation for De Hoek as a socially aligned operator; and
- Develop partnerships with relevant stakeholders that are mutually beneficial and add value to the expected outcomes of the LED program.

The mine will develop its own LED program that will specifically focus on the mine community and communities from which De Hoek draws its labour.

Strategic Priorities of the Bergrivier Municipality

STRATEGIC GOAL	STRATEGIC OBJECTIVES
Strengthen financial sustainability	To budget strategically
	Entrench the Long-Term Financial Plan in the planning, implementation and management of the organisation
	Diversify revenue and ensure value for money services
	Ensure sustainable financial risk and asset management
	Diversify by sourcing grant funding to support projects, programmes and initiatives of Council
	Ensure transparency in financial management by ensuring that all financial records are accurate, reliable and timely
Ensure good governance	
	Provide a transparent and corruption free municipality.
	Accountable leadership supported by professional and skilled administration.



STRATEGIC GOAL	STRATEGIC OBJECTIVES
	Communicate effectively with the public
	A customer centred approach to everything.

STRATEGIC GOAL	STRATEGIC OBJECTIVES
Sustainable service delivery	Develop and provide bulk infrastructure within the climate change risks.
	Maintain existing bulk infrastructure and services.
	Develop, manage and regulate the built environment.
	Source alternative sources of energy in the context of national electricity provision.
	Conserve and manage the natural environment and mitigate the impacts of climate change.

STRATEGIC GOAL	STRATEGIC OBJECTIVES
Facilitate an enabling environment for a diversified economy and growth to alleviate poverty.	Improve the regulatory environment for ease of doing business.
	Promote tourism.
	Alleviate poverty through job creation in municipal driven projects and programmes.
	Ensure all policies and systems in Bergrivier Municipality support poverty alleviation.
	Attract investment through catalytic infrastructure.

STRATEGIC GOAL	STRATEGIC OBJECTIVES
Empowering people through innovation.	To promote healthy lifestyles through the provision of sport, recreational and other facilities and opportunities.
	Promote continued partnerships for youth development.
	Promote a safe environment for all who live in Bergrivier Municipal Area.
	Develop a Master Plan for "Smart Cities" in Bergrivier Municipal Area.



3.3.1.1 Project main objective:

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

3.3.1.2 Project Beneficiaries:

Piketberg is situated at the foot of the Piketberg Mountain, 138 km north-east of Cape Town. The population of Piketberg is 5,864 comprising approximately 1,654 households. The population is also dominated by Afrikaans speaking, Coloureds and the youth also makes up more than half of the population.

The community of Piketberg is made up of:

- Ward 1: comprises Piketberg and an extensive rural area.
- Ward 2: comprises the remainder of Piketberg and an extensive rural area.

Piketberg (Ward 1 and 2) is also classified as a central place in the Bergrivier municipality. Piketberg is situated on a mainstream tourist route. Piketberg's primary economic base is agriculture which is supplemented by recreational and tourism activities. The town is adjacent to the N7 route to Namibia.

LED Projects for Ward 1 and 2 as consulted on and endorsed by the Bergrivier Municipality

Project 1	Nutec - Multifaceted Community facility for the disabled, elderly and women
Project Category:	Infrastructure Development
Background to Project:	Disabled, women, and the elderly are known to be marginalised groups in communities. Social security and social development of especially marginalized groups of people should be at the forefront of all considerations of activities and interventions by first of all, government but also other role-players such as non-governmental organizations. There is a pressing need for improved support for the Disabled, women and the elderly. Women are the main victims of Gender Based Violence. Which gives rise to a need for an information and counselling facility , while the disabled and elderly need a space for skills and capacity building. Existing facilities are not adequately equipped to meet the diverse needs of the disabled and elderly, leading to limited accessibility and diminished quality of activities that stimulates this group of people in the society. As society continues to age, and the number of individuals facing physical and cognitive challenges rises, it is imperative to have an inclusive, supportive environment to cater for their needs. A fit for purpose facility will be ideal to address the existing gap in the community. An initiative of this nature will foster a sense of belonging, reduce isolation and promoting social inclusion.
Project Objectives:	Construct a Nutec Facility that will be utilized as a workspace for the disabled and the elderly arts and crafts. The products will be sold for income generation for the disabled and the elderly. The facility will be used to store machinery and materials used for the arts and crafts. It will also serve as a training venue for skills development and social programmes offered by the department Social Development for the marginalized groups. The facility will offer a wide range of programs and activities tailored to the needs of the disabled and the elderly. The facility will also have an information and counselling facility for assisting with matters relating to social ills.
	Scope the project Appointment of Project Manager for identified project Design concept and drawings Conclusions of MOU with the Bergrivier Municipality



Measurable Deliverables:	Implementation of the project Handover project to the Bergvrievier Municipality			
Impact of Project	<ul style="list-style-type: none"> • This project would greatly benefit the local community and contribute to the wellbeing of the Disabled, elderly and women in the community • Job creation at construction phase • Promotion of social inclusion • Social engagement activities for the marginalised • Skills training and development 			
Provisional Project Start and End Date:	2025 – 2026			
Budget:	R 2 500 000.00			
Target Group/ Beneficiaries:	Disabled Women and the Elderly		Project in which Local Community:	
Number of Beneficiaries impacted:	Disabled	Elderly	Women	
Jobs created	To be confirmed			
Completion date and exit strategy	2026 Exit strategy: Handover to Bergvrievier Municipality,Community and Local Ward Councilors			
Project : 2	Patient shelter/covering - Piketberg Clinic			
Project Category:	Primary Health Care			
Background to Project:	The Piketberg Clinic assists on average 200 (in-peak) and 160- 190 (out-of-peak) patients per day. While it opens at 8 am daily, patients often arrive at 6 am. Currently, a simple structure has been erected to allow these patients to wait in a seated outside area. This structure is exposed to weather elements, resulting in patients waiting in the rain or harsh windy conditions. The need therefore is to construct or extend the existing structure as shelter for patients waiting to enter the health facility.			
Project Objectives:	Build a structure or shelter for patients while waiting for the clinic to open. This will assist with overcoming harsh weather conditions while patients wait outside for the clinic to open. Most of the patients are sickly, pregnant women and the elderly			
Measurable Deliverables:	Scope the project Design concept and drawings Appoint a contractor for the shelter Conclusions of MOU with the Bergvrievier Municipality			
Impact of Project	This project is going to benefit the Piketberg community especially the sick, elderly and pregnant women Enterprise support for local SMME for building the structure			



Provisional Project Start and End Date:	2024 – 2025		
Budget:	R 120 000.00		
Target Group/ Beneficiaries:	Piketberg Community		Project in which Local Community: Bergvlier Municipality
Number of Beneficiaries impacted:	Patients		
	200 a day		
Jobs created	Appointing a local contractor for the building		
Completion date and exit strategy:	2025 Exit strategy: Handover to the Bergvlier Municipality. Department		

Project: 3	22-Seater Minibus for Steynville Secondary School -Piketberg
Project Category:	Education
Background to Project:	Steynville secondary school is facing a major challenge in terms of giving holistic opportunities to learners and school community at large. The school's main source of funding is subsidized by the Department of Education, to service the basic needs of the school such as municipal bills, learning and teaching materials and maintenance. The school and its stakeholders try their best to give learners the best opportunities to ensure that they achieve their full potential. The challenge is that on many occasions in the past the school had to cancel a number of extra-mural activities, excursions and other events due to the fact that the school has no learner transport. The school cannot afford the high transport costs from private transporters in the area. On occasions where the school is able to take learners on excursions the chances of arriving late in the evening are almost the norm. These learners have to walk far distances from where they are dropped off. This also impacts on the learner's interest in representing the school at events. The learners lose interest in participating in extracurricular activities offered at the school as the transport costs charged by external transporters are high the learners cannot afford it. As a result, few learners participate in the school's extra mural activities, thus negatively impacting access to the wide range of opportunities available to learners to optimally reach their potential.
Project Objectives:	The minibus will be a big asset to the school with approximately 1200 learners. More learners will have the opportunity to be part of holistic development of the school community. The learner transport costs that they cannot afford will be reduced substantially.
Measurable Deliverables:	Sourcing of quotations for a safe and suitable minibus Policy on the management of the minibus Appointment of proxy Conclusions of MOU with Steynville Secondary School and the School Governing Body Purchasing of the Minibus and Branding Handover the Minibus to the School and the School Governing Body
Impact of Project	This project would greatly benefit the schooling community of the neighboring farms and towns Job creation for a designated driver Promotion of wholistic participation in the school life cycle



Provisional Project Start and End Date:	2024 – 2025			
Budget:	R 1 100 000.00			
Target Group/ Beneficiaries:	Steynville Secondary School Community		Project in which Local Community: Bergvvier Municipality	
Number of Beneficiaries impacted:	Learners	Teachers	Parents	
	1200	45	To be confirmed	
Jobs created	Designated driver			
Completion date and exit strategy:	2025 Exit strategy: Handover to the Department of Education, Steynville Secondary, School Governing Body and Bergvvier Municipality			

Project Stakeholders:

Stakeholders	Roles and responsibilities
Bergvvier Local Municipal Council/ EXCO	<ul style="list-style-type: none"> Provide suitable site Political decision making Consider the option of possible partnerships with 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 of project Asset Management
Municipal Manager/ Heads of Departments/ officials	<ul style="list-style-type: none"> Provide relevant technical sector and financial information for analysis for determination priority issues Contribute technical expertise in the consideration and finalisation of strategies and identification of projects Provide departmental operational and capital budgetary information
IDP section/ Manager	<ul style="list-style-type: none"> Manage and coordinates IDP Review process Ensure that all relevant actors 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Able to manage the project on sustainable basis • Able to manage construction • Able to manage finance according to PPC criteria • Do enumeration study • Maintenance and Operational Plan
PPC	<ul style="list-style-type: none"> • Funder of project • Adhere to Criteria • Ensured of long term success
Community	<ul style="list-style-type: none"> • 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

3.4 MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

De Hoek employees either stay in company-provided houses or in private accommodation.

Table 18: Current Status of available Dwellings for employees

Type of Dwellings	Number of employees	Percentage
Hostels	N/A	
Company Accommodation – Family Units	87	43,5%
Company Accommodation – Single Units	8	
Own Home		
Rentals		
Other (Specify)		
Total employees	95	



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.

2. 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.

Optional Risk Benefit Cover

Employees who opt to take up the optional Risk Benefit will have cover in the following instances. The cover includes settlement of the outstanding balance and excludes arrears:



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.



3. 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 website 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-site 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	
2	R3 701,00	R3 900,99	
3	R3 901,00	R4 100,99	
4	R4 101,00	R4 300,99	
5	R4 301,00	R4 500,99	
6	R4 501,00	R4 700,99	
7	R4 701,00	R4 900,99	
8	R4 901,00	R5 100,99	
9	R5 101,00	R5 300,99	
10	R5 301,00	R5 500,99	
11	R5 501,00	R5 700,99	
12	R5 701,00	R5 900,99	
13	R5 901,00	R6 100,99	
14	R6 101,00	R6 300,99	
15	R6 301,00	R6 500,99	
16	R6 501,00	R6 700,99	
17	R6 701,00	R6 900,99	
18	R6 901,00	R7 100,99	
19	R7 101,00	R7 300,99	
20	R7 301,00	R7 500,99	
21	R7 501,00	R7 700,99	
22	R7 701,00	R7 900,99	
23	R7 901,00	R8 100,99	
24	R8 101,00	R8 300,99	
25	R8 301,00	R8 500,99	



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
55	R14 301,00	R14 500,99	R91 054
56	R14 501,00	R14 700,99	R89 605
57	R14 701,00	R14 900,99	R88 156
58	R14 901,00	R15 000,99	R86 707
59	R15 001,00	R15 200,99	R85 260
60	R15 201,00	R15 400,99	R83 811



61	R15 401,00	R15 600,99	R82 362
62	R15 601,00	R15 800,99	R80 914
63	R15 801,00	R16 000,99	R79 466
64	R16 001,00	R16 200,99	R78 018
65	R16 201,00	R16 400,99	R76 569
66	R16 401,00	R16 600,99	R75 122
67	R16 601,00	R16 800,99	R73 673
68	R16 801,00	R17 000,99	R72 224
69	R17 001,00	R17 200,99	R70 775
70	R17 201,00	R17 400,99	R69 328
71	R17 401,00	R17 600,99	R67 879
72	R17 601,00	R18 000,99	R66 430
73	R18 001,00	R18 200,99	R64 982
74	R18 201,00	R18 400,99	R63 534
75	R18 401,00	R18 600,99	R62 086
76	R18 601,00	R19 000,99	R60 637
77	R19 001,00	R19 200,99	R59 190
78	R19 201,00	R19 400,99	R57 741
79	R19 401,00	R19 600,99	R56 292
80	R19 601,00	R19 800,99	R54 843
81	R19 801,00	R20 000,99	R53 395
82	R20 001,00	R20 200,99	R51 947
83	R20 201,00	R20 400,99	R50 499
84	R20 401,00	R20 600,99	R49 050
85	R20 601,00	R20 800,99	R47 602
86	R20 801,00	R21 000,99	R46 154
87	R21 001,00	R21 200,99	R44 705
88	R21 201,00	R21 400,99	R43 256
89	R21 401,00	R21 600,99	R41 809
90	R21 601,00	R21 800,99	R40 360
91	R21 801,00	R22 000,99	R38 911



3.4.1 Municipality's plan to address Housing

There is a dire need for housing throughout the Municipal Area, and the Municipality currently has 3976 applicants on its waiting list. Needs are highest in Piketberg, Porterville and Velddrif. Housing is a concurrent National and Provincial competency in terms Part A of Schedule 4, of the Constitution and is not funded by the Municipality. The Municipality's role in housing delivery is the provision of serviced land and bulk service capacity.

3.4.1.1 Housing needs

Housing pipeline

HUMAN SETTLEMENTS PIPELINE (Subject to revision) FOR 20 YEAR PERIOD

Housing Priorities					
Priority	Project	Town	Start	End	Capacity
1	GAP	PB	Jul 18	Jul 19	46
2	IRDP	EK	Jul 18	Jul 19	23
3	GAP	PV	Des 19	Des 20	20
4	IRDP	PB	Jul 20	Jul 21	100
5	IRDP	PV	Des 21	Des 22	100
6	GAP	PB	Des 21	Des 22	20
7	IRDP	VD	Jul 23	Jul 24	100
8	IRDP	PV	Jul 26	Jul 27	100
9	IRDP	AU	Des 27	Des 28	20
10	IRDP	PB	Des 27	Des 28	100
11	GAP	PB	Jul 30	Jul 30	20
12	IRDP	PV	Jul 33	Jul 34	100
13	IRDP	PB	Dec 27	Dec 28	100

Source: Bergvliet Municipality Integrated Development Plan 2012/13 – 2016-17(2nd revision 2014/15)

3.5 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 De Hoek's 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.

3.5.1 De Hoek Clinic Services

The De Hoek clinic is manned by a full-time nurse and provides medical services to all employees and contractors, including hearing, 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 has a compulsory medical examination.

3.5.2 De Hoek's HIV/AIDS Policy and Code of Good Practice

HIV/AIDS Policy and Code of Good Practice is driven from the Centre by the Group Risk Department. De Hoek 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.

De Hoek is committed to address 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.

De Hoek 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.

3.5.3 Purpose of PPC's HIV/AIDS Policy and Code of Good Practice

The purpose of the De Hoek HIV/AIDS policy and Code of Good Practice is:

- To provide clarity on the company's views and commitments with regard to assisting employees who may contract HIV/AIDS;
- To provide a consistent set of guidelines for managing employees with the life-threatening disease;
- To ensure the fair and consistent treatment of all employees with HIV/AIDS;
- To inform employees of their rights, responsibilities and benefits; and
- To provide an education framework with regard to the disease.

3.5.4 Mandatory provisions

De Hoek has adopted the following principles with regard to HIV/AIDS:

- Respect for the rights of employees;
- All information regarding an employee's HIV status will be kept confidential;



- Employees with HIV and AIDS will be treated with compassion and respect and in an equitable way and will not be discriminated against;
- The company will endeavor to reduce and manage the impact of HIV and AIDS on the workplace and where possible on the lives of employees and their dependents;
- The company will endeavor as far as possible to address the needs of employees and the organization in dealing with the issues which the epidemic imposes on the workplace; and
- Employees have a responsibility to participate in the education program.

Consistent with this concern for employees with HIV and AIDS, the company will provide the following resources:

- Advice on the rights of infected employees and their colleagues as well as consultation and advice on conditions of employment and benefits, to assist employees in managing their illness from an employment point of view;
- An effective education intervention; and
- Referral to a network of professionals to provide the required support.

3.5.5 Recruitment

It is understood that certain jobs carry an additional element of risk. Whilst the company will not discriminate on the basis of the HIV status of a prospective employee, HIV status may be taken into account when considering the suitability of the prospective employee for the position concerned. The Codes of Good Practice on HIV & Employment Equity will be taken into account in all recruitment procedures.

3.5.6 Education

The company is committed to the prevention of new HIV infections and will implement education interventions that will enable employees to remain HIV-negative and provide support for those who are HIV-infected. Through various internal print media, the Group will communicate more information regarding HIV/AIDS-related issues. Initiatives will include the following:

- Fact sheets and booklets on HIV transmission, working with HIV-positive employees, employee rights and access to medication and treatment, will continue to be distributed. The print media will be used to reinforce the work done by peer educators. All employees will be targeted, including board members, management, trade union representatives, first-aid workers, and members of surrounding communities;
- Volunteer peer educators, who are the foundation of the education process, will be employed to discuss various HIV related issues with colleagues to bridge literacy problems. Peer educators will undergo monthly briefings and refresher training to ensure they are up to date with current information;
- New volunteer workplace peer educators will be identified, trained and deployed; and
- Condoms will be distributed on-site as condom distribution is an intrinsic part of peer education and of the prevention program. Distribution points will include toilets and the clinic.

3.5.7 De Hoek's 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 Counseling and Testing (VCT) have been completed for 95% of De Hoek employees. VCT has also been offered to all core contractors on site.
- 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. De Hoek 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 DMR's 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 19: Procurement Statistics of PPC De Hoek

	Calendar year				
	Total Procurement spend	Non-Discretionary spend	Discretionary Spend	Spend with BEE Entities	% Spend with BEE entities
Procurement of capital goods	319.7	58.4	31	10.1	33
Procurement of services			74.3	35.5	48
Procurement of consumables			155.9	104.3	67

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% African-owned and over 30% African 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 Cement De Hoek - Inclusive Procurement Five (5) Year plan.

Background.

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 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

Five (5) Year Plan – Inclusive Procurement

SPL4 Inclusive Procurement		2023 YTD		
PPC Riebeeck Procurement Scorecard (Calendar Year 2023 YTD)		Weight	Target	Actual
Mining Goods Procurement (Minimum of 70% of the total mining goods must be SA manufactured with 60%+ local content value)	% of the total mining goods procurement spend on SA manufactured goods from 51% vote Historically Disadvantaged persons owned and controlled company	5%	15,00%	12,00%
	% of the total mining goods procurement spend on SA manufactured goods from companies with a minimum of 51% vote Black women owned and/or Youth Owned and controlled	5%	15,00%	12,00%
	% of the total mining goods procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	40,00%	40,00%
Services Procurement (Minimum of 80% of the total spend must be sourced from SA based companies)	% of total services procurement spend on SA based companies that are 51%vote Historically Disadvantaged persons owned and controlled companies	5%	50,00%	41,00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Black women owned and controlled	5%	15,00%	16,00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Youth ownership	5%	5,00%	0,00%
	% of the total services procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	10,00%	62,00%
Percentage of sampled analyses using SA based facilities:	A minimum of 70% of mining right holders research and development spent in South Africa	2,50%	70%	100%
Research & Development	Utilise SA based facilities of companies for the analysis of 100% of all mineral samples across the mining value chain	2,50%	100%	100%
DMR Calculation Preferential Procurement Score				Level 4



SPL4 Inclusive Procurement		Weight	2024	2025	2026	2027	2028
PPC De Hoek Procurement Scorecard	Target		Target	Target	Target	Target	Target
Mining Goods Procurement (Minimum of 70% of the total mining goods must be SA manufactured with 60%+ local content value)	% of the total mining goods procurement spend on SA manufactured goods from 51% vote Historically Disadvantaged persons owned and controlled company	5%	15,00%	15,00%	15,00%	15,00%	15,00%
	% of the total mining goods procurement spend on SA manufactured goods from companies with a minimum of 51% vote Black women owned and/or Youth Owned and controlled	5%	20,00%	25,00%	30,00%	35,00%	40,00%
	% of the total mining goods procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	35,00%	30,00%	35,00%	30,00%	25,00%
Services Procurement (Minimum of 80% of the total spend must be sourced from SA based companies)	% of total services procurement spend on SA based companies that are 51%vote Historically Disadvantaged persons owned and controlled companies	5%	48,00%	46,00%	44,00%	42,00%	40,00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Black women owned and controlled	5%	16,00%	17,00%	18,00%	19,00%	20,00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Youth ownership	5%	6,00%	7,00%	8,00%	9,00%	10,00%
	% of the total services procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	10,00%	10,00%	10,00%	10,00%	10,00%
Percentage of sampled analyses using SA based facilities:	A minimum of 70% of mining right holders research and development spent in South Africa utilises SA based facilities of companies for the analysis of	2,50%	100%	100%	100%	100%	100%

Immediate Action Plans:

- I. Ensure that the Top 100 contributing to 80% of the TMPS for Mining Goods are certified for Local Content and codified as per the DTI standardized coding system by year 3 (2021).
- II. Collaborate ESD initiatives with other Mine Right Holders and/or OEM's, with the aim of Increasing the Procurement Spend from 51% Youth Owned and Black Woman Owned entities with a minimum Level 4 recognition.
- III. Ring-fence General Services and mining goods procurement to 51% BWO / YO entities, from Non-Critical to Strategic Commodity Grouping.

PPC Group proposed Ring Fenced commodities over the 6 – 36 months are as follows:

- I. **Services**
 - General Non-Critical Services (Plant Cleaning, Facilities Management, Certain Marketing Services, and Security Services etc.)
 - Strategic Services – Engineering Services; Plant Maintenance, Drilling, Transportation in collaboration with OEM's/Large Suppliers.
- II. **Mining Goods**
 - Procurement of identified plant maintenance spares and production input materials i.e. coal (Junior Miner), grinding media, bearings, gypsum etc.

Highlighted Concerns:

- I. Research and development is not clearly defined.
- II. No verification Body to verify HDP and Youth owned and controlled entities as per demographics.
- III. No Verification Body to audit and verify the B-BBEE Scorecard, which will result in self-assessments.
- IV. No alignment between the DtI, DMR, SANAS and Minerals Council on the implementation guidelines.
- V. No alignment between the respective Mine Holders regarding the interpretation of the 2018 Mining Charter and the implementation guidelines.
- VI. No alignment between the gazetted 2018 Mining Charter and the implementation guidelines published November 2018.



SECTION 4: MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

The purpose of this section is to present a clear indication of the various mechanisms and strategies, as required per DMRE guidelines, which have been formulated for the management of the impact of the mine during (and after) closure. In order 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.

The PPC De Hoek 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 De Hoek, as this will make it possible to explore and implement appropriate alternatives and solutions.

Composition of the De Hoek Future Forum

The PPC De Hoek forum consists of:

- Management Representatives;
- Employee Representatives;
- Other stakeholders, such as representatives from the Bergrivier Municipality, may, on an ad hoc basis, be invited to attend meetings of the De Hoek Future Forum as jointly agreed by the representatives in the De Hoek Future Forum;
- When required, representatives from the Department of Labour will also be invited to support and guide the De Hoek Future Forum with technical assistance in the analysis of problems facing the mine, should the need arise for De Hoek to retrench more than 20% of its workforce.

Meetings of De Hoek Future Forum

The De Hoek Future Forum will meet at least quarterly. However, in the event of difficult economic times and pending retrenchments, the De Hoek Future Forum will meet more frequently than and as often as may be required.

Terms of Reference of the De Hoek Future Forum

The terms of reference of the De Hoek Future Forum will be to:

- Promote ongoing discussions between employee representatives and the employer, about the future of the mine;
- Examine future scenarios to identify problems, challenges and possible solutions, with regard to 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 De Hoek Future Forum will also:

1. Consult on 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 De Hoek Future Forum

In order to extend the life of mine, avoid job losses, minimise any impact on community, De Hoek 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
- De Hoek will implement strategies agreed to in the De Hoek Future Forum.

Portable Skills Training

De Hoek 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. De Hoek will offer training for non-mine employment, even though it may not be contemplating retrenchments.

- De Hoek 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.
- De Hoek will also set aside a budget of R 40 000 for 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, so as to facilitate their reintegration into the economy. In order 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 site, and
 - (b) by external service providers where the need arises in the chosen areas / courses:

**Plan 13: Portable Skills Training – De Hoek**

Portable Skills	2024	2025	2026	2027	2028
Haul Truck Driving	5	5	5	5	5
Front End Loader	5	5	5	5	5
Forklift Driving	5	5	5	5	5
Welding	5	5	5	5	5
Total	20	20	20	20	20
Budget (R)	40 000				

(c) Advertising and marketing of Portable Skills Training opportunities: Management will advertise these courses via induction training, and key leaders meeting.



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 for the financial provisions that will be made available for the implementation of the SLP projects. PPC De Hoek 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 commitment that PPC De Hoek undertakes towards the implementation/support of the outlined SLP activities during the duration of the mining right.

The financial Forecast below is the estimated SLP4 Financial Provision which is dependent on the operational and financial performance of the De Hoek Operation in line with the Mining Charter.

Plan 14: Financial Provision

Intervention	Financial Forecast				
	2024	2025	2026	2027	2028
Training Interventions	R1 783 832	R1 896 647	R1 953 546	R2 012 153	R2 072 517
Learnerships 18.1	R0	R0	R0	R0	R0
Learnerships 18.2	R1 584 436	R1 815 636	R1 906 417	R2 001 738	R2 101 825
Artisan Training	R0	R0	R50 000	R55 000	R60 000
Technical Exposure	R8 000	R8 000	R8 000	R4 000	R4 000
Mentorship Training	R12 040	R12 040	R12 040	R12 040	R12 040
PPC Employee Dependant Bursary	R100 000	R100 000	R100 000	R100 000	R100 000
Study Assistance	R17 471	R24 000	R24 500	R25 500	R26 000
GDP Programme	R150 000	R150 000	R150 000	R157 500	R165 375
Leadership Development	R274 865	R145 000	R0	R70 000	R70 000
Portable Skills	R40 000	R40 000	R40 000	R40 000	R40 000
HRD Total	R3 970 644	R4 191 323	R4 244 503	R4 477 931	R4 651 757
LED Projects	R1 300 000	R500 000	R1 000 000	R500 000	R500 000
LED Total	R1 300 000	R500 000	R1 000 000	R500 000	R500 000
Total Financial Provision	R5 270 644	R4 691 323	R5 244 503	R4 977 931	R5 151 757

SECTION 6: UNDERTAKING

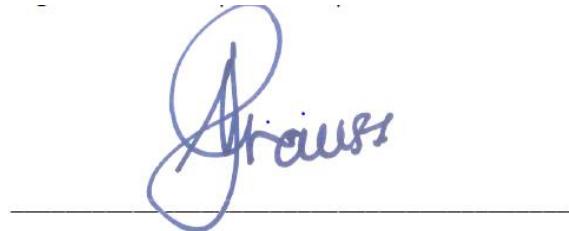
I **Steven Strauss** the undersigned and duly authorized thereto by **PPC LIMITED**.

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

Approved

Signed at **De Hoek** on this 27th day of February 2024

Signature of Responsible person

A handwritten signature in blue ink, appearing to read "Strauss", is placed over a horizontal line.

Designation:

Steven Strauss

GENERAL 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
PRETORIA PORTLAND CEMENT CO
L330721293
P O Box 10311
De Hoek
De Hoek
7321
Tel: 0229138348
Cell: 0846610330
E-mail: sanita.veys@ppc.co.za

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

**PPC Cement SA (Pty) Ltd**

PPC Building 148 Katherine Street
(Cnr Grayston Drive) Sandton Johannesburg
PO Box 787416 Sandton 2146 South Africa

Tel +27 11 386 9000
Fax +27 11 386 9001
www.ppc.africa

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

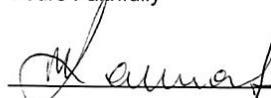
We hereby confirm that **Sanita Uys** has been appointed as the Skills Development Facilitator for PPC Limited, L 330721293 as of 1 March 2021. Please grant full access to the organisation information to submit the WSP-ATR on the MQA system.

SDF details are as follows:

Full name: Sanita Uys
ID no: 7007070061088
Office no: 022 9138348
Cell no: 084 6610330
Email address: sanita.veys@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



Annexure 2: Endorsement Letter Bergrivier Municipality



The Regional Manager
Department of Minerals & Energy (DMRE) Western Cape
Private Bag X9
Rogge Bay
8012

Dear Sir/Madam

SLP PROJECTS IDENTIFIED AND ENDORSED BY BERGRIVIER MUNICIPALITY

The above subject matter refers.

This letter serves as confirmation that the Bergrivier Municipality:

- 1.1 Had consulted with the ward committee representatives of Ward 3 and Ward 4 on the projects listed in the Social and Labour Plan (SLP) of PPC Piketberg,
- 1.2 That the projects identified are listed in the Integrated Development Plan (IDP) of Bergrivier Municipality as Key focus areas ,
- 1.3 That the said projects are contained in the SLP of PPC De Hoek in Piketberg and are listed below:
 - SG 1 - People: Improvement of quality of life of Citizens.
 - Purchase of a pre-owned 22 seater minibus for the Steynville High School. This will include a maintenance plan, and service plan for an agreed period.
 - The estimated at R1.1 Million
 - The Provision of a patient waiting area at Piketberg Clinic.
 - The estimated cost is at R200 000
 - SG 1 - People: Improvement of quality of life of Citizens.
 - The development of a Multifaceted community facility in Piketberg for marginalized and vulnerable groups.
 - The estimated cost is at R2.5 Million

We herewith fully support and endorse the Projects.

Sincerely,

Adv Hanlie Linde
 Municipal Manager
 Date: 27/02/2024